

Town of Sanbornton
Building Construction Committee
Final Report – August 2020

1.0 Introduction

Following the failure of Warrant Article 1 (Bond for the Construction of New Town Office Building and Renovations to Old Town Hall, Life Safety Building & Current Town Office Building) at the 2019 Sanbornton Annual Town Meeting, the Board of Selectmen (BOS) voted to establish a Building Construction Committee (BCC) on June 26, 2019 to “work with the town’s engineering firm, Bonnette, Page and Stone (BPS), to reevaluate options with the information provided at the last town meeting to meet the comprehensive needs of the town to be presented to the Selectmen no later than November 30, 2019.” The Committee composition was five Citizen Representatives, a Selectmen’s Representative, and a representative from BPS.¹ One of the Citizen Representative positions was later changed to be an Employee Representative (who resides in Town).

Membership for the Committee was finalized over the course of Select Board meetings on September 11 and September 25, 2019. Final members were:

Citizen Representatives: Nina Gardner, Steve Cobb, Chuck Flanders, Brendan Morrison

Employee Representative: Ken Carleton (Fire Fighter)

Selectmen’s Representative: Jim Dick

BPS Representative: Keith McBey (President, BPS)

The Committee held its first meeting on October 17, 2019 and made the following Committee assignments²:

Chair: Nina Gardner

Vice-Chair: Steve Cobb

A subcommittee was also formed for Public Affairs/Communications.

Members: Steve Cobb, Brendan Morrison

The Committee discussed the charge from the BOS and determined that due to the late formation of the Committee and the breadth of the task, that November 30 was an unrealistic deadline. The Committee requested the BOS extend the completion date to September 30, 2020 and that new date was approved on September 23, 2019.³

2.0 Committee Methodology

¹ Sanbornton Board of Selectmen’s Minutes (Approved), June 26, 2019.

² Sanbornton Building Construction Committee Minutes (Approved), October 17, 2019.

³ Sanbornton Board of Selectmen’s Minutes (Approved), September 23, 2019.

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The Committee decided that it would take a comprehensive, holistic look at the Town's space and building needs, with an emphasis on safety and security. A timeline was established to complete the work and provide a report and recommendations to the BOS in the August/September time frame, for consideration during the FY22 budget development process. The general process agreed to by the Committee included:

- Reviewing the proposal from BPS that was presented at the 2019 Annual Town Meeting
- Reviewing previous studies and analysis related to Town space and building needs
- Soliciting input from residents about their priorities and concerns for Town buildings
- Developing/assessing additional options that address the various needs identified for the Town Office, the Police Department (PD), and the Fire and Rescue Department.

The Committee agreed that all options would be on the table, and that the approach would be transparent and collaborative with residents, rather than presenting a recommendation without significant input.

It should be pointed out that in reviewing the previous studies and reports, the Committee found material dating back to 1996. That shows the issues and problems were identified nearly 25 years ago, and still no definitive action has been taken by the Legislative Body to correct them.

3.0 Timeline of Committee Activities

Altogether, the BCC held 23 meetings over the course of 10 months. The following timeline summarizes the major activities undertaken:

- Oct 2019:
 - o Met with BPS to review 2019 plan; identify other options using existing buildings and Town-owned property⁴
- Nov 2019:
 - o Developed resident survey to identify general understanding of the issues and get resident feedback on concerns and priorities
 - o BCC toured Town facilities to get a first-hand look at the spaces and issues
 - o Conducted a site walk to the Town-owned land behind Old Town Hall
 - o Sent out a press release announcing the formation of the BCC and its mission
 - o Met with the Police and Fire Chiefs to review concerns and space needs
- Dec 2019
 - o Released the resident survey (online and paper copy) to collect inputs. Also sent out another press release with the information.
 - o Committee members toured the Center Harbor Police Department

⁴ At the 2007 Town Meeting, Article 9 for the purchase of property for future town offices was approved. The Town subsequently bought approximately 2 acres of property behind the Old Town Hall.

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- Hosted Open House at Town Office and Life-Safety Building to give residents an opportunity to see “behind the scenes” in the non-public areas of the buildings
- Conducted survey of employees to identify any space needs or shortcomings of existing space
- Compiled the derived space needs from the various Building Committee efforts over the past 20 years
- Began developing a list of Frequently Asked Questions (FAQ’s) based on 2019 bond discussion and resident survey inputs to help address some of the common questions about the process
- Jan 2020
 - Reviewed the results from the resident survey
 - Began discussions with BPS on other construction/renovation options using existing facilities to identify cost effective ways to meet space needs
- Feb 2020
 - Put out press release updating the BCC activities and top-level results from resident survey
 - Continued work on FAQ’s
- Mar 2020

(Note: Following the Governor’s declaration of the COVID-19 emergency on March 13, 2020, the Committee shifted to virtual meetings to continue its business.)

 - Conducted a site walk of the Town-owned land around the existing Town Office
 - Reviewed reports and working material from previous Building Committees
 - Reviewed the 2015 Primex Risk Assessment of the Life-Safety Building
 - Began review of alternative design options provided by BPS using the existing Town Office and the land behind Old Town Hall
- Apr 2020
 - Continued review of BPS options; Requested cost estimates for additional options based on Committee discussions
 - Met with Police Chief Hankard and conducted detailed review of Police Department safety and security requirements
 - Performed cost analysis on BPS options to identify potential impact to tax rate
- May 2020
 - Continued analysis of options and costs
 - Worked on developing Frequently Asked Questions
 - Identified requirements for Police Dept operations
- June 2020
 - Refined FAQ’s
 - Began draft report
- July 2020

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- Finalized report/FAQs
- August 2020
 - Presented recommendations to the Board of Selectmen
 - Developed engagement plan to present options/collect resident feedback

4.0 Committee Baseline Assumptions

In order to have a reliable process, the Committee made a number of baseline assumptions for use throughout its work:

- All options are on the table and should be considered
- Priority will be given to addressing the safety and security issues at the Life-Safety Building, with heavy emphasis on the needs of the Police Department for safe operation
- Any proposed solution should plan to serve the Town's needs for the next 20-30 years
- Consider the timing/phasing of any potential construction/renovation and consider ways to minimize the impact on employees and the delivery of required Town services
- Town Office space needs will be addressed as required to improve service and eliminate any violations of State or Federal code.

5.0 Brief History of the Current Town Offices and Police Department Buildings

The following brief history is provided as a baseline to highlight the history of the current facilities.

The current Town Office building (573 Sanborn Rd) was originally built in 1964 as a two-bay fire station with additional space (approximately 900 sq ft) for Town Offices. When the current Life-Safety Building (565 Sanborn Rd) was built in 1988, the entire structure was converted entirely to Town Office space. It has a foot print of approximately 2,650 sq ft. The walls are 16 in thick concrete and it has a concrete ceiling.

The Life-Safety Building was constructed in 1988 to house the Fire Department and Police Department. The building is 6460 sq ft, with two bays for fire apparatus/ambulance (4,200 sq ft), 960 sq ft for the Police Department, with the rest allocated to the Fire Department (600 sq ft) and common spaces (bathrooms/breakrooms – 700 sq ft). The Police Department area includes an improvised holding area, Police Chief's office, an administrative office, storage., and open space for the rest of the officers to work. The construction of the building is simple drywall, with hollow-core doors throughout. There is no reinforcement or ballistic protection anywhere in the building.

The lot that the buildings sit on (Tax Map 26 Lot 13) was originally separate parcels. The parcel where the Town Office building sits on was 1.35 acres and was acquired as a gift to the Town in

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1964. The second part is approximately 1.3 acres and it was acquired in the mid-1980's. The Life-Safety building is situated very close to the eastern edge of the lot, and the septic system and leach field are located in the area behind the building, which means expansion in that direction is not feasible without extensive, costly site work. There is usable space to the west of the Town Office (in the direction of the fire pond) and to the rear of the building that could be used for any planned expansion. There is also room to the north/east of the fire pond that could be considered for use as an additional parking area. Figure 1 shows the approximate lay out of the parcel.



Figure 1 - Lot Lines for Town Office/LSB Parcel

6.0 Resident Survey and Results

The Committee created a survey for Town residents in order to get their input on the Town's space needs. The survey and the results are provided in Appendix A. The intent of the survey was two-fold:

- 1) Gauge the Town's awareness and understanding of the current issues regarding safety, security, and working space for Town employees

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2) Identify resident priorities for addressing the needs in terms of priorities and cost

The survey was made available to be completed online or through hard copies available at the Library, Town Office, Life-Safety Building, and the Transfer Station. Hard copy responses were manually entered into the online program so that all the data could be viewed together.

Some general results drawn from the responses:

- 103 completed surveys were received (3.4% of residents)
- Over 60% of the respondents had lived in Town for 10 years or more
- 83% of the respondents felt that any new construction should cost \$2 million or less, while 54% felt that it should be less than \$1 million (the lowest option offered)
- 93% of respondents thought the tax impact should be less than \$1.00 per thousand. 53% thought it should be \$0.50 or less. (Note: there was no \$0 option)
- Meeting the Town's needs and tax impact were the top resident priorities/concerns
- There was strong preference among residents to consider use of the current buildings before looking at new construction

Over 40 separate responses were provided to the "Additional Comments" question, which provided the Committee with very useful insight and recommendations.

7.0 Police Department Requirements

As noted in Section 4.0, the Committee felt that meeting the safety and security requirements for a functional police department was the top priority. In 2015, the Town's insurance company, Primex, conducted a risk assessment of the current police department.⁵ Since this was an insurance report, it was focused on risk management and not operational considerations, but it serves as a useful document to highlight the known safety and security risks. Some of the more significant deficiencies noted include:

- Lack of any exterior or interior ballistic protection
- Lack of a secure lobby area
- Lack of push button or badge access control within interior PD spaces
- Lack of proper secure storage for firearms, evidence, or records
- Lack of restroom facilities for detainees that does not bring them into contact with civilian employees or the general public
- Lack of a private witness interrogation space
- Lack of required facilities to separate juveniles from adults with proper audio and visual isolation
- Lack of a sally port to facilitate secure detainee transfer to/from vehicles

⁵ Sanbornton Police Department Facility Risk Assessment, Primex³ NH Public Risk Management Exchange, January 30, 2015.

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- Lack of proper holding facilities for detainee and public safety

The report included a detailed set of recommendations to address the risk areas, and they are reflected in the derived requirements for any future Police Department spaces.

The Committee met with Police Chief Hankard on April 30, 2020 to review the Primex report and get his input on the minimum requirements to create a safe, effective police department. Chief Hankard identified the spaces shown in Table 1 below.

Chief Hankard also provided the Committee with data on the number of times that the Department deals with multiple detainees simultaneously. Over the last 10 years, based on arrest records, the Department processed more than one detainee at a time an average of five times. While the same records do not exist for impounds, the estimate from Chief Hankard was that the Department impounds a vehicle or other large items an average of six times per year.

As with the Town Office, the Committee took a tour of the Police Department to see first-hand the current conditions and put the PD requirements into perspective. It was clear to the Committee members that the current drywall construction and hollow-core doors do not offer adequate security for a detainment facility. The current layout requires detainees to be brought through the public areas of the PD and into the common area with the Fire Department in order to provide detainees access to rest room facilities. This sort of issue increases risk to the public and other occupants of the building.

The Committee also took advantage of an offer to tour the Center Harbor Police Department building. That facility was built/renovated in 2012, and it represents a modern, secure facility that serves a police department of equivalent size to Sanbornton. The Committee felt the Center Harbor facilities serve as good examples of the kind of changes that are required to address the safety and security issues for the Sanbornton Police Department.

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Space Title	Purpose/Justification	Current Conditions/Arrangement
Sally Port	Secure detainee transfer to/from vehicle; Provides de-escalation location.	No sally port. Exterior door leads into PD common area.
Holding Area	Temporary restraint of detainees. Sink/toilet to eliminate contact with employees/residents. Two rooms required to support processing of multiple suspects simultaneously.	Single room with wooden bench. No toilet facilities (have to bring detainees into the public area); no ability to separate detainees
Office Spaces	Space for Police Chief and Lieutenant/Sergeant (Shared day/night) to support private conversations required for personnel management and public engagement.	Administrative/reception office area. Separate office for Police Chief.
Patrol Room	“Open” work area for patrol officers to complete required paperwork. Shared desks to minimize footprint.	Wall-mounted tabletop with two workstations in the open area of PD.
Locker Rooms	Allows clean up after a call or public interaction; Allows officers to change into civilian clothes before/after shifts.	None – shared shower facilities with Fire Dept being added in 2020.
Armory	Secure storage of department weapons and ammunition.	Stack-on “lock box” in Chief’s office. No ammo storage lockers.
Evidence Room	Secure storage with proper controls (ventilation, humidity, etc.) for storing evidence including confiscated narcotics.	Small storeroom with open shelves; Excess stored in open area of PD
Interview Room	Space to conduct witness and suspect interviews – out of earshot of detainees. Also serves as required juvenile detention space “out of sight/hearing” of adult detainees.	No interview room. Interview done in patrol area or in common area/training room shared with Fire Dept.
Training Room	Used to conduct a range of classroom and physical training to meet State recertification requirements.	Common area/training room shared with Fire Dept
Records Room	Secure storage to meet RSA requirements for police records.	File cabinets and boxes stored in administrative office/Chief’s office.
Server Room	PD has a separate server from the rest of the Town to comply with State requirements.	Server elements distributed throughout PD spaces; unsecured

Table 1- Police Department Requirements

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In reviewing the input from Chief Hankard, it was the opinion of the Committee that, with the exception of the Training Room, the spaces identified should be considered requirements for any future police facility. That facility must address the identified safety issues such as ballistic protection and access controls, to provide the appropriate safety and security for the officers, employees, detainees, and general public. There are also statutory requirements to provide for separation of juvenile detainees which the current facility does not meet. The current holding room does not allow for separation of two detainees, which is standard practice for safety and security.

The Training Room, while beneficial and highly desirable, was deemed to be optional. The Committee believes that every effort should be made to fit such a room into any building configuration, whether new construction or renovation, but it should not be used to limit the selection of an option.

The Committee also recognized that law enforcement requirements today are not the same as they were 20 years ago – or even five years ago. The facilities required for addressing the threats to police officers and the public today are different than they were when the current PD facilities were designed.

8.0 Employee Space Needs Survey

The Committee put together a survey for Town employees that work in the Town Office to identify any needs they had in addition to their current space. This included the Executive, Finance, Treasurer, Zoning/Planning, Assessing, Town Clerk/Tax Collector, Welfare Officer, and Recreation Department. (Note: The Recreation Director does not have a space in the current Town Office, but relocating that work from the Highway Department Garage to the Town Office is highly desirable.) Employees were asked to identify any specific requirements they had, such as money storage, lockable storage, need to conduct conversations to protect individual privacy, etc. and to indicate whether the current facilities were adequate. Questions were also asked about the requirement for both short- and long-term records retention (under RSA 33-a, Retention of Municipal Records).

In general, the employees felt their spaces were of adequate size, but there were issues with privacy and noise. (The current Town Office layout is essentially individual desks with no partitions or dividers. File cabinets are arranged to create separation between employees, but there is no purpose-built office furniture like partitions to create separation or reduce noise.) Some shortfalls in required lockable storage were noted as well. Between the surveys and the Committee tour of the facilities, it appears that there are definitely opportunities to purge some records not required under RSA 33-a, to consider relocation of long-term records that do not require regular access to an offsite storage area, and to explore the option for digital record retention as allowed under the RSA. The Committee calculated that over 120 square feet of floor space in the building (nearly 5% of the total space) is taken up with file cabinets. Removing

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that storage would free up the equivalent of another 10 ft x 12 ft office. While it is recognized that not all the records can be removed, the Committee believes that improvements can be made to reduce the amount of space used for storage and free up usable space for the employees. This effort is already underway and storage is improving.

It should be noted that the Committee did not take the employee input as absolute requirements – just as one data point. The majority of the responses, however, did not seek more space but just better utilization of the existing space and an improved work environment with less noise and distraction.

The Committee conducted a tour of the Town Office spaces to see first-hand the issues with the building. The tour helped put some of the employee comments into context, and it identified other issues that were not included in the employee responses. As an example, recent upgrades to the phone and computer systems highlighted the fact that electrical service to the building is at maximum capacity (the building has 100 A service) and needs an upgrade to accommodate current requirements.

