

Prepared for the

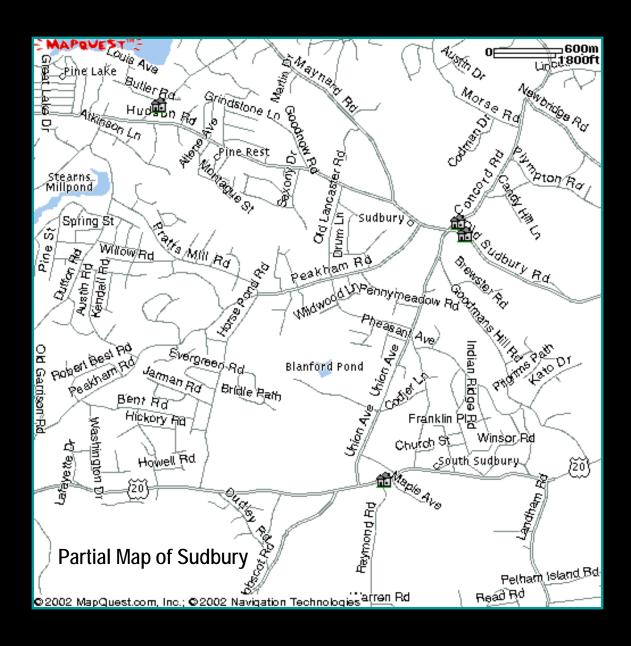
# Town of Sudbury, Massachusetts

Maureen G. Valente, Town Manager

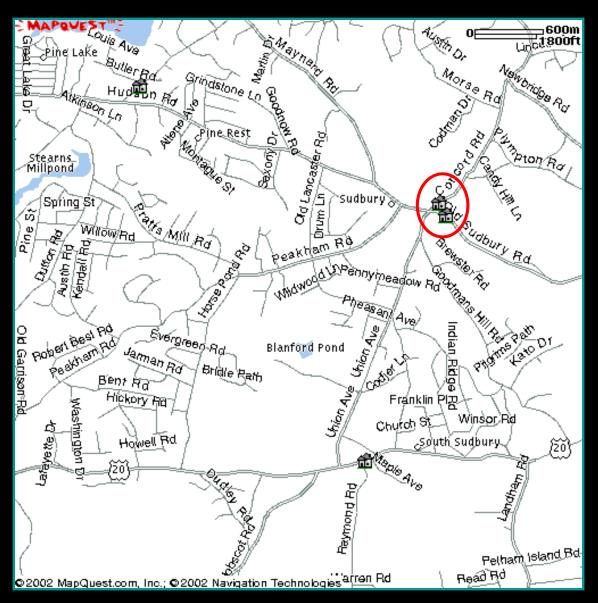
Wayne Walker, Assistant Town Manager
Jack Hepting, Town Building Inspector
Jim Kelly, Assistant Building Inspector
Michael Melnick, Permanent Building Committee

