

January 13, 2020



## Town Center Vision Committee

The Town Center Vision Committee was formed to inform Lee residents about the condition of the town center buildings and the proposed plan for facility renovation and modernization of the structures.

1

Hello, I'm Cord Blomquist.

A quick introduction: I'm a volunteer on the Town Center Vision Committee and a member of the Lee Heritage Commission. I've lived in Lee for four years at 1 Lee Hill Road right in the center of town.

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 us to develop another, smaller plan that addresses what they've determined to be the most urgent issues.

# Build a Town Office Building

# Renovate Town Hall as Meeting Space

3

So today I'll be talking about a two-part plan.

First, we propose building a town office building, because even if the current buildings were in great shape, they still wouldn't meet the needs of our town.

After building a new home for town administration, our plan would renovate the Town Hall and return it to its original function as meeting space.

# Problems

# Process

# ▶ Provisional Design

# Pay For It

4

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.

Four Ps—I'm a fan of alliterative lists.

All of these sections are going to be brief—we're condensing two years of work into what will hopefully be short presentation—but we'll be taking questions at the end of the presentation and holding more open house events in the coming weeks like the one we held in Town Hall last Thursday.

# Problems

## Process

- ▶ Provisional Design

## Pay For It

5

Let's start with the problems

They break down into three categories:

# Building Conditions

## Security & Access

## Workspace & Work Environment

6

The condition of the current buildings

The security and access control of those buildings

And the space and environment within those buildings

**Building Conditions**

Security & Access

Workspace & Work  
Environment

7

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.

We can talk more about building condition in the Q&A but for now I want to talk about...

Building Condition

**Security & Access**

Workspace & Work  
Environment

11

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.”

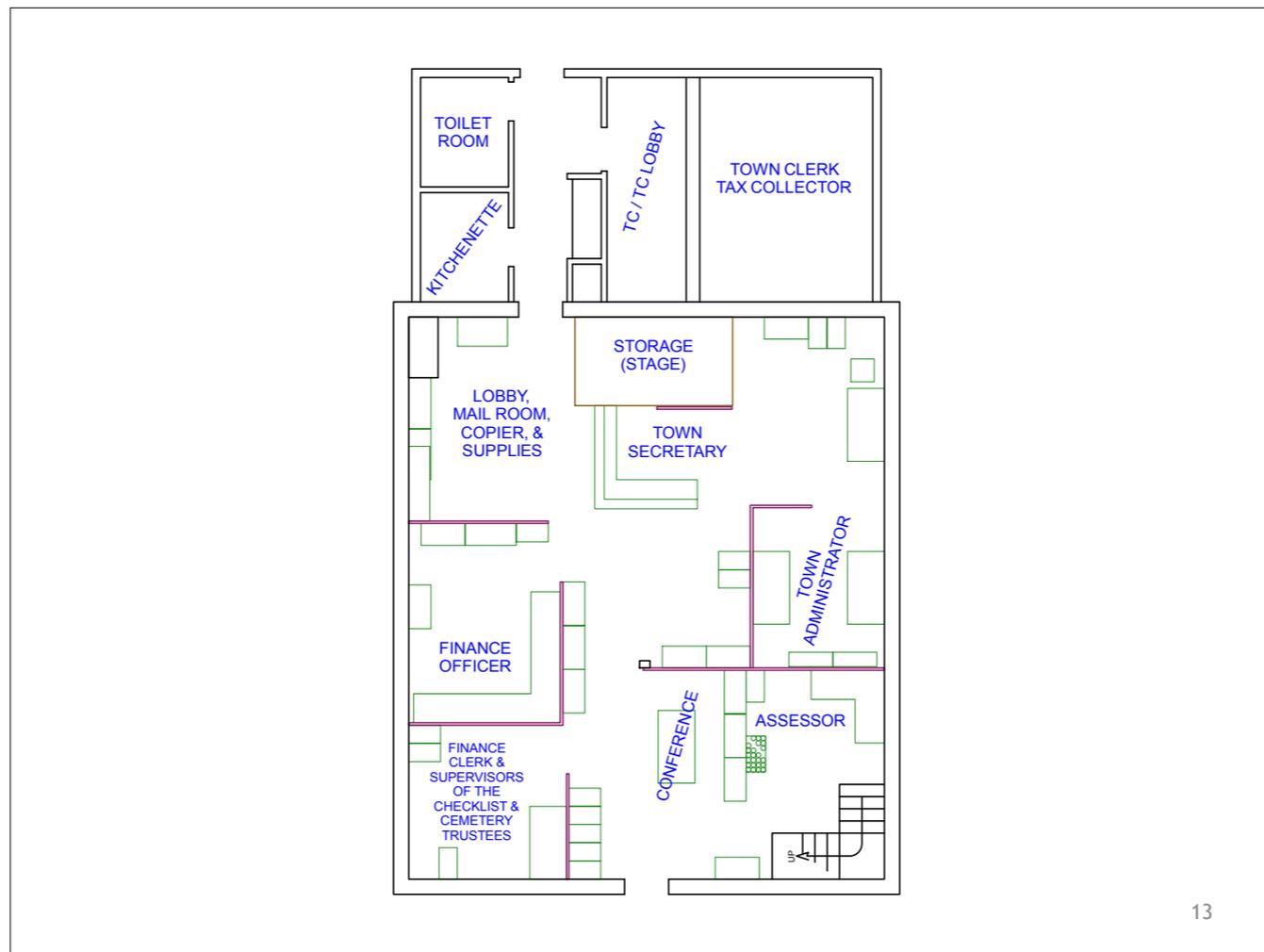
**Thomas C. Dronsfield, Jr.  
Lee Chief of Police**

12

The Police Chief provided guidelines to us regarding security.

The points here are:

- 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 Denise Duval, 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. The control is very limited when the staff are all working in one big room.

**Building Condition**

**Security & Access**

**Workspace & Work  
Environment**

14

That brings us to the workspace and work environment.



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15

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, but even more difficult to concentrate. This is unavoidable working in a large, 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

16

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

As we recently learned, this is one more that the fire code permits in the main room of the building. That's why if you attend one of our Open House events, a member of the Lee Fire Department will be on hand.



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.



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18

The building is too small to hold all of the records the 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

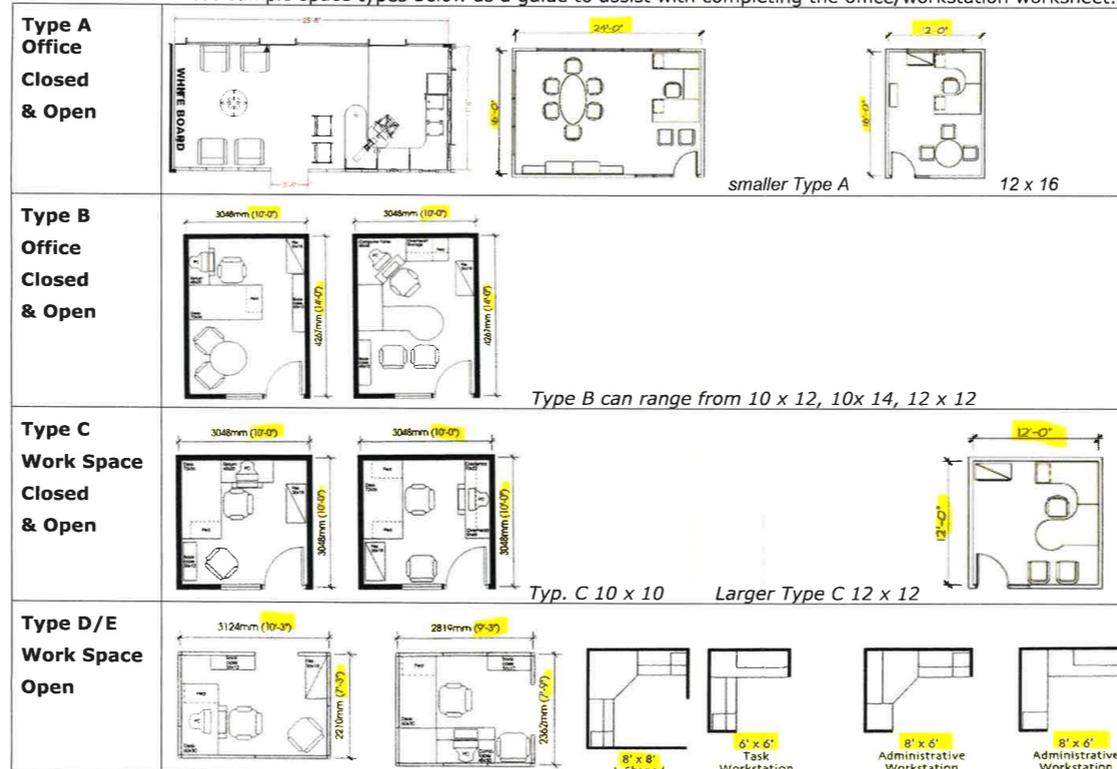
Pay For It

19

Our process started by verifying that the existing spaces—the Town Hall, Town Hall Annex, storage spaces—were really too small and determining how big a new office building should be.

