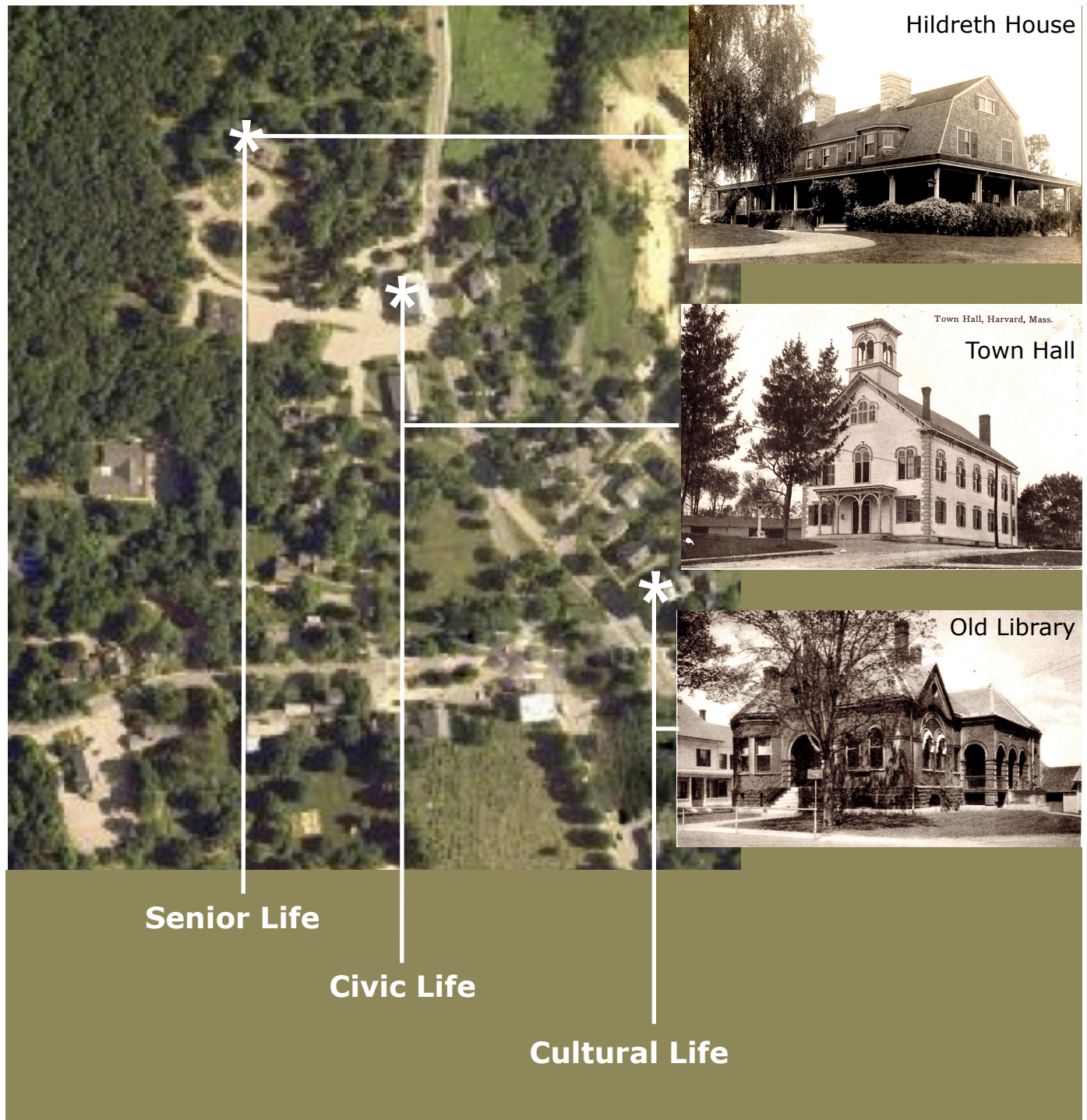


Municipal Buildings Committee

Final Report



February 2011

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY	1
2. SITE AND BUILDINGS ANALYSES	11
2.1 HARVARD COMMON SITE ANALYSIS	11
2.2 TOWN HALL SITE ANALYSIS	12
2.3 HILDRETH HOUSE SITE ANALYSIS	13
2.4 OLD LIBRARY SITE ANALYSIS	14
2.5 BUILDING ANALYSIS	15
3. PROGRAMS ANALYSES	31
3.1 INTRODUCTION	31
3.2 TOWN GOVERNMENT	31
3.3 SENIOR CENTER	34
3.4 CULTURAL CENTER	38
4. CONCEPTUAL SCHEMES	41
4.1 TOWN HALL	43
4.2 HILDRETH HOUSE - HARVARD COUNCIL ON AGING	65
4.3 OLD LIBRARY	72
4.4 SITE	81
5. SUPPORTING STUDIES	89
5.1 PILOT PROJECT	89
5.2 OTHER SPACES	91
5.3 REAL ESTATE ANALYSIS	92
5.4 FUNDING SOURCES	94
5.5 SOFT COST ANALYSIS	97
5.6 EMERALD NECKLACE	100
5.7 HISTORY	101
6. ALTERNATIVES & RECOMMENDATIONS	105
7. IMPLEMENTATION	109

APPENDICES

- A. COST ESTIMATING AND BENCHMARKING STUDY - SKANSKA**
- B. BUILDING SERVICES REVIEW - ARUP USA**
- C. CIVIL ENGINEERING REPORT - GPR**
- D. TOWN HALL SURVEY**
- E. SENIOR CENTER RESEARCH**
- F. SPACE UTILIZATION MATRIX**
- G. DECEMBER 18, 2010 DRAFT REPORT OF MBC**
- H. MBC REPORT TO 2010 ANNUAL TOWN MEETING**
- I. GLOSSARY**
- J. MBC BIOGRAPHIES**

1. EXECUTIVE SUMMARY

“Harvard’s Town Center is the municipal, cultural, and institutional heart of Harvard”

-- 2005 Harvard Town Center Action Plan

1.1 LEGACY

At the heart of our community stand three stalwart buildings that have served the community in varying ways for over 100 years: the Town Hall, Hildreth House, and the Old Library. Each has been an integral part of Harvard’s civic life and has provided a home for one or more vital community activities.

These buildings, whose diverse architecture is an indispensable contributor to the character and beauty of our Common, are physical expressions of our town’s values. Town Hall houses our active volunteer government, and Hildreth House provides a center for senior life. The Old Library, which has had no dedicated use since 2007 when the Public Library moved to its new location at the renovated and expanded Bromfield school building, is now hosting community cultural activities.

Unfortunately, these buildings are long suffering, poorly maintained artifacts of collective neglect. All three are in need of significant investment to address deferred maintenance issues and to bring them up to code.

1.2 OUR ROLE AS CITIZENS

As residents of Harvard, we are all stewards of this magnificent landscape and these historic buildings. We are participants in the programs that strengthen the social fabric of this community and we are partners in the task of running, governing, and funding these programs. It is incumbent upon us to act responsibly and to make wise choices to pass on our legacy to the next generation.

1.3 CHARGE FROM THE BOARD OF SELECTMEN

Recognizing that the time has come to address the state of these buildings, the Board of Selectmen established a Municipal Buildings Task Force in 2009 to begin research and a Municipal Buildings Committee (MBC) in Spring 2010 and charged it with assessing the condition of the three buildings and their sites, exploring alternative uses, and proposing strategies for realizing their full potential. The 2010 Annual Town Meeting voted \$70,000 for professional consultants to assist MBC in its research.

1.4 MBC RECOMMENDATIONS

Based on a year and a half of study, five public workshops, and professional input, the Municipal Buildings Committee and its two Selectmen representatives offer the following recommendations for the uses of the buildings and for implementing the requisite renovations and additions.

- All three properties shall remain in civic use, consistent with their history, location and the recommendation of previous town center studies.
- The Town Hall shall be renovated to meet current codes and expanded to accommodate the full spectrum of town government uses, including community use of upper Town Hall.
- The Town Hall site shall be improved to provide pedestrian and vehicular safety and meet parking

-
- needs, and also to integrate Town Hall with the Common.
 - The Hildreth property shall continue as a center for senior life; it shall be modified to provide safe access and expanded to accommodate program requirements.
 - The old library shall continue as a Cultural Center for the coming years and the feasibility of a non-profit model studied.
 - The roads and parking adjacent to the old library shall be improved to enhance parking and ensure pedestrian and vehicular safety.
 - Funding for these projects shall be sought from town borrowing, CPC, Green Communities grants, private philanthropy and other public and private sources.

1.5 TOWN MEETING REQUESTS

Request of 2011 Annual Town Meeting

- Funding for Schematic Design of Town Hall Renovations and Addition - \$115,000
- Funding for Schematic Design of Hildreth Renovations and Addition - \$70,000

Request of 2011 Special Town Meeting

At this meeting the results of the Town Hall Schematic Design will be presented – cost estimate, building design, site design.

- Funding of Final Design of Town Hall Renovations and Addition – estimated at \$210,000
- Funding of early site construction - estimated at \$610,000 (As an option, this could be delayed and incorporated into the main construction package.)

Request of 2012 Annual Town Meeting

At this meeting the results of the Final Design and bidding will be presented

- Funding of construction of Town Hall Renovations and Addition – estimated at \$3,045,000
- Funding of a detailed design for Hildreth Senior Center - estimated at \$135,000

Concurrent with these activities, the Cultural Center would continue its feasibility studies and the Senior Center would be refining its program and design and initiating fundraising activities.

1.6 PROCESS AND FINDINGS

The story of the committee's process is one of ongoing cycles of research, collaboration and design. Believing in the power of 'collective intelligence' the committee held five workshops for public input as a complement to retaining the expertise of a number of design, construction, engineering, and cost estimating professionals. As reflected in the organization of this report, the committee worked in five overlapping stages.

1.6.1 STAGE 1: BUILDING ASSESSMENT

All three buildings have significant code compliance and deferred maintenance problems. The code issues include accessibility and egress, fire protection, electrical, plumbing and energy. The deferred maintenance issues include failed and failing building systems and envelope components.

Working with building engineers, the architects on the MBC identified the deficiencies and described, in conceptual terms, remediating measures. These were priced by professional cost estimators and defined in the estimate as the Baseline Cost.

The areas surrounding the buildings also have serious deficiencies: inadequate and non-compliant parking; unsafe vehicular and pedestrian movement patterns. In the same manner as above, the costs of improving the pedestrian movement and parking around the Old Library were defined - in this case as Pedestrian Access and Parking Upgrades. (Providing a covered drop-off and turn around at the Old Library is a premium if used as a senior center and described in the estimate as Drop-off, Turn Around, Walks and Canopy.) The costs of improving safety, pedestrian movement and parking around the Town Hall are a combination of the North Road, North Parking and the Elm Street/Town Hall Site.

In addition to essential upgrades, each building must be modified, and in some cases expanded to meet the program requirements – Program Compliance. In the case of the Old Library, the Program Compliance is the Fit-Out cost. It varies with the user – COA or Cultural Center. In the case of the Hildreth Senior Center, Program Compliance is the cost of the Building Addition. In the case of Town Hall, Program Compliance is the cost of the building addition; the Baseline Cost covers the renovation of the existing buildings.

1.6.2 STAGE 2: PROGRAM ANALYSIS

This stage of the process involved extensive discussions with the employees and users of the buildings, in the case of Town Hall and Hildreth House, and with potential program providers and users of the Cultural Center.

- Town government is composed of the many volunteer boards and committees that form our local government and the Town Hall staff that supports them. Town government serves the entire community. Therefore, housing all facets of government in the same building is the most important need, for it will assure that services can be carried out as efficiently and effectively as possible. The desire to return upper town hall to its original state was voiced by most workshop participants. This space would be used for performances, meetings and community gatherings of all sorts. Its capacity and characteristics are unique within the town.
- The Senior Center, which is overseen and managed by the Council on Aging (COA) serves a distinct segment of our population: residents over 60 years of age. In addition, services are provided to adult children and/or caregivers of seniors. Bringing all the services and activities of the COA into one facility is one of the primary needs of this program; similar to town government, it will improve efficiency and effectiveness of services and, in addition, create a strong support system for seniors.
- Public workshops confirmed that an active cultural life reaches across all generations in town, scattered in various locations and sponsored by a wide variety of organizations. Extensive research and interviews showed a desire on the part of the town for a central space for coordinating and facilitating these programs. Based on these findings, a sub-group developed a plan for a *Pilot Project* to test the interest and viability of a Cultural Center in Harvard. In late September, 2010 it was launched with classes and activities being offered in four distinct areas: Hapgood Room - dance, exercise and yoga; top floor - hands-on activities; Children's Library - multipurpose, gallery, presentation space; Fireplace Room - meetings and small gatherings.
- Complementing the program analysis was an inventory of existing spaces in town to determine if they could be utilized for some of these functions. Seventeen municipal and private facilities were evaluated. Six were considered inadequate; six had restricted use; five were private and their availability not reliable.

1.6.3 STAGE 3: CONCEPTUAL DESIGN SCHEMES, COST AND PHASING

Using the findings of the Building Assessment and the Program Analysis, a number of conceptual design schemes were developed. Alternative ways to expand Hildreth House, locate an elevator in the old library, lay out public transaction counters in Town Hall and dozens of other considerations were studied. From this effort a few viable schemes emerged.

The engineers' input was critical to developing these schemes. Further, the cost estimator offered advice on constructability and cost economy. These schemes were also presented at a workshop for public input. Culled from these were the most realistic schemes. These were then priced and phased. In subsequent design phases, these will serve as a starting point but not a firm direction. These schemes are 'conceptual' meaning they are viable and measurable, thereby serving the purposes of this study. *See bar chart "Design Schemes Costs"*

There is one basic Town Hall scheme. The variations are in the phasing strategy – one, two or three phases. In all cases, at the end of the process, the entire structure is renovated, upper town hall returned to a meeting and performance space, and an addition constructed. The vault is included within the addition; new meeting, office and transaction space are accommodated. Surrounding roads, parking, and landscape are redone to improve safety, increase parking, and enhance pedestrian spaces.

It is envisioned that Hildreth House improvements would be done in a single phase, consisting of upgrades to the parking, addition of an elevator core at a new entry on the west end of the building, some code upgrades within the building, and addition of a multipurpose room, kitchen, and bathrooms.

The Old Library requires new access (elevator) and egress (stair), mechanical, electrical, and plumbing upgrades. This is the essential, or Baseline, work. Beyond that, the building would be fitted out with air conditioning, partitions and, if it were to be used as a senior center, additional bathrooms and a kitchen.

The immediate site of the old library requires little work if used for a Cultural Center. If used for a senior center, a covered drop off, a turn around, and parking would need to be added.

1.6.4 STAGE 4: ALTERNATIVE DEVELOPMENT SCENARIOS, EVALUATIONS, AND RECOMMENDATIONS

The Conceptual Design Schemes - priced and phased - were combined with alternative real estate propositions to create Alternative Development Scenarios. Each of these scenarios was evaluated in terms of cost and benefit to residents. Predictably, cost and benefit were in conflict.

The MBC placed high value on retaining the properties – with the possible exception of sale or development of a lot on the Hildreth property – and optimizing services to residents, both now and in the future. Consequently, it has recommended that all three properties be used for town activities and that the program offerings be enhanced. As an essential complement, MBC has sought to identify funding sources and implementation strategies that will make those recommendations economically viable for citizens.

1.6.5 STAGE 5: FUNDING AND IMPLEMENTATION STRATEGY

The range of services, the scope of the projects, and the state of the economy suggest that implementation and funding should be something of a ‘public-private partnership.’ Specifically on the private side: significant funding should come from philanthropy; a non-profit vehicle should be established for the Cultural Center; a real estate development arrangement should be explored for the Hildreth House Senior Center. Beyond that, funding should be sought from state/local funding sources such as Community Preservation and Green Communities. See *table “Funding Sources.”*

In addition, the MBC recommended implementation strategy takes into account other factors influencing the timing of these projects, particularly noting:

- current construction costs are low
- the market for contractor services is very competitive
- borrowing costs are low

The scale of the projects and the time required to raise funds suggest phased implementation. The MBC recommends a three step process: start with Town Hall; follow with Hildreth House; end with the Cultural Center. See *schedule “Recommended Implementation Plan”*

1.7 CONTEXT

1.7.1 FINDINGS OF PREVIOUS STUDIES

The committee was guided in its work by a sense of responsibility to the findings of earlier studies of Town Center. The Harvard Town Center Study (1999) was followed by a Town Center Action Plan (2005) whose vision statement reads, in part: “Harvard’s Town Center is the municipal, cultural, and institutional heart of Harvard . . . Existing historic structures should be reused in a fashion sympathetic to their historic intent and with respect to their unique situations. Redevelopment of existing sites and additional building should consider the primary function of the Town Center as a gathering place and provide safe and attractive pedestrian access and adequate parking. Traffic flow should be controlled so that the scale of the Center remains appropriate to the historic use of a small town Common. The town should ensure that sufficient land is in public ownership to allow planned expansion . . . “

1.7.2 ENHANCEMENT OF HARVARD’S PUBLIC GREEN SPACES

Harvard’s Town Center is characterized by its beautiful landscape spaces: multifaceted Commons; formal burial yard; generous fields; and natural pond. The relationship among these linked spaces is classically New England – essential, but not rigid.

This string of unique and complementary open spaces should be strengthened and extended whenever the opportunity arises. The need to improve the Town Hall, Hildreth House and the Old Library, and the pedestrian and vehicular safety of their immediate site, presents such an opportunity.

The MBC proposes:

- Closure and landscaping of the ‘no-name’ road that runs between the old inn and General Store, and crosses the Reed Conservation land.
- Development of a Garden and removal of parking on the south sloping face of the Hildreth.
- Return of the land between the Town Hall and Unitarian Church to the Common’s pedestrian space.

1.7.3 FISCAL RESPONSIBILITY

From the outset, the Committee committed itself to identifying and evaluating all reasonable options. To that end, it gathered information and undertook the research necessary to create and price Alternative Development Scenarios. Variables identified included: location of COA; revenue from real estate sale or lease; use of other spaces in town; the scope and phasing of Town Hall renovations. The report contains information on each of these.

Evaluation of the Alternative Development Scenarios indicated that lowest cost and highest benefit were at odds. Believing that highest benefit was a responsible goal if cost-mitigating techniques could be identified, the committee considered the feasibility of grants, philanthropy, phasing and public-private partnerships. Satisfied that these mitigation techniques are viable, the committee set as its goal the creation of the greatest benefit to town residents.

As did the new Public Library, these projects will challenge us to engage in the process of enhancing community life, as both taxpayers and donors. The opportunity to participate in philanthropy should not be precluded by overly cautious decisions to limit the potentials of these buildings. Philanthropy is both a catalyst for, and a test of, our commitment to Harvard.

1.8 COMMITTEE MEMBERS AND ORGANIZATION

C. Ron Ostberg, Chair

Lucy Wallace, Vice Chair and leader of Senior Life group

Sharon Briggs, Scott Hayward, Ginger Quarles and Carlene Philips

Willie Wickman, leader of Cultural Life group and Pilot Project

Angela Gaffney, Fay Martin, Pam Cochran and Pat Jennings

Pete Jackson, leader of Civic Life/Town Government group

Janet Vellante and Jim Lee

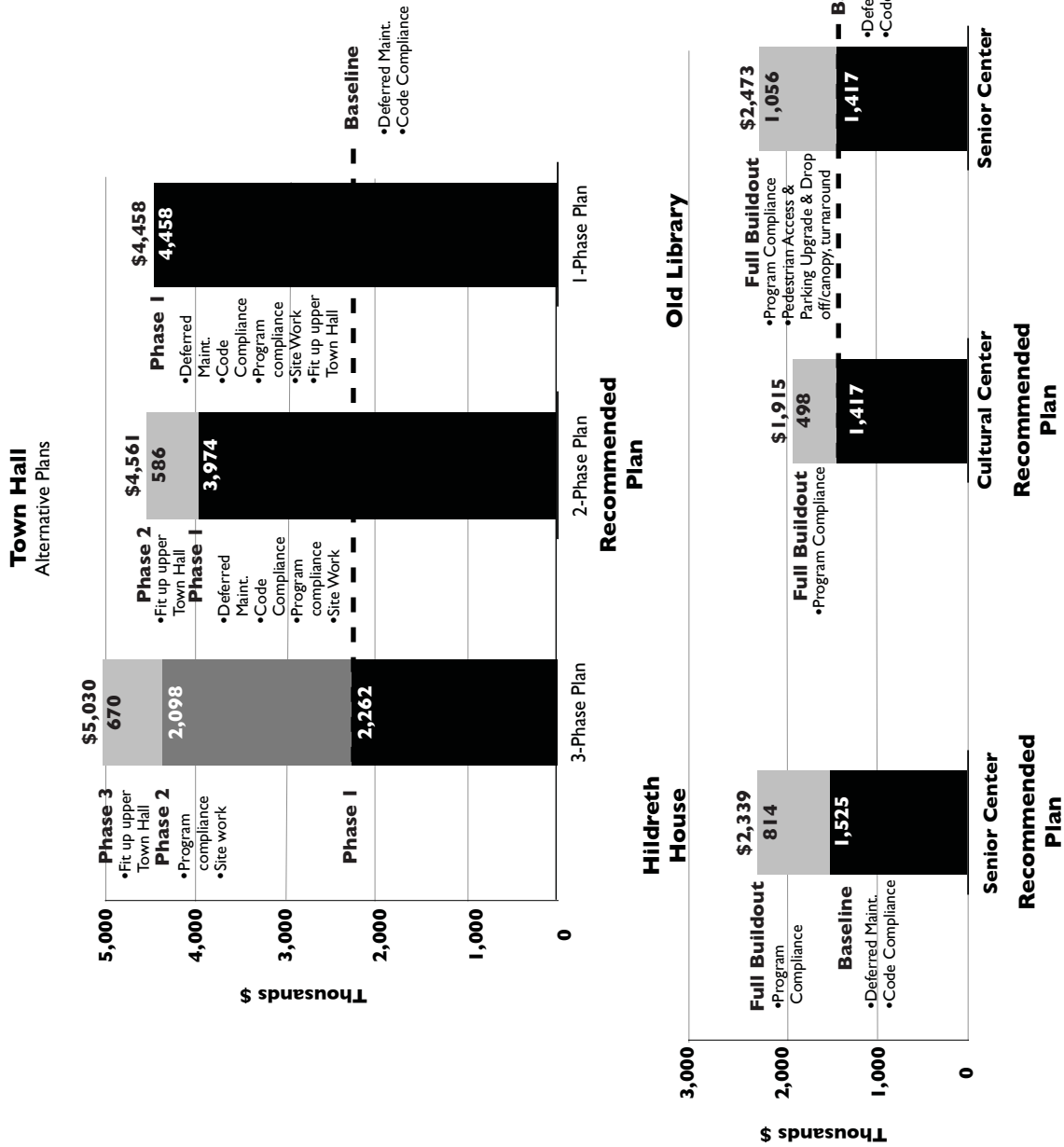
Doug Coots, leader of the Design Team

Maggie Green

Selectmen representatives: Peter Warren and Marie Sobalvarro

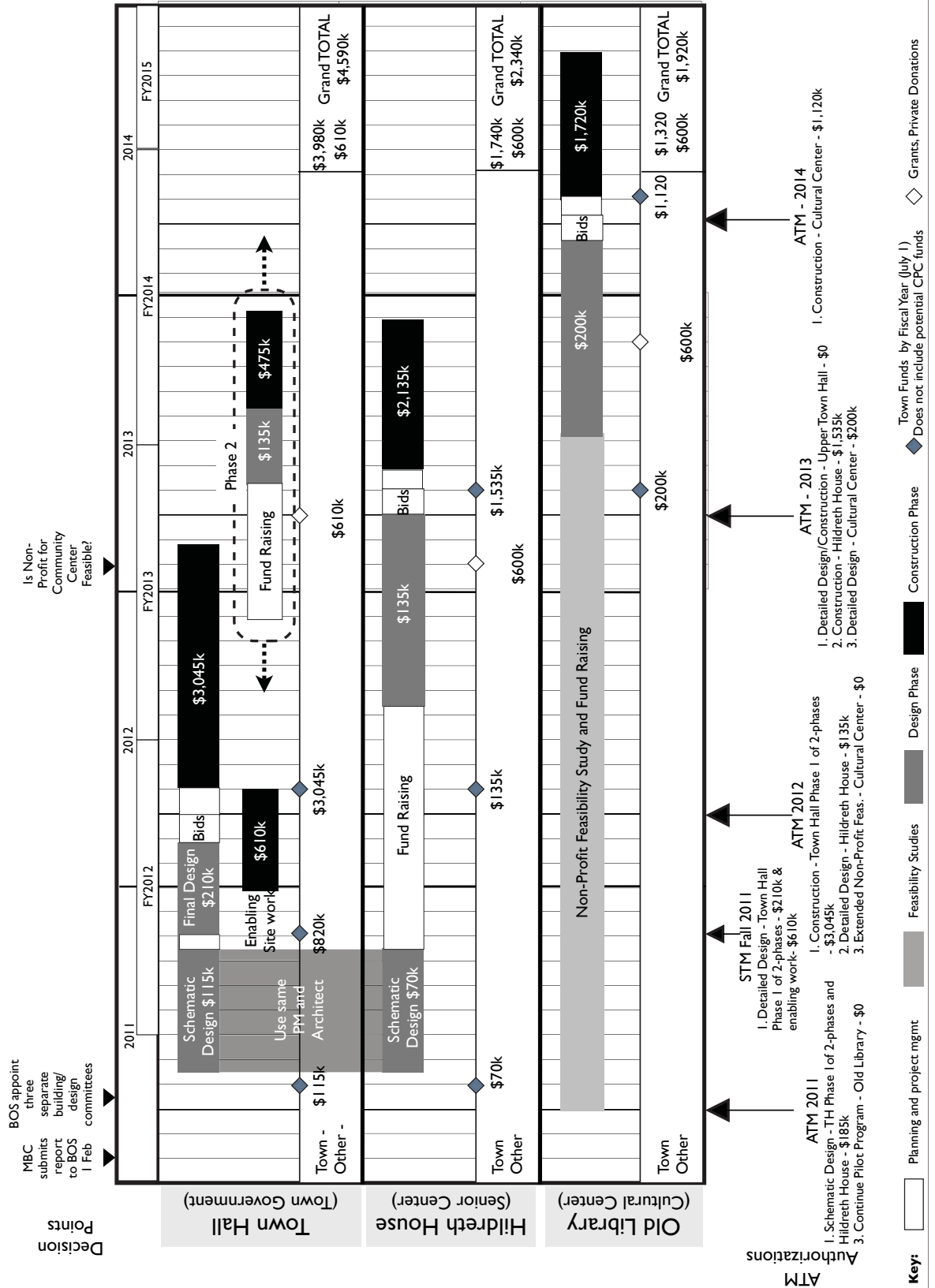
Contributor: Tim Bragan

Design Schemes Costs



	Town Hall	Senior Center	Cultural Center	Total
Total Project Cost				
MBC Project Recommendation	\$ 4,560,000	\$ 2,340,000	\$ 1,920,000	\$ 8,820,000
Estimated Taxpayer-Funded Debt	\$ 3,980,000	\$ 2,340,000	---	\$ 6,320,000
Balance	69%	54%	57%	\$ 5,520,000
	31%	46%	43%	
Other Potential Revenue Sources				
Property Sale	0%	11%	0%	\$ 250,000
Community Preservation Act	11%	2%	3%	\$ 600,000
Energy Programs (GC)	2%	2%	3%	\$ 200,000
Public Grants	1%	2%	3%	\$ 150,000
Private Grants	1%	2%	3%	\$ 150,000
Energy Rebates	2%	1%	1%	\$ 150,000
Philanthropy	13%	26%	31%	\$ 1,800,000
Total Other Revenue	\$ 1,400,000	\$ 1,075,000	\$ 825,000	\$ 3,300,000

Recommended Implementation Plan for Improvements to Three Town Buildings



2. SITE AND BUILDINGS ANALYSES

2.1 HARVARD COMMON SITE ANALYSIS

The Municipal Buildings Committee engaged the civil engineering services of Goldsmith, Prest and Ringwall to help evaluate site conditions in the areas surrounding Town Hall, Hildreth House and the Old Library and to help develop appropriate engineering solutions. The resulting analyses and proposed interventions are contained in their final report located in Appendix C.

Excerpts from the GPR report - 1/31/11:

The area around Town Hall has long been a confusing paved area with no clear definition of traffic lanes, rights-of-way or pedestrian walkways. The paved area between the Town Hall and the Unitarian Church serves as parking, pedestrian walkways and the entrance and more importantly, the exit for the Fire Station, including the exit for rapidly departing fire engines leaving for a fire call. Although during times of low traffic this all works, the possibility exists for potentially dangerous conflicts during times of high pedestrian and vehicular traffic.

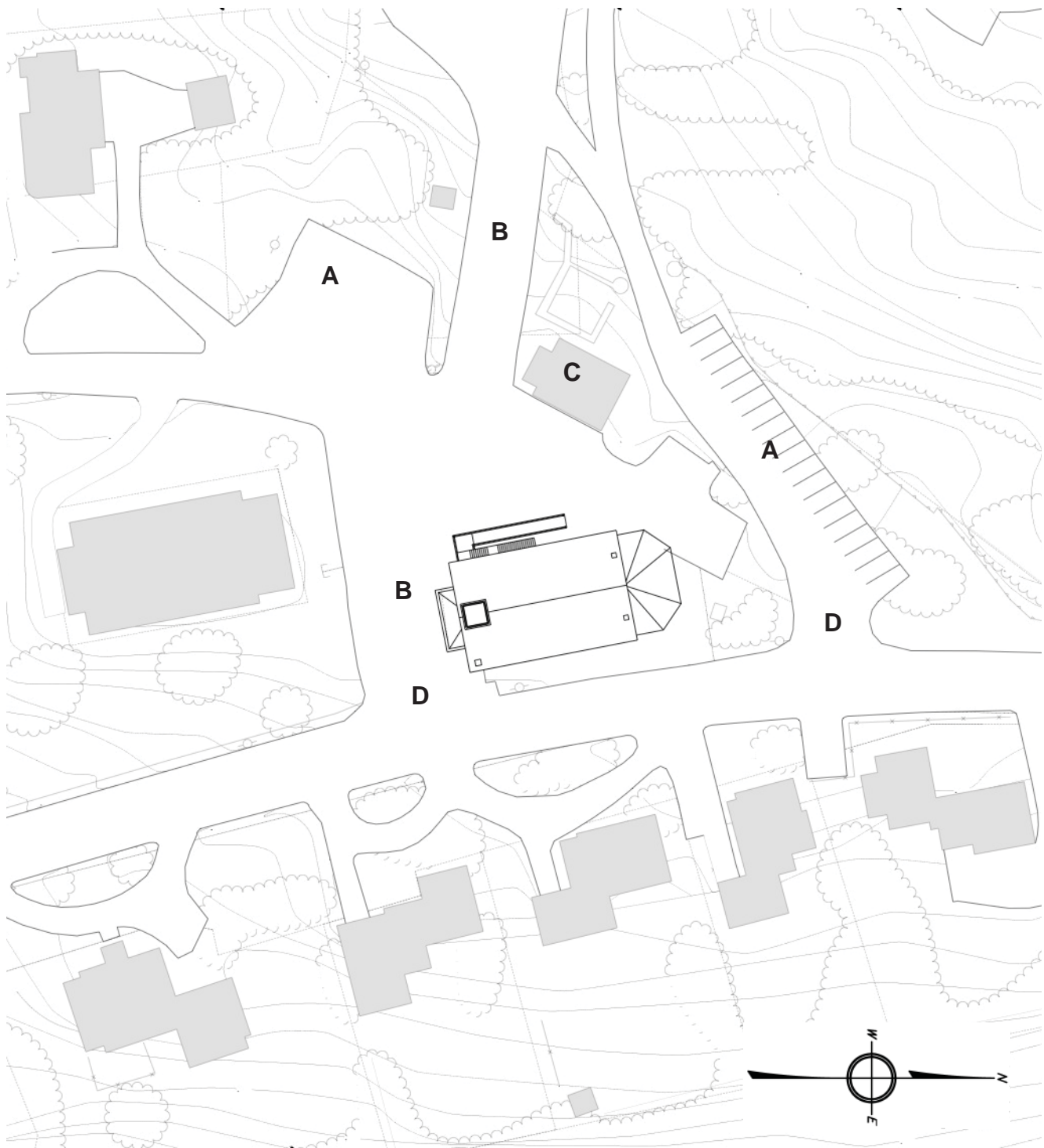
The Hildreth House site and building present several challenges. The building is a beautiful older structure, with expensive maintenance requirements, a not particularly user-friendly interior layout (as a public building), and very limited, difficult parking. The real appeal of the building is its commanding view of the Town Hall and Town Common, a view that is currently marred by the only parking adjacent to the building.

Re-use of the building as a public building will require architectural additions, and much enhanced and enlarged parking facilities. A major consideration for any parking design will be handicapped access, as well as an easy drive-through type of drop-off area easily negotiated by seniors, ideally to be covered. These improvements will also require connection to the new Town Center sewer system being proposed.

There are two major issues with re-use of the Old Library by the Council on Aging, or for any other public town use. One is septic capacity, which will be addressed by the addition of and connection to the Town Center sewer. The other major issue is lack of formally defined parking capacity. There are several spaces in front of the library, and relatively wider roads immediately adjacent to the library where patrons parallel park when need be, but there are no line spaces, there are no sidewalks and there are no pedestrian cross-walks defined to allow safer pedestrian access to the library.

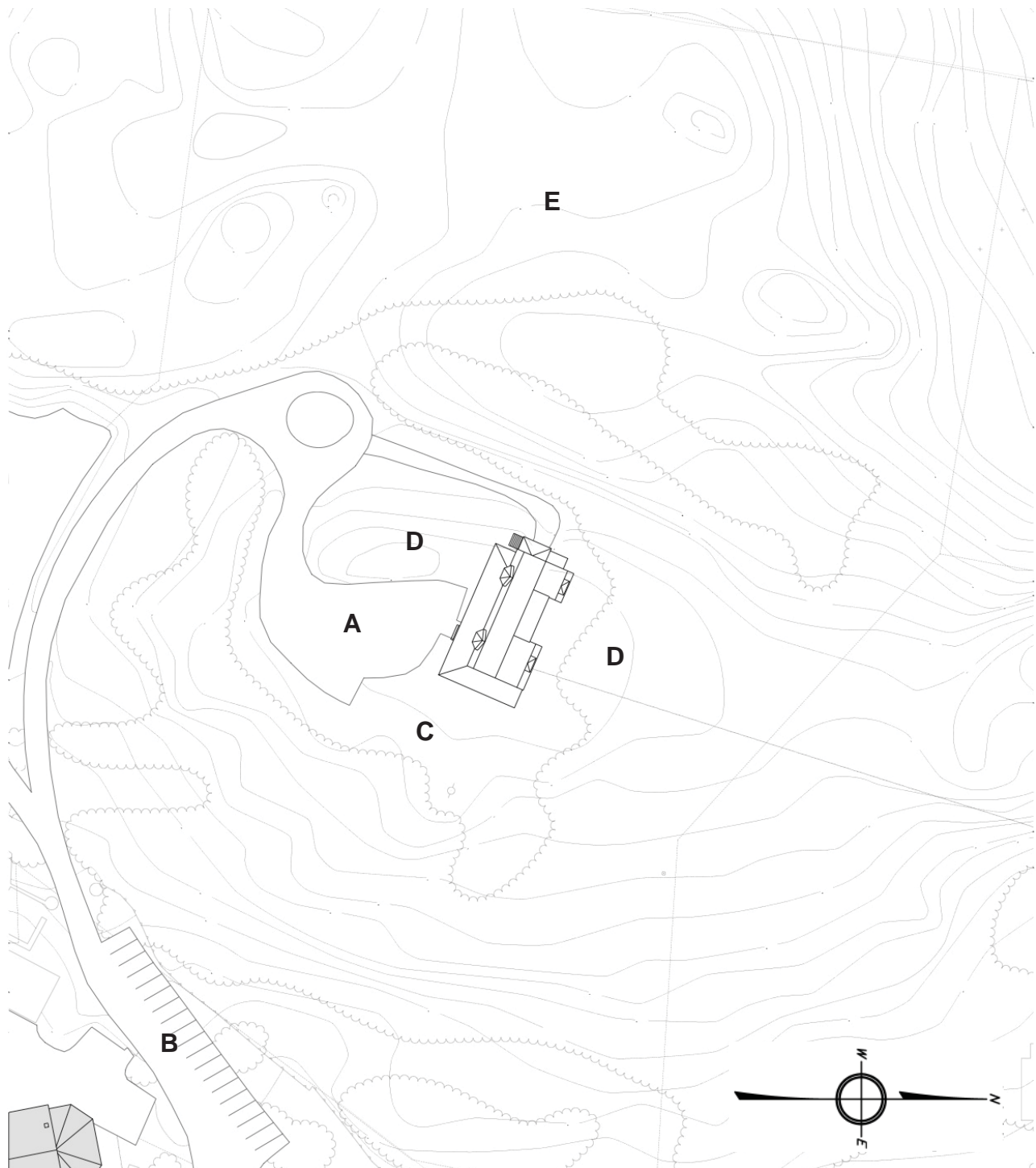
The following three pages contain annotated drawings developed by the Municipal Buildings Committee Design Team to illustrate the site issues for each building.

