



TOWN OF HENNIKER, NEW HAMPSHIRE

SELECTMEN AGENDA

Place: Henniker Community Center 57 Main Street

Henniker, NH 03242

Tuesday November 15, 2022

6:15 PM

6:15 p.m.

I. CALL TO ORDER

II. PLEDGE OF ALLEGIANCE

III. ANNOUNCEMENTS

IV. CONSENT AGENDA

- 1) Consent Agenda November 15, 2022

V. PUBLIC COMMENT #1 – (For any comment by any Henniker resident on a topic. Request time limit, up to 3 minutes)

VI. APPOINTMENTS WITH THE BOARD

- 2) Evan Roberge, Avitar - Assessing Contract & Full Update for 2027 – Avitar Associates

VII. CONTINUED BUSINESS

- 3) Proposal for Police Facility Assessment Committee – Chairman Blomback
- 4) ARPA Fund Request – Beautification Alliance and Chamber of Commerce Pole Painting
- 5) Committee, Commission Appointments – Ballot Clerks/Election Worker Appointments
- 6) Re-establish Solid Waste and Recycling Committee next steps
- 7) Holiday Schedule

VIII. NEW BUSINESS

- 8) Application for Tax Exemption for Commercial & Industrial Properties pursuant to RSA 72:81
- 9) Board Discussion of 2023 Budget

IX. TABLED BUSINESS

Annual Report Dedication
Crosswalk on Main St

X. PAST MEETING MINUTES

- 10) Acceptance of Board of Selectmen Minutes November 1, 2022, 5:45 and 6:15pm
- 11) Acceptance of Board of Selectmen Non-Public Session November 1, 2022, 5:45pm

XI. COMMUNICATIONS

- 12) Town Administrator Report
- 13) Correspondence - Letters and Notices
- 14) Department Reports
- 15) Selectmen Reports

XII. PUBLIC COMMENT #2 (For any comment by any Henniker resident on a topic. Request time limit, up to 3 minutes)

XIII. NON-PUBLIC – If Necessary Non-public Session 91-A:3 II a, b, c, d, or e

XIV. ADJOURNMENT

XV. UPCOMING DATES 2022

- November 16 – Zoning Board of Adjustment
- November 17 – Capital Improvement Program
- November 19 – Selectmen
- November 21 – SAU 24 Board
- November 21 – Henniker Youth Athletics
- December 1 – Capital Improvement Program

Please see the town website www.henniker.org and bulletin boards for meeting dates, times, locations, and agendas. ([Calendar: Public Meeting + Holiday | Henniker, NH](#))

Visitor Orientation to the Town Selectman's Meeting

Welcome to this evening's Selectmen's meeting. Please note that the purpose of the meeting is for the Selectmen to accomplish its work within a qualitative timeframe. Meetings are open to the public, but public participation is limited. If you wish to be heard by the board, please note the "Public Comment" at the beginning and end of the meeting to speak to items on a meeting agenda and/or matters pertaining to the business of the Selectmen. In addition, public hearings may be scheduled for public comment on specific matters. Speakers must be residents of the Town of Henniker, property owners in the town of Henniker, and/or designated representatives of recognized civic organizations or businesses located in the Town of Henniker. When they are at the podium, speakers first need to recite their name and address for the record. Visitors should address their comments to the board and not to any individual member. Each speaker shall be provided a single opportunity for comment, limited to three (3) minutes. Public forum shall be limited to fifteen (15) minutes. Visitors should not expect a response to their comments or questions since the Board may not have discussed or taken a position on a matter. Public Comment is not a two-way dialogue between speaker(s), Selectmen, and/or the Town Administrator. The Chair will preserve strict order and decorum at all Board of Selectmen meetings. Outbursts from the public are not permitted.



TOWN OF HENNIKER, NEW HAMPSHIRE
BOARD OF SELECTMEN
CONSENT AGENDA

Tuesday, November 15, 2022

Consent Agenda

- Item 1:** Thank You Letter – Alan Brown
- Item 2:** DRA Assessment Review Year Change Request
- Item 3:** 2022 Equalization Municipal Assessment Data Certificate
- Item 4:** Invoice Distribution Report – October 18, 2022 & October 19, 2022
- Item 5:** Account Payable Check Register – November 9, 2022
- Item 6:** Payroll Check Register – November 9, 2022
- Item 7:** 2022 Property Tax Warrant – Second Bill

Board of Selectmen Approval:

*Please note that the Consent Agenda is subject to change until 4:00 pm the day of a scheduled Selectmen's Meeting.

Telephone
603-428-3221

18 Depot Hill Road
Henniker, NH 03232
www.henniker.org

FAX
603-428-4366



TOWN OF HENNIKER, NEW HAMPSHIRE

Selectmen's Office
*Administration, Finance,
Assessing, Planning,
Zoning & Building Permits*
18 Depot Hill Rd.
Henniker NH 03242
Ph (603) 428-3221
Fx (603) 428-4366

Town Clerk / Tax Collector
18 Depot Hill Rd.
Henniker NH 03242
Ph (603) 428-3240
Fx (603) 428-4366

**Transfer / Recycling Center
Parks and Properties**
18 Depot Hill Rd.
Henniker NH 03242
Physical: 1393 Weare Rd.
Ph (603) 428-7604

Cogswell Spring Water Works
146 Davison Rd.
Henniker NH 03242
Ph (603) 428-3237
Fx (603) 428-3362

Wastewater Treatment Plant
18 Depot Hill Rd.
Henniker NH 03242
Ph (603) 428-7215
Fx (603) 428-8312
Physical: 199 Ramsdell Rd.

Highway
18 Depot Hill Rd.
Henniker NH 03242
Physical: 209 Ramsdell Rd.
Ph (603) 428-7200
Fx (603) 428-7200

Police
340 Western Ave.
Henniker NH 03242
Ph (603) 428-3213
(Dial 911 for an Emergency)
Fx (603) 428-7509

Fire & Rescue
216 Maple St.
Henniker NH 03242
Ph (603) 428-7552
(Dial 911 for an Emergency)
Fx (603) 428-7628

November 15, 2022

Alan Brown
11 Gould St
Henniker, NH 03242

Dear Mr. Brown,

The Henniker Board of Selectmen would like to thank you for your donation of \$1,000 to the Azalea Park Fund for the procurement of a bench for Azalea Park, which will provide a place of rest, contemplation, and relaxation for park visitors for many years. We are thankful for your support and generous donation.

Best regards,

Henniker Board of Selectmen

Kris Blomback _____

Peter R. Flynn _____

Tia Hooper _____

D. Scott Osgood _____

Bill Marko _____



Town Hall
18 Depot Hill Road
Henniker, NH 03242

Tel: (603) 428-3221
Fax: (603) 428-4366

Incorporated November 10, 1768
"Only Henniker on Earth"

November 2, 2022

Department of Revenue Administration
Municipal and Property Appraisal Division
109 Pleasant Street, PO Box 487
Concord, NH 03302-0487

Attn: Samuel Greene, Director

Dear Mr. Greene,

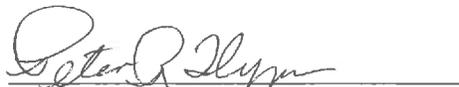
The Town of Henniker's next update of value is scheduled for 2027.

The Town of Henniker respectfully requests that its Assessment Review year be moved from 2025 to 2022.

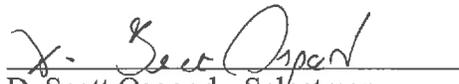
Sincerely,

Henniker Board of Selectmen


Kris Blomback – Chair


Peter R. Flynn – Vice Chair


Tia Hooper – Selectwoman


D. Scott Osgood - Selectman


Bill Marko

2022
EQUALIZATION
MUNICIPAL ASSESSMENT DATA
CERTIFICATE



MUNICIPALITY: HENNIKER

We the undersigned do hereby certify that the assessment and sales information provided by us on the NH Mosaic Equalization System has been thoroughly reviewed by this Board and is complete and accurate to the best of our knowledge.

We understand that this information will be used by the NH Department of Revenue Administration to calculate the municipality's equalization ratio. The equalization ratio will be used to calculate the total equalized valuation for this municipality.

SIGNATURE OF ASSESSING OFFICIALS

*(Selectmen if Town; must be signed by a majority)
(Assessor if City)*

DATE

NAME OF CONTACT PERSON: EVAN ROBERGE EMAIL: evan@avitarassociates.com

OFFICE PHONE NUMBER: 603-798-4419 OFFICE HOURS: M-F 8:00-4:00
(Note: If your office keeps irregular hours, please provide an alternate means of contacting you.)

(Please check appropriate box, if applicable)

Full Reval Cyclical Reval Cyclical In Progress Partial Update/Statistical
(values updated) (4/1/2022)

NAME OF COMPANY DOING REVALUATION WORK: AVITAR ASSOCIATES
(Please state if done in-house)

COMMENTS: _____

Please upload to: ratiostudy.org

**TOWN OF HENNIKER
ACCOUNTS PAYABLE CHECK REGISTER
DATE: NOVEMBER 9, 2022**

TOTAL: \$615,118.45

BOARD OF SELECTMEN APPROVAL

**TOWN OF HENNIKER
INVOICE DISTRIBUTION REPORT
DATE: OCTOBER 18 and 19, 2022**

TOTAL: \$267,308.05

BOARD OF SELECTMEN APPROVAL

[Handwritten Signature]

Ben M. [unclear] 18-005-2022

**TOWN OF HENNIKER
PAYROLL CHECK REGISTER
DATE: NOVEMBER 9, 2022**

TOTAL: \$41,354.12

BOARD OF SELECTMEN APPROVAL

**TOWN OF HENNIKER
PAYROLL CHECK REGISTER
DATE: NOVEMBER 9, 2022**

TOTAL: \$41,354.12

BOARD OF SELECTMEN APPROVAL

DEPARTMENTAL HOURS AND GROSS SUMMARY REPORT FOR TOWN OF HENNIKER

For 11/09/2022 to 11/09/2022

Pay Code	Regular Hours	Suppl. Hours	Regular Gross	OT Hours	OT Gross
Department: CODE CODE					
Department Totals For: CODE					
SALARY	0.00	0.00	480.00	0.00	0.00
Totals:	0.00	0.00	480.00	0.00	0.00

Department: CROSSING CROSSING GUARD					
Department Totals For: CROSSING					
REGULAR	22.00	0.00	242.00	0.00	0.00
Totals:	22.00	0.00	242.00	0.00	0.00

Department: CSWW CSWW					
Department Totals For: CSWW					
REGULAR	40.00	0.00	1,888.42	0.00	0.00
Totals:	40.00	0.00	1,888.42	0.00	0.00

Department: FIRE FIRE					
Department Totals For: FIRE					
FIRE MEETING	10.00	0.00	2.50	0.00	0.00
REGULAR	147.00	0.00	2,120.00	0.00	0.00
STIPEND	0.00	0.00	1,750.00	0.00	0.00
Totals:	157.00	0.00	3,872.50	0.00	0.00

Department: FIRE/RESCUE FIRE/RESCUE					
Department Totals For: FIRE/RESCUE					
FIRE MEETING	4.00	0.00	1.00	0.00	0.00
REGULAR	132.50	0.00	2,424.04	0.00	0.00
STIPEND	0.00	0.00	2,295.22	0.00	0.00
Totals:	136.50	0.00	4,720.26	0.00	0.00

Department: HIGHWAY HIGHWAY					
Department Totals For: HIGHWAY					
OVERTIME	0.00	0.00	0.00	3.00	176.34
REGULAR	196.00	0.00	5,634.34	0.00	0.00
SICK	2.00	0.00	56.90	0.00	0.00
VACATION	42.00	0.00	1,091.56	0.00	0.00
Totals:	240.00	0.00	6,782.80	3.00	176.34

Department: LIBRARY LIBRARY					
Department Totals For: LIBRARY					
REGULAR	132.50	0.00	3,401.75	0.00	0.00
Totals:	132.50	0.00	3,401.75	0.00	0.00

Department: POLICE POLICE					
Department Totals For: POLICE					
EVENING	102.00	0.00	76.50	0.00	0.00
FTO	37.00	0.00	37.00	0.00	0.00
MIDNIGHT	118.00	0.00	118.00	0.00	0.00
OVERTIME	0.00	0.00	0.00	19.00	865.97
REGULAR	347.00	0.00	10,740.57	0.00	0.00
USECOMP	10.00	0.00	369.00	0.00	0.00
VACATION	4.00	0.00	92.12	0.00	0.00
Totals:	618.00	0.00	11,433.19	19.00	865.97

Department: PT- POLICE PART TIME POLICE					
Department Totals For: PT- POLICE					

DEPARTMENTAL HOURS AND GROSS SUMMARY REPORT FOR TOWN OF HENNIKER

For 11/09/2022 to 11/09/2022

Pay Code	Regular Hours	Suppl. Hours	Regular Gross	OT Hours	OT Gross
SALARY	0.00	0.00	40.00	0.00	0.00
Totals:	0.00	0.00	40.00	0.00	0.00

Department: RESCUE RESCUE

Department Totals For: RESCUE

FIRE MEETING	2.00	0.00	0.50	0.00	0.00
OVERTIME	0.00	0.00	0.00	2.00	61.77
REGULAR	234.50	0.00	5,299.27	0.00	0.00
STIPEND	0.00	0.00	125.00	0.00	0.00
Totals:	236.50	0.00	5,424.77	2.00	61.77

Department: SELECTMAN SELECTMAN

Department Totals For: SELECTMAN

OVERTIME	0.00	0.00	0.00	1.00	53.67
REGULAR	110.00	0.00	3,036.30	0.00	0.00
SALARY	90.50	0.00	3,955.48	0.00	0.00
Totals:	200.50	0.00	6,991.78	1.00	53.67

Department: TC/TX TOWN CLERK / TAX COLLECTOR

Department Totals For: TC/TX

OVERTIME	0.00	0.00	0.00	1.50	47.54
REGULAR	40.00	0.00	845.20	0.00	0.00
SALARY	45.00	0.00	1,255.26	0.00	0.00
SICK	1.75	0.00	36.98	0.00	0.00
Totals:	86.75	0.00	2,137.44	1.50	47.54

Department: TRANSFER TRANSFER

Department Totals For: TRANSFER

REGULAR	125.00	0.00	2,713.40	0.00	0.00
SICK	10.00	0.00	242.70	0.00	0.00
VACATION	3.00	0.00	96.90	0.00	0.00
Totals:	138.00	0.00	3,053.00	0.00	0.00

Department: WELFARE WELFARE

Department Totals For: WELFARE

SICK	10.00	0.00	210.00	0.00	0.00
Totals:	10.00	0.00	210.00	0.00	0.00

Department: WWTP WASTE WATER TREATMENT PLANT

Department Totals For: WWTP

OVERTIME	0.00	0.00	0.00	4.00	171.69
REGULAR	75.50	0.00	2,174.47	0.00	0.00
VACATION	4.50	0.00	114.73	0.00	0.00
Totals:	80.00	0.00	2,289.20	4.00	171.69

Grand Totals:

EVENING	102.00	0.00	76.50	0.00	0.00
FIRE MEETING	16.00	0.00	4.00	0.00	0.00
FTO	37.00	0.00	37.00	0.00	0.00
MIDNIGHT	118.00	0.00	118.00	0.00	0.00
OVERTIME	0.00	0.00	0.00	30.50	1,376.98
REGULAR	1,602.00	0.00	40,519.76	0.00	0.00
SALARY	135.50	0.00	5,730.74	0.00	0.00
SICK	23.75	0.00	546.58	0.00	0.00
STIPEND	0.00	0.00	4,170.22	0.00	0.00
USECOMP	10.00	0.00	369.00	0.00	0.00
VACATION	53.50	0.00	1,395.31	0.00	0.00

DEPARTMENTAL HOURS AND GROSS SUMMARY REPORT FOR TOWN OF HENNIKER

For 11/09/2022 to 11/09/2022

Pay Code	Regular Hours	Suppl. Hours	Regular Gross	OT Hours	OT Gross
Totals:	2,097.75	0.00	52,967.11	30.50	1,376.98

**TAX COLLECTOR'S WARRANT
PROPERTY TAX LEVY
STATE OF NEW HAMPSHIRE**

Merrimack ss.

TO: Kimberly I. Johnson , Collector of Taxes for Henniker, New Hampshire in said county.

In the name of the State you are hereby directed to collect the property taxes in the list herewith committed to you, amounting to the sum of Seven Million Six Hundred Forty Eight Thousand Six Hundred Thirty Nine Dollars (\$7,648,639.00) and with interest at eight (8%) percent per annum from December 19, 2022 thereafter, on all sums not paid on or before that day.

And we further order you to remit all monies collected to the Town Treasurer, or to the Town Treasurer's designee as provided by RSA 41:29, VI, at least on a weekly basis, or daily whenever tax receipts total One Thousand Five Hundred Dollars (\$1,500.00) or more.

Given under our hands at Henniker, New Hampshire, this Fifteenth day of November in 2022.

Kris Blomback, Chair

Peter R Flynn, Vice Chair

Tia Hooper

D Scott Osgood

Bill Marko

Board Of Selectmen
Henniker, New Hampshire

Henniker

Property Tax Warrant 2022P02

Bill 2 of 2

Tax Rates

Municipal:	\$ 6.93
School:	\$ 11.84
State Education Tax:	\$ 0.88
County:	\$ 1.79

Total:	\$ 21.44
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Town Hall
18 Depot Hill Road
Henniker, NH 03242

Tel: (603) 428-3221
Fax: (603) 428-4366

Incorporated November 10, 1768
"Only Henniker on Earth"

TOWN OF HENNIKER, NEW HAMPSHIRE

STAFF REPORT

DATE: 11/15/2022

TITLE: Avitar Associates – Contract Assessing & Full Update for 2027

INITIATED BY: Helga Winn - Executive Assistant

PREPARED BY: Helga Winn - Executive Assistant

PRESENTED BY: Diane Kendall, Town Administrator & Evan Roberge, Assessor

AGENDA DESCRIPTION:

Avitar Associates proposes a two-option renewal agreement as the assessing agent for the Town of Henniker, NH. Option 1: 5-year contract with cycled inspections & update. Option 2: 1-year contract with cycled inspections only.

Legal Authority: N/A

Financial Details: 5-years: \$39,300 per year plus \$75,744 2027 Update Total = \$272,244
OR 1-year: \$39,300.

Town Administrator Comment: Recommends 5-year agreement with 5 year as update – with termination clause

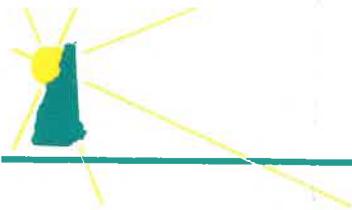
Suggested Action/Recommendation:

Suggested Motion:

Motion: The Henniker Selectboard execute the 5-year assessing contract with cycled inspections & update as presented.

OR

Motion: The Henniker Selectboard execute the 1-year assessing contract with cycled inspections in the amount of \$39,300.



Avitar Associates of New England, Inc.

A Municipal Services Company

October 25, 2022

**Town of Henniker
Diane Kendall, Town Administrator
Board of Selectmen
18 Depot Hill Road
Henniker, NH 03242**

Re: Contract Assessing & Full Update for 2027

Dear Diane & Board Members;

Enclosed is a five year assessing agreement as your current agreement is due to expire on 12/31/2022. This contract is largely the same as your prior agreement except it includes additional years and cycled inspections. The prior contract was only a one year agreement as we needed to determine exactly what would be needed for us to fill your assessing needs, as every towns needs are different.

This proposal has increased over your prior agreement and largely that is attributed to the addition of cycled inspections. In our opinion (and input from the town and taxpayers), the town should start a cycled inspection process (measuring and listing properties) to ensure the data is as correct as possible. As seen in the contract, this process would be spread over 4 years (25% a year, starting in 2023), that way by the next update scheduled for 2027 all the properties in town would have been visited and the data accurate. This process entails visiting every property in town, attempting to view the interior and measuring and reviewing every building on the property. This process would be another tool to make sure everyone is being treated fairly and equitably, as on field review for the 2022 statistical revaluation it was clear some additions, outbuildings, exterior renovations, etc. were not being reflected on their property record card.

I hope this proposal meets all of your needs and exceeds your expectations, however, if you have questions or concerns, I would be happy to discuss them with you. If you have no concerns, simply sign and return. I will sign and return the original to you with a copy forwarded to the DRA.

Sincerely,

**Loren J. Martin, CNHA, Sr. Assessor
Director, Assessing Operations**

LJM/sjc
Enclosure



Avitar Associates of New England, Inc.

Municipal Services Company

**HENNIKER, NH
5 YEAR
ASSESSOR'S AGREEMENT
1/1/2023 THROUGH 12/31/2027
DRA CERTIFICATION 2025**

This agreement is made by Avitar Associates of N.E. Inc., located at 150 Suncook Valley Highway, Chichester NH, 03258, herein called "The Company", for the Town of Henniker, NH, herein called "The Town".

Avitar shall act as the responsible assessing agent under this agreement for the Municipal Assessing Officials of the Town of Henniker, 18 Depot Hill Road, Henniker, NH 03242, email diane.kendall@henniker.org, phone number 603-428-3221.

ASSESSING AGREEMENT

I. CONTRACT ASSESSING & CYCLED INSPECTION – Will appear on monthly invoice as Contract Assessing (CA), to be billed in equal monthly installments of \$3,275 for the term of the contract.

- A) Office Hours:** This time is set aside to meet with taxpayers and/or other department heads in matters associated with assessment procedures, valuations, etc., as well as field work, as needed and the duties described below. On average 1 day per month.
- B) Duties:** Shall include routine assessment tasks which are normally part of the assessor's duties. Such as the administration of Timber Yield Taxes, Excavation Yield Taxes, MS-1 report, tax warrant, applications for current use, and/or other exemptions such as blind, elderly, veterans, etc. Provide written recommendations for land use change taxes (LUCT).
- a) Annual Changes:** The assessor shall reassess and generate new values for any new parcels created from subdivisions, LLA's, merger which have occurred prior to April 1st of the tax year. These changes must still be provided to your map vendor under separate notification and should not be assumed to be the responsibility of the assessor.
- b) Pick-ups:** Normal routine assessment updates resulting from changes whether it be from new construction, such as in additions or renovations; or conversely if a diminution of value should occur from fire damage or some other possible unforeseen circumstances.
- c) Meetings:** The assessor shall be available for any normal meeting not to exceed once a month (on average), with the Board of Selectmen/Assessors for any assessment or budget matter. Scheduled on one of the assessing days for which the Assessor is in Town. Meetings after 6:00 pm will be billed additionally at \$95/hour including travel.
- d) Abatements:** The assessor shall consider all abatement requests properly filed by any taxpayer and after review and research, shall make a recommendation to the Board of Selectmen/Assessors in writing. Utilities are not included in this Section. See Section I. Utility Work.
- C) Appeals:** The assessor shall represent the Town and its best interest in all abatements or appeals. Utilities are not included in this Section. See Section I. Utility Work.
- D) Miscellaneous:** Miscellaneous duties and/or special assignments involving valuations shall be considered by the assessor, if reasonable and time is available and cost is not economically prohibitive for the assessor.

- E) Sales Ratio:** Assessor will review and verify sales as required by DRA and will provide information for use in the states Mosaic system. Neighborhoods or classes of property will be updated as needed to conform with the towns general level of assessment and an addendum to the USPAP report will be provided to document these types of changes when they occur. This is not a full update of values. Value notices and informal hearings are not included and if requested would be at an additional charge.
- F) DRA Monitoring:** Meet and work with State Monitors to ensure the Town is meeting all certification requirements of DRA and to maintain a good working relationship.
- G) Auto Expense:** No additional mileage or auto expense billing. All included herein.
- H) Data Processing:** Data entry of all assessment related changes as a result of either the new construction or cycled inspection process.
- I) Utility Work:** Not included, contracted to another company.
- J) Work Product:** All work files to be delivered in final form to municipal assessing officials.
- K) Cycled Inspection:** On Average, 25% of the total records per year (597 records). The assessor shall begin the verification of existing assessments data in order to ensure reliability and equity between taxpayers and ensure that physical data is accurate. This process involves the measuring and listing (interior inspection) for each parcel. This process would begin in 2023 and continue annually through 2026. No cycled inspections in 2027. Prior to cycled inspection work commencing, letters will be sent to all properties selected giving them an opportunity to opt out. These properties will be visited by the road only and estimates made based on that visual examination. These properties will receive a follow up letter seeking them to schedule an interior inspection.

On the field visit, if the taxpayer(s) are not at home, a door hanger will be left notifying the taxpayer of our visit to the property and instructing them they will receive a letter at a later date to arrange for inspection. Any and all corrections shall be made to the existing assessment record. Any interior inspections not completed during the initial field visit, shall be followed up with a company form letter, marked first class to those taxpayers informing them of the importance of such an interior inspection and the procedure to make an appointment for one.

All work will be completed and delivered to the town before the end of the calendar year.

II. TOWN RESPONSIBILITIES

The Town shall be responsible to provide an office space with desks, tables, chairs, telephone and access to a computer with links to the CAMA system. Access to a copy machine for copying work related documents and keys to the workspace at no cost to the contractor. An assessing clerk, employee of the town/city shall be assigned to aid the assessor with their duties. The clerk's responsibility will include:

- A) To respond to any taxpayer's request for applications for exemptions, current use or abatements.
- B) To help property owners interpret assessment facts as contained on individual cards, if unsure, they should forward to or advise the assessor of all said requests or schedule an appointment for the assessor's next visit.
- C) To aid the assessor by acting as the secretary, duties may include typing, record keeping, appointment scheduling, and any other duty typically associated to a proper and efficient administration of assessment tasks, etc.
- D) The cost of mailings and/or any notices or publications shall be the responsibility of the Town.

III. COMPANY RESPONSIBILITIES

- A) The Company will provide the Department of Revenue with a copy of certificate of insurance no more than thirty (30) days after the signing of the contract. The municipality will be notified within fifteen (15) days in the event of loss or change in coverage or conditions or amounts of coverage. A financially secure insurer, duly licensed to do business in the State of New Hampshire, shall issue each policy of insurance.
- B) The Company agrees to provide all services, support, personnel, labor, personal materials and equipment to perform the services as indicated in the contract, in an accurate and professional manner and in accordance with all applicable laws and rules in effect at the time of contract satisfaction.
- C) The Company will not assign any part of this agreement without expressed written permission by the municipality.

IV. COMPENSATION

The Company shall be compensated as an independent contractor under this agreement. As such, the company shall be responsible for providing FICA, Workmen's Compensation, Unemployment Compensation and Liability to all company employees assigned to work in the Town.

Monthly statements detailing services rendered during the month will be provided by the Company and paid as indicated on Page 2 I. Contract Assessing by the municipality within 20 days, unless a written question or concern of the statement is provided to the Company describing any problem, at which time payment may be held until an answer is given or problem/concern is corrected.

V. TERMINATION

If for any reason either party desires to terminate the agreement, they may do so with 30 days written notice to the other party. Compensation for services rendered will be determined amicably amongst the parties or through 3rd party mediation if unable to concur.

VI. VALUATION UPDATE

2027 Valuation Update (value anew) of all properties in town to ensure compliance with the **2025** DRA Certification.

The update includes the following:

- Sales Verification
- Sales Analysis
- Development of New Cost Tables (Land & Buildings)
- Testing of New Cost Tables
- Recalculation of All Values
- Parcel by Parcel Field Review
- Notice of New Values
- Preliminary values posted on our website (for 30 days) (posting begins when notice of new values are mailed)
- Informal Hearings
- Review After Hearings
- All Data Processing
- Final Sales Analysis & New Values
- Printing of Final Cards
- **A USPAP Compliant Report**
- Written Responses to Board of Selectmen on all abatement requests for Tax year 2027
- Based on 2,389 parcels.

There is no obligation by either party to do an update under this agreement. This is merely an estimate provided for budgetary purposes and is subject to change. An update agreement detailing the specifics noted above must be signed under separate agreement as required by RSA 21-J:11 and will be forwarded for review and signature in the fall of 2026.

Circumstances outside of Avitar's control, such as changes in the law, DRA rules, Assessing Standards Board rules or makeup of the town may result in changes to the scope of work required which may alter this estimated cost.

Total - \$75,744

To be billed in update year 2027 in equal monthly installments of \$6,312 and will be noted on invoice as Update Contract (UC). Utility done by another.

COST SUMMARY

	2023	2024	2025	2026	2027
Contract Assessing I. A-K (CA & CI)	\$39,300	\$39,300	\$39,300	\$39,300	\$39,300
Update Contract					\$75,744
Yearly Cost	\$39,300	\$39,300	\$39,300	\$39,300	\$117,071
Monthly Bill	\$3,275	\$3,275	\$3,275	\$3,275	\$9,587
CONTRACT EXECUTION					
<div style="display: flex; justify-content: space-between; width: 100%;"> <input type="checkbox"/> <input type="checkbox"/> </div>					
5 Year Contract Assessing, Cycled Inspections & Update as Noted Above			1 Year 2023 Contract Assessing & Cycled Inspections as Noted Above		
\$272,244			\$39,300		

AVITAR ASSOCIATES OF N.E., INC.