## Generic Office Space Types

Please reference these sample space types below as a guide to assist with completing the office/workstation worksheet.



In 2018 we interviewed departments and put together a list of space needs. These weren't open-ended questions like "how big do you want your office?" But instead we asked staff to choose from a menu of office spaces, like this one.

Location	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	0	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 Account Clerk (Part Time) - will be an assigned space in new building
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 Space (Clerk only)	1		120	1	120	120	120	120	10 x 12 Secured space
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
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
Printer Room/Postal Machine/Office Supplies	0	50	256	1	256	256	256	256	16 x 16 space as a place holder
Mail Room	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
Restrooms (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
Restrooms (W/M) - ADA	1	0	80	1	80	80	80	80	Additional Cooling and Secured Space
Room (Clerk Files separate)	0	NA	200	1	200	200	200	200	12 x 16 - shared file room for Town Hall functions
Room - seats 12 to 16	1	96	200	1	240	240	240	240	12 x 20 - Adjacent to the Lobby and shared by multiple functions and Committees/Commissions
Room - seats 4 to 5	0	0	120	1	120	120	120	120	10 x 12 - Adjacent to Lobby and Town Administrator
Toilet Room	0	0	64	1	64	64	64	64	Located in the Town Staff accessible only space - ADA compliant
Break Room	1	50	120	1	120	120	120	120	10 x 12 with fridge, sink, microwave, and small table to seat 4
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)
Restroom/Mop Sink/Cleaning Supplies	0		30	1	30	30	30	30	Adjacent to the Building Maintenance Supervisor office
			4074		3990	4054	4054	4054	
Crossing Factor @ 20%	0.2		815		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

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

Meeting 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.

We then added up those offices, storage spaces, bathrooms, etc, reviewed them and found savings wherever possible.



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22

For example, when you design storage space from scratch, you can make it much more efficient than when you're fitting storage into an existing space.

So rather than base your assumptions on what fits into garage turned Police Station turned planning and zoning office, you look at what purpose-built storage space can hold and therefore save on build size.

This was an involved process and we're glad to go into detail on this in Q&A or at a future Open House, but here are the results of that work:

<b>Department Survey &amp; Analysis</b>	<b>4,309 NSF</b>
<b>Town Hall, Town Hall Annex, and Storage Spaces</b>	<b>3,416 NSF</b>
<b>Difference</b>	<b>26.1%</b>

23

Our study found that staff require roughly 4,300 net square feet

The current Town Hall, Town Hall Annex, and Storage Spaces add up to roughly 3,400 square feet

That means the new Town Office Building would be about 26% larger than the spaces being used now. This isn't a huge increase in space, but it's enough added space to allow 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

24

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

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

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25

This design was created to give us enough detail—like the gross size of the building—so we could hire independent cost consultants. That’s given us realistic cost of a commercial-grade building that fits everything we need.

We pursued this approach instead of spending more taxpayer money on architects. The committee generated its own CAD drawings, which was enough to pin down costs.

Our goal was to determine reasonable price, not to generate a final plan. As you’ll see in the schedule overview, should the warrant article pass, we’ll hire a firm to create a bid-ready design and then put that design out to bid.

# Decision CRITERIA

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

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26

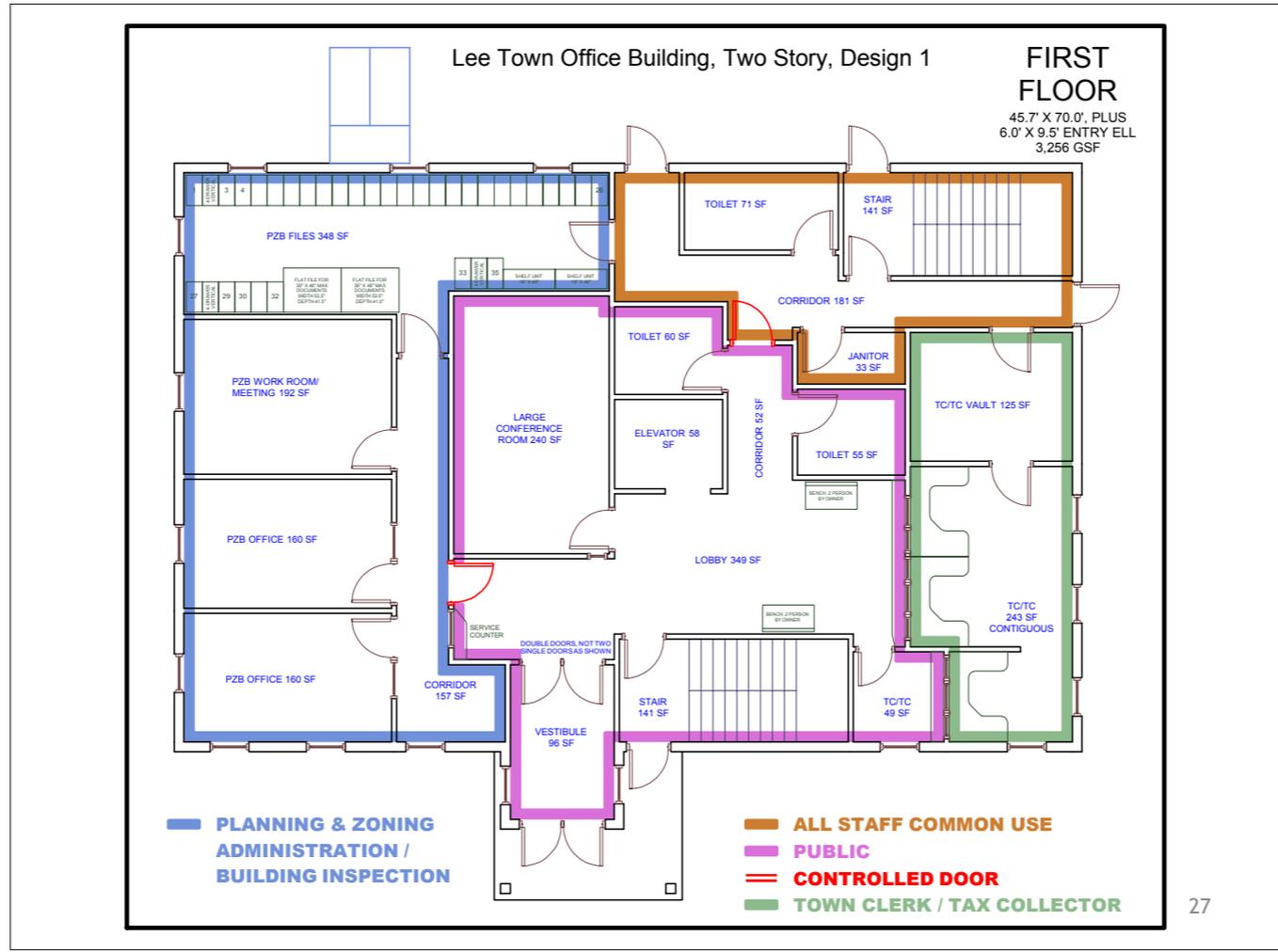
We settled on a two-story design after considering these nine criteria.