2.2 TOWN HALL SITE ANALYSIS



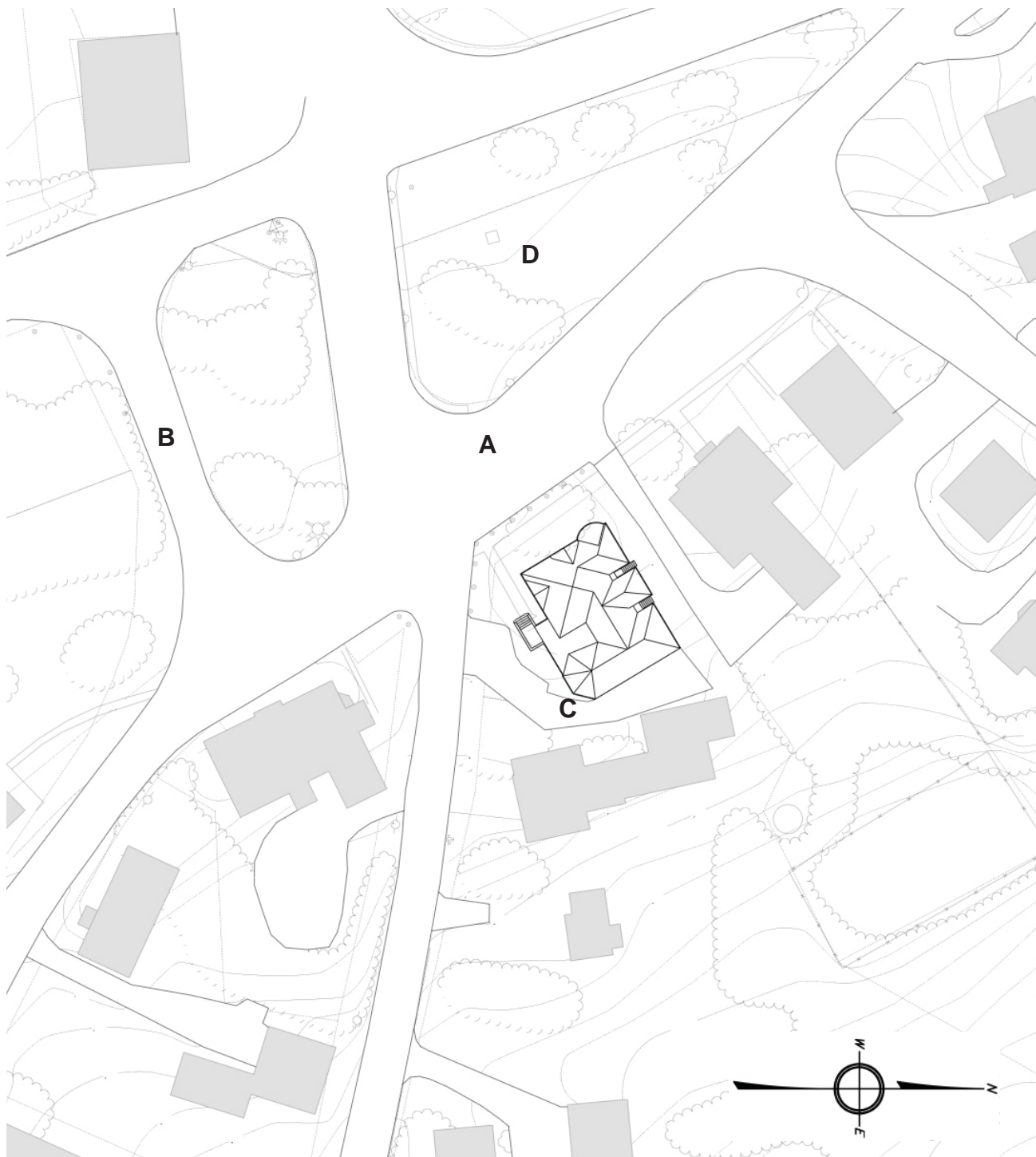
- A** Existing Town Hall parking shares vehicular circulation.
- B** Current path for emergency vehicles shares space with other vehicles and pedestrians.
- C** Old Fire Station and existing location of town vault.
- D** Existing curb cuts are near one another.

2.3 HILDRETH HOUSE SITE ANALYSIS



- A** Existing Hildreth House parking shares vehicular circulation.
- B** Existing parking behind Town Hall
- C** This area of site is flat and relatively easy to build on.
- D** This area of site is stone ledge and difficult to build on.
- E** Potential development portion of site.

2.4 OLD LIBRARY SITE ANALYSIS



- A** Existing roadway widths are wider than they need to be, making vehicular turns at corners hazardous and unfriendly to pedestrians.
- B** Existing “no name” street.
- C** Existing HC entrance to building is at lower level at back on shared driveway while the main entrance is at an exterior stair on the south side porch.
- D** Harvard Common.

2.5 BUILDING ANALYSIS

2.5.1 INTRODUCTION

The three buildings – Town Hall, Hildreth House and Old Library – face significant problems as a result of deferred maintenance and inability to meet current code requirements. This section will briefly describe the existing conditions, necessary upgrades to systems, and improvements needed to address these deficiencies.

The evaluation process began with drawing the existing conditions of the buildings' current configurations by the architects on the Municipal Buildings Committee (MBC) Design Team. These drawings were provided to an engineering firm, ARUP USA, Inc. (ARUP), to assess the structural integrity, fire protection, plumbing, electrical, and mechanical (heating, cooling, and ventilation) systems.

Engineers from ARUP made several site visits to inspect the buildings as well. In addition to the structural analyses, ARUP identified the needed upgrades to systems and improvements to meet current code requirements. Preliminary concept drawings of proposed renovations and/or additions to accommodate program needs also helped to guide the engineers' work.

The assessment performed by ARUP was given to a cost estimating firm, Skanska, to develop estimates that were based on available drawings of the existing buildings and preliminary concept drawings of the proposed renovations and/or additions. Estimates include direct costs, indirect costs, and soft costs.

2.5.2 TOWN HALL

Code and Deferred Maintenance Upgrades

Accessibility and Egress

New elevator and egress stair.
New HC lift at stage.

Systems

HC Toilets, water saving fixtures.
Mechanical upgrades - existing to be reused will meet code and new will meet stretch code
Upgrade electrical service, transformer, generator, distribution and lighting.
Sprinklers and fire alarm.
Security system.
New Telecommunications System.

Envelope and Structure

Remove and replace siding.
Insulation and air barrier in walls and roof.
New windows.
New roofing, gutters and downspouts.
Structural upgrades to meet current code.

Excerpted from ARUP report:1/25/11 (see Appendix B for full report)

The Town Hall is a two story wood framed building, approximately 8000 SF. The structure is not sprinklered. There is no elevator within the building. A stage on the second floor has no accessible access.

An open stair at the main building entrance serves as the primary means of ingress and egress for the second floor. A second stair at the back of the existing building serves as the second means of egress for the second floor. The second stair is also open. Handrails and nosings of the stairs do not meet current accessibility requirements.

In addition to the fire protection, access and elevator issues, the Town Hall structural, mechanical, electrical and plumbing systems are not in compliance with the current Massachusetts State Building Code.

Town Hall existing HVAC systems include a natural gas boiler installed in 2001 serving perimeter radiators. A DX split AC unit, approximately 3.5 tons, serves first floor offices and meeting room. In addition, multiple window AC units have been installed throughout the space. Piping in basement

mechanical room is non-insulated. Piping within perimeter radiator system could not be verified due to limited access.

The current electrical service is undersized for a modern building. Any expansion or upgrades to the HVAC system will require an upgrade to the electrical system. The current system is not adequate to support an addition with elevators or to support a fully air conditioned building. Additionally, either an elevator or an upgrade to the HVAC system will require the provision of a three phase power.

Upgrade existing plumbing systems to meet Massachusetts Plumbing Code.

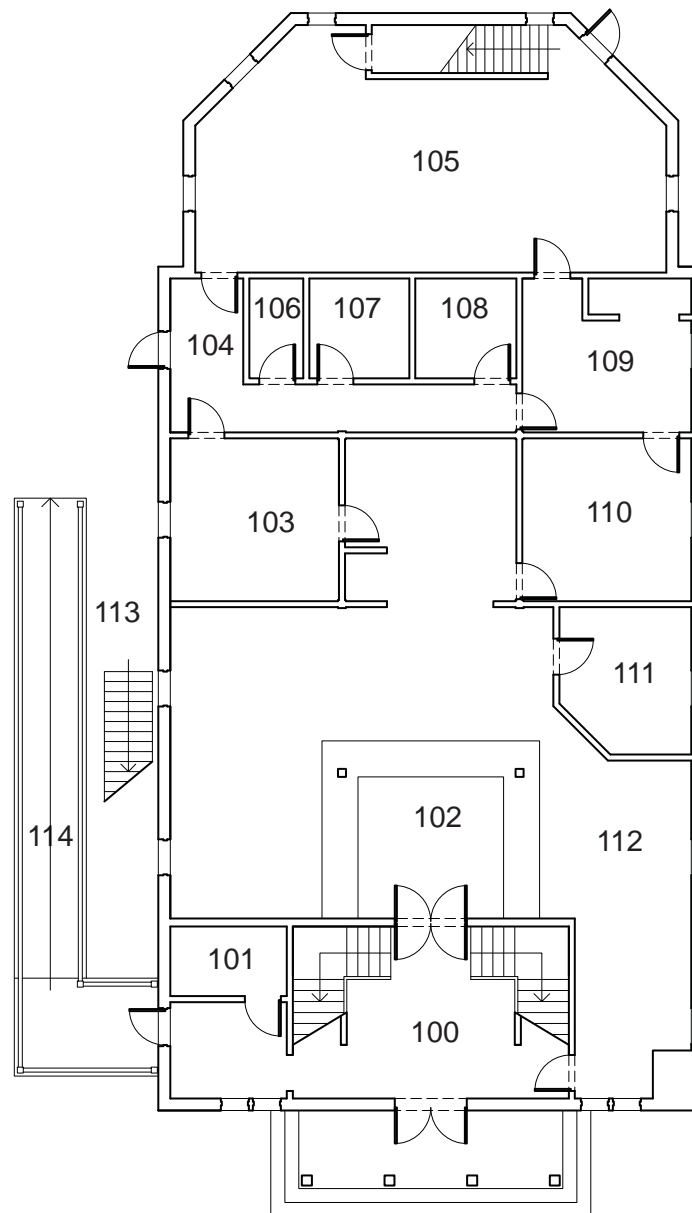
Code and Deferred Maintenance Upgrades-

1. Energy Code
 - a. Building envelope and HVAC systems do not comply with current energy code requirements included in the Massachusetts State Building Code 7th Edition (780CMR) and International Energy Conservation Code (IECC 2009). New additions will be required to comply with the Stretch Energy Code.
 - b. HVAC systems do not provide code required minimum ventilation.
 - c. Mechanical and plumbing piping is not insulated.
2. Accessibility
 - a. Building does not comply with the Americans with Disabilities Act and is not handicapped accessible.
 - b. Second floor stage has no accessible lift.
3. Fire Protection
 - a. Building does not meet Massachusetts Fire Laws, MGL Chapter 148 due to not being sprinklered.
4. Electrical
 - a. Electrical service is undersized for any proposed improvements.
 - b. Automatic transfer switch has exceeded its useful life (deferred maintenance).
 - c. Fuse type panel-boards near the stage have exceeded their useful life (deferred maintenance).
 - d. Emergency lighting battery packs and exit signs have exceeded their useful life (deferred maintenance).
 - e. Telecommunication system is outdated and not adequate for this type of a building (deferred maintenance).
5. Plumbing
 - a. Plumbing fixtures do not meet the requirements of Chapter 10 of the Massachusetts State building code (248 CMR) for fixture quantities and water consumption.
6. Structural
 - a. Building renovations would require structural upgrades as required by chapter 34 of the Massachusetts State Building Code 7th Edition (780CMR).

Town Hall

Existing Conditions

First Floor Plan



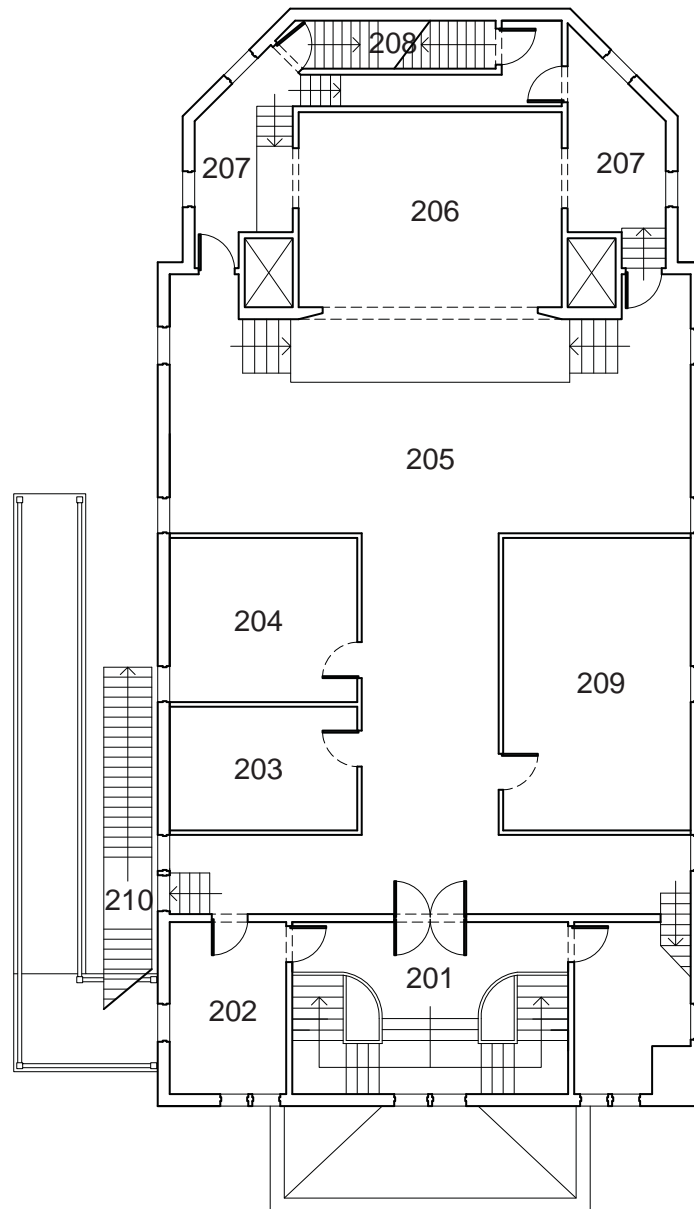
- 100 Entry
- 101 Toilet
- 102 Public Counters
- 103 Copy & Supply Room
- 104 Back Entry
- 105 BOS's meeting room
- 106 Janitor's Closet
- 107 Men's Room
- 108 Women's Room
- 109 Mail Room and Cable Access
- 110 Break Room
- 111 Private Office-Dir. of Finance
- 112 Open Work Area
- 113 Fire Escape
- 114 Ramp

0 16 32
FT

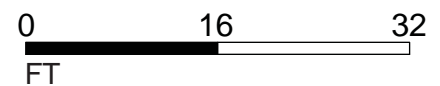
Town Hall

Existing Conditions

Second Floor Plan



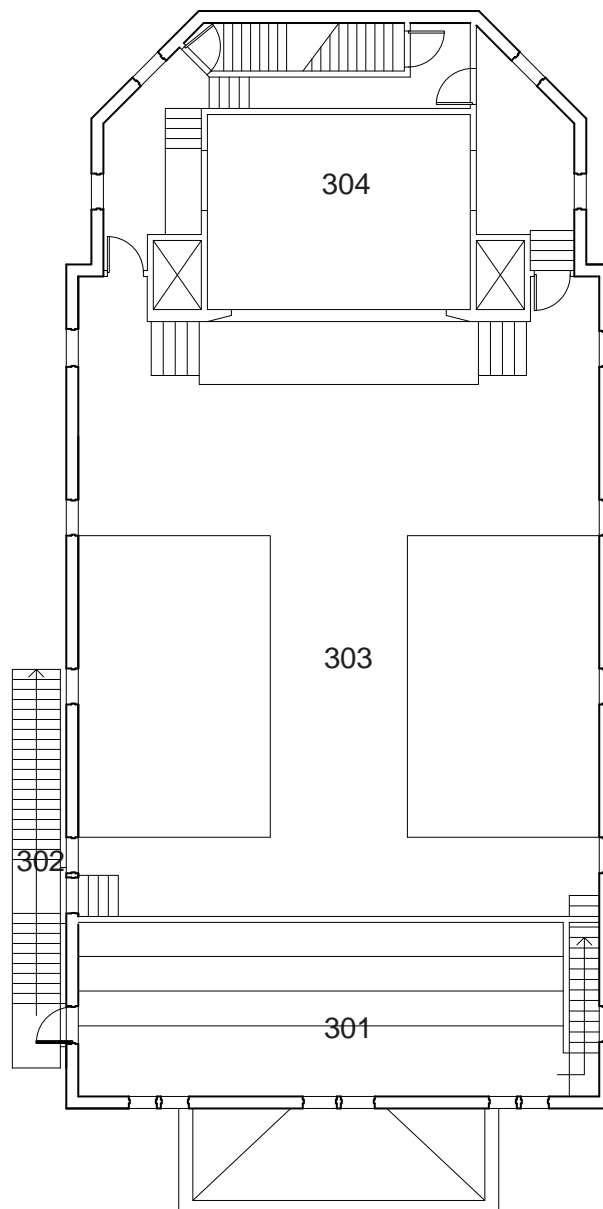
201	Stair Hall
202	Private Office - Bldg. Insp.
203	Private Office - Executive Assistant
204	Private Office - Town Admin.
205	Storage
206	Stage
207	Back Stage
208	Egress Stair
209	Land Use Offices
210	Fire Escape



Town Hall

Existing Conditions

Balcony Plan



- 301 Balcony
- 302 Fire Escape
- 303 Open to Below
- 304 Fly Space above Stage

0 16 32
FT

2.5.3 HILDRETH HOUSE

Code and Deferred Maintenance Upgrades

Accessibility and Egress

New entrance at covered dropoff with elevator.
New Egress Stair.

Systems

HC Toilets and water saving fixtures.
Mechanical upgrades - exist to meet code, new to meet stretch code.
Upgrade electrical service, distribution and code compliant lighting.
Sprinkler, fire alarm.

Envelope and Structure

No changes to existing envelope except to insulate basement and attic.
Addition will meet stretch energy code.
Structural upgrades to existing as required by code.

Excerpted from ARUP report - 1/25/11 (see Appendix B for full report)

The existing building is a three story structure of wood frame construction. The structure is not sprinklered. There is no elevator within the building.

In addition to the fire protection, access and elevator issues, the Hildreth House structural, mechanical, electrical and plumbing systems are not in compliance with the current Massachusetts State Building Code.

Based on the age of the buildings and building systems observed during the site visit, the existing building systems do not meet current building energy codes. Single pane windows, uninsulated piping and ductwork, lack of insulation at exterior walls and aged mechanical systems passed / nearing their useful life contribute to increased energy and maintenance costs.

Hildreth House existing HVAC systems include a No. 2 oil fired forced air furnace serving the first and second floor only. The semi-finished attic space is unconditioned. The HVAC system was installed sometime in the 1990's. In addition, multiple window AC units have been installed in some offices on the second floor. Kitchen space and W.C. on first floor have no mechanical ventilation.

The current electrical service is undersized for a residential facility of this size. Additionally, any expansion or upgrades to the HVAC system will require an upgrade to the electrical system. The current system is not adequate to support an addition, kitchen or a fully air conditioned building. Upgrades need to be made to existing plumbing systems to meet Massachusetts Plumbing Code.

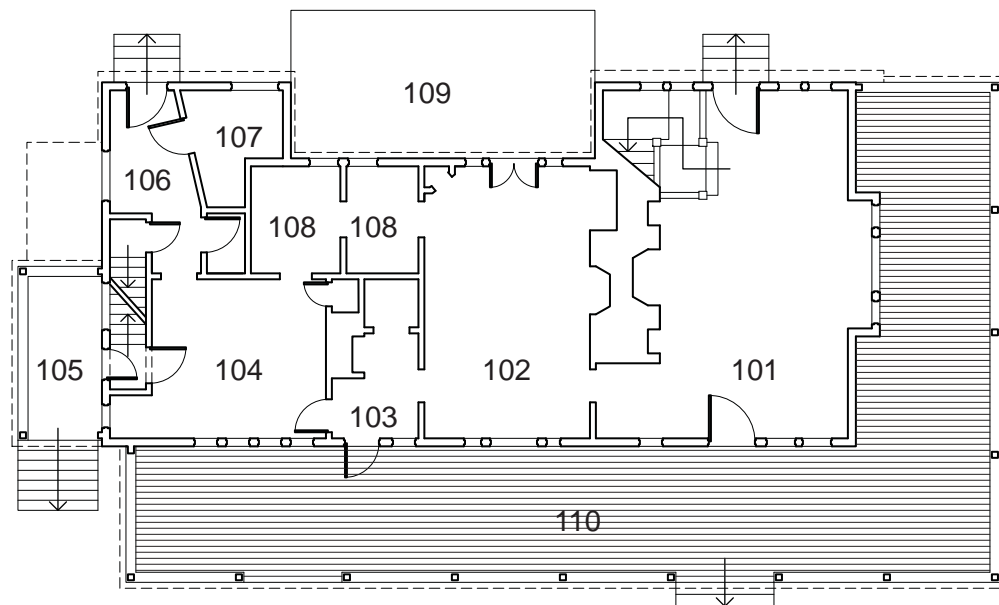
Code and Deferred Maintenance Upgrades-

1. Energy Code
 - a. Building envelope and HVAC systems do not comply with current energy code requirements included in the Massachusetts State Building Code 7th Edition (780CMR) and International Energy Conservation Code (IECC 2009). New additions will be required to comply with the Stretch Energy Code.
 - b. HVAC systems do not provide code required minimum ventilation.
 - c. Mechanical ductwork is not insulated.
 - d. Furnace is approaching the end of its useful life (deferred maintenance).
2. Accessibility
 - a. Building does not comply with the American with Disabilities Act and is not handicapped accessible.
3. Fire Protection
 - a. Building does not meet Massachusetts Fire Laws, MGL Chapter 148 due to not being sprinklered.
 - b. Fire alarm system is not adequate for any proposed expansion
4. Electrical
 - a. Electrical service is undersized for any proposed expansion.
 - b. Main electrical service is not readily accessible.
5. Plumbing
 - a. Plumbing fixtures do not meet the requirements of Chapter 10 of the Massachusetts State building code (248 CMR) for fixture quantities and water consumption.
6. Structural
 - a. Building renovations would require structural upgrades as required by chapter 34 of the Massachusetts State Building Code 7th Edition (780CMR).

Hildreth House

Existing Conditions

First Floor Plan



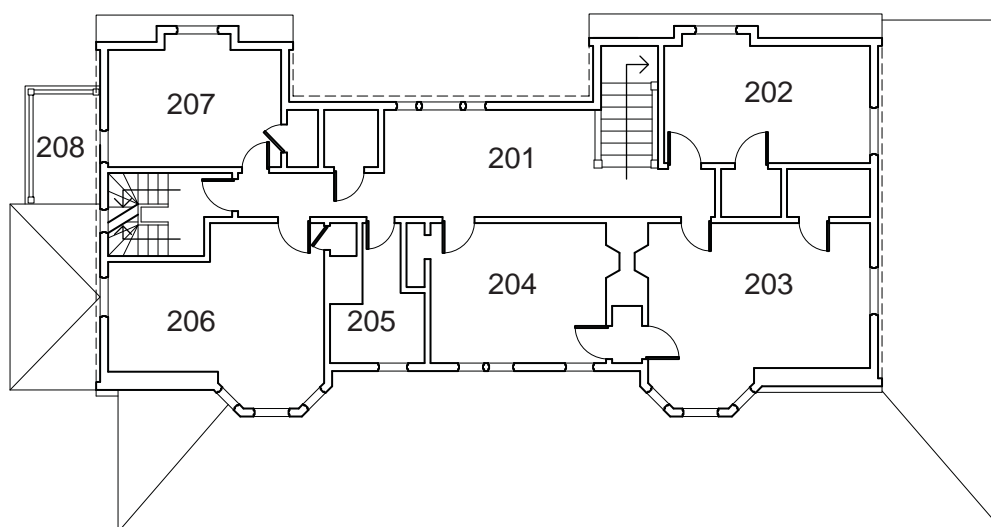
- 101 Entry/Parlor
- 102 Dining Room
- 103 Hall
- 104 Kitchen
- 105 Back Porch
- 106 Back Hall
- 107 Toilet Room
- 108 Pantry
- 109 Terrace
- 110 Porch

0 16 32
FT

Hildreth House

Existing Conditions

Second Floor Plan



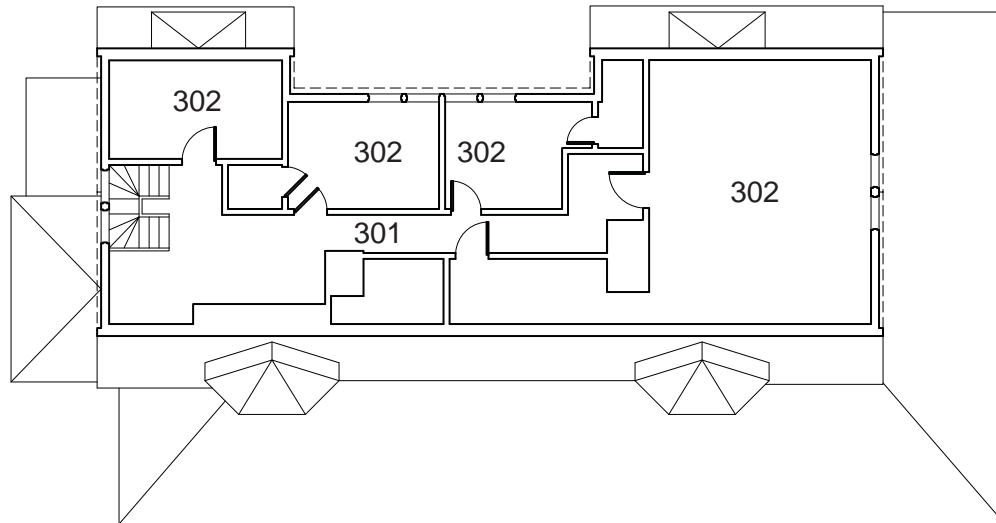
- 201 Hall
- 202 Computer Lab
- 203 Parlor
- 204 Activity Room
- 205 Toilet Room
- 206 Office
- 207 Office
- 208 Balcony

0 16 32
FT

Hildreth House

Existing Conditions

Third Floor Plan



301 Hall
302 Storage

0 16 32
FT

2.5.4 OLD LIBRARY

Code and Deferred Maintenance Upgrades

Accessibility and Egress

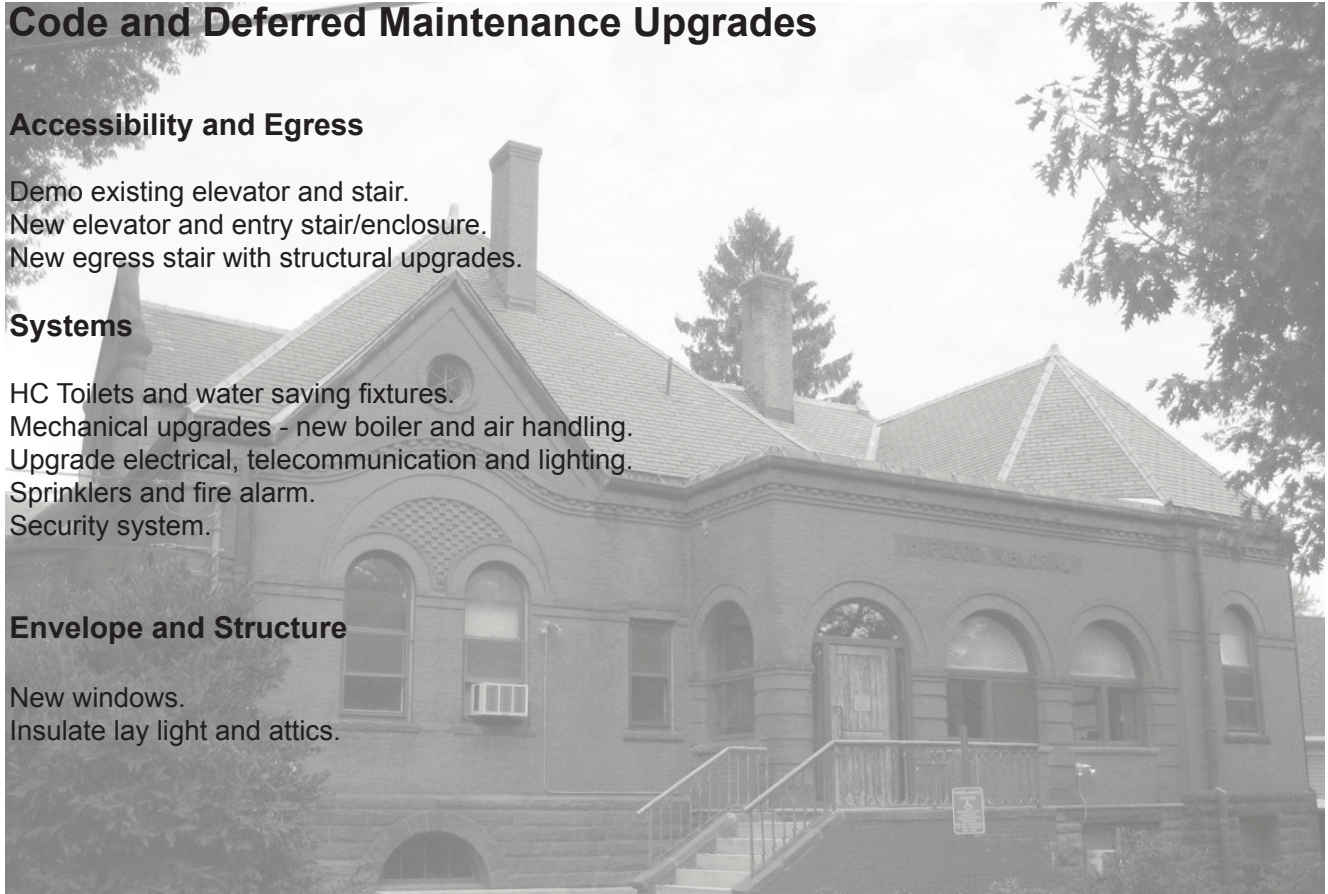
Demo existing elevator and stair.
New elevator and entry stair/enclosure.
New egress stair with structural upgrades.

Systems

HC Toilets and water saving fixtures.
Mechanical upgrades - new boiler and air handling.
Upgrade electrical, telecommunication and lighting.
Sprinklers and fire alarm.
Security system.

Envelope and Structure

New windows.
Insulate lay light and attics.



Excerpted from ARUP report - 1/25/11 (see Appendix B for full report)

The Old Library is a two story masonry building approximately 8800 SF, including the top floor, of which 6000 SF is being renovated.

There is an existing elevator within the building, however it is not compliant with current codes and does not provide access to the outside.

An open stair at the main building entrance serves as the primary means of access and egress for the first and third floors. A second stair at the back of the existing building serves as the second means of egress for the second floor. Handrails and nosings of the stairs do not meet current accessibility requirements.

Old Library existing HVAC systems include a No. 2 oil fired, dual burner boiler rated at 502,000 BTH/h installed in 1982 with an underground storage tank. Oil tank was not accessible. Oil meter and accessories require replacement. The boiler serves a hydronic perimeter heating systems with room thermostats served by individual zone pumps. Some pumps have been replaced recently. In addition, multiple window AC units have been installed throughout the space. The building currently has some windows that have been updated to dual pane glass on the first level. The basement level windows are original construction single pane. The elevator machine room was not accessible for

investigation. HHW piping serving separate zones are un-insulated.

The current electrical service is undersized for a modern building. Any expansion or upgrades to the HVAC system will require an upgrade to the electrical system. The current system is not adequate to support an addition or to support a fully air conditioned building.

Upgrade existing plumbing systems to meet Massachusetts Plumbing Code.

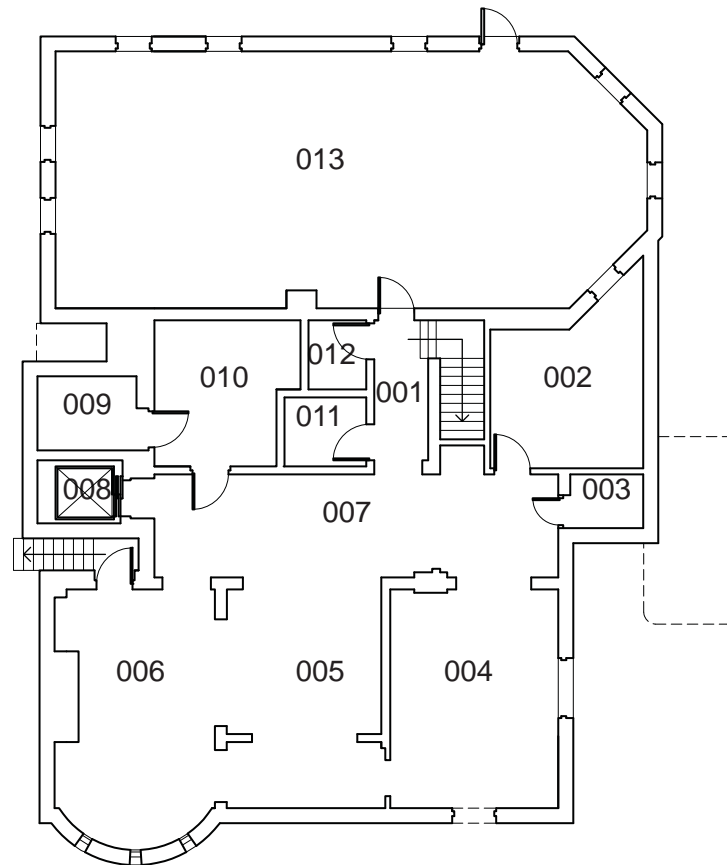
Code and Deferred Maintenance Upgrades-

1. Energy Code
 - a. Building envelope and HVAC systems do not comply with current energy code requirements included in the Massachusetts State Building Code 7th Edition (780CMR) and International Energy Conservation Code (IECC 2009). New additions will be required to comply with the Stretch Energy Code.
 - b. HVAC systems do not provide code required minimum ventilation.
 - c. Mechanical and plumbing piping is not insulated.
 - d. Boiler has exceeded its useful life (deferred maintenance).
2. Accessibility
 - a. Building does not comply with the Americans with Disabilities Act and is not handicapped accessible.
3. Fire Protection
 - a. Building does not meet Massachusetts Fire Laws, MGL Chapter 148 due to not being sprinklered.
 - b. Fire alarm system is old and not adequate for this type of a facility (deferred maintenance).
4. Electrical
 - a. Electrical service is undersized for any proposed improvements.
 - b. Fuse type panel-boards on the main level have exceeded their useful life (deferred maintenance).
 - c. Emergency lighting battery packs and exit signs have exceeded their useful life (deferred maintenance).
 - d. Telecommunication system is outdated and not adequate for this type of a building (deferred maintenance).
5. Plumbing
 - a. Plumbing fixtures do not meet the requirements of Chapter 10 of the Massachusetts State building code (248 CMR) for fixture quantities and water consumption.
6. Structural
 - a. Building renovations would require structural upgrades as required by chapter 34 of the Massachusetts State Building Code 7th Edition (780CMR).

