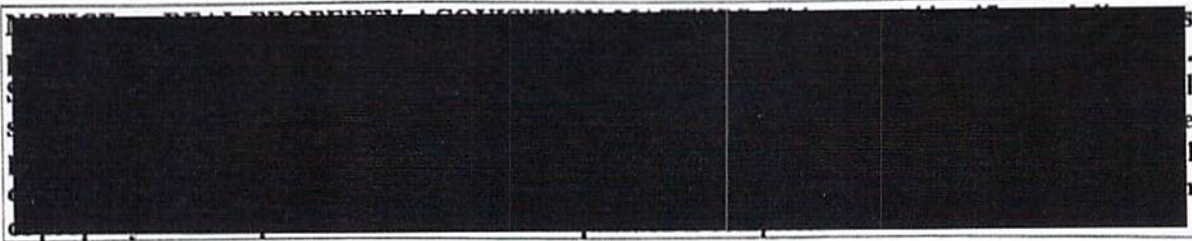


**TOWN OF RIDGEFIELD, CONNECTICUT
PUBLIC SAFETY FACILITIES COMMITTEE**

Status Report to the Board of Selectpersons

July 15, 2026



1. Summary

This is the interim second status report contemplated by the Committee's Charge.

The Committee is on track, and its three Tiger Teams — each tasked with a different facility concept — have now all reported. Working independently, they converge on similar conclusions: renovation of the existing facilities is not a viable path; suitable developable land in Ridgefield is scarce; and the realistic solutions are new construction on a short list of platforms, each carrying a rough order-of-magnitude (ROM) envelope. On July 9, the Committee voted to authorize up to \$20,000 for the Town's consultant to prepare conceptual design test-fits for two options identified in executive session. No recommendation is made at this time; the Tiger Team reports are informative and all figures are ROM — directionally correct only — pending formal feasibility studies.

2. Charge and method

Consistent with the Charge's direction to assess all viable options — renovation, two separate buildings, and a single combined facility — the Committee organized three Tiger Teams, each assigned one concept: Martinez/Scalzo (two separate facilities, new-build or conversion, on privately held or government-controlled property); Dunaway/Safir (a combined public safety facility); and Graves/Tyrrell (renovation of the existing public safety facilities or adaptation of other government structures). The teams are supported by the work of the Needs Assessment and Site Selection Due Diligence Group and the Finance Due Diligence Group.

The Committee's frame is “reasonableness” tied to on the ground reality. There are tens of thousands of fire and police facilities in the United States — the U.S. Fire Administration's National Fire Department Registry records 52,309 fire stations (January 2024), and the Bureau of Justice Statistics counts 17,541 state and local law-enforcement agencies (2018 census). The governing question is what is reasonable for a mature town of approximately 25,000 residents, sized to present needs with room to expand later if necessary, and triangulated against what comparable towns have actually built.

Candidate sites are screened against four threshold gates — attainable control; adequate net buildable land after wetlands, buffers, and topography; workable access and emergency egress; and an all-in cost within an envelope the voters will tolerate — and then scored under the Committee's site-evaluation matrix, which was revised by unanimous vote on July 9 to simplify

3. Tiger Team reports

[illegible]

2

4. The Committee's Interactive Cost Model

Committee member David Brickley has presented a preliminary cost model — derived from the 2025 referendum estimates, adjusted for inflation, and separating acquisition, site preparation, construction, and project costs — so that options can be compared on a consistent basis. See Draft Cost Model attached hereto as Exhibit E. The Committee has also agreed that future cost comparisons presented to the public will include estimated annual property tax impacts, shown the same way they were during the prior referendum.

We stand ready to respond to any questions the Board may have for us.

Respectfully submitted,

**Wally Martinez
Chair, Public Safety Facilities Committee**

EXHIBIT A

MEMORANDUM TO FILE

WJM Comments on Working Draft of Site and Solution Scoring Framework

Draft/June 26, 2026

Bottom line up front

I've carefully reviewed the suggested scoring criteria developed by Pamela Dunaway. I have also, among other things, have considered: (a) the materials associated with the two prior referendums; (b) practices adopted by other municipalities facing similar challenges; (c) considered the findings of the Needs Assessment and Site Selection Due Diligence Working Group and the Finance Due Diligence Working Group; (d) the public presentations of police and fire leadership; (e) general research on Police, Fire, Dispatch, and EMS operations in Fairfield County, in Connecticut, in New England, and in the United States generally.

Taking the foregoing into account, I recommend that the Public Safety Facilities Committee ("PSFC") adopt a two-stage scoring model — (1) a short list of pass/fail threshold gates that eliminate non-viable sites quickly, then (2) a weighted four-bucket scorecard (Location, Land, Standard, Cost) that produces a reproducible 0–100 score for each surviving site. Cost carries the heaviest weight due the survey results.

Because the location test differs by discipline (fire follows call volume; police follows the town center), there are two parallel one-page scorecards — Police HQ and Fire HQ — built on the same four buckets and weights.

I hope we can discuss this recommendation, along with Pamela's and anyone else's at the next meeting.

Apologies for my crap formatting.

A Guiding Principle

Standards control. There are roughly 52,000 fire stations and ~17,500 law-enforcement agencies in the U.S. We are not on a blank slate. The question this rubric answers is what is standard for a town the size of Ridgefield — measured by facility condition, code compliance, and operational adequacy for the existing force.

Scoring Design Principles (the KISS test)

- 1. Four clear buckets which go to the heart of our mission. Location, Land, Standard, Cost.**
- 2. Gate first, then score. Pass/fail gates remove non-viable sites before anyone spends points on them.**
- 3. Objective anchors. Each criterion defines what a 5, a 3, and a 1 look like, so scores are reproducible and defensible — not opinions.**
- 4. Weights reflect what the town told us. Cost is weighted most heavily because that is what the statistically valid survey that we presented to the town told us.**

- 5. Two scorecards, because location drivers differ. Fire follows the call-volume heat map; police follows the town center.**
- 6. Show your work. Every site gets a one-page sheet with the assumptions written down.**

Threshold gates (pass / fail exam)

A site must clear all four gates to be scored. Failing any one gate eliminates the site. Gates are deliberately binary.

Gate	Pass test (FAIL eliminates the site)	Result
G1 — Control	Site control is realistically achievable: town already owns it, a willing seller exists, or a viable assemblage path exists. FAIL = federally owned, REIT/ground-lease with no fee path, or owner unwilling with no realistic route.	☐ Pass ☐ Fail
G2 — Buildable	Net buildable upland (after wetlands, buffers, and topography) can physically hold the required HQ at grade — program footprint plus apparatus/sally-port circulation and required parking — even using 2–3 stories. FAIL = it cannot fit at any reasonable massing.	☐ Pass ☐ Fail
G3 — No fatal flaw	No insurmountable environmental, contamination, deed/encumbrance, or legal-access barrier. FAIL = e.g., hazmat that cannot be remediated within budget, or no lawful means of access.	☐ Pass ☐ Fail
G4 — Lawful path	A realistic land-use approval route exists: by-right, special permit, or a defined zone-change / civic-district path. FAIL = no lawful path to approval.	☐ Pass ☐ Fail

The four buckets and their weights

Each surviving site is scored 1–5 on the sub-criteria within each bucket. The bucket's sub-scores are averaged, divided by 5, and multiplied by the bucket weight to convert to weighted points. The four weighted-point totals sum to a final score out of 100.

Bucket	What It measures	Weight
Location	Is it in the right place operationally? Fire = coverage of the call-volume center of gravity (heat map) within the response-time envelope. Police = proximity to the town center / downtown and the road network serving most calls.	25
Land	Can we get it and build on it? Deliverability (control), buildable-upland margin, constructability (topography / soils / wetland-buffer impacts), and access / egress / utilities.	25
Standard	Does the facility that fits here meet standard for a town like Ridgefield? The right-sized, code-compliant program fits at grade with its required adjacencies — without importing speculative growth-driven oversizing.	20
Cost	What does it cost, all-in? Land (net of town-owned offset and credit for vacated sites), site development, off-site / indirect work beyond the perimeter, and the all-in total against the Committee's right-sized target.	30
Total		100

Example: a site averaging 4.0 on Location, 3.5 on Land, 4.0 on Standard, and 3.0 on Cost scores $(4.0/5 \times 25) + (3.5/5 \times 25) + (4.0/5 \times 20) + (3.0/5 \times 30) = 20.0 + 17.5 + 16.0 + 18.0 = 71.5 / 100$.

Police HQ scorecard

Location anchor for police: the town center / downtown — for civic presence and walk-in services (permits, records, fingerprinting).

