

You're Invited to the

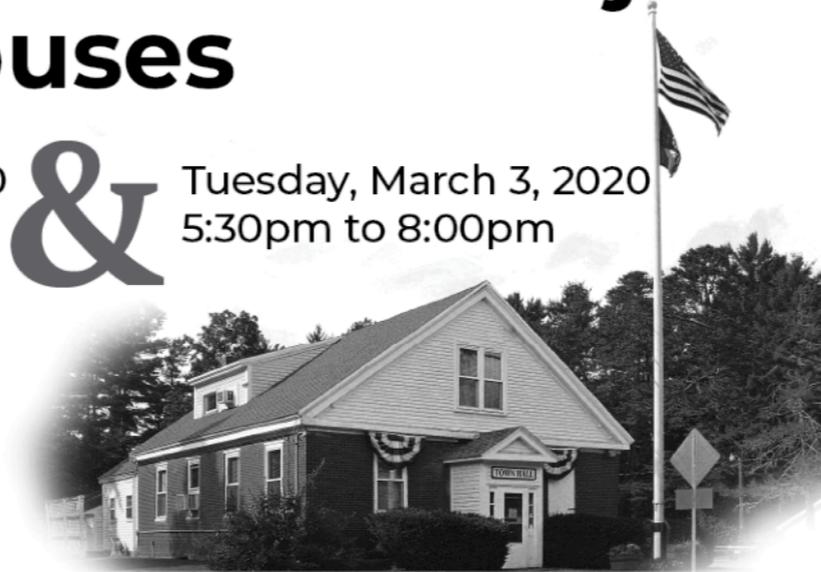
Lee Town Center Project Open Houses

Saturday, Feb 15, 2020
10:00am to 2:00pm

&

Tuesday, March 3, 2020
5:30pm to 8:00pm

Lee Town Hall
7 Mast Road
Lee, NH 03861



leetowncenter.org

Hello, I'm Cord Blomquist.

I'm a volunteer on the Town Center Vision Committee.

Our committee was formed to create a plan of action for the town center.



Last year we presented a plan that touched nearly every building in the Town Center. As you might know, that plan failed to pass.

But the problems with the town center remain, so the Select Board asked the same volunteer group of residents to create a new plan focused on repairing the Lee Town Hall and solving the long-term workspace needs for town administrative employees.

**Build a Town
Office Building**

**Renovate Town Hall
as Meeting Space**

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That's why this proposal focuses on building a new town office building, which would solve those long-term space needs, and using 50% matching-fund grants to repair our 174-year-old Town Hall.

Problems

Process

▶ Provisional Design

Pay For It

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How did we arrive at this plan?

I'll start with an overview of the problems we're trying to solve

then I'll talk about our process,

part of which was creating a provisional design

and finally John Tappan, a fellow committee volunteer, will talk about how our town will pay for this.

Problems

Process

- ▶ Provisional Design

Pay For It

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Let's start with the problems

They break down into three categories:

Building Conditions

Security & Access

Workspace & Work Environment

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The condition of the current buildings

The security and access control of those buildings

And the space and environment within those buildings

Building Condition

Security & Access

Workspace & Work
Environment

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We'll start with building condition



If you've been to a presentation from our committee before, you've seen this image. These are the joists beneath the floors of our Town Hall. They're no longer attached to the sill beam of the building, because it has rotted away.



The floor is now held up by cribbing placed on blocks.

Other Problems

- Window AC Units
- Non-Insulated Windows
- Inefficient Boiler
- End-of-Life Electrical
- Second-Floor Dormer Structure
- Lacks Sufficient Restrooms
- ADA Compliance
- Add Heat Recovery Ventilation for Entire Building



That's not the only problem afflicting Town Hall. In 2016 Lee commissioned both a structural and a mechanical study of the building and both noted many problems. None are urgent safety concerns, but all describe a building that is in need of a major renovation.

Building Condition

Security & Access

Workspace & Work
Environment

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Security & Access

“There should be no access to the Town Hall employees or records unless it is controlled. The person should be identified first, determined to have business with the Town Hall staff, and the entire interaction recorded on video.”

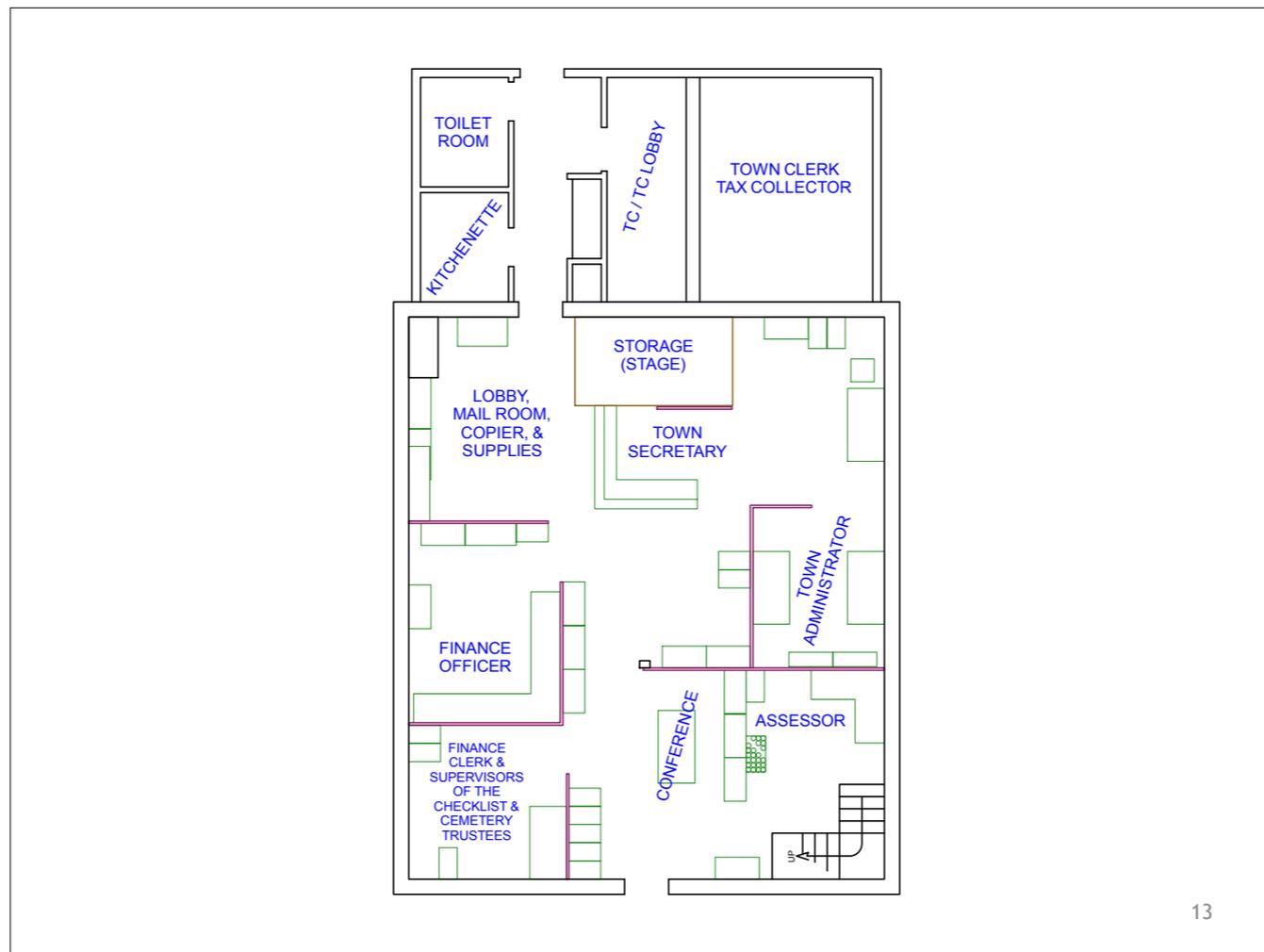
**Thomas C. Dronsfield, Jr.
Lee Chief of Police**

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The Police Chief provided guidelines to us regarding security.

His advice breaks down to three points:

- Control access to staff and records
- Identify visitors before they have access to either
- Capture interactions on video



While the Town Hall is video monitored, access control in the Select Board office comes in the form of our Town Secretary, playing traffic cop. If Denise is helping one resident, it's easy for another to walk in and go directly to another staff member's work area or access files. Control is naturally limited when a workspace is one large room.

Building Condition

Security & Access

**Workspace & Work
Environment**

That brings us to the workspace and work environment.



TCVC - March 6, 2019

Our Town Hall, which was built in 1846 for the purpose of hosting meetings, is now carved into five workspaces, a conference space, and a lobby.

The work environment is noisy. It's difficult to confer with colleagues, more difficult to concentrate, and private meetings are impossible. These things are unavoidable when working in an open space where every interruption is heard by every town employee.

Town Hall Staff

	People
Town Clerk/Tax Collector	2
Select Board Office	4
Assessor (contractor)	1
Cemetery Trustees (volunteers)	3
Supervisors of the Checklist (volunteers)	3
Total	13

This building can host as many 13 staff members, contractors, and volunteers at once.



The staff work over those uninsulated floors I just showed you, meaning most use space heaters to keep their feet warm, adding to the unpleasant work environment.



TCVC - March 6, 2019

The building is too small to hold all of the records the Town Clerk is required to keep. So this storage container, which isn't heated and has no moisture control, holds some of the town's records.

So how do we fix this?

Problems

Process

▶ Provisional Design

Pay For It

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In 2018 the Town Center Vision Committee interviewed departments and put together a list of space needs.