Company: _____ _____
Loren J. Martin, Director Assessing Operations **Date**

_____ _____
Michelle Twombly, CFO or Gary Roberge, CEO **Date**

TOWN OF HENNIKER, N.H.

	Date
Board of Selectmen/Assessors	
	Date

Offer valid thru 12/31/2022 and must contain 2 company signatures and majority of the Board of Selectmen/Assessors.

AVITAR PERSONNEL THAT MAY WORK ON THE PROJECT

<u>ID</u>	<u>EMPLOYEE</u>	<u>AVITAR POSITION</u>	<u>NH DRA CERTIFICATION</u>
GR	Gary J Roberge	CEO, Sr Assessor	
LM	Loren J Martin	Director, Sr Assessor	Certified Property Assessor Supervisor
DW	David Woodward	Assessor/Supervisor	Certified Property Assessor Supervisor
CR	Chad Roberge	Assessor/Supervisor	Certified Property Assessor Supervisor
ER	Evan Roberge	Assessor/Supervisor	Certified Property Assessor Supervisor
KC	Kerry Connor	Assessor	Certified Property Assessor
JD	Jaron Downes	Assessor	Certified Property Assessor
MN	Monique Newcomb	Assessor	Certified Property Assessor
BH	Brian Hathorn	Assessor	Certified Property Assessor
DM	Dan Martin	Assessor Assistant	Certified Property Assessor Assistant
RW	Robert Weeks	Building Data Collector	Certified Building Measurer & Lister
TM	Tim Beers	Building Data Collector	Certified Building Measurer & Lister

Town of Henniker

Proposal To Create

A

Police Facility Assessment Committee



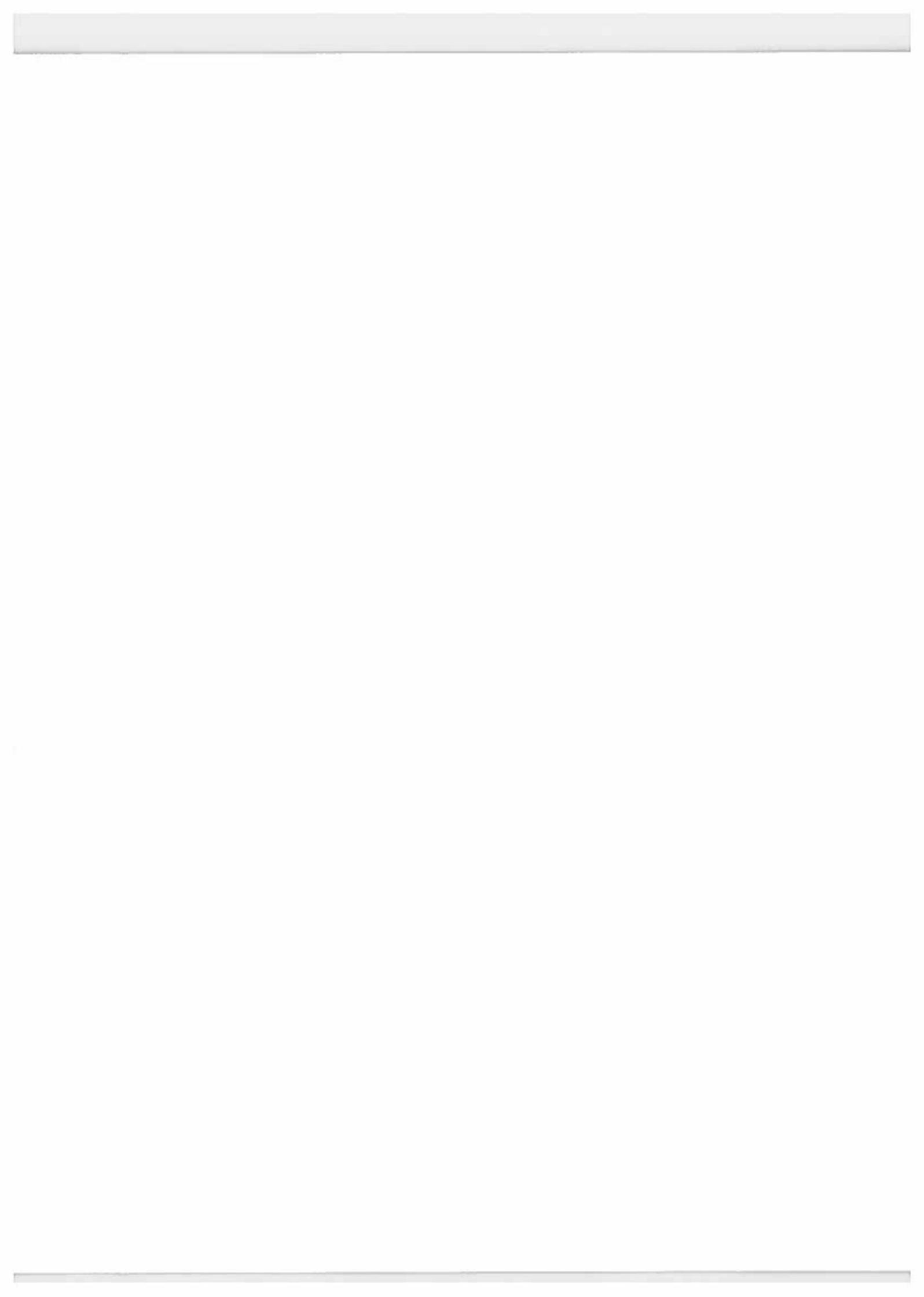


SUGGESTED MISSION: The **Police Facility Assessment Committee** will be appointed by the Board of Selectmen and charged with evaluating existing facility and coming up with proposals to deliver police facilities that meet the demands of the community's future. Henniker residents approved the creation of a Police Building Fund Capital Reserve to prepare for this purpose. Voters have subsequently approved annual additional appropriations for the last few years.

SUGGESTED COMMITTEE MAKE-UP

- Real estate background
- Budget
- Architect
- Builder/Construction Background
- Police Department Representative
- Selectboard Liaison
- Public 1 (budget oriented)
- Public 2

The legislative body voted to create a **Police Building Capital Campaign** funded at the amount of \$100,000 per year. Current balance is in the vicinity of \$305,000. This amount of money and the continued annual suggested contribution (\$100,000) allows for the careful current inventory assessment, planning, and proposal for police facilities going forward.





TOWN OF HENNIKER CAPITAL IMPROVEMENT COMMITTEE REPORT

JANUARY 5, 2021

Ad Hoc Subcommittee of the
Henniker Planning Board
18 Depot Hill Road
Henniker, NH 03242

Planning Board Approved
Date: January 13, 2021



Henniker Police Department - New Building:

The CIP Committee spent a lot of time in 2019 discussing the inadequate space currently housing the men and women of the Henniker Police Department. The department is out of date and health concerns have been identified. To reduce the liability and to begin planning for the long-term future of our department in a timely manner the CIP Committee has included the purchase of land and construction of a new police facility on the CIP Report Matrix. The CIP in their 2020 review continues to agree with the plan to purchase land and construct a new facility for the men and women serving our community as members of the Henniker Police Department.

The committee after review recommends that the Capital Reserve Fund be funded at \$100,000 annually to reduce the cost that is anticipated for the construction, which is estimated to be \$4 Million Dollars.

Recommended Warrant Article:

To see if the Town will vote to raise and appropriate the sum of One Hundred Thousand Dollars (\$100,000) to be added to the Police Department Building Maintenance Fund established at the 2008 Town Meeting under the provisions of RSA 35:1.

Town Owned Building Expendable Trust:

Painting of Town Buildings:

The CIP Committee once again evaluated the needs of painting in the near future for both the Town Hall and The Grange Building and recommends funds continue to be allocated towards this fund and that cost saving alternatives be utilized such as the Merrimack County House of Corrections Work Program, and breaking the painting of the building into phases to ensure completion on a smaller time scale.

Request for Mini-splits for Town Hall:

Project Reviewed – CIP determination: IV - Premature

The Town Administrator also has submitted a request for FY 2020 in the amount of \$32,000 to install mini splits within the Town Hall Office Building to replace AC Window units and to be utilized during winter months as an additional heat source.

The CIP Committee reviewed the request and also identified the need to replace a 32-year-old oil burning furnace that is the primary heat source for the Town Hall. The committee after robust discussion believes this request is premature and that the replacement of the furnace should be the priority. The committee believes that additional research on cost of the furnace replacement

Primex³

NH Public Risk Management Exchange

Bow Brook Place
46 Donovan Street
Concord, NH 03301-2624

(603) 225-2841
(800) 698-2364

www.nhprimex.org

November 30, 2015

Ms. Jeanette Foisy, Town Administrator
Town of Deerfield
8 Raymond Road
PO Box 159
Deerfield, NH 03037

Re: Police Department Risk Assessment

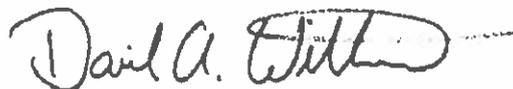
Dear Jeanette,

This letter will confirm the visit that Robert Barry, Primex³ Consultant, and I made to the Deerfield Police Department on November 17, 2015. We met there with you, Police Chief Gary Duquette and Select Board Members at your request to conduct a risk assessment of the police station and police operations. The assessment involved a tour of the facility and a general discussion of police operations, policy and procedures, training and other department protocols.

The station itself is a remodeled section of an old elementary school that also houses the town offices and a few lease tenants most notably a hair salon and pizza shop. The station is accessed from a main entrance from the parking lot and several interior doors allow access to a shared common hallway by staff with authorized access. There are also a police evidence room and storage room in a separate part of the building accessed through the common hallway. We noted several limitations with the existing facility and these have been documented on the attached pages as recommendations.

Please keep me apprised of any actions related to addressing the recommendations. I look forward to working with you to further the Town's risk management efforts.

Sincerely,



David A. Witham, CRM
Risk Management Supervisor

DAW/

SAMPLE

**TOWN OF DEERFIELD POLICE DEPARTMENT
RISK MANAGEMENT RECOMMENDATIONS**

SAMPLE

- 2015-10: COMMUNICABLE DISEASE / SANITATION ✓
- 2015-11: FIRE DETECTION SYSTEM – EVALUATE AND UPGRADE
- 2015-12: FIRE PROTECTION SYSTEM(S)
- 2015-13: PRISONER PROCESSING
- 2015-14: VIDEO MONITORING
- 2015-15: EVIDENCE/PROPERTY MANAGEMENT
- 2015-16: STAFF FACILITIES
- 2015-17: JUVENILE FACILITIES
- 2015-18: PRIVACY CONCERNS
- 2015-19: SECURED LOBBY
- 2015-20: SYSTEMS SAFEGUARDING
- 2015-21: SECURITY – PAPER RECORDS, FIREARMS

2015-20: SYSTEMS SAFEGUARDING:

Communications are a critical component in law enforcement activities and in officer safety, and as such, need to be protected. Back-up for vital equipment such as radios, computers and lighting is paramount. Typically, this is best provided for with an alternate power source such as a generator with an automatic transfer switch and start-up.



Additionally, radio towers, antennas need safeguarding from vandalism. Lines should be sheathed, and whenever possible, run below grade. Antennas/communication towers should be protected with fencing or placed out of reach.

SAMPLE

2015-21: SECURITY – PAPER RECORDS, FIREARMS:

SAMPLE

All records, property and firearms are secured to prevent any unauthorized entry and taking. However, there are no controls beyond locks controlling access to the rooms. These spaces/areas should be considered enhanced security areas that may include:

- Separate keys/access codes for a limited number of personnel
- A separate recorded access system and log for the area
- Surveillance cameras/videos and alarms: Ideally, agencies should monitor all activity including unauthorized entry into these areas.

The current facilities are key access only and lack any recording and/or security features.

2015-19: SECURED LOBBY:

Measures to control public access to communications and administrative areas of the station should be enhanced. While public access to the facility via a secured lobby area is maintained, construction materials and methods can be easily breached. A customer service window constructed of bullet resistant glass is one such alternative. Consideration should also be given to penetration resistant products in construction of the lobby, as well as the creation of a pleasant, non-threatening environment.

SAMPLE



2015-16: STAFF FACILITIES:

The facility does not have separate facilities for different genders. A small shared locker room is immediately adjacent to the booking room and bathrooms are across the common hall as mentioned prior.



SAMPLE

2015-15: EVIDENCE/PROPERTY MANAGEMENT:

Evidence and property management is contained within a secure closet in another part of the building, separate from the defined police station. While we were not able to view the room we were informed that all contraband, evidence, seized property and found property is held in the locked room with access limited. The department does not have adequate facilities for storing dangerous evidence such as biological evidence. Evidence and property should be separated, but drugs, weapons and valuables need extra security. In addition to maintain proper evidence management and accountability, the following are advised:



SAMPLE

- Everything should be inventoried with a program that flags when disposal can be made.
- Biological evidence must be properly maintained and destroyed only when allowed.
- Every evidence room should be governed by a written policy and procedural manual.
- Key or access cards should control access with logs to document entries.
- Surveillance cameras/video should be operated on a 24-hour basis.

2015-14: VIDEO MONITORING:

There is no video monitoring of activities at the facility including the booking area, doorways and parking areas. Video monitoring has many benefits including:

- Discourages criminal activity. This would include building damage and damage to equipment like cruisers that sit unattended in a parking lot overnight.
- Assist in prosecution. Video recordings may be admissible as evidence assisting the agency with fair and effective prosecution of arrestees.
- Protect employees. Both directly and indirectly a video camera can record allegations of employee abuse or harassment towards arrestees. Video surveillance protects employees indirectly by monitoring each visitor who comes into the building and keeps a video record of all activity.



SAMPLE

2015-13: PRISONER PROCESSING:

SAMPLE

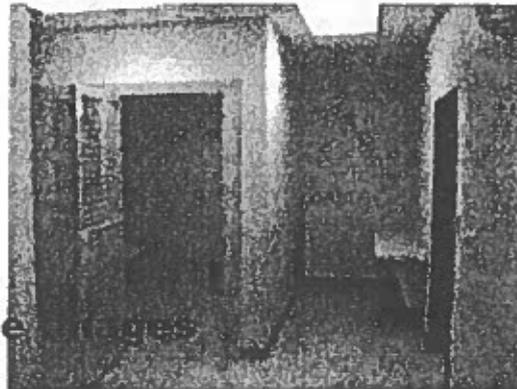
There are several observations relative to prisoner processing. Included would be:

Public/Private Separation – There is not a separate prisoner/arrestee entrance. Currently prisoners/arrestees are brought through the public access main entrance adjacent to the parking lot.

Sally Port – There is no “sally port”. A sally port is secure area where a prisoner can be offloaded and brought from a vehicle into a secure detention area. A sally port allows for security for the prisoner, safety of the officer, non-interference in the process by third parties, a controlled environment out of the weather elements, and privacy.

Weapons Retention – During prisoner/arrestee processing officer firearms shall be retained in a secure weapon’s retention cabinet. Currently the only cabinet is a 2 gun cabinet located at the far end of the station. A larger (4 gun minimum) cabinet should be installed in the immediate vicinity of the processing room.

Detention - The police station has minimal detention capabilities. This is currently done with what are essentially handcuffs securing a prisoner to a bench. There is little restriction of materials available to the prisoner from this location and these materials could be used to harm the officer or the prisoner themselves. A safe processing area provides a safe environment for both the police officer processing a prisoner but for the prisoner as well. Oftentimes, prisoners are vulnerable to suicidal thoughts, and other behavioral outburst. There are no restroom facilities for prisoners either other than use the public restroom across the common hall.



To improve prisoner processing the station would need to undergo significant modification including:

- Construction of an entrance separate from the general public for prisoners/arrestees.
- Consideration of a sally port (drive through preferred) for prisoners/arrestees.
- Larger booking room separated from other police facility functions.
- Temporary holding cells and/or improved detention methods.

2015-12: FIRE PROTECTION SYSTEM(S):

The facility does not have any fire suppression system(s). While alarms may help with early notification and evacuation, the age and nature of the building makes it susceptible to rapid fire spread. In addition, building contents such as vital records, evidence and the like further justify the need for fire protection.



SAMPLE

2015-11: FIRE DETECTION SYSTEM – EVALUATE AND UPGRADE:

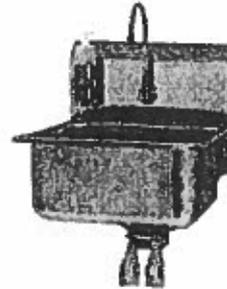
The current facility is equipped with a monitored (off-site third party monitoring company) fire detection system. Smoke and heat detectors can be seen in some areas of the police facility. However, several rooms lack detectors (locker room, booking room) and the adequacy of detection is questioned. A licensed fire alarm company should evaluate the system adequacy and upgrade as necessary.



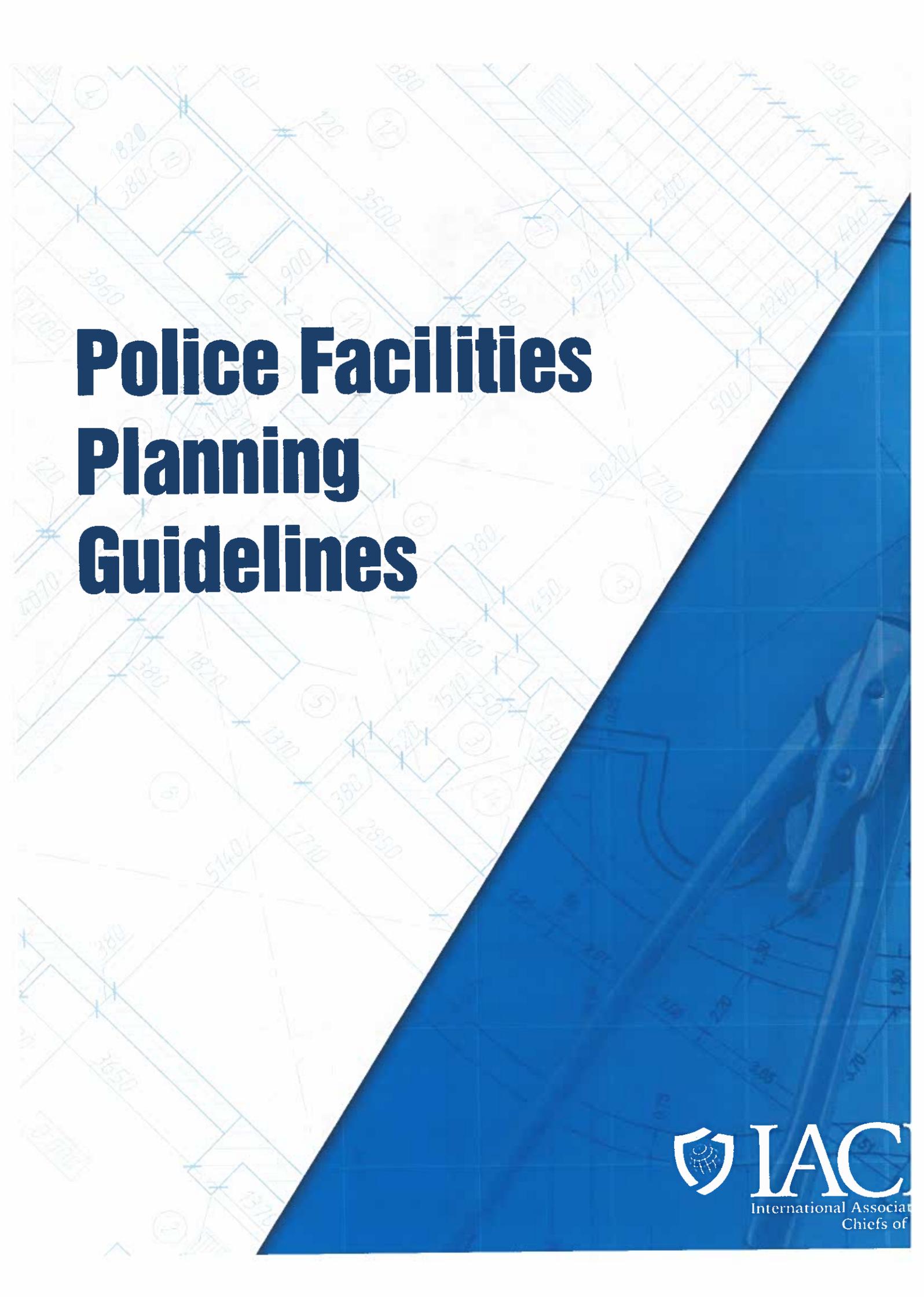
SAMPLE

2015-10: COMMUNICABLE DISEASE / SANITATION:

Since police personnel may commonly encounter blood and bodily fluids, measures for disinfection of equipment and personnel need consideration. Included would be areas for disinfecting equipment and personnel. This area should be well lit with adequate ventilation, floor drains and a hands-free operable sink(s). Currently the only area where this can occur is a shared public restroom across the shared hallway.



SAMPLE



Police Facilities Planning Guidelines



***Shaping the Future of the
Policing Profession®***

International Association of Chiefs of Police

44 Canal Center Plaza, Suite 200

Alexandria, VA 22314, USA

703.836.6767 • 1.800.THE.IACP • theIACP.org

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POLICE FACILITIES PLANNING GUIDELINES

○ DOCUMENT History and Prior Uses of Current Facility

○ IDENTIFY and Document Problems with Current Facility

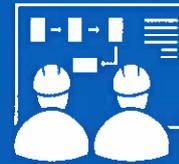
○ OBTAIN Planning Funds

○ HIRE Architect to Conduct Space Needs Analysis

○ CONDUCT Site Evaluations



BUILD SUPPORT FOR PROJECT



PRE-PLANNING AND ANALYSIS

○ DOCUMENT Policing Philosophy

○ COMPLETE Organizational Assessment

○ ESTABLISH Planning Team

○ CONDUCT Space Needs Analysis

○ DEVELOP Preliminary Project Budget

POLICE FACILITIES PLANNING GUIDELINES

○ EVALUATE Facility Options

○ IDENTIFY Project Delivery Method

○ HIRE Construction Manager (if separate from hiring architect)

○ BUILD Facility



DESIGN AND DELIVERY



CONSTRUCTION AND OCCUPANCY

○ HIRE Architect to Design Facility

○ DESIGN Facility

○ SECURE and Purchase Site

○ MOVE-IN to Facility

INTRODUCTION

All law enforcement agencies need a headquarters or substation of some sort and will need to plan, design, and build a new or renovated facility in the future. The purpose of this document is to empower law enforcement executives pursuing a facility construction project to make informed decisions and direct the project so that the building fits the agency's operational and cultural needs. Often, agencies find that the opposite happens, and they must later adjust their operations and personnel needs to match the facility's capacity and design. Since the useful life of a police facility can range from 20 to over 50 years, a new facility project is typically a "first-time" experience for most law enforcement executives.

A law enforcement executive's role in the process has a dramatic impact on the design, budget, use, and lifespan of a new facility. In the planning stages, the project team has the greatest opportunity to change or define building philosophy, size, and design with the least impact on cost. It is critical to do this at the beginning stages as opportunities for change at later stages become more limited and more costly. Changes during the construction stage are the most expensive and can seriously delay a project. Effective planning for a new or renovated law enforcement facility is the most cost-effective step a jurisdiction can take to ensure a successful project outcome.

Most law enforcement executives have little or no expertise in the subject areas of design and construction; however, they do have a thorough understanding of how their agencies need to operate to provide quality public safety services to their communities. This document is designed to help law enforcement executives make sound decisions by using a comprehensive planning approach. It will help agencies design and construct a new facility or renovate or expand an existing police facility. This document incorporates the expertise of police chiefs, police facility project managers, and architects to identify the critical project management steps involved in successful planning.

The Problem

Most police facilities continue to operate well past their planned lifespans. For many communities, funding for new police facilities is not available or remains at the bottom of the community's long-term capital improvement plan. Changes in technology, current building code requirements, security issues, as well as outdated building systems, such as HVAC (heating, ventilation, and air-conditioning) and electrical, require significant expenditures to update, and these improvements often lack funding. Making the community aware of these issues and developing a plan of action to fix them takes significant planning.

Focus of the Police Facility Planning Guidelines

This document provides law enforcement executives with a planning model applicable to all types and sizes of facility projects, regardless of their complexity. The considerations provided in this document are intended to promote a successful project outcome, whether the jurisdiction is constructing a multiuse facility, a police headquarters, or any one of several smaller projects, such as a precinct facility or substation.

This document is designed principally for law enforcement executives, as well as any other law enforcement representatives overseeing the project. It is designed to position police executives and their staff in a meaningful role as they undertake this complex and important project. It cannot be emphasized enough that the design process requires a team effort including law enforcement, government officials involved in finance and building requirements, and architects familiar with the specialized design of public safety facilities. The goal of this document is to guide law enforcement executives through the facility planning process and alert them to specific design and construction considerations. While design and construction issues are unique to each jurisdiction, core planning steps are essential to every jurisdiction.

PHASE I: BUILDING SUPPORT FOR THE PROJECT

Getting Started: When Your Department Needs a New or Renovated Facility

The following sections reflect key action items recommended for successful project initiation. As each department and their respective communities are different, there is no specific order in which the following steps are completed. For example, some jurisdictions may require community support to gain political support. In other jurisdictions, political support for the project may be required prior to completing an organizational assessment. Nonetheless, all sections within the four phases of this document should be considered when moving through this complex process.

Document History and Prior Uses of Current Facility

The first step in establishing whether to build or renovate a facility is documenting the usage of the current facility. A comprehensive approach to current facility objectives may require an examination of past uses of the current facility. Documentation should contain historical details of the structure as well as the various functions and uses of the building. This process can enable the numerous stakeholders involved to gain perspective of the objectives, proposals, relevance, and needs for the new or updated facility.

Consider documenting the following:

- Legal owner(s) of the facility and any deed restrictions
- Prior waivers from existing regulations
- Construction standards and building codes in place at the time of construction
- Staffing data
- Administrative spaces and usage
- Meeting spaces and usage
- Training spaces and usage
- Community spaces and usage

Identify and Document Problems with the Current Facility

Well-designed police facilities enable staff to perform their duties efficiently, effectively, and securely. As a facility ages, it may no longer meet the needs of an evolving department, thus, negatively affecting morale, efficiency, safety, security, technology, and overall delivery of police services. When these conditions occur, agencies search for alternatives. Typical remedies include expanding or renovating the existing facility, adaptively repurposing an existing non-police facility, or building an entirely new facility.

To outline the possible scope of a project accurately, it is necessary to document existing facility deficiencies. There are two types of deficiencies: operational and functional. Operational deficiencies relate to the department's daily policing efforts, whereas functional deficiencies relate to everything from security access to HVAC equipment and building code issues. A macro-level approach should be utilized when investigating the operational and functional deficiencies of the facility.

Operational Deficiencies. Officers and staff already know what the operational issues and challenges are, so it is good to begin by involving them. Staff are encouraged to participate during this information collection phase, and discussions with each department within the agency will be helpful. The following are some questions to consider:

- Are there proper security separations between operational areas and the public?
- Are there cameras observing critical areas, such as the sally port, front desk, and evidence processing area?
- What services does the public need that the current facility cannot accommodate?
- How does the proposed project align with the jurisdiction's overall strategic business plan and service goals?
- What does a department need to make community-oriented policing efforts work better with the community?
- Are operational standards or best practices of the department compromised through the use of the current facility?

Functional Deficiencies. Once again, the department's officers and staff already know what does not work with current building systems, even if they do not know the causes. During the deficiency assessment, the following actions are vital:

- Collect reliable and accurate data on all facility deficiencies (a recent building or code compliance assessment audit is a good place to start).
- Involve facilities and/or maintenance staff. They will be most aware of the condition and operational issues with the facility's equipment.
- Take photos and videos of the facility to showcase the impact of the building deficiencies in future conversations or presentations.
- Ask such relevant questions as the following:
 - What current facility deficiencies prevent officers from completing their tasks efficiently and effectively?
 - Are there proper ventilation systems for evidence and prisoner holding areas?
 - Have customer, civilian employee, and officer surveys been completed to document needs and perceptions of facility issues?
 - Is the building itself a hazard? Does this building meet, or can it be made to conform in a cost-effective way, to state or local "essential facility" structural building codes?
- Elicit staff participation at all levels within the department to identify problems.
- Gain as many perspectives as possible to assist in identifying deficiencies during the preliminary assessment of deficiencies phase. This might include facility customers such as city, county, and state agency partners, city officials, and community members.