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

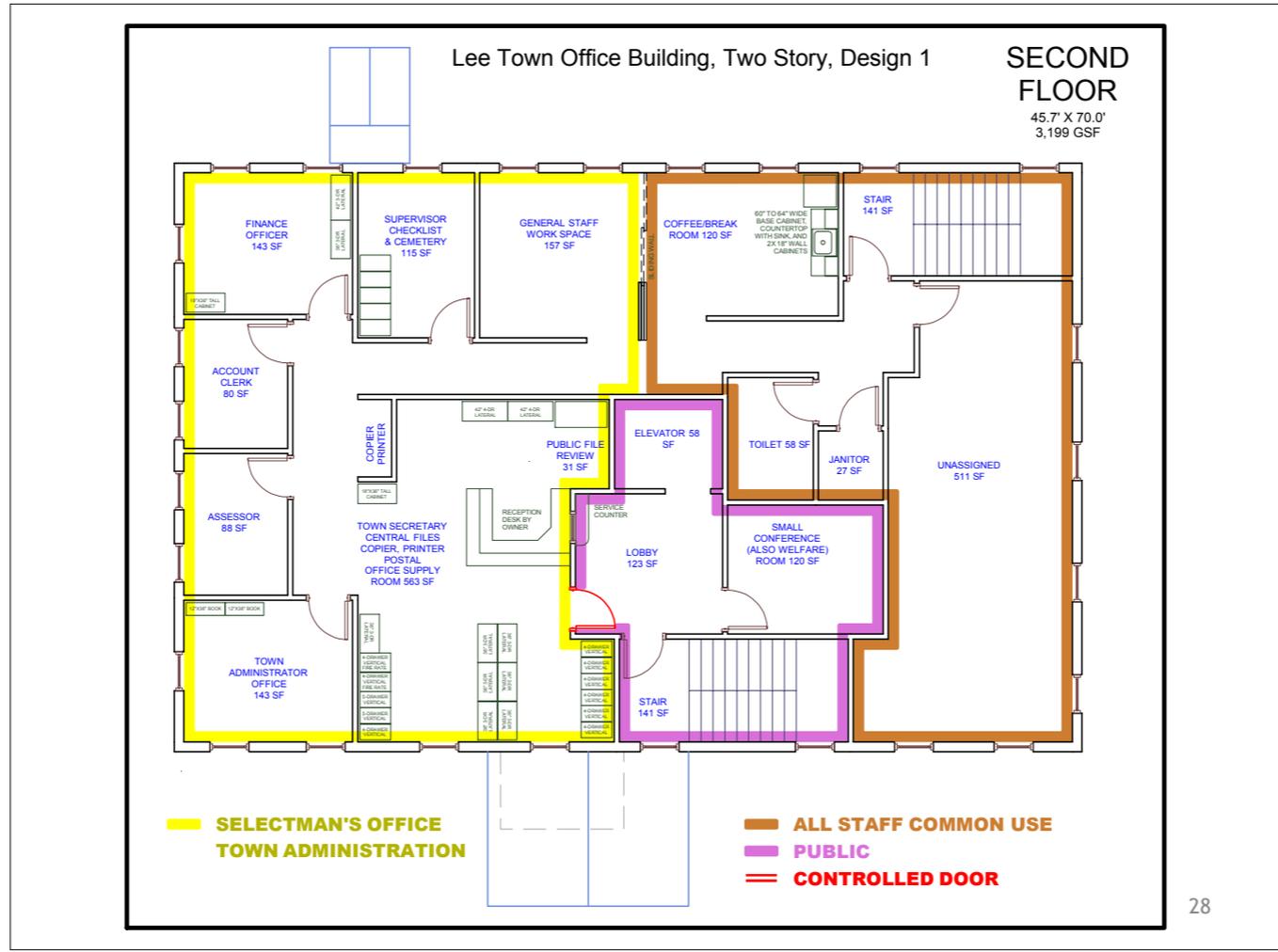
But a two-story building with an elevator stood out by providing more interior accessible area, reducing the building footprint, and providing the most low-impact design.

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

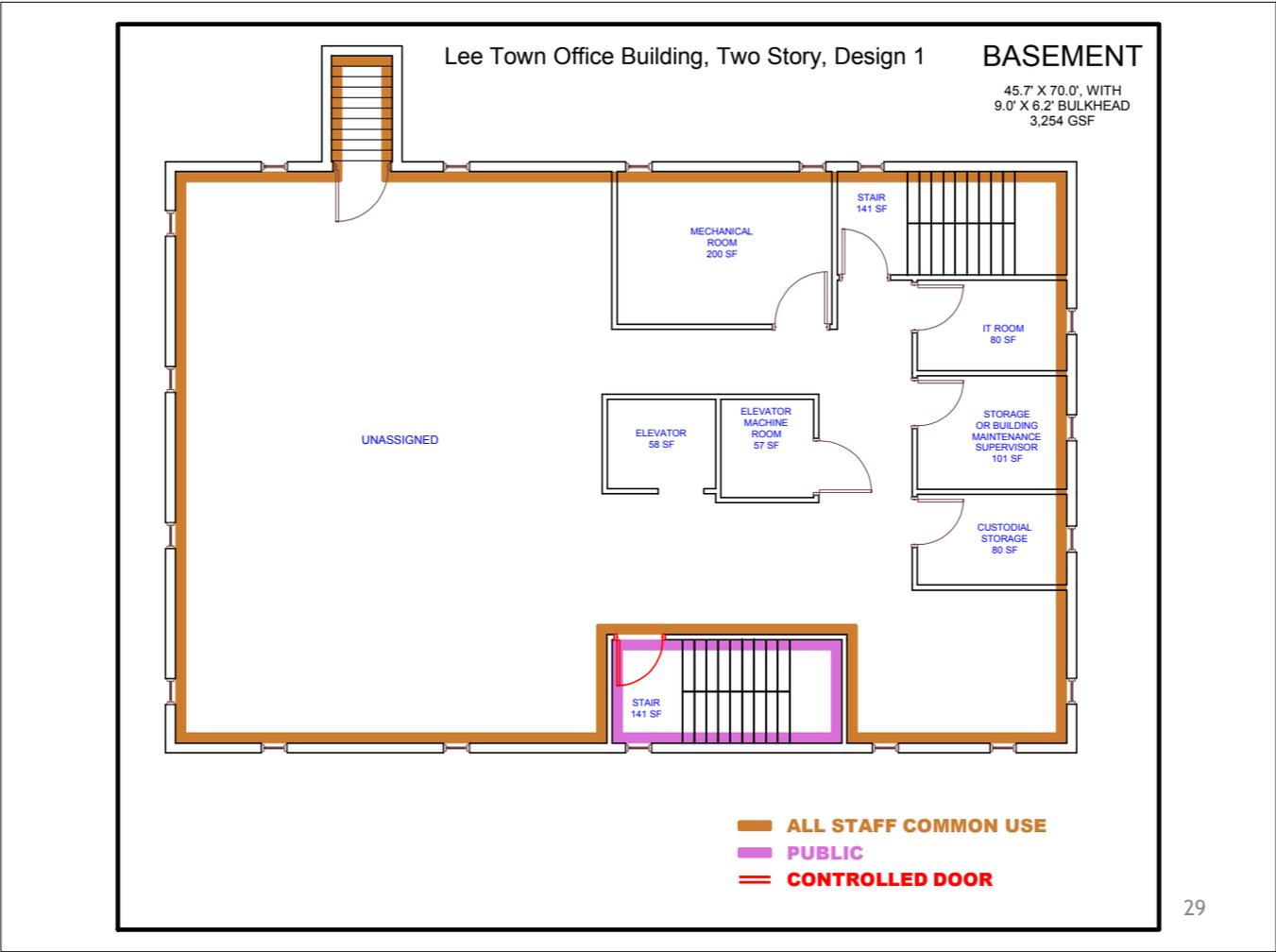
Let's see what that layout looks like.



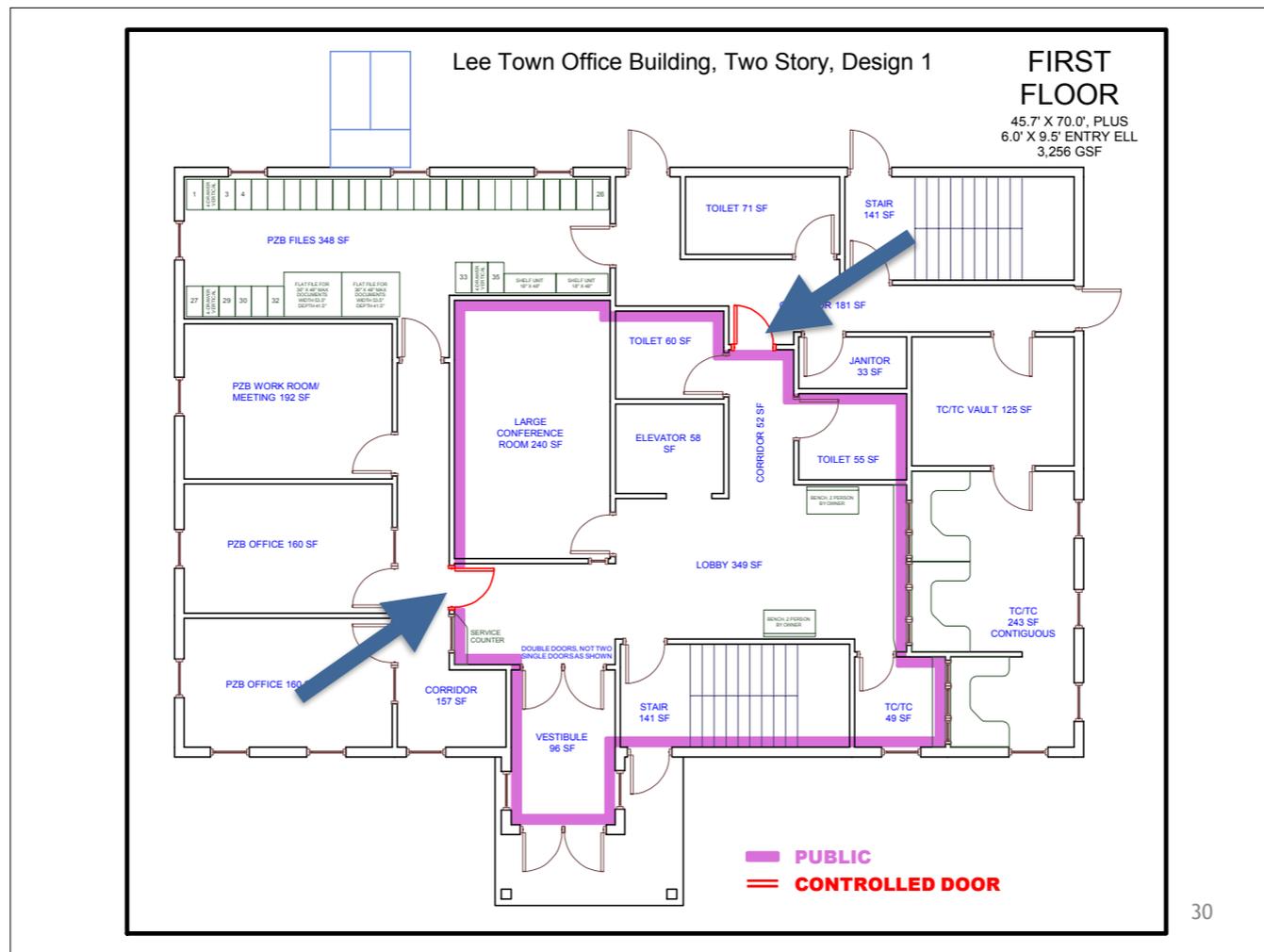
The first floor is split between the Town Clerk/Tax Collector's office (outlined in green) and Planning & Zoning (outlined in blue), the two most high-traffic functions in the town administration.



