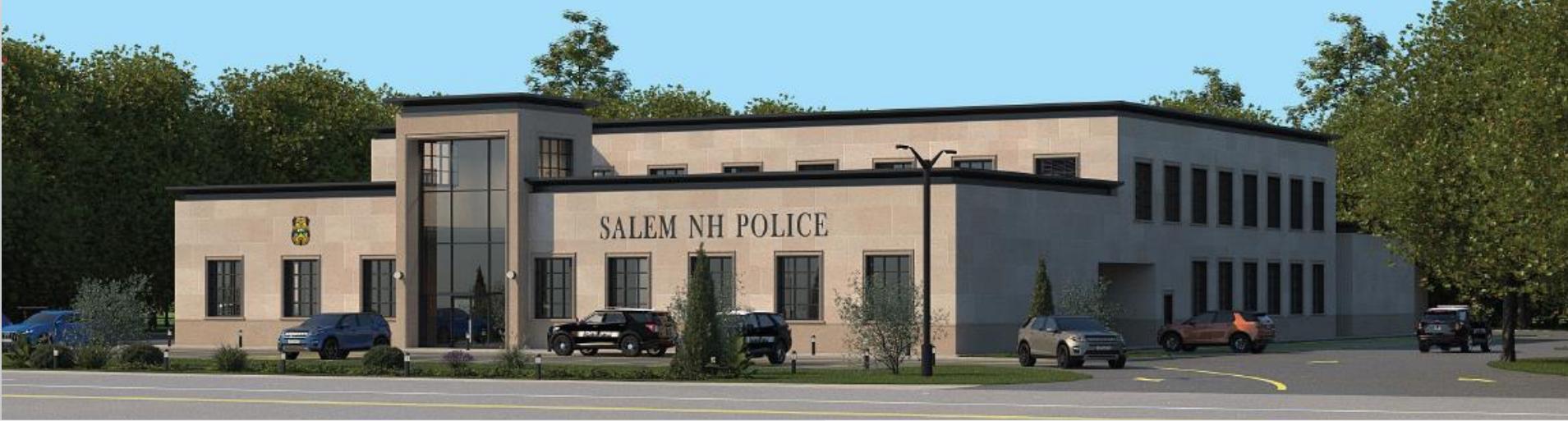


# BUILDING TODAY FOR A SAFE & SECURE TOMORROW



IT IS TIME





Most police facilities continue to operate well past their planned lifespans. For many communities, funding for new police facilities can be challenging or not prioritized in the long-term capital improvement plan. Changes in technology, current building code requirements, American with Disabilities Act (ADA), security issues, as well as outdated building systems, such as HVAC (heating, ventilation, and air-conditioning) and electrical, require significant expenditures to update, and these improvements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.





# SALEM NH POLICE DEPARTMENT TODAY



# What is Accreditation?



The **CALEA** Accreditation Program provides public safety agencies with an opportunity to voluntarily meet an established set of professional standards, which require:

- Comprehensive and uniform written directives that clearly define authority, performance, and responsibilities.
- Reports and analyses to make fact-based and informed management decisions.
- Preparedness to address natural or man-made critical incidents.
- Community relationship-building and maintenance.
- Independent review by subject matter experts.
- Continuous pursuit of excellence through annual reviews and other assessment measures.

## ***WHY ACCREDITATION?***

Integrity

Transparency

Accountability

# **BENEFITS OF PARTICIPATION IN CALEA ACCREDITATION**

## **INCREASED COMMUNITY ADVOCACY**

Accreditation embodies the precepts of community-oriented policing. It creates a forum in which law enforcement agencies and citizens work together to prevent and control challenges confronting law enforcement and provides clear direction about community expectations.



## **STAUNCH SUPPORT FROM GOVERNMENT OFFICIALS**

Accreditation provides objective evidence of an agency's commitment to excellence in leadership, resource management, and service-delivery. Thus, government officials are more confident in the agency's ability to operate efficiently and meet community needs.

## WHY ACCREDITATION? *Continued...*

### STRONGER DEFENSE AGAINST CIVIL LAWSUITS

Accredited agencies are better able to defend themselves against civil lawsuits. Also, many agencies report a decline in legal actions against them, once they become accredited.



### REDUCE RISK AND LIABILITY EXPOSURE

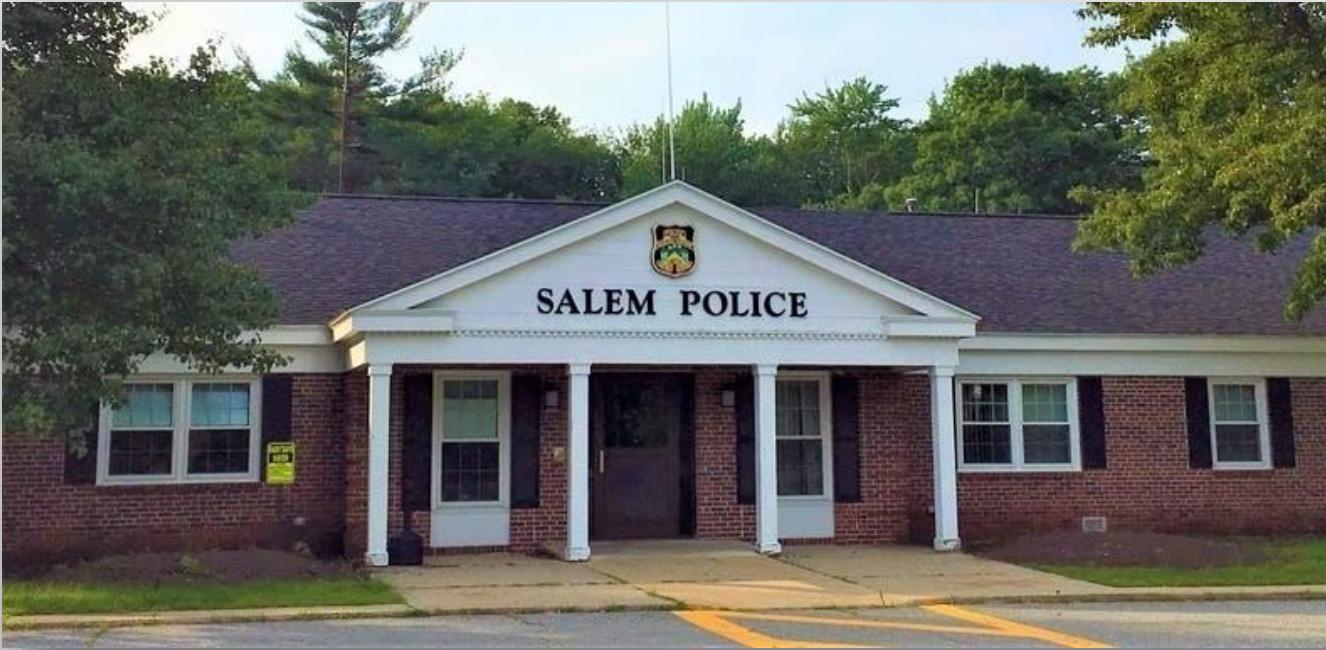
Many Agencies report a reduction in their liability insurance costs and/or reimbursement of accreditation fees.

### GREATER ACCOUNTABILITY WITHIN THE AGENCY

CALEA standards give the CEO a proven management system of written directives, sound training, clearly defined lines of authority, and routine reports that support decision-making and resource allocation.



# TOWN OF SALEM NH POLICE DEPARTMENT



Police Department Headquarters:

- 9 Veterans Memorial Parkway
- Built in 1966
- 3,724 SF
- 14 Staff members



# TOWN OF SALEM NH POLICE DEPARTMENT



## Police Department Headquarters:

- Rear Addition
- Built in 1978
- 4,902 SF
- 50 Staff Members
- Cumulative: ~ 8,626 SF

# TOWN OF SALEM NH POLICE DEPARTMENT



“In 1999 we attached a house trailer to the building to expand our cramped floor space. This area will be used for long term storage and to replace office and interview areas that were given up for other purposes. The biggest problem that continues to affect police operations is the lack of space.”