Criterion	Scoring anchors	Score 1–5
LOCATION — weight 25		
Proximity to town center / downtown <i>operational geography</i>	5 Within or adjacent to the downtown / civic core. 3 Within ~1 mile of the center on a main corridor. 1 Peripheral; >2 miles from the center.	
Network access to most calls <i>response geometry</i>	5 Direct access to primary arterials in multiple directions. 3 Good access in one or two directions. 1 Single congested approach; constrained turn-out.	
Public / walk-in accessibility <i>permits, records, prints</i>	5 Highly visible, easy public access and parking. 3 Adequate public access. 1 Hard to find; poor public access or parking.	
LAND — weight 25		
Site control / deliverability <i>degree (gated at G1)</i>	5 Town-owned, or willing seller in price range. 3 Negotiable / assemblage with a clear path. 1 Difficult owner; eminent domain likely.	
Buildable-upland margin <i>room above program need</i>	5 Comfortable margin above the footprint needed. 3 Adequate but tight. 1 Barely sufficient; no flexibility.	
Constructability <i>topography / soils / buffers</i>	5 Level, dry, low site prep. 3 Moderate prep (some fill / routine buffer permits). 1 Heavy prep (ledge, extensive fill or buffer work).	
Access, egress & utilities <i>site engineering</i>	5 Two clean means of egress; utilities at the site. 3 Workable with routine permits. 1 Single constrained access; utility extension needed.	
STANDARD — weight 20		

Criterion	Scoring anchors	Score 1–5
Program fits at grade with agencies <i>sally port, booking, holding, dispatch, evidence</i>	5 Secure sally port, booking/holding, hardened dispatch + IT, and chain-of-custody evidence flow all fit with clean public/restricted/secure zone separation. 3 Fits with workable compromises. 1 Site forces standard-degrading compromises.	
Essential Facility (Risk Cat. IV) feasible resilience	5 Whole-building generator and hardened dispatch straightforward. 3 Feasible with design effort. 1 Difficult to achieve.	
Right-sized — no oversizing pressure standards, not needs	5 The right-sized program fits naturally. 3 Fits. 1 Site pressure pushes the program off-standard (too small, or forces sprawl).	
COST — weight 30 (all-in: direct + indirect)		
Land cost <i>net of offsets</i>	5 \$0 / town-owned, or offset by disposition of vacated sites. 3 Within the Committee's budget, all things considered. 1 High; multi-parcel buyout.	
Site-development cost <i>direct</i>	5 Low (level, dry, minimal mitigation). 3 Moderate (some fill / stormwater / buffer mitigation). 1 High (ledge, extensive wetland mitigation).	
Off-site / indirect cost <i>beyond the perimeter</i>	5 None or minimal off-site work. 3 Moderate, scoped (e.g., a curb-cut improvement). 1 Significant off-site obligation (signalization, road widening, utility extension).	
All-in total vs. target <i>the referendum lesson</i>	5 Comfortably under the right-sized all-in target. 3 At the target. 1 Approaches or exceeds the target.	

Fire HQ scorecard

Location anchor for fire: coverage of the call-volume center of gravity. Score this against an RFD incident heat map (CEMSTARS / dispatch data) and the response-time envelope — not a population-growth projection.

Criterion	Scoring anchors	Score 1–5
LOCATION — weight 25		
Coverage of call-volume center (heat map) <i>operational geography</i>	5 At or near the weighted incident centroid; covers the high-demand core. 3 Covers the core but shifts some response times. 1 Pulls coverage off the high-demand core.	
Response-time envelope	5 Maintains or improves travel time to most demand. 3 Neutral. 1 Degrades travel time to a meaningful share of demand.	
Apparatus egress to thoroughfares <i>turn-out safety</i>	5 Clear / signalized egress to arterials in multiple directions. 3 Adequate egress. 1 Difficult turn-out; traffic conflict; no backing into a main road.	
LAND — weight 25		
Site control / deliverability <i>degree (gated at G1)</i>	5 Town-owned, or willing seller in price range. 3 Negotiable / assemblage with a clear path. 1 Difficult owner; eminent domain likely.	
Buildable-upland margin <i>room above program need</i>	5 Comfortable margin above the footprint needed. 3 Adequate but tight. 1 Barely sufficient; no flexibility.	
Constructability <i>topography / soils / buffers</i>	5 Level, dry, low site prep. 3 Moderate prep (some fill / routine buffer permits). 1 Heavy prep (ledge, extensive fill or buffer work).	
Access, egress & utilities <i>site engineering</i>	5 Two clean means of egress; utilities at the site. 3 Workable with routine permits. 1 Single constrained access; utility extension needed.	

Criterion	Scoring anchors
-----------	-----------------

Score 1–5

STANDARD — weight 20	
-----------------------------	--

Apparatus standard at grade <i>six drive-through bays</i>	5 Six drive-through bays at grade with a safe apron and no backing into traffic. 3 Fits with a tight apron. 1 Compromised bay count or unsafe circulation.
---	---

Contamination-control standard	5 Clean hot / warm / cold separation; sleeping quarters over the cold zone only. 3 Achievable with deliberate design effort. 1 Site forces a separation compromise.
---------------------------------------	--

Essential Facility (Risk Cat. IV) feasible resilience	5 Whole-building generator and hardened systems straightforward. 3 Feasible with design effort. 1 Difficult to achieve.
--	--

COST — weight 30 (all-in: direct + indirect)	
---	--

Land cost net of offsets	5 \$0 / town-owned, or offset by disposition of vacated sites. 3 Within the Committee's land budget, all things considered. 1 High; multi-parcel buyout.
---------------------------------	---

Site-development cost direct	5 Low (level, dry, minimal mitigation). 3 Moderate (some fill / stormwater / buffer mitigation). 1 High (ledge, extensive wetland mitigation).
-------------------------------------	---

Off-site / Indirect cost beyond the perimeter	5 None or minimal off-site work. 3 Moderate, scoped (e.g., a CTDOT curb-cut improvement). 1 Significant off-site obligation (signalization, road widening, utility extension).
--	---

All-in total vs. target the referendum lesson	5 Comfortably under the right-sized all-in target. 3 At the target. 1 Approaches or exceeds the target.
--	--

How I suggest we use it

- 1. Gate every candidate.** Run all sites through the four threshold gates first; drop any that fail.
- 2. Score independently.** Members score each surviving site on its own one-page sheet, writing down the assumption behind each score.
- 3. Reconcile.** Compare sheets; where scores diverge by more than one point, discuss the underlying assumption — not the number — until agree.
- 4. Publish the sheets.** The filled scorecards are the public record of why a site was chosen. Showing the work is an “all-of-town” invitation.

What this is not

- The score informs judgment; it does not replace it. A one-point edge is not the end of the story — but a transparent rubric makes the judgment defensible.
- The weights (25 / 25 / 20 / 30) are a starting proposal for the Committee to adopt or adjust. Whatever the Committee sets, **THEY MUST BE SET BEFORE SCORING, NOT AFTER.**

EXHIBIT B

Screen & Disposition

Log - June 25, 2026

very candidate site screened to date, with current disposition. The active working scenario remains the assembled [REDACTED] added here with a one-line basis so that recurring suggestions can be checked against the record rather than re-screened from scratch.

only if it clears all four: (1) attainable fee-simple control; (2) buildable area adequate for the ~42,000 SF combined program plus land and setback; (3) workable Route 35 / CTDOT access and emergency egress; (4) all-in cost.

11 town-owned or DEP managed sites that qualified as near the center of Ridgefield. Very few options are available, primarily due to [REDACTED].

Zone	Area (gross / net)	Attainability / Control	Adequate net buildable land	Access / Egress	All in Cost	Disposition	Remarks	Owner
CCF	48.18	👍	👎	👍	👎	Declined	Rac Center	TOR
RAA	34.3	👎	👎	👎	?	Declined		CT DEP
B-2	32.4	👍	👍	?	👍	Selected for Tiger Teams - build		TOR
RAA	21.31	👎	👎	?	?	Declined		CT DEP
RA	16	👍	👍	👍	👎	Selected for Tiger Team - rehab		TOR
RA	14.17	👎	👎	👍	👎	Declined		TOR
RA	1.68	👍	👎	👍	👍	Selected for Tiger Team - rehab		TOR
CEO	3.32	👍	👎	👍	👍	Selected for Tiger Team - rehab		TOR
RAA	13.6	👎	👎	👍	?	Declined		CT DEP
RA	13.01	👎	👎	👍	👎	Declined		TOR
RAA	12.3	👍	👎	👎	👍	Declined		TOR
RAA	12	👎	👎	👎	?	Declined		CT DEP
RA	10.5 / 2.6	👍	👎	👍	👍	Declined		TOR
CCF	10.49	👎	👎	👎	👍	Declined		TOR
RAA	8.68	👎	👎	👎	👍	Declined		TOR
B-2	7.48	👍	👎	👎	👍	Declined		TOR
RAA	6.92	👍	👎	👎	👍	Declined		TOR
RAA	5.68	👎	👎	👎	👍	Declined		TOR
RAA	5.82	👎	👎	👎	👍	Declined		TOR
RA	4.95	👎	👎	👍	👎	Declined		TOR
RAA	4.55	👎	👎	👎	?	Declined		CT DEP
RAA	4.34	👎	👎	👎	👍	Declined		TOR
RAA	4.18	👍	👎	👎	👍	Declined		TOR
RA	4.18	👎	👎	👍	👍	Declined		TOR
RAA	4.14	👍	👎	👎	👍	Declined		TOR
RA	4	👍	👎	👎	👎	Declined		TOR
RAA	3.95	👎	👎	👎	?	Declined		CT DEP
RAA	3.88	👎	👎	👎	?	Declined		CT DEP
RAA	3.18	👎	👎	👎	?	Declined		CT DOT
CAH	2.9	👎	👎	👎	👎	Declined		TOR
RAA	1.22	👍	👎	👎	👍	Declined		TOR
RAA	2.42	👍	👍	👍	👍	Selected for Tiger Team - build		TOR