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



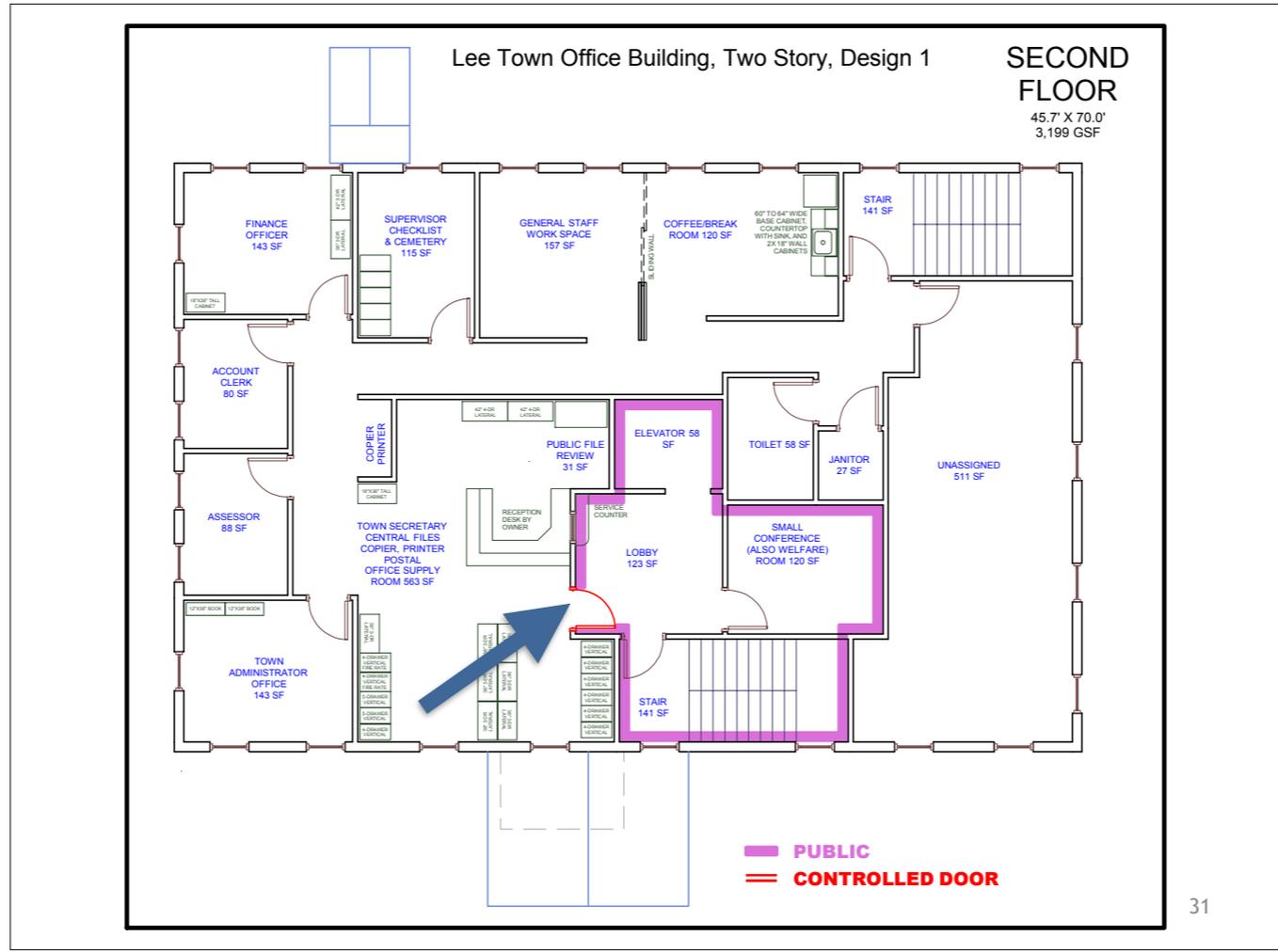
The basement provides space for a mechanical room, elevator machine room, IT closet, and other necessities.



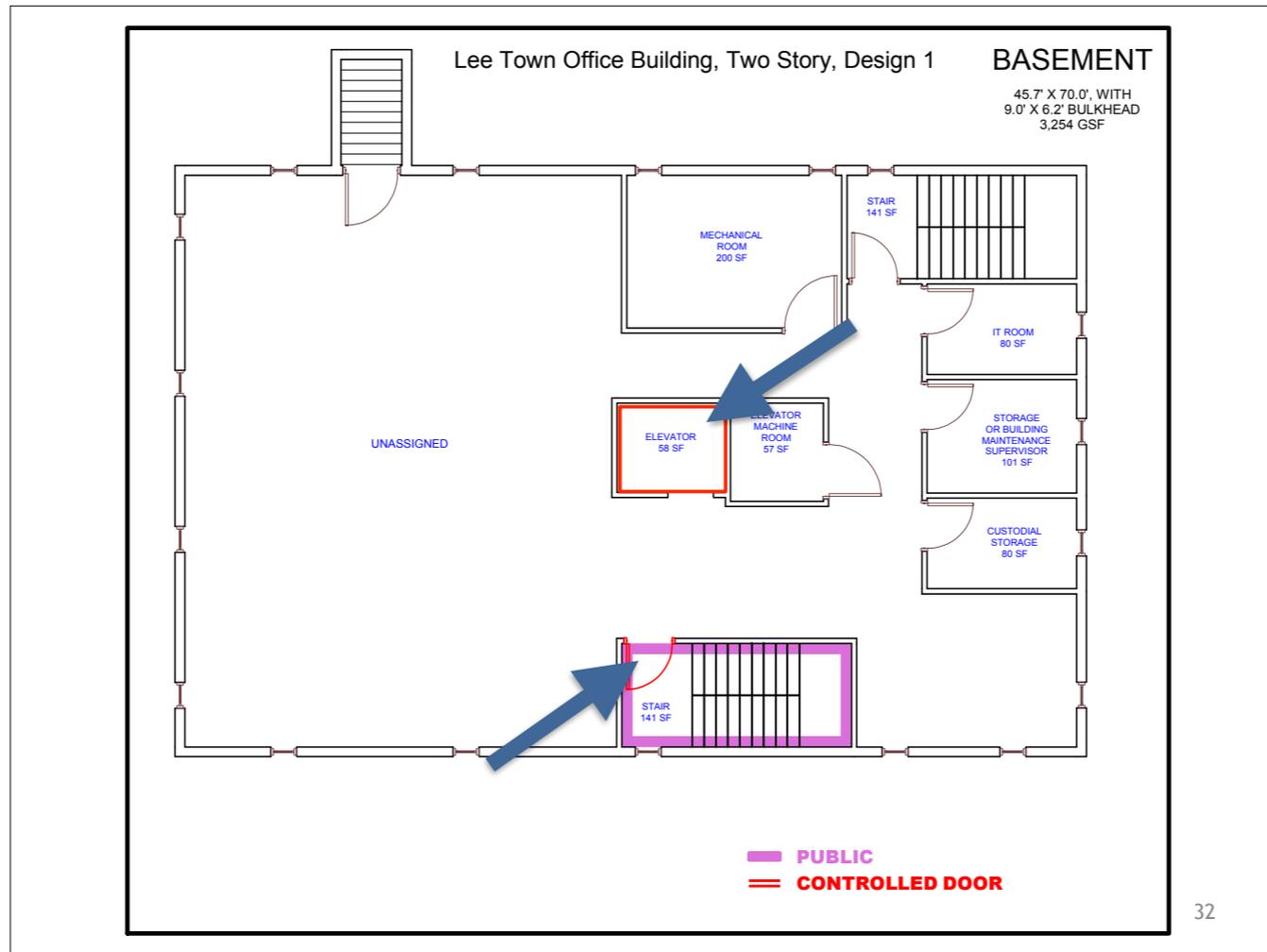
This layout also creates public and staff-only spaces.