Old Library

Existing Conditions

Lower Level Plan



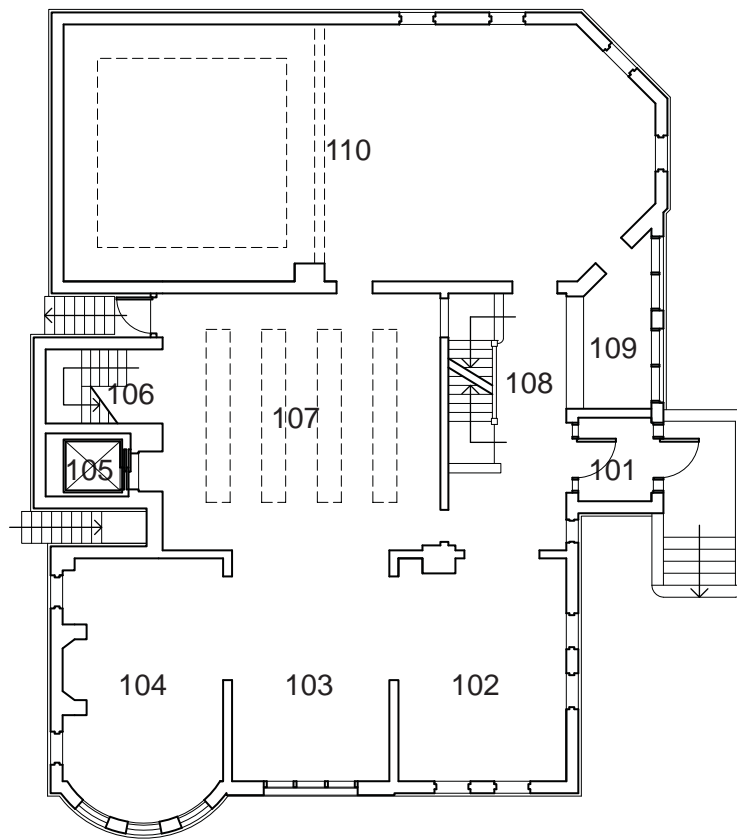
001	Hall
002	Office
003	Electrical Closet
004	Cable Committee Room/ Old Sears Room
005	Cable Studio Space / Old Stacks
006	Cable Studio Space / Old Stacks
007	Hall
008	Existing Elevator
009	Elevator Equipment Room
010	Boiler Room
011	Toilet Room
012	Toilet Room
013	Movement Room / Hapgood Room

0 16 32
FT

Old Library

Existing Conditions

First Floor Plan



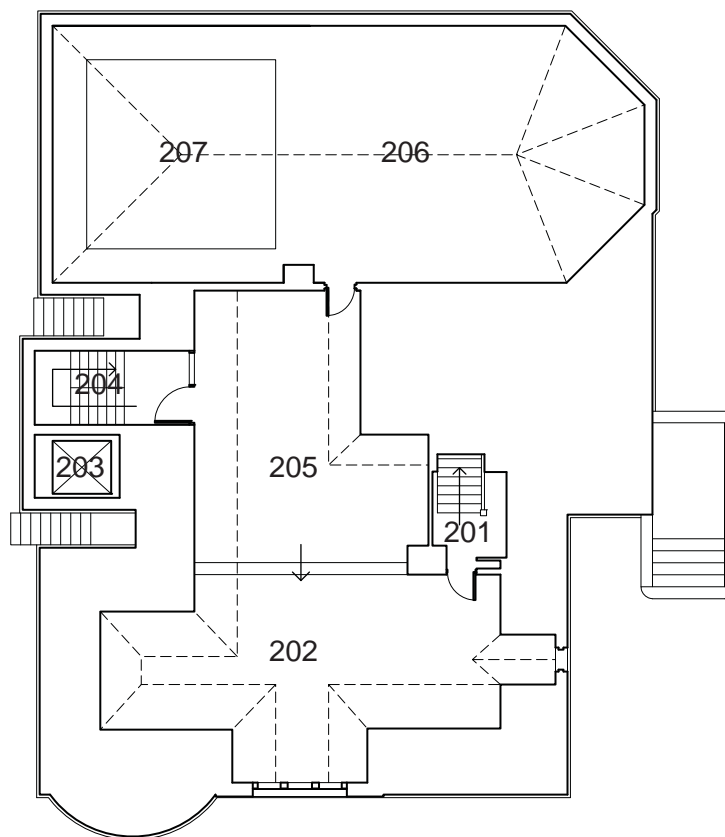
- | | |
|-----|-----------------------------------|
| 101 | Vestibule |
| 102 | Meeting Room / Old Reference Room |
| 103 | Meeting Room / Old Stacks Area |
| 104 | Fireplace Room |
| 105 | Existing Elevator |
| 106 | Existing Egress Stair |
| 107 | Stacks |
| 108 | Hall |
| 109 | Reception |
| 110 | Children's Room |

0 16 32
FT

Old Library

Existing Conditions

Second Floor Plan



201	Existing Stair
202	Multipurpose Room
203	Elevator Equipment Area
204	Existing Egress Stair
205	Multipurpose Room
206	Attic Storage
207	Lay light to room below

0 16 32
FT

3. PROGRAMS ANALYSES

3.1 INTRODUCTION

The three programs – Town Government, Senior Center, and Cultural Center – serve diverse populations and, therefore, have unique needs. This section will briefly describe these programs and their space needs.

Town government is comprised of the many volunteer boards and committees that form our local government and the Town Hall staff that support them. Town government serves the entire community. Therefore, housing both volunteers and staff in the same building is the most important program need, for it will assure that services can be carried out as efficiently and effectively as possible.

The senior center, which is overseen and managed by the Council on Aging (COA), serves a distinct segment of our population: residents over the age of 60. In addition, services are provided to adult children and/or caregivers of seniors. Bringing all of the services and activities into one facility is one of the primary needs of this program, for, like town government, it will improve the efficiency and effectiveness of delivery of services.

The town has long had an active cultural life reaching across all generations in town. Over the years various community cultural events have been held in a scattering of locations and sponsored by a wide variety of organizations. The desire to provide space for these programs and offer a more centralized planning and coordinating capability for these activities has grown to the point that testing the feasibility of a cultural center was begun last fall, known as the *Pilot Project* at the Old Library.

3.2 TOWN GOVERNMENT

3.2.1 TOWN HALL TODAY

Built in 1872, Town Hall has served the town for about 140 years without major changes, despite increased demands on our government from both state regulations and a growth in population, from 1,341 in 1870 to about 6,000 today. This historic building was designed and built to meet all of Harvard's civic needs, as well as to be a cultural center. Today it remains the core of our government; the second floor, used until about 20 years ago for social and cultural events, is now used for town offices and storage. Over the decades the town made some minor changes to meet code requirements and to allow for expanding office needs. However, maintenance has been minimal, resulting in the building's outmoded and inefficient systems and its somewhat run-down appearance. The site and traffic flow surrounding Town Hall lack logic: parking is inadequate and the area is unsafe for vehicles and pedestrians alike.

3.2.2 CURRENT GOVERNMENT PROGRAM, DEFICIENCIES AND NEEDS

The Town Hall staff includes twelve positions, with offices on two floors. During the summer of 2010 Pete Jackson visited Town Hall to interview all staff, measure spaces, and determine current and future needs. The response from most employees was that they did not see the need for expanded individual office space. However, they predicted an increased need for file capacity to comply with state regulations for retaining hard copy of certain records for extended time periods. When asked about electronic means to reduce paper files, some respondents reported they have begun that transition. Others, bound by state regulations, are not able to substantially reduce their filing needs

and cited a need for additional space. A detailed report on this survey is included in Appendix D. Staff cited a need for expanded counter room and a private space where the public could seek information and have a confidential conversation.

One government office, the Veteran's Agent, is located in the basement of the Old Library in an area difficult to access because it requires passage to the rear door on a steep path and going through a space currently being used for movement classes.

The town vault is currently located across the parking area in the former ambulance/firehouse. The Town Clerk needs to access the vault on a regular basis and its location is both inconvenient and inefficient. The vault itself is undersized.

Over the years our volunteer government has grown to now include over two dozen appointed or elected official government organizations composed of at least 130 volunteer officials. Our government relies on 50 to 60 posted meetings and numerous other working group meetings per month. Currently these meetings are scattered among the few accessible meeting spaces available in town: Town Hall, Hildreth House and the Old Library. Meetings are also held at the DPW barn and the Bellevue Cemetery office. Increasingly, meeting space is difficult to arrange. Furthermore, state regulations have put increasing demands on volunteer officials; most organizations have not been able to comply with state requirements that official files be stored at a secure, town-owned facility. Interaction and communication among the volunteer committees and Town Hall staff is often necessary but difficult, as meeting locations rarely intersect.

Current Program Spaces:

First Floor

Offices

- Town Clerk
- Tax Assessors
- Treasurer/Tax Collector
- Finance Director
- Accounting Officer

Other Spaces

- Public counter and reception
- Meeting room
- Copier and supplies room
- Break Room
- Mail and Cable Access room
- File Alcove (behind reception area)
- Three Toilets
- Janitor closet
- General circulation including hallways and stairs

Second Floor

Offices

- Town Administrator
- Executive Assistant for Board of Selectmen
- Land Use Boards (Planning Board, Conservation Commission, Zoning Board of Appeals and Board of Health)

-
- Building Inspector

Other Spaces

- Computer service room
- Stage and backstage - currently used for files and misc. storage
- Area in front of stage used for storage - currently used for files and misc. storage

3.2.3 RECOMMENDATIONS TO MEET PROGRAM NEEDS

The recommendation from the study is to locate all town government in a fully accessible Town Hall. This means adequate space for the employees as well as for volunteer government organizations. Modifications should provide for:

- Space for official files for all volunteer organizations
- Meeting space for volunteer groups - add at least one medium conference room
- Access for committee members' use during non-business hours
- Incorporation of an adequately sized town vault
- Larger counter space for staff/public interaction; area for private conversation
- Dedicated area for public access to assessors maps and computer data separated from public counter area
- Incorporation of Veteran's Agent office
- Adequate file storage near staff where access is needed on a regular basis
- Organized and secure storage space for equipment, including election machines, Veterans' material such as flags, and other misc. materials for staff and volunteer committees

3.2.4 SPACE LAYOUT NEEDS AND CONSIDERATIONS

Offices which directly serve the public, such as the Town Clerk, Tax Assessors, and Tax Collector/Treasurer, need to be on the first floor, adjacent to each other with adequate public counter space and place for private conversations. The Tax Collector/Treasurer and accountant should be located in the same area as the Finance Director. The remaining staff offices, including the Town Administrator, Building Inspector, Executive Assistant, Veteran's Agent and the Land Use Boards office, meeting spaces and support areas may be located elsewhere. For efficiency, adequate file space for frequently used files should be located adjacent to users. Access to the volunteer meeting space, files, and support services needs to be secure and located in an area that is available after regular business hours.

3.2.5 OPPORTUNITIES

The second floor was once used for civic events, such as Town Meeting and voting, but more often for social and cultural activities: town dances, exhibits, and theatrical performances. These cultural events were lost years ago to expanded office space. By removing the current temporary offices and unorganized storage, this space can be returned to its original purpose as a large meeting and event space. Fortunately, the offices currently located in this space consist of modular walls that can be easily removed. There have been no major interventions to this space, making restoration and improvements feasible. This space can be used for meetings for the Board of Selectmen, as well as committee meetings that would exceed the capacity of a medium-sized conference room. This space can also be used for elections, which would reduce the impact on the Bromfield School and

reduce the effort of setting up and taking down the equipment which is stored in Town Hall. When not used for official purposes, this space could be available for community and cultural events.

The site surrounding Town Hall could become safe and pedestrian friendly, with greenspaces connecting to the Common. It could include more organized and adequate parking.

3.3 SENIOR CENTER

3.3.1 THE SENIOR CENTER TODAY

Hildreth House began as a senior center thirty years ago when members of the Sixty-Plus Club asked to use the empty building which the town had purchased in 1979. The town contributed funds toward utilities and removing boards from windows; the seniors themselves donated their own money, time, and energy to cleaning up and furnishing the old house. Approximately ten years ago the Council on Aging (COA) located its offices on the second floor, first for a COA director and, over time, for outreach and activities coordinators. Over the years a handicapped ramp and bathroom were added through private funds, and a new roof, siding, lighting upgrades, and insulation were paid for with CPC funds. Apart from these changes, the Hildreth House has remained the same as it was over 30 years ago. It fails to meet the current needs of seniors, let alone a growing population. If we want to keep seniors in town, we need to offer them an adequate, inviting facility and a full slate of services. Consultation with the Executive Office of Elder Affairs (EOEA), coupled with what we learned on several visits to area senior centers, suggests the most successful centers are those which offer services and programs in a single location. Providing seniors a “home away from home” affords social interactions, better nutrition, and improved mental and physical health.

There are 1212 residents in Harvard over the age of 60 (21% of the town), and 1165 residents between the ages of 50 and 59. In 2010 more than one third of those age 60 and older had contact with the COA at least once, be it for an ongoing social services case, a single call for information or regular participation in trips or weekly meals. While many people decide to move out of town once their children have graduated from high school, many others with grown children are electing to remain in Harvard. In fact, some people over age 60 are moving to Harvard, and the Russo senior rental project on Ayer Road could add another 50 – 80 low income senior residents, thus increasing the population in need of services. All these point to a “graying population,” and the need to provide for this cohort group is only going to grow over the coming decades.

It is important for this population to remain in Harvard. The COA recognizes the important role that older seniors play in the life of the town and, therefore, is dedicated to promoting their welfare and helping them stay active in the community and safe in their homes. Furthermore, a multi-generational community is a healthy community, as seniors contribute their experience, knowledge and wisdom to the community’s decision making and enrich and add vibrancy to its life. They volunteer throughout the town in multiple ways and probably in greater numbers than other age groups. And, finally, they use fewer town services and, therefore, place minimal demands on the annual operating budget.

Furthermore, research shows that enabling seniors to “age in place” and remain in their homes is most often the best outcome for them. It is less expensive than nursing homes, it generally offers a better quality of life and usually is their preferred arrangement. To help our seniors remain in their homes, we need to be able to provide the resources and programs they will need for their physical, social and intellectual well-being.

3.3.2 SENIOR CENTER NEEDS

The investment a community makes in providing for its seniors reflects the value it places on this population. A vibrant senior center is one that offers a variety of social services and programs to a population ranging in age from 60 to over 90 years old with diverse needs and interests. The appropriateness of the facility is defined by its ability to meet these various needs and interests.

Location and Site: Having the senior center located in the center of town helps seniors stay active in the community's civic fabric and life. Proximity to other destinations (Town Hall, churches, library, and General Store) further encourages dropping by for casual visits. To assure vehicular and pedestrian safety, there should be a dedicated, level parking area for 35+ cars (including several handicapped parking spaces), clear walkways and a covered drop-off having both handicap access and a safe, flat entry into the building. The exterior areas should be well lit for evening activities.

General Facilities: Once inside the building there should be a welcoming reception area large enough for a receptionist, program information, and gathering of small groups. There must be elevator access to all floors and access to the elevator should be off the reception area. Handicap bathrooms are needed on each floor.

Social Services: The most important program provided by the COA is social services. The director is a licensed social worker who, along with a part-time outreach coordinator, provides direct help to seniors, their families and/or caregivers, and adult children dealing with aging parents, living either in Harvard or elsewhere. Their responsibilities are varied, both in type of service, and time and frequency of meetings with seniors or their caregivers. They both carry a full caseload. It is important for them to have private offices for consultation with clients, whether in person or on the phone.

Complementing the work of the director and outreach coordinator, the COA periodically offers various medical, legal and financial professional services and consultations, such as flu and podiatry clinics, and Medicare/Social Security advisors. Private, dedicated office space (which could be shared) is needed for these services to assure confidentiality.

Meals Programs: Food is the hub of social activities. Currently the Hildreth House provides on a weekly basis one lunch and both a men's and women's morning coffee. The dining room is filled to capacity for the lunch, with room for only 20 adults and no space for wheelchairs or walkers. If more than 20 adults attend, some are forced to eat in the kitchen and/or living room. The kitchen is barely suitable for heating the food provided by Minuteman Senior Services. There is a pressing need for a larger dining room, one that can accommodate up to 50 people at various sized tables and with space for wheelchairs and walkers to move safely about. A catering kitchen, along with the larger dining area, would allow us to offer daily morning coffee and lunches, as many other centers do, and occasional evening dinners. In addition, an expanded kitchen would allow cooking classes and other activities centered on food. This would help to counter the sense of isolation and poor nutrition to which seniors may be prone.

Activities: We found the most vibrant centers offered all activities in the same location. Walking in, one immediately sensed they were busy, "happening" places. Currently, exercise classes are held in the Unitarian and Congregational church fellowship buildings. But church activities take precedence, which can result in last-minute cancellation or relocation, and continued use of these buildings in the

future is not assured. Being scattered, these classes do not offer opportunities for casual encounters with staff before or after class, and social interactions are limited. In addition, the activities that are offered at the Hildreth House are limited due to lack of appropriate space and accessibility. The living room does not accommodate enough seating for speaker presentations; and, with the exception of the computer room and small parlor on the second floor, none of the activities presently offered has a dedicated space.

An adequate facility would have a multi-purpose room suitable for exercise classes and lectures, as well as several dedicated smaller areas or rooms for arts and crafts, games, cards and puzzles, computer classes, TV, and small sitting areas.

Outdoor spaces are also important for programs such as gardening, barbeques, walking or sitting. These all provide important physical and emotional health benefits.

Lastly, there should be an office for the program coordinator and space for volunteers to do various office tasks. Trips and outings are extremely popular, often filled to capacity with a waiting list. These are an important extension of the programs offered on site.

Expandability: We have learned from visits to other senior centers that “if you build it they will come.” We also know we have a growing population of seniors here in Harvard. While we cannot anticipate all the space needs in the next 20 years, it is important to have the flexibility in the site and building to expand should it be needed.

3.3.3 CHALLENGES AND OPPORTUNITIES

The current senior center, Hildreth House, poses many challenges to meeting program needs. The site requires substantial work to provide safe parking, and traffic and pedestrian circulation patterns. Additional square footage is needed for a covered drop-off and to house an elevator, dining and multi-purpose rooms (which could be combined initially). The kitchen requires renovation, and handicap bathrooms are needed on the second floor. Some of the required improvements are basic to bringing the building up to code and addressing deferred maintenance; others are program driven.

However, the Hildreth House has many positive attributes. It already has a strong identity as the senior center. The architecture and interior woodwork speak eloquently to being a “home away from home” which could never be replicated in a new facility. The town-owned 5.6-acre parcel provides space to accommodate needed improvements and an addition to the building itself. The grounds also offer a variety of areas suitable for a range of outdoor activities. Lastly, given the acreage, the Hildreth House can be expanded even further should future demand for program space be needed, especially to serve the interests of “younger” seniors.

In summary, the building and site are well suited for continued use as the town’s senior center for decades to come.

3.3.4 ALTERNATIVES

In addition to the Hildreth House, the Old Library was investigated as a possible site for a senior center. While it has a town center location, there are several reasons why the building and its location are not suitable.

Like the Hildreth House, it will require a new elevator for access to the lower and main levels. There is no off-street parking available and provision for 35 cars would require significant changes to Littleton Road, Fairbank Street, and its intersection with Old Littleton Road. Crossing the busy intersection of Old Littleton Road and Fairbank Street is not a safe option for seniors. Nor is there a suitable location for a covered drop-off. And finally, the Old Library occupies nearly all its site, so there is no room for outdoor activities or future expansion.

The interior of the building, once fitted with a catering kitchen, handicapped bathrooms on both levels, and 3 private offices for staff, would leave little room that could be dedicated for specific activities. While there are two large rooms (the old children's library and the Hapgood room) that appear appropriate for a dining room and exercise/large multipurpose room, their long rectangular shape is not optimal for either purpose. The lower level has minimal natural lighting, which further diminishes its appeal to seniors for an activity or meeting space.

Finally, the estimated cost to retrofit the Old Library as a senior center is slightly more than the cost to do required site improvements, interior upgrades to meet code, and construct an addition at the Hildreth House.

3.3.5 NEXT STEPS

Conceptual drawings by architects have shown us how the Hildreth House could be upgraded and enlarged to accommodate present and future needs for the next 20 years. Furthermore, site evaluation has shown that the building could be further enlarged should the demand arise. Having visited several area centers and learned about their programs, we have a better understanding of the improvements required to enable the Hildreth House to accommodate the programs and services our seniors need, and that other communities are able to offer their seniors.

To do this will require investment. Cost estimators, using the conceptual drawings and site improvement plans provided by a civil engineer, have estimated the cost of site and building improvements at \$2.3 million. However, grants, loans, and private fundraising could cut the town's cost to \$1.3 million. Bear in mind, the town currently spends \$60/senior (resident over age 60) – less than 1% of the FY11 town operating budget of \$19,843,850. This expenditure is mostly to cover the cost of paid staff (1 full time employee and 2 part-time employees, the cost of one being covered through state grant monies). Programs are generally self-funded by participants. Given the town's recent investments in other public projects, this proposed investment for a significant portion of our population is appropriate.

Next steps, should the Town Meeting so authorize, will be for architects to take the conceptual drawings in the MBC report and prepare schematic designs which will further hone and refine the proposed improvements and addition to meet program needs. These schematic plans will enable us to get a more precise cost to take to Town Meeting so that we can seek approval to proceed into the final design phase, and then approval to borrow to do the work. Public input on the evolution of these plans will be critical to assure the best possible product for dollar investment.

3.4 CULTURAL CENTER

3.4.1 THE OLD LIBRARY TODAY

In 1882 a trust was established by the will of Hannah Coolidge Sawyer, widow of Augustus Jonathan Sawyer, a prosperous and public-spirited farmer on East Bare Hill, for a “suitable building for the Public Library” and its “support and maintenance.” At its opening in 1887, the building was oversized for its collection of about 3000 volumes, and two rooms were let for use as the Harvard Post Office, a use that persisted for almost 70 years. In 1902 an addition was built with money donated by Warren Hapgood, who wanted to have a room where residents could gather, thus introducing the first community center to the town of Harvard.

The Old Library was a vital part of the community until 2007 when the renovation and expansion of the historic Bromfield School provided the library its new home. It is important to note that while the library occupied the building, needed improvements and updates were predominantly funded by the Harvard Public Library Trust, thus minimizing pressure on the town budget. After the move various groups used the space for meetings or special events, and the Veteran’s Agent and Harvard Cable (HCTV) relocated to their basement quarters. For a number of years the Old Library has seen minimal maintenance, due, in part, to the uncertainty of the future of the building.

3.4.2 PILOT PROJECT

In 2010, a sub-group of the Municipal Buildings Committee (MBC) convened over the summer to meet with/tour centers for community and the arts in other towns to assess what models for a cultural center worked best. Successful centers were consistently bottom-up rather than top-down; they were responsive, dynamic (i.e. fluid and changing) places that provided an opportunity for community members to develop a variety of offerings. They required an active involvement of many volunteer individuals with both the passion and the commitment to bring programs and activities from idea to reality, to implement and follow-through with the leg-work to develop and build the community to support, create, drive, and sustain offerings.

Based on these findings, the sub-group developed a plan for a *Pilot Project* to test the interest and viability of a cultural center in Harvard. The MBC endorsed the proposal, which was submitted to the Board of Selectmen and unanimously approved in August.

On Monday, September 20, the doors of the Old Library were re-opened under the auspices of the *Pilot Project*. The four designated areas within the building for the purposes of the *Pilot Project* are:

- Hapgood Room - movement (exercise, yoga, jazz, ballet, meditation, pilates, etc)
- Top floor- hands-on activities
- Children’s Room – multi-purpose lecture and presentation space
- Fireplace Room – meetings or small casual gatherings

Additionally, the former circulation desk is a welcome center with many flyers about activities going on in Harvard.

3.4.3 CURRENTLY

The *Pilot Project* at the Old Library has seen a steady increase in use since the first classes/programs commenced in September. Scheduled events have increased by 25% between October and January. Spaces have been transformed to accommodate more than twenty classes, workshops and training sessions, as well as meetings of town boards. Scheduled activities for January averaged 24 hours a week and served all ages, from preschool to senior citizens.

The variety of programs includes a wide array of movement classes, arts groups such as TWIG (illustrators), Nashoba Knitters and Ukulele Players. Nashoba Youth Soccer meets regularly as do local Scout troops. Fruitlands, the Harvard Historical Society and For Arts Sake have taken advantage of the space and sponsored programs as well. Organizations have found it a good space for day-long workshops, and parents have found the cozy second floor to be an ideal location for their child's birthday party. The second monthly gallery exhibit was hung the beginning of January with plans in place for a new exhibit each month.

In this same period, twelve town residents have volunteered over 200 hours staffing the information desk and fledgling welcome center. A host of other volunteers spent 70 hours cleaning, painting and getting the building in shape to open its doors in September. Volunteers continue to be an integral part of the continued exciting growth of the *Pilot Project*.

3.4.4 FUTURE POSSIBILITIES

Our learning to-date confirms the desire to maintain and steward a prominent building in the town center that responds dynamically to the desires of residents. At present, Harvard has quite a large array of arts and cultural activity, including lectures, exhibits, performances, classes, concerts, and screenings. However, they take place in over a dozen locations, largely as one-time offerings without ongoing opportunities for future collaboration or a consolidated sense of all that is available and possible.

We have learned from local organizations and groups that a central location which provides access to all community cultural information would be an asset for the town. Groups would benefit from a central calendar, shared resources, shared marketing and audience visibility. Being centrally located, the Old Library offers an opportunity for many groups to mix and mingle, to cross fertilize and benefit from an energy created by sharing ideas. Forming a coalition, housed in and coordinated by the *Pilot Project*, for community, arts and culture groups, will strengthen art/education/performance activities that are already a rich and treasured part of our town's culture.

We have also learned from participants that a central location for community gatherings and cultural happenings provides diverse opportunities for people to engage in activity. The *Pilot Project* encourages residents to take advantage of the loosely structured space and develop programs to offer. Enthusiasm is growing. Programs continue to expand. The many unique opportunities made available by this center continue to unfold as the program grows and develops.

3.4.5 CHALLENGES AND OPPORTUNITIES

Based on our experience to-date, the programs we envision for the future would fit well into the Old Library with some modifications. A cultural center needs multiple spaces of different sizes for different

purposes. Both floors offer large multipurpose rooms as well as small meeting spaces which can be modified to accommodate a wide range of programs. Our data shows, if we modify a space to meet the needs of a requested use, the program will grow, as evidenced by the movement room. Thanks to dedicated volunteers, providers and the support of MBC, we were very quickly able to clean out and paint the Hapgood Room, add a movement floor, barres and mirrors, and transform the space, which soon was filled with a variety of weekly classes offered by eight different providers.

By providing a sink, better lighting, an upgraded electrical system and storage of supplies for weekly classes, we could meet the needs of more program providers. We have not been able to accommodate some requests due to these limitations. Lighting has also been a limitation for those seeking a large space for exhibitions and presentations. Smaller enclosed spaces would better accommodate those seeking acoustic privacy or small group meeting spaces.

The main entrance should accommodate an open reception area, a welcoming desk and accessibility to two floors. The addition of a kitchenette would offer greater opportunities to schedule a catered event, whether it be a daylong workshop or a private party. Basic improvements will be required to bring the building up to code and to address accessibility issues and parking, all of which need to be done regardless of the use of the building.

As the town addresses the proposal for renovating Town Hall, we recommend liberating the second floor so it can be restored as performance space in the future. Having that space would open up many more program opportunities that would enhance the cultural center. We have learned from other centers that theatre space is very highly subscribed and produces considerable revenue. The town of Harvard is very fortunate to have such a gem on the second floor of Town Hall.

3.4.6 NEXT STEPS

We will continue the *Pilot Project* for another year while we study the feasibility of a non-profit model. A long-term lease of the Old Library to a non-profit could serve as a vehicle for creating a vibrant center that will allow present energy and creativity to continue to take shape and grow. Next steps include writing a strategic plan and developing a business plan that will define the structure for a non-profit cultural center at the Old Library. A recommendation on how to proceed will be made at the Annual Town Meeting in 2012.

4. CONCEPTUAL SCHEMES

Several design schemes and phasing approaches were considered in each building. Those considered most viable were priced and a range of likely costs established.

The costs represented here are the product of the process described below:

- Assembly of a team of professionals – architects, mechanical, electrical, plumbing and fire protection engineers, civil engineer, code consultant and construction cost estimators.
- Four month long review and assessment.
- An engineering and architectural survey of the three properties - including visual inspections.
- An evaluation of the buildings for code compliance: accessibility; fire protection; energy performance; structural seismic performance; and other building systems performance.
- Preparation of conceptual design ideas for site and architectural layouts.
- Preparation of engineering concepts for the various building systems and site civil works.
- A cost analysis including area take offs and application of current cost metrics.
- An evaluation of the current construction market and benchmarking of similar projects.
- An evaluation of soft costs on other Town of Harvard projects.
- Establishment of a soft cost multiplier of 30% of the construction cost. Ingredients include professional fees, construction field representative, legal expenses, furniture and equipment and a project contingency.

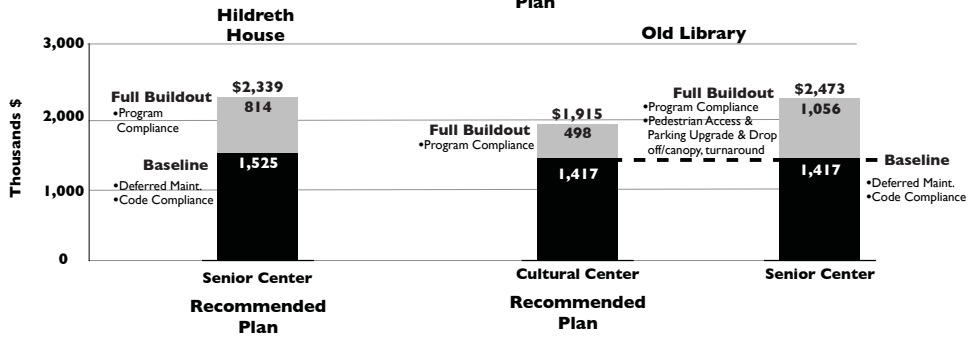
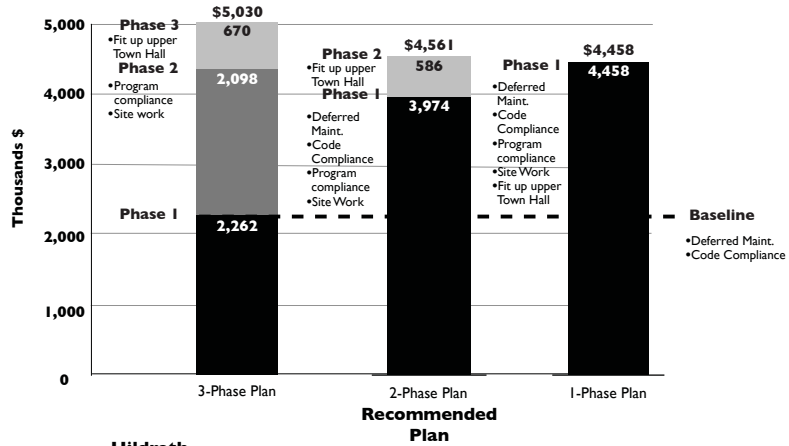
While current market conditions are highly competitive, these numbers do not reflect the potential of extraordinarily competitive bids.

Two contingencies are included: 5% construction contingency within indirect construction costs; 5% owner's contingency within soft costs.

		Town Hall (TH)	Hildreth House (HH)	Old Library (OL)
Baseline	Architectural	1,660,000	810,000	1,090,000
TH - essential access & upgrades in envelope	Civil (Site)	80,000	360,000	-
HH - essential access & upgrades	Total Construction	1,740,000	1,170,000	1,090,000
OL - essential access & upgrades	Soft Cost	520,000	350,000	330,000
\$5.2M	Total Project	\$2,260,000	\$1,520,000	\$1,420,000
Proposed	Architectural	2,320,000	1,440,000	1,460,000
TH - 2-Phase scheme	Civil (Site)	800,000	360,000	20,000
HH - include new addition	Total Construction	3,120,000	1,800,000	1,480,000
OL - fitup for Cultural Center	Soft Cost	860,000	540,000	440,000
\$8.2M	Total Project	\$3,980,000	\$2,340,000	\$1,920,000
Full Buildout	Architectural	2,770,000	1,440,000	1,460,000
TH - fitup of upper Town Hall	Civil (Site)	800,000	360,000	20,000
HH - NA (exclusive of garden)	Total Construction	3,570,000	1,800,000	1,480,000
OL - NA	Soft Cost	990,000	540,000	440,000
\$8.8M	Total Project	\$4,560,000	\$2,340,000	\$1,920,000

Design Schemes Costs

Town Hall Alternative Plans



4.1 TOWN HALL

The Town Hall estimate is segregated into three “Schemes” based on construction phasing:

- Scheme 1 is a three-phase project
- Scheme 2 is a two-phase project
- Scheme 3 reflects the cost if the project is done at once in a single phase.

Each scheme has minor differences as a result of the project phasing. Also included in each scheme is “enabling” work which includes the North Road and Parking Lot. Enabling work refers to the site work required to allow the building construction to proceed. The cost differentials for each scheme are a result of the time required to perform each phase. The cost increases as the number of phases increases.

4.1.1 PROGRAM SPACE NEEDS

Pete Jackson compiled program information about Harvard’s current Town Hall and how a more inclusive town government might be accommodated under one roof. He spoke to all paid town employees who inhabit the Town Hall spaces as they presently exist. He also spoke to members of the various appointed and elected boards, commissions and committees to determine what their space needs might be in a renovated Town Hall.

He then created a very detailed report describing the Town Hall’s current condition and how well or badly it contributes to effective and efficient Town Hall functions. His report is comprised of two parts, a narrative with illustrative photographs and a table which quantifies in great detail what is needed by Town Government to perform its various activities efficiently (see Appendix D).

