

TOWN OF HOLLIS, NEW HAMPSHIRE

FACILITIES SPACE NEEDS STUDY



DECEMBER 12, 2002

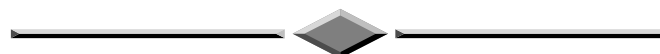
Prepared by the

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With the Assistance of



NASHUA REGIONAL PLANNING COMMISSION



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TOWN OF HOLLIS

Facilities Space Needs Study

NOTE: Floor Area figures used in this report are "Useable Floor Area." The floor area occupied by structural elements and circulation space is included in the Usable Floor Area. The Usable Floor Area is therefore greater than the stated interior dimensions of the space. Useable Floor Area is generally 20-30% greater than the stated interior dimensions of the space, but will vary depending upon the facility in question.

A. INTRODUCTION

On February 23, 2001, the Hollis Board of Selectmen requested that the Nashua Regional Planning Commission (NRPC) conduct a study of town facility space needs. That same month, a petitioned warrant article was submitted to the town by a group of citizens seeking to establish a committee to study space needs for Town Hall. The Selectmen and petitioners agreed to combine the two initiatives and create the Town Facilities Space Needs Study Committee ("Committee"). The Committee and a Scope of Work for the study were approved by voters at Town Meeting 2001.¹

The focus of this study is based upon a desire to have a pro-active versus reactive approach to accommodating future town facilities. This study provides the Selectmen and the public with options for accommodating space needed for present and future town facilities. It was developed by the Committee in cooperation with NRPC and various department heads and committees during a series of noticed meetings from April 2001 to November 2002. The agendas, minutes and other information were posted on the Hollis website at: www.hollis.nh.us/spaceneeds.htm.

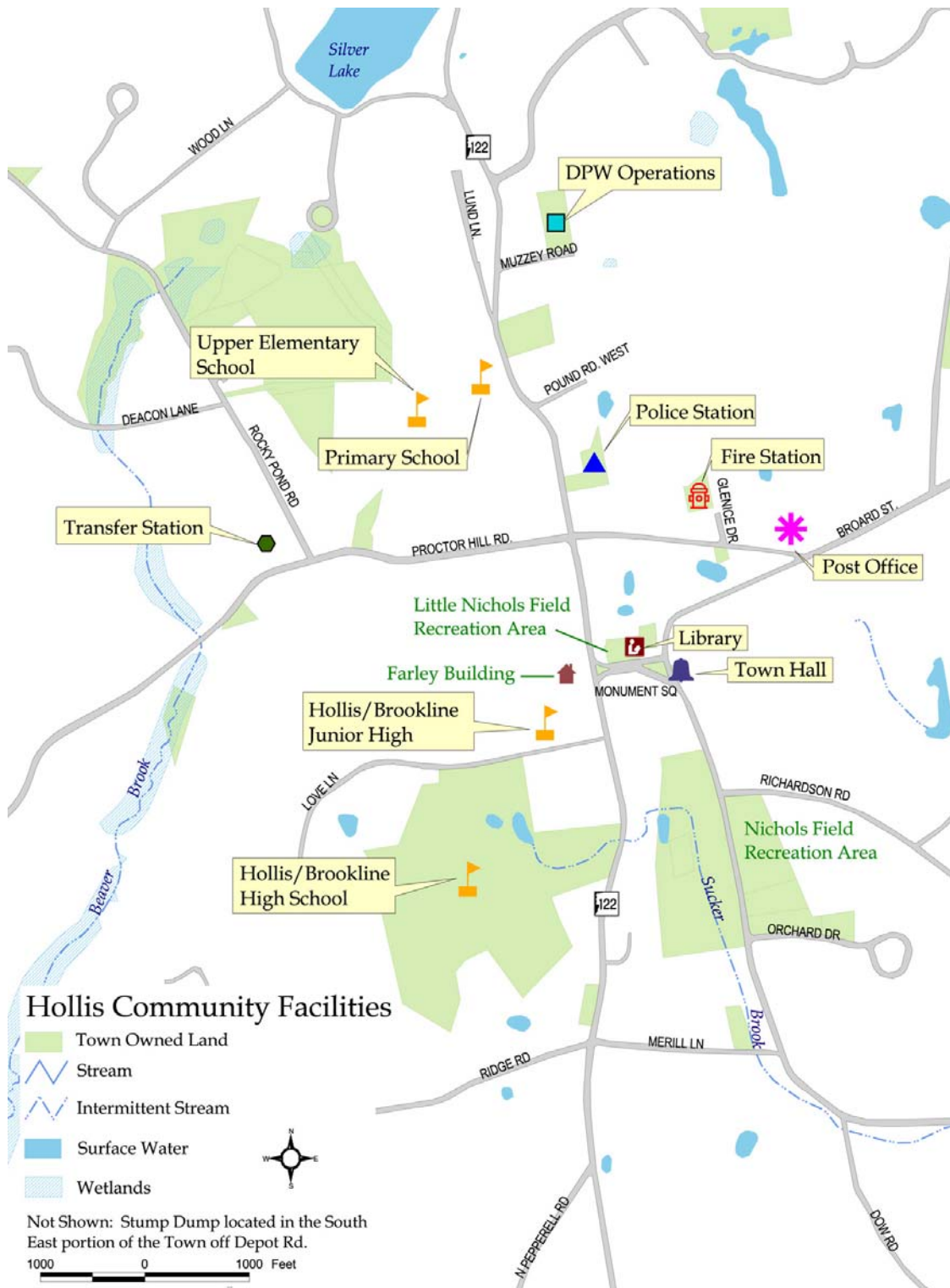
The Town of Hollis, *Buildout Analysis*, 2001² was developed by NRPC and the committee to assist with the Facilities Space Needs Study. The buildout analysis is an effort to estimate what level of residential development may occur in the Town in the future. "Buildout" is a theoretical condition and exists when all available land suitable for residential construction has been developed. The analysis estimated that that the population of Hollis will be 7,818 in 2005 and 13,513 at buildout (estimated to occur in 2031). The population projections were determined by considering constraints to development relating to the Hollis Zoning Ordinance and Subdivision Regulations, including wetlands, steep slopes and floodplains. Other constraints include development restrictions relating to parcel ownership or conservation efforts. From this, the number of housing units that could be constructed on the remaining, developable land was estimated. Then population estimates were determined by multiplying the projected number of housing units by the average household size and adding the result to the existing population. The year of ultimate buildout was estimated by using the average annual housing unit growth rate from 1990 - 2000.

This Facilities Space Needs Study inventories existing facilities and estimates the future floor and/or land area needed in 2005 and at town buildout, estimated to occur in 2031, for the following facilities: 1) town hall; 2) library; 3) recreation; 4) public works; 5) fire; and 6) police. Where appropriate, identifiable standards are used to project future needs and comparisons are made with other communities. The committee relied heavily on the results of the Town of Hollis, *Buildout Analysis*, 2001 and Udelsman Associates, *Hollis Town Hall Analysis*, 2002. The committee also considered various recommendations in the Town of Hollis, *Master Plan*, 1998. The location of the existing community facilities is illustrated on Map A1.

¹ Nashua Regional Planning Commission, *Scope of Work for a Town of Hollis Space Needs Study*, February 2001.

² Nashua Regional Planning Commission, *Town of Hollis Buildout Analysis*, 2001 is available in Town Hall or from NRPC.

Map A-1: Location of Community Facilities in Hollis



B. TOWN HALL FACILITIES

1. Existing Conditions



The Hollis Town Hall is located on a 0.8 acre parcel on the east side of Monument Square. The original historically significant brick and frame building was constructed in 1886 and includes approximately 13,801 square feet (ft²) of floor area. The architecture reflects both the Queen Anne (1880-1910) and Richardson Romanesque (1880-1900) styles. The building was formerly a meeting house. In 1997, the former fire station on the south side of the building was renovated as a community room. Until compared with modern building code requirements, the building was considered to be structurally sound. Ten staff parking spaces are accommodated in a paved lot to the rear of the building. Deficiencies include inadequate security, office layout, on-site parking, storage, air conditioning, fire protection and various structural issues.

The 6,475 ft² *Lower Town Hall* (1st floor, including the Community Room) is used for the Selectmen's Office and Reception, and the Assessing, Building/Code Enforcement/Health, Town Clerk, Finance, Information Technology, Planning and Tax Collector Departments. The Selectmen share an office with the Administrative Assistant. Lower Town Hall includes three bathrooms, a staff kitchen, the community room and lower town hall meeting room and is reasonably accessible to people with disabilities. There are ten (10) staff members utilizing Lower Town Hall. The 3,866 ft² *Upper Town Hall* (2nd floor) is used as an assembly hall and stage. The assembly hall is currently limited to a capacity of 50 people due to various egress and fire code conditions. The *basement* is used for storage, boiler equipment and an unfinished office for one (1) custodial employee. There are restrooms in the basement but they are rarely used. Two (2) staff members in the Town Clerk's office utilize a 384 ft² rented space in the Village Marketplace retail development on Ash Street. Specific deficiencies in the Town Hall building include:

- *Security.* Anyone can access Town Hall offices and records at will. There is no front desk, no secure area for various files and multiple unlocked entrances.³
- *Privacy.* There is no privacy between the Building Department, Planning Department and reception area which results in distractions.³ In addition, the Selectmen share an office with the Administrative Assistant.
- *Parking.* Parking for staff is marginal. It is difficult to get visitors to use the on-street parking in Monument Square.
- *Storage.* The Planning, Assessing and Building Departments are in need of far greater storage space for documents, plans and septic designs.
- *Heating and Ventilation.* There is no central air conditioning. Air conditioning is provided by window units, which are noisy and inadequate to cool the building.
- *Fire Protection.* There is no easily accessible source of water within the town center and the Town Hall has no sprinkler system. The Town in general is in need of additional cisterns and a town center cistern should be considered.
- *Structural.* The roof framing is not well constructed and will likely need considerable reinforcing to withstand code required snow loads. The first floor, second floor, balcony and stage framing have live load capacity limitations.

³ Source: Letter from Cathy Hoffman, Town Hall Secretary, dated November 2001.

- *Foundation.* The condition of the foundation is only fair and it is heavily porous with surface water leaks. Files stored in this area may be deteriorating.⁴

2. **Future Needs**

There are no specific standards regarding space requirements for “Town Hall” or municipal facilities. Available survey research⁵ indicates that the average space per employee in a general office building is 208 ft². However, municipal facilities require additional space for public access/egress, storage of Town records and meeting space. Cannon Associates⁶ recommends a standard of 312 ft² of municipal facility floor area per employee in order to accommodate this additional space. This standard, however, does not take into account the specific needs of each department in Town Hall. As the Town’s population grows from a projected 7,818 people in 2005 to a projected 13,503 at buildout, it is likely that additional employees, storage space and office configuration will be needed in various departments.

Therefore, a specific analysis of floor area requirements for 2005 and at buildout was conducted for each Town Hall department. This analysis was based on discussions with department heads utilizing the Town Hall facility, the projected number of employees and estimates of *usable floor area*⁷ [See NOTE] required for each component of a Town Hall facility. Estimates of the usable floor area requirements for various office workspaces, conference rooms and support areas are provided in Appendix A. A breakdown of the existing floor area needs by facility for 2005 and at buildout are shown in Table B-1. The following is a summary, by department, of the assumptions used in the analysis.⁸

1. **Selectmen & Administration**

The 260 ft² of space occupied by the Selectmen’s Office is currently used by one Administrative Assistant and shared with the five Selectmen, who arrive at various times of the day. Support is provided by a Secretary located in a 440 ft² reception area in a section of Lower Town Hall shared with the Planning and Building Departments, and a Clerical Assistant (vacant) located in a 75 ft² area of Lower Town Hall. As the Town continues to grow towards buildout, it is likely that one or two more employees will be required. In 2005 and at buildout, it is likely that the Selectmen’s office will require floor area for a 20’ x 15’ private office and visitor seating (423 ft²), a meeting room/ office for the five Selectmen to use throughout the day (325 ft²), storage for eight vertical file cabinets (80 ft²), an office/reception area for the Administrative Assistant (228 ft²), a 6’ x 8’ workstation for the Clerical Assistant (83 ft²) and an associated waiting area with six seats (198 ft²).⁹ Therefore, the total floor area needed at buildout is estimated to be 911 ft² for the Selectmen plus 426 ft² for the Administrative Assistant in a reception/waiting area, for a total of 1,337 ft².