Bargmann Hendrie + Archetype





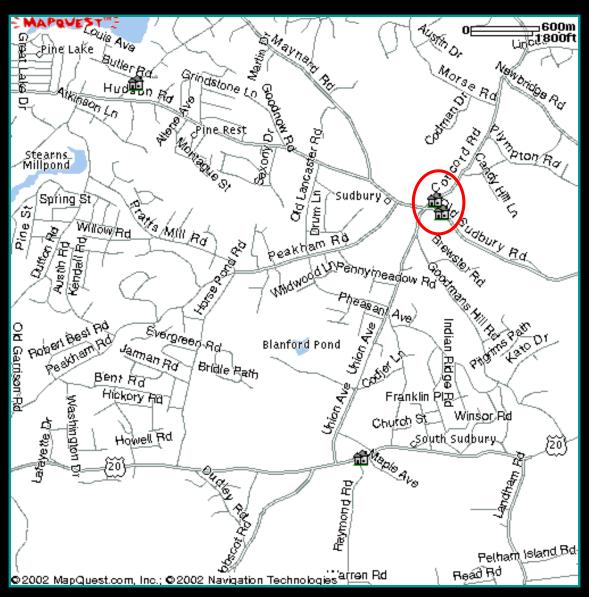






**Town Hall** 





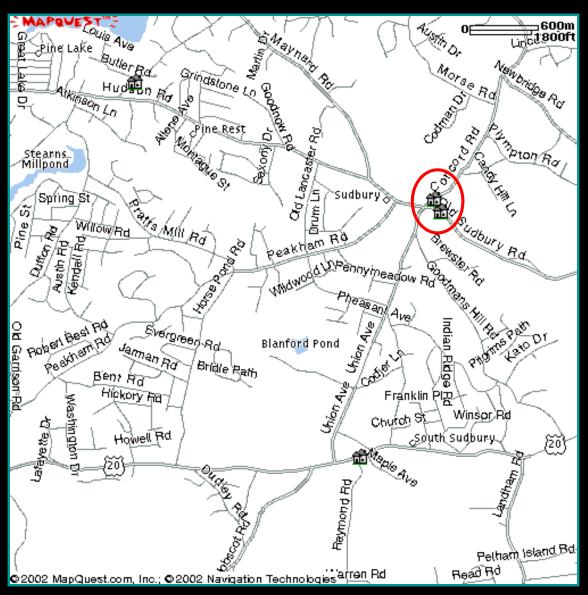


**Town Hall** 



Alan Flynn Building







**Town Hall** 

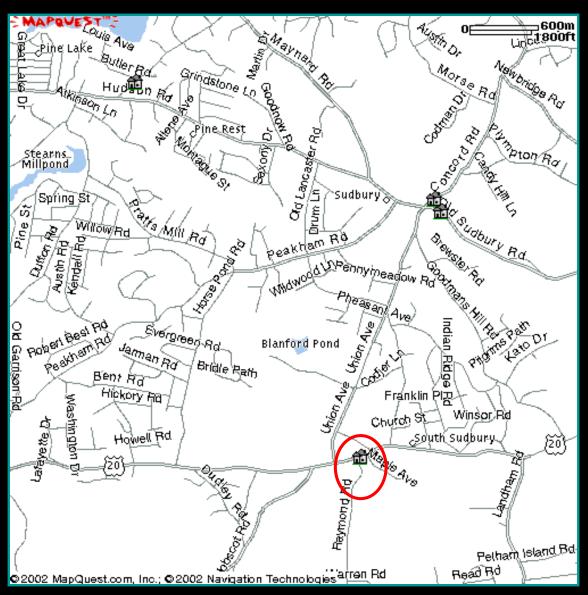


Alan Flynn Building



Loring Parsonage







**Town Hall** 



Alan Flynn Building

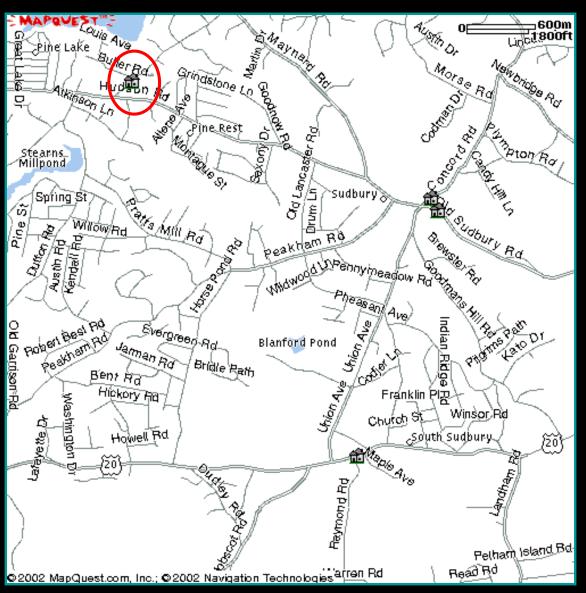


Loring Parsonage



Sudbury Police Station







**Town Hall** 



Alan Flynn Building



Loring Parsonage



Sudbury Police Station



Fairbank Community Center



# The Problems:

- Town Departments and services are spread over several buildings; permits, funding obligations, payroll tasks often require several stops.
- Physical plant deficiencies.
- Poor fit between Department needs and available space.

# The Tasks:

- Obtain current information on conditions of facilities.
- Identify space needs and analyze problems.
- Develop feasible and cost-effective strategies to update and upgrade Town facilities for maximum efficiency.

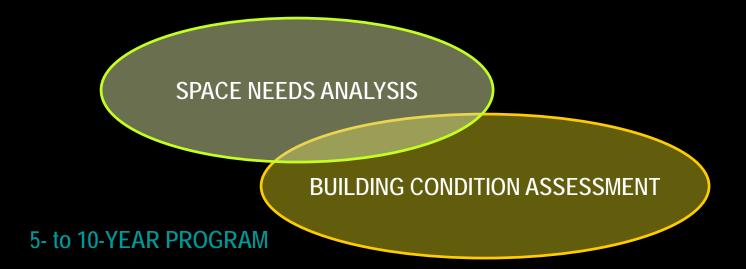






# Methodology:

- Bh+a and SAR Engineering toured facilities:
  - 1. observed existing conditions;
  - 2. noted physical deficiencies;
  - 3. acknowledged long-standing problem areas (e.g., Flynn structure, Fairbank boiler);
  - 4. interviewed Department Heads and other key personnel;
  - 5. identified and tabulated programmatic space needs by Department.





# **Primary Goal:**

 Consolidate Town Offices in one location, in order to create "onestop shopping" wherever possible\*.

# Benefits:

- Centralizes support services
- Sustainability:
  - conserves gasoline
  - reduces pollution
- Facilitates interdepartmental communication and coordination
- Identifiable center of municipal government

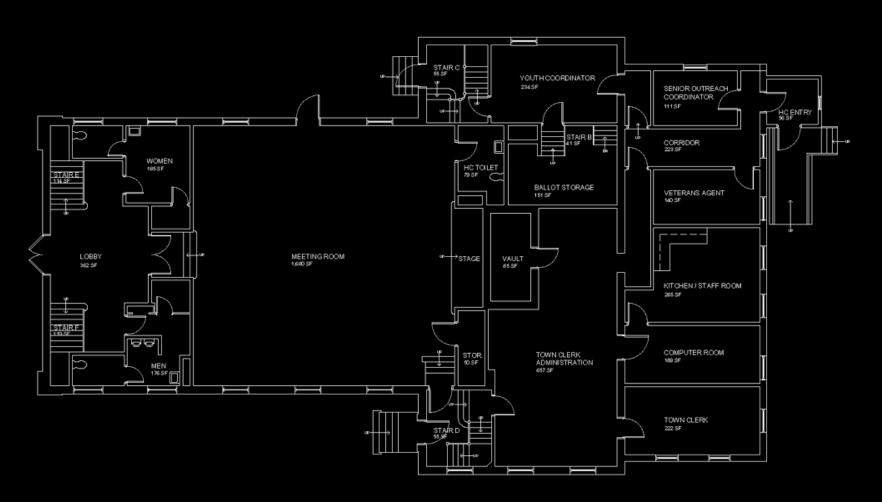


<sup>\*</sup> Two stops for permits involving DPW.



