BUILDING COMMUNITY

A STRATEGIC BLUEPRINT FOR PRESCOTT SCHOOL

MUNICIPAL BUILDING COMMITTEE
FOR PRESCOTT SCHOOL

REPORT TO
THE TOWN MANAGER AND GROTON BOARD OF SELECTMEN

APRIL 2016

TOWN OF GROTON
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Town Manager
Mark W. Haddad

Municipal Building Committee for Prescott School

Greg Sheldon, *Chair*
Anna Eliot, *Vice Chair*
Halsey Platt, *Clerk*
Bruce Easom, *Member*
Annika Nilsson-Ripps, *Member*
Becky Pine, *Member*
Lynwood V. Prest, *Member*

To: **The Town Manager and the Board of Selectmen**

From: **Municipal Building Committee for Prescott School**

Re: **Submission of the Committee's final report to the Board of Selectmen**

Date: **April 8, 2016**

By a vote of 6-0, with one member absent, taken on April 7, 2016, the Municipal Building Committee for Prescott School has completed its work and thereby submits its findings and recommendations for your consideration in this our final report titled, *Building Community: A Strategic Blueprint for Prescott School.*

During the course of our research, analysis and deliberation the Committee met with and heard from many Groton residents who expressed their support for creating a vibrant mixed use Community Center in the historic Prescott School. The Committee strongly believes this "Blueprint" offers a balanced approach and a viable plan to achieve this goal in a place where neighbors can gather and build the kind of lasting relationships that help define community.

We wish to thank the Selectmen for the opportunity to complete our work, arrive at our recommendations, and contribute to an important Town conversation about the future.

Signed:

Gregory M. Sheldon

ABSENT

Anna Eliot

Halsey Platt

Bruce Easom

Annika Nilsson-Ripps

Becky Pine

Lynwood V. Prest

TABLE OF CONTENTS

Cover Photo Credit: Luke Callahan

EXECUTIVE SUMMARY

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"The primary objective of the Committee shall be to pursue and engage in courses of action intended to stabilize, preserve and maintain, both physically and financially, the Prescott School."

From the Charge to the Committee, See Appendix 1

Introduction

The Committee addresses the above primary objective in writing our report, Building Community: A Strategic Blueprint for the Future of Prescott School. The Committee discovered, in the course of its public engagement, there was wide support from town residents to present a vision and a plan that would "reflect the values and serve the needs of the Town for generations to come."

Among the Committee's chief findings:

1. The building is *"stable"* and in good condition
2. An anchor tenant is interested in continuing their occupancy and would, therefore, bring financial *"stability"* to the building
3. Current and projected long term Community Preservation Act funds that if approved at Town Meeting would form the basis of a prudent finance plan to *"preserve"* Prescott
4. With the formation of a not-for-profit Friends of Prescott, Inc., stepping forward, with a sustainable business model to lease the building would *"maintain, both physically and financially, the Prescott School."*
5. Establishing a mixed-use Community Center at Prescott School would serve the community of Groton well into the future.

History

In 1870, Andrew Robbins donated land to the town with the stipulation that it be used for educational purposes. The town's first high school, the Butler School, was built on the site in 1871. Fire destroyed part of the original building in 1925. When the school was re-built, the architects added a front wing and rear assembly hall to the original building. The school then reopened as The Groton High School in 1928. The school was subsequently renamed Prescott School after Groton Native Colonel William Prescott, Commander of the American Forces at Bunker Hill.

Owned by the town, Prescott has educated children at the high school, junior high school and elementary school levels. The building is currently being used by the Groton-Dunstable Regional School District (GDRSD) for administrative offices. For almost a century, this stately, historic brick building has been an integral piece of the character of Groton Center.

Background

Town leaders began discussing the potential re-use of the Prescott School in 2010 after It was announced by the

Superintendent of the Groton Dunstable Regional School District (GDRSD) that the District would vacate the building's administrative offices at the end of their lease with the Town by September, 2015.

The Town formed the Prescott Re-Use Committee to study potential uses for the building including an inn, a fire station, and/or a mixed use commercial/senior citizen center. The final recommendation was that the building be turned into an inn. After the Town issued a Request For Proposal (RFP) there was no interest from the private sector. Subsequently, a recommendation of the Board of Selectmen to sell the building to be privately developed as an office building failed the necessary support at two Town Meetings in the spring and fall, 2014.

The Municipal Building Committee for Prescott School (the Committee) was then established by the Town Manager in December 2014. It began its work in January, 2015 and has been meeting regularly. The Committee has a web page on the Town's website where all pertinent information is accessible to town residents. (www.townofgrotonma.org)

The Committee has been charged with providing the Board of Selectmen with a vision for the future use of Prescott School along with recommendations for a short term (5 year) Plan and a long term (20 year) Plan that maximizes the best uses of the building and site. See Appendix 1, Charge to the Committee.

Getting to Work:

In its early days, the Committee organized itself into two standing subcommittees: The Public Engagement Subcommittee and the Research and Analysis Subcommittee. The Public Engagement Subcommittee conducted a series of outreach efforts designed to gather information from the public and examined "Business Models" of similar initiatives from comparable communities. The Research and Analysis Subcommittee examined the current conditions, structural, code and finance related issues for the Prescott School. See Chapter 3 and Appendices 3, 4, and 5.

The two subcommittees operated for approximately six months. The full Committee has been focused since then on completing its use, development, and finance analysis and drafting its findings and recommendations.

Meeting the Charge

Soon after its formation the Committee discovered that with the recent arrival of a new School Superintendent there has been every indication that the Administrative offices would like to remain in the Prescott School. Another important development that has come forward that did not exist at the time of the two previous recommendations (inn and office space) is the formation of a private nonprofit 501c3 organization called Friends of Prescott, Inc. The Friends of Prescott, Inc. is an active community group dedicated to achieving the goal that the Prescott School should be maintained as a town asset and developed into a community center to meet the growing needs of the Town.

Therefore, given the stability of the GDRSD remaining a tenant and the active interest from a community organization to step forward to create a vibrant community focus, there is a unique opportunity for the Committee to design and recommend, in response to its charge, a short term five year plan (see Chapter 7) that calls for incremental project based investment to bring the building up to code while upgrading the facility to meet the needs of the current tenant. In addition, the Town should continue to explore the potential for expanded use by nonprofit organizations as well as the potential for commercial mixed uses during this five year

time-frame. See five year plan in Chapter 7.

The long term twenty-year plan calls for a more complete renovation of the building based on investing in the facility to meet the future needs of a growing community. (see 20 year Development Plan Chapter 7) The Finance Plan for this second phase Development Plan will target future Community Preservation Act funds, federal, state, and private grants and the potential for revenues generated from tenants occupying space in the building. See Finance Plan Chapter 9.

In order to meet this challenge it will take commitment from Town residents, many of whom have expressed a desire to keep the building in Town ownership (see Appendix 2, Survey Results). A true partnership will need to be established between the Town, the GDRSD, and those interested parties who want to create a vibrant Community Center in the heart of Groton Center. We have learned during the course of our research that there are many successful examples of neighboring communities accomplishing just this.

The Committee has worked hard to be transparent in its outreach, engagement, research and analysis of all potential users. We believe, based on our work, that our recommendation to keep the Prescott School as a town asset and invest in it as a mixed-use Community Center can be achieved through a thoughtful, comprehensive and patient plan as set forth in this Strategic Report. The Committee believes that our findings and recommendations for the future use of Prescott School reflect the values of the community and will serve the needs of the Town for generations to come.

By September 2015, the Committee began drafting a "vision" for the future use of the Prescott School as called for in its charge. After several drafts and revisions the Committee voted unanimously on November 18 the following:

Vision

The Municipal Building Committee for Prescott School puts forth the following "vision" for the future use of the facility based on our public engagement and on our internal research, analysis, and deliberation.

> A Vision for Prescott: To stabilize, preserve, maintain and invest in the Prescott School, using a sustainable financial operating model, as a unique and historic municipal asset for the purpose of serving the citizens of Groton as a mixed-use public building. The Prescott Building shall be geared towards three important purposes: a home for the central offices of the Groton Dunstable Regional School District, a place for community engagement and learning, and as a space to house local businesses to support economic development in the town center. Prescott School will thereby add meaningful vibrancy to our town center and add an additional dimension to what the Town of Groton currently offers to the community.

The Committee's Work to Date has Included the Following:

1. Conducted public interest surveys and potential user investigations
2. Hired an architect/engineer to do a full structural, system and seismic resistance review to determine what code upgrades will be required
3. Developed lower, middle and upper schematic plans based on working assumptions of intended uses, informed by public surveys and scoping exercises
4. Developed a scope of work and detailed requirements for each floor's envisioned use

5. Hired a cost estimator to estimate the cost based on the defined scope of work and requirements
6. Prioritized required short-term renovation projects while considering the estimated costs and available funding
7. Created a two-phased development plan that outlines both short-term and long-term renovations enabling the building management to move tenants in as quickly as possible
8. Identified funding mechanisms for the prioritized short term renovations
9. Developed a long-term plan for a complete renovation and continuing maintenance of the building
10. Identified a number of potential paying tenants and community groups interested in using space in the building

Findings

The Municipal Building Committee for Prescott School reports the following findings for the future use of the facility based on our public engagement and on our internal research, analysis, and deliberation.

- The GDRSD has indicated that they would like to work with the Town to reach a long-term agreement to keep their administrative offices in the building
- The GDRSD is currently paying for all costs related to the maintenance and operation of the building
- The town has extended the lease with the GDRSD Administrative Offices for the next two years(2015 – 2017) and by mutual agreement to add two additional years (2019).
- A private nonprofit 501c3, with the name of Friends of Prescott, Inc., has stepped forward with the desire to negotiate with the Town for the opportunity to manage the building
- The Committee has identified local businesses interested in establishing residence within Prescott School
- Prior to 2022, CPA funds may be available to target limited renovations for specific projects to improve safety and code compliance within the building
- The key to incremental investment during this five year plan is to stay under 30% of the building's assessed value (approx. $600,000/$2M) so that the short-term renovations do not "trip code", forcing a total renovation within the short-term
- Five years in the future, larger amounts of Community Preservation Act (CPA) funds may be available with the recommendation of the Community Preservation Committee (CPC) and approval of town meeting in 2022 when Surrenden Farm debt service payments are scheduled to end
- Besides CPA funding the Committee has identified various federal and state grant opportunities as well as the potential for private fundraising to assist in the financing of both the short and long-term renovations
- The Committee received 27 Space Requirement Forms from potential users and received more than 40 recommended use ideas at its Public Forum
- The building's structural integrity is sound and able to accommodate several different types of use
- Over the last 20 years, upgrades to the building (new roof, a new boiler, new windows, a concrete ramp etc.) have totaled $683,000
- A 2015 Town Survey indicated that 72% of respondents want to see the Prescott School stay in town ownership and be maintained for public use
- A five-year and twenty-year finance and development plan is achievable
- The Committee contacted UMass Lowell Professor Dianna Archibald who teaches a Grant Writing course during the spring 2016 semester. Dr. Archibald assigned a student, Christian Robichard, to research potential state and federal grants that Prescott School may be eligible for. Mr. Robichard has identified six potential grants and as part of his course work is drafting a grant application that may fund the installation of an elevator for Prescott School. (See Appendix 8)

- An Operational Budget has been projected to provide the Prescott School, Management Organization, and/or the Town with a positive cash flow (See chapter 8 for more details)

Table 5 Typical Case Annual Revenue and Expense Summary (in 2016 dollars)

Fiscal Year	Revenue	Expense	Net
2018	$ 78,196	$80,513	($2,317)
2019	$ 91,826	$90,473	$ 1,353
2020	$109,468	$100,433	$ 9,039
2021	$127,110	$105,393	$21,717
2022	$184,793	$110,353	$74,440
2023-2038	$209,731	$110,353	$99,378

- A Finance Plan has been developed that would primarily use CPA funds, already anticipated, to finance the Phase 2 renovations.
- The Committee received two cost estimates for the Phase 2 Development Plan, ranging from $4,208,178 to $5,848,751

Commonly Asked Questions:

During the course of the Committee's work, it considered and answered several questions, including the following (for a more complete list, see Chapter 10);

Q: What makes the Committee think that the majority of residents don't still want to sell the Prescott School?
A: The Committee conducted extensive outreach and public engagement to determine this very question. The Committee hosted an Open House/Public Forum and conducted a Town Survey to learn that in fact, more than 70% of respondents wanted to see the Town retain the Prescott School and see it put to a public use.

Q: Has the Committee considered selling the building?
A: Yes, we did, however, only one business submitted a Potential Use Form indicating that they would be interested in purchasing the Prescott School. This was weighed against the overwhelming response by residents to retain the building as a town asset.

Q: Will operating Prescott add to the town budget like the Country Club?
A: No, the projected budget with a mixed administrative/commercial/community use is expected to generate a positive cash flow in the near-term.

Q: Will my taxes go up based on this Committee's recommendations?
A: Our recommendations offer an opportunity to create a mixed use town building that does not require that any additional taxpayer funds be needed. Through the use of CPA funds and an Enterprise Fund sourced by positive cash flow over the next three to five years, we believe that this building does not require additional funds from the town budget.

Q: Why should we believe this recommended plan will work?
A: The Committee believes it has designed a reasonable, responsible and prudent plan that will allow for a gradual ramp up of investment and use over the next five years. The Committee sees little downside to encouraging this exercise in building community.

Recommendations and Timeline

The Municipal Building Committee for Prescott School puts forth the following set of recommendations to the Board of Selectmen for the future use of the facility based on our public engagement and on our internal research, analysis, and deliberation.

As stated in the Committee's vision, we recommend to the Board of Selectmen, that Prescott School be retained by the Town in order to "stabilize, preserve, maintain and invest in the Prescott School, using a sustainable financial operating model, as a unique and historic municipal asset for the purpose of serving the citizens of Groton as a mixed-use public building".

The Committee believes the financing of the renovation of Prescott School, as presented, is a fiscally prudent and reasoned plan that does not impact the tax rate. The plan does require cooperation between the Board of Selectmen, the Community Preservation Committee, voters at Town Meeting and Friends of Prescott, Inc.

1. Finance Strategy for 5-year Development Plan (FY2017-FY2021)
   - 100% CPA funding is predicated on receiving up to $600,000. Some percentage of funding may come from outside sources such as federal grants, state grants and private fundraising.

2. Finance Strategy for 20-year Development Plan (FY2022-FY2042)
   - The second phase financing will fund the long term renovation estimated to be between $4,208,178 and $5,848,751.
   - This plan relies on the availability of CPA funding and Town approval when the Surrenden Farm debt service obligation ends in FY2021.
   - 100% CPA funding is predicated on receiving between $4,000,000 and $6,000,000 on a 15 to 20-year note. Some percentage of funding may come from outside sources such as federal grants, state grants and private fundraising.

<u>Project Timeline:</u>

• Submit Strategic Plan to Board of Selectmen	April 8, 2016
• Meet in Joint Session with Board of Selectmen to discuss recommendations	April20, 2016
• Report findings and recommendations to Town Meeting	April 25, 2016
• Support Friends CPA application at Town Meeting	April 25, 2016
• Request Building Inspector to certify a Change of Use to accurately reflect how the building is currently being used.	May 2016
• Issue Request for Proposals (RFP) for non-profit management for Prescott School	June, 2016
• Appoint Prescott School Development Committee	July 2016
• Prescott School Development Committee coordinate with COA Senior Center Feasibility Study	July 2016
• Begin Phase 1 renovation projects from CPA funds	Summer 2016
• Friends take a sub-lease from GDRSD to begin taking space in the building	September 2016
• Town executes a ten year lease with Friends of Prescott to manage the building to take effect September 2017	Fall 2016
• Support subsequent Phase 1 renovation projects from CPA	Spring 2017
• Continue Phase 1 renovation	Summer 2017
• Friends to sign long term leases with current and interested tenants	September 2017

- Request Town support for funding architectural and design plans for Phase 2 renovations — Spring 2021
- Request Town support for Community Preservation Act funds necessary to accomplish Phase 2 building and site renovations — Spring 2022
- Begin Phase 2 renovations of Prescott — Summer 2022

Conclusion

This Strategic Plan is designed that in case the Plan, as recommended, does not come to fruition over the next five years, the town retains all of its options to consider alternative plans for Prescott School including turning it into some other municipal use or selling it. The Committee believes that given the chance to succeed at creating a Community Center the residents of Groton will respond with enthusiasm to make it happen.

CHAPTER 1: SETTING A VISION

Photo Credit: Sarah Campbell

"The Committee shall be responsible for providing a vision for the future use of the Prescott School by gathering input from citizens, users, and potential users, reviewing conceptual designs, making recommendations and acting in an advisory capacity for the Prescott School".

From the Charge to the Committee, See Appendix 1

The history of Prescott School begins in 1870, with a vision by Andrew Robbins, who donated the current site on Main Street to the town, with the stipulation that it be used for educational purposes.

The Municipal Building Committee for Prescott School was formed and its duties charged by the Town Manager and ratified by the Board of Selectmen, as a response to two consecutive Town Meetings (Spring and Fall 2014) where the proposal to sell the Prescott School building failed to secure the two thirds majority vote necessary to sell municipal property.

Some argue that given the fact that the vote to sell the school only failed by eight votes at 2014 Spring Town Meeting and only two votes at 2014 Fall Town Meeting that the majority (at least those attending each Town Meeting) wanted to sell. However, the rules of Town Meeting are clear and the fact that sufficient numbers voted not to sell also gave credence that a significant number of residents did not think the proposal to sell was in the best interest of the Prescott School or in the best interest of the Town itself.

Reasonable people can disagree on whether the building should have been sold or not, but the Committee began its work with an eye toward addressing this challenge from the perspective of a "clean slate". The Committee put into perspective the previous effort to come up with a plan (Prescott School Reuse Study, prepared by Bargmann, Hendrie + Archetype, Inc., March 6, 2012, hereafter referred to as The Bargmann Report) and the 2014 Yanchenko Proposal to purchase the building. Because there was no market interest to convert the building to an inn, the Board of Selectmen put forth the only purchase proposal received, in spite of the fact that the proposal did not reflect any of the recommendations of The Bargmann Report.

The Committee explored the question of what was driving this need to do "something" with Prescott School. Recent history helps tell the story. A previous Groton Dunstable Regional School District Superintendent announced that, because of budget constraints, when the current lease of the GDRSD at Prescott expired (September, 2015), the District would vacate the building. Thus began a responsible and thorough effort by the Town to consider its reuse (The Prescott School Re-use Committee). By the time the proposal to first sell the building came to town meeting, its reuse had been studied for four years. A combination of a "real" purchase proposal and concern that the building would become vacant likely contributed to a majority of residents at these two town meetings to vote as they did.

Findings

The Committee discovered, however, that with the recent arrival of a new School Superintendent there has been every indication that the Administrative offices would like to remain in the Prescott School. In fact, a two year extension was negotiated between the Town and the District (through August 2017) with an additional two years upon mutual agreement (through September 2019). This potentially brings four years of "stability" to the building.

Another important development that has come forward that did not exist at the time of the two previous recommendations (inn and sell to a developer) has been the formation of a private nonprofit 501c3 called Friends of Prescott, Inc. The Friends of Prescott is an active community group dedicated to achieving the goal that the Prescott School should be preserved and maintained as a town asset and developed into a Community Center to meet the growing needs of the Town.

Therefore, given the stability of the District's interest in remaining a tenant and the active interest from a community organization to step forward to create a vibrant community focus, there is a unique opportunity for the Committee to design and recommend, in response to its "Charge", a vision that responds to this opportunity.

The Committee set out (described in detail Chapter 3, Public Engagement) to involve the community through a series of outreach efforts including hosting a Public Forum on May 2, 2015 and conducting a town wide survey to generate the Town's ideas and to listen to the Town's opinions for developing a "vision" for the future use of Prescott School.

After careful consideration and deliberation, the Committee voted unanimously (6-0) November 18, 2015 (1 absent, 1 abstention) to adopt the following vision.

The Vision

The Municipal Building Committee for Prescott School puts forth the following "vision" for the future use of the facility based on our public engagement and on our internal research, analysis, and deliberation.

> A Vision for Prescott: To stabilize, preserve, maintain and invest in the Prescott School, using a sustainable financial operating model, as a unique and historic municipal asset for the purpose of serving the citizens of Groton as a mixed-use public building. The Prescott Building shall be geared towards three important purposes: a home for the central offices of the Groton Dunstable School District, a place for community engagement and learning, and as a space to house local businesses to support economic development in the town center. Prescott School will thereby add meaningful vibrancy to our town center and add an additional dimension to what the Town of Groton currently offers to the community

The Committee has worked hard to be transparent in its outreach, engagement, research and analysis of all potential users. The Committee believes, based on its work, that the recommendation to keep the Prescott School as a town asset and invest in it as a mixed-use public building can be achieved through a thoughtful, comprehensive and patient plan as set forth in this report. The Committee believes that our findings and recommendations for the future use of Prescott School reflect the values of the community and will serve the needs of the Town for generations to come.

CHAPTER 2: PUBLIC ENGAGEMENT

"the Committee shall engage the community through public hearings in obtaining any information and recommendations to assist them in carrying out their charge."

From the Charge to the Committee, See Appendix 1

Photo Credit: Bob Lotz Photography

In order to solicit public input and generate ideas that would inform the Committee's final recommendations to the Board of Selectmen, the Municipal Committee has made it a high priority to engage the public and publicize its deliberations. From the very beginning of its work in January 2015 the Committee has endeavored to seek out and talk with all potential stake-holders, as well as to invite and explore all possibilities for the future use of this important historic building in the heart of Groton Center.

For the first six months of work, a Public Engagement Subcommittee handled this responsibility. Starting in the summer of 2015, all of the work done by the Municipal Committee has been completed by the entire committee, with occasional tasks handled by individuals.

The Municipal Building Committee's accomplishments in the area of Public Engagement and Outreach include:

- Creation of presence on Town of Groton's website
- Creation of Facebook page and email address
- Generation of a list of Groton groups and committees with potential interest in using space in Prescott School, including:
  - Groton-Dunstable Regional School Committee
  - Groton Library Board of Trustees
  - Groton Town Government
  - Peter Twomey Youth Center
  - Council on Aging/Senior Center
  - Groton Board of Trade
  - Various Youth Sports Organizations
  - Groton Grange
  - Local Scouts Organizations
  - Groton Historical Society
  - Groton Cable TV
  - Groton Community Dinners
  - Lifelong Learning
  - ArtsNashoba
  - Groton Cultural Council

- Initial conversations with leaders of groups, town committees, non-profit organizations, and business owners regarding possible future uses of Prescott School including:
  - Groton-Dunstable Regional School District staff
  - Groton Library Trustees
  - Groton Historical Society
  - Groton Council on Aging Planning Committee and Management
  - Groton Board of Trade
  - Blackbird Café
  - Planet Gymnastics
  - Evans on the Common
  - Roots Café and Bistro
  - Nashoba Valley Chamber of Commerce
  - Exit Assurance Realty
  - Pepperell Family Pharmacy
  - NOA Gallery
  - Groton Wellness

- Creation of an online Potential Users Interest Form

- Researching redevelopment and repurposing of historic buildings in comparable communities including:
  - Coolidge School, Maynard
  - Boston Old City Hall, Boston
  - Grafton Town House, Grafton
  - Cary Hall, Lexington
  - Artspace Maynard, Maynard
  - Emerson Umbrella, Concord
  - Lexington Community Center, Lexington
  - Chelmsford Center for the Arts, Chelmsford
  - Munroe School, Lexington
  - Roudenbush Community Center, Westford
  - Hopedale Community House, Hopedale
  - Old Town Hall, Berlin
  - 19 Carter, Berlin
  - Peter Twomey Youth Center, Groton

- Hosting an Open House and Public Forum on Saturday, May 2, 2015.
  - Publicized this event with a banner across Main Street, three signboards on Town Commons, ads in two local papers, posters in local businesses, and yard signs around town.

