



TOWN OF HUDSON

Town Hall Advisory Committee

12 School Street
Hudson, New Hampshire 03051

12 School Street • Hudson, New Hampshire 03051 • Tel: 603-886-6000

TOWN HALL ADVISORY COMMITTEE MEETING

September 29, 2025, 7:00 PM

Buxton Meeting Room, Town Hall

AGENDA

1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **ATTENDANCE**
4. **PUBLIC INPUT**
5. **APPOINTMENT**
6. **CONSENT ITEMS**
 - A. **Acceptance of Minutes**
 - 1) Meeting minutes from September 8, 2025
 - B. **Calendar**

TBD 7:00 Town Hall Advisory Cmte. Buxton Room
7. **OLD BUSINESS**
 - 1) None
8. **NEW BUSINESS**
 - A. New Town Hall presentation from NorthPoint and cost estimate
 - B. Existing parking area situation and analysis
 - C. Discussing the matrix prepared by a member
 - D. Discussing Information to Make Informed Decisions
9. **COMMITTEE REMARKS**
10. **ADJOURNMENT**



TOWN HALL ADVISORY COMMITTEE

Minutes of the September 8, 2025 Meeting

Buxton Meeting Room, Town Hall

7:00 PM

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1. **CALL TO ORDER** – by Chairman Dumont the meeting of September 8, 2025 at 7:02 p.m. in the Buxton Meeting Room at Town Hall.
2. **PLEDGE OF ALLEGIANCE:** – Mr. Dhima
3. **ATTENDANCE:** Chairman, Dillon Dumont; Town Administrator, Roy Sorenson; Town Engineer, Elvis Dhima; Selectman Jakoby; Dan Barthelemy; Victor Oates; Bill Cole.

Chairman Dumont: Ms. Boucher is here as an alternate for the Budget Committee, and Mr. Ulery is excused, he is the alternate for the Planning Board. We have no appointments, we do have one consent item on the agenda, there's two, the calendar is just a misprint, but we do have acceptance of minutes, so I'd be looking for a motion to accept the consent items.

Mr. Barthelemy: Excuse me, I think we skipped public input, and we have someone here from the public.

Chairman Dumont: Oh, I apologize, I wrote right over that. We will bounce back to public input. Sorry, thank you for that correction. I'll open up public input at 7:03 p.m. Would anybody in the audience like to come up and speak? Please give your name and address for the record.

4. **PUBLIC INPUT:** Kevin Walsh: Thank you, Mr. Chairman, good evening. My name is Kevin Walsh, 5 Stony Lane here in Hudson, long-time resident. My bride and I arrived in Hudson in 1972, so we've seen a lot of things that have gone on in town through the decades, and it seems every seven to ten years there's always been a big project that comes up that requires a lot of thought and reflection on how to best move forward. So, I watched the meeting last week, and it was kind of a sad amusement. You spent more time talking about the charter as opposed to trying to look at what is really before this committee. NorthPoint has done exactly what you requested them to do, but I think it's kind of a ready, fire, aim kind of syndrome that is before this committee. If you look at what's been going on in town, Mr. Oates had said something about envisioning this in 25 years. That's not enough. Look at 50 years. If you go look at the town report in 1975 and compare that to the town report in 2020, 2025, those 50 years has been a tremendous amount of change from 1975 to 2000. From 2000 to 2025, not so much. However, here we are today looking at a building that has exceeded its useful capacity in many different areas. So, my suggestion tonight is perhaps this committee kind of takes the blinders off a little bit and kind of takes a broader perspective to what's going on in

Town Hall. I envision this area as a campus, and a campus consists of the headquarters for the fire department, the fire station, inspection services, this building, as well as Hills Memorial Library. There's a lot of capacity here that we could probably take a look at and come up with a more robust solution, if you will. At the end of the day, yes, the Board of Selectmen is looking for recommendations, and I think this committee will do the due diligence and come up with that. But I think the timeframe is severely constrained to come up with a real total solution that might be, or a total set of options that might be more viable for folks to consider. So, a couple of things that I thought that perhaps this committee might create some subcommittees and look at perhaps land that's available, whether it's the town land, town-owned land that we currently have, or some other properties that might be more suitable in a highly visible location for a town hall to be located at. So that's kind of some of the things I was looking at for you folks to consider. I know you're up against a very aggressive timeline to do this, but I think taking a bigger approach to looking at this, not just this building, but how to best utilize this campus, perhaps have another committee to go around and look at different communities that are having similar situations and how they run their operations. I know a new Town Administrator came from Salem. I know Salem might be an opportunity. Look at Merrimack, Londonderry, different towns and communities around there that might have looked at different ways of coming up with a solution. It's kind of an allegorical thing that I had mentioned at the budget committee the other night. When I was in college, one of my classes was a class on marketing, and we did a lot of case studies. One of the case studies was a city zoo that had a polar bear exhibit. The polar bear had a very enclosed cage, so when the polar bear came out of his little huddle, he had three steps forward and three steps backwards. That's all he could do. The people in the town were upset. They said, we need to do something, so they went out and they fundraised. They had this elaborate multimillion-dollar solution for the polar bear exhibit. They came to open the exhibit. The mayor was there, and they cut the ribbon and everything, and they opened up the gate. What did the polar bear do? He took three steps forward and three steps backwards. That's all he knew. Part of this is also looking at how operations happen on a daily basis. Everybody thinks this is a one-stop shop, and that was one of the things that came out in the study that was done. We have to look at the polar bears, too, and see, can we make them do something more different than taking three steps forward and three steps backwards? I appreciate your time, and I look forward to seeing how you come up with a very set of good options for the Board of Selectmen to consider.

Chairman Dumont: Anybody else in the audience that would like to speak? With that, we will close public input at 7.09 p.m. We'll go on down to consent items. We have acceptance of minutes, changes, motions.

5. RECOGNITIONS, NOMINATIONS & APPOINTMENTS: – None

6. CONSENT ITEMS:

Chairman Dumont: We'll go on down to consent items. We have acceptance of minutes, changes, motions.

Mr. Dhima made a motion, seconded by Mr. Barthelemy, to accept the minutes from August 11, 2025. Motion carried, 7-0.

7. OLD BUSINESS: – None

8. NEW BUSINESS:

Chairman Dumont: Before we get into what's on the agenda, I would like Selectman Jakoby just to address what the charter is. I know we had a lot of conversation about that. We just had some questions and concerns from the public raised, so I think this would be a good time to have her read that into the record.

Selectman Jakoby: Yes. So, I just wrote a brief statement. So, the purpose of this committee is to evaluate, review, brainstorm, and make formal recommendations to the BOS regarding the future of the Town Hall building. The committee needs to create a strategy to assess whether to renovate, rebuild, repurpose, or move the Town Hall. Consideration of current limitations and future needs must be included in the recommendations. Costs associated with each option need to be considered. Special attention needs to be placed on soft costs, moving, relocating, and aggravation to employees and to the public if things need to be moved around during construction. The committee is to put forth the pros and cons to each decision, to each option, given the information we have, or recommend what additional information is needed. So, what we're using right now is what we already have, the reports that were done, the information from NorthPoint, the evaluation. So, that's what we're using right now. If there are other things we think need to happen, we can make that recommendation to the BOS. As much as possible, this committee is to project forward to what would be needed now and in the future. I didn't put a number on that, as Mr. Walsh made recommendations. The scope of this committee is to narrow and just one step. It's a narrow commitment, and it's just one step in the process towards the BOS creating a plan for the future Town Hall. So, we are one step in the process.

A. Town Hall Presentation from NorthPoint and Questions/Answers Session

Chairman Dumont: Thank you very much. With that, we will roll into Item A, Town Hall presentation from NorthPoint, and questions and answers if we have any. So, with that, I will turn it over to Mr. Thomas.

Mr. Thomas: Everybody's probably received this packet, correct, that we presented a while back? And just to kind of highlight, you know, one of the first meetings that we attended, after we went through the process of the study, my office came in, met with different people within Town Hall, and met with Elvis and Roy, everybody involved, and different various department heads to see what their sort of their recommendations and get their feel. And after we were done having some of these conversations and took the existing Town Hall, did a proposed layout along with the study and everything that you guys were looking for as far as square footages and the amount of people being able to attend some of the planning board meetings, even on the simplest of basis. Our findings, and I presented at one of the selectmen meetings that we felt as though we didn't really, me personally being a townie, I didn't want to continue down a path that I didn't feel was a good fit for the town, and just come up with

a design and layout that I felt was just taking monies from the town to do some preliminary drawings for a project that I just didn't see that it was going to be able to exceed the growth for the width of town. It's going to need eventually, whether it's 10 years from now or 20 years from now, to put this kind of money into this project. So, with that said, has everyone been able to review the package and see what we had come up with, what my team had come up with? I think the biggest concern for me is how small some of the offices ended up becoming, and the adjacencies to having different departments and department heads, the sizes of the program that it was getting developed into, as well as this downstairs. We talked about doing an addition off to this front side here. This is the main structural wall behind you folks right here. And being able to really kind of structurally support this, get the building into an appropriate area that we could fit, even if it was 50 people in here, is a struggle. And then financially, the cost to even do the smallest of additions was, because of the structural side, it's a massive undertaking in our experience. On top of that, the disruption and temporary trailers and everything going along with renovating a building of this age and dumping that kind of money into it, again, from my professional experience, I didn't feel it's worth the town to put that kind of money into this property. Not sure who the gentleman was that was speaking earlier, but his comment about looking at other pieces of property, which I had mentioned to Elvis and Roy, similarly, what Salem and Londonderry and a lot of our surrounding towns have been doing over the course of the past 10 years, I think is important for the town to try to get a handle on. Is there another viable option instead of just coming up with a \$50,000 plan to do this and then the expense to actually build it and the time? Really, because of the phases, this alone could turn into a two-year project because of moving and shuffling and having to deal with handicapped folks. We all know we have a pretty large elderly community here, and just getting them in and out of the building, for what we have today for handicapped accessibility, has been a struggle in my mind. My father is 88 years old, and he doesn't bother to do things like that because it's a challenge for him, so we do it for him. Having to do that while this is a project that's under construction is going to be even more sensitive to folks like that. My recommendation, given the program that we came up with, has been to look at not sure if it's other property or other existing buildings that might be on the market, too. I think you had said it best as well, is that given the circumstances of where we're at, this is one step in a direction that what is the next step? Is it to look for property and an existing building? Is there anything within the presentation package that we had submitted that anyone has any questions about, or do you want me to run through the entire process? I know we had already gone through that initially, but do you want me to run through everything?

Mr. Barthelemy: I think that everyone here has seen the Board of Selectmen meeting that you presented, or should have, and it's available. In my opinion, I don't feel that it's a good use of our time to do it over again.

Chairman Dumont: Good use to do it over again? I don't think it is.

Mr. Barthelemy: If anyone has questions, I think it's appropriate to talk about it, but we don't need to spend a half hour for you to do the same presentation over again.

Mr. Thomas: After meeting various department heads, we laid out and did offices, and we can only squeeze and stretch the building so much, and the only addition that we can really come up with without affecting, because I think we all know that parking is a struggle here to begin with, never mind on planning board nights or zoning board or anything like that, but the amount of square footage that we were going to gain with a project of this size is minor, and it's expensive because of that wall right behind you.

Chairman Dumont: Mr. Sorensen?

Mr. Sorenson: Mr. Chair, if we may, I would offer to the committee that we should just move to C right now, come back to B. Let's just go through the timeline. How did we get here? Where it started? I would offer that to Mr. Dhima, if he could move through this quickly, which would be item C.

Chairman Dumont: I thought it was B. Item B.

Mr. Sorenson: I'm sorry, item B, and then we'll come back to A. I'm sorry, thank you.

Chairman Dumont: Is that fine with the committee to take things out of order? We'll go through the timeline. I think it kind of flows pretty much with the presentation anyways, but anybody have an objection to that? No? All right, Mr. Dhima, can you speak to the timeline?

B. Town Hall Project Timeline

Mr. Dhima: Absolutely. So as requested by Mr. Cole on the last meeting, I think it would be appropriate to kind of do an executive summary on the timeline. It was part of the packet for you tonight, and I'll just say for the record, late 2023, there was a special Board of Selectmen meeting held regarding the need for a new town hall. We had about 47 folks that came out. A lot of this was discussed in the Board of Selectmen presentations that I put forward. Anyway, that resulted in April 2024, town advertised for services to assess existing town hall building. In May of 2024, NorthPoint Construction was hired to do the assessment. In September of 2024, NorthPoint presented the assessment report. In October of 2024, Board of Selectmen selected option two, renovation and addition, which basically is one of the things we're looking at as part of that. In March 2025, town hall renovation one article passed. This was at a town meeting. In April 2025, NorthPoint Construction was hired to design the renovations, again, part of option two, renovations and addition. In June 2025, NorthPoint raised significant concerns regarding the feasibility of the renovation, which is in line with what was stated earlier about what we were looking at before we started and what we're looking at once we kind of got into it. In June 2025, Board of Selectmen paused the renovation effort based on the feedback that we received from NorthPoint and staff and established a town hall advisory committee, also known as TAC. August 21, 2025, as you all know, we attended the first TAC meeting, and this is our second one. So that's basically, in a nutshell, as far as an executive summary goes. Any questions, or it's pretty straightforward? Any questions, Mr. Chair?