Site	Parcel(s)	Zone	Acres (gross / net)	Access to Highways / Curbcut	Access to Buildable Land	Access / Egress	Alt in Cost	Disposition	Owner
		PAA	2.02 / ~1.75	👍	👍	👍	👍		
		PAA	2.89 / ~1.75	?	👍	👍	?		
		S-2	30.4 / ~5	👍	👍	?	👍		
		S-1	2.88 / 2.5	👎	👍	👍	👎		
		S-1	1.48 / 1.48	👎	👎	👍	👎		
		S-2	1.08 / 1.08	?	👎	👎	?		
		S-2	0.47 / 0.47	👎	👎	👎	👎		
		RA	1.9 / 1.9	👍	👎	👍	👎		
		RA	1.0 / 1.01	👎	👎	👍	👎		
		FA	16	👍	👍	👍	👎		
		CBO	0.32	👍	👎	👍	👍		
		CBO	0.33 / 0.33	👎	👎	👍	👎		
		CBO	0.30 / 0.30	👎	👎	👍	👎		
		CBO	0.89 / 0.89	👎	👎	👍	👎		
		R-75	1.17 / 1.17	👎	👎	👍	👎		
		—	—	👎	👎	👍	👎		

ROM caveat. Acreage and net-buildable figures are rough order of magnitude and — except where the Town holds title — subject to confirmation against the assessor card and field delineation. Owner identities and availability reflect best current information and are not independently verified except where noted. Parcel data for the two new candidates is from the AxisGIS pull of June 2025.

EXHIBIT C

Walfrido Martinez

From: Pamela Dunaway
Sent: Thursday, July 9, 2026 2:14 PM
To: Walfrido Martinez
Subject: Fw: Draft

Hi, everyone.

Adam is out of the country and cannot get back into his town email this afternoon, so sharing this with you.

We broke up our Tiger Team into two pieces - I did traditional combos and he did other more creative pursuits (see #1 & #2 below).

I will speak to the combo work later on tonight.

[REDACTED]

Thanks
Pamela

From: Adam Safir <torpsfcvchair@ridgefieldct.gov>
Sent: Thursday, July 9, 2026 9:53 AM
To: Pamela Dunaway <torpsfcmemc@ridgefieldct.gov>
Subject: Draft

Pamela,
Please let me know any comments.
Thanks,
Adam

The Tiger Team is putting forward four options for new or improved police and fire facilities. Each is grounded in the Committee's discovery and work with Ridgefield's Police & Fire Department - their commissions and advisors - and is judged by the same question: would this location, and what could be built there, serve the public and the departments better than what we have now? Here's what each option offers.

[REDACTED]

Option 4: A combined police and fire facility on [REDACTED]. This option offers the same benefits of housing both departments together—shared efficiencies, safer and smoother operations, and a modern facility built to today's standards—on the [REDACTED] site, which actually has and could have lower costs than in the prior referenda.

Cost and schedule estimates for each option are still being finalized, and the team will explain how the [REDACTED] option differs from the prior referenda.

Get Outlook for iOS

	PSFC Scenarios				
Criteria					
Needs					
per KBA documents	Y	Y			
needs as outline on	Y	Y			
category needs as outline	Y	Y			
future needs met and that	Y	Y			
Costs					
Free or not?					
structures (if any)		unknown			
(rough grade and building		unknown			
building		TED			square feet for
Outbuildings					3500' 6200 sq ft
year calculation)					
issues (if they have to	Interruptions	Interruptions			
ArchFF&E/CM Fees					
Total Cost					
Cost Improvement?					
infrastructure costs?					
Other Considerations:					
Accreditation					
Considerations					
Insurance Rating					
Considerations					
OSHA Considerations	Improved by new bldg	Improved by new bldg			
Main Thoroughfare Access					
Considerations					
Other					
Data Points:					
Acreage	30	13			
Property location in					
relation to town center and					
considering heat map					
data for FD	Excellent	Excellent			
Land incumbrances	Rock blasting	None known			
Total project cost estimate					
Any applicable offsets					
(like selling current bldg,					
etc)					
Any approx. potential future					
revenues to town?					
Cost Estimate as % Tax					
Increase					
\$1-\$4999					
\$5000-\$9999					
\$10000-\$14999					
\$15000-\$19999					
\$20000-\$24999					
\$25000-\$29999					
\$30000-\$34999					
\$35000-\$39999					

GIS Data:

Outline with



Town of Ridgefield, CT

Search by Parcel num   

Next >

Documents 

[Building Sketch](#) 

[e-Quality Online Property Card](#)

Assessment

ID : 4903

PropertyAddress : [REDACTED]

PropertyStreet : [REDACTED]

MapSheet :

OwnerName : Contact Town For Info

CoOwnerName :

OwnerAddress :

OwnerAddress2 :

OwnerCity :

OwnerState :

OwnerZip :

ParcelNumber : [REDACTED]

GrsFullNumber :

CamaFullNumber :



Town of Ridgefield, CT

Search by Parcel num   

Next >

Documents 

[Building Sketch](#) 

[e-Quality Online Property Card](#)

Assessment

ID : [REDACTED]

PropertyAddress : [REDACTED]

PropertyStreet : [REDACTED]

MapSheet :

OwnerName : Contact Town For Info

CoOwnerName :

OwnerAddress :

OwnerAddress2 :

OwnerCity :

OwnerState :

Owner Zip

Parcel Number

GrdFullNumber

CamatFullNumber



Next >

Parcel 1



Documents



Building Sketch



e-Quality Online Property Card

Assessment

Effective_Living_area

Living_area

Building_Style

Occupancy_Description

Total_Rooms

Bedrooms

FullBaths

HalfBaths

Kitchens

Primary_Use

State_Class

Zone

Acres

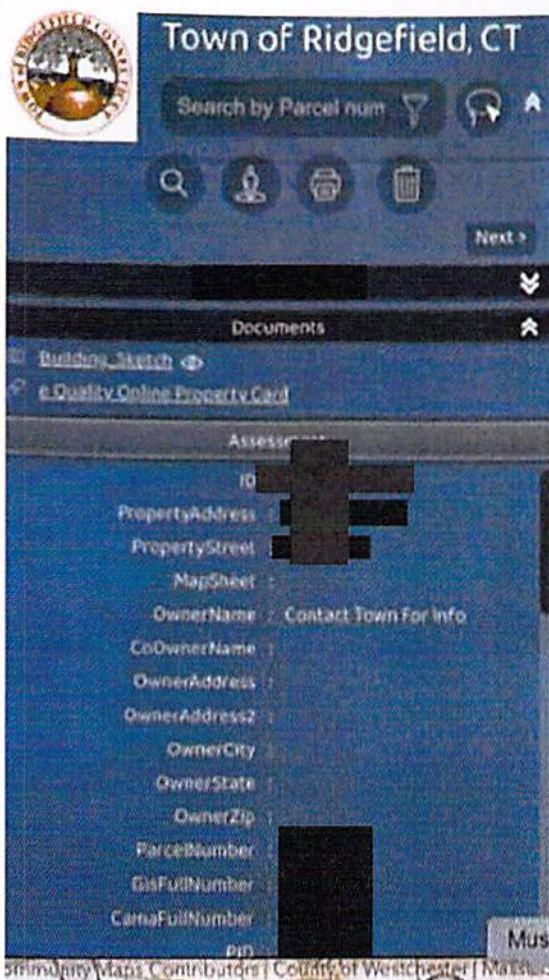


Building on

NA

GIS Data:

Outline with



Town of Ridgefield, CT

Search by Parcel num

Documents

Building Sketch

Quality Online Property Card

Assessor

ID

PropertyAddress

PropertyStreet

MapSheet

OwnerName Contact Town For Info

CoOwnerName

OwnerAddress

OwnerAddress2

OwnerCity

OwnerState

OwnerZip

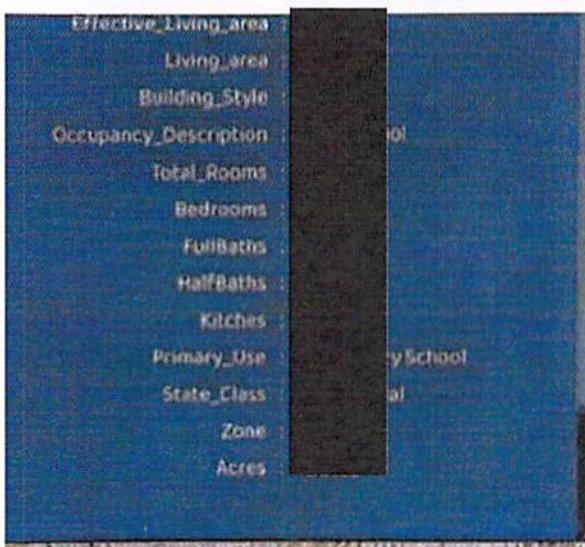
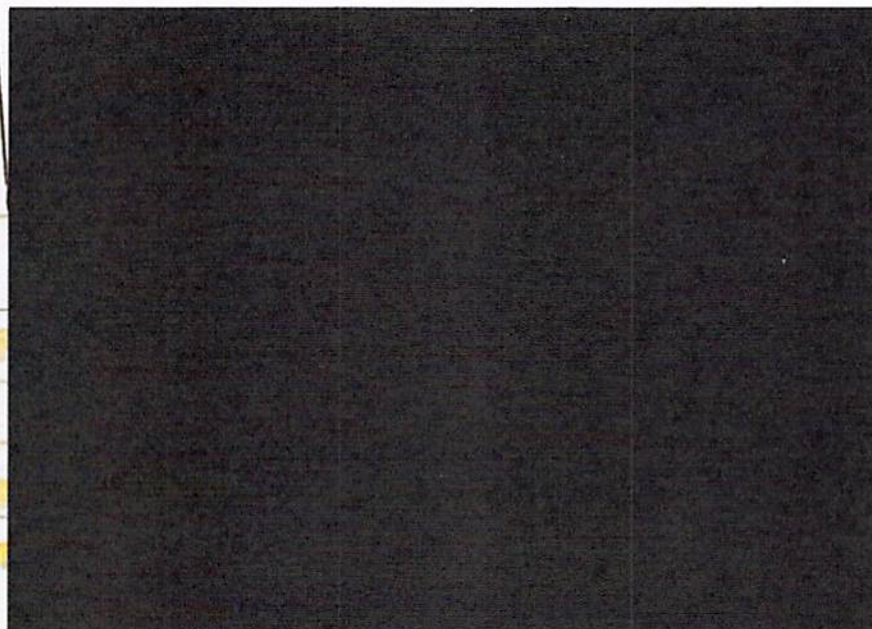
ParcelNumber

TaxFullNumber

CamaFullNumber

pin

Community Maps Contributors | County of Westchester | Maps



Effective_Living_area

Living_area

Building_Style

Occupancy_Description

Total_Rooms

Bedrooms

FullBaths

HalfBaths

Kitchens

Primary_Use

State_Class

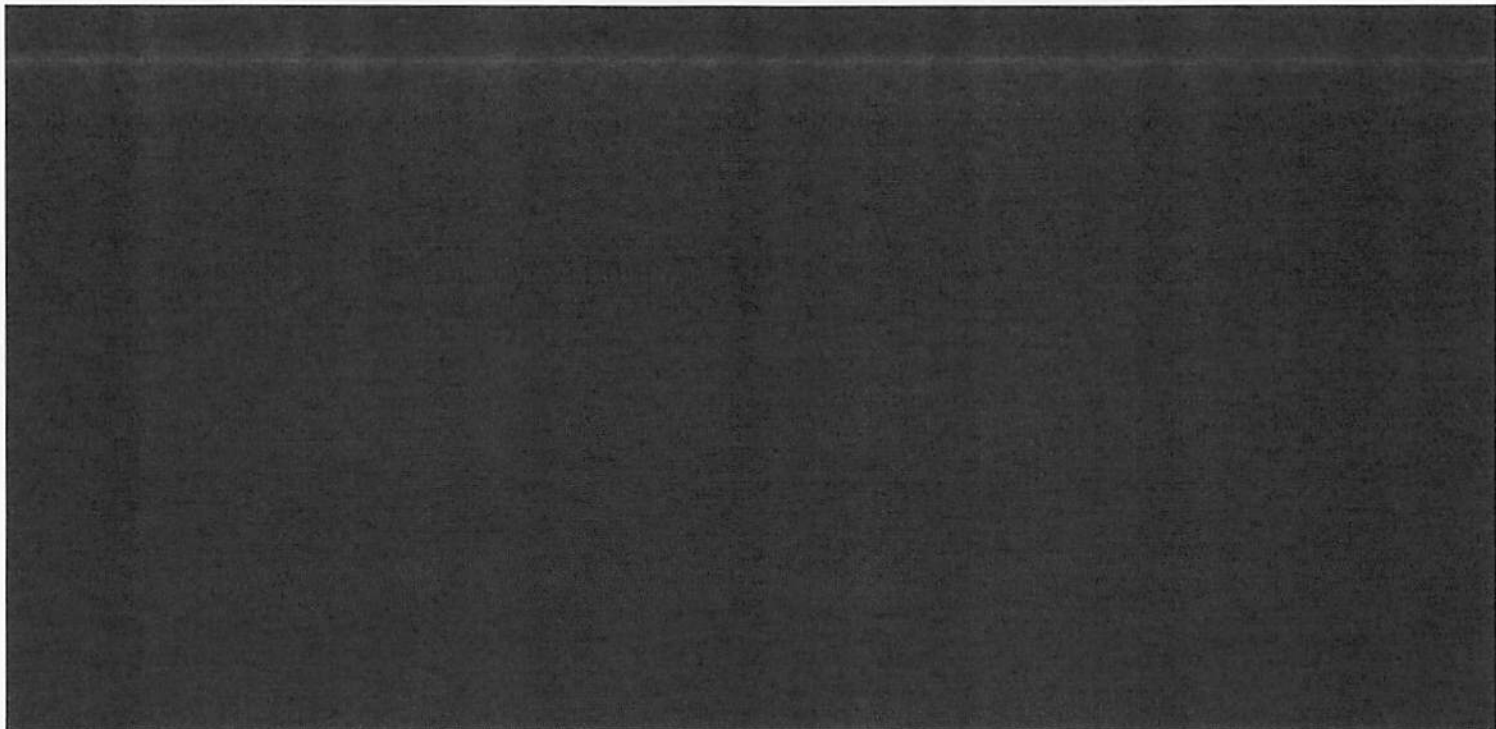
Zone

Acres

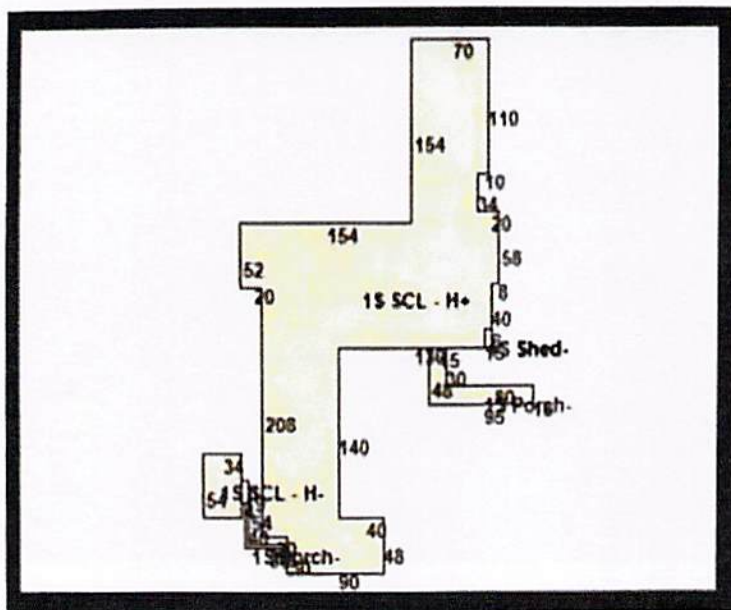
School

Site Fit renderings from KBA from 2020 reveiw of possible sites:





Building on



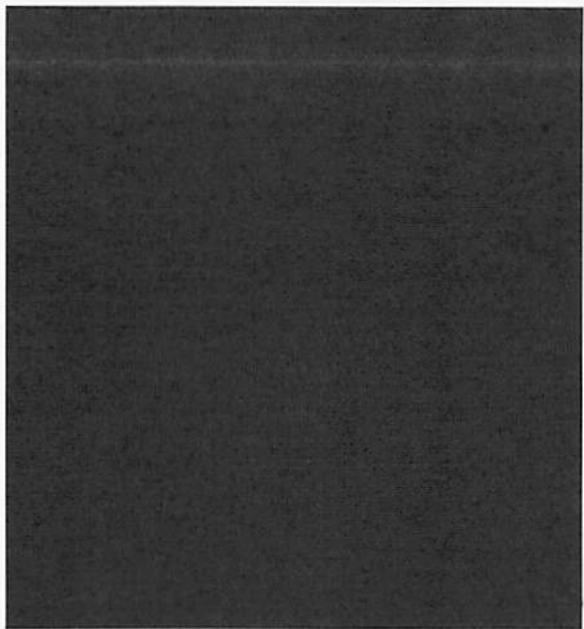




EXHIBIT D

MEMORANDUM

TO: File

FROM: Stephen Scalzo and Wally Martinez

DATE: July 8, 2026

RE: Martinez/Scalzo Tiger Team Status Report

1. Summary

Our Tiger Team assumed responsibility for exploring two separate, new-build or conversion, facilities on either privately-held or government-controlled property.