Another area that needs to be addressed is compliance with the Americans with Disabilities Act (ADA) requirements. The existing facility was built/modified before ADA so it is not in compliance. Specifically, employees and members of the public who use a wheelchair cannot access certain public and employee areas because doorways are too narrow. Some structural modifications are required to bring the building into compliance with the law.

Overall, based on tours and survey responses, the Committee noted the following as serious deficiencies with the current Town Office space that need to be addressed:

- Lack of ADA compliance
- Lack of proper work space for the Welfare Officer (currently working out of the kitchen area) with the appropriate privacy to conduct business as required under RSA 169.
- Lack of proper work space for the Recreation Department Director. That work is currently being done out of the Highway Department garage.
- Lack of adequate restrooms to accommodate routine usage by Town Office employees and the public (currently only 1 toilet)
- Improper storage for vital records inside the vault (water lines pass through the vault, putting documents at risk)
- Inadequate electrical service to support the required equipment

9.0 Derived Space Requirements

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As there have been several efforts over the years to identify and address space needs for Town employees, the Committee felt it was important to capture that work and compare it to current efforts. The Derived Space Needs (Appendix D) drew on three primary sources of information:

- 2017 Evaluation and Assessment of Sanbornton Town Office & Public Safety Buildings⁶
- 2019 BPS Conceptual Design
- Current Town Office and Life-Safety Building Layout

Town Office

The current Town Office building has a foot print of 2,650 sq ft. Both the H.L. Turner report and the BPS design included significantly more space (4,296 sq ft and 5,141 sq ft, respectively). While the Committee agrees that additional space would improve the efficiency and effectiveness of conducting Town business, it did not feel that the amount of space identified in either the H.L. Turner report or the BPS conceptual design was necessary. A modest increase in space (15-20%) would appear to be adequate to meet current and future needs. The various BPS design options considered during the Committee's work were centered on the Town office space being in the range of 2,700-3,100 sq ft.

Police Department

The H.L. Turner report did not include any recommendations on the Police Department. The existing Police Department space (not shared with the Fire & Rescue Department) is 960 sq ft. The BPS design converted the existing Town Office into the PD and added a double bay sally port, which would have resulted in a total Police Department space allocation of 3,758 sq ft. Specific space needs for the Police Department were discussed in Section 7.0.

10.0 BPS Design Options

BPS President Keith McBey participated regularly with the Committee and offered his full support to exploring the various options available to the Town. All of the analysis and information provide by BPS was done at no cost to the Town. The Committee was very grateful for the willingness of BPS to work with the Town to explore options.

In assessing the various design options available, BPS provided the Committee with Rough Order of Magnitude (ROM) costs for notional design concepts. Assessments were done based on available square footage and a general sense of the layout of the facilities. Exact sizes of various rooms within a design were not calculated, but rather it was assumed that the identified functions/personnel from the current Town Office and Police Department could be accommodated within the concept footprint. Going beyond the ROM-level of estimate would involve a decision to engage (i.e., pay) BPS or an equivalent design firm to develop detailed

⁶ Evaluation and Assessment of Sanbornton Town Office & Public Safety Buildings, H.L. Turner Group, Inc, February 1, 2017.

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plans. By keeping all design options at the ROM level, it allows a fair comparison of estimated cost without getting into the details of small differences between the designs. It is best to consider the options BPS presented as “footprints” rather than “plans” – the exact configuration within a particular footprint would have to be worked out at the next stage of the process if a decision is made to move forward.

The BPS options considered are summarized in Table 2 below. The specific cost breakdowns and applicable site plans (where available) for the plans is provided in Appendix E.

In general, the BPS designs aligned to two basic options:

- 1) Renovate/expand the existing Town Office building
- 2) Build a new standalone facility on the Town-owned lot and renovate the existing Town Office (degree of renovation depends on the specific option)

The third option considered was renovation of the Old Town Hall to convert it into the Town Office, but that proved to be far too costly. A fourth option to renovate/expand the existing PD space to accommodate the identified requirements was explored but simply wasn’t feasible with the amount of space available at the site of the Life-Safety Building. The minimum requirements for the police department, as noted above, could not be achieved with the available space surrounding the Life-Safety Building

10.1 Modifications to Town Office

The 2019 BPS Concept Design for Town Buildings included renovating the current Town Office and converting it into the future Police Department. Options 1 and 2 in this study looked at expanding the existing footprint and co-locating the Town Office and PD in the same building. Option 1 was a single-story addition that adds 3250 sq ft to the current building. The specific areas to be expanded would be determined through the architectural design process, but there is sufficient space to allow expansion both behind the existing building and to the west (in the direction of the fire pond.) Option 2 looked at putting a second story on the existing Town Office and adding a single-story, double-bay sally port to the right of the current building (toward the Life-Safety Building. As seen in Table 2, the expansion options result in the largest gain in total space for the Town Office and PD. Consideration was given to the parking situation, knowing that any renovation options for the site of Town Office could not leave fewer parking spaces than exist already, since parking is already an issue. Some thought was given to the possibility of reclaiming the grass area above the fire pond and creating additional parking there, but those costs are not included in any of the ROM pricing.

As noted earlier, the goal was to end up with something in the range of 2,700-3,100 sq ft of space for the Town Office. Most of the options fell in that range with some (Options 4 and 4a) being slightly over and Option 5 being significantly over that due to the basement space created under Old Town Hall. Again, since these options are just based on space allocation, there would

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be room in a detailed design to trade space between the Town Office and PD portions of the building if required.

BPS Options 3a and 3b include a “renovation” of the Town Office spaces. In this context, the Committee looked at basic rehabilitation of the office which included addressing plumbing, mechanical, and electrical deficiencies, including bringing the building into compliance with the Americans with Disabilities Act (ADA). Reconfiguring the interior space to optimized productivity and improve conditions for the employees (such as an additional restroom) was also considered. It should be noted that these options do not address the issues of the Town employees (Welfare Officer/Recreation Department Director) who do not have proper office space within the current Town Office building.

From the PD perspective, all of the options offer a significant increase in space from the current 960 sq ft. It should be noted that all of the options include a double-bay sally port. That provides approximately 494 sq ft for detainee holding and processing (two holding cells – which is considered the minimum requirement, booking area, and evidence storage), plus 676 sq ft for vehicles. While cost could be reduced slightly by changing to a single-bay design, the minimal difference seems to be outweighed by the benefits that a second parking spot provides, such as secure storage for impounded vehicles.

One thing to be considered with the co-location of the Police Department and the Town Office is the risk to employees and the general public in the event of an escaped detainee. While that risk currently exists at the Life-Safety Building, the other occupants of that building are also first responders. An escapee who enters the general population in the Town Office creates a greater risk. It is something that can be managed with the right security and protocols, but the Committee felt it was worth noting.

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Option #	Town Office Area	PD Area (includes Sally Port parking)	Cost	Option Description	Comments
1	3160	2750	\$2,172,764	Single-story addition (add 3250 sq ft). Add 500 sq ft to TO, rest to PD.	Impacts parking on right side of building
2	3160	3339	\$3,263,102	Second floor addition plus single story double sally port/detention area. 500 sq ft on ground floor for Town Office use.	Lose all parking to right of building. Includes 26x26 booking/detention area in sally port addition.
3	2660	2750	\$1,732,228	Standalone PD building (2750 sq ft) - no TO renovation	Does not create any additional parking issues
3a	2660	2750	\$2,255,078	Standalone PD building (2750 sq ft) - TO renovation, no TO fire suppression	Does not create any additional parking issues
3b	2660	2750	\$2,600,302	Standalone PD building (2750 sq ft), TO renovation w/Fire Suppression	Does not create any additional parking issues
4	3750	2660	\$3,187,835	Standalone Town Office (3750 sq ft) – no fire suppression - and renovation for PD	Solves parking problem for TO

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Option #	Town Office Area	PD Area (includes Sally Port parking)	Cost	Option Description	Comments
4a	3750	2660	\$3,533,944	Standalone Town Office (3750 sq ft) - with Fire Suppression - and renovation for PD	Solves parking problem for TO
5	8610	2660	\$4,087,807	Renovate Old Town Hall for Town Office with addition/full basement, renovate old TO for PD	Parking neutral - could add more spots in field behind OTH (additional cost)

Table 2- Summary of BPS Design Options

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Fire Suppression System

The options to co-locate the Town Office and PD all include the cost to install a fire suppression system. To understand the requirements for fire suppression, the Committee met with Fire Chief Paul Dexter on April 9, 2020 to discuss the code requirements. Chief Dexter explained that a fire suppression system would be required in any building where people were detained and could not egress on their own. That means that any building housing the PD must have a suppression system. He said that while a standalone Town Office building would not be required to install one, he strongly recommended that any planned renovation or construction for the Town Office facility include one as a safety measure. He is opposed to any plan that does not include a fire suppression system to protect the employees and the Town's investment. The Committee also notes that adding fire suppression to the existing Town Office would allow for future extension of coverage to the Life-Safety Building, which would be an additional (and valuable) benefit.

10.2 Construction of a Standalone Building

While the 2019 BPS Concept Design took advantage of the Town-owned property behind Old Town Hall, it did so by tying together the new Town Office space with the historic Old Town Hall. That resulted in significant costs for site work and access, and resulted in much more space than required. After walking the property and consulting with BPS, the Committee came to the conclusion that a standalone building on the site could be a cost-effective approach.

In considering the standalone construction option, the Committee recognized that there are concerns and issues with access to the site which would have to be considered and addressed. The ROM cost estimates do include a reservation for site work, based on the earlier efforts by BPS to design the 2019 plan, but those would need to be refined based on a more detailed plan.

The first concept to be explored was the construction of a standalone PD (Option 3). Option 3 would build a standalone PD (2,750 sq ft) and includes no renovation to the existing Town Office building. The Committee subsequently developed Options 3a (renovate the Town Office without adding fire suppression) and Option 3b (renovate Town Office and add fire suppression). The only difference between 3a and 3b is the inclusion of the fire suppression system.

NOTE: The Committee fully understands and appreciates Chief Dexter's position on including fire suppression in any planned renovation. Because of the associated cost for adding a fire suppression system to the Town Office (approximately \$350,000), the Committee felt it was necessary to do due diligence to show absolute minimum requirements along with other preferred options.

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For completeness, the Committee also asked BPS to provide an option to build a new standalone Town Office and convert the current building to the PD (as planned with the 2019 BPS Concept Design), which is Option 4. Again, Option 4a was included to show the difference in cost between a project with and without fire suppression. It should be noted that the size of the Town Office facility in these options is larger than the target, but the size could be adjusted and the cost reduced accordingly. Reducing the new building to 3,100 sq ft would result in a cost reduction of approximately 5% for the total project.

10.3 Old Town Hall Renovation

Old Town Hall is recognized as a valuable historic and cultural landmark for the Town. The Committee did look at the option of renovating the structure to serve as the Town Office (Option 5). The concept would have added a full basement underneath the current building, plus a 30 ft x 45 ft addition at the rear of the building (to replace the current storage area/restroom). The result would have provided a significant increase in space, that would have included a large amount of storage to accommodate the gear for the recreation department. The plan had the benefit that it could be done in stages: renovate the Old Town Hall first (while keeping the Town Office functioning), then renovate the current Town Office building for the PD. Ultimately, however, the cost for the project would have been prohibitive, coming in at the highest price of all the options at nearly \$4.1 million. While the option is included in the report, it is not considered feasible from an economic standpoint, to say nothing about the concerns that might exist about turning the historic structure into an operating office building.

10.4 Repurposing of Space at the Life-Safety Building

Another consideration should be the repurposing of the space being vacated by the Police Department . It would be natural to assume the space would be turned over to the Fire Department for administrative use, but if an option is selected that does not include an increase in space for the Town Office (Options 3, 3a, or 3b), then the option of hosting some of the staff there should be considered. Specifically, the use of office space for the Welfare Officer and Recreation Department Director should be considered. If an Option 3 variant is chosen (Standalone PD behind Old Town Hall), then there will still not be enough proper space for these two employees. Taking advantage of some of the vacated space in the Life-Safety Building would provide these employees with proper working conditions that are currently lacking.

11.0 Tax Impact Analysis

The Resident Survey made it very clear that tax impact was a significant concern – more than just the price itself. In order to come up with a first approximation of the tax impact of the

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various options, a simple compound interest model was used to calculate bond costs. The following assumptions were built into the model:

- Payments would be made annually
- Town's valuation was assumed to be \$546 million and held constant over the life of the bond
- Year 1 tax impact is the highest – impact decreases slightly (\$0.01-\$0.02) per year as principal is paid down
- Project is funded 100% by bond – no down payment
- Interest rate of 4%, held constant over the life of the bond

Some of these assumptions (valuation, interest rate, and down payment) generate results that are arguably higher than they would be if different values were assumed. In this way, the estimated tax impact represents a “worst case” scenario, in so much as it can be expected that interest rates will be low and the Town has the opportunity to put some money in a designated Capital Reserve Fund (CRF) between now and the start of any project to help lower the principal amount of the bond. Given the economic uncertainty over the next few years, it was felt a conservative – rather than optimistic – perspective should be taken.

Bond maturity was calculated for 10, 15, and 20-year periods. “Bond Cost” is based on the option price shown in Table 2 and includes the bond amount plus accumulated interest charges. The comparison between the costs and the tax impacts can help inform a decision about the right balance, especially when it can be seen that the “pain” of the higher tax impact for a 10-yr bond can be offset by reducing the overall cost anywhere from \$300 thousand to \$850 thousand (depending on the option price) compared to a 20-yr bond.

Because there is a retiring bond for the Highway Garage in FY21, the option exists to keep that amount (approximately \$130,000 per year) in future budgets, to be applied to the bond payment. That money would not require any increase in the tax rate (it is already included in the annual budget) – but continuing to set it aside would not allow for a reduction in the tax rate that an expiring bond normally offers. The “Impact with Offset” column in Table 3 shows how that funding reduces the impact to the tax rate for the various projects.

Given the assumptions above, the estimated first year tax impact is shown in Table 3. It should be noted that the cost model used is not exact and should be used in the same way as the BPS ROM costs. It does allow for comparison of the impacts of the different options, and should be accurate to within \$0.05 for a given option.

Another significant driver of the cost and tax impact is the amount of delay in undertaking a project to address the safety and security issues. Construction costs in New Hampshire escalate at a rate of 5-7% per year. With a multi-million dollar project, that results in significant increase and cost – which translates into a higher tax impact. Table 4 shows the annual and cumulative

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impact of a 5-year delay in commencement of a project, and highlights the importance of making a decision and ending the decades of delay in addressing these issues. Note that this is just the impact to the base cost – the cost of bonding that higher amount would add even more to overall price. When reviewing the information in Table 4, it can be seen that for most options, putting off the project for even one year will result in a total cost that exceeds the amount of the current Highway Garage bond payment (\$130,000), which means that the idea of “saving” for a project would require an annual contribution of \$160,000-\$180,000 just to keep up with inflation. For that reason, the Committee strongly recommends the Town proceed immediately with a project to address the safety, security, and space needs.

12.0 Frequently Asked Questions

Discussion of major projects like this always generate a lot of questions to probe how thorough the analysis has been leading to a recommendation. In an effort to address that in a way that might be more useful than embedding them in the body of the report, a list of Frequently Asked Questions (FAQ's) was created and provided at Appendix F. A major purpose of the FAQ's is to help explain to tax payers why certain options are not being recommended or explored. Some of the questions came from the comments received on the Resident Survey, while others were generated by Committee members through the course of discussions and deliberations.

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Option #	Cost	10-yr Bond Cost	First Year Tax Impact	Impact with Offset	15-yr Bond Cost	First Year Tax Impact	Impact with Offset	20-yr Bond Cost	First Year Tax Impact	Impact with Offset
1	\$2,172,764	\$2,575,790	\$0.54	\$0.30	\$2,818,569	\$0.41	\$0.17	\$3,074,534	\$0.35	\$0.11
2	\$3,263,102	\$3,868,374	\$0.81	\$0.57	\$4,232,985	\$0.62	\$0.38	\$4,617,399	\$0.52	\$0.28
3	\$1,732,228	\$2,053,539	\$0.43	\$0.19	\$2,247,094	\$0.33	\$0.09	\$2,451,161	\$0.28	\$0.04
3a	\$2,255,078	\$2,673,372	\$0.56	\$0.32	\$2,925,349	\$0.43	\$0.19	\$3,191,011	\$0.36	\$0.12
3b	\$2,600,302	\$3,082,632	\$0.64	\$0.41	\$3,373,183	\$0.49	\$0.25	\$3,679,515	\$0.42	\$0.18
4	\$3,187,835	\$3,779,146	\$0.79	\$0.55	\$4,135,347	\$0.60	\$0.36	\$4,510,894	\$0.51	\$0.27
4a	\$3,533,944	\$4,189,455	\$0.88	\$0.64	\$4,584,329	\$0.67	\$0.43	\$5,000,650	\$0.56	\$0.33
5	\$4,087,807	\$4,846,054	\$1.01	\$0.77	\$5,302,815	\$0.77	\$0.53	\$5,784,385	\$0.77	\$0.41

Table 3 - First Year Tax Impact

Offset amount is assumed to be \$130,000 per year, which is equivalent to the amount of the bond payment for the Highway Garage that will expire in 2021.