Chairman Dumont: Mr. Sorensen, go ahead.

Mr. Sorenson: Do you know, Mr. Dhima, to date, so the first assessment that NorthPoint did, do you know what the value of that was, the contract?

Mr. Dhima: It was about \$30,000, I want to say, something like that.

Mr. Thomas: The total was \$50,000.

Mr. Dhima: Oh, it was \$55,000, and you ended up doing it for \$50,000.

Mr. Thomas: For \$50,000, that's correct. But I haven't invoiced anything for it because I personally was putting a pause to the thing because of how I felt about the process.

Mr. Sorenson: So, it's fair to say we've spent limited money to date?

Mr. Dhima: Probably about \$10,000 to \$15,000, I want to say, not even a quarter. I mean, not even a third.

Mr. Thomas: It's probably \$2,500 at this point of what I would be willing to, you know, just to cover my staff expense. Because when I sat down with everybody and my staff after the fact of where we present, got these presentations to you guys, I just, I could see the writing on the wall and the expense of this project, and I just said we're going to, I want to pause, I need to talk to people at town hall because of where I see this thing could end up.

Mr. Dhima: We're in better shape than I expected.

Mr. Thomas: I didn't want to spend \$20,000 on what? Just more drawings.

Mr. Barthelemy: I believe your question was about the assessment report in September of 2024?

Selectman Jakoby: That's what I was just going to note.

Mr. Dhima: I think the assessment was the first step, which was done in 2024.

Mr. Sorenson: Do you know what the number was on that?

Mr. Dhima: I want to say it was somewhere in the \$30,000, but I have to double check.

Chairman Dumont: I think you're correct about that. Mr. Dhima: I believe it was the \$30,000 because it was the amount left over towards the end of the budget year.

Mr. Dhima: Correct. It was basically money that the Board of Selectmen had available to do, and it was done during that fiscal year.

Mr. Sorenson: And then the \$50,000 was from a warrant article?

Mr. Dhima: We raised \$55,000 through a warrant article, but NorthPoint ended up doing that for less than what we budgeted for. Yes.

Mr. Sorenson: That's all I got. Thank you.

Chairman Dumont: Any questions about the timeline?

Mr. Barthelemy: I have a question. So, we've identified about \$80,000 that we've spent, give or take?

Mr. Dhima: No.

Chairman Dumont: So appropriated through the warrant article was the \$50,000 of that.

Mr. Barthelemy: We haven't been able to.

Chairman Dumont: Mr. Thomas is saying about \$2,500. Prior to that was the \$30,000, which was the assessment study.

Mr. Barthelemy: Is there any other financials that we should be aware of?

Mr. Dhima: No, not for this particular amount. Not at this time.

Mr. Barthelemy: Thank you.

Chairman Dumont: Any other questions about the timeline? All right. Does anybody have any questions for Mr. Thomas about the presentation or the packet that was supplied to us? Nothing?

A. Town Hall Presentation from NorthPoint and Questions/Answers Session

Mr. Sorenson: Mr. Chair, if I may, you're referring to 8A?

Chairman Dumont: We have two things in the packet that's included in 8A, which is the information that was supplied to the Board of Selectmen as well as questions and answers that was supplied to Mr. Thomas and then his answers back. So, at this point, we'd be talking about either one of those.

Mr. Sorenson: So, we have 18 questions that were asked and answered, it appears?

Chairman Dumont: I'm assuming everybody had time to review those. So, I would be looking for anything additional to that. This is the time Mr. Thomas was asked to come and present.

Mr. Sorenson: All right. If I may.

Chairman Dumont: Mr. Sorensen, go ahead.

Mr. Sorenson: Mr. Thomas, when you did your initial, I don't know what you called your first study and assessment, I won't call it a space needs study, but you identified the current space, the current employee count, what's your professional assessment of that as it exists right now?

Mr. Thomas: Again, obviously we know and understand that the existing town hall has a lot of restroom issues. Once we pull the trigger on this, and again, I understand that the town owns this building, but we still need to follow as much of the code as possible. So, we're short on restrooms. We struggle with ADA up and down. We were proposing an elevator if this addition goes in, because the current stair, the chair, ADA, does not meet anything. It's not even allowed. And I understand we're utilizing it to get by, but mostly restrooms, ADA, square footage of where everybody is squeezed into currently, and the only real footprint that we have to expand is out toward the front. And even when we do that, we're struggling to, we'll still be okay on parking with that square footage that we add. But anything more than that, we really should be updating the parking requirements too.

Chairman Dumont: Mr. Barthelemy.

Mr. Barthelemy: Are there any standards that we typically look at for how many restrooms we should have per employee?

Mr. Thomas: There's a plumbing code that we have to follow, yes. And it's based on use groups all the time, whether it's education or office. In this case here with being municipal, we still have to fall under office guidelines.

Mr. Barthelemy: And we're lower than what those standards would normally be?

Mr. Thomas: We are currently lower. So, we have to upgrade, not only upgrade them for handicap, but we need more too.

Mr. Barthelemy: Thank you.

Chairman Dumont: Mr. Sorensen.

Mr. Sorenson: Square footage, so there's some, obviously there's some severely undersized offices in the currently being utilized in the building. What would a typical, I guess, office square footage space be for, I don't know, we'll just use Mr. Dhima as an example. An engineer, we're not talking about drafting tables, just a typical workspace, square footage.

Mr. Thomas: I mean, a typical workspace for us in a standard office is anywhere from 9x10 to 10x10. A little bit on the larger side is like 11x12. If there's a lot of, like, engineering and architectural, like there, you know, somebody in finance is going to require a little bit smaller office. So, you know, that 9x10 would fit them, but somebody that's going to be rolling out an engineered set of plans or something to be reviewing or looking at usually end up larger just because we typically end up designing and providing a 36-foot deep desk so that plans aren't sliding all over the place. So that's where those, like, 10x12, you know, 11x12 are typically better.

Mr. Sorenson: Are you familiar with where the IT space is here?

Mr. Thomas: Yes.

Mr. Sorenson: The office space?

Mr. Thomas: Yes.

Mr. Sorenson: Would you ever design a building based on that current?

Mr. Thomas: No.

Chairman Dumont: Mr. Oates, I saw your hand up first.

Mr. Oates: Yeah, I got a lot of questions. So, I appreciate all your answering the excessive amount of questions I threw at you. I appreciate that. I had a few follow-ups that I just want to try and get out there. Then I continue to have questions around mostly I'll start at the top, future growth. I'm struggling because there was no modeling on a 2040, 2050 staffing. So generally, if you were building a building like this for another town, would you be putting out staffing and space projections going out 25, 30-plus years and not be doing the projections

based on as they are today, which I seem to read a lot of? So, if you were going to build this new?

Mr. Thomas: So, if we were going to build this new, we would really rely on staff department heads to be able to say, where do you see this? We're doing it right now on a very large project in Merrimack. It's not a town hall, but it's a medical facility. And the questions from us, they tell us where they think that their growth patterns will be. And typically, it's ranging right now this particular project, we're going out to 2040. And they're telling us that they can see that the growth would be about 10% to 15%. So, we design up against that 10% to 15% for the growth of manufacturing, so both in manufacturing, warehousing, and office space of what they feel that their needs are.

Mr. Oates: So, you're relying on, so in this case you would be relying on the town to provide that information?

Mr. Thomas: Correct.

Mr. Oates: Interesting. What growth multipliers or benchmarks do you typically use around that? Or is it always going to go to the company or the town?

Mr. Thomas: It typically goes to the company and the end user, basically. We did the same thing with the police department. When we redesigned the police department and the expansion over there, it came down to department heads to ask them, like, where do you feel how many new officers, crime division, detectives, what do you see of what that growth is going to look like over the next five years, 10 years, 15 years? Anything more than 15 years, people are kind of throwing a dart because we don't know what things are going to be changing. That's why, like, for this particular building, if I had to give a projection of 15 years down the road, my guess is we would have outgrown this building in the next five years. But that's my opinion because I see the staff tripping over each other all the time. Even just the building, we're in the building and inspectional services a lot, you know, and seeing the size of where everybody is in there is very different from what many other towns that we go into, so size-wise.

Mr. Oates: Yeah, no, and I guess I would, just from a professional standpoint, I would have hoped for a little bit more of input or insight given the fact that, you know, I feel like the town is looking to you as the professional in this. They're not overly, you know, qualified to understand the magnitude of what it's going to take to accomplish this and a lot of the steps that typically go into it. So, it's, you know, if you're dealing with the town's, you know, the town's staff, are they looking at it from the right perspective? And I hopefully...

Mr. Thomas: I would hope so. That's why they're here. And we have to rely on their knowledge of who maybe the next... I have no idea who they're going to be hiring a year from now, two years from now. I'm not sure what's in their target. We have to rely on information during this interview process.

Mr. Oates: Correct. So, you know, and I think, what was it, Mr. Sorensen mentioned the IT area. And I guess that to me is like when you start talking about, you know, potentially building a new town hall, you're talking about a complete transformation in how things are

handled from the top down. And you have to envision based on what you're seeing in other town halls that are being built throughout the region, some of them I've looked into, you're seeing a lot of towns looking at, you know, how many staff are there today, but how many staff are likely going to be there in 30, 40 years. And it typically ends up shrinking when you look at most of those transformations. Because although they do say, and I'm just curious, if you were, based on the town halls that I've looked at in the region that have been done, we're looking, what's the current town hall at? 13,000 square feet?

Mr. Dhima: 12,000 and change. 12,600.

Mr. Oates: 12,000. So, we're looking at a new town hall at somewhere between 18 to 25,000. Would you say that's correct?

Mr. Thomas: I don't think, I think 25 is a bit much, but it could be 18 to 20,000-ish.

Mr. Oates: Okay.

Mr. Thomas: And again, planning for future growth so that if an expansion in another 10 years is required, that expansion can happen, not be pigeon-held into a site that just cannot handle any more growth than what is being proposed today.

Mr. Oates: I'd agree. The other concern I had when I went through your presentation is I didn't see any adjacency diagrams. I'm not sure if I missed them. Can you provide conceptual adjacency plans showing improved department workflow based on that setup?

Mr. Thomas: We did run through some of the adjacencies. Tina went through with various staff members and talked about adjacencies. So, did we put it down on paper exactly what all these adjacencies were? No, we designed it toward the information that we received on who would be preferred to be next to, I'll say, finance, like who wants to be near tax, who wants to be near inspectional services. You know, we go through that process, but we don't necessarily highlight all of that, of why that adjacency is there. It comes up during the interview, and we place the adjacencies, and that goes for any company that we're working on.

Mr. Dhima: So, there is some of that information available on the assessment report, and you're going to see a lot of the areas marked in color. So, there's a legend. It says finance in purple, assessing in... But the intent was to kind of keep things as they were, close to where they are right now, keeping assessing, for example, in the clerks and the tax collector, keeping the land use and inspections together. So, you can see that, actually, through some of the colored charts that they put together on the assessment report that's available to you as well, and it's available online.

Mr. Thomas: But I guess my point is, we didn't call each one of them out for an adjacency. It was really just part of our design intent during our discussions. Okay.

Chairman Dumont: Mr. Oates, I know you probably have a couple more questions, but would you mind yielding to Mr. Barthelemy and Selectman Jakoby? Their hands were up as well.

Mr. Oates: That's fine.

Chairman Dumont: Mr. Barthelemy, go ahead.

Mr. Barthelemy: I would just recommend that we look to the professionals that run the day-to-day operations of Town Hall to make some of the recommendations that are being mentioned. I wouldn't typically look to a construction management company to tell me that IT needs to be sitting next to finance or anything else. If we don't believe that the people making decisions in Town Hall are making the right decisions, then the public needs to do something about that, and the people who make decisions need to be...

Mr. Sorenson: Come on, Dan, you're ahead of yourself now.

Mr. Barthelemy: All I'm saying is that I do not believe that this committee or the NorthPoint Construction Management should be making those types of decisions. In the updated charter that was read earlier, it mentioned we were looking at the building, and I think that that was in bold. The day-to-day operations is something different. However, if we step back, I do agree that we need to look at what this is going to look like in 10 years, 20 years, 30 years, but we would ask for recommendations from the folks who run those day-to-day operations to tell us.

Chairman Dumont: Agreed. Selectman Jakoby.

Selectman Jakoby: So, I just want to reiterate that when you did become... before the Board of Selectmen, you did articulate the adjacencies. I know Mr. Dhima was there. We talked about the conversations that you had with the different departments because that was some of the questions we had was, why here and why this group there? So that was part of the conversation, and, you know, we knew that you had interviewed many of our people that were here. And we have to remember, too, that was prior to Mr. Sorenson being on board. So, what I'm hearing... So, one piece of information that is going to be really important as we move forward is, right now, we know that we don't have an estimate for our growth. That is not something that we've done strategically in our planning process to project how many employees, what departments are going to grow, what's not going to grow. I think that's part of the strategic planning for the Board of Selectmen, and now with Mr. Sorenson being with us, I think that's something we don't have currently that clearly, I think this group needs to recommend that we need. So, I just want to take that as an action and a note that here's one recommendation for the Board of Selectmen. We need to figure out how we're going to project our future needs.