- Workgroup function, operation, and location
- Staffing requirements through 2035
- Existing space
- Shared space requirements
- Office or workstation requirements
- Storage requirements
- Shortcomings of current space
- Changes needed to improve operations

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Each work group within the town administration filled out a ten page questionnaire covering topics including:

- A description of their group's current operations & existing space
- Their requirements for workstations, meeting space, and storage
- How their current space falls short of their needs

ation

	Current Number	Approx. Existing Space Sizes	Space Reference/Standards	2018 Required Number	2018	2025	2030	2035	Notes
Administrator	1	100	140	1	140	140	140	140	Enclosed office adjacent to Smaller Conference Room
Secretary	1	50	64	1	80	80	80	80	8 x 8 - Enclosed office with access to Lobby via service window
Receptionist	1	130	140	1	140	140	140	140	Enclosed office
Account Clerk - Full Time	1	100	80	1	80	80	80	80	Enclosed office
Account Clerk - Part Time	1	100	80	1	80	0	0	0	this position is the same as the Full Time Account Clerk projected to be 2025 - S4
Offices	1	100	64	1	64	64	64	64	8 x 8 Enclosed Office
Contractor	1	72	64	1	80	80	80	80	8 x 10 Cubicle - Shared with Assitant S7.1
Assistant - Contractor	1	0	64	1	0	0	0	0	Space shared with Assessor - S7
Maintenance Supervisor	1	0	80	1	80	80	80	80	8 x 10 - Enclosed office adjacent to Mechanical Room - can remain at in the PSC
Maintenance Assistant	1	0	0	1	0	0	0	0	Shared with Building Maintenance Supervisor
of the Checklist	1	100	100	1	120	120	120	120	10x12 - Open Work Station shared with Cemetery Trustees. This is currently shared with Cemetery Trustees, Welfare, and
off Work Space - open tables with Town	1		140	1	140	140	140	140	12 x 12 - Allowance for general work space within the Town Hall function - unassigned open space
Point of Service Window to Lobby	0	0	0	1	0	0	0	0	Staffed as required by the Town Secretary and other Town Hall Staff
Trustees - Shared with Supervisor of Checklist	1	0	100	1	0	0	0	0	Shared with the Supervisor of the Checklist - S10
General Town Clerk	1		64	1	64	64	64	64	General Town Clerk Open Area
Open Clerk/Tax Collector	1		48	1	64	64	64	64	Open work station accessible to the service counter
Town Clerk /Tax Collector	1		48	1	0	64	64	64	Open work station accessible to the service counter - C2, C3, C4 are combined into one room/space with a U-shaped work station at each of the two service windows
Fireproof Room	1		100	1	100	100	100	100	10 x 10 Fireproof Room/Safe
Secure Room (Clerk only)	1		120	1	120	120	120	120	10 x 12 Secured space
Staffed Service Windows to Lobby	0		0	1	0	0	0	0	Staffed by Assistant Clerk and Deputy Clerk - 2 points of service to Lobby
Consultation Room - Point of Service	0		100	1	100	100	100	100	Enclosed space accessible directly from Clerk Office & Lobby, split into two halves by the service window and counter. Public side accommodates two - ADA compliant
Director	1	120	144	1	144	144	144	144	Enclosed - Need a slightly larger office due to handling of larger format documents
Zoning Admin	1	120	180	1	180	180	180	180	Enclosed - Need a slightly larger office due to handling of larger format documents
Conference Room/Work Room	1		200	1	200	200	200	200	Needs to be adjacent to PZ&B and Lobby
Storage Room	1		200	1	200	200	200	200	12 x 16 allowance for PZ&B files and documents
Staff Service Counter to Lobby	0		0	1	0	0	0	0	Staffed by Planning & Zoning Admin??? TBD
File Room	0		200	1	200	200	200	200	12 x 16 allowance. May be located in the Basement under the new Municipal Building
ADA Compliant	1	25	64	1	64	64	64	64	8 x 8 space as a place holder
Director	0	50	256	1	256	256	256	256	16 x 16 space as a place holder
Director Room/Postal Machine/Office Supplies	1	80	120	1	120	120	120	120	10 x 12 space as a place holder
Mail Room	1	0	0	1	0	0	0	0	Located in the Copier Room
Director Rooms (W/M) - ADA	1	50	100	2	200	200	200	200	Accessible directly from the Lobby - sizes to be confirmed based on code fixture requirements
Director Room (Clerk Files separate)	1	0	80	1	80	80	80	80	Additional Cooling and Secured Space
Director Room - seats 12 to 16	0	NA	200	1	200	200	200	200	12 x 16 - shared file room for Town Hall functions
Director Room - seats 4 to 5	1	96	200	1	240	240	240	240	12 x 20 - Adjacent to the Lobby and shared by multiple functions and Committees/Commissions
Director Toilet Room	0	0	120	1	120	120	120	120	10 x 12 - Adjacent to Lobby and Town Administrator
Director Break Room	0	0	64	1	64	64	64	64	Located in the Town Staff accessible only space - ADA compliant
Director Room	1	50	120	1	120	120	120	120	10 x 12 with fridge, sink, microwave, and small table to seat 4
Director Room	1		200	1	200	200	200	200	Allowance only at this time - can be located in attic space, grade level, or basement (if applicable)
Director Room	1		30	1	30	30	30	30	Adjacent to the Building Maintenance Supervisor office
Director Room	0		4074	1	3990	4054	4054	4054	
Grossing Factor @ 20%	0.2		815	1	798	811	811	811	Grossing Factor reduced to 20% for a 1 story building. May increase to 25% if more than one story
			4889		4788	4865	4865	4865	

Municipal Building Space Program excludes the areas of a potential Basement for storage and mechanical systems

Director Room - 1200 SF as a future expansion to the building for seating of up to 80

Director spaces are rolled into one shared space of 300 SF to be located in the current Town Clerk / Tax Collector office in the current Town Hall. The TC/TC current work space plus public waiting area will equal about 300 SF after removal of the dividing wall.

The answers to these questions were compiled and used to determined the appropriate sizes for offices, work areas, conference rooms, and storage spaces.

NEEDS Survey Analysis	4,309 NSF
EXISTING Town Hall + Annex + Storage	3,416 NSF
Difference	26.1%

The result of this space-needs study found that 26% more space is required for the town administration to do its job effectively. This increase allows for individual offices, dedicated meeting spaces, and so that staff and town records can be kept safe and secure.

Problems

Process

▶ **Provisional Design**

Pay For It

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The next step in the process was taking those space needs and arranging them into a workable design.

Right-Sized Building Required to Estimate Costs Created by Town Volunteers

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The layouts you're about to see were created to provide enough detail so that independent cost consultants could provide a realistic cost of a commercial-grade building.

We created these designs ourselves because of your feedback that too much has been spent on designs without results.

That's why we've done only what's necessary to determine a reasonable scope and budget for this project.

A Final Design Needs Your Input

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If the town votes in favor of this plan, only then does this plan spend the money to create a final design.

That includes a period for deliberation and public feedback.

Both the building and the site design need be a good fit for Lee, which is why we've built this into our plan.

Decision CRITERIA

- Build Cost
- Maintenance Cost
- Energy Use
- Daylighting
- Massing
- Room for Growth
- Accessible Interior Area
- Footprint
- Low-Impact Development

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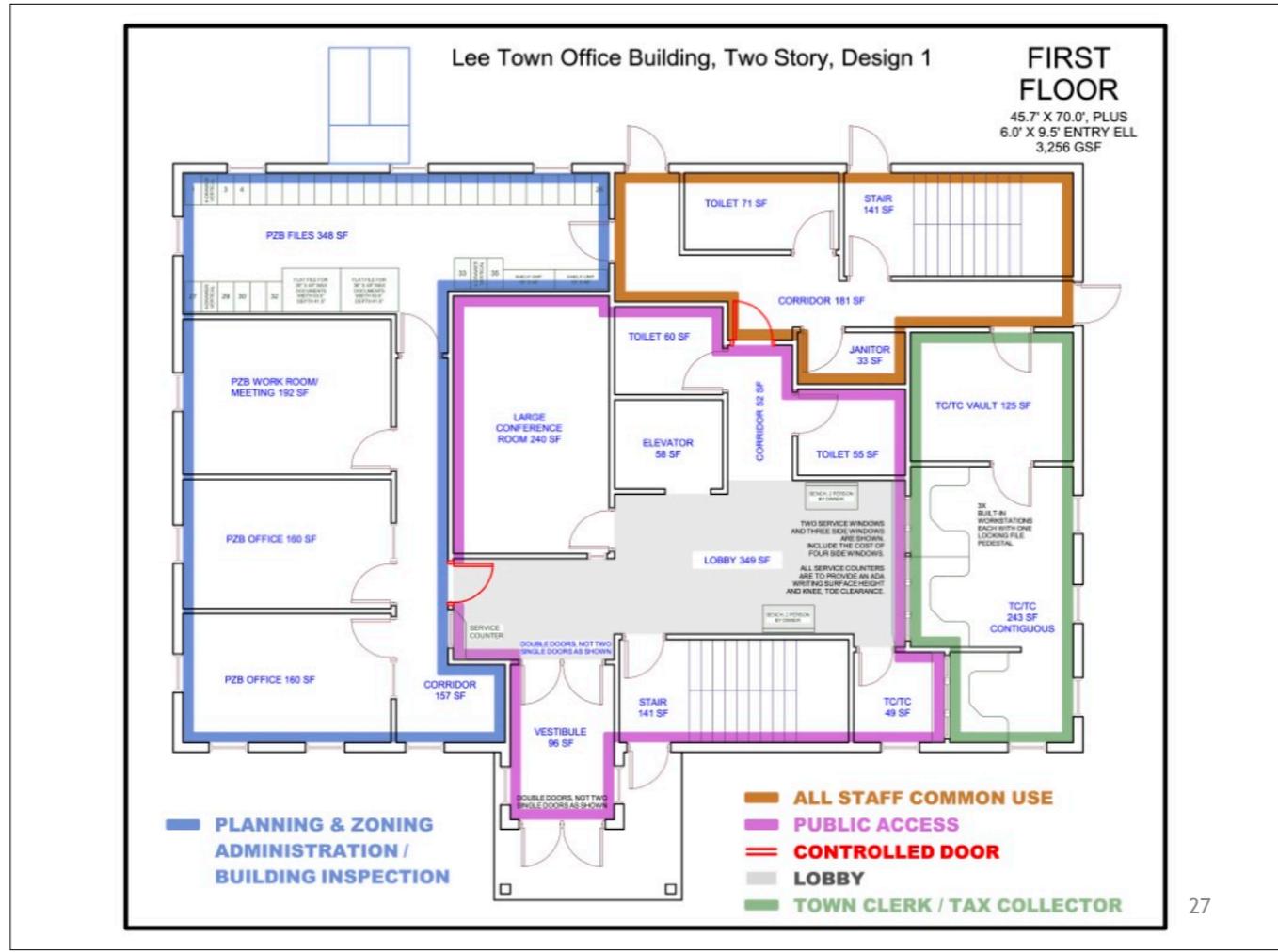
We settled on a two-story design after considering these nine criteria.