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.



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

## **All Town Admin Functions**

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

## **More Efficient Workspace**

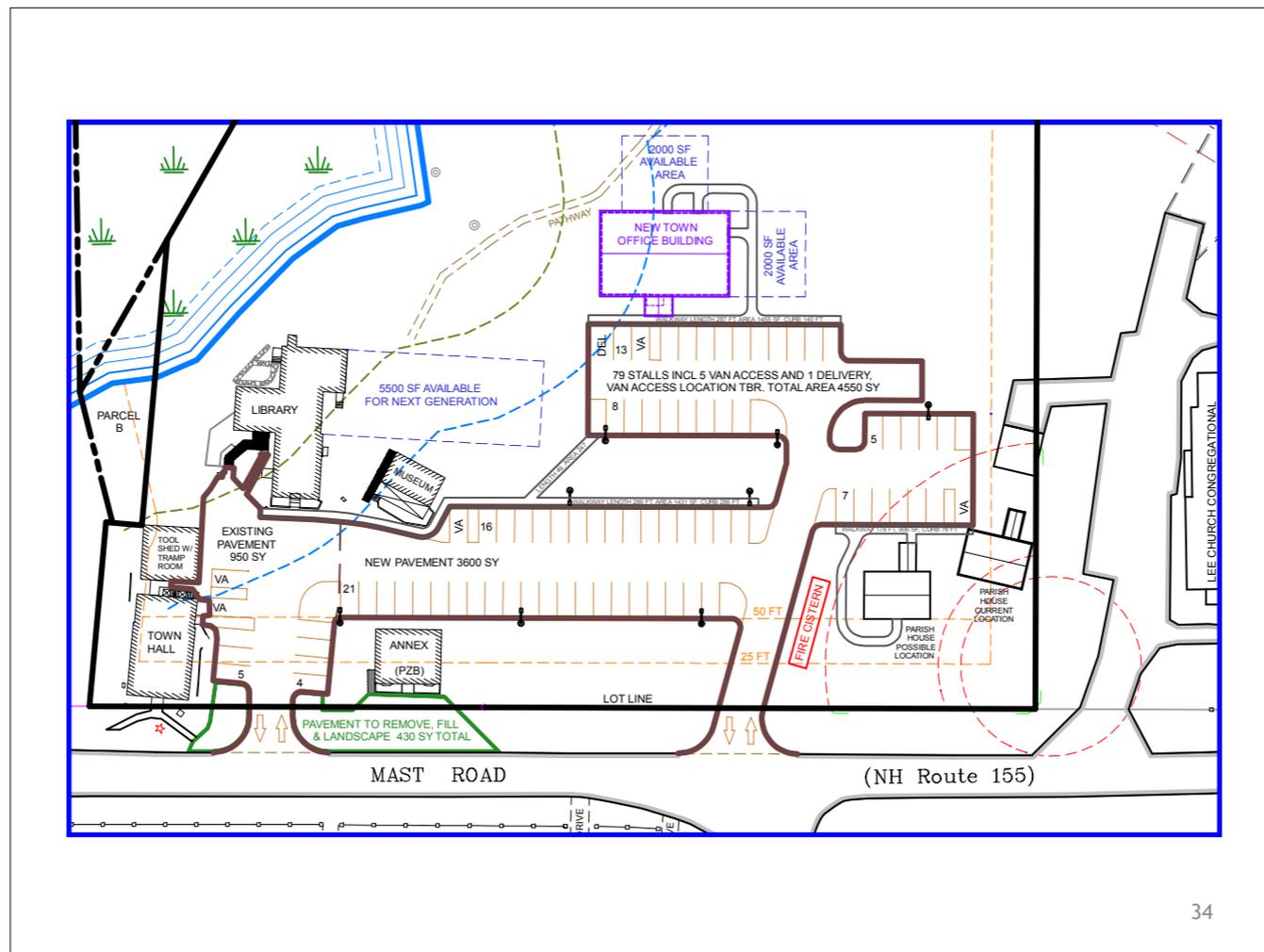
## **Dedicated Conference Rooms**

## **Monitored & Controlled Access**

33

This design houses all town administrative functions in one building.

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



Our committee created this provisional sitemap to show a possible location for the office building and layout of a parking lot.

Expanded parking would not only serve the Town Offices but also provide needed parking for the Library and the Town Hall, which will host Select Board meetings after its renovation.

Again, this layout is not final. It's what we've generated to determine the cost of the project.

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

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

You can see this includes submitting a grant application for the 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.

I know this is a quick overview of the Town Hall. I'm happy to address more of this in Q&A.

Problems

Process

▶ Provisional Design

Pay For It

38

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 2,230,000

## **Site Development for all Town Center Buildings**

land clearing, utilities, septic, parking lots,  
walkways, site lighting, & landscaping 530,000

**Contingency** 5% 138,000

**Bond Counsel** 14,000

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**TOTAL** 2,912,000

**Town Hall Renovation (funded separately)** 398,000

39

### ***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 2.23 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 530,000 including design costs.

Contingency at 5% is 138,000

and bond counsel may be up to 14,000

for a total of 2.91 million.

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

# Funding Sources

*Total Cost - Existing Sources = Bond Amount*

<b>TOTAL PROJECT BUDGET</b>	<b>2,912,000</b>
<b>- Grants</b>	
USDA Rural Development Community Facility Program	0
Community Development Finance Authority	0
<b>- Town Buildings Capital Reserve Fund</b>	
Planned Town Center Withdrawals	0
Suggested withdrawal	112,000
<b>Total from Town Buildings CRF</b>	<b>-112,000</b>
<b>- Other Sources</b>	<b>?</b>
<b>BOND</b>	<b>2,800,000</b>

40

***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 2.91 million.

Of the grants identified . . .

the Town would not qualify for a USDA grant . . .

nor would we 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.

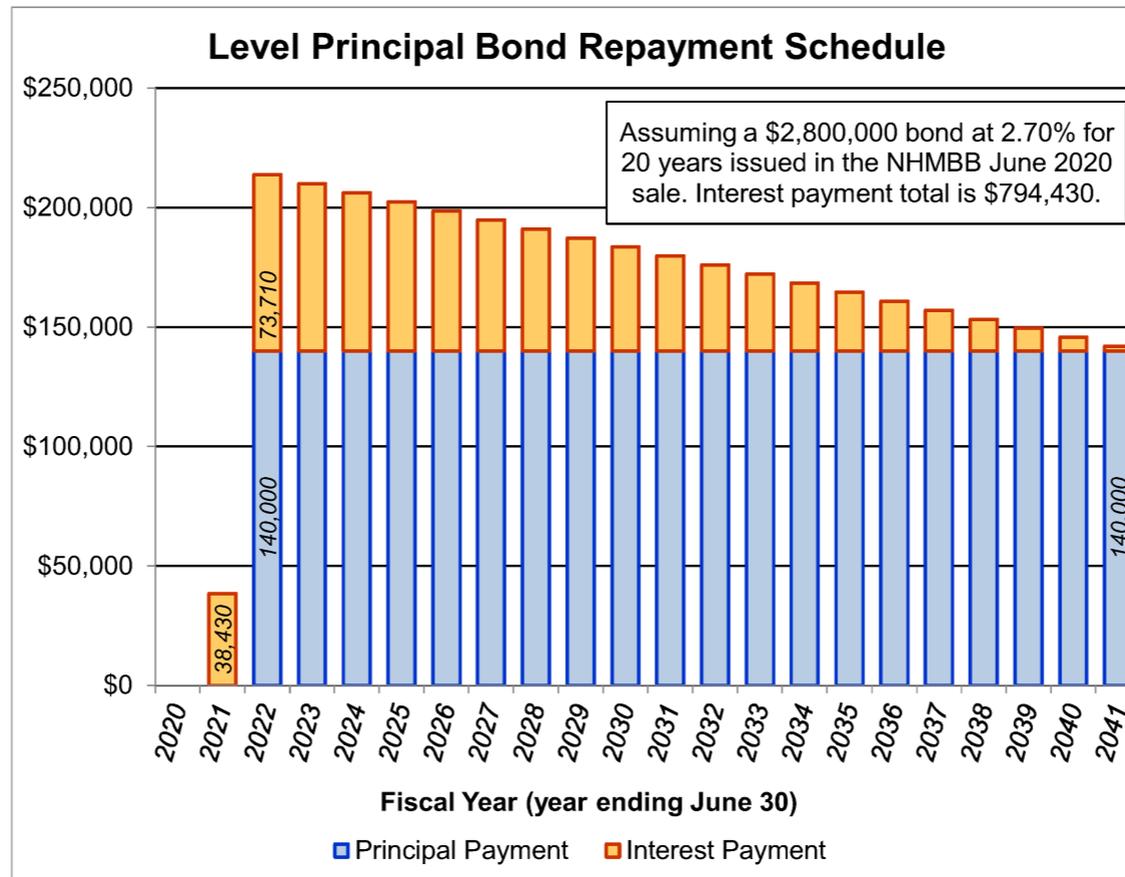
From approximately \$220,000 available, a withdrawal of 112,000 is suggested.