Hold community meetings to discuss facility deficiencies and solicit feedback, provided senior-level approval has been granted to initiate research for this project. Make citizens part of the planning team, and they will be more likely to realize the advantages of a new or expanded facility and ultimately support the cause.

During the deficiency assessment, it is also important to identify public needs and conduct tours of other police facilities. Doing so can provide insight on solutions to existing problems and prevent future problems in the new or renovated facility.

- Focus on what the public needs:
 - Location of the facility
 - Clearly marked public parking
 - Easily identifiable and accessible entrance
 - Visitor-friendly design that incorporates safety as a priority
 - Comfortable waiting area
 - One-stop shopping concept for police services
 - Easy pick up of property
 - Community Center/community meeting rooms
 - Safe-swap zones for parental custody exchanges, craigslist swaps, and so forth.
- Tour other police facilities:
 - Observe the overall layout (exterior and interior).
 - Observe workflow.
 - Observe interesting design features that improve efficiency.
 - Question why things are designed the way they are.
 - Take note of the security demarcations between public and staff areas.
 - Observe the different finishes throughout the facility (floors, walls, doors, etc.). How are they performing for daily use, as well as long term?
 - Ask how evidence, reports, and arrestees are processed.
 - Ask how visitors are assisted.
 - Ask how the security systems are performing, what platform is being used and the ease of operation, etc.
 - Ask what does and doesn't work within the facility design. What could work better?
 - Ask if there were any unanticipated workflow problems or procedural changes caused by certain maintenance/layout choices.

- Note the lessons learned from good and bad design features. Document these issues with photography for later use.

All information must be formatted and eventually blended into a formal document for broad distribution to staff, community board members, citizens, and others.

An existing deficiency analysis can be performed by (1) an experienced consultant or architect or (2) in-house staff, if the department has facility planning expertise. Whomever is selected will need to work closely with the police project manager (PPM) to ensure good communication and oversight. Identifying a dedicated PPM to coordinate and manage all aspects of this project is important. More information on selecting the right PPM is detailed in Phase II, during the Establish the Planning Team section. There are times when a department might not have the resources to devote a full-time or even part-time representative to a multiyear construction project. In those cases, consider dividing the responsibilities across a dedicated planning team or requesting a project manager in the architect or consultant request for proposal (RFP).

Depending on the size of the agency or project, it may be helpful to utilize a trained and experienced consultant or architect for this stage. If an architect or consultant is to be hired, a simplified request for proposal (RFP) can be utilized to solicit a qualified professional. More information on requests for proposals is available in Phase II of this document. Any in-house staff selection should be based upon expertise, skill and commitment. For more information on selecting an architect and the RFP process, please refer to Phase II. Note that the process of hiring an architect may take place more than once throughout the project. An agency may choose to hire one architect or firm to conduct their deficiency analysis and space needs assessment, and another to complete the actual facility design and construction.

Document Policing Philosophy

“Nothing undermines change more than behavior by important individuals that is inconsistent with the verbal communication.”

— John P. Kotter, *Leading Change*

It has been said that “you are what you celebrate.” It is rare to have the opportunity to chart a new course as monumental as is the opportunity to design and build an entire space for a department and the community. To accomplish this, identify what type of philosophy guide operations. The law enforcement executive must clarify the mission, philosophy, and goals of the department. These principles should be the driving factor in all facility planning, design, and construction decisions. The absence of attention to goals and philosophy leads to a facility that does not reflect the department’s true mission.

Once initiated, facility planning projects often move ahead too quickly or underestimate the time needed to undertake a comprehensive functional and/or space needs analysis. In particular, an essential step—documenting philosophy and mission statement of the organization is often overlooked. The mission, goals, objectives, and programmatic needs of an organization should dictate design of its facility.

Most 21st-century police agencies have a written policing philosophy in place. The planning team must fully comprehend and document the agency’s governing principles to ensure that the new facility reflects them. Mission statements regarding the operational philosophy of an agency must drive, rather than be defined by, the physical layout of the building. Balancing secure interior space and publicly accessible space, for example, requires an understanding of the mission of the department. If an agency is determined to increase contact and collaboration with the community within a community policing framework, the building must be designed to make visitors feel welcome. A balance between secure internal and public spaces must be achieved in each facility project.

Community policing today is much more than providing a community room accessible to the public. Community policing has grown dramatically to include having other local and state agencies, both non-government organizations (NGOs) and law enforcement, imbedded within the facility. Providing NGOs space within the building enhances the collaboration between the police department and the community and social service organizations. Agencies are even incorporating “Fusion Centers” into facilities, which are 24/7 spaces where officers and NGO staff collaborate on community issues.

A philosophy is shaped by many things, but it is nothing more than words if not reinforced by organizational norms and a culture that are lived through the prism of that philosophy every day. Today, there are a multitude of advanced policing philosophies, for example,

- problem-oriented policing,
- intelligence-led policing, and
- evidence-based policing.

These philosophies are not mutually exclusive. Identifying how these philosophies should be incorporated into the organization moving forward is key. Once the philosophy and vision have been identified, they must be communicated and embodied by incorporating them into every aspect of the organization. Philosophy and vision become cultural norms in an organization over time, and to create cultural norms, the philosophy and vision of the agency and community must be a central guiding tenet in everything the department does.

Identifying the department's philosophy will help craft the workspaces. Each part of the organization, and by extension the facility, should organically reinforce the overall mission.

Example 1: In order to emphasize the importance of officer learning and development, proper space needs should be allotted for a learning environment that is both comfortable and convenient. Teaching officers a new approach to policing requires time and visual representations of different perspectives.

Example 2: In order to emphasize problem-oriented and community policing, of which a key principle is citizen engagement, a facility should offer space to accommodate the community. The facility might offer a room available for use by local community groups, and the agency might provide liaisons to facilitate the meetings. Providing space, and monitoring how it is used, would become a visual reinforcement of the department's philosophy.

Complete an Organizational Assessment

It is critical to ensure that the facility design meets the department's operational, cultural, and philosophical needs. Once goals are established, it is easier to forecast potential agency needs. Space needs should be tailored to meet the current and anticipated needs of the department and community. In order to do this, the facility must be planned, designed, and constructed to accommodate how the department will operate and function during the facility's lifespan. To minimize changes later in the process or dissatisfaction with inadequate space following the construction, any major changes to the department's policing philosophy, personnel needs, operations, or other organizational assets and priorities should be assessed prior to the budget and design phases of the facility project. This assessment should take place ahead of discussions regarding the new or updated facility to limit bias and ensure that operations influence design rather than the other way around.

Take time to review operations, processes, practices, and any aspects of the agency that the facility will impact or be impacted by. Consider the following questions:

- What is the current population and staffing ratio for the police department?
- What is the potential growth and buildout for the community and how does this impact the staffing ratio for the police department?
- Will operations function the same way in a new facility?
- How can the new facility eliminate redundancy and improve operations?
- How much storage is needed for
 - equipment,
 - evidence, and
 - documents. (And how much storage can be saved potentially with a paperless document storage plan moving forward?)
- Are there areas of the organization that can be altered and reengineered to both save money and improve services?
- Are there national or local trends (legislative or cultural) that will impact personnel and space needs?
- What partners do you work with and in what capacity? For example,

- Do the state police handle evidence processing?
- Are there plans to regionalize dispatch (or other special services) with nearby communities?
- Is the agency accredited or planning to become accredited in the future? If not accredited, what changes might be required to meet state or federal standards—and how might those changes impact space, personnel, and operational needs?
- How will the agency function 10 years from now?
- What potential personnel needs will there be 10 years from now?

These are only a few areas to explore when assessing the organization and identifying potential changes to policies and practices that will impact facility needs. Whether any changes are planned or not, the time to do so would be during this phase, and not after the design or construction phases are complete.

It is important that this assessment takes place independent of the facility renovation or construction. To avoid unintentionally creating processes that fit the desired facility design and components, the organizational assessment should be completed prior to any conversations surrounding the facility planning and design process.

Secure Key Stakeholder Support for the Project

Establish Community Support

Stakeholder support is critical to the support and success of the project. However, requesting funds for a major project does not happen easily or without a coordinated and strategic plan to garner support. Stakeholder support, whether in developing support for a public safety facility or additional employees is built brick by brick. How is that done? First, identify core constituencies in the community, such as a Parent-Teacher Association or other local activist group. While each community is different, and will have different core constituencies, it is critical that all law enforcement leaders embarking on a facility renovation or construction project identify these prominent individuals and groups early on and elicit their support for the project. Key stakeholders in the community may greatly impact the funding and approvals for the project, and it is the planning team's responsibility to develop an action plan for working with these core constituencies.

Core constituency (noun)

1. A group or groups whose continuing support is crucial for the success of any organization or individual.
2. Any group of people who meet regularly for a particular social or professional purpose.

YourDictionary, "core-constituency."

A common mistake is to assume that if the town's governing body holds a "public hearing" or "public meeting," that the stakeholders and constituents will attend to hear the project proposal. This is unlikely given various time commitments, obligations, and distractions facing community members. It is important to seek out opportunities to engage with core constituencies to discuss the proposal with them, much like any other police services or operations that impact the community. It should also be noted that the first time the department engages with these groups should not be when proposing a multimillion-dollar project that the department is hoping they will approve or fund. Align portions of the agency proposal to support theirs.

Before proposing the project to core constituencies to gain their buy-in, identify core constituencies and engage with them first to understand and help them further their unique agendas in the community.

Most agencies will need community support during the initial planning of their new building. Engaging these groups at least a year in advance will help strengthen the facility plan and perhaps inform initial facility planning and design.

Example 1: A local community group's focus is in keeping the town clean and free from litter. Meet with the group and identify how they can track areas of high littering and develop a plan to counter this using their intelligence. Not only will the department further the group's agenda, but this will help them realize that their quality of life is also a police priority. The new/renovate facility may be more sustainable—potentially LEED certified—to further support their agenda of a clean environment and community.

Example 2: A local Parent-Teacher Association group meets regularly. Attend their meeting to discuss community priorities relating to youth, school bus routes, sex offender issues, and school security. The new/renovated facility may provide space for their meetings, which would ensure a police liaison could attend to speak to security concerns and improvements.

Example 3: A community might have a local Council on Aging, which promotes care and awareness for elderly residents. Meet with the group to discuss opportunities to reduce their likelihood of being victimized, and how the police department can aid them during medical calls. The new/renovated facility may have space to accommodate critical response teams that address elderly issues.

Establish Political Support

Internal agency, governing body, and community support are all critical for a police facility project to move forward. Existing facility deficiencies must be presented to all stakeholders in a logical format with complete understanding of the proposed project. Identifying and conveying the deficiencies of a current facility can be relatively easy. However, convincing executive and political decision-makers of the need to move forward with a project that will require considerable amounts of time, planning, and funding is far more difficult. Government executives and decision makers have political motivations, challenges and problems associated with capital projects, competing funding needs, and internal infrastructure goals. In an ever-changing political environment, considerations to accommodate and facilitate varying levels of understanding and interest in the project must remain a consideration.

It is important to involve other intra-municipal departments in planning and supporting the project. It takes special effort to educate and encourage participation in a positive way. Bring other organizational representatives into the process to solicit their input and ideas. Gaining the support of other department heads can occasionally be the turning point for convincing the executive decision maker that a

project is in the best interest of the entire organization. A critical step here is to prove that the project aligns with the jurisdiction's overall strategic plan and service goals.

Many mid-sized and smaller agencies have resorted to proposing a "public safety" facility approach to an overall building project by combining the needs of police and fire services into one municipal project. By leveraging the needs of these two vital municipal services, a "force multiplier" effect may convince elected officials and stakeholders of the benefit and utility of a building expenditure that has a dual purpose.

Think of the team as representing the entire community. Invite other department heads, such as building officials, planning directors and economic development staff to planning workshops. Gain support from other city organizations and governing bodies. Make it clear that the police department has a stake in, and impact on, the quality of life in the community. The image of a police facility must be seen as synonymous with the government's image and of the community it represents.

Techniques for Establishing Support

Gaining governing body and community support for a capital funded project is crucial. The level of success of a public project can be measured by the support it receives from the governing body, other public agencies, citizens, business leaders and associations. External organizations can offer their support in a variety of ways. They can support a project by advocating for it on social media, commenting on it in newsletters, or speaking about it at meetings. Business improvement organizations (BIO) groups such as the Rotary, Lions, Elks or Kiwanis Club, and local philanthropic and civic groups, are excellent sources of support. Organizations may also wish to sponsor furnishings for a particular room within a newly proposed facility, such as a child victim interview room, police museum, or local community room. Within some municipalities, private corporations have donated their products or furnishings to offset project costs.

The ultimate goal is to gain as much support as possible from all city departments, staff, core constituencies, taxpayers, private corporations, and the press. The larger the support base, the higher the probability for project

funding. High-level strategies are usually developed by an executive decision-making team, which in most municipal government cases, would include a city manager, law enforcement executive, director of public works, planning director and director of finance. The process may also include input from elected as well as appointed officials and the chambers of commerce.

Example 1: In California, a woman placed the Santa Ana Police Department's canine section in her will so that her estate funded their new facility canine kennels.

Example 2: In Chandler, Arizona, etching the names of project sponsors in the entry pavers helped to fund an officer memorial.

Marketing a law enforcement project should be carefully considered. Consider utilizing a large-scale social media campaign to garner support and involve the community and other stakeholders. Support for the project will often arise out of a sentiment that the facility better the quality of life for the community, in addition to surmounting the agency's current facility deficiencies.

Educating specific public and private organizations, core constituencies, and governing body officials can take many forms and should involve the various appropriate contacts and liaisons within the department. Usually, executive management such as a city manager or law enforcement executive will handle these high-profile meetings and public relations events, in addition to the selected design team. However, consider involving members of the department who have positive relationships in the community. Ensure they understand the project and are able to carry the message and advocate for the project whenever possible.

To assist in this educational process, consider the following:

- Utilize a marketing approach to generate buy-in from department staff, community, and governing body.
- Present at community-oriented policing meetings and other public forums.

- Actively use social media platforms, television coverage, and local media outlets to publicize current facility problems and inadequacies (overcrowding, of detention space, lack of community space).
- Offer tours to educate participants on facility deficiencies (space, operations, security, infrastructure).
- Emphasize positive aspects of possible joint-use benefits.
- Focus on life cycle cost benefits of a facility with multipurpose uses.
- Emphasize the planning team's willingness to consider new ideas and recommendations from stakeholders.
- Emphasize community service center concept and how it can improve the quality of life for community members.
- Attempt to close any gaps between perceptions of project (highlight "needs" versus "wants").
- Promote the facility as a crucial and useful tool to facilitate community-oriented policing.
- Provide "benchmarking" comparisons with surrounding agencies to identify size and amenities for facilities similarly sized agencies and populations (to include current costs and costs adjusted for inflation).
- Educate the public on current construction climate and the risk of cost escalation should the project be significantly delayed.
- Educate the public on key differentiators in cost increases for a police facility as compared to a commercial building (security, ballistic protection, evidence/property processing environments, storage shelters, redundant building systems, holding areas, etc.).
- Create a "cheat sheet" for council members and the governing body—so they can more easily respond to constituent questions when the project is challenged.
- Publish the report of the building deficiencies and disseminate it to the public.

Last, do any further needed research. The community and governing body will both want to know specifics about the project that are not determined or final yet for example, the overall expected cost. Be aware of the different methods through which the project can be funded and have recommendations ready based on the resources available.

Obtain Preliminary Approval for the Project

Depending on applicable state statutes, local rules, procedures, and more, the facility project may begin to receive formal or informal feedback regarding project presentations from governing body members, municipality executives, project stakeholders, and community members.

This feedback will help to gauge current support for the overall facility project. It is hoped that by this stage, the planning team will have received initial feedback that indicates approval for and permission to investigate overall project costs, long and short-term financial obligations, revenue and grant sources, all well as all other fiduciary considerations to bring the facility project to fruition.

PHASE II: PRE-PLANNING AND ANALYSIS

Identify and Secure Planning Funds

The law enforcement executive should seek a reasonable level of initial planning funds from the governing body to initiate a more comprehensive facility needs assessment. Planning funds ensure that the groundwork for all future facility design work is reliable and derives from data gathered during the analyses. In order to do so, it is important that the law enforcement executive identify and understand relevant budget approval process(es) and timelines. Understanding this timeline will help the planning team set milestones and decision points to prevent funding delays.

Once facility deficiencies are documented and governing body support for the project is forthcoming, securing sufficient funds to conduct a comprehensive facility planning study becomes necessary. Planning costs will vary based on facility and department size and complexity. This expenditure, which may seem large to the governing body at the time of request, is the most valuable investment that can be made in the project. Planning funds represent the least amount of money that will be spent on the overall project while offering the most potential to ensure a successful project.

At this stage the department should obtain planning funds to

- confirm the commitment of the jurisdiction to a new facility project,
- allow the department to begin to expand the project team (use of consultants), and
- travel to model sites, as needed.

Requests for up-front planning funds are supported by the documentation of the department's policing philosophy and current facility deficiencies. The request can be based on the cost experiences of similar, regional departments who have already planned and designed a new facility, or by an architect that has provided similar services.

Consider the following issues when making the request to the governing body for planning funds:

- Examine jurisdictional funding constraints and priorities.

- Clarify that front-end planning costs can result in decreased maintenance costs and later renovation costs.
- Front-end planning can expedite the project by providing project justification.
- Time the request to coincide with the governing body's yearly budget cycle or long-range capital improvements plan.
- Base consultant fees on scope of work and what is needed from the consultant.
- Obtain planning expenditure approval.

When seeking funds for the planning stage, police leaders should refrain from making estimates of the anticipated design and construction costs. "Ballpark" estimates at this stage are frequently wrong, since they are not based on documented information and analysis. Estimates at this stage also become liabilities for the police executive and the department, whether they are too high or too low. The department should take the position that facility costs are not, and cannot be known, until the planning process is put in place and completed. Many projects have been jeopardized or adversely curtailed in scope by someone presenting a "ballpark" figure that becomes public or is used by leaders to gain approval for the that exact amount.

During this stage, it is important to understand the primary funding sources of facility projects. It is rare that projects are paid for in cash, so generally, funding comes from

1. local government's operating funds;
2. local government's Capital Improvement Funds; and
3. through bonds, depending on the assets of the community.

Every community has a "bond rating." Bond ratings are an important factor in determining the lending community's interest rates. Once such a bond is issued, it is important to calculate when it will best be used for revenue. Bonds should be used only for the particular reason they are originally raised and must be used within a certain time frame.

issuance. In other words, if a bond is obtained to build a facility, the planning team cannot place the bond into the town's "bank" and then purposefully wait 20 years accruing interest at a higher rate than is owed. This is a practice known as "bond arbitrage."

Any use of bonds should be implemented and communicated strategically. For example, one community might borrow a portion of the whole expected debt at the beginning, and once the end date is within the statutorily allowed time frame and while interest rates were low, they might borrow the remaining. It is important to seize on low interest rates when a community can borrow such an amount.

Understanding the bond process early in the project initiation can help greatly in facilitating support for the project. Questions about project financing will arise often and from all key stakeholders. Having the ability to forecast the possible payment methods for a long-term project—and developing a recommended path forward—will assist in both planning and securing support.

A brief overview of the bond process is as follows:

1. Work with the Treasurer or Finance Department to determine if there is an ability to borrow for the project. This means identifying if the community has the statutory authority both federally and locally to raise and appropriate such debt and to pay back lenders.
2. There are typically two types of bonds:
 - a. General Obligation
 - b. Revenue Bonds
3. Identify a competent Financial advisor to work on the bond project. Often, communities already have such an expert on staff, or they might work with attorneys who act as a "bond counsel."
 - a. The financial advisor will eventually facilitate the procurement and create the "offer statement" for a bond.
 - b. A separate bond counsel will then be used to review all documents for compliance.
4. Determine how and when it will be paid back.

Establish the Planning Team

Before moving to the initial planning steps (site analysis, space needs analysis, and preliminary cost estimates), identify, select, and put in place a planning team to oversee the hiring of an experienced architectural firm or consultant with specific law enforcement facility planning and design experience. The planning team is created after the governing body has given consent to move ahead with facility planning and provided sufficient initial planning funds to do so. Creation of this team offers an opportunity to bring all stakeholders together and create a working relationship focused on the same goals.

The planning team provides the avenue through which all major planning, design, and construction decisions are made. The membership requires diversity and it influences the community buy-in and overall success of the project. The task of managing consultants and making decisions on complex issues falls to this group.

Selecting a Police Department Representative for the Planning Team (Police Project Manager)

A police department project representative will be important during the entire project and may be either a police executive (usually the case with smaller agencies) or a designee, such as a commander, captain, lieutenant, civilian manager, or facility manager. Occasionally two may share the role, with a designee handling most of the tangible work and a chief managing the more sensitive, political aspects of the project, such as the concerns of citizens and council members.

If a police executive elects to utilize a designee as the department's representative, selection should be based on expertise, skills, and commitment. A background in project management, facility planning, and construction will be helpful. A genuine interest in learning and managing all aspects of a project, as well as being accountable for a project's success or failure, are strong selection criteria. The stronger the personal commitment, the better the project.

A successful PPM should do the following:

- Plan to stay with the project from pre-planning to move-in.
- Always know what is going on relative to the entire project.
- Attend all group meetings.

- Select and convene a planning team.
- Sit in on all transition task force meetings to ensure necessary work is completed within set timelines.
- Coordinate and schedule activities.
- Be capable of delegating assignments.
- Serve as a single point of contact and spokesperson for the department.
- Document the results of each planning session.
- Be a good listener and have a positive attitude.
- Build consensus among community agencies, members of the department, partners, planning committees and others.
- Ideally have some previous project design and/or construction exposure; some agencies/cities enlist the services of an owner's representative (Owner's Rep.) with prior experience.

Early selection of a dedicated and qualified PPM and project team is essential. Staffing and assignments can vary throughout a project—but commitment to common goals and teamwork are vital. And consistency across the team throughout the project can greatly increase the chance of success. It is very important to have consistency in terms of leadership and project commitment, project history, philosophy, police standards, established relationships, and knowledge of the project.

Tips for the Agency Representatives

- The more planning up front, the fewer problems at the end.
- Don't assume architects or consultants know the department's needs. Get involved and work as a team! Don't let them work in a vacuum.
- Ask questions, expect answers.
- Don't expect to learn how to read drawings or understand all of the specifications. Rather, utilize other municipal staff such as the Building Official to review the design documents. Make sure to get satisfactory answers to questions on how the various spaces will function.
- Attend the IACP Planning, Designing, and Constructing Police Facilities Course.
- Form transition teams as soon as possible.
- Think proactively, not reactively.

- Don't assume to know everything about the department's needs. Request feedback from employees throughout the agency. Many architects utilize questionnaires that are filled out by staff as part of the pre-design process. This will begin the buy-in process.
- Don't develop tunnel vision. Focus on the big picture.
- Share and document what is learned so others can learn from mistakes and successes.

Additional Planning Team Members

Additional members of the planning team may include sworn and civilian managers and/or employees, each representing a particular technical or operational point of view. This is especially necessary during design development and the later parts of construction. Other team members may include police front-line officers with special skills or an interest in architectural or construction projects. The duties of these members, as well as the role of the team, can vary as the project evolves.

Part-time membership may include organization representatives, such as the Purchasing Department who may be brought in during the acquisition process; a technology professional and IT staff member who can speak to current and future technology needs, a building maintenance representative to identify any city or agency "standards" and offer insight on the facility's mechanical systems and interior finishes, a fire marshal to speak to jurisdictional codes, or public works staff who special in off-site work or underground utility information. Ad hoc groups may be added to the planning team at various times to provide additional information. Community members with specific expertise and interest may also be on the planning team as necessary. Project architects and consultants, if brought on at this stage, should be considered an extension of this team.

A Note on Public Works: New construction, adaptive re-use, large expansion, and extensive renovation of police facilities typically are assigned to a public works or facilities department once they become formalized and recognized as capital projects. Public works projects are usually supported by a public works agency project director and/or capital projects team. If the department of public works develops a project team and appoints a project director, the PPM must play a major role on that team, while at the same time continuing to head up the police-specific planning team. In these cases, the plan-

team becomes a vital technical user/subcommittee of the public works team. If the project becomes headed by public works, or facilities, then this subcommittee will relay their input through the PPM.

Whether the planning team is public works or police-based, the formal organization of a project team needs to be clear so that everyone is aware of the existing and agreed-upon structure. Public works departments and their structures already exist within most municipalities. However, if the planning team remains police-based, determining a clear governance structure and decision-making process for the team are critical to clarifying roles and authority. While major decisions affecting project approval, funding sources, and architectural or construction contract award are usually reserved for the organization's executive decision makers and/or elected officials, most cities, counties, and states have laws pertaining to the awarding of contracts and use of public funds that establish a set process to follow. Again, each project varies, but this needs to be discussed up-front so all team members understand and agree to the process and their responsibility to make certain decisions, whether they relate to design, budget, location, furnishings, public relations, selection of architects, contractors and consultants, or acceptance of product submittals.

Other items the planning team should consider include

- developing a consistent consensus and decision-making process,
- ensuring this group directs the project from start to finish,
- ensuring consistency across team and in team decision-making/messaging,
- utilizing one spokesperson, and
- maintaining a consistent procedure with all partners.

Project management is the key to any project, especially one as vital, detailed, costly, and politically sensitive as planning, designing and constructing a new police facility. Careful selection of a police planning team can mean the difference between project success and failure. Each team member must understand and agree to the actual time commitment involved. A three-to-five-year undertaking is normal. This could easily be extended depending on the size and scope of the project. When finalizing the initial planning team, be clear about the time commitment and work required of team members, as well as their authority

to make decisions and involve other members from within and outside of the team.

Role of Architectural Consultants on the Planning Team

Qualified architects and consultants experienced in design and construction of law enforcement and public safety facilities play a key role on the planning team. Typically, they take the lead in

1. conducting a site feasibility study,
2. completing a formalized space needs analysis, and
3. developing preliminary budgets for the project.

References of qualified architectural firms or consultants can usually be gathered from online searches and/or police departments who have recently gone through the building process. Attending law enforcement conference and trainings, such as the IACP Planning, Designing, and Constructing Police Facilities training, is another way to identify architects specializing in the design of public safety buildings.

Hiring an Architect

Most government organizations utilize a request for proposal (RFP) or a request for qualifications (RFQ) process to engage an architect. Each process has similarities to the other; however, each has its own particular strengths and should be considered depending upon the project being proposed. It is important to note that at this stage, consultant selection may be only for the initial space needs analysis and site evaluations. The major difference is that an RFP will ask for qualifications and a fee while an RFQ will request a firm's qualifications.

Selection of the architectural team to design the new facility may or may not be connected to the selection of the architect or consultant chosen previously to produce a space needs analysis, select a site, and develop an initial project budget. Some jurisdictions make it clear in the contract for the space needs analysis that the architect chosen will not participate in the actual design, with the intent of balancing biases. Other jurisdictions find it best to contract with the planning phase architect or consultant for the purpose of project continuity and because the pre-design architect has already developed good understanding of the department and its operation. Selection will be affected by the type of design and construction delivery approach chosen by the team.

Note: Each jurisdiction must confirm architects' acquisition protocol for "professional services" with their legal counsel and purchasing departments.

Selecting an architectural firm or consultant to conduct initial analyses is usually accomplished through an RFP or an RFQ using a qualification-based selection (QBS) writing and review process. It is important that the PPM be highly involved during this process. As mentioned previously, there are times when a department might not have the resources to devote a full-time or even part-time representative to the project. When this is the case, departments often hire a consultant or individual to act as the "Owner's Rep." or a liaison between the police department and hired architecture firm or other relevant consultants.

RFP - Request for Proposals: An RFP bases architect or consultant selection upon a presentation of the proposed project's scope of services set forth by a particular firm, using a set of evaluation criteria and scoring sheets. It also outlines the firm's qualifications to handle the particular project. Fees are sealed and not opened until scoring is completed and firms are ranked. Fees are then considered as part of the final selection process weighed with ability, experience, and other selection criteria.

RFQ - Request for Qualifications: An RFQ bases architect or consultant selection upon the qualifications of a particular firm to perform the required services, using a set of evaluation criteria and scoring sheets. Once considered properly qualified, selection can continue or proceed directly into fee negotiation with the firm considered most qualified, (similar to the RFP process). The RFQ is generally based on the QBS processes established for federal procurement under the Brooks Act of 1972.

QBS - Qualification-Based Selection: A QBS bases architect or consultant selection upon the qualifications of a particular firm using a set of evaluation criteria and scoring sheets. The emphasis is on matching the qualifications of firms to the police agency's needs, rather than comparing one firm to another. Firms are rated by qualifications. Interviews are held with the top three or four firms, and a final rating is established. The agency will then negotiate a mutually agreeable fee with the highest rated firm. If no agreement on fees can be reached, the agency would then negotiate with the second rated firm.