Neither a one-story or two-story option offered a clear winner on the six criteria shown on the left.

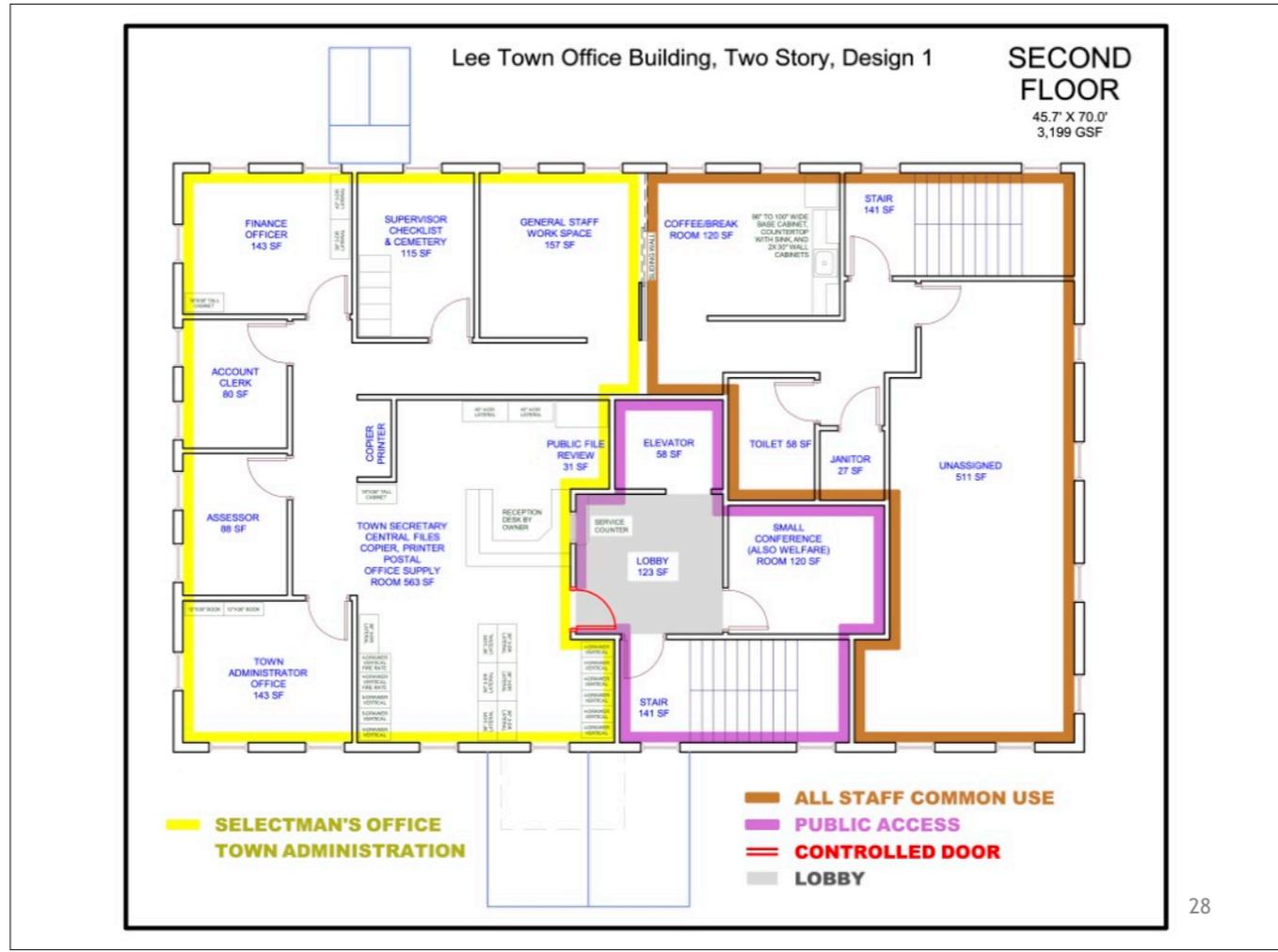
But a two-story building with an elevator stood out by providing more interior accessible area, reducing the building footprint, and providing the most low-impact design.

That makes a two-story building better for the environment while preserving land for future uses.

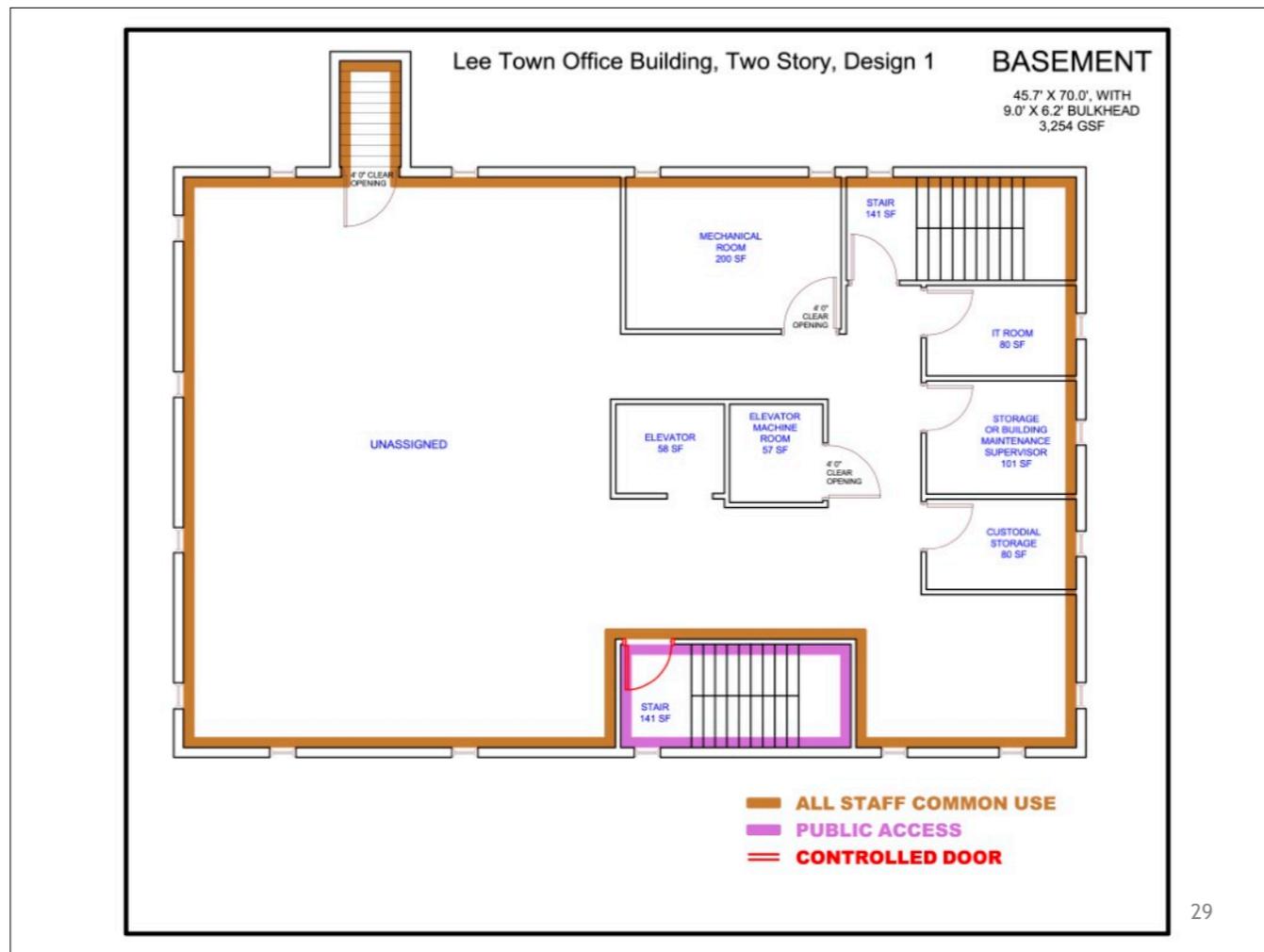
Let's see what that layout looks like.