⁴ Source: Letter from Virginia Mills, Assistant Planner, November 3, 2000.

⁵ Source: Institute of Transportation Engineers, *Trip Generation*, Washington, D.C., 1987, page 885.

⁶ Source: Cannon Associates, *Town of Merrimack Development of Impact Fee Schedules Final Report*, Concord, NH 1988, page 20.

⁷ Source: Davis Associates, Architects & Consultants, Inc. According to the Building Owners and Manager’s Association (BOMA), the “usable floor area” in an office building is the floor area available for the tenant’s use within his/her demised space. In general, it is measured from the glass line of the exterior wall to the centerline of demising partitions. The floor area occupied by structural elements and circulation space is included in the usable floor area. For example, a file cabinet will require floor area for the cabinet plus area to open the drawers plus circulation space in front of the drawers.

⁸ Source: Davis Associates, Architects and Consultants, *Office Planning Space Requirements*, at <http://www.daac.com/dalease3.html>. This web site provides floor area estimates for common office, workstation, conference room and support area facilities. See Appendix A.

⁹ Note: Floor area in brackets is “useable floor area” and therefore will exceed the actual interior floor area of the workstations, offices, etc. See footnote 6, above.

2. Assessor

The 176 ft² of space occupied by the one full-time Assessor is currently in the same room as a similar amount of space occupied by the Tax Collector. In 2005 it is likely that the Assessing Department will need to employ an additional full time Assessing Clerk, with an additional Assessing Clerk possibly needed at buildout.¹⁰ The current space occupied by the Assessor is inadequate and will continue to be inadequate in 2005 and at buildout. The shared office becomes crowded when customers of both departments are present and there is no space to go over forms with applicants in privacy, unless the Lower Town Hall meeting room is free. The Assessing Department will provide a public computer once the revaluation is complete in 2002 and space will be required for this public access. In addition, the Assessing Department has significant storage needs for deeds and subdivision plans, and property card, current use, exemption, abatement and credit records it is required to keep by law. This storage space should be secure, fireproof and climate controlled, and be able to store large plans. Storage is currently in a 6' x 12' room in the basement shared with the Tax Collector, and is inadequate. A table is required, and currently provided, for viewing the paper tax maps.

In 2005, it is likely that the Assessing Department will require floor area for a 9' x 12' workstation for the Assessor (164 ft²), a 6' x 8' workstation for the proposed Assessing Clerk (83 ft²), area for three visitors (99 ft²), a 6' x 6' area for public computer (62 ft²), thirty-seven vertical file cabinets (370 ft²) and two drawing file cabinets (88 ft²). Most of the file storage need not be located near the offices. Therefore, total floor area needed in 2005 is estimated to be 866 ft². This floor area will actually be needed by 2003 once revaluation is fully complete. At buildout, an additional 6' x 8' workstation for the proposed additional Assessing Clerk (83 ft²) and an additional twenty vertical file cabinets (200 ft²) will be likely, for a total floor area needed at buildout of 1,149 ft².

3. Building Department

The 440 ft² of space occupied by the Building Department (includes Code Enforcement and Health Department) is currently used by one full-time Building Inspector / Code Enforcement Officer who also acts as the Health Officer, and one full-time Building / Code Enforcement Assistant who also assists the Zoning Board of Adjustment and various Committees as well as managing the Hollis web site. Files and plans are currently stored in various locations throughout the common area adjacent to the reception area. The office space occupied by the Building Department is considered adequate. However, there is little space to spread out drawings and files are approaching capacity. There is also little privacy for either employee. The Building Inspector anticipates that a full time Building Department Secretary will be needed by 2005, along with sufficient file cabinets, shelving storage, visitor seating, a drawing file cabinet and a table for plan review.¹¹ In 2005 and at buildout, it is likely that the Building Department will require floor area for a 9' x 12' workstation/plan review area for the Building Inspector/Code Enforcement Officer/Health Officer (164 ft²), a similar workstation/plan review area for the Assistant (164 ft²), a workstation for the proposed Building Secretary (83 ft²), area for three visitors (99 ft²), ten vertical file cabinets (100 ft²) and one drawing file cabinet (44 ft²). Therefore, total floor area needed is estimated to be 654 ft².

¹⁰ Source: Emails from Connie Cain, Hollis Assessor, to Steven Heuchert, NRPC, August 15, 2002 and October 4, 2002.

¹¹ Source: Letter from Rick Jones, Building Inspector, to Steven Heuchert, NRPC, September 5, 2002.

4. Finance Department

The 196 ft² private office occupied by the Finance Department is currently used by one full-time Finance Officer. Files are stored in this office. It is unlikely that additional staff will be necessary at buildout as the nature of the Finance Officer position does not change relative to population growth. Therefore, immediate needs are the same as those projected for 2005 and at buildout. At buildout, it is likely that the Finance Department will require floor area for a 10' x 15' private office for the Finance Officer (228 ft²) plus additional area for eight vertical file cabinets (80 ft²). Therefore, total floor area need is estimated to be 308 ft².

5. Information Technology Department

The 75 ft² of space occupied by a part-time Information Technology Assistant is located in an undefined space in the Lower Town Hall. The IT Assistant requires a more private workstation. It is not anticipated that staff increases will be required as the IT Assistant could move to full time if needed. At buildout, the IT Department will require a 6' x 8' workstation for a total of 83 ft².

6. Planning Department

The 432 ft² of space occupied by the Planning Department is currently used by one part-time own Planner and one full-time Assistant Planner. There is no defined office space for either staff member and no room for visitors. Files and plans are currently stored in a common area in the space occupied by the Selectmen's Secretary. The space occupied by the Planning Department is considered inadequate. There is no space to spread out drawings and files are approaching capacity. There is also no privacy for either employee and distractions are common. It is not anticipated that staff increases will be necessary at buildout and therefore immediate needs are the same as those projected for 2005 and at buildout. At buildout, it is likely that the Planning Department will require floor area for a 9' x 12' workstation/plan review area for the Assistant Planner (164 ft²), a similar workstation/plan review area for the Town Planner (164 ft²), area for three visitors (99 ft²), ten vertical file cabinets (100 ft²) and two drawing file cabinets (88 ft²). Therefore, total floor area needed is estimated to be 615 ft².

7. Tax Collector

The 176 ft² of space occupied by the one full-time Tax Collector is currently in the same room as a similar amount of space occupied by the Assessor. The Tax Collector's office has a customer window, but many of the customers simply enter the office rather than using the window. Files are stored on shelves in half of a 6 x 10' room the basement shared with the Assessor. Storage space, but not location, is considered adequate. The Tax Collector will not require additional staff at buildout.¹² Therefore, immediate needs are the same as those projected for 2005 and at buildout. At buildout, it is likely that the Tax Collector will require floor area for a 9' x 12' workstation with a customer window (164 ft²) plus two 42" wide shelf units (36 ft²). Therefore, total floor area needed is estimated to be 200 ft².

8. Town Clerk

The 384 ft² occupied by the Town Clerk at the Micro-C Building is currently used by one full-time Town Clerk and one part-time Town Clerk's Assistant. The floor area does not include a shared bathroom and foyer. Files are stored in this office and are purged each year as required by law. It is unlikely that additional staff will be necessary at buildout and the existing floor area

¹² Source: Telephone conversation between Barbara Townsend, Tax Collector, and Steven Heuchert, NRPC on September 23, 2002.

is adequate.¹³ At buildout, the Town Clerk will require floor area for a 9' x 12' workstation/customer service area for the Town Clerk (164 ft²) and a similar workstation/area for the Town Clerk's Assistant (164 ft²). Therefore, total floor area needed is 328 ft².

9. Custodial Employee

The Custodial Employee is currently located in an unfinished and uncomfortable space in the Town Hall basement. Although space is sufficient, this office should be upgraded to a higher standard.

10. Accessory Uses

As with all office buildings, a certain percentage of the gross floor area must be devoted to accessory uses such as hallways, bathrooms, kitchen, copier room, etc. Currently, of the total floor area of the Lower Town Hall, 652 ft² is used for three accessible bathrooms and one kitchen, 400 ft² is used for the storage of office supplies and the copier, and 1,394 ft² is used for stairs, hallways and the lobby. Therefore, 2,446 ft² is used for accessory uses. It is likely that only two bathrooms are necessary to serve Town Hall staff and visitors, if they are in the right location. It is assumed that hallways and stairs will continue unchanged regardless of any reconfiguration of the interior of the Town Hall. Therefore, at buildout, accessory uses will require floor area for two bathrooms (104 ft² each for total of 208 ft²), a kitchen (228 ft²) and a copier room with storage for office supplies (228 ft²). Therefore total floor area needed for accessory uses is 664 ft² plus hallways/stairs/lobby at 1,394 ft² for a total of 2,058 ft².

11. Parking



Off-street parking has been identified as inadequate by Town Hall staff. When all staff and Selectmen are present, there is a need for 15 parking spaces, assuming each individual brings their own vehicle, plus one space for the maintenance truck, assuming the maintenance office remains in the Town Hall basement. Off-street parking is currently limited to enough room for about ten vehicles, although spaces are unmarked. On occasion, it is possible to "crowd" approximately 15 vehicles on the lot (see photo taken October 24, 2001 at 9:00AM). However, this poses a hazard as emergency apparatus cannot access the rear of the building and it is an inconvenience for those who are blocked in.

The provision of parking at Town Hall must be considered in the context of the entire town center as opposed to simply on the lot occupied by Town Hall. Walking distances within the town center are short and therefore it is not unreasonable to expect visitors and non-employee Town officials to utilize *on*-street parking around Monument Square or shared facilities such as the Library/Church parking lot. Walking between the Library/Church parking lot and the Town Hall takes approximately one (1) minute. The issue of on-street parking may be addressed by the Selectmen and NH Department of Transportation during the design phase of the Monument Square roadway and pedestrian improvements project.

¹³ Source: Letter from Nancy Jambard, Town Clerk, to Steven Heuchert, NRPC, dated July 22, 2002.