Mr. Barthelemy: Can I add on that? Growth projections is a really great metric. I'd like to understand what we're doing today, right? We have five employees handling this, or one employee handling this item, and they handle 1,000 tasks a day, a week, a month, whatever those metrics numbers are, so that if we're to start to look at those growth projections, where are we today? Are we understaffed today? Are we overstaffed today? I don't know.

Chairman Dumont: Mr. Oates, I saw your hand, then Mr. Sorenson.

Mr. Oates: I understand that we're not supposed to be micromanaging how Town Hall operates, but the charter is pretty clear that the day-to-day public counters, digital services, parking, circulation, security, day-to-day staff, safety, all need to be built into the 25-year system design and is fully within our purview to be looking at and reviewing. Day-to-day filing versus long-term compliance, daily workflows versus facility design, daily annoyances versus

long-term adequacy, all those are covered under the charter. All those allow us purview into looking into those items. We're not telling people how to work on a day-to-day basis, but we need to potentially look at how to modernize. We mentioned the kiosks. We could easily set up kiosks at different facilities throughout the town, allowing broader access into a digital modernization. So, if you wanted to fill out forms that you might have to come to Town Hall for, say a building permit, well, now you don't have to go to Town Hall to do a building permit. Maybe you do it at the Walmart because there's a kiosk in there. Maybe you do it at the library because there's a kiosk in there. There's a kiosk where you can fill out to do certain things. Maybe you don't get to talk to Elvis. Maybe that's a plus. Maybe it's a negative. Who knows? But it allows you to put that permit request in in a digital aspect, which shrinks the amount of foot traffic that may typically show up at Town Hall. Those are all covered under the charter in our purview. So, I mean, I'm not trying to go too crazy, but there are a lot of things that we could be looking at under this charter when we're evaluating how to change things. It seems like a lot of people are interested to talk, so I will yield.

Chairman Dumont: Mr. Sorensen, then we have Mr. Barthelemy, and then Mr. Dhima.

Mr. Sorenson: Thank you, Mr. Chair. First of all, I think the scope that NorthPoint got, I wasn't here when the scope was originally given to them. It had nothing to do with, I think, some of the things we're asking him today, which is unfair. Number two, if we look at this building right now, I have, as an example, Assistant Town Administrator position in the budget. We hire that position tomorrow. I'm not sure where that position sits. Finance, which is right over here, is certainly one of these areas that would you call an adjacency issue, in that it should be a standalone, should not be a cut-through, should not be attached openly to IT or any other department for that matter for confidentiality reasons. And they're maxed out. You cannot put another employee down there if they were to get someone to help with AP or AR or things of that nature. I think the building alone is insufficient for the current staff. If you want to know what the staff number might be, I would hedge my bets that you're not going to have more staff in 20 years here. However, you go back in time and you see either what was the trend? Are you decreasing your staff or are you increasing your staff? And then you can move forward based on that. I think he could design a feasible building, minimal square footage space that has flow, that has adjacencies. I don't disagree that somehow the future could change. There could be kiosks and things of that nature, but there's a lot of things we do off campus right now. Our storage of file records and things like that. That square footage, I don't think you originally accounted for, but it's kind of lost. And that's pretty important square footage that we would need back. So, at a minimum, we're maxed out. I don't think we have any potential for growth here if you're talking about adding employees. Zero. And then the space we do have is beyond capacity. That's my take on it. We've been here seven months, so if you want me to stay quiet from this point on, you can just let me know, Mr. Chair, right?

Chairman Dumont: Thank you. Mr. Barthelemy.

Mr. Barthelemy: Mr. Sorensen, I appreciate you mentioning that you don't think that we have enough staff here. Again, I'd just circle back to providing any metrics to kind of prove that to this group and say, hey, we're extremely understaffed, we need more staffing, and we need

more space. A lot of anecdotal type things are being thrown around, and I love to deal with metrics and facts and things like that. I completely agree with the kiosk and the future. I also am a firm believer of empowering those who are those decision makers. I was really happy to see the town clerk bringing up the same items about kiosks and other things in the most recent BOS meeting. That's all.

Chairman Dumont: Mr. Dhima.

Mr. Dhima: Thank you, Mr. Chairman. So, I think one of the things about projections, being into construction and estimates and all that, it's only good for so far. I think what we do know is the history that this town had from 1964 to present. I think we've seen that we've grown. I would say at a minimum we should at least carry the number of people that we have, plus what we envision to be in the books for the next year or two, which is an assistant town administrator. There's also in the books a GIS person. Those we know for a fact. Now we also know that there's any significant positions out there that needs a town approval. So, you can have all the needs you want in the world, but if it doesn't get voted in, it doesn't matter if you need it or not. It doesn't matter if it gets approved or not. So, the projections are great. I think we need them, but they need to be reasonable as well. At a minimum we need to carry to what we already have, because as much as I like to say that we're going to have less people in 25 years from now, I don't know if that's true, but what I can say is if the technology is there 25 years from now, at probably a minimum we'll have what we have. Maybe a little bit less, but not half. You're not going to see just Mr. Sorensen here saying, I got all the kiosks waiting for me outside for a meeting. It's just not there yet. Not in this town at least. It's important, I think, not to get lost in the weeds with all these other things we need to do. I think we just need to kind of keep it a little bit above board when it comes to projections, but that's just my two cents on that. That's all. I just wanted to put it out there.

Chairman Dumont: Selectman Jakoby has a chance to speak, and then Mr. Oates and Mr. Thomas.

Selectman Jakoby: So, I appreciate the input here. I don't think it's anecdotal that we've outgrown this building. You can just go to one of the IT members and see that he can't even push his chair back to his desk.

Mr. Dhima: He's in punishment.

Selectman Jakoby: There's nothing anecdotal about the fact we've outgrown this building, in my opinion. I think that's what you showed as well, that the open space concept that the point is people can't do their job to their fullest ability based on what we currently have. So, in that sense, we've outgrown our building because we can't have someone on a call to Concord in a private setting when it needs to be in a private setting. And that's both on the land use side and on the clerk side. I saw it in both areas. So, this building is insufficient for the work that needs to be done. So that comes to the next point. Because the other thing is, do we go with saying to the Board of Selectmen we've decided to go with the number of openings we know we have. So, it's the staff now plus two or three. We have two or three openings?

Mr. Sorenson: If I may, I think we present some numbers. I think you had some historical.

Selectman Jakoby: So, we're not looking at a huge growth. We're probably looking at something small. But if that's what this group is recommending, we can put that around it if we'd like to. But I do think it's extremely important to move that forward and to really talk about it. As you had alluded to, the clerk did say the limitations that are there in her area. And I know that right now it's really important to understand that some of the offices or nooks and crannies in this building that could be used or rearranged for offices are being used for different types of storage and other things as well. And that we do have a number of square feet off-site that are being used for storage that technically could be on-site. So, there are those issues too. So, we're beyond this building right now. And I just want to point that out and reiterate what Mr. Sorenson had said. Thank you.

Chairman Dumont: Mr. Oates?

Mr. Oates: Did you want to talk?

Mr. Thomas: You sure?

Chairman Dumont: Are you going to yield or are you looking to speak?

Mr. Oates: I'll yield to Bill.

Chairman Dumont: Next up was Mr. Thomas. I'm going to give him the opportunity prior to because he had his hand up.

Mr. Thomas: I guess I just wanted to comment about some of the kiosk stuff and permitting which I agree with 100%. My staff probably pulls three to four permits a week from Newport, Rhode Island up to Portland, Maine. And I would say half of them are online. We don't need a kiosk to do it. We typically just do it from our computer. But in a situation like what we have here in Hudson, we weren't looking to grow anything within the lobby of going in to pull a permit. So, if I've been in there and I have been in there when there's two or three other people, I'm not going to lie, it's pretty jammed, I prefer to step outside. And I don't disagree with what you're saying about pulling permits and stuff online. We do that all day every day. So that's nothing really new to us, but whenever I do need to come down to speak to somebody in the building department, I mean, ours is probably a little bit smaller than some towns, but it's not super small. And we didn't look to even grow that. Sorry, Elvis, but, you know, we didn't feel the need that that had to grow because, you know, again, we see a lot of towns moving to the online, and then others are like, no, we don't take it online. So, we do have to go down and submit and roll out a set of plans. And there are many times that we prefer to be able to at least sit with somebody from staff to explain the project so that it doesn't take three or four weeks to get that permit. That's a big thing in our industry is the turnaround of, you know, being able to get the permits a little bit quicker than they have been. And I'm not saying this is a Hudson thing. This is a lot of town thing that we're waiting sometimes four to six weeks for a building permit to happen. And don't know if that's a staff thing in other towns, but it can be challenging, you know. So, Salem, you know how busy Salem was, Roy, for a long time and waiting for permits over in Salem. It's toned down a little bit because Tuscan Village is starting to slow down. But, you know, that's an example of who would have thought 20 years ago that Salem would be where they are today, you know. So.

Chairman Dumont: Mr. Cole?

Mr. Cole: I think, Mr. Chairman, forgive me if I am off base here or if I've wandered off. Am I correct? That the purpose of the Advisory Committee was to make recommendations against one of three options, I believe. Correct me if I'm wrong. Renovation of this facility, renovation of the facility with an addition, or a new facility, correct?

Mr. Dhima: No.

Chairman Dumont: No. So those three options were presented to the Board of Selectmen. The Board of Selectmen chose option number two. The basis of this committee was whether or not we believe, and no offense to NorthPoint, what they're saying is valid, that that option to renovate with the addition is not worthwhile.

Mr. Cole: Right. I think I understand. So, the Board of Selectmen, which is fine, you've made a decision to accept renovation with an addition. Is that it?

Mr. Dhima: That is what was being discussed, yes.

Chairman Dumont: Was that in October of last year?

Mr. Cole: Okay, so, and I don't mean to be flip. What is the purpose of the Advisory Committee? Now that a decision's been made, what is our purpose, and how do we get there? That's all I want to know.

Chairman Dumont: Well, Selectman Jakoby did read it into the record at the beginning of the meeting. Would you like me to have her read it into the record again?

Mr. Cole: Please, I must have missed it.

Selectman Jakoby: So where to evaluate and brainstorm and make a recommendation to the Board of Selectmen how to move forward.

Mr. Cole: All due respect. I'm sorry, go ahead.

Selectman Jakoby: Yeah, I have it. The purpose of this committee is to evaluate, review, brainstorm, and make formal recommendations to the BOS regarding the future of the Town Hall building. The committee needs to create a strategy to assess whether to renovate, rebuild, repurpose, or move the Town Hall. Consideration of current limitations and future needs must be included in the recommendations. Costs associated with each option need to be considered. Special attention needs to be placed on soft costs, moving, relocating, and aggravation to employees and the public if things need to be moved around during construction. The committee is to put forth the pros and cons to each decision given the information we have, or recommend what additional information is needed. As much as possible, the committee is to project forward to what would be needed now and in the future. The scope of this committee is narrow, and just one step in the process towards the Board of Selectmen creating a plan for the future of Town Hall.

Mr. Cole: Okay, and I personally am on board 100%. So, my question to the Chair is, what do we do next?

Chairman Dumont: That's our next agenda item. Right now, we're asking questions of the presentation and of the information that was supplied to us. So, do you have any questions relating to the information supplied by NorthPoint? What I would envision is, based off of those questions, we as a committee will decide the next steps.

Mr. Cole: Works for me, Mr. Chairman. Thank you.

Chairman Dumont: So, Mr. Oates originally yielded his time to everybody. We'll go back to him first.

Mr. Oates: Thanks. I guess one of my other questions I had around the presentation is, I just didn't think it went broad enough. I don't think a lot of these conversations are going broad enough. I feel like when I'm looking at the town, and, like, one of the things that you brought forward was the cost that would potentially be in the millions to relocate staff and move them and set up shops for them to be able to work in while either remodeling or development was done, correct?

Mr. Thomas: Well, that's not what we were hired to do. The RFP, we were hired to work through a design of what would fit the town.

Mr. Oates: So, I guess my whole thing is, when I look at the potential of the new town hall or putting forward, I really feel like we need to assess our entire surroundings. I know some feel like digital kiosks are out there and years down. Those should be this year. Those should be next year. We should be putting in steps and doing things in town to prepare for the town hall build or renovation. Like, my mentality is, like, you have the Hills Library. That should be reviewed and determined whether or not the town completely remodels the inside of that to potentially meet some of these gaps that we're trying to talk about, whether or not it's meeting space, work areas, things like that. And that could play into and reduce the costs that have already been provided to us as potential with the renovation. A lot of those costs that I've seen that could be potentials would be almost completely mitigated by spending that money over at Hills Library in renovating that space. So, you would be more wisely spending your money if you put some of that over there before stepping into the new town hall. It's kind of like looking at different scenarios and trying to determine if we're trying to get to the new town hall and we want to make sure we put forward the best possible suggestion to the voters, to the BOS, we really need to evaluate everything. And there's just so many gaps that need clarity around this building that it's almost like I think we've all determined that nobody wants to renovate this building. That isn't a wise decision. Mr. Sorensen seemed like that was his view. So, it's almost like we should determine if that's eliminated, how do we get potentially to that 18,000 to 20,000 square foot new town hall, but I feel like there are steps that need to be done before we reach that.