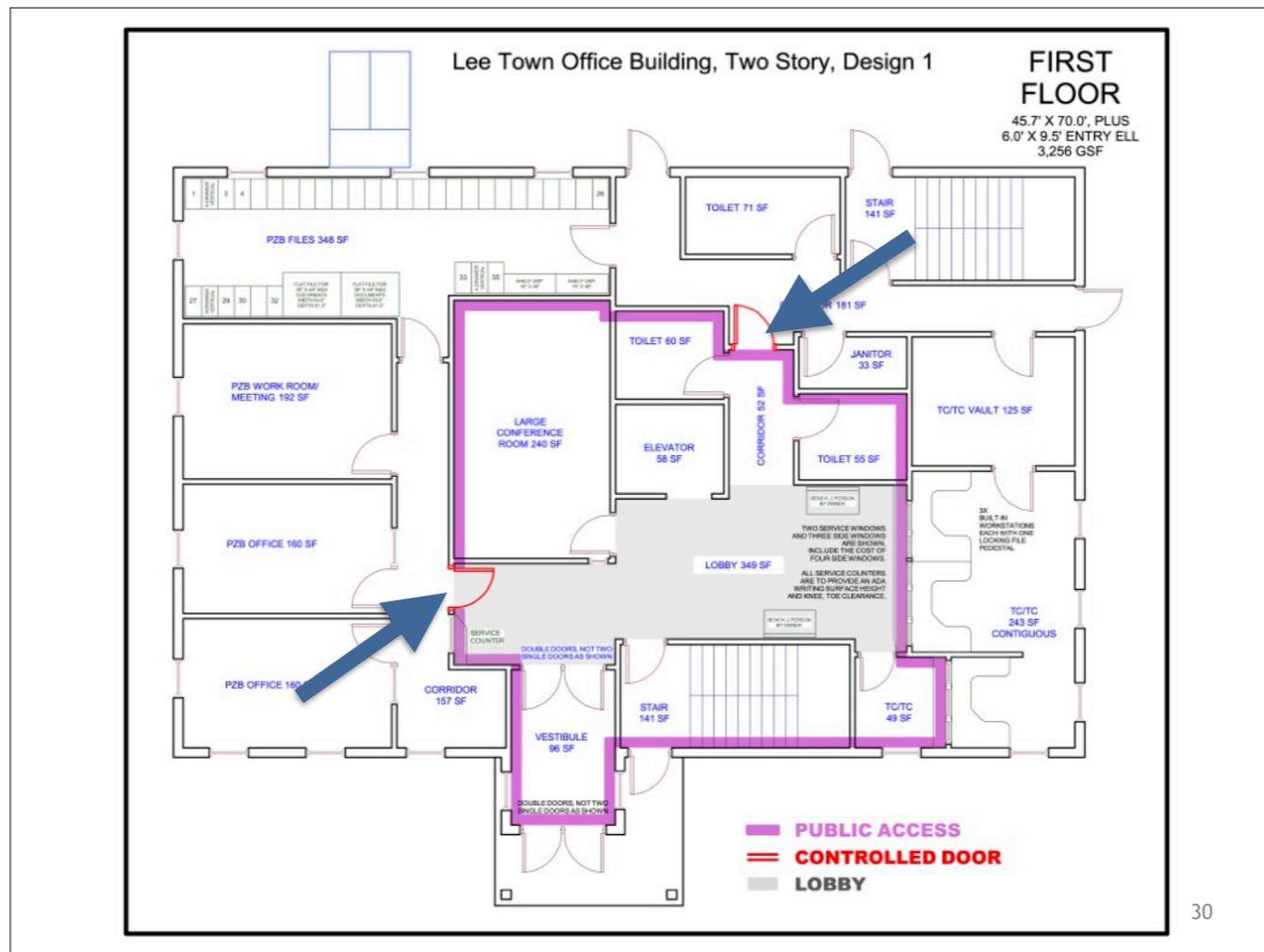
The first floor is split between the Town Clerk/Tax Collector's office (outlined in green) and Planning & Zoning (outlined in blue), the two most high-traffic functions in the town administration.



The second floor houses the Select Board offices (outlined in yellow) including the town administrator, finance officer, assessor, and other offices.



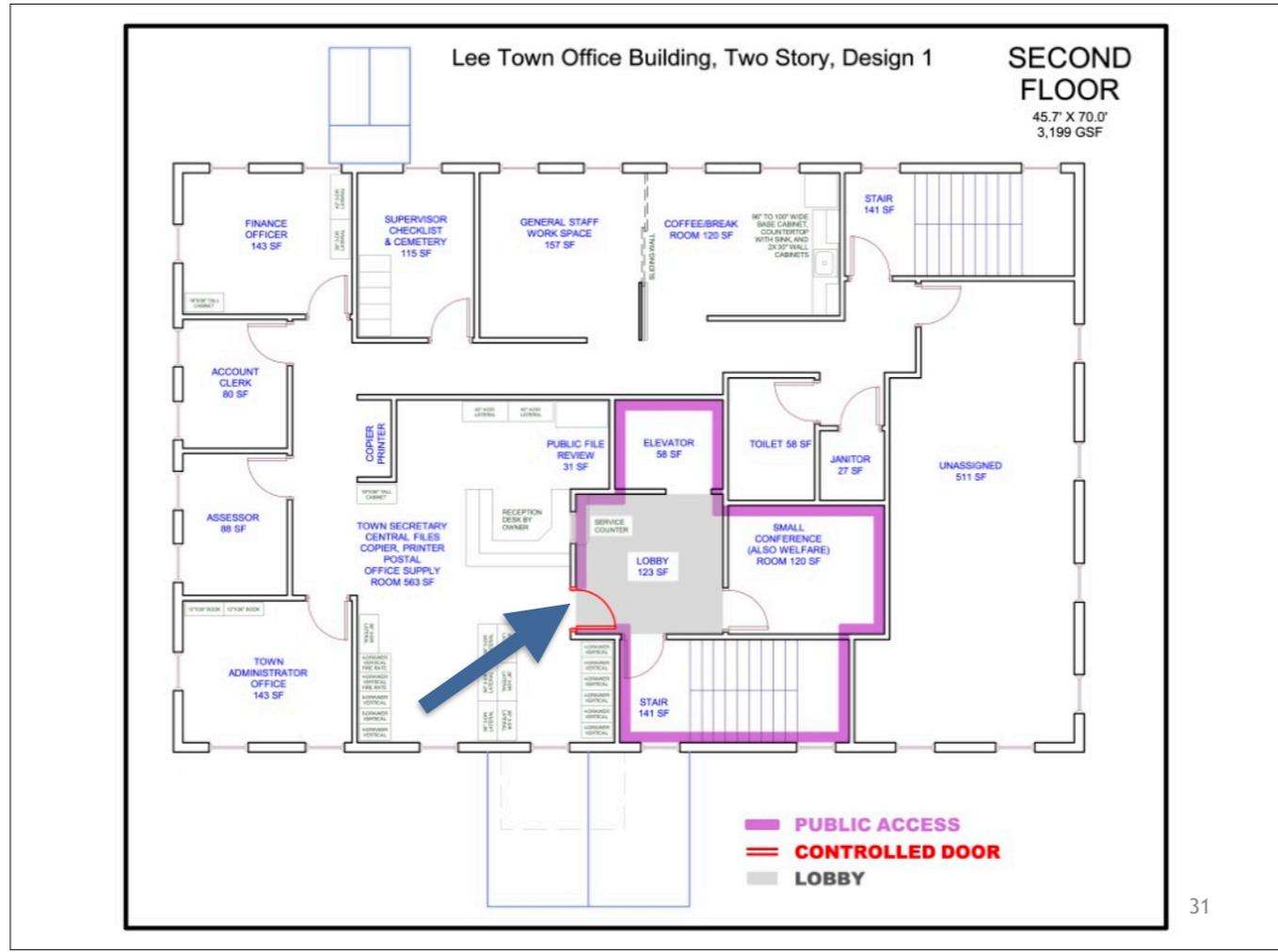
The basement provides space for a mechanical room, elevator machine room, IT closet, and other necessities.



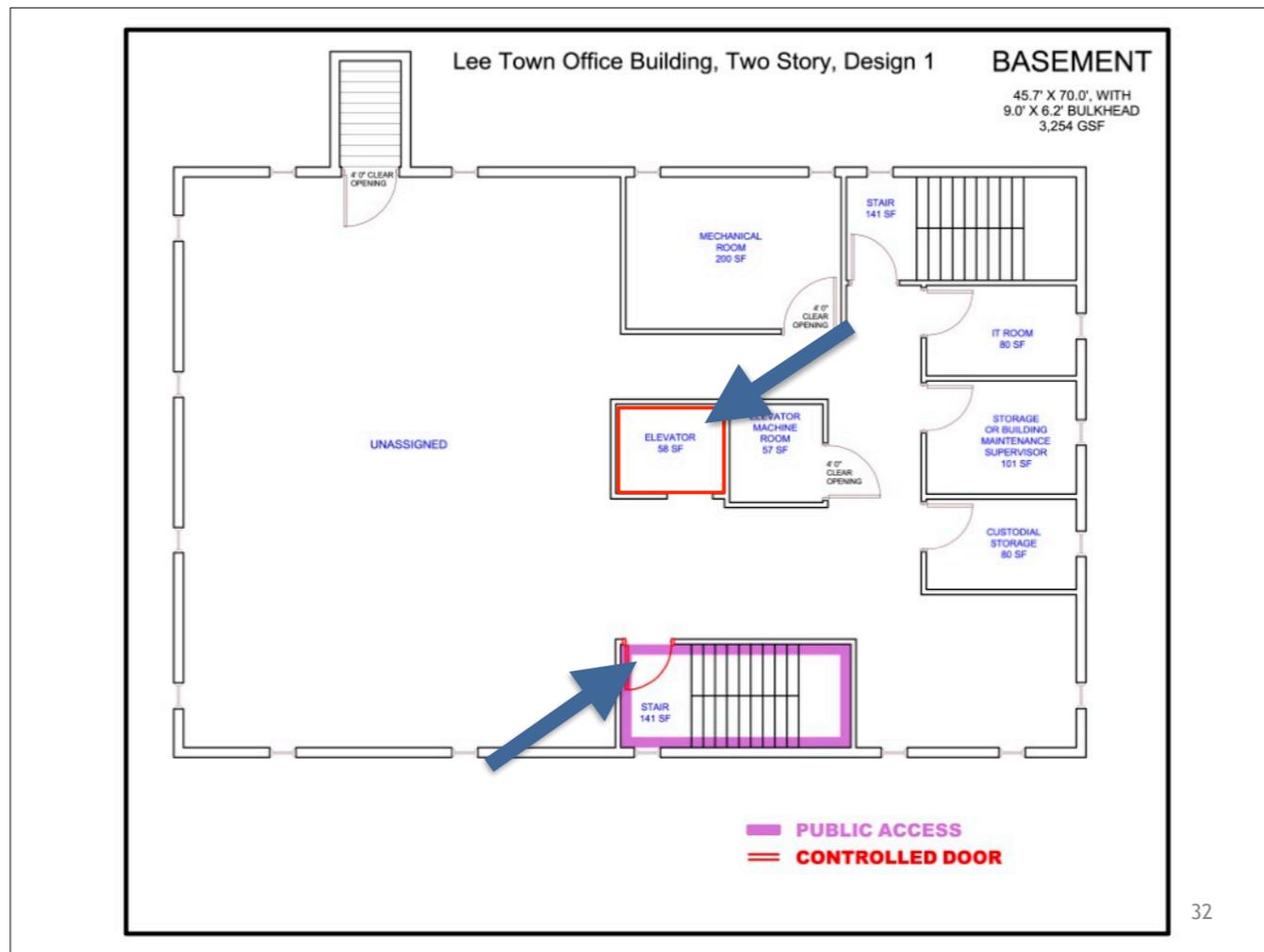
This layout also creates public and staff-only spaces.