TABLE B-1: Town Hall Floor Area Analysis

| Facility | Existing Facilities | | Facilities Needed 2005 | | Facilities Needed Buildout | |
|------------------------------------|---------------------|---------------|------------------------|---------------|----------------------------|---------------|
| | Employees | Floor Area | Employees | Floor Area | Employees | Floor Area |
| Lower Town Hall | | | | | | |
| Selectmen & Administration | 1 | 260 | 3 | 911 | 3 | 911 |
| Reception | 1 | 440 | 1 | 426 | 1 | 426 |
| Assessor | 1 | 176 | 2 | 866 | 3 | 1,149 |
| Building | 2 | 440 | 3 | 654 | 3 | 654 |
| Finance | 1 | 196 | 1 | 308 | 1 | 308 |
| Information Technology | 1 | 75 | 1 | 83 | 1 | 83 |
| Planning | 2 | 432 | 2 | 615 | 2 | 615 |
| Tax Collector | 1 | 176 | 1 | 200 | 1 | 200 |
| Meeting Room | | 352 | | 352 | | 423 |
| Bathroom & Kitchen | | 223 | | 436 | | 436 |
| Office Supplies/Copier Area | | 400 | | 228 | | 228 |
| Stairs & hallways | | 1,058 | | 1,058 | | 1,058 |
| Total Lower Town Hall | 10 | 4,228 | 14 | 6,137 | 15 | 6,491 |
| Community Room | | | | | | |
| Meeting Room | | 1,482 | | tbd | | tbd |
| Lobby area | | 336 | | tbd | | tbd |
| Bathrooms | | 429 | | tbd | | tbd |
| Total Community Room | 0 | 2,247 | | 2,247 | | 2,247 |
| Upper Town Hall | | | | | | |
| Assembly Hall | | 2,326 | | tbd | | tbd |
| Balcony | | 752 | | tbd | | tbd |
| Stage | | 480 | | tbd | | tbd |
| Stairs & hallways | | 308 | | tbd | | tbd |
| Total Upper Town Hall | 0 | 3,866 | | 3,866 | | 3,866 |
| Town Hall Basement | | | | | | |
| Storage & Maintenance office | 1 | 3,456 | | tbd | | tbd |
| Total Town Hall Basement | 1 | 3,456 | 1 | 3,456 | 1 | 3,456 |
| TOTAL TOWN HALL BUILDING | 11 | 13,797 | 15 | 13,797 | 16 | 13,797 |
| Town Clerk's Office | | | | | | |
| Office | 2 | 384 | 2 | 328 | 2 | 328 |
| Total Town Clerk's Office | 2 | 384 | 2 | 328 | 2 | 328 |
| TOTAL TOWN CLERK'S BUILDING | 2 | 384 | 2 | 328 | 2 | 328 |
| TOTAL IF COMBINED | 13 | 14,181 | 17 | 14,125 | 18 | 14,125 |

Note: Existing Facilities shows actual floor area of Town Hall in 2002. Facilities Needed for 2005 and Buildout show floor area needed for office space. This office space will not fit within the footprint of the existing Lower Town Hall and will need to be redistributed. tbd = "to be determined" and is shown in some rows where space is likely to be redistributed. See options on page 12 of this study.

12. Meeting Rooms

Approximately twenty-six (26) groups, including Town Departments, Boards, Committees and private organizations, regularly utilize Town Hall for meetings and other activities. An additional eleven (11) groups use the meeting space on occasion. The amount of meeting space required will depend upon the number of groups utilizing the space and the frequency of use. A list of the various groups currently utilizing Town Hall for meeting space is available from the Administration Department.

The 4,711 ft² of floor area comprising the Community Room, Lower Town Hall Meeting Room and Upper Town Hall assembly and stage area appears to be adequate for current needs. In addition, it is not likely that the number of groups utilizing the meeting space will increase substantially as the population increases to buildout. However, Town Hall staff have identified an issue with the use of the Upper Town Hall. The design of the floors allows for vibrations to spread throughout the building and, as such, the noise created when activities are taking place in the Upper Town Hall during normal working hours can be distracting to staff. This is especially true during daytime band practice or drama group activities.

If the Community Room and/or Upper Town Hall are used for office expansion in the future, then such meeting space shall have to be replaced. The rehabilitation of the first floor of the Farley Building may be a source of new meeting space in this case.

3. *Town Hall Architectural Analysis*

In October 2002, the Town employed an Architect to complete an evaluation of Town Hall.¹⁴ The evaluation includes: 1) a description of existing conditions; 2) a code summary; 3) a structural report¹⁵; and 4) two conceptual schematic designs, one with the Town Clerk's office included and one without. The evaluation is based upon the floor area needs identified in Table B-1. The code summary includes a review of the 2000 International Building Code and the 2000 National Fire Protection Association Life Safety Code. The code summary is based on the assumption that the Lower Town Hall and Community Room would be fully renovated for office space and the Upper Town Hall used for meeting space. This assumes an elevator would be installed for access to the Upper Town Hall. A summary of the conclusions of the evaluation are as follows:

1. Code Summary

Under the 2000 International Building Code, the existing Town Hall does not pass code under Fire Safety criteria. It passes under Means of Egress and General Safety criteria. In order to bring the building up to code for Fire Safety criteria, renovation of the building for business use on the ground floor and assembly on the upper floor will require a fire protection system. The fire protection system would require 360 gallon per minute sprinkler system that serviced by a 22,500 gallon storage facility and pump. The estimated cost of such a system in 2002 dollars is \$135,000. Other options such as compartmentalizing the building (separating the uses) or installing fire rated ceilings and walls were determined to be unfeasible. The evaluation recommends that a fire protection system be installed as a first priority and a source for the water supply be identified that could serve not only the Town Hall but the entire Monument Square area. Under the 2000 NFPA Life Safety Code, the Upper Town Hall would be limited to a capacity of 300 people, given installation of an appropriate fire protection system.

¹⁴ Udelsman Associates, *Hollis Town Hall Evaluation*, October 15, 2002.

¹⁵ Completed by Trexler Engineering, October 31, 2002.

2. Structural Report¹⁴

When the Town Hall was constructed in 1886, structural engineering was more an art than a science and there were no building codes to provide guidance to the designer/builder. As such, buildings of this era often have structural systems that do not measure up to current code requirements or modern engineering standards. Hollis Town Hall is no exception. Although it is recognized that it has survived for 116 years without a major structural failure, there are several areas of concern that are recommended for further study.

- Roof framing is not well constructed and will likely need considerable reinforcing to withstand code required snow loads expected for this vicinity. As more insulation has been added in the attic, less building heat escapes to melt snow from the roof resulting in increased snow accumulations. Entire roof system should be studied and reinforcing designed as appropriate.
- Failing tension splices in timber roof trusses are a very serious threat to the structural integrity of the entire roof system. Design and installation of temporary steel splice plates is recommended immediately rather than waiting for completion of roof framing study.
- Movement between the balcony and south wall should be investigated further to determine the nature and extent of the problem. This should also include an analysis of very tall second floor exterior stud walls.
- Second floor, stage and balcony framing has live load capacity limitations that would prevent their use as originally intended. Any proposal to reoccupy these spaces should include an analysis and design of reinforcing as needed to meet current building code requirements.
- First floor framing also has live load capacity limitations that should be studied in light of current or proposed occupancy loads at this level. All girders need additional support columns to increase load capacity. Some areas of floor framing need reinforcing where deteriorated or where required live loads exceed joist capacity.
- Foundation will continue to slowly degrade as moisture attacks mortar joints both inside and outside. Dampness from the foundation will also cause continued decay in first floor framing. It may be desirable to cast a new concrete foundation wall and footing around the perimeter against the face of existing foundation to stabilize the granite rubble and cut off moisture migration from the outside.
- Bell tower should be studied further to determine if tower can resist code required wind and seismic forces and if it requires better anchorage to the building at the roof and attic level.
- Exterior egress stair on the east side should be replaced with code compliant construction.
- The Community Room Annex is generally in good condition. Roof framing over the old fire station should be studied further to determine extent of reinforcing required to support code required snow loads. Roof framing over Entry connector should also be investigated and analyzed to see if it can support increased loads from drifting and snow sliding off Town Hall Roof.

4. **The Farley Building**



The Farley Building is a 19th century school house located on Main Street opposite the western end of Monument Square. Owned by the Hollis School District, the building has met the educational needs of generations of Hollis school children. The Hollis-Brookline Cooperative School District currently uses classroom space on the first floor of the Farley Building as an annex to the middle school, which is located directly behind it. The Co-op School District has considered renovating and expanding the middle school, leading to the potential discontinuation of the use of the Farley Building. Should such plans be put forward and approved at the March 2003 District meeting, the School District could be approached to transfer the Farley Building to the Town upon the opening of the expanded middle school, as early as September 2004.

The Farley Building offers the potential of approximately 6,000 ft² of office space or more on the first and second floor, with adequate off-street parking for employees and visitors. Approximately 2,000 additional ft² could be available by utilizing the third floor. The basement is offers up to 3,000 ft² of storage space. The building is located approximately 300 yards (0.17 mi.) from Town Hall, making it highly suitable to the establishment of a campus-style center of town government. For example, finance and administrative functions (Selectmen, Assessor, Tax Collector, Town Clerk) might be in one building, and land use functions (Planning, Zoning, Recreation) in the other. The Farley building could also be converted for use as an annex to or replacement of the Hollis Social Library. Another potential use of the Farley Building is as temporary office space during any renovation of Town Hall.

The Farley Building is inspected annually by the Fire Chief and the Building Inspector as required by law. The building appears to be structurally sound, however it will need extensive renovation to meet fire codes and access requirements, to make the second and third floors suitable for occupancy, and to assure the long-term viability of the building. A professional inspection of the building will be required prior to any renovation. The cost to renovate the building could be comparable to the cost of erecting a new structure. However given the extensive floor area, the historic nature of the building and its centralized location adjacent to Monument Square, there may be multiple benefits to renovating the Farley Building for various uses.

5. **Comparison with Other Communities**

The results of the projected floor area needs can be compared with planning efforts in the Town of Pelham. Pelham's population was 10,914 in 2000 and was expected to grow at an annual rate of 2.3%. Therefore, Pelham's projected population in 2003 is expected to be slightly lower than the projected population of Hollis at buildout, expected to occur in 2031. There are twenty three (23) employees working in Pelham's Town Hall facilities, which is somewhat higher than that projected for Hollis. This is likely due to the Pelham's greater provision of commercial and industrial land uses, and a higher population density and growth rate. Pelham recently hired an architectural firm to complete a Municipal Complex Planning Study.¹⁶ The results of the study indicated that Pelham requires a Town Hall facility of 16,376 ft² to meet its current needs. This includes 4,711 ft² of auditorium and associated space, leaving 11,665 ft² for office and accessory uses. As a result, a new Town Hall facility was approved for construction at the 2002 Pelham Town Meeting. This 11,665 ft² of floor area is less than the 13,797 ft² of floor area available within the existing Hollis' Town Hall. In addition, it is slightly lower than the 10,627 ft² projected for Hollis Town Hall needs at buildout.¹⁷ This appears reasonable given that Pelham employs five more people than that projected for Hollis at buildout.

¹⁶ Bread Loaf Corporation, *Pelham Municipal Complex Planning Study*, November 20, 2001.

¹⁷ The 9,123 ft² is the sum of floor area required to house Town Departments, including Town Clerk (6,491 ft² plus 328 ft²) plus the Community Room (1,482 ft²) plus the Assembly Hall (2,326 ft²).

6. Recommendations

Based on the floor area analysis, it appears that the office and meeting space currently included in the Lower Town Hall will need to expand from its existing 4,228 ft² of floor area to 6,491 ft² at buildout, or an additional 2,263 ft². If the Town Clerk relocates back to the Town Hall, then a total of 6,819 ft² will be needed at buildout. The needs at buildout are not much greater than the needs projected for 2005 and therefore the Town will need to consider various alternatives for expansion in the very near future. Obviously, it will not be possible to accommodate the required floor area at buildout within the existing 4,228 ft² Lower Town Hall. However, with expansion into other areas of the building, the existing Town Hall can easily accommodate all the space needs of the Town Hall departments, with or without the Town Clerk's office. However, any renovation of the building must address fire code, structural and access issues in the design.

1. Immediate Needs

- Regardless of the existing or future use of Town Hall, immediate structural reinforcement of the roof is required, and recommendations in the structural assessment¹⁸ should be implemented. The most pressing needs include: 1) the design and installation of temporary steel splice plates to replace failing tension splices in the timber roof trusses; and 2) replacement of the exterior stair on the east side of the building. In addition, the following should be studied: 1) reinforcement of the roof framing; 2) the source of movement between the balcony and the south wall in Upper Town Hall; 3) renovation of the foundation; and 4) ability of the bell tower to resist wind and seismic forces.
- An Architectural Study of the Farley Building should be conducted.
- Immediate space needs are similar to those at buildout and therefore should be considered in the context of future needs, as follows.