STEPHEN MacKINNON  
Chief of Police

## Police Department Headquarters:

- 2 Manufactured Trailer Units
- Added in 1999
- 1320 SF
- 75 Staff Members
- Cumulative: ~ 10,741 SF

# TOWN OF SALEM NH POLICE DEPARTMENT



Police Department Headquarters:

- 3 Manufactured Trailer Units
- Placed in 2008
- 78 Staff Members
- 2,115 SF (increase of 795 SF)
- Cumulative: ~ 11,536 SF

2023 - 102 Staff Members

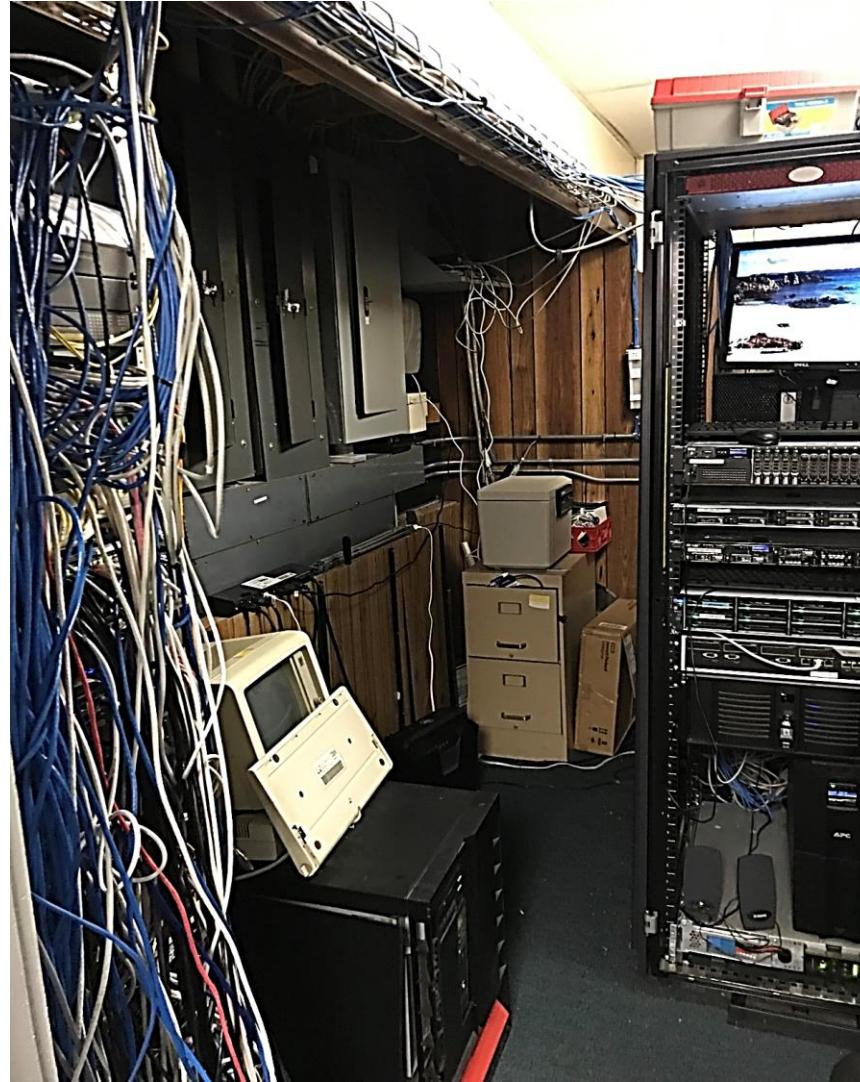
# TOWN OF SALEM NH POLICE DEPARTMENT

## 2019 Space Needs Study

- **Inadequate** space in the sallyport to accommodate more than one cruiser.
- **Inadequate** space to securely house vehicle evidence.
- **Inadequate** space for public access functions and large meetings.
- **Inadequate** capacity to accommodate mandated staff training.
- **Inadequate** office areas to accommodate current and future employees.
- **Inadequate** space to safely process and store evidence.
- **Building age** will call for electrical, HVAC and plumbing upgrades to maintain operation in the near future.
- **Building lacks** the capacity to accommodate upgraded technology integration needs.
- Facility includes **portable/modular buildings and sheds** that are inappropriate to support the facility needs of the department.
- **Inadequate** parking capacity to accommodate current and future staff.
- **Inadequate** parking capacity to accommodate public visitors.
- **Current site contains challenges** and restrictions such as wetlands and mandated setbacks on otherwise developable portions of the site.



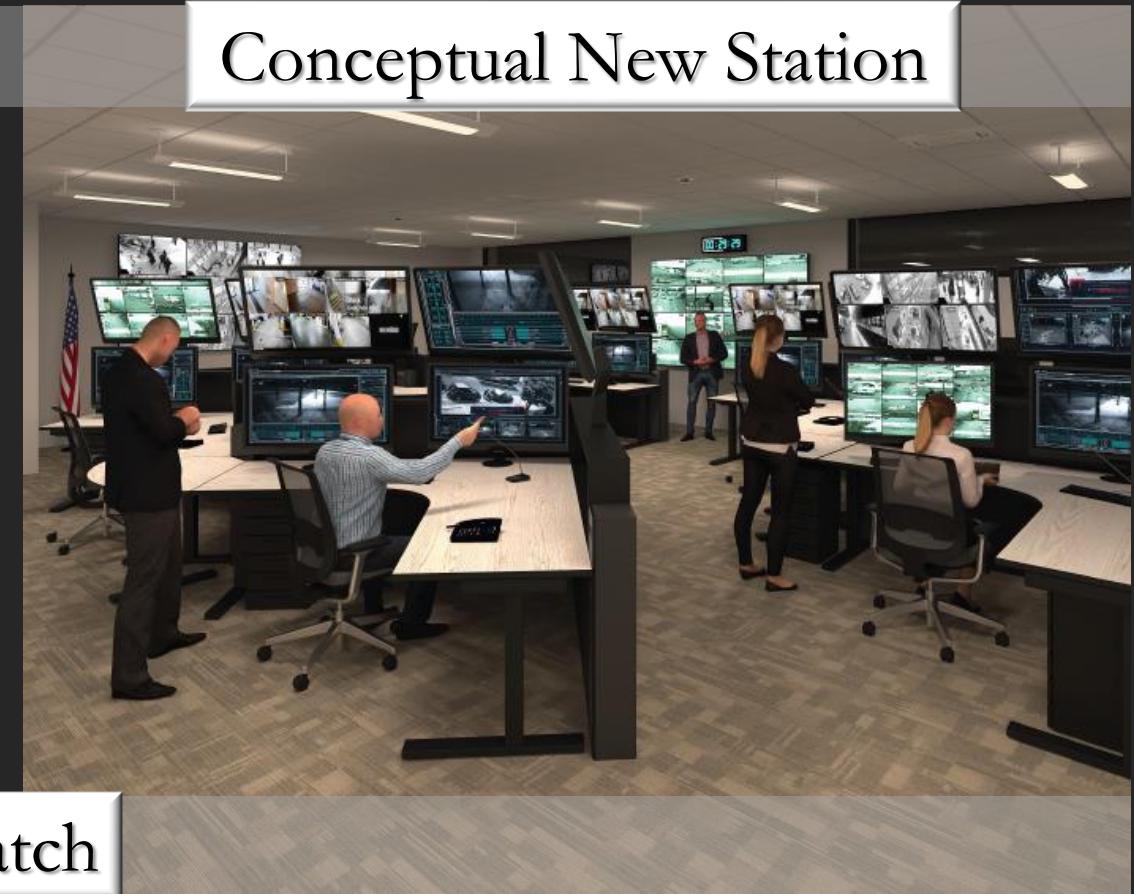
Inappropriate Building Structures



Inadequate Police Record Storage and IT Base Configuration



Existing Conditions



Conceptual New Station

Dispatch

# SALEM NH POLICE DEPARTMENT TODAY

## **Mission Statement**

The mission of the Salem Police Department is to build trust and foster positive partnerships within our community. Through progressive leadership, transparency, and accountability we will provide proficient and professional law enforcement services for our residents and visitors.

## **Vision Statement**

The Salem Police Department will be a well-trained, professional agency providing unparalleled service to our community.

Our current building severely hampers our ability to meet our Mission and Vision. The new station will accommodate current and future staff and will enable increased efficiencies of staff and improved police services to the Town. This is our most pressing need. Our community is growing, and we must progress accordingly to ensure that we can provide a level of service, a level of safety, that residents and visitors of Salem should expect. We can no longer just continue to add modular buildings and cargo containers as these do not support modern policing operations. The functionality has been long past its useful life, and it is time for a new headquarters not only for us, but more importantly for the community. For a safer community.

# MUNICIPAL BUILDINGS ADVISORY COMMITTEE

## MBAC

MEMBER	TITLE
Roy Sorenson	Municipal Services Director
Jacob LaFontaine	Planning Director
Keith Stramaglia	Town Council
Jeff Boyer	Budget Committee
Nicole McGee	Finance Director
Joe Devine	Assistant Town Manager
John Klipfel	MSD - Engineering
James Pacheco	Facilities Foreman
Marc Lehoullier	Owners Project Manager

### CHARGE by BOS – JUNE 7, 2021

The Municipal Buildings Advisory Committee (MBAC) is hereby established to create a plan and/or strategy for the coordination of specific investments for capital improvements and general maintenance of key Town Buildings and properties that support public services to the residents and visitors of Salem.