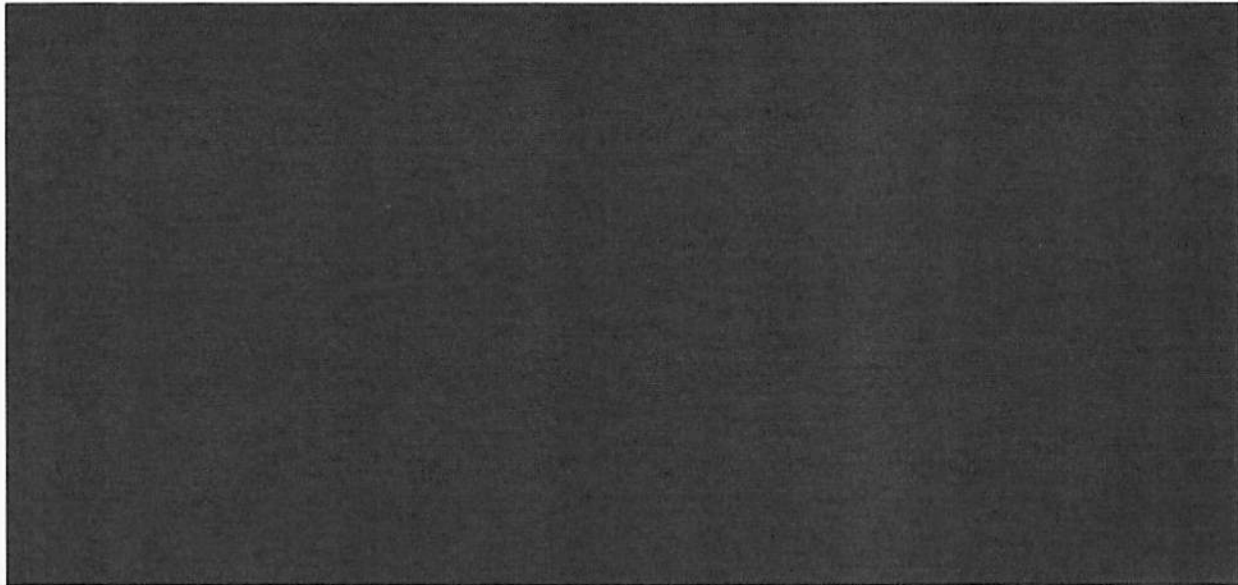
Figures set forth herein concerning what a particular proposal may produce in terms of cost and space allocation are rough order-of-magnitude (ROM) estimates and are not to be deemed conclusive until a formal feasibility study is conducted. In other words, at this stage, our proposals are meant to be viewed as directionally correct only.

Our Tiger Team engaged in the following activities over the past three months, among other things:

- a. Site investigation work, including visits to numerous sites, review of ArcGIS data, and review of DEEP data.
- b. Benchmarking against other similarly situated communities. We employed artificial intelligence to aid this task by feeding the AI tools the data/information we collected and asking for rudimentary analysis. Where useful, we cross-referenced results across different AI tools to ensure that the analysis was directionally correct. For instance, we might have Claude.AI check ChatGPT's work or vice versa. Google Gemini was employed when useful. Claude.AI was the tool we used most often, relying on its highest function, Opus (and more recently Fable). We paid for this higher AI functionality out of our own pockets — town funds were not used.
- c. Independent research around police, fire, EMS, and dispatch services.
- d. Numerous meetings with the service chiefs.
- e. Information sessions with relevant town Boards and Committees (e.g., P&Z, Police, Finance, Insurance, Inland Waters).
- f. Meetings with town officials (e.g., Zoning, Environmental, Finance, Tax).
- g. Information session with Wilton CT Police HQ Committee Chair.
- h. Information sessions with KBA.
- i. Review of cost analysis framework created by NASCO.

- j. Regular listening sessions with the public at our Thursday meetings and during one-on-one connections.
- k. A listening session with the membership of the Ridgefield Volunteer Fire Department at a special RVFD membership meeting convened for this purpose.
- l. A far-afield meeting and facility tour with the Deputy Chief of a Fire Department in another region of the country. That department recently built a fire HQ in a geographically constrained location.
- m. Consideration of investigation performed by other members of the Committee of facilities in locations such as Hingham, MA and Newtown, CT.
- n. Consideration of the work of the Needs Assessment and Site Selection Due Diligence Group.
- o. Consideration of the work of the Finance Due Diligence Group.

While acknowledging that several of the figures we use are ROM and several inputs have yet to be confirmed, we nonetheless believe that the shape of our Tiger Team's proposal is clear enough to provide the Committee and relevant stakeholders with sufficient flavor concerning the direction of our work. We are not presently requesting that the Committee adopt it. Rather, this is informative.



We came to our mission with the understanding that there are tens of thousands of fire and police facilities in the United States. We saw our Tiger Team's job as being to:

- find a site or sites;
- explore what might be reasonable with public-safety leadership;
- size it reasonably which necessarily involved informed judgment calls;
- price it using reasonable assumptions;
- set, based on information collected and our best judgment, a reasonable budget; and
- ask public safety leadership to work with professionals to design within those parameters.

To be clear, we are not endeavoring to design the facilities for our public-safety leadership; nor are we offering any view as to how our public safety departments should function from an operational standpoint. We are identifying suitable and available locations; setting the right-sized box; setting a reasonable dollar figure based on our findings and best judgment; asking our public-safety leadership to design the facilities; and suggesting an all-of-town effort to accomplish this mission.

The last point above should be emphasized. It will take the whole town to do this — a zoning change, land assembly, the movement of three departments, and new construction, in sequence. That is not a reason to shrink from the mission. It is the reason to ask Ridgefield to come together to accomplish the mission.

2. What the voters told us

Two referenda failed in 2025. A combined public-safety facility at [REDACTED] was defeated on February 25, 2025. A re-scoped combined facility at [REDACTED] was defeated again on November 4, 2025.

We suggest that the post-vote survey conducted by Surveys & Forecasts, LLC told us why. Roughly 60% of respondents cited cost as the primary reason for opposition, and that figure rose to about 74% among those who voted “no.” The objection was not whether the departments deserve modern facilities. It was the price tag. Our voters support our first responders and value their service to the community; they rejected the cost.

3. How we searched, and why the field is narrow

We worked the site question rigorously and with an open mind. We catalogued and often inspected a significant inventory of land and existing sites the town and state already control. We screened realistic commercial and privately-owned properties (and inspected many of them). Every parcel faced the same four threshold questions:

1. **Control.** Can the site realistically be controlled — already town-owned, a willing seller, or a viable assemblage? (e.g. of fails: legislatively encumbered government-owned land, a REIT ground-lease with no fee-simple path, or an objectively unwilling owner.)
2. **Buildable land.** Is there enough net buildable upland — after wetlands, buffers, and topography — to hold the program at grade, with apparatus circulation and parking, even with stacking three stories?
3. **Access.** Is there workable access and emergency egress?
4. **Cost.** Does the all-in cost fit within an envelope we, in our judgment as members of this committee and as long-term residents, believe the voters will tolerate?

Only the sites that cleared all four were then assessed against the factors that actually decide the central question — operational location, the land and its constructability, whether a reasonably-sized facility fits, and all-in cost.

Public candidates

We started with what the town and state already own. We inventoried 28 town- and state-owned parcels. The result was sobering: the overwhelming majority are not developable for a public-safety facility. They are wetlands and swamps, state DEEP holdings, conservation-commission land, active parks and athletic fields, cemeteries, and school grounds.