Access to staff spaces is controlled by either keypad entry or buzz-in doors.

The outside of the building and public entry spaces will be monitored.



Here on the second floor the town secretary's desk is now behind a service window and access to the Select Board offices is controlled by a secure door.



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Similarly, the basement is only accessible if you have a code for the elevator or door.



Here's a rendering produced by David Miner, who attended our last open house and wanted to see how the building might look from the outside, so he created an outside view of the building and provided it to our committee.



Rendering by David Miner

Here's the building when looking West toward the Town Hall and Library.

Thanks to Dave for creating these.

All Town Admin Functions

- Town Clerk, Tax Collector
- Planning and Zoning Board
- Select Board Offices

More Efficient Workspace

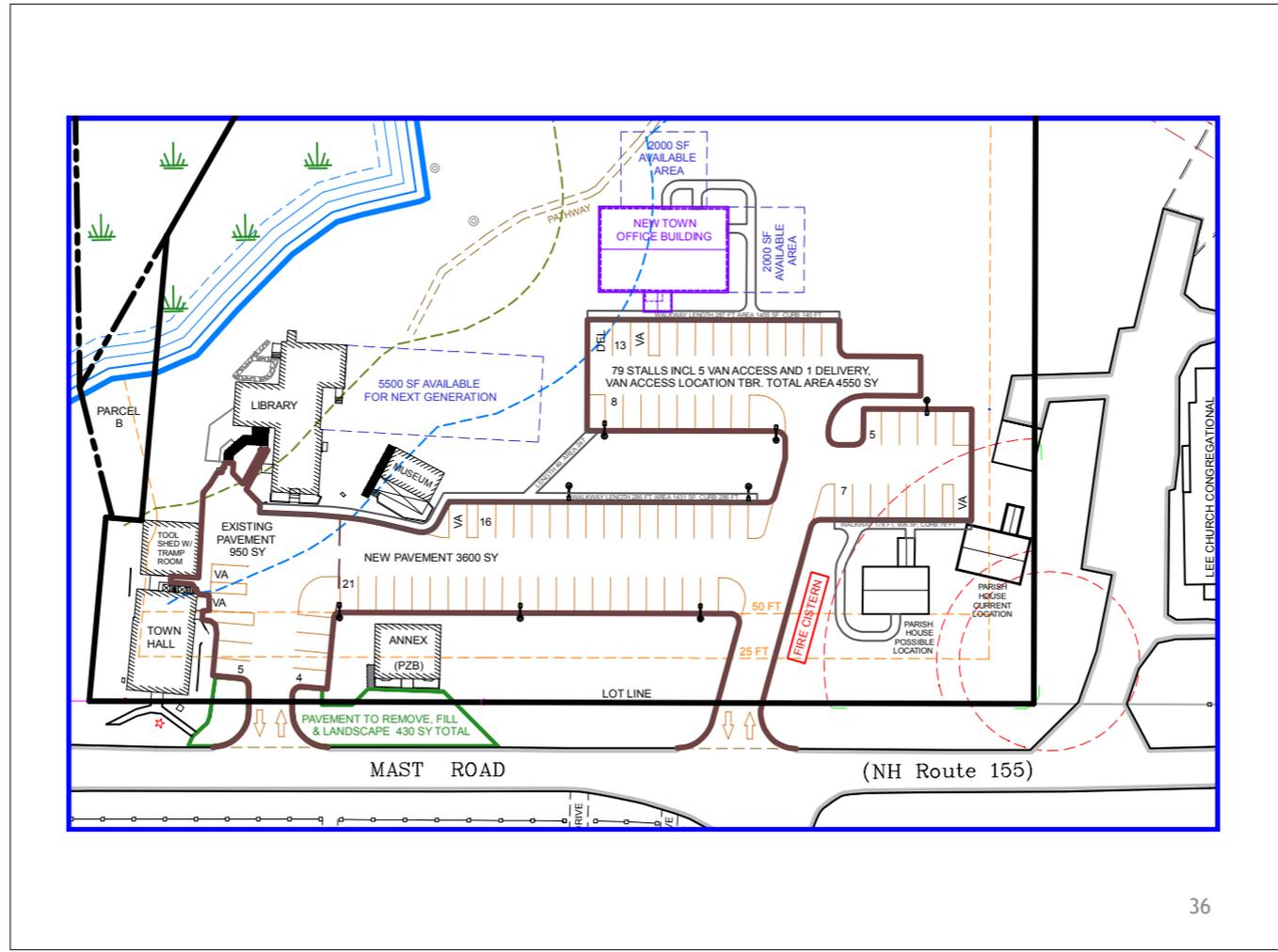
Dedicated Conference Rooms

Monitored & Controlled Access

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This design houses all town administrative functions in one building.

It provides a more efficient workspace, security monitoring with controlled access, and dedicated conference rooms so meetings don't disturb the work of others.



Our committee created this provisional sitemap to show a possible location for the office building and layout of a parking lot. Just like the building layout, this design isn't final. It's what we've generated to determine the cost of the project.

Expanded parking would not only serve the Town Offices. It would be shared by the Office Building, Library, and Town Hall, which will host Select Board meetings after its renovation.

	Stage
May-June 2020	Grant Submission for Town Hall
Aug-Nov 2020	Design & Approval
Dec-Feb 2021	Construction Bids
April 2021	Town Office Ground Breaking
Oct 2021	Staff Move to Town Offices
Jan 2022	Work on Town Hall Begins

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We have a detailed schedule prepared, but here's a brief overview of a timeline we think is achievable.

You can see this also includes a four-month period where designs will be considered, reviewed, revised, and finalized. During this period, the Select Board will be seeking input from the public and turning the budget-proofing design you've seen today into a final design.



Rendering by David Miner

That means that Dave's rendering will have some competition and Lee can decide as a community what sort of building is the best fit.

	Stage
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Aug-Nov 2020	Design & Approval
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This timeline includes applying for grants for Town Hall.

Renovate with Matching Funds

LCHIP
Land and Community
Heritage Investment
Program

**Requires an
Assessment and Grant
Materials Prep**



Town Has Already Begun Building Reserve Fund

That's because the renovation of Town Hall could be funded up to 50% through an LCHIP grant. Our committee has taken significant steps toward securing that grant.

AECm Architects

Assessing the current state of building

Will Provide a cost estimate for renovating the building and returning it to a meeting space

Will Prepare a report that meets LCHIP guidelines (Land and Community Heritage Investment Program)

In October the Select Board approved an assessment of the Town Hall which is now underway by AECm Architects.

This includes assessing the current state of the building, providing detailed costs of renovation, and preparing a report that meets LCHIP guidelines.

Our project has a very good chance for funding, especially because we plan to return it to its original use.

Problems

Process

▶ Provisional Design

Pay For It

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Now I'll turn things over to John Tappan to talk about the project budget, funding, and bond.

Conceptual Project Budget

- *three estimates from two independent cost consultants*
- *by-owner cost estimates from vendors*

Town Office Building

two-story, full basement, elevator,
3,256 GSF footprint, all ADA accessible 2,220,000

Site Development for all Town Center Buildings

land clearing, utilities, septic, parking lots,
walkways, site lighting, & landscaping 528,000

Contingency 5% 138,000

Bond Counsel 14,000

TOTAL 2,900,000

Town Hall Renovation (funded separately) 300,000
to 400,000

The Conceptual Project Budget . .

Is based on three estimates from two independent cost consultants . . .
and by-owner cost estimates from vendors.

The Town Office Building . . .

with two stories, a full basement, elevator, . . .

a footprint of 3,200 square feet and with all levels ADA accessible . . .

costs 2.22 million including design costs.

And site development for all town center buildings . . .

which includes land clearing, utilities, septic, parking lots . . .

walkways, site lighting, and landscaping, . . .

costs 528,000 including design costs.

Contingency at 5% is 138,000

and bond counsel may be up to 14,000

for a total of 2.9 million.

The separately budgeted Town Hall renovation is expected to cost 300 to 400,000 . . .

Funding Sources

Total Cost - Existing Sources = Bond Amount

TOTAL PROJECT BUDGET	2,900,000
- Grants	
USDA Rural Development Community Facility Program	0
Community Development Finance Authority	0
- Town Buildings Capital Reserve Fund	
Planned Town Center Withdrawals	0
Additional Withdrawal	0
<hr/>	
BOND	2,900,000

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Funding Sources.

A search was made for possible grants and the Town has an existing capital reserve fund to draw on. The balance will come from a bond.

The total cost is 2.9 million.

Of the grants identified . . .

the Town is too wealthy to qualify for a USDA grant . . .

and we are too wealthy to qualify for a CDFA grant. . . .

From the Town Buildings Capital Reserve Fund . . .

the Capital Improvement Plan does not show any town center building withdrawals that would be replaced by the town office building construction . . .

and no additional withdrawal is planned.

The full cost, . . .

2.9 million, would come from a bond.

Bond Structure and Interest Rate

The warrant article does not specify:

- bond structure
- term
- interest rate
- lender

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Bond Structure and Interest Rate . . .

By design, the warrant article does not specify . . .

the bond structure . . .

the term . . .

the interest rate . . .

or the lender. That gives the Select Board the freedom to make the best selection at the time the money is needed.

Bond Structure and Interest Rate

Level Principal

- principal payments are the same each year
- interest payments decrease each year
- lowest interest cost

Level Debt Service

- equal payments each year
- higher interest cost

Term

- 20-years

Interest Rates

- have generally been falling
- We will show bond costs for two rates.