A large portion of the inventory of Town Buildings are more than fifty years old respectively and have had significant facility related issues over the past ten years. There are several Town Buildings that lack nominal space needed for staffing and operational standards notwithstanding meeting Americans with Disabilities Act (ADA) compliance. The buildings and systems have been subject to deferred maintenance and have exceeded their useful life. Many of the finishes including walls, ceilings, and floors, are worn and outdated creating hazards for staff. The mechanical, electrical, heating, and plumbing have had critical failures causing operational issues effecting both staff and the public.

# MUNICIPAL BUILDINGS ADVISORY COMMITTEE

## MBAC

### PROJECT UPDATE

M  
B  
A  
C



- Window Restoration Ongoing - LCHIP Grant
- Siding Replacement and Exterior Painting Complete
- Fundraising Ongoing
- ICON – Finalizing Building Program and Conceptual Deliverables to Town Council
- Roofing Membrane Replacement
- Weston and Sampson – Finalizing Feasibility Study
- Next Steps - Due Diligence Structural Building Evaluation, Site Geotechnical
- RFQ 2022-046 - Architectural Services Public Safety Buildings
- Fire Department Four Phase Facility Station Plan
- RFQ 2022-046 - Architectural Services Public Safety Buildings
- Consultant Selected – Funding Secured for Preliminary Engineering

# MUNICIPAL BUILDINGS ADVISORY COMMITTEE

## MBAC

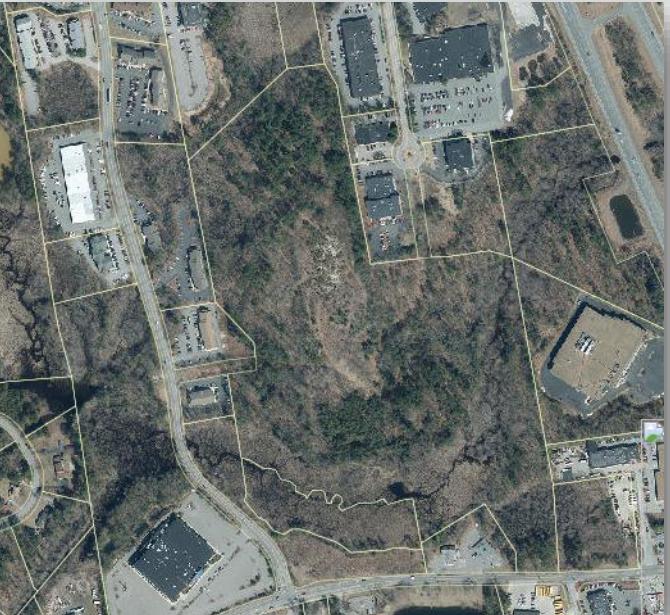
### PROJECT DELIVERY METHOD

- Salem School District Model
- Owners Project Manager – RFQ 2021-011
- MGL Project Delivery Methods for Public Construction
- Keep Front-end Expenses Low
- Produce Conceptual Design and Real Total Project Cost
- Warrant Article Project

- Attend regular meetings with MBAC, the Designer, the contractor(s), consultants, and engineers during the Project to advise the TOWN on budget, schedule, quality, scope, and all other proprietary issues.
- Serve as the TOWN's representative in the oversight and administration of the design contract, negotiations with the designer if required, the coordination of the design team's activities, and in the provision of leadership with respect to the implementation of the design, bidding, and construction phases by all parties. The OPM shall also serve as the TOWN's representative in the oversight and administration of the construction contract, including maintaining certificates of insurance, bonds, and so forth from the contractor, designer, and others, as necessary.

# MUNICIPAL BUILDINGS ADVISORY COMMITTEE MBAC

## CONDUCT SITE EVALUATIONS



Lowell Road



Abenaki Park



Current Site

*“The Board of Selectmen hereby confirms that the best location to house a new Police Station will be at 9 Veterans Memorial Parkway, otherwise known as Map 108, Lot 7960, and which is the current location of the existing Police Station.” - April 10, 2023, BOS Meeting*

# MUNICIPAL BUILDINGS ADVISORY COMMITTEE MBAC

## PLANNING FUNDS

- Confirms the commitment of the elected officials for a new facility project thus certifying need.
- Allows the planning team the opportunity to post Request for Qualifications for additional consultants including architect.
- Starts the evaluation process for comparable projects in nearby communities.

*“The Board of Selectmen hereby authorizes funding an amount up to \$500,000 for the purpose of procuring all professional services necessary for preliminary engineering and design for a new Police Station. Funding shall be through Public Safety Impact fees in the amount of \$150,000 and by monies made available through the American Rescue Plan Act in the amount of \$350,000.” - April 10, 2023, BOS Meeting.*

# MUNICIPAL BUILDINGS ADVISORY COMMITTEE

## MBAC

Considered three possible solutions.



Band-Aid the existing  
building and trailers



Renovate / refurbish  
the existing buildings



Build a new Police  
Station

# MUNICIPAL BUILDINGS ADVISORY COMMITTEE MBAC

## POLICE STATION SIZING

- 2019 Space Needs Study – 48,300 Square Feet.
- History – 2004, 2007, and 2015 proposed projects.
- Comparable projects in nearby communities.

POPULATION: 25,000 – 45,000 (Medford MA, 62,098)

SALEM 30,647

PROJECTS: CONSTRUCTED FROM 2016 TO CURRENT

POLICE STAFFING: 50 – 150, CIVILIAN AND SWORN

SALEM 102

# PROJECT ANALYSIS – CASE STUDIES



<b>DOVER NH</b>			
<b>OLD</b>	<b>SQ FT</b>	<b>NEW</b>	<b>SQ FT</b>
1935	9,000	2016	31,169



# PROJECT ANALYSIS – CASE STUDIES



## BEVERLY MA

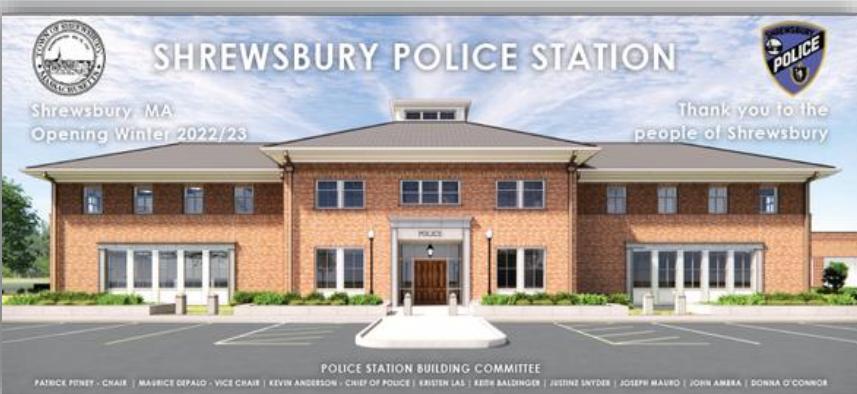
OLD	SQ FT	NEW	SQ FT
1872	9,000	2021	32,000

# PROJECT ANALYSIS – CASE STUDIES



LEXINGTON MA			
OLD	SQ FT	NEW	SQ FT
1956	13,000	2024	30,000

# PROJECT ANALYSIS – CASE STUDIES



## SHREWSBURY MA

OLD	SQ FT	NEW	SQ FT
1971	11,000	2023	41,500

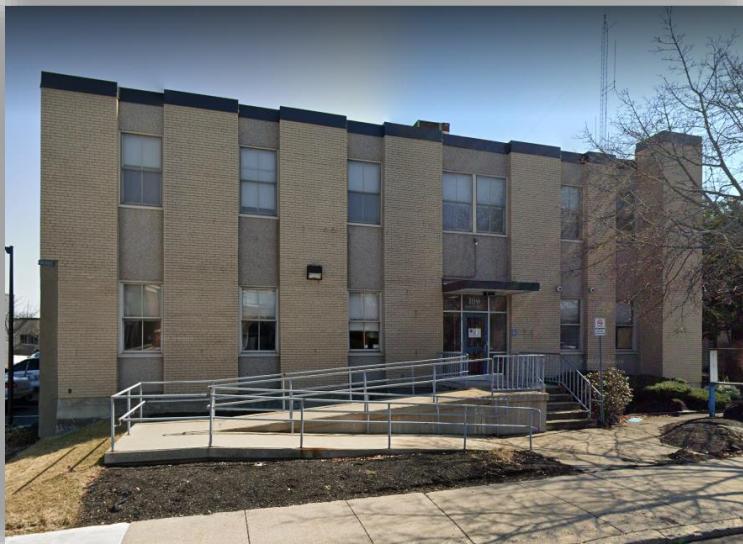
# PROJECT ANALYSIS – CASE STUDIES



<b>LEOMINSTER MA</b>			
<b>OLD</b>	<b>SQ FT</b>	<b>NEW</b>	<b>SQ FT</b>
1959	17,000	2024	30,000



# PROJECT ANALYSIS – CASE STUDIES



## MEDFORD MA

OLD	SQ FT	NEW	SQ FT
1960	11,000	2021	35,000

# MUNICIPAL BUILDINGS ADVISORY COMMITTEE MBAC

*June 12, 2023, meeting – Town Council goal was for a new Police Station to be proposed on the 2024 Warrant*