. . .

Other sources, such as fund balance, are possible . . .

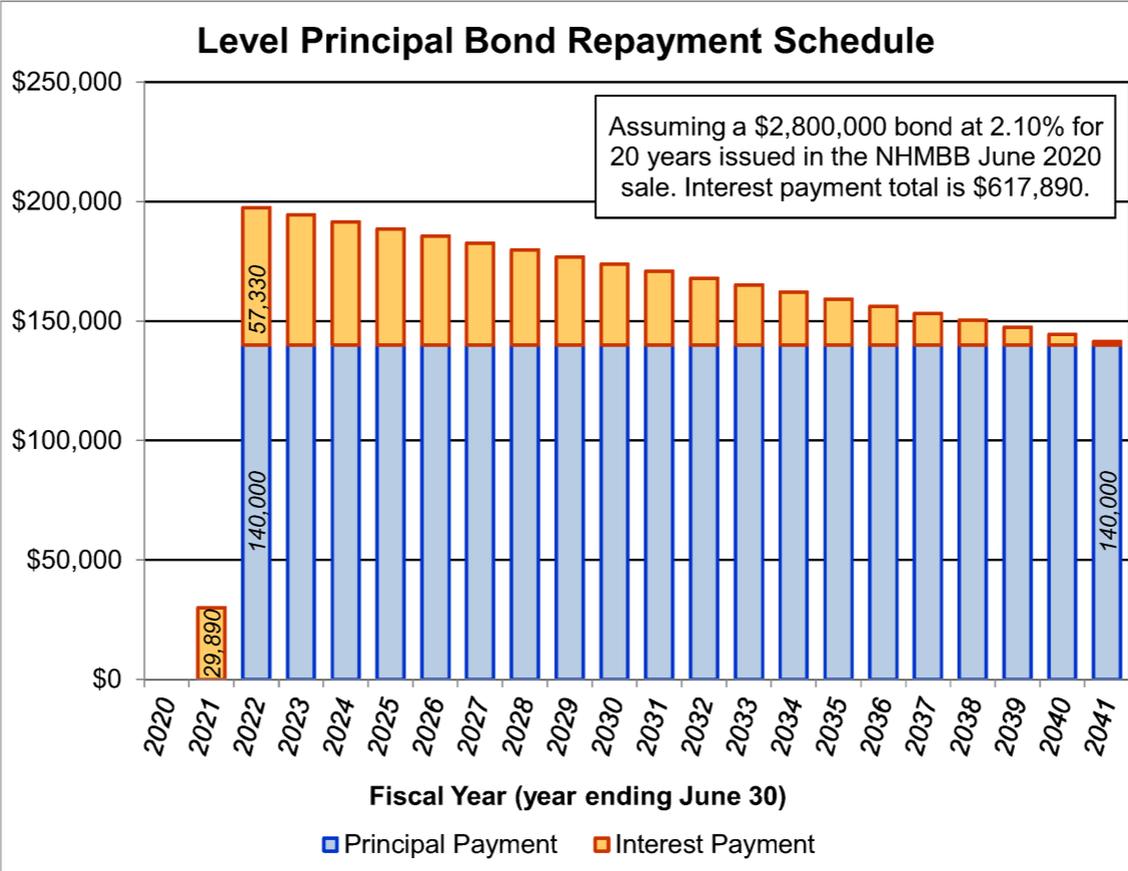
The remainder, . . .

2.8 million, would come from a bond.