Chairman Dumont: Mr. Sorensen, then Mr. Dhima, Mr. Barthelemy.

Mr. Sorenson: So, you bring up some good points, Mr. Oates. The library itself sounds great in principle. The issue is it's a historic building. You're limited with what you could do in there. I'm not quite sure what the electrical capacity is in there or anything else for that matter. Again, to Mr. Thomas's, and I've done this in Salem, he stayed within his scope, but he can tell you because he does this, it's going to cost you X to relocate, whether it's at the Hills

Library, the bank next door, at the Rite Aid down the street, whatever it is. He'll give you that number, and it's going to be in a good range. We did this in Salem, and it's a comfortable range. So, I think I would have confidence in that. But again, I'm going to go back and kind of defend him a little bit because at the same time, I did challenge, like you said, his design of this building anyways, and I was one of the first people that said, why are we doing this myself? But in fairness to him, he's given us probably more information than he ever had to. It's outside of his scope, and we're lucky to have that because you could be charged any nickel or dime. You want to get into feasibility or building study, you're going to be throwing \$15K out here, \$20K out there, another \$30K out there. We could be up to \$150K, \$200K, and still sitting here saying, what are we doing next? And I don't think that's a wise decision. That's kind of how I see it right now.

Mr. Dhima: Thank you, Mr. Chairman. All good stuff, all good points. Again, I'm going to kind of go back to what I was saying earlier, that doing the studies and projections, it's all great.

Mr. Sorenson: It costs money, Mr. Dhima.

Mr. Dhima: That's right. I think it would be very helpful for everyone, even for me actually, to visually kind of see what that town hall would look like if there's a new one in, to kind of have a comparison. I think we can do some preliminary layouts, obviously at low cost, just to kind of give everyone an idea of where we need to be with what we have as staff today. This isn't space. We don't have a piece of land for this. This is kind of what it would look like, just the building itself. And I'm wondering if that's something that has any value to kind of give everyone an idea to kind of what it looks like so you can start comparing to what you have here, what you could do with the addition, and what the new town hall could look like with the staff that you have right now. I think there might be a good benchmark to kind of see where you're at and where you could be. It might be worth looking at, because I think it fills the time sitting here where I'm at. We're kind of going in circles a little bit, but that's just me.

Chairman Dumont: Mr. Barthelemy, and then Selectman Jakoby.

Mr. Barthelemy: I do agree with Mr. Oates that technology and looking at the future of this building and the operations and technology is something that should be looked at. I almost believe there should be a full-time IT person that looks at how to take this town hall into the future. I, again, don't believe that this committee should be looking too deep into that. What I would like to ask, NorthPoint, is did we look at or do we know a cost to fix our ADA issues, and that's it, right? Like, get our bathrooms up to speed, put an elevator or something in that works, get our countertops to where they need to be?

Mr. Thomas: We did not look at that, no.

Mr. Barthelemy: And I'm not suggesting that that's all we do, but we should understand that just to get it to the right level, it's going to cost this.

Chairman Dumont: And if I may interject, Mr. Thomas, Mr. Dhima, I believe that at one point we did have the conversation of, hey, if we were just to fix this, and it was prior to us choosing option 2, I think there was a rough number thrown at that. I'm sure it's a little outdated at

this point, but we should be able to dig that up in some of the minutes of the Selectman's meeting.

Mr. Dhima: So, the only number that we have, Mr. Chairman, related to bringing something to where it needs to be, it's the vertical wheel that we refer to as the elevator. And I think we got a number for that to about 38,000, but as it was stated earlier by NorthPoint, it will not meet what this building needs. It's just basically retrofit what you already have there. It needs to have a phone. I mean, it's not the setup they'll prefer, but it's more for, like, a residential area than a commercial or a municipality. But just to replace what you have there, which is not really what we should do, but vertical wheel, I think we got an estimate for \$38,000. In closing that area...

Mr. Thomas: That still doesn't get anybody down here.

Mr. Sorenson: Mr. Chair...

Mr. Dhima: Correct. You have to go through the areas, yes.

Chairman Dumont: Quickly, but I want to make sure we just stay in order so nobody else loses their train of thought.

Mr. Sorenson: All right, just real quick. It's 2025. If we're putting in anything, it should be an elevator. We shouldn't be talking about wheel lifts, chair lifts, or anything like that. I think we need to be focused on what we're calling an elevator when we're not calling an elevator. That's the least you owe to the public that comes in this building is an ADA-compliant elevator.

Chairman Dumont: Mr. Barthelemy, did you have anything else?

Mr. Barthelemy: That's all.

Selectman Jakoby: Yeah, you know, I might have lost it. But I do agree that... Oh, I know what it was. An elevator is the only option. I want to agree with that. In the original study, there was a building, a brand-new tear-down this building and put a new building on this site. How many square feet was that?

Mr. Dhima: 17,000 on top of my head. It was an L-shape.

Selectman Jakoby: So, there is that already. And within that, wasn't there an outline of where everybody would be?

Mr. Dhima: No, we did not go into detail. What we did though, what they did look at, to your point, Selectman Jakoby, was a layout of the building itself, and it would have been an L-shape. Basically, the main entrance would have been where the land-use inspection services is. And basically, the building would be sitting like this. So, you got additional parking underneath it. This is where the elevator would be between the first and the second floor. And then you would have all this additional, because you would have two floors in there, two stories.

Selectman Jakoby: Right, but the recommendation was that that may meet our needs at 17,000 square feet.

Mr. Dhima: Yes, and additional parking space within the same site. Correct, yes.

Selectman Jakoby: So that is something that is available to us, and if you want to comment on that.

Mr. Thomas: Yeah, and again, we did not dive deep enough to get into the whole civil aspect, because again, remember, once we do that, we're now required to start getting into stormwater mitigation. Right, right. We're not required to do that now because it's an existing facility, but as soon as we get into that, it's required for stormwater.

Selectman Jakoby: Well, and just to follow up, that was some of the concerns that the Board of Selectmen brought up, because of the tank, the whole drainage, like everything. You're literally taking this from zero. You've got to take this all out, all down, and upgrade everything. And I just know that, I believe it was Selectman Morin and I were really talking about that looking like a really good option, but really feeling that we were concerned that the public would not deem that as good of an idea as retrofitting. I think that was part of the conversation, and maybe Selectman Dumont recalls that. But it's land we have, and it is something that's in the public record for the public to know that I liked it.

Mr. Barthelemy: That option was \$7 million. Is that still around what we think it'll cost?

Chairman Dumont: It was option three, but that's probably far...

Selectman Jakoby: It's considerably more now.

Mr. Dhima: That option did not include soft costs, either like moving the entire operation of this building for at least two years, or at least, I would say, 12 to 18 months, at a minimum.

Mr. Thomas: Probably more toward two years by the time you're done. Because if this building, I'm not sure if it has any abatement requirements, but we never know until we start digging into things. You don't know. Yeah, we don't know. The process of taking this building down, well, moving everybody first, taking it down, I can see it being probably a two-year process from start to finish.

Selectman Jakoby: I think that's fair.

Mr. Barthelemy: I'd like to understand, when we look at these options and the value of them, and maybe I'd get some guidance from the Budget Committee, what would a \$7 million project mean to a taxpayer? And I don't expect you to have the number off the top of your head.

Chairman Dumont: Two cents for every \$100,000.

Mr. Dhima: That's right.

Mr. Barthelemy: And that's a great number, but to the typical viewer watching this, they're not going to understand what that means. So, if you own a house that's worth \$500,000, your taxes will go up X amount.

Mr. Sorenson: It all depends on if you're bonding it, if you're paying some of it with cash.

Mr. Dhima: So, it's \$2 will be an impact per thousand. So basically, it is, if you have a \$500,000 home, by that.

Chairman Dumont: So, it'll seem far and few between now and Hudson. Right.

Mr. Barthelemy: Times two. That would be a \$1,000 hit for one year.

Mr. Sorenson: All right. So, I respect you, Mr. Dhima, but I would defer to my finance director.

Mr. Dhima: You would do a bond.

Mr. Sorenson: Budget Committee for that matter. If I may, Mr. Chair.

Chairman Dumont: Go ahead.

Mr. Sorenson: All right. So, I think if we're thinking about doing anything of staying here into this building, and I don't want to send this committee in a different direction, but you talk about staffing. Our tenants next door have definite staffing increases coming. They got four new firefighters this year, and the selectmen just approved a grant for four more. So, they are growing. We know that. And they are over capacity next door. So all of that stuff has to stay in consideration. So, I just want to make sure everyone understands that.

Mr. Barthelemy: Can you address that a bit further with parking? Because I believe you share parking with them as well.

Roy Sorenson: Currently and into the future.

Mr. Barthelemy: Well, currently you're sharing.

Mr. Sorenson: Well, yeah. I mean, you would have to, but it really comes down to typically, if any type of training or anything that's going on, we would park across the street, the Hills, and that's obviously competing with the schools as well, right? The parking right now is at full capacity, and there's a lot of times where, unfortunately, even the public doesn't have spaces available to come in and park as well. But, yeah, if you have the four coming now, they'll have to make adjustments on their backside of the lot as to where they will park and how they will shift that. Obviously, there are night shifts and differentials. There's more parking. But day-to-day business during the week, Monday through Friday, it's first come, first serve. And, again, on this —

Mr. Barthelemy: And, again, on this —

Mr. Sorenson: That's why I come to work at 6:30 a.m., Dan. I got to get a spot.

Mr. Barthelemy: Again, understanding those metrics, we have X amount of employees and X amount of parking spots, and allowing the public to understand the pain that we're seeing as well.

Mr. Sorenson: Yeah, and it obviously affects them because those spots, I mean, the employees have to park somewhere.

Mr. Thomas: And I'm just going to add to your point, too, Mr. Sorenson, is that if this did become — I'm assuming you're talking fire department, right? So, if this became something of use for the fire department, there are ways around the ADA because this is no longer a

public space. This would be private space for the fire department if they had meetings down here or training sessions. So reasonable accommodations, everything upstairs would need to meet ADA, but anything down here getting — because you don't see too many firemen being handicapped, working, you know, physically. They have to be able to get in and out of a building, going through the ladders and everything. But I guess my point is, is we wouldn't need to add an elevator to get down into the Buxton room if that was used for the fire department.

Mr. Sorenson: Okay, thank you.

Mr. Thomas: Yes, if it was used for fire department training or their own personal meetings, not for public.

Mr. Barthelemy: But wouldn't that still prevent them from hiring employees that would require an elevator?

Mr. Thomas: It's what we call you make reasonable accommodations so that all the employees are upstairs. And I'm using this room as an example because this is probably one of the worst rooms in the place to get the public down here because we don't have an elevator. We only have the handicapped stair, and with that stair doesn't even really meet our egress codes that are required to get out of here either. So, with this being used by the fire department only, you know, men and women on the fire department team that serve the purpose of doing fire trucks or training — you know, many times like the police department, for instance, when we just finished that, this is a very large training center that we did for just the police department. It's not for any public use or anything like that. It's for when they're coming in staffed during the day and leaving it on different night shifts and stuff. So, that's what that particular room is used. And something like that could happen down here if they were to come over here, you know, and obviously the upstairs. I'm not saying the upstairs definitely needs some renovations.

Selectman Jakoby: Are you looking for your next project?

Mr. Thomas: No.

Chairman Dumont: All right. So, I think we've gone around and around. But I would like to just try to bring everybody back to the goal, at least of this agenda item, is for questions about the presentation that Northpointe had given and the question and answers that were attached in that packet as item 8A. Is everybody good with that as far as discussion goes? Because in my mind, quite frankly, we're getting off onto what this committee's next assignment will be. All right. So, with that, what I would make a quick suggestion, before we get rolling into a whole other hour and a half of brainstorming, even though it's great, I think it's a lot more productive to put items into a consolidated form in an email. I have items and information that I'd like to see before making a decision. I would assume that everybody else has a similar amount of questions before they make a decision. We can talk about it if you'd like, but I think it's more productive to try to gather that information and go over it at the next meeting. And then I think at some point in the near future we need to formalize those recommendations. Mr. Oates has a list of them. I don't disagree with them, but I think that that's the goal of this committee, gather information and submit your recommendations to

the Board of Selectmen and make a decision based on that. But you guys tell me what you think. I think that that's, in my mind, I work a little bit better than that way, but we can bounce around for another hour and a half if everybody would like. Mr. Sorensen?