Photo Credit: Bob Lotz Photography

Photo Credit: Bob Lotz Photography

• Two members of the Committee were interviewed on the Around Town cable TV show. One member was interviewed for a segment of the local news broadcast on cable TV, which also included a filmed walking tour of the building.
• Prepared a one-page handout with floor plans of all three floors and some facts about the history and construction of the Prescott building.
• This entire meeting was filmed by volunteer Bob Fleischer and broadcast on cable TV. Titled 'Event Video', it can now be seen on our website. Photographs were taken by volunteer Bob Lotz and can also be seen on the website.

- Creating a short video showing the interior and exterior of the Prescott School with volunteers at Groton Cable TV.

- Conducting a town-wide survey to solicit public priorities and desires.

- Implementing public communication strategy to keep townspeople apprised of the committee's activities.

- Identifying possible state, federal, and private grants or other funding sources.

- Coordination with Friends of Prescott on a Panel Discussion on Feb. 6, 2016, to hear from directors of projects in three nearby towns, where old buildings were successfully transformed for community use.

- Writing a letter in support of an application for Community Preservation Act Funds at Annual Town Meeting in April, 2016, submitted by The Friends of Prescott. (See Appendix 11)

Findings

- The Groton-Dunstable Regional School District would like to continue using the top floor of the Prescott School for their Administrative Offices for the foreseeable future.

- Groton Public Library Trustees and staff provided a detailed list of 8 suggestions for types of use that they cannot provide, and said that their meeting room, with its 80-person capacity, is often over-subscribed for its programs. They suggested a meeting space holding 150 people would fill a need for the Library and other organizations in Groton. Since all programs at the Library must be offered free to the public, the Trustees also noted a strong need in Groton for space for individuals to offer classes, programs and tutoring for a fee.

- Groton Historical Society suggested a need for more exhibit and storage space for their own collection, and for the large private collection of town resident Earl Carter.

- Feedback from local businesses suggested a need for entrepreneurial start-up space, a business services center, occasional access to a kitchen and large meeting space, and a visitors' welcome center.

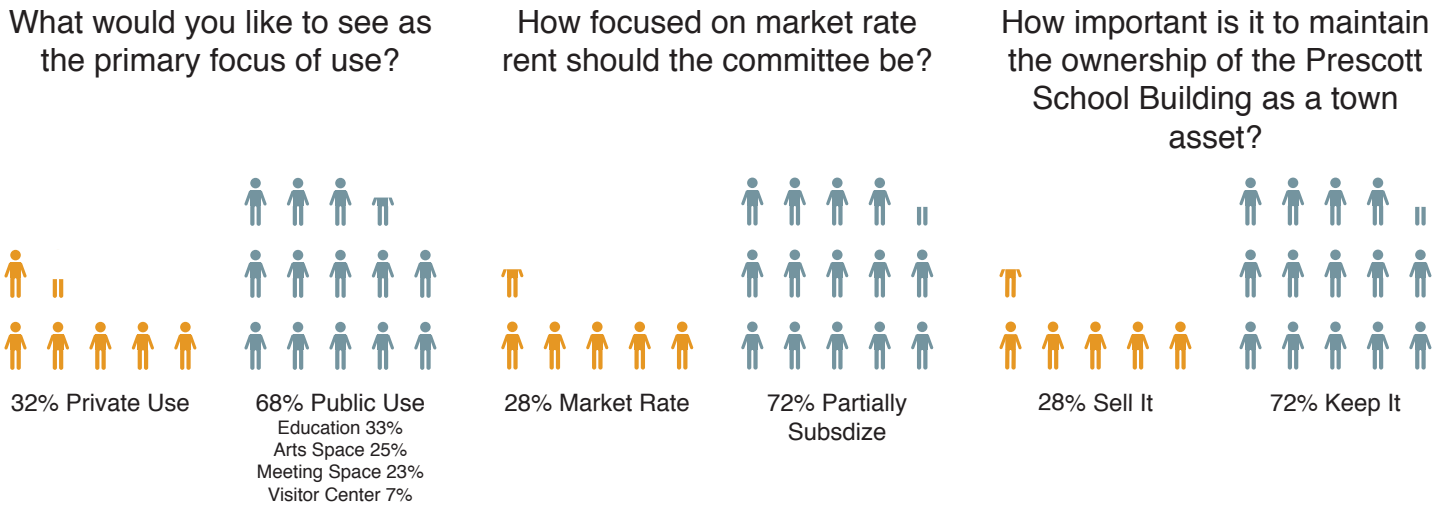
- Two local restaurants have expressed interest in space in Prescott.

- Several retail operations have expressed interest in leasing space at Prescott.

- Received responses from approximately 27 different groups or individuals expressing interest in using space in Prescott via the online User Interest Form.

- Approximately 100 townspeople participated in discussion and voting to select these top ten choices of future uses for Prescott, at the May 2nd Public Forum :
  - Multi-generational Uses
  - Performance Space, live and movies
  - Community Kitchen
  - Adult Ed/Lifelong Learning
  - Visitor Center
  - Coffee Shop/Café
  - Restaurant (music/gallery)
  - Historical Programs/Exhibits
  - Business Start-up Space
  - Shared Office Space; Storage and Exhibit of Historical Collection (Tie)

- Analysis of the 191 responses to town-wide survey shows that: (see Appendix 2)
  - More than two-thirds of respondents supported keeping the interior and exterior of the Prescott School for public use.
  - 72% of respondents support some subsidized rent. 32% of respondents believed that it was appropriate to subsidize some rent, as long as the building operated financially independently. 51% of respondents stated that using the building for a vibrant community use ware important than market rate rents.
  - 72% of respondents believe that it is important to keep the building as a town asset.



- Presenters at Feb. 6, 2016 Panel Discussion noted the beauty and opportunity for creative reuse of the Prescott Building and advised that
  - 'filling the gaps' in existing programming in town is a major key to success in creating vibrant community centers.
  - using a shared public/private model (both town government and non-profit organization) is financially advantageous in applying for grant funding.

- A Professor offering a course in Grant Writing has been identified, and a University of Lowell student has begun work on finding and applying for grant funding for Prescott improvements.

- Analysis of Other Town Building Conversions shows that, in many cases,
  - The town continues to own the building and be responsible for exterior maintenance (e.g. snow removal and mowing), as well as periodic major renovations (e.g. new roof or heating system).
  - Ongoing operation and management of the building is handled by an anchor tenant, usually a 501c3 not-for-profit organization which is supported by volunteer labor, private fundraising, grants, and rental income from the space.
  - Cost for the non-profit organization to lease the building from the town has generally been minimal, with the expectation that the management organization will pay for interior maintenance and utilities.
  - In some cases, the lease cost is used to pay for the exterior maintenance provided by the town.
  - When significant renovation of the building has been required, the town has usually contributed to, or provided the major amount of funding, using Community Preservation Funds when appropriate.
  - Private fundraising and grant funding have also been used to contribute to major renovations.
  - Uses of the space in these projects has been for a mix of educational and recreational programs, flexible gathering space for groups, exhibit and performance space, drop-in programming, and leasable space for businesses or private events to generate revenue.
  - Some of these projects have operated and evolved over many years (such as the Roudenbush Center in Westford).
  - Some have been able to do multi-phase renovation over time using grants and private funding to supplement municipal funds.
  - Lexington, which has just completed the renovation of a newly-purchased building for use as a Community Center, is the exception to this model.
    - The costs of renovation, operation and management of the Lexington Community Center are all covered by the Municipal Budget, using a combination of Community Preservation Funds, Enterprise Funding, and Recreation Department and other town employees.
    - This model is not the norm for most of the projects we investigated, and is not seen by the Municipal Committee as a viable business model for the Prescott School.

Recommendations

Public engagement has informed the Committee that, in accordance with previously expressed views, the public values the Prescott School as a town asset and centerpiece of the community. Further, the Town has many potentially viable ideas of how the building could better serve all aspects of the Town, including businesses, education, recreation, and other community interests.

CHAPTER 3: ARCHITECTURAL & STRUCTURAL CURRENT CONDITIONS AND CODE REVIEW


Photo Credit: Bob Lotz Photography

"Identify realistic options for maintaining the building to stabilize the structure and preserve it historic value while serving the Town's needs. This shall include a discussion of its current condition."

From the Charge to the Committee, See Appendix 1

Prepared by Lynwood Valentine Prest, P.E., S.E., Member of the Committee

This part of the Municipal Building Committee's effort looks at the current conditions of the Prescott School relative to its reuse as a multi-function building in conjunction with the requirements of the Commonwealth of Massachusetts State Building Code, 8th Edition as influenced by the building being listed as an historic structure. That code consists of the 2009 International Building Code (IBC) plus the corresponding Massachusetts Amendments and the 2009 International Existing Building Code (IEBC) including the corresponding Massachusetts Amendments. The former Chapter 34 for existing buildings in the IBC has been replaced in its entirety by the IEBC.

Massachusetts is in the final review process of creating and issuing the next editions of the IBC and IEBC. Those codes will overlap the current ones for 6 months and then be the codes in force. There are changes coming that will impact what is currently being planned for the Prescott School, primarily in the realm of energy usage and conservation. The code change is expected within the next 12 months.

Findings

Brief History:
Originally built in 1871 as the first Town of Groton's High School, the building suffered major fire damage in 1925. In 1927 an architect was retained to rebuild the school. They retained what is now the central portion of the building and added a front entrance wing and a rear assembly hall. Later renovations excavated for a basement that was used for a cafeteria. [1]

The still available set of blueprint drawings of the 1927 renovations design were not stamped and not complete. They contained architectural plans of the three floor levels but only the framing plan for the ground floor, which is completely inaccurate.

Current Conditions:

Committee members, Annika Nilsson Ripps, Halsey Platt and Val Prest, visited the school, did some localized demolition to expose framing, measured and recorded same. Val Prest then created new drawings and live

load calculations for parts of three floor levels. See Appendix 3, Calculated Allowable Floor Live Loads. The drawings reflect the existing framing of the first and second floors in the rooms but not in the stair halls and restrooms. We did not expose that framing for review.
The calculated live loads are based on what Val Prest surmised to be the type and quality of the existing wood. To be more exact Val Prest, or any licensed Structural Engineer, would have to take samples of the wood and have them tested for their true type, quality and strength.

In general, the building is in good structural condition. The roofing, windows and doors, and boiler, were replaced in the recent past costing $683,000. The exterior masonry walls and concrete foundation walls have a few cracks and chips but are still good structurally. The examination did not expose any roof framing but it is suspected that the framing is also in good condition.

The 2016 DiMartino Structural Report, seen in Appendix 5, stated that there was some water staining around a roof drain. Neither DiMartino nor Prest were able to view much because the roof framing is covered by ceiling finishes. The floor and wall framing that is visible is in good condition. No evidence of rot or insect damage or broken framing has yet been found.

Code Review:
Appendix 4, Investigation and Evaluation Report of January 5, 2016 by Commercial Construction Consulting and furnished to our committee by Joel Bargmann of BH&A Architecture, addresses both existing conditions and an evaluation based on the 8th edition of the Massachusetts Building Code.

The findings are too numerous to mention here but, in the report, Val Prest highlighted in yellow their various "Analysis" summaries. Basically, because of a change in use of the building, renovations will likely rise to Level 3, the highest level in the code thus resulting in the need to bring the building fully up to current code levels as best as possible (Compliance Alternatives can be proposed). This applies to the physical structure (particularly seismic resistance, exiting and handicap accessibility), electrical power and lighting, fire protection, HVAC and plumbing. Because this building is a historical building and listed as such, the impact of code requirements will be partially moderated. This provides both help and difficulty simultaneously.

This Joel Bargmann report puts a great deal of importance on handicap accessibility as highlighted on pages 11, 12 & 13. Those are all items (accessible entrances, need for an elevator, stair railings and nosings, fire exit stairs to be level with floors, bathroom modifications, etc.) that need to be renovated.

Appendix 5, Existing Structural Conditions & Renovation Feasibility Report of January 21, 2016 by Christopher Tutlis, P.E. of Bolton & DiMartino, Inc. establishes general conditions of the existing structure and structural guidelines to follow during renovations. It does not get specific on certain elements because their review was based on a visual walk through of the building with no particular renovations having been determined. No local or other demolition was conducted to reveal conditions hidden by various floor, wall and ceiling finishes. He did not calculate any floor live loads.

Val Prest highlighted a number of their pertinent comments as they apply to findings and concerns. Mr. Tutlis also addresses the exit stairs from the gymnasium, effect of change of use on code applicability, impact on renovations of Level 3 alterations, and complications from seismic code requirements if existing exterior walls are modified or interior changes are made. If proposed renovations change load quantities or paths that increase demand capacity on shear walls by more than 10% over what the walls can now take, then major changes are required to make the whole building seismic resistant.

For improving seismic resistance, though not demanded by code, Titus speaks to the need for anchoring floors to masonry walls, adding plywood to the floors to increase their diaphragm capacity even though it's not required by code unless renovation loads force it, bracing parapet walls above the roof, designing the elevator shaft as an independent structure and keeping new mechanical equipment off the roof. Depending on what renovations are needed on the Prescott School, some of these modifications may not be required.

Val Prest looked into adding plywood to the floors. There is another alternative that has been used elsewhere so as not to disturb the look and finish of the existing floors. Use diagonal bracing across the underside of floor areas and above the ceilings, making sure they are properly and prudently designed and installed to create horizontal truss action to get lateral loads to the vertical resisting walls. The floor framing of this building is defined as "flexible" as compared to "rigid" floors of concrete. Hence it needs more stiffness if the need for seismic renovations kicks in.

Appendix 3, Calculated Allowable Floor Live Loads Report of July 1, 2015 by Lynwood Valentine Prest, P.E., S.E. provides the live load capacities of the first and second floor framing for most of the rooms. The floor framing for rest rooms and stair halls were not exposed during the investigation so could not be evaluated.

For the sake of the clarity of the analysis Val Prest divided the building into three sections, A (the front 'T' wing), B (the middle part of the building) & C (the gymnasium). A & B have the basement and two floors. C has the basement and first floor. The drawings, S-1 and S-2, show the actual framing of the building because the old original first floor framing plan was wrong and there was no second floor framing plan.

The first and second floor calculated live loads are shown in Appendix 3. They are based on Val Prest's experienced judgment as to what the wood species and grades are. In truth, samples must be taken and tested in a laboratory to properly determine what species, grades and strengths they actually have. Based on his calculations the Gymnasium floor live load is in excess of 100 psf. The same is true for the first floor classrooms. The second floor rooms are good for only a 50 psf live load so that limits usage. The second floor corridor is good for 135 psf live load.
In a discussion had with the Building Inspector, Ed Cataldo, Val Prest tried to find something in the Building Code that would allow the renovations to be considered as "alterations" and thus not require a full upgrade to the code for new buildings. He referred to Section 807.4.2 of the Existing Building Code which is still not entirely clear on the subject. The need for a full sprinkler system and major electrical upgrades is more than the 50% of paragraph 405 so everything there has to be upgraded to comply with the current code, even as an historic building.

Even the 2% or less cumulative effects of structural work in paragraph 101.9, forces us to meet current code for new buildings. There's also a 30% area limit for structural changes but it disagrees with the aforementioned 2%, which I believe takes precedence. If any changes occur that force the need for a seismic review and renovations then there is no question that we must meet the current code for new construction. We will then easily exceed even the 30% limit. Val Prest believes the building, despite being historic, will have to be entirely brought up to the current building code, whichever is in force during the design phase.

To be fully prepared for the reuse of the building one must assess the overall impact of all of the changes needed. If the impact exceeds the various code percentage and cost limits, then the building must be fully upgraded in accordance with the current code for new buildings, even if we can achieve (finance) it in incremental steps.

Recommendations

The following list of items to be addressed, fall out of the above findings, as well as the scope of work reported in Chapter 7 of this report. This Committee is trying to fully scope the work required while keeping costs down and finding funds to do the work, resulting in a valuable Town-owned building that is financially self-supporting.

The existing building is in generally good structural condition, needing, for now, continuing good maintenance. There are a few chips and cracks here and there in the exterior and interior walls, however these have little to no effect on the structural integrity of the building.

As per the Architectural and Structural code reviews the following items need to be addressed:

- Upgrade the electrical power and lighting to suit new needs
- Install a full sprinkler system and associated fire alarm system
- Improve ventilation
- Provide modifications to the heating and air conditioning systems
- Modify plumbing as will be needed
- Fix or replace the exterior gymnasium fire exits for ADA compliance
- Isolate the stairs into stairhalls for fire protection
- Assess what upgrades of fire walls will be needed
- Construct a new elevator
- Brace the parapet walls
- Provide security for the presently occupied 2nd-floor rooms
- Make various handicap (ADA) access modifications for handrails, exits, bathrooms, etc.
- Determine more accurate 2nd floor live load calculations based on tested wood strengths
- If possible, limit structural changes to avoid design and construction upgrades for seismic loads.
- Determine all of the public uses the building can serve without structural change.
- Consider under-floor bracing for likely seismic upgrade requirements
- Determine what all of the floor, wall and ceiling finishes are going to be

[1.] March 6, 2012 Prescott School Reuse Study by Bargmann Hendrie + Archetype, Inc., Boston, MA

CHAPTER 4: SCOPING


Photo Credit: Google Earth

"The Committee shall be responsible for ... gathering input from citizens, users and potential users..."

From the Charge to the Committee, See Appendix 1

Through surveys, a community charrette and community outreach, the committee was able to gather several organizations and/or proposed uses for the Prescott School Building. The following is a list, in alphabetical order, of organizations or use groups that have been identified and vetted by the Committee as potential tenants of the Prescott School Building.

- Business Support Center
- Community Center/Enrichment Program
- GDRSD
- Groton Visitor Center
- Health Services
- Restaurant
- Retail
- Senior Center
- Small Business Incubator Space
- Youth Gymnasium

Interviews were conducted to determine the needs for such uses. The committee considered the space and amenity needs as well as the community access/security, timing, and circulation requirements.

Findings

Business Support Center / Incubator Space

The Groton Board of Trade supports the creation of a Business Support Center in the center of Groton. This type of service would support some of the over 300 small businesses in Groton through printing and copying services, computer and technological support, conference and training space, and potentially small, short-term office rentals, to serve as incubator space for new businesses. This type of service would require space, largely dependent on the size and scope of the organization, server/computer space, and robust data and electric utility service. While the concept resonates with the business community, implementation would have to be done, potentially through a RFP process.

Community Center

The Friends of Prescott have expressed an interest in providing community enrichment programming, education, and building management services. Within a non-profit model, they see the Prescott School being

a prime location to provide the Groton community with space for meetings (public or private), continuing education for all age groups, event programming, and exercise or athletic recreation. As a management body, they are willing to negotiate the potential operations and management of the Prescott School Building.

The Friends of Prescott would like access to several meeting or classroom spaces, the gymnasium, a potential community kitchen, and bathroom facilities. In addition, they would require some office space, electric and data utilities, and storage.

Groton Dunstable Regional School District (GDRSD)
The GDRSD central office is currently located within the Prescott School Building, largely centered on the top floor. They have expressed interest in maintaining this residence with some updates and renovations. In addition to the top floor, GDRSD has also expressed interest in having access to occasional main floor meeting space and ground floor storage.

Specific updates and renovations needed by GDRSD include new partitions to create offices, upgraded electrical service, updated fire suppression, and increased security.

Groton Visitor Center
The Groton Visitor Center has been envisioned to be anywhere from a small visual display within the first floor of the building, informing people about the history, attractions, and amenities offered by the Town of Groton, to a small room or center that would do the same. It has not been envisioned to be a fully staffed space, but rather, to offer information to anyone during the normal operating hours of the building.

Health Services
The owner of an independent health services retail business in a neighboring town who expressed an interest in leasing space in Prescott stated that about 3000 square feet would be needed to open a satellite operation.

Restaurant
The committee interviewed two local restaurateurs, one of which expressed potential interest in opening a 100 seat restaurant within the Prescott Building. While each restaurant has specific requirements, we feel confident after speaking with this existing business, that the requirements identified in this conversation are general enough to meet the needs of any restaurant wanting to operate on Main St. in Groton.

The restaurateur expressed a requirement for roughly 2000 SF. total. Some of that space would be dedicated to the kitchen, dry storage, and cold storage. The kitchen would require utility access, specifically electricity, gas, and water. The dining room would need to accommodate 100 seats and be accessible to the parking area through a dedicated and secure door. Additional parking would be required to accommodate the customers at peak dining hours. Access to the building's bathrooms facilities would also be required. The Committee clarified that current business practices would require a space being delivered in a "white wall" condition (including clean and well maintained walls, utilities, and fire suppression systems), with specific interior and functional installations being left to the tenant.

Retail
Retail space within the Prescott School would likely be small boutique retail establishments. They would require space that is secure, but accessible by the public. Extended evening and weekend operating hours would be required to support these types of businesses.

Senior Center

Currently the Senior Center is a two- story 5,000 SF building in West Groton that does not adequately meet the needs of the senior population. There is a lengthy ramp that connects the parking lot to the 2nd floor (main programing space) of the building. There is no ADA accessible connection between the 1st and 2nd floor, only a switchback stairway. On the 2nd floor, there is a reception area, staff offices, bathrooms, certified kitchen, and a large great room. The 1st floor has a large programming room, a classroom, storage, and bathrooms.

The staff of the Groton Senior Center expressed many desires for improvement of their facilities, including more space, more storage, and expanded commercial kitchen, and a more functional adjacency between reception and staff offices. They also would like to have a fully accessible facility that would allow them to better provide programming for the entire senior population of Groton.

While the existing facility does not meet all of the Senior Center needs, there are aspects of their current site that are desirable. The users of the Senior Center appreciate the large and easily navigable parking lot. The current autonomy of their dedicated facility is seen as a bonus by those who participate in the existing programming.

The Council on Aging is currently undergoing a facilities review and feasibility study regarding their current building and their future needs and options.

Youth Gymnasium

After speaking to a regional gymnastics instruction company, it is clear that the Prescott School gymnasium could be used for this or other athletic programs. The specific company that expressed interest would require the exclusive rights to the gymnasium. They would need access to the bathroom facilities and potentially some storage. In addition, they would require evening and weekend access.

Recommendations

The current Prescott School Building offers a total of 27,000 square feet of space. After meeting with several organizations, it is clear that there are many potential tenants and that the building is currently under utilized. Given the significant un-used, or mis-used space within the Prescott School, the Committee believes that the Town could accommodate many of these types of organizations within the building at one time.