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Option #	Cost 2021	Cost 2022	Cost 2023	Cost 2024	Cost 2025	Net Cost of 5-yr Delay
1	\$2,172,764	\$2,324,857	\$2,487,598	\$2,661,729	\$2,848,050	\$675,286
2	\$3,263,102	\$3,491,519	\$3,735,925	\$3,997,440	\$4,277,261	\$1,014,159
3	\$1,732,228	\$1,853,484	\$1,983,228	\$2,122,054	\$2,270,598	\$538,370
3a	\$2,255,078	\$2,412,933	\$2,581,839	\$2,762,568	\$2,955,947	\$700,869
3b	\$2,600,302	\$2,782,323	\$2,977,086	\$3,185,482	\$3,408,465	\$808,163
4	\$3,187,835	\$3,410,983	\$3,649,752	\$3,905,235	\$4,178,601	\$990,766
4a	\$3,533,944	\$3,781,320	\$4,046,012	\$4,329,233	\$4,632,280	\$1,098,336
5	\$4,087,807	\$4,373,953	\$4,680,130	\$5,007,739	\$5,358,281	\$1,270,474

Table 4- Cost of Construction Delay

Assumes an inflation rate of 7% per year for construction costs

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13.0 Building Construction Committee Recommendations

Based on the work undertaken under the Committee's charter, the following recommendations are provided to the Board of Selectmen:

- 1) Recommend that an article be prepared for the March 2021 Warrant (Town Fiscal Year 2022) to approve a bond for the design option selected by the Board of Selectmen.
- 2) The Committee recommends the BOS choose one of the following options for implementation (presented in order of preference from the Committee):
 - a. Option 1 (Single-story addition to current Town Office; Co-locate Police Dept)
 - b. Option 3b (Standalone PD building; Renovate Town Office and add fire suppression)
- 3) Recommend that the BOS approve expenditure of \$7,000 from the Town Building Improvement and Design Capital Reserve Fund to engage an architect from the firm of H.L. Turner (working with BPS) to develop detailed design plans for Options 1 and 3b to present to the public for review and comment.
- 4) The decision to move forward should not be delayed, in order to address the critical safety and security needs, and to avoid the additional cost incurred due to inflation.
- 5) The tasking of the Committee should be extended as long as required to support the Board in its engagement with the public to explain the options and incorporate their feedback into a final recommendation for Town Meeting.

The Committee has presented the options in order of preference, but it should be noted that all of the members agree that either of the two options will adequately address the issues the Town faces. Likewise, the Committee does not recommend the Board consider any of the other options that the Committee explored because they do not represent the best value to the Town in order to alleviate the safety and security issues.

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14.0 Conclusion

The Committee would like to thank the Board for the opportunity to work on this important issue. Although it is likely that some residents may feel that the current Town facilities are adequate, it became obvious in exploring the issues that there are serious safety and security concerns that need to be addressed immediately. The lack of a tragic incident so far is no guarantee that we won't experience one in the future. We owe it to our employees and our citizens to provide the necessary protection against injury and harm. Likewise, office facilities must be brought into compliance with State and Federal code to assure equal access for all employees and members of the public. In planning for the future, it is important that moderate but reasonable allowances be made for the future growth of the Town so that investments today will serve the Town's needs for the next 20 to 30 years.

The Committee believes that the recommended options offer a reasonable, moderate, and affordable way to address the identified needs. Sustaining the Town infrastructure requires investment, but the impact of that investment on the residents is something that cannot be taken lightly. As noted in the report, the tax impacts of these options, while not zero, are reasonable from a long-term perspective. The economic uncertainty created in the course of the Committee's efforts by the COVID-19 emergency is definitely real, and it will have an impact on any final decision. It is important to remember, however, that delay only increases the cost of the inevitable need to address the safety and security issues the Town faces.

Nina Gardner – Chair

Steve Cobb – Vice Chair

Chuck Flanders – Citizen Rep

Brendan Morrison – Citizen Rep

Ken Carleton – Employee Rep

Jim Dick – Selectmen's Rep

Appendices

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A – Resident Survey Results

B – Derived Space Needs Matrix

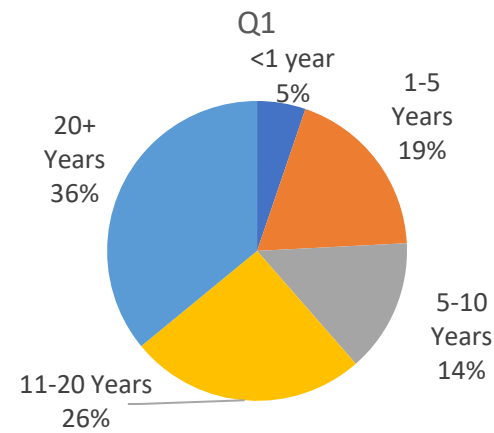
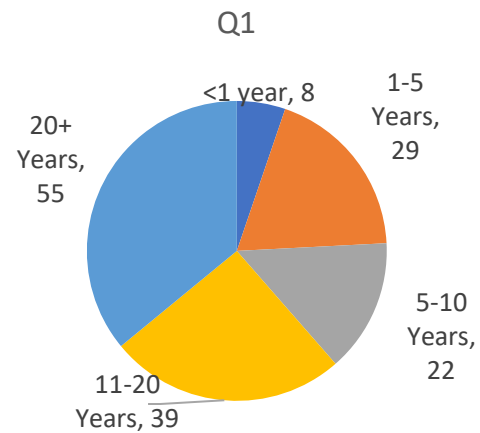
C – BPS Plans/Cost Estimates

D – FAQ's

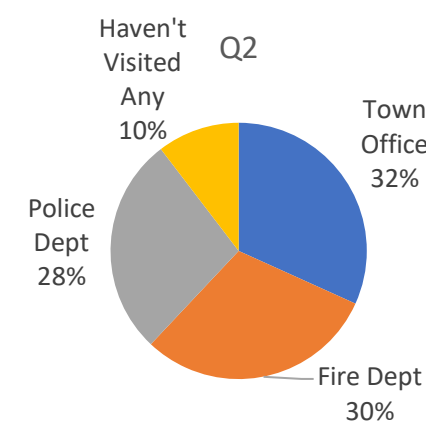
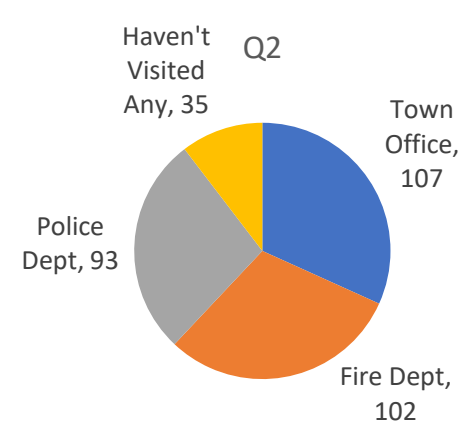
Online Survey Results

Final As of 05 January 2020

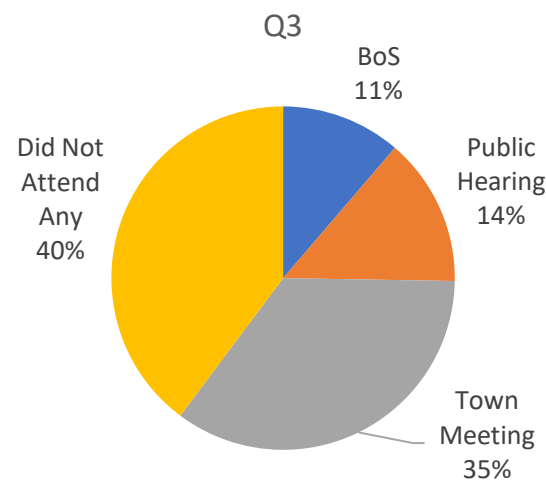
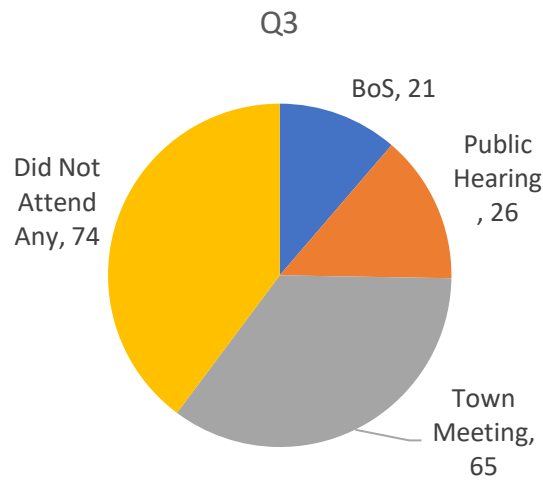
Q1: How long have you lived in Sanbornton?
2



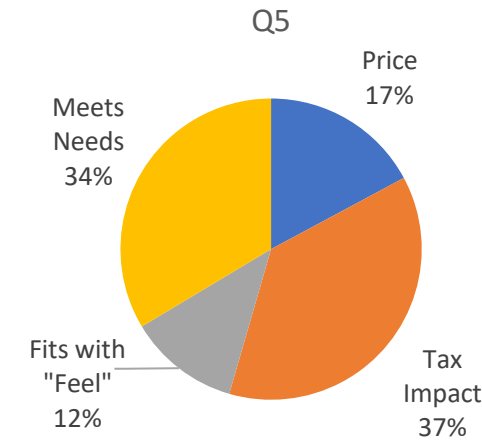
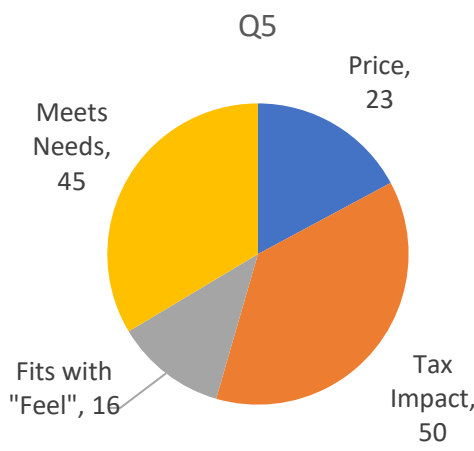
Q2: I have visited both the public and employee areas of:



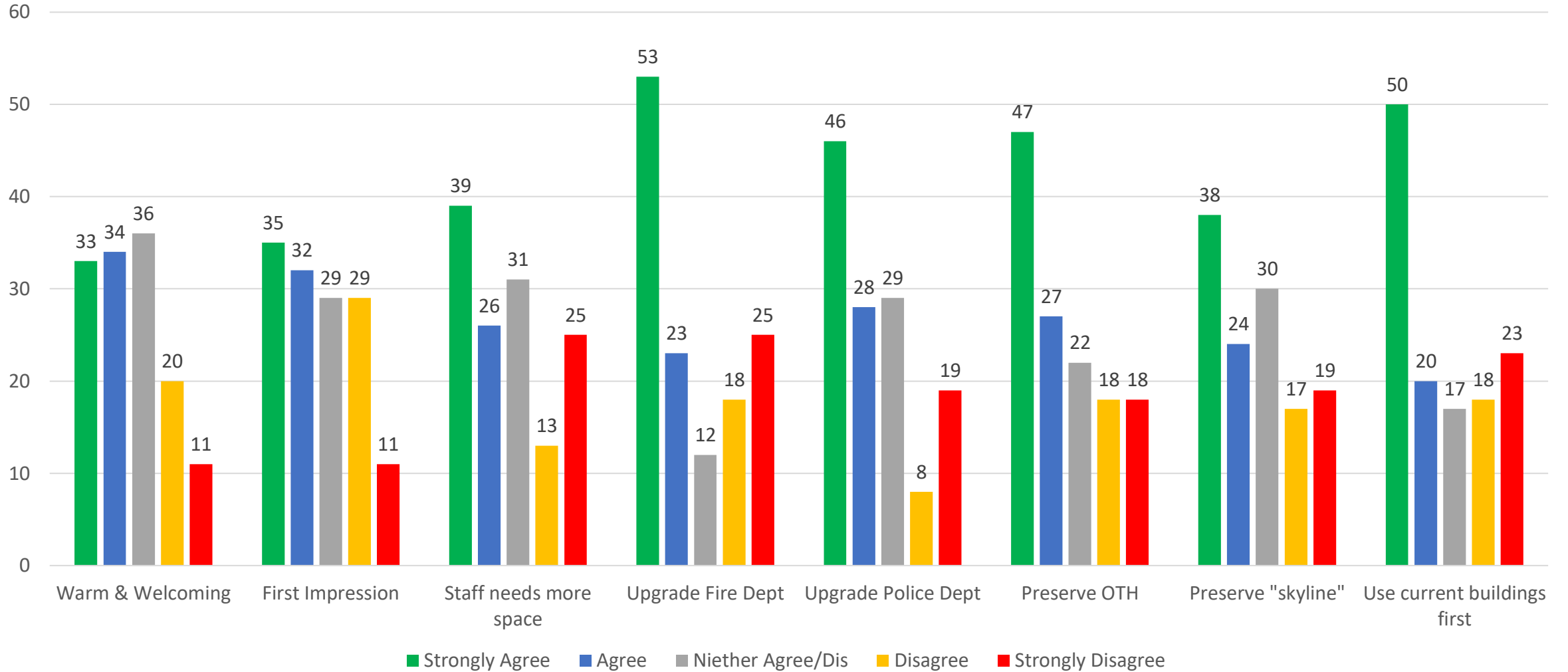
Q3: I attended the following meeting(s) in 2018/2019 where the Town Office Complex warrant article was discussed (Select all that apply):



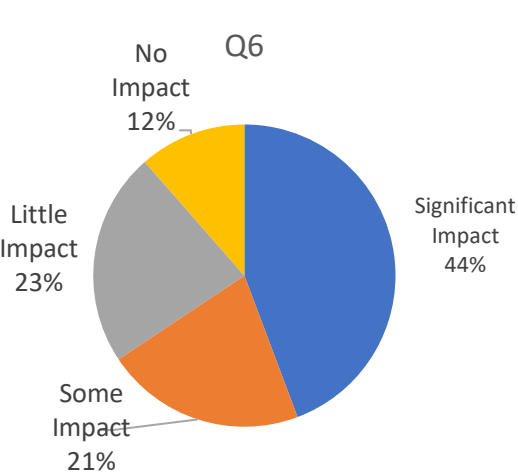
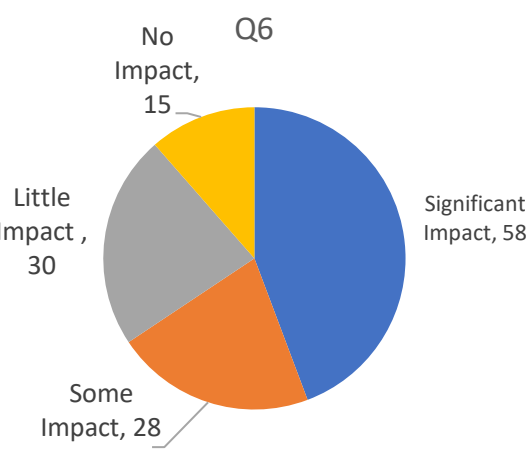
Q5: Which of the following aspects of a new Town Office building would you consider to be the most important feature? (Select only one answer):



