

Municipal Buildings Task Force – Town of Harvard

Report to Capital & Finance Committees – March 17, 2010

Executive Summary:

In October, 2009 the Municipal Buildings Task Force was charged with developing a scenario for the future use and renovation of the old library, Town Hall and Hildreth House.

Two broad objectives were identified:

1. Preserve and upgrade the buildings to meet current standards;
2. Use the buildings to the advantage of town residents.

Our investigations and studies built on the Town Center Action Plan of 2005 and the preliminary Facilities Analysis of 2008. 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 Town Workshops. This work led to the following conclusions:

1. Town government should continue to reside in Town Hall. The building can be renovated (and possibly expanded to include the old ambulance building) to accommodate all the offices, meeting space and storage necessary for efficient and effective town government.
2. Liberation of upper Town Hall for town gatherings is highly desirable.
3. The old library has two possible uses: a revenue generating Business Center; a multi-purpose Community Center. Both can be tested in the coming year. The first in the market place; the second by actual use.
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 is one option. Dividing its function between the Community Center, renovated Town Hall and other non-profit facilities is another. These and other options would be explored in the coming year.
5. Optimizing use and minimizing capital and operating costs of civic facilities – both Town owned and non-profits – are important goals. To achieve them, an inventory/scheduling tool should be developed and implemented in the coming year.

While these conclusions establish clear objectives, we do not currently have sufficient information to make an informed recommendation for specific construction projects. We propose to use the coming year to develop that information. To that end, we have prepared a matrix describing the tasks we envision in the coming year and their relationship in the larger Cost/Benefit equation.

Further, we have ventured several alternative scenarios for the next 5 years. Their purpose is to illustrate our methodology, as well as a range of options available to the Town within the framework established by the five conclusions. While these benefit from our experience and professional judgment, they are *hypothetical*. We've characterized them as Build, Develop, Phase and Combine. The total cost, yearly cost and revenue generation vary greatly. Absent the accurate estimates we intend to produce in the coming year, projecting the cost to the Town of each scenario is premature.

We have speculated on building areas, construction costs and professional fees. These numbers are also *hypothetical*, meant solely for the purpose of illustrating orders of magnitude.

In order to perform the tasks outlined in the matrix for 2010-2011, the Task Force will expand and reorganize its volunteer base. In addition, we will require funds for professional services unavailable from Town volunteers. As detailed on a following page, our funding request is \$75,000.

Hypothetical Building Areas, Construction Costs, Professional Fees and Soft Costs

Developed solely for the purpose of constructing a hypothetical 5-year funding profile

Building Areas	Current	Expansion	Total	Project Cost*
Old Library	8200	500	8700	\$2,762,250
Town Hall	7000	7000	14000	\$4,445,000
Hildreth House	4800	2500	7300	\$2,317,750
Total Area	20,000 sf	10,000 sf	30,000 sf	

Hard Cost (@\$250/sf)	\$5,000,000	\$2,500,000	\$7,500,000	
Prof. Fees 8%	400,000	200,000	600,000	
Prof. Fees 4%	200,000	100,000	300,000	
Other Soft Cost 15%	750,000	375,000	1,125,000	
Total Soft Cost @ 27%	1,350,000	675,000	2,025,000	
Total Cost	\$6,350,000	\$3,175,000		\$9,525,000

(*Exclusive of financing, inflation and 2010-11 funding; \$317.50/sf)

Construction Cost - Projected construction cost is based on \$250/sf for renovation and new construction. It includes site work. Building areas: 'Current' are close approximations; 'Expansion' are hypothetical.

Professional Fees - Professional Fees are based on a % of projected construction cost. The Detailed Design Fee is 8%. The Construction Administration Fee is 4%.

Other Soft Costs – These cover legal expenses, construction oversight (clerk-of-the-works), testing, furniture and equipment not included in the construction contract and misc items. No provision is made for a Construction Manager, which may or may not be a condition of any State funding.

Professional Fees and Expenses

To be requested of Town Meeting for tasks to be performed in 2010-2011

Design Disciplines	Design Analysis*		Concept Design*	
	Old Library	Hildreth House	Town Hall	
Architecture				
Life safety & access				
Specifications				
Drafting & report prep.	500	500	4,000	5,000
Subtotal Architecture	500	500	4,000	5,000
Structural Engineering	1,000	1,000	5,000	7,000
Energy				
Analysis & Strategy^	1,000	1,000	1,000	3,000
Grant/rebate programs^	1,000	1,000	1,000	3,000
Mechanical Engineering	2,500	2,500	9,000	14,000
Subtotal Energy	4,500	4,500	11,000	20,000
Electrical Engineering	1,000	1,000	3,000	5,000
Plumbing & Fire Protection	1,000	1,000	3,000	5,000
Cost Estimating	3,000	3,000	12,000	18,000
Subtotal	11,000	11,000	38,000	60,000
Other Costs				
Administration (for Pilot)				5,000
Software (for scheduling)				5,000
Legal (for RFP process)				5,000
Subtotal				15,000
Total				\$75,000

***Professional Scope** – The difference between Concept Design and Design Analysis is in the level of detail considered, the way in which systems are described, and the cost estimating process. The Concept Design for the Town Hall will consider alternative approaches; drawings will be prepared and building systems described in brief narratives; and cost estimating will be based on measurements. The Design Analysis for the Old Library and Hildreth House will use a benchmarking and square foot basis for the cost estimates; drawings will be very limited.