Mr. Sorenson: All right. I'll break the ice. I'll defer to what Mr. Walsh said at the beginning of the meeting. I think, in my opinion, we need a new building. I don't think that new building can be here. So does that mean we need to look for a piece of property? I think that's where we should be.

Chairman Dumont: Mr. Oates?

Mr. Oates: I don't think we should be there yet. I think if we've determined that we're going to leave this building, my suggestion would be for the BOS and the Town Administrator to sit down and, you know, maybe NorthPoint can add some clarity. I think we need to hire an OPM for the town. I think we need to hire a digital transformation consultant for the town. And I believe we need to hire a change management or an HR consultant for the town as well to work on this project as a consulting in order to keep everything focused and streamlined. I don't think that the OPM's goal, one of them, would be tasked to put together a committee or work with a team to evaluate what properties potentially are in the region for them to work on. You could have an architect or an engineer in there as well. I think the IT consultant's job would be to work with the IT team and the Town Administrator to clearly, through the OPM, again, as a team, to streamline the IT processes and look for or to put forward suggestions on how we might be better to streamline these particular goals. But I don't think that we should be doing anything until we have, if we're in agreement that we should be looking at another piece of property potentially. I think we should be considering seriously, especially because of the cost that's going to be put out to the taxpayers when it's brought forward, putting together a core team that will be running and managing that that isn't tied directly to the existing town resources and is dedicated to just this purpose. Yes, and I think in OPM.

Mr. Dhima: What's an OPM?

Mr. Thomas: It's an owner's project manager.

Mr. Sorenson: NorthPoint provides all those services, owner's project manager, logistics. They're on the contract right now.

Mr. Oates: Digital transformation as well.

Mr. Thomas: I mean, I'm going to respectfully disagree as a taxpayer in this town with the amount of taxes that I pay, the amount of items that you just spit out. I just finished a \$35 million dealership over in Nashua that we had none of that.

Mr. Oates: You know what the \$35 million dealership didn't have? And I love doing build outs. One of my favorite things to do in work is to do build outs. The company brings me in and wants me to build out a new building in Boston. I love doing build outs. It's one of my favorite.

Chairman Dumont: This wasn't a build out. This was a brand new.

Mr. Oates: Correct. But you know what it doesn't have? It doesn't have taxpayers being asked to potentially have their taxes get jacked up at the cost. And I believe that we need somebody here. And if we hire NorthPoint to manage a lot of that and to put forward that, that would be one thing. Otherwise, you know, I don't have – when you start putting all these personalities into like where should we be, you have a lot of personalities and opinions. If you have somebody that's actually strategically trying to put forward, you know, these suggestions that is away from the process, you have better information that's portrayed. And there's just too much work that I see that needs to be done before. Like a digital transformation could save so much on costs around a remodel that right now we're forecasting we're going to have to spend X amount. We wouldn't have to spend X amount. But we don't have that consultant in here working with the IT team, working with the town to basically put it together. And I don't believe that – although the IT team in here may be fantastic, they are not built for digital transformation. It's not something they've done. If you've done it, you would understand.

Chairman Dumont: So just so I'm clear because I think we did get a little off track, those would be your recommendations whether we stay or go. Am I understanding that correctly, those consultants?

Mr. Oates: I think we've already determined that we should probably be going, but I do think that in order to determine the where, I think we need to have people come in and do it, not the town engineer, not the –

Chairman Dumont: No, I just wanted to make sure that I understand what we're doing. Because eventually I would envision that there would be a motion made as to whether or not we're looking at a piece – the recommendation would be looking at a piece of land or staying here, followed with these pieces of information for the Board of Selectmen to look at that this committee would have to decide on. That's how I envision that being finalized. What I was asking at this point is next items for discussion. If the committee doesn't believe there are any new items to be discussed and we just want to move on to a motion with recommendations, we can do that. But I didn't think we were there yet. So, Mr. Dhima, I saw your hand up. Go ahead.

Mr. Dhima: Mr. Chairman, as I said a little bit earlier, I think it will be very helpful for everyone. I think we're getting close, but I think it will be helpful for everyone to kind of see some renderings to what that town hall might look like in space for what we have for staff today. I think it will be very helpful for this committee to look at, to compare. We don't have to do anything, but I think there's a lot of information coming in, a lot of great ideas. I think Mr. Oates has some good ideas, but I think he's getting a little bit off track in my opinion as far as what we're trying to do here. But with that said, just a little bit.

Mr. Oates: Maybe not, and also why would you look at spending money?

Chairman Dumont: Mr. Oates, Mr. Oates. Mr. Oates. (gavel)

Mr. Oates: Oh, he's allowed to cut me off and slide the remarks?

Chairman Dumont: Nobody's making remarks...

Mr. Oates: Maybe you should talk to him. I'm not going to be insulted by the town engineer and his inappropriate attitude. If he doesn't like a comment, he doesn't have to make a comment.

CHAIRMAN PAUSED FOR BREAK

Chairman Dumont: All right, we're back at 8:22p.m. Mr. Dhima, finish up your comments, and then we'll move on.

Mr. Dhima: So, as I was stating earlier, I think it's very important, I think, to have a better understanding to what we might be looking at based on the staff we have available. I think it will be very helpful for this committee to kind of see where we're at and where we could be. And that's it, as we move forward through the process.

Selectman Jakoby: I just want to go on to Mr. Dhima's. Mr. Dhima, I understand that you're thinking that that's a good recommendation for the Board of Selectmen, when we move this forward to the Board of Selectmen, to have that visual as well for the Board and for the public, not just for the committee.

Mr. Dhima: For now, I think it's good for the committee. I don't know where we're going to go to the Board of Selectmen, but I think we need to better understand to what we're looking at here internally before we move forward. I think right now we're kind of stuck to what we have, and we're having a hard time envisioning to what that would look like either here or somewhere else. I think having that visually to kind of see what we need, I think it's going to basically be like it could be an eye-opener or it could be like we don't want it. I think that will help for a small effort.

Selectman Jakoby: Yeah, so to Chairman Dumont, the question is, what's the additional cost for that to happen, and do we have the ability to do that?

Chairman Dumont: No, I appreciate that. I have that written down as one of mine, and that's what I would ask is for everybody after this meeting, I know we're discussing it now, but to put together an email of information that you'd like to gather, myself and the Secretary will make sure that that gets put together.

Selectman Jakoby: Excellent.

Chairman Dumont: Mr. Cole? Do you have anything to add? You've been quiet over there.

Mr. Cole: Well, the decision's been made. We're talking about renovating this building with an addition. Am I correct?

Mr. Dhima: That's one of the options or a new town hall.

Mr. Cole: No, no, I thought the Board of Selection had made it. Maybe I'm getting old and confused. Has a decision been made which course of action we're actually going to go to the voters?

Mr. Dhima: No.

Mr. Barthelemy: May I address that?

Mr. Dhima: So, we're still talking about the three or four options?

Chairman Dumont: Mr. Barthelemy would like to address that. I'll allow him to give it a shot.

Mr. Barthelemy: Yes, sir. So, option two was selected by the Board of Selectmen.

Mr. Cole: Yeah.

Mr. Barthelemy: They looked into it and put a halt on it and said, we do not want to continue with this until we get further advisory.

Mr. Cole: Okay.

Mr. Barthelemy: Our board was created to decide whether we want to do any of these or nothing of these. We can suggest, make any recommendation to the Board of Selectmen.

Mr. Cole: So, everything is still on the table.

Chairman Dumont: We're looking for recommendations as to whether or not to move forward.

Mr. Cole: I'll just refer to my email, which I guess got everyone upset on the 23rd. My recommendation is that we do a renovation of the existing building with no build-out, nothing else, okay? You've got plenty of space in this building for people, okay? You've got the Board of Selectmen room. That's plenty of space we can use. We don't need a Board of Selectmen meeting room, as I put in my email. That was a bit of hubris on the part of the Board of Selectmen years ago, okay? When I started out in this racket, everything was done in this room right here. We didn't have a Board of Selectmen. So, you've got plenty. I hear a lot about technology. I know nothing about technology. But I understand from listening to these two gentlemen that we probably don't need as many people as we have right now, and we won't need more people in the That's just my feeling. So, Bill Cole opts for renovating this building, which is manageable, okay? You don't have to displace anybody. You can do it in phases, okay? Renovate this building. Make use of the space, which is not necessarily that important, the Board of Selectmen room. And from my walkthrough here at the last meeting, if you reorganize, a nice way of saying clean up some of the areas, especially down here, you probably have a more effective work area for the people. Thank you, Mr. Chairman.

Chairman Dumont: Okay, thank you. So, I've heard three different recommendations from this committee. Do we want to gather more information, or does somebody want to make a motion?

Mr. Barthelemy: I don't believe that after two meetings and a few discussions that we have enough facts to make an appropriate recommendation. I believe that there needs to be, I brought up a few metrics that I'd like to see, and I'll compose those and get those out. Right now, I hear a lot of I feel, but we need to believe based on facts and metrics.

Mr. Oates: To that point, it comes back to my earlier statement that we need a quarterback. We don't have a quarterback right now. To Mr. Dhima's point, we need an architect to begin programming some schematic options, but I also think those schematic options should be

staying here. What does it look like to stay here with that BOS room completely gone and being utilized for office space and only having this, looking at different scenarios? So, yeah, I do think we need an architect or an engineer to provide schematic options, not just one on what a new town hall looks like, but one a variety of different angles. And I do really think that we need an IT consultant in here. I do think that the IT consultant can go into the IT department and work with them to determine what is this working the most efficient way possible, or are there ways that we could shrink the footprint? I mean, when I did the walkthrough of the IT with you guys at the last meeting, they were using that for storage. That's a fire code. That's a hazard. That shouldn't be doing. We shouldn't have electrical right next to printer boxes. Those are flammable. Something happens, we're having a problem. I'm not sure insurance is paying out if they discover that the fire started in the IT server room with stacks of toner. So, things along those lines. So, at minimum, I do think that we need the quarterback, the OPM, but to Mr. Dhima's point, let's look at some schematic options. Let's see what it looks like to Mr. Cole's point versus the new town hall. Because I looked at NorthPoint, sorry. Question, when you guys were looking at it, did you factor in getting rid of the Board of Selectmen conference room?

Mr. Thomas: No, we did not.

Mr. Oates: Because no one told you to or because you were looking for that?

Mr. Thomas: No, well, we were of the assumption that the Board of Selectmen room is required. This is the first time I'm hearing of we don't need it. The Board of Selectmen can use this room. So, we had no reason to think otherwise.

Mr. Oates: Correct. And from my understanding, the other part is there's an entire conference room over at HCTV that's absolutely beautiful that seems to be very underutilized over there as well. So, we do have other meeting spaces in the town that could be...

Chairman Dumont: The only thing I will add to that, just to feed off of it, is the space over at HCTV wouldn't be able to accommodate a large gathering. But I do agree it's a great underutilized meeting space.

Mr. Oates: But I'm just saying, like, there may be some meetings that could occur over there. And again, I just get back to, like, if we can circle in on those three core areas and basically clean up what Town Hall looks like today. And again, I'm not saying it doesn't end up being a new building. But right now, I really feel like when you look through here, there's so many things that need to be done. And if the one thing we take away is Mr. Dhima's architect shows us a beautiful schematic of what it looks like versus if we stayed here, even with the BOS room. And the IT consultant showed us, oh, you could save this much space by doing X, Y, and Z. At least we would have more data points that would be more helpful in making that decision on how we would go versus, you know, an individual's opinion on putting the kiosks.

Mr. Barthelemy: Could I... I'd like to hear from the Administrator or the Chairman on the comments about removing the BOS meeting room. Is that possible, feasible? What are our thoughts on that?

Chairman Dumont: I'll give you my quick two cents, is that anything's possible.

Mr. Barthelemy: Sure.

Chairman Dumont: One thing that I will say that we've heard numerous times is that the lack of meeting space, not any way around it. Personally, I wouldn't have a problem meeting in any of the rooms. I don't really look at that as an issue for myself. But one thing I do see out of anywhere that we meet is from time to time, you don't have enough room for the public. That, to me, is more of the issue as well as being able to get anybody from the public through, you know, whether it be somebody who is handicapped or needs other accommodations into that space. Those are the things that I'm more concerned about.

Mr. Barthelemy: And we're not losing that, as it stands today. We're trying to gain room for the public. But if we were to remove it, we wouldn't lose that anyways.

Chairman Dumont: Correct. Mr. Dhima?

Mr. Dhima: I would just say a couple things about the Board of Selectmen in this room. So tonight, there was a Conservation Commission meeting taking place here. So, we had to move to the Board of Selectmen room. The only reason we're here tonight is because they canceled. So, you do have meetings, multiple meetings at times, that needs two rooms. The other thing that happened today is we had a meeting with a developer about a subdivision, and we could not be here because the auditors were here. So, they were using that for the entire day. So, we needed a separate room. We ended up using the Board of Selectmen. It's going to be very challenging here, either for after hours or during hours, to have one meeting area, no matter how big it is. Simply because you have multiple meetings here with multiple departments doing a lot of functions here. I think if you enlarge this building twice as much, then obviously you have an opportunity. But to say, get rid of the Board of Selectmen room and only have this in here, I don't think that's feasible because you cannot split this room in half to say, this was like one of those hotel meeting areas where you can just open up a wall and just say, all right, we're going to split this two-way or three-way. Absolutely. But to say that you're going to just utilize this, I think you're going to shoot yourself in the foot. You're going backwards.