For the October 2010 workshop the MBC produced a preliminary program document with target areas in square feet for each type of requested space. This Architectural Program described in list form all of the required spaces, the types of activities they would support and the rough room sizes in area (SF or square feet).

This program was used to begin test fits into the existing building, and to work with our consultants to determine space needs to meet relevant codes. Every effort was made to optimize functionality and code compliance while minimizing the scope and size of any addition to the existing building.

4.1.2 TOWN HALL 3-PHASE SCHEME

The 3-phase scheme proposes that the Town Hall addition, renovation, and site work be completed in three phases over time.

Phase 1 Existing Town Hall Renovation and Elevator Addition

The Architectural scope of work for the 1st Phase of the Town Hall addresses the structural, accessibility, mechanical and electrical issues outlined in the ARUP narrative (Appendix B), along with a revised layout for the building. This work includes:

- Constructing a small addition to the southwest corner of the Town Hall to house a new 2 story hydraulic elevator.

-
- Improving handicapped accessibility to the front entrance.
 - Insulating the exterior walls and replacing the siding.
 - Miscellaneous Structural upgrades per engineering report.
 - Replacing the existing windows with insulated windows.
 - Refurbishing the existing entry doors and grand stair.
 - Replacing the roof, gutters and downspouts.
 - Renovating the interior office space on 2 floors.
 - Enlarging the existing toilets and installing new fixtures.
 - Constructing a new ramp to access the stage.
 - Upgrading the Mechanical and Electrical equipment and systems per the engineering report.
 - Installing a new fire sprinkler system.

Site, Canopy and Utility Upgrades

The Site Work scope of work for the 1st Phase of the Town Hall addresses the replacement of building services, as outlined in the ARUP narrative, along with installation of a steel framed, fabric canopy between the renovated Town Hall and the existing Old Fire Station for covered access to the town vault.

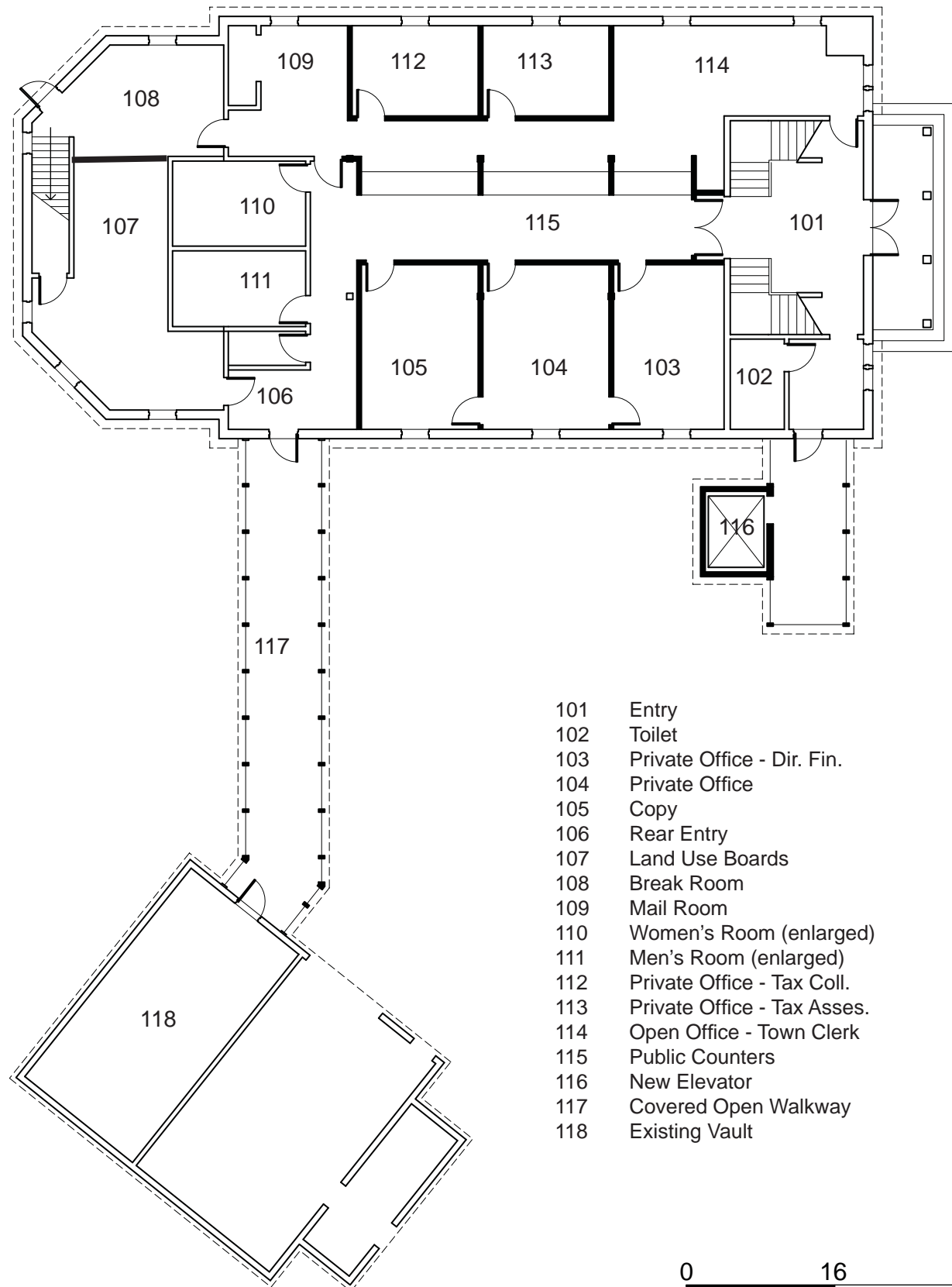
Costs of the Three Phase Plan

	Phase 1	Phase 2	Phase 3
Enabling Work		606,000	
Architectural	1,658,000	917000	515000
Site	82,000	231000	
Total Construction	\$1,740,000	\$1,754,000	\$515,000
Soft Costs	522,000	344000	155000
Total Phases	\$2,262,000	\$2,098,000	\$670,000
Total Project			\$5,030,000

Town Hall

3-Phase Scheme - 1st Phase

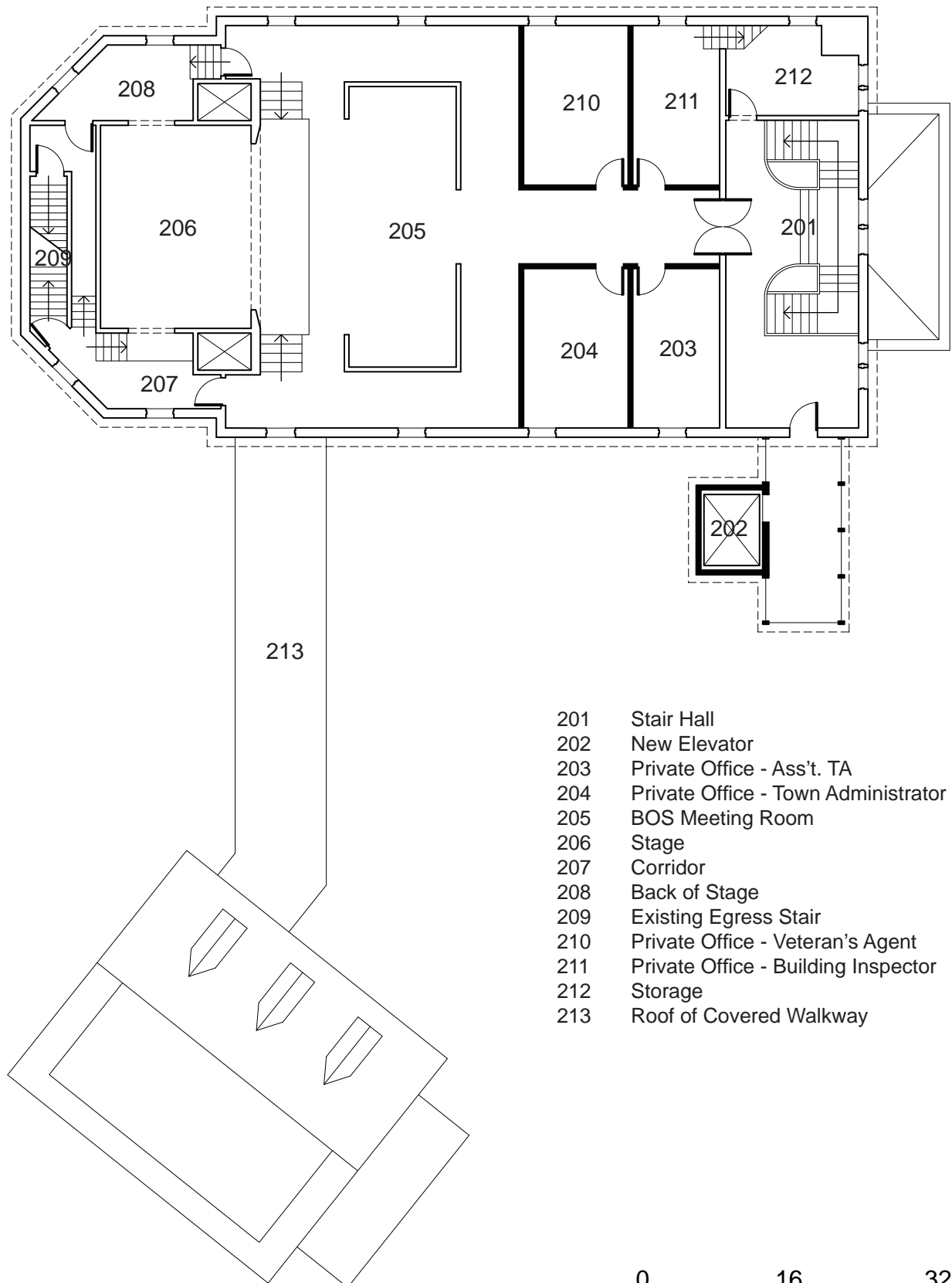
First Floor Plan



Town Hall

3-Phase Scheme - 1st Phase

Second Floor Plan



- 201 Stair Hall
- 202 New Elevator
- 203 Private Office - Ass't. TA
- 204 Private Office - Town Administrator
- 205 BOS Meeting Room
- 206 Stage
- 207 Corridor
- 208 Back of Stage
- 209 Existing Egress Stair
- 210 Private Office - Veteran's Agent
- 211 Private Office - Building Inspector
- 212 Storage
- 213 Roof of Covered Walkway

0 16 32
FT

Phase 2 Town Hall Addition and Misc Renovations

The Architectural scope of work for the 2nd Phase of the Town Hall is the construction of a new wood and steel framed, two-story structure of approximately 4,000 gross square feet in total area. This addition is west of and separated from the existing Town Hall by a courtyard bounded on the north and south sides by glass enclosed connections to the existing building. The exterior of the addition will have a sloped shed roof and will be finished to complement the renovated Town Hall. The first floor of the addition will be fitout with office space. The second floor, including the toilet rooms, will be left as shell space with only a minimum amount of heat and lighting to maintain safety and building systems. The entire addition, including the shell space, will have a fire sprinkler system. The building addition will share the elevator installed in Phase 1.

Town Hall Site Work and Elm Street Revisions

A. New North Road Construction

The North Road enabling work includes the installation of a new road, along with site utilities, from the main road to entrance of the Hildreth parking area. This road essentially replaces the long driveway to the Hildreth House. The primary purpose of the North Road is to provide safe emergency access from the fire station to Ayer Road and a safe pedestrian zone. The current emergency vehicle access will not be available when Phase 2 of the Town Hall construction is underway. The North Road will also provide access to the Hildreth House and a public road to a potential new parcel.

B. New North Parking Lot

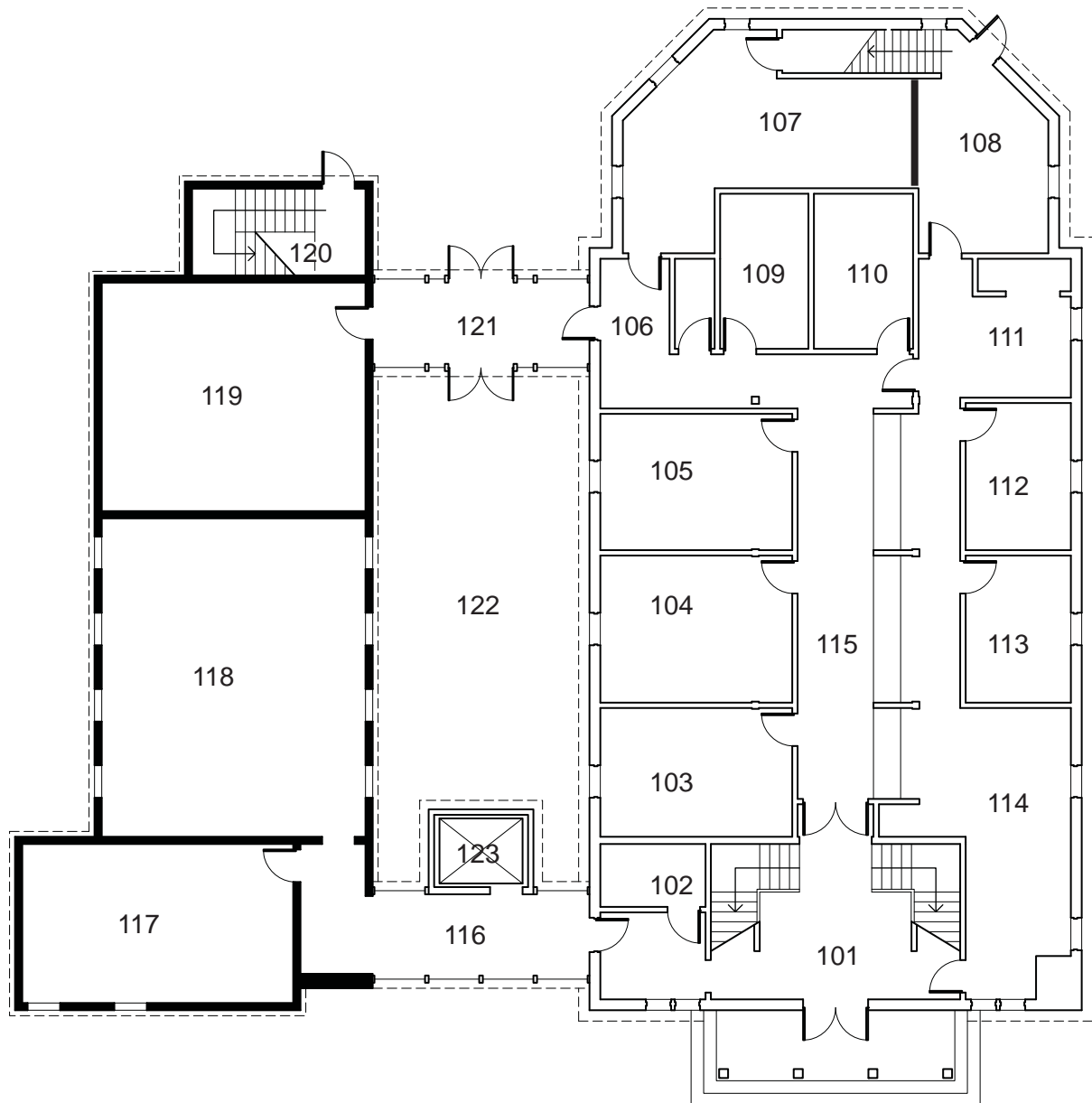
The North Parking Lot enabling work includes the installation of a new parking area with site lighting adjacent to and accessed by the new North Road. The primary purpose of the lot is to provide parking to Town Hall and adjoining uses.

A more detailed description of site improvements may be found in Section 4.4 of this report.

Town Hall

3-Phase Scheme - 2nd Phase

First Floor Plan



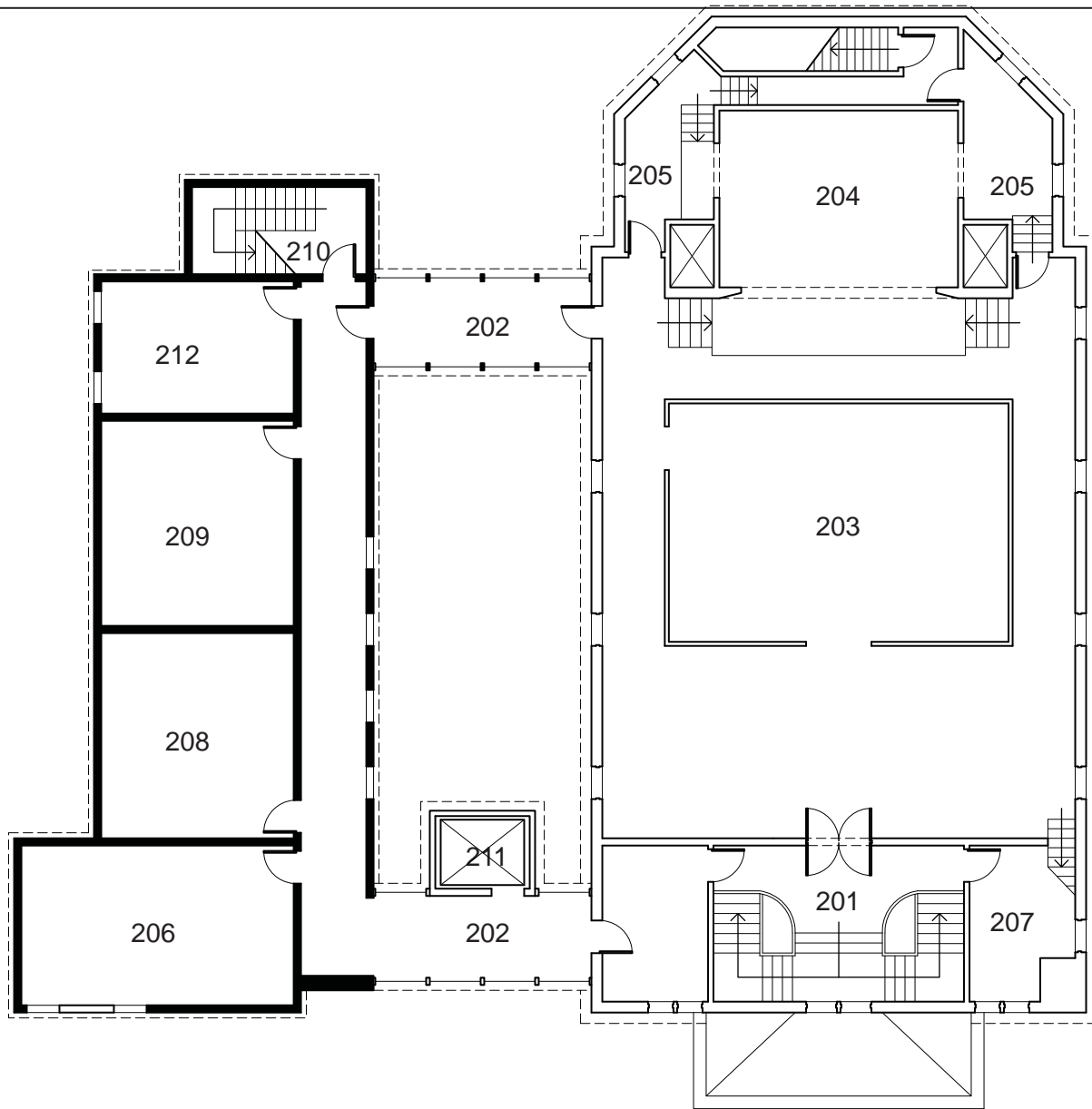
- | | | | |
|-----|-------------------------------------|-----|--|
| 101 | Entry | 113 | Private Office - Treasurer/Tax Collector |
| 102 | Toilet | 114 | Open Work Area - Town Clerk |
| 103 | Private Office - Town Admin | 115 | Public Counters |
| 104 | Private Office - Ass'ts. to TA & DF | 116 | Corridor |
| 105 | Private Office - Dir. of Finance | 117 | Private Office - Bldg Inspector / Vet. Agent |
| 106 | Rear Entry | 118 | Land Use Boards |
| 107 | Volunteer Gov't Meeting Room | 119 | Vault |
| 108 | Private Office | 120 | New Egress Stair |
| 109 | Men's Room | 121 | Vestibule |
| 110 | Women's Room | 122 | Open Air Space |
| 111 | Copy/Mail | 123 | New Elevator |
| 112 | Private Office - Tax Assessors | | |

0 16 32
FT

Town Hall

3-Phase Scheme - 2nd Phase

Second Floor Plan



- 201 Stair Hall
- 202 Corridor
- 203 BOS Meeting Room
- 204 Stage
- 205 Back of Stage
- 206 Break Room
- 207 Storage
- 208 Women's Room
- 209 Men's Room
- 210 New Egress Stair
- 211 New Elevator
- 212 Performance Support Space

0 16 32
FT

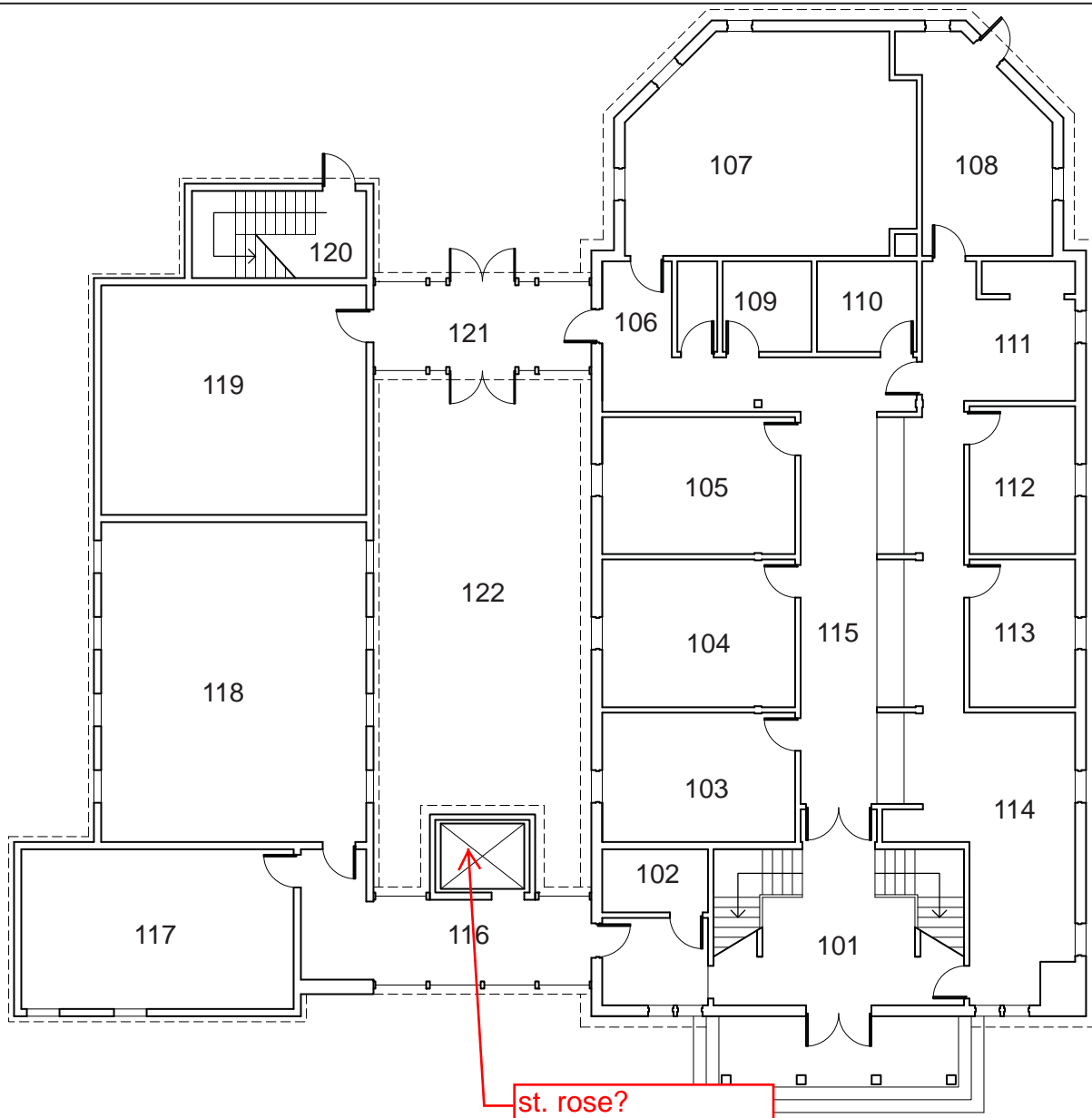
Phase 3 - Upper Town Hall Fit-Out

The Architectural scope of work for the 3rd and final Phase of the Town Hall is the interior renovation of the second floor of the Town Hall (previously fit-out as office space in Phase 1 renovations) and final fit-out of the Addition second floor shell space as support space for upper town hall. The second floor toilet rooms in the Addition will also be completed during this phase.

Town Hall

3-Phase Scheme - 3rd Phase

First Floor Plan



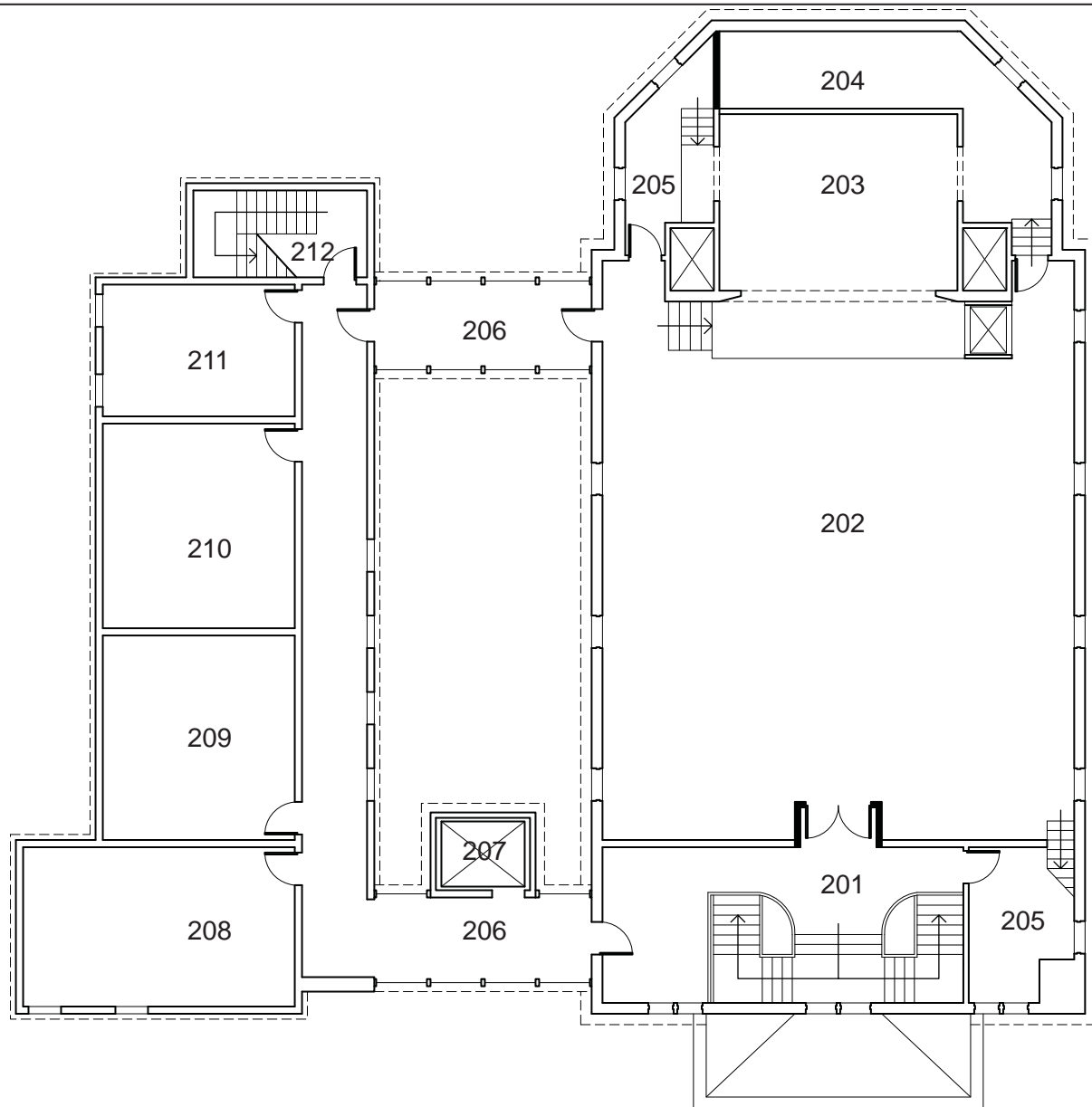
101	Entry	113	Private Office - Treasurer/Tax Collector
102	Toilet	114	Open Work Area - Town Clerk
103	Private Office - Town Admin	115	Public Counters
104	Private Office - Ass't. to TA	116	Corridor
105	Private Office - Dir. of Finance	117	Private Office - Bldg. Inspector / Vet. Agent
106	Rear Entry	118	Land Use Boards
107	Volunteer Gov't Meeting Room	119	Vault
108	Private Office	120	New Egress Stair
109	Men's Room	121	Vestibule
110	Women's Room	122	Open Air Space
111	Copy/Mail	123	New Elevator
112	Private Office - Tax Assessors		

0 16 32
FT

Town Hall

3-Phase Scheme - 3rd Phase

Second Floor Plan



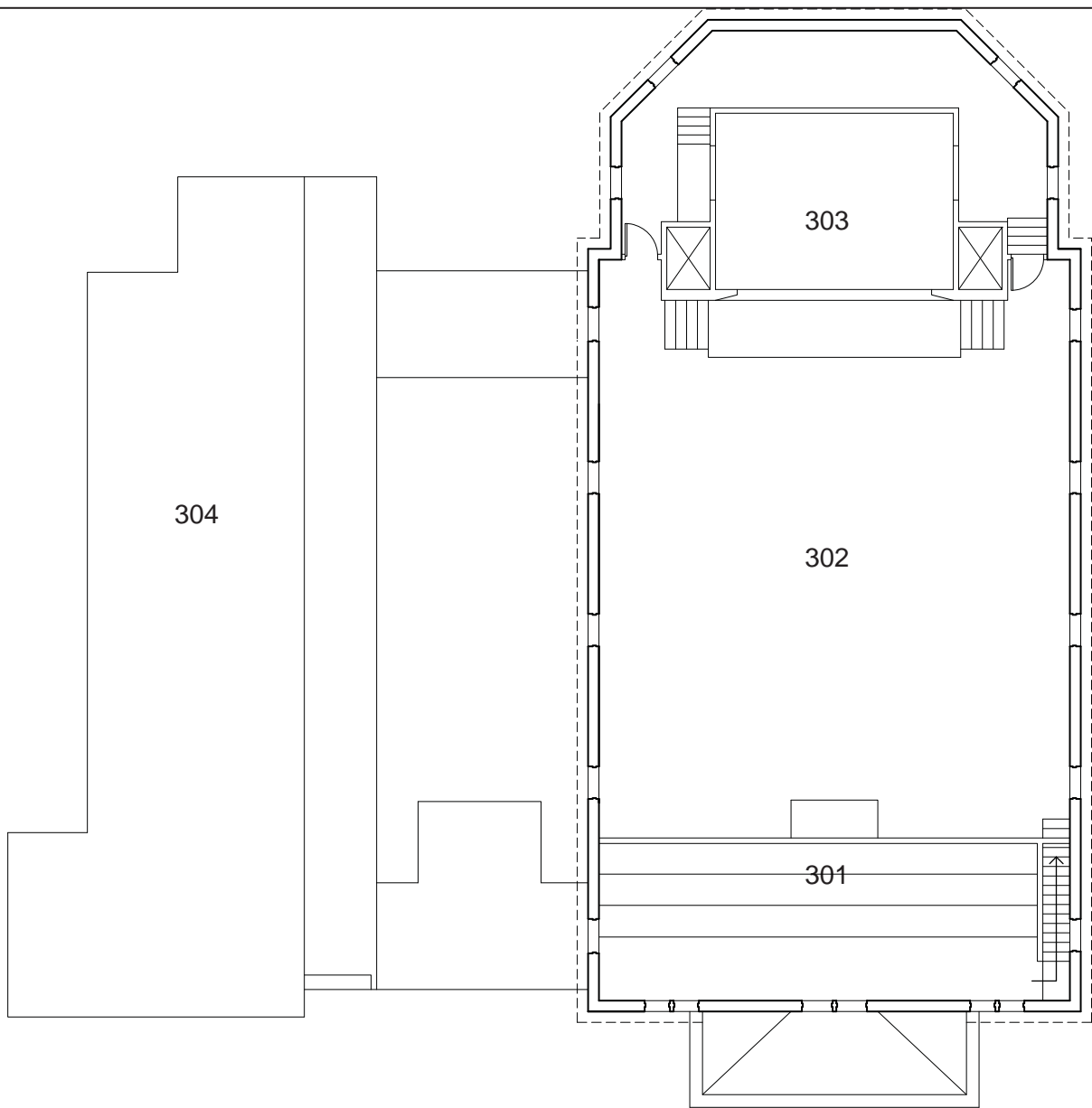
- 201 Stair Hall
- 202 BOS/Performance Space
- 203 Stage
- 204 Back of Stage
- 205 Storage
- 206 Corridor
- 207 New Elevator
- 208 Break Room
- 209 Women's Room
- 210 Men's Room
- 211 Stage Support
- 212 New Egress Stair

0 16 32
FT

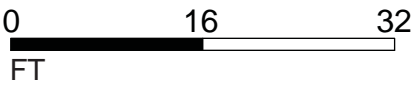
Town Hall

3-Phase Scheme - 3rd Phase

Third Floor Plan



- 301 Technical Balcony
- 302 Open to Below
- 303 Fly Space above Stage
- 304 Roof of Addition



4.1.3 TOWN HALL 2-PHASE SCHEME

Excerpted from Skanska report - 1/30/11:

The 2-phase scheme proposes to do all of the Town Hall work in two phases. In Phase 1, all of the new construction, all of the site work and only some of the existing building renovation work: the second floor performance space would be held out of this phase until private funds could be raised to finish the performance space and its related support areas. In Phase 2 the performance space and all of its supporting areas would be completed.

The Enabling work for Scheme 2 is identical to Scheme 1. It should be noted that the North Road must be installed prior to the construction of Phase 1 in this Scheme to provide emergency vehicle access. (This differs from Scheme 1, where the North Road was not required until Phase 2.)

Phase 1: Existing Town Hall Renovation and Building Addition

The Architectural and Site Work scope of work for Phase 1 of this scheme essentially combines the first two phases of the 3-Phase Scheme previously described above. However, some of the work items will be different, or not required in this scheme, as follows:

- In lieu of renovating and enlarging the toilet on the first floor of the existing Town Hall, the second floor toilet room in the addition will be fit-out in this phase.
- The fabric canopy to the existing Old Fire Station is not required.