Common concerns were space, electric capacity, data utilities and bathroom facilities. The Committee believes many of these organizations could be accommodated with minor modifications. The GDRSD, Community Center, Visitor Center, Retail, and gymnastic/athletic organizations could make use of the spaces with little to no modification of the existing building. The Business Service Center, Senior Center and/or restaurant would require more extensive renovations.

CHAPTER 5: CONCEPTUAL DESIGN

Photo Credit: Sarah Campbell

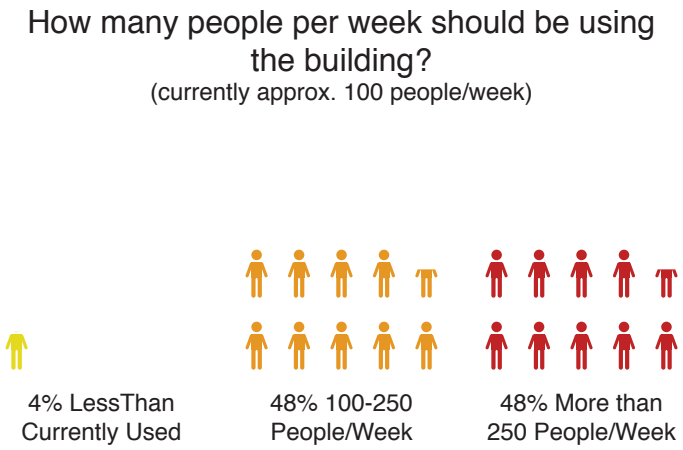
"The Committee shall be responsible for ... reviewing conceptual designs... for the Prescott School."

From the Charge to the Committee, See Appendix 1

After analyzing the information gathered through community surveys, scoping meetings, business model research and structural analysis, the committee has created a vision supported by this research. This vision has then been applied to the existing structure to form a conceptual design.

Findings

The following are the important factors driving the conceptual design of the new re-used Prescott School:

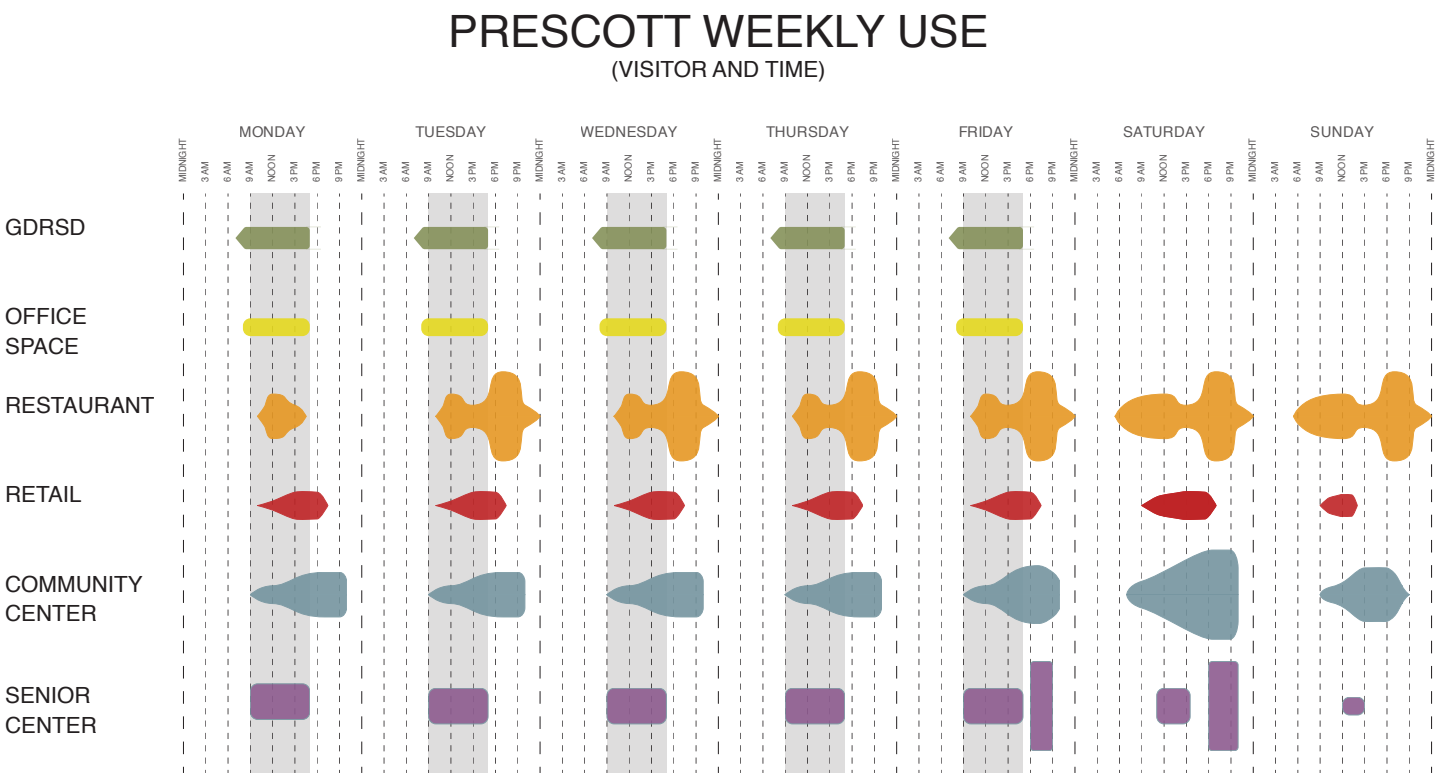


- The majority of respondents to the town-wide survey indicated their desire that the Prescott School be maintained as a town asset and that it serve a public use (69%) (See Appendix 2)
- The majority of respondents to the town-wide survey indicated their desire to see the Prescott School be a "vibrant" component of the town's center with more foot-traffic than it is now seeing within and about the site (96%) (See Appendix 2)
- The majority of respondents to the town-wide survey indicated their desire to see the Prescott School serve all or many of the age demographics of the town (98%) (See Appendix 2)
- It is important that the building generate revenue, however the survey results indicate a community desire to have subsidized or reduced rates for community use (72%) (See Appendix 2)
- There are several private businesses that have expressed interest in having a presence in the Prescott School Building, including; restaurants, retail, office space, athletic/recreational services (See Chapter 4)
- The GDRSD is interested in maintaining residence within the building (See Chapter 4)
- The 2nd floor is structurally capable of maintaining its current use (See Appendices 3 and 6)
- The 1st floor classrooms are structurally capable of being classrooms, gymnasium being used for large assembly uses, and the hallway to accommodate high levels of foot-traffic (See Appendices 3 and 6)
- The ground floor is structurally capable of providing any use group, including large assembly and storage (See Appendices 3 and 6)

These important facts from prior research, as well as the developed management, financial and development plans all went into shaping a conceptual use and design plan for the Prescott School Building.

Recommendation

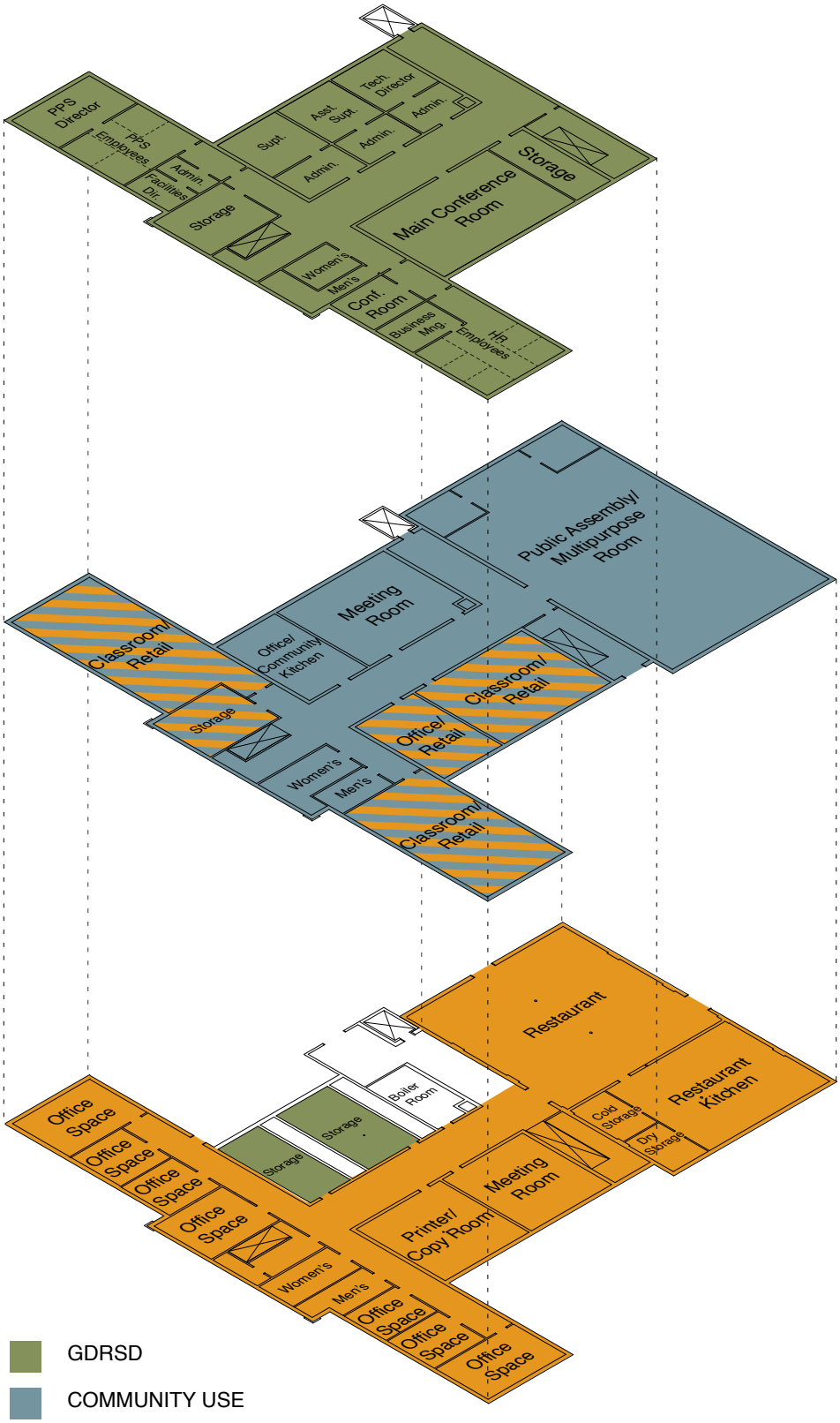
The committee stated the vision for Prescott School as bringing "meaningful vibrancy to our town center and add[ing] an additional dimension to what the Town of Groton currently offers..." In an effort to achieve this vibrancy, while addressing the community needs and desires, both financial and cultural, consideration was given to how people will move through the re-envisioned Prescott School. This means, that in addition to addressing circulation to and within the building, the committee has considered types of traffic, hours of use, security, and specific needs. The diagram below shows the times and volumes of occupants by program. In terms of creating a vibrant town center, adding a restaurant, community center, and retail to a lesser degree, will be a key component in bring this vision to reality.



It is clear that, based on the expressed desires, proven viability and successful tenancy, the GDRSD would be best served in their current placement on the top floor of the building. This serves them in many ways. First of all, maintaining their current placement minimizes any disruption that short-term and long-term renovation would present. In addition, the school district requires a level of security that can only be achieved if their space is easily sequestered from the greater building. This is easily done by placing secure doors at the top of both staircases and a secure floor on the elevator, once an elevator is installed. Achieving this on other floors of this building would pose a significant challenge. Looking to the time and frequency of travel to and from the GDRSD, being on the second floor allows for the building to maximize the overall building use, while optimizing to the specific work and process that the GDRSD does by keeping the staff central and connected to each other.

The first floor is the center of the building and is most directly connected to Main St. This makes it the ideal placement for both retail and community programming. The gymnasium is seen by many organizations and consultants as one of the Prescott School's most significant assets as a community center. With several classrooms and a gymnasium located on the 1st floor of the building, it seems logical that this floor would best serve as the community use region of the building. The variety of classroom sizes allows the community center

PRESCOTT SCHOOL MULTI-USE PROPOSAL



2ND FLOOR

GDRSD Administrative Office

1ST FLOOR

Community Programming & Private Business

-Multipurpose Room
-Community Classrooms
-Community Kitchen
-Building Management Office
-Retail

GROUND FLOOR

Private Business

-Accessible Lobby
-Mechanical Systems
-Restaurant (100 seats)
-Business Support Center
-Office/Incubator Space *or* Retail Space
-Storage (GDRSD)

GDRSD

COMMUNITY USE

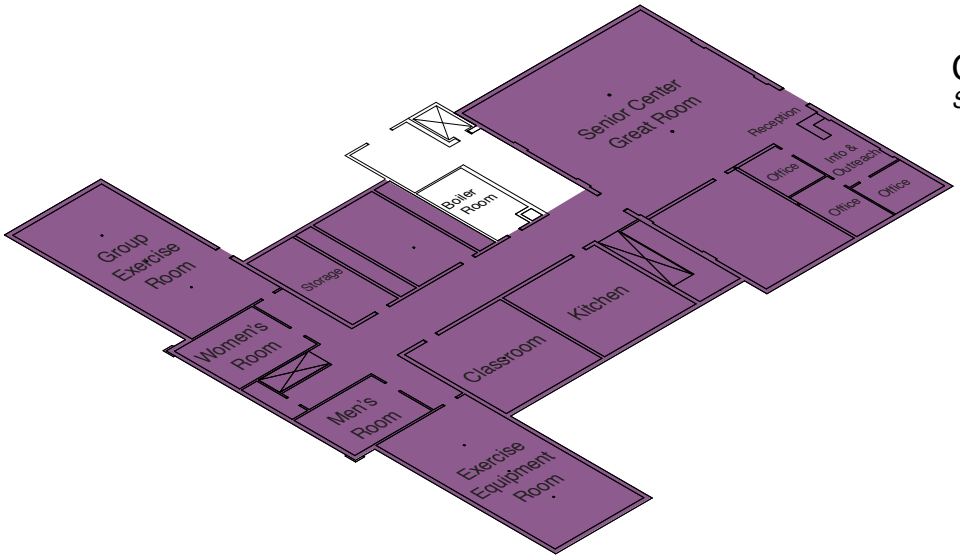
PRIVATE BUSINESS

the most flexibility in programming. Being central to the building gives them high visibility among all tenants of the building, making management and maintenance easier. Adding retail to the front of this building creates a symbiotic relationship that both benefits from community programming while further connecting the building to the commercial character of Main St. Given that the community center and retail share similar hours and populations, the shoppers drawn into the Prescott School by the retail tenants aid the Community Center in community awareness and support and the community members using the Prescott School for educational or recreational programming are made available to the retail establishments as well.

The ground floor has an opportunity to serve in many ways. Given the separate egress and day lighting of the back portion of the ground floor (formerly used as the school cafeteria), it seems to be an ideal placement for a restaurant. With approximately 2000 square feet, it could easily accommodate a kitchen and a dining room for at least 100 seats. This portion of the building would allow a restaurant the most autonomy in both security and operating hours. In addition, the above grade walls make providing the necessary ventilation for a commercial kitchen much more feasible.

The remaining portion of the ground floor has the ability, due to its structural capacity, to serve many types of programming. The rooms adjacent to the boiler room, based on size and mechanical systems, are best suited to storage. The rooms across the hall and in the front wings could provide space for larger office equipment. This means that it is an option to rent to private businesses at market rate. Whether office, incubator space, recreational use, or low-hazard, small scale fabrication, as seen in start-up incubator space, these spaces could easily accommodate several uses.

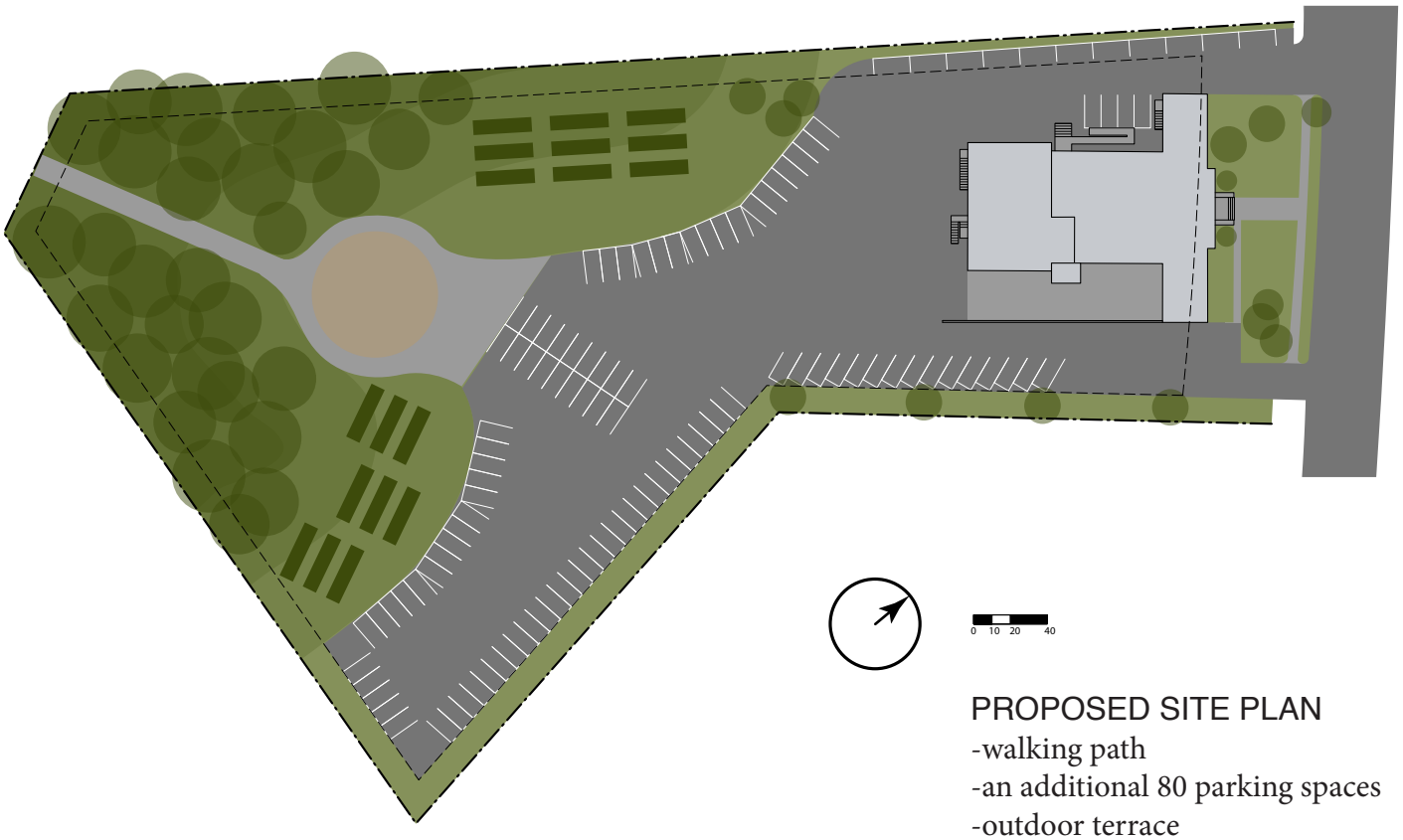
As an alternative, the ground floor, at approximately 10,000 square feet, could provide the town with ample space to relocate and expand the Groton Senior Center. By locating the Senior Center on the ground floor of the Prescott School, the town could accommodate the COA's expressed desire for autonomy, as they would be located on a separate and secure floor with their own entrance. This dedicated entrance would be located directly adjacent to a newly designed and expanded municipal parking lot, making for increased accessibility. This Senior Center entrance could be co-located with an expanded reception and information and outreach center. By placing these areas adjacent to the staff offices, the staff would be able to better serve the holistic needs of Groton's senior residences. There is sufficient room for a certified commercial kitchen, large assembly room (fitting up to 100 people), storage, smaller classroom, and a wellness center with both exercise equipment and group exercise space. At twice the space of the current Senior Center and ground floor access that is adjacent to public parking, this space could provide the COA with room for growth.



GROUND FLOOR

Senior Center

-Accessible Lobby
-Mechanical Systems
-Reception (and dedicated entrance)
-3 Offices
-Information & Outreach
-Great Room (100 seats)
-2 Classrooms
-Kitchen
-Group Exercise Room
-Exercise and Wellness Center
(Group Exercise and Equipment Rooms)
-Storage



PROPOSED SITE PLAN
-walking path
-an additional 80 parking spaces
-outdoor terrace
-community gardens

The overall site offers an opportunity for expanded community use as well as the building. With some regrading and repaving, an expanded municipal parking lot could be provided to the town. There are currently 32 parking spaces in the Prescott School Parking. An expanded parking lot could provide at least 80 new spaces, as proposed in the Bargmann report of March 6, 2012. In addition to expanded parking, a new lobby with ground floor terrace would enhance the accessibility and use of the building. By locating a fully accessible entrance on the south west side of the building, the historic street elevation of the building could remain intact, while bringing the building into full compliance with accessibility codes. The addition of a ground floor level terrace would make this new "main" entrance a place of community significance, while enhancing the interior daylight access to the ground floor.

While much of the site is wetlands, or wetland adjacent land, which is protected, there are still opportunities to use this land. With limited building, the existing playground could be updated, further engaging the multi-generational community centered use of the building. In addition, this land may provide a great opportunity for community agriculture, which is central to the town of Groton and our history. In addition to expanding the community use of the site itself, there is an opportunity to expand use to Groton's Rail-trail. The north edge of the property extends toward the rail trail. With little disturbance, and a partnership with the Conservation Commission, the town may be able to build a walkway that would connect Main St. to the rail trail. This would not only expand the use and availability of this great recreational asset, but could provide an opportunity to expand ecological education through a raised walkway, from which to observe and connect with the wetlands with minimal disturbance.

The Prescott School Building has the potential to be a vibrant, convivial community center in the largest sense of the phrase. As a home for the school district, a home for emerging businesses, a place of community education and recreation, and home to an eating establishment providing the community a place to engage socially, this building is capable of offering the Town of Groton a new town center in which to bolster and support the robust small town that this Committee believes Groton to be.

CHAPTER 6: DEVELOPMENT PLAN

Photo Credit: Annika Nilsson Ripps

"Develop and recommend a plan to the Board of Selectmen that maximizes the best uses of the building and site for the short (next 5 years) and long term (next 20 years). Recommendations should be based on a complete analysis of available options and demonstrate fiscal responsibility. To demonstrate fiscal responsibility, the Committee shall develop estimated costs and project time-frame associated with any recommendation."

From the Charge to the Committee, See Appendix 1

The Committee first set out to understand the current conditions of the building. Three Committee members with engineering, construction and architectural expertise did some localized demolition to expose framing, measured and recorded same, then created new drawings and live load calculations for parts of the first floor and second floor. (see Chapter 3 and Appendix 3). This examination determined that the building was in good structural condition and could support the loads that the Committee is anticipating.

At the fall Town Meeting the Committee was authorized to hire an Architectural firm to study the building for required code (accessibility, structural, seismic, etc) related updates. It also authorized the hiring of a Building Cost Estimation firm to give the Committee the estimated costs to renovate the building. Two reports were generated from the Architectural firm that gave specific recommendations on building requirements. These included: the Commercial Construction Consulting (C3) Investigation and Evaluation Report (Anderson, January 5, 2016, Appendix 4) and the Existing Structural Conditions & Renovation Feasibility Report (DiMartino, January 21, 2016, Appendix 5). The first focused on code compliance deficiencies and the second focused on structural loading.