1. Old Library – Conversion to a Community Center – Design Analysis

- Upgrades to comply with egress and accessibility codes
- Upgrades to comply with mechanical, electrical, plumbing and fire protection codes
- Upgrades to meet Stretch Code for energy efficiency
- Consolidation of envelop as required
- Site civil and landscape/hardscape requirements
- Cost/benefit of providing elevator access to upper floor
- Cost/benefit of expanding footprint and extending porch
- Phasing considerations

2. Town Hall – Reconfiguration of town government facilities and upper town hall; Concept Design

- a. Consider alternative approaches
 - i. Use of upper town hall for offices and small meetings
 - ii. Use of upper town hall for large meetings and performances
- b. Reconfiguration of site, access and parking
- c. Fire house and apron requirements
- d. Site civil and landscape/hardscape requirements
- e. Upgrades to comply with egress and accessibility codes
- f. Upgrades to comply with structural codes
- g. Upgrades to comply with mechanical, electrical, plumbing and fire protection codes
- h. Upgrades to meet Stretch Code for energy efficiency
- i. Phasing considerations

3. Hildreth House - Renovation and additions required by COA – Design Analysis

- a. Alternative site access and parking
- b. Site civil and landscape/hardscape requirements
- c. Septic/sewer considerations
- d. Alternative program and area of new construction
- e. Required code upgrades
- f. Required envelop consolidation

4. ^Energy Analysis

- a. Consider Cost/Benefit of insulation upgrades
- b. Consider alternative energy/HVAC systems
- c. Consider central energy system for adjacent properties
- d. Perform conceptual energy modeling
- e. Explore rebate and grant programs



Municipal Buildings Task Force

Study of Hypothetical 5 Year ATM Funding Requests

Year ----- ATM	Cost				Benefit			Total \$
	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	9,000	36,000	9,000	6,000	5,000	5,000	5,000	\$75,000
2011-12								
May '11								
2012-13								
May '12								
2013-14								
May '13								
2014-15								
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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Study of Hypothetical 5 Year ATM Funding Requests

Build Year ----- ATM	Cost				Benefit			Total \$
	Capital Costs			Operations	Functionality		Revenue	
	Old Library	Town Hall	Hildreth		Use	Utilization		
2010-11	Analysis:	Concept Design: Alternatives scope & phasing; recommendation	Analysis: Compare cost to Catholic Church potential option	Energy Studies: Alternatives; Fire House inclusion possible	Pilot project: Old Library as Community Ct.	Scheduling: Town and non- profit spaces	RFP & Grants: Commercial use of Old Library; Research grants & low interest financing	
	<i>Volunteers & Prof. Fees</i>	<i>Volunteers & Prof. Fees</i>	<i>Volunteers & Prof. Fees</i>	<i>Volunteers & Prof. Fees</i>	<i>Volunteers & Administration</i>	<i>Volunteers & Software</i>	<i>Volunteers & Prof. Fees</i>	
May '10								
2011-12	Action: Depends on evaluation of RFP & Pilot Project	Detailed Design:	Action: Depends on Analysis & CC availability	Detailed Design: Plant and distribution infrastructure	Action: Pending Hildreth Analysis, consider Housing RFP; consider Fire House exp.	Operate: Track utilization; make adjustment	Action: Evaluate RFP & Pilot Project; Pursue Grants	
		<i>Volunteers & Prof. Fees</i>		<i>Volunteers & Prof. Fees</i>		<i>Volunteers</i>	<i>Volunteer & Prof. Fees</i>	
May '11								
2012-13	Detailed Design:	Construction:	Action: Depends on Analysis & CC availability	Implementation Within projects		Operate: Track utilization; make adjustment	Action: Pursue Grants	
	<i>Volunteers & Prof. Fees</i>	<i>Volunteers & Con/Fee/Soft</i>				<i>Volunteers</i>	<i>Volunteers</i>	
May '12								
2013-14	Construction:		Detailed Design:	Implementation Within projects		Operate: Track utilization; make adjustment	Action: Pursue Grants	
	<i>Volunteers & Con/Fee/Soft</i>		<i>Volunteers & Prof. Fees</i>			<i>Volunteers</i>	<i>Volunteers</i>	
May '13								
2014-15			Construction:	Implementation Within projects		Operate: Track utilization; make adjustment	Action: Pursue Grants	
			<i>Volunteers & Con/Fee/Soft</i>			<i>Volunteers</i>	<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	

<div><div>Develop</div><div>Year</div><div>----- ATM</div></div>	Cost				Benefit			Total \$
	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 Lease income <i>Volunteers</i>	
May '13								
2014-15			Construction: By Developer	Implementation Within projects		Operate: Track utilization; make adjustment <i>Volunteers</i>	Action: Pursue Grants Lease income <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	



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Phase Year ----- ATM	Cost				Benefit			Total \$
	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: Phase 1 <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: Phase 1 <i>Volunteers & Con/Fee/Soft</i>	Construction: Phase 2 <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: Phase 2 <i>Volunteers & Con/Fee/Soft</i>		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	



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Combine Year ----- ATM	Cost				Benefit			Total \$
	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	Action: Concept Design expanded to include Hildreth property & COA	Action: CC will not be available	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	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 '12								
2013-14		Construction: Phase 1 <i>Volunteers & Con/Fee/</i>		Implementation Within projects		Operate: Track utilization; make adjustment <i>Volunteers</i>	Action: Pursue Grants <u>Lease income</u> <i>Volunteers</i>	
May '13								
2014-15		Construction: Phase 2 <i>Volunteers & Con/Fee/Soft</i>		Implementation Within projects		Operate: Track utilization; make adjustment <i>Volunteers</i>	Action: Pursue Grants <u>Lease income</u> <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	