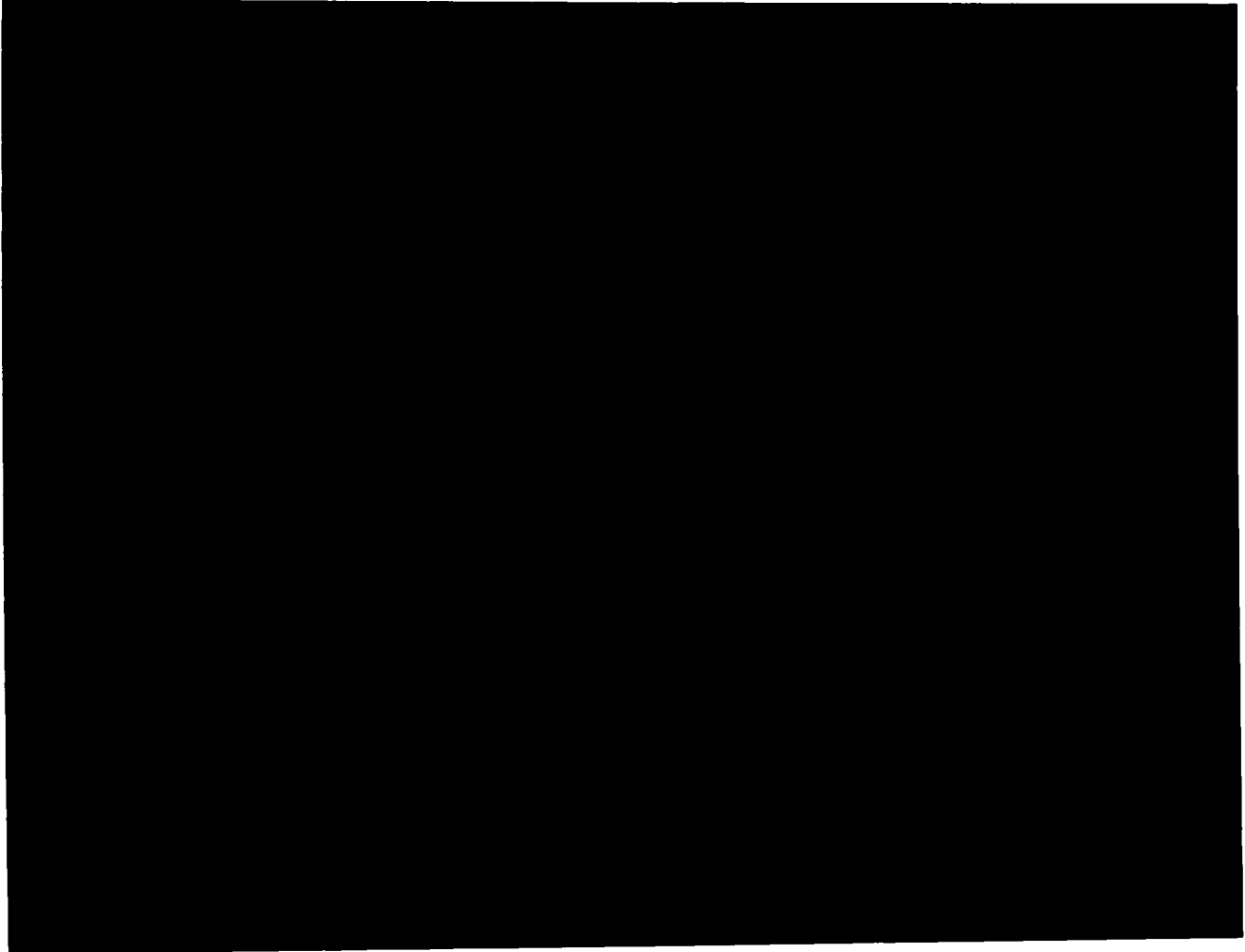
Commercial candidates

The realistic privately-held candidates were screened and, with one exception, set aside. The pattern is consistent — too small for the program, no willing seller, no fee-simple path, or removed from the town center:

The conclusion the screening exercise forces is the one we keep arriving at. The pickings are slim. That is not a failure of effort; it is a fact of life in a built-out town with very little central, developable land.

4. The site:

[REDACTED]



5. How do we get to “reasonable” for all stakeholders?

We have deliberately framed our analysis as one about “what is reasonable.”

Public safety facilities are ubiquitous:

- **Fire:** the U.S. Fire Administration’s National Fire Department Registry records 52,309 fire stations nationwide (January 2024 summary).
- **Fire, in Connecticut:** the Connecticut Commission on Fire Prevention and Control reports roughly 300 fire departments in the state, serving its 169 cities and towns.
- **Police:** the U.S. Bureau of Justice Statistics counts 17,541 state and local law-enforcement agencies (2018 Census). Note the unit: that is agencies, not station buildings — there is no federal building-level census of police stations.
- **Police in Connecticut:** according to state records, there are 95 municipal police departments and 11 State Police troop barracks.

Counts, though, are not the answer to the more pertinent questions: What should a town of about 25,000 *actually build*? With thousands of stations nationwide, can we identify a solution which can be viewed by our first responders and voters as reasonable for Ridgefield?

We suggest that a right-sized police headquarters for a department our size may run about 19,000–25,000 SF and a career fire headquarters about 19,000–24,000 SF. Our attempt at a “reasonable” program sits in that zone.

Ridgefield’s population has remained relatively stable.

We should be careful about allowing still-developing growth projections to create a pathway to greater cost for our taxpayers under the banner of “future-proofing.”

Over the past twenty-five years, Ridgefield has shown itself to be a mature, flat-growth, community:

- The town had 23,643 residents at the 2000 census and 25,033 at the 2020 census. Population grew about 4% over the 2000s and roughly 1% over the 2010s — against national growth near 7% in the same decade.
- The town’s population appears to have peaked around 25,181 in 2015 and has been flat-to-slightly-declining since; recent estimates sit near 25,000–25,100.
- The median age is about 45 — above the national figure near 39 — an aging-in-place profile.

We acknowledge a recent Planning and Zoning Commission presentation concerning the potential for an additional 2,500 to 3,000 residents [REDACTED] That projection, which may one day come to fruition, is speculative at present. Moreover, we recognize that fire, EMS, and police call volumes do not always precisely mirror population growth. For instance, even during the past two decades modest population growth, public safety call volume has continued to increase largely because our public seems to demand more and more services from our first responders.

For those reasons, we suggest emphasizing flexibility for future expansion as the preferred method of “future-proofing.” For instance, if significant growth does occur in the [REDACTED] area, the long-term operational solution may for the Fire Department to have a fourth fire station in the [REDACTED] area rather than expanding fire headquarters itself.

To put it succinctly, “future-proofing” should mean concepts such as: having room to expand the facilities later; acknowledging that later expansion may need to geographically follow population growth through the addition of a smaller facility elsewhere in town; and that trying to predict today what we might need in twenty years and where we might need it could prove a costly gamble. Accordingly, we suggest that we size to what we need today and that we preserve a reasonable measure of optionality to address later what is presently unknown.

Our suggested program is two reasonably-sized headquarters: a police headquarters of about 23,000 square feet and a career-fire headquarters of about 19,000 square feet — roughly 42,000 square feet combined.

The single most important sizing factor on the fire side is that the Ridgefield Volunteer Fire Department keeps the Catoonah Street station. The career station would therefore be sized to our career complement. By creating a facility to house the Ridgefield Volunteer Fire Department we acknowledge that the RVFD remains one of the combined department's greatest strengths. Preserving the close working relationship between our career and volunteer firefighters should — and must — remain an essential consideration throughout this project. Consequently, whatever the ultimate facility configuration, we encourage an approach that strengthens our combination career and volunteer system and preserves the partnership that has served Ridgefield so well for so many years.

Below is our own judgment, based on research, of reasonable square-footage approximations. Both options assume sufficient/secure staff and public parking and in the case of police, covered parking for the patrol vehicles. This has not yet been endorsed by police and fire leadership and we, of course, defer to our public safety leaders on all matters operational.

Police headquarters — ~23,000 SF

Program element	Approx. SF
Command & administration	3,500
Patrol operations — roll call, report writing, lockers, fitness	4,500
Investigations + interview rooms	1,800
911 dispatch / consolidated communications center	2,200
Detention — sally port, booking, holding (including a soft cell)	2,200
Evidence — receiving, processing, storage, drug room	2,800
Weapons — armory & ventilated cleaning room	700
Public lobby, public interview, dual use training room, records window	1,500
Mechanical, IT, circulation & building support	3,800
Approximate total	23,000

Career fire headquarters — ~19,000 SF

Program element	Approx. SF
Six drive-through apparatus bays	8,400
Decontamination zone — hot / warm / cold	1,200
PPE & turnout-gear storage	600
Living quarters — sleeping rooms, kitchen, day room	3,400
Admin — Chief, Asst. Chief, Fire Marshal, EMS, Administrative Support, Conferencing	1,600
EMS support — meds, supplies, biohazard, O ₂	700
Operations support — watch room, SCBA, hose	900

Program element	Approx. SF
Mechanical, IT, circulation & building support	2,200
Approximate total	19,000

The requirements list — the rooms and systems

The square-footage tables set forth above are our best estimate of reasonably-sized allocations against a baseline list of requirements. We emphasize that some items on this list may make it appear as though we are straying into operational territory. That is not our intention. Ultimately, “how much” or “how little” or “what more in addition to” with respect to the lists below will be up to our public safety leadership — so long as the final product comes in at a reasonable cost and within the space and location constraints that we face.

Police headquarters

Command & administration. Chief’s office; Deputy Chief’s office; Captain / shift-commander office(s); patrol lieutenants’ and sergeants’ offices sized to the supervisory complement; administrative-assistant / records-clerk workspace; conference room.

Patrol operations. Roll-call / briefing room; report-writing area with workstations; gender-separated patrol lockers with showers and restrooms; officer fitness room for off-duty use.

Investigations. Detective unit workspace; detective / SRO interview room; computer-forensics office; two interview rooms with audio/video recording and an observation room.

911 dispatch / communications center. Purpose-built dispatch center with multi-screen capability; dedicated HVAC; adjacent server / IT-infrastructure room; UPS and generator backup; radio-equipment room; capacity built to support consolidated fire / police / EMS dispatch.

Detention / processing. Enclosed drive-through sally port (one side for vehicular evidence processing, one for secure suspect intake directly into booking); booking separated from holding; three holding cells with full steel doors, pass-through meal slots, remote control from dispatch, and adult/juvenile and male/female separation (includes one soft cell).

Evidence. Dedicated evidence-receiving under strict chain-of-custody; evidence-processing lab with drying rack and forensic tools; separate evidence drying room; secure long-term evidence storage; a drug-evidence room; temporary evidence / found-property holding.

Weapons & equipment. Armory / secure weapons storage; exhaust-ventilated weapons-cleaning room; temporary weapons storage for civilian firearms held during domestic situations; equipment storage for cameras, body-worn cameras, and tactical gear.

Public-facing. Welcoming public lobby outside the secured zone; public interview room reachable without entering the secure area; public fingerprinting station for pistol permits, job applicants, and school employees; dual use training room; records window / counter.