The Committee then took this analysis and, based on our internal scoping of potential users, submitted a detailed Scope of Work to the consulting firm Daedalus for updated cost estimates of the recommended long-term Development Plan.

Findings

Daedalus (April 6, 2016, Appendix 6) estimated the cost to meet the 20 year Development Plan to be: $5,848,751.

In addition the Committee sought a second cost estimate from the construction firm, Pinnacle Construction. Their cost estimate for the complete build out of Prescott is: $4,208,178.

The Committee has taken both estimates that range from: $4,208,178 - $5,848,751 and is satisfied that while each is instructive, neither is definitive. This projected construction cost estimate is just that - a cost estimate. Until a formal architectural plan is developed and the requisite engineering done for that plan, a final number will not be known. However, for the purpose of this report, the range of estimated costs does provide us an average cost that the Committee can use for our development planning and for our recommendations.

Recommendations and Time-line

The following set of recommendations include a two phased development plan over a time-line that meets the strategy to invest in upgrading the building in an affordable way. Phase 1 will occur over the next 5 years and the town would target spending less than $600,000. Phase 2, the more substantial renovation, would occur later once a funding method is agreed upon.

Phase 1

"Develop and recommend a plan to the Board of Selectmen that maximizes the best uses of the building and site for the short (next 5 years) and long term (next 20 years)."

Five Year Short-Term Upgrade Proposal

To demonstrate fiscal responsibility, the Committee studied several options for a short term five year finance plan that tracks many of the recommendations from the Anderson C3 Report to upgrade the building to meet current code and, at the same time, would stay within the State's 30% of assessed valuation of the building (approximately $600,000) in order to avoid having to finance the complete reconstruction of Prescott at a time when the fiscal conditions of the Town could not support it.

2016 – The Committee will support the Friends of Prescott's request for CPA funds and help them address the most pressing needs of Prescott. These are life-safety needs and accessibility needs as outlined by the 2015 report from bh+a Architects. The Committee will be working with Town Manager, Mark Haddad and using town resources to accomplish the construction projects outlined below as cost effectively as possible. The Committee has reviewed this remedy list with the anchor tenant, the GDRSD, and everyone is in agreement that the items on the list currently submitted to the CPC are the right first steps. We hope to have these improvements complete in calendar year 2016. This work will provide the GDRSD with increased ability to lock off portions of the building as required to maintain their secure records with the intention of allowing greater public access to some of the key underutilized spaces. (See Appendix 11)

2017 – The committee will continue to work this year to identify the next most important improvements to the building. This 2017 build effort may focus on improvements to the gym space so that public use of that space in the building can begin to ramp up. An alternative focus for 2017 would be to renovate some of the space on the first floor on the North side of the building to accommodate a retail tenant. These renovations would be undertaken only if these improvements would have a long term value for the town. The committee would again be looking to partner with the CPC to find the monies for these improvements that would stay within the 30%/$600,000 funding cap.

2018 – 2020 The Committee will put out a request for proposal for the architecture and engineering work that will be needed for a more complete renovation of Prescott and the addition of a three story elevator. This more complete renovation would enhance the building to make it very usable for the next 40 years. The mechanical systems would be upgraded to current standards and the building would be further insulated to minimize ongoing operational expense. We would look to again partner if possible with the CPA to fund this architecture work. Once the architecture and engineering are complete the Committee would embark on the creation of a funding plan to build out the renovations. We are currently assuming that this funding will come in part from the CPA once the town has finished paying for Surrenden Farms. For details see Chapter 9 Finance Plan. (See Chapter 9 Finance Plan)

Cost Estimate Work Sheet for CPC application for spring 2016 Town Meeting

	Safety & Accessibility Upgrades		Source of the costs	10-Year Retained Value %
1	Add Sprinkler system to the upper floor	$42,188	bh+a report from 2012+25%	100%
2	New water service to building for fire suppression, 4"	$18,750	bh+a report from 2012 +25%	100%
3	Remove & rebuild 2 sets of wooden stairs off of gym, level with doors	$10,032	Material & Labor by subcontractor	100%
4	Replace crash bars & locksets on North & East double doors	$6,640	Subcontractor quote for material & labor	100%
5	Relocate Handicapped parking sign & repaint pavement for 2 spots	$250	Material Only - Labor by Tom Delaney	0%
6	Remove & relocate M & F bathroom partitions & HC bars on main floor	$2,500	Material Only - Labor by Steve Byrne	?
7	Add a 2nd doorway to Main Conference room to comply with egress code	0	No longer needed, room was divided	-
8	Improve outdoor lighting at egresses	$10,000		Allowance 75%
9	Improve exit signage	$9,590	Dadelus Report	75%
10	Add Fire extinguisher wall hung cabinets	$3,000	Dadelus Report	100%
11	Pour internal concrete ramp for basement level HC access	$1,250	Material Only - Labor by Tom Delaney	Unsure
12	Correct the handrail on 4 flights of stairs to meet code	$1,000	Material Only - Labor by Steve Byrne	75%
13	Correct the staircase nosings on 4 flights of stairs to meet code	$600	Material Only - Labor by Steve Byrne	100%
14	Purchase 2 new fire doors for 2nd floor, top of stairs, fire separation	$4,000	Dadelus Report	100%
15	Install Von Duprin crash bar hardware on same doors	$3,320	Subcontractor quote for material & labor	100%
16	1 1/4" thick plaster on both sides of wall partion for fire separation	$1,800	Halsey Estimate of subcontractor Cost	100%
17	Frame new wall at 2nd floor of rear stairs to create fire separation	$900	Material Only - Labor by Steve Byrne	100%
18	Purchase 2 new fire doors for 2nd floor rear top of stairs, fire separation	$4,000	Dadelus Report	100%
19	Install Von Duprin crash bar hardware on same doors	$3,320	Subcontractor quote for material & labor	100%
20	1 1/4" thick plaster on both sides of wall partion for fire separation	$1,800	Halsey Estimate of subcontractor Cost	100%
21	Trim new doors, baseboard for new fire walls, 2nd floor	$1,650	Halsey Estimate of subcontractor Cost	100%
22	Frame new wall at 1st floor of rear stairs to create fire separation	$500	Material Only - Labor by Steve Byrne	100%
23	Purchase 2 new fire doors for 1st floor rear stairs, fire separation	$4,000	Dadelus Report	100%
24	Install Von Duprin crash bar hardware on same doors	$3,320	Subcontractor quote for material & labor	100%
25	1 1/4" thick plaster on both sides of wall partion for fire separation	$1,000	Halsey Estimate of subcontractor Cost	100%
26	Trim new doors, baseboard for new fire walls, 2nd floor	$1,550	Halsey Estimate of subcontractor Cost	100%
27	Paint for new doors & walls & trim	$600	Material Only - Labor by Steve Byrne	100%
		$137,560		
	Design fees @ 10%	13756		
	Contingency @ 10%	13756		
	Total Costs	165072		

Source: Friends of Prescott 3/9/2016) (See Appendix 11)

Phase 2

"Develop and recommend a plan to the Board of Selectmen that maximizes the best uses of the building and site for the short (next 5 years) and long term (next 20 years)."

Twenty Year Build Out Proposal

2022 and beyond – The Committee recommends that the town would work with the then Lessee and tenants of the building to schedule the renovations once the monies have been secured and the lease agreements have been arranged. (See Chapter 9 Finance Plan)

This Phase 2 development would include completion of the sprinkler system, installation of a 3 stop elevator, new electrical and plumbing throughout the building, and preparing a 2000 to 4000 sf space in the basement that could house a restaurant (build-out & equipment to be provided by tenant). After this Phase 2 development is completed the exterior would be largely unchanged and the interior would be up to modern standards.

The best example in the town's recent history of what the building would look like is the successful renovation of Groton Town Hall. The building looks historic, beautiful and well maintained on the exterior and is clean, bright and functional on the interior. We are looking to have similar fits and finishes for this project.

CHAPTER 7: MANAGEMENT PLAN

Photo Credit: Sarah Campbell

"Study the uses of similar historic buildings in comparable communities, including transitions to usage"

From the Charge to the Committee, See Appendix 1

In the spring of 2015, the Committee conducted a series of interviews with officials and residents of other Massachusetts towns having a municipal building similar to Prescott School (see Chapter 2, for a listing of communities). These buildings have been converted to community use for recreational, educational and community activities and have shown that there is no one operating model common to all.

The Committee also coordinated with the Friends of Prescott to present a Panel Discussion on Feb. 6, 2016, at the Prescott School entitled: Lessons from Other Communities. Representatives of Community Centers created in publicly-owned buildings in Westford, Lexington, and Berlin, MA, shared their experiences in more detail with an audience of approximately 70 Groton residents and town officials.

FINDINGS

From this research, the Committee has learned that there are two general categories of operating model for buildings converted to community centers: *municipally administered* or *private nonprofit administered*.

In the *municipally administered* model, the town handles all of the day to day operation of the building including allocating space within the building, setting space rental rates, coordinating activities, collecting monthly rents, handling evictions and paying for building maintenance and upgrades. In the *private nonprofit administered* model a private organization contracts with the municipality to operate the building and takes care of the day-to-day operations. The details of the contracts vary widely depending on the level of involvement or oversight desired by the municipality.

<u>Private Nonprofit Administered Model</u>

The majority of projects we investigated were *private nonprofit administered*. In many of the projects using this model, the town continues to own the building and be responsible for exterior maintenance (e.g. snow removal and mowing) and insurance, as well as periodic major renovations (e.g. new roof or heating system). The ongoing operation and management of the building is handled by a 501c3 not-for-profit organization which is supported by volunteer labor, private fundraising, grants, and rental income from the space.

The cost for the nonprofit organization to lease the building from the town has generally been minimal (as little

as $1.00/year) with the expectation that the management organization will pay for interior maintenance and utilities. In some cases, the lease cost is used to pay for the exterior maintenance provided by the town.

In cases where a significant renovation of the building has been required, the town has usually contributed to, or provided the major amount of funding, using Community Preservation Funds when appropriate. Private fundraising and grant funding have also been used to contribute to major renovations. Uses of the space in these projects have been for a mix of educational and recreational programs, flexible gathering space for groups, exhibit and performance space, drop-in programming, and lease-able space for businesses or private events to generate revenue.

Some of these projects have operated and evolved over many years (such as the Roudenbush Community Center in Westford) and some have been able to do multi-phase renovation over time using grants and private funding to supplement municipal funds.

A key element of success in the *private nonprofit administered* model is a letter of agreement or contract between the nonprofit and the town that lays down the responsibilities of each of the parties. The document covers who selects tenants, who sets the rental rate, who sets the terms of the rentals, who collects the rents, who is authorized to spend money and for what purpose, who determines the appropriate mix of office space, retail space and community space and how much the nonprofit will pay the town or the town will pay the non-profit to operate the building. All of these issues are open to negotiation between the town and the private nonprofit organization at the time that the letter of agreement is created.

Municipally Administered Model

Lexington has just completed the renovation of a newly-purchased building for use as a Community Center, providing programming for all ages. This is the only project we investigated that is operated solely by the municipality. The costs of renovation, operation and management of the building are all covered by the Municipal Budget, using a combination of Community Preservation Funds, Enterprise Funding, and Recreation Department and other town employees.

Considerations for Groton

Each operating model has its pluses and minuses. In general, the *municipally administered* model is better for those towns that need and want to tightly control the day-to-day operation of the building and are willing and able to dedicate the people and money to make that happen. The *private nonprofit administered* model tends to rely more heavily on unpaid volunteers to run the operation and, as a result, can often do the job at a lower overall cost. The nonprofit organization does require some degree of autonomy to make this model work. A too-tightly constrained agreement between the municipality and the private non-profit can make for a contentious relationship.

For Prescott there is an opportunity to consider two versions of the *municipally administered* model, one where the Town of Groton administers the building and one where the Groton Dunstable School District, as the building's anchor tenant, acts as the administrator. In either case, a paid employee or employees of the Town or District would handle the day-to-day operation of the building.

Hybrid Municipal/Nonprofit Administered Model

Another option for Groton is a *hybrid municipal/nonprofit administered* model. With this model a private nonprofit organization and a municipal committee appointed by the Board of Selectmen would jointly operate the Prescott Community Center. The advantage of having both organizations is that it increases access to grant monies needed to operate and upgrade the building. Some granting organizations will only award funds to municipalities while other granting organizations will only award grants to IRS registered 501c3 organizations. Having both increases the potential sources of grant money.

In this model, some people are members of both the nonprofit organization and the municipal committee which reduces the number of people required to manage the building and facilitates communication and cooperation between the two organizations.

The Roudenbush Community Center in Westford began operating approximately 40 years ago under a Hybrid Municipal/Nonprofit Administered Model. Over the years, their program was successful enough to gradually reduce the need for any contribution from the town, and in 2009 the Roudenbush Community Center became an independent self-supporting nonprofit organization.

Groton is fortunate to have a group of dedicated volunteers, the Friends of Prescott, Inc. that is currently in the process of becoming a registered 501c3 organization and that has expressed an interest in operating a Community Center in the Prescott School. This gives the Board of Selectmen the opportunity to consider a private nonprofit administered model or hybrid model for Prescott School and to begin discussions to determine where the Town's and the Friends' interests overlap or conflict.

RECOMMENDATIONS

While each business model offers lessons and best practices, the Committee recommends the hybrid municipal/nonprofit model for operating Prescott School, for the following reasons.

- Using this model would have minimal impact on the municipal budget.
- The Friends of Prescott organization has already gathered and organized a corps group of volunteers with energy to take a leadership role in creating a multi-use Community Center.

CHAPTER 8: OPERATING BUDGET

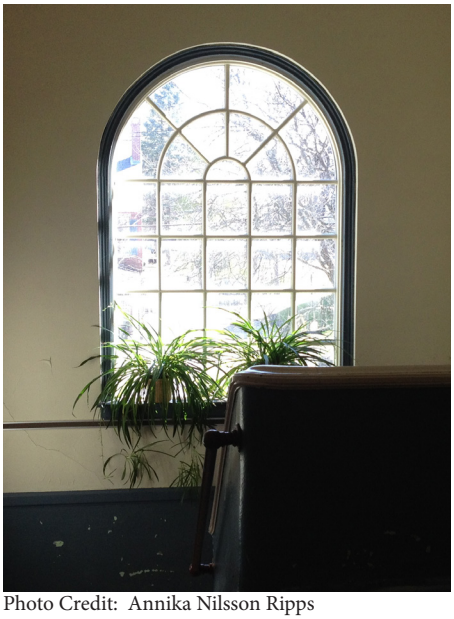


Photo Credit: Annika Nilsson Ripps

"...recommendations should be based on a complete analysis of available options and demonstrate fiscal responsibility."

From the Charge to the Committee, See Appendix 1

The process of generating a viable self-sustaining operating budget for Prescott involved gathering information about the current costs of operating and maintaining the building and determining what similar space in Groton is currently renting for. The existing building costs were provided by Jared Stanton, Groton Dunstable Regional School District's (GDRSD) business manager. The comparable rental rates were provided by Jeff Gordon, owner of EXIT Assurance Realty of Groton, MA.

Findings

Break Even Analysis

Break even analysis is used to determine the amount of revenue needed from the users of Prescott School to just cover the operating expense of the building. From the historically-based proposed FY 2017 GDRSD budget,

Table 1: Existing Building Annual Operating Expenses (FY2017)

Electricity	$9,103
Heating	$13,243
Water and sewer	$1,432
Telephone and internet	$3,905
Snow removal, sweeping, mowing	$3,700
Custodial services	$19,877
Supplies	$264
Insurance	$5,934
Fire inspection	$1,209
Incidentals	$500
Trash	$936
Total	$60,103

In its current configuration some of the space in the building it is not fully occupied or used regularly so the operating expenses need to be escalated to account for the additional expenses that will come with a fully utilized building. Assuming an escalation of 20% brings the estimated with-utilities operating cost to about $72,000 per year.

The building has the following floor space available for renting

Table 2: Available Rental Space in Prescott School

Top floor	7,000 ft2	Entire top floor
Main floor	6,350 ft2	Excludes hallways and bathrooms
Ground floor	5,337 ft2	Excludes hallway and boiler room
Total	18,987 ft2	

To generate $72,000 per year in revenue from 18,987 ft² of rental space requires an average with-utilities rental rate of $3.79 per square foot per year assuming 100% occupancy of the rented space. An estimated 75% occupancy rate brings the with-utilities rental rate up to $5.06 per square foot per year.

Market Rate Analysis

Table 3 below shows an estimate of the without-utilities market rate for comparable rental space in Groton, MA. The estimate has been provided by Mr. Jeff Gordon of Exit Assurance Reality. The cost of utilities is estimated to be the FY2017 utilities from the GDRSD budget ($27,683) escalated by 20% ($33,219) and divided by 18,987 ft2 or $1.750 per square foot per year.

Table 3: Comparable Rental Rate Market

	Without Utilities	With Utilities
Office space	$15.00 ft2/year	$16.75 ft2/year
Retail space	$14.00 ft2/year	$15.75 ft2/year
Restaurant space	$16.00 ft2/year	$17.75 ft2/year

Using an average of $16.75/per square foot per year, the revenue potential of a fully occupied building is about $318,032 per year with a net revenue of $246,032 per year after subtracting $72,000 for utilities and other estimated operating expenses. The final operating budget for Prescott is likely to lie somewhere between the break even case and the market rate case.

Typical Case Cost Analysis

Since the vision for Prescott School includes the GDRSD as the top-floor tenant, some retail space, some restaurant space and some community use space, it is important to consider a case where the building contains mixed uses. Without knowing the exact retail tenants or community use groups it is possible to make some assumptions about the space they require, the rental rates they might pay and the occupancy rates to estimate the revenues and expenses for a more typical case. Another important assumption is what the rental rate will be for the offices of the Groton Dunstable Regional School District. In FY2017 the district will be paying an estimated $60,103 in expenses to occupy the entire top floor and some storage space on the ground floor which results in an effective with-utilities rental rate of about $8.20/ft2 per year which is about 50% of the $16.75/ft2 per year with-utilities market rate for office space. It is assumed that the GDRSD with-utilities rental rate will increase by about 12 percent per year starting in FY2018 until 2022 when it will reach $13.40/ft2 per year or about 80% of the $16.75/ft²/year market rate. It is assumed that the rental rate will then remain at $13.40/ft2 per year through FY2038.

An important part of this cost analysis case is determining how the available building rental space will be divided between the GDRSD, retail space, non-GDRSD office space, restaurant space and community use space. The space allocations are shown below in Table 4. The details of this space layout is shown in Figures 1 through 3.

Table 4: Distribution of Rentable Space for Typical Cost Analysis case

GDRSD	7,326 ft²	Entire top floor & some ground floor storage
Retail space	2,547 ft²	Portion of first floor
Non-GDRSD office space	2,707 ft²	Portion of ground floor
Restaurant space	2,304 ft²	Portion of ground floor
Community use space	3,833 ft²	Portion of first floor

The rental revenue from the building's retail space depends on the area dedicated to retail, the rental rate charged on a square footage basis and the estimated occupancy rate of that space. The rental rate will be the estimated with-utilities market rate of $15.75/ft²/year and an occupancy rate of only 10% in FY2018 and steadily increasing to 90% by 2022.

For calculating the building's non-GDRSD office space revenue, the 2,707 ft² will be rented at the with-utilities market rate of $16.75/ft²/year and the occupancy rate will be 10% in FY2018 and increase to 80% by FY2022.

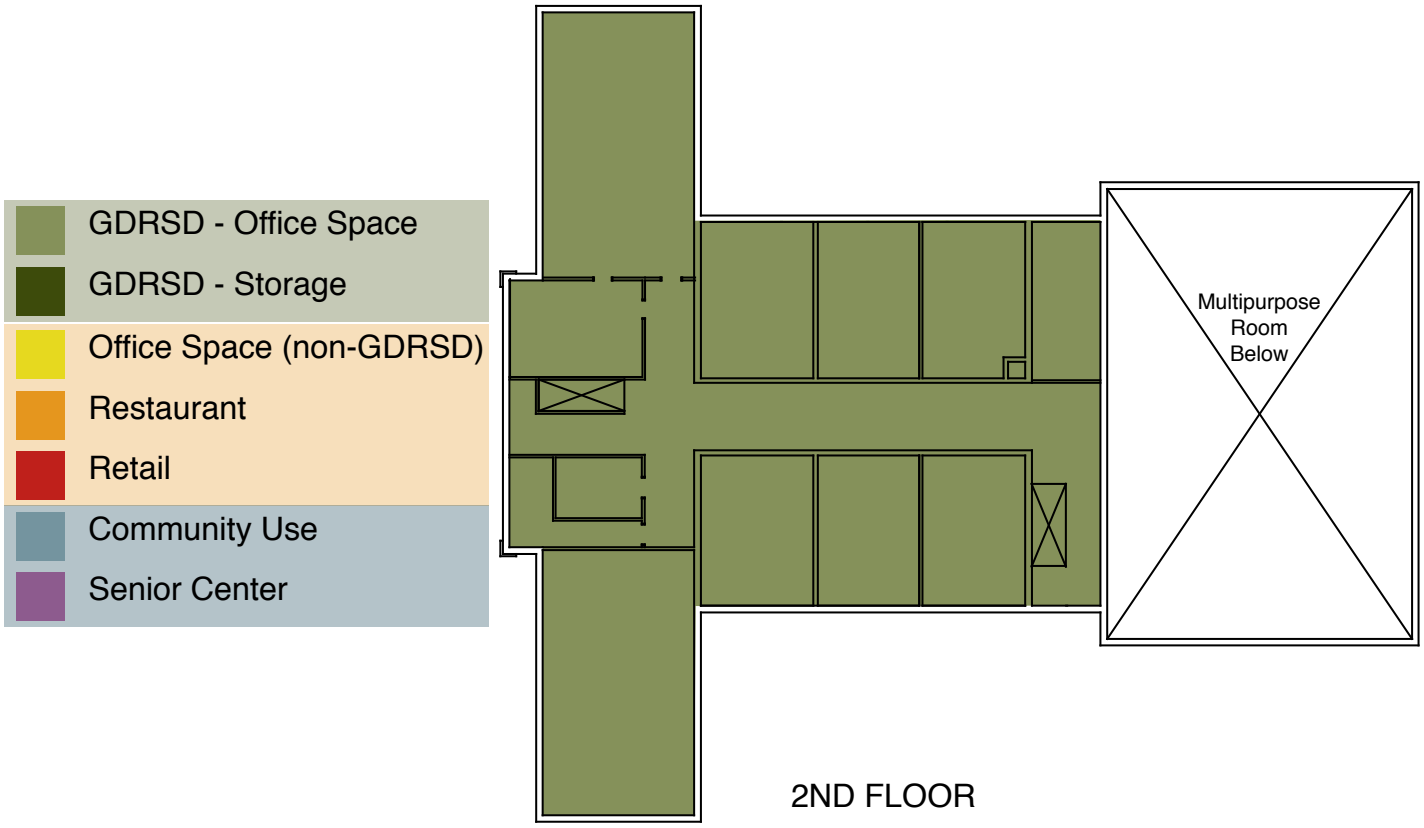


Figure 1: Typical Case Second Floor Layout

For calculating the building's restaurant space revenue, the 2,304 ft² will be rented at the with-utilities market rate of $17.75/ft²/year and the occupancy rate will be 0% in both FY2018 and FY2021 then increase to 80% by FY2022. The slow restaurant occupancy start is based on the expectation that the restaurant space will not be ready for occupancy until the major building renovation begins in FY2022.