# **Town Hall**

# **Conditions Overview**





## **Town Hall**

## **Conditions Overview**

12,789 gsf

#### Architectural/Structural/Finishes:

- Renew interior finishes.
- Building envelope repairs.
- Repair/replace wood window components.
- Improve 💪 accessibility.
- Inefficient use of former stage, backstage spaces.

	\$ 38,000	
	\$ 15,000	
	\$ 50,000	
	\$ 75,000	Lift
\$ 178,000	\$ 0	
<b>414</b>		

# Mechanical/Electrical/Plumbing/Fire Protection:

- Upgrade HVAC system.
- Upgrade 25-year old, 400A electrical system.
- Basic plumbing upgrades.
- Replace fire detection/alarm systems.
- Install automatic fire suppression system.

\$ 40,000
\$ 58,000
\$ 1,000
\$ 18,000
\$ 32,000

**\$ 149,000** ± \$ 12 / sf

 $\pm$  \$ 14 / \$1

\$ 327,000



## **Town Hall**

## **Departments Overview**

1 of 1

Town Clerk

Administration, maintenance and secure storage of records and vital statistics. Administration of voter registration and voting procedures.

#### Issues:

- Inadequate workspace (for typewriters, computers, etc.).
- Inadequate and disaggregated election equipment and ballot storage.
- Inadequate file storage and vault space.
- Accessible entrance is at rear corner of building and leads into middle of workspace.

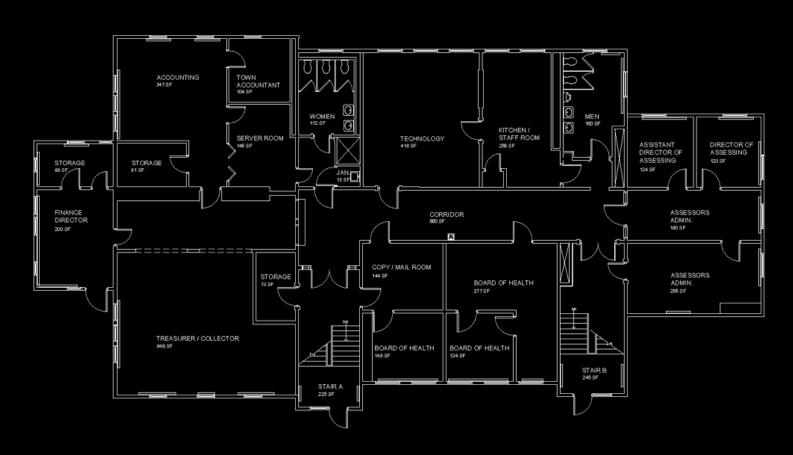
#### Additional Program Needs

#### Issues:

- Location of Senior Outreach and Youth Coordinators at Town Hall is not ideal.
- Historical Society occupies second-floor Auditorium and stage on interim basis; not currently wheelchair-accessible.



# **Conditions Overview**





# Alan Flynn Building

## **Conditions Overview**

15,916 gsf

#### Architectural/Structural/Finishes:

- Renew interior finishes.
- Improve (b) accessibility.
- Inefficient layout for office use.

\$ 80,000

Elev. \$ 300,000

\$ 0

\$ 380,000 ± \$ 24 / sf

## Mechanical/Electrical/Plumbing/Fire Protection:

- Replace 30-year old boiler, pumps, controls.
- Upgrade lighting systems for energy efficiency.
- Basic plumbing upgrades.
- Replace fire detection/alarm systems.
- Upgrade fire suppression system.

\$ 23,500

\$ 40,000

\$ 15,000

\$ 24,000

\$ 2,500

\$ 105,000

 $\pm$  \$ 7 / sf

\$ 485,000



## **Departments Overview**

1 of 4

#### Treasurer/Collections

Collection and recording of all monies paid to Town. Tax collection; cash management; management of investments and long- and short-term debt; Trust Fund management; delinquent account collection.

#### Space Needs/Issues:

- Security and visibility of public counter.
- Inadequate storage space for supplies.
- Inadequate vault and file storage space.

#### **Accounting**

Maintenance of Town's financial records. Verification of Town payroll and maintenance of Town and School Department employee benefits. Processes accounts payable for all Town departments.

- Need large, centrally-located table for layout and for staff meetings.
- Inadequate space for temporary record storage and remote permanent record storage.
- Adjacency to Treasurer/Collector required.



# Departments Overview

2 of 4

#### Assessors

Valuation of property in Town for purposes of taxation; maintenance and update of records and plans. Issuance of MV and boat Excise Tax bills. Maintenance of Deed and real estate bill records.

#### Space Needs/Issues:

- Inadequate and inaccessible counter space for public transactions.
- Inadequate workspace for GIS computer workstation.
- Inadequate storage space for applications, forms, photos, records and plan files.
- Need large meeting table for Board of Assessors and for auditors.

#### **Technology**

Maintenance of all computer and telecommunications equipment for Town buildings in Town Center (including main hub). Provision of technical support and training for all Town employees. Coordination with School Department IS Director.

- Require secure, access- and climate-controlled server room.
- Inadequate storage space for trade periodicals and backup files.
- Improved climate control at Copy Room.



## **Departments Overview**

3 of 4

#### **Social Work**

Currently overseen by Board of Health, but may be incorporated into a new Human Services Department, including Youth Coordinator and Senior Outreach Coordinator.

#### Space Needs/Issues:

- Existing office is separated from Coordinators and from typical clients (who are most likely to use Fairbank Community Center).
- Inadequate file/equipment storage and conference space for Community Social Worker and Youth Coordinator.
- Inadequate Youth Coordinator's meeting space for 5-6 visiting youths; adjacency to youth function room preferable.
- Need better-quality counseling spaces.