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The bond could have a **level principal** structure . . .

where the principal, the amount borrowed, is repaid in equal installments each year . . .

and interest payments decrease as the remaining principal decreases.

This usually results in the lowest interest cost.

The bond could have a **level debt service** structure . . .

where the payments are equal or nearly equal each year . . .

resulting in a higher interest cost.

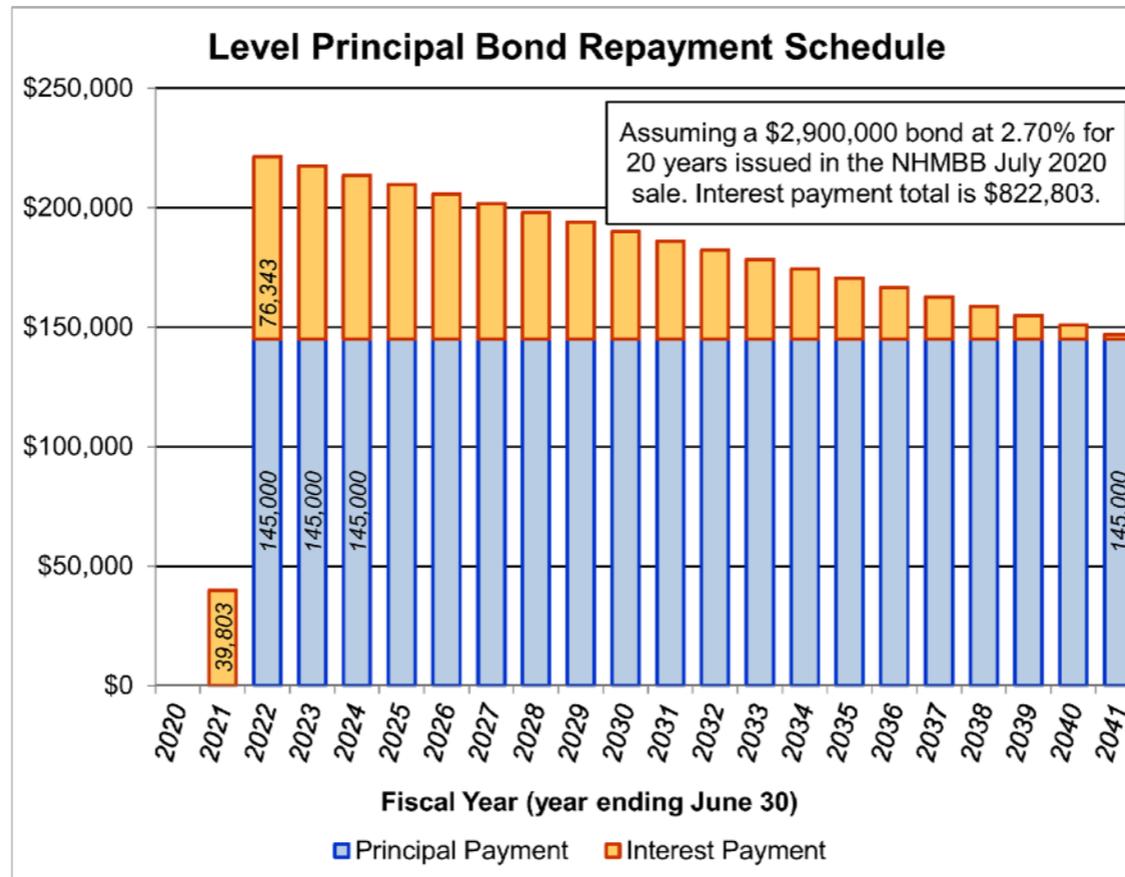
The only **term** that's been considered . . .

is 20 years.

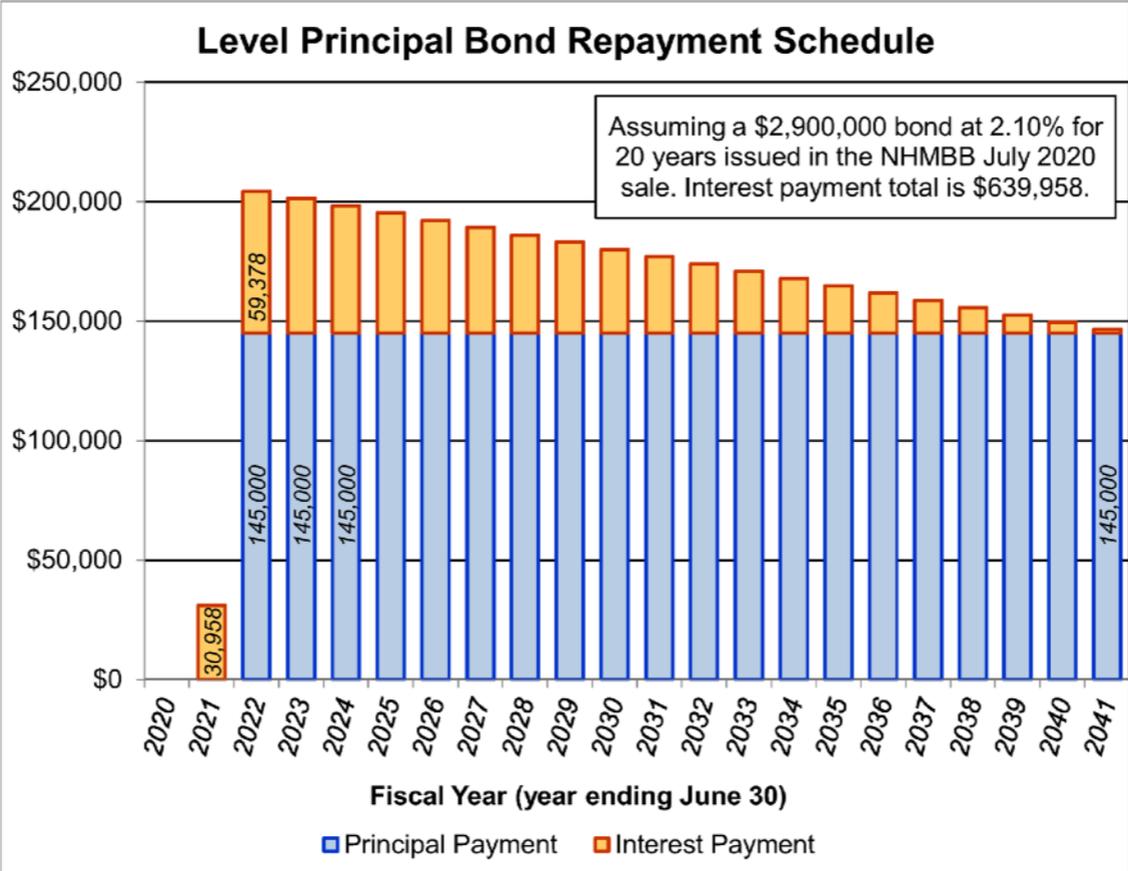
Interest Rates . . .

have generally been falling for more than a year . . .

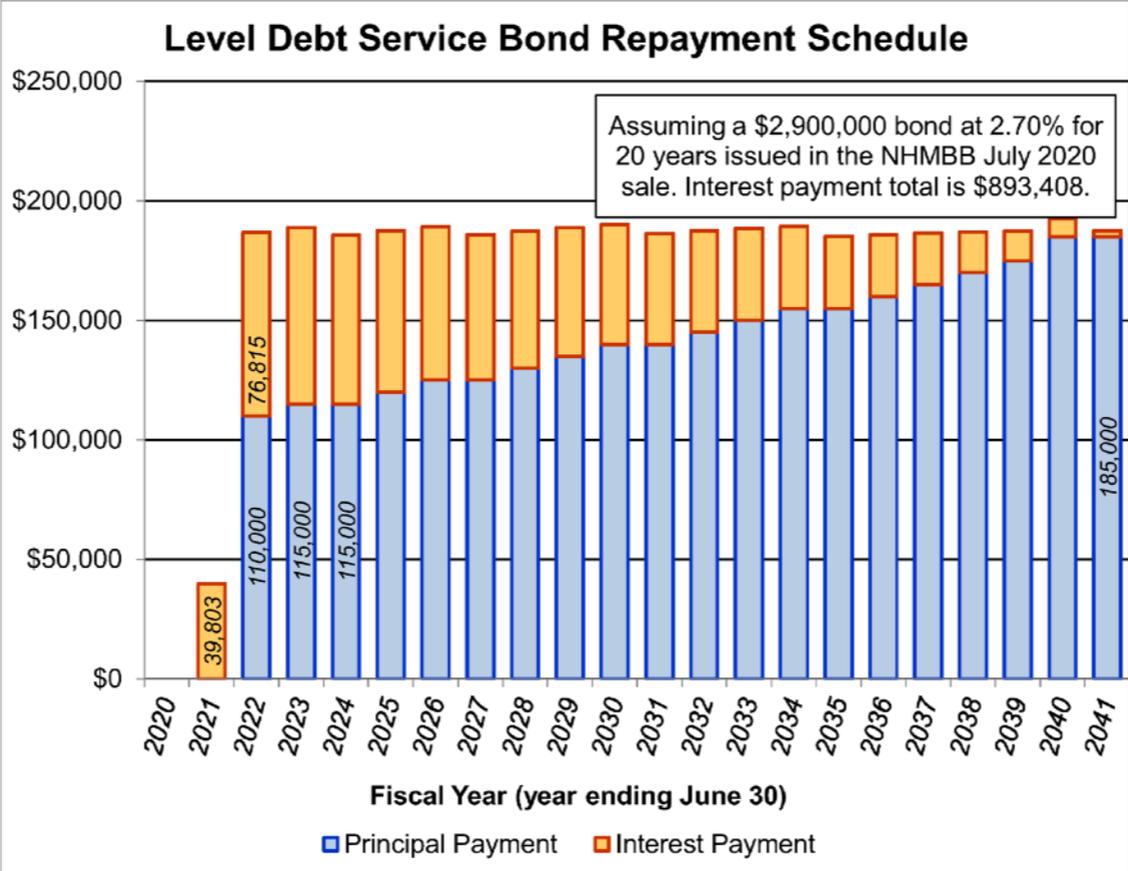
but because of the considerable uncertainty, we will bracket expectations by showing charts for both a high and a low rate .