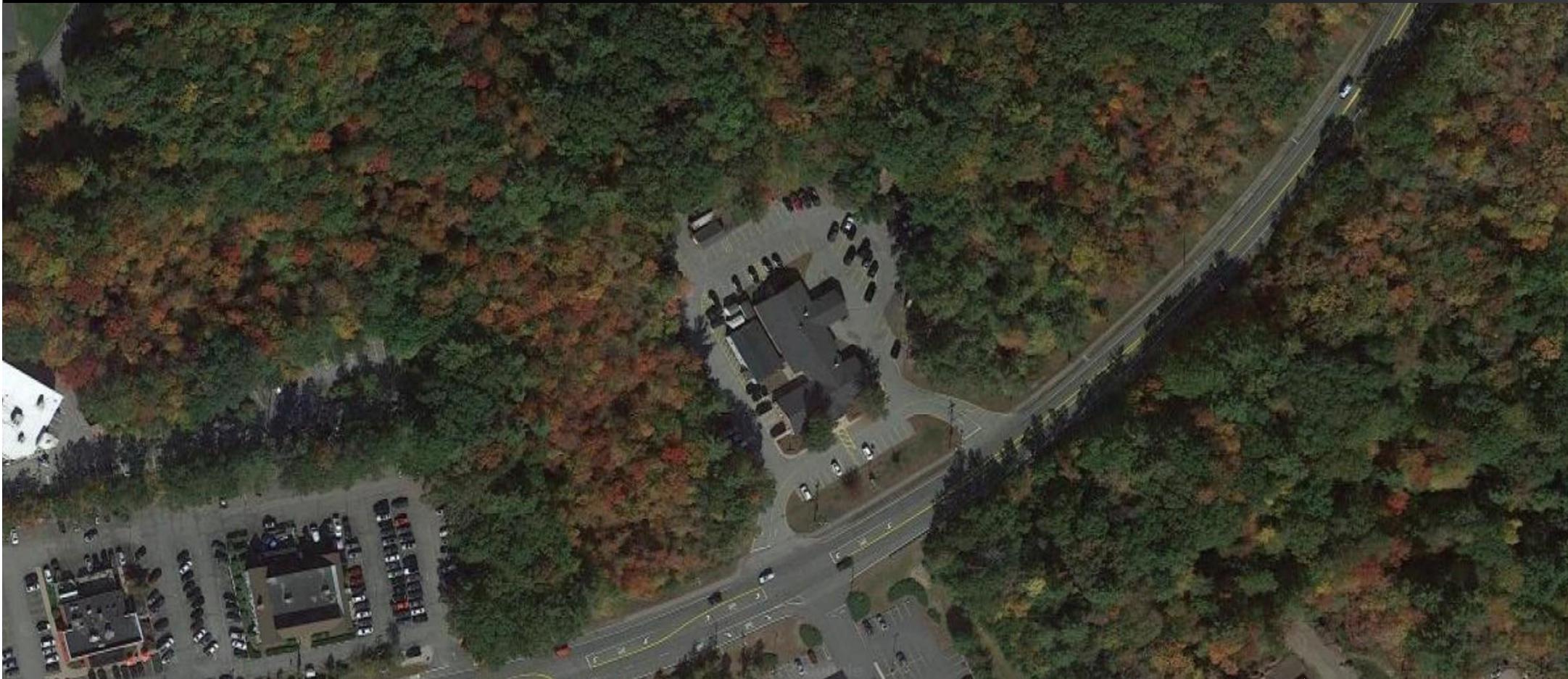
## PRELIMINARY DESIGN

RFQ 2022-046 ARCHITECTURAL SERVICES PUBLIC SAFETY BUILDINGS



# THE **GALANTE** ARCHITECTURE STUDIO

## SUSTAINABLE, COST-EFFECTIVE PUBLIC SAFETY SPECIALISTS



## TOWN OF SALEM, NH POLICE STATION

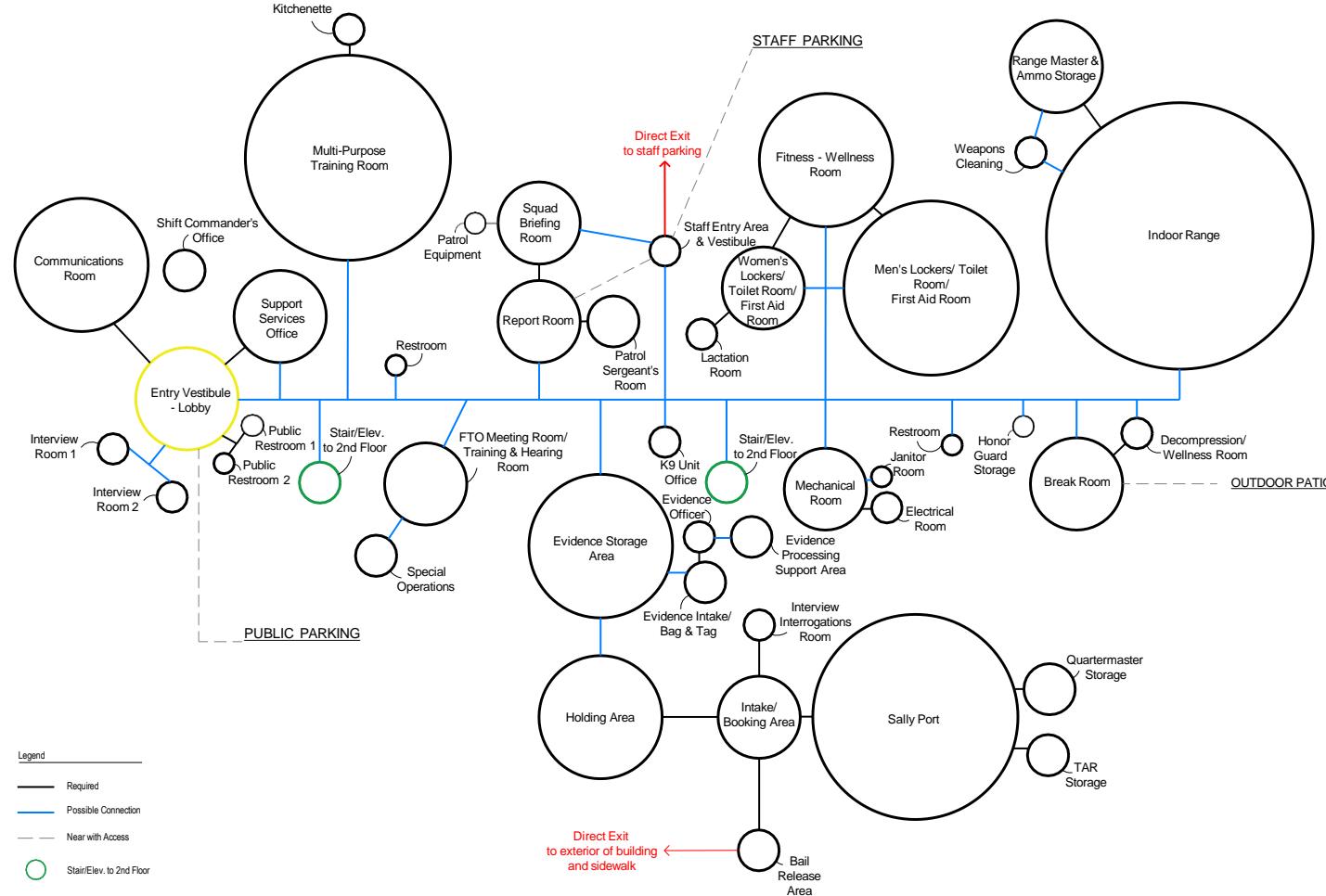
January 18th, 2024

The Galante Architecture Studio  
146 Mount Auburn Street  
Cambridge, MA 02138

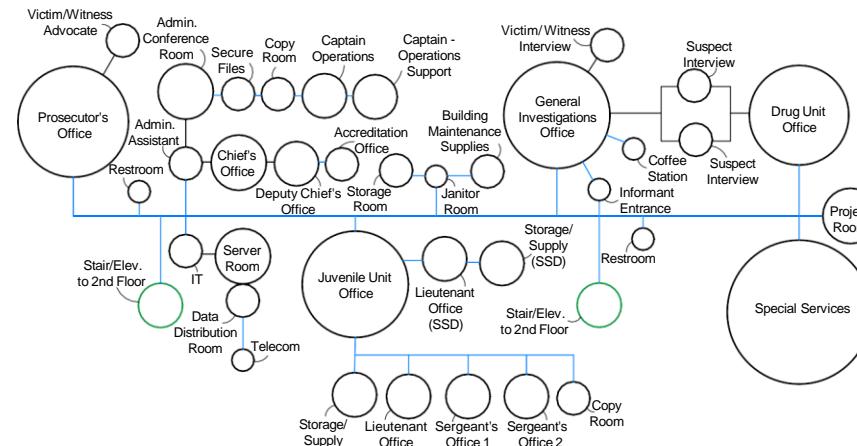
P: (617) 576-2500  
[galantearchitecture.com](http://galantearchitecture.com)