The RFP or RFQ document is usually written, advertised, and released by the purchasing department in conjunction

with the organization's public works or capital projects department. Obtaining copies of comparable documents from local agencies that have recently built similar facilities is encouraged. A PPM should ask to review the document prior to its release, thereby ensuring the needs and viewpoints of the agency are clearly expressed. These documents should include minimum qualifications for proposals, such as prior size and scope of previous police projects, former PPM references, demonstrated comprehension of the applicable policing philosophy, (

A PPM should carefully read over all submitted information from architectural firms offering proposals on the project, contact their listed references, and visit sites designed by the firms, if possible. It is not uncommon to have the highest-ranking firms present their proposals and credentials to the selection committee. This can enhance the selection process. A PPM should be a major decision maker in the selection process to ensure department needs are represented and the quality, philosophy, and personality of the architectural firm or consultant team meet the needs of the project.

Selecting the architectural firm to complete the project is a complex task. Smaller local architects provide a level of familiarity and comfort, as well as a history of completing regional projects important to any client. Larger firms, particularly those based in larger cities distant from the client jurisdiction, may bring national expertise in the law enforcement design arena, but can also be entirely unknown to the client. Teams that blend local architectural firms with nationally experienced police facility consultants are a promising option.

For smaller projects, a local qualified architectural team may be sufficient. In cases where there is not a local firm experienced in police facility design, an experienced consultant joining the local architect is recommended. Occasionally, larger police projects will require the recruitment of combination teams, such as a local architectural firm developing a partnership or joint venture with a nationally experienced police facility specialist. This will allow for a local presence, while offering the experience of a larger architectural company. In any project, it is important to hire an architectural team with experience in designing similar law enforcement facilities.

Key criteria to consider when selecting an architectural team include

- recent experience with law enforcement facility projects;
- experience of proposed project team members;
- good listening and teamwork skills;
- personal chemistry or comfort level;
- flexibility and creativity;
- solid, experienced organization with a good reputation;
- preliminary plan for design process and possible alternatives;
- size of firm and years in business (at least five years);
- reference checks; and
- pending work on other projects (availability).

The techniques and approaches used by architectural teams will have a significant impact on the outcome of the project. The best technical skills are only as good as the architect's ability to employ and articulate them. If an architectural team cannot establish rapport with a client, they cannot effectively use their skills to serve that client. The jurisdiction's selection team must ensure the department hires the best-suited architect. The selected architect must ensure a successful design that meets law enforcement agency needs.

As stated before, having current knowledge and experience in the design of law enforcement facilities is an essential requirement of the architect or architectural team selected. The law enforcement agency must carefully assess architectural team qualifications to identify those teams with the most relevant experience.

Selection of the architect will mirror the RFP or RFQ formats. Once the selection is official and an architect is hired, the agency's representative will merge the architectural team into the planning team as soon as possible through a series of meetings and discussions. Whichever competitive selection process is chosen, the jurisdiction should take great care to evaluate competing firms on their knowledge, skills, and abilities and then develop a short list of potential firms.

If an RFP or RFQ process is mandated by law or through jurisdiction preference, the agency should keep in mind that selection focusing on a low bid might not be required and can be of concern. Firms lacking expertise

may submit uninformed proposals at lower amounts or offer discounted packages to conduct both the needs assessment and future design services. Be cautious of these proposals and ensure the firm is qualified to design a facility that meets the complex and technologically advanced operational needs of the agency.

Conduct a Space Needs Analysis

Conducting a formal space needs analysis is an important first step toward defining the scope of a facility project and developing accurate preliminary cost estimates. Hiring an experienced architect or consultant familiar with law enforcement needs is crucial to obtaining a detailed analysis addressing current and projected space needs.

A formal space needs analysis is required for any project move beyond a conceptual stage and into a more defined phase. A thorough space analysis must demonstrate the inadequacies of a current situation and offer reliable estimates of current and projected space requirements based upon industry standards, policing trends, and client growth. An experienced police facilities architect can accurately gauge and assess where inefficiencies have slowly crept into operations on an aging and inadequate sized and organized facility. Information gathered during the previously recommended organizational or operational assessment should guide the space needs analysis so that space needs do not unnecessarily alter operational processes. Quality data collection must take into account the comments, requests, and needs of the department, but take into account the likelihood of agencies to view the possibilities for the new facility "through the eyes of the old." The role of a qualified architect can be to shed light on operational improvements available through better facility organization and concepts.

Utilization of Space Standards

One area that affects all space needs analyses is the determination of square footage allocation per occupant in certain rooms, offices, workstations, and so forth. These sizes can vary with each project as demographics, organizational philosophies, functional needs, and other issues impact each agency's needs. While there are some minimum standards set by law and/or accreditation agencies as to jail and holding cell sizes (state boards of corrections and state court requirements) and circulation area standards (Americans with Disabilities Act and fire codes), there are no absolute standards for offices,

workstations, or locker sizes. Each individual agency must examine its own needs while keeping in mind the standards utilized throughout other governmental offices and law enforcement facilities.

Once established, office and workstation square footage standards will be used as a basis for space allocation during the facility assessment planning process. Other areas, such as roll call or briefing rooms, lunchrooms, and conference rooms, may be determined by room occupancy needs and growth factors.

Preparing for the Space Needs Analysis

Agency Background

The following information is critical and must be shared with the architect/consultant to ensure an accurate analysis.

- Policing philosophy
- Organizational hierarchy and organizational chart
- Current and future department goals
- Jurisdictional strategic plan (mission, goals, objectives)
- Current and future staffing projections
- Department history
- Key personnel to be interviewed
- Arrests and calls-for-service data
- Prevalent types of crime within the jurisdiction
- Data collected from a client facility needs questionnaire
- Space needs of the agency by function (sworn/civilian staff, justice agency staff, and citizens/visitors)

Existing Facility (if renovation or expansion is being considered)

The architect or consultant must understand the layout of the existing department's current facility as well as building codes within the jurisdiction. This information may affect a recommendation to renovate or expand the current facility. Data gathered on the current facility and relevant building codes will include the following actions:

- Review updated floor plans of current facility.
- Review civic center master plan.
- Review zoning, planning, and building code issues.

- Assess compliance with Americans with Disabilities (ADA) criteria.
- Evaluate technological systems.
- Evaluate structural systems.
- Evaluate HVAC systems.
- Evaluate plumbing system and fire protection.
- Evaluate electrical and telecommunications systems.
- Assess environmental deficiencies.
- Conduct walk-through of current facility.

Future Trends

Conducting a space needs analysis requires an understanding of future policing trends, as well as police department needs and preferences. The architect or consultant must do the following:

- Examine future trends and needs such as
 - legal changes that mandate adult and juvenile arrestee/inmate space needs, additional evidence storage capacities, space for mandated officer training, etc.;
 - planned department growth; and
 - impact of grant-financed programs, task force and regional enforcement groups.
- Identify preliminary adjacency requirements for each section and department.
- Identify current, future, and potential shared uses, as custodial exchange, public safety use, firing range and classroom training.
- Assess parking and vehicle storage needs for police department staff vehicles, employees, visitors, deliveries, repairs, evidence pickup, police auction space, and ticket sign-off area.
- Identify associated growth factors into all calculations.

Technology Needs

The rapidly changing information technology environment continues to impact design, space requirements, and equipment specifications for facilities. Consider conducting a formal technology needs assessment in addition to or as part of the overall organizational assessment. A new facility is the best time to review the status of each technological system and piece of equipment in use and consider opportunities to improve connectivity between

existing and/or new systems. The following should be closely scrutinized:

- Size, quantity, and location of communications room(s) and potential for Emergency Command Post
- Access floors and ceiling heights
- Larger computer staff and equipment areas
- Computers for training and continuing education
- Computer/forensics crime labs
- Officer information technology equipment storage needs
- General storage needs for high-tech gear
- Wiretap rooms and associated equipment
- Satellite uplink-downlink needs
- High-tech driving or firearm training areas
- Lobby space for computerized interactive citizen participation
- Teleconferencing areas
- Crime task force computer needs
- Technological needs at firing ranges (computer simulation equipment)
- Proper HVAC and ventilation for electronic and technology equipment and evidence storage and processing rooms
- Workstation quantity and sizes for additional tech items
- Electronic storage strategies and solutions for body-worn cameras, social media platforms, surveillance cameras, evidentiary capture video and audio, increase in interview rooms settings, and so on

Examination of prior police facility planning efforts shows that many of the areas listed above, while critical to the policing function, are often overlooked during space needs analyses. It is critical that the police agency ensures that the architect or consultant is aware of all of the agency's possible space needs before completing the analysis.

The PPM should continuously help the team re-examine, refine, and redirect the project. As information is collected, it can change a project's size, scope, budget and direction. It is important to include all key stakeholders in the decision-making process. Technology's role in day-to-day law enforcement requires an IT specialist be included in the planning team. At a minimum, IT staff should be introduced to provide recommendations at the earliest project stages. Other important representatives are those

overseeing and managing facility maintenance upon occupancy. Adequate space allocations for custodial work areas, product storage, cleaning equipment, motorized equipment necessary for replacing lights or changing filters, and repair shops are often overlooked in the development of a space needs analysis.

Since the new facility may be in use for a life span of 20 or more years, projecting future growth is an essential part of the space planning stage. Space must be allocated to anticipate changes in staffing levels, programs, and the changing demographics of the service population. While determining future needs is difficult, jurisdictions can sometimes use past history of change (typically the last 5 years) to estimate future growth. In other locations, recent and anticipated community development can directly impact the need for increased police services and require facility space.

The results of a space needs analysis will determine the size of a facility, which usually sets the budgetary limits of a project. The planning team should remain flexible and open to new ideas and changes, exploring all options for workable space alternatives.

Conduct Site Evaluations

Careful consideration must be given to the size, location, and flexibility of any existing or potential facility site. Site selection determines the maximum footprint or size of the facility and must, therefore, meet all space needs requirements. Site location determines accessibility of the police facility to other government staff, the public, and police officers.

Site evaluation and selection must be carefully considered whether exploring the possibility of renovation of an existing facility, acquisition of an adaptive re-use facility, or new construction. According to real estate investors, a primary rule in selecting property is location. This is also true for police facilities. There are many essential components of site evaluation:

- Cost of land
- Cost of site development
- Size and shape of site
- Potential for multiple uses
- Public access to site (vehicular and pedestrian)
- Visibility and views

The following is a checklist of areas that might be included in the space needs analysis. It is generic in nature, and need to be adjusted (addition or deletion of areas for study) based on local needs:

Administration

- Executive office, restroom, conference room
- Staff offices
- Reception areas
- Professional standards and internal affairs
- Secured file storage/personnel records
- Personnel interview and testing rooms
- Legal advisor office, law library, etc.
- Management information system
- Planning and research areas

Public Areas

- Community room
- Front desk with ADA accessibility
- Lobby
- Report writing rooms off of Lobby
- Records window if separate from front desk
- Bathrooms
- Interview room
- Vending machines
- Media briefing area
- Any required public awareness materials

Staff Facilities

- Locker rooms with showers, restrooms, or open lockers with individual shower/toilet/changing rooms
- Fitness center
- Defensive tactics room
- Firearms simulator training room
- Conference rooms
- Lunchrooms, coffee areas, or open "Hub Zones"

- Electric cart and bicycle parking
- Large trash storage
- Restrooms and lounges

Communications & Dispatch

- Dispatch consoles and offices
- Emergency operations center
- Break room and restrooms
- Training/briefing room
- Lockers and storage

Forensic Laboratory

- Staff office and file areas
- Evidence processing areas
- Ballistics processing areas
- Computer crime lab equipment (and special computer needs)
- Officer counter
- Evidence temporary lockers
- Biological drying cabinets
- Vehicle examination and short-term storage (evidence) area
- Equipment storage areas

Evidence

- General evidence storage
- Weapons storage
- Narcotics storage (special ventilation)
- Evidence lockers - DNA/biological storage
- Public counter
- Officer counter
- Bicycle storage
- Freezer and refrigerator storage rooms
- Arson storage
- Hold areas for auction or destruction
- Office areas
- Safety precaution sinks, restrooms, etc.
- Large item return for citizens

Site

- Visitor parking
- Employee parking
- Secure marked and unmarked police vehicle parking
- Automobile storage
- Safe swap zone

Investigation

- Staff offices
- Reception areas
- Secured file storage
- Controlled hard and soft interview rooms
- Child abuse interview rooms
- Controlled suspect restroom
- Gun lockers
- Undercover locker rooms
- Informant entrance
- Briefing room
- Equipment storage rooms (e.g., narcotics, money)
- Large item booking area
- Tape equipment room
- Polygraph room
- Victim ID area (computer graphics)
- Task force needs
- Line-up and viewing room (detention)
- Hoteling offices for outside agencies
- Victim Advocate Office
- Crime Analysis Office

Patrol

- Briefing/roll call room
- Report writing room
- Clothes and equipment locker
- Secured sally port
- Evidence packaging areas
- Audio/visual tape equipment

- Watch commander offices
- Juvenile holding rooms
- Armory
- Supply and uniform pickup area
- Sleep center
- Uniform dry cleaning drop-off/return

Records

- Public counter
- Officer counter
- General office areas
- Report copying area
- Micrographics/optical disk area
- Hard copy records storage room
- Supply storage

Traffic

- General office areas
- Public counter
- Motorcycle parking
- Citation data storage
- Accident investigations interview rooms
- Citation sign-off parking area

Training

- Firing range and gun-cleaning rooms
- Training equipment storage rooms
- Ammunition and target storage
- Classrooms
- Video training viewing areas
- Department weapons storage

Maintenance

- General storage rooms
- Electrical rooms
- Server rooms
- Janitorial rooms
- Building maintenance storage and repair rooms
- Delivery/loading dock area
- Vendor repair parking

Other General & Specialty

- Central supply warehousing area
- Main computer and IT rooms
- Computer staff offices and storage
- Specialized computer training rooms
- Fiscal, payroll, purchasing areas
- Crime prevention areas
- DARE program needs
- Surplus uniform and equipment storage
- Employee mailboxes
- Electric vehicle recharge station
- Trophy and award storage
- Copier, shredder, mailrooms
- SWAT weapons and ammo storage
- K9 office and kennel
- Animal control storage and offices

- Proximity to other governmental functions
- Response to citizens needs and concerns - a neighborhood context
- Travel and mileage issues
- Positioning of new facility on site
- Security
 - Adequate site to permit sufficient building setbacks
 - Away from railroad tracks handling hazardous cargo
 - At least two means of ingress or egress for police vehicles
- Noise and traffic impact
- Expansion possibilities
- Former use of identified land
- Possible ground contamination
- Possibility of locating artifacts during site preparation and excavation
- Zoning
- Utilities/easements
- Topography/geotechnical/soils
- Waterbodies/wetlands/floodplain/stormwater control
- Infrastructure improvements
- Impact to current tax rolls by taking the property
- Satellite/cellphone coverage and improvements
- Accessibility to mass transit

Acquisition of a New Site

Several acquisition issues must be kept in mind. The first is cost. Are the sites being considered priced reasonably given jurisdictional budgetary constraints? Are the site owners willing to set up a reasonable timetable to acquire the site? Have EPA and other studies (e.g., geotechnical) been completed, and are reports available?

Site selection is occasionally imposed upon agencies when government organizations already own a new site they want to use. The site itself will dictate the maximum footprint of a facility. Occasionally, site selection will involve multiple sites until one is finally decided upon. All sites must be examined carefully for needed characteristics, functions, and detractors. The planning

team should remain flexible when viewing all sites as potential selections.

Site selection can also be difficult if other jurisdictional priorities intervene. Many cities are now "built out." Building land on the outskirts of town is no longer feasible. One community may want to site the police facility centrally to buttress a declining downtown. Other communities similarly concerned with adaptive re-use may want to use the old junior high as a primary site consideration. In other areas, decentralization and/or regionalization are strong themes and would impact and possibly limit the range of sites a department can consider. Police facility site selection in larger cities may have to begin with the completion of an organizational strategic plan to determine whether the correct long-term solution is one single building or a number of strategically placed new buildings.

Expansion or extensive renovation of a current facility necessitate the acquisition of adjoining land. Occasionally this may be difficult. Owners of adjacent property might not want to sell. Further, the expansion of the current might not offer the optimum setting or security. All of these needs to be considered if expansion or facility renovation is being considered as a viable option. Departments should work with their governing bodies to consider re-use of vacated buildings.

Political and executive project commitments to the community and police department, such as site and facility size, joint use, jail inclusion, security, and building positioning and location, may be unachievable due to limitations of available sites or sufficient funding for site acquisition. Continued investigation of additional sites may be necessary, which can delay a project. Site selection delays can in turn affect project momentum and cost, which may increase with time.

Develop Preliminary Project Budget

Once the space needs analysis has been reviewed and approved by the planning team, and possible site locations have been considered, an initial project budget can be established. Using the gross square footage developed in the space needs analysis, the architect/consultant will work with the PPM to put together an initial projection of the project's cost. Using unit square footage costs, the architect will apply the projected space needs of the department to identify an initial projection of construction costs if building a new facility. This projection, along

with the space needs analysis, will be data to present to the governing body to help confirm that the project is within budget.

In addition to construction costs, the architect will add an allowance in the budget for “soft costs.” These costs will include furniture, fixtures, and equipment (FF&E), agency costs, professional fees, security equipment, IT requirements, and other specialized items that may be identified during this process. A simple rule of thumb is that “soft costs” will be in the range of 20 percent to 25 percent of the construction costs.

Appropriate allowances for design and construction contingencies will be included in both the construction and soft cost projections, as will estimated inflation and escalation costs based on the projected construction time frame. Subsequent cost projections will be made after the pre-design phase is complete.

Obtain Approval to Proceed with the Project

With the needs assessment and preliminary cost projections finalized, the project is ready to receive official approval to move forward with formal site selection and facility design and construction. This is a critical step as it will likely lock the project into a specific funding amount and mechanism to be used. If properly managed to this point, the project should have organizational supporters as well as community champions. These groups should be tapped to push the approval across the finish line. Building on the enthusiasm and commitment for the future will help the inevitable restraint of committing to the project and its associated cost.

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Seeking approval from the appropriate governing body should be used as an opportunity to sell the value of the project and its impact to the community. Few governing bodies want to get into the minutiae of a project, but rather want to understand its value to the citizens and employees. Remember to compare the existing condition to the anticipated future state. Use images of similar facilities to help others see the vision for what they are approving. Have the entire team participate in the

presentation by focusing on their areas of expertise to help demonstrate the thoroughness of the planning.

Evaluate Facility Options

Once approval to move forward with the project has been received, it is time to evaluate the facility options. There are three basic options when considering replacing an existing police facility: renovation of the existing building, acquisition and adaptation of an existing non-law enforcement facility, or new construction. Renovation of an existing facility may become a more realistic option if space was previously shared, and the other entity sharing space with the department has moved out. Comparing capital and life-cycle costs for each are essential to determine the most cost-effective use of public funds.

The space needs analysis will have identified the various functional components, adjacency requirements, security needs, movement and flow between components, and individual area requirements. This analysis data forms a solid foundation and benchmark for analyzing available facility options and evaluating the extent to which each option can be successful in meeting the identified needs.

The preferred choice is selected as a result of the analysis of each available option's ability to meet identified programmatic, functional, and space needs. Each option must meet the criteria established in that jurisdiction. Beyond meeting basic square footage requirements, examples of facility evaluation criteria may include answers to the following questions:

- Does the facility have the ability to meet “essential services” of building and structure code requirement
- Can the project deliver the required space identified in the space needs analysis?
- Have group components been combined for efficient operations (needed adjacencies)?
- Is there needed security zoning provided?
- Was separate public, staff, and prisoner movements considered?
- Does the project achieve desired community-policing image?
- Is there the ability for future expansion?
- Has the ability to accept new technology systems, furnishings, equipment, etc., been considered?
- Is there sufficient parking for staff and public?

- What is the adequacy of mechanical, electrical, and technology support systems?
- Can this facility option be acquired or accomplished within capital budget constraints for renovation or new construction?
- Does the facility support cost-effective operations and reduce long-term life-cycle costs (for example, staffing, energy, maintenance)?
- What is the duration required for implementation?
- Do you need to consider interim relocation and phasing needs and related costs?
- Does the facility have visibility and accessibility to the public?

Many of these criteria will require professional input by an architectural and engineering consultant experienced in law enforcement activities and facility needs assessments, especially for mechanical, electrical, and plumbing engineering (MEP) system review. Throughout the facility option evaluation process, police input is crucial and police needs should be the primary influence for decision-making. The general characteristics of the three basic facility options are reviewed below.

Option 1: Renovate the Existing Facility

This is frequently the first option considered. In many cases, however, the existing facility may be small, deteriorated, or so obsolete that there is no reasonable ability for it to be adequately improved. In these cases, attention can immediately move to the next two alternatives: acquisition of another building for adaptation or new construction.

In those cases where it is not obvious whether the existing facility could be successfully renovated, its reuse and improvement should be explored. In many cases, government officials will not consider a new construction project, or acquisition of an alternative facility, until the inadequacy of the existing building is clearly demonstrated. If so, each of the criteria cited above needs to be considered as well as any other that may emerge. Since nearly all building codes require police facilities to conform to structural requirements for earthquakes or high winds, it is often not cost effective to expand a nonconforming building. For example, the International

Code Council (ICC) has identified police facilities as one of the five building types that must be built with a storm shelter when located in a 250-mph wind speed zone for tornadoes.¹ Codes for public safety buildings are generally higher than for other buildings, and new building code may require extensive security measures that the existing building cannot accommodate (for example, having a storm shelter to house and protect all staff in the event of an emergency).

Existing facilities often fail on the criterion of adequate space. In most cases increases in police services and personnel have not been accompanied by increased space to support them. It is common for police department staffing and operations to have expanded significantly along with community growth since the time the existing facility was built or acquired. In many cases, an existing police facility may provide very little of the total required space that a detailed space needs analysis will recommend after including the application of standards.

Older police buildings often permitted the public to “walk-through” operational spaces, whether going to an executive’s office or to the Investigations Department. Secure separation between police operations and the public is a primary design goal of all new law enforcement buildings. Secure separation between employees, the general public, and prisoners who have been brought to the facility for holding, fingerprinting, or an investigation interview is another. It might not be possible to develop an updated workflow within the existing facility that provides the necessary separation between the public and police.

Option 2: Acquire and Adapt Another Existing (Non-Law Enforcement) Building

Specific local circumstances will govern whether this is a feasible or attractive option. The recommendation from the space needs analysis, or space program, will indicate the amount of space needed. Caution should be taken to ensure that the “useable” space in any facility under consideration is equivalent to that which the space program has identified as needed. The distinction here is between “net” square footage and “gross” square footage. The “net” space is that which exists “between walls, paint-to-paint” in particular functional areas or amount of space that can actually be used for the targeted functions. The “gross” space is the total building area

¹ “Highlights of ICC 500-2014, ICC/NSSA Standard for the Design and Construction of Storm Shelters.” *Highlights of ICC 500-2014, ICC/NSSA Standard for the Design and Construction of Storm Shelters*. FEMA.gov, www.fema.gov/media-library/assets/documents/110209.

allowing for such features as corridors, stairs, elevators, mechanical, toilets, structure, and wall thicknesses. The total gross area offered by an existing building is not going to be entirely available for police operations. A professional feasibility analysis will be required to determine this relationship. This analysis is typically completed during the needs assessment process by a team of engineering and architectural experts and can be requested as part of an architect or firm's space needs analysis proposal.

The configuration of existing buildings not originally designed as police facilities may compromise quality, efficiency or even security of police operations. For example, a multistory building with its space uniformly distributed over two or more floors may force some police components to be separated from other units with which they work closely. This means that staff may spend more time traveling between units, reducing their efficiency. It can also mean that needed interaction between staff is discouraged by the building configuration. In a local law enforcement facility, the majority of the operational components will benefit from a main level (street level) location. For example, the movement of prisoners between floors is generally less desirable from a security, operational efficiency and staff safety viewpoint—and may require a dedicated elevator. Similarly, patrol operations benefit from easy access to and from vehicular areas.

Another important configuration issue, even with a one-story building, will be the actual shape of the existing floor plan. The proportions of the existing floor plan will determine how needed space is arranged. Will staff workspaces have windows? Will separations between public, staff, and prisoner movements be possible? Where is the existing building located on the site? The existing building configuration and location may pose challenges for movement flow and security. Adapting a retail store or office building, with parking in front, does not typically function well—since a police station needs most of its parking in a secure area behind the building. Necessities such as hardening measures, cutting in new windows, and removing large areas of flooring for new plumbing can all become cost-prohibitive and decrease the viability of adaptive re-use of a non-law enforcement facility.

After the use potential of an existing building has been determined, the evaluation needs to determine whether any compromises from optimal relationships are created. The physical size of an alternative building being considered for law enforcement use, in relation to the

amount of needed space, will not be the only consideration that determines its desirability or feasibility.

If the choice is made to re-use and renovate a non-law enforcement facility, any compromises made or expectations regarding future renovations should be clearly documented. Often assumptions are made that necessary alternations and long-term fixes unable to be implemented in the original design plan will be evident to future agency leadership. These compromises, expectations, and future renovation considerations should be documented so that successive commands can easily reference them when funds become available to continue renovation.

Option 3: Construct a New Facility

In both the renovation and adaptive re-use options, the greatest concern is that making use of an existing building may force an agency into a facility configuration that requires compromises in the quality, efficiency, and even security of police operations. Thus, it is usually helpful and cost-effective in the planning stage to compare and prioritize the features that can be obtained with new construction against those that result under either or both of the two previous options. If for no other reason, this should be done in order to see what the difference in cost would be between the choices. This information could be instrumental in tipping the scale in one direction or another, or in making it a very clear choice.

When comparing the feasibility of a new facility versus renovation or adaptation, it is not necessary to develop a detailed design for a new facility. It is normally sufficient to take the total gross square footage that has been developed in the space program at an average cost per square foot according to recent construction cost experiences for similar buildings in the geographic vicinity. An allowance should be added to this cost for site acquisition (if any), site work, professional fees, and other project expenses. This comparison and analysis are typically conducted during the needs assessment process by a hired architect or firm, in conjunction with the firm's team of engineering consultants and other relevant government staff. In those instances where the feasibility of one or more sites is in question, it will be necessary to conduct a sufficient amount of design analysis to make the site determination. Parking and movement requirements should be considered in addition to the building footprint

The new construction option brings with it the ability to design a facility that can respond directly to the local law enforcement agency's policing philosophy, mission, and goals. It allows projected needs to be anticipated in the original design—so they can be accommodated adequately or with minimal disruption when they arrive. This calls for an overall master planning strategy to be developed at the earliest conceptual phase of architectural design work. It also allows for the integration of future growth strategies, both internally and externally.

One benefit of building a new facility is the freedom to be creative in the design phase. The architect and planning team can consider any number of innovative approaches to facility design since they are not constrained by an existing shell. Such innovative designs typically maximize facility response to police mission, citizen access, and overall facility efficiency.

Important budgeting information will result from the options analysis previously discussed. Depending upon the source of the funds for construction or remodeling, this budget assessment may establish the basis for a bond referendum or the formulation of local capital funding allocations under recurring operating revenues.

Compare Capital and Life-Cycle Cost

The decision to re-use and expand an existing facility may be driven more by site considerations than the value of the existing structure. The ability to stay at the existing location eliminates the cost of site acquisition and the existing facility may offer space that has value in a renovated form. The decision to stay could also be driven by the community and/or leadership to maintain the civic presence in its current location, or in some instances to show support for redevelopment or economic development of the surrounding area.

When evaluating an existing facility for renovation, other criteria are likely to arise. Among these are the existing mechanical, electrical, plumbing, and technology support systems. In a facility that is 20 or more years old, these systems may be obsolete or inadequate. This means that the cost of replacement must be considered in the existing or new building. If extensive interior renovation is required, the cost of new partitions, doors, security systems, finishes, and equipment can be as great or greater in an existing building as they are in a new building. In the event of extensive renovation, the only retained value of the existing building may be the building structural and

exterior enclosure. Foundations and substructure are in addition to this "frame." The enclosure may require new windows, roof, and doors to extend the building life.

The evaluation must consider whether functionality is compromised by the configuration of the existing facility. Apparent cost savings achieved through renovation must be compared against potential reduction in staff efficiency and quality of services delivered to the public as a result of facility conditions. The evaluation of options is completed by law enforcement and the architect or consultant to arrive at an accurate recommendation.

Lastly, departments should consider the costs and security concerns associated with relocating personnel, evidence, and prisoners during the renovation of an existing facility.

Justice Complex/Multi-Agency Approach

While construction costs continue to increase, shared use is a consideration to gain public and political support for new facility projects. Some agencies have discovered that incorporating other government or justice needs into the design of a facility, such as other municipal functions, court-related functions, probation offices, fire department communications, juvenile diversion centers, city council chambers, etc., can make a project more appealing and cost-effective. Using the community-oriented policing philosophy as a foundation for early planning decisions allows for an inclusive perspective that considers all public safety needs, as well as other related joint uses. For instance, recreational or community centers add to community-oriented options for facility use.