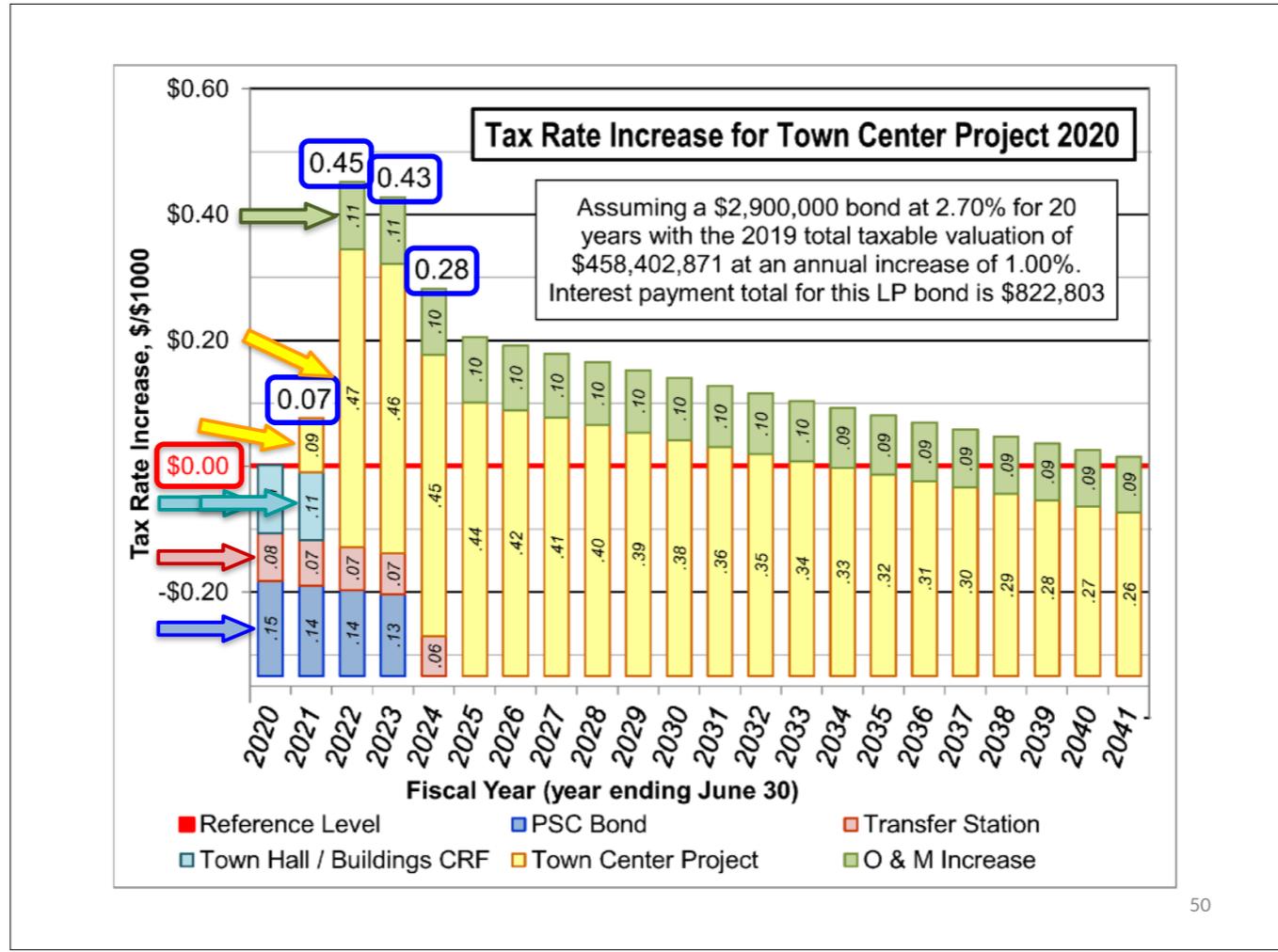
With a level principal bond, the repayment of principal (shown in blue) is the same each year and, as the remaining loan balance decreases, the interest payments (shown in orange) also decrease. The net interest cost for 20-year bonds issued by the New Hampshire Municipal Bond Bank on January 8th was 2.15%, a decrease from the 2.60% this past June. An interest rate of 2.70% is used here. If the bond was issued in the second half of FY2021, there would be no payment until FY2022.



If the interest rate is 2.1% for a level principal bond, that would reduce the FY2022 payment by almost \$17,000.



A level debt service bond at the higher rate would reduce the FY2022 payment by more than \$34,000 compared with the level principal bond, but that comes at the expense of paying an extra \$70,000 over the term of the bond.



This chart shows how much of our tax rate goes toward paying for bonds on existing buildings and saving for new ones. This includes:

15¢ to pay for the Public Safety Complex bond retiring in FY2023 (shown in blue) and . . .

8¢ to pay for the Transfer Station bond retiring in FY2024 (shown in red) and . . .

11¢ to pay for the Renovating Town Hall Capital Reserve Fund appropriation for town hall renovation. (shown in aqua) . . .

Using that as a reference level, how would the Town Center Project affect the tax rate if we used a level principal bond at 2.70%?

In FY2021, saving for the Town Hall continues, so that 11¢ remains in the tax rate . . .

and the Town Center bond (shown in yellow) would cost 9¢.

In FY2022, the first principal payment occurs and we’ve accounted for an increase in operating and maintenance costs

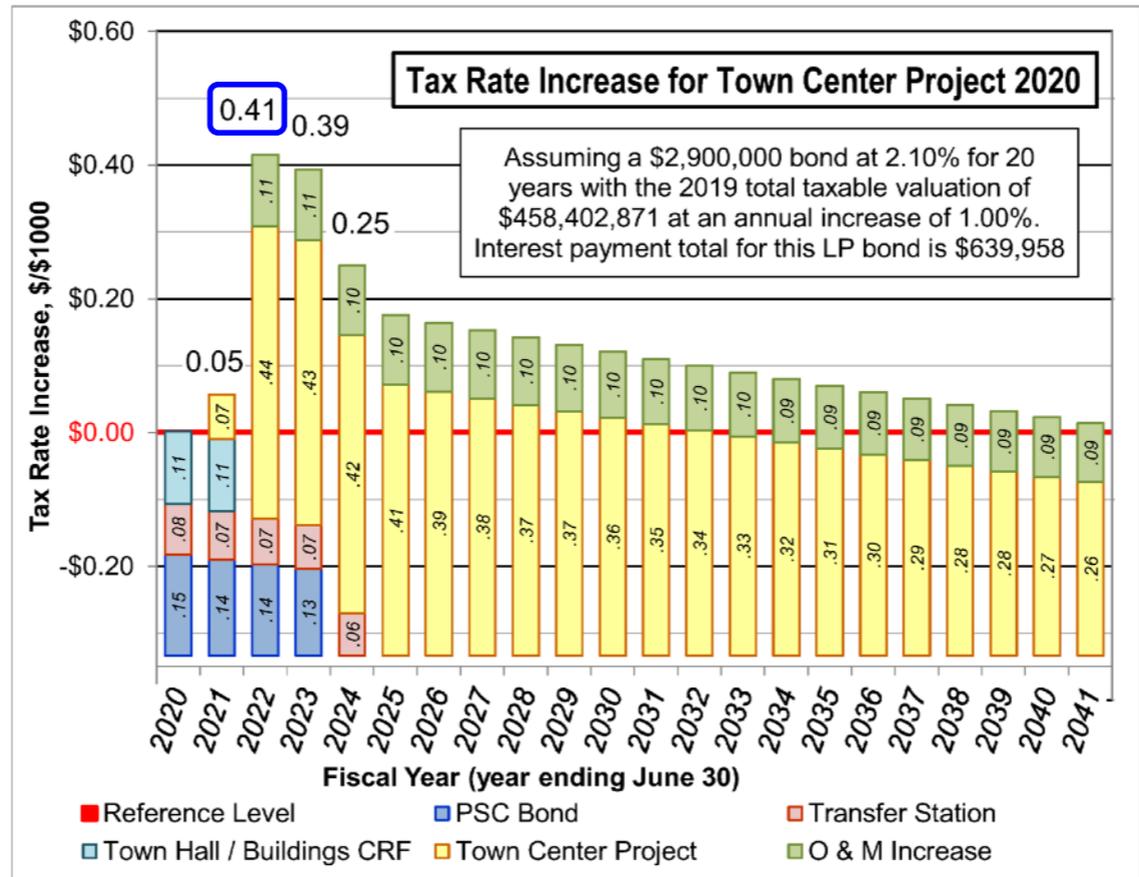
due to the increase in town building floor area and an increase in insurance premiums for the increased building value. Shown in green, this is estimated to cost 11¢ on the tax rate.

In FY2021, the project tax rate increase above today’s rate is 7¢.