For calculating the building's community use space revenue, the 3,833 ft² will be rented at a below market rate of $6.75/ft²/year and the occupancy rate will 25% in FY2018 and remain at 25% through FY2022.

The revenue and expense worksheets for the typical case are shown in Appendix 10.

A summary of the revenue and expense results are shown below in Table 5.

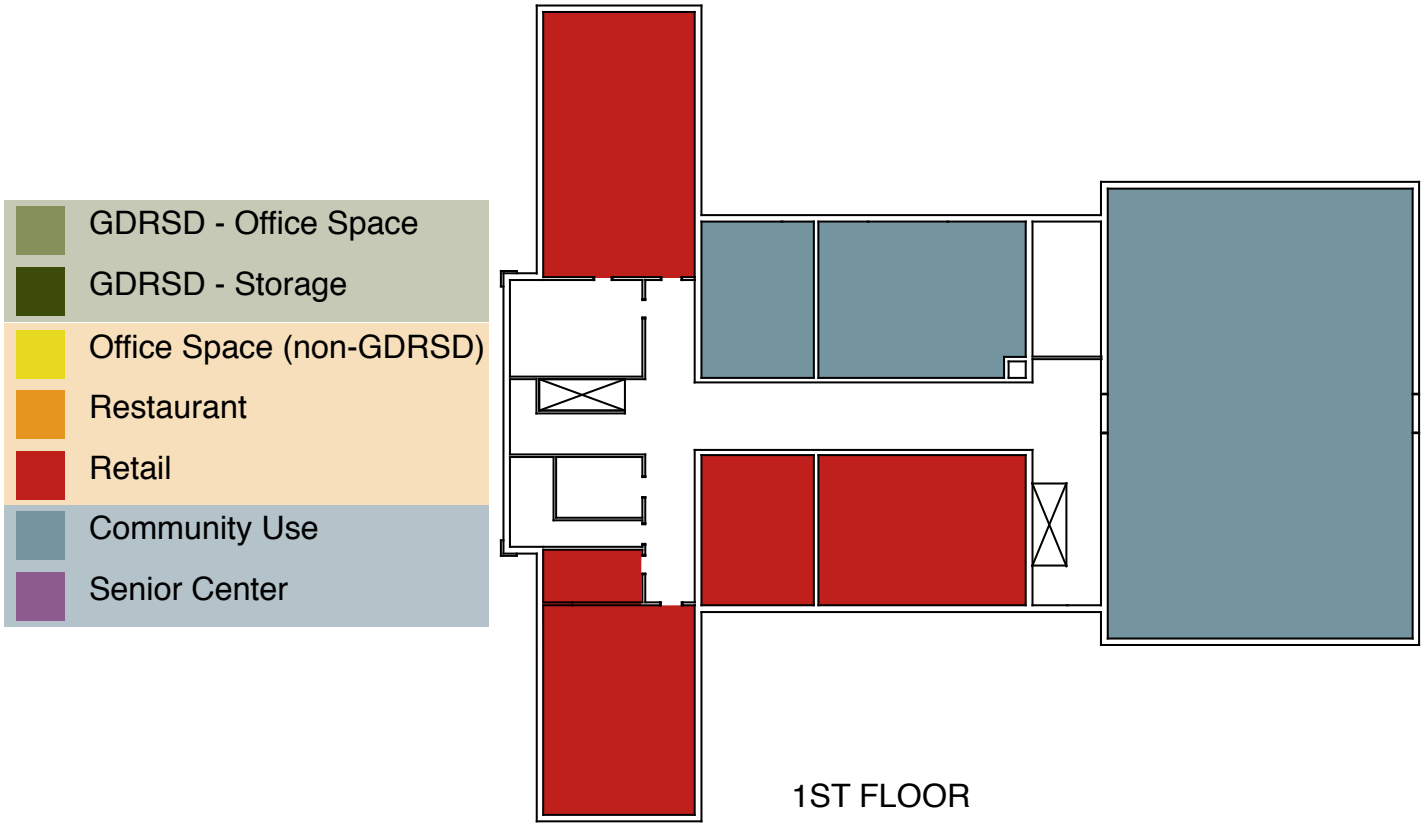


Figure 2: Typical Case First Floor Layout

Table 5 Typical Case Annual Revenue and Expense Summary (in 2016 dollars)

Fiscal Year	Revenue	Expense	Net
2018	$ 78,196	$80,513	($2,317)
2019	$ 91,826	$90,473	$ 1,353
2020	$109,468	$100,433	$ 9,039
2021	$127,110	$105,393	$21,717
2022	$184,793	$110,353	$74,440
2023-2038	$209,731	$110,353	$99,378

The results show a $2,317 loss in fiscal year 2018 due to the low occupancy rates of the building in its first year of operation. As more retail establishments move in, the net loss turns to a net gain in 2019 and continues to increase through 2022 when the ground floor space becomes available for rental. By 2023 the building is projected to generate net revenue of about $99,000 per year. (See Appendix 10)

The disposition of the annual net revenue will depend on the details of any agreement negotiated between the Groton Board of Selectmen and the Friends of Prescott. Some of the funds could be used by Friends of Prescott to do minor upgrades to the building, to apply for grants requiring some matched money or returned to the Board of Selectmen and the Town's general fund. Some of the funds could also be used to pay toward the debt service incurred as part of the major building upgrade scheduled for 2022 or beyond.

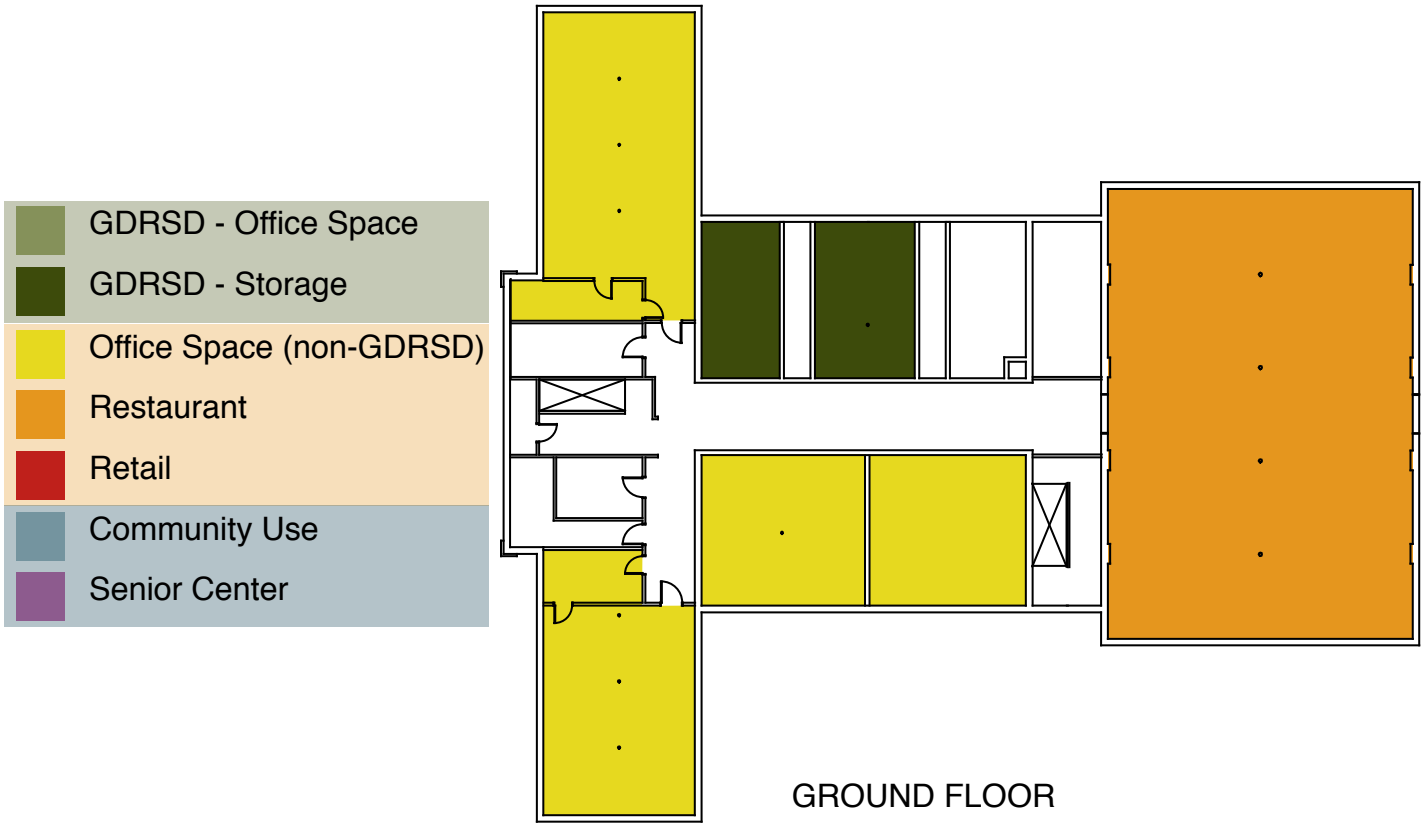


Figure 3: Typical Case Ground Floor Layout

A second mixed-use case was generated to determine the financial implication of moving the Senior Center to Prescott School. Appendix 10 shows the case where, instead of the having the restaurant space and non-GDRSD office space on the ground floor, the entire ground floor is occupied by the Senior Center. Table 6 shows a summary of the annual revenue and expenses.

Table 6 Annual Revenue and Expense Summary with Senior Center on Ground Floor

Fiscal Year	Revenue	Expense	Net
2018	$ 75,182	$110,353	($35,171)
2019	$ 88,474	$110,353	($21,879)
2020	$105,777	$110,353	($ 4,576)
2021	$123,080	$110,353	$12,727
2022	$136,104	$110,353	$26,019
2023-2038	$147,572	$110,353	$37,219

In this case, Prescott School does not reach break-even until late in 2023. In the years beyond 2023 the Senior Center produces no revenue for the building and displaces a revenue-generating restaurant and non-GDRSD office space resulting in a net revenue decrease of about $62,000 per year. The floor plans for the Senior Center case are shown in Figures 4.

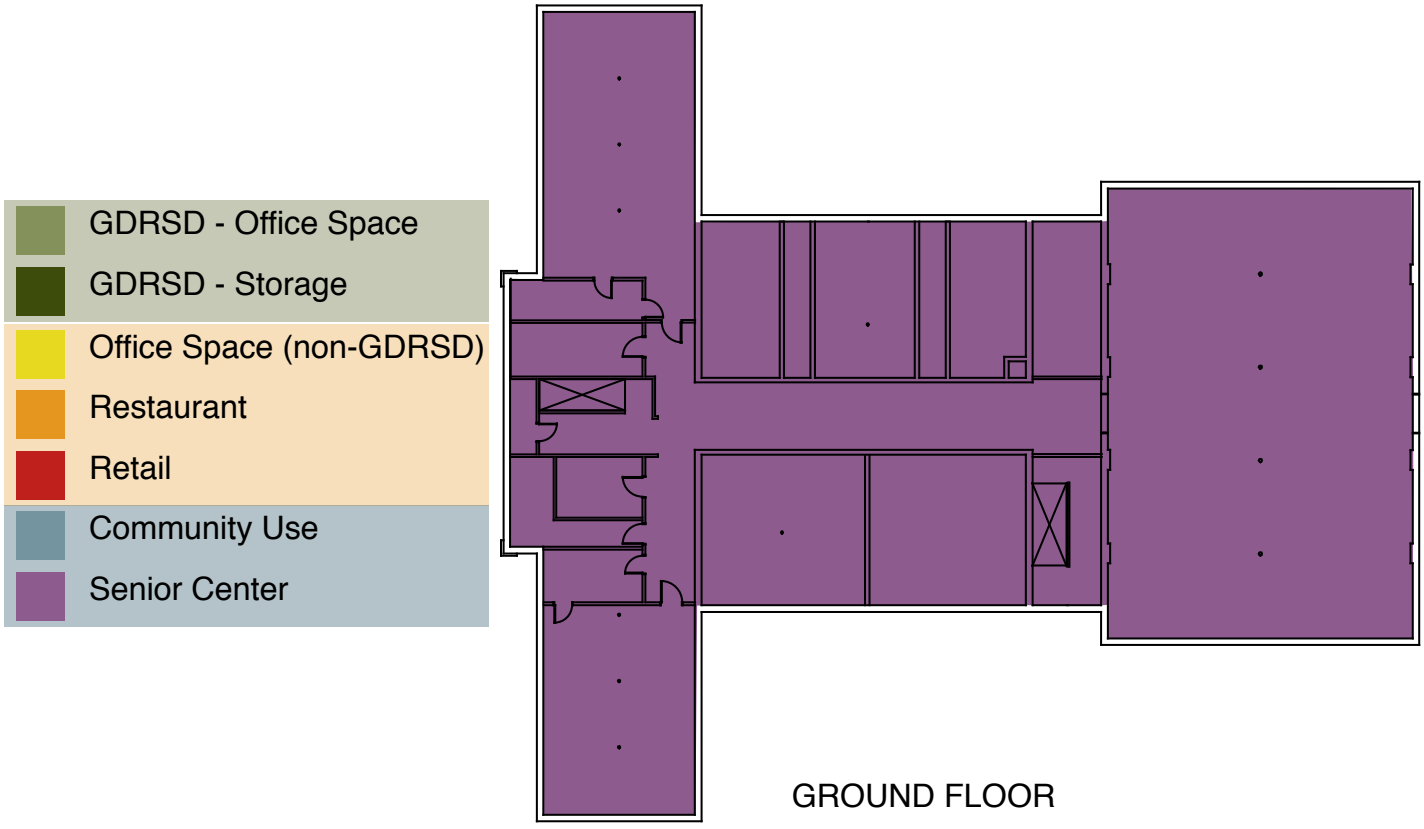


Figure 4: Senior Center Case 2nd Floor Layout

Recommendations

In order to make the Prescott School budget operate as a financial asset as soon as possible, the Committee recommends that the following steps be taken:

- The Town Manager and Board of Selectmen, along with the Friends of Prescott, develop a Memorandum of Understanding, which will enable the Friends of Prescott to begin pursuing a presence within the building.
- The Friends of Prescott and GDRSD would collaborate to allow the Friends to take a sub-lease and start occupying some parts of the building in 2016.
- The Town Manager and Board of Selectmen work toward a long-term (10 year) lease with the Friends of Prescott that would take effect in 2017.
- Friends of Prescott would start programming the community center spaces within the first floor in 2016
- Friends of Prescott would begin leasing retail space on the first floor in 2017/2018
- Complete renovation in 2022/2023 would allow for further leases to be negotiated for the ground floor. These leases could begin development in 2021/2022, allowing all organizations to take immediate advantage of the renovated space.

The committee believes that with a close working relationship between The Friends of Prescott and the Town management to develop leases and contracts in a timely manner, the Prescott School will become an financial asset to all organizations in short order.

CHAPTER 9: FINANCE PLAN

Photo Credit: Groton Historical Society

"…recommendations should be based on complete analysis of available options and demonstrates fiscal responsibility…"

From the Charge to the Committee, See Appendix 1

The Committee set out to understand the costs associated with a Phase I (short term 5 year) and a Phase II (long term 20 year) Development Plan and to design a financial strategy to accomplish the Committee's stated vision for the preservation, reconstruction and reuse of Prescott School as a Town asset.

This Finance Plan is based on analyzing: the Commercial Construction Consulting (C3) Investigation and Evaluation Report (Anderson, January 5, 2016, Appendix 4) and the Existing Structural Conditions & Renovation Feasibility Report (DiMartino, January 21, 2016, Appendix 5); and, after the Committee submitted a detailed Scope of Work, based on our internal scoping of potential users, to the consulting firm Daedalus for updated cost estimates of the recommended long-term Development Plan.

Daedalus (March 31, 2016, Appendix 6) estimated the cost to meet the 20 year Development Plan to be: $5,848,751.

In addition the Committee sought a second cost estimate from the construction firm, Pinnacle Construction. There cost estimate for the complete build out of Prescott is: $4,208,178.

The Committee has taken both estimates that range from: $4,208,178 - $5,848,751 and is satisfied that while each is instructive, neither is definitive. This projected construction cost estimate is just that - a cost estimate. Until a formal Engineering and Architectural set of plans and a site plan is developed five years into the future, a final number will not be known. However, for the purpose of this report, the range of estimated costs does provide us an average cost that the Committee can use for our development planning and for our recommendations.

For a *short term 5-year finance plan*, to demonstrate fiscal responsibility, the Committee studied several options that tracks many of the recommendations from the Anderson C3 Report to upgrade the building to meet current code and, at the same time, would stay within the State's 30% of assessed valuation of the building (approximately $600,000) in order to avoid having to finance the complete reconstruction of Prescott at a time when the fiscal conditions of the Town could not support it.

The Committee has had several conversations with representatives of the current tenant (Groton Dunstable Regional School District) to discuss their needs and how a five year plan within the projected $600,000 could meet many of those needs.

As part of the finance strategy, the Committee discussed gathering information on potential state and federal grants. On the Town/Committee's Website there is a document called Sources of Preservation Funding that will help guide this effort. In addition, the Committee has made contact with the Town Manager, Groton Historic Commission, Senator Donohue's office, U.S. Representative Tsongas' office and State Representative Harrington's office as well as the BSA and CDRC to assist in identifying qualifying grants. The Committee was successful in reaching out to a UMass Lowell professor who is conducting a grant writing course this semester (spring '16) and has assigned a student to work directly with the Committee in identifying a specific grant opportunity.

The Friends of Prescott, Inc. (a private 501c3) citizens group formed to preserve Prescott School as a Town asset, has been participating in our Committee meetings and has expressed their desire to participate in helping to raise funds for the renovation of the building.

For a *long term 20-year finance plan*, to demonstrate fiscal responsibility, the Committee studied several options that take into consideration a combination of funding sources including CPC, state/federal grants and private sector fund raising. In addition, the Committee is projecting (see Chapter 8, Operating Budget) that at full occupancy, the building will have a positive cash flow that could augment financing some of the reconstruction cost or provide a revenue stream for the Town.

As part of the committee's mandate and in line with the proposed vision, a sustainable model has been developed wherein operational costs are expected to be covered by operating revenues generated through program fees and leasing of space within the building (as further described in the Operating Model Section of this report).

As outlined previously in this report, there is a need to address safety, accessibility and usability issues in the Prescott School. Significant funding will be needed for capital improvements. This section focuses on how we can finance the required capital improvements to address the identified issues and to make the building more functional.

Evaluation Criteria for Funding Capital Projects: There are many reasons for a town to pursue large capital projects. The Town of Groton must assess the desirability of any project against standard criteria used to evaluate such projects. Common reasons for a town to proceed with a large capital project are listed in the following chart.

Standard Reasons for Capital Investments	Prescott Status
Risk to public safety or health- Protect against a risk to public safety or health	Need to address code, safety and accessibility issues.
Deteriorated Facility or Equipment- Reconstruct or rehabilitate a facility or equipment to avoid or postpone replacing it with a new, costlier facility or piece of equipment	Although roof, windows and boiler have been updated in 2005, building interior hasn't been renovated recently
Systematic Replacement or Reconditioing- Replace or upgrade a facility or piece of equipment as part of a systematic replacement program	In continuous use since 1928, major updates should be expected every 25 years.
Delivery of New Services- Development of facilities or services for a segment of the town's citizens that are currently underserved.	Improve building functionality to support operation as a mixed-use public building.
Protection of Resources- Protect natural resources or important existing infrastructure against threats to continued use.	Investment needed to make building a vibrant part of community and to protect an important and visible historical asset.
Improve Operational Efficiency- Replace, upgrade or purchase facility or equipment as part of plan to significantly improve operating efficiency of town.	Addressed throughout this report.
Project Coordination for Cost Savings- Coordination of projects that enable cost synergies (e.g. sidewalk installation to coincide with street reconstruction).	Opportunity to increase municipal parking on site.

In addition, project requests should address questions such as:

Question	Addressed
Does the requested project contribute to the achievement of existing town goals, policies, and plans?	See Town Master Plan
What are the general benefits of the project?	See Chapter 10, Conclusion
Is the project acceptable to the public?	See Appendix 2, Survey & Results
What is its total cost (both capital and annual operating expenses)?	See the Business Model and required construction sections of thes report (Ch. 8 and 9)
Is it funded by the tax levey or by borrowing and how would it affect the tax rate?	Addressed in this Chapter
Does the project hae its own funding source, such as user fees or an enterprise fund?	Addressed in Chapter 8
Does the project have its own funding source, such as the Community Preservation Act?	Addressed in this Chapter
Are there legal requirements that must be met?	See Chapters 6, 7 and Appendix 4

Findings

Potential One Time Sources of Funding for Phase 1 (5-year) Prescott Building Renovations

There are numerous potential sources for funding the renovation of the Prescott School building. Outlined below are a list of potential sources.

- Gifts and Grants – There are many sources of gifts and grants (See Appendix 8). Some require local matching funds.Gifts or grants may be earmarked for a specific purpose and may be expended directly without appropriation. All possible options should be explored to identify possible sources of federal, state and local grants and gifts. In addition, any private organization involved in the operation of Prescott Building should be expected to put forth significant effort to obtain funds through fund raising and grant writing.

- The Committee made contact with the University of Massachusetts Lowell Professor Dianna Archibald who teaches a Grant Writing course during the spring 2016 semester. Dr. Archibald assigned a student, Christian Robichard, to research potential state and federal grants that Prescott School may be eligible for. Mr. Robichard has identified six potential grants and as part of his course work is drafting a grant application that may fund the installation of an elevator for Prescott School. (See Appendix 8)

- Community Preservation Act Funds (CPA) –The Community Preservation Act makes it possible for towns to set aside money (with state matching funds) for the acquisition, creation, preservation and rehabilitation of open space; historic resources; land for recreational use; and community housing. Every fiscal year,he Town must spend, or set aside for later spending, not less than 10% of the annual Community Preservation Act revenues for open space/recreation, historic resources, and for community housing. Additionally, the CPA funds are managed in a manner that guarantees debt service payments prior to approving spending on new capital projects. By the rules promulgated by the Department of Revenue,no more than 100% of the local surcharge revenue can be used for debt service payment. Currently the Surrenden Farm debt service payment is 80% of this limit. Prudence dictates that no more than 80% be used for debt service payments. (See Appendix 9)

- Capital Budget – Capital budgets reflect a wide range of town priorities and needs. Although funded on a yearly basis, good financial practice requires that the town have a capital plan that reaches out several years. Smaller purchases or projects can be funded on one-time pay-as-you go basis under the levy limit or by expending money from one of several funding sources used specifically for capital purchases. These types of expenditures could be used to meet targeted needs for capital improvements such as electrical upgrades or a building security system.