- A. Programming study
- B. Site plan / massing models
- C. Next steps

# First Floor



# Second Floor



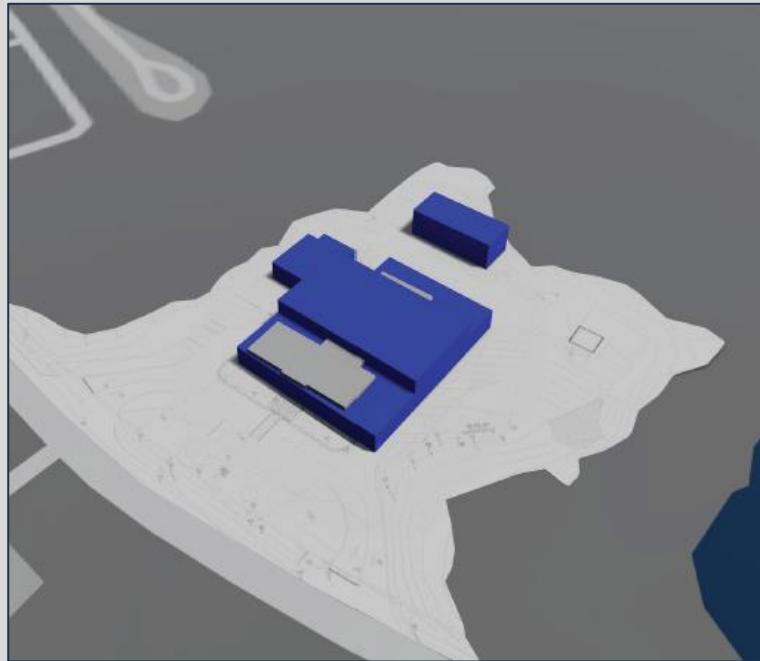
Legend

- Required
- Possible Connection
- Near with Access
- Stair/Elev. to 2nd Floor

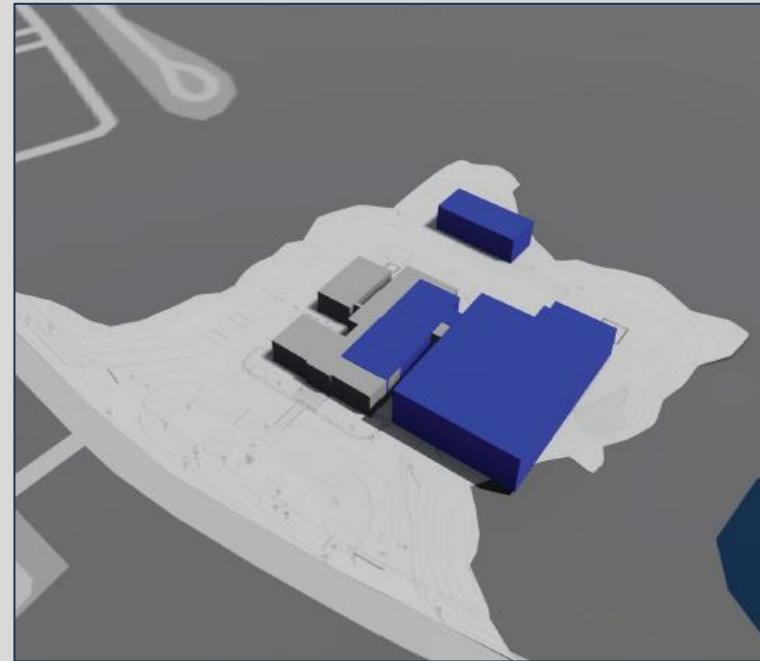
TGAS

Programming - Bubble Diagram

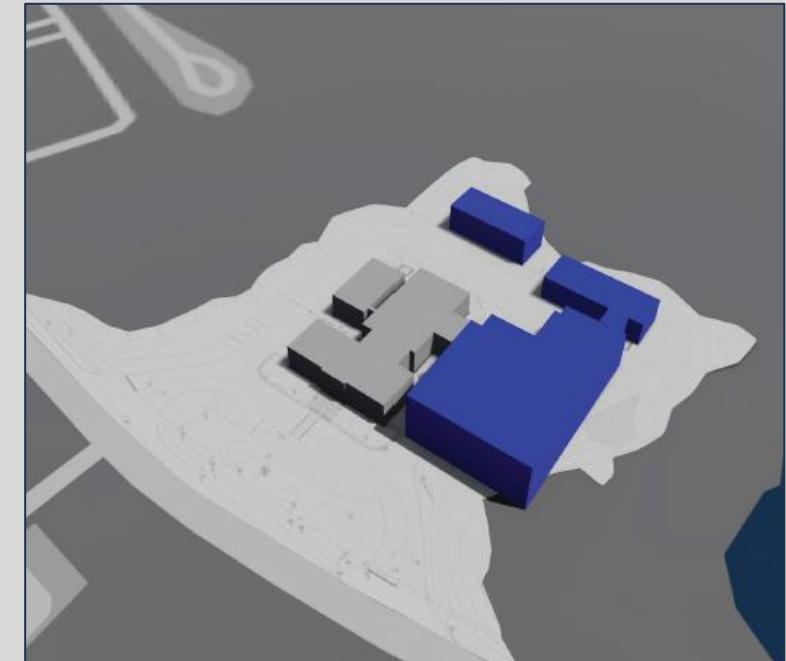
# Site Concepts – Massing Models



1

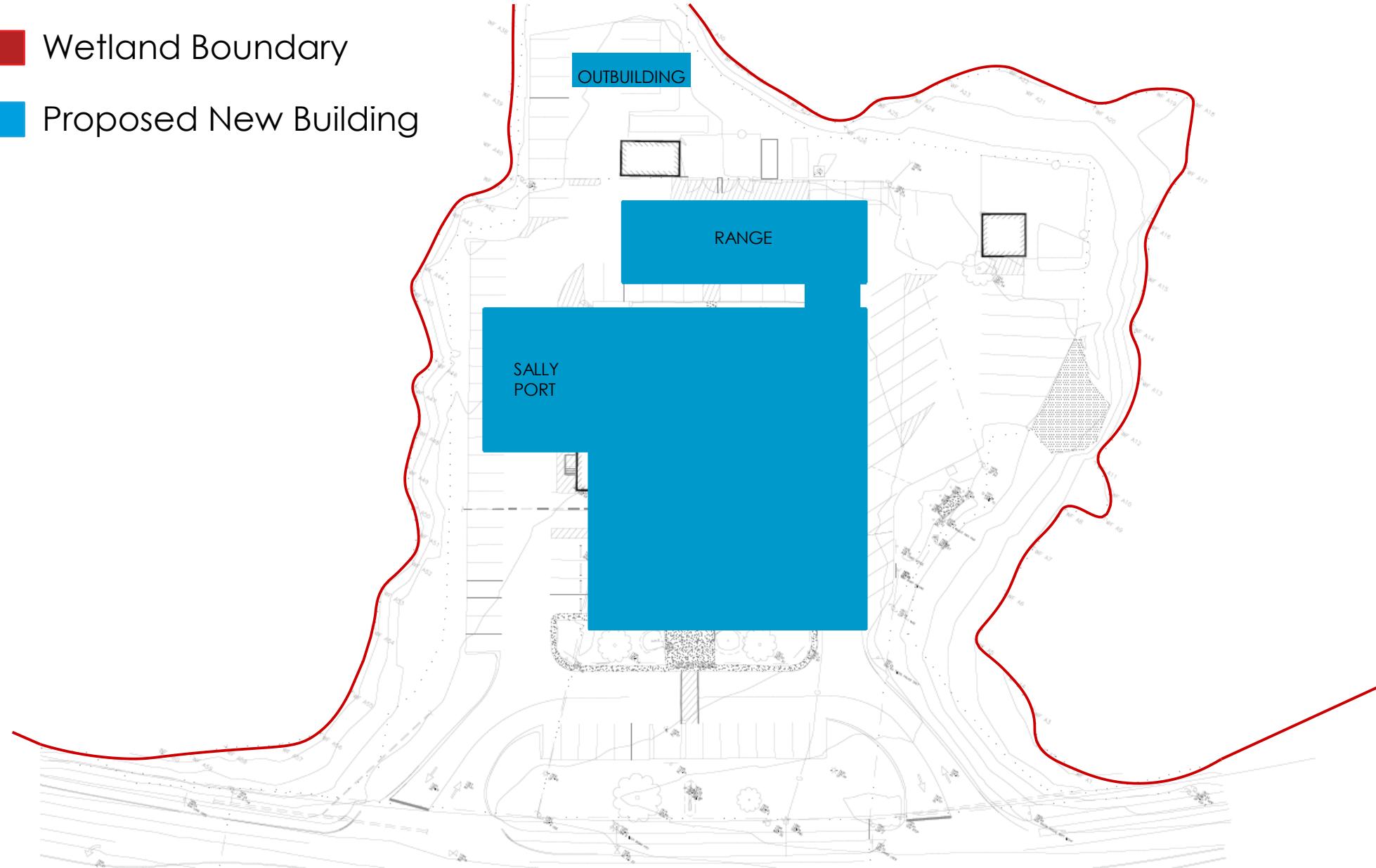


2



3

- Wetland Boundary
- Proposed New Building



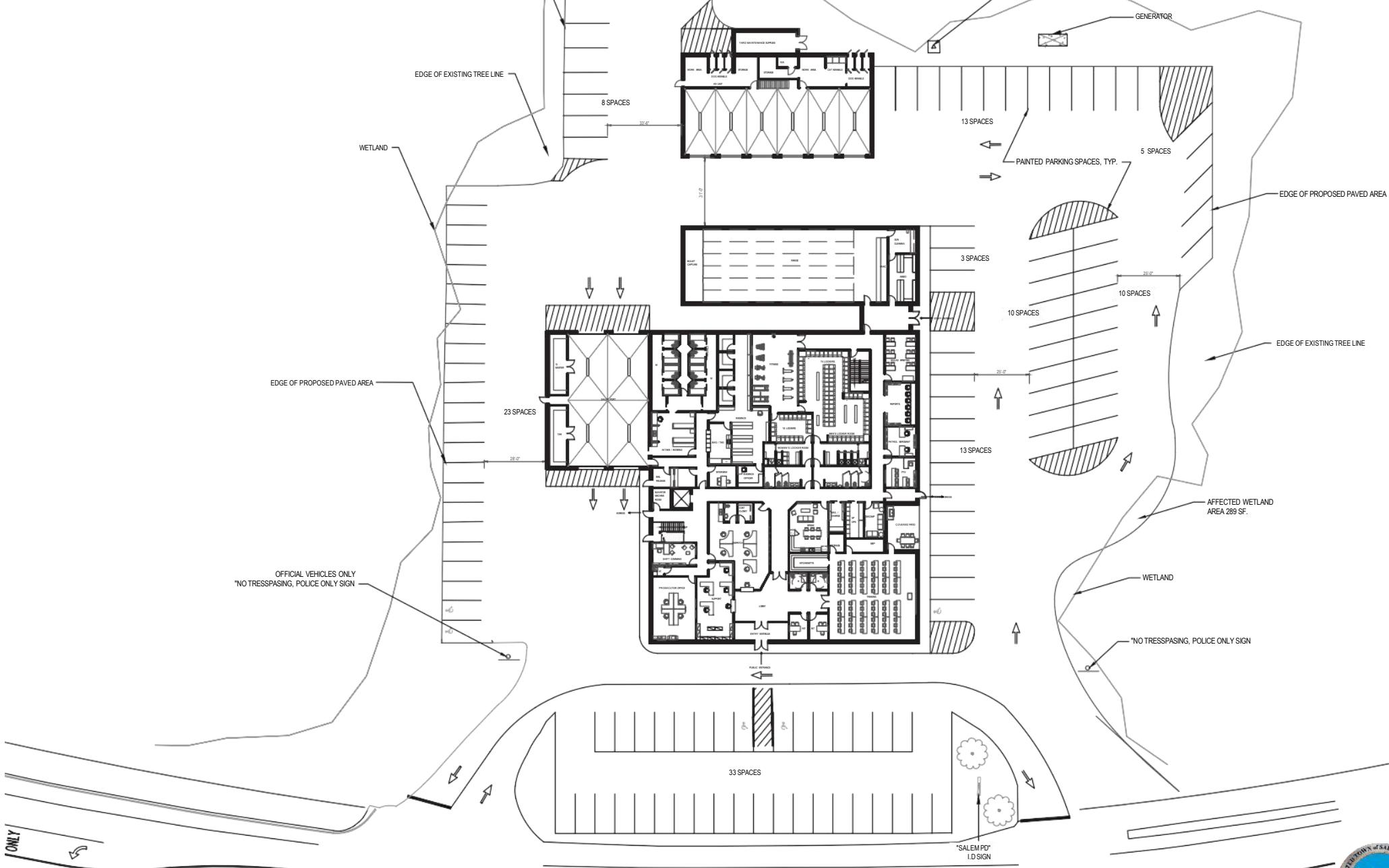
TGAS

Proposed Building Footprint

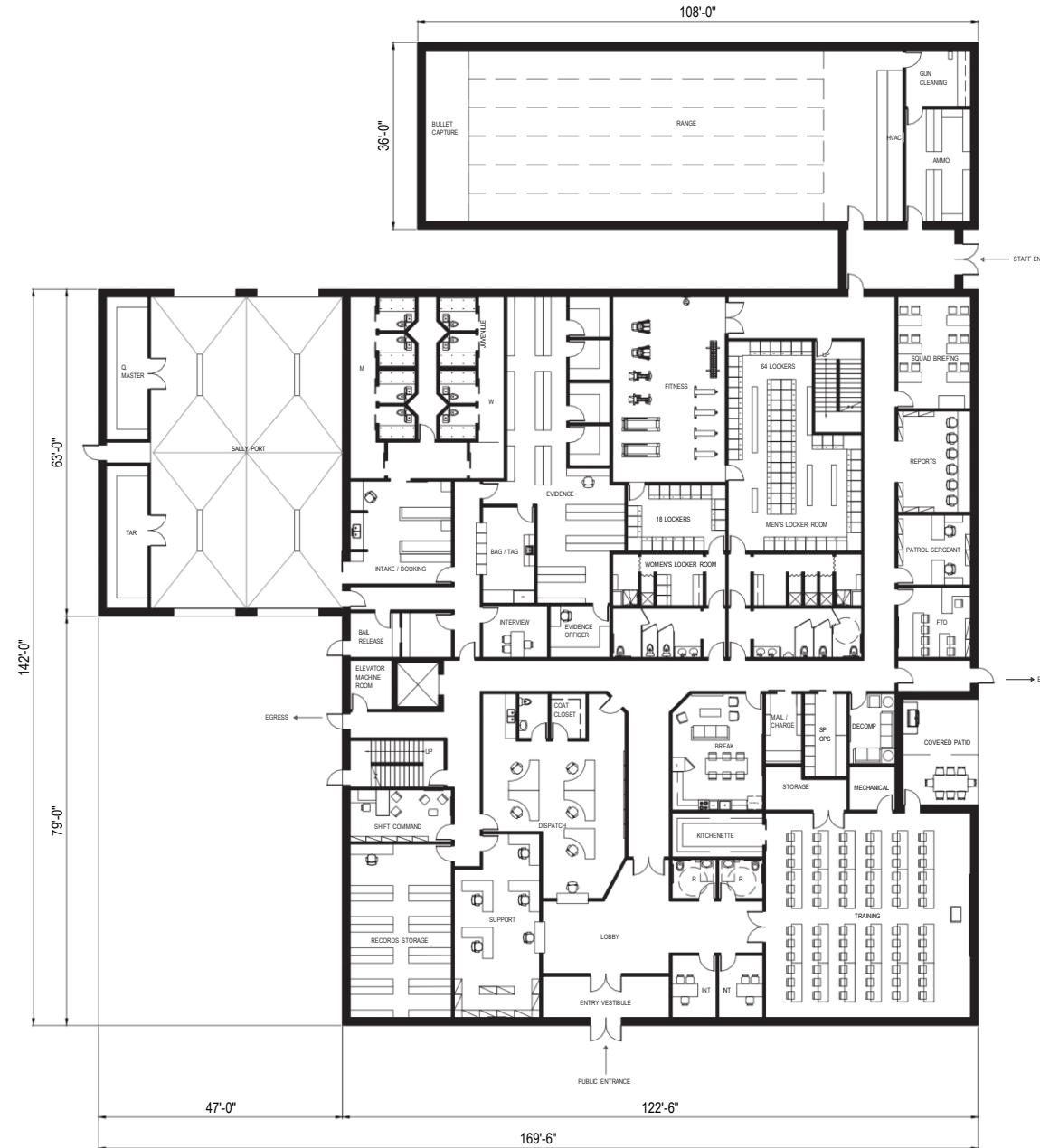


# TGAS

## Proposed Site Plan

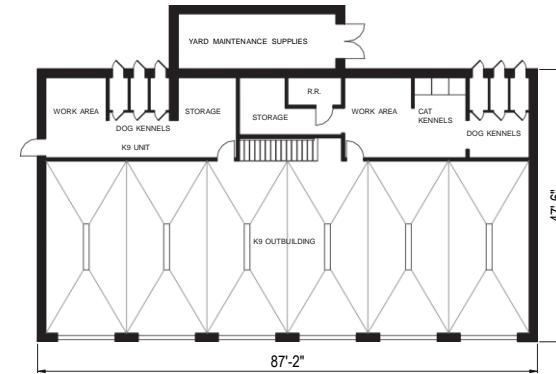


# TGAS



## Proposed First Floor Plan





TGAS

Proposed Second Floor Plan / K9 Outbuilding Plan





TGAS

Proposed Building Render





TGAS

Proposed Building Render





TGAS

Proposed Building render



TGAS



Proposed Lobby Concept



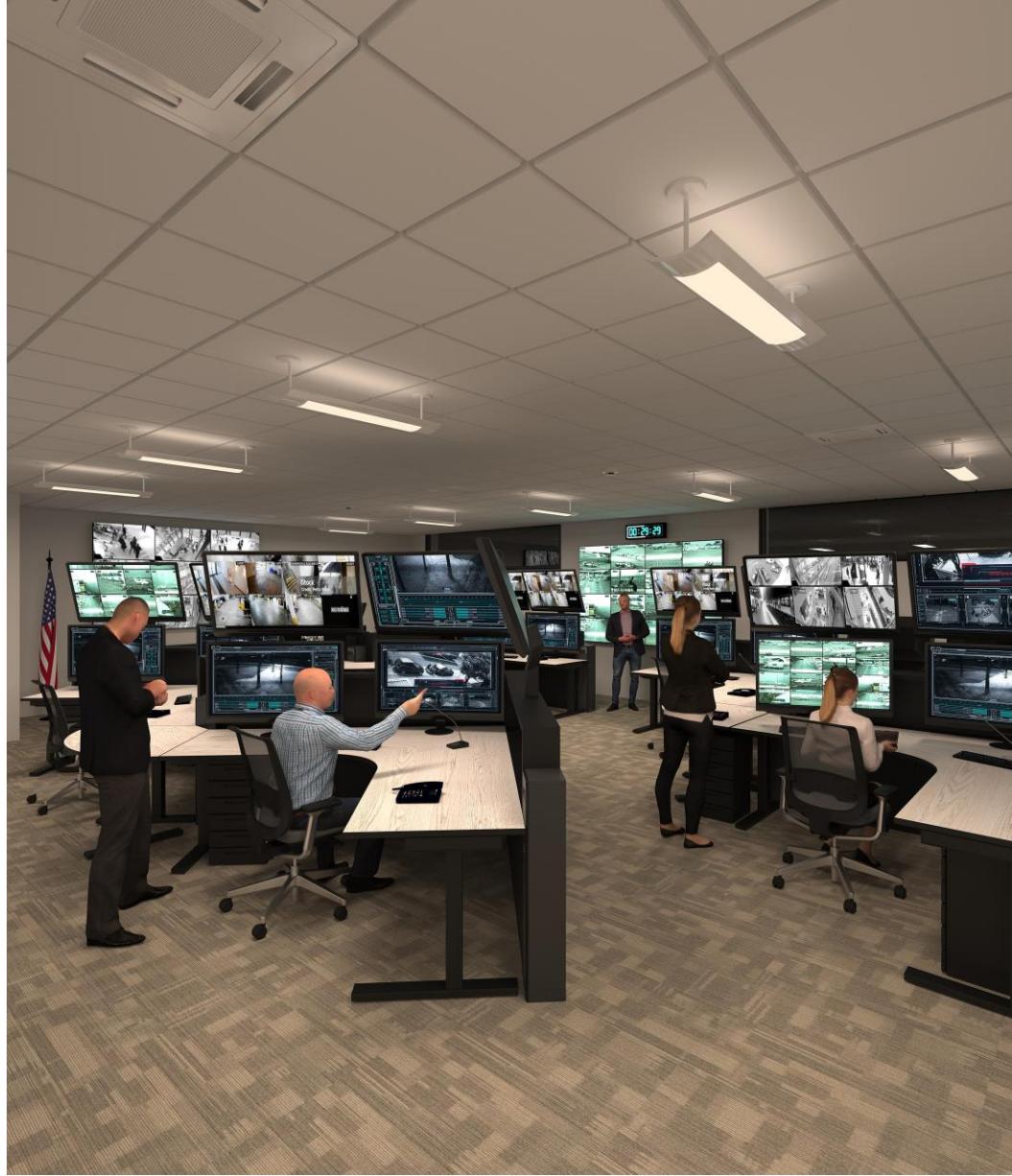
TGAS

Proposed Training Room Concept



TGAS

Proposed Dispatch Center Concept