Chairman Dumont: We can always throw up another wall. What's one more?

Mr. Dhima: We could throw another wall. It's correct.

Chairman Dumont: Selectman Jakoby. Did you have your hand up?

Selectman Jakoby: No. Thank you.

Chairman Dumont: Mr. Oates.

Mr. Oates: I'm listening to what I just heard. The core problem that continued to pop up wasn't, do we have enough space for the staff here? It sounds like if we got rid of the BOS room, we do have enough space for the staff. But the core problem is, is maybe we need to find a spot in town, maybe the building currently exists, that could allow more meeting space for those meetings to occur. And maybe addressing that problem first could help resolving the problem with the town hall. Maybe, again, it still goes to a new town hall, but maybe finding a way to address that meeting space problem so that you have that larger, more modern room. Right now, we've been in more than a few meetings at the Rec Center in order

to have those big meetings. Deliberative Sessions tend to happen at the Rec Center. Maybe spending money potentially at the Rec Center to make a more modern meeting space conversion area could be a spot. Maybe it's not. Maybe there's land that the town, I believe, owns right across the street from the rec center if you cross over the road right there. There's that plot of land right there that is currently not utilized that is owned by the town. Maybe there's something that could be done there. Things like that. But it sounds like we have a meeting space problem from listening to a few people state that we can't get rid of the BOS room. But I'm like, maybe we can and we just have to make better, larger meeting space facilities in town. Hills Library could accommodate that. There's a few options available that if we spent the money renovating those areas first, maybe we have a better view of what actually needs to be addressed.

Chairman Dumont: Yeah, I think you have multiple issues that overlap, whether it be staff meetings or committee meetings that require more space in general. Whether the Board of Selectmen meeting just becomes a staff meeting room or whatever, that's all logistical. I think that's a little bit past what we're trying to at least get through here tonight. But, Mr. Cole.

Mr. Cole: Thank you, Mr. Chairman. Just for my education, I haven't been to the police department, fortunately, for a number of years. Do we still have the Ann Seabury Community Meeting Room over there? There you go. That's a rather large facility.

Mr. Thomas: It's no longer there.

Mr. Coel: I'm sorry?

Mr. Thomas: No, it's no longer there.

Mr. Cole: What happened to it?

Mr. Thomas: It's been converted into interview rooms.

Chairman Dumont: Right.

Mr. Thomas: So, it's no longer just one big room. It's been chopped down to four different rooms.

Mr. Cole: So, there's no longer an Ann Seabury Community Meeting Room?

Mr. Thomas: I'm not 100% sure.

Mr. Cole: Did somebody vote on that?

Mr. Thomas: I'm not sure what they called the one room that was in town.

Mr. Cole: It was called the Ann Seabury Community. It was named in dedication of Ann Seabury. It's gone?

Chairman Dumont: It's still a community room, but there's multiple different purposes for it now. They have a larger command meeting room.

Mr. Cole: So, you can have little meetings like the Sustainability Committee over there? I haven't been there.

Mr. Dhima: No, I think it's just mostly for them or for their use.

Mr. Cole: There is no meeting room over at the police department. That's what you're telling me.

Mr. Thomas: There is one meeting room from the podium about that size there.

Mr. Cole: Okay.

Mr. Thomas: But the large Ann Seabury room that was there was split so that it's turned into three other interview rooms.

Mr. Cole: I appreciate that. I don't mean to be flippant, but did anybody tell the Seabury family about this? Okay, the room was put there in dedication to a public servant. I was prepared for an answer, but not that one. Thank you.

Mr. Thomas: Yeah.

Mr. Barthelemy: What are some issues that we would foresee with moving the meeting room from this location to an off-site location?

Chairman Dumont: I think there's multiple issues.

Mr. Barthelemy: No, if we went from the two meeting rooms that we currently have, remove one of them, move it to an off-site, as we're talking about.

Chairman Dumont: You'd have to look at cost. At least here you can say that there's an issue.

Mr. Barthelemy: I'm not looking at cost. I'm looking at, like, as far as day-to-day operations for this building.

Mr. Sorenson: Well, again, you'd have to have the ability to have HCTV set up there. You know, what is their capacity to do the meetings? What is the capacity of the room, depending on whatever the meeting might be? You know, to handle public input and or public attending the meeting. So, you would have to look at all that.

Mr. Barthelemy: But there's no reason that it needs to be in this building.

Mr. Sorenson: I mean, it's ideal. This is your town hall, right?

Mr. Barthelemy: That's what I'm asking for your input. Why is it ideal to be in this?

Mr. Sorenson: What's that? I don't disagree with anything Mr. Cole said. I think you can have one room or you can have two rooms. That's a philosophical question. Okay? So, you answer that question, and then you can move forward.

Mr. Dhima: So, is access to the service, obviously? So, it needs to be a direct and secure line. Right now, everything is, like, hard-lined here, us getting access to it. As Mr. Chairman said, the HCTV, you need to set up a new, you know, area there. Cameras as well, obviously, for the meetings. There's just going to be additional infrastructure needed there for permanent. The Rec Area sounds great on the surface, but there's a lot of work that goes behind it to prep those rooms. There's a lot of effort then when we do the meetings with the town. It takes a lot of wear and tear for the surface, and we spend a lot of money on prepping it for that. So, every time you move chairs in and out, it's not set up for that. When you start doing that dual function, you can, but now you're going to have to spend more money to that. And it creates

a lot of disruption for the Rec Department and the Rec programs, you know, basketballs. A lot of those got canceled when we were doing the Amazon project or Hillwood project, whatever you want to call it. So, there's a lot of soft costs that no one sees it really, an effort required to get those to where they need to be. It's just something to keep in mind. Yeah, I appreciate that. And the reasoning for my questioning is because some members have already made a decision on how they would like to see this move forward. I have not. I'm here to represent the residents, and the residents are going to feel it in their wallet no matter what we do. And if we recommend something high priced to the BOS, then the residents may not vote. They'll vote against it potentially. So, I'm looking at not only what's best for us in our town, but what will actually get passed through the vote.

Mr. Sorensen: If I may, I think whatever we do here, we have funding allocated to NorthPoint right now. They certainly have the capacity to handle whatever we ask them, whether it's design build, OPM, space needs, whatever it is. They can handle that capacity. If we want one meeting room or two meeting rooms, I think this committee needs to make that decision. It's a philosophical decision. Because if you do eliminate one of them, I don't know what the square footage is in here, but now you have that much more space available. He didn't do any type of conceptals based on one meeting room. He did it on two. In fact, he did it on expanding this one, right?

Mr. Thomas: I did, yep.

Mr. Sorenson: So, I think the need for additional meeting space was already certified based off of that assessment.

Chairman Dumont: I'm just going to roll back into what we talked about in the beginning. Mr. Barthelemy, you spoke to it, Selectman Jakoby did twice. I think we're getting into a design here. I think we're pretty far off topic as it is. I think this committee needs to decide if we're renovating or looking elsewhere. You've heard from two members that said renovation, one member that said look elsewhere. If you're not ready to make that decision, please tell me what information we need so that we can get you there. And I would prefer that in an email. I have a list of things that I would like to get for the next meeting. And then I would ask that when everybody is ready, somebody will make a formal motion with a recommendation to the Board of Selectmen. And that recommendation can be renovation with A, B, and C attached to it. It can be a new building with A, B, and C attached to it. But to just throw out a hundred different things and we keep going around and around here, I don't think it's productive. Mr. Oates.

Mr. Thomas: No, go ahead, Mr. Oates.

Mr. Oates: I hear where you're coming from, and I understand that, you know, our goal is to determine whether or not to renovate, rebuild, or, you know, essentially repurpose. But we also must also part of the process is review potential design concepts, evaluate cost estimates, prepare site-specific cost analysis, and deliver those recommendations forward. You know, I understand that things like the Rec Center, you know, there are some pain points there. But if we were to have that meeting here tonight, there tonight, it is ADA compliant. It checks off all those boxes, and it doesn't require potentially, I could be wrong, \$300,000 to

\$400,000 to cost to put in an ADA compliant elevator in this building. I could be off with that estimate, but that's typically where I'm looking at with that. So, if, you know, a lot of the problem is how do we get people in, how do, you know, these meeting rooms aren't ADA compliant. Well, there are, the library has ADA compliant meeting rooms. There are plenty of ADA compliant meeting rooms. I wasn't even aware that the police had...

Mr. Cole: The Anne Seabury Community Building.

Mr. Oates: Thank you. I wasn't even aware that exists. Does the fire department have a meeting room facility for them?

Mr. Thomas: For their guys, I believe.

Mr. Dhima: Yes, they do. But there's no elevator to go to the second floor.

Chairman Dumont: Correct.

Mr. Dhima: There's no public access.

Mr. Oates: Correct. All I'm saying is, like, if the issue is to look at suggestions and look at the big picture, I mean, I get it. We have ADA, you know, we have a lot of issues with this building. But, again, community center, ADA compliant, plenty of parking. Are there school facilities that could be utilized? I don't know. We would have to talk to the school board. But at the same point, you know, have we even talked to the school board? They're currently using the Hills Library. Maybe they could split the costs on a complete remodel over there. I hate to go back to it, but I was just in it tonight. Has a lot of HCTV issues. Can be renovated, even though it's historical. The inside can be modified and adjusted to better accommodate. And it has ADA accessibility, although.

Chairman Dumont: Let me wrench. I'll throw into that, and I just need to do some of my own research on it, is originally that that library was two donations for the specific use of a library. So, I don't know if changing that allows, if we have an allowance for that. I'm not saying we can't, but that's a question that I have, and I have it written down on my paper here. Go ahead, Mr. Sorensen.

Mr. Sorenson: Whatever you're doing is going to cost money, whether we're doing additional studies, whether we're renovating other buildings. Everything costs money. I don't agree with renovating the Hills because I don't think you can. It's on the National Register. All right. And I would venture to say if Mr. Thomas went over there tomorrow, he'd tell you you need full electrical upgrades, heating upgrades, digital upgrades.

Mr. Thomas: Roof.

Mr. Sorenson: You name it. Roof. So \$700,000. I don't know if we're going. I wouldn't go there. But I think the focus stays here. If you don't, if we only need one meeting room, maybe this group makes that decision. And then maybe you come back to renovate this building. If we don't think that that's the case, you can argue ADA all day long with meeting rooms, but the fact of the matter is this building is not ADA compliant.

Mr. Oates: Correct. But I guess my point is if it costs \$400,000 to put an ADA-compliant elevator in here to get people down here, for a fraction of that, we could put the most

exquisite system into the Rec Center that would be turnkey for any particular meeting to go in there that would remove all the headaches that currently HCTV goes through in order to set up a meeting in there, and boom, you've just spent \$150,000, \$200,000 on creating a super large, amazing, state-of-the-art conference area.

Mr. Sorenson: I don't think that's the objective of this committee, is it?

Mr. Oates: It is.

Mr. Sorenson: A conference center?

Mr. Oates: To look at options on what needs to be done and suggestions to be moved forward.

Mr. Sorenson: I don't disagree with you there, but I think you're being too— I think you're looking at the meeting room aspect on a singular basis, and I think we're more global than that with this building.

Mr. Oates: And I think that that gets back to why we need a quarterback, we need an IT consultant, and we need a design engineer to basically put through some of these suggestions, because I completely disagree that if you're not considering all the options, then we're just potentially putting forward and ask, at some point, to the voters to raise money without actually doing our due diligence, which is what's been done in the past. And from my understanding, why the subcommittee was created is to ensure that that problem that has happened in the past doesn't occur again.

Chairman Dumont: The subcommittee was created, obviously, to delve into the issue. Personally, I think logistically, the Rec Center wouldn't work for a conference center, just because, one, I'd want to talk to the Rec director. The amount of program operations that she does over there with all the kids, I wouldn't want to disrupt, and I think that you'd be spending money constantly to prep a meeting room and then get it back for basketball and then prep a meeting room. That just doesn't work for me. I don't have a problem looking into another meeting room, but for me, I don't think it's there. I think it worked great during COVID because they weren't doing anything.

Mr. Dhima: Correct.

Chairman Dumont: But I'm not sure if it works going forward. Selectman Jakoby.

Selectman Jakoby: I think the chairman's recommendation for what are the pieces of information we're recommending or looking for is our next step. I did find the conversation about meeting rooms helpful because I just made a list of the things I want to know. But I think it's coming up on the hour, and I think we have a good plan moving forward that each of us email the Chair those pieces of information that we need to know. I think what is the status of the Ann Seabury Community Room is a really good question. I had that on here, police station community room as well. And I have a few others on here. So, I think that's a good next step, and if the committee would like, I think that's where I would like to go.