Potential Long Term Sources of Funding for Phase 2 (20-year) Prescott Building Renovations

Financing a large capital expense through the use of debt enables a town to borrow and pay for projects over a number of years. There are a variety of reasons for a town to authorize the issuance of debt. The most typical reason is to finance a project that is too large to pay for in a single year. It is also good fiscal practice to pay for large projects over the lifespan that the project will provide benefits. Debt must be authorized by a two-thirds vote of town meeting.

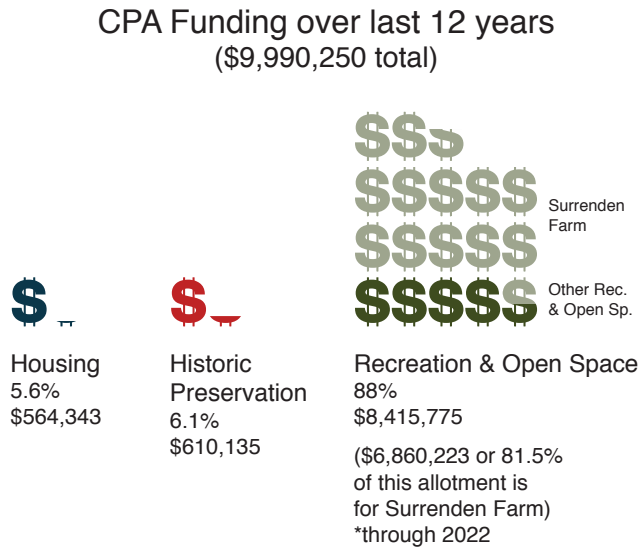
To pay debt service on a large capital project, there are four primary options. These include:

- Absorbing the debt service within the annual budget –In order to pay for debt service from the annual operating budget, careful multi-year planning is required. As old debt service is retired, new debt service can be initiated. As operating budgets get tighter and tighter each year, the town needs to be careful about promising future year operating dollars for debt service and making sure that it is tied to critical town needs. However, large capital purchases or projects typically require the use of debt. When planning to borrow, the town must consider how to pay for the resulting debt service. The project approval process requires the community to pass and approve the project on its merits and need, and the ability of the community to afford the resulting debt service. A limit on debt service costs as a percent of the Town's total budget is especially important because of Proposition 2 1/2 constraints on town's budget. At the same time, the community's regular and well-structured use of long-term debt symbolizes the municipality's commitment to maintaining and improving its infrastructure. According to the Financial Policies of the BOS, the Town of Groton is committed to a debt service budget equal to 5% of the Town's current annual budget, exclusive of Enterprise funded debt, Community Preservation funded debt and debt service excluded from Proposition 2 1/2. By policy, the BOS has expressed a desire to establish a debt service "floor" of 3% of the Town current annual budget, as an expression of support for continued investment in the town's roads, utilities, public facilities and other capital assets.

- Designated Revenues –This option is available when the debt service of a capital project can be supported by operating revenues. This occurs most commonly for enterprise fund projects, transfer stations and improvements that can be paid from betterment assessments. Bonds will still be general obligation debt of the town, for this is the least expensive financing vehicle; however, the revenue to cover the debt service will come from the operating revenues rather than the tax payer. If operating revenues do not cover the full cost of servicing the debt, the Town will need to service the debt using funds raised within the tax levy

- Grants – An additional option involves state or federal assistance in the form of grants for specified projects. The Town will continually pursue opportunities to acquire capital by means other than conventional borrowing; such as grants.

- In 2004 Groton adopted the Community Preservation Act (MGL Chapter 44b) at the 3% surcharge rate. This authorized the town to place a surcharge on real estate tax bills to collect an additional 3% in real estate tax after exemptions on the first $100,000 of assessed value and for seniors with moderate incomes or lower. In FY2015 this surcharge generated $604,687 in revenue and added about $160 to the median assessed house



tax bill. This sum was matched with $244,907 grant from the State's Community Preservation Trust Fund. By state law, a minimum of 10% of these funds are placed in a Community Housing Reserve fund for supporting community housing in Groton, a minimum of 10% is placed in a Historic Reserve fund for preserving historic resources and a minimum of 10% is placed in an Open Space & Recreation Reserve fund for protecting and acquiring open space and for funding outdoor recreation. The remainder (minus up to 5% to pay the Community Preservation Committee's operating expenses) is placed in an Unallocated Reserve fund that can be used for Community Housing, Historic, Open Space or Outdoor Recreation projects. Prescott School, being registered on the Massachusetts list of historic places, is eligible for CPA Historic funds and for the funds in the Unallocated Reserve account or a maximum of 75% or about $850,000 per year. The state match is not guaranteed and it varies with the level of activity at the Registries of Deeds where the state's matching funds are collected and with the number of communities that have adopted the CPA. For bonding purposes only the local surcharge revenue can be considered a funding source for CPA related debt service. Taking just 80% of the $600,000 local surcharge number leaves $480,000 to pay debt service on any future Prescott School municipal bond. Tables 1 and 2 below show the annual debt service payment on a $4,000,000 note and a $6,000,000 note as a function of the interest rate and period of the bond.

Proposed Finance Plan

As previously outlined in this report, the committee has done a thorough review of the building code, structural integrity and modifications required for the proposed usage of the building. Based on these reviews, a proposed plan was developed for renovation.

Based on this plan, the anticipated costs of renovation are in the range of $4,208,178 to $5,848,751. This amount is significant enough that any realistic plan will include having to borrow funds. However, the committee has also looked extensively at the possibility for grants of which there are numerous possibilities. The committee has even engaged with a a class at University of Massachusetts Lowell that has assigned a student to submit a grant proposal. Possible grants include historic preservation, community programming or economic development. It is unlikely we would find a single grant or even multiple grants that would cover the total cost. See UML Grant writer Appendix 8.

As described in the operational plan section of this report, the building is anticipated to generate significant revenues. When offset by operating expenses, there could be a revenue stream available to pay some of the debt service incurred to fund the renovations. In addition, if the town chooses to partner with a non-profit, said organization will have the ability to do private fundraising to help fund the renovations.

The building is a historical asset and is centrally located to downtown and the rail trail. Therefore use of CPC funds for the renovation of the building and improvements to the outside spaces are consistent with the intent of the CPA and are appropriate uses for the town.

The state allows up to 100 percent of the local surcharge to be used for debt service payment. Groton is currently at 80% of that limit to service the debt incurred when we purchased Surrenden Farm. However, that debt retires in 2022 freeing up adequate funds to service any required debt to complete renovations to the Prescott building using a 20 year bonding period.

Prior to 2022, the Town could choose to expend available CPA funds on projects on a year to year basis. Based

on current projections, approximately $300,000 per year should be available. However, as previously pointed out, the town would need to be careful to complete code related issues first as once more than 30% of the assessed value of the building has been put into renovations, the building will need to be completely brought up to code.

Debt Maturity Schedule

As previously stated, Chapter 44 of the General Laws specifies the maximum maturity for bonds issued for various purposes. However, a town may choose to borrow for periods less than the statutory limit. The Town of Groton is committed to establishing an average debt maturity goal of 10 years. This can be accomplished through more aggressive amortization of new debt service and shortening terms for existing debt when the option to refinance a bond becomes available. It should be noted that revenue supported debt service for water and sewer projects will not be subject to this objective. Since the Prescott School CPA bond will have an effective source of funding the 10-year objective should not apply as well.

Table 1:

Annual P & I Payments on $4,000,000 Note			
Period (years)	3% Annual Interest Rate	4% Annual Interest Rate	5% Annual Inerest Rate
10	$468,922	$468,922	$518,018
15	$335,066	$359,764	$385,369
20	$268,863	$294,327	$320,970

Table 2:

Annual P & I Payments on $6,000,000 Note			
Period (years)	3% Annual Interest Rate	4% Annual Interest Rate	5% Annual Inerest Rate
10	$703,383	$739,746	$777,027
15	$502,599	$539,647	$578,054
20	$403,294	$441,491	$481,456

Recommendations

The Committee believes the financing of the renovation of Prescott School, as presented, is a fiscally prudent and reasoned plan that does not impact the tax rate. The plan does require cooperation between the Board of Selectmen, the Community Preservation Committee, voters at Town Meeting and Friends of Prescott, Inc.

1. Finance Strategy for 5-year Development Plan (FY2017-FY2021)
   - 100% CPA funding is predicated on receiving up to $600,000. Some percentage of funding may come from outside sources such as federal grants, state grants and private fundraising.

2. Finance Strategy for 20-year Development Plan (FY2022-FY2042)
   - The second phase financing will fund the long term renovation estimated to be between $4,208,178 and $5,848,751.
   - This plan relies on the availability of CPA funding and Town approval when the Surrenden Farm debt service obligation ends in FY2021.
   - 100% CPA funding is predicated on receiving between $4,000,000 and $6,000,000 on a 15 to 20-year note. Some percentage of funding may come from outside sources such as federal grants, state grants and private fundraising.

3. Both Finance Options also take into account that, as projected occupancy of the building by commercial tenants ramps up over the next three to five years, the Operating Budget (see Chapter 8, Operating Budget) projects a positive cash flow that could become part of the funding sources for paying the Phase II debt obligation.

4. The details of how the building-generated revenue gets distributed to the Town general fund, the Enterprise Fund and the Friends of Prescott is subject to negotiations between the Board of Selectmen and Friends of Prescott, Inc.

It should be noted that all efforts to secure federal, state and private grants along with private fundraising over the next five years will go toward reducing the total amount that is required to finance through a CPA bond. This would reduce the annual bond payment accordingly.

CHAPTER 10: CONCLUSION

Photo Credit: Sarah Campbell

"The primary objective of the Committee shall be to pursue and engage in courses of action intended to stabilize, preserve and maintain, both physically and financially, the Prescott School."

From the Charge to the Committee, See Appendix 1

The Committee addresses this primary objective in writing our report, Building Community: A Strategic Blueprint for Future Use of Prescott School. The Committee discovered, in the course of its public engagement, there is wide support from town residents to present a vision and a plan that would *"reflect the values and serve the needs of the Town for generations to come"* (Committee's Charge from The Town).

Among the Committee's chief findings:

1. The building is *"stable"* and in good condition
2. An anchor tenant is interested in continuing their occupancy and would, therefore, bring financial *"stability"* to the building
3. Current and projected long term Community Preservation Act funds that if approved at Town Meeting would form the basis of a prudent finance plan to *"preserve"* Prescott
4. With the formation of a not-for-profit Friends of Prescott, Inc., stepping forward, a sustainable business model to lease the building would *"maintain, both physically and financially, the Prescott School."*
5. Establishing a mixed-use Community Center at Prescott School would serve the community of Groton well into the future.

The Municipal Building Committee for Prescott School has, over the past fifteen months, conducted a thorough review and a detailed analysis of the many issues, challenges and opportunities surrounding the future use of the Prescott School. The Committee recognizes that, while the challenges may be great, the desire by many town residents to build a strong sense of community at Prescott is even greater.

As demonstrated throughout this document all of the principal charges to the Committee are addressed in each of the ten chapters. The Committee has endeavored to meet its charge and respond to the task before it with transparency and candor. Our Committee meetings were posted and open to the public. All of our minutes and other important documents, including videos of the May 2, 2015 Public Forum, a drone-fly through of the building, and a February 6, 2016 Friends of Prescott panel: Lessons from Other Communities are readily available on the Town's Website.

The Committee's vision for Prescott School as a mixed-use public asset was formed after extensive public engagement. It was formed after a professional structural review indicated the building is in good condition. It was formed after a strategy was developed to phase in the necessary renovations – first, by bringing the building up to code and meeting ADA compliance over a five-year period, and then secondly - to complete

a more substantial renovation to meet the needs of the community well into the future. It was formed after a finance plan was designed to match the two-phased development plan. It was formed after a management plan, with a projected operating budget, allowed for a gradual ramping up of mixed uses in the building and that the operations of the building would pay for themselves.

All of this planning was done while keeping the current and future financial condition of the Town in mind. Because there is no immediate pressure to do "something" with the building, the timeline to renovate and ramp up its uses was to take effect over a period of five to seven years. One of the goals of the Committee has been for Prescott School to contribute both financially to the town while also contributing to a new dimension of what it means to live in Groton.

This strategic plan attempts to strike a balanced approach to have the building serve the community as a town asset. The mixed-use occupancy of the building includes the current tenant, the Administrative Offices of the Groton Dunstable Regional School District in approximately 1/3 of the space, additional space (approximately 1/3) is set aside for commercial and retail companies to bring businesses downtown, and finally space is set aside (approximately 1/3) for the Friends of Prescott to create programs for a vibrant Community Center.

The following is a list of question the Committee has heard during the course of its deliberations, along with answers to those questions.

Q: I have never been in the building, I hear it is falling apart.
A: The building is in sound condition.

Q: If the vote to sell the building only failed by 2 votes at Town Meeting doesn't that mean that the majority wanted to sell the building?
A: In order to sell municipal property (Prescott) Town Meeting must approve with a 2/3 majority vote. While a majority of attendees at two Town Meetings voted to sell the building, in each case it failed to receive the necessary 2/3 majority.

Q: What makes the Committee think that the majority of residents don't still want to sell the Prescott School?
A: The Committee conducted extensive outreach and public engagement to determine this very question. The Committee hosted an Open House/Public Forum and conducted a Town Survey to learn that in fact, more than 70% of respondents wanted to see the Town retain the Prescott School and see it put to a public use.

Q: Has the Committee considered selling the building?
A: Yes, we did, however, only one business submitted a Potential Use Form indicating that they would be interested in purchasing the Prescott School. This was weighed against the overwhelming response by residents to retain the building as a town asset.

Q: Isn't there sufficient and available space in Town for groups to meet, like the conference room at GELD, at the Country Club, the Library, etc, ?
A: The Committee studied this question and determined that the public was more interested in creating a Community Center where residents would gather for a variety of programing and space for both recreation and commerce, offering more than just meeting space.

Q: Has the Committee signed any leases of new tenants?
A: No, the Committee was not charged with issuing Requests for Proposals (RFPs) or negotiating leases. The Committee has heard from a number of potential interested users.

Q: Haven't some the members of the Board of Selectmen indicated they do not want the town to be a landlord?
A: Yes, however, the Committee is recommending that a private not-for-profit organization lease the building and become the operator of Prescott.

Q: Will operating Prescott add to the town budget like the Country Club?
A: No, the projected budget with a mixed administrative/commercial/community use is expected to generate a positive cash flow in the near-term.

Q: Isn't the Groton Dunstable Regional School District Administrative Office spending tax dollars if they were to stay in the building?
A: Yes, but they have studied whether to stay and pay rent or leave and have to split up their core office functions to several different sites within their District facilities. They have determined it is more efficient to stay at Prescott. It is important to note Dunstable will be contributing 23% of the lease.

Q: Will the building provide revenues for the town?
A: Yes, the projected budget is expected to provide a revenue stream.

Q: Is there an opportunity to see retail and commercial uses in the building?
A: Yes, as stated in the vision and the development plan a mixed use of administrative (1/3) commercial/ retail (1/3) and community (1/3) use is planned for the building.

Q: Have you considered having the Senior Center relocate to the building?
A: Yes, the Committee met with the Council on Aging Planning Committee on site to discuss potential interest. The COA is preparing to conduct a Feasibility Study, which will examine all its options. We have considered how the Senior Center might become part of the Prescott School Building if the Town decides that is the best option.

Q: Has the Committee considered adding Municipal Parking on site?
A: Yes, the Committee has recommended that the site include municipal parking as well as building a connected walking bridge to the rail trail.

Q: Will my taxes go up based on this Committee's recommendations?
A: Our recommendations offer an opportunity to create a mixed use town building that does not require that any additional taxpayer funds be needed. Through the use of CPA funds and an Enterprise Fund sourced by positive cash flow over the next three to five years, we believe that this building does not require additional funds from the town budget.

Q: Why should we believe this recommended plan will work?
A: The Committee believes it has designed a reasonable, responsible and prudent plan that will allow for a gradual ramp up of investment and use over the next five years. The Committee sees little downside to encouraging this exercise in building community.

Next Steps

This Strategic Plan is an advisory report to the Town Manager and the Board of Selectmen. The Committee strongly believes that it has accomplished an important service to the town. By researching and analyzing qualitative and quantitative data, the Committee has begun a Town-wide conversation about the building and its potential for the town. Our recommendations should be given every consideration as a strategic blueprint for the future use of this historic and iconic landmark in the center of Groton.

During the course of its work, the Committee discovered that many residents see Prescott School as a source of pride and expressed a real desire to utilize the building as a town facility. The creation of a Community Center for Groton has the potential to bring residents together as has been the case in surrounding communities. The Committee believes that this Strategic Plan encourages town residents to get involved with implementing the vision for Prescott School as a true Community Center through the work of The Friends of Prescott, Inc. and by welcoming local businesses to the building. The benefits seen in neighboring communities by creating a place where citizens can participate in the life of the community adds to the robust sense of place.

The Committee believes our recommendations to the town are achievable. The key to accomplishing this plan is in the implementation going forward. The Committee recommends establishing a Prescott School Development Committee that is focused on the details necessary to bring the vision to reality. This committee for example, working with the Friends of Prescott, Inc., would take on the job of writing the grant applications identified in the plan. It would work with the Friends of Prescott to ramp up occupancy and phase in the reconstruction schedule to renovate the building.

Project Timeline:

• Submit Strategic Plan to Board of Selectmen	April 8, 2016
• Meet in Joint Session with Board of Selectmen to discuss recommendations	April 20, 2016
• Report findings and recommendations to Town Meeting	April 24, 2016
• Support Friends CPC application at Town Meeting	April 24, 2016
• Request Building Inspector to certify a Change of Use to accurately reflect how the building is currently being used.	May 2016
• Issue Request for Proposals (RFP) for non-profit management for Prescott School	June, 2016
• Appoint Prescott School Development Committee	July 2016
• Begin Phase 1 renovation projects from CPA funds	Summer 2016
• Friends take a sub-lease from GDRSD to begin using space in the building	September 2016
• Town executes a ten year lease with Friends of Prescott to manage the building to take effect September 2017	Fall 2016
• Support subsequent Phase One renovation projects with CPA funds	Spring 2017
• Continue Phase 1 renovation	Summer 2017
• Friends of Prescott to sign long term leases with current and interested tenants	September 2017
• Request Town and CPC support for funding architectural and design plans for Phase 2 renovations	Spring 2021
• Request Town support for C PA funds necessary to accomplish Phase 2 building and site renovations	Spring 2022
• Begin Phase 2 renovations of Prescott	Summer 2022

This Strategic Plan is designed so that in case this Plan, as recommended, does not come to fruition over the next five years, the town retains all of its options to consider alternative plans. These options may include selling the building or turning it into some other municipal use. The Committee believes that given the chance to succeed the residents of Groton will see it through.

ADDENDUM: NO. 1 – 5 MAY 2016

Clarification: Groton Dunstable Regional School District

1. New information has come to the Committee (5/4/16) citing current state law (Chapter 71 section 14 c) which prohibits a School District from paying rent to a municipality unless the Regional Agreement between the two towns and the School District has specific language that would permit this. The report, however, recommends that a nonprofit would manage Prescott and therefore could negotiate a lease.

The Committee wishes to be clear that the Groton Dunstable Regional School District and the Municipal Building Committee for Prescott School never engaged in negotiations around future lease terms. The Committee was not charged with negotiating leases. The Committee was tasked with developing a financial model that includes a Case Cost Analysis and a spread sheet tool for the Board of Selectmen to use for illustrative purposes only – and should not be misinterpreted as representing negotiated terms of a lease. All references to the Groton Dunstable Regional School District (GDRSD) in Chapter 8: Operating Budget of this report along with the projected rent illustrations included on page 44 and referenced on page 61 and again in Appendix 10 herein, are not to be interpreted as agreed upon.

The assumptions in the Case Cost Analysis (page 44 and Table 5 page 47) are to illustrate a potential cash flow scenario not to dictate an outcome. Financial agreements will be determined through direct negotiations between the School District, Board of Selectman and/or the nonprofit management organization as recommended in the report. We can understand how there may be some confusion based on a misinterpretation of some language in the report. For example, on page 44 it states, "It is assumed that the GDRSD with utilities, rental rate will increase by about 12 percent per year starting in FY2018 until 2022." The term "assumed" in this paragraph is a working model assumption under a typical Case Cost Analysis and not an assumption that this percentage increase would necessarily occur.

The Committee has, therefore, added three additional Case Cost Analysis models in Appendix 10 to show additional alternative cash flow scenarios. The first additional Case Cost Analysis is designed to illustrate keeping the annual cost to the GDRSD at its current FY17 cost $60,103 (approximately 50% of market rate) with no escalated future increases. A second Case Cost Analysis for the same space (approx 7,000 sq ft) at 80% occupied by a potential private office tenant at market rate ($16.75) would generate approximately $93,800. A third makes adjustments to rental and occupancy rates to show how the tool works. Any potential rent amount would be negotiated by the proper involved parties at a future date.

2. While on page 26 the Committee states that the "GDRSD has also expressed interest in having access to occasional main floor meeting space and ground floor storage" and again on page 45 Table 4 "Entire top floor & some ground floor storage", the accompanying floor plan layout on page 31 and 46 inadvertently does not show a "priority access" to the Meeting Room and on page 32 and 48 the Ground Floor (Senior Center) floor plan layout inadvertently does not show GDRSD storage space as it does on page 31. The Committee believes this level of detail is to be negotiated between the proper parties at a future date.

3. All references to GDRSD in Appx. 10 should be considered as the "current tenant". The term "current tenant" is used in the three new Case Cost Analysis models. Finally, The Committee appreciates that any reconstruction that may occur at Prescott should be scheduled through the Administrative Offices of the current tenant so that it presents the least possible interruption to their operations. The Committee believes this too will be negotiated between the proper parties at a future date.

ACKNOWLEDGMENTS

- Members of the Board of Selectmen
- Mark Haddad, Town Manager
- Fran Stanley, Housing Coordinator and Committee Liaison to Town Hall
- Former Committee Members
  - Gary Green
  - Alison Manugian
- Friends of Prescott, Inc., Dr. Mary Jennings, Chair
- Groton Dunstable Regional School District
  - Superintendent, Dr. Kristan Rodriquez
  - Jared Stanton, Business and Finance Director
  - Steve Byrne, Facilities Manager
- Groton Library Board of Trustees
- Vanessa Abraham, Library Director
- Groton Board of Trade
- Jeff Gordon, Exit Realty Assurance
- Jane Bouvier, Around Town
- Groton Cable Channel
  - Bob Coleman
  - Don Campbell
  - Joe Bisby
  - Pat Lawrence
- Philip Marino, Eagle Scout Candidate, Prescott School Documentary
- Boston Architectural College and the Huxtable Fellowship
- University of Massachusetts, Dr. Diana Archibald and Christian Robichard, student grant writer
- Mike Roberts, Groton Historic Commission
- Groton Electric Light Department
- Council on Aging, Planning Committee
- Dominique Larkin, Power Point of ideas
- Office of U.S. Representative Nicki Tongas
- Office of State Senator Eileen Donahue
- Office of State Representative Sheila Harrington

Committee Expenses

	Budget	Spent
Promotion of Public Forum (banner, signs, flyers, ads)	$1,000	$1,000
GELD mailing	$ 500	$ 500
Prescott Drone Video	$ 0	$ 0
Structural Analysis Report	$5,000	$5,000
Cost Estimate Daedalus	$3,500	$ 500
Pinnacle Construction	$ 0	$ 0
Total	$10,000	$7,000

APPENDICES

APPENDIX 1: CHARGE TO THE MUNICIPAL COMMITTEE FOR THE PRESCOTT SCHOOL

MUNICIPAL BUILDING COMMITTEE FOR PRESCOTT SCHOOL

Number of Members	Method of Selection	Length of Term	Remuneration
9	Appointed	1 Year(s)	None

Prescott School is a unique municipal asset located in the heart of downtown Groton. Listed on both the State and National Register of Historic Places, Prescott School has played a vital role educating generations of Groton residents and is today poised to reflect the values and serve the community needs of the Town for generations to come.