2. Future Needs

The Hollis Facilities Space Needs Study Committee spent considerable time discussing options for accommodating the additional floor area needs of the Town offices. These discussions were based on agreement that 2,263 ft² of additional office space is needed. During these discussions a number of key issues were raised, as follows:

- Based on the structural analysis,¹⁸ the Committee agreed that the Town Hall requires some immediate structural enhancements regardless of the future use of the building. The Committee also agreed that the Town Hall should remain in a viable public use and therefore the structural enhancements should be pursued as soon as possible to address safety concerns.
- The Committee agreed that since structural enhancements are necessary then it would appear that the most cost effective solution to accommodate the additional floor area needs of the Town offices is to renovate the interior of the existing structure and bring it up to code at the same time as the structural enhancements are completed. This would involve installing a sprinkler system and an elevator, both of which are feasible. The building could then be used for any number of public functions if not used for Town Hall offices at a future date. However, retaining the historic interior features of the Town Hall is important and should be considered in any renovation to accommodate code requirements.

¹⁸ Udelsman Associates, *Hollis Town Hall Evaluation*, October 15, 2002.

- The Committee agreed that the recommendations of the Town of Hollis, *Master Plan*, 1998 should be considered; specifically the recommendations which state that the Town should “strive to keep the functions of the Town government in the existing Town Hall”¹⁹ and “where possible, plan for new facilities and expansions of public facilities to be made near the Town Center, rather than in outlying areas.”²⁰
- The Committee agreed that any renovation of existing Town Hall or the potential relocation of Town offices will ultimately be decided by the voters and that the option of relocating the Town offices to a more modern facility at a future date should be considered. This option may be necessary if parking, historic preservation or other unidentified issues limit the use of the existing Town Hall building.
- The Committee agreed that it is desirable to keep the various Town offices together under one roof as this is more efficient for staff and visitors. The exception is the Town Clerk’s office which may be located elsewhere.
- The Committee agreed that the future use of the Farley Building should be studied. There are many options for its use including a library annex, offices and/or meeting space. A structural analysis should be included in the study. Regardless of their use, both the Farley Building and the existing Town Hall should be preserved.

With the above issues in mind, the Committee considered the following options to accommodate the required additional 2,263 ft² of Town office floor area:

Option 1 - Renovate Lower Town Hall and the Community Room as office space, renovate the first floor of the Farley Building as meeting space, leave Upper Town Hall as-is. This option would require relocating the meeting space currently provided by the Community Room to the first floor of the Farley Building. This option would require bringing the first floor of the Farley Building up to Americans with Disabilities Act (ADA) and fire code standards. Advantages may include low cost as no elevator or sprinkler systems are required; re-use of the Farley Building for community space; preservation of two historic structures; and retaining the historic character and function of Monument Square. Disadvantages may include the separation of meeting space from other Town Hall functions; continued under-utilization of the Upper Town Hall; and possible loss of historic interior features due to code requirements. The separation of meeting space from office space significantly limits the feasibility of this option.

Option 2 - Renovate Lower Town Hall and the first floor of the Farley Building as office space, leave Community Room and Upper Town Hall as-is. This option would require bringing the first floor of the Farley Building up to ADA and fire code standards and relocating some Town Hall functions to the Farley Building. Advantages may include low cost as no elevator or sprinkler systems are required; re-use of the Farley Building for office space; preservation of two historic structures; and retaining the historic character and function of Monument Square. Disadvantages may include the separation of Town Hall functions; continued under-utilization of the Upper Town Hall, and possible loss of historic interior features due to code requirements. The separation of Town Hall functions significantly limits the feasibility of this option.

Option 3 - Renovate Lower Town Hall and Upper Town Hall into Office Space, leave Community Room as-is. This option would require installation of an elevator and sprinkler system with an associated water storage facility. Advantages may include keeping all or most Town Hall functions in one building; preservation of a historic structure; retaining the

¹⁹ Town of Hollis, *Master Plan*, Chapter VIII: Community Facilities, Recommendation VIII.O.2., pg. 160.

²⁰ *Ibid*, Recommendation IX.41., pg. 255.

historic character and function of Monument Square; and efficient use of a building that requires structural repairs regardless of its use. Disadvantages include possible loss of interior features due to code requirements; the challenges and cost of locating a water storage facility; loss of the large Assembly Hall; and noise from the Upper Town Hall floor. The noise from the Upper Town Hall floor significantly limits the feasibility of this option.

Option 4 - Renovate Lower Town Hall and the Community Room into Office Space, renovate Upper Town Hall as meeting space. This option would require installation of an elevator, sprinkler system with an associated water storage facility and a public address system. Advantages include keeping all or most Town Hall functions in one building; preservation of a historic structure; retaining the historic character and function of Monument Square; and efficient use of a building that requires structural repairs regardless of the use. Disadvantages include possible loss of historic interior features due to code requirements; and the challenges and cost of locating a water storage facility. This option is considered feasible depending upon the will of the voters.

Option 5 - Renovate the Farley Building as the new Town Hall and return the existing Town Hall to community use. This option would require bringing two floors of the Farley Building up to ADA and fire code requirements, including adding an elevator, sprinkler system and associated water storage facility. Advantages include keeping all Town Hall functions in one building; preservation of two historic structures; availability of expanded parking at the Farley Building; and retaining the historic character and function of Monument Square. Disadvantages include cost of renovating two historic buildings at once; continued underutilization of the Upper Town Hall; and the challenges and cost of locating a water storage facility. In addition, if a commitment is not made to renovating the existing Town Hall to community space, then this building may deteriorate. The cost of renovating two historic structures at the same time significantly limits the feasibility of this option.

Option 6 - Relocate all Town Hall functions to a new facility, return the existing Town Hall to community use. This option would require the construction of a new building, or renovation of a more modern building, possibly located elsewhere within the community. Advantages include being able to design/renovate a modern building as a purpose-built Town Hall; and availability of expanded parking. Disadvantages include continued underutilization of the Upper Town Hall; possible loss of historic character and function of the Monument Square area if the new facility is located elsewhere in the community; and the ramifications of rejecting the Master Plan policy of retaining town functions within the town center. In addition, if a commitment is not made to renovating the existing Town Hall to community space, then this building may deteriorate. This option is considered feasible depending on the will of the voters.

Based on an analysis of the six options, the Hollis Facilities Space Needs Study Committee considers Option 4 (complete renovation of the existing Town Hall) to be the most viable option to meet immediate needs. The building is in need of structural improvements regardless of its use, and combining these structural improvements with a full interior renovation appears to be the most efficient way of accommodating immediate floor area needs while retaining public functions in the town center.

The committee recognizes that renovation of the existing Town Hall to meet access and fire code requirements will allow the building to be put to any number of public uses in the future. The committee also recognizes that floor area needs may change in ways not projected by this study. Therefore, Option 6 (relocation of Town Hall, return existing Town Hall to community use) should also be considered as a viable option if Option 4 does not adequately provide for space needs beyond the planning horizon.

C. LIBRARY

1. Existing Conditions

The Hollis Social Library²¹ is located on a 0.52 acre parcel on the north side of Monument Square. The original historically significant Greek Revival building was constructed in 1910 with approximately 1,500 ft² of space. An addition was constructed in 1993 which expanded the facility to 5,577 ft² to provide space for materials collection, seating, study space, a children's room, staff work space and public meeting room. Although no architectural study has been completed for the library, the building is considered to be structurally sound. Specific deficiencies in the Library building are identified as follows:



- *Storage.* There is only 52 ft² of storage space available
- *Meeting Space:* There is inadequate meeting space.
- *Reading Areas:* The reading table areas are crowded.
- *Basement:* The basement is damp.

Parking is accommodated in a paved lot to the rear of the building and is often used by visitors to other town center facilities and events. Parking is considered adequate. The Library is currently staffed by 1 full-time and 7 part-time employees, for a full time equivalent of 3.5 employees. In 2001, total circulation was 54,103 volumes.²² Since 1998, circulation of books and periodicals has remained relatively stable while circulation of audio, video and CD ROMs have increased considerably. Circulation is shown in Table C-1.

TABLE C-1: Library Circulation, 1998 to 2001

| Type | 1998 | 1999 | 2000 | 2001 | Percent Change 1998 - 2001 ²² |
|--------------------------|---------------|---------------|---------------|---------------|---|
| Adult Books | 19,788 | 19,976 | 20,985 | 20,370 | 3% |
| Juvenile Books | 20,080 | 20,914 | 22,631 | 22,402 | 12% |
| Periodicals | 1,376 | 1,311 | 1,216 | 1,074 | -22% |
| Audio | 2,080 | 2,280 | 2,591 | 3,009 | 45% |
| Video | 1,171 | 3,178 | 5,043 | 7,248 | 519% |
| Total Circulation | 44,495 | 47,659 | 52,466 | 54,103 | 22% |

Source: Town of Hollis, 2001 Annual Report, pg. 79.

The library contained 32,532 materials in 2001. The quantity and type of materials are shown in Table C-2. The Library adds approximately 3,000 items every year. These include approximately 2,500 books/periodicals and 500 videos, DVDs, CDs and books on cassette.

²¹ Photo of Library courtesy of Howard Bigelow.

²² Town of Hollis, 2001 Annual Report, pg. 79. Note: Renewals were included in Adult Books in 1998 and 1999. Renewals were tracked separately in 2000 and 2001. Percentage change 1998 to 2001 includes renewals in Adult Books for comparative purposes.

TABLE C-2: Library Collection, 2001

| Material | Quantity |
|-------------------------|---------------|
| Books | 28,339 |
| Magazines | 1,920 |
| Newspapers | 284 |
| Video cassettes | 1,005 |
| DVDs | 160 |
| CDs | 109 |
| Books on cassette | 715 |
| <i>Total Materials:</i> | <i>32,532</i> |

2. Future Needs

Planning for future library facility needs can be based on American Library Association (ALA) guidelines. In the past, these guidelines included certain formal standards, such as floor area per capita. These standards, however, were produced before the introduction of new technologies and are growing increasingly outdated. As circulation numbers for the Hollis Social Library indicate, the circulation of audio and video materials is increasing substantially. In addition, increasing numbers of library patrons are using the library for computing facilities rather than as a source of print materials.

Therefore, the Board of Trustees of the Hollis Social Library instituted a Long Range Planning Committee in 2002 to develop goals for the future of the library. The Committee was guided in their work by the American Library Association's *Planning for Results* process.²³ They started by holding a series of meetings with members of the public to gather their views on the library's future. After these meetings, they began visiting area libraries serving towns with populations close to that of Hollis at present and projected for buildout. The public libraries visited included those in Amherst, Bedford, Hampstead, Hooksett, Merrimack, Milford, Weare, and Windham.

Following the visits, the Committee asked the New Hampshire State Library²⁴ to assist them in fashioning a space needs plan. The NH State Library utilized the planning document, Anders C. Dahlgren, *Public Library Space Needs: A Planning Outline*, which has been adopted by the Wisconsin Department of Public Institutions/Public Library Development Department, and endorsed by both the NH State Library and the American Library Association. After receiving the NH State Library report, the Committee reviewed what they had learned from their site visits and their meetings with Hollis residents. They concluded that their meetings and visits supported the statistical conclusions of the report. On November 4th, 2002, the Committee's conclusions were reviewed and endorsed by the full Library Board. The report includes a library space needs projection using the projected population figures in the *Town of Hollis Buildout Study*, 2001. The space needs projection considered the needs in 2005 (projected population 7,818) and at buildout (projected population 13,503). The existing floor area provision and projected future needs are shown in Table C-3.²⁵

²³ McClure, Charles R., and others, *Planning and Role Setting for Public Libraries: A Manual for Options and Procedures* (Chicago: ALA, 1987).

²⁴ Assistance was provided by Katie McDonough.