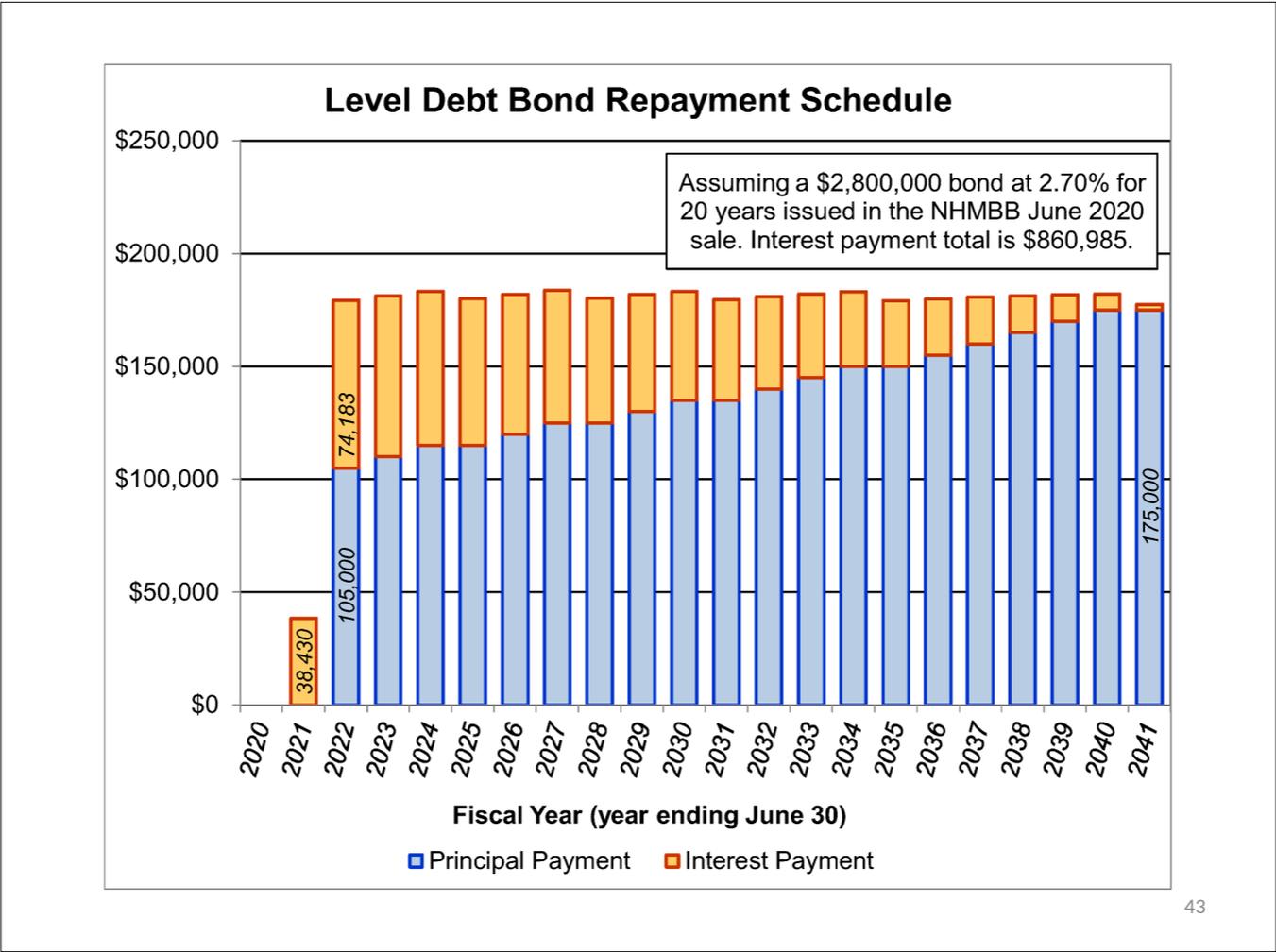


***A level principal twenty-year bond is proposed.***

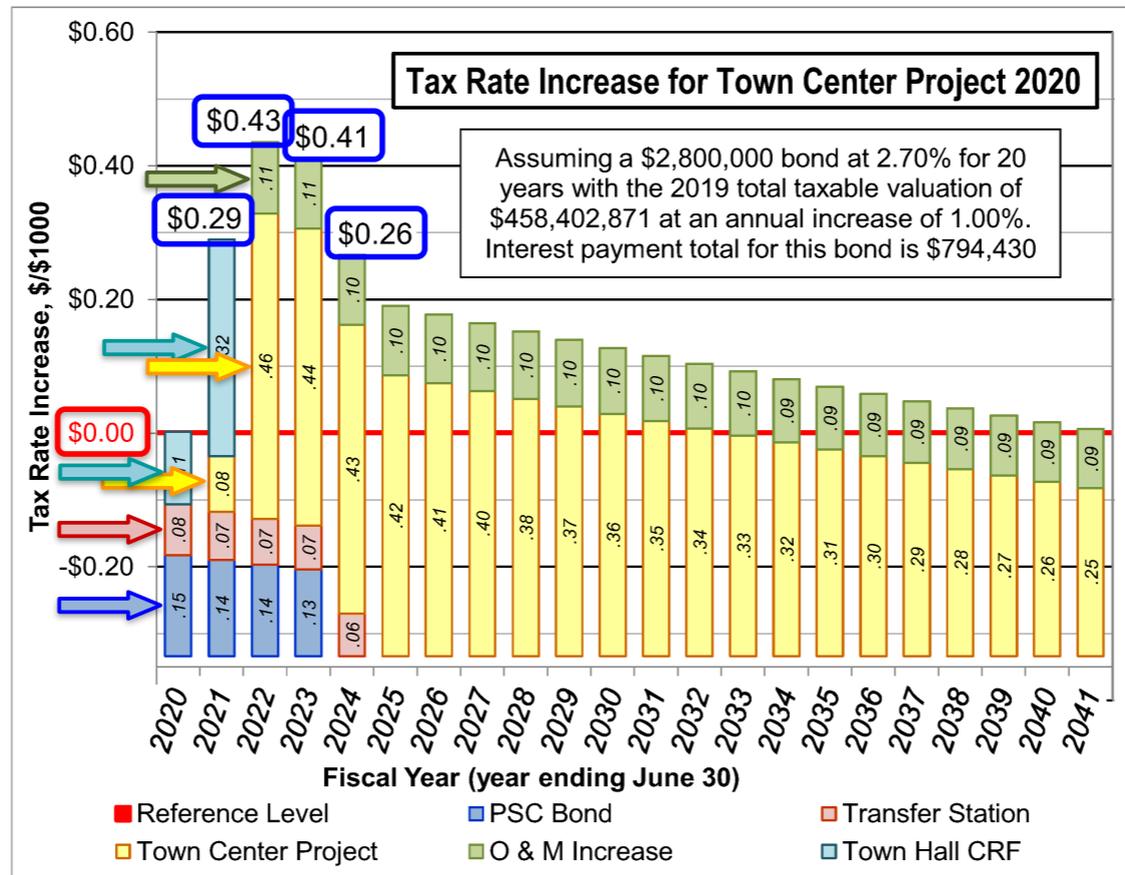
The repayment of principal (shown in blue) is the same each year and, as the remaining loan balance decreases, the interest payments (shown in orange) also decrease. The net interest cost for 20-year bonds issued by the New Hampshire Municipal Bond Bank on June 4<sup>th</sup> was 2.60%, a decrease from the 3.05% this past January. 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. There was another bond sale on January 8<sup>th</sup>. The results have not been publicly announced, but we have heard that the 20-year bond went for 2.1%



If the interest rate is 2.1%, that would reduce the FY2022 payment by almost \$16,400.



Bonds can also be structured for level debt service. This reduces the cost in the early years at the expense of greater cost in the later years, an increase in the total interest paid, and perhaps a somewhat higher interest rate. In this example at 2.70%, the interest payment total is increased by more than \$66,500.



Looked at in detail, this chart shows the tax rate amounts that support the current debt service plus the Renovating Town Hall appropriation, that is the 2019 tax rate, and it shows the amounts that would support the proposed Town Center Project costs with a level principal bond 2.70%.

The reference level is the current tax rate which includes . . .

15¢ to pay for the Public Safety Complex bond retiring in FY2023 and . . .

8¢ to pay for the Transfer Station bond retiring in FY2024 and . . .

11¢ to pay for the Renovating Town Hall Capital Reserve Fund appropriation. The bond payments decrease each year.

In FY2021, the appropriation to the Renovating Town Hall Capital Reserve Fund would add 32¢ to the tax rate and . . .

the Town Center bond would add 8¢.

When the first repayment of principal occurs in FY2022, there is also predicted to be 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.

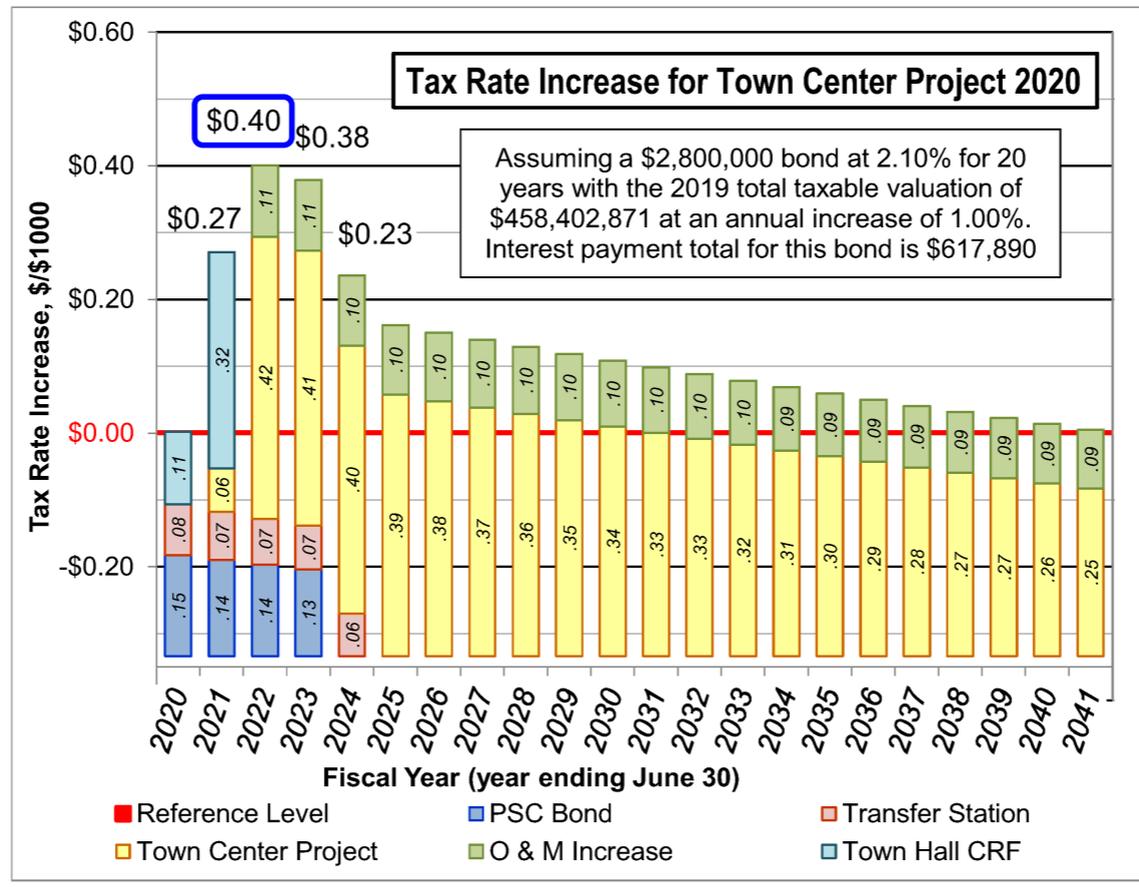
This is estimated to add 11¢ to the tax rate.

In FY2021, the project tax rate increase above today's rate is 29¢.