Vehicle & fleet. Adjacent emergency-response garage / carport; EV charging; rooftop solar capability; adequate parking for the patrol fleet, personal vehicles, and public visitors.

Building systems & code. Essential Facility (Risk Category IV) structural standard per IBC; whole-building emergency generator; modern card/fob access control separating public, restricted, and secure zones; CO and smoke detection throughout; IT/data infrastructure for body-worn-camera servers, CCTV, and records-management systems.

Career fire headquarters

Apparatus bays. Six drive-through bays with front-and-rear overhead doors; per-bay diesel-exhaust extraction; floor drains with oil/water separator; compressed-air system; reinforced floors rated for loaded apparatus; and a positive-pressure air curtain or airlock between bays and living quarters to prevent contaminant migration.

Decontamination zone. Gross-decon area with floor drains and exhaust at the bay; ventilated PPE gear-storage room separated from living areas and out of UV light; a dedicated gear washer/extractor, separate from personal laundry; mandatory transition showers before the clean zone; separate personal laundry.

Living quarters. Sleeping rooms; restrooms and showers; a full kitchen for 24-hour residential use; a dining area; a day room; a fitness room.

Administration. Fire Chief's office; Deputy/Assistant Chief's office; Fire Marshal office; EMS-coordinator workspace; administrative workspace; and a conference room.

EMS support. Secured, climate-controlled ALS medication storage; an EMS supply room; biohazard storage and disposal; ventilated, code-compliant oxygen / medical-gas storage.

Operations support. A watch room / duty office at bay level; an SCBA fill station and compressor room; hose storage and drying; small-tools storage; turnout-gear lockers; an ice machine.

Building systems & code. Essential Facility (Risk Category IV) structural standard per IBC; whole-building, instant-transfer emergency generator; fire alarm and CO/smoke

detection throughout; dedicated HVAC; IT/communications for dispatch alerting, station notification, and radio.

How this compares to the Needs Assessment program

A word on how our program sits next to the one developed by the Needs Assessment and Site Selection Working Group, because the charge asks us to set alternative viewpoints side by side rather than bury them. That group's work is excellent. It is thorough. Where we differ is scale — and the difference is not the result of thinning the standards. It comes from four choices:

- 1. We hold every space to today, rather than sizing for growth.**
- 2. We keep the volunteer organization at Catoonah Street, so the career fire HQ does not need to be sized to carry RVFD-assigned apparatus, quarters, or storage.**
- 3. We transfer outbuilding functions — ATVs, trailers, signs, cruiser storage, mobile command — to other existing municipal facilities rather than constructing a separate building.**
- 4. We apply a different net-to-gross factor instead of the 40% figure carried on the police side of the Needs Assessment draft.**

6. What comparable communities have built.

While industry associations provide general guidance, there is no national square footage standard at any level of government. What governs these buildings is a body of functional levers that dictate program, not square footage. And, frankly, the ultimate “standard” is what a particular municipality’s elected leaders and voters are willing to support.

As noted above, there is no single published “size standard” to cite — the International Association of Chiefs of Police itself calls its sizing guidance “design guidelines derived from completed projects,” not a standard. An alternative way to fix a reasonable size is to triangulate against real, recent, comparable buildings.

Police

Town	Pop.	Sworn	HQ (SF)	SF / officer	SF / resident	Status
Wilton, CT	~18,500	41	~19,000	~463	~1.03	Opened 2026
New Canaan, CT	~20,600	50	24,500	~490	~1.19	Proposed
Darien, CT	~21,500	52	37,000	~712	~1.72	Opened 2012
Newtown, CT	~27,200	45–46	25,000	~556	~0.92	2020 (KBA)
Ridgefield — proposed	~25,000	44	23,000	~523	~0.92	Proposed

Ridgefield's 23,000 SF sits between Wilton and Newtown, tracking population closely. Per resident we are at the low end (0.92, tied with Newtown); per officer at 523 — and ~473 once the ~2,200 SF consolidated 911 center is netted out. Newtown, designed by Kaestle Boos Associates — our own architect — came in at 25,000 SF for a larger town. Darien (37,000 SF) and New Canaan each carry an indoor firing range, and Darien a four-bay vehicle-maintenance garage; we exclude both, because we fuel and maintain centrally and we have access to an existing gun range in town.

Fire

Clean new-build career fire headquarters are scarce in Connecticut (most suburban Connecticut fire is volunteer or in older stations), so the honest peer set is recent career fire headquarters in comparable New England towns, labeled by state. Fire is sized by what it holds, so the truest metric is total SF and SF per bay, not per employee:

Facility	Town pop.	SF	Bays	SF / bay	Opened
Westford, MA	~25,000	20,345	5	~4,070	2018
Northbridge, MA	~16,800	~27,600–29,800	5 (double-deep)	~5,900	2024
Bridgewater, MA	~28,800	24,523	—	—	2022
Charlton, MA	~14,200	13,188	4	~3,300	2026
Ridgefield — proposed	~25,000	~19,000	6	~3,170	—

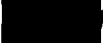
Westford is the cleanest comparison — a Massachusetts town of essentially our population that built its career fire HQ at 20,345 SF with *five* bays. Ridgefield proposes *less* total space with *one more* bay, because Westford also carries a 50-person training room and anchors a three-station system, while ours holds tight and quarters the RVFD at Catoonah.

Cost

KBA's comparative construction-cost table developed before a prior referendum — police, fire, and combined public-safety projects, escalated to 2026 — pegs Ridgefield Public Safety at ██████████ per square foot by 2026, and shows recent fire stations escalating to roughly ██████████/SF for 2026. A representative slice of KBA's data:

KBA comparable (escalated to 2026)	SF	\$/SF (2026)
Northbridge Fire Station	27,600	████████
Northborough Fire Station	26,420	████████
Needham Fire Station 2	22,204	████████

KBA comparable (escalated to 2026)	SF	\$/SF (2026)
Stoughton Fire Station	25,145	
Southbridge Fire Station	28,254	
Norfolk Fire Station	26,684	
Bedford Fire Station	26,777	
Hingham Fire & Police (combined)	49,233	
Westwood Fire Station	20,457	
Ridgefield Public Safety (KBA figure)	—	

Our blended /SF planning rate sits within KBA's range — above the larger combined facilities, in line with the mid-size fire stations, and slightly below the high end. It is corroborated independently by Mitchell Associates Architects, whose 44-project regional dataset averages about /SF and adjusts to roughly /SF for Fairfield County, and by Hingham at ~/SF all-in. Three independent sources — KBA, Mitchell, and Hingham — bracket /SF.

7. What it costs (ROM)

We price the program at a blended ██████ per square foot — a headroom rate we use to stress-test the total, not a prediction as to actual cost.

At ██████/SF, the two configurations build up as follows. Both figures are ROM and gross of the offset from selling the existing police station (a ██████ unappraised estimate):

Option A — shared campus at ██████

ROM cost build-up	Amount
Police HQ — 23,000 SF × ██████/SF	██████
Fire HQ — 19,000 SF × ██████/SF	██████
Subtotal — buildings	██████
████████████████████ acquisition (assumed)	██████
Demolition, site prep & shared infrastructure	██████
Contingency (~10%)	██████
All-in (gross, ROM)	██████
Net all-in after sale of existing police HQ	██████

Option B — fire at ██████ police at ██████

ROM cost build-up	Amount
Fire HQ — 19,000 SF × ████████████████████	██████
Police HQ — 23,000 SF × ████████████████████	██████
Subtotal — buildings	██████
████████████████████ (assumed)	██████
████████ site prep	██████

ROM cost build-up	Amount
[REDACTED] site prep	[REDACTED]
Contingency (~10%)	[REDACTED]
All-in (gross, ROM)	\$ [REDACTED]
Net all-in after sale of existing police HQ	\$ [REDACTED]

so

[REDACTED]
shared campus savings.

The cost of the RVFD at Catoonah Street

We asked ourselves whether keeping the Ridgefield Volunteer Fire Department at the existing Catoonah Street station is a cost we have not accounted for. The math seems to run the other way.

[REDACTED]

[REDACTED]

category Connecticut zoning favors. The comprehensive-plan hook is POCD Community Facilities Strategy #16. Fire and police facilities are already named as permitted public-safety uses by special permit in the regulations.

[REDACTED]

10. What we still need to confirm

These are ROM estimates, not bid pricing. Here is some of what is still open:

- **Zoning.** Create the civic district or secure a special permit.

[REDACTED]

[REDACTED]

- **Net acreage.** A boundary survey and geotechnical work to fix the buildable line and the footprints.
- **Traffic / CTDOT.** A traffic study and a state curb-cut and emergency-egress approval on [REDACTED]

[REDACTED]

station.

- **Response-time modeling.** The chiefs confirm apparatus inventory and validate response coverage for each option.