#### **Conservation Commission**

Formulation of rules and regulations to protect open space in Sudbury. Administers Wetlands Protection Act and local By-Laws. Reviews development proposals and provides advice on applicable laws and regulations;. Maintains public records.

[Relocating to new DPW facility.]



# Alan Flynn Building

## **Departments Overview**

4 of 4

**Board of Health** 

Responsible for protection of public health, including disease control, promotion of sanitary living conditions and environmental protection.

[Relocating to new DPW facility.]

**Engineering** 

Designs infrastructure improvements; provides technical support for roadway and building improvement projects. Repository for property plans.

[Relocating to new DPW facility.]

**Building Department** 

Administers building, electrical, plumbing and gas permitting. Enforces code compliance; provides building inspection services. Enforces Zoning Code. Contracts for maintenance and cleaning services.

[Relocating to new DPW facility.]

**Planning** 

Responsible for all Town-owned land.

[Relocating to new DPW facility.]

Additional Space Required to Meet Needs:

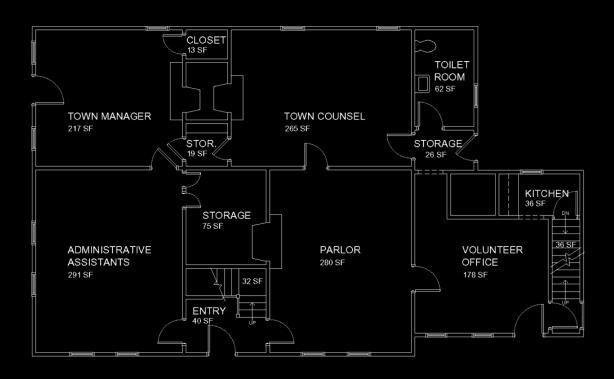
(4,271 SF) \*

\* (Additional space available for other uses)



# **Loring Parsonage**

## **Conditions Overview**





# **Loring Parsonage**

## **Conditions Overview**

4,232 gsf

#### Architectural/Structural/Finishes:

• [No major repairs/improvements required at this time.]

\$ 0

**\$ 0** ± \$ 0 / sf

# Mechanical/Electrical/Plumbing/Fire Protection:

- Basic HVAC upgrades.
- Upgrade lighting system for code compliance.
- Basic plumbing upgrades.
- Replace fire detection/alarm systems.
- Install automatic fire suppression system.

\$ 1,000
\$ 500
\$ 1,000
\$ 4,000
\$ 15,000

**\$ 21,500** ± \$ 5 / sf

\$ 21,500



# **Loring Parsonage**

# Departments Overview

1 of 2

## **Town Manager**

CEO responsible for day-to-day executive administration of Town. Provides support and oversight for Board of Selectmen to carry out policy directives and review site plans for development. Prepare and present Town budgets. Appoints several Department Heads.

#### Space Needs/Issues:

- Require large layout table for drawing review.
- Inadequate file storage for active records/reports and "dead" files.
- Inadequate workspace for administrative assistants.
- Need volunteer workstation with adjacent layout table for weekly packet assembly.
- Need a wheelchair-accessible private conference room.

# Assistant Town Manager/ Personnel Manager

Assists Town Manager in carrying out executive administrative duties. Directs special projects. Personnel management (e.g., hiring, employee orientation, collective bargaining issues, contracts, classifications, grievances).

#### Space Needs/Issues:

Inadequate storage space



# **Loring Parsonage**

## **Departments Overview**

2 of 2

**Town Counsel** 

Responsible for advice on Town legal issues. Works closely with Town Manager's office.

#### Space Needs/Issues:

Inadequate file storage space

#### **Board of Selectmen**

Responsible for setting policy and executing most contracts. Appoints Town Manager. Works with Town manager to carry out policy directives and review development plans.

#### Space Needs/Issues:

Need small meeting room with adequate storage space, proximate to Town Manager.

Additional Space Required to Meet Needs:

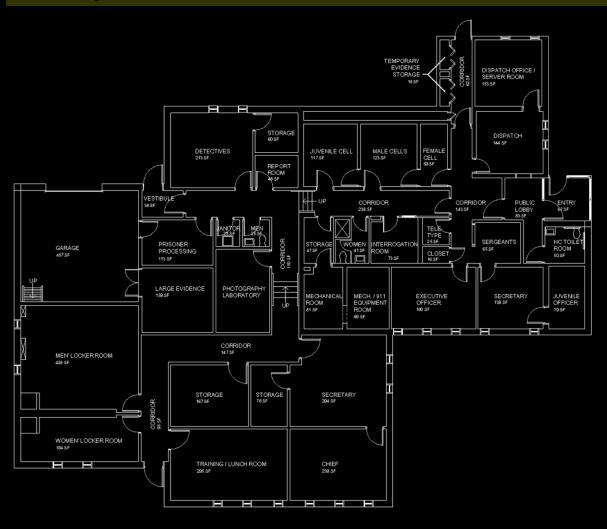
333 SF \*

(Including new toilet rooms.)



# **Sudbury Police Station**

# **Conditions Overview**





# **Sudbury Police Station**

## **Conditions Overview**

6,400 gsf

#### Architectural/Structural/Finishes:

- Improve **b** accessibility.
- Existing plan layout results in potentially dangerous programmatic conflicts.
- Site constraints limit expansion.

\_ift \$ 30,000

\$ 0

\$ 0

\$ 30,000 ± \$ 5 / sf

# <u>Mechanical/Electrical/Plumbing/Fire Protection:</u>

- Basic HVAC upgrades.
- · Upgrade electrical systems, lighting.
- Basic plumbing upgrades.
- Replace fire detection/alarm systems.
- Install fire suppression system.