Chairman Dumont: Just to follow up on that, considering it keeps getting brought up, the room itself is still there. It is a multipurpose room now. When we all did our tour that was

open to the public, they walked us right through and showed us that. So, I don't want to be a failure.

Mr. Thomas: That's correct, Chairman. And it's about, like I said, about half the size of this. It's probably a third of what it used to be because it was chopped up because nobody was using it as such a large room.

Selectman Jakoby: Right, but it's main access to the right. So, it is straight. The public can get straight into that room, and it is larger than the HCTV meeting room.

Chairman Dumont: Yeah, it is definitely larger.

Selectman Jakoby: So, I mean, again, we're talking about smaller committees and stuff. So, I think that's a piece of information that we can look at. And to Mr. Cole's thought, it's exactly what I had on my list.

Chairman Dumont: Just obviously to clarify that as well, its main purpose is to be open for the public.

Selectman Jakoby: For the public.

Chairman Dumont: That's correct. That's what it's utilized for today. So, with that, Mr. Barthelemy, did you have something to add?

Mr. Barthelemy: I was just going to suggest we discuss our next meeting date.

C. Discussing Items for discussion for the Next THAC Meeting

Chairman Dumont: You beat me to it. So, yeah, I would suggest that everybody send an e-mail off to myself and Mr. Barthelemy to find information they're looking for. Next committee date, I had a couple of dates written down, the 29th of September, the 6th of October, or the 20th of October. Anybody's thoughts?

Mr. Barthelemy: The sooner the better.

Mr. Dhima: When was the September one?

Chairman Dumont: September 29th would be the next available one, looking at the Hudson schedule online.

Mr. Dhima: Works for me.

Mr. Cole: I'm sorry. What was the date, sir?

Chairman Dumont: September 29th.

Mr. Cole: Okay. Right now. Thank you.

Mr. Thomas: Same time.

Chairman Dumont: Same time.

Mr. Oates: That's Monday, correct?

Chairman Dumont: Correct. Mr. Bartholomew, does that work for you? Mr. Sorenson?

Mr. Sorenson: Yes.

Chairman Dumont: Do we have a consensus? Does anybody want to make a motion to set that next meeting date?

Mr. Dhima made a motion, seconded by Mr. Sorenson, to set up the next THAC meeting for September 29th at 7:00 p.m. Motion carried, 7-0.

Chairman Dumont: Motion carries 7-0. Our next THAC meeting date will be September 29th. In the Buxton meeting room, we'll keep it the same, just so there's no confusion, at 7 p.m. And so, with that, I would ask that everybody please send me their information, along with Mr. Barthelemy, so he's attached to it, too, because he'll be sending out to the agenda to everybody what they're looking for to hopefully make a decision not at the next meeting but at one coming soon.

Mr. Thomas: Can I maybe just offer something up? In order to help this committee look at what a potential new town hall might look like, if I were to offer up that my team jumps on this and provides it as a free service, that my architects at my office will take care of it and at least come up with, here's what the future of the Hudson Town Hall could look like, so that maybe I can bring that to the next meeting. Is that without cutting into anything on the PO that the town has written me thus far?

Mr. Sorenson: Floor plans, base needs, based on all that?

Mr. Thomas: Yeah.

Mr. Dhima: I would like to see that as possible. I think that would be very helpful.

Chairman Dumont: Yeah, I think any information will definitely help my decision.

Mr. Barthelemy: Absolutely. Estimates of dollar values as well would be excellent.

Mr. Thomas: Sure, yep, and again, they'd be rough estimate not knowing where the site is because does the site have town water, town sewer, does it need septic, does it need a well, does it have ledge?

Mr. Dhima: Just the building, not the site.

Mr. Thomas: Yeah, so if I were to give you a rough estimate, it would be based on a building without the site, and I can throw a dart at site work without knowing the site.

Mr. Dhima: Good, I like it.

Selectman Jakoby: I think that is extremely generous, and I really appreciate that offer, and I would appreciate that.

Mr. Thomas: Yeah, I'm offering as a born and raised here, I want to stay here.

Mr. Dhima: I want to stay here.

Mr. Thomas: I want to push the problem.

Mr. Dhima: In general.

Mr. Thomas: Don't tell the Buxton's that.

Selectman Jakoby: Good, thank you.

Mr. Thomas: But just to be able to get our committee on the same page, all right, here's what it could look like, and let's see if there's land available or something around town that we can make work.

Chairman Dumont: Yeah, I'll just echo Selectman Jakoby's. Thank you very much. Any other comments or questions?

Mr. Oates: Is it just one way? It's just going to be on the new building? Not on Bill Cole's suggestion on getting rid of the...

Chairman Dumont: Getting rid of the Selectman's meeting room?

Mr. Oates: Correct.

Mr. Sorenson: If I may? I would say if he's offering to do this at his cost right now, let him do this, and then you could further the discussion to take a look at what Mr. Oates is saying shortly thereafter.

Chairman Dumont: Does that seem reasonable to everybody?

Mr. Oates: Yeah, I just want to make sure that we're putting forth all the options and we're not being narrow. Right now it sounds narrow.

Mr. Thomas: And, again, for the record, we've already produced a set of plans that shows what we're suggesting based on our discussions with the town. We're just not getting rid of the VLS room.

Mr. Sorenson: Yeah, that might – yeah, correct. Which is – well, it was up there earlier. Yep, right here. I don't know what happened.

Mr. Thomas: So, we are showing a proposed schematic layout of the building.

Mr. Sorenson: Go down a slide, please. Right there.

Mr. Thomas: Yeah.

MR. Dhima: Basement.

Mr. Thomas: But, yes, and the Buxton room gets expanded over into that with an addition up above, but we didn't touch the Board of Selectman room.

Mr. Oates: Which could be what? Roughly 8 to 12 headcount?

Mr. Thomas: Oh, no. No. Four to five, maybe?

Selectman Jakoby: Yeah, it's small.

Mr. Oates: Wouldn't that be too large based on modern standards?

Mr. Thomas: You mean modern standards? I mean, if you filled the room with cubicles, you might get six to eight if you put a bunch of cubicles in there, but you're not getting 8 to 12 hard offices in that. No way.

Mr. Oates: Yeah, no, we wouldn't want hard offices. That would be the last thing.

Mr. Thomas: Yeah, you might get, like, eight cubicles in there. And, again, remember, even all those cubicle spaces have to meet handicap code for five-foot aiseways, and, you know, so that's really what takes up a lot. That circulation for handicapped accessibility takes up a lot of circulation, whether it's office space or cubicles. You have to give somebody the opportunity to turn their wheelchair around within the grid space, yeah. But this room's bigger than the BOS.

Selectman Jakoby: This is bigger than the BOS, yeah.

Chairman Dumont: Just to give you something to compare it to. And with that, if you figured 100 square feet a person for an office, you said anywhere from a 9 x 10 to an 11 x 12, depending on the office that you do, and you cut that in the middle at a 10 x 10, that's 100 square feet, that's eight offices.

Mr. Thomas: Plus, circulation, though.

Chairman Dumont: Yeah, you got everything. Yeah, you're going to lose. These are all rough. Yeah. Okay. And I think, for me, one other thing that I want to look at, Mr. Oates, just so you know, because it wasn't lost on me, that idea, is I'm going to go through the calendar to see how many times the meetings would overlap. A question that was brought up by Mr. Dhima, and I would suggest that that's available to anybody. We can all take a look at that.

Mr. Thomas: And, again, if I may, just because I'm in and out of town halls all the time, building departments, planning departments. Sorry, Roy, but this is probably one of the only towns that I go into to try to have a meeting with somebody about a potential project, and I have to just sit in their office in a small room. If I go to Londonderry, it's a pretty large conference room. I can sit with the civil engineer. I can sit with the architect, structure. I can sit with a number of people in a decent-sized conference room and have the conversation with everybody. And the other day, we were pretty jammed in. I think it was because something was going on down here. I'm not sure of Board of Selectmen or what was happening, but we were basically in with four people jammed in his office because there's no other just simple meeting space to have with a developer or anybody. And I think that's something that needs to be discussed, too, as a town.

Selectman Jakoby: So just to clarify, you're talking about like this size, like six people?

Mr. Thomas: Ten to twelve.

Selectman Jakoby: Ten to twelve. Okay, that's fair. I just wanted to note that, ten to twelve.

Mr. Thomas: Because, again, when we're going into somebody's meeting, if they're a decent-sized project, you're going in with one or two civil engineers, one or two architects, contractor, developer.

Mr. Dhima: Mechanical or logical.

Chairman Dumont: But even on smaller projects, right, you always have a pre-construction meeting where you're going to have four or five guys that come in and sit down.

Mr. Dhima: The owner, the contractor, the GC, the subcontractor.

Chairman Dumont: You have staff that wants to get in.

Mr. Thomas: My pre-con meeting with the Hudson PD was held in BLS.

Mr. Dhima: Remember that?

Chairman Dumont: And those are obviously sporadic. There's no plan to that. It's as projects come and go.

Selectman Jakoby: Well, and just because I really like the conference room at the PD.

Mr. Dhima: It's nice.

Selectman Jakoby: You haven't toured it.

Mr. Thomas: I built it, so.

Selectman Jakoby: I know. I meant for the public.

Chairman Dumont: It's very easy to do stuff.

Mr. Dhima: That's true.

Chairman Dumont: Something similar to that. Have you ever been to NRPC's conference room? They have all their offices built around it, one central conference room that's utilized.

Selectman Jakoby: Yeah, isn't that nice?

Mr. Dhima: A lot of glass, big screen. Very nice.

Chairman Dumont: Anyways, all right.

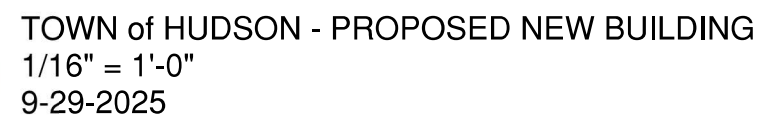
Selectman Jakoby: Are we done?

Chairman Dumont: So, yeah, with that, I'll be looking for, there's no other committee remarks. I guess I'll just, as much as I don't want to ask, what is the next item on the agenda? No? Okay, great. I'm not going back out another time. Next up is adjournment.

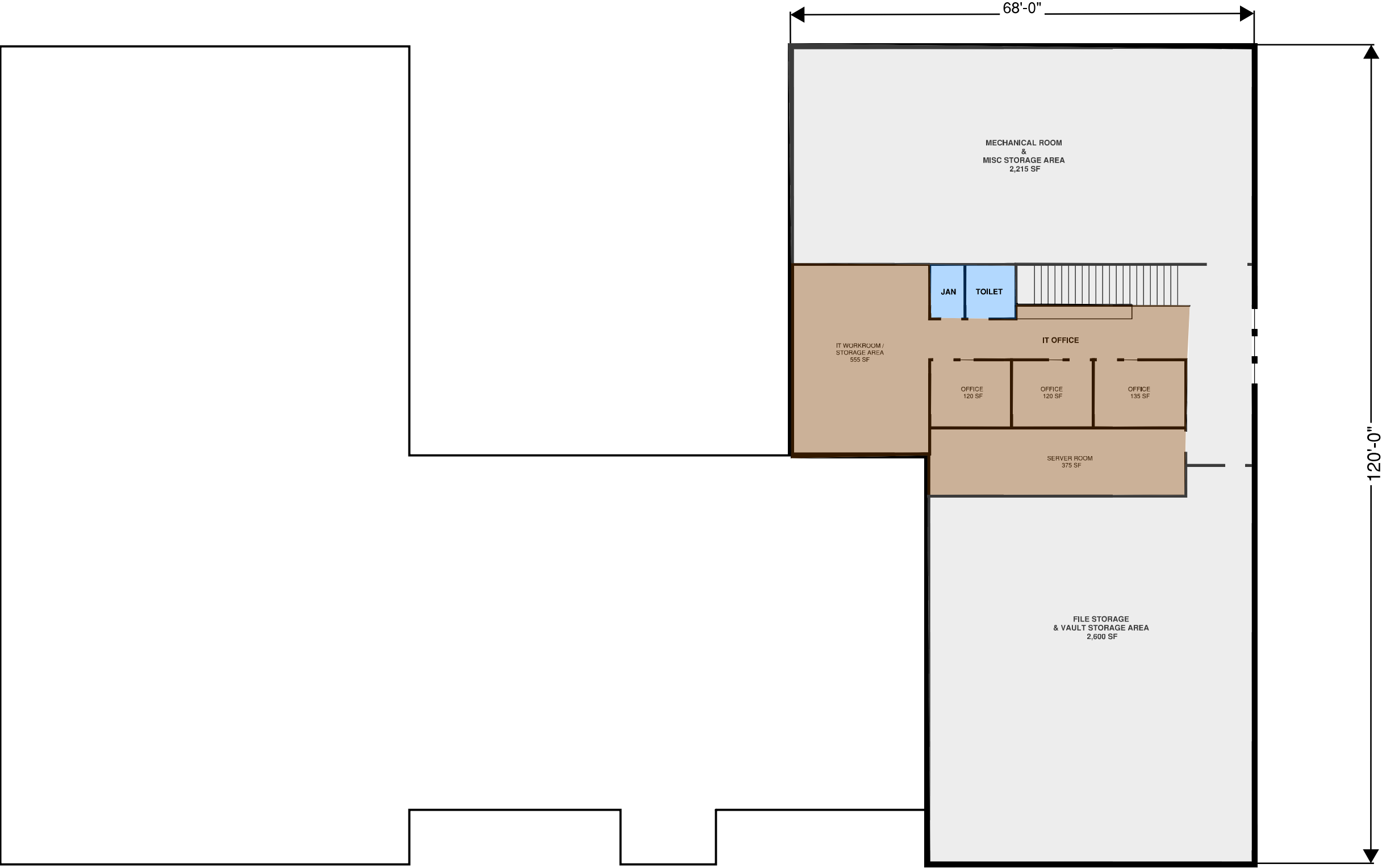
9. **ADJOURNMENT:**

Mr. Sorenson made a motion, seconded by Mr. Dhima, to adjourn at 9:00 p.m. Motion carried, 7-0.