11. Going forward

It is worth reviewing the method that produced what we lay out above:

- [REDACTED]
- [REDACTED] backs it up.
2. **Agree a reasonable standard.** Settle with the chiefs and elected leadership on what a department our size requires — by conditions and operational adequacy.
 3. **Size to reality and reasonableness.** Estimate the square footage by reference to what comparable departments in comparable towns have actually built — Wilton, Newtown, Westford, Logan, Hingham.
 4. **Price it transparently.** Estimate a defensible cost per square foot from those same real projects, corroborated by KBA's comparables.
 5. **Set the budget.** Let the square footage and the rate produce the number.
- [REDACTED]

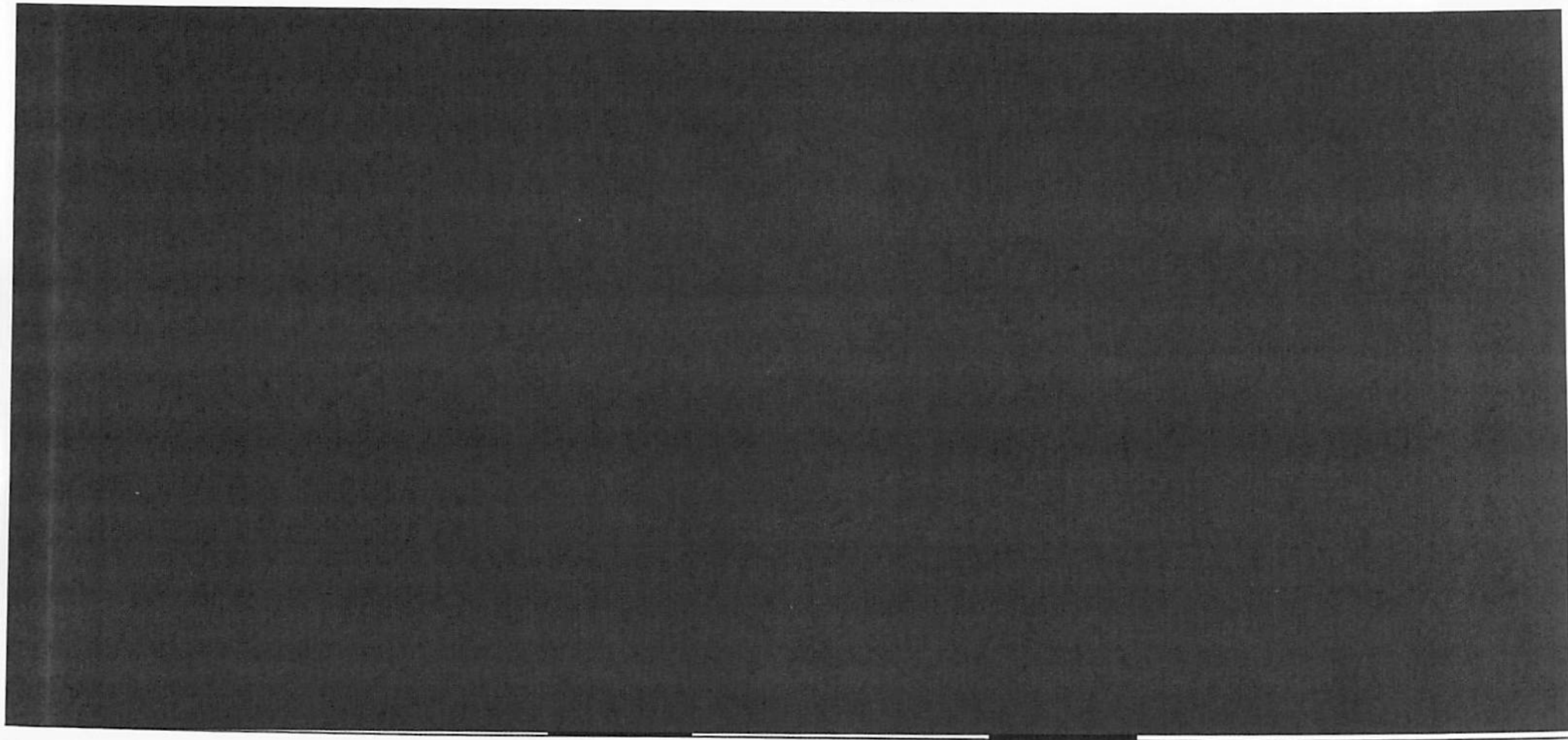
12. This takes all of Ridgefield

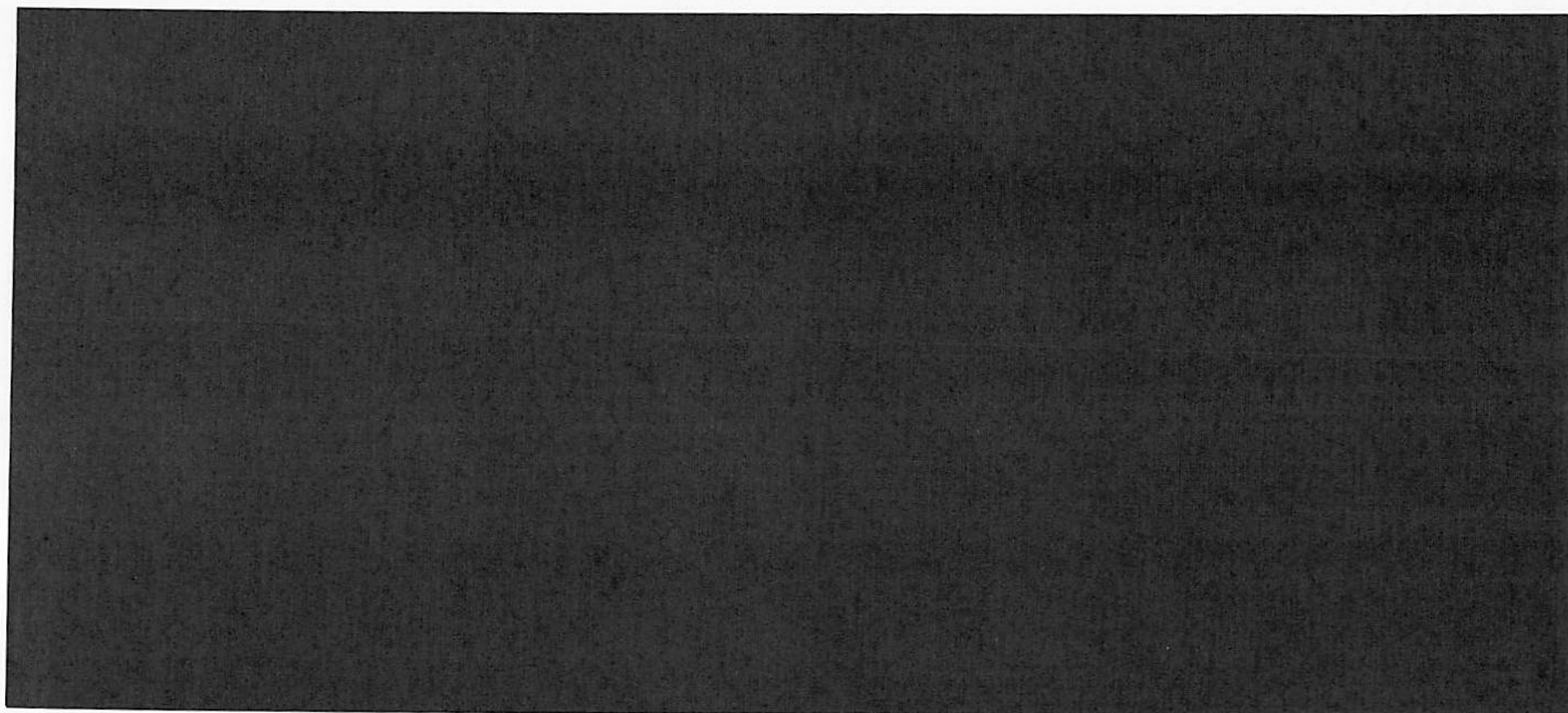
No single board, department, committee, or citizens group can alone deliver adequate public safety facilities. That much is certain. Success requires a coordinated, multi-step effort. With the whole town working together, however, we are just as certain that Ridgefield can produce the public-safety facilities that we need at a cost that our voters can support.

EXHIBIT E

Cost Scenerlo Comparisons

6/25/2





UNIT COST WORKSHEET

Referendum Estimate

Construction Costs

Architectural Fees

FF&E

Communications Equipment

CM Service (Owner's Rep)

Project Total

Project Adds

10.4%

15.0% Go with this Project Add for individual

Proposed Budget Cost

Escalation (5%)

Escalated Budget Cost

sf

1,121 per sf

Low

High

64

128

Site Preparation

256 per sf

Building Cost

722 per sf

Site Development

143 per sf

1,121 per sf

Stand-Alone Police Facility

Construction Cost

Project Adds (15%)

Escalation (5%)

Total Budget

sf

734 per sf

Stand-Alone Fire Station Facility

Construction Cost

Project Adds (15%)

Escalation (5%)

Total Budget

sf

800 per sf

Police Facility Site Development

Construction Cost

Project Adds (15%)

Escalation (5%)

Total Budget

sf

109 per sf

Fire Station Site Development

Construction Cost
Project Adds (15%)
Escalation (5%)

Total Budget

sf

138 per sf

Renovation Existing Building

Construction Cost
Project Adds (15%)
Escalation (5%)

Total Budget

sf

489 per sf