\$ 4,000

\$ 32,000

\$ 1,000

\$ 18,000

\$ 18,000

\$ 73,000

 $\pm$  \$ 11 / sf

\$ 103,000



# **Sudbury Police Station**

# Departments Overview

1 of 1

## Police Department

Provides citizens with police protection. Addresses motor vehicle, civil and criminal incidents. Operates 24/7.

#### General Issues:

- Department has completely outgrown original building and 1981 addition.
- Lack of accessibility creates operational challenges.
- Layout results in potential perpetrator/prisoner/witness/victim conflicts.
- Holding cells don't meet current standards.

- Inadequate supply and record storage space.
- Inadequate public lobby space.
- Dispatch area not expandable; need improved security at dispatch window.
- Need separate training and lunch rooms, other spaces for roll call, etc.
- Inadequate office space for Sergeants, Detectives and Juvenile Officer.
- Need additional garage bays for vehicle maintenance and storage.
- Inadequate parking to accommodate shift changes, training sessions.
- Weight room desired.



# **Conditions Overview**







# **Fairbank Community Center**

## **Conditions Overview**

38,076 gsf

#### Architectural/Structural/Finishes:

- Renew interior finishes.
- Good accessibility.
- Site constraints limit expansion at rear.

\$	76,	000
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\$ 0

\$ 0

**\$ 76,000** ± \$ 2 / sf

## Mechanical/Electrical/Plumbing/Fire Protection:

- Replace boiler plant; HVAC upgrades.
- Upgrade lighting systems for energy efficiency.
- Basic plumbing upgrades.
- Supplement fire detection/alarm systems.
- Upgrade fire suppression system.

\$	9	1,	,5(	00
	Α.	_	^	^^

$$\pm$$
 \$ 4 / sf

\$ 521,000



# Departments Overview

1 of 3

#### **School Administration**

Provides supervision, direction and administrative support to operation of four public Elementary Schools and one public Middle School. Oversees academic, cultural, artistic, emotional and physical development of student population.

- Department occupies former classrooms separated by corridor and subdivided; inadequate space to accommodate current operations.
- Need additional office, conference and lounge space.
- Need separate library/work room.
- Inadequate supply and a/v equipment storage.
- Need adult toilet facilities.
- Need School Committee meeting room with work space and storage.



# Departments Overview

2 of 3

## **Recreation Department**

Provides Town residents with a comprehensive and varied program of public recreation activities, services and resources. Facilities include Atkinson Pool, Fairbank Community Center, toddler playground, tennis and basketball courts, skate park, golf putting area, volleyball court, outdoor skating area and playing fields.

- Fairbank facility is undersized for three programs occupying it.
- Most spaces used by Rec. Dept. must serve multiple purposes (e.g., program spaces must serve as locker rooms; Director's office is storage closet).
- Gymnasium is too small for adult activities.
- Inadequate office and meeting space.
- Inadequate men's and women's locker space.
- Inadequate equipment and game storage space.
- Need sinks in classrooms, especially preschool room.



## **Departments Overview**

3 of 3

#### Council on Aging

Advisory Board and governing body of Senior Center. Senior Center coordinates and administers wide variety of services to resident elders and their families. Provide information, counseling and advocacy regarding elder issues, health and safety, housing, and access to assistance programs.

- Senior Center occupies one wing of Fairbank Center but is separate entity from Recreation Dept.
- Inadequate (accessible) storage space.
- Poor acoustic separation between activity spaces creates programmatic conflicts.
- Need a game room dedicated to "noisy" and permanent game equipment.
- Need a dedicated Mac/PC computer lab.
- Undersized nurse/counseling rooms.



#### SCENARIO ALTERNATIVES BY BUILDING

The following scenarios show the Town departments in different feasible locations and how these placements affect the location of surplus buildings. Shaded blocks reflect the buildings that will require the most new construction to implement that scenario.

Building	Scenario I	Scenario II	Scenario III	Scenario IV
Flynn Building	Finance Department:  Treasurer / Collector  Accounting  Assessors  Technology  Town Administration:  Town Manager  Assistant Town Manager  Town Counsel  Sudbury Foundation  Credit Union	Finance Department:     Treasurer /Collector     Accounting     Assessors     Technology Town Administration:     Town Manager     Assistant Town Manager     Town Counsel Sudbury Foundation Credit Union	Finance Department:     Treasurer / Collector     Accounting     Assessors     Technology Town Administration:     Town Manager     Assistant Town Manager     Town Counsel     Town Clerk Credit Union	School Administration Sudbury Foundation Credit Union
Loring Parsonage	Vacant	Vacant	Vacant	Vacant
Town Hall	Town Clerk Historical Society	Town Clerk School Admin (reno 2nd floor)	School Admin (reno 2nd floor) Sudbury Foundation	Town Clerk Finance Department (w/ addition) Town Administration (w/ addition)
Fairbank Center	School Admin (w/ addition) Recreation Senior Center Human Services: Community Social Worker Youth Coordinator Senior Outreach Coordinator Veterans Agent	Recreation Senior Center Human Services: Community Social Worker Youth Coordinator Senior Outreach Coordinator Veterans Agent	Recreation Senior Center Human Services: Community Social Worker Youth Coordinator Senior Outreach Coordinator Veterans Agent	Recreation Senior Center Human Services: Community Social Worker Youth Coordinator Senior Outreach Coordinator Veterans Agent
Police Station	Police (add on)	Police (build new)	Police (build new)	Police (build new)
New DPW Building	Land Use Departments: Engineering Building Department Conservation Commission Planning Department Board of Health	Land Use Departments: Engineering Building Department Conservation Commission Planning Department Board of Health	Land Use Departments: Engineering Building Department Conservation Commission Planning Department Board of Health	Land Use Departments: Engineering Building Department Conservation Commission Planning Department Board of Health
Unused Building Summary	Loring Parsonage	Loring Parsonage	Loring Parsonage	Loring Parsonage