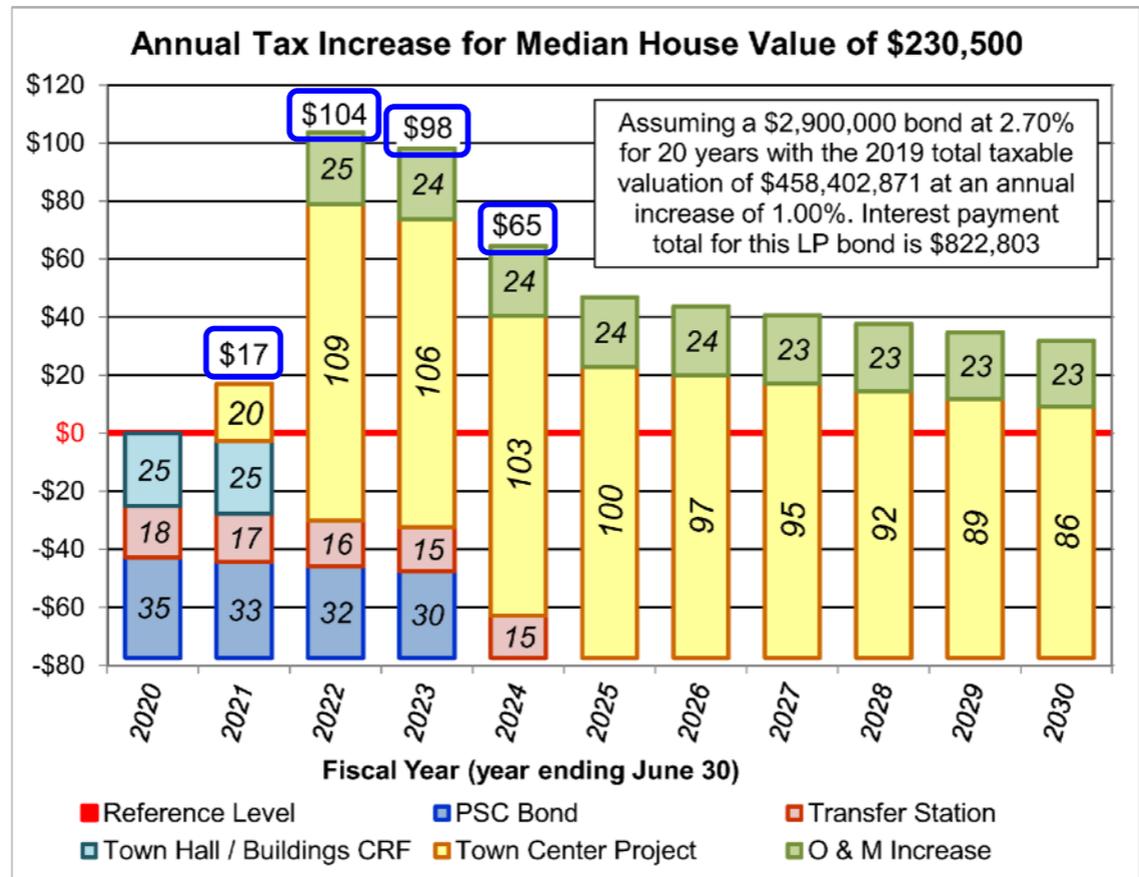
The largest increase is in FY2022 when the added debt service plus increased O & M will have added 45¢ to the current tax rate.

and then to 28¢ in FY2024.

...



If the interest rate is 2.1%, that peak increase in FY2022 would be 41¢ instead of 45¢.



What effect would this tax rate increase have on the tax bill? This year, the median house value in Lee is \$230,500. If the interest rate is 2.7% for a level principal bond, this property valuation would see a tax increase . . .

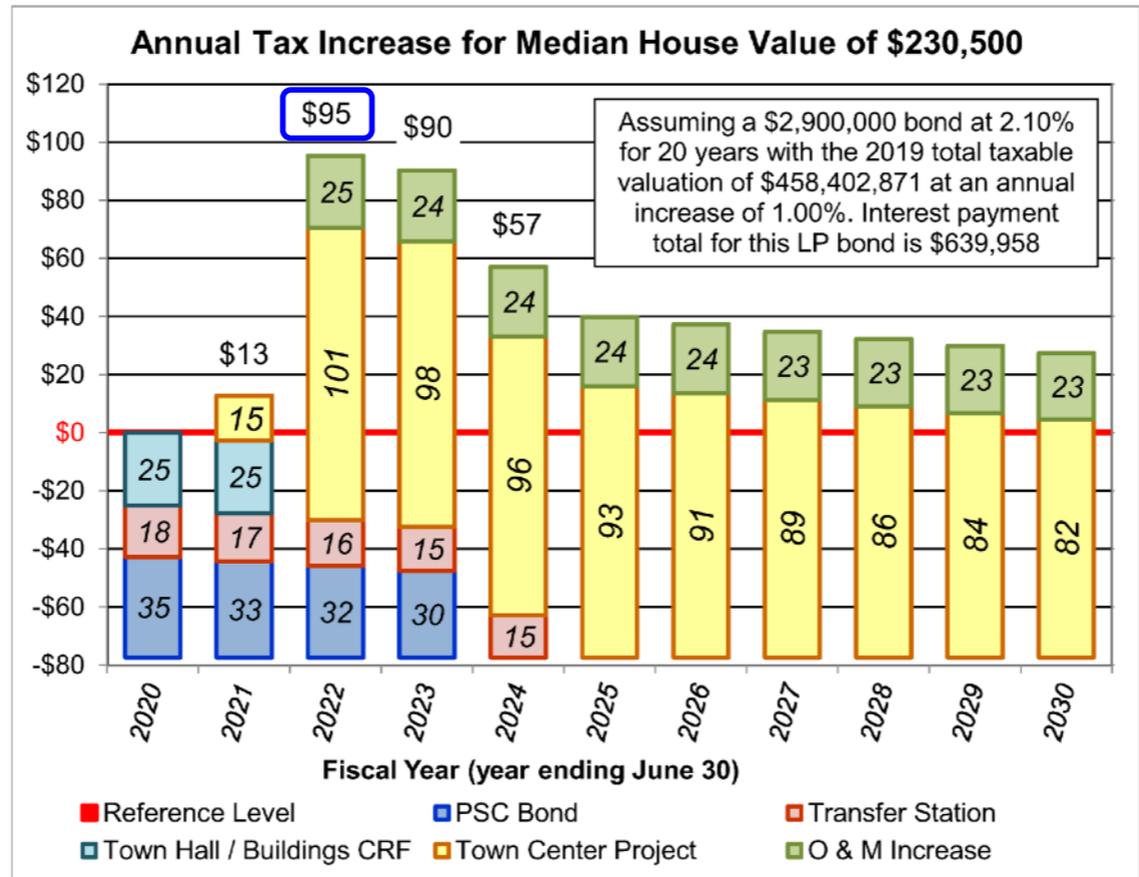
of \$17 in FY2021 . . .

and \$104 in FY2022, . . .

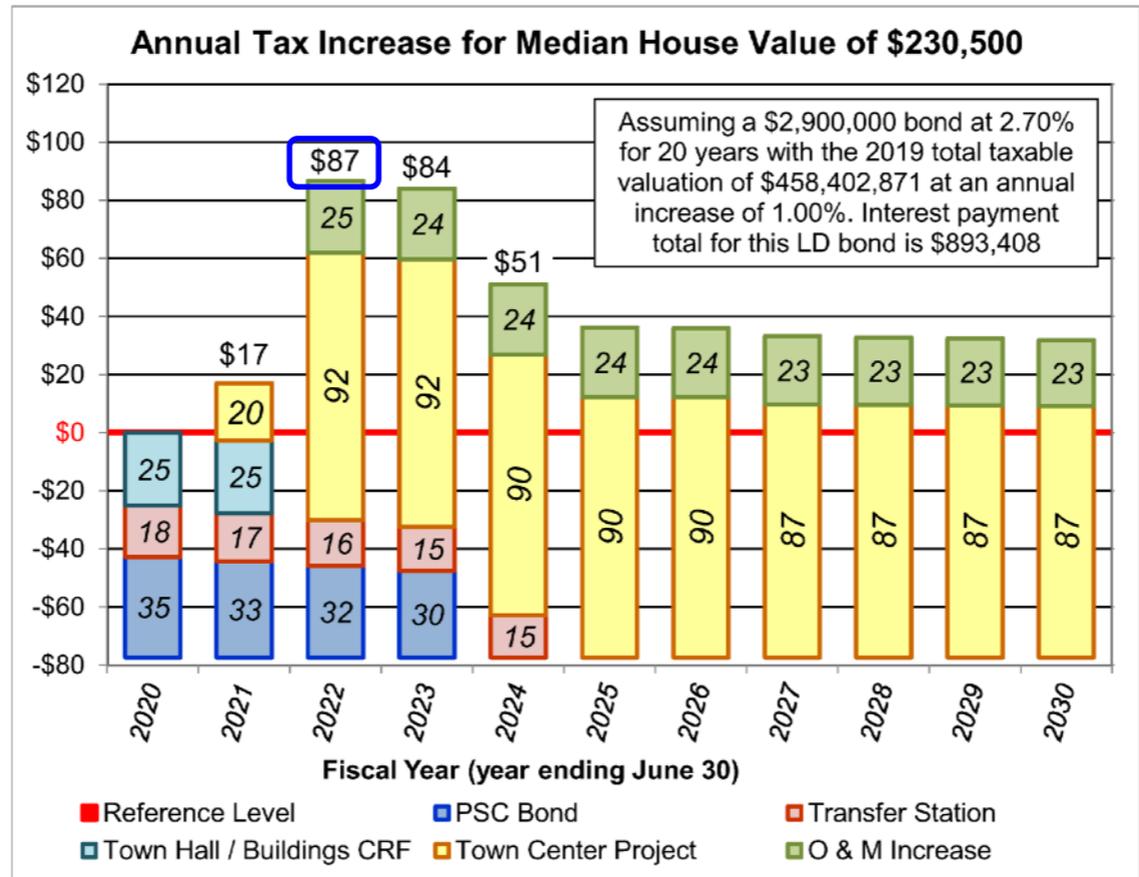
dropping to \$98 in FY2023 . . .

and down to \$65 in FY2024.

These amounts are not cumulative; they are relative to the reference level of today.



If the interest rate is 2.1%, that peak increase with a level principal bond in FY2022 would be \$95 for the median value house instead of \$104.



If the bond is level debt service at 2.70%, that peak increase in FY2022 would be \$87 for the median value house.

You're Invited to the

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10:00am to 2:00pm

&

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5:30pm to 8:00pm

Lee Town Hall
7 Mast Road
Lee, NH 03861



leetowncenter.org

We'll now take your questions and we'd like to invite you to the open house we're holding in two weeks at the Town Hall and again on March 3rd at the Town Hall.

You can find more information at leetowncenter.org