The Town Manager shall establish a Municipal Building Committee for the Prescott School (hereinafter referred to as the Committee) to be comprised of nine (9) individuals residing in and being registered voters of the Town of Groton. The Town Manager shall endeavor to appoint individuals who, by reason of their current or prior background have special knowledge and skills to assist the Town in evaluating and recommending a plan for the future of the Prescott School. The Town Manager shall serve as an advisor to the Committee. The primary objective of the Committee shall be to pursue and engage in courses of action intended to stabilize, preserve and maintain, both physically and financially, the Prescott School. The Committee shall engage the community through public hearings in obtaining any information and recommendations to assist them in carrying out their charge. The members of the Committee shall serve for one year terms and meet at designated dates, times and locations that are convenient to its members as well as promoting public participation.

A. CHARGE

The Committee shall be responsible for providing a vision for the future use of the Prescott School by gathering input from citizens, users and potential users, reviewing conceptual designs, making recommendations and acting in an advisory capacity for the Prescott School. The Committee's work should include, but not be limited to the following:

1. Identify realistic options for maintaining the building to stabilize the structure and preserve its historic value while serving the Town's needs. This shall include a discussion of its current condition.

2. Study the uses of similar historic buildings in comparable communities, including transitions to usage.

3. Develop and recommend a plan to the Board of Selectmen that maximizes the best uses of the building and site for the short (next 5 years) and long term (next 20+ years). Recommendations should be based on a complete analysis of available options and demonstrate fiscal responsibility. To demonstrate fiscal responsibility, the Committee shall develop estimated costs and project time-frame associated with any recommendation.

4. Develop informational materials about any proposed re-use of the Prescott School and conduct a public information program. This shall include at least one or more public hearings to gather input from the community.

5. Develop a timeline for completion of the work and submission of a report to the Board by June 30, 2015. This timeline should include quarterly reports to the Board of Selectmen and identify milestones to insure timely action by the Board.

B. CONDUCT

All meetings are to be held in a public location, properly posted and open to the public in accordance with the Massachusetts Open Meeting Law. Minutes of each meeting shall be prepared and approved by the Committee within thirty (30) days of any meeting and distributed to the Town Clerk.

C. MEMBERSHIP

Committee Members: The Committee shall consist of nine (9) members appointed by the Town Manager.

Appointing Authority

Town Manager

Legal Authority

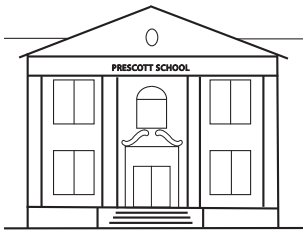
Local: Appointed under authority of Section 4-2 of the Town of Groton Charter.

Members Appointed by: Town Manager

Member	Role	Term Start	Term End
Bruce Easom	Member	11/09/2015	06/30/2016
Anna Eliot	Vice-Chair	07/01/2015	06/30/2016
Annika Nilsson Ripps	Member	11/09/2015	06/30/2016
Rebecca Pine	Member	07/01/2015	06/30/2016
Halsey Platt	Clerk	07/01/2015	06/30/2016
Lynwood V. Prest	Member	07/01/2015	06/30/2016
Gregory M. Sheldon	Chair	07/01/2015	06/30/2016

APPENDIX 2: PRESCOTT SCHOOL SURVEY OF THE TOWN OF GROTON AND RESULTS

On May 2ND, 100 townspeople gathered at Prescott School to express their opinions and ideas about what they would like to see the Prescott School building used for in the future.



The Municipal Building Committee for Prescott School would like to offer you this opportunity and hear from you about what you would like to see there.

In the boxes to the left of the description please vote for your top 4 preferences. Place a #1 in the box of your first choice, #2 in your second choice, etc. Use each number, 1 to 4, once.

Community

- ☐ Meeting space for groups and clubs
- ☐ Multi-Generational Uses
- ☐ Community Kitchen
- ☐ Youth home economics classes
- ☐ Developmental Services space
- ☐ Kids 'hang out' center
- ☐ Scout programs
- ☐ Indoor farmer's market in winter
- ☐ Babysitting for events

Education

- ☐ Lecture / discussion space
- ☐ Adult Ed / Lifelong Learning
- ☐ Historical programs / exhibits
- ☐ Central Office Administration
- ☐ Brown bag lunch seminars

Arts

- ☐ Performance space: live and movies
- ☐ Classroom / lesson space
- ☐ Exhibit space
- ☐ Cooperative gallery space
- ☐ Art studios / incubator space

Municipal

- ☐ Meeting space for committees
- ☐ Future town hall coverflow

Leased / Commercial

- ☐ Artist Studios
- ☐ Business start-up space
- ☐ Retail
- ☐ Rentable event space
- ☐ Coffee shop / café
- ☐ Business support center
- ☐ Shared office space
- ☐ Retail clothing
- ☐ Restaurant (music, gallery)

Recreation / Fitness / Sports

- ☐ Exercise / dance classes
- ☐ Youth sports
- ☐ Adult sports and fitness
- ☐ Parent - child classes

Other

- ☐ Groton Visitor Center
- ☐ Storage and Exhibit -Historical Collection
- ☐ Housing
- ☐ Mixed use - housing & offices

Use of the exterior space

- ☐ Rail Trail access
- ☐ Parking for the center of town
- ☐ Outdoor boxed dinner - movie / activity
- ☐ Community Gardens

If you have other ideas about what you would like to see, please enter them under the appropriate category above and vote for your idea. Please encourage all of your neighbors and friends to fill out the survey as well.

Please return the survey to any of the following: Town Clerk's office at Town Hall, e-mail to Fran Stanley fstanley@townofgroton.org , or mail to Fran Stanley, Town of Groton, 173 Main Street, Groton, MA 01450

Return by July 31st

Over→

In addition to the information on the other side, we would like to ask you the following questions regarding the future use of Prescott School. Please pick your top choice for each question.

1. Who would you <u>most</u> like to see use Prescott School:

☐ Youth centered public use
☐ Multi-generational public use
☐ Senior citizen public use
☐ Private use for a corporate business
☐ Private use for retail or food service business

2. What would you like to see as the <u>primary</u> focus of use:

☐ Education (School District, adult ed, after school programs, classrooms, etc)
☐ Meeting space for clubs and organizations
☐ Visitor Center/Historical artifact storage and display
☐ Visual & Performing arts space
☐ Business use

3. How many people per week should be using the building to have it be considered a vibrantly used building:

Note: (There are approximately 100 users per week of the building now)

☐ Less than 100 users per week
☐ 100 to 250 users per week
☐ 250 to 400 users per week
☐ Over 400 users per week

4. Are there any uses that you would not like to see there:

☐ _____
☐ _____

5. How important is it to the keep outdoor space for public use (car washes, plant sales, community garden, parking)

☐ Not at all important
☐ Somewhat important
☐ Important
☐ Very important

6. How focused on market-rate rent should the re-use committee be:

☐ Focus only on market rate rents and have the building make money for the town
☐ Focus on enough market-rate rents to have the building break even and have the rest of the space available at no rent or reduced rent
☐ It is OK for the town to subsidize the building operating costs if it is filled with vibrant community use

7. How important is it to maintain the ownership of the Prescott School Building as a town asset:

☐ Not important , sell it
☐ Keep it for at least another 25 years
☐ Keep it for the long term – once we sell it we are unlikely to take it back

<u>Please return the survey to any of the following:</u>

- Town Clerk's office at Town Hall,
- e-mail to Fran Stanley fstanley@townofgroton.org
- mail to Fran Stanley, Town of Groton, 173 Main Street, Groton, MA 01450

Return by July 31st

TOWN OF GROTON
173 Main Street
Groton, Massachusetts 01450-1237
Tel: (978) 448-1111
Fax: (978) 448-1115

Town Manager
Mark W. Haddad

Municipal Building Committee for Prescott School

Gregory Sheldon, *Chair*
Anna Eliot, *Vice Chair*
Halsey Platt, *Clerk*
Gary Green, *Member*
Becky Pine, *Member*
Lynwood V. Prest, *Member*

For Immediate Release:

Prescott School Survey Released

Groton, MA – October 1, 2015 – The Municipal Building Committee for Prescott School conducted a Town Survey in July and has released its results and analysis. The Survey was mailed to town residents through the July monthly GELD bill and distributed to Groton parents through the Groton Dunstable Regional School District email list.

191 survey responses were received by the end of August. "We are grateful to those who took the time to participate in the survey and returned it to Town Hall," said Greg Sheldon, Chair of the Committee. "The survey is part of our ongoing effort to engage the public by hearing their ideas and recommendations for the future use of Prescott School," Sheldon added.

The survey covered a wide choice of 42 preferences among seven categories including Community, Education, Arts, Municipal, Leased/Commercial, Recreation/Fitness/Sports, Other, and use of the exterior space. These preferences reflect those recommended at the May 2 Open House/Public Forum held at Prescott School where 100 town residents participated in a "brain storming" session.

In addition to ranking individual preferences, the survey asked several specific questions on the School's future use. When asked who would you most like to see use Prescott School, respondents indicated by 69% a public use – including multi-generational, youth centered and senior citizen. 31% responded private use – corporate business, retail or food service. To the question, what would you like to see as the primary focus of use, again the response was 68% public use – education, meeting space for clubs and organizations, visitor center/historical artifact storage and display, visual & performance arts space. 32% responded private business use.

When asked whether rents should be at market rate 28% said yes, but 72% said they would be OK if the building broke even and/or was subsidized by the town providing it is filled with vibrant community use. On the question of whether the Prescott School should be kept as a town asset or sold – 72% said keep it for the next twenty five years and/or for the long term vs. only 28% who said sell it.

There was an overwhelming response (96%) from those who want to see more than the current number of people using the building. "This speaks to the vision of creating a vibrant downtown", Sheldon said.

-30-

For further information contact: Fran Stanley
Groton Town Hall 978-723-1913

July, 2015 Prescott School Survey results and analysis on 191 total returns

1. Who would you most like to see use Prescott School?
   - Youth centered public use — 14
   - Multi-generational public use — 98
   - Senior citizen public use — 11

   123 (69% public use)

   - Private use for a corporate business — 27
   - Private use for retail or food service business — 27

   54 (31% private use)

2. What would you like to see as the primary focus of use?
   - Education (School District, adult ed, after school programs, classrooms, etc.) — 57
   - Meeting space for clubs and organizations — 23
   - Visitor Center/Historical artifact storage and display — 12
   - Visual & Performance arts space — 25

   117 (68% public use)

   - Business use — 54 (32% private use)

3. How many people per week should be using the building to have it be considered a vibrantly used building? (approximately 100 users per week currently)
   - Less than 100 users per week — 7 (4% less use)
   - 100 to 250 users per week — 78
   - 250 to 400 users per week — 54
   - Over 400 users per week — 23

   155 (96% greater use)

4. How important is it to keep outdoor space for public use (car washes, plant sales, community garden, parking)
   - Not at all important — 19 (10%)
   - Somewhat important — 50 (28%)
   - Important — 51
   - Very Important — 61

   112 (62% public use)

5. How focused on market rate rent should the re-use committee be?
   - Focus only on market rate rents and have the building make money for the town — 47 (28% market rate)
   - Focus on enough market rate rents to have the building break even and have the rest of the space available at no rent or reduced rent — 69
   - It is OK for the town to subsidize the building operating costs if it is filled with vibrant community use — 51

   120 (72% subsidize)

6. How important is it to maintain the ownership of the Prescott School Building as a town asset?
   - Not important – sell it — 47 (28% sell it)
   - Keep it for at least another 25 years — 32
   - Keep it for the long term – once we sell it we are unlikely to take it back — 92

   124 (72% keep it)

APPENDIX 3: CALCULATED ALLOWABLE LIVE LOADS

GROTON ENGINEERING, LLC
STRUCTURAL ENGINEERING

PRESCOTT SCHOOL BUILDING, 145 Main St., Groton, MA

CALCULATED ALLOWABLE FLOOR LIVE LOADS

June 22, 2015 by Lynwood Valentine Prest, P.E., S.E.

Revision 1, July 1, 2015 to include live loads for 2nd floor. See highlighted info below.

Use the bulleted and underlined values for floor live loads on 2nd floor.

NOTE: *Nothing on the first floor framing plan of 1927 is correct.* All of the framing is different, as shown on the new drawing S-1, dated 6-22-2015. Two areas, shown on the drawing, were not investigated. Several other areas where beams are hidden and columns that should exist but don't, have not been exposed for review. Framing plans from 1927 do not exist for the basement, second floor and roof. They would most likely be wrong anyway.

All determinations are based on very limited framing information, ie, that which has been determined via 6 holes through various ceilings to expose *that* framing only. Conditions elsewhere and at exterior walls are unknown and may or may not impact these live load calculations.

BUILDING SECTION 'A' - Front "T" Wing area excluding entry foyer and hall:

Basement - Slab on grade - Live Load is in excess of 500 pounds per square foot (psf) throughout.

First Floor - Dead Load = 20 psf (True for 1st floor of entire building)
Live Load is 125 psf based on 2015 code allowable wood stresses
Live Load is 160 psf based on 1966 code allowable wood stresses
1966 was the earliest code I could find that gave allowable stresses for #1 Dense Construction Grade Douglas Fir, which is what I adjudged the wood to be. A sample should be taken and tested to reveal its actual type and capacity.

Second Floor - Clear span is 23'-0" for these 1 3/4" x 13" #1 Dense Douglas Fir, Classroom joists
- Live Load is 50 psf based on 2015 code allowable wood stresses
  Live Load is 60 psf based on 1966 code allowable wood stresses

Roof - Framing not exposed so not reviewed.

BUILDING SECTION 'B' - Middle part of school that was part of the original school built in 1871, damaged by fire in 1925 and renovated in 1927 when SECTIONS 'A' and 'C' were added.

Basement - Slab on grade - Live Load is in excess of 500 pounds per square foot (psf) throughout. A 30 foot long section of slab is split along the length of the hallway. The slab might be over some sliver of ledge with the soil to either side having settled slightly, creating the crack. The slab should be repaired by removal and replacement for its corridor width and crack length.

First Floor - The built-up beams (2-2x10s flanking a 6x12, but not where brick walls exist) control live loads. Live Load =75 psf.
Joist live load = 100 psf based on 2015 code allowable wood stresses.
Joist live load = 125 psf based on 1966 code allowable wood stresses.
Numerous beams are hidden so need to be exposed to be evaluated.

Second Floor - Classroom joists - Clear span is 23'-0" for these 1 3/4" x 13" #1 Dense Douglas Fir
- Live Load is 50 psf based on 2015 code allowable wood stresses
  Live Load is 60 psf based on 1966 code allowable wood stresses

Corridor joists - Clear span is 11'-6" for these 1 3/4" x 9 ½" #1 Dense Douglas Fir
- Live Load is 135 psf based on 2015 code allowable wood stresses
  Live Load is 140 psf based on 1966 code allowable wood stresses

Roof - Framing not exposed so not reviewed.

BUILDING SECTION 'C' - Gymnasium

Basement - Slab on grade - Live Load is in excess of 500 pounds per square foot (psf) throughout.

First Floor - Steel beams are bigger with fewer columns than shown on 1927 framing plan. Joists govern live load.
Joist Live Load = 115 psf based on 2015 code allowable wood stresses.
Joist Live Load = 150 psf based on 1966 code allowable wood stresses.
18" steel I-beams good for 135 psf live load and very stiff against deflections.

Second Floor - Does not exist. Roof instead.

Roof - Framing not exposed so not reviewed.

11 HIGHLAND ROAD, GROTON, MA 01450 (978) 448-3863 grotoneng@gmail.com www.grotonengineering.com

GENERAL NOTES

1. GYMNASIUM AND FRONT "T" SECTION BUILT IN 1927
2. CENTRAL PORTION BUILT IN 1871 AND PARTIALLY DAMAGED BY FIRE IN 1928 & RENOVATED IN 1927.
3. ALL LUMBER FOR BOTH 1871 AND 1927 IS NO. 1 DENSE DOUGLAS FIR HAVING ALLOWABLE BENDING STRESS OF 1,500 psi.
4. LUMBER FOR BOTH 1871 AND 1927 IS NO. 1 DENSE DOUGLAS FIR HAVING ALLOWABLE BENDING STRESS OF 1,500 psi.
5. ALL STEEL TO BE ASTM A-36 WITH ALLOWABLE STRESS OF 18,000 psi.
6. LUMBER FOR BOTH 1871 AND 1927 IS NO. 1 DENSE DOUGLAS FIR HAVING ALLOWABLE BENDING STRESS OF 1,500 psi.
7. ALL LUMBER TO BE DENSE CONSTRUCTION GRADE OF ATC 19845, Fb=1,750 psi.

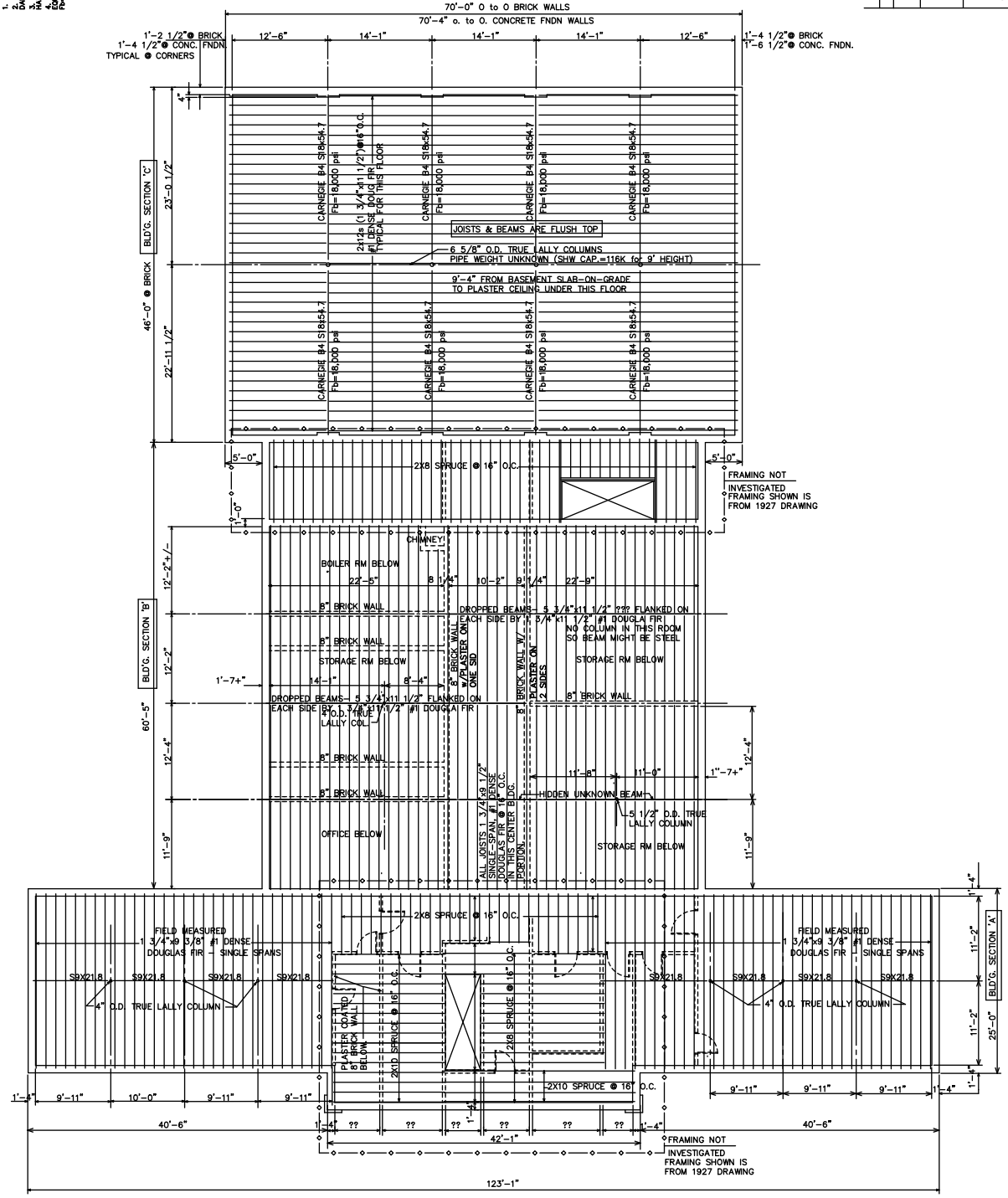
REV.	DATE:	DESCRIPTION	BY

1ST FLOOR FRAMING PLAN

PRESCOTT SCHOOL
145 MAIN STREET, GROTON, MA 01450

GROTON ENGINEERING, LLC
11 HIGHLAND ROAD, GROTON, MA 01450
(978) 448-3863
grotoneng@gmail.com

DRAWN BY: LVP | DATE 6-22-2015 | DWG. NO. S-1
CHK. BY: LVP | PROJECT 2015 - SCHOOL



FIRST FLOOR FRAMING PLAN

SCALE: 1/8" = 1'-0"