Building	Current Area	Suggested Area	Delta ∆
Town Hall	12,789	13,021	232
Alan Flynn Building	15,916	11,645	(4,271)
Loring Parsonage	4,232	4,565	333
Sudbury Police Station	6,400	8,793	2,393
Fairbank Community Center:			
School Department	7,012	8,855	1,843
Recreation Dept.	25,679	32,407	6,728
Senior Center	5,385	6,395	1,010
Totals	77,413	85,681	8,268



Building	Current Area	Suggested Area	Delta ∆
Town Hall	12,789	13,021	232
Alan Flynn Building	15,916	11,645	(4,271)
Loring Parsonage	4,232	4,565	333
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School Department	7,012	8,855	1,843
Recreation Dept.	25,679	32,407	6,728
Senior Center	5,385	6,395	1,010
Totals	77,413	85,681	8,268



# **Preferred Options:**



Consolidate Town administrative offices in Flynn Building. Small addition required.



# Town Hall Scenario

Major addition to and renovation of Town Hall building.

Consolidate Town administrative offices in new facility.



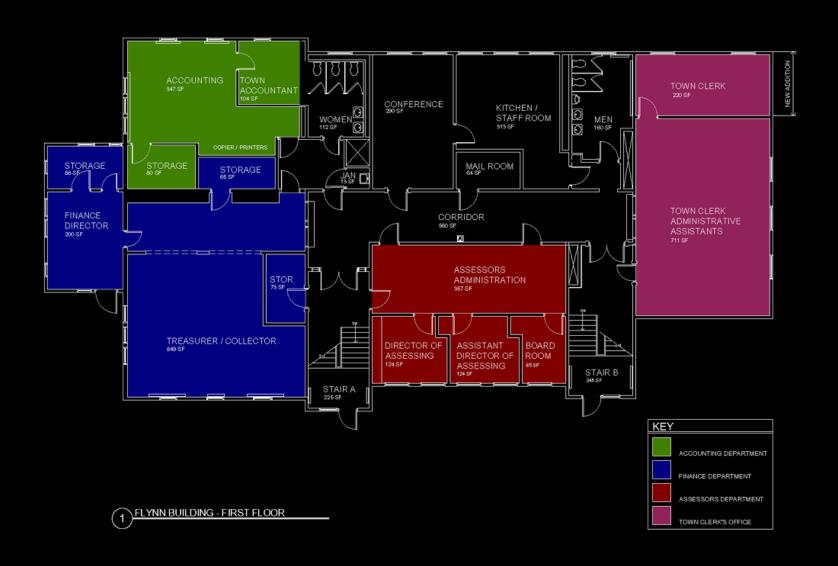
# Flynn Building Scenario:



# Consolidate Town administrative offices in Flynn Building.

- Erect small addition at rear to accommodate space needs.
- Vacate and "mothball" Loring Parsonage.
- Relocate School Administration to renovated Town Hall, improved by accessibility and basic mechanical, electrical and fire protection upgrades.
- Renovate Fairbank Community Center to recapture space for Recreation Department and Senior Center.
- Erect new Police Station on new site.