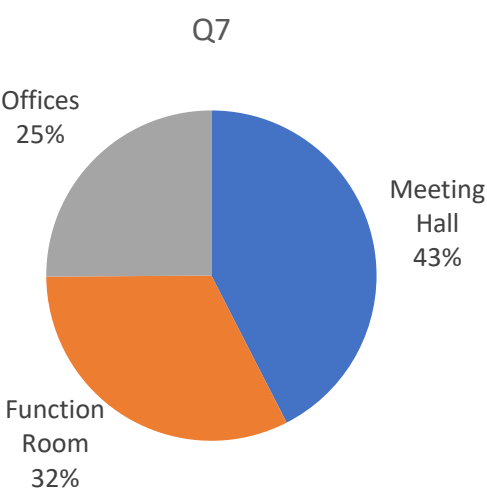
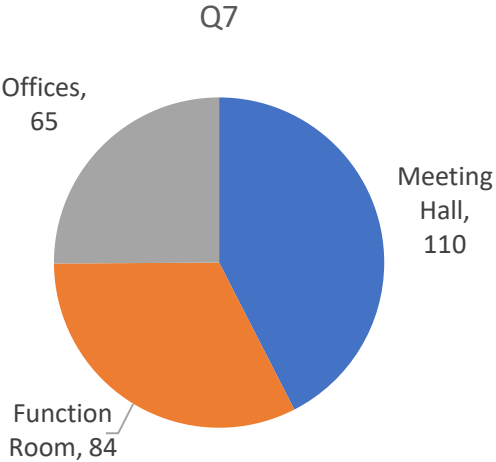
Q4



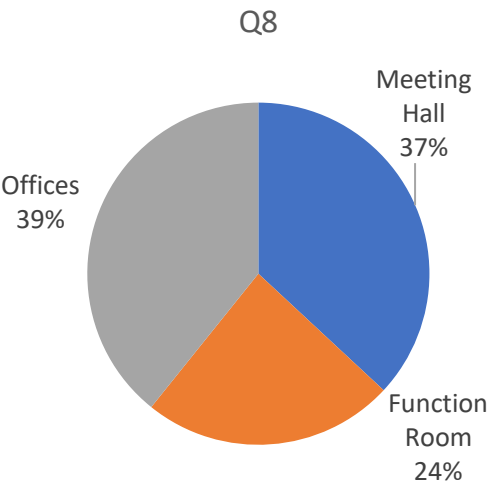
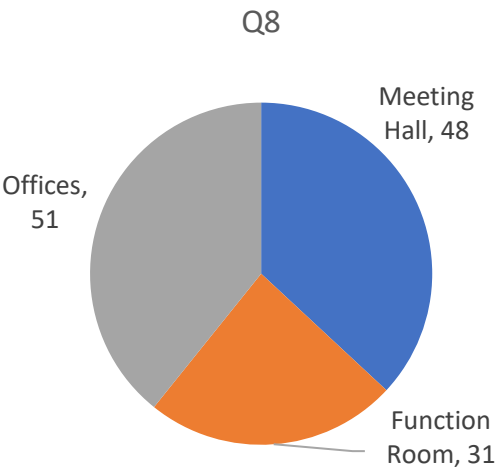
Q6: How much of an impact do you believe working conditions in Town buildings have on employee recruitment and retention? (Select only one answer):



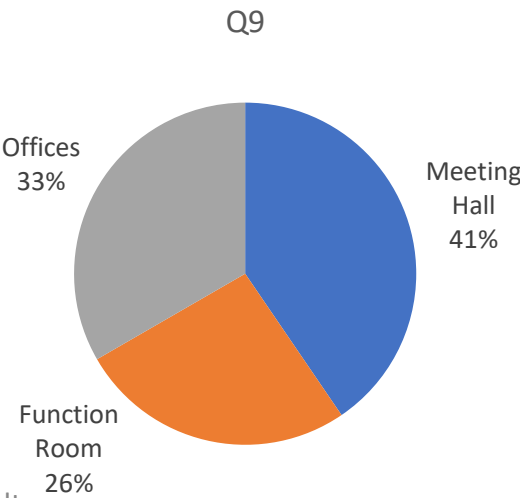
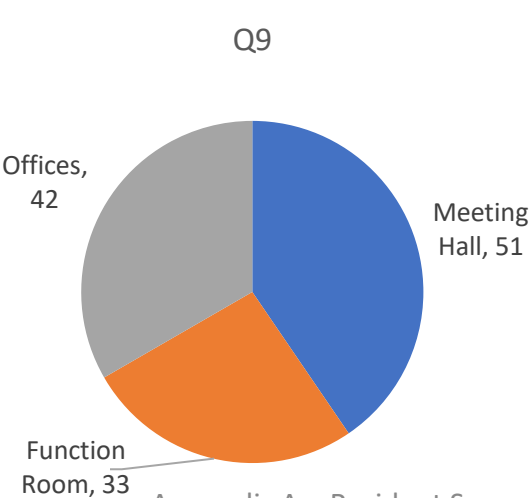
Q7: Which of the following uses would you consider appropriate for Old Town Hall? (Mark all that apply):



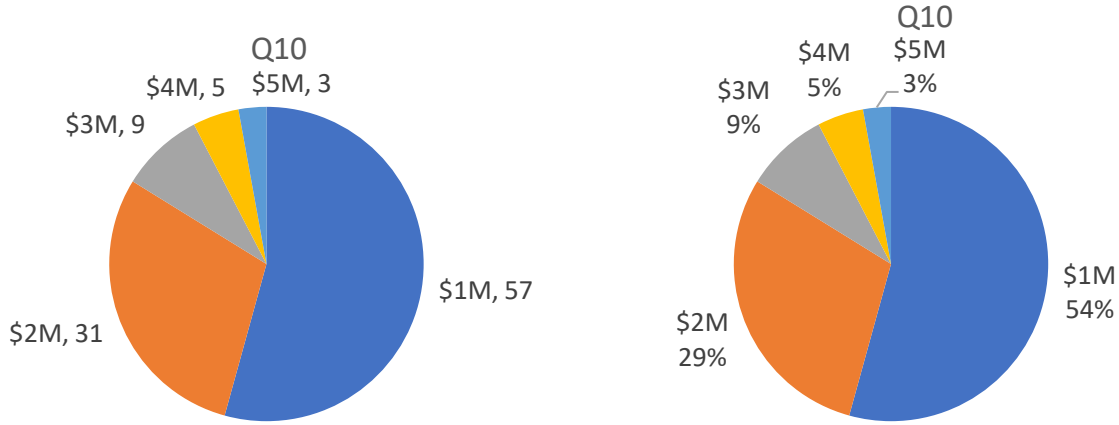
Q8: Which of the following uses do you think would provide the most utility out of Old Town Hall? (Mark only one answer):



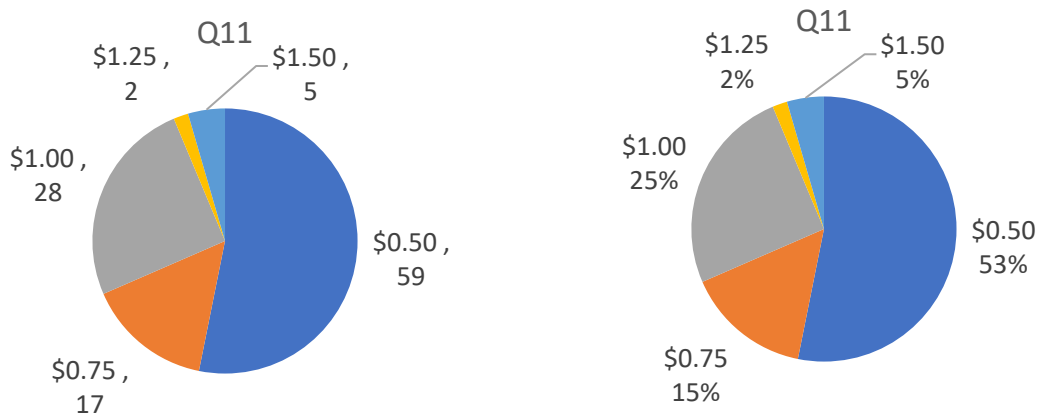
Q9: Which of the following uses would you prefer for Old Town Hall? (Mark only one answer):



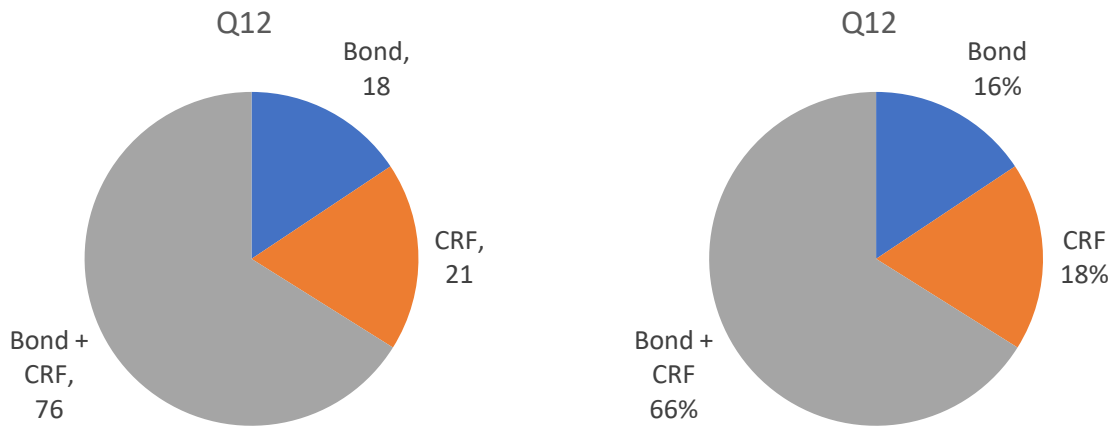
Q10: Just based on a dollar amount (without knowing the exact impact on your property taxes), what is the maximum total cost for a building/remodeling project to address space needs at the Town Office and Life-Safety Building that you would consider acceptable? (Pick only one answer):



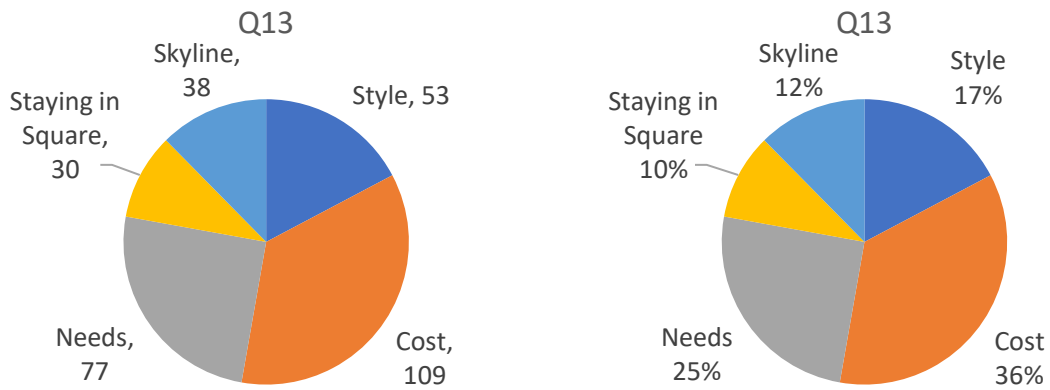
Q11: With your base value in mind, how much of a change in the tax rate would you consider acceptable to finance upgrades/new facilities for the Town?



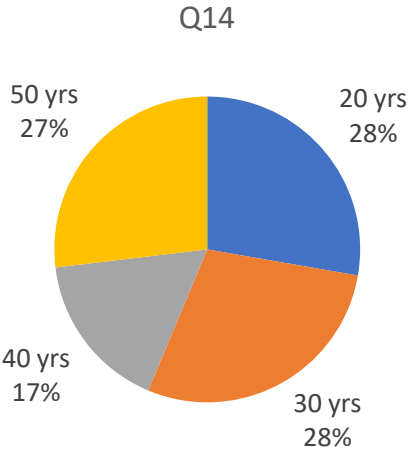
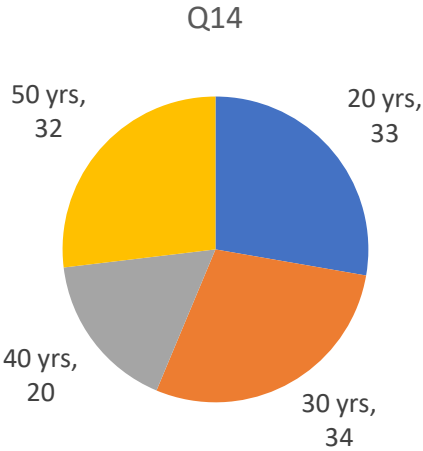
Q12: How would you prefer to see the Town pay for any significant building and/or remodeling project for Town facilities (Mark only one answer):



Q13: Select all the factors you believe should be a priority when considering the design of any new Town building? (Select all that apply):



Q14: Any new building should be designed to meet the Town's needs for
(Mark only one answer):



Q15: Additional Comments

1 3 questions leave you with no choice to answer with (other). Do not build a casino style building with all bells and whistles Last years complex. Was out of line cost wise. Taxes are out of control on the upper east side on the lake monies have have to come from a different source. Do not build in a historical section of town this survey is one sided so that we have to build. Wrong

2 Thank you for attempting to collect data but it feels like this isn't an unbiased survey.

3 Reduce annual spending...save money over time for new construction...have local volunteers do the design & construction

4 Safety of our employees should also be considered.

5 "Safety for town employees as well as taxpayers needs to be of great importance. Current conditions at the Police station could be very dangerous if things got out of hand with an arrest or domestic situation at the station.

Town office personnel need adequate space to do their jobs properly and provide privacy for those departments that need it. For example the welfare dept.

Looking at the over all big picture, the voters need to decide what/how they want to have the town represented when new people and families are looking to move into town.

We also need to do these projects correctly as to save money on repairs/upkeep if we do things the ""cheap"" way. Not saying spend big dollars on things but just do it right the first time."

6 Sanbornton is a family community and I understand that it is time to review the current town facilities. We have limited resources and a tight tax base to pull from. I'd hate to see it become another Pembroke where in a short period of time the town approved many projects that ultimately drove good and hard-working town folk out due to steep tax increases. The building must not only be affordable and meet the needs of today but have the space and ability to be expanded for many years to come. Obviously, all options may be considered, upgrades to current buildings, replacement, or relocation for greater land needs but would need to meet the constraints of the town budget. Other projects may be placed on hold temporarily/indefinitely within the town in order to provide the town with the appropriate facility for its needs.

7 "This survey does not provide for answers declining a new building. You're asking for everyone to be in acceptance of a new building.

Many options are available for space besides a new building. A new building does not make town operations effective and efficient.

Organization, efficient storage, paperless work environment.

It's like when you run out of space at your home, what do you do? Reorganize!

Get rid of unnecessary stuff.

You don't just build a new house!"

8 Use volunteer help whenever possible, remember the present town office was built by the grange members, it was a fire station at first.

9 You didn't provide any option for doing nothing. You are assuming money is being spent. My vote is for doing nothing. The town is too small we do not need this infrastructure

10 Give the town employees what they need and deserve. A space that is functional, safe, up to date, and welcoming to guests. Specifically the police department does not meet the needs of the department. They need more room and a better facility.

11 Town buildings are just buildings, don't dump \$1 million into old town hall just to preserve its historical value. It's four walls and a roof. People and their tax bills have meaning, not a bunch of old boards.

12 The old town hall is a wooden building and should be saved. However, it is not suitable for current business use. It is WOOD, has no modern amenities and is difficult and costly to bring up to current usage. There are issues with the foundation, water and sewage. It's a monument not a useful building. A single story building next to the transfer station & town park would yield the greatest working space for the lowest cost. If people have to drive to the transfer station once a week for trash, they can drive there once or twice a year to register their car and pay their taxes. Not enough people show up for weekly business meetings to warrant a fancy meeting room. If we are to preserve the historic district, we have to stop degrading it with 21st century artifacts.

13 What about tearing the Old Town hall down and replacing it with a replica with less maintenance and a better design inside? Adding onto and refurbishing it seems very costly

14 "1) As we consider options, it is my belief that some solution in the \$2-\$3M range is possible.

2) We should consider a combination Town Office/Police building (assumes a new building) as opposed to solely focusing on reworking the existing Town Office for the PD. My gut tells me that while constructing a new Town Office, making it larger to accommodate the Police Department, may not cost any more than reworking the existing Town Office for the PD - even considering their special needs like a sally port. This approach might leave us with an empty old Town Office but, could we convert it to 50% storage for archived records (concrete structure might make this a good idea) and 50% for recreation department storage, or ?? Archive storage in this old space might help lessen the new building's square footage need. Departments would clearly need access to current records in the new building so we need to provide for that, but I am instead referring to archived storage for older files that are hardly, if ever, accessed.