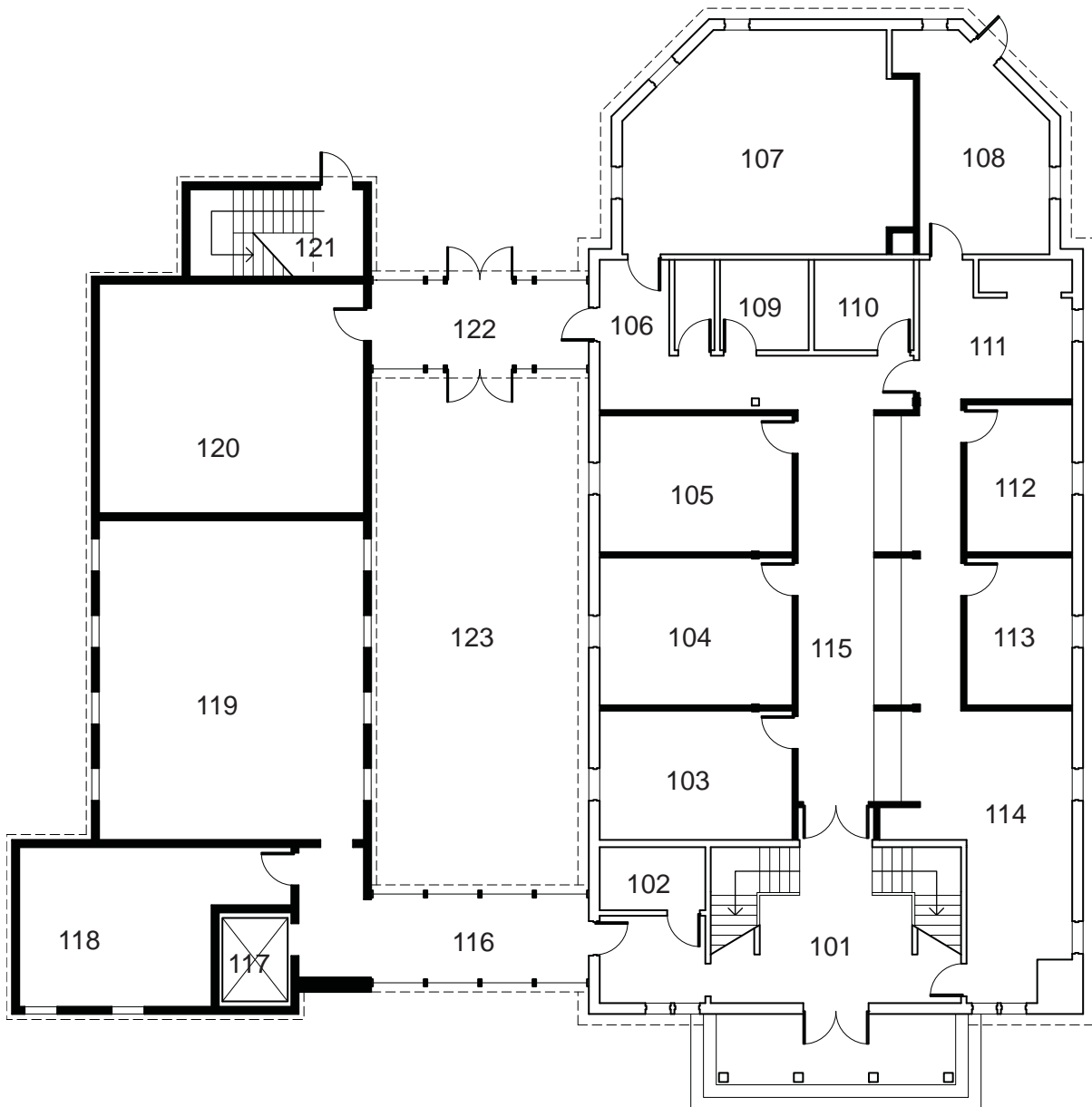
Cost of 2-Phase Plan

	Phase 1	Phase 2
Enabling Work	606,000	
Architectural	2,321,000	451,000
Site	270,000	
Total Construction	\$3,197,000	\$451,000
Soft Costs	777,000	135,000
Total Phases	\$3,974,000	\$586,000
Total Project		\$4,560,000

Town Hall

2-Phase Scheme - 1st Phase

First Floor Plan



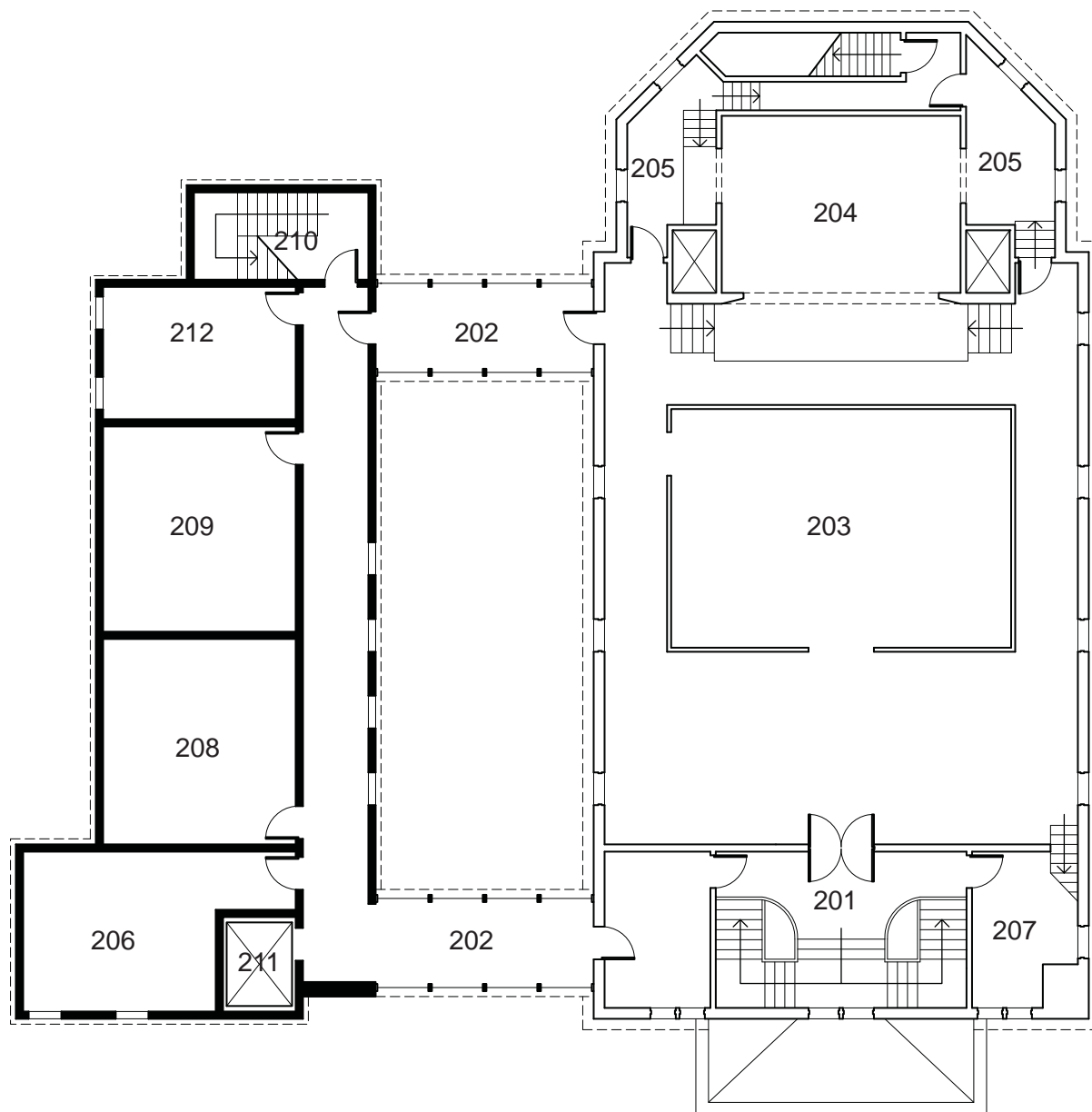
- | | | | |
|-----|----------------------------------|-----|---|
| 101 | Entry | 113 | Private Office - Treasurer/Tax Collector |
| 102 | Toilet | 114 | Open Work Area - Town Clerk |
| 103 | Private Office - Town Admin | 115 | Public Counters |
| 104 | Private Office - Ass't. TA | 116 | Corridor |
| 105 | Private Office - Dir. of Finance | 117 | New Elevator |
| 106 | Rear Entry | 118 | Private Office - Bldg. Inspector/ Vet. Admin. |
| 107 | Volunteer Gov't Meeting Room | 119 | Land Use Boards |
| 108 | Private Office | 120 | Vault |
| 109 | Men's Room | 121 | New Egress Stair |
| 110 | Women's Room | 122 | Vestibule |
| 111 | Copy/Mail | 123 | Open Air Space |
| 112 | Private Office - Tax Assessors | | |

0 16 32
FT

Town Hall

2-Phase Scheme - 1st Phase

Second Floor Plan



- 201 Stair Hall
- 202 Corridor
- 203 BOS Meeting Room
- 204 Stage
- 205 Back of Stage
- 206 Break Room
- 207 Storage
- 208 Women's Room
- 209 Men's Room
- 210 New Egress Stair
- 211 New Elevator
- 212 Performance Support Space

0 16 32
FT

Phase 2 - Upper Town Hall Fit-Out

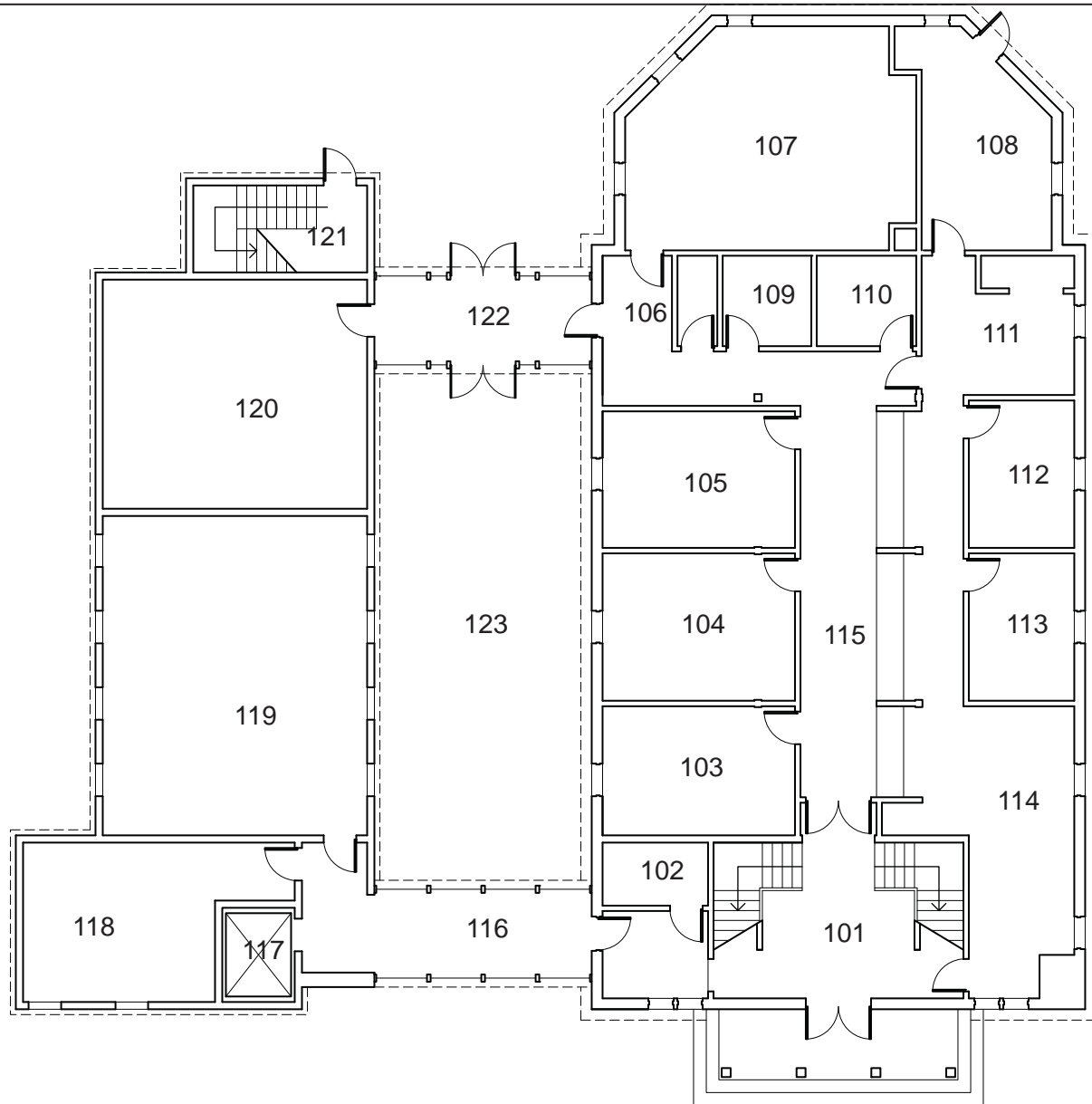
The scope of work for Phase 2 of this scheme is the fit-out of the performance space and all of its related support spaces.

No additional work will occur on the first floor in this phase, but the plan is included in this package in order to present a complete understanding of the building during this phase of construction.

Town Hall

2-Phase Scheme - 2nd Phase

First Floor Plan



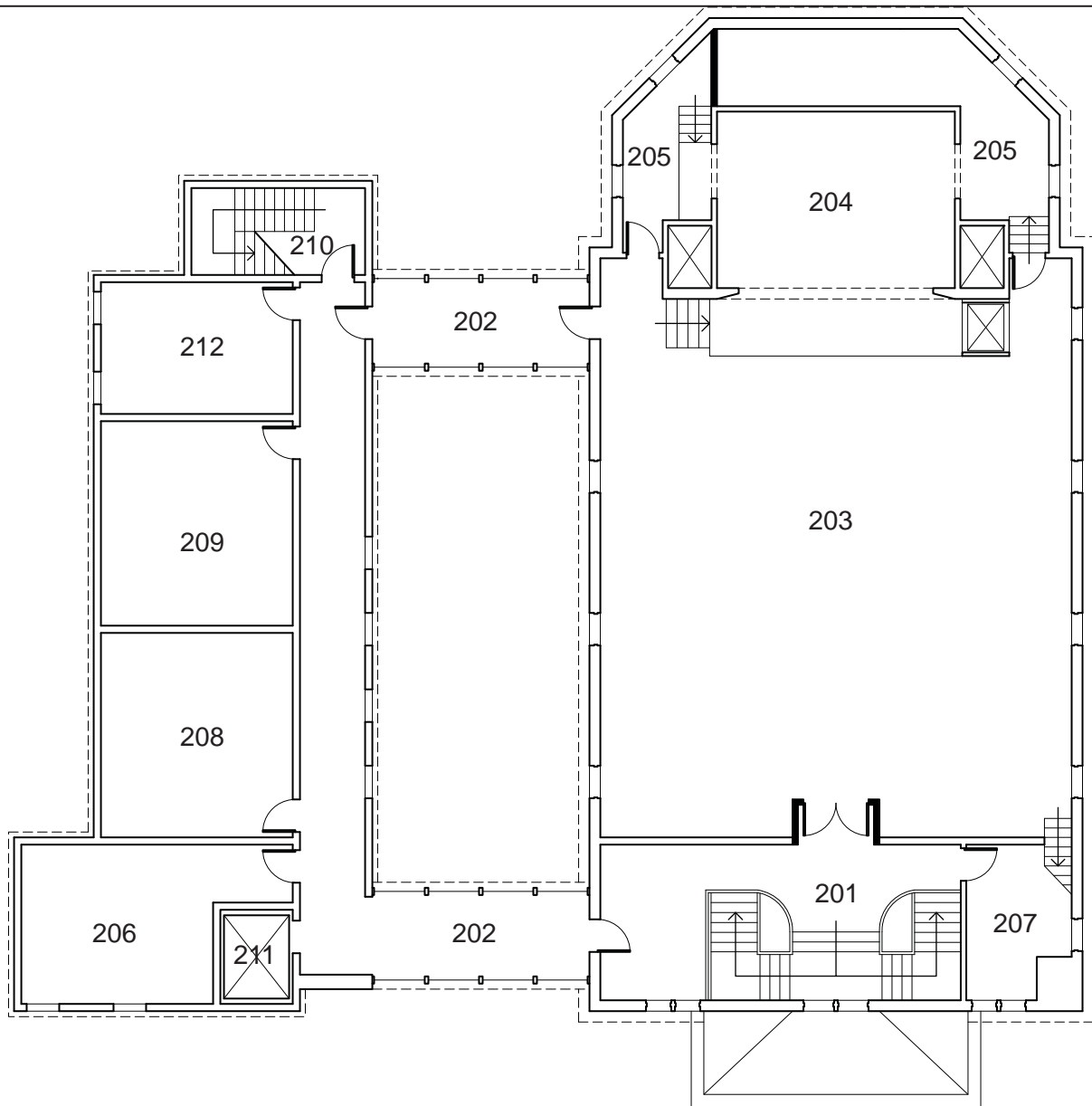
101	Entry	114	Open Work Area - Town Clerk
102	Toilet	115	Public Counters
103	Private Office - Town Admin	116	Corridor
104	Private Office - Ass't. TA	117	New Elevator
105	Private Office - Dir. of Finance	118	Private Office - Bldg. Inspector/ Vet. Admin.
106	Rear Entry	119	Land Use Boards
107	Volunteer Gov't Meeting Room	120	Vault
108	Private Office	121	New Egress Stair
109	Men's Room	122	Vestibule
110	Women's Room	123	Open air space
111	Copy/Mail		
112	Private Office - Tax Assessors		
113	Private Office - Treasurer/Tax Collector		

0 16 32
FT

Town Hall

2-Phase Scheme - Phase 2

Second Floor Plan



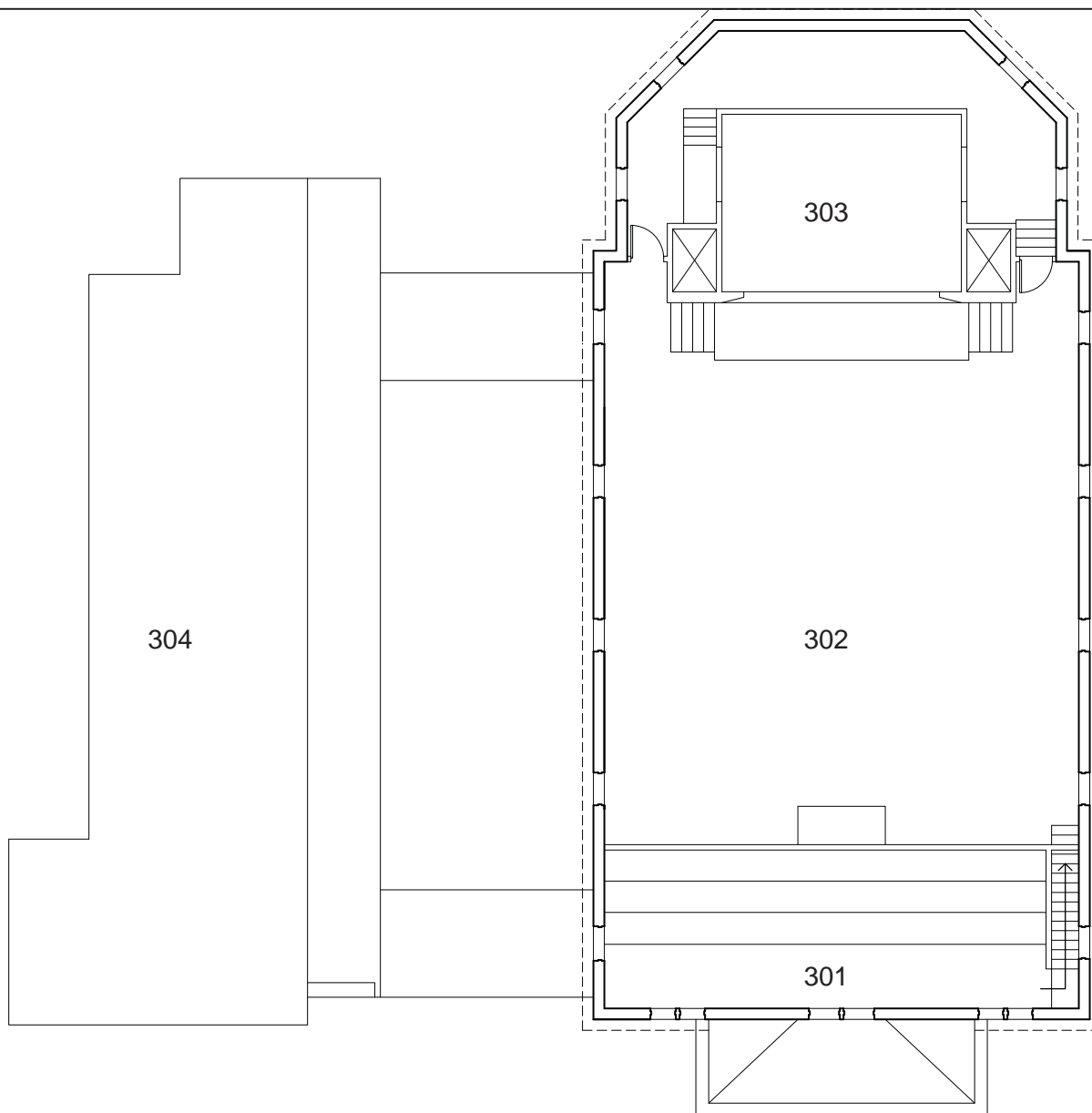
- 201 Stair Hall
- 202 Corridor
- 203 BOS Meeting Room
- 204 Stage
- 205 Back of Stage
- 206 Break Room
- 207 Storage
- 208 Women's Room
- 209 Men's Room
- 210 New Egress Stair
- 211 New Elevator
- 212 Performance Support Space

0 16 32
FT

Town Hall

2-Phase Scheme - 2nd Phase

Balcony Plan



- 301 Technical Balcony
- 302 Open to Below
- 303 Fly Space above Stage
- 304 Roof of Addition

0 16 32
FT

4.1.4 TOWN HALL 1-PHASE SCHEME

The 1-phase scheme proposes to do all of the new construction, renovation of existing building and all site work in one project.

Enabling Work

The Enabling work for this scheme identical to Scheme 2. The North Road must be installed prior to the building construction to provide emergency vehicle access, as in Scheme 2.

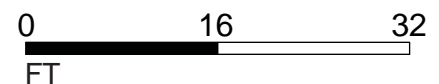
Main Construction

Existing Town Hall Renovation, Building Addition and Upper Town Hall Fit-Out

The Architectural and Site Work scope of work for this scheme essentially combines both phases of the 2-Phase Scheme previously described above. However, the 3rd Phase renovation of the second floor of the existing Town Hall is not required.

Costs of 1-Phase Plan

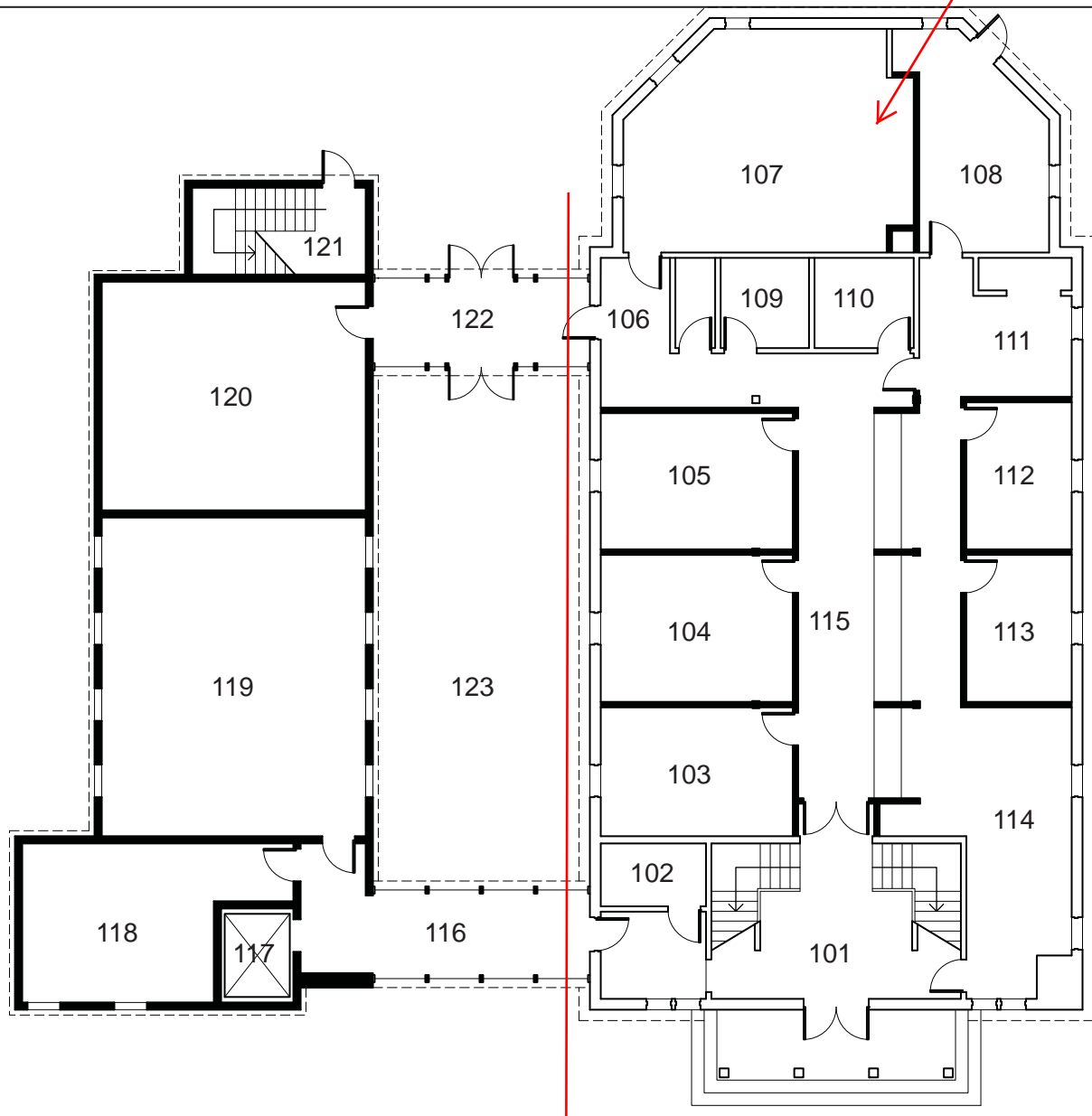
Enabling Work	606,000	
Architectural	2,693,000	
Site	270,000	
Total Construction	\$3,569,000	
Soft Costs	889,000	
Total Project	\$4,458,000	



Town Hall

1-Phase Scheme

First Floor Plan



101	Entry	112	Private Office - Tax Assessors
102	Toilet	113	Private Office - Treasurer/Tax Collector
103	Private Office - Town Admin	114	Open Work Area - Town Clerk
104	Private Office - Ass't. TA	115	Public Counters
105	Private Office - Dir. of Finance	116	Corridor
106	Rear Entry	117	New Elevator
107	Volunteer Gov't Meeting Room	118	Private Office - Bldg. Inspector/ Vet. Agent
108	Private Office	119	Land Use Boards
109	Men's Room	120	Vault
110	Women's Room	121	New Egress Stair
111	Copy/Mail	122	Vestibule
		123	Open air space

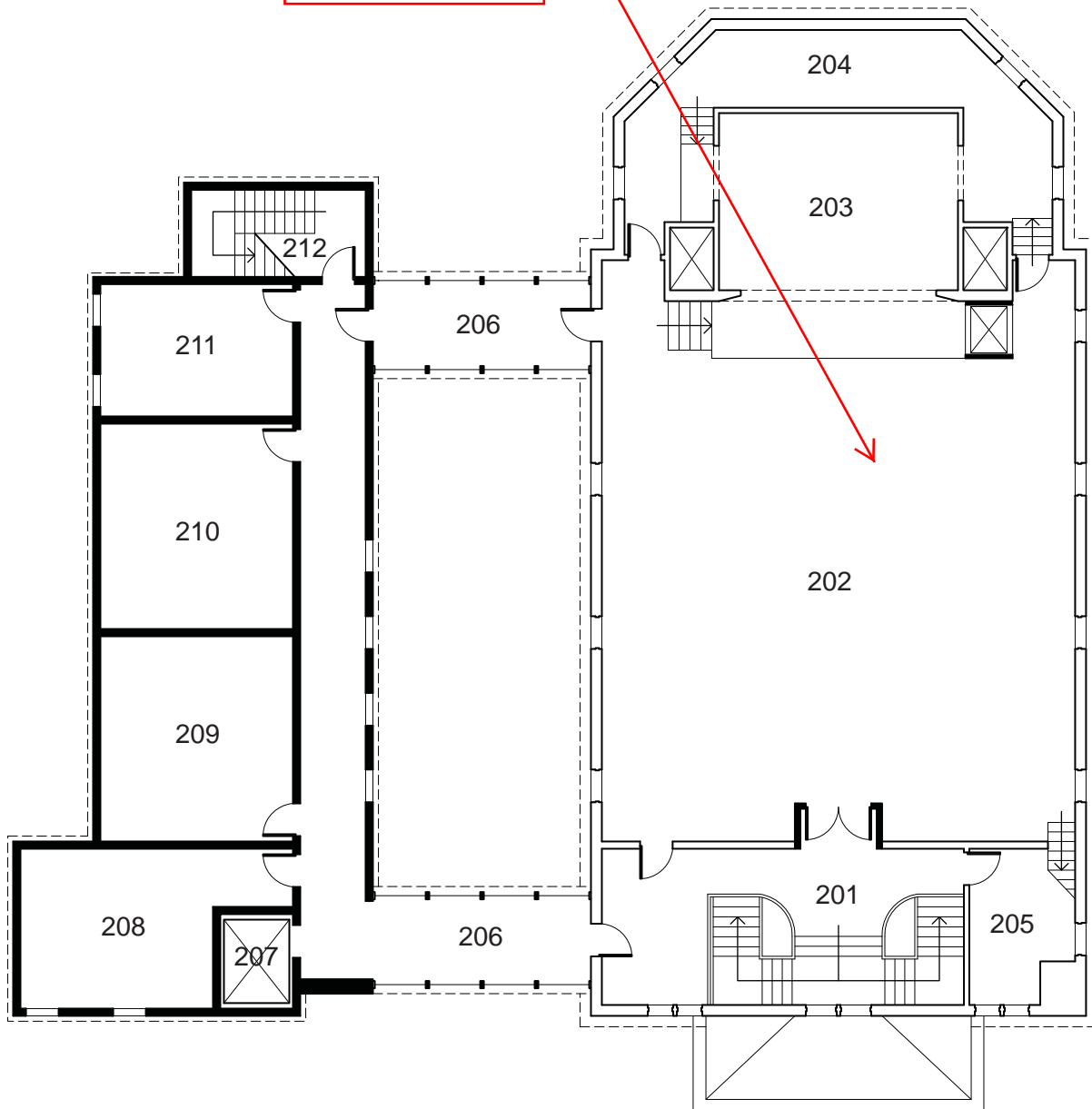
0 16 32
FT

Town Hall

1-Phase Scheme

Second Floor Plan

to be used for
meetings. offices
now



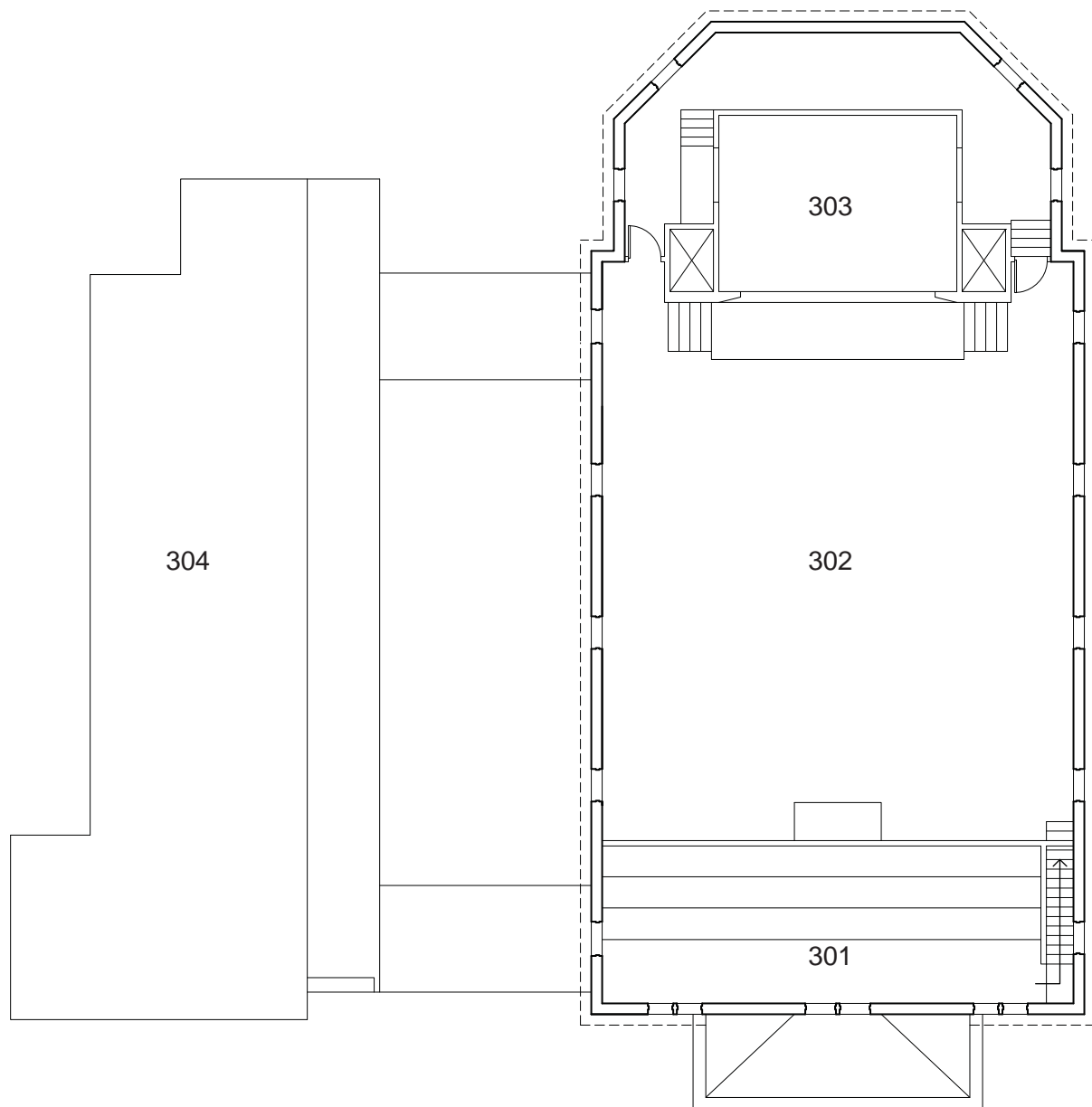
- 201 Stair Hall
- 202 BOS Meeting Room / Performance Space
- 203 Stage
- 204 Back of Stage
- 205 Storage
- 206 Corridor
- 207 New Elevator
- 208 Break Room
- 209 Women's Room
- 210 Men's Room
- 211 Stage Support
- 212 New Egress Stair

0 16 32
FT

Town Hall

1-Phase Scheme

Balcony Plan



- 301 Technical Balcony
- 302 Open to Below
- 303 Fly Space above Stage
- 304 Roof of Addition

0 16 32
FT

4.2 HILDRETH HOUSE - HARVARD COUNCIL ON AGING

4.2 1 PROGRAM SPACE NEEDS

Last summer, the design team of the MBC met with members of the Senior Center Working Group and the Council on Aging to review the program document they had created and distributed to the MBC. The intention of the meeting, which took place at Hildreth House, was to gather additional information about the allocation of space, the types of activities expected in each space, and room size requirements based on occupancies, which would serve as a basis for a quantifiable Architectural Program.

For the October Workshop the MBC produced a preliminary program document with target areas in square feet for each type of requested space. This Architectural Program described in list form all of the required spaces, the types of activities they would support and the rough room sizes in area (SF or square feet).

This program was used to begin test fits into the existing building, and to work with our consultants to determine space needs to meet relevant codes. Every effort was made to optimize functionality and code compliance while minimizing the scope and size of any addition to the existing building.