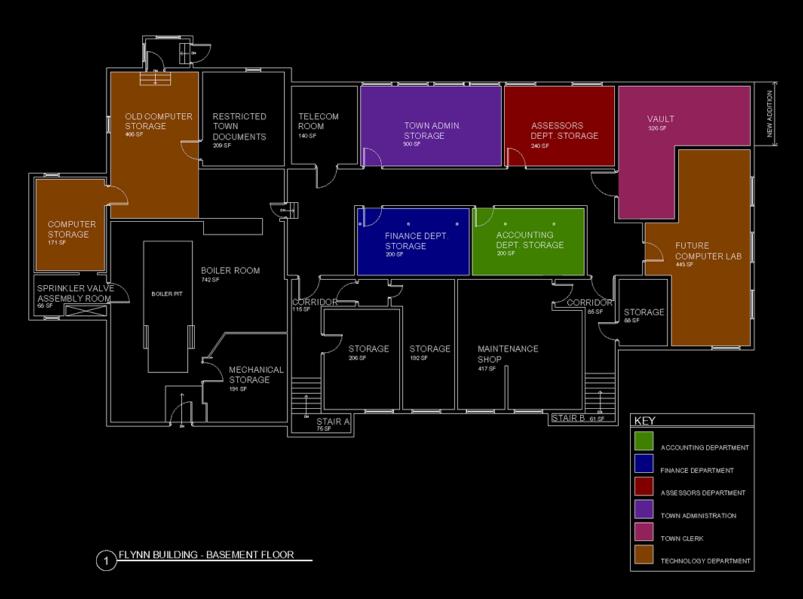




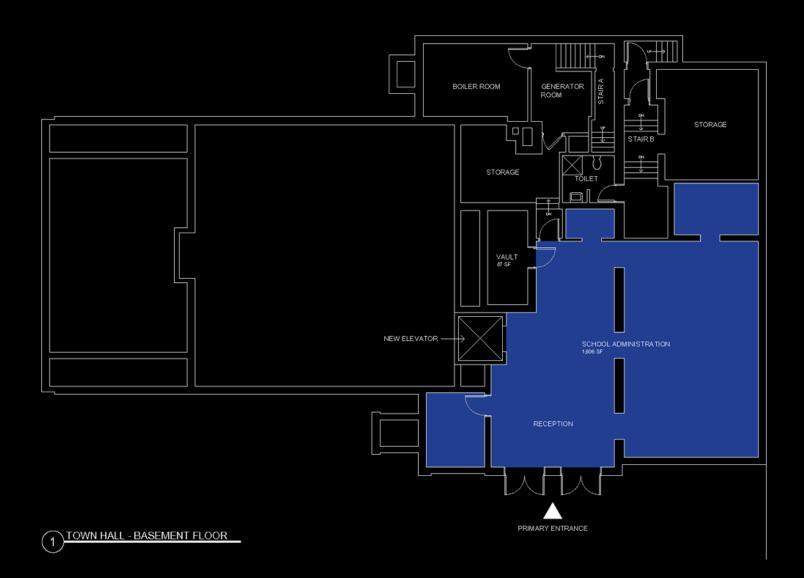




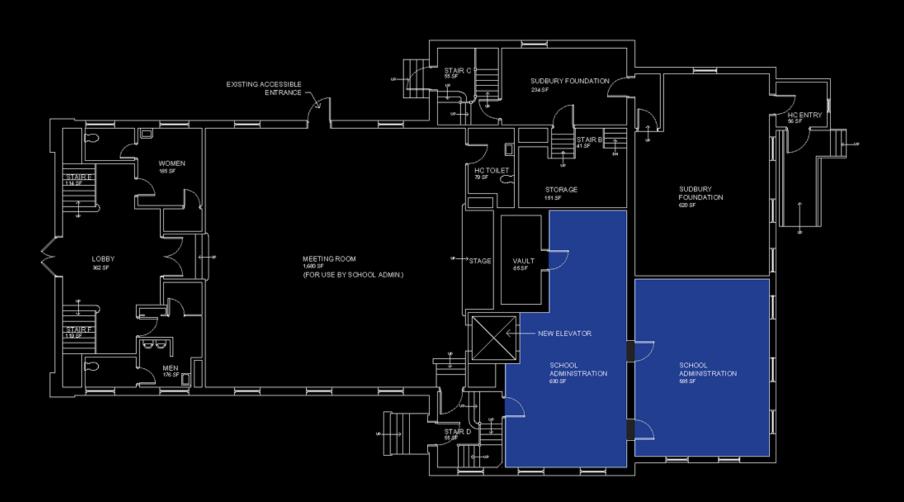








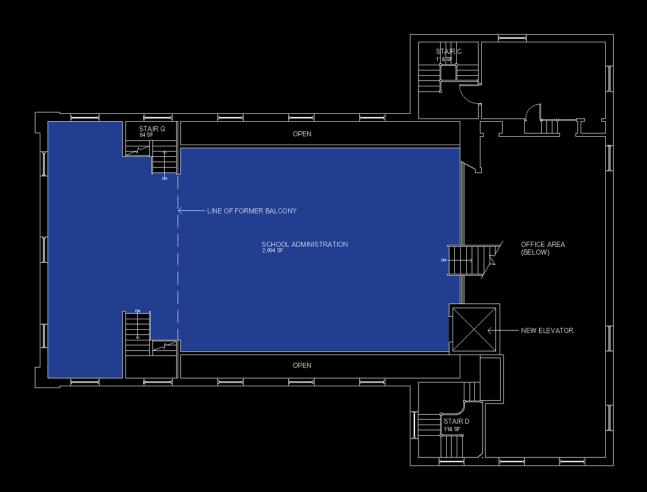














#### Flynn Building Scenario Pros:

- Investment in, and continued use of, a valuable resource.
- Flynn Building a familiar landmark known by most residents.
- <u>Town Hall</u>: Relocation of School Administration centralizes Town business operations and improves delivery of services.
- <u>Fairbank Community Center</u>: Recaptured space for Recreation Dept. and Senior Center program expansion.
- Police Station: Efficient new facility on appropriate new site.

#### Flynn Building Scenario Cons:

- Wasted space (e.g., excess corridor width, high ceilings).
- Structural issues: limited floor loading and require basement location of new Town Clerk vault.
- <u>Town Hall</u>: Existing layout is inefficient use of space; new third floor "tray" represents expensive addition on square-foot basis.



#### **Town Hall Scenario:**



#### Major addition to Town Hall building

- New facility accommodates all Town administration offices.
- Relocate School Administration to Flynn Building, improved by accessibility and basic mechanical, electrical and fire protection upgrades.
- Vacate and "mothball" Loring Parsonage.
- Renovate Fairbank Community Center to recapture space for Recreation Department and Senior Center.
- Erect new Police Station on new site.



## **Town Hall Scenario**





#### **Town Hall Scenario**

#### Town Hall Scenario Pros:

- Investment in and continued use of a valuable historic resource.
- Rescuing a prominent, solidly-built but underutilized structure.
- Relative expense of new third-floor "tray" folded into larger renovation/addition project = better value of rehab. \$.
- <u>Flynn Building</u>: Relocation of School Administration centralizes Town business operations and creates room for future expansion.
- Loring Parsonage: Preserved for future use and/or interconnection.
- <u>Fairbank Community Center</u>: Recaptured space for Recreation Dept. and Senior Center program expansion.
- Police Station: Efficient new facility on appropriate new site.

#### Town Hall Scenario Cons:

- Minor reduction in capacity of parking lot.
- Additions to Town Hall reduce existing open space at Town Center.
- Flynn Building: Wasted space (e.g., excess corridor width, high ceilings).