The police facility planning team should take the time to brainstorm possible shared uses that meet or exceed department needs. A creative approach should be used, and input from others should be solicited. Often government approval boards allow departments to include additional areas within a facility's design if they can serve an important dual use and improved community profile, revenue generating capabilities, or a feature that would add to a facility's justification. Placing another public use facility at the same site as a police facility may be considered unusual; however, for some municipalities may be a selling point that a new facility needs in order to receive funding. Other municipalities prefer a stand-alone police facility for security and smaller project scope.

A good example of shared use options includes the co-location of police, fire, communications, and EMS into

public safety facility concept. Another example is a city or county law enforcement agency and a medical examiner or coroner located together. There are also many shared programmatic areas that several agencies in a public safety facility can potentially share (for example, vehicle storage/parking needs, training area, locker rooms, media, and communications). Cost savings through common use can be substantial; however, saving should not be sought at the expense of public safety.

Many police agencies that are heavily involved in community-oriented policing are now participating in multi-jurisdictional task forces to focus specifically on areas such as gangs, drugs, illegal weapons, terrorism prevention, human trafficking, and more. These joint task forces are usually made up of officers from different local, state, and federal agencies and need to be considered when determining current and future space needs (to include potential collaborative spaces and fusion centers).

One option is to have the police department spearhead facility planning, design, and construction for an entire site that will house additional tenants in the future. This can be seen by citizens and leaders as forward-thinking and progressive, providing future growth strategies and utilization of a shared investment. It also allows the law enforcement agency to make decisions that accommodate its security and operational needs, with the foresight to accommodate other agencies and/or civilian staff and, it can be hoped, facilitate a seamless and cost-effective integration of future facilities and personnel.

Shared use facility concepts may also have drawbacks. In particular, the police executive should carefully consider citizen attitudes about public facilities. In some jurisdictions, voters are very likely to pass a bond issue to build a properly sized, practical, and efficient police facility. But when the bond increases to larger proportions to include what the public may perceive as excessive space for jails or courts, the bond fails, leaving the police agency project stalled. Police leaders must be able to gauge the political and public perception issues relative to shared use before moving in that direction and must also frame the recommended option within a cost-benefit analysis that is persuasive.

Those considering any type of shared facility must critically evaluate both the organizational culture and its willingness to accept combining services. Not every organization is willing, nor is it always practical to bring together groups with significantly different work values

and/or structures. Cost savings is important but must be evaluated against the long-term reality of cohabitating in single facility. An internal assessment of the tolerance and practicality for these types of shared spaces is critical to the design process. Each organization needs to examine their own situation and search for innovative approaches to component or agency inclusion, design, and funding. Visit or contact other jurisdictions that have successfully designed and constructed joint use facilities.

Update Project Budget Costs

The preliminary facility project costs should be estimated at this stage using information now available from the analysis of various options. Projections of cost at this juncture become reliable as a foundation for project funding initiatives (bonds or government support).

At this stage the project team is poised to create a reliable budget for the entire project, based on the data collected and developed during the space needs analysis and site evaluations. New cost information must also be obtained and included at this phase for the options still under consideration.

Square foot construction costs vary across the globe, fluctuate with the economy and are different depending on the type of facility being considered. Construction costs of expansion, renovation, or adaptive re-use projects are more difficult to estimate due to the possibility of concealed conditions discovered during demolition.

There are also other elements to be considered to further refine the budget. The quality of a facility's systems, such as its chillers and boilers, emergency generators, and elevators, are not defined at this stage in the planning process, so estimates must be made. The quality levels of engineered systems, equipment, finishes, and furnishings can affect the overall budget substantially. Efforts to broadly define expectations should be undertaken as early as possible. For example, determining the need for bulletproof glass and ballistic protection of staff must be discussed and established early in the process as they are costly additions and will be difficult to add once the budget has been approved and construction is underway. It is best to use qualified, experienced, and reliable cost estimators to assist in defining a budget at this time. The budget developed at this stage is based on substantial and accurate facility, space, and site information and is a reliable figure for decision-making purposes.

CONSTRUCTION COSTS VERSUS SOFT COSTS

Some construction and soft costs critical to the preliminary facility budget include:

Construction Costs

- Architectural, engineering, and construction estimates using space needs as basis
- Site and site development cost estimates
- Environmental standards/guidelines
- Stormwater/drainage issues
- Contingencies - design and construction
- Construction materials testing services
- Landscape design

Soft Costs

- Professional fees
- Asbestos assessment/abatement for older, existing facilities (owner responsibility)
- Environmental assessment (owner responsibility)
- Geotechnical evaluation (owner responsibility)
- Site survey (owner responsibility)
- Furniture Fixtures and Equipment (FF&E)*
- Telecommunications systems
- Security systems—access control, surveillance, intrusion, vehicular control points, interviews, etc.
- Distributed antenna system (DAS) or bi-directional antenna (BDA)+
- Specialty consultants for roof/envelope and commissioning of MEP systems
- Water intrusion testing for building envelope
- Audio-visual (AV) package (this may be part of the construction package)
- Fitness equipment package
- IT—new or relocated equipment, additional storage, more cameras in a new design, additional evidence storage for additional interview/recording setting, new telephones, new computers, etc.
- Appliances package
- Transitional planning/move costs

* **FF&E** refers to those items which are not included in the architect's documents for construction. Many states offer set pricing from various manufacturers for their furniture and equipment. Many manufacturers also offer GSA pricing. If taking advantage of this procurement process, ensure the architect will coordinate the work of those vendors. This includes dispatch furniture.

+ **DAS** and **BDA** are typically not fully known until a heat mapping can be conducted. Unless there is a placeholder in the budget for this, there may not be funds available to implement this system. System cost can range between \$50,000 and \$200,000 (depending on the facility size).

Obtain Final Approval and Secure Project Funding

Once planning stages are completed and the scope and cost of the project are approved, funds must be identified to design, construct, furnish, and equip the planned facility. In many cases, the jurisdiction has sufficient funds to move into this phase; in others, alternative sources of funding are required. In most jurisdictions, the process of identifying funding is occurring concurrently with this initial effort.

At this juncture of the project, the police agency and the governing body should be ready to take steps to obtain the necessary funding to complete the project identified in the preceding planning phases. For example, if a new building and new site are being proposed, project funding includes monies to purchase the site, design the facility, construct it, furnish it, and equip it.

In many cases, jurisdictions may have capital improvement funds that can be used for the project. In the absence of available funds, bond issues or public referendums are required to raise funds sufficient to complete the project. If citizen support is not yet clear for the new project, a survey to determine support will yield useful information to propel a subsequent referendum or bond issue. Strong political support is required to seek and obtain the necessary funds for project completion.

There may be several alternative funding options (for governing body or community funds) that cities can explore. One is the "lease-buyback" approach. In this funding structure, the jurisdiction enters into a lease agreement with a developer who has proposed to deliver the required facility either through new construction or renovation of an existing building for jurisdictional use. The lease payments can be structured to be credited against a predetermined purchase price at the end of a specified period. Under this funding model, the jurisdiction will generally meet its lease payments out of its operating budget. The adequacy of that budget to meet lease payments over time is a matter for analysis.

Secure and Purchase Site

Once a site is selected, a facility project moves from the planning to the implementation stage. Lease and all other options must be carefully researched prior to a decision to ensure the most beneficial outcome.

If a site acquisition is required for a particular project, it must be purchased prior to when action is taken on major design elements. Before purchasing a site, the jurisdiction should cost out several options with contingencies:

- Purchasing site outright
- Gaining an option to purchase at a later date
- Leasing the site

These options should be considered as they are the options that yield the best long-term financial flexibility to address future concerns for the jurisdiction should they be selected. Be aware that leases have many more conditions than ownership. Ownership, for example, may provide more flexibility of building options. The planning team must also be aware of possible unanticipated site purchase costs, such as poor soils requiring expensive foundations or legal fees to secure clear title and must have sufficient funds to cover these costs.

PHASE III: PROJECT DESIGN AND DELIVERY

Identify Project Delivery Method

A number of design and construction procurement options are available to jurisdictions: design-bid-build, design-build, and fully partnered approach. It is important to test which method may serve the organization and jurisdiction most effectively, and which method best suits new construction versus renovation or expansion. Regardless of the choice, it is essential that a strong and continuous dialogue be maintained between the planning team, the architectural team, and the contractor.

Design and construction services are typically delivered through one of the following approaches:

Design-Bid-Build

Traditionally, the most widely used method to accomplish construction or renovation of a police facility is the design-bid-build model. The process begins with the planning and programming phase (to determine facility requirements), followed by the design phase (developing the facility plans that respond to these requirements), and ends with the construction phase (award of contracts and actual construction). In this approach, a very close dialogue between the police agency and the architect should occur when the project design is approved. The resulting design is then the basis for the bidding and selection of a contractor to build the facility.

In most jurisdictions, applicable laws call for a design-bid-build approach. These laws call for any public project exceeding certain budget thresholds to be advertised and competitively bid. The award of the construction then goes to the cost effective, responsible bidding organization. If negotiations fail with the construction contractor, the jurisdiction can move onto the next contractor. The decision-making process is based upon experience and qualifications, not price alone.

Design-Build

In this delivery method, a request for proposal is issued to contractor-architect teams and an invitation is made to respond to the jurisdiction's needs with a design proposal and guaranteed construction cost amount. Competitive proposals are received and evaluated in terms of both their costs and building features. Under this procurement method, there must be strong and continuous dialogue between the law enforcement agency and the contractor-

architect team during project formulation. The police agency must clearly define its needs up front and continue to maximize input with the architect-consultant and the contractor. The focus here is to ensure that the needs and standards of the agency are fully articulated and understood. Variations of design-build approaches can include the preparation by the police agency or owner agency of a detailed set of building requirements. This also includes a detailed design development set issued to the design-build teams for further use.

This delivery method also poses some challenges. First, the contract is only between the owner and the contractor, meaning that the architect is contractually responsible to the contractor and is not able to advocate for the owner. Second, there is no flexibility to choose the best-suited architect and best-suited contractor if they are not already presented as one team during the process of selecting a contractor-architect team.

Construction Management at Risk (CMR)

In this delivery method the CMR comes on board early in the design phase and becomes part of the owner's design and construction team. The CMR works with the design team and assists in scheduling, budgeting, and value engineering during the design effort. The CMR becomes a part of the working team, along with the owner, user, and architect.

At some point in the design process, the CMR will provide the owner with a guaranteed maximum price (GMP) for the project. In this way the owner retains only one construction contract and knows what its maximum exposure is. The owner has a single contract with the CMR. Bids from subcontractors are received by the CMR included in the CMR's responsibility. At the end of the project, any unfunded amounts under the GMP are retained by the owner.

This option may be better suited for renovation or addition projects as a CMR will have built-in contingencies and more flexibility to manage the surprises that can arise when renovating an older facility.

Integrated Project Delivery (IPD)

Integrated project delivery (IPD) integrates people, systems, business structures, and practices into a project that takes advantage of the knowledge, insights, and experiences of all team members to maximize project

outcome and value to the owner, reduce waste, and maximize efficiency throughout all phases of design, fabrication, and construction.

All participants—owner, designer, construction manager, key technical consultants and major subcontractors—come together early in the project to form a project delivery team that shares decision-making, as well as risks and rewards based on reaching established targets. In this way, all participants collaboratively act in the best interests of the project rather than focusing exclusively on their own individual part without considering implications for the entirety.

Multiple Prime Delivery Method

In some cases, this process is structured as a modified design-build process, while in other instances it is accomplished as a CMR process.

Choosing among the three design and construction delivery approaches depends in part on each jurisdiction's historical practices. Jurisdictions can, however, obtain sufficient information to aid in decision-making by taking the following steps:

- Seek advice from other jurisdictions regarding recent construction by asking about the design and construction approach used and the degree of its success.
- Review the benefits and deficits of each delivery approach to determine which approach would best fit the project.

Design the Facility

Preliminary designs allow for constant adjustment. More detailed final design concepts can be displayed in block model fashion, or even through interactive computer simulation modeling. Final design documents are then prepared and serve as the guide for actual construction.

All design work is based on the space needs assessment, which will have included both site and building adjacency diagrams that the planning team members, including the PPM, the architect, and other members of the jurisdiction developed and agreed to, as well as the approval of a projected project budget. It is also common for law enforcement executives to remain involved during the design stage.

The design phase of a police facility project typically includes three phases:

1. **Schematic Design Phase:** In this phase the architectural team provides a preliminary design of the facility.
2. **Design Development:** After client approval of the schematic step, design development begins.
3. **Construction Documents:** The final step is the development of design documents that can be used for contractor bidding and building purposes. This step describes, in sequential order, the actions and decisions that typically occur and the issues addressed during the design phase of a project.

Schematic Design: Preliminary Design/ Layout Decisions

The product that results from a formal needs analysis is utilized to guide a project's preliminary design. The design must reflect the philosophy of a department, the diversity of its activities, and any future growth needs. In the preliminary design stage, layouts are not highly detailed. During this stage the architectural team provides the following services to the client:

- Review and confirm the program with the team
- Develop conceptual site plan
- Develop initial (conceptual) building floor plans
- Establish and review schedule
- Review and confirm project budget
- Create a preliminary selection of building systems and materials
- Develop schematic floor plans
- Develop conceptual floor plan
- Develop preliminary interior elevations
- Develop preliminary building section
- Develop preliminary equipment list based on the space needs assessment
- Develop preliminary structural, MEP, and FP (engineered systems)
- Schedule team meetings throughout the schematic design phase to confirm key factors for success
- Create a secure operational workplace

The architectural team should consider the following when developing designs:

- Established office standards versus design placement issues
- Creative design versus operational reality
- Department centralization versus decentralization
- Vertical and horizontal adjacencies
- Interior flexibility and furniture systems
- Efficient interior and exterior design
- Specialized services
- Security measures (ballistic protection, blast protection, setbacks)
- Opportunities to enhance employee morale (e.g. new gym equipment or technology, open break rooms to facilitate large gatherings, outdoor eating areas, etc.)
- Police image
- Facility location
- Overall costs

The preliminary design and layout decision phase will greatly impact the final design of a project. The team's careful planning, comprehensive understanding, attention to detail, and a genuine interest in all facets of design and layout decisions made at this stage are important to a successful project.

There are a range of basic and high technology methods used by architects to address preliminary designs and layouts. By utilizing the square footage information gathered during a needs assessment, architects may prepare paper blocks or cutouts, each labeled and representing a function or section's relational size, such as records, evidence, locker room, roll call, visitor parking lot, etc. Gaming sessions take place whereby a police planning team and architect manipulate these blocks or cutouts, attempting to find the best adjacency fit that meets a department's needs, as well as any present site constraints. This is a very hands-on approach and allows a police planning team to be thoroughly involved in the process and discuss the realities of site constraints, functional area size, adjacency relationships, and security.

Architects will then take this information and prepare preliminary drawings. These drawings are brought to subsequent planning sessions, whereby architect and team members comment, contribute, and refine them until they are satisfied with the layouts.

Most architectural firms now utilize building information modeling (BIM) design software to design the police facility. The software permits three-dimensional modeling

from the beginning of the design process. This new technology is now standard and offers the added benefit of three-dimensional, visual comprehension to the traditional two-dimensional architectural drawings. This information not only makes it easier for a planning team to understand what the layout and facility will look and function like, but also introduces important changes early in this planning process, with lower cost impact.

Design Development: Finalizing the Facility Design

After the preliminary design and layout stage, the specifications of a project's drawings, specifications, and details are refined. Detailed design drawings are prepared that will later evolve into actual construction documents.

Architectural team actions during this step follow:

- Refine and coordinate plans, including floor plans, sections, and exterior elevations
- Outline specifications by system
- Define key details
- Refine and coordinate engineered systems
- Develop an equipment and furnishings responsibility matrix
- Review schedule
- Review budget
- Review at 50 percent and at completion
- Scope alignment with project budget if necessary

Along with re-examining criteria already agreed upon, more refined aspects of a project need to be considered, such as the following:

- Technology access
- Infrastructure needs
- Video applications
- Nuts and bolts cabling
- Future needs
- Build in flexibility of rooms, furniture, and infrastructure (wiring, cabling)
- Security
- Circulation
- Durability of finishes
- Special needs for locating:
 - General and dedicated electrical outlets

- Telephone and data jacks
- Light switches (including energy saving switches)
- Intercoms, video cameras, monitors, etc.
- Access system readers and override buttons
- Panic alarm activators
- Paging system and radio speakers
- User safety

Functional relationships within a design team are critical at this stage. A design team must be ready to handle identified mistakes, troubleshoot, engage in value engineering, and resolve problems that arise.

Value Engineering

As project design work ensues, adjustments may be required based on community, political, and departmental limitations or needs. For example, it may become evident that some items previously desired are no longer required, and some items not considered or debated previously become necessary to include. In these instances, and when cases of scope creep, user requests, construction escalation, and other issues arise, it can become necessary for the project team to come to a consensus and realign the project scope with the project budget constraints. This may include value engineering, which is a formal process that offers a way to optimize project costs.

The process consists of establishing value objectives, generating alternatives and analyzing them, and selecting options that meet the value objectives while offering cost savings. This process is most valuable during the design development phase and should always be included in contract negotiations with the architectural team. If value engineering occurs after the design phase as a means of cost cutting, when a contractor can offer “deducts” to the owner for such recommended cuts, it can jeopardize the longevity and function of building systems if the “deducts” are not evaluated carefully. Reducing construction and installation costs by using inferior quality materials is not value engineering and will often increase maintenance costs in the long run.

Scenario Testing

Scenario testing is the step-by-step analysis of how various actions or activities can occur in the new facility. This practice is highly recommended at this point to ensure design layouts meet the exact operational need for which it is intended. Police project team members should

examine each document, specification and detail, apply scenario testing to ensure that the proposed design is effective. Check for the following:

- Specificity
- Exact location
- Anticipated use
- Durability
- Description
- Listed make/model of acceptable contractor-furnished contractor-installed FF&E
- Missing or excluded items
- Lack of detail
- Mislabeled items

Construction Documents: Final Decisions on All Project Design Elements

The final step is the development of design documents that can be used for contractor bidding and building purposes. These sealed documents include the following

- Architectural documents
- Structural documents
- Site and Site landscaping documents
- Plumbing
- HVAC
- Electrical
- Security
- AV
- Construction permits
- Landscaping
- Life safety
- Storm shelter
- Technology
- Project manual that includes specifications, contracts and bidding requirements

During the construction document phase, the architect will also do the following:

- Provide reviews throughout the project
- Update construction estimates and project budgets at each review (construction manager will likely

be responsible for this unless utilizing a CMR delivery method)

- Secure regulatory approvals
- Revise budget if necessary
- Revise schedule if necessary
- Obtain approval to bid

In addition, the following are optional additions to the construction documents list:

- Telecommunications
- Furniture
- Food service requirements

Whenever possible, changes in design, specifications, or details need to be made prior to construction documents being completed.

The length of time to transition from preliminary design through design development and finally to construction documents varies, depending upon the size and scope of a project, architect's time schedule and resource commitment, and the level of involvement of a police project team. PPMs are encouraged to maintain good communication with the architectural team, in an effort to receive all detailed drawings as soon as possible to afford the greatest amount of time for review. Projects are on a tight schedule at this point and too often not enough time is set aside for owner examination of completed drawings.

The quantity of final drawings, specifications, and details for a project can seem overwhelming. Breaking down the documents by category, such as electrical, security, plumbing, furnishings, and interior finishes, can greatly assist in dividing them up within a team for analysis. Identify any drawings, specifications, or details that are incorrect or need clarification and set up ample time to discuss these with the architectural team.

The more detailed inspection performed by a police planning team, the greater the chances items will be discovered that need to be changed or addressed. Some examples of this include the location or quantity of electrical outlets, selection or positioning of furnishings, concern over selected interior finishes, and identification of which doors are solid and which need windows. Attention to these details adds to the efficiency and durability of the future facility.

No individual team member—architect, contractor, or other—has the insight of the police facility user. The planning team should take this opportunity to thoroughly examine all drawings, specifications, and details to ensure that everything meets their needs. One strategy to ensure that final design documents reflect all user needs is to create a checklist or rubric for each planning team member to complete for the design documents. These should also be reviewed and approved by all command staff and other key departmental staff. Once the plans are finalized, they become construction documents, and all changes become costly. Avoiding design revisions during later construction stages will save time, money, and problems for all concerned.

Throughout each of these design steps, the jurisdiction and/or the law enforcement agency has significant responsibilities to collaborate with and provide information to the architectural team. Some examples of these responsibilities follow:

- **Schematic Design:** Provide topographical and boundary survey, soil borings (geotechnical evaluation), environmental site assessment and remediation (if necessary), site infrastructure information and connectivity, and program budget requirements.
- **Design Development:** Review documents to ensure program requirements and standards are met.
- **Construction Documents:** Review all plans and specifications to ensure program requirements are met.

The jurisdiction, in particular, the facility end-user, must fully understand, take on and complete all owner responsibilities to ensure that the project reflects all initial planning requirements and that the overall project proceeds in a timely fashion.

Throughout the design phase, it is important to keep relevant stakeholders involved. This will be more easily accomplished if government and budgeting officials are part of the project team. If not, make sure that the PPM is kept apprised of all necessary government and building officials apprised of new developments in the project. The same is true for the community. Find ways to engage the community in the process and keep them apprised of how the facility project is progressing.

PHASE IV: PROJECT CONSTRUCTION AND OCCUPANCY

Build the Facility

The PPM should be on the construction site at regular on-site job meetings to observe and attend construction meetings, approve submittals, discuss design issues, and build rapport with the contractor. Continuity from pre-design to construction is essential to maintain project integrity.

Construction times vary depending on the size and scope of a project; schedule; and natural or imposed delays, such as weather, difficulty obtaining specific materials, or other variables. It is vital to select a contractor, CMR, or design-build entity that has a good track record of delivering facilities on time, within budget.

Most public projects are competitively bid regardless of the type of project delivery method the community chooses. The law typically requires an invitation to bid be distributed.

A Design-Bid-Build

This type of project will require a general contractor. The project architect may be asked to prepare or assist the purchasing department in preparing the advertisement for bid, which includes information such as the project location, description, type of contract, date, time, location for receiving bids, how to obtain documents, and any other special requirements. An attorney should be consulted before using any bidding model or bid language. Once deemed qualified (generally through documented experience in constructing similar projects of scope and size, proven record of quality constructions, etc.), bids by pre-qualified contractors are accepted and a successful bidder is selected.

Construction Manager At-Risk or as Agent

When a community chooses this delivery system it will issue an RFP/RFQ that is not asking for a construction bid, but rather for its fees for pre-construction services, overhead and profit, a fee for construction services, and general conditions. This approach, as previously described, brings the construction manager on board during the design process to work with the design team to manage the project.

There are a number of issues relevant to the construction phase that must be attended to by the jurisdiction. Once construction begins, law enforcement agencies and their governing bodies should be aware of and be responsive to the following:

- Communication protocols between owner, architect team, and contractor
- Owner's construction project controls
- Standard types of field communication and record keeping (always keep records and signoffs)
- How to handle periodic pay requests
- How to conduct site visits
- How to understand shop drawings and remittals
- How to understand and make use of scheduling tools
- How to deal with change orders and/or contingency authorization usage
- How to deal with periodic changes to regulations and building codes
- How to deal with unforeseen construction field conditions
- What to expect for construction close-out
- Sales tax rebates - some range from 2 to 3 percent
- Difference between "substantial completion" and "final completion" (and the associated legal ramifications and responsibilities)
- How to incorporate and manage a contingency and testing allowances into the final construction contract
- Definition of "retainage"
- Definition of "warranty period"

During construction, architectural and law enforcement team members should focus on oversight, solving design issues confronted during construction, and approving submittals and substitutions. Successful accomplishment of early planning and design steps supports successful construction. Collaboration on ideas and solutions during construction results in an even more successful project.

The PPM should utilize the services of networking, data, and communication professionals (internal or external) to address agency-specific technology needs. If an agency utilizes its own internal operations and

communication center, determine a process of system and network continuity and reliability during the period(s) of their transition to the new facility. Utilize a secondary communication center via local public safety partners during critical system transitions and movements. It is strongly suggested that agencies facing imminent operational communications and networking transitions consult with trained, certified, licensed networking professionals prior to implementing agency core communication and networking changes. Additionally, chief executives and command staff must ensure that redundancy in agency communications and network capabilities are ensured at all transitional stages. Field and support operations must have operational awareness of any periods of communication and network transitions in the event of system disruptions and failures, as well as countermeasures to cope with any unanticipated failures.

Project members should strive to be good neighbors during a construction phase. This can translate into project T-shirt and hat giveaways; social media campaigns; or newsletters to community members identifying a project's progress and the time of day when certain tasks are performed, which will help appease residents bordering a construction site so that they know what to expect. A construction office phone number can be made available to all bordering residents so they may call and register complaints directly to a general contractor, who in turn, can handle a complaint or fix the problem. The same can be done through social media and email.

As the police facility planning and construction process involves many stakeholders—and any communication network changes and transitions may impact those stakeholders, community involvement and awareness cannot be overlooked. Consider distributing press releases and posting updates on social media during the transitional communication and networking changes to keep the public aware of means to communicate with their law enforcement agency.

Move-In and Occupancy

Develop Occupancy Strategy

Civilian and sworn staff satisfaction with a new facility is affected by the manner in which the transition to occupancy is carried out. Confusion, loss of information, and other transitional problems can negatively impact staff morale. A clear and well-designed transition to occupancy

plan is required. Members of all transition teams need to be detail oriented. Transition planning is a crucial element during the construction phase. Transition teams are critical to the project's success and should be chosen early based upon commitment and organizational skills.

Transitional Planning

Transition planning refers to a relocation of personnel, equipment, documents, and furnishings from an old location to a new one. Transition teams are established to ensure detailed planning takes place, scenarios are tested, and a smooth changeover occurs. It is highly advisable to include a variety of staff representative(s) on all transition teams to ensure staff buy-in and consensus.

The following list outlines recommended transition teams and their assignments.

Recommended Transition Teams

- **Move Logistics** – Coordinate review of bids from moving companies, establish detailed inventories of what will and won't be moved, determine scheduled phases of actual move, and oversee movers and employee compliance and timely unpacking.
- **Orientation and Training** – Preparation for groundbreaking ceremony, official opening, and monthly employee and community updates on project's progress. Coordinate employee training on new equipment and procedures. Handle requests from public, politicians, media, and employees for tours and briefings.
- **Contracts and Services** – Identify and write specifications for new and renewed contracts and services, such as food service; inmate medical; bus maintenance; and janitorial, trash, and equipment maintenance. Timelines are crucial to ensure new contracts are awarded at move-in, so services are not interrupted.
- **Policies and Procedures** – Identify and respond to possible changes due to new facility rules, layout, and so forth. Usually encompasses department policies dealing with visitors, handling of inmates/suspects, security or maintenance issues, and so on. Changing department policies or procedures need approval and dissemination prior to or during move-in. However, please note that many of these issues should have been addressed and resolved in the pre-design phase.

design phases, in particular, while conducting an organizational assessment.

- **Testing and Acceptance** – Crucial pre-occupancy testing of all items, such as locks, telephones, electrical outlets, lights, toilets, showers, furniture (ergonomic features on chairs, keyboards, drawers, etc.), panic alarms, cameras, and so forth. The goal is to discover problems prior to move-in and assist with repairs after move-in.
- **Commissioning** – Air conditioning, heating, and so forth.

See Appendix for additional transitional planning considerations.

Resolve All Equipment Purchase and Replacement Issues

A major concern during transition is the installation of 911 phone lines. Some areas will need to plan three to six months in advance with their local telephone company to ensure on time delivery. It is important to confirm the schedule with the telephone company close to the move-in date.

One approach to 911 transition is the operation of parallel systems, where the system in the old facility continues to run and take all 911 calls and the new system becomes operational simultaneously, but only to take “dummy” calls to test operability. Once operability is ensured, the old system is shut down and all 911 calls are transferred to the new system.

It is important to determine which FF&E are provided by a general contractor and which are provided by an owner. Most situations fall into one of the following categories:

- Contractor furnished, contractor installed (CFCI)
- Owner furnished, contractor installed (OFCI)
- Owner furnished, owner installed (OFOI)

The contractor-furnished, contractor-installed category limits an owner’s ability to alter colors, patterns, makes, models, or details to better fit a user, upgrade to a newer design, or address the needs of a changed department preference. Often contractors will provide the exact color and finish that has been specified by the owner during the design phase or in approved submittals. However, unless details of a contract specify a particular make and model of an item, such as specific lockers or other

storage solutions without allowing for any substitutions, contractor maintains control over the selection and final quality of such items.

