

Municipal Buildings Task Force Report 2010 Annual Town Meeting

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Starting Point:

The Town owns a number of prominent, centrally-located, under-utilized properties; each with substantial deferred maintenance; each requiring major systems upgrades to comply with current codes and to reduce operational costs. These properties are a financial liability. At the same time, they are a resource with considerable potential.

Mission:

Develop and evaluate alternative uses for the Hapgood Library, the Town Hall/Old Fire Station and the Hildreth House properties consistent with:

- The current requirements of Town activities;
- The opportunities afforded by the properties to support new, as well as expanded activities benefiting Town residents;
- The need to minimize renovation costs and long-term operational costs;
- The establishment of a viable implementation strategy.

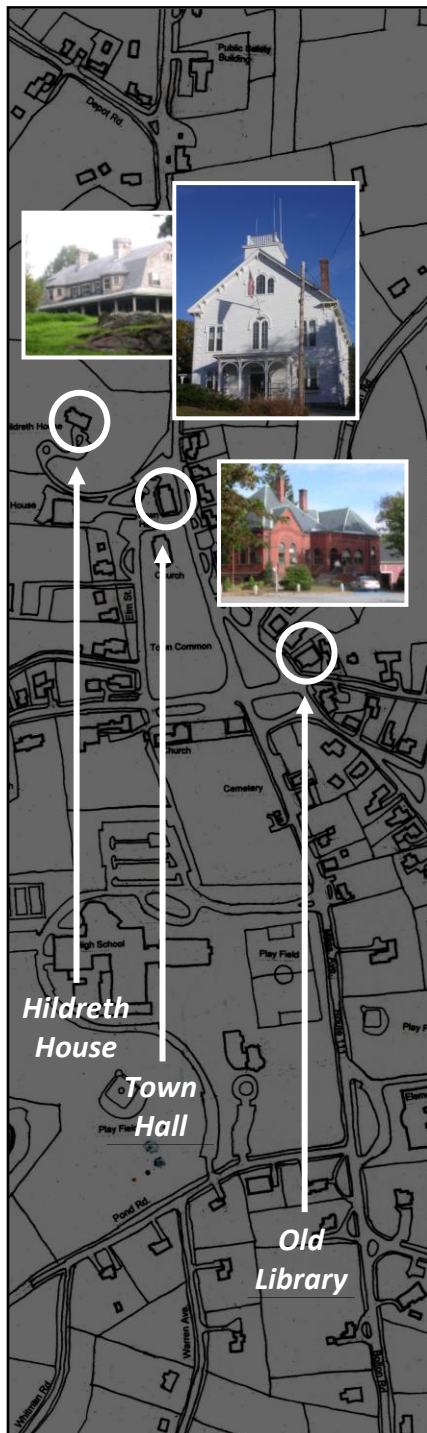
Relevant Reports and Resources:

- Harvard Energy Advisory Committee, Building Energy Audit Reports – June, 2009
- Studies of Hildreth House as senior center – 2008-09
- Municipal Buildings and Facility Assessment – Jan, 2008
- Town Center Action Plan/Public Realm Plan & Waste Water Study – March, 2005
- Studies locating the Public Safety Building between Town Hall and Old Fire Station building
- 2002 Town Master Plan

Process:

Establish an inclusive and methodical process; one that:

- Engages Town residents in the creation, as well as the evaluation of alternative approaches;
- Actively seeks to identify beneficial uses not currently supported;
- Seeks grants and rebates for design, construction and operations from state, federal and private sources such as foundation and utility companies;
- Systematically evaluates alternative scenarios in terms of their cost/benefit;
- Presents the Task Force recommendations/funding request to Town Meeting



Findings



Photos by Lisa Aciukewicz

The Task Force talked with a variety of potential users, compared their space requirements with the buildings' characteristics, reviewed the condition of the structures and held two major Town Workshops. These are the findings:

1. Town government should continue to reside in Town Hall. The building can be renovated, and possibly expanded to connect with the vault in the Old Fire Station, in order to accommodate all the offices, meeting space and storage necessary for efficient and effective town government;
2. Restoration of upper Town Hall for gatherings is highly desirable;
3. The old library has two possible uses: a multi-purpose Community Center; a revenue generating Business Center. Both can to be tested in the coming year. The first by actual use; the second in the market place.
4. While purchase of the Catholic Church for the Council on Aging has merit, neither availability nor successful negotiations can be assumed. Therefore, alternative accommodations of COA activities have to be identified. Reconfiguration of the Hildreth property as a senior center is one option. Alternatively, Hildreth could be used to generate revenue;
5. High priority is placed on optimizing use and minimizing capital and operating costs of civic facilities – Town, churches, Historical Society. To achieve this, an inventory/scheduling tool could be developed.

These conclusions establish clear objectives while highlighting the fact that we lack the detailed information to make informed recommendations for specific construction projects. We propose to use the coming year to develop that information.