²⁵ See Russo, Steve, Hollis Library Director, *Space Needs of the Hollis Library*, November 5, 2002 available from the Hollis Library.

TABLE C-3: Library Floor Area, Existing Provision and Future Needs

| Facility | Existing Provision | Facilities Needed (2002) | Facilities Needed 2005 | Facilities Needed Buildout |
|---|--------------------|--------------------------|------------------------|----------------------------|
| Collection (volumes) | 32,532 | 32,532 | 35,310 | 48,067 |
| Staff (persons or workstations) | 3.5 FTE* | 7** | 8** | 15** |
| Reader Seats (#) | 51 | 51 | 69 | 87 |
| Shelving (ft ²) | 2,736 | 3,415 | 3,770 | 5,286 |
| Floor Area For Readers (ft ²) | 811 | 1,530 | 2,070 | 2,610 |
| Floor Area For Staff (ft ²) | 700 | 1,050 | 1,200 | 2,250 |
| Floor Area For Meetings (ft ²) | 303 | 300 (20 Seats) | 500 (40 Seats) | 850 (75 Seats) |
| Additional Floor Area (ft ²)*** | 882 | 2,887 | 3,457 | 5,041 |
| Total Floor Area (ft²) | 5,434 | 9,182 | 10,997 | 16,037 |

Source: Hollis Buildout Study, 2001; Board of Trustees, Hollis Social Library.

*Full Time Equivalent; **Based on number of workstations, not number of employees; ****“Additional Floor Area” includes space for: index tables, newspaper and periodical racks, pamphlet files, photocopiers, book returns, public access computer space, computer catalogs, storage rooms, corridors, rest rooms, display areas, etc. According to *Public Library Space Needs* such space should equal 30 to 35% of the gross square footage of a library building.

3. Recommendations

Based on the floor area analysis, it appears that the existing 5,434 ft² library is currently deficient by 3,748 ft² and is in need of immediate expansion. By 2005, the library is projected by the Library Long Range Planning Committee to be deficient by 5,563 ft² unless expanded. At buildout, the library is projected to need an additional 10,603 ft², or nearly triple the existing floor area, to meet the needs of the population. The Hollis Facilities Space Needs Study Committee recommends that the following options be considered, pending more in depth study. However, no specific recommendations are forthcoming at this time:

- *Option 1 - Retain the existing building as either the main Social Library or as a Library Annex and expand library facilities elsewhere, possibly into part of the Farley Building.* This option could incorporate part of the Farley Building for storage or meeting space. Coordination with any expansion of other uses into the Farley Building will be necessary.
- *Option 2 - Consider cooperation with the School Board libraries for storage of stacks and implement an interlibrary loan system.* Consideration of school security will need to be considered with this option. Library facilities at the schools could be limited to only a children’s library.
- *Consider partial expansion on-site or on adjacent sites.* It is likely that any expansion would encroach into the existing parking area or may require relocation of adjacent fields, if possible.

D. RECREATION FACILITIES

1. Existing Conditions

Hollis' recreation facilities are located in various parts of town, including Nichols Field, Little Nichols Field, the three schools and various private entities. Town-owned facilities are managed by the Hollis Recreation Commission consisting of one part-time Recreation Director and various volunteer commission members. There are no full time employees. The maintenance for Town-owned facilities is performed by subcontractors and the Department of Public Works. Grounds maintenance for Nichols Field is funded by the Hollis Nichols Trust. School-owned facilities are managed by the Hollis School Board and the Hollis-Brookline Co-op School Board. The Recreation Commission has a total of 1,917 ft² of buildings spread between Nichols Field and Little Nichols Field. There is a possibility that the 3,000 ft² Lawrence Barn may be reconstructed on Nichols Field to provide expanded floor area. Recreation facilities by ownership are shown in Table D-1. In addition to facilities listed in Table D-1, the town also offers extensive passive recreation facilities such as trails on conservation land, not considered in this study.

TABLE D-1: Existing Recreation Facilities, 2002

| Facility | Town Ownership (quantity) | School Bd. Ownership (quantity) | Private Ownership (quantity) | Total (quantity) |
|-------------------|---------------------------|---------------------------------|------------------------------|------------------|
| Baseball Diamond | 3 | 2 | 0 | 5 |
| Basketball Court | 1 | 3.5 | 0 | 4.5 |
| Boat Ramp | 1 | 0 | 0 | 0 |
| Football Fields | 0 | 0 | 0 | 0 |
| Golf Courses | 0 | 0 | 2 | 2 |
| Gymnasiums | 1 | 3.5 | 0 | 4.5 |
| Horse Rinks | 1 | 0 | 0 | 0 |
| Ice Hockey Rinks | 0 | 0 | 0 | 0 |
| Ice Skating Rinks | 1 | 0 | 0 | 1 |
| Shooting Ranges | 0 | 0 | 1 | 1 |
| Soccer Fields | 1 | 4 | 0 | 5 |
| Swimming (beach) | 1 | 0 | 0 | 2 |
| Swimming Pools | 0 | 0 | 0 | 0 |
| Tennis Courts | 2 | 0 | 0 | 2 |
| Tracks | 1 | 1 | 0 | 2 |

Source: Hollis Recreation Director, 2002

2. Future Needs

The Selectmen formed a Fields Study Committee to consider the possible use of the Hardy Land and improvements to Nichols Field. As of August 2002, a consensus has been reached to utilize the town owned "Hardy" land along Depot Road, across from Nichols Field, for new playing fields. The concept includes the provision of 1 soccer field, 4 tennis courts, 1 basketball court, 52 parking spaces and further open field area. The concept will allow for the conversion of the existing basketball court on Nichols Field to a skateboard park, the relocation of the existing 1,056 ft² recreation building to Orchard Drive for storage of sporting equipment, and the reconstruction of the Lawrence Barn on Nichols Field for use by the Recreation Commission and other organizations. The Fields Study Committee suggests that this plan will provide for existing needs but further expansion will be necessary to meet future needs. Any plan for the "Hardy" land will have to consider wetlands on site.

Planning for future recreation facility needs can be based on recommended guidelines in the NH Statewide Comprehensive Outdoor Recreation Plan (SCORP).²⁶ The SCORP provides general recommended guidelines for the provision of recreational facilities by population. Using the guidelines, a general projection of Hollis' recreation facility needs can be made for 2005 (projected population 7,818) and for buildout (projected population 13,503). The existing provision, the provision expected if the Hardy land is used, and future needs are shown in Table D-2. In addition to the facilities identified in Table D-1, there is an identified need for a skateboard park for young people, and a Senior's Center. According to the 2000 US Census, young people (age 10 - 19) make up 16% of the Town's population and seniors (age 65+) make up 8% of the Town's population.

TABLE D-2: Recreational Facilities, Existing Provision and Future Needs

| Facility | Standard (quantity/1,000 population) | Existing Provision (quantity) | Provision w/ Hardy Land (quantity) | Facilities Needed 2005 (quantity) | Facilities Needed Buildout (quantity) |
|-------------------|--|-------------------------------------|--|--|--|
| Baseball Diamond | 1.10 | 5 | 5 | 8.6 | 14.9 |
| Basketball Court | 0.80 | 4.5 | 5.5 | 6.3 | 10.8 |
| Football Fields | 0.10 | 0 | 0 | 0.8 | 1.4 |
| Golf Courses | 0.04 | 2 | 2 | 0.3 | 0.5 |
| Gymnasiums | 0.25 | 4.5 | 4.5 | 2.0 | 3.4 |
| Ice Hockey Rinks | 0.05 | 0 | 0 | 0.4 | 0.7 |
| Ice Skating Rinks | 0.14 | 1 | 1 | 1.1 | 1.9 |
| Shooting Ranges | 0.08 | 1 | 1 | 0.6 | 1.1 |
| Soccer Fields | 0.16 | 5 | 6 | 1.3 | 2.2 |
| Swimming (beach) | 0.50 | 2 | 2 | 3.9 | 6.8 |
| Swimming Pools | 0.14 | 0 | 0 | 1.1 | 1.9 |
| Tennis Courts | 0.95 | 2 | 6 | 7.4 | 12.8 |
| Tracks | 0.04 | 2 | 2 | 0.3 | 0.5 |

Sources: Town of Hollis Buildout Study, 2001; and NH OSP, SCORP, 1994.

Based on the recommended guidelines in the SCORP, it appears that the Town currently has sufficient golf course, gymnasium, shooting range, soccer field and track facilities to meet the needs to buildout. The Town should consider the provision of 10 additional baseball fields, 1 new football field, 5 additional basketball courts and 7 tennis courts and a new swimming pool to meet future needs at buildout. There is also an indicated need for beaches, but such a provision is unlikely due to the limited number of water bodies within the Town borders. The playing fields and tennis courts will likely need to be provided within the Town borders. However, Hollis should consider participating in a regional agreement with surrounding communities to provide a swimming pool facility due to the cost of construction and maintenance.

The plan proposed by the Fields Needs Committee of the Recreation Commission, if implemented, will allow Hollis to meet the recreation needs of its population in 2005, and provide a much needed skateboard park for young people. However, there are wetlands on the site and further expansion for additional facilities is unlikely. The National Recreation and Park Association (NRPA) provides recreation facility development standards that can be used to estimate the number of acres needed to accommodate recreation facilities needed at buildout.²⁷ The standards, along with an estimate of the number of additional acres needed at buildout, are shown in Table D-3. The results indicate that a total of 41 acres (plus area for parking) will be needed to accommodate recreation needs at buildout if a pool is constructed within Hollis boundaries. This figure is reduced to 39 acres if a shared pool is used in a nearby community.

²⁶ NH Office of State Planning, *Statewide Comprehensive Outdoor Recreation Plan (SCORP)*, 1994.

²⁷ National Recreation and Park Association (NRPA), *Parks, Recreation, Open Space and Greenway Guidelines*, 1995, pg. 123.

Table D-3. Estimated Area of Recreation Facility Needed at Buildout

| Facility | Recommended Space Requirement (ft ²) | Additional Facilities Needed Buildout | Space Needed (ft ²) | Space Needed (acres) |
|-------------------|--|---------------------------------------|---------------------------------|----------------------|
| Baseball Diamond | 152,460 | 10 | 1,524,600 | 35.0 |
| Football Field | 65,340 | 1 | 65,340 | 1.5 |
| Basketball Court* | 9,840 | 5 | 49,200 | 1.1 |
| Tennis Court* | 9,840 | 7 | 68,880 | 1.6 |
| Swimming Pool | 87,120 | 1 | 87,120 | 2 |
| Total: | 324,600 | - | 1,795,140 | 41.2 |

*Assumes multi-use court. Some space requirements are presented as a range. When a range is provided, then the most conservative figure is used in this table.

The SCORP provides only general projections of recreation facility needs. According to the NRPA, a "...standard for parks and recreation cannot be universal, nor can one [community] be compared with another even though they are similar in many respects."²⁸ The NRPA has moved away from the concept of broad facility standards as used in the 1995 SCORP and referenced in Table D-2, above. Rather, the NRPA recommends facility standards defined by customer's needs rather than an arbitrary standard such as 0.95 tennis courts per 1,000 population. However, the NRPA system for calculating a community-based facility standard requires considerable data on the use of each facility. For example, to calculate a facility standard for tennis courts in Hollis would require knowing the number of people who use each tennis court per year, a number that is unavailable without the use of a survey or some sort of tracking mechanism. The Hollis Recreation Department does track some of this data. The NRPA provides a step by step process that can be used to more accurately determine facility standards for each of Hollis' recreation facilities.²⁹ However, this process is beyond the scope of this study.