It is important to note that contractor-furnished, contractor-installed items are specified by an architect during the design stage. Years can pass between design and actual occupancy of a facility. Thus, a technological or ergonomic specification of an item may be out of date before an owner actually starts using it, especially for items such as security and electronics, computer hardware or software, chairs, and keyboard holders.

Owner-furnished items present a challenge for PPMs and members of an FF&E transition team. This group will have an opportunity to decide what items will be moved into a new facility and what items will be replaced by new ones. Detailed planning regarding what, when, and how to purchase these items are vital components that play a part in intelligently allocating a budget and keeping to the transition timeline. For example, one police department found that replacing the file cabinets with lightly-used cabinets appeared to be less expensive than buying new ones but found that the process took much longer and was more expensive than anticipated. The security and confidentiality of records are essential during the transition phase.

Many organizations have a separate purchasing department that handles the bid solicitations, bid openings, and purchase order contracts. It is recommended that a single member, or perhaps two members of the purchasing department be appointed to handle all purchases related to a new facility project. This task can be overwhelming, especially if the FF&E budget is large. Assigning one or two people to work closely with and be members of, the FF&E transition team is recommended. This procedure promotes translating the needs of the police department to the purchasing department. Equipment purchases should be negotiated with attention to infrastructure, space needs, installation plan, and maintenance issues. Ensure all large suppliers and installers can meet project deadlines and have experience and references.

Create a Move-In Strategy

Transitional planning for a move is essential. The creation of a move-in logistics transition team is recommended. For larger organizations, a move can be compared to a

military operation. Groups are moved in by priority with the following factors being considered:

- Dependence upon a working IT system
- Reliance on functional communication system
- Need for access to records
- Obligation for evidence to remain secure
- Dependence upon secured suspect holding areas
- Access to citizens

Every detail must be considered, timed, and pre-planned if a move is to be successful. Acknowledge the psychological stress of moving and change. Layout maps of the new facility should be provided to all staff. When employees know the general layout of a new facility and the location of their workstation or office, the stress of moving is greatly reduced. Consider conducting tours of the facility with staff six to eight weeks prior to move-in so they can gain familiarity with new settings, adjacencies, and amenities. These tours can also be used to solicit input on the move-in plan and improve efficiency. Packing seminars can help streamline the moving process and greatly reduce employee concerns. Ensure that communication takes place as to what will and what will not be moved to a new facility. Inventory listings are a good way of documenting what will be moving and when. Ascertain what special current equipment requires vendor disassembly, moving, and re-assembly, due to warranty concerns. Establish a “lost and found” for items misplaced during a move.

Encourage an appearance of organization and “back to business” as soon as possible. Set dates for unpacking, and ensure staff adhere to them. Establish packing box drop-off points for empty cartons—and have a staff member circulate daily to remove empty boxes from hallways, storage closets, and workstations.

Organizations that move themselves can face many challenges. Some important considerations include the following:

- Possible employee injuries
- Down time
- Unprofessional appearance
- Employee confrontations
- Damage to the new facility
- Overall confusion
- Delay to moving schedules

- Inefficient use of elevators
- Blockage of loading and unloading staging area
- Driveways blocked due to quantity of vehicles scene
- Lack of moving equipment and elevator access
- Employee reluctance to move heavier items

If a professional moving company is used, a transition should prepare specifications to allow for competitive bidding. A complete inventory of all items being moved, a moving schedule, and a mandatory job walk-through both the current and new facilities should help to obtain fair bids.

Conduct Extensive Pre-Occupancy Testing, Training and Staff Orientation

Extensive pre-occupancy testing, commissioning, training and staff orientation should begin during the last month of construction. All transition teams should be working at full speed. The PPM will be inundated with details and decisions. Strong organization skills, leadership, time management, and stress reduction expertise will be required during this fast-paced stage.

The construction team and any relevant subcontractors are responsible for testing everything from plumbing to electrical systems, security systems, and furniture systems. They are responsible for all tests of their applicable systems and installations. Staff should not perform any of these tests for proper installation. Staff should be involved in scenario-testing with the architect and construction team after installation and systems tests have been conducted successfully. Running through scenarios, such as a panic alarm activation or a loading dock delivery, ensure that all facets of these situations were considered and included in the design and furnishings. Staging other scenarios, such as an officer delivering a suspect to a holding room and conducting a taped interview, simulating the preparation and delivery of food from the holding cell kitchen to inmates in their cell, can identify equipment that isn't working properly and ineffective procedures. Scenarios are useful tools to test the performance of elevators, security door locks, intercom audio/video recording equipment, gun lockers, and so on. With scenario testing, potential problems can be identified, documented, and repaired prior to move-in and with product warranties.

Unlike scenario-testing, commissioning is the thorough test of a system (HVAC, security, video). Depending on the time of year that occupancy takes place, one may be able to test only the HVAC cooling aspect of the system, so a contract should require that the HVAC contractor come back one month prior and during the cooler months to commission the heating system. This process includes system setup, training, operation and maintenance schedules, spare parts, and system testing during normal and adverse conditions. As well as testing contractor installed items, this period of time allows for thorough examination of other items provided by an owner; telephone systems; and office equipment such as copiers, furniture lighting, and ergonomic features. Verifying that everything works well ensures a smoother transition during move-in.

Training needs to be conducted for personnel who will be using new pieces of equipment, such as laboratory fume hoods, automated shelving systems, loading dock levelers, vehicle lifts, and so on. Building maintenance personnel will require many hours of detailed training on all new facility systems. It is recommended that training sessions of this type be video recorded and maintained in a training library.

Employee public relations are important too. Smaller sectional tours are recommended to offer a more personal approach to future facility occupants. The tours should assist in familiarizing everyone with their new office space and the overall building layout.

Some jurisdictions use moving into a new or remodeled facility as an opportunity to evoke department pride by taking a departmental staff photograph in the new facility. This move-in event can be an exceptional and memorable experience for the entire organization.

Another pre-occupancy public relations responsibility is to determine the quantity, design, and location of any facility project recognition plaques. These decisions are not easily made because they can be politically sensitive. In any case, gain approval of identity, correct spelling and correct titles, and order and placement of any names associated with the plaques. Also, ensure all plaques are ordered in a timely manner and are delivered and installed according to schedule. If possible, try to engage the community in some of these decisions. For example, have a contest for the community to name the community room or a fun after-school area for students.

Commonly Forgotten Items

Frequently, general contractors are not completely finish with a project when the occupants move-in. There are always areas or equipment that are included on a "punch list" (items noted during the final walk-through by the owner that require repair, touchup, etc.). Often, owners will move into a facility with many items pending. The contractor will remain on site or return on a daily basis to fix some or all of the items. Completion could take months (or years in exceptional cases). The PPM must maintain continued contact with the contractor to ensure the work is completed.

Since the workload of a police project team greatly increases at the later stages of a project, many areas can be overlooked or forgotten. The following list can identify potential problem areas:

- Ensure a facility's infrastructure is prepared for occupancy. Remember to order, stock, and distribute all necessary items, such as paper towels, hand soap, toilet paper, and janitorial cleaning equipment and chemicals.
- Coordinate a systematic approach to the facility's many keys. Inventory, tag, issue, duplicate, and secure all keys (doors, furniture, files, restroom accessories, clothes lockers, mailbox, gun locker, cells, alarmed emergency exits, access system override keys, mechanical equipment ignitions or locks, electrical panels, elevator keys, safes, etc.).
- Ensure warranty information files, sometimes called operations and maintenance manuals, are set up and maintained. Decide who will keep equipment maintenance warranty information, furniture warranties, and so on.
- Placing certain restrictions on telephones is often overlooked. Some phone systems allow for restriction to be placed on phones to limit calling locations. Phone abuse by staff or contracted employees, usually with certain areas, such as a locker room or conference room, usually cause restrictions to be placed on phones.
- Establish a phone number "hot line" or circulate repair forms where employees can report furniture, phone, or equipment problems that can be addressed quickly by testing and acceptance transition team members.

- Address maintenance issues such as janitorial, steam cleaning, rodent control, trash dumpster pick-up, chemical storage, maintenance contracts for items after warranty, and so forth.
- Facilitate signage needs for the following: deliveries, overhead clearances, after-hours phone use, lobby hours, visitor protocol, room identity, kiosks, parking, intercom use, general directories, legal rights of arrested individuals, and so on.
- Coordinate general post-occupancy tours for VIP's, project architects, and other visiting public safety agencies.

Review Delivery of Construction Services

Once an agency has moved into the new facility, it is important to regularly evaluate and assess the success of the project. Does the facility meet the operational, administrative, and community needs of the department?

Consider Community Engagement Opportunities

The completion of a new building is a significant public relations opportunity for any jurisdiction or department. Use the attention wisely but ensure an extensive facility check is made prior to any event. Consider the following public relations opportunities that can be used to test the facility's access, traffic flow, adaptive use of space, and lighting and equipment testing:

- Receptions
- Open houses
- Tours
- Media releases
- Media tour of the building and orientation

Keep the community apprised of opportunities to partner with the department and utilize shared or community space once the facility has opened. If the facility boasts a community room available for use by local community service groups, advertise that information widely and connect them with the appropriate department liaison to coordinate future use.

Throughout this process, the department's policing philosophy should be considered to ensure that the facility functions to operationalize that philosophy once construction is complete.

CONCLUSION

Planning, designing, and constructing a police facility is a tremendous amount of time, effort, communication, and commitment. While some projects are completed in two years, others might take ten. Commitment to the project and consistent communication between all stakeholders, including city officials, agency employees, and community members, are critical to the overall success of the project.

The role of law enforcement executives and the planning team cannot be understated. With adequate planning and a commitment to the organizational policing philosophy, a new or renovated facility can do more than address deficiencies and inefficiencies. It can position the department to deliver new and improved police and public services that were not previously possible. Whether the architectural team should comprise public safety facility experts, only the law enforcement executives and the planning team can develop and relay the long-term goals and needs of the department that the facility must satisfy.

For more in-depth training on this process, attend the Planning, Designing, and Constructing Police Facilities course. Upcoming course information is available at www.theIACP.org/PoliceFacilities.

APPENDIX: TRANSITIONAL PLANNING CHECKLIST

Pre-Move

Determine who will oversee actual move logistics for agency.

- Determine if an RFP process is required for selection of a moving company.
- Determine the scope of work for paid movers.
- Determine the point of entry into the facility.
- Determine how floor/wall finishes will be protected in the building and elevators.
- Determine how items being moved will be kept secure (especially evidence, equipment, and records).
- Determine how everything will be transported to its final destination.

Determine items that can be discarded.

- Consider which items can be discarded, donated, digitalized, or repurposed early in the transitional planning.
- Establish a fixed date and time for dumpsters and recycling bins to be made available.
- Instruct people to take all personal items home until after they move in. This will limit overcrowding and loss of items. Spaces may be radically different, and this may also make it easier for staff to adjust to their new workspaces.
- Set clear expectations for behavior, routines, and procedures in the new building. Some examples include the following:
- Clarify criteria for acceptable wall and/or door hangings. Are they allowed right at move-in? Will they be allowed in the future? Who is responsible for performing the task, staff or facilities?
- Clarify what personal devices and appliances can be brought into the new building (personal fridges, fans, heaters, etc.).
- Conduct gear and equipment walkthroughs. Are there multiple storage options? Who is responsible for cleaning and maintenance?

- Determine who is responsible for creating, maintaining, and updating content to be pushed to public screens and shared staff areas. Is there any equipment required for this that IT should acquire?

Finalize office, workstation, parking, and locker assignments.

Develop point of contact to integrate and test all communications systems:

- Determine who is responsible for installing console package (IT, IS, vendor). Remember to allow a burn-in and test period.
- Assign phone equipment and extensions.

Determine who is responsible for programming and integrating facility security system into department's evidence and property database.

Manage equipment control and distribution:

- Develop a database for all equipment distribution (e.g., vehicle keys).
- Develop a plan to move existing equipment being kept. For example,
 - » fingerprint processing station (CSU);
 - » copiers, scanners, printers;
 - » computers, monitors, and so on;
 - » shredders; and
 - » charging stations for body cameras and radios – who is going to disassemble the current charging stations.

Coordinate supplies and deliveries (primarily if the facility's location has changed).

- Consider waiting until the move is complete before allowing supply deliveries to the new building.
- Acquire new stationery with correct address for all employees who have business cards and personal stationery, if the address has changed.
- Notify any supply vendors and partners of the new address.

❑ Provide information and access cards to employees for building access. Considerations should include the following:

- Determine who will oversee this process for the agency.
- Determine where the security workstation is to be assigned.
- Create personnel profiles for programming cards (security protocols).
- Create pin codes for each secure area.
- Issue access cards.
- Issue toll tags for vehicles assignments.
- Issue keys for any relevant security protocol designations, lockers, offices, and furniture pieces (file cabinets, wardrobes, etc.).

❑ Determine new security protocols. Consider security protocols for the following items:

- All public interface points (e.g., all public lobbies and entry points, public elevators and staircases and protocols for escorting members of the public to secure spaces or public counter for investigations)
- Catering and mail deliveries. Protocols for processing mail
- Facility temperature and lighting schedules and settings

❑ Develop and administer relevant training for staff on the new facility and security procedures and protocols. Consider trainings to help staff understand the following:

- Evidence and property system
- Electronic equipment distribution (controlled by biometric access)
- Appliances
- Video production
- Fitness equipment
- Interview rooms
- Storm shelter
- Furniture (high density)
- Crime lab (chemical, powder)
- AV systems
- Lighting
- HVAC
- Elevators

- Dispatch consoles
- Holding area/jail cells

❑ Ensure all remaining items not included in FF&E package are purchased, for example,

- coffee makers;
- serving dishes, silverware, and dishwasher detergent for hub zones and break rooms;
- vending machine (and necessary vendor contracts);
- metal detector (if wanted); and
- tubs, bins, storage solutions for new shelving compartments, and amenities.

❑ Plan tours for stakeholders and staff:

- Conduct tours with staff and volunteers (multiple times) once the project is near completion. This will help get them oriented to and familiar with the new building layout and work environment.

❑ Consider hosting a dedication or grand opening of the facility. Some logistical items to consider may be the following:

- Postcard/newsletter invitation and public notice identifying day and time
- Dedication coins (type, graphics, & quantity)
- Program
- Graphics and foam boards for the event
- Planned tours of the new facility
- Speaking opportunities and festivities:
 - » Speakers
 - » Participants (Scouts, Veterans Association, etc.)
 - » Setting (multipurpose, exterior portico, lobby, etc.)
 - » Flag raising
 - » Unveiling dedication plaque
 - » Ribbon cutting
 - » Refreshments
 - » Giveaways
 - » Tours – staff conduct these in smaller groups or position staff throughout the building to explain that particular area
 - » Dedication of memorials

☐ Moderate expectations:

- Things are not going to be perfect, and there will be hiccups.
- Procedures should be put into place for warranty requests, contacts, and priority status.
- Communication - ensure staff knows to overcommunicate with questions and concerns that arise throughout the move-in process.
- Clearly convey to staff the expectation and procedures developed by the planning team/ leadership.
- It typically takes 1-3 months to address the initial bugs of the new facility and get acquainted to it.





**44 Canal Center Plaza, Suite 200
Alexandria, VA 22314, USA**

theIACP.org

1.800.THE.IACP

Town of Henniker

AMERICAN RESCUE PLAN (ARPA) FUNDING PROPOSAL

This form is a tool to provide the Selectboard a quick easy to read analysis of department, board, or committee requests for use of Henniker American Rescue Plan funding (ARPA). Please complete this form to request funding for a project, purchase, or capital improvement. Requests will be evaluated by the Selectboard. Prioritization criteria may include need, urgency, public safety, greatest public interest, other available funding.

1. Department/Committee:

Henniker Beautification Alliance & Henniker Chamber of Commerce

2. Person Requesting:

Heidi Aucoin, Chairman for the committee & Alison Mrohs, President, Chamber

3. Project or Item:

Refurbish/Restore the town street lamps/posts

4. Is the Project already appropriated in operating budget or capital improvement plan?

not sure, but it should be

5. Funding Requested: (Identify funding amount, multiyear components and any annual carrying costs):

We believe street lights have limited money in the Streets budget but none has been applied in many years to the posts

6. Description of Purchase or Project (Describe the project clearly & succinctly):

Sandblast and paint the posts. Repair and restore broken parts. Replace the glass in the lamps for clarity. Add electrical outlets for future needs or town decorating projects. Identify the proper bulbs to improve clarity in the streets for drivers as the current bulbs/lighting create a fogging/shadowing path making it difficult to see pedestrians.

7. Benefits Related to COVID-19 Response, or Recovery:

Post covid more people are in town and participating in daily life activities. The college is back in full attendance with many students moving around. This is also a safety issue in regarding to the current lighting.

These posts are an important part of our community and they are in a bad state of disrepair. Replacement would be very expensive. If we could restore them and then keep them maintained they will service our town for many years.

8. Implementation Details (Briefly describe how this project will be implemented, and if any potential barriers exist):

We have identified a company who would come in and do all the sandblasting and painting. We are working on finding out from Eversource if there are any programs available to assist in project such as this.

9. Supplemental Information (Note if attached):

Many of these lamp posts were originally donated by townspeople and some purchased by the college. The initial costs to the town may have been minimal. With that said they have been ignored for many years. How our town looks and is kept up has an effect on the desirability of people and businesses wanting to come to our community. We also believe that if we can finalize the costs that the college may also contribute to this project as the appearance and upkeep of our town is also important to their presence and the desirability of student choosing their school.

Return form and supporting documentation to the Town Administrator arane@henniker.org

\\hen-server2\Shared\arpafunds\Henniker ARPA Fund Request Form.docx

Pole Painting *Plus!*

8020 Grunwald Ave NW
Maple Lake, MN 55358
peter@polepaintingplus.com
612-229-4025

Estimate

Name / Address
City of Henniker New Hampshire Heidi Aucoin

Date 5/20/2022
Estimate # 1350

P.O. #	
--------	--

Item	Description	Qty	Total
09 Aerial Painting	Refinishing of 25 lightpoles @ \$825.00 per pole All loose and flaking paint will be ground down to a smooth uniform finish, primed in a two part epoxy primer, and entire pole topcoated in an industrial high gloss urethane finish in black.		20,625.00

Total	\$20,625.00
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**2022 ARPA Funding Request
Tracking Sheet**

DESCRIPTION	Requesting Dept/Agency/ Person	BoS Appropriation Date	Use Total Project Cost	TOTAL ARPA Committed	ARPA Requests Estimates	TOTAL ARPA	Urgency	Evaluation Criteria (1 = least; 5 = most)			Other Comments
								Public Safety	Public Benefit	Other Funding Available	
						525,333					
Wastewater											
Wastewater Upgrades	Town Meeting		3,200,000	100,000		100,000					
Transfer Station - Sanitation						-					
Main door replace	Transfer Stat.		27,083	27,083		27,083					
Replace Fire / Security System	Fire Dept.		5,305		5,305	5,305					
OTHER BUILDINGS						-					
Town Office						-					
Ductless A/C Minisplits	TA		47,075	47,075		47,075					
Grange			28,911			-					
Fire alarm	TA/Fire Dept				9,186	9,186					
ADA ramp height and railings	TA/Safety Com.				2,645	2,645					
Front entry ADA door	TA/Safety Com.				8,950	8,950					
ADA restroom	TA/Safety Com.				7,480	7,480					
Rug removal	TA/Safety Com.				650	650					
Rug replacement/Keep Floor?	TA				TBD	TBD					
Community Building						-					
Fire Safety Updates - Front Doors	Fire Dept.		10,000		10,000	10,000					
Academy Hall											
Electrical Upgrade	Historical Soc.		5,600		5,600	5,600					
Parks						-					
Azalea Park - Stabilization	Friends Azalea		75,000		75,000	75,000					
Community Park - Paint Bandstand	Concert Com		9,994		1,000	1,000					
Community Park - Sound System	Concert Com				7,794	7,794					
Community Park - Signs	Concert Com				1,200	1,200					
Community Park Irrigation	Concert Com		9,500		9,500	9,500					
Pole Painting	Beautification/Chamber		20,625		20,625	20,625					
Public Safety General						-					
Police						-					
Security System	Police Dept					-					
Fire						-					
Replace Inflatable Rescue	Fire Dept.	10/18/2022	16,803	16,803		16,803					
EMS						-					
Administrative and Finance						-					
Library						-					
Accessibility & Safety Upgrades	Library Trustee		29,000		29,000	29,000					
Broadband Initiative						-					
NCDE/NHMA Consulting	TA/Plan/EDC		7,500	7,500		7,500					
Roads and Bridges						-					
Water (Cogswell)						-					
White Birch						-					
Outdoor Pavilion - Senior Cit. Programs	White Birch		75,000		75,000	75,000					
TOTALS			3,567,396	198,461	268,935	467,396					
<i>ARPA Fund Balance</i>						57,937					



Town Hall
18 Depot Hill Road
Henniker, NH 03242

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TOWN OF HENNIKER, NEW HAMPSHIRE

STAFF REPORT

DATE: 11/15/2022
TITLE: Continued - Volunteer Appointments
INITIATED BY: Helga Winn, Executive Assistant
PREPARED BY: Helga Winn, Executive Assistant
PRESENTED BY: Diane Kendall, Town Administrator

AGENDA DESCRIPTION:

Ms. Brenda Reid and Ms. Tabitha Shury have requested to fill two vacant positions as Ballot Clerks/Election Volunteers

Legal Authority: N.H. Rev. Stat. Ann. § [658:7](#)

Financial Details: N/A

Town Administrator Comment: Defer to the Town Moderator, the Chief Election Official for decision 658:7

658:7 Appointment. – For all state elections, the moderator is authorized to appoint an assistant moderator who shall take the oath of office in the same manner as the moderator. **The moderator may also appoint such other election officials as he or she deems necessary and request the town clerk to appoint an assistant town clerk.** The assistant moderator, assistant town clerk, and said other election officials shall take the oath of office and perform such duties and have such powers as the moderator may delegate to them, except that the power of making the declaration of the vote cast shall not be delegated to them. **The supervisors of the checklist are authorized to appoint assistant supervisors of the checklist who shall be assistant election officials and have the powers of supervisors for the purpose of registering voters on election day.** The provisions of this section shall apply only to the appointment of assistant election officials to serve at the central polling place. Appointment of officers to act at additional polling places shall be accomplished as provided in RSA 658:14.

Suggested Action/Recommendation: Send applications to the Town Moderator for placement per 658:7

TITLE LXIII ELECTIONS

CHAPTER 658 PRE-ELECTION PROCEDURE

Assistant Election Officials

Section 658:7

658:7 Appointment. – For all state elections, the moderator is authorized to appoint an assistant moderator who shall take the oath of office in the same manner as the moderator. The moderator may also appoint such other election officials as he or she deems necessary and request the town clerk to appoint an assistant town clerk. The assistant moderator, assistant town clerk, and said other election officials shall take the oath of office and perform such duties and have such powers as the moderator may delegate to them, except that the power of making the declaration of the vote cast shall not be delegated to them. The supervisors of the checklist are authorized to appoint assistant supervisors of the checklist who shall be assistant election officials and have the powers of supervisors for the purpose of registering voters on election day. The provisions of this section shall apply only to the appointment of assistant election officials to serve at the central polling place. Appointment of officers to act at additional polling places shall be accomplished as provided in RSA 658:14.

Source. 1979, 436:1. 1990, 119:13. 2007, 331:3, eff. July 16, 2007.



TOWN OF HENNIKER, NEW HAMPSHIRE
APPOINTMENT

To **Brenda Reid** of Henniker, in the County of Merrimack:

WHEREAS, there is a vacancy in the position of **Ballot Clerk**, of said Town of Henniker, and whereas we, the subscribers, have confidence in your ability and integrity to perform the duties of said office, we do hereby appoint you, the said **Brenda Reid**, as a member of the **Ballot Clerks**, of said Town. Your tenure as member of the **Ballot Clerks** will continue for the stipulated term or until your termination by the Town of Henniker.

Upon your taking oath of office, and having this appointment and the certificate of said office recorded by the Town Clerk, you shall have the powers, perform the duties, and be subject to the responsibilities of such office until **September 1, 2025**.

Given under our hands this 1st day of November 2022

BOARD OF SELECTMEN:

I, **Brenda Reid**, do solemnly swear that I will faithfully and impartially discharge and perform all the duties incumbent on me as a member of the **Ballot Clerks**, according to the best of my abilities, agreeable to the rules and regulations of the constitution and laws of the State of New Hampshire, SO HELP ME GOD (This I do under the pains of penalties of perjury).

Brenda Reid

STATE OF NEW HAMPSHIRE
COUNTY OF MERRIMACK

Before me, personally appeared the above, , who took and subscribed the foregoing oath.

Date: _____

Town Clerk received and recorded (signature): _____

Verified ID



Town of Henniker
18 Depot Hill Road
Henniker, NH 03242
Phone (603) 428-3221 / Fax (603) 428-4366
www.henniker.org

Received by
TOWN OF HENNIKER

NOV 21 2022

SELECTMEN'S OFFICE

APPLICATION FOR VOLUNTEER POSITION

COMMITTEE / BOARD:

Elections

Ballot Clerk

NAME (as it should appear on Appointment Form):

FULL NAME: Brenda Reid

PHONE:

PHYSICAL ADDRESS: 1239 Rush Rd, Henniker

MAILING ADDRESS

EMAIL ADDRESS:

Why are you seeking this appointment?:

I have lived in Henniker close to 40 years & haven't volunteered for much of with the exception of participating in the schools when my sons were little. It's time I started giving back to a great community.

What experience would you bring to this position?:

I have years of customer service and documentation experience.

Do you have any specific goals or objectives you would seek to implement if you are appointment to this position?:

No, not really. Free & fair elections have been in the news so much. I believe Henniker is free & fair. Adding my voice to that fact would be beneficial to our community.

SIGNATURE:

Brenda Reid

DATE: 10.12.22



TOWN OF HENNIKER, NEW HAMPSHIRE
APPOINTMENT

To **Tabitha Shury** of Henniker, in the County of Merrimack:

WHEREAS, there is a vacancy in the position of **Ballot Clerk**, of said Town of Henniker, and whereas we, the subscribers, have confidence in your ability and integrity to perform the duties of said office, we do hereby appoint you, the said **Tabitha Shury**, as a member of the **Ballot Clerks**, of said Town. Your tenure as member of the **Ballot Clerks** will continue for the stipulated term or until your termination by the Town of Henniker.

Upon your taking oath of office, and having this appointment and the certificate of said office recorded by the Town Clerk, you shall have the powers, perform the duties, and be subject to the responsibilities of such office until **September 1, 2025**.

Given under our hands this 1st day of November 2022

BOARD OF SELECTMEN:

I, **Tabitha Shury**, do solemnly swear that I will faithfully and impartially discharge and perform all the duties incumbent on me as a member of the **Ballot Clerks**, according to the best of my abilities, agreeable to the rules and regulations of the constitution and laws of the State of New Hampshire, SO HELP ME GOD (This I do under the pains of penalties of perjury).

Tabitha Shury

STATE OF NEW HAMPSHIRE
COUNTY OF MERRIMACK

Before me, personally appeared the above, , who took and subscribed the foregoing oath.

Date: _____

Town Clerk received and recorded (signature): _____

Verified ID



Town of Henniker
18 Depot Hill Road
Henniker, NH 03242
Phone (603) 428-3221 / Fax (603) 428-4366
www.henniker.org

Received by
TOWN OF HENNIKER

OCT 14 2022

SELECTMEN'S OFFICE

APPLICATION FOR VOLUNTEER POSITION

COMMITTEE / BOARD:

Volunteer at polling station

NAME (as it should appear on Appointment Form):

FULL NAME:

Tabitha C. SHURY

PHONE:

PHYSICAL ADDRESS:

16 Checkerberry Lane Henniker NH 03242

MAILING ADDRESS

S/A.

EMAIL ADDRESS:

Why are you seeking this appointment?:

I like to be involved in the community I live in and have been a faithful voter in elections both in Pa and NH.

What experience would you bring to this position?:

none but have been involved in many organizations in a volunteer position including sitting on a board of directors

Do you have any specific goals or objectives you would seek to implement if you are appointment to this position?:

To be involved and meet people where I live Recently moved from Pennsylvania to Henniker NH.