# MUNICIPAL BUILDINGS ADVISORY COMMITTEE

## MBAC

### COST BREAKDOWN/ANALYSIS



Projected Hard Costs	Comments	Vacate Required
<i>Total Initial Projected Hard Cost Estimate</i>		\$ 29,740,462
<b>INITIAL PROJECTED SOFT COSTS</b>	Comments	Option 1
<i>Total Initial Projected Soft Costs</i>		\$ 3,549,702
<b>CONTINGENCIES</b>		
Projected Hard + Soft Cost		\$ 33,290,164
RELOCATION/TEMP FACILITIES		\$ 3,800,000
Owner's Contingency, 5% Hard Cost		\$ 1,476,023
<b>TOTAL INITIAL PROJECT COST W/ CONTINGENCIES</b>		\$38,566,188
<b>SUMMARY</b>		40,537 SF
<b>TOTAL COST/SF</b>		\$951
Hard Cost		77%
Soft Cost		9%
Owner <del>Cost</del> /Temp Facilities		14%
		100%

# MUNICIPAL BUILDINGS ADVISORY COMMITTEE

## MBAC

### RECENT SIZING/COST COMPARISON

SALEM NH	
<b>Population</b>	<b>30,647</b>
Sworn Full time	70
Auxiliary	14
Civilian	18
<b>Total Staff</b>	<b>102</b>
Square Footage Operations	32,374
Square footage Training Range	3,585
Square footage Animal/Maintenance	4,578
<b>Total Sq. Ft.</b>	<b>40,537</b>
SF/Staff	397
Operations SF/Staff	317
<b>TOTAL COST</b>	<b>\$38,600,000.00</b>

PORTSMOUTH NH	
<b>Population</b>	<b>22,000</b>
Sworn Full time	68
Auxiliary	14
Civilian	21
<b>Total Staff</b>	<b>103</b>
Square Footage Operations	57,700
Square footage Training Range	11,440
Square footage Animal/Maintenance	8,805
<b>Total Sq. Ft.</b>	<b>77,945</b>
SF/Staff	757
Operations SF/Staff	560
<b>TOTAL COST</b>	<b>\$72,665,587.00</b>

# FUNDING THE PROJECT

## MBAC Finance SubGroup Members

- Town Councilor Joseph Sweeney
- Town Councilor D.J. Bettencourt
- Budget Committee Member Jeff Boyer
- Budget Committee Member Donna Loranger
- Finance Director: Nicole McGee

*Directive: Prepare a financial plan for the project*

# MBAC FINANCE SUBGROUP

- The subgroup met five times from August 2023-November 2023
- Guest speakers included a Municipal Bond Financial Advisor and the Assistant Superintendent for Business Operations at the Salem School District
- Topics reviewed included: funding sources, bonding strategies (ex. term length), historical review of municipal bond interest rates, affordability, etc.
- Final meeting was held on November 20<sup>th</sup> in which a funding strategy was finalized