Recorded by HCTV and transcribed by Lorrie Weissgarber, Executive Assistant.



Main Level Floor Plan	+/-	18,225 SF
Lower Level Floor Plan	+/-	6,895 SF
Total Proposed Building	+/-	25,120 SF



OPTIONAL LOWER LEVELFLOOR PLAN - TOWN HALL

Main Level Floor Plan	+/-	18,225 SF
Lower Level Floor Plan	+/-	6,895 SF
Total Proposed Building	+/-	25,120 SF



TOWN of HUDSON - PROPOSED NEW BUILDING
Conceptual Exterior Rendering
NOT TO SCALE
9-29-2025



TRADITIONAL EXTERIOR DESIGN OPTION



TOWN of HUDSON - PROPOSED NEW BUILDING
Conceptual Exterior Rendering
NOT TO SCALE
9-29-2025



CONTEMPORARY EXTERIOR DESIGN OPTION



WINDOW SEAT



DOORS TO MEETING
ROOMS



FRONT LOBBY VIEW TO
SERVICE WINDOWS

MAIN LOBBY INTERIOR RENDERINGS



FRONT VIEW



DOORS TO PUBLIC
CORRIDOR OUTSIDE
MEETING ROOMS



VIEW FROM AV/ TV
RM

BUXTON ROOM INTERIOR RENDERINGS

Town Hall Parking Lot Summary

- **Current Parking Supply**
 - 62 regular spaces
 - 2 handicap spaces
 - **64 total**
- **Current Staffing**
 - 35 staff – Town Hall
 - 8 staff – Central Station
 - **43 total staff (baseline requirement)**
- **Scenarios**
 - **Regular Business Day:** 43 spaces required → **15 regular + 2 handicap available**
 - **Shift Change (morning overlap, +6 staff):** 49 spaces required → **11 regular + 2 handicap available**
 - **Training Day (up to +7 staff):** 50 spaces required → **10 regular + 2 handicap available**



Town Hall Overall Parking Lot Layout 2024 FLYOVER

TOWN HALL SEPTEMBER 2025



TOWN HALL
SEPTEMBER 2025



TOWN HALL
SEPTEMBER 2025



TOWN HALL
SEPTEMBER 2025



THAC Options

Options

1. ADA Fixes Only

Focuses solely on addressing accessibility requirements (bathrooms, counters, elevator). Lowest cost and disruption, but leaves major issues like space, parking, and storage unresolved.

2. Renovations

Reworks existing space to improve layout and functionality. Moderate cost, but offices remain cramped, parking unchanged, and long-term growth not supported.

3. Renovations + Addition

Expands the current building with added offices, storage, and meeting rooms. Provides moderate growth capacity, though parking remains limited and construction disrupts staff and residents.

4. Demo + Rebuild On Site

Tears down the current Town Hall and builds new on the same property. Highest disruption during construction but delivers a fully modern, future-proof building designed for growth.

5. Buy Land + Rebuild Off-Site

Purchases new property and builds a Town Hall tailored to future needs. Very high upfront cost but allows for ample parking, expansion, and modern design without disrupting current operations.

6. Off-Site / Relocation

Moves Town Hall functions into existing facility and retrofit, or split town hall functions into two multiple buildings.

	ADA fixes only	Renovations	Renovations and Addition	demo + Rebuild on site	Buy Land + Rebuild offsite	Off-site/relocation
ADA Compliance	Fix bathrooms, counters, elevator (retrofit); limited	Fully Addressed	Fully addressed in renovation + addition	Fully designed into new build, future-proof	Fully designed into new build, future-proof	Off-site facilities already compliant; avoids elevator cost
Staffing & Offices	Minor improvements; still cramped	Reworks current space, spaces will still be cramped, No room for growth	Adds offices + storage; supports moderate growth	Designed for growth; modern layout	Designed for growth; modern layout	Scattered locations; some functions off-site, harder to manage
Storage	No Change	Offsite storage may be required	Additional storage included	Fully integrated storage capacity	Fully integrated storage capacity	Depends on site; risk of fragmented storage
Meeting Space	No Change	Rework current space may provide "huddle rooms" but no increase for public meetings. May reduce public space	Adds 1–2 meeting rooms; reduces conflicts	Flexible modern meeting spaces, multiple rooms	Flexible modern meeting spaces, multiple rooms	Possible split locations for public meeting space
Parking	No Change	No major fix; still constrained	Potential small expansion, but limited by site	Can be designed with adequate parking	Can be designed with adequate parking	Considered in location decisions
Technology & Kiosks	Minimal change	Some integration; moderate upgrades	Some integration; moderate upgrades	Full integration; future-proofed digital services	Full integration; future-proofed digital services	Relies heavily on IT setup at multiple sites; risk of duplication
Cost (Relative)	Lowest	Moderate	Moderate–High	High	High	Variable (depends on land/building upgrades)
Disruption	Construction while occupied	Construction while occupied; more disruptive	Construction while occupied; more disruptive	Full relocation during build	Departmental split; permanent fragmentation risk	Departmental split; permanent fragmentation risk
Timeline & Phasing	Fast targeted improvements	Moderate timeline	Longer construction timeline	Longest due to demo/rebuild	Longest (site acquisition + build)	
Community Impact	Lowest tax increase, limited disruption to public during work	Moderate tax increase, Community disruption during build	Moderate tax increase, Community disruption during build	High tax increase Community disruption during build	High tax increase Low community disruption (address change)	Variable; depends on real estate costs and upgrades
Future-Proofing	Weak	Moderate	Moderate	Strong	Strong	Mixed (depends on facilities used)

	ADA fixes only	Renovations	Renovations and Addition	Demo + Rebuild On Site	Buy Land + Rebuild offsite	Off-Site / Relocation
ADA Compliance	⚠️ Partial	🟢 Full	🟢 Full	🟢 Full	🟢 Full	🟢 Full (at new locations)
Staffing & Offices	🔴 No change	⚠️ Limited	🟡 Moderate Improvement	🟢 Strong Improvement	🟢 Strong Improvement	⚠️ Fragmented across sites
Storage	🔴 No change	⚠️ Still lacking	🟡 Better	🟢 Fully integrated	🟢 Fully integrated	⚠️ Depends on facilities
Meeting Space	🔴 No change	⚠️ Still limited	🟡 Moderate Improvement	🟢 Multiple flexible rooms	🟢 Multiple flexible rooms	🟡 Adequate off-site, needs IT
Parking	🔴 No real change	🔴 No real change	⚠️ Slightly better	🟢 Designed into plan	🟢 Designed into plan	🟡 May be better
Technology / Kiosks	🔴 No change	🟡 Some integration	🟡 Some integration	🟢 Fully integrated	🟢 Fully integrated	⚠️ Relies on IT at multiple sites
Cost (Upfront)	🟢 Low	🟡 Medium	🟡 Medium–High	🔴 High	🔴 High	🟡 Variable (site dependent)
Disruption During Work	🟢 Little Disruption	⚠️ Moderate (possible onsite portable offices as well as temporary off site offices)	⚠️ Moderate (possible onsite portable offices as well as temporary off site offices)	🔴 Major (relocation needed)	🟢 Little Disruption during move	🟡 Ongoing due to split facilities/move
Timeline & Phasing	🟢 Fastest to implement	🟡 Moderate timeline	🟡 Longer construction timeline	🔴 Longest due to demo/rebuild	🔴 Longest (site acquisition + build)	🟡 Quickest if existing facilities available
Community Impact	🟢 Low	🟡 Medium	🟡 Medium	🔴 High	🔴 High	🟡 Variable (depends on land/building)
Future-Proofing	🔴 Weak	🟡 Moderate	🟡 Moderate	🟢 Strong	🟢 Strong	⚠️ Mixed (depends on setup)

Legend:
🟢 Strong / Positive
🟡 Medium / Conditional
⚠️ Limited / Partial
🔴 Weak / Negative

Additional Considerations

1. **Public Perception & Trust**
 - How will residents view the choice — responsible investment or unnecessary spending?
2. **Environmental & Energy Efficiency**
 - Potential for long-term savings through insulation, HVAC upgrades, solar, or EV charging.
3. **Funding Opportunities**
 - State/federal grants, ARPA funds, or bonds may reduce the tax burden.
4. **Timeline & Phasing**
 - Some options resolve urgent ADA issues faster than others.
5. **Legal & Regulatory Risk**
 - Fines or lawsuits possible if ADA is not addressed promptly.
 - Zoning and permitting challenges for new builds or land purchases.
6. **Resale / Reuse Value**
 - If Town Hall is relocated, could the existing building/land be sold or repurposed?
7. **Operational Efficiency**
 - Centralized vs. fragmented services impact staff workflow and long-term costs.
8. **Community Growth Alignment**
 - Does the solution fit Hudson's projected growth and service needs for the next 20+ years?

Additional Considerations

	ADA Fixes Only	Renovations	Renovations + Addition	Demo + Rebuild On Site	Buy Land + Rebuild Off-Site	Off-Site / Relocation
Public Perception & Trust	Seen as minimal / kicking the can	Some improvement, but limited	Moderate support	Strong if voters support investment	Strong if voters support investment	Risk of pushback due to fragmentation
Environmental / Energy Efficiency	No change	Minor upgrades possible	Some improvements	High efficiency new build	High efficiency new build	Mixed (depends on facilities used)
Funding Opportunities	ADA compliance may qualify for grants	Limited opportunities	Some potential	Large project, possible bond support	Large project, possible bond support	Less likely to qualify
Legal / Regulatory Risk	ADA compliance still weak	Addresses some issues	Fully compliant	Fully compliant	Fully compliant	Fully compliant
Resale / Reuse Value	None	None	None	None	Old property could be sold/reused	Old property could be sold/reused
Operational Efficiency	Weak (cramped, no change)	Slightly better	Moderate improvement	Strong, modern design	Strong, modern design	Fragmented, less efficient
Community Growth Alignment	Not aligned	Short-term only	Medium-term only	Long-term growth supported	Long-term growth supported	Mixed (depends on facilities)

Information Needed to Make an Informed decision.

Thoughts from Selectman Heidi Jakoby

THAC meeting September 29, 2025

As stated before, much of the information I believe we need to make an informed decision involves looking at aspects of our infrastructure.

1. Unfortunately, the space use report we had done did not include possibilities and any spaces beyond the town hall building. A study of the following locations and a review of actual needs is imperative to making an informed decision.

- a. Town Hall
- b. Oakwood*
- c. Hills Library
- d. Central Fire
- e. Fire Administration building
- f. Recreation Center
- g. Senior Center/HCTV
- h. Other garages or storage areas not listed

How are these spaces being used, how could they be used and refurbished to meet the needs of our staff, community and committees.

2. There has been a great deal of innovation in the field of building accessibility and having a specialist come in and give us some insight into what is possible would also help in our decision making.
3. After meeting with Doug Bastele, I realized we need an assessment of our electrical grid as he stated the electricity throughout the town hall building is “dirty” hence disruptions and power protectors on each connection.
4. What is the cost of our electricity needs for the servers, both at the town hall building and the Police department as there is an opportunity for colocation servers which may save space and money given their location and fees.
5. An examination and assessment of face-to-face needs of the public and staff. List what departments and scenarios require face to face contact? What is the volume of people when, transaction counts, dates months, lets look at the data. (Take a

moment to look at how this was handled during Covid, this may inform our recommendations.)

6. The question is what is possible with the space currently available to the Town, this assessment was not done, and this may indicate a better way of doing business in the town overall.

*The idea of eliminating the BOS meeting room is one that needs to be fully considered as there may be other spaces that better meet our needs, such as Oakwood which is fully handicapped accessible with bathrooms and space. Unfortunately, it is currently being used for storage. It seems there is storage of some items which can be disposed of and other items that would need a new home. Oakwood is also an excellent space for some or all of the summer recreation program as this is where that program previously took place and worked well.

I look forward to discussing these points our September 29th meeting.