3. Recommendations

The Hollis Facilities Space Needs Study Committee recommends:

- Utilizing the Hardy land to implement the construction of new recreation facilities as recommended by the Hollis Fields Needs Committee.
- With the proposed development of additional recreation facilities on the Hardy land, the town will substantially meet the current recreational needs of the community. However, as the town approaches buildout, the demand for recreational facilities will continue to grow and even the expanded Hardy land facilities are likely to become inadequate. Current planning guidance in the SCORP suggests future needs for up to 39 acres of additional recreation sites. Some of those needs may be met by School Boards or by participation in regional agreements for shared facilities. If facility usage data can be easily collected, then the Town should pursue the development of a Hollis Comprehensive Recreation Plan to determine if an additional 39 acres is reasonable. Such a plan should utilize the step by step approach to developing facility standards for each recreation facility in Hollis as outlined in the NRPA publication, *Parks, Recreation, Open Space and Greenway Guidelines*, 1995, pgs. 69 – 89. The publication is available at the Nashua Regional Planning Commission offices. The Plan should address recreation facility needs to buildout.

²⁸ NRPA, pg. 59.

²⁹ NRPA, pp. 69-89.

E. DEPARTMENT OF PUBLIC WORKS FACILITIES

1. DPW Services

The DPW currently has 10 full-time and two part-time employees, for a total of eleven full-time equivalent employees. The Director and one part-time Clerk accomplish the required administrative tasks. The transfer station and stump dump require 2.5 full-time equivalent employees. In addition to contract administration, the primary responsibilities of the DPW include:

1. Snow Plowing



The DPW currently plows 89.2 miles of roads. Snow plowing is the most intense operation conducted by the DPW, and requires a minimum of six full time and two part time employees. During extended snowstorms employees should be supplemented to provide for crew rest and continuous operations. Snow plowing requires a minimum of four passes and normally six passes for maximum effective snow removal for each 2+ inches of snowfall. This results in 535.2 lane miles of plowing per each 2+ inches if snow. This can be reduced by fifty percent through the use of wing plows as is done currently by the Hollis DPW. The DPW currently plows with four trucks equipped with wing plows and four trucks without wings allowing simultaneous plowing along eight routes. Average plowing rate is 15 miles per hour. The available six operators can plow the equivalent of 90 lane miles per hour. In addition to plowing sanding/salting is essential to roadway safety and plowing effectiveness. Sanding begins prior to plowing operations and the Town has available three vehicles for sanding operations. Sanding requires one pass per lane mile prior to plowing operations and one pass per lane mile following plowing operations. Some additional sanding/salting may be required depending on the duration and nature of the storm. To determine the equipment and manpower required, the Town needs to establish a standard for roadway clearance. Additionally, maximum operator time and rest periods must be set. Currently, all routes are initially plowed within 3 hours and final plowing completed in an additional six hours assuming a limited storm. Winter plowing can be augmented by standing contracts with individuals or landscaping companies. Following plowing, the DPW is also responsible for clearing of fire ponds and cisterns to provide for Fire Department access for the pumper trucks. This operation requires 12-20 hours depending on the amount of snow.

2. Roadway Maintenance

The DPW currently maintains drainage structures and pavement surface along 89.2 miles of roads. Roadway maintenance can be accomplished through both in-house work and contract work. Crack sealing should be accomplished annually, roadway sealing every 4-5 years beginning in the 8th year of a pavement's life for maximum maintenance effectiveness at the lowest cost. Catch basin cleaning, culvert cleaning and drainage maintenance must be done annually. Given the age and total miles of roads this is an ongoing and continuous operation. The Town should be crack sealing all roadways annually and surface treating approximately 12-15 miles of roadways annually. A Road Surface Management System study was completed in 1993.³⁰ Although currently out of date, this system includes software for road maintenance planning and may be useful if implemented.

³⁰ Nashua Regional Planning Commission, Town of Hollis Road Surface Management System, 1993.

3. Mowing

The DPW currently mows along 89.2 miles of roads and adjacent to public buildings and lands. Mowing around public buildings should be done weekly during prime growing season. Mowing rates are equipment dependent and site layout dependent but generally requires 1.5 hours per acre including trimming. Large open areas can be mowed at a rate of two acres per hour. Roadside mowing is usually only required two to a maximum of three times per season. Assuming twice per season results in 356 miles of annual roadside mowing or about 80-100 man hours per year. There are currently 178.6 miles of roadsides requiring mowing, brush trimming and debris removal. Mowing can be contracted annually. The DPW also removes hazardous trees from right-of-ways and clears brush.

4. Building maintenance and construction

The DPW performs various levels of building maintenance from painting to roof replacement and even the construction of an addition. DPW may also be required to install new culverts and drainage ways. The maintenance of Town buildings is normally implemented through contract services.

5. Miscellaneous Tasks

The DPW is also called upon for various miscellaneous tasks during the course of the year. They provide a ready source of manpower to attend to numerous minor requirements including cemetery maintenance, policing dead animals and setting up areas for special functions. The Conservation Commission is occasionally assisted by providing gravel, erecting gates, putting up signage, placing stringers for bridges, etc. The DPW currently provides minimal supplemental maintenance for 109 acres of recreation area.

2. Existing Conditions

The Hollis Department of Public Works is located on a 3.35 acre parcel at the end of Muzzy Road. The parcel is located adjacent to wetlands. The site consists of cleared lot with a compacted soil and gravel base and four buildings. The first building is the Operations Building which includes 5,500 ft² and houses offices and maintenance bays. The second building is the 2,242 ft² salt storage shed. The third building is a 1,500 ft² open-sided storage shed. The final building is a dog kennel, which is not part of this study. There is also a movable above-ground fuel storage dispensing unit on site that consists of two 2000 gallon fuel tanks with dispensers inside a covered containment facility. The DPW currently utilizes nineteen (19) major items of equipment and an extensive inventory of smaller attachments and tools. The DPW also maintains the 6.41 acre Stump Dump on Depot Road and the 2 acre Transfer Station on Rocky Pond Road, both of which utilize inadequate on-site shacks for office space. Existing deficiencies include:

1. Operations Building

The Operations Building is in good condition overall, however the floor area is barely adequate for current needs and has a number of significant shortfalls that should be addressed. Any increase in the number of trucks the DPW uses for plowing will require a corresponding increase in interior space. The building lacks a proper drain system with an oil water separator. The existing drain is tied to a closed tank but the tank lacks the required alarms. There are no shower facilities or sleeping accommodations for employees for those times when they are required to remain on site for extended operations. The building lacks a ventilation system to remove exhaust fumes during winter operations and also lacks a fire prevention system.

2. Salt Shed

The salt shed is too small for adequate storage of materials and is in a fair to poor condition. Both sand and salt should be stored under cover to keep it dry. Using dry materials during sanding and salting operations increases the effective spread rate and allows a reduction in the amount of materials required for the same level of performance. This results in lower costs and faster operations due to the increased distance covered per load. It also reduces the impact on the environment through a reduction of salt spread. The entrance to the shed should be high enough to accommodate the off loading of long body dump trailers. This lowers the cost per delivery and reduces manpower and equipment requirements to push the materials into the shed. In addition, the salt shed needs to meet the requirements of the US Environmental Protection Agency (EPA).

3. Three Sided Storage Shed

The three-sided storage shed is in a poor condition. It needs to be significantly larger to accommodate not only materials currently stored but also the various equipment attachments currently stored outside. Interior storage of equipment significantly extends its life and lifecycle costs.

4. Fuel Storage

Fuel storage is adequate but does not meet current EPA standards for triple containment protection. The existing system has double containment.

5. Staffing

Staffing is inadequate to meet the required administrative needs of the organization. The DPW has a number of administrative requirements which are not currently being performed, particularly in the environmental arena. Previously, municipal DPW's were exempted from EPA requirements but recent changes in the laws has placed both federal and municipal organizations under the same rules as private entities. In Massachusetts significant fines have been levied against at least one municipality for violations. In addition, the DPW needs to establish a system of program budget management as it grows in order to operate more like a business. This requires a full time Clerk and an Administrative Assistant. The current operation is sufficiently small that this is not currently necessary, but as the community's demands grow, and dollars become tighter, the need for this type of program management will increase.

3. *Future Needs*

There are no specific standards regarding space requirements for DPW facilities. Future DPW facility needs in this study are projected based on the extent of expanded DPW responsibilities, the number of employees, and environmental protection requirements.

1. Expanded DPW Responsibilities

Future growth of the community is not going to add appreciably to the number of road miles requiring plowing and maintenance. Growth will likely be along existing roadways or along new, relatively short roads or cul-de-sacs. While new roads will not significantly increase road mileage, their nature significantly impacts snow operations because the time required to attend to them is much greater than a long stretch of continuous roadway. Population growth will also cause a significant increase in the demand for recreation space and its required maintenance. In

addition, the Town is aggressively acquiring conservation land which will increase the required maintenance. Continued new residential construction will decrease the rate of rain absorption and increase the amount of runoff, requiring the construction of new drainage structures and upgrading existing drainage structures in the affected areas. These structures will require additional periodic maintenance. Increased population along public roads increases the number of trees along the public roadway that the DPW may be required to trim or remove if they become hazardous. Additional homes, will also increase the need for fire ponds and cisterns.

The improvements being made to MA Route 3 may reduce the commute time in the short term, thereby increasing the numbers of people wishing to live in Hollis that would otherwise be discouraged by the commute. The cost of homes in this area are likely to continue to increase, and with that, the required income levels to be able to afford them. Consequently, Hollis should continue to see higher than average income and education levels and a subsequent demand for high quality "urban" services. Over time, the DPW organizations of growing, wealthy communities are asked to take on more and more responsibility as they generally can be more responsive and can perform the services less expensively than they can be contracted. Consequently, the DPW can be expected to grow disproportionately relative to the increase in road miles or numbers of specific items that they currently maintain.

2. Environmental Regulations

Additionally, the continued increase of environmental regulations being applied to municipal operations will require more manpower and upgraded facilities. The current salt storage shed is of inadequate size, accessibility and ability to contain runoff. The fuel facility has only a single level of containment and should have three. The existing DPW yard should be paved and oil water separation facilities installed to manage the runoff and prevent contamination of the ground water. Finally, special storage facilities with alarms are required for certain chemicals and a lock box at the gate to house required material safety data (MSDS) sheets.

3. Staffing

At a minimum, the DPW will need to grow by at least 1.5 employees in order to meet its work load by 2005, and to begin more detailed management of its operations. This consists of a full time Clerk and an Administrative Assistant. The DPW staff could double at full build out depending to what extent they are asked to take on new missions. If their mission requirement remains constant then their staffing could grow by an additional 3-4 employees at build out. The Town will need to review its current operations to determine if work currently done by contract should be performed in-house. These include, but are not limited to, equipment maintenance, park/recreation maintenance, grass mowing and building maintenance/custodial services.

Based on the above factors and discussions with the DPW Director, an estimate of the floor area of DPW Facility required in 2005 and at buildout is estimated in Table E-1. The table also includes an estimate of fuel storage and land area required.

TABLE E-1: DPW Facility

| Facility | Existing Provision | Facilities Needed 2005 (ft ²) | Facilities Needed Buildout (ft ²) |
|--------------------------|--------------------|--|--|
| Operations Building | 6,319 | 6,319 | 8,837 |
| Salt Shed | 2,242 | 5,000 | 5,000 |
| Three sided Storage Shed | 1,500 | 3,100 | 3,100 |
| <i>Total:</i> | <i>10,061</i> | <i>14,419</i> | <i>16,937</i> |
| Land Area | 3.35 acres | 3.35 acres | 4.5 acres |

Source: Hollis Facilities Committee and DPW Director

4. Recommendations

The Hollis Facilities Space Needs Study Committee recommends:

1. Short Term

- Continue to pursue the purchase adjacent property to provide room for expansion and a buffer between DPW operations and potential residential construction.
- Install a fire protection system in the main DPW facility to avoid total loss in the event of a fire.
- Construct a new salt shed that will meet current and future needs and meet EPA standards for adequate protection of the environment. Consider retaining and expanding the existing salt shed for vehicle storage.
- Replace the existing fuel storage and dispensing system with one that will meet projected needs and EPA standards.
- Update the Road Surface Management System and implement the system to assist with road maintenance planning.
- Encourage the Planning Board to consider through roads for new developments as opposed to cul-de-sacs.
- Consider construction of adequate staff office at the transfer station to meet Department of Labor requirements. The office should provide heat, water and bathroom facilities.