*Funding Strategy presented to the Town Council on December 4, 2022.*

# FUNDING RECOMMENDATION

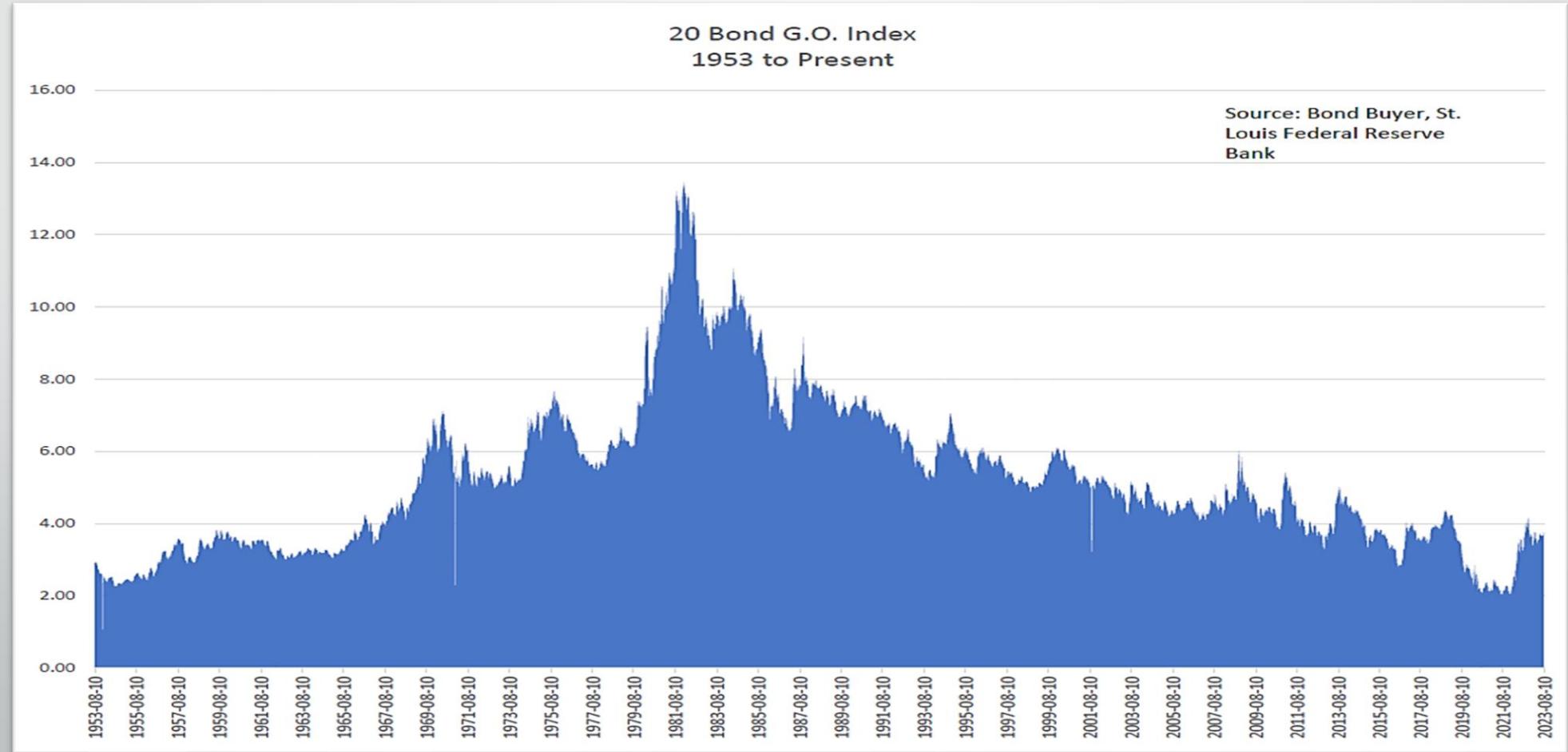
- Issue three separate 20-year term bonds over three year
- Using public safety impact fees for police to help offset the annual debt service payments
- Salem School District Model of Issuing Bonds:
  - Year One: \$9,500,000
  - Year Two: \$15,000,000
  - Year Three: \$14,100,000

# BONDING SCHEDULE

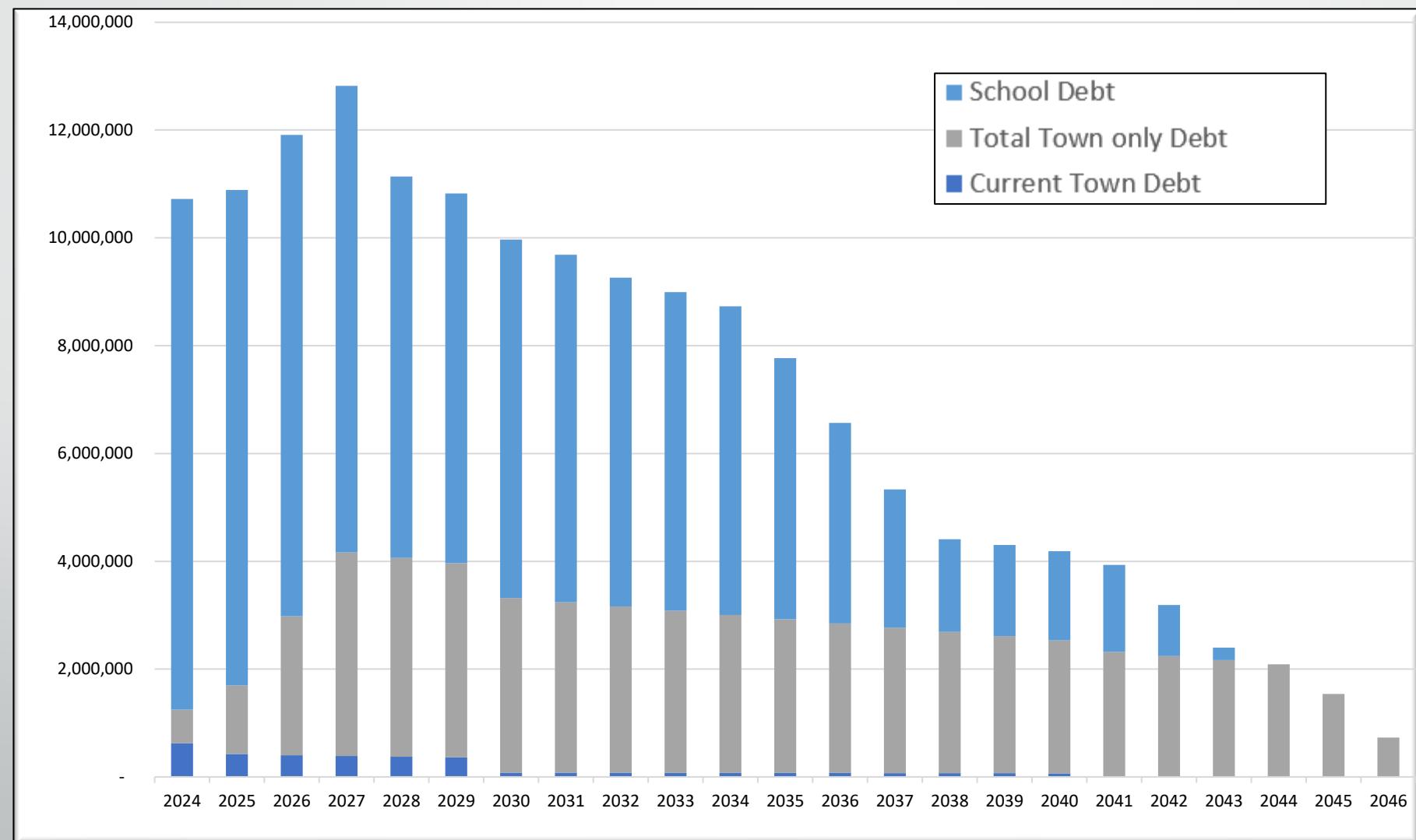
1. \$9,500,000 Bond
  1. Issued: 2024
  2. First Payment: 2025
2. \$15,000,000 Bond
  1. Issued: 2025
  2. First Payment: 2026
3. \$14,100,000 Bond
  1. Issued: 2026
  2. First Payment: 2027

# MUNICIPAL BOND INTEREST RATE HISTORY 1953 TO CURRENT

**Town of Salem has a “AAA” Rating**



# DEBT SCHEDULE – TOWN AND SCHOOL

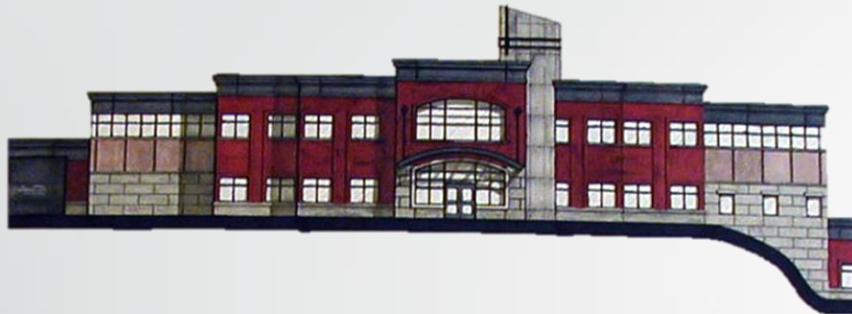


# MBAC FINANCE SUBGROUP

## *What will this cost me?*

- Tax Rate Impact will range from \$0.08 to \$0.48
- The estimated cost for a house valued at \$500,000 will range from \$62.50 to \$250.00
- Assumptions based on a 3.95% interest rate for all three bonds for “AAA” rating

# HISTORY & COST



2004

\$7,450,000



2007

\$7,135,712



2015

\$23,840,000

We have been here before

# 2004 POLICE BUILDING REVIEW COMMITTEE

## Square Feet and Future

- The PBRC voted that the building design shall be for a **28,800** square foot building.
- The PBRC voted that the building design shall include a schematic expansion plan for **6,500** square feet.
- Called for a 20 Year Bond.

**2004**

**20 Year Projections:**

**Total Staff = 92**

**Building Operational = 35,300 Sq. Ft.**

**2024**

**Today:**

**Total Staff = 102**

**Building Operational = 32,374 Sq. Ft.**

**The Future is Now**