In order to do so we will expand and reorganize our volunteer committees. In addition, we will require \$70,000 for professional services – engineering and cost estimating - unavailable from Town volunteers.

The Next Steps

Purpose of this one year study is to develop cost, utilization and revenue information necessary to devise an implementation strategy for the use and renovation of Town Hall, Old Library and Hildreth House. Tasks include:

- *Evaluate existing bldg. fabric & systems;*
- *Program uses;*
- *Design alternative concepts for Town Hall;*
- *Analyze design reqm'ts of Library and Hildreth;*
- *Estimate renovation and, where required, expansion costs;*
- *Test the viability of the Old Library as a Community Center;*
- *Test the revenue potential of Library and Hildreth; explore grants opportunities;*
- *Inventory civic spaces and create a scheduling tool.*

This is a one year effort. The findings will be presented to the Selectmen, Finance Committee and Capital Committee in early 2011, pursuant to proposing an implementation strategy to Town Meeting. The strategy will include: a phasing schedule; specific proposals for design funding and/or property leasing; property management recommendations.

At the first meeting of the new Board of Selectmen in May we will request their approval of a team of volunteers to address the various tasks defined on the following page. The organizational structure we are proposing consists of a Steering Committee and a number of Sub-Committees, each devoted to a particular task. The Steering Committee will be composed of one of the two co-leaders of each of the Sub-Committees plus a Chair.

Since October of 2009 when we started this project, we have made a concerted effort to draw on the ideas, energy and wisdom of a broad range of citizens and to do so in a manner that had everyone working together. The multiplier effect of this methodology is apparent in the success of our endeavors to date.

While the format will differ somewhat in the coming year because the tasks are more detailed, we intend to employ the same open techniques as last year. Sub-Committees will share their ideas with one another and public workshops will occur throughout the year.

We anticipate the Sub-Committees will have a core membership of 7-10. The initial tasks will be to refine the mission, detail the process and create a schedule. In order to complete the work, we anticipate the groups will meet twice-monthly.

The volunteer opportunities are great! Please let us know if you have a passion for one of these tasks and have the time to contribute it. Also, please let us know if you have a particular expertise you would be willing to contribute. We will need all the passion and expertise we can muster to make this a success.

These historic structures provide us with a marvelous opportunity to improve the quality of life in Harvard by expanding the breadth of services and activities available to the citizens of this great community.

Positions Available!

**Great Opportunity
to build your
Community**

**Great Opportunity
to shape your
Town**

**Positions available on
7 Teams**

1. Town Hall
Town Government

2. Old Library
Community Center

3. Hildreth House
Senior Center

4. Hildreth&Library
Revenue Generation

5. Space Inventory
Scheduling Tool

6. Grants & Other
Funding

7. Design Team
Professional

1. Town Hall – Town Government

- Mission – Program and design modifications/additions to accommodate government and consistent with site
- Process- Evaluate current site and building fabric; establish program requirements; develop alternative designs
- Outcome – Priced design and phasing alternatives

2. Old Library – Community Center

- Mission – Test the proposition that Harvard can support a self-sustaining Community Center
- Process – Benchmark similar institutions; create and implement a program; design a management structure
- Outcome – Recommendation based on community input

3. Hildreth House – Senior Center

- Mission – Identify changes required to meet COA criteria for a successful Senior Center
- Process – Evaluate current conditions; benchmark similar facilities; develop design and price changes
- Outcome – Priced and phased design modifications

4. Hildreth and Library as Revenue Generators

- Mission – Determine whether the real estate market will support for-profit development to the benefit of the Town
- Process – Benchmark similar endeavors; Establish acceptable development criteria; Tender and evaluate RFP's
- Outcome – Determination of market viability

5. Space Inventory and Scheduling Tool

- Mission – Identify and employ a tool to enhance scheduling and optimize utilization of Town and non-profit space
- Process – Benchmark and evaluate existing tools; inventory spaces; establish key characteristics and controls; input, test
- Outcome – Operational, readily accessible web access

6. Grants and other Funding

- Mission – Identify funding sources and make applications for planning, design and construction funds
- Process – Inventory government and private funding sources; match project needs with criteria of sources
- Outcome – Active grant program; possible capital campaign

7. Design Team

- Mission – Design, price and phase alternative concepts for Town Hall; prepare design/cost analysis for other two bldgs.
- Process – Define program; assess fabric; establish energy options; retain consultants; prepare and price designs
- Outcome – Priced designs with phasing options

Example of a scenario that could result from these studies:

Phased Renovation of all three properties

<div style="border: 1px solid black; padding: 2px; text-align: center;">A</div> Build Year ATM	Municipal Buildings Task Force				Study of Hypothetical 5 Year ATM Funding Requests		
	Cost				Benefit		
	Capital Costs			Operations	Functionality		Revenue
	Old Library	Town Hall	Hildreth		Use	Utilization	
2010-11	Analysis: <i>Volunteers & Prof. Fees</i>	Concept Design: Alternatives scope & phasing; recommendation <i>Volunteers & Prof. Fees</i>	Analysis: Compare cost to Catholic Church potential option <i>Volunteers & Prof. Fees</i>	Energy Studies: Alternatives; Fire House inclusion possible <i>Volunteers & Prof. Fees</i>	Pilot project: Old Library as Community Ct. <i>Volunteers & Administration</i>	Scheduling: Town and non-profit spaces <i>Volunteers & Software</i>	RFP & Grants: Commercial use of Old Library; Research grants & low interest financing <i>Volunteers & Prof. Fees</i>
May '10							
2011-12	Action: Depends on evaluation of RFP & Pilot Project	Detailed Design: <i>Volunteers & Prof. Fees</i>	Action: Depends on Analysis & CC availability	Detailed Design: Plant and distribution infrastructure <i>Volunteers & Prof. Fees</i>	Action: Pending Hildreth Analysis, consider Housing RFP; consider Fire House exp.	Operate: Track utilization; make adjustment <i>Volunteers</i>	Action: Evaluate RFP & Pilot Project; Pursue Grants <i>Volunteer & Prof. Fees</i>
May '11							
2012-13	Detailed Design: <i>Volunteers & Prof. Fees</i>	Construction: <i>Volunteers & Con.Fee/Soft</i>	Action: Depends on Analysis & CC availability	Implementation Within projects		Operate: Track utilization; make adjustment <i>Volunteers</i>	Action: Pursue Grants <i>Volunteers</i>
May '12							
2013-14	Construction: <i>Volunteers & Con.Fee/Soft</i>		Detailed Design: <i>Volunteers & Prof. Fees</i>	Implementation Within projects		Operate: Track utilization; make adjustment <i>Volunteers</i>	Action: Pursue Grants <i>Volunteers</i>
May '13							
2014-15			Construction: <i>Volunteers & Con.Fee/Soft</i>	Implementation Within projects		Operate: Track utilization; make adjustment <i>Volunteers</i>	Action: Pursue Grants <i>Volunteers</i>
May '14							
	Goals: Code compliance 100 yr. renovat'n	Goals: Code compliance 100 yr. renovat'n	Goals: Code compliance 100 yr. renovat'n	Goals: 35% reduction of \$60,000/yr	Goals: Highest & Best	Goals: Optimize usage	Goals: Maximize external sources

Example of a scenario that could result from these studies:

Lease revenue from Old Library and Hildreth properties



Develop

Year

ATM

Municipal Buildings Task Force

Study of Hypothetical 5 Year ATM Funding Requests

	Cost				Benefit		
	Capital Costs			Operations	Functionality		Revenue
	Old Library	Town Hall	Hildreth		Use	Utilization	
2010-11	Analysis: <i>Volunteers & Prof. Fees</i>	Concept Design: Alternatives scope & phasing; recommendation <i>Volunteers & Prof. Fees</i>	Analysis: Compare cost to Catholic Church potential option <i>Volunteers & Prof. Fees</i>	Energy Studies: Alternatives; Fire House inclusion possible <i>Volunteers & Prof. Fees</i>	Pilot project: Old Library as Community Ct. <i>Volunteers & Administration</i>	Scheduling: Town and non-profit spaces <i>Volunteers & Software</i>	RFP & Grants: Commercial use of Old Library; Research grants & low interest financing <i>Volunteers & Prof. Fees</i>
May '10							
2011-12	Action: Evaluate RFP and select Developer	Detailed Design: <i>Volunteers & Prof. Fees</i>	Action: Depends on Analysis & CC availability	Detailed Design: Plant and distribution infrastructure <i>Volunteers & Prof. Fees</i>	Action: Pending Hildreth Analysis, consider Housing RFP; consider Fire House exp.	Operate: Track utilization; make adjustment <i>Volunteers</i>	Action: Evaluate RFP & Pilot Project; Pursue Grants <i>Volunteer & Prof. Fees</i>
May '11							
2012-13	Construction: By Developer	Construction: <i>Volunteers & Con. Fee Soft</i>	Action: Purchase CC, RFP on Hildreth	Implementation Within projects		Operate: Track utilization; make adjustment <i>Volunteers</i>	Action: Pursue Grants RFP on Hildreth <i>Volunteers</i>
May '12							
2013-14			Action: Evaluate RFP and select Developer	Implementation Within projects		Operate: Track utilization; make adjustment <i>Volunteers</i>	Action: Pursue Grants <i>Lease income Volunteers</i>
May '13							
2014-15			Construction: By Developer	Implementation Within projects		Operate: Track utilization; make adjustment <i>Volunteers</i>	Action: Pursue Grants <i>Lease income Volunteers</i>
May '14							
	Goals: Code compliance 100 yr. renovat'n	Goals: Code compliance 100 yr. renovat'n	Goals: Code compliance 100 yr. renovat'n	Goals: 35% reduction of \$60,000/yr	Goals: Highest & Best	Goals: Optimize usage	Goals: Maximize external sources

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