Below is a list of spaces to be accommodated in the existing structure and noting (by *) those to be accommodated in the addition.

Requested	Provided by recommended scheme
Main Entrance/Covered Drop-off *	yes
car and van dropping and picking up	
Entry/Reception greeting, waiting for ride, coats *	yes (note 1)
Staff Offices two private offices	yes (note 2)
Director's Office	yes
private office with small conf. table/4 chairs	
Open Office shared office four people	yes (note 2)
Small Conference Room	yes (note 2)
Table and six chairs, console with sink	
Computer Lab	yes (note 3)
Tables and seven/eight chairs, projection	
Classrooms Tables and twenty chairs, projection	no
Dining Tables and 40-50 chairs*	yes (note 4)
Multi-purpose*	yes (note 4)
Parlor seating for 10	yes
Card Room seating for 8	yes
Kitchen*	yes
Toilet Room provide eight	yes
Storage Rooms provide two	yes (note 5)
Elevator	yes
Smoke Stairs provide two	yes

* to be accommodated in addition

note 1 however, waiting for ride might occur at entry level and reception is on first floor

note 2 these would be on the second floor, accessible via new elevator

note 3 will reuse existing which is small

note 4 dining and multi-purpose in one space

note 5 third floor location

The Hildreth site and building provide opportunities for expansion over time as program and funding allows. This is one of the important differences between the Hildreth and the Old Library sites as the Town considers where it is best to locate COA and a Senior Center which will serve the community over many years. The plan diagrams in this report include all necessary building improvements to meet code and deferred maintenance requirements, elevator and egress stairs most notable among them. They also show a dining room (which can double as an exercise and multipurpose room), a catering kitchen, and sufficient restrooms nearby, in an addition on the east side of the existing building. At this time, however, they do not include all of the program elements which the MBC determined important to a highly functioning Senior Center which meets the various needs of older people.

4.2.2 BASELINE - NEW ENTRY AND ELEVATOR/CODE & DEFERRED MAINTENANCE UPGRADES

The scope of work for the Baseline work on Hildreth House addresses the structural, accessibility, parking, mechanical and electrical issues outlined in the ARUP narrative, along with a revised layout for the building. This work includes:

- Constructing a small addition to the northwest corner of the existing structure to house a new 3 story hydraulic elevator and egress stair. The first floor of this addition will provide handicapped accessibility at the parking lot level, which is one floor below the existing first floor. The elevator will serve the first two floors of the existing 3-story structure. The third floor will not be accessible.
- Provide a new covered drop-off and vestibule at the new building entry.
- Miscellaneous Structural upgrades per engineering report.
- Renovating a portion of the interior space on 2 floors for elevator/stair access.
- Upgrading the Mechanical and Electrical equipment and systems per the engineering report.
- Installing a new fire sprinkler system.

The Site Work scope of work for the Baseline addresses the replacement of building services as outlined in the ARUP narrative, along with a new circular drop-off and parking for 34 vehicles, retaining walls to accommodate grade changes, and site improvements such as walks and landscaping adjacent to new construction.

A more detailed description of site improvements may be found in Section 4.4 of this report.

4.2.3 ADDITION - MULTI-PURPOSE PAVILION ADDITION

The scope of work for the addition to Hildreth House is a single story wood and steel framed addition designed to complement the existing architecture. This addition will be located to the northeast corner of the existing structure and connected to the existing building. This addition includes:

- A catering kitchen, including kitchen equipment.
- Two toilet rooms
- An open, barrier-free multipurpose space.

4.2.4 FUTURE WORK

During the course of conceptual design, potential future additions and creating gardens to the southeast of the existing building were discussed. However, these potential future projects have not been included in this study.

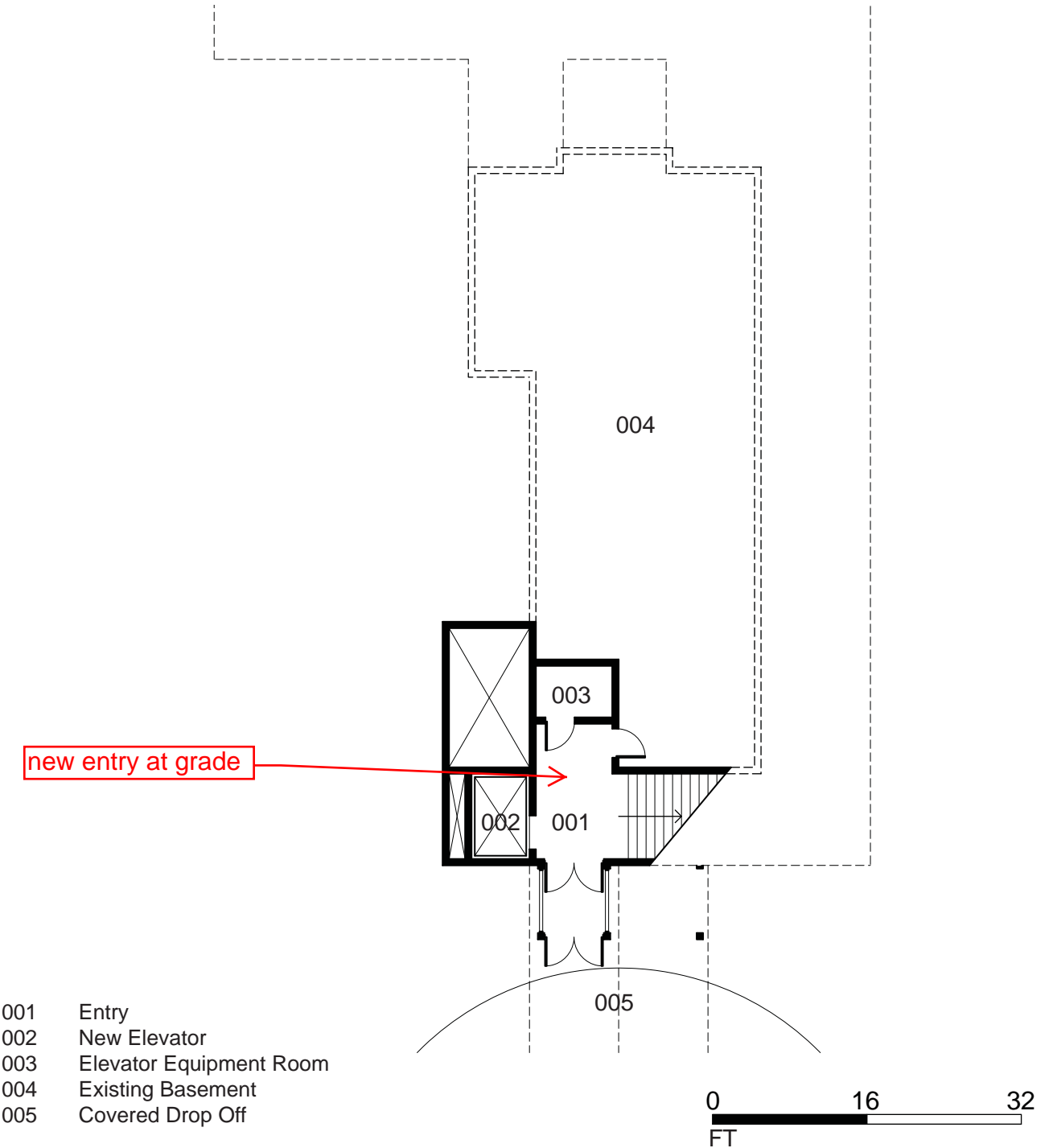
4.2.5 COST OF BASELINE AND ADDITION

Architectural	1,439,000
Site	360,000
Total Construction	\$1,799,000
Soft Costs	540,000
Total Project	\$2,339,000

Hildreth House

Senior Center

Lower Level Plan



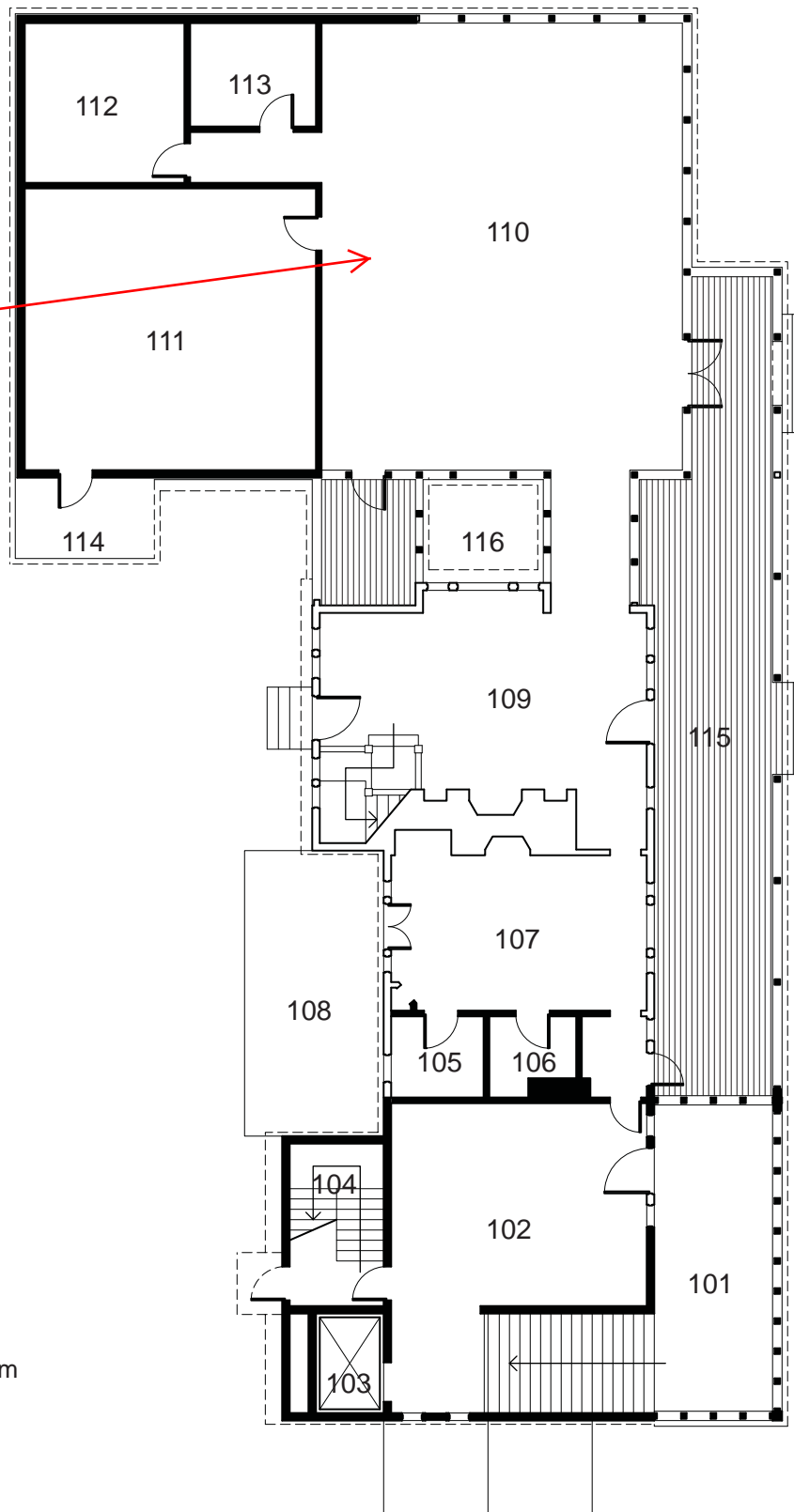
Hildreth House

Senior Center

First Floor Plan

addition

- 101 Entry
- 102 Reception
- 103 New Elevator
- 104 New Egress Stair
- 105 Women's Room
- 106 Men's Room
- 107 Parlor
- 108 Terrace
- 109 Card / Game Room
- 110 Dining
- 111 Kitchen
- 112 Women's Room
- 113 Men's Room
- 114 Loading Dock
- 115 Porch
- 116 Courtyard

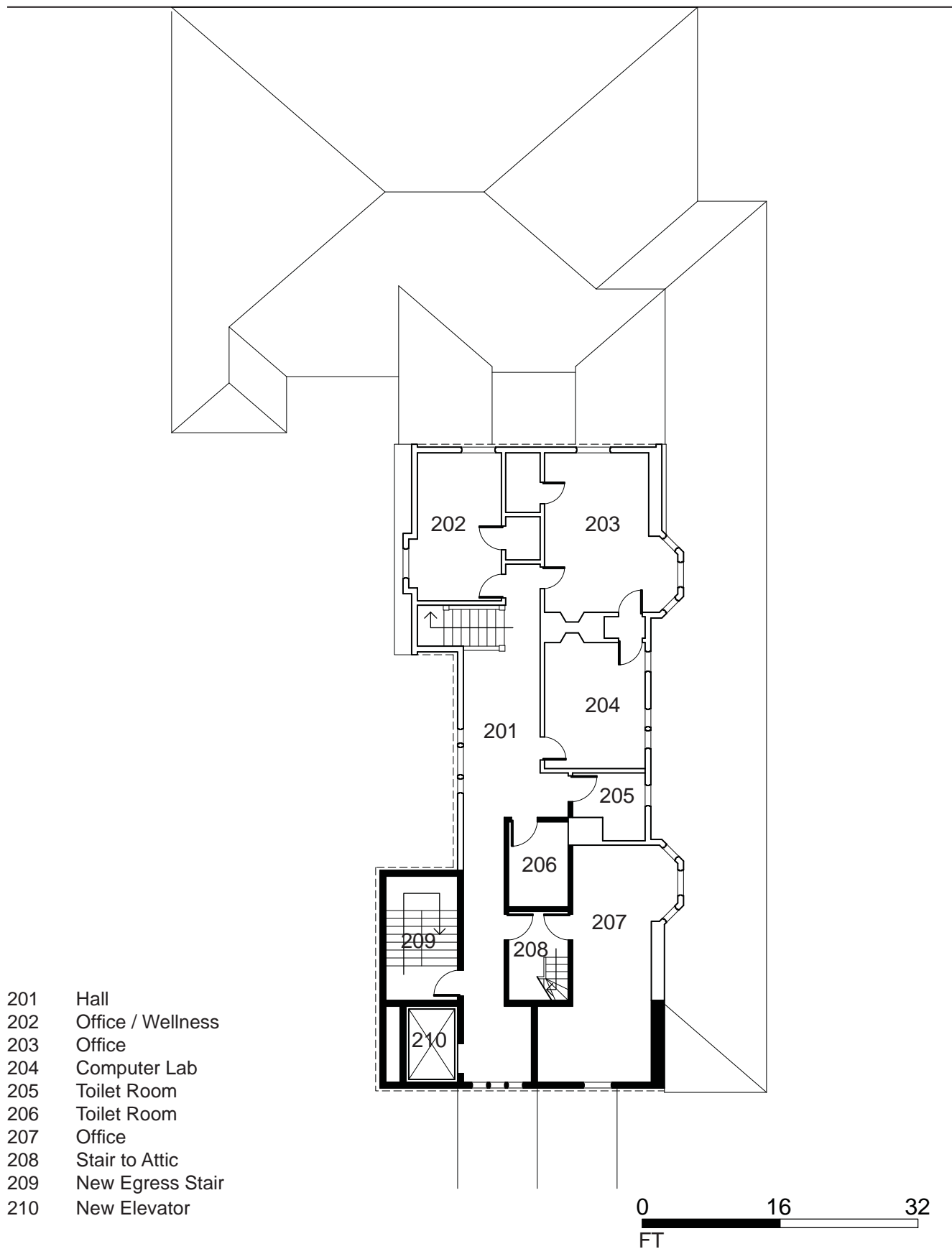


0 16 32
FT

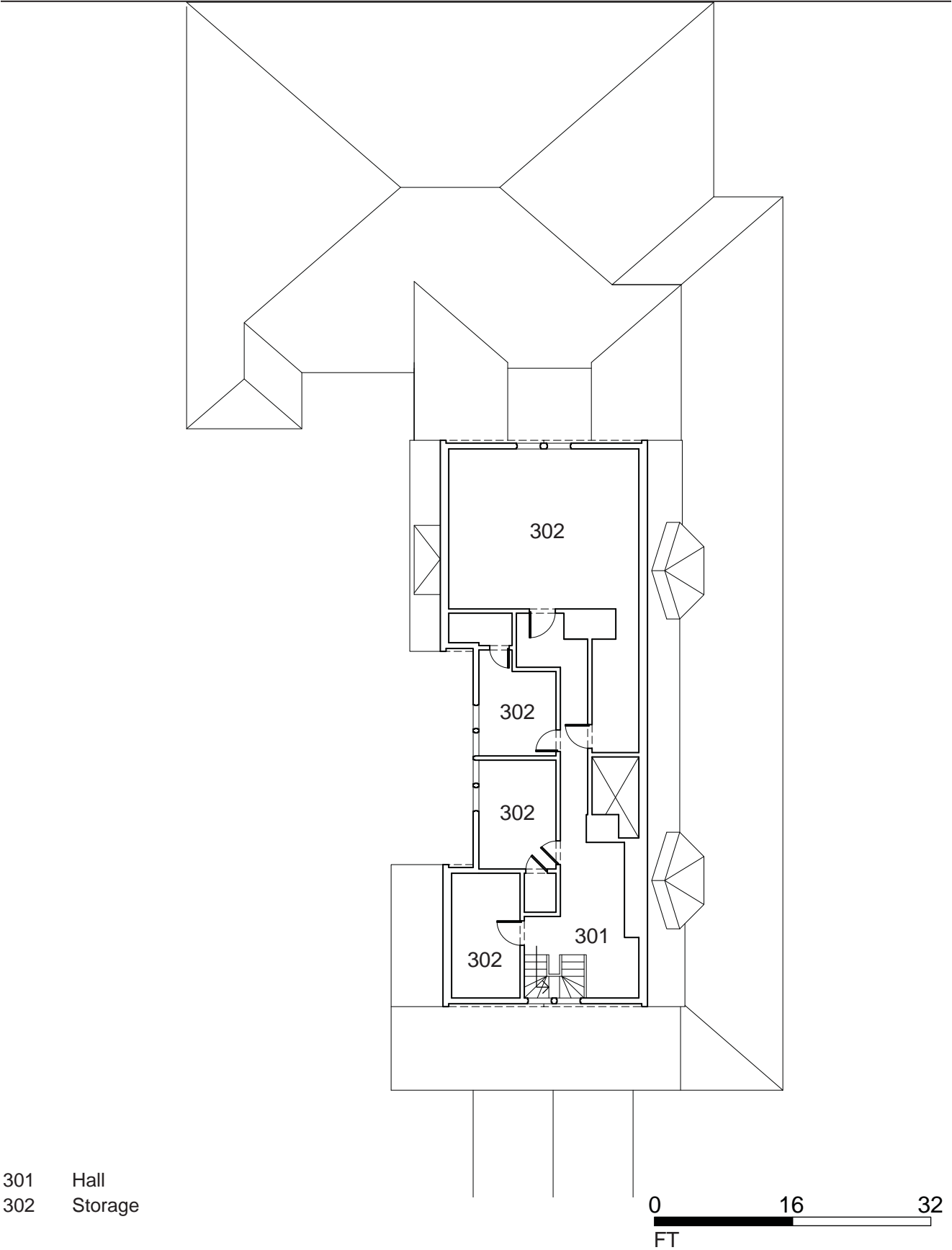
Hildreth House

Senior Center

Second Floor Plan



Hildreth House
Senior Center
Third Floor Plan



4.3 OLD LIBRARY

4.3.1 OLD LIBRARY - CODE AND DEFERRED MAINTENANCE UPGRADES

The scope of work for this component of the work addresses the accessibility, mechanical and electrical issues outlined in the ARUP report (Appendix B), along with a revised layout for the building. The result of this phase is an unoccupied shell space ready for fit-out. This work includes:

- Constructing a small addition to the south side of the existing structure to house a new 2 story, 3 stop hydraulic elevator and egress stair to replace the existing entryway. The middle stop of this elevator will provide handicapped accessibility at the street level, which is 1/2 floor below the existing first floor and 1/2 floor above the existing basement level. The elevator will serve the first two floors of the existing 3-story structure. The third floor will be mechanical space and will not be accessible.
- Removing the library stacks and self-supporting mezzanine.
- Renovating a portion of the interior space to provide egress stair access per code. This work includes removing an existing central stair and infilling the floor openings. This work also includes decommissioning an existing elevator and removing an existing stair at the north side of the building, as these do not meet current code requirements. The space vacated by their removal will be used to install a new code compliant egress stair.
- Upgrading the Mechanical and Electrical equipment and systems per the engineering report.
- Installing new toilet rooms at the basement level.
- Installing a new fire sprinkler system.

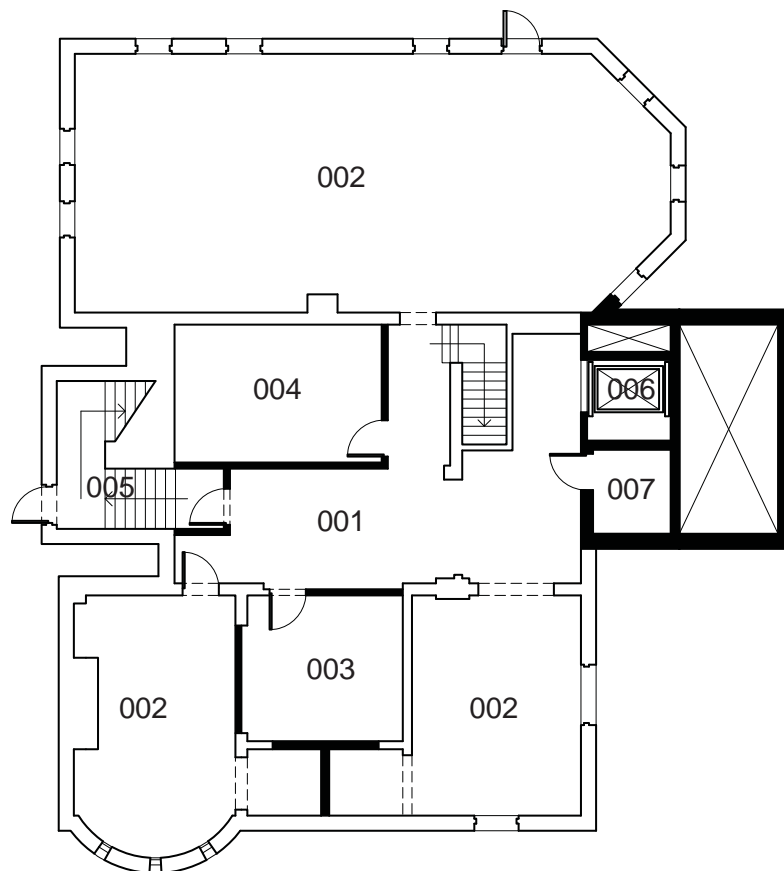
4.3.2 COST OF CODE AND DEFERRED MAINTENANCE UPGRADES

		Cultural	Senior
	Baseline	Center	Center
Architectural	1,090,000	1,460,000	1,601,000
Site	-	20,000	321,000
Total Construction	\$1,090,000	\$1,480,000	\$1,922,000
Soft Costs	330,000	440,000	551,000
Total Project	\$1,420,000	\$1,920,000	\$2,473,000

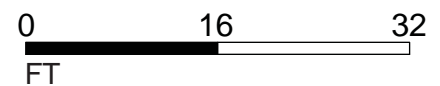
Old Library

Code and Deferred Maintenance Upgrades

Lower Level Plan



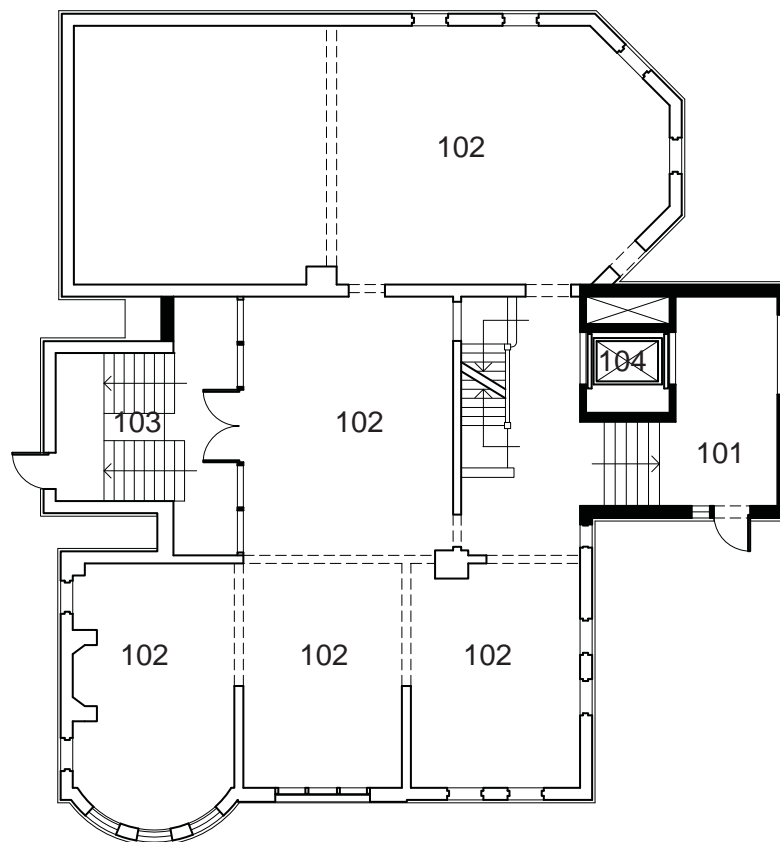
- 001 Hall
- 002 Open Area
- 003 Men's Room
- 004 Women's Room
- 005 New Egress Stair
- 006 New Elevator
- 007 Elevator Equipment Room



Old Library

Code and Deferred Maintenance Upgrades

First Floor Plan



- 101 Entry
- 102 Open Area
- 103 New Egress Stair
- 104 New Elevator

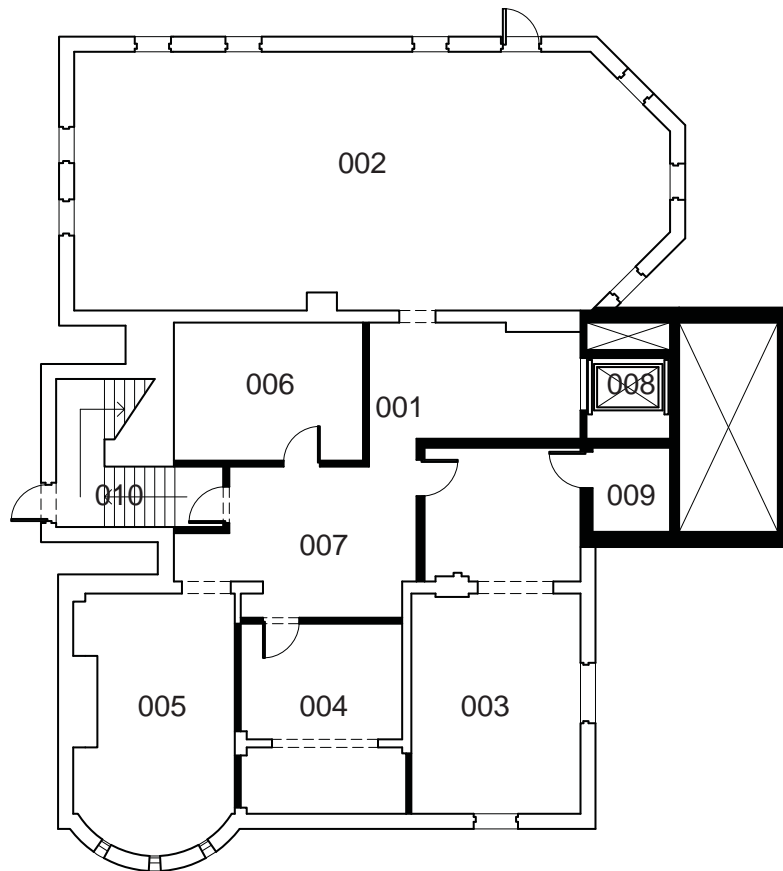
0 16 32
FT

4.3.2 OLD LIBRARY - CULTURAL CENTER (ALTERNATIVE #1)

The scope of work for this fit-out of the Old Library accommodates a Cultural Center per the conceptual drawings. This fit-out includes:

- Drywall walls and wood doors to create offices and meeting rooms
- A folding partition to separate meeting room space
- Air Conditioning
- Walks, curbing, landscaping and paving along Old Littleton Road and Fairbanks Street adjacent to the Old Library Building. This alternate would have parking spaces on Fairbanks Street.

Old Library
Cultural Center
Lower Level Plan



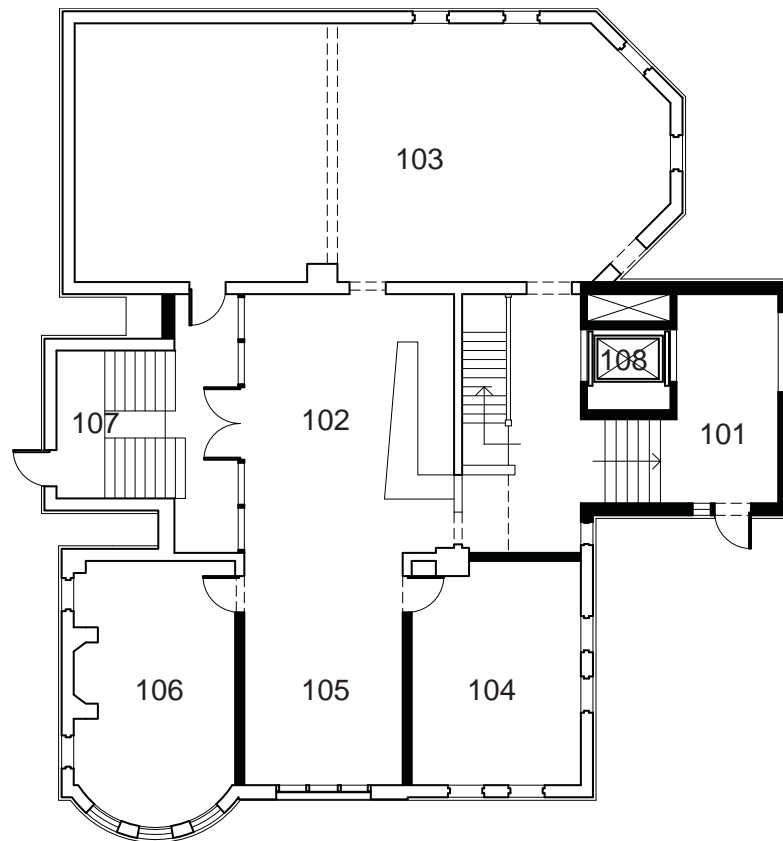
- 001 Hall
- 002 Multipurpose
- 003 Activity Room
- 004 Women's Room
- 005 Activity/Classroom
- 006 Men's Room
- 007 Hall
- 008 New Elevator
- 009 Elevator Equipment Room
- 010 New Egress Stair

0 16 32
FT

Old Library

Cultural Center

First Floor Plan



- 001 Entry at grade
- 002 Reception
- 003 Multipurpose
- 004 Activity Room
- 005 Gallery
- 006 Meeting Room
- 007 New Egress Stair
- 008 New Elevator

0 16 32
FT

4.3.3 OLD LIBRARY - COUNCIL ON AGING (ALTERNATIVE #2)

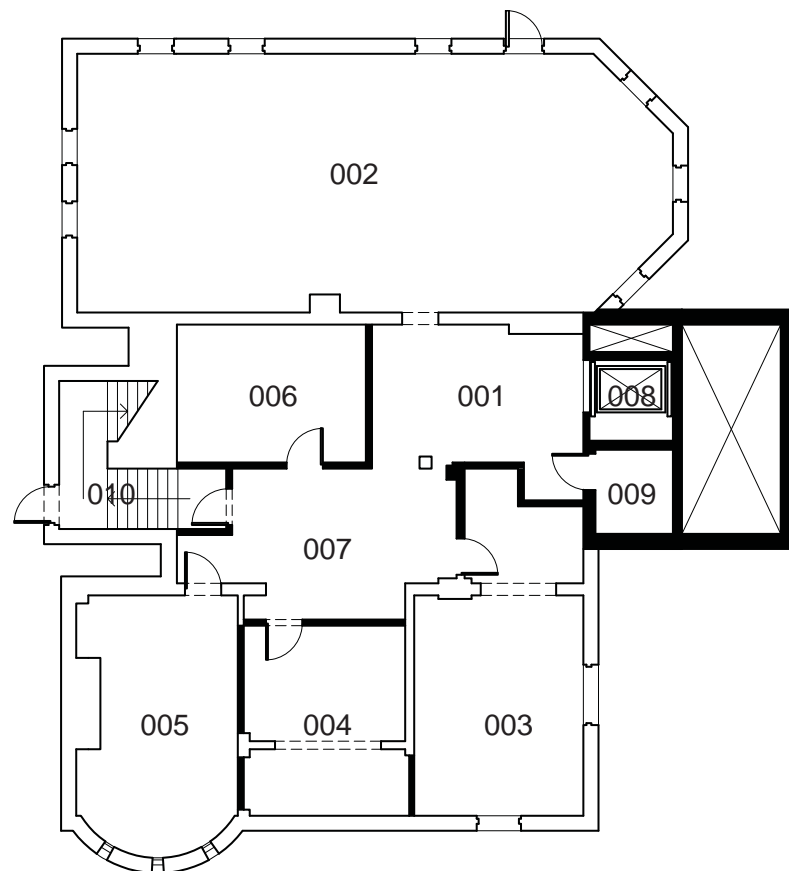
The scope of work for this alternate Fit-Out of the Old Library accommodates the Council on Aging per the conceptual drawings. This fit-out includes:

- Drywall walls and wood doors to create offices and meeting rooms
- A catering kitchen, including equipment
- Two additional toilet rooms on the upper level
- Air Conditioning
- Walks, curbing, landscaping and paving along Old Littleton Road and Fairbanks Street adjacent to the Old Library Building. This alternate would have a drop-off on Fairbanks Street with a permanent covered walkway from the drop-off to the building entry.

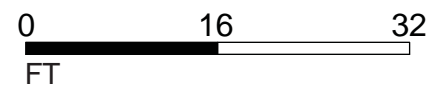
Excerpted from GPR report - 2/7/2011 (see Appendix C for full report)

The turn-around shown in front of the old library is the best solution for providing a turn-around in this specific location off Fairbanks Street that we could envision. However, it must be noted that GPR does not recommend it as a desirable solution. The turn-around is located right at a four-way intersection in a busy part of the center of town, which means traffic entering the turn-around could easily conflict with traffic in this intersection. This is undesirable on the face of it, and is made especially so given the age of the drivers this turn-around is specifically intended for. Also, the turn-around is accessible by traffic coming from three directions, however traffic trying to enter the turn-around from the north heading south on Fairbanks Street will be required to essentially perform a u-turn in the middle of this four-way intersection. This turning movement is very undesirable, and would not be allowed, causing the drivers to then need to find somewhere else to reverse direction before entering the turn-around, which is itself undesirable, and would unnecessarily complicate traffic patterns around the common and potentially endanger these senior drivers.