SIGNATURE:

Tabitha C. Shury

DATE:

10/11/22



TOWN OF HENNIKER, NEW HAMPSHIRE

Town Hall

18 Depot Hill Road

Henniker, NH 03242

Tel: (603) 428-3221 Fax: (603) 428-4366

STAFF REPORT

DATE: 11/15/2022

TITLE: Re-establish Solid Waste Disposal and Recycling Committee Next Steps

INITIATED BY: Marc Boisvert, Transfer Station Superintendent and Diane Kendall, Town Administrator

PREPARED BY: Diane Kendall, Town Administrator

PRESENTED BY: Diane Kendall, Town Administrator

AGENDA DESCRIPTION: Next Steps Solid Waste Disposal Committee

BACKGROUND: **On October 18th the Board of Selectman voted to re-establish** a Solid Waste Disposal and Recycling Committee to examine, evaluate and report to the Board of Selectmen the adequacy and effectiveness of current staffing, job descriptions, wages, operations, revenue fees, expenses, policies, capital needs, and [Town Ordinance 101 Solid Waste](#). And to advise Board of Selectmen to meet service and budget goals with policies and fees that are understandable and easy to apply in a fair, equitable and consistent manner while adhering to state and federal regulations. The committee will benefit from having staff and members that represent various user groups including average household, recyclers, trades persons, establishments, and subject matter experts.

A webpage on the Henniker site has been created for the committee, including access to documents of the previous committee. <https://www.henniker.org/solid-waste-disposal-and-recycling-advisory-committee>

Legal Authority: [Chapter 149-M SOLID WASTE MANAGEMENT](#); [RSA 41:9- a](#) Selectboard may set fees for revenue producing facilities such as the solid waste facility; [RSA 31:39,I\(f\)](#) and the [NH Solid Waste Rules \(He-P 1901\)](#) and [Town Ordinance 101 Solid Waste](#)

Financial Details: n/a

Transfer Station Superintendent Comments: Supports an ad-hoc committee to be dissolved after mission completion. (created or done for a particular purpose as necessary)

Town Administrator Comment: The committee should consult with management and staff to understand current operations; review and examine operations, policies, fees, and procedures; and make recommendations to the Board of Selectman and management.

- What is the level of service expectation of the community?
 - Days and Hours
 - Fees
 - Recycling
 - Disposal
 - Swap Shop
 - Service

- Are the policies specific, attainable, relevant, enforceable, and understandable?
- Who are the stakeholders (patrons, employees, selectboard, other departments, DES, vendors, neighbors) ?
- Who are the patrons and how are they categorized (residents, non-residents, businesses, organizations)?
- Are the fees relevant, consistent, fair, equitable, applicable, and understandable?
- Do the fees represent the expectations of the level of service? Do fees sufficiently offset expenses?
- What are the standard operating procedures? Is it in writing? Conveyed
- Does the staffing level and operating budget meet the level of service expectation?
- What are the operational and organization goals?
 - Meet or exceed level of service expectation within budget goals
 - Comply with state and federal regulations
 - Reduce waste stream
 - Recycling
 - Offset disposal and hauling expenses
 - Customer service
 - Communication expectations (website, social media, newspaper, print, signs, face-to-face)
 - Sanitation; pollution control

Suggested Action/Recommendation: Recruit nominations for appointment



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TOWN OF HENNIKER, NEW HAMPSHIRE

To: Board of Selectmen
From: Helga Winn, Executive Assistant
Date: September 29, 2022
Ref.: Observance of Holidays 2023

Please find the proposed holiday schedule for calendar year 2023 will be as follows:

HOLIDAY	DATE OBSERVED	DAY
New Year's Day (Observed)	January 2, 2023	Monday
Martin Luther King Jr. Day	January 16, 2023	Monday
President's Day	February 20, 2023	Monday
Memorial Day	May 29, 2023	Monday
Juneteenth	June 19, 2023	Monday
Independence Day	July 4, 2023	Tuesday
Labor Day	September 4, 2023	Monday
Columbus Day	October 9, 2023	Monday
Veteran's Day (Observed)	November 10, 2023	Friday
Thanksgiving Day	November 23, 2023	Thursday
Day after Thanksgiving	November 24, 2023	Friday
Christmas Day	December 25, 2023	Monday
Floating Holiday	TBD Dec. 22 nd or Dec. 26 th	TBD Friday or Monday

*In accordance with Addendum A, Section 4 (page 31) of the Town of Henniker Personnel Policy

**The Transfer Station shall be closed on all of these holidays, in addition to Easter. (From Henniker Personnel Policy)



Town Hall
18 Depot Hill Road
Henniker, NH 03242

Tel: (603) 428-3221
Fax: (603) 428-4366

Incorporated November 10, 1768
"Only Henniker on Earth"

TOWN OF HENNIKER, NEW HAMPSHIRE

STAFF REPORT

DATE: 11/15/2022

TITLE: Application for Tax Exemption Commercial & Industrial Properties for Route 202 Self Storage pursuant to RSA 72:81

INITIATED BY: Helga Winn - Executive Assistant

PREPARED BY: Helga Winn - Executive Assistant

PRESENTED BY: Diane Kendall – Town Administrator

AGENDA DESCRIPTION:

The property owner submitted the application on May 9, 2022. Upon review by the assessor and town planner, the project was found to be eligible for this tax relief starting with the 2023 tax year.

Legal Authority: [RSA 72:81](#)

Financial Details: Starting assessment: \$279,600

Town Administrator Comment:

The exemption applies to the percentage of increased assessed value as follows - 50% for year 1 and 2, 40% for the year 3 and 4, 30% for the year 5 and 6, 20% for the year 7 and 8, 10% for the year 9 and 10. Subsequent years will be assessed at the full rate.

Suggested Action/Recommendation:

Suggested Motion: Henniker Selectboard approve the application for Property Tax Exemption for Commercial and Industrial Property pursuant to RSA 72:81.



TOWN OF HENNIKER

18 DEPOT HILL ROAD
HENNIKER, NH 03242
TOWN HALL (603) 428-3221 FAX (603) 428-4366
WWW.HENNIKER.ORG

Received by
TOWN OF HENNIKER

MAY 09 2022

SELECTMEN'S OFFICE

Application for Property Tax Exemption

For Commercial and Industrial Properties Pursuant to RSA 72:81

YOU MUST APPLY FOR EXEMPTION BEFORE STARTING CONSTRUCTION OR RENOVATION

Date: 3/24/22

Name of Business: Route 202 Self Storage

Applicant/Title: MAC Milford Realty or Assigns

Property Address: 852 & 872 Old Concord Rd.

Tax Map: 549 Lot: B & E

Telephone: [REDACTED]

Email: [REDACTED]

Type of project to be completed: New Construction Addition Renovation

Provide a description of the work to be done (Attach building plans if available):

Remove Existing House. Excavate & provide site
work for the construction of 5 self storage
buildings, totalling 30,300 square feet of storage space.

Anticipated start date: 5/15/22

Estimated completion date: 10/15/22

Estimated total cost of project: \$1.6 million

As voted by the Legislative Body of the Town of Henniker at the 2020 Town Meeting, the exemption shall apply only to the municipal and local school property taxes assessed by the Town. State education and county taxes are excluded from the exemption.

The exemption applies to the increase in assessed value attributable to construction of new structures, and additions, renovations, or improvements to existing structures, as follows: The exemption applies to the percentage of increased assessed value as follows - 50% for year 1 and 2, 40% for the year 3 and 4, 30% for the year 5 and 6, 20% for the year 7 and 8, 10% for the year 9 and 10. Subsequent years will be assessed at the full rate.

As voted by the Legislative Body of the Town of Henniker, in order to satisfy the public benefit requirement a minimum of one of the benefits listed below must be demonstrated. Where applicable, provide an explanation of the anticipated outcomes of the project for each of the following eligible public benefits (attach additional sheets if needed):

1. Enhance economic growth and increase the Town's tax base:

The need for self storage facilities exists in Henniker on the Rt. 202 corridor, as indicated by other facilities' occupancy rates & demand. A self storage site of this size will contribute to the town's tax budget & stimulate residential development by filling the needs for storage.

2. Creation of needed services or facilities not currently available in the Town:

Demand for self storage facilities exists in Henniker & on the Rt 202 corridor. Other facilities are at capacity & the location of this facility is convenient for Henniker residents & neighboring towns.

3. Redevelop and revitalize commercial or industrial area:

549 - B & E are zoned for such uses as self storage, and are currently underutilized. This project will stimulate commercial business & growth for what this land is zoned for.

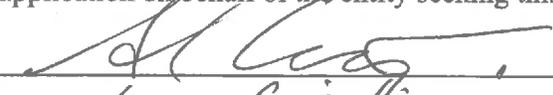
4. Prevent or eliminate blight:

There are currently very few trees on this site that need to be removed for development. The site crews & excavation contractors use their industry's best practices & procedures for containment.

5. Retain local jobs, increase local job base, and/or provide diversity in the job base:

A self storage facility would offer jobs for
customer service, plowing & landscaping contractors,
moving companies & other small businesses.

I have read and understand the above conditions of this exemption. By signing below, I affirm that I am authorized to sign this application on behalf of the entity seeking this exemption.

Signature of Applicant & Title:  member
Date: 3/24/22 Andrew Ciarelli MAC MILFORD Realty

Office Use Only

Director of Planning Review:

The project is eligible to apply for this tax relief.

Assessor Review:

Starting assessment \$279,600

Henniker Board of Selectmen: _____ Approve _____ Deny

Selectmen

Date

CHAPTER 72 PERSONS AND PROPERTY LIABLE TO TAXATION

Commercial and Industrial Construction Exemption Statewide

Section 72:81

72:81 Property Tax Exemption. –

I. An eligible municipality may, by vote of the local legislative body pursuant to RSA 72:82, adopt a new construction property tax exemption for commercial or industrial uses, or both. The intent of the exemption is to provide incentives to businesses to build, rebuild, modernize, or enlarge within the municipality. The exemption shall apply only for municipal and local school property taxes assessed by the municipality which shall exclude state education property taxes under RSA 76:3 and county taxes assessed against the municipality under RSA 29:11, and shall be a specified percentage on an annual basis of the increase in assessed value attributable to construction of new structures, and additions, renovations, or improvements to existing structures, but which shall not exceed 50 percent per year. The exemption may run for a maximum period of 10 years following the new construction.

II. Once adopted by the local legislative body, the percentage rate and duration of the exemption shall be granted on a per case basis based on the amount and value of public benefit as determined by the governing body either:

(a) To all properties within the municipality; or

(b) To a specific group or groups of parcels within the municipality as designated by the legislative body.

III. For the purposes of this section, public benefit shall be defined by the local legislative body as part of the adoption of the property tax exemption.

Source. 2017, 179:2, eff. Aug. 28, 2017. 2019, 221:1, eff. July 12, 2019.

Section 72:82

72:82 Procedure for Adoption. –

I. A municipality desiring to adopt the provisions of RSA 72:81 shall do so in accordance with the procedures set forth in RSA 72:27-a. The vote shall specify that the exemption, if granted, shall apply to all properties within the municipality if adopted in accordance with RSA 72:81, II(a) or to a specific group or groups of parcels within the municipality if adopted in accordance with RSA 72:81, II(b). The vote shall specify the maximum percentage of new assessed value to be exempted, the maximum number of years duration of the exemption following new construction, a definition of public benefit, and a reference to zoning use category definitions, if applicable. The exemption shall take effect in the tax year beginning April 1 following its adoption.

II. A vote adopting RSA 72:81 shall remain in effect for a maximum of 5 tax years; provided, however, that for any application which has already been granted prior to expiration of such 5 tax year period, the exemption shall continue to apply at the rate and for the duration in effect at the time it was granted.

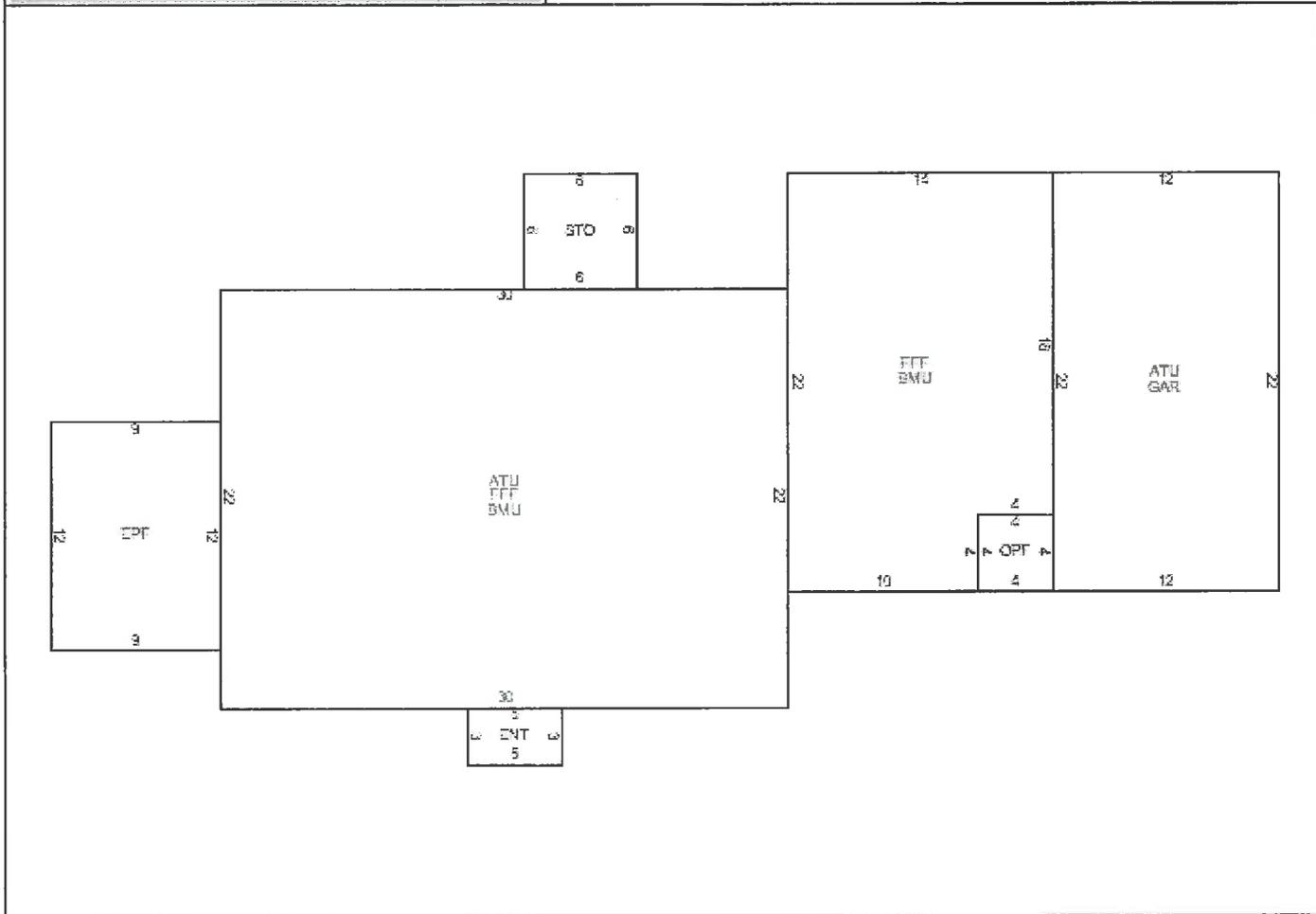
Source. 2017, 179:2, eff. Aug. 28, 2017. 2019, 221:2, eff. July 12, 2019.

OWNER INFORMATION		SALES HISTORY				PICTURE	
ROUTE 202 SELF STORAGE LLC 5 CIARDELLI CROSSING MILFORD, NH 03055		Date 07/22/2022 08/16/2021 12/23/2003 01/01/1800	Book 3799 3753 2609 PROB	Page 2761 2705 0693 0	Type U I 40 U I 24 U I 38 U V 99	Price Grantor 1 MAC MILFORD REALTY LLC 310,000 BRUNNHUOELZL 154,000 CONNOR HELEN S 1 CONNOR FREDERICK A	
LISTING HISTORY		NOTES					
03/28/22 ERPR 07/31/20 VS14 FIELD REVIEW 08/06/15 KL14 FIELD REVIEW 09/24/10 KL14 FIELD REVIEW 07/26/10 NC00 MEASUR+LISTED 05/05/10 PM01 MEASUR+1VISIT 05/05/10 PM02 MEASUR+2VISIT 05/06/05 PP25 CALLBACK INTERIOR INSPE		BEIGE; IA; FGR3'S BOTH HAVE DIRT FLRS, NO DOORS PDA ABOVE FGR;PER 3/24/22 VOLUNTARY MERGER MERGED 0.8 ACRE 6-549-B WITH THIS LOT; HOUSE/ALL XFOBS DEMOD FROM 6-549-B PRIOR TO 4/1/22 AND MERGER; DEMO/SITE WORK AFTER 4/1; PU NEW WORK & CHANGE TO COMM/IND W/275 USE;					

EXTRA FEATURES VALUATION								MUNICIPAL SOFTWARE BY AVITAR			
Feature Type	Units	Lngh x Width	Size Adj	Rate	Cond	Market Value	Notes	HENNIKER ASSESSING OFFICE PARCEL TOTAL TAXABLE VALUE			
GARAGE-1 STY	216	216 x 1	134	30.00	30	2,605	Year: 1996				
CARPORT WOOD	441	441 x 1	96	11.00	30	1,397	Year: 1996				
4,000											
Year	Building	Features	Land								
2020	\$ 83,100	\$ 3,400	\$ 80,200	Parcel Total: \$ 166,700							
2022	\$ 151,800	\$ 4,000	\$ 123,800	Parcel Total: \$ 279,600							

LAND VALUATION												LAST REVALUATION: 2022			
Zone: HEAVY COMMERCIAL			Minimum Acreage: 2.00			Minimum Frontage: 125			Site: AVERAGE Driveway: GRAVEL/DIRT Road: PAVED						
Land Type	Units	Base Rate	NC	Adj	Site	Road	DWay	Topography	Cond	Ad Valorem	SPI	R	Tax Value	Notes	
IF RES	2.000 ac	127,000	E	100	100	100	95	100 -- LEVEL	100	120,700	0	N	120,700	275 USE	
IF RES	1.300 ac	x 2,500	X	100				95 -- MILD	100	3,100	0	N	3,100	300 USE	
										123,800		123,800			
3.300 ac															

PICTURE	OWNER	TAXABLE DISTRICTS	BUILDING DETAILS									
	<p>ROUTE 202 SELF STORAGE LLC</p> <p>5 CIARDELLI CROSSING</p> <p>MILFORD, NH 03055</p>	<table border="1"> <thead> <tr> <th>District</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> </tbody> </table>	District	Percentage			<p>Model: 1.50 STORY RANCH</p> <p>Roof: GABLE OR HIP/ASPHALT</p> <p>Ext: CLAP BOARD</p> <p>Int: PLASTERED/DRYWALL</p> <p>Floor: HARDWOOD/CARPET</p> <p>Heat: OIL/HOT WATER</p> <p>Bedrooms: 2 Baths: 1.0 Fixtures:</p> <p>Extra Kitchens: Fireplaces:</p> <p>A/C: No Generators:</p> <p>Quality: A0 AVG</p> <p>Com. Wall:</p> <p>Size Adj: 1.1535 Base Rate: RSA 136.00</p> <p>Bldg. Rate: 1.0513</p> <p>Sq. Foot Cost: \$ 142.98</p>					
District	Percentage											
PERMITS												
<table border="1"> <thead> <tr> <th>Date</th> <th>Project Type</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>05/17/22</td> <td>NEW CONSTRUCTION</td> <td>5 STORAGE UNITS 30,300SF</td> </tr> <tr> <td>03/01/22</td> <td>DEMOLITION</td> <td>DEMO 980SF HOUSE & GARAGE</td> </tr> </tbody> </table>				Date	Project Type	Notes	05/17/22	NEW CONSTRUCTION	5 STORAGE UNITS 30,300SF	03/01/22	DEMOLITION	DEMO 980SF HOUSE & GARAGE
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05/17/22	NEW CONSTRUCTION	5 STORAGE UNITS 30,300SF										
03/01/22	DEMOLITION	DEMO 980SF HOUSE & GARAGE										



BUILDING SUB AREA DETAILS				
ID	Description	Area	Adj.	Effect.
ATU	ATTIC	924	0.10	92
GAR	GARAGE ATTCHD	264	0.45	119
FFF	FST FLR FIN	952	1.00	952
BMU	BSMNT	952	0.15	143
OPF	OPEN PORCH	16	0.25	4
ENT	ENTRY WAY	15	0.10	2
STO	STORAGE AREA	36	0.25	9
EPF	ENCLOSED	108	0.70	76
GLA:	952	3,267		1,397

2022 BASE YEAR BUILDING VALUATION	
Market Cost New:	\$ 199,743
Year Built:	1935
Condition For Age:	GOOD 24 %
Physical:	
Functional:	
Economic:	
Temporary:	
Total Depreciation:	24 %
Building Value:	\$ 151,800

Item 8 Board Discussion of 2023 Budget

DRAFT

Disclaimer – The following are Draft Minutes, which could include errors and are subject to change upon approval of the Select Board.



**Town of Henniker
Board of Selectmen Meeting
Tuesday November 1, 2022, 5:45pm
Henniker Community Center**

- Members Present:** Chairman Kris Blomback, Selectwoman Tia Hooper, Selectman Bill Marko, Selectman Scott Osgood
- Member’s Excused:** Vice Chair Peter Flynn
- Town Administrator:** Diane Kendall
- Recording Secretary:** Diane Kendall
- Others Present:** Kim Johnson, Tax Collector
- Guests:**

Chairman Blomback called the meeting to order at 5:45pm

TAX COLLECTOR BUSINESS

Selectman Marko motioned to enter non-public session citing RSA 91-A:3, II(c) Matters which, if discussed in public, would likely affect adversely the reputation of any person, other than a member of this board, unless such person requests an open meeting. This exemption shall extend to include any application for assistance or tax abatement or waiver of a fee, fine or other levy, if based on inability to pay or poverty of the applicant, seconded by Selectwoman Hooper. Roll call vote to enter non-public session: Chairman Blomback, yes; Selectman Osgood, yes; Selectman Hooper, yes; Selectman Marko, yes. The motion passed unanimously.

The Selectboard entered non-public session at 5:45pm

The Selectboard returned to public session at 6:01pm

Selectwoman Hooper motioned to seal the minutes, seconded by Selectman Marko, because it was determined that divulgence of this information likely would adversely affect the reputation of someone other than a member of the Selectboard. Roll call vote to seal minutes: Chairman Blomback, yes; Selectman Osgood, yes; Selectman Hooper, yes; Selectman Marko, yes. The motion to seal the minutes passed unanimously.

Chairman Blomback motioned to adjourn the meeting at 6:01pm, seconded by Selectwoman Hooper. The Selectboard recessed until the regularly scheduled meeting at 6:15pm.

Respectfully submitted,

Diane Kendall
Minute Taker

Minutes Approved:

DRAFT

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**Town of Henniker
Board of Selectmen Meeting
Tuesday, November 1st, 2022, 6:15PM
Henniker Community Center**

Members Present: Chairman Kris Blomback, Selectwoman Tia Hooper, Selectman Bill Marko, Selectman Scott Osgood
Member's Excused: Vice Chair Peter Flynn
Town Administrator: Diane Kendall
Recording Secretary: Hank Bernstein
Guests: See attached Sign-In Sheet

CALL TO ORDER/PLEDGE OF ALLEGIANCE

Chairman Kris Blomback opened the meeting with recitation of the Pledge of Allegiance and called the meeting to order at 6:15pm.

CONSENT AGENDA

Item #1 – Selectman Osgood motioned to approve the Consent Agenda November 1st, 2022, seconded by Selectman Marko. The motion passed, unanimously.

PUBLIC COMMENT #1

No public comment

APPOINTMENTS WITH THE BOARD:

Item #2 Alan Brown request to Donate Funds for Azalea Park Bench:

Susan Adams of Ramsdell Rd, friend of Azalea Park, requests that the board accepts Mr. Brown's donation of \$1,000 to the Azalea Park fund for a bench dedicated to Kenneth Brown. Ms. Adams goes on to say that Mr. Brown has been very generous; The railings he purchased are beautiful, strong, and enduring. This donation is for a second bench. Selectman Osgood asks if Ms. Adams knows where the bench will go. She responds saying the bench will go under an oak tree at the far end of the park. Selectman Marko asks how much a bench costs. Ms. Adams responds that it will cost \$694 including the plaque. The remainder is kept for maintenance. **Selectwoman Hooper makes a motion to accept this donation, seconded by Selectman Osgood, motion passed unanimously.**

CONTINUED BUSINESS:

Item #3 ARPA Fund request update:

Fire Chief Morse and Town Administrator Kendall have recommended the fire alarm at the Grange and the Transfer Station be replaced. Both alarms are not compliant with National Fire Protection Association (NFPA) standards. Town Administrator Kendall calls Geoff Davis from Electronic Security Protection Inc, a home security system professional, to the podium. Mr. Davis has been a resident of Henniker for 47 years. Mr. Davis first discussed the Transfer Station. The fire alarm system was put in many years ago and is not even close to being up to standard. The system is also causing false alarms for the Fire Department. The system is not NFPA compliant. Mr. Davis assures that when he completes this job the system will be NFPA compliant. Mr. Davis goes on to say that Chief Morse had expressed concern to him about the burglar alarm being associated with the fire alarm system. Mr. Davis confirms that it is indeed part of that system, but the two systems can be separated, and he can leave the burglar alarm intact. Town

DRAFT

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Administrator Kendall added this to the ARPA fund request because it is a public safety issue and an asset protection issue. Chairman Blomback asks how old these alarm systems are. Mr. Davis was not precisely sure, believing the Grange system to be 20 years old and the Transfer Station system to be even older, but would report that exact information later. Selectman Marko asks Mr. Davis to rate the sense of urgency on a scale of 1-10. Mr. Davis gave a subjective response stating that the Fire Department could potentially shut these buildings down until they meet NFPA standards. He is unsure if the state would do the same, but this is the minimum requirement from the state. Selectwoman Hooper requests to hold until the budget meeting that takes place in a couple weeks. Chairman Blomback expresses that he is more concerned that this might need to go out to bid. Town Administrator Kendall notes that this project is quoted at \$9,186 so it does not meet the requirement to go out as sealed bid, although the Board might want to get three quotes. One issue is that Electronic Security Protection Inc already does the alarm systems for the town, getting different contractors that could create confusion. Mr. Davis notes something to consider is that every building needs to be inspected yearly. His company could include fire exit and extinguisher testing, which could reduce overall costs. Chairman Blomback asks how many alarm systems are in the town. Electronic Security Protection Inc. covers the alarms for: the Grange, Transfer Station, Community Center, Town Hall, Highway Garage (it was their alarms that got the Fire Department there when it burned down), Wastewater, and Police Department. The Fire Station is not included, that was done by an Aucoin. The Fire Department also needs a new fire alarm system, but Chief Morse thought that was lower on the priority list. Selectman Marko notes that Mr. Davis's experience in town could be an asset but it would still be useful to get more quotes. Mr. Davis shares that his company is not cheapest but certainly not the most expensive. His company knows the alarm industry standards. Mr. Davis understands that the Selectboard may want to see other quotes- that's business. Town Administrator Kendall was hoping the Selectboard could add this to the ARPA fund request because she believes this is a good use for these funds. Town Administrator Kendall asks the board if they want to put this in the budget or use ARPA funds. Selectwoman Hooper shares that this will be talked about during the upcoming budget meeting. Mr. Davis shares that his company also offers 24-hour service at a fee. Chairman Blomback notes that when comparing quotes, the Selectboard should make sure they are comparing apples to apples to apples and to look at more than just price. The Selectboard takes the proposal under advisement. **Selectwoman Hooper makes a motion asking the Town Administrator to solicit three quotes for this project and we will discuss after we hear the budget proposals, Selectman Marko seconded. Motion carries 3-1.**

Item #4 Re-establish Solid Waste and Recycling Committee next steps:

Town Administrator Kendall asks the Selectboard about the next steps for this committee. Selectwoman Hooper notes that first they need to establish the committee's mission, one of which is assisting in creating a new fee structure for the Transfer Station and strategies for implementation, while not handcuffing them to some of the advisory capacities that they may need to discuss with Marc Boisvert or other future Superintendents of the Transfer Station. The function of this committee is to support the Transfer Station and the Selectboard in setting fee structures, policy review, recycling, and implementation strategies for the Town of Henniker. Some activities of this committee would include presenting a new fee structure to the Selectboard. The prior committee had nine members, perhaps seven would work better depending on interest. Town Administrator Kendall shares that she created a page on the town website that the Selectboard may want to examine. Selectman Marko agrees that a committee of seven members sounds better than nine. **Selectwoman Hooper moves that the mission for the Transfer Station Committee function is to support the Transfer Station and the Selectmen in setting a fee structure, policy review, reviewing recycling strategies, and other procedural implementation for Transfer Station operation within the town of Henniker and that committee shall be made up of 7 members. Seconded by Marko.**

Town Administrator Kendall asks if the committee will be standing or ad hoc. Selectwoman Hooper states that this will be a standing committee. Town Administrator Kendall suggest that members to this committee have staggered appointments to avoid the terms all ending at the same time.