2. Long Term

- Construct an addition onto existing operations facility to expand interior maintenance and parking space by approximately 7,000 ft² to accommodate any equipment and staffing needs.
- Construct a new 3,100 ft² three sided storage facility.
- Pave the existing area around the DPW facilities and provide for additional containment and storm water management with oil / water separators.

F. FIRE DEPARTMENT

1. Existing Conditions



The Hollis Fire Department is located on a 1.80 acre parcel at the end of Glenice Road. The site consists of paved lot with a single 9,267 sq. ft. building. The one and one-half story portion of the building houses the administrative operations and the attached open apparatus bay houses the fire equipment. The apparatus bay is 5,797 ft² and houses all of the fire fighting apparatus/vehicles except the administrative vehicles. The Fire Department currently has 12 major items of equipment (see Table F-2) and an assortment of smaller fire fighting and rescue tools. The apparatus bay is filled to capacity with adequate space between the existing equipment for service and loading of the vehicles. Any increase in the sizes of replacement equipment could present a space problem. The remainder of the building contains the offices, utility space a kitchen and training room. There are no available sleeping quarters and associated shower facilities for full time staffing. The primary responsibilities of the Fire Department include:

1. Fire fighting.
2. Mutual aid to neighboring communities.
3. Fire code enforcement and inspections.
4. Ambulance and Rescue.
5. Fire prevention and education.
6. Routine maintenance of the fire equipment.
7. Fire, rescue and equipment training.
8. Fire investigation.
9. Miscellaneous administrative duties and incident reporting.

The Fire Department currently has three full time and one part-time employees and relies upon the availability of some of the 52 volunteers for all fire fighting. Two of the full time personnel man the ambulance. Table F-1 outlines the response data for the fire department from 1997 - 2001. Please note all items were individually reported each year therefore the lack of an entry in any particular year may or may not indicate there was or was not an incident. The Fire Department's most frequent response is to medical emergencies. These represented over 55% of their calls in 2001. This is true of most fire departments and the general trend is for these numbers to increase disproportionately to the population and more proportionately to the population age trends.

Table F-1: Hollis Fire Department Call Load 1997-2001

| Item # | Type of Call | Year | | | | |
|--------|--------------------|------|------|------|------|------|
| | | 2001 | 2000 | 1999 | 1998 | 1997 |
| | ALARM: | | | | | |
| 1 | fire alarm | | | 122 | | |
| 2 | fire alarm - false | | | | 73 | 105 |
| 3 | CO alarm | | 13 | 14 | 13 | 19 |
| 4 | CO alarm - false | 5 | | | | |
| 5 | unintentional | 45 | | | | |
| 6 | malfunction | 62 | 46 | | | |
| 7 | malicious | 4 | | | | |
| 8 | smoke condition | | 25 | | | |
| 9 | smoke scare | | 5 | | | |
| 10 | assistance | | 34 | | | |
| 11 | other | 2 | 3 | | 3 | |

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| Item # | Type of Call | Year | | | | |
|--------|-----------------------------|------|------|------|------|------|
| | | 2001 | 2000 | 1999 | 1998 | 1997 |
| | <i>subtotal</i> | 118 | 126 | 136 | 89 | 124 |
| | FIRE: | | | | | |
| 12 | building | 4 | 2 | 5 | 6 | 7 |
| 13 | chimney | 4 | 4 | 7 | 3 | 10 |
| 14 | appliance | 3 | | 3 | | 5 |
| 15 | cooking | 2 | 4 | | | |
| 16 | electrical | 2 | 2 | | 2 | |
| 17 | vehicle | 2 | 4 | 4 | 37 | 9 |
| 18 | mobile home | 2 | | | | |
| 19 | mailbox | 4 | 1 | | 1 | |
| 20 | pole | 2 | 3 | 1 | | |
| 21 | brush | 3 | 8 | 5 | 10 | 9 |
| 22 | grass | 1 | | | | |
| 23 | tree | 1 | | | | |
| 24 | construction debris | 1 | | | | |
| 25 | outbuilding | 1 | | | | |
| 26 | transformer | | 1 | 1 | | 1 |
| 27 | grill | | | | 1 | |
| 28 | false report | | | | | 1 |
| | <i>subtotal</i> | 32 | 29 | 26 | 60 | 42 |
| | MEDICAL: | | | | | |
| 29 | trauma | 79 | 101 | 107 | | |
| 30 | medical: | 280 | 162 | 157 | | |
| 31 | search | | | 2 | 1 | |
| 32 | rescue | 3 | 8 | 5 | 7 | 2 |
| | <i>subtotal</i> | 362 | 271 | 271 | 8 | 2 |
| | GOOD INTENT: | | | | | |
| 33 | smoke in building | 15 | | 11 | 6 | 17 |
| 34 | authorized burning | 6 | | | | |
| 35 | smoke check | 4 | 11 | 9 | 19 | 19 |
| 36 | odor check | | 3 | | | 6 |
| 37 | check conditions | | 7 | | | |
| 38 | general | | | 5 | 6 | |
| | <i>subtotal</i> | 25 | 21 | 25 | 31 | 42 |
| | SERVICE: | | | | | |
| 39 | public assistance | 21 | 5 | 16 | 36 | 33 |
| 40 | mutual aid - given | 16 | 17 | 17 | | 18 |
| 41 | mutual aid - received | | | | | 13 |
| 42 | assist ambulance | | | | | 9 |
| 43 | assist police | | | 2 | 3 | 2 |
| 44 | water problem | 13 | 4 | 4 | 10 | 4 |
| 45 | oil burner standby | 8 | 2 | 1 | 3 | |
| 46 | oil burner malfunction | | 6 | | | 3 |
| 47 | unauthorized burning | 7 | 15 | 13 | 9 | 12 |
| 48 | lockout | 5 | 5 | 12 | 7 | |
| 49 | defective elevator | 2 | 1 | | | |
| 50 | forced entry | | 1 | | | |
| 51 | plane crash | | | | | 1 |
| | <i>subtotal</i> | 72 | 56 | 65 | 68 | 95 |
| | HAZARDOUS CONDITION: | | | | | |
| 52 | CO incident | 8 | | | | |
| 53 | hazmat investigation | 8 | | 3 | | |
| 54 | hazmat spill | 3 | | | | 2 |

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| Item # | Type of Call | Year | | | | |
|--------|--------------------------------------|------------|------------|------------|------------|------------|
| | | 2001 | 2000 | 1999 | 1998 | 1997 |
| 55 | gasoline spill | 3 | 3 | | | |
| 56 | gasoline leak | 2 | | | 2 | |
| 57 | oil spill | 2 | 3 | 1 | | 1 |
| 58 | propane leak | 5 | 3 | 5 | 6 | 5 |
| 59 | propane scare | | 6 | 6 | | |
| 60 | building collapse | 1 | | | | |
| 61 | woodstove problems | | 2 | | | |
| 62 | wires down | 6 | | 4 | 4 | 9 |
| 63 | wires arcing | | | | 6 | 8 |
| 64 | wires/trees on vehicle | | | | | 1 |
| 65 | tree fallen on house | | | | | 3 |
| 66 | other | 1 | | | | |
| 67 | motor vehicle accidents (med assist) | | 37 | 46 | 14 | 57 |
| | <i>subtotal</i> | 39 | 54 | 65 | 32 | 86 |
| | TOTAL CALLS | 651 | 557 | 588 | 295 | 391 |

Source: Town of Hollis, Town Reports 1997 – 2001.

The Fire Department relies upon some 52 volunteers to provide manning for its equipment and to perform all fire fighting functions. The majority of these volunteers come from outside the community. The Fire Chief is looking at a number of innovative options to maintain the volunteer levels but continues to experience difficulty in having adequate volunteer staffing for daytime calls. The fire equipment (see Table F-2) is generally in fair condition with the exception of the loan equipment, which is converted military vehicles. The ladder truck was replaced in 2002.

Table F-2: Fire Department Equipment

| Item | Year | Width* (feet) | Length* (feet) | Space Requirement (sq. ft.) |
|--|-----------|------------------|-------------------|--------------------------------|
| Fire Rescue | 1998 | 12 | 33.4 | 400.8 |
| Pumper 1700 | 1996 Mack | 12 | 31.3 | 375.6 |
| Ladder Truck | 2002 | 12 | 48 | 576 |
| Engine 1000 gal. | 1985 | 12 | 32.3 | 387.6 |
| Engine 1200 gal. | 1989 | 12 | 32 | 384 |
| Pumper 300 gal. 1750 gal./min | 1996 | 12 | 32.5 | 390 |
| Tanker 1000 gal. (Forestry) | 1984 | 12 | 26.3 | 315.6 |
| Ambulance | 2000 | 14 | 26.8 | 375.2 |
| Ambulance | 1994 | 13.3 | 25 | 332.5 |
| Military M38 Dept of Resources & Econ. Development | Loan | 11.3 | 10.9 | 123.17 |
| Military M535 5 Ton 1000 gal. Tanker | Loan | 12 | 27.8 | 333.6 |
| Bronco | 1989 | 10.3 | 17.6 | 181.28 |
| Fire Chief's Vehicle | 2000 | 10.3 | 19.6 | 201.88 |
| Total | | | | 4377.23 |

Source: Facilities Study Committee Inventory, July 2002.

*Includes 2' of walk around space.

Given the dependence on fire ponds and other natural sources of water for fire fighting, the Pumper truck and the two Engines are critical items of equipment for delivery of water to any fire. One of the Engines is approaching 17 years old and should have been replaced at 15 years. The other Engine is 13 years old and also should be replaced at 15 years. While this is a general rule, actual replacement scheduling should be driven by a combination of age, miles /hours, criticality, and resale/trade-in value. Many departments attempt to extend life to 20 years. However, due to the critical nature of this equipment in Hollis and the increased resale value it should be replaced at 15 years.

2. Future Needs

Future growth of the community will place a proportionately increased demand on the Fire Department. The general trend has been for a fairly stable fire response, increasing service response and significant medical response growth. This will be further exacerbated by the increasing age of the population as well as fulfilling their mutual aid support of surrounding communities. Further increases in traffic on the Hollis roads will also result in higher accident rates independent of population growth in the Town. There is little question that the current reliance on volunteers for first response is not sustainable even in the very near term if the Fire Department is to provide rapid response to fires and other emergencies. The ambulance service is already averaging one call per day.

The addition of even a minimal full time staff will require the addition of both sleeping and shower facilities to the firehouse. There will also be a need for additional training area, recreation space and improvements to the fitness area. Full time staffing should be based on getting the most critical equipment to the site quickest with minimal staffing to allow immediate operation. The full time staff can be augmented on scene by volunteers to bring all equipment to recommended staffing for operation. The projected floor area needs for 2005 and at buildout are estimated in Table F-3.