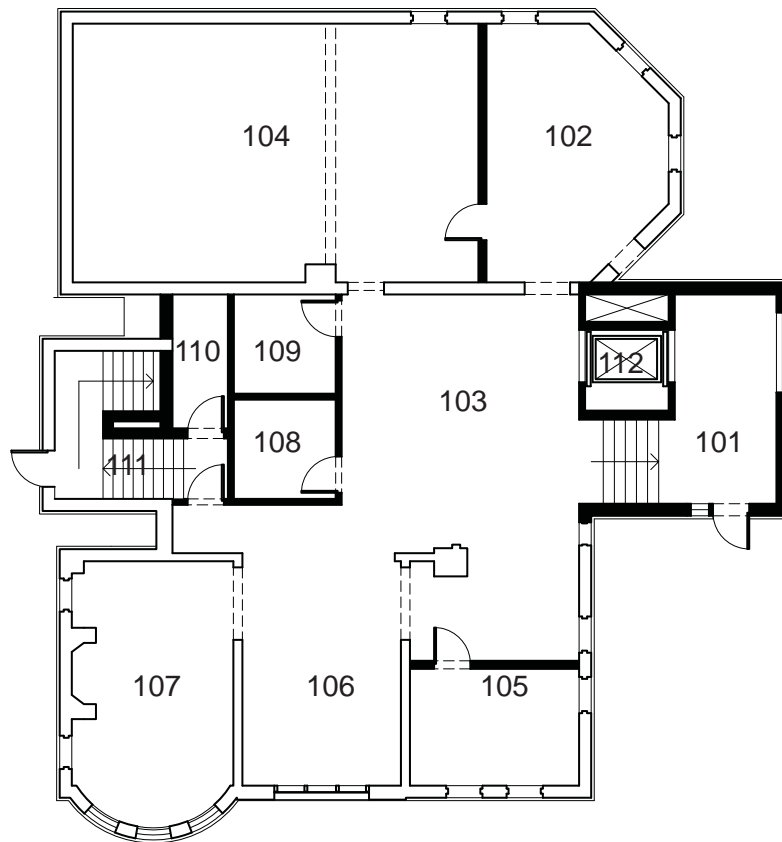
Old Library
Council on Aging
Lower Level Plan



- 001 Hall
- 002 Multipurpose
- 003 Office/Wellness
- 004 Women's Room
- 005 Activity/Classroom
- 006 Men's Room
- 007 Hall
- 008 New Elevator
- 009 Elevator Equipment Room
- 010 New Egress Stair



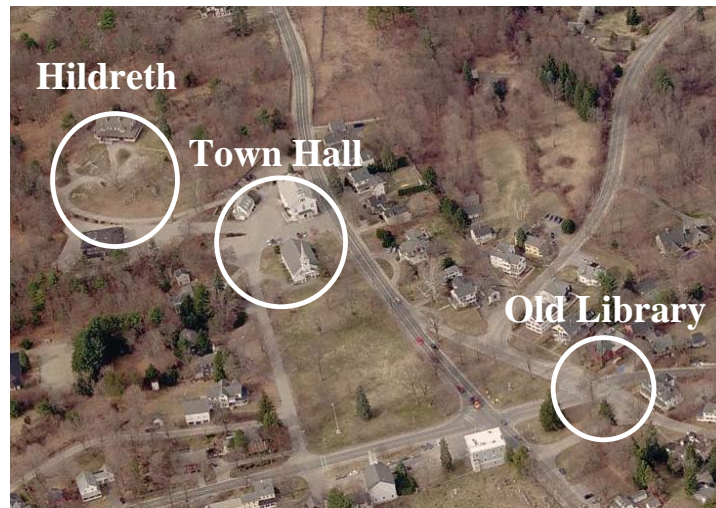
Old Library
Council on Aging
First Floor Plan



- 101 Entry at Grade
- 102 Kitchen
- 103 Reception
- 104 Dining Room
- 105 Office
- 106 Card Room
- 107 Parlor
- 108 Men's Room
- 109 Women's Room
- 110 Closet
- 111 New Egress Stair
- 112 New Elevator

0 16 32
FT

4.4 SITE



The Municipal Buildings Committee engaged the civil engineering services of Goldmith, Prest and Ringwall (GPR) to help evaluate site conditions in the areas surrounding Town Hall, Hildreth House and the Old Library and to help develop appropriate engineering solutions. The resulting analysis and proposed interventions are contained in their final report contained in Appendix C.

Excerpts from the GPR report - 1/31/11:

The goal of the Town Hall area renovation is to resolve the vehicular/pedestrian traffic conflicts, giving each a clear right-of-way, and to enhance the appearance of the Town Hall and the Unitarian Church by allowing pedestrian friendly landscape and hardscape designs between the two, and adjacent to Town Hall. The addition of parking to serve Town Hall is needed, and architecture to provide a covered walkway/drop-off addition to Town Hall was also a desirable goal, if possible.

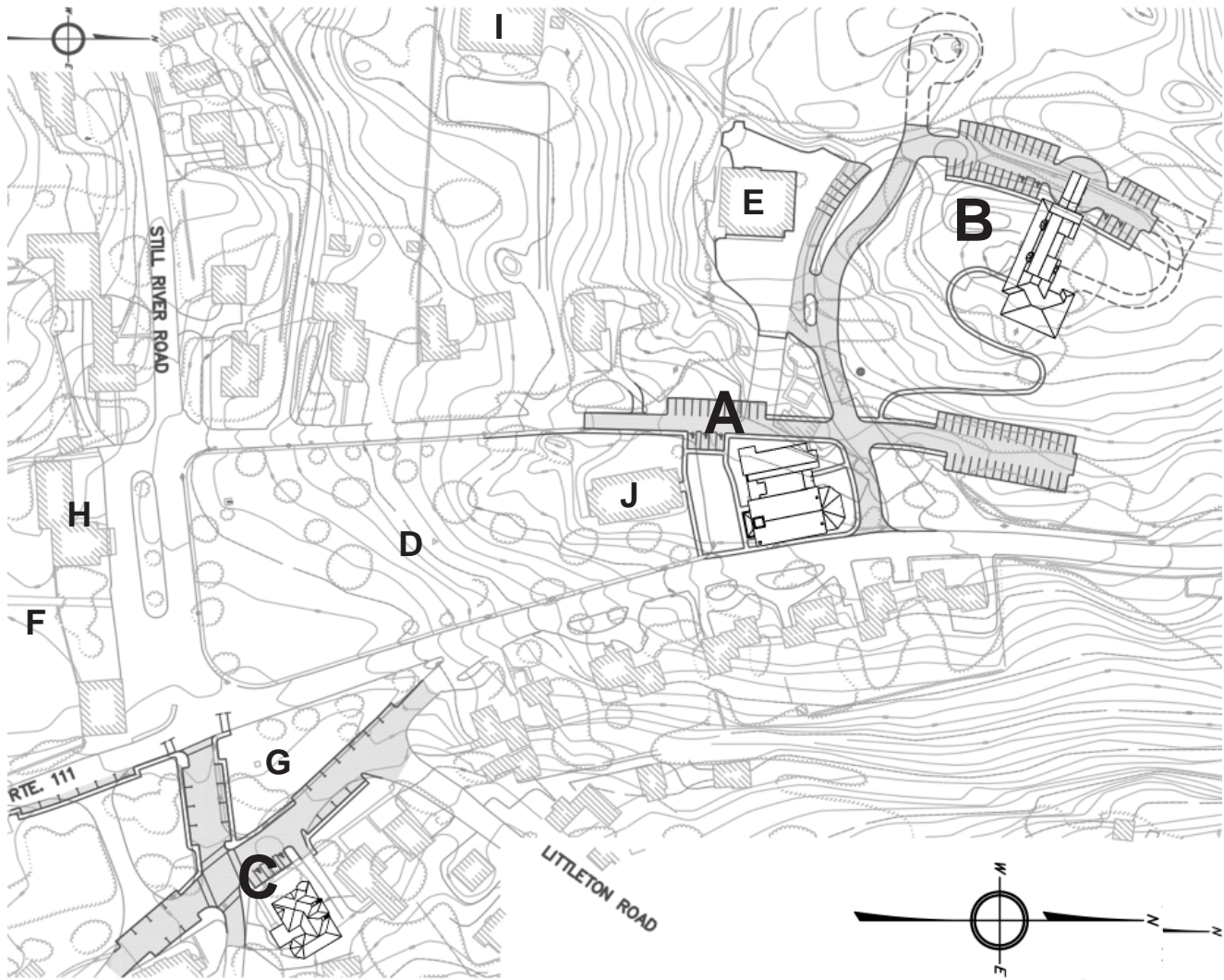
The major addition shown on the south side of Hildreth House brings both a dining/kitchen area for functions, as well as an elevator for access from the adjacent new parking proposed just west of the building. This new parking area will be at the current basement level of the Hildreth House, hence the need for the elevator in this area. Grades for the parking area are set by the walk-out entrance to the basement and by existing topography. The parking as proposed will require significant fill, but will be level, easily negotiated by drivers, and with convenient access to the Hildreth House. A total of 32 lined spaces will be available, including 4 handicapped spaces, which is roughly twice the total parking now available to the Hildreth House.

This parking scheme allows the front lawn of the Hildreth House to be restored as lawn and/or garden area, enhancing the viewshed towards the Town Common, and improving the view of Hildreth House from the Common as well, with parking hidden behind the building.

GPR also looked at the area surrounding the Old Library and developed drawings to create more formalized parking areas, pedestrian pathways and address handicapped accessible parking and building access.

The following pages contain annotated drawings created by the Municipal Buildings Committee Design Team to illustrate the proposed site interventions. They are supplemented by excerpts from the Skanska report (see Appendix A) which describe the phasing plans for the site work.

4.4.1 Harvard Common: Proposed site work zones related to Common landmarks



- A** North Site/ Town Hall
- B** North Site/ Hildreth House
- C** South Site/ Old Library
- D** Harvard Common
- E** Fire Station
- F** Burial Ground
- G** Little Common
- H** Congregational Church
- I** UU Fellowship Bldg.
- J** UU Church

4.4.1 NORTH SITE

4.4.1.1 NARRATIVE

The following notes are excerpted from the Skanska report dated 1/30/11 (for full report see Appendix A). The lettered sections correspond to the diagram on the opposite page.

A. New North Road Construction

The North Road enabling work includes the installation of a new road, along with site utilities, from the main road to entrance of the Hildreth parking area. This road essentially replaces the long driveway to the Hildreth House. The primary purpose of the North Road is to provide safe emergency access from the fire station to Ayer Road and a safe pedestrian zone. The current emergency vehicle access will not be available when Phase 2 of the Town Hall construction is underway. The North Road will also provide access to the Hildreth House and a public road to a potential new parcel.

B. New North Parking Lot

The North Parking Lot enabling work includes the installation of a new parking area with site lighting adjacent to and accessed by the new North Road. The primary purpose of the lot is to provide parking to Town Hall and adjoining uses.

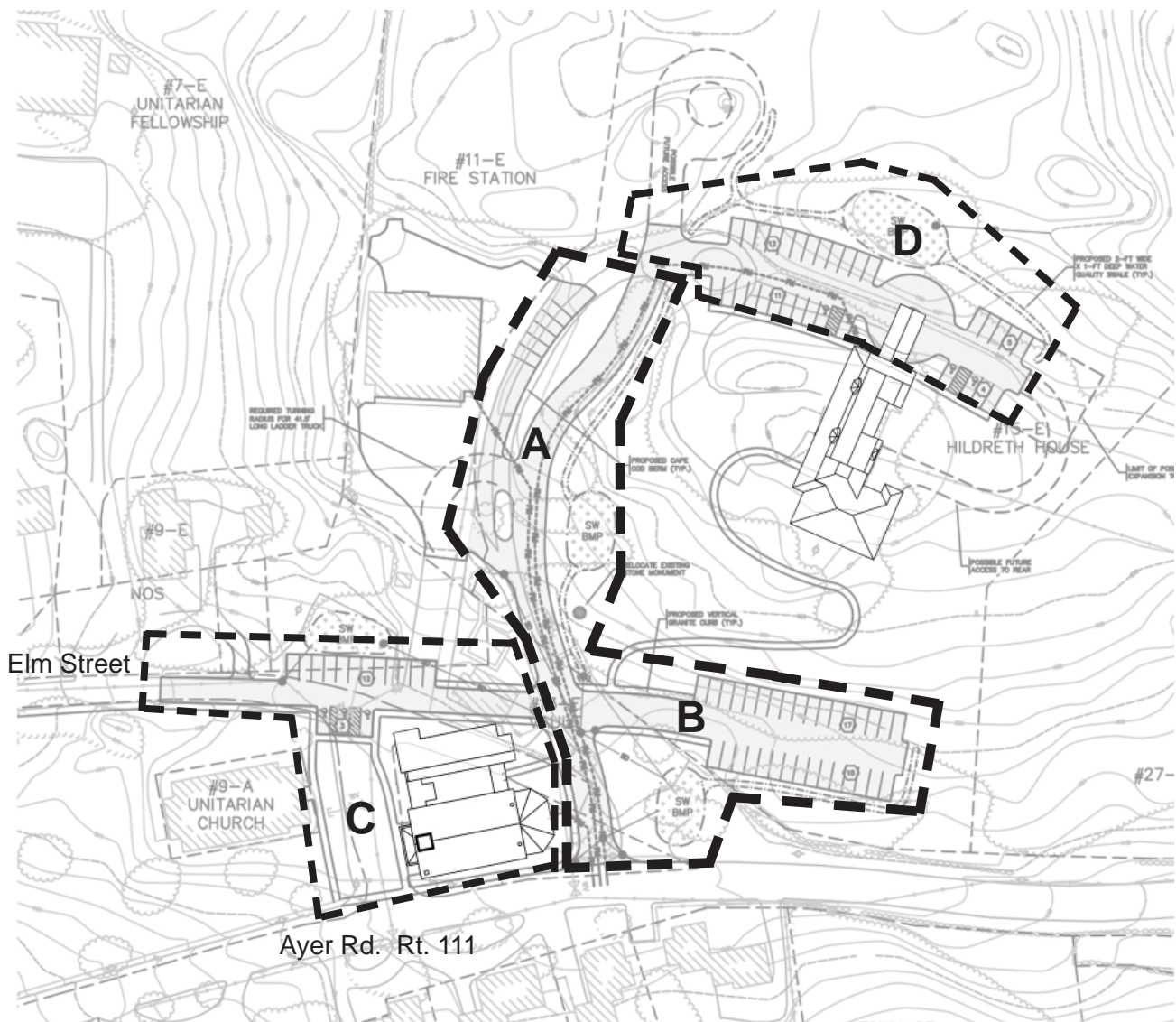
C. Elm Street /Town Hall

The Site Work scope of work for the 2nd Phase of the Town Hall includes extending Elm Street to the North Road; providing parking spaces on Elm Street; eliminating the existing road south of Town Hall and providing the required site improvements for the renovated Town Hall and Addition. This work also includes the removal of the Old Fire Station and the removal of the fabric canopy installed in Phase 1.

D. Hildreth

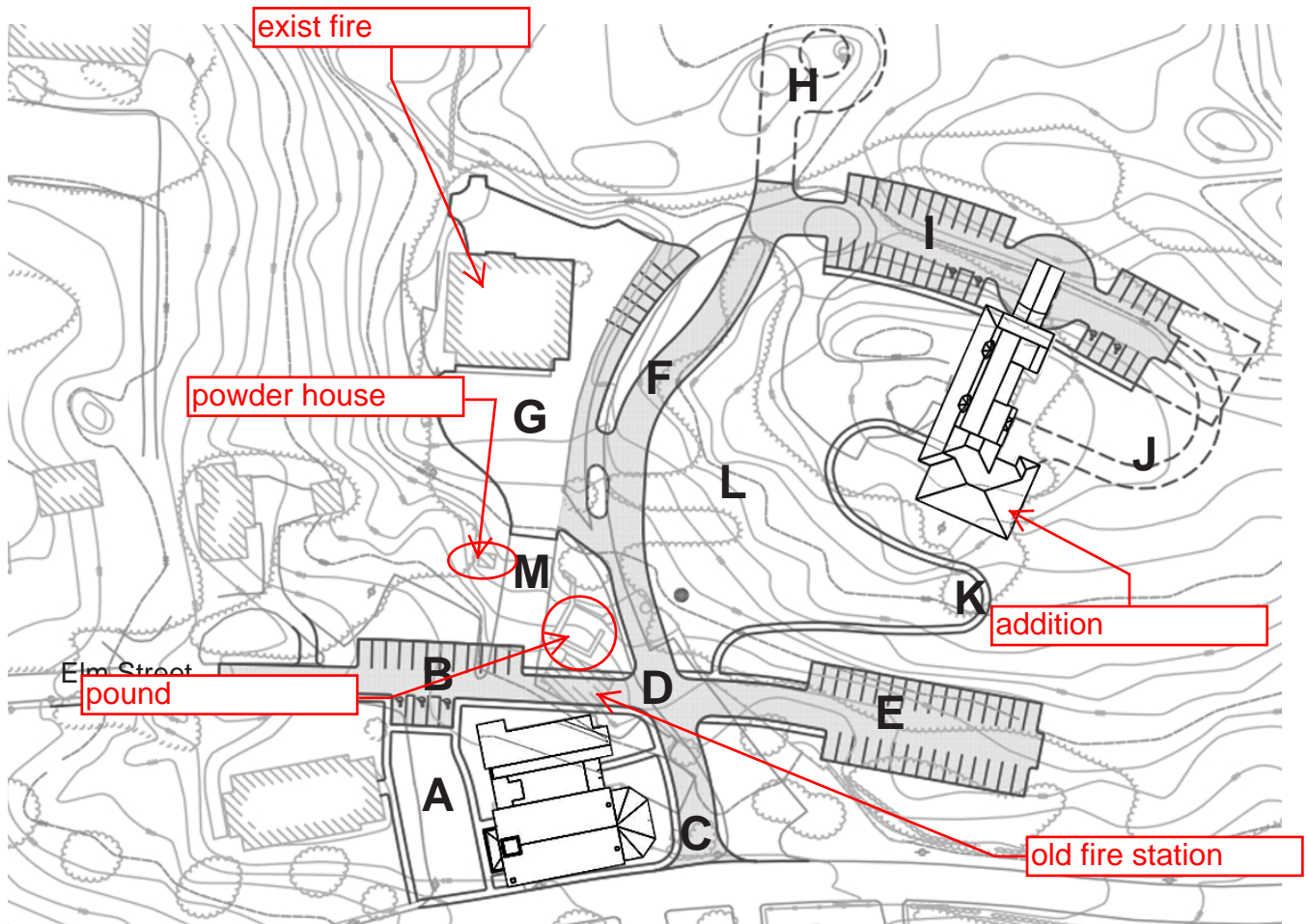
The site work scope of work for the baseline addresses the replacement of building services as outlined in the ARUP report (Appendix B), along with a new circular drop off and parking for 34 vehicles, retaining walls to accomodate grade changes and site improvements such as walks and landscaping adjacent to the new construction.

4.4.1.2 NORTH SITE WORK PHASING PLAN



- A North Road
- B North Parking Lot
- C Elm Street / Town Hall
- D Hildreth

4.4.1.3 NORTH SITE WORK: DETAIL



- A Paved area between UU church and Town Hall becomes part of Harvard Common
- B Parking for UU church and Town Hall off of extended Elm Street
- C North Road curb cut geometry improved for sight lines
- D Safe intersection
- E North parking
- F North Road access to Hildreth
- G Parking for fire department improved with delineated spaces
- H Future potential development site access road
- I Parking and covered drop-off for Hildreth House
- J Future loading drive access to kitchen
- K Pedestrian path to Common
- L New Harvard Gardens
- M Green space between historic Stone Pound and historic Powder House

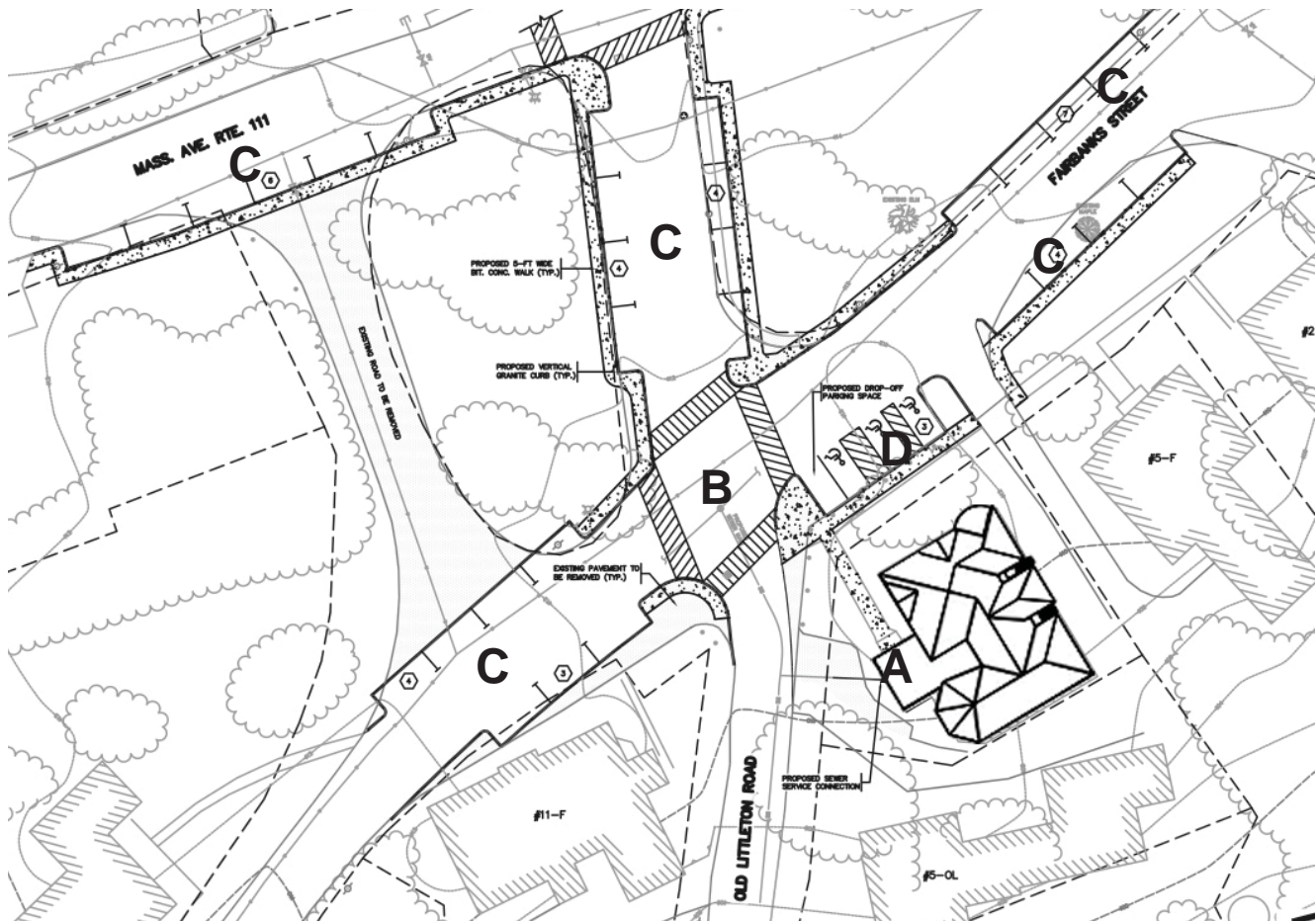
4.4.2 SOUTH SITE

4.4.2.1 NARRATIVE

Excerpted from Skanska report - 1/30/11:

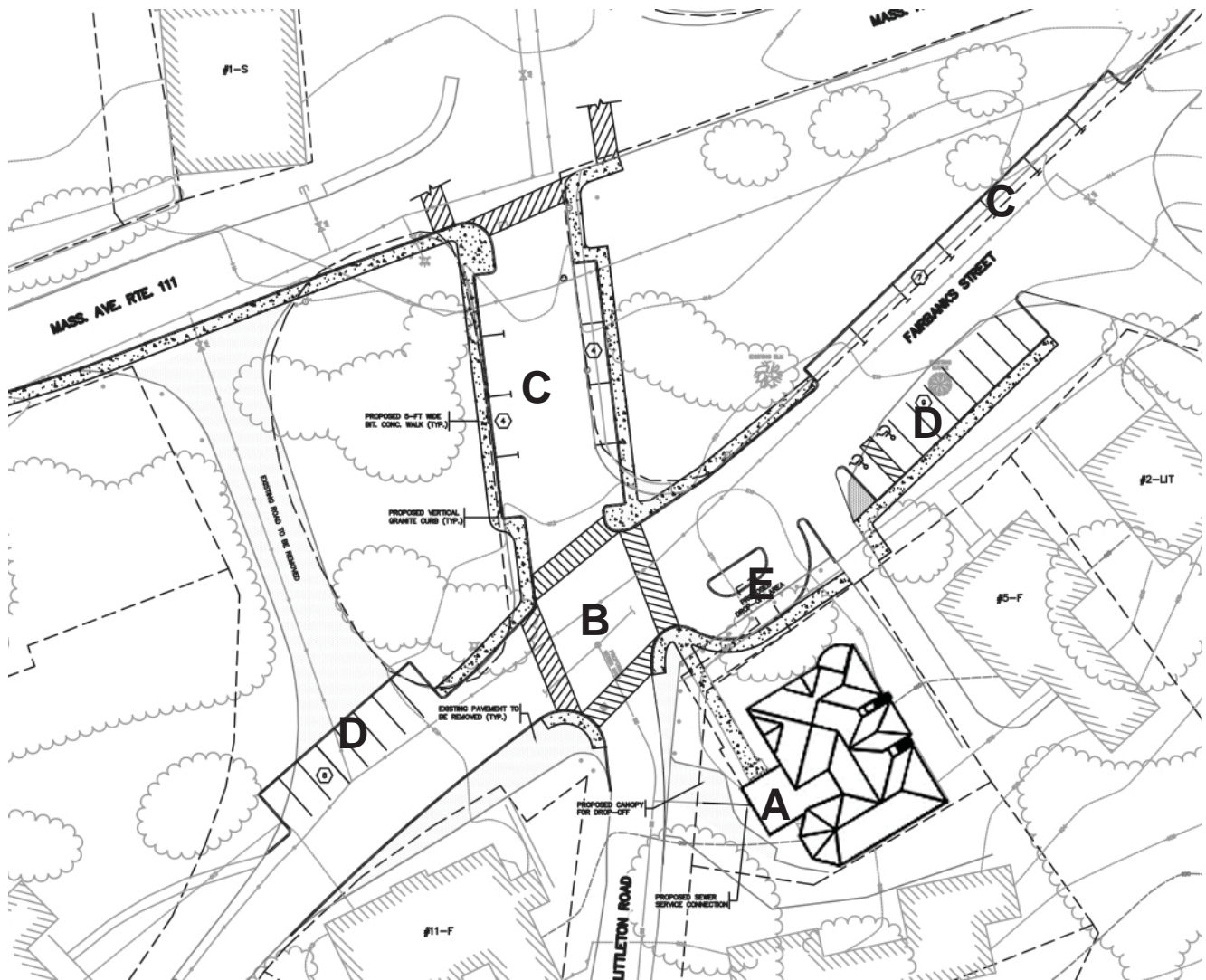
Pursuant to the conceptual drawings, additional parking, along with improved crosswalks and sidewalks have been added to Mass Ave Rte. 111, Fairbanks Street and Old Littleton Road. A portion of this work adjacent to the Old Library has been included with the alternates, above. However, the majority of this work is taken as a separate scope of work. If Alternate #1 – Cultural Center is accepted, this work may be deferred or done as a separate project without impact on the building scope. However, if Alternate #2 – Council on Aging is accepted, these parking and road upgrades are necessary to provide adequate parking and pedestrian safety to the public using the facility.

4.4.2.2 ALTERNATIVE #1: CULTURAL CENTER



- A New covered/enclosed on-grade elevator and stair to first floor
- B Improved intersection meets industry standards
- C Regularized parallel parking
- D Regularized head-in parking

4.4.2.2 ALTERNATIVE #2: COUNCIL ON AGING



- A New covered/enclosed on-grade elevator and stair to first floor
- B Improved intersection meets industry standards
- C Regularized parallel parking
- D Regularized head-in parking
- E Covered drop-off

5. SUPPORTING STUDIES

5.1 PILOT PROJECT

The *Pilot Project* at the Old Library has seen a steady increase in use since the first classes/ programs commenced in September. Scheduled events have increased by 25% between October and January. Spaces have been transformed to accommodate more than twenty classes, workshops and training sessions, as well as meetings of town boards. Scheduled activities for January averaged 24 hours a week and served all ages, from preschool to senior citizens.

The variety of programs includes a wide array of movement classes, arts groups such as TWIG (illustrators), Nashoba Knitters and Ukulele Players. Nashoba Youth Soccer meets regularly as do local Scout troops. Fruitlands, the Harvard Historical Society and For Arts Sake have taken advantage of the space and sponsored programs as well. Organizations have found it a good space for day-long workshops, and parents have found the cozy second floor to be an ideal location for their child's birthday party. The second monthly gallery exhibit was hung the beginning of January with plans in place for a new exhibit each month.

In this same period, twelve town residents have volunteered over 200 hours staffing the information desk and fledgling welcome center. A host of other volunteers spent 70 hours cleaning, painting and getting the building in shape to open its doors in September. Volunteers continue to be an integral part of the continued exciting growth of the Pilot Project. Financial information for the Pilot Project at the Old Library

We developed a budget for the *Pilot Project* based on the goal of collecting \$10,000 in fees for the first year. With no seed money to start, we relied on volunteers and in-kind contributions as well as paint and cleaning supplies from the town for the initial cleanup.

We provide space for a fee and the provider is responsible for expenses relating to his/her program. Fees are deposited into a revolving fund, a Town of Harvard account.

We will continue the *Pilot Project* for another year while we study the feasibility of a non-profit model. A long-term lease of the Old Library to a non-profit could serve as a vehicle for creating a vibrant center that will allow present energy and creativity to continue to take shape and grow. Next steps include writing a strategic plan and developing a business plan that will define the structure for a non-profit community cultural center at the Old Library. A recommendation on how to proceed will be made at the Annual Town Meeting in 2012.

Financial information for the *Pilot Project* at the Old Library

We developed a budget for the *Pilot Project* based on the goal of collecting \$10,000 in fees for the first year. With no seed money to start, we relied on volunteers and in-kind contributions as well as paint and cleaning supplies from the town for the initial cleanup.

We provide space for a fee and the provider is responsible for expenses relating to his/her program. Fees are deposited into a revolving fund, a Town of Harvard account.

Revenue

September	\$241.00	
October	\$864.00	
November	\$562.00	(included vacation week)
December	\$755.00	(included vacation week)
January	\$1250.00	
Total Revenue		\$3672.00

Expenses

11/20	Postcard town-wide mailing	
	Image Software	\$481.25
	Postage	\$144.94
12/13	Newspaper advertisements	
	<i>Harvard Post</i>	\$128.00
	<i>Harvard Press</i>	\$108.00
	<i>Harvard Hillside</i>	\$79.00
Total Expenses		\$941.19

5.2 OTHER SPACES

While the center of town contains many public and private facilities serving resident activities, few have the access, characteristics or availability to meet the needs of these three programs (town government, senior center and cultural center.)

The Committee evaluated seventeen municipal and private facilities in Harvard to determine if existing spaces could accommodate the program uses required by the senior center, town government and a cultural center (see Appendix F).

Of the seventeen buildings, six were considered inadequate because of lack of year-round availability, limited parking, limited access and/or user fees.

Of the remaining six municipal buildings the schools offer the largest amount of space, but restrictions on daytime use, coupled with a required custodial presence, no storage space for outside users, and lack of kitchen access make them poorly suited to the needs of seniors, long-term cultural events or episodic meetings of varied duration.

Of the remaining five privately owned buildings, the new Unitarian Church Fellowship building and new addition on the Congregational Church have spaces that most closely match the criteria of the program requirements under consideration. But although the dimensions and amenities seem suitable, the churches must give their own uses priority over renters or borrowers.

After examining the available spaces in town and collecting criteria for municipal services operations (specifically, requirements for optimum operation of the COA and reliable delivery of senior services), it was determined that relying on the availability of privately held spaces for public uses was not a prudent approach for consistent, reliable delivery of COA services. Scheduling priority for these private spaces (in most cases, spaces owned by local churches) are reserved for the operations of these private institutions, and any last minute uses required by these private entities requires that the municipal “guest” services would need to be cancelled or moved. Given the expanded services potential of the COA, and the Director’s need for reliable scheduling and building availability, it is our recommendation that the COA not rely on borrowed or rented private spaces for their municipal operations.

5.3 REAL ESTATE ANALYSIS

OLD LIBRARY

Discussions on the value and possible uses of the old library have been held with Eric O'Brien of O'Brien Commercial Real Estate and with John Amaral of Omni Properties. In addition, discussions were held with Building Inspector and Zoning Officer Gabe Vellante, as well as with Chris Tracey, Chairman of the Zoning Board of Appeals.

It is the opinion of Gabe Vellante and Chris Tracey that because the Old Library building is located in a residential zone, the uses would be restricted to government, institutional, residential, and religious. Both agreed that using the building for other purposes would require a change to the Town of Harvard Zoning Bylaws and that, based on existing zoning bylaws, it would not be eligible for a Zoning Board of Appeals hearing.

The property was acquired by the Town of Harvard on November 11, 1911 from the Trustees under the will of Hannah W. C. Savage, as recorded in the Worcester Registry of Deeds, Book 1220 and Page 614. The deed states, "Forever keep and maintain thereupon a building for a Public Library, which may also be used by said inhabitants of said Town of Harvard for other purposes not inconsistent with a Public Library."

Based on the above, any change in use would require a change in the Town of Harvard Zoning Bylaws. Due to the statements in the deed, approval from the Massachusetts Land Court and/or from the Probate Court may be required, since the deed was conveyed under the will of Hannah W. C. Savage. This procedure was required when Old Bromfield had a change of use from a school to a library.

Both Eric O'Brien and John Amaral felt that if, in fact, a zoning change were obtained, the building could not compete with office space in newer buildings in the area, many of which have vacant space at this time. If zoning permitted commercial use, both realtors felt that the basic build out of utilities and access would have to be done by the owner of the property in order to obtain a respectable sale and/or rental price. If the town were to renovate the property and retain the ownership and then lease it for commercial use, the estimated value was \$8 per square foot, triple net. However, the brokers and Victor Normand felt that the market at this time is saturated and not a viable option. Eric O'Brien stated, "It is not worth putting any money into it due to slow market conditions and it should simply be leased as is.

The consensus was that if the property were to be developed into residential housing, it could support three condominium units, and, based on values of existing condominiums, the building might bring in a sales volume of around one million dollars. If one were to consider the cost to upgrade the building utilities and to bring it into code compliance and green energy requirements, the opinion was that the property may have a value of the land only. One concern expressed was the lack of off-street parking for residential use. For example, the Town of Harvard does not permit parking on town roads during the winter storms.

Gabe Vellante and Chris Tracey are of the opinion that the current use of the property as a community/cultural center is a permitted use under our zoning bylaws.

HILDRETH PROPERTY

The Municipal Buildings Committee obtained Broker's Price Opinions from Diane Newton of RE/Max Traditions and Rhonda Sprague, principal broker at Harvard Realty.

They were asked to provide a value for the entire parcel of house and 5.6 acres; for a separate building lot comprising approximately 2.5 acres; and for the dwelling and approximately 2.5 acres. Liz Allard and Rich Nota visited the roadside where the two lots would enter from Ayer Road. They believed that the entrance at this site would comply with line-of-sight rules, if there were an adjustment to the stone wall by the street. However, a civil engineer questioned the viability of this idea. There is a plan to make the entrance to Hildreth House a public way. If this were approved, then the buildable lot would be able to conform to a basic lot of 1.5 acres. Both realtors believe the lot value would be approximately the same in either instance.

For this report, the two realtors' Opinion of Value figures were averaged, and the value for the house and 5.6 acres was \$713,700. The value of the house and 2.5 acres was \$577,500, and the value of a buildable lot was \$261,200. These numbers are gross numbers and do not consider legal fees, engineering fees, recording fees, or broker fees. A copy of the Broker Price Opinion reports are available upon request. A summary of these numbers is at the end of this report.