#### **Summary of Estimated Project Costs**

Renovations/Upgrades/Additions	FLYNN BUILDING SCENARIO	TOWN HALL SCENARIO	
Building	existing area		1 07
Alan Flynn Building	15,916 gsf	\$ 1,058,990	\$ 637,750
Loring Parsonage <sup>1</sup>	4,232 gsf	\$ 21,112	\$ 21,112
Town Hall <sup>2</sup>	12,789 gsf	\$ 1,147,650	\$ 3,163,760
Fairbank Community Center	38,076 gsf	\$ 526,922	\$ 526,922
Sudbury Police Station <sup>3</sup>	6,400 gsf	\$ 2,198,500	\$ 2,198,500
Flynn Building Scenario Subtotal	\$ 4,953,174		
Town Hall Scenario Subtotal		\$ 6,548,044	
Contingency 10%	\$ 495,317	\$ 654,804	
Project Soft Costs 15%	\$ 742,976	\$ 982,207	
Estimated Scenario Costs	\$ 6,191,467	\$ 8,185,054	



Alan Flynn Building

Town Hall

#### Notes:

- Loring Parsonage "mothballed" after installation of fire protection.
- Large addition for town offices.
- New Police Station on new site.



RENOVATIONS - UPGRADES - ADDITION	S	1	<sub>3</sub>		2 -	3	10		ET)
nasing Options: Flynn Bldg. Scenario			YEARS 1 -		YEARS 4 -		YEARS 8 -		TOTALS (NET)
BUILDING existing	roa	.   느	<b></b> >		>		<b></b> =		10
Alan Flynn Building 15,916		33333			************		**********		
M/E/P/FP + Fire Alarm	ysi	\$	145,000			99999			
Interior Renovations & Addition for Town Offices		"	143,000	\$	613,990				
Accessibility Improvements (Elevator)		\$	300,000	*	0.0,770				
Subtotals		\$	445,000	\$	613,990	\$	-	\$	1,058,990
Loring Parsonage 4,232	gsf	3333							
M/E/P + Fire Alarm	-	\$	6,300					1	
Fire Suppression				\$	14,812				
Future Interior Renovations						\$	150,000		
Subtotals		\$	6,300	\$	14,812	\$	150,000	\$	171,112
Town Hall 12,789	gsf								
M/E/P/FP + Fire Alarm		\$	148,973						
Building Envelope Repairs + Window Refurb.		\$	65,000						
Accessibility Improvements (Elevator)				\$	300,000				
Interior Renovations for School Administration		_	212.072	\$	633,677			,	1 1 1 7 / 5 2
Subtotals		\$	213,973	\$	933,677	\$	-	\$	1,147,650
Fairbank Community Center 38,076	gsf								
M/E/P/FP + Fire Alarm		\$	141,250						
Interior Renovations for Rec. Dept. & Senior Ctr.				\$	385,672				
Subtotals		\$	141,250	\$	385,672	\$	-	\$	526,922
Sudbury Police Station 6,400	gsf								
M/E/P/FP + Fire Alarm		\$	73,000						
Accessibility Improvements (Lift)		\$	30,000			١.			
New Construction			400.000				2,198,250	٠	0.004.055
Subtotals		\$	103,000	\$	-	\$	2,198,250	\$	2,301,250
Overall Subtotals		\$	909,523		2,857,674	\$	2,348,250	\$	6,115,446
Contingency 10%		\$	90,952		285,767	\$	234,825	\$	611,545
Project Soft Costs 15%		\$	136,428	\$	428,651	\$	352,238	\$	917,317
<b>Estimated Costs</b>		\$1	,136,903	\$3	3,572,092	\$2	,935,313	\$7	,644,308



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RENOVATIONS - UPGRADES - ADDITIONS		1	.ئ	,	2 -		<u>۽</u> 6		<u>[</u> ]
Town Hall Scenario			YEARS 1 -		YEARS 4 - 7		YEARS 8 -		TOTALS (NET)
BUILDING existing a	rea								I
Alan Flynn Building 15,916 M/E/P/FP + Fire Alarm Accessibility Improvements (Elevator) Interior Renovations for School Administration	gsf	\$ \$	145,000 300,000	\$	492,750				
Subtotals		\$	445,000	\$	492,750	\$	-	\$	937,750
Loring Parsonage 4,232 M/E/P + Fire Alarm Fire Suppression Future Interior Renovations	gsf	\$	6,300	\$	14,812	\$	150,000	_	474 440
Subtotals		\$	6,300	\$	14,812	\$	150,000	\$	171,112
M/E/P + Fire Alarm Fire Suppression Building Envelope Repairs + Window Refurb. Accessibility Improvements (Elevator) Demo and Additions for Town Offices	gsf	\$	76,000 65,000		31,973 300,000 2,690,787	•			0.1/0.7/0
Subtotals  Fairbank Community Center 38,076  M/E/P/FP + Fire Alarm  Interior Renovations for Rec. Dept. & Senior Ctr.	gsf	\$	141,000 141,250	\$	3,022,760	\$	-		3,163,760
Subtotals		\$	141,250	\$	385,672	\$	-	\$	526,922
Sudbury Police Station 6,400 M/E/P/FP + Fire Alarm Accessibility Improvements (Lift) New Construction Subtotals	gsf	\$ \$ \$	73,000 30,000 103,000	\$			2,198,250 2,198,250		2,301,250
Overall Subtotals		\$	836,550	_	4,752,544	\$	2,348,250	_	7,937,344
Contingency 10% Project Soft Costs 15%		\$ \$	83,655 125,483	\$ \$	475,254 712,882	\$ \$	234,825 352,238		793,734 1,190,602
Estimated Costs		\$1	,045,688	\$	5,940,679	\$2	2,935,313	\$	9,921,679