Table F-3: Fire Department Space Needs

| Facility | Existing Provision (ft ²) | Facilities Needed 2005* (ft ²) | Facilities Needed Buildout** (ft ²) |
|---|--|---|--|
| Apparatus bay | 5,797 | 5,797 | 7,500 |
| Offices Chief | 114 | 260 | 260 |
| Administrative Offices | 212 | 212 | 544 |
| Crew Work Spaces | 0 | 240 | 480 |
| Kitchen | 158 | 158 | 158 |
| Sleeping Quarters Male | 0 | 550 | 1100 |
| Sleeping Quarters Female | 0 | 122 | 550 |
| Shower facilities Male | 0 | 300 | 900 |
| Shower facilities Female | 0 | 100 | 300 |
| Bathroom Facilities Male | 96 | 346 | 700 |
| Bathroom Facilities Female | 96 | 125 | 350 |
| Training Room | 930 | 930 | 930 |
| Utility Room | 97 | 97 | 97 |
| Shop | 209 | 209 | 209 |
| Exercise/Fitness Area | 1,010 | 1,010 | 1,010 |
| Storage Area | 482 | 482 | 800 |
| Equipment Wash/ Maintenance Room | 0 | 150 | 250 |
| Clean Room (Breathing Apparatus. Maint.) | 66 | 66 | 180 |
| Total Floor Area (sq. ft) | 9,267 | 11,154 | 16,318 |
| Total Land area (acres) | 1.8 acres | 1.8 acres | 1.8 acres |

Note: *Assume six full time plus Chief and two EMS; ** Assume 18 full time plus chief and four EMS.

3. Recommendations

The Hollis Facilities Space Needs Study Committee recommends:

1. Short Term

- Begin consideration of full time ambulance staffing and or review augmentation with contract services for transport.
- Begin consideration of a minimum full time staffing of the Fire Chief plus three fire fighters (requires six to eight people due to shift requirements and how you account for lost time due to vacation, sick time and schooling). This would permit one Engine and one Pumper or two Engines to arrive on scene immediately with a minimum crew to operate one or the other. It puts water on a fire during the critical early minutes while the volunteers are arriving on scene. If full time staff are accommodated, then an approximately
- Review adequacy of existing fire ponds and other water sources in Town compared to growth areas and determine if additional ponds are needed.

2. Long Term

- Construct an addition to the existing facility to provide for sleeping quarters and other required space if full time staffing is pursued. The existing second floor can either be gabled or the roof raised to provide a full second story. Approximately 1,900 ft² should be finished immediately to accommodate projected staff increases by 2005, with the additional floor area constructed as shell space for expansion as the Town approaches buildout.

G. POLICE DEPARTMENT

1. Existing Conditions



The Hollis Police department is located on a 2.9 acre parcel off Silver Lake Road just north of the intersection of Routes 122 and 130. The site consists of a one and a half story wood frame building of approximately 4,770 ft² of which 3,600 ft² is located on the ground floor. The 1,170 ft² second floor is generally open and unused with the exception of a storage room where the communications equipment is located, an area set up for exercise/fitness equipment, and air handling equipment. This space was planned for future expansion. It can be accessed from two staircases; one off of the entrance foyer, and the other off the

hallway to the training room. There is shell space for a future elevator. The parking area consists of five (5) visitor spaces in the front (one is accessible for people with disabilities) and sixteen (16) spaces on the side of the building. The Police department has three marked police vehicles, two unmarked vehicles, one sport utility, one motorcycle and one radar trailer. There is no covered parking for any of the vehicles. In addition to providing parking for the Police Department vehicles, the parking lot also serves as the impoundment lot.

The Department currently has thirteen officers including the Chief operating three shifts, one part time Animal Control Officer and a department secretary. Located within the Police station is the Dispatch center which has six dispatchers and the Director. They generally operate with one person three shifts with a second person that overlaps the first shift from 14:00-17:00 to provide increased coverage during peak call times. The dispatch center serves the communities of both Hollis and Brookline. This report will deal with only the Police Department. The Dispatch center should be reviewed separately due to the impact of Brookline statistics on their operations. One office in the Police department is dedicated to the Communications Chief, which he shares with the computer servers for the building. The computer servers should be in a separate temperature and humidity controlled room.

Table G-1: Police Response Log, 1993 to 2001

| Type | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002* |
|------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Alarms | 532 | 491 | 619 | 606 | 630 | 514 | 530 | 510 | 480 | 354 |
| Motor Vehicle Accident | 118 | 159 | 168 | 168 | 217 | 203 | 195 | 177 | 208 | 166 |
| Burglary | 20 | 23 | 18 | 23 | 27 | 11 | 22 | 16 | 7 | 6 |
| Theft | 91 | 114 | 71 | 88 | 80 | 84 | 65 | 59 | 65 | 64 |
| Arrests | 937 | 1,312 | 1,234 | 1,012 | 1,004 | 733 | 859 | 735 | 788 | 133 |
| Miscellaneous | N/A | N/A | 1,990 | 1,974 | 1,149 | 1,146 | 1,135 | 1,221 | 1,398 | 1,151 |
| Requests for Service | 3,556 | 3,720 | 4,091 | 4,084 | 4,155 | 3,953 | 3,833 | 3,879 | 4,258 | - |
| Population | | | | 6,481 | | | | 7,015 | | |

Source: Town of Hollis, 1997-2001 Annual Reports

*Note: 2002 is for eight months only.

Table G-1 does not clearly demonstrate any consistent trends from which definitive conclusions can be drawn. Additionally, the definition of terms has evolved over the years such that what is included in the numbers today does not necessarily correlate to the same statistic five years ago. There is a correlation that given similar demographics, police responses are in proportion to population, but statistically it is also known that incidents of crime are related to, among other things, the status of the economy and population density. As unemployment goes up so do certain of the crime statistics.

Likewise where population density is higher the crime statistics per capita tend to be higher. Other factors such as demographics, income levels, cultural values, education levels, etc. can influence crime statistics. These latter factors have remained fairly constant within Hollis. In general, the table does reflect a rising trend in requests for services with some correlation to the area economic trends.

The existing Police facility has a number of design deficiencies:

- *Storage.* There is inadequate space for active records storage throughout the building. The Detectives and Sergeants share an office with two desks in each room. Consequently there is little room left for their files and no room to conduct interviews. Interviews have to be conducted in the one interrogation room rather than at the desk where a computer is available and the information could be entered directly by the interrogator. The limited space for records storage in the original design has been converted to office space for the Lieutenant. The attic space can be used for inactive records storage until that space is converted into additional office and administrative needs. Office supplies are currently stored in the unused elevator shaft. The Dispatchers have indicated their current most critical space need is for readily accessible records storage.
- *Interrogation.* The current interrogation room is in a poor location adjacent to the foyer and it does not have video surveillance. Consequently, it cannot be used for interrogation of youths or certain other specific crimes.
- *Vulnerability.* The building is of wood frame construction, which is vulnerable to arson, outside explosions, small arms fire, etc. The evidence room is too small and located on an external wall of the building away from any direct observation.
- *Weapons Storage.* There is no designated weapons storage. Weapons are currently stored in an inadequate, undisclosed location. Weapons storage should be in a specially designed vault of reinforced concrete where access is through an area under continuous observation.
- *Parking.* The Police Chief indicates the current parking area is frequently inadequate because of the impound requirements from time to time and that often times the visitor spaces are inadequate to meet current demands.

These immediate needs could be met by moving some of the office operations into the shell space upstairs and freeing up some space downstairs.

2. Future Needs

Planning for future Police Department needs will be a function of population and area served. We do not expect growth in the size of the Town; rather, only the population within the Town. Some modest increase in miles of roads is expected as new areas are developed. As a general rule it is quite reasonable to expect there will be a fairly direct correlation between population and required police response requirements. There will also be some affects based on factors outside of the Town. Population growth in surrounding communities will lead to higher traffic volumes in Town and an associated increase in motor vehicle violations and accidents. It may also lead to increased incidents of theft and burglary depending on the demographics of that growth and the economic factors already mentioned. If we assume a direct relationship to the population, then we also can assume a doubling of the police requirements with a doubling of the population.

A space needs projection was conducted and considered the needs in 2005 (projected population 7,818) and at buildout (projected population 13,503). The existing floor area provision and projected future needs are shown in Table G-2. If expanded, the additional second floor shell space can bring the facility up to a total of 4,770 ft² of useable floor area, sufficient for Police Department needs in 2005. However, the projected 7,457 ft² of floor area required at buildout is beyond the capacity of the existing structure. The existing available shell space in the second floor of the existing facility is therefore not likely to meet that growth need.

Table G-2: Police Station Space Needs

| Facility | Existing Provision | Facilities Needed 2005 | Facilities Needed Buildout |
|--|--------------------|---------------------------|-------------------------------|
| Chief's Office | 186 | 186 | 186 |
| Luitenant's Office | (1) 170 | (1) 170 | (2) 340 |
| Sargent's Office | (1) 129 | (2) 256 | (4) 512 |
| Detectives' Office | (1) 128 | (2) 256 | (4) 512 |
| Communications Director | 129 | 129 | 129 |
| Secretary's Office | 114 | 114 | 114 |
| Mens Locker | 234 | 300 | 500 |
| Women's Locker | 101 | 101 | 250 |
| Janitor Closet | 85 | 85 | 85 |
| Kitchen | 121 | 121 | 121 |
| Mail/Distribution Center | 116 | 116 | 175 |
| Holding Cells | (6) 570 | (6) 570 | (8) 760 |
| Booking Area | 154 | 154 | 200 |
| Roll Call | 503 | 503 | 750 |
| Generator Room | 96 | 96 | 96 |
| Interrogation Room | (1) 89 | (1) 89 | (2) 180 |
| Vehicle Maintenance | (1 bay) 349 | (1 bay) 349 | (3 bays) 792 |
| Evidence Storage | 75 | 150 | 250 |
| Records Storage | 0 | 100 | 415 |
| Weapons Storage | 0 | 120 | 120 |
| Administrative/Supplies | 0 | 120 | 120 |
| Archives/Old Records | 0 | 0 | 50 |
| Video Observation Room | 0 | (1) 89 | (2) 180 |
| Fitness Area (upstairs) | 380 | 380 | 400 |
| Communications Equipment Room (upstairs) | 140 | 140 | 140 |
| Computer server room | 0 | 80 | 80 |
| Total Floor Area: | 3,869 | 4,774 | 7,457 |

3. Comparison with Other Communities

The results of the projected floor area needs can be compared to planning efforts in the Town of Pelham. Pelham's population was 10,914 in 2000 and was expected to grow at an annual rate of 2.3%. Therefore, Pelham's projected population in 2003 is expected to be slightly lower than the projected population of Hollis at buildout, expected to occur in 2031. Pelham recently hired an architectural firm to complete a Municipal Complex Planning Study.³¹ The results of the study indicated that Pelham requires a Police facility of 11,487 ft² to meet its current needs. As a result, a new Police facility was approved for construction at the 2002 Pelham Town Meeting. The floor area of this facility is substantially larger than

³¹ Bread Loaf Corporation, *Pelham Municipal Complex Planning Study*, November 20, 2001.

what is projected for Hollis at buildout. However, the Pelham Police Department is substantially larger than that projected for Hollis, most likely due to additional enforcement and response required by its location adjacent to the urban areas of Dracut and Lowell, MA.

4. Recommendations

The Hollis Facilities Space Needs Study Committee recommends:

1. Short Term

There is some need to begin expansion into the existing attic space now to increase available space downstairs for immediate needs both for the Police Department as well as the Dispatch Center. This should include additional offices for the sergeants or detectives, an adequate weapons storage room, additional bathroom facilities, a proper interrogation room, records storage, a room for the computer servers and a squad room. Some space downstairs would be vacated making available support space for those offices that remain downstairs. Funds for this work should be included in the 2004 budget for approval by Town meeting in 2003.

2. Long Term

There is limited land area to accommodate expansion of the existing facilities for future needs. An estimated 7,500 ft² of floor area and parking for additional Police vehicles may be required at buildout. Some consideration should be given to acquiring a portion or all of the adjacent lot 28 from the current owner if it comes on the market. In the design of the expansion, strong consideration should be given to the security of the facility from attack. While the Hollis Police is not likely to ever be the target of any groups or a concerted attack by someone, we can not rule out the possible limited action of a single deranged individual. The current construction could not withstand even small arms fire.

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