3) Yet another option might be to destroy the old Town Office building and add the Police Department to the Life Safety building (left side of equipment bays). This might not actually cost more than reworking the old Town Office building for the PD and, they have a clean slate from which to design their space for the best possible functionality. I might be out in left field with this particular item but let's at least give it a cursory review.

4) I don't feel it is necessary to construct new buildings in the Historic District. I make this statement solely from the perspective of reducing cost by not having to construct them in an architecturally fitting way. Most important in this new building is functionality and cost, not having it in the historical district."

15 I am hopeful that employees will be realistic about the differences between needs and wants. (I took part of the 2000 Community Action Profile, and we were told to list everything we thought we would want without regard to cost. So many ideas, including my own, were pie-in-the-sky and not based in reality.)

16 It was clear at the 2019 town meeting that the proposed plan to provide better working conditions for town employees was tied to preserving Sanbornton's historical buildings. The two goals need to be separate. Residents should be able to approve funds for increased safety, etc, or preserve the history of the town in separate warrant articles. Let us decide which is the priority. The previous plan was overly ambitious and meant to meet every department's wish list. Keep our taxes at a reasonable level while bringing the police and fire departments up to code where able.

17 We have had the same town building system for years. It is working fine. If it ain't broke, don't "fix" it! BUT If you want to propose funding for building projects, put it on the BALLOT!

18 You ask for us to choose a tax rate but there isn't a direct question stated that relates to those choices. Are we to choose a rate that we feel is an acceptable increase over a current rate so we can fund a new building? I skipped that section because this wasn't clear to me.

19 I support this Committee's goal to obtain citizen input. Thanks for your volunteering.

20 A similar issue came up at the Plymouth. They wanted \$6M I believe. This was voted down. The building was modified and many issues resolved without the lofty price tag of \$6M. I believe Sanbornton would be wise to inquire of Plymouth how this was accomplished before rushing to spend a tremendous amount of money that many taxpayers are against. If it was done there, it can likely be done in Sanbornton. Our taxes are high enough for the amount of services available.

21 The time for a capital reserve fund has come and gone. The reasons that have created the need for more space should have been addressed a long time ago.

22 I really like the proposal that was submitted it last year's town meeting but obviously the town did not want to spend that much. Please try to reconfigure the plan to restore the town meeting hall so I can be used by the community and add the town offices to the back try to reduce the cost. When I first moved to Sanbornton we use the Townhall for many different functions and it's a shame that we are no longer doing that. I submitted an email asking to be on this committee last summer but never heard back from the selectmen. If I can be of help in anyway, please contact me. Barbara Whetstone 603-455-6650.

23 The Old Town Hall is an historic treasure. It should be preserved, not updated. Do not attempt to upgrade the Old Town Hall to modern useful standards. Preserve it in the same way most historic monuments are preserved. Hopefully it gets any needed repairs, so that it is safe. Its history is more important than the fact that it is a large building.

24 The needs of the employees are critical, especially the life safety teams. This is important for those teams to feel as though they are important to the town. There are other issues for retention, but this is important too. The town office feels awkward (even the public area) and I feel that those buildings could use an uplift. I don't think we should go crazy, but we need to make sure that the work that is done is of

high quality so that we are not investing in something that will need significant repairs in the near future.

25 WE DON'T NEED OUR TAXES TO GO UP ANYMORE. PEOPLE ON FIXED INCOMES ARE GETTING TAXED OUT OF THIS TOWN. IF WE COULD REFIGURE OUR SCHOOL TAX RATE WE COULD HAVE SOME MORE MONEY FOR WHAT THIS TOWN NEEDS.

26 "I believe that the current condition and space of all of the above facilities is inadequate for town staff to properly perform their jobs. The town office is small and was not originally designed to house as many employees as it does. In addition, there is inadequate space for storage for town documents. The police department space is extremely small, not designed to meet the needs of our police officers and affects the safety of our police officers and firefighters due to the shared entryway. The fire department portion of the life safety building is also not designed for modern day fire operations. There is no shower which is now the minimum industry standard for decontamination after a fire or serious event. There is limited space which is not designed to meet the needs or operations of a modern day fire department. In addition, there are issues with the water in the entire life safety building.

27. The point I am trying to make here is that these facilities were designed to house the police/fire department and town office needs of the 1970's. Our town has changed significantly since, with an increase in number of residents, visitors and a more diverse population in terms of age and social/economic status. Since the 1970's, rules and regulations have changed for town offices and documentation. The police department has had an increase in calls for service and the number of police officers. The fire department in the 1970's averaged below 200 calls for service. In 2019, the fire department is on track to respond to more than 450 emergency incidents. The fire department also now has full time employees and the station is staffed for 12 hours during the daytime 365 days a year without basic showers/locker facilities found in departments statewide. Despite all of the changes listed above, the town facilities have seen little to no change. This not only affects recruitment and retention, but it limits the ability of employees to serve the public. We cannot keep pushing the issue to the side or putting temporary measures in place. We need to fix this issue right, the first time because the longer we wait, the more expensive it will be. Thank you for taking the time to read this."

28. There is no question where it talks of the tax rate

29. If I understood correctly, the land where the current town hall is does not have a good water source and/or it would be very expensive to access good water. Perhaps the town needs to consider moving those facilities to another place entirely. There is property behind the Old town square that the town purchased a few years ago from (I think) the Bodwells. Could that land be used to plan for future fire, police and/or Town offices. The old town hall is a wonderful building, but will most likely be very expensive to reconfigure for the town office needs. I think that whatever the plans is, that it be done in stages with the highest priorities first.

30. Some current vs proposed square footages would give better insight into "maximum Spending" You should be able to get the job done in the 135-170 sqft range.

31. Well I was only given choices of a million dollars or more for the cost of the project. The truth is I would like to spend the least possible to get the desired effect...so that may be less than 1 million. The first two questions are irrelevant to the needs of the town. No one cares if town hall is warm or

welcoming. We mostly go there to pay bills. I certainly could care less if people coming into town don't like the looks of our town hall. Many small towns in NH have much smaller town offices that are not very attractive....it doesn't impact the business being done at all. There is no reason to keep the town office in the square. If moving it is more cost effective then that is what should be done. Also we should only be planning ahead for 20 years because the way technology is changing the needs for offices will be very different in 20 years.

32. This survey is not well designed for those who do not want any new buildings, it assumes a new building is the preferred solution vs. upgrades to existing facilities.

33. We should do another budget where we can afford to save before doing anything. If we don't have the money we don't do it. We have more important priorities that come first for the residents that we need to address before building and remodeling a town building.

34. We don't need to do anything. Things work fine as they are.

35. If there is any unused space in the building that the Lobster Pound just purchased, could it be acquired by our Town for office space?

36. The Library would make a great Town Hall and meeting house. Converge with the Library in Northfield, as students are allowed already to use this facility. We pay taxes for the schools have that include library.

37. This survey was hard to respond to because I don't have enough information. My taxes were doubled last year to over \$10,000 any increase is too high. We are struggling to pay the taxes now. Had we known this would happen we would not have purchased the house. We would like to stay on Sanbornton but if taxes keep getting increased we will have to move elsewhere

38. My taxes went up too much this last appraisal, I'm not sure I'm going to be living here much longer.

39. Let us think outside the box. Perhaps look for an alternate/available location with or without an existing building (s) to meet the needs, not necessarily in the town square. It is time to be creative in the location. I feel we are always fixed on historical references and clustering services. Just my two cents. Thanks.

40. "Let me start of by noting that your survey is flawed, as it requires certain questions to be answered in order for a resident and Sanbornton tax-payer to be able to submit the survey on-line. So, right off the bat your survey is skewed and misleading, because some people will simply ignore the survey altogether and others will feel compelled to check something just so that they can be heard. It doesn't reflect a true picture of what the residents of this community actual believe, but then I guess that suits your own needs best. So, for the record, as it pertains to Sections (denoted by; ""*""") 10 & 11, that pertain to the total ""DOLLAR AMOUNT"" to be budgeted for renovations and ""TAX RATE INCREASE PER THOUSAND"", based on the total budget for renovations, my vote is ""NONE OF THE ABOVE""! That right, NONE OF THE ABOVE options in either category are acceptable! Let's see if we can't be a bit more fiscally responsible and cut costs in other areas first and then see what it'll take to fund proposed renovations.

41. Outside of continually raising taxes, year after year, on the individual homeowners who are expected to carry this added financial burden, what plan, vision, or ideas are being pursued and discussed by our "Town Leaders" to address the financial impact that this is going to have on the residents of this community. I think that the majority of the residents and tax payers of Sanbornton recognize that there is a "need", but we're already being taxed-to-death; and to what end?? We get little, in fact very very little in the way of services for our tax dollars. Consequently families who have lived in Sanbornton for generations are now slowly moving out one after another. What are our "Town Leaders" doing to encourage commercial growth that would help mitigate the overall tax burden having been placed on the homeowner? We have a budgeted line item in our annual town report that reflects the salary of a (I believe "part-time") Town Planner. What has he / she ever brought to the table as a suggestion, or advice in this regard? Anything? Or is the answer simply: "we'll just raise the taxes"? There is no denying that there is a need to do something; but not the \$5.2MM project that has been proposed. While there is no denying that a need exists, it would be reckless for our "Town Leaders" to continually draw water (money) from the same well (of tax payers), because eventually it'll go dry. We as a community need to be fiscally responsible. If a business has a "need / desire / want" for a new piece of equipment, but can't afford it, then it needs to put that purchase off until the business can afford it. If I need a new truck and I can't afford it, then I too will need to delay that purchase until I'm in a position that I can afford it. In my humble opinion and with all due respect to those that have worked on this project in the past and for all those currently tasked with this matter, I think you're addressing this backwards. I would suggest that you first look at what we (as in the Town of Sanbornton) can afford, without having to raise everyone's taxes, and then consider the actual needs; the "got-to-haves" versus the "want-to-haves". Isn't that the same thing you would have to do when making purchasing decisions that affect your own personal finances? Of course it is!

42. With that I'd like to thank each of the committee members for the time and effort that they're putting into this building proposal and wish them well in this daunting endeavor. I pray that they have the vision, wisdom and ability to think outside of the box, and craft a proposal that is fiscally sound and palatable for all concerned. Good luck!"

43. 1. Can the present Town Office be modified/enlarged and service better? That would seem easier than the conversion proposed to a police station at Town Meeting.
2. Where is the ideal location for police department? Maybe not the Square. Consider new PD location maybe near Exit 22 for instance. Forget land availability, just choose ideal location to begin."

44. Have fund raisers

45. Quality is always more important to me than quantity, which is why I prefer working somehow with our old buildings.

46. "I am rather upset with this questionnaire and the short time given to answer. The committee knew that the town had rejected the \$5 million boondoggle since March, yet this survey didn't come out until December - the busiest time of the year. And only a brief bit in the Echo with short notice for 2 open houses to view the buildings! It was only chance that I saw the article in the Echo. Couldn't a notice have gone out in our tax bill? How many people are even aware of this survey? There could have been more time for meetings and discussions for such important decisions.

There are no neutral responses for several of the questions. We are asked if we want a new building or renovations of old buildings. Then the last part of the survey is assuming NEW building(s), even if we don't want them.

We are asked to make decisions with no information about possible scenarios. How should I know how much to spend or how to pay for something that hasn't been presented?

Instead of asking employees for pie-in-the-sky wants, they should have been asked: What do you NEED? There is a big difference. We are a tiny town with a tiny to almost non-existent commercial tax base. We have a huge land area with LOTS of roads to maintain and low (exclusive) population numbers. I am paying a lot in property taxes and am happy to pay a reasonable amount to support town NEEDS. I really don't care what visitors from out of town think about our town offices. I do not want to pay for a showplace to impress anyone. If some wealthy person would like to donate the money for a showplace, it would be a waste of good money imo, but go ahead. Otherwise, let us be realistic. If we are not going to broaden our tax base, then let us be frugal where we have options. I would rather pay employees a fair wage, than scrimp on wages so we can have a white elephant.

How much has the town grown in 20 years? How much are we projected to grow in the next 10 or 20 years? Will we amalgamate our policing or fire departments with nearby towns? We need to know more about our projected population and demographics to know how long renovations or a new building should last.

I could not send this in without answering all the questions even though I Don't Know would have been the best answer. So, I chose the lowest numbers: \$1 million, \$0.50, 20 years.

I don't know what the best use of the Town Hall is 'cause I don't know what shape it is in and what the renovations would cost. It has very poor acoustics for events. How much is it really used throughout the year as it is? Would it be better to convert it? The elections can be held in the school gym/auditorium as well as other events if needed.

One other nit: the online survey does not exactly match the printed survey.

There are so many questions. I would like more opportunity for dialog.

Thank you for all your work!"

47. Attended the presentation at the Town meeting. I thought the architectural concept was excellent. Although I don't remember the cost figures that were presented at the time, they seemed reasonable to provide a town center we can be proud of and that will meet our needs for many years. As I recall, the impact on our property taxes was very reasonable.

48. I attended the Town Meeting last year. I thought that the architectural presentation was very well explained, the building design of the overall project was satisfactory, the tax increase per household was acceptable and I can't believe the townspeople voted it down. What do they think we should do...put up a cheap metal building?

49. Live within our means! Town Hall should be separate, keep it maintained. It's not meant to be a function hall for dances and so on. Town Office employees will benefit from any upgrade that is done.

Keeping the buildings in the Square is not necessary if something else more feasible is presented then it should be looked at. This upgrade for a building should not be based on people's feelings, but more to the outgrowing of what we currently have. Sanbornton cannot afford all the frills that some of these dept heads think we need. We have very little tax help from the commercial end and don't force our current residents away by making their taxes unaffordable.

Derived Space Allocations

Space Usage	H.L. Turner Rec (sq ft)	BPS Design (sq ft)	Comments
Lobby Area	200	100	
Assessing Assistant	130	100	
Planning Assistant/Zoning Enforcement	0	100	Left out of HLT plans
Plan Room	0	100	Left out of HLT plans
Town Clerk	130	140	
Asst Town Clerk	0	100	Left out of HLT plans
Treasurer	130	80	
Welfare	0	120	Left out of HLT plans
Town Administrator	150	120	
Finance	130	100	
Recreation Director/Dept	0	260	Left out of HLT plans
BoS Meeting Room	820	728	
Kitchenette #1	200	70	BPS: One kitchen per level
Kitchenette #2	0	70	
Storage Room	30	348	HLT: File Space BPS: Rec Dept storage
Data Closet	80	48	
Mechanical Room	100	180	
Fire Equipment Space	0	80	HLT: Did not account for fire system
Vault	80	60	
Workspace (Common)	100	240	HLT: Separate Copy Room
Work Area/TA Admin	200	140	
Lavatory #1	60	25	BPSTwo lavs per level HLT: Two public, two staff lavs
Lavatory #2	60	25	
Lavatory #3	60	25	
Lavatory #4	60	25	
Records Storage	500	900	BPS: Storage under OTH - records and rec gear
Conference Room/Safe Room	240	0	BPS: No separate conference room
Reception	120	0	BPS: No separate reception area
Total	3580	4284	
20% factor for access/passageways	716	857	
Total Space Recommendation	4296	5141	