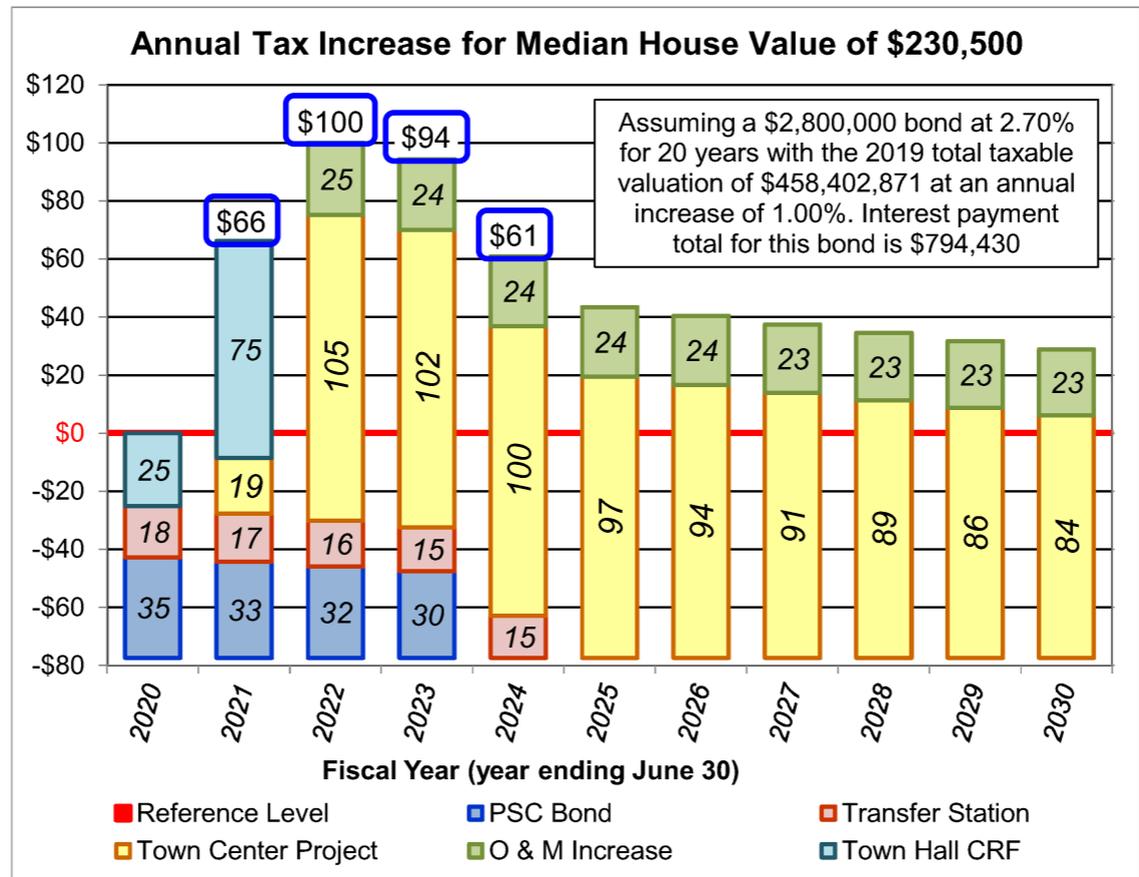
In FY2023, this amount drops to 41¢

And then to 26¢ in FY2024.

...



If the interest rate is 2.1%, that peak increase in FY2022 would be 40¢ instead of 43¢.



**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 . . .

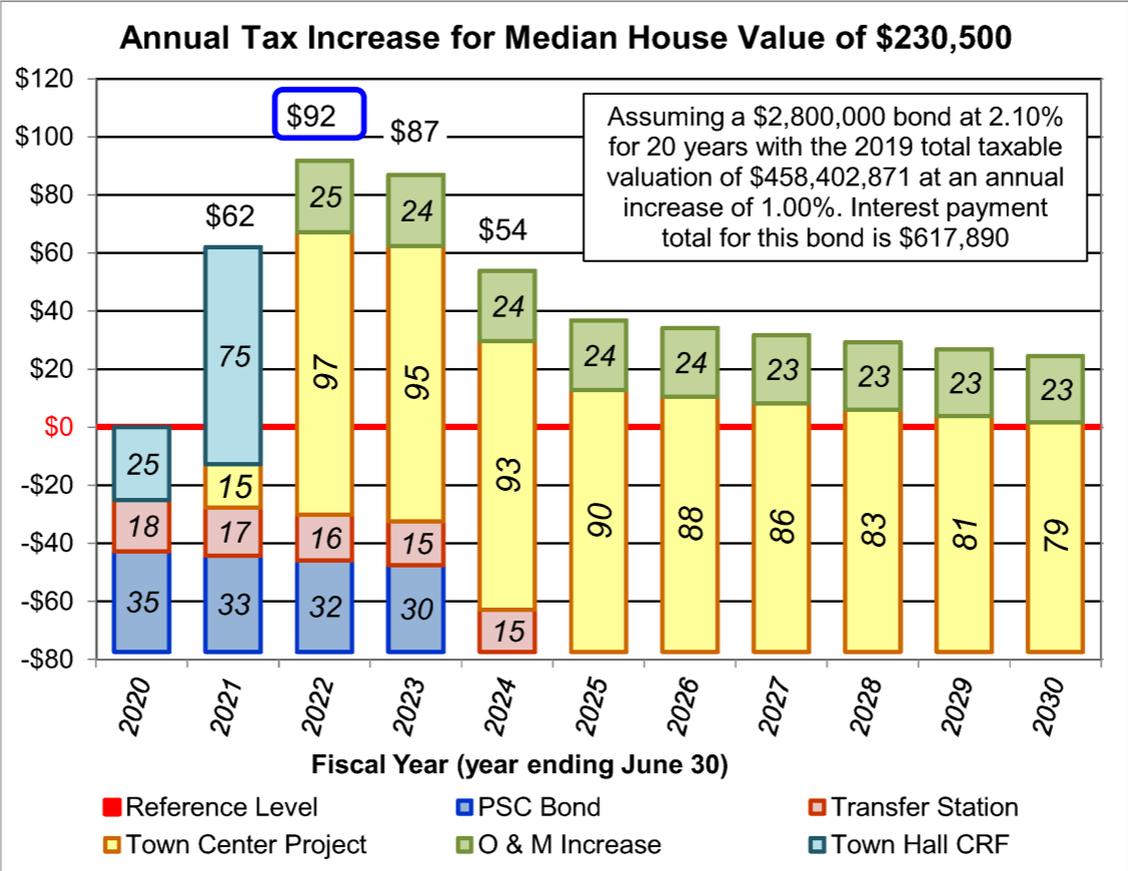
of \$66 in FY2021 . . .

and \$100 in FY2022, . . .

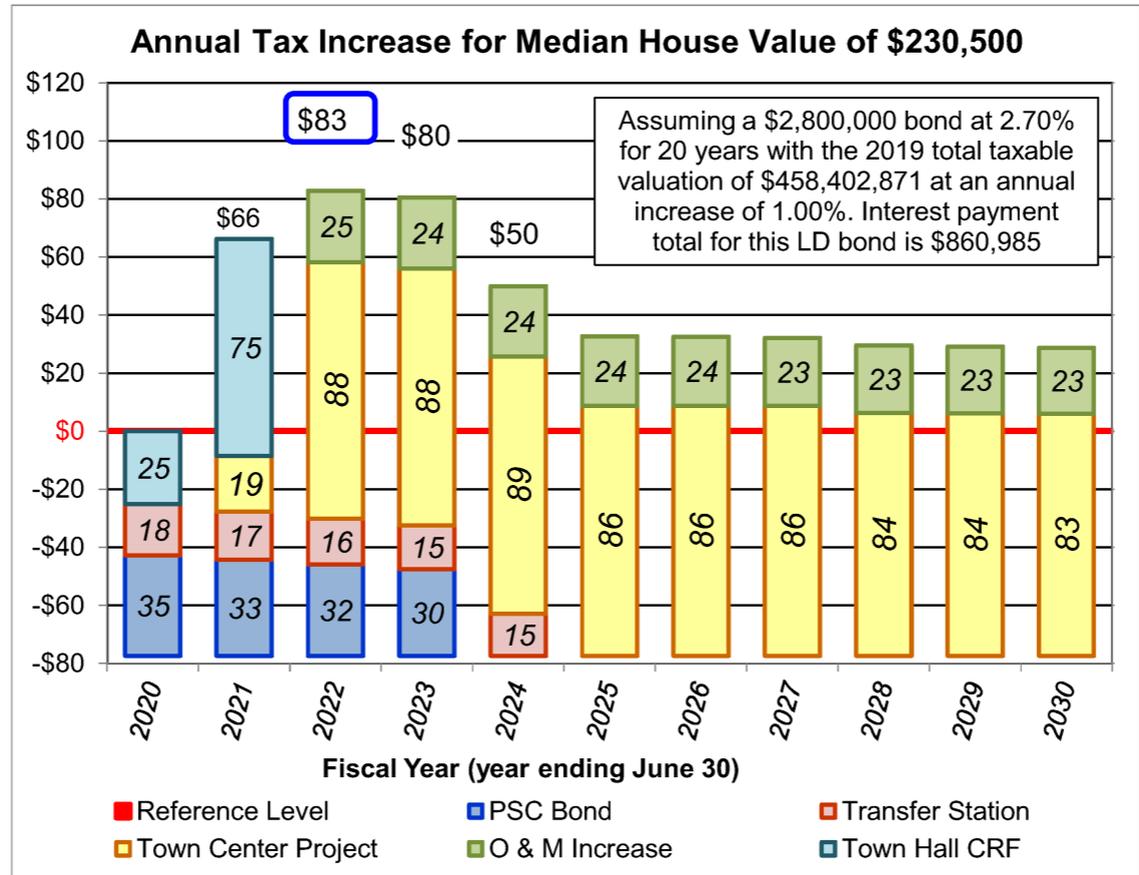
dropping to \$94 in FY2023 . . .

and down to \$61 in FY2024.

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



If the interest rate is 2.1%, that peak increase in FY2022 would be \$92 for the median value house instead of \$100.



If the bond is level debt service at 2.70%, that peak increase in FY2022 would be \$83 for the median value house instead of \$100.

# Questions

49

We'll now take your questions.