Selectman Osgood express that he believes having a standing committee would make things more difficult. Selectman Marko disagrees saying he believes the committee will be helpful. The Selectboard members discussed their ideas on how to best help Mr. Boisvert.

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Chairman Blomback shares that it seems the Board agrees that they want a committee for the next twelve months, noting that Selectman Osgood would like to know the sunset of this committee. Selectwoman Hooper comments that we have seen many times how a committee will be helpful. Instead of Mr. Boisvert having to come before the Selectboard with questions he could go to this committee for solutions. Selectman Marko suggests getting Mr. Boisvert's input. Selectwoman Hooper shares that Mr. Boisvert is only a part time employee, and this committee could implement policy going forward. Selectman Marko notes that the Board could just disband the committee when it is no longer helpful. Town Administrator Kendall comments that she has seen committees like this become managerial and that they can become unhelpful, but this committee sounds supportive. Selectman Osgood expresses his concern that the Transfer Station may not appreciate a committee looking over them all the time. Chairman Blomback asks if the committee reported to the Selectboard and not the Transfer Station if that would appeal to Selectman Osgood. Selectwoman Hooper states, as she said in her motion, that the function of this committee is to serve the Transfer Station and the Selectboard. It is an advisory capacity providing information to Mr. Boisvert. Selectman Osgood expresses that he believes it would be more favorable for the committee to address the issues at hand, come up with a solution, and then resolve. Selectman Marko notes that there are always going to be challenges, for example plastic is not actually being recycled worldwide- how do we solve that on a town level? He thinks that Mr. Boisvert could use some help with that problem. **Selectman Marko makes a motion to table this conversation for later, Selectman Osgood seconded.**

Selectman Osgood amends Selectwoman Hooper's motion, adding "to be determined if it is ad hoc or standing". Seconded by Chairman Blomback. Motion for the amendment carries unanimously.

The motion as amended carries unanimously.

NEW BUSINESS

Item #5 Committee, Commission Appointments:

A. Ballot Clerk/Election Worker Appointment

Town Administrator Kendall notes that both election volunteers were asked to come before the board by email, she does not seem them in the audience. Selectman Marko says we should hold off until we see them.

B. Building Code Advisory Committee Selectboard Representative

Town Administrator Kendall asks which Selectboard member should be appointed to the Building Code Advisory Committee.

Chairman Blomback makes a motion to appoint Bill Marko as the Selectboard representative for the Building Code Advisory Committee, Selectwoman Hooper seconded. Motion carried unanimously.

Item #6 Police Department ARPA Grant for AED acceptance:

Chief French comes to the podium and explains some backstory. The Police Department has two Automatic External Defibrillators (AED) which will hopefully bring someone back to life. Chief French knows of two saves using these. However, these units are no longer serviceable. Chief French went after this grant to get an AED for all Town buildings and each Police cruiser. However, the grant did not award Henniker an AED for each building, but the grant will cover an AED for each Police cruiser. Chief French came before the Selectboard to ask for their certificate of approval so he may sign off on the grants. Selectman Marko confirms that the Police Department will be receiving five units. **Selectwoman Hooper moves that the Board accept the NH Department of Justice Grant awarded to the Henniker Police Department in the amount of the \$8,485 and that Chief Matthew French is authorized to handle all the work in acceptance and execution of this grant, Selectman Marko seconds.** Selectman Osgood asks if there is training associated with these units. Chief French confirms that the Police Department does such training annually. **Selectwoman Hooper includes in her motion that the Town Administrator can sign the Certificate of Authority. Motion carries unanimously.**

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Item #7 Proposal for Police Facility Assessment Committee – Chairman Blomback:

Chairman Blomback shares that the Selectboard is looking to establish the Police Facility Assessment Committee. The Selectboard is aware there are shortcomings of the current facility. They are looking to establish a committee with six to eight community members with divergent skill sets, meeting perhaps quarterly, to review the facility, prepare an inventory, analyze data, and to come together with solutions and prepare a roadmap for the Police Department. The Selectboard is allotting \$100,000 to the funds thanks to the generous taxpayers of the Town of Henniker. Chairman Blomback submitted dollar amounts that are currently in the Building Police Capital Campaign which is around \$305,000. Selectwoman Hooper corrects that number which is \$205,259 based on the balances the Capital Improvement Plan Committee received from the Finance Director, and that amount of founding in previous years has been \$50,000. Chairman Blomback begins a first reading, suggesting a mission that the Police Facility Assessment Committee will be appointed by the Board of Selectman and charged with evaluating the existing facility and to coming up with proposals, deliver police facilities that meet the demands of the community's future. Henniker residents approve the creation of the campaign reserve to prepare for this purpose and voters have subsequently approved annual additional appropriations for the last few years. Chairman Blomback also included the capital the came out of Selectwoman Hooper's Capital Improvement book, as well as some information about Primex or various insurance companies with the ability to grade the facility. Selectwoman Hooper asks the date of publication on the Police Facilities Book. Chairman Blomback believes it is 2021. Selectwoman Hooper suggests the name be the New Police Building Committee, reaffirming that this is a brand-new facility, not a modification. Chairman Blomback shares that this is a first reading, so the project is still a work in progress. Selectwoman Hooper notes that she is looking forward to the discussion at the next meeting. Selectman Marko shares that he is happy to see this get kicked off. Town Administrator Kendall asks for clarification on this item, is it to establish a committee does the board need to have first, second, and third to establish that? She understands that procedure is for policy not a committee. Selectwoman Hooper shares that it is a committee, not a policy, but it should be on the docket in the future. **Selectwoman Hooper moves to add to the agenda for further board discussion and public comment the establishment of a new police building committee, their mission statement, and committee make up.** There was some discussion one what the name of the committee should be, Selectwoman Hooper noting that she wants to make sure the word "NEW" is carefully articulated. **Selectman Osgood seconds the motion. Motion carries unanimously.**

Item #8 Army Corp of Engineers Easement Agreement – WWTP Pump Station:

Town Administrator Kendall brings to the attention of the Board that an easement agreement is needed to work at the pump station by Ramsdell Road. The Town Attorney and Primex reviewed the agreement. The work that needs to be done at the pump station does not have to happen until next spring and the existing easement agreement will stay in place. No concerns on the technical aspects. The Army Corp of Engineers is firm in their agreements, and it would likely take a long time to get things changed. Town Administrator Kendall asks the Board if they have concerns about the agreement and she will seek resolution. **Selectwoman Hooper makes a motion that we enter into these easement agreements as presented for the sewer pipes and siphon and authorize the Chairman to sign, Selectman Osgood seconded. Motion carries unanimously.**

Item #9 Land Use Change Tax release and record:

Town Administrator Kendall shares what came to light in assessing, there are two properties in current use that have old barns. The Selectboard needs to release the area of the barn from current use and record the change. Typically, there is a land use change tax when this happens, but because of the time frame of discovery it would in the towns best interest to waive the fee. The Board could decide to charge the land use change tax, but the applicant/property owner would have a good case to have that abated. Town Administrator Kendall's recommendation is to release and record this as a zero tax. **Selectwoman Hooper makes the motion that the Board release and record the non-qualifying acreage with the registry of deed for tax map lot 7-344-X and 7-352-X1 without charging the taxpayer due to the exceeded deadline, Selectman Marko seconds. Motion carries unanimously.**

DRAFT

Disclaimer – The following are Draft Minutes, which could include errors and are subject to change upon approval of the Select Board.

Item #10 Tax rate and budget schedule update:

Town Administrator Kendall shares the draft schedule for the November 12th meeting. She notes that we are still waiting for the tax rate due to its being held up by the school district. Selectwoman Hooper notes that these meeting can move rather quickly, requesting that people show up fifteen minutes early and provide a phone number in case the Board needs to contact them. Town Administrator Kendall notes that the Finance Department is still compiling the budget binders. Chairman Blomback makes a request for refreshments in the morning.

Item #11 Election November 8 Selectboard Schedule:

The Selectboard discussed their schedule for the upcoming election on November 8th.
Selectman Flynn will be present 7AM – 11AM
Selectwoman Hooper will be present 7:30AM – 8:30AM, and 11:30AM – 1PM
Selectman Marko will be present NOON – 7PM
Selectman Osgood will be present 7AM – 7PM
Chairman Blomback will be present NOON – 5PM

Item #12 Annual Report Dedication:

Town Administrator Kendall asks the Board to consider who to dedicate the annual report to.

TABLED BUSINESS:

Request for Crosswalk on Main St Tabled pending more information CNHRPC

Town Administrator and Mark Fougere have a meeting with CNHRPC on Wednesday at 3:30PM to evaluate crosswalk site. CNHRPC will attend a future Economic Development Committee meeting to discuss options.

Town Administrator Kendall notes that there is one more tabled item the floating holiday. Selectwoman Hooper shares the holiday schedule has not been finished. Town Administrator Kendall notes that she will put the holiday schedule on the next agenda. Chairman Blomback requests that the Selectboard task the Town Administrator with coming up with a Paid Time Off policy. Both Selectwoman Hooper and Chairman Blomback express their support for PTO. Town Administrator Kendall shares that she has resources for such a task. Town Administrator Kendall notes that she will ask employees of the town their thoughts and ideas on which floating holiday to consider and draft some PTO plans for the board to consider.

Past Meeting Minutes

Item #13 Acceptance of Board of Selectmen Non-Public Session October 18, 2022, 8:24pm:

Selectman Marko moves to approve, Selectwoman Hooper seconds. Motion carries unanimously.

Item #14 Acceptance of Board of Selectmen Minutes October 18, 2022, 6:15pm:

Selectwoman Hooper notes an edit on page two, “E-N-D” should instead be “E-M (as in Mary)-D”

Selectman Marko moves to approve as edited, Selectwoman Hooper seconds. Motion carries unanimously.

Communications

Item #15 – Town Administrator: The new payroll system has been implemented and new reports have more detail than before. Working on budget and ARPA grants, attending CIP meetings. The Hazardous Waste Takeback Day seemed to go smoothly and had a great turn out. Created a webpage for Solid Waste and Recycling Committee, and a page for the Building Code Advisory Committee. Mini splits in Town Hall have been installed. Last week was the Spirit Week fundraiser for Henniker Family Dentistry. We dressed up every day and they donated over \$100 to White Birch. The Broadband Committee meets Thursday, Wastewater Treatment Superintendent has applications. All three meet minimum qualifications. Trying to keep the Communication Tower project going, but there are aspects that we need help with. Work cannot commence until the environmental and historical survey is complete. There are some deadlines that we need to be concerned about.

DRAFT

Disclaimer – The following are Draft Minutes, which could include errors and are subject to change upon approval of the Select Board.

A request to use the gazebo at Community Park on December 3rd was placed. They want to set up a tree, hand out hot chocolate and a booth with Santa. They have done this before, but this year they want to use the gazebo after dark. Hosted by Emily Bogo, and who represents HCS PTA. Can we authorize it even though it is after dark? Discussion occurred on matter, concluding in the Selectboard authorizing the use of Community Park after dark for the standard fee.

Another request that came up was a yoga teacher wanted to reserve the Community Center. There has been exercise instructors in the past that have had the fee reduced, but there is no documentation representing authorization for that to take place. The Selectboard agreed that the standard \$50 to rent the building is already a deal.

Item #16 - Selectmen Reports:

Selectman Marko reported on the Building Code Advisory Committee meeting where they had discussed their charter, their next steps are to get in touch with Bob Garside and work out a way that he can enforce his building code enforcement duties given the relief we have promised to the community in the building codes. They are confident that they can have something ready for zoning changes.

Selectwoman Hooper reported on the CIP committee meeting where they met with Rescue Team Gregory Aucoin and Transfer Station Superintendent Marc Boisvert. Town Administrator Kendall was also present. There was a wonderful conversation there and they look forward to their next meeting.

Chairman Blomback reported on an OHRV meeting. No issues, quick meeting. Selectman Marko asked if they discussed the amount of road damage. Chairman Blomback noted that didn't come up at all. Selectman Marko shared that last time he had heard the police got involved and we are going to have to vote on this again. We have a lot of great local citizens, but we have people coming in from out of town and they think they can tear up the roads. We are spending tax dollars to solve that problem. Selectman Marko requests this matter be discussed at the next meeting.

Selectman Osgood had nothing to report

PUBLIC COMMENT #2:

No public comment

Selectwoman Hooper makes a motion to adjourn at 7:56PM, Selectman Marko seconded. Motion carries unanimously.

Respectfully submitted,

Hank Bernstein
Minute Taker

Minutes Approved:



Meeting: BOARD OF SELECTMEN

Date: November 1, 2022

PLEASE PRINT

Name

Address

SUSAN ADAMS

RAMSDEZK RD

Chazl Freeman

henniker

Lori Marko

Henniker

Matthew French

HPTD

"The only Henniker on Earth."



Office of the Town Administrator
Diane Kendall

To: Board of Selectmen
From: Diane Kendall, Town Administrator
Date: November 15, 2022
Ref: **Town Administrator's Report**

This report encompasses updates, activities, projects, and meetings October 29 to November 11

Meetings:

- Concord Area Transit representative and updated the website for [transit services](#)
- CNHRPC site walk and next steps for Main St crosswalk request
- Tax Rate Setting meeting with Finance Department
- Broadband Committee Meeting
- Capital Improvement Committee
- Building Code Advisory Committee
- Upcoming meeting with Sharon Nall and Luis Adorno for DES funding opportunities – November 28
- Upcoming Helga Winn and Sherry Bradstreet to attend NHMA conference and workshops on Nov. 16

Finance:

- 2022 Tax rate set: How does Henniker compare? 51 towns have tax rate reported as of the date of this report. See link: [22-tax-rates.pdf \(nh.gov\)](#)

Municipality	Date	Valuation	Valuation w/ Utils	Municipal	County	State Ed.	Local Ed.	Total Rate	Total Commitment
Henniker	11/04/22	\$710,412,824	\$723,351,324	\$6.93	\$1.79	\$0.88	\$11.84	\$21.44	\$15,457,467
	Averages:	\$696,931,973	\$729,908,721	\$4.98	\$2.00	\$1.27	\$11.29	\$19.53	\$13,730,941

- Tax warrant prepared
- Sewer bills mailed

Legal: received NHMA legal files; responded to RTK request for email communication

Parks and Properties:

- Approve use of Community Building for yoga class and Gazebo for holiday event

Planning: Meeting with town planner and assessing regarding Exemptions 72:81

Wastewater Treatment:

- **Ongoing recruitment efforts including phone interviews, coordination of interviews and assessment**
- Attended NHDES Asset Management workshop for drinking water, stormwater, and wastewater utilities .55CEUS

Other: The Employee Holiday Luncheon is scheduled for December 14, 2022, from noon until 2 pm at the Fire Department. As in previous years, we respectfully request to close Town Hall for those two hours.

State and NHMA:

- NHMA Town and City Magazine: <https://www.nhmunicipal.org/town-city-magazine>
- NHMA's 81st Annual Conference and Exhibition November 16 and 17 <https://www.nhmunicipal.org/nhmas-81st-annual-conference-and-exhibition>
- December [Events & Training | New Hampshire Municipal Association \(nhmunicipal.org\)](#)
- [NHMA Important Dates Calendar](#)
- [OSI Planning and Zoning Training | Planning Division | NH Office of Strategic Initiatives](#)

Diane Kendall

From: Leo Aucoin
Sent: Thursday, November 10, 2022 7:40 AM
To: Diane Kendall
Subject: FW: Old Hillsboro Road

-----Original Message-----

From: Jon Evans <[REDACTED]>
Sent: Wednesday, November 9, 2022 11:18 AM
To: Kris Blomback <[REDACTED]> Peter Flynn <[REDACTED]> Scott Osgood
<[REDACTED]> Tia Hooper <[REDACTED]>
Cc: Leo Aucoin <[REDACTED]> Lucia <[REDACTED]>
Subject: Old Hillsboro Road

Good morning.

We want to commend Leo and the entire road crew for their excellent work on Old Hillsboro Road. Their work is highly professional and the outcome is perfect.

Thank you all for prioritizing the work this year on this well traveled road in our neighborhood.

Jon and Lucia R. Evans
61 Overhill Road

October 2022 Department Reports

Assessing Department

Building Department

Fire Department

Human Services

Transfer Station

Wastewater Treatment

MEMORANDUM

Helga Winn, Assessing Technician
18 Depot Hill Road
Henniker, NH 03242
Phone 603-428-3221 x 101 ≈≈ Fax 603-428-4366
[REDACTED]

TO: Diane Kendall, Town Administrator
DATE: November 2, 2022
RE: Monthly Report

Assessing Report for October 2022

- Monthly maintenance of new deeds, address changes and online tax maps.
- Ongoing data entry of permits in Avitar.
- Intent to Excavate approved for Lots 679 and 680.
- Seven Reports of Cut sent to Forester for field review.
- Avitar Assessing software installed on server and final assessment values uploaded to Town.
- Revaluation completed by Avitar.
- MS-1 approved and uploaded to DRA Web Portal.
- 2022 Flood Control Reimbursement submitted to DRA.
- 2022 Reimbursement to Towns/Cities for Federal & State Forest Land approved and submitted to DRA.
- Sewer warrant created.
- Five Land Use Change Tax warrants & bills created.
- Cartographics Associates to redevelop AxisGIS data processor for the Avitar Assessment database system within 30 days.
- Avitar to implement Export Cards to PDF Add-On functionality once AxisGIS data processor has been redeveloped by Cartographics.



Monthly Building Department Report
October 2022

TO: Diane Kendall, Town Administrator

FROM: Helga Winn, Land Use Coordinator

The following is a record of permits, certificates of occupancy, inspections and revenue collected for the month listed above.

Permits /COs/Inspections	Quantity	Revenue
Building Permits - Residential	8	\$1,352.00
Building Permits - Commercial	1	\$150.00
Electrical Permits	10	\$550.00
Plumbing Permits	2	\$100.00
Mechanical Permits	11	\$550.00
Demolition Permits	0	\$0.00
Driveway Permits	1	\$75.00
Trench Permits	0	\$0.00
Sign Permits	0	\$0.00
Assembly Permits	0	\$0.00
Tent Permits	0	\$0.00
Hawk & Peddler	0	\$0.00
Certificates of Occupancy	4	\$0.00
Inspections Performed	44	
Total		\$2,777.00

Town building rental/use:

Town Buildings	Rented/Reserved	Revenue
Community Center (upstairs)	1	\$100.00
Grange (Does not include Caseworker & CAP)	5 Food Pantry open 2x week	N/C for AA Food Pantry- permanent
Bandstand/Community Park	1	Combined w/Comm Ctr

Respectfully submitted,

Helga Winn

Town of Henniker, NH
Permits Issued October 2022

Date In	Owner	Address	Map/Lot	Type	Description	Contractor	Fees	Issued
10/3/2022	Christopher Bradford	497 Bacon Rd.	4-355-A3	Mechanical	Boiler Install	Sal Magistro Services LLC	\$ 50.00	10/3/2022
10/3/2022	Chris Wayland	682 Hemlock Corner Loop	1-26	Mechanical	Tank Installation	Clardell Fuel Allian Kingsbury	\$ 50.00	10/3/2022
10/4/2022	Carly Marquis Hensen	226 Ray Road	6-119-L	Electrical	10 kW battery storage system	Granite State Solar	\$ 50.00	10/11/2022
10/5/2022	Ted Kupper	79 Water Street	2-467	Mechanical	Viessman Gas Combi Boiler	Christenson PH	\$ 50.00	10/5/2022
10/5/2022	Madigan Group LLC	23 Lone Pine	3-117	Mechanical	New Construction, piping, installation	Wheeler Plumbing & Heating	\$ 50.00	10/5/2022
10/5/2022	Madigan Group LLC	23 Lone Pine	3-117	Plumbing	New Construction	Wheeler Plumbing & Heating	\$ 50.00	10/5/2022
10/6/2022	Patnaude, Wayne & Richard	524 Weare Rd	1-539-D	Mechanical	New propane gas pipe / boiler replacement	Banegas Mechanical Services LLC	\$ 50.00	10/13/2022
10/6/2022	Chloe Roe	372 French Rd	1-291-a	Mechanical	Gas tank and underground piping	Amerigas	\$ 50.00	10/6/2022
10/7/2022	T. Patnaude / Vertex	796 Liberty Hill Rd	1-65	Comm. Building	Instal of a communications facility	Vertex Tower Assets. LLC	\$ 150.00	10/11/2022
10/11/2022	Leading Edge Exteriors Shannon French	1161 Rush Road	1-74-D	Mechanical	Install gas fireplace and venting (piping done by others)	Quality Insulation	\$ 50.00	10/11/2022
10/11/2022	Dany & Rachel Valladares	953 Rush Rd	1-104-A5	Building	Re-siding and deck restoration	Self	\$ 50.00	10/17/2022
10/12/2022	John & Jessica Prieto	356 Liberty Hill Rd	5A-139-C	Electrical	Install ductless mini splits	Paradigm Plumbing & Heating	\$ 50.00	10/12/2022
10/14/2022	Pat's Peak	686 Flanders (34 Craney P)	1-588-A	Electrical	New Bathroom in A frame building	Oat's Electric Inc.	\$ 50.00	10/17/2022
10/14/2022	Scogg Dias Custom Building	1223 Western Ave.	1-349-G	Electrical	Relocate service addition	Oat's Electric Inc.	\$ 50.00	10/17/2022
10/14/2022	Erling Jorgenson	51 Cressey St	2-488-C	Mechanical	Replacement installation of a Gas boiler	Heritage Home Service	\$ 50.00	10/17/2022
10/14/2022	Adam Burritt	468 Davison	2-95-1	Building	Foundation Only	Murdough Home Improvements	\$ -	10/17/2022
10/19/2022	Robert & Kelly French	175 Foster Hill Road	1-277-C	Electrical	New Home Complete Wiring	Marc Aucoin's Electrical Service	\$ 50.00	10/19/2022
10/19/2022	Tyler Dawson	82 Diamond Drive	5B-102-X2	Electrical	New Construction	Blay Electric LLC	\$ 50.00	10/19/2022
10/19/2022	Al Prisco	319 Western Ave	2-400-B3	Electrical	14 kW Kohler Stanby generator	NH Generator Installers	\$ 50.00	10/19/2022
10/19/2022	Al Prisco	319 Western Ave	2-400-B3	Mechanical	10' UG pipe tank to gecl	Top Half Piping + Gas	\$ 50.00	10/19/2022
10/19/2022	Marian & Jeff Towle	89 Goss Drive	5D-148-B	Building	Addition to living space	Jack Krantz	\$ 222.00	10/24/2022
10/24/2022	Bob & Kelly French	175 Foster Hill Road	6-277-C	Mechanical	500 Gallon UG Propane Tank	Orrin Poland	\$ 50.00	10/24/2022
10/24/2022	Roger & Lynn Boisvert	511 Mt. Hunger rd	11-728	Building	Three Car Garage	Roger Boisvert	\$ 266.00	10/26/2022
10/24/2022	Todd & Keith Danis	9 Goodwin Rd.	9-592-A	Electrical	(2) 200A Single Phase Service	Austin Provencher	\$ 50.00	10/24/2022
10/24/2022	Juliana Read	486 Mt. Hunger Rd	11-727-X	Electrical	200 amp service change	Heritage Home Service	\$ 50.00	10/24/2022
10/24/2022	James Garrett	163 Craney Hill Rd.	8-586-C3	Building	Add 1st floor master suite	Scott Dias	\$ 258.00	10/26/2022
10/26/2022	Susan Boedy & Michael Stella	98 Patterson Hill Rd	7-386-C	Building	Construct Breezeway and Garage	Valken Construction	\$ 272.00	10/28/2022
10/27/2022	Jessica & John Prieto	356 Liberty Hill Rd	5A-139-G	Driveway	Resurface/Pave - no culvert needed	Youngs Excavating & Paving	\$ 75.00	10/28/2022
10/28/2022	Deb Urbaitis	45 Gould St	50-171	Building	Updating Bedrooms, adding a bathroom	The Smark House. LLC	\$ 184.00	11/1/2022
10/31/2022	Frank Lembree	626 Gulf Rd	8-574-A	Mechanical	Replace Existing Boiler W/ Combi	Christenson Plumbing and Heating	\$ 50.00	10/31/2022
10/31/2022	Frank Lembree	626 Gulf Rd	8-574-A	Electrical	Install Replacement Boiler	Christenson Plumbing and Heating	\$ 50.00	10/31/2022
10/31/2022	Christopher Caplice	587 Craney Hill Rd	11-654-EE	Building	Instal 13x7 plunge pool with cover	Terrain Planning & Design	\$ 100.00	11/1/2022
10/31/2022	Mac Milford LLC	872 Old Concord Rd	6-549-E	Electrical	200A UG to stacion backboard, and wire self storage facility buildings + lights	James Jasper Electric LLC	\$ 100.00	10/31/2022



The month of October 2022 consisted of 21 calls for Henniker Fire. The calls ranged from

- 3 fire alarm activations
- 7 EMS assists
- 4 Motor vehicle accidents
- 1 Smoke investigation
- 3 Outside Fires
- 1 Trees and wires down
- 1 Building fire
- 1 Electrical wiring

Henniker Fire Department applied for a NH State Forestry Grant to help pay for much needed Forestry equipment. The amount awarded to Henniker fire was \$2499.00.

Training for this month was dawning for time and Firefighter 2 review.

Fire prevention took place in October with the Henniker 1-3 Grades and the following week with the preschoolers.

Thank you,

Chief Morse

Henniker Human Service Department – Summary Report October 2022

- Ongoing work with clients;
 - 2 residents assisted with redetermination for HHS
 - Still working with 1 resident assisted with clients SSA-SSDI -loss of benefit
 - 3 clients working on understanding budget realities and discussing choices. These are important sessions in gaining control over finances.
 - Assisted 5 residents with fuel and electrical assistance applications. Continue to get word out for residents to apply.
- Homeless individuals that have come to my office in August I have not seen in Sept, I think they are still around.
- Administrative work ongoing. Working with other public/private agencies to assist Henniker residents.
- Received a generous gift from Lions Club \$1000 to assist homeless in Henniker. Have confirm the Rotary Club gift which assists residents with items the town cannot assist with
- 5 Vouchers – (4 rent and 1 fuel)
- 10 Clients inquiring information and resources

The office traffic has been steady. I hope residents continue to be proactively with their household income difficulties. I provide ongoing assistance with residents to learn and practice budgeting skills in hopes to stay out of financial crisis.

Client encounters 24

Concerns

Fuel and electric expenses along with increase rents

Submitted Carol Conforti-Adams

Marc Boisvert

Transfer Station Superintendent
1393 Weare Rd
Henniker NH
(603) 428-7604

<http://www.henniker.org/>

10/4/22: Cleaned the shop and cleaned around the Transfer Station.
New glass and tin containers were delivered.
Made call to have foundation of recycling building looked at due to rebar popping out of concrete wall.
Set chairs up at Community Center.
Went to Triple L to make plans to get a load of brush from the brush pile.

10/05/22: Crew removed the buntings from the Gazebo.

10/06/22: Took a load of recycled items to Schnitzer Recycling.

10/11/22: Started picking up leaves around town.
Went out and had flyers made for our pumpkin recycling. This is something new we are trying due to the cost of rubbish disposal.
The outside of the landfill and holding pond was mowed.

10/12/22: Crew toured the incinerator in Boscawen, N.H. and the new Transfer Station in Gilford N.H.

10/14 Marc met with Town Administrator, Diane Kendall, (CIP).

10/18/22: Picked up leaf blower from repair shop.
Shop was getting cleaned.
Marc attended Board of Selectmen meeting.

10/20/22: Picked up leaves at the Community Center.

10/25/22: Sold a load of cardboard and mixed paper.

10/27/22: Completed dump run before opening for business.
Marc attended CIP meeting, which went well.

10/29/22: Held Household Hazardous Waste Day at the Highway Garage. The event went well. The Henniker Town Administrator stopped by to see how things were going. This was the first time ever a Town Administrator showed interest on Hazardous Waste Day to see how the day's operations were performed. Everything went very well, and no one was turned away. 81 residents were from Henniker, 114 residents from Hopkinton, and 9 from Webster.

Wastewater Department Report October 2022

Three trees were taken down and cleaned up by Chazz and Rich. Seven dig safes were completed by Chazz and Rich. Trial presses were set up by Huber and Westfall. Work being done on the Aeration tank overflow channel. Daily labs were done throughout the month. Chazz completed the monthly maintenance tasks. State monthly DMR completed and sent to EPA and NHDES. Clarifier number 1 was emptied, cleaned and refilled. Had the rear window in the truck replaced. Clarifier number 2 was pumped out and cleaned by Chazz. Chazz dug up a failed firehose system. Looking to purchase a new one.

Rich Slager
Chief Operator
Henniker Wastewater Treatment Plant