Town Hall Program
 Sanbornton, NH
 Project Number 4378

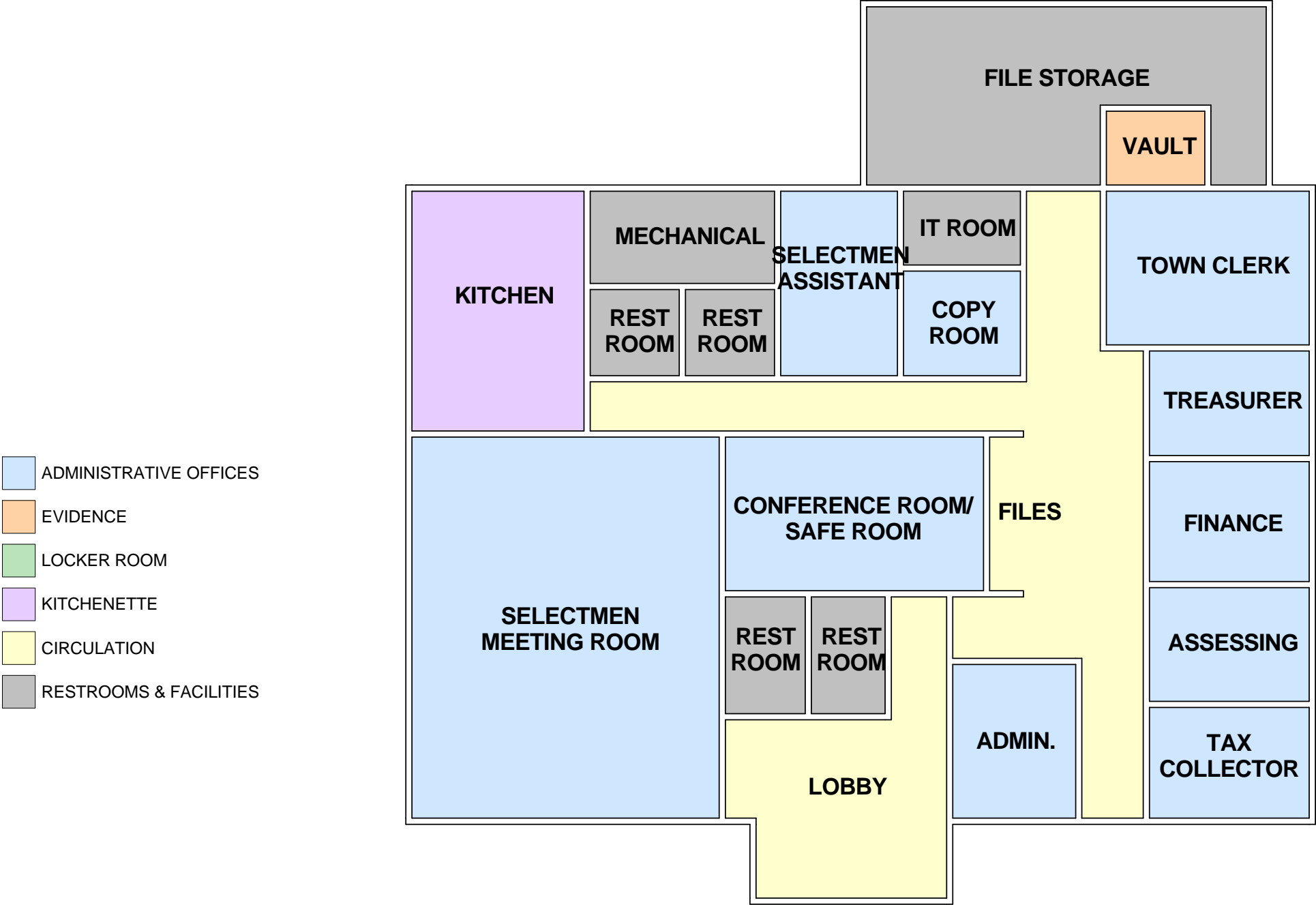
May 26, 2016
 Page 1
 The Turner Group

Space Summary

Program Spaces	Quantity	Occ Ea.	DESIGN SF EA	ACTUAL SF EA	DGSF
<u>Town Department Offices</u>					
Secure Entry	1	2	200		200
Administration/ Reception	1	1	120		120
Town Administrator	1	3	150		150
Treasurer	1	1	130		130
Finance Director	1	1	130		130
Assessing	1	1	130		130
Tax Collector	1	1	130		130
Conference Room/Safe Room	1	8	240		240
Copy Room	1	0	100		100
File Space	1	0	30		30
<u>Town Meeting Functions</u>					
Selectmen Meeting Room	1	50	820		820
Select Board Assistant	1	2	130		200
<u>General</u>					
Visitor Restroom	2	1	60		120
Office Restroom	2	1	60		120
Kitchen	1	1	200		200
Vault Storage	1	0	80		80
Records Storage	1	0	500		500
IT Room	1	0	80		80
Mechanical	1	0	100		100
Space Total	13	6			3430

With gross factor of 20% 4,116 SF

Incorrect total -
 should be 3580



TOWN OF SANBORNTON

FACILITY ASSESMENT

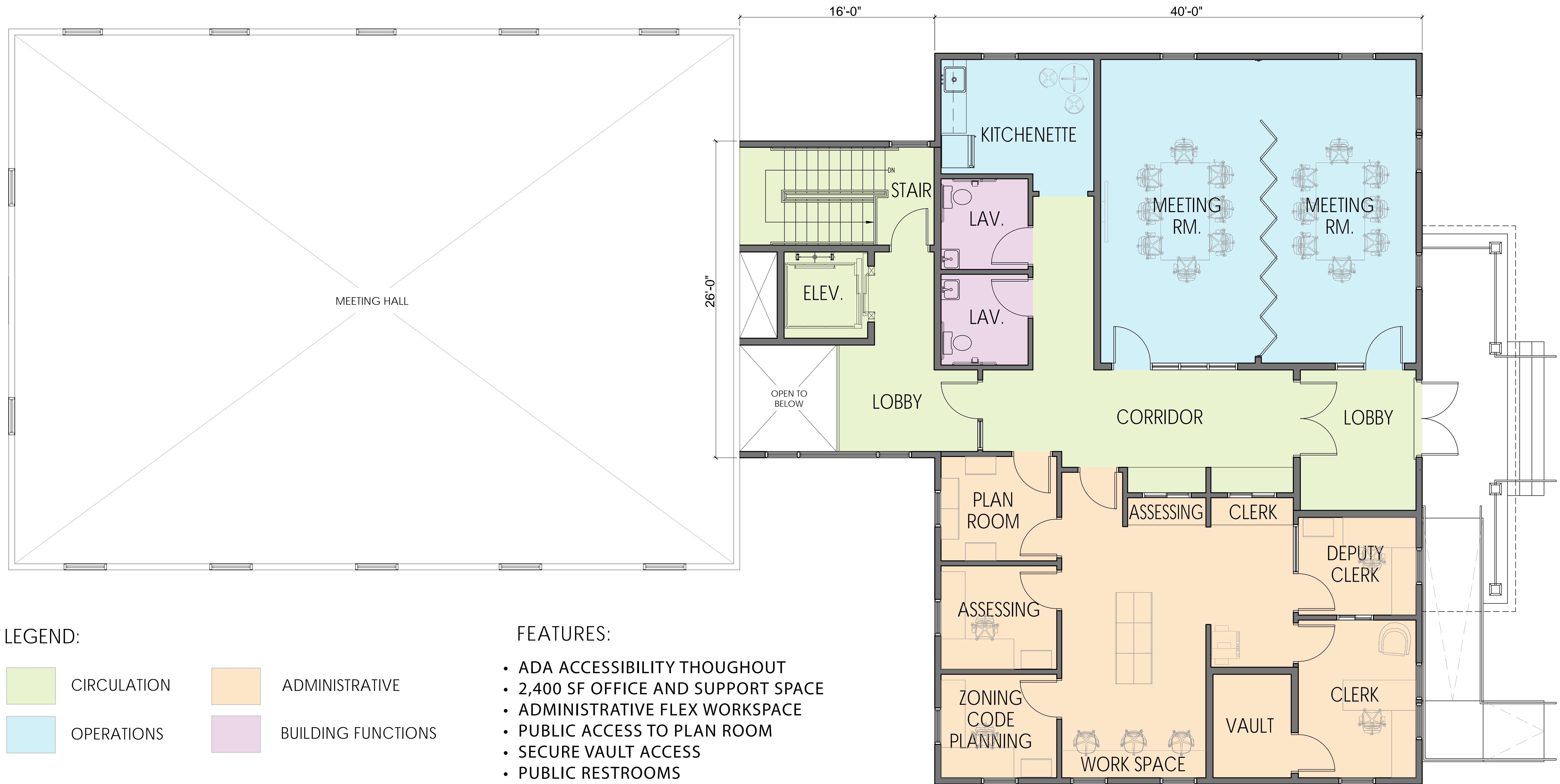
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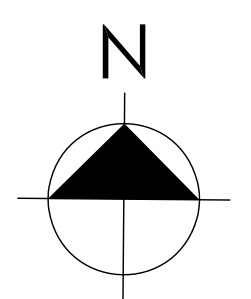
OPTION 3

PROJECT: 4378

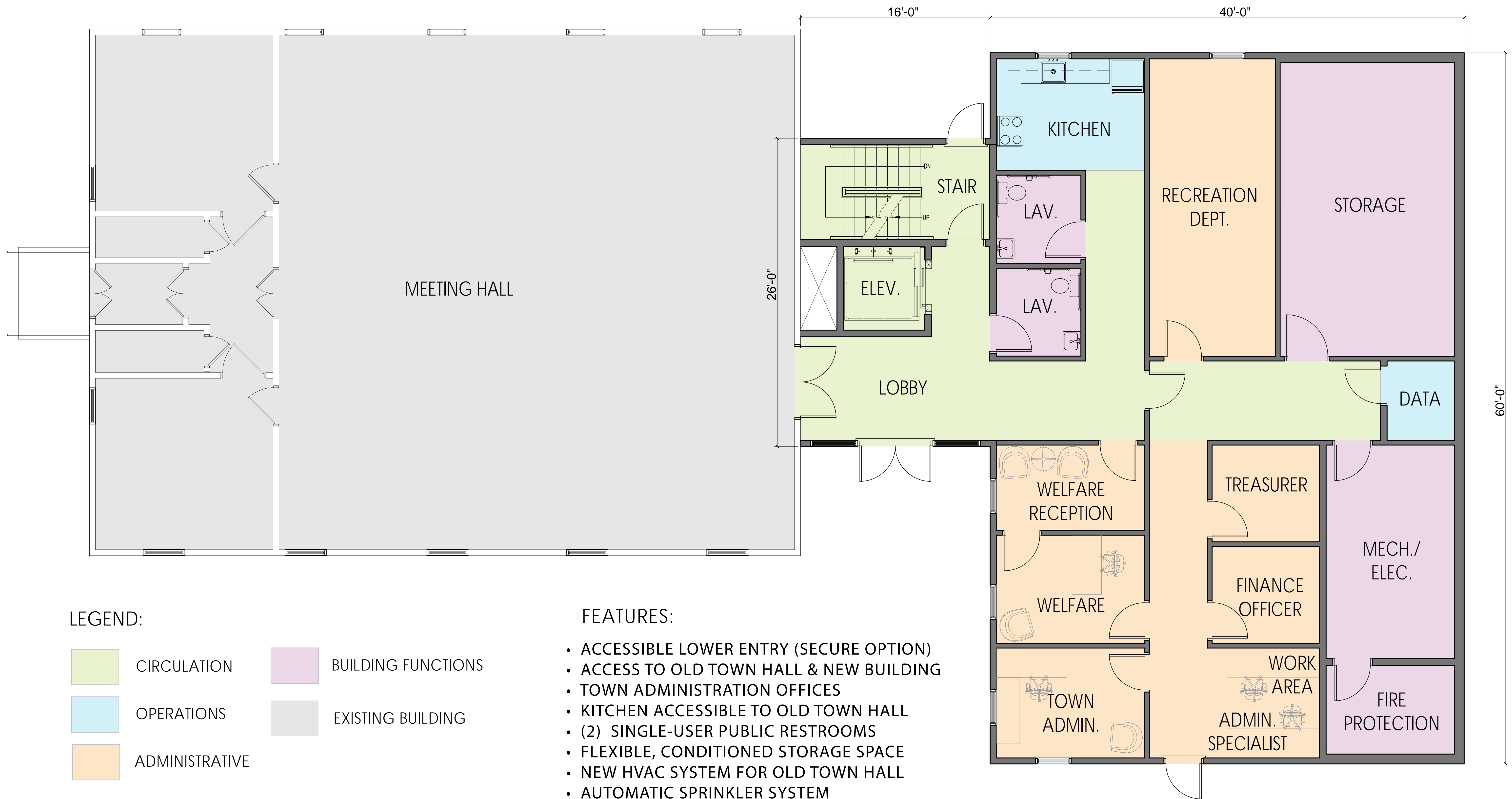




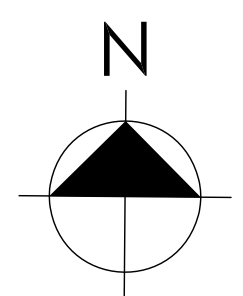
TOWN OF SANBORNTON, NH PROPOSED TOWN OFFICES



MAIN FLOOR PLAN
SCALE: 1/4" = 1'-0"

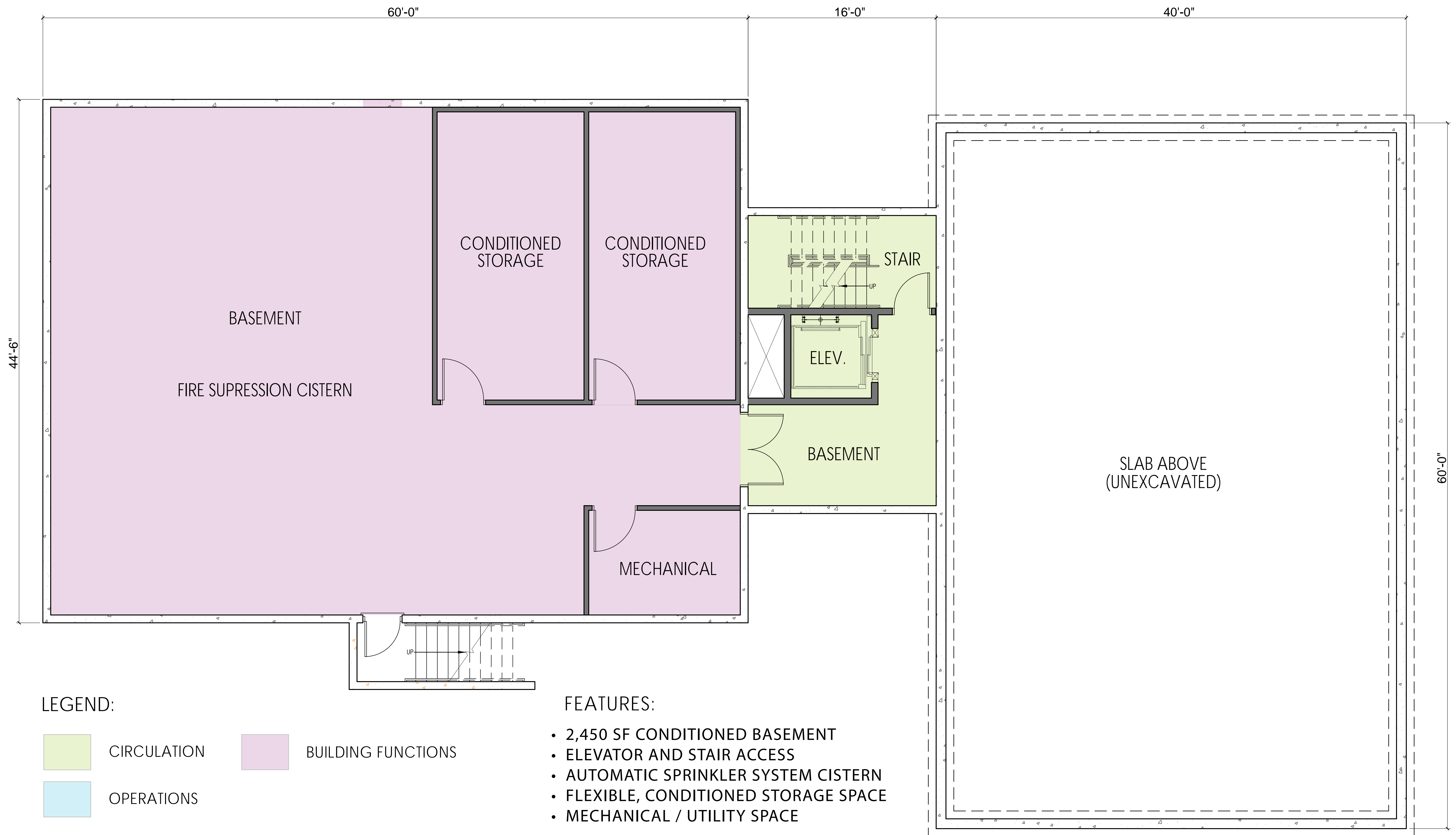


TOWN OF SANBORNTON, NH PROPOSED TOWN OFFICES



LOWER FLOOR PLAN

SCALE: 1/4" = 1'-0"



Order of Magnitude Studies

Option 1: Single Story Addition

Description:

Single story addition to the left, right and rear of the existing building

Police Addition of Sally Port and Processing

Renovations to existing building to allow Town Offices and Police to Coexist

New Parking area

Notes:

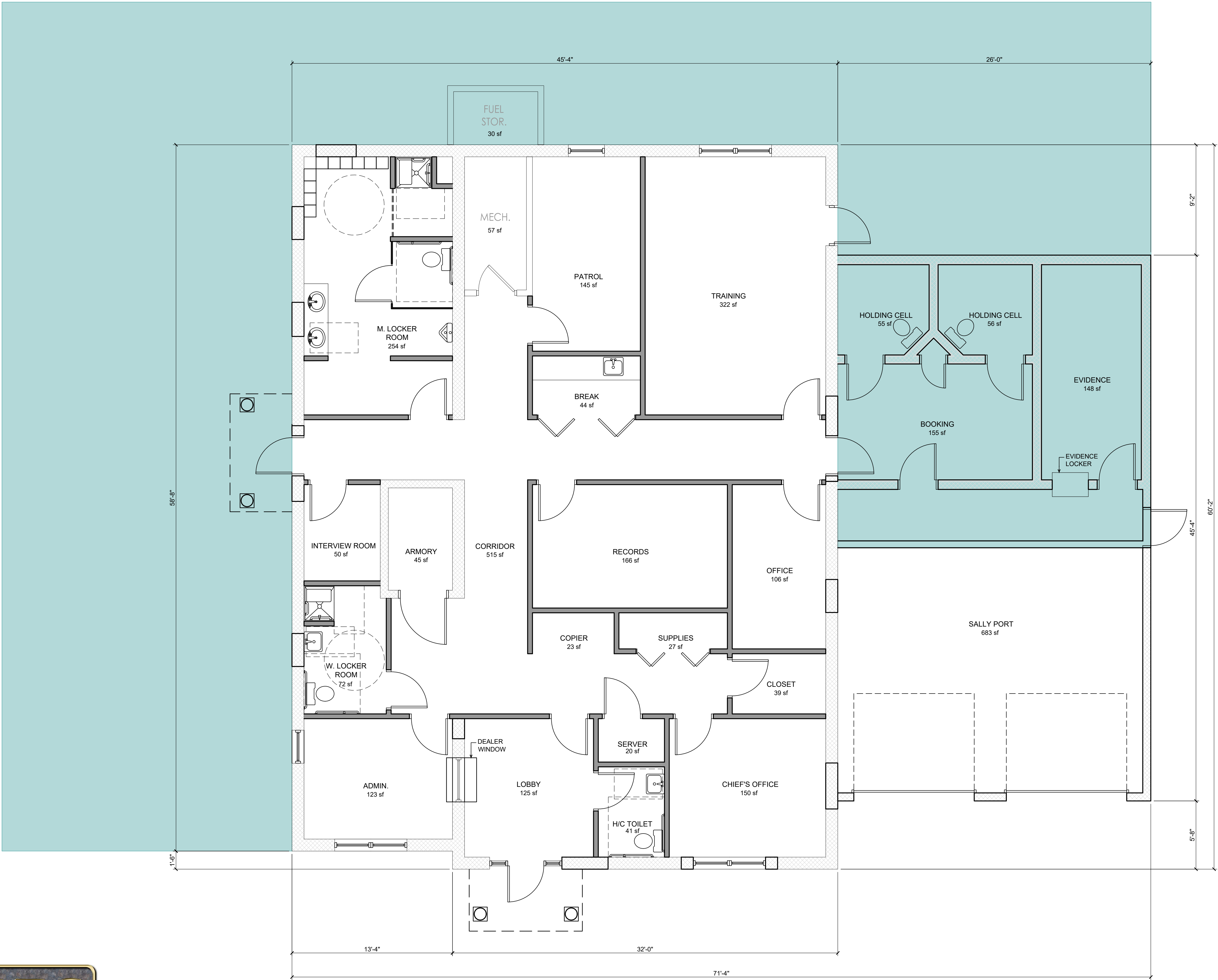
Disrupts existing parking area with Sally port

Construction Type	Square Footage	Budget/Square Foot	Total	Comments
Sitework Allowance	LS	LS	\$100,000	Allowance
Parking Allowance	LS	LS	\$65,000	Allowance
Renovate Existing Building	2660	\$150	\$399,000	
Addition	3250	\$250	\$812,500	
		Sub-total	\$1,376,500	
		CM Continency	\$55,060	4% contingency
		CM Fee	\$71,578	5% fee
		Total Hard Cost	\$1,503,138	
		Soft Cost	\$300,628	20% of hard cost
		Project Total	\$1,803,766	

Fire Suppression Option				
Sprinkler System at Existing & New Building:	12,158	\$3.75	\$45,593	includes dry system at attic space
Cistern:	1	LS	\$116,000	
Pump:	1	LS	\$65,000	
Pump House:	1	LS	\$40,000	
Misc. Plumbing:	1	LS	\$15,000	
		Sub-total	\$281,593	
		CM Continency	\$11,264	4% contingency
		CM Fee	\$14,643	5% fee
		Total Hard Cost Fire Suppression	\$307,499	
		Soft Cost	\$61,500	20% of hard cost
		Fire Suppression Total	\$368,999	

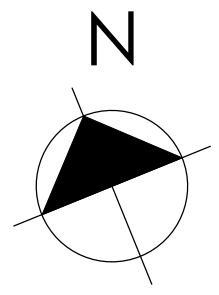
Total Cost - Option 1 \$2,172,764

Note: Interior building configuration is carried over from 2019 BPS Concept Design.
Exact layout of interior spaces and location of addition to be determined.



PORT ONE ARCHITECTS

TOWN OF SANBORNTON, NH
PROPOSED POLICE STATION & Town Office
OPTION #1



FLOOR PLAN
SCALE: 1/4" = 1'-0"

Option 2: Two Story Addition

Description:

Single story addition for Sally port, Processing, Two (2) Stairwells and Elevator Shaft
 Second Story Addition
 Renovations to existing building to allow Town Offices and Police to Coexist

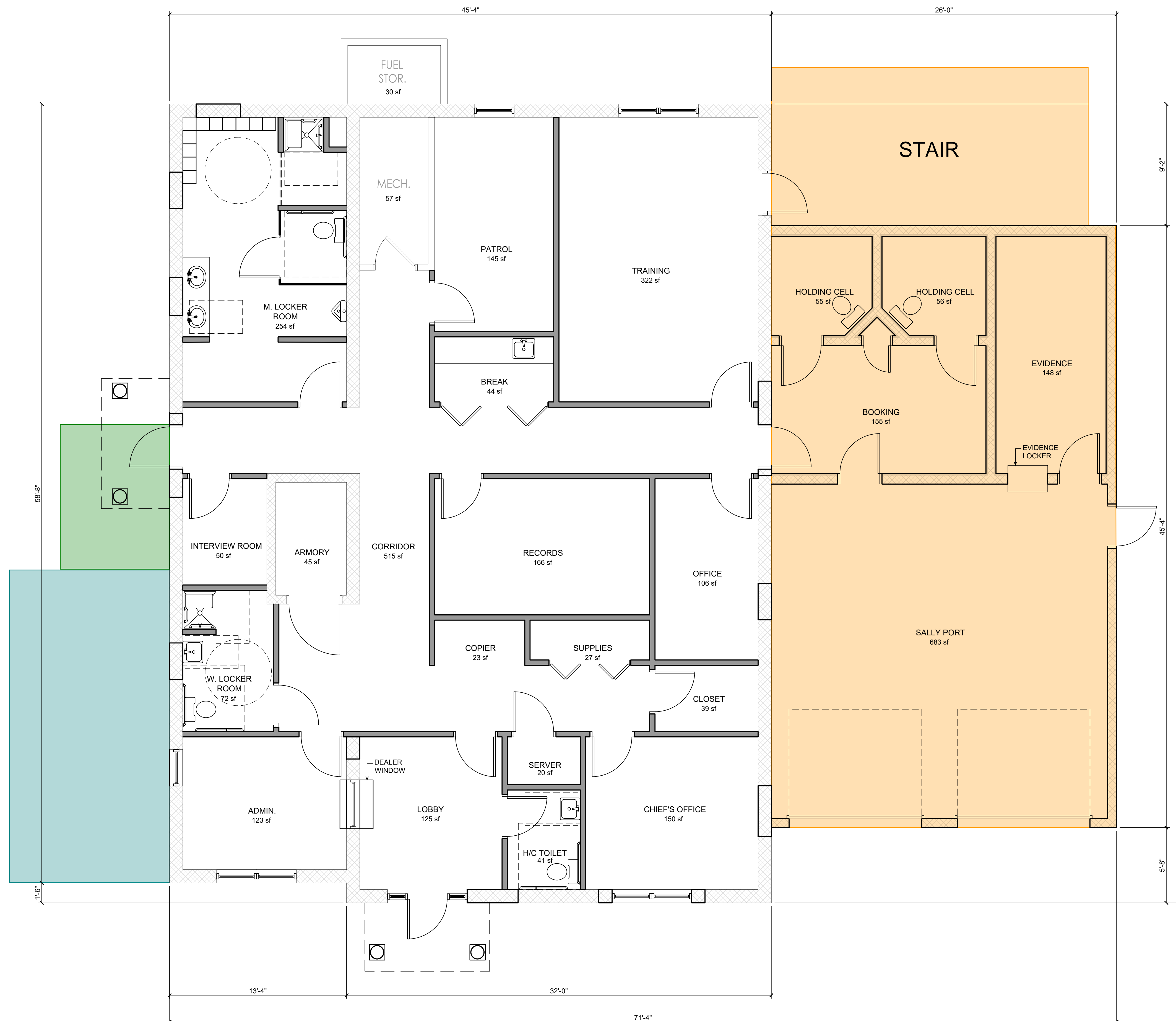
Notes:

Disrupts existing parking areas with Sally port

Construction Type	Square Footage	Budget/Square Foot	Total	Comments
Sitework Allowance:	LS	LS	\$50,000	Allowance
Parking Allowance:	LS	LS	\$65,000	Allowance
Renovate Existing Building:	2,660	\$150	\$399,000	
Second Story Addition:	2,660	\$250	\$665,000	
Upgrades to Existing Foundations:	1	LS	\$125,000	Allowance
Sally port & Processing Addition:	1,179	\$250	\$294,750	
Elevator & Shaft:	1	LS	\$250,000	
Stairwell Additions	1,152	\$250	\$288,000	two (2) means of egress included in study
Stairs:	2 req	\$35,000	\$70,000	
Subtotal:			\$2,206,750	
CM Contingency:			\$88,270	4% Contingency
CM Fee:			\$114,751	
Total Hard Cost:			\$2,409,771	
Soft Cost:			\$481,954	20% of Hard Cost
Project Total:			\$2,891,725	

Fire Suppression Option 2:				
Sprinkler System at Existing & New Building:	12,642	\$3.75	\$47,408	includes dry system at attic space
Cistern:	1	LS	\$116,000	
Pump:	1	LS	\$65,000	
Pump House:	1	LS	\$40,000	
Misc. Plumbing:	1	LS	\$15,000	
Subtotal:			\$283,408	
CM Contingency:			\$11,336	4% Contingency
CM Fee:			\$14,737	
Total Hard Cost:			\$309,481	
Soft Cost:			\$61,896	20% of Hard Cost
Project Total:			\$371,377	

Combined Option 2 with Fire Suppression:	\$3,263,102
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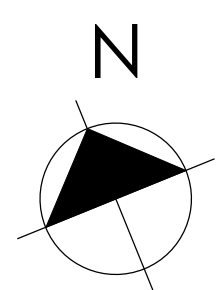


Note: Second floor configuration (Town Office) to be determined.

TOWN OF SANBORNTON, NH

PROPOSED POLICE STATION & Town Office

OPTION #2



FLOOR PLAN

SCALE: 1/4" = 1'-0"

Option 3 Part One: New Police Facility at Alternate Location

Description:

Single story new construction at site behind Meeting Hall
 2,750 square feet of new construction
 excludes work at existing town offices

Construction Type	Square Footage	Budget/Square Foot	Total	Comments
Sitework Allowance:	LS	LS	\$254,783	
Access Drive Allowance:	LS	LS	\$75,000	
Survey & Layout Allowance:	LS	LS	\$5,000	
Temporary Fencing:	LS	LS	\$5,500	
Landscape Allowance:	LS	LS	\$15,000	
Well Allowance:	LS	LS	\$7,500	
Septic Allowance:	LS	LS	\$15,000	
New Building:	2,750	\$250	\$687,500	
Subtotal:			\$1,065,283	
CM Contingency:			\$42,611	4% Contingency
CM Fee:			\$55,395	
Total Hard Cost:			\$1,163,289	
Soft Cost:			\$232,658	20% of hard construction cost
Project Total:			\$1,395,947	

Fire Suppression Option 3:

Sprinkler System at Existing & New Building:	5,500	\$3.75	\$20,625	includes dry system at attic space
Cistern:	1	LS	\$116,000	
Pump:	1	LS	\$65,000	
Pump House:	1	LS	\$40,000	
Misc. Plumbing:	1	LS	\$15,000	
Subtotal:			\$256,625	
CM Contingency:			\$10,265	4% Contingency
CM Fee:			\$13,345	
Total Hard Cost:			\$280,235	
Soft Cost:			\$56,047	20% of Hard Cost
Project Total:			\$336,281	

Combined Option 3 Part One with Fire Suppression: \$1,732,228

Option 3a/3b: Renovate Town Office Building

Description:

Renovate Town Office as part of Option 3

Option 3a: No fire suppression

Option 3b: Add fire suppression

Construction Type	Square Footage	Budget/Square Foot	Total	Comments
Renovate Existing Building	2660	\$150	\$399,000	
		Sub-total	\$399,000	
		CM Contingency	\$15,960	4% contingency
		CM Fee	\$20,748	5% fee
		Total Hard Cost	\$435,708	
		Soft Cost	\$87,142	20% of hard cost
		Total Cost - 3a	\$522,850	

Fire Suppression Option				
Sprinkler System at Existing & New Building:	7,320	\$3.75	\$27,450	includes dry system at attic space
Cistern:	1	LS	\$116,000	
Pump:	1	LS	\$65,000	
Pump House:	1	LS	\$40,000	
Misc. Plumbing:	1	LS	\$15,000	
		Sub-total	\$263,450	
		CM Contingency	\$10,538	4% contingency
		CM Fee	\$13,699	5% fee
		Total Hard Cost Fire Suppression	\$287,687	
		Soft Cost	\$57,537	20% of hard cost
		Fire Suppression Total	\$345,225	

Total Cost - 3b **\$868,074**

Grand Total includes cost of building new PD

Option 3a **\$2,255,078**

Option 3b **\$2,600,302**

Option 4 Part 1: New Town Office Behind Meeting House

Description:

Single story addition of 3,750 square feet for Town Office

Renovations and Addition to Existing Town Offices to become a Police Facility

Notes:

Disrupts existing parking area with Sally port

Construction Type	Square Footage	Budget/Square Foot	Total	Comments
Sitework Allowance	LS	LS	\$254,783	
Access Drive Allowance	LS	LS	\$75,000	
Survey & Layout Allowance	LS	LS	\$5,000	
Temporary Fencing	LS	LS	\$5,500	
Landscape Allowance	LS	LS	\$15,000	
Well Allowance	LS	LS	\$7,500	
Septic Allowance	LS	LS	\$15,000	
New Town Office Facility	3750	\$250	\$937,500	
		Sub-total	\$1,315,283	
		CM Continency	\$52,611	4% contingency
		CM Fee	\$68,395	5% fee
		Total Hard Cost	\$1,436,289	
		Soft Cost	\$287,258	20% of hard cost
		Project Total	\$1,723,547	Option 4 - No Fire Supression

Fire Suppression Option				
Sprinkler System at Existing & New Building:	7,500	\$3.75	\$28,125	includes dry system at attic space
Cistern:	1	LS	\$116,000	
Pump:	1	LS	\$65,000	
Pump House:	1	LS	\$40,000	
Misc. Plumbing:	1	LS	\$15,000	
		Sub-total	\$264,125	
		CM Continency	\$10,565	4% contingency
		CM Fee	\$13,735	5% fee
		Total Hard Cost Fire Suppression	\$288,425	
		Soft Cost	\$57,685	20% of hard cost
		Fire Suppression Total	\$346,109	

Total Cost - with FS \$2,069,656 Option 4a - with Fire Suppression

Option 4 Part 2: Police Department Renovation & Addition @ Existing Town Offices

Description:

Single story addition of 3,750 square feet for Town Office

Renovations and Addition to Existing Town Offices to become a Police Facility

Notes:

Disrupts existing parking area with Sally port

Construction Type	Square Footage	Budget/Square Foot	Total	Comments
Additions and Renovation	LS	LS	\$852,291	2019 bond vote number
		Sub-total	\$852,291	
		CM Contingency	\$34,092	4% contingency
		CM Fee	\$44,319	5% fee
		Total Hard Cost	\$930,702	
		Soft Cost	\$186,140	20% of hard cost
		Project Total	\$1,116,842	
Fire Suppression Option				
Sprinkler System at Existing & New Building:	7,772	\$3.75	\$29,145	includes dry system at attic space
Cistern:	1	LS	\$116,000	
Pump:	1	LS	\$65,000	
Pump House:	1	LS	\$40,000	
Misc. Plumbing:	1	LS	\$15,000	
		Sub-total	\$265,145	
		CM Contingency	\$10,606	4% contingency
		CM Fee	\$13,788	5% fee
		Total Hard Cost Fire Suppression	\$289,538	
		Soft Cost	\$57,908	20% of hard cost
		Fire Suppression Total	\$347,446	
		Total Cost	\$1,464,288	
		Grand Total		
		without Fire		
		Suppression (Option 4)	\$3,187,835	
		with Fire Suppression		
		(Option 4a)	\$3,533,944	

Option 5: Addition & Renovation - Convert Existing Town Meeting House into Town Offices

Description:

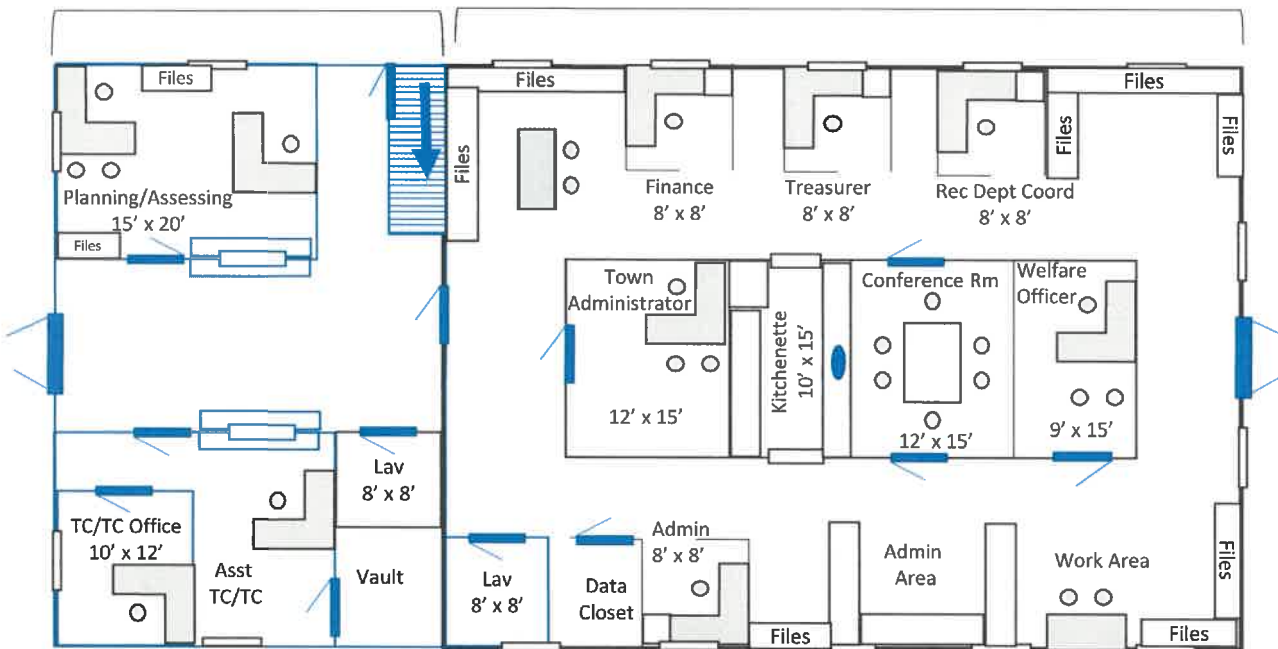
Includes a foundation under existing Town Meeting House

Construction Type	Square Footage	Budget/Square Foot	Total	Comments
New Foundation and Structure	LS	LS	\$676,050	See breakdown of 4/14/20 less mechanical (includes fire suppression)
Renovate Meeting Hall into Town Offices	2670	\$150	\$400,500	
Addition to Meeting Hall (2 stories)	2670	\$250	\$667,500	
Additional Excavation at Addition	1335	\$15	\$20,025	
Elevator / LULA	LS	LS	\$65,000	
Parking Allowance	LS	LS	\$65,000	
Access Drive Allowance	LS	LS	\$35,000	
Survey & Layout Allowance	LS	LS	\$5,000	
Temporary Fencing Allowance	LS	LS	\$5,500	
Landscape Allowance	LS	LS	\$15,000	
Well Allowance	LS	LS	\$7,500	
Septic Allowance	LS	LS	\$15,000	
ADA Access Allowance	LS	LS	\$25,000	
Sub-total			\$2,002,075	
CM Continency			\$80,083	4% contingency
CM Fee			\$104,108	5% fee
Total Hard Cost			\$2,186,266	
Soft Cost			\$437,253	20% of hard cost
Project Total			\$2,623,519	Option 4 - No Fire Supression
Cost to renovate Town Office for PD			\$1,464,288	
Grand Total - Option 5			\$4,087,807	

Notional Town Office Renovation

New Structure
44 ½' x 30'

Existing Old Town Hall Structure
44 ½' x 60'



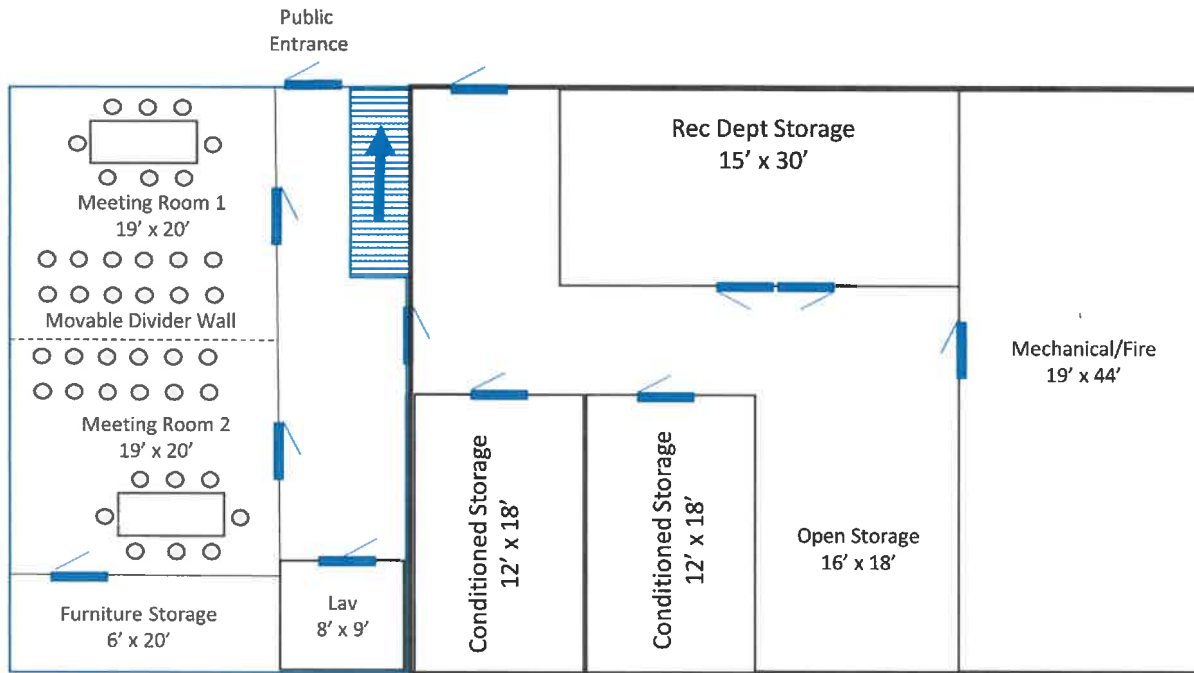
Main Level Layout

Current Town Office: 2661 sq ft
Old Town Hall: 2670 sq ft
Proposed Addition: 1335 sq ft
Addition Basement: 1335 sq ft
OTH Basement: 2670 sq ft

Proposed Renovation

Total Usable Office Space: 5340 sq ft
Total Enclosed Storage Space: 882 sq ft
Total Open Storage Space: 288 sq ft
Total Storage Space: 1170 sq ft

Notional Town Office Renovation



Basement Level Layout

Design provides:

- 100% increase in office/meeting space
- Addition of 1170 sq ft of storage
 - 512 sq ft of conditioned storage for vital records
 - 450 sq ft for Recreation Department equipment
 - 288 sq ft of open storage area

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Frequently Asked Questions

Q: Why do we need to do anything with the Town buildings? Why can't things just stay the way that they are?

A: The biggest and most immediate need is improved safety and security for operation of the Police Department. The current facilities are completely inadequate and put the Police Department and Fire Department personnel, detainees, and members of the general public at risk. There isn't a way to make the necessary upgrades to the existing spaces in the Life-Safety Building, so an alternative is needed to address the safety and security risks.

A second, but still important need, is to address the working situation for Town Office employees. Some of that can be done through reorganizing storage and space within the building, but some of it requires some renovation to provide adequate facilities and meet the requirements of Federal law (ADA) for access. The Recreation Department Director currently works out of the Highway Garage, and the Welfare Officer works out of the Town Office kitchen. Both employees need (and deserve) a proper work space to conduct their Town business.

Q: The current Town Office was originally the fire station - and that was built almost entirely by volunteers. Why can't we do that again with any refurbishment or new construction?

A: We can (and will) use any volunteers who are willing to help. They will have to be coordinated with whoever the prime contractor turns out to be to make sure that the work is done properly (to code) and that it doesn't impact the overall project schedule.

Another issue that the Town didn't face when the old fire station was built was liability and insurance. It's just a fact of life today that the Town has to be concerned about accidents and liability - and work with our insurance company, Primex, to make sure all the work is properly covered.

Q: Why can't we just add on to the current Police Department to solve their problems?

A: There isn't enough room at the Life-Safety Building to accomplish all the required upgrades to address the safety and security issues. In adding on to the current PD, we would actually lose the parking and access to the door where detainees are currently brought in and out of the station. That would actually add to the problems, not solve them.

Q: Why do we have so many boxes of old records? Can't we get rid of them, or find a way to store them electronically? Can we create additional space by being more organized and getting rid of unnecessary stuff?

A: There is a law (RSA 33-A) that covers record retention and disposition. Some records have to be kept in hard copy form, either for a specified length of time or forever. Other records can be saved electronically, and the Town is looking into options to start storing them that way. We are also looking into the cost of digitizing the older records to see if it makes sense to do that or keep storing the hard copies.

The Town will also look at options to store some records "offsite" in climate-controlled storage that will help protect them. Some records need to be readily accessible, but other records rarely

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get used, and it might free up some space if they can be stored somewhere else. We're also looking at disposing of records that we are no longer required by law to keep.

Q: How much space do we really need for the Town? Things seem to be working fine — why do we keep talking about “more” space? Is this just a “wish list” rather than real needs?

A: Work may be getting done, but things are not “fine”. The biggest issues are the safety and security concerns at the Police Department. The building doesn't come close to meeting modern standards for a public safety building, and the lack of safety and security features put employees (both Police and Fire) and the public at risk if something were to happen with a prisoner or a disgruntled civilian.

Other space considerations are for a healthy working environment for Town employees to be sure they have the space and resources they need to do their jobs. We have one elected official that has to work in the kitchenette, and we don't have enough proper storage space for the equipment the Recreation Department owns. The reality is that the Town has grown in the last 20 years and it looks like it will continue to grow. We are looking for a sensible balance between cost and needs to give all of our employees a safe and healthy work environment and deliver the needed services to our residents.

Q: All the talk about Town building space has been about a new building in the Square. Can't a new building be put somewhere else?

A: Yes, a new building (if required) could be placed somewhere else in Town. The Town already owns 2 acres of land behind the Old Town Hall which is designated for a new Town Office. Placing a building somewhere else would require the purchase of more land. There doesn't appear to be any other Town-owned land that would be suitable for a new building.

One reason for keeping Town Office in the Square is that it is the most central location for residents. Sanbornton is large (geographically) so trying to keep services in a central area has some advantages.

Of all the services, the Police Department is the least dependent on building location. Responding officers are typically already out on patrol, so their response time doesn't depend as much on the location of the police station.

Q: Is the Town Park a viable site for a new building?

A: Yes, the Town Park is certainly an option and will be considered. Some considerations to keep in mind are:

- The Town bought the land behind Old Town Hall specifically for a new Town Office building.
- The Town Park area is not as centrally located as the Square, so putting the Town Office there would create an inconvenience for some residents. Also, locating a new Police Department building there could result in increased response times to some locations because it is not centrally located.

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- Taking up the Town Park land with a new building will reduce the amount of recreation space available to residents.

Q: What about the property where the Highway Garage sits? Couldn't a new office or police station be put there?

A: The parcel where the Highway Garage sits is only 2.65 acres. Much of it is already filled with the garage itself, and storage for equipment and material (like sand and salt). Much of the remaining land is unusable due to the steep hills, and what remains wouldn't provide adequate space for a building and parking. There would also be concerns about traffic having to drive through the area where Highway Department trucks and equipment would be operating.

Q: Last year there was lots of talk about the "Domino Effect" of doing all of the proposed modifications and building together. Does it have to be done that way? Can't smaller projects be done separately?

A: Yes, the different needs can be addressed separately. There can be some cost savings by working some projects together, but whatever work is finally decided on can be done in phases. It doesn't have to be "all or nothing". We would work with the builder to figure out the best plan and timing for the work that needs to be done. That may require some temporary facilities to accommodate employees during construction, but all of those needs will be considered.

This year, the Town plans to take on the essential shower and water upgrades to the Life-Safety Building. That's one less thing that needs to be done in the future.

Q: Why can't the current Town Office just be expanded? Wouldn't that eliminate the need for any new buildings?

A: We are looking at options to expand the current Town Office building both laterally and vertically. It's important to remember, though, that the Police Department has to move into a different building to be able to add the necessary safety and security features for safe operation. If there is a way to add enough space for the Town Office and move the Police Department, that would certainly be a desirable option. One of the key decision factors will be the cost.

Q: If a new building had to be built, would it be cheaper to build a new Police Station or a new Town Office?

A: A new Police Station would be cheaper than building a new Town Office and renovating the existing building for the PD. That was explored in the options that the Town's design firm, Bonette, Page & Stone (BPS). We didn't know that until we looked at all of the possible options.

Q: Can't we just cancel another project in Town to come up with the money to pay for any renovation or construction?

A: There aren't any "projects" that would be candidates. The Town's budget includes funding for ongoing maintenance (such as roads) as well as long-term investments in various capital reserve funds (CRF's) to put aside money for future purchases of high-priced items (such as fire trucks, road equipment, etc.) Diverting some of that money to a construction/renovation project will just create another "hole" for funding in the future and disrupt good investment plans.

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One option is to use the money that will be “saved” through the retiring of the Highway Garage bond in 2021 to be used to offset any payments on a building/renovation project. That would mean less new funding would have to be raised through taxes, which would lower the tax impact significantly.

Q: Would building in the Historic District be more expensive because of having to make the buildings “architecturally appropriate”?

A: Probably not. First of all, the Town is actually exempt from having to follow the Historic District Guidelines. So while the Town would certainly want any construction to “fit” in the Historic District, it could make changes if necessary if cost became an issue. Second, the “look and feel” of the Historic District doesn’t necessarily cost anymore, especially now that there are modern building materials that provide the historic feel at the same price as contemporary looks.

Q: Tilton and Belmont are both building big, new police stations, can’t we just use part of their facilities without having to build something of our own? We wouldn’t need much space – we’re a small town!

A: Neither of those building projects were sized to support Sanbornton. There are also issues of manpower and liability that impact our ability to bring our detainees into another town’s facility. Even if we send one of our officers, it still requires support and personnel from the other police department, which isn’t part of their manning. In 2019, the Sanbornton PD made 81 arrests – which would be a burden for another town to try to support. Not to mention that it takes our patrol officers outside of Town. If the police department available to assist was Belmont, that would be 8 miles from the Sanbornton PD building, which could take an officer out of area for up to an hour or more.