This committee is not proposing the development and/or sale of this property. This would require a mandate from the Board of Selectmen.

BROKER	Value #1 Entire parcel: house & 5.6 acres	Value #2 house & 2.5 acres	Value #3 buildable lot: 1.5 to 2.5 acres
Dianne Newton Re/Max	\$700,000 - \$725,000	\$550,000 - \$570,000	\$265,000 - \$280,000
Rhonda Sprague Harvard Realty	\$715,000	\$595,000	\$250,000
Average Price	\$713,700	\$577,500	\$261,200

Note #1

Expenses to be incurred would probably include brokers fees, legal fees, recording fees which would be subtracted from the actual sales price

Note #2

The brokers felt the value of the land would be the same whether a common shared driveway was constructed to support both the dwelling and a separate lot or the existing driveway was converted into a town accepted road. If in fact the common shared driveway was to be used by both properties the Town should build the common driveway to obtain the maximum value to both properties.

Note #3

To obtain the value stated for the Lot the Town would have to provide a Board of Health permit to install a Title V Septic System or provide a connection permit to the Town Center Sewer system. Buyers do not buy lots unless there is proof the land can be built upon.

5.4 FUNDING SOURCES

5.4.1 FUNDING

While the overall cost of implementing the Municipal Buildings Committee's recommendation is dependent both upon the scope recommended and the phasing approach selected, the funding sources for the three distinct projects have similar sources.

Our recommendation is to proceed initially with the Town Hall renovation and addition, but not proceed with the upper town hall fit-out until there is adequate demonstrable philanthropic support. Likewise, for the Senior Center, we advocate focusing the coming year on schematic design and on identifying and securing alternative funding sources (including private donations) for construction.

5.4.2 FUNDING SOURCES

Community Preservation Act

Our research indicated that indirect tax payer funding, such as the Community Preservation Act (CPA) allocation, is used extensively – and in most cases exclusively – for town hall renovations in the Commonwealth. Due to our 1.1% match, approximately 80% of the CPA annual allocation is generated from the surcharge on our tax bill, with 20% of the allocation from the Commonwealth. The CPA requires a 10% annual set-aside for historic preservation; for our overall receipts, this is approximately \$25k/year.

With the support of the Harvard Historical Commission, we are seeking a tacit commitment from the Community Preservation Committee (CPC) for ~\$650k over ten years (i.e., 550k, plus the existing 100k approved at the ATM 2010) for preservation of these historic structures. This is approximately 30k more/annum than the mandated 10% set-aside for historic preservation.

Property Sale

The Hildreth House 5.6 acre site, with enabling roadwork, could become two separate lots: the existing site of approximately 2.5 acres, and a secondary lot of approximately 2.5 acres. One option to support the building and renovation project is to leverage the secondary lot for housing. In the present market, our appraisal estimates indicate that this property could yield \$275k, as-is. Divesting property would require a vote at town meeting. Other town-owned non-restricted properties – which would also require a vote at Town Meeting – may yield a more straightforward gain from sale, should the Town desire to divest property.

Public Grants and Funding

Given that architectural plans do not exist and construction would be at best one year away, it is premature to apply for any grant opportunities. Nonetheless, we avidly investigated the availability of Federal and State grants. These funding sources were extensively used by the new Library and the School due to dedicated state programs (MBLC, MSBA) for library and school projects. Unfortunately, there are no dedicated state funding programs for Town Hall and Senior Center renovation.

The MBC's investigation was aided by the services of Mass Development's grant writer at Devens, staff of Representative Niki Tsongas, representatives from the Montachusett Regional Planning Commission, and representatives from the USDA Rural Development.

In the present economic climate, cutbacks across the board are making the application process extremely competitive. Additionally, Harvard's relative wealth excludes the Town from applying for many grants. Although our initial queries regarding preservation and general renovation grants were not encouraging, the MBC recommends continued monitoring of grant opportunities. Community Development Block Grants (CDBG) are available for institutions removing architectural barriers to allow access by persons with disabilities. We will be starting the application process for these in the next 60 days.

The Community Facilities Guaranteed Loan Program, available to towns up to 20,000 in population, offers competitive financing. Town staff recommends, however, that our funding approach follow the traditional Bond Anticipation Notes (BAN) and debt financing proscribed by the Department of Revenue.

Private Grants

Private grants, ranging from preservation to foundation grants, have not been extensively explored. We did discover that small foundation grants for less than \$25k could be attained by organizations such as the Friends of the Council on Aging; however these grants are not for construction but for equipment and program development. A cursory review of foundation grants indicated some support for historic preservation of municipal structures; dedicated further investigation is urged.

Energy Rebates and the Green Communities Act

Projected funding for energy reduction and energy-efficient construction is in two forms: energy rebates from industry, such as National Grid, and allocation of the Town's Green Communities appropriation for energy modeling.

Philanthropy

The new Library's success in private fundraising (\$1.8M prior to the contributions of the Bromfield Trustees), coupled with the fledgling interest in a Cultural Center influenced our decision to establish a threshold, per project, for private philanthropy. The fit-out of the upper Town Hall is predicated upon sufficient donations; the financial viability of the Cultural Center will determine its ultimate disposition.

The MBC projects \$1.8M in private philanthropy, allocated equally between the three buildings. The \$600k for Town Hall would be raised for fit-out of the future performance space; the \$600k for the Hildreth House would be raised by the Friends of the Council on Aging; we envision \$600k for the Cultural Center (outside of ongoing rental and programmatic revenue) would be raised by a non-profit.

Taxpayer Funding

The town traditionally finances large building projects through an excluded debt offering, typically over 20 years. Current conservative estimates are that rates are ~ 4.5%. Our recommendation proposes a tentative threshold of direct taxpayer commitment, covering at minimum years of deferred maintenance. Using a threshold effectively restricts the taxpayers' burden; final delineation of the threshold will require balancing available offsetting (external) funding and other planned major capital

projects (e.g., Fire Station renovations, new well). Our calculations indicate that for the first phase of Town Hall construction (FY13 request at ATM), \$3.1M at 4.5% over 20 years would increase our existing debt load from \$1.03M (FY12) to \$1.29M in FY13. If the second phase of Hildreth House construction were to proceed (FY14 request at ATM), an additional \$1.54M would increase the debt to an annual cost of \$1.4M.

All funding is contingent upon an interdependent set of approvals, whether by the Capital Committee, Finance Committee, Board of Selectmen, and voters and Town Meeting and Election. Although there is widespread agreement on the need to address our municipal buildings, securing commitments of phasing and financing remains an ongoing task.

5.5 SOFT COST ANALYSIS

For the purposes of this study, soft costs include indirect costs and any other costs to the town other than construction contract costs. The construction costs used in this report include architectural and civil (site) costs. To this, the soft costs are added to compute the total project costs. At this conceptual stage of design, soft costs are estimated using percentages of the construction costs. A more detailed explanation of percentages used and definitions of each item is included in the report by Skanska included in Appendix A.

The MBC has itemized the soft costs for the Recommended plans for both the Town Hall and the Hildreth senior center because these projects are recommended for implementation first. Soft cost was not itemized for the recommended plan for the Cultural Center at the old library as this project is several years away from design and construction.

The two tables on the following pages show the percentages used and a breakdown of how soft costs are allocated for each stage of the two projects including the schematic design, design and bidding and for the construction phase. Members of the MBC, using experience in actual soft costs of other town building projects and professional experience, estimated how to distribute the soft costs totals in to each category within each stage of the project. As is the case for all project estimates at this early stage, the soft costs will be reviewed and estimated at a greater level of detail as design proceeds.

5.5.1 TOWN HALL - PHASE 1 OF 2-PHASE SCHEME

Estimated Construction Cost = \$2.59m + \$0.53m for enabling work = \$3,120,000

Budgeted Soft Cost = 30% of \$2.59m (\$0.78) + 15% of \$0.53m (\$0.08m) = \$860,000 (27% of CC)

	Schematic Design	Design & Bidding	Const.& Comis'g	Total
A. Consultant Fees & Expenses				
1. A/E (std services & cost estimating, lighting, security signage, tel/data	Main Package 42,000 Civil Package 6,000	126,000 18,000	42,000 6,000	210,000 (8% of CC) 30,000 (6% of CC)
2. Owner's PM	15,000	40,000	55,000	110,000
3. Commissioning		15,000	15,000	30,000
4. LEED documentation		1,000	1,000	2,000
5. Owner's estimate	5,000	15,000		20,000
6. Code req'd Struct'l rev.		2,000		2,000
7. Energy modeling	20,000			20,000
8. Surveys & Analysis a. Geotech b. Topographic c. Hazardous mat'ls	20,000	10,000		30,000
9. Legal	3,000		3,000	6,000
10. Print'g & Advert'g		9,000		9,000
11. Reimbursables	2,000	2,000	2,000	6,000
Sub-total	\$113,000	\$238,000	\$124,000	\$475,000
B. Procurements & Services				
1. Furniture (non-fixed)			50,000	50,000
2. Equipment a. Telephone equip. b. A/V/camera system c. Security system d. Low voltage wiring			34,000	34,000
3. Construction Mgmt.			80,000	80,000
4. Materials Testing			5,000	5,000
5. Abatement/Demo a. Septic System b. Asbestos/Lead paint			50,000	50,000
6. Moving			10,000	10,000
7. Relocation				Not included
Sub-Total				\$229,000
C. Contingencies				
1. Inflation				Not forecast
2. Owner's contingency				156,000
Sub-Total				\$156,000
Total				\$860,000

5.5.2 HILDRETH HOUSE – RENOVATION AND ADDITION

Estimated Const. Cost = \$1,800,000

Budgeted Soft Cost = 30% of \$1,800,000 = \$540,000

	Schematic Design	Design & Bidding	Const.& Comis'g	Total
A. Consultant Fees & Expenses				
1. A/E (std services & cost estimating, lighting, security signage, tel/data	35,000	85,000	35,000	155,000
2. OPM	10,000	30,000	30,000	70,000
3. Commissioning				
4. LEED documentation		1,000	1,000	2,000
5. Owner's estimate	5,000	9,000		14,000
6. Code req'd Struct'l rev.		1,500		1,500
7. Energy modeling				
8. Surveys & Analysis a. Geotech b. Topographic c. Hazardous mat'ls	15,000			15,000
9. Legal	1,500		1,500	3,000
10. Print'g & Advert'g		5,000		5,000
11. Reimbursables	1,500	1,500	1,500	4,500
Sub-total	\$68,000	\$133,000	\$69,000	\$270,000
B. Procurements & Services				
1. Furniture (non-fixed)				60,000
2. Equipment a. Telephone equip. b. A/V/camera system c. Security system d. Low voltage wiring				20,000
3. Construction Mgmt.			50,000	50,000
4. Materials Testing				5,000
5. Abatement/Demo a. Septic System b. Asbestos/Lead paint				25,000
6. Moving			10,000	10,000
7. Relocation				10,000
Sub-Total				\$180,000
C. Contingencies				
1. Inflation				Not forecast
2. Owner's contingency				90,000
Sub-Total				\$90,000
Total				\$540,000

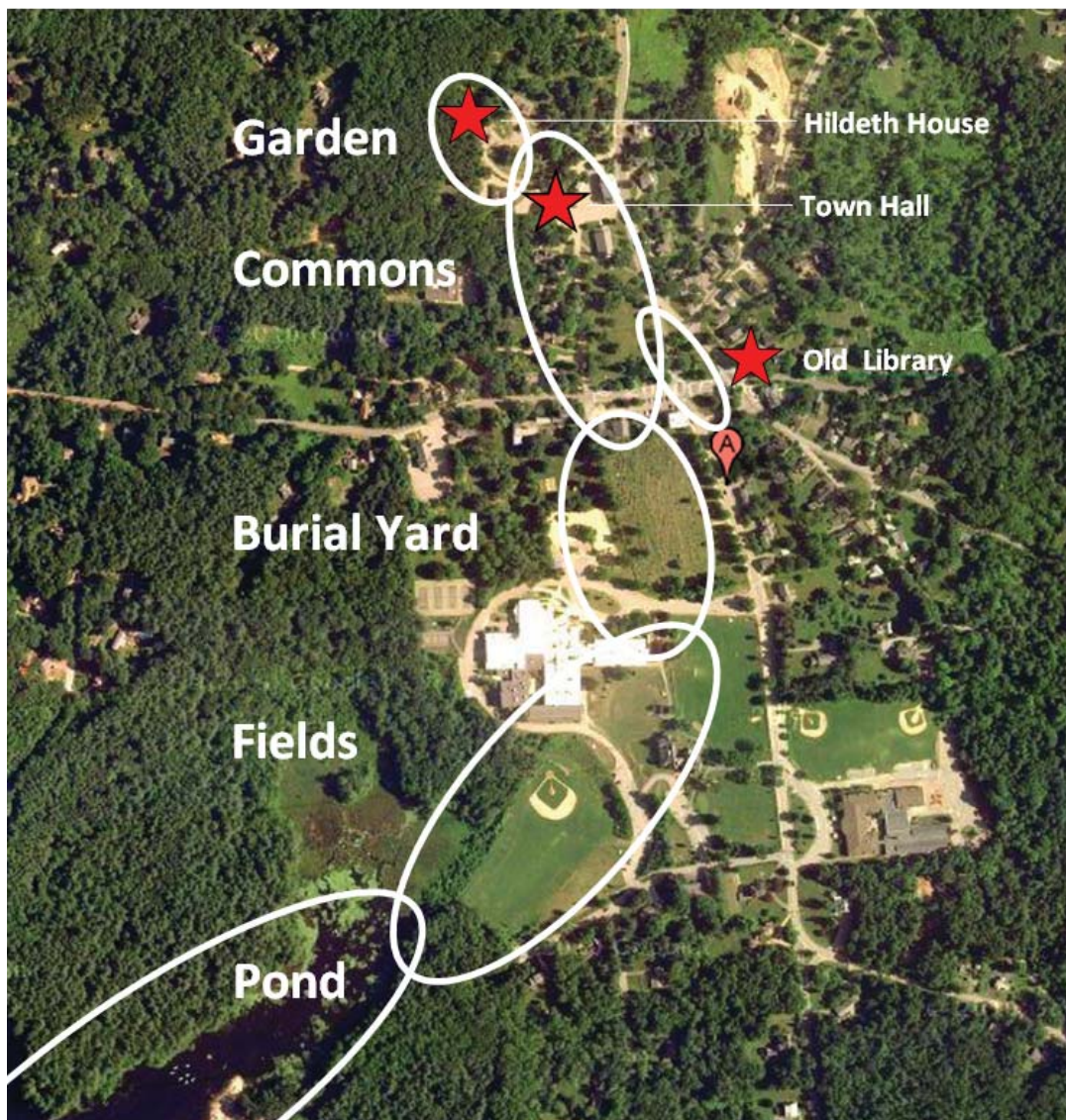
5.6 EMERALD NECKLACE

Harvard's Town Center is characterized by its beautiful landscapes spaces: multifaceted Commons; formal Burial Yard; generous Fields; and natural Pond. The relationship between these linked spaces is classically New England – essential, but not rigid.

This string of unique and complementary open spaces should be strengthened and extended whenever the opportunity arises. The need to improve the Town Hall, Hildreth House and the old library, and the pedestrian and vehicular safety of their immediate site presents such an opportunity.

The MBC proposes:

- Closure and landscaping of the 'no-name' road that runs between the old inn and General Store, and crosses the Reed Conservation land;
- Development of a Garden and removal of parking on the south sloping face of the Hildreth.
- Return of the land between the Town Hall and Unitarian Church to the Common's pedestrian space.



5.7 HISTORY

The history of Harvard's town center is a story about choices to protect common land, enhance the beauty of that land, and surround that land with buildings for civic, social, and religious use by the town citizens. It's also the story of people who gave generously of their time and money to preserve that land and to create those buildings. At this juncture in the town's history, we face the need to make decisions about the future of three town buildings and the land that surrounds them. It is imperative that we ask ourselves: what is our social and fiduciary responsibility to the long-term welfare of Harvard? There have been other points at which the town has faced the question of what it owes to preserving the past in the face of the practicalities of the future, but none were so closely connected to the core of the town as the current land and buildings. In determining our future, we should not choose a course for the town without being guided by the values and the investment of people from its past.

When Harvard was incorporated in 1732, it was granted a "Meetinghouse Plain" of 30 acres, which extended from behind the present Town Hall down beyond Bromfield and the elementary school. There were a meetinghouse, burying grounds, and six or seven houses on Meetinghouse Plain, and cattle grazed on the open space.

After the Revolutionary War merchants and tradesmen would have viewed the Plain as an ideal spot for business because the meetinghouse created the central gathering place. Lots became highly desirable and the town began to give or deed away land. Henry Nourse, in his History of Harvard, bemoans this process: "Harvard early began an unwise alienation of portions of her common to private use . . . thus sadly diminishing the extent of her public park."

But perhaps the more important thing to note is that town officials did, in fact, make a conscious choice to stop selling off land and to keep a sizeable acreage as public space. This decision led to a town Common unrivaled for its beauty and spaciousness. Additionally, the decision to preserve land for all the townspeople rather than sell it for personal use – and town profit – set a precedent to guide the future of Harvard. Open space, natural beauty, common gathering space, and public good over private gain – all these were declared important in those first transactions.

The Common underwent changes over the decades, executed by town volunteers and supported by public tax money and private benefactors. In the late 1800s a civic beautification committee installed curbing and sidewalks. Stanley Hildreth donated money to pay for the maintenance of the Common, for the mowing and watering of trees. His will provided for continued maintenance, and in addition the town appropriated an annual amount for the care of the Common.

The recommendation of the Municipal Buildings Committee to connect the Town Hall to the Common by rerouting Elm Street and grassing-in the existing asphalt would, in essence, restore a lost part of the Common to its original state. This speaks to the tradition of enhancing the beauty of our Common.

Just as with the land, Harvard's public buildings have always enjoyed a public-private ownership. While the Town Hall, old library, and Hildreth House are legally owned by the town, in more important ways they have always been "owned" by Harvard's citizens, by their volunteer efforts and their private donations. Supported by public taxes and private funding, they, with the Common, have been the heart of the town's civic and social life.



Image courtesy of the Harvard Historical Society

The current Town Hall, built in 1872, was the hub of town activities for over 100 years. Town meetings and voting were held here, as well as balls and other dances, plays, lectures, flower shows, suppers, basketball games, and more. Often, proceeds from entertainment at Town Hall were used to benefit the town. Having the upper floor of Town Hall a center for not only civic obligations but also cultural and social events, created a feeling of unity among different aspects of town life. This ended in 1984 when offices and files were moved to the second floor in what was to be a temporary solution to a need for more municipal space.

The MBC plan for an addition to Town Hall also calls for returning the upper floor to its former function as a place for both civic and social functions. This beautiful space with its high ceiling, long windows, stage, and architectural detail would once again be enjoyed by town residents casting a vote, holding a meeting, or watching a play.



Image courtesy of the Harvard Historical Society

The old library is perhaps the best example of the partnership of public and private investment. In 1880 the Honorable Edward Lawrence of Charlestown, who had grown up in Harvard, remembered the town in his will, leaving the social library \$5,000 for the purchase of new books contingent on the town's erecting a building specifically to house those volumes. Two years later Mrs. Augustus Sawyer willed her estate to the town for the purchase of land and the erecting of a permanent home for the library. Plans for the building were donated to the town by an architect who had grown up in Harvard, and Warren Hapgood, a retired Boston merchant originally from Harvard, donated money for certain improvements to the building project. In 1902 a bequest from Hapgood made possible the addition to the east side of the building.

The MBC envisions the building as a cultural center for the community, a use in keeping with its former life and which implies no potential expansion needs. Again, there would be a combination of public-private funding and the site would once more be a gathering space in the center of town.



Image courtesy of the Harvard Historical Society

In 1900 Stanley Hildreth, entrepreneur and philanthropist, completed his summer home, which he called Hilltop. To him it was a “consummation of Harvard fine points in a view of Crescent valley to the east, the mountain to the west and a full and absorbing view of the lake.” The grounds included a small rose garden and open lawns, featuring plants in the naturalistic style of the period. A network of gravel paths, lit by kerosene, and later electric, lights connected the house to the Common and to other buildings on the estate.

Stanley’s only heir was moved to a nursing home in 1974 and the house sat empty while its fate was worked out between town officials and the Hildreth family. In March of 1979 a town meeting, almost full to capacity in Bromfield gymnasium, voted decisively to purchase the house and surrounding 5.66 acres. There was no clear and immediate purpose for the property but advocates of the purchase pointed out that it was the only land left in the center of town for municipal expansion. Others saw it as a potential site for elderly housing.

Meanwhile, a group of townspeople had formed a Sixty-Plus Club. With a membership of 100 and now incorporated with registered by-laws, the club needed a regular meeting place to fulfill its mission as a drop-in center for the town’s older citizens. The town agreed to let them use Hildreth House as a temporary meeting place for the summer.

What the club members found was a completely empty house that had been neglected for years. They rolled up their shirtsleeves and went to work cleaning and fixing up the building and donating furnishings for the interior. The Selectmen gave \$2,000 to cover the cost of removing boards from the first floor windows, utility bills, and maintenance through October. Club members added to the town’s money with funds they had raised from dues and an annual Christmas fair.

With Hildreth House as a senior center, the Council on Aging sought funds from the state to support senior services. A handicap ramp and accessible bathroom were added to the building, paid for by private donations to the Friends of the COA. Recent exterior repairs to the house have been funded through CPC fund, and the Friends of the COA have fundraised to make interior upgrades.

With the plan to make parking behind Hildreth House and re-landscape the front, the site would look more like it did a century ago – connected to the Common, if not with a view to the pond. It would command the hill from which a swath of public land would flow down the Common, across the cemetery and the playing fields, along the lines of old Meetinghouse Plain. An expansion would allow the gracious house to continue to serve its seniors but to accommodate new demands from a growing senior population. Selectmen in 1979 were foresighted in purchasing the building, and over the years seniors volunteered their time and their money to maintain the building.

In making decisions about our three historic buildings, we would do well to reflect on the stewardship of the past and be guided by the values and wisdom of those who have gone before us. To perpetuate that legacy, we need to ask ourselves what we should be doing now to best serve residents for the next fifty years and beyond. We should also look to recent history. Old Bromfield, an example of astounding architecture but in dire need of renovation, found new life as part of our town library. The addition blends seamlessly and shows how the old can find new civic use while continuing to remind us of our past. This project is also an example of Harvard's tradition of partnership between public and private funding to preserve the beauty, history, and vibrancy of the town center.

6. ALTERNATIVES & RECOMMENDATIONS

6.1 ALTERNATIVES

The MBC was asked by the BOS to explore alternatives approaches; specifically to look at four variables: alternative locations for COA; phased renovation (addition) of Town Hall; sale/lease of real estate to defer expenses; use of other spaces in Town. To that end, programming, design and pricing were done for locating COA in the old library, as well as Hildreth House; three schemes were programmed, designed and priced for renovating and adding to Town Hall; the value of real estate sales or leases was projected for both Hildreth and the old library; other spaces in town were inventoried.

Alternative Development Scenarios

Because two of the three properties appear to have commercial value, several alternative development scenarios were identified using the following real estate variables:

1. Hildreth
 - a. Sale of entire parcel; eliminate O&M \$700,000 & \$25,000/yr
 - b. Sale of 2 acre lot \$250,000
 - c. Development - increases lot value \$500,000
2. Old Library
 - a. Sale; eliminate O&M \$500,000 & \$25,000/yr
 - b. Lease at \$1/yr; eliminate O&M \$25,000/yr
 - c. Lease for income stream; eliminate O&M \$25,000/yr + unknown amt.

	Hildreth Property		Old Library		Town Hall		Cultural Center	Real Est	Net cost
1.	Sale [\$700,000+O&M]		Senior Center w/site improvem'ts \$2,475,000		Phase 1 of 3-Phase Scheme \$2,260,000		None	\$.7 O&M	\$4.035
2.	Senior Center \$2,340,000		Sale [\$500,000 + O&M]		Phase 1 of 2-Phase Scheme \$3,980,000		None		
3.	Partial Sale [\$250,000]	Senior Ct \$2,340,000	Sale [\$500,000+O&M]		Full Build out Single Phase \$4,460,000		Upper Hall	\$.75 O&M	\$6.05
4.	Develop [\$500,000]	Senior Ct \$2,340,00	Sale [\$500,000+O&M]		Phases 1 of 2-Phase Scheme \$3,980,000		Upper Hall when fitted out		
RECOMMENDED									
5.	Dev'l'p[\$.5]	Senior Ct \$2,340,000	Cultural Center \$1,920,000		Phase 1 of 2-Phase Scheme \$3,980,000	Phase 2 by non- profit	Old library, upper town hall when fitted out	\$.25 or \$.5 O&M	\$7.99 \$7.74
	Sale [\$.25]		Non-profit Lease [O&M]						
6.	Senior Center \$2,340,000		Cultural Center w/site improvem'ts \$2,120,000		Full Build out Two Phases \$4,560,000		Old library & upper town hall	\$0	\$9.02

6.2 RECOMMENDATIONS

By virtue of their location and character, all three of these historic properties have long served and should continue to serve the primary civic activities of Harvard residents.

1. All three properties shall remain in civic use, consistent with their history, location and previous studies of the Town Center.
2. The Town Hall shall be restored and expanded to meet current codes, to accommodate the full spectrum of town government uses, as well as community use of upper town hall.
3. The roads, parking, utilities and landscape surrounding Town Hall and Hildreth House shall be improved to enhance pedestrian and vehicular safety and meet parking needs.
4. The Hildreth property shall continue in its role as a home for senior citizen activities; it shall be modified and expanded to provide safe access and accommodate all program requirements.
5. The old library shall continue to be utilized as a community cultural center in the coming year and the feasibility of non-profit model determined.
6. The roads, parking, and landscape adjacent to the old library shall be improved to enhance pedestrian and vehicular safety and meet parking needs.
7. Funding for these projects shall be sought from a variety of funding sources – public and private, and in partnership with industry and development community.

7. IMPLEMENTATION

The following implementation plan illustrates the proposed strategy for completing each of the three projects. While this implementation was developed for the MBC recommended plan, it will be a useful tool with which to explore other approaches, should the BOS choose to do so. Some of the critical factors influencing the implementation strategy:

- Current construction costs are low; the market is very competitive;
- Borrowing costs are low;
- The building uses and circumstances (historic and 'inaccessbile') support the pursuit of public and private grants, and philanthropy;
- Such fundraising requires effort and time;
- Financial constraints may dictate a phase approach to implementation.

These considerations suggested a three step process: start with Town Hall plan; follow with Hildreth House; end with the Cultural Center. It is recommended that all three projects follow independent paths for authorization and funding. The chart at the end of this section illustrates the timing and funding needed for implementation.

7.1 PHASING

Schematic Designs for Town Hall and Hildreth House

It is proposed to request funds - \$185,000 - at the April 2011 Annual Town Meeting for schematic design for both Town Hall and Hildreth House Senior Center. For more efficiency, it is also proposed to contract with one architect to complete the schematic designs for both projects. The results of schematic design, with more detailed cost estimates will be completed in time for a Special Town Meeting in late Fall 2011.

Town Hall – Final Design and Enabling Work

Funds would be requested at a Fall 2011 STM for final design of the recommended plan. The objective will be to complete design and bid documents in sufficient time to advertise and receive bids before the 2012 ATM. This will allow for an accurate construction contract cost to be used in the request for construction funds at the 2012 ATM and accelerate the construction contract award process. Included in the detailed design phase will be site design and construction for "Enabling Work". The enabling work will be completed under a separate contract and completed before the general building contract.

Construction - Construction would be done in two phases. Phase 1 would include all building work and remaining site work. Phase 2 would be the Fit-Out of upper Town Hall, executed under a separate contract once funding from grants and donations is available.

Hildreth Senior Center Design

Funds for final design would be requested at the 2012 ATM following completion of the schematic design phase. Design would be completed and bid before the 2013 ATM. The objective is to have bid results available for a request for construction funds at the 2013 ATM.

Cultural Center at the Old Library

The MBC recommends continuation of the on-going *Pilot Project* and formation of a non-profit organization to manage the center independent of the Town. Once this non-profit is proved viable, design funds will be requested for design and construction.

7.2 AUTHORIZATION SCHEDULE

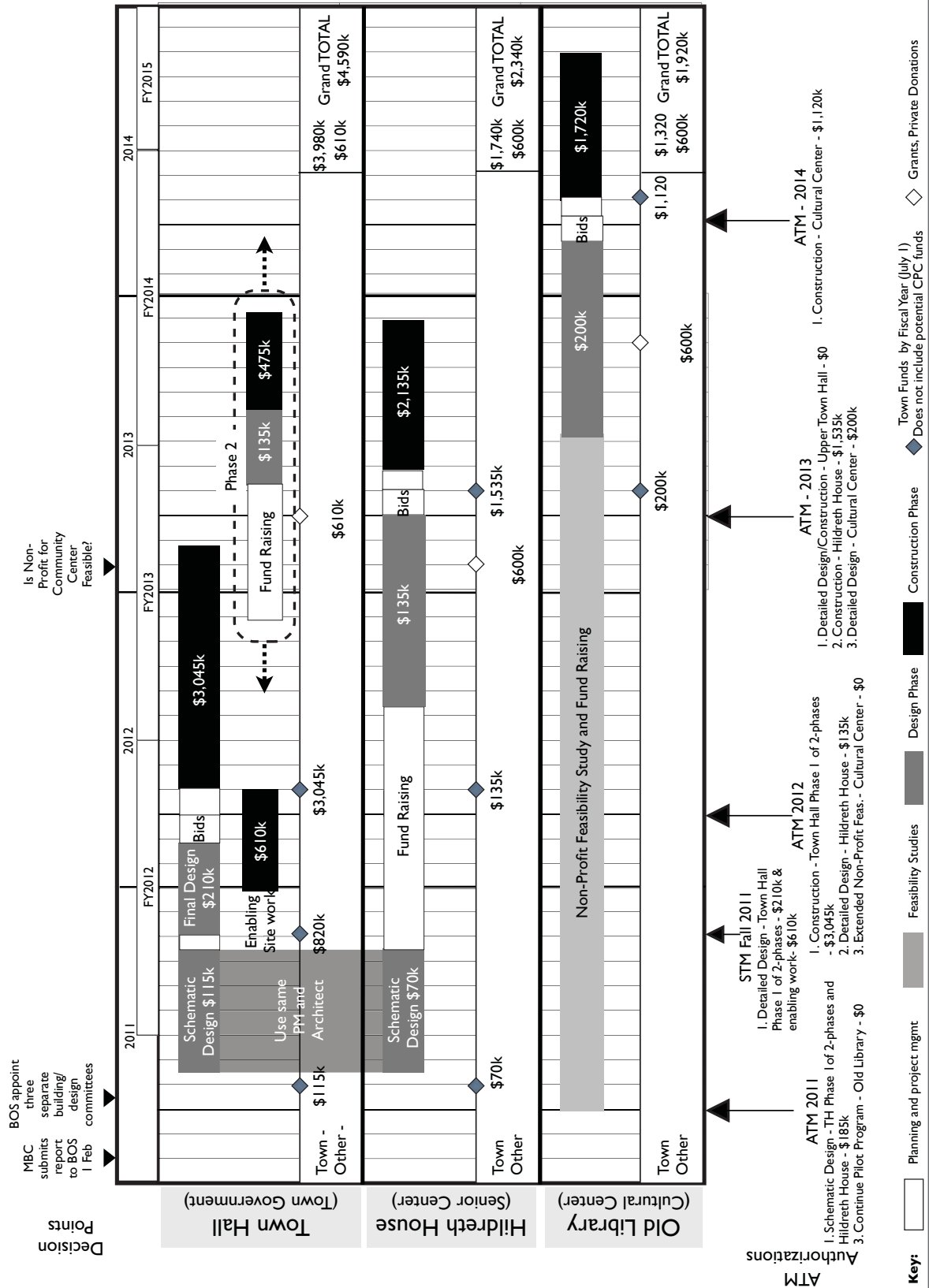
Task	Requested Amount	Authority	Fiscal Year	Funding Source
Town Hall Schmatic Design	\$ 115,000.00	2011 ATM	2012	CPIC, Stabl
Hildreth Senior Center Schematic Design	\$ 70,000.00	2011 ATM	2012	CPIC, Stabl
TOTAL 2011 ATM Request	\$ 185,000.00			
Town Hall Enabling Design & Construction	\$ 610,000.00	2011 STM	2012	Notes
Town Hall Final Design	\$ 210,000.00	2011 STM	2012	CPIC, CPC
TOTAL 2011 STM (Fall 2011) Request	\$ 820,000.00			
Town Hall Construction	\$ 3,045,000.00	2012 ATM	2013 - 2014	Debt, Other
Hildreth Senior Center Final Design	\$ 135,000.00	2012 ATM	2013	CPIC, CPC, Stabl
TOTAL 2012 ATM Request	\$ 3,180,000.00			
Hildreth Senior Center Construction	\$ 1,535,000.00	2013 ATM	2014 - 2015	Debt, Other
Cultural Center Design	\$ 200,000.00	2013 ATM	2015	CPIC, CPC, Stabl
TOTAL 2013 ATM Request	\$ 1,735,000.00			
Cultural Center Construction	\$ 1,120,000.00	2014 ATM	2015, 2016	Debt, Other
TOTAL 2014 ATM Request	\$ 1,120,000.00			
Key				
CPIC = Capital Planning and Investment Committee				
Stabl = Stabilization Fund				
CPC = Community Preservation Act proceeds				
Notes = State House Notes				
Debt = Excluded Debt				
Other = Philanthropy, Public Grants, Sale, Energy Programs				

7.3 FUNDING SOURCES

	Town Hall		Senior Center		Cultural Center		Total
Total Project Cost							\$ 8,820,000
MBC Project Recommendation		\$ 4,560,000		\$ 2,340,000		\$ 1,920,000	\$ 8,820,000
Estimated Taxpayer-Funded Debt	69%	\$ 3,980,000		\$ 2,340,000		---	\$ 6,320,000
Balance	31%	\$ 3,160,000	54%	\$ 1,265,000	57%	\$ 1,095,000	\$ 5,520,000
		\$ 1,400,000	46%	\$ 1,075,000	43%	\$ 825,000	
Other Potential Revenue Sources							
Property Sale	0%	\$ -	11%	\$ 250,000	0%	\$ -	\$ 250,000
Community Preservation Act	11%	\$ 500,000	2%	\$ 50,000	3%	\$ 50,000	\$ 600,000
Energy Programs (GC)	2%	\$ 100,000	2%	\$ 50,000	3%	\$ 50,000	\$ 200,000
Public Grants	1%	\$ 50,000	2%	\$ 50,000	3%	\$ 50,000	\$ 150,000
Private Grants	1%	\$ 50,000	2%	\$ 50,000	3%	\$ 50,000	\$ 150,000
Energy Rebates	2%	\$ 100,000	1%	\$ 25,000	1%	\$ 25,000	\$ 150,000
Philanthropy	13%	\$ 600,000	26%	\$ 600,000	31%	\$ 600,000	\$ 1,800,000
Total Other Revenue		\$ 1,400,000		\$ 1,075,000		\$ 825,000	\$ 3,300,000

7.4 IMPLEMENTATION PLAN

Recommended Implementation Plan for Improvements to Three Town Buildings



7.5 APPOINTMENT OF BUILDING COMMITTEES

The MBC recommends appointment of three separate building/study committees. Appointment of these committees should take place soon after the 2011 ATM to avoid delays in implementation. While separate committees are recommended, some common appointees would increase efficiency and utilize professional volunteer expertise.