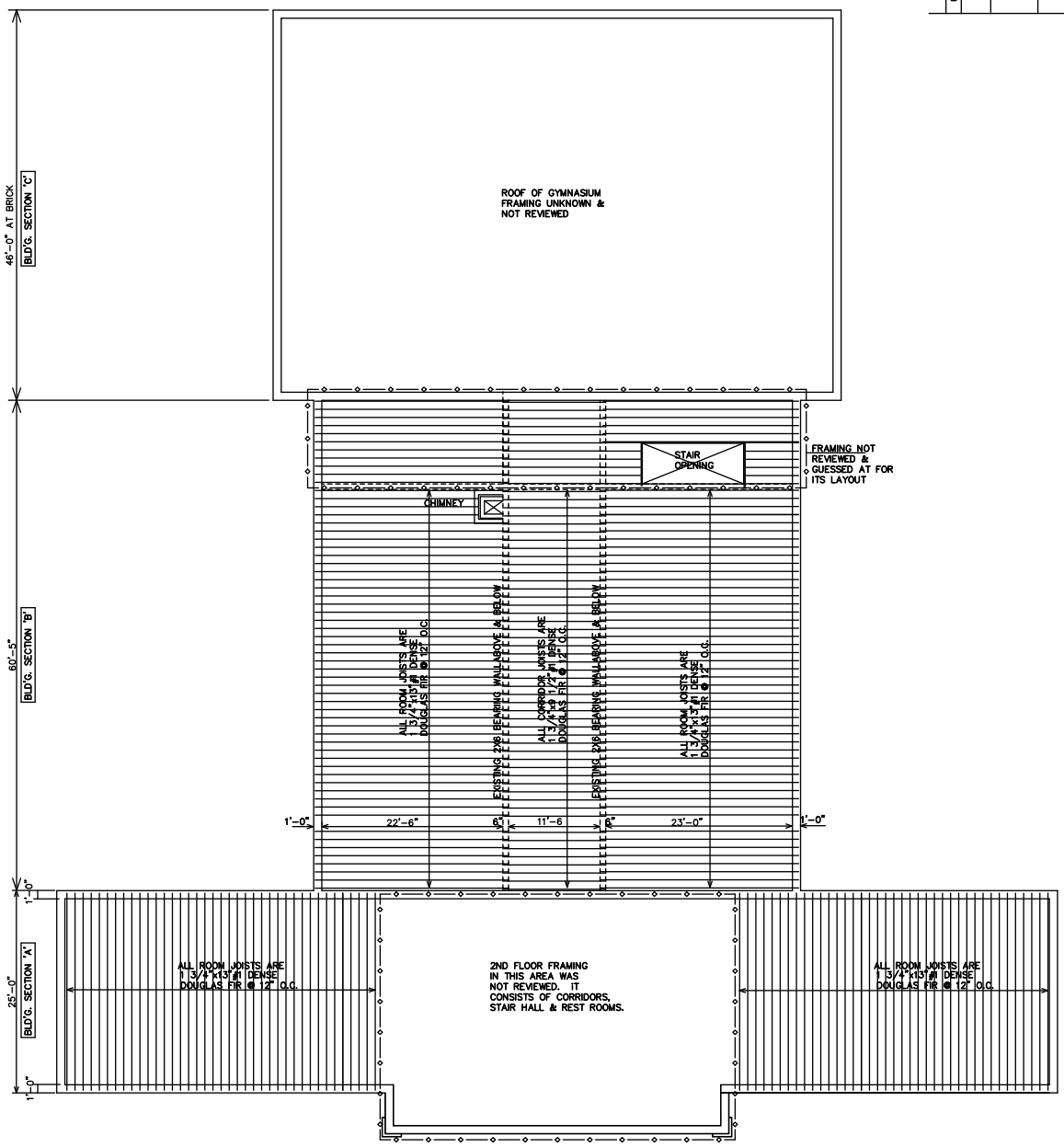
REV.	DATE:	DESCRIPTION	BY

2ND FLOOR FRAMING PLAN

PRESCOTT SCHOOL
145 MAIN STREET, GROTON, MA 01450

GROTON ENGINEERING, LLC
11 HIGHLAND ROAD, GROTON, MA 01450
(978) 448-3883
grotoneng@gmail.com

DRAWN BY: LVP
CHK. BY: LVP
DATE 7-1-2015
PROJECT 2015 -SCHOOL
DWG. NO. S-2



PARTIAL SECOND FLOOR FRAMING PLAN

SCALE: 1/8" = 1'-0"

CALCULATED LIVE LOADS (DEAD LOAD = 20 psf)

23' CLEAR-SPAN ROOM JOISTS for BLD'G. SECTION 'A' & 'B':
With 1966 VALUES FOR #1 DENSE DOUGLAS FIR = 60 psf
With 2015 VALUES FOR #1 DENSE DOUGLAS FIR = 50 psf
11'-6" CLEAR-SPAN CORRIDOR JOISTS for BLD'G. SECTION 'B':
With 1966 VALUES FOR #1 DENSE DOUGLAS FIR = 140 psf
With 2015 VALUES FOR #1 DENSE DOUGLAS FIR = 135 psf

BLD'G SECTION 'C' (ROOF OF GYM) – NOT CALCULATED

APPENDIX 4: CODE REVIEW

Commercial Construction Consulting. Inc.

Investigation and Evaluation report, 780 CMR 9th Edition
Prescott School
Groton, MA

Issued Date: January 5, 2015

Prepared By: Doug Anderson, Manager, Code Advisory Group
Sarah Zhang, Code Consultant
Commercial Construction Consulting, Inc.
313 Congress Street
Boston, MA 02210
(617) 330-9390
danderson@c3boston.com

Prepared for: Joel Bargmann
BH+A Architecture
300 A Street
Boston, MA 02210

Proposed Project The project is to renovate the existing two story former school building with basement. The facility will be used as school administrative offices, community programming and local businesses including a restaurant. This is a change of occupancy classification from Group E to Group B.

The following code summary is based on schematic plan dated October 28, 2015. This report addresses only the Work Area method. The Prescriptive and Performance Methods are not addressed. Structural provisions are not addressed in this report. This report is a preliminary evaluation based on 2015 IBC with proposed Mass amendments.

Executive Summary

- **This report is based on the IBC 2015, the IEBC 2015, proposed MA amendments (amended following October 13, 2015 BBRS meeting), collectively the 9th Edition of 780 CMR.**
- **Using the Work Area Method, this is a change of occupancy classification.**

APPLICABLE CODES

Code Type	Applicable Code (Model Code Basis)
Building	780 CMR: Massachusetts Building Code (9th Edition) (2015 International Building Code, proposed amendments) (2015 International Existing Building Code, proposed amendments)
Energy	2015 International Energy Conservation Code, amended
Fire	527 CMR: Massachusetts Fire Prevention Regulations (2012 NFPA-1, amended)
Accessibility	521 CMR: Massachusetts Architectural Access Board Regulations (2006) ADA: Americans with Disabilities Act (2010 ADAAG)
Electrical	527 CMR 12.00: Massachusetts Electrical Code (2017 National Electrical Code, amended)
Mechanical	2015 International Mechanical Code
Plumbing	248 CMR: Massachusetts Plumbing Code (2014)

Massachusetts State Building Code, 780 CMR, 9th Edition

Introduction

This code analysis is a summary of the requirements of the Massachusetts State Building Code, 9th Edition, which are triggered by the proposed renovations of the existing building. The Ninth Edition is based on the International Building Code (IBC) 2015 and, in lieu of the IBC Chapter 34, the International Existing Building Code (IEBC) 2015; both with proposed MA amendments.

MA changes to the Scope and Administrative provisions of the IEBC will be applicable for this renovation, regardless of the method of evaluation chosen. Certain provisions are outlined below.

Basis of Analysis This report presumes that all existing building systems and components have been maintained and will remain unless otherwise addressed in the plans, specifications, narratives, or this report.

> ***102.6.1 Laws in Effect****. Unless specifically provided otherwise in this code, and narrow to the provisions of this code, any existing building or structure shall meet and shall be presumed to meet the provisions of the applicable laws, codes, rules or regulations, bylaws or ordinances in effect at the time such building or structure was constructed or altered and shall be allowed to continue to be occupied pursuant to its use and occupancy, provided that the building or structure shall be maintained by the owner in accordance with this code.*

Analysis: Existing building systems, or portions of existing building systems, not otherwise part of this project and not within the work area, may remain provided that such systems and portions thereof have been maintained and are in good working order.

Building Investigation and Evaluation. For any proposed work regulated by this code and subject to 780 CMR, Section 107, as a condition of the issuance of a permit the building owner shall cause the existing building (or portion thereof) to be investigated and evaluated in accordance with the provisions of this code. The investigation and evaluation shall be in sufficient detail to ascertain the effects of the proposed work on at least these systems: structural, means of egress, fire protection, energy conservation, lighting, hazardous materials, accessibility, and ventilation for the space under consideration and, where necessary, the entire building or structure and its foundation if impacted by the proposed work. The results of the investigation and evaluation, along with any proposed compliance alternatives, shall be submitted to the building official in written report form.

Analysis: This report serves as the preliminary evaluation of this building.

Compliance Alternatives. Where compliance with the provisions of the code for new construction, required by this code, is impractical because of construction difficulties or regulatory conflicts, compliance alternatives may be accepted by the building official. The building official may accept these compliance alternatives, archaic materials and assemblies in Resource A of this code, or other alternatives proposed. If the compliance alternative involves fire protection systems the building official shall consult with the fire official. Compliance alternatives, if any are proposed, shall be included with the application for a permit and shall identify all items of non- or partial compliance with the requirements of this code, and for approval by the building official. The building official shall respond to the acceptability of any proposed compliance alternatives within 30 days of the filing of the permit application. Where proposed compliance alternatives are, in the opinion of the building official, unacceptable, or where issues of non-compliance remain, the permit applicant shall have the remedies prescribed by 780 CMR 113.

Analysis: Any compliance alternatives involving fire protection systems will require the building official to consult with the fire official. Compliance alternatives will not be required as part of this project.

Existing Building Overview

Existing Occupancy: Group E, A-3 (Gym) and A-2 (Cafeteria)

Proposed Occupancy: Group B (Classrooms and office); A-3 (Gym) and A-2 (Restaurant)

Construction Type: Type IIIB

Height and Area: 2 stories, 30' approx. 10,200 sf per floor

Work Area Compliance Method

The premise behind the three levels of work is, besides requiring that all new equipment and systems meet the code for new construction, that additional building improvements are required above and beyond the scope of work otherwise proposed.

Alterations -- Level 1: Level 1 alterations covers removal and replacement of existing materials, elements, equipment or fixtures using like materials that serve the same purpose.

Alterations – Level 2: Level 2 alterations include the reconfiguration of space, the addition or elimination of any door or window, the reconfiguration of any system, or the installation of any additional equipment.

Alterations – Level 3: Level 3 alterations apply where the work area exceeds 50 percent of the aggregate area of the building.

Change of Use – Where the work area changes use, requirements for that work area apply as well as certain requirements for Level 3.

Analysis: The project is a change of use, which requires full compliance with all provisions for Level 1, Level 2, and Level 3. The provisions of Chapters 7, 8, 9, and 10 apply for this project. This report addresses each building element or system separately, and cites the applicable provisions of Chapters 7, 8, 9, and 10.

New Construction

Level 1, IEBC 702.6: All new work shall comply with materials and methods requirements in the IBC, IECC, and IMC, as applicable…

Analysis: The new fixtures, finishes, and replacement equipment must meet the provisions of the code for new construction. The provisions of Level 1 will be met.

Level 2, IEBC 801.3: All new construction elements, components, systems and spaces shall comply with the requirements of the IBC.

Analysis: Fixtures, finishes, and replacement equipment and materials must meet the provisions of the code for new construction. In the event the provisions for new construction cannot be met, Compliance Alternatives may be proposed.

Exit Enclosures

IEBC 803.2.1 Existing vertical openings. All existing interior vertical openings connecting two or more floors shall be enclosed with approved assemblies having a fire-resistance rating of not less than 1 hour with approved opening protectives.

Analysis: There are two stairs in the building; both connect the basement to the 2nd floor. The stairs are currently open at each floor, so both stairs must be enclosed on all floors with 1 hour fire barriers.

IBC 1023.4 Openings. Interior exit enclosure and ramp opening protectives shall be in accordance with the requirements of Section 716.

Openings in interior exit enclosures and ramps other than unprotected exterior openings shall be limited to those necessary for exit access to the enclosure from normally occupied spaces and for egress from the enclosure.

Elevators shall not open into an exit enclosure and ramps.

Analysis: If an elevator is added, the elevator cannot open into the stair enclosure.

Structural

IEBC 1007.1 Gravity Loads. Buildings or portions thereof subject to a change of occupancy where such change in the nature of occupancy results in higher uniform or concentrated loads based on Table 1607.1 of the International Building Code shall comply with the gravity load provisions of the International Building Code.

Exception: Structural elements whose stress is not increased by more than 5 percent.

TABLE 1607.1
MINIMUM UNIFORMLY DISTRIBUTED LIVE LOADS, L0, AND MINIMUM CONCENTRATED LIVE LOADS

Occupancy or Use	Uniform (psf)	Concentrated (pounds)
22. Office Buildings		
Corridors above first floor	80	2,000
File and computer rooms shall be designed for heavier loads based on anticipated occupancy	--	--
Lobbies and first-floor corridors	100	2,000
Offices	50	2,000
27. Schools		
Classrooms	40	1,000
Corridors above first floor	80	1,000
First-floor corridors	100	1,000

Analysis: Both distributed and concentrated live loads increase when the occupancy is changed from classroom to office. Review of the existing building is required by a professional structural engineer.

Height and Area Limitations

IEBC 1012.5 Heights and areas. Hazard categories in regard to height and area shall be in accordance with Table 1012.5.

TABLE 1012.5
HEIGHTS AND AREAS HAZARD CATEGORIES

RELATIVE HAZARD	OCCUPANCY CLASSIFICATIONS
1 (Highest Hazard)	H
2	A-1, A-2, A-3, A-4, I, R-1, R-2, R-4
3	E, F-1, S-1, M
4	(Lowest Hazard) B, F-2, S-2, A-5, R-3, U

IEBC 1012.5.2 Height and area for change to equal or lesser hazard category. When a change of occupancy classification is made to an equal or lesser hazard category as shown in Table 1012.5, the height and area of the *existing building* shall be deemed acceptable.

Analysis: The change of occupancy for the tenant space is from Relative Hazard 3 (Group E) to Relative Hazard 4 (Groups B). Since the change is to a lesser hazard category, the height and area is acceptable.

Exterior Walls

IEBC 1012.6 Exterior wall fire-resistance ratings. Hazard categories in regard to fire-resistance ratings of exterior walls shall be in accordance with Table 1012.6.

TABLE 1012.6
EXPOSURE OF EXTERIOR WALLS HAZARD CATEGORIES

RELATIVE HAZARD	OCCUPANCY CLASSIFICATION
1 (Highest Hazard)	H
2	F-1, M, S-1
3	A, B, E, I, R
4 Lowest Hazard)	F-2, S-2, U

IEBC 1012.6.2 Exterior wall rating for change of occupancy classification to an equal or lesser hazard category. When a change of occupancy classification is made to an equal or lesser hazard category as shown in Table 1012.6, existing exterior walls, including openings, shall be accepted.

Analysis: Since there is a change to ab equal hazard category (from a Relative Hazard 3 for Group E to a Relative Hazard 3 for Group B), the exterior walls are acceptable.

Below are new interior wall required ratings which will be constructed or maintained as part of this project.

Interior Walls
Fireresistance Assemblies: The table shown below summarizes the fireresistance ratings for various wall types in the building, and their opening protectives:

Building Element	Wall Type	Fireresistance Rating (Hours)	Opening Protective Rating (Minutes)
Tenant Separations	--	0	--
Common Area Corridors	--	0	--
Mechanical Rooms	--	0	0
Electrical/Telecom Closets	--	-	-

A. Per 2009 IEBC 703.2.1 as discussed later in the report.

Analysis: The existing tenant separation walls are not required to be rated. The new nonbearing partitions are not required to be rated.

Fire Protection Systems

Level 1, 703.1 General. Alterations shall be done in a manner that maintains the level of fire protection provided.

Level 2, 804.1 Scope. The requirements of this section shall be limited to work areas in which Level 2 alterations are being performed, and where specified they shall apply throughout the floor on which the work areas are located or otherwise beyond the *work area*.

Level 3, 904.1 Automatic sprinkler systems. Automatic sprinkler systems shall be provided in all work areas when required by Section 704.2 or this section.

IEBC 804.2.2 Groups A, B, E, F-1, H, I, M, R-1, R-2, R-4, S-1 and S-2. In buildings with occupancies in Groups A, B, E, F-1, H, I, M, R-1, R-2, R-4, S-1 and S-2, work areas that have exits or corridors shared by more than one tenant or that have exits or corridors serving an occupant load greater than 30 shall be provided with automatic sprinkler protection where all of the following conditions occur:

1. The *work area* is required to be provided with automatic sprinkler protection in accordance with the *International Building Code* as applicable to new construction;
2. The *work area* exceeds 50 percent of the floor area; and
3. The building has sufficient water supply for design of a fire sprinkler system available to the floor without installation of a new fire pump.

IEBC 1012.2.1 Fire sprinkler system. Where a change in occupancy classification occurs that requires an automatic fire sprinkler system to be provided based on the new occupancy in accordance with Chapter 9 of the *International Building Code*, such system shall be provided throughout the area where the *change of occupancy* occurs.

Analysis: Sprinkler system will be provided throughout the building.

Fire Alarm Systems

904.2 Fire alarm and detection systems. Fire alarm and detection systems complying with Sections 704.4.1 and 704.4.3 shall be provided throughout the building in accordance with the *International Building Code*.

904.2.1 Manual fire alarm systems. Where required by the *International Building Code,* a manual fire alarm system shall be provided throughout the *work area*. Alarm notification appliances shall be provided on such floors and shall be automatically activated as required by the *International Building Code*.
Exceptions:

1. Alarm-initiating and notification appliances shall not be required to be installed in tenant spaces outside of the *work area*.
2. Visual alarm notification appliances are not required, except where an existing alarm system is upgraded or replaced or where a new fire alarm system is installed.

904.2.2 Automatic fire detection. Where required by the *International Building Code* for new buildings, automatic fire detection systems shall be provided throughout the *work area*.

IEBC 1012.2.2 Fire alarm and detection system. Where a change in occupancy classification occurs or where there is a change of occupancy within a space where there is a different fire protection system threshold requirement in Chapter 9 of the International Building Code that requires a fire alarm and detection system to be provided based on the new occupancy in accordance with Chapter 9 of the International Building Code, such system shall be provided throughout the area where the change of occupancy occurs. Existing alarm notification appliances shall be automatically activated throughout the building. Where the building is not equipped with a fire alarm system, alarm notification appliances shall be provided throughout the area where the change of occupancy occurs in accordance with Section907 of the International Building Code as required for new construction.

Analysis: The existing fire alarm system will be modified as required to comply with the noted provisions of 780 CMR 10.

Standpipes

IEBC 704.3 Standpipes Where the work area includes exits or corridors shared by more than one tenant and is located more than 50 feet above or below the lowest level of fire department access, a standpipe system shall be provided.

Analysis: Standpipes will not be required as the top floor is less than 50 feet above the lowest level of fire department access.

Means of Egress

IEBC 1012.4 Means of egress, general. Hazard categories in regard to life safety and means of egress shall be in accordance with Table 1012.4.

TABLE 1012.4
MEANS OF EGRESS HAZARD CATEGORIES

RELATIVE HAZARD	OCCUPANCY CLASSIFICATIONS
1 (Highest Hazard)	H
2	I-2, I-3, I-4
3	A, E, I-1, M, R-1, R-2, R-4
4	B, F-1, R-3, S-1
5 (Lowest Hazard)	F-2, S-2, U

1012.4.2 Means of egress for change of use to equal or lower hazard category. When a change of occupancy classification is made to an equal or lesser hazard category (higher number) as shown in Table 1012.4, existing elements of the means of egress shall comply with the requirements of Section 905 for the new occupancy classification. Newly constructed or configured means of egress shall comply with the requirements of Chapter 10 of the *International Building Code*.

Exception: Any stairway replacing an existing stairway within a space where the pitch or slope cannot be reduced because of existing construction shall not be required to comply with the maximum riser height and minimum tread depth requirements.

Analysis: Since the Relative Hazard is changing to a lesser hazard category (from Relative Hazard 3 for Group E to Relative Hazard 4 for Group B), the means of egress must meet the requirements of IEBC Chapter 9. The means of egress are analyzed below.

IEBC 805.4.1 Two egress doorways required. Work areas shall be provided with two egress doorways in accordance with the requirements of Sections 805.4.1.1 and 805.4.1.2.

IEBC 805.4.1.1 Occupant load and travel distance. In any work area, all rooms and spaces having an occupant load greater than 50 or in which the travel distance to an exit exceeds 75 feet shall have a minimum of two egress doorways.

Exceptions:

1. Storage rooms having a maximum occupant load of 10.
2. Where the work area is served by a single exit in accordance with Section 805.3.1.1.

Analysis: The existing exits are analyzed below for the calculated occupant load, number of means of egress, and capacity of exits.

Number of Means of Egress & Capacity of Exits

Occupant Load: The gym will be used as multipurpose room or Planet Gym, so, the worst case scenario, chairs only is used in the analysis. The occupant load for the floor calculated in accordance with 780 CMR Table 1004.1.2 is as follows.

Occupant Load, 780 CMR 1004

Floor	Area	Floor Area (ft^2)	Occupant Load Factor (ft^2/occ)	Occupant Load
B	Restaurant	1,198	15 net	80(100 seats)
	Kitchen	1,109	200 gross	6
	Office	4,100	100 gross	41
	Meeting Room	522	15 net	35
	Storage/Mech	928	300 gross	4
			Floor Total =	**186**
1	Classroom	2,943	20 net	148
	Community Kitchen	358	50 net	8
	Gym	2,741	7 net	392
	Office	1,308	100 gross	14
	Storage	270	300 gross	1
			Floor Total =	**563**
2	Storage	226	300 gross	1
	Main Conference Room	830	15 net	56
	Conference Room	200	15 net	14
	Office	4,102	100 gross	42
			Floor Total =	**113**

Number of Exits: Based on the calculated occupant load, the following minimum number of exits is required from each space that requires more than 1 exit and from each floor level:

Number of Exits or Exit Access Doorway from each room requiring more than 1 exit, IBC 1006.2.1

Room	Occupant Load	Required Number of Exits	Number of Exits Provided
B-Restaurant	100	2	2
1-Gym	392	2	3
2- Main Conference Room	56	2	1

The main conference room on the 2nd floor require an additional exit.

Number of Exits on Each Floor (780 CMR 1006.3.1)

Floor	Occupant Load	Required Number of Exits	Number of Exits Provided
B	186	2	4
1	563	3	4
2	113	2	2

Exit Capacity (780 CMR 1005.3.1 and 1005.3.2)

Floor	Occupant Load	Exit [1] Allowance (in/person)	Total Exit Capacity Provided (persons)		Status
B	186	0.20 (Stair) 0.15 (Door)	**Stair 1** 68"door/0.15=453 58"stair/0.2=290	**Stair 2** 68"door/0.15=453 58"stair/0.2=290	**Compliant**
			Café Exit Door 68"door/0.15=453	**New Entrance** 68"door/0.15=453	
			Total per Floor =1,486		
1	563	0.20 (Stair) 0.15 (Door)	**Main Entrance** 68"door/0.15=453	**Back Entrance** 68"door/0.15=453	**Compliant**
			Gym Exit Door 1 68"door/0.15=453	**Gym Exit Door 2** 68"door/0.15=453	
			Total per Floor =1,812		
2	113	0.20 (Stair) 0.15 (Door)	**Stair 1** 68"door/0.15=453 58"stair/0.2=290	**Stair 2** 68"door/0.15=453 58"stair/0.2=290	**Compliant**
			Total per Floor = 500[2]		

1. The building is provided with sprinkler protection and an emergency voice/alarm communication system.
2. Occupant load limited to 500 for two exits.

Analysis: The building has adequate exit capacity for the occupant load, except additional exit in the main conference room. Classroom larger than 980 sf will require second exit. Travel distance to the nearest exit in this fully sprinklered building is limited to 250 ft for the gym and restaurant; and 300 ft for Offices and Classrooms.

Other egress requirements:

- All exit doors serving more than 50 occupants must swing in the direction of egress travel (780 CMR 1010.1.2).
- Stair doors are not permitted to reduce clear width of the means of egress to less than ½ of the required width at any point. When fully open the door cannot project more than 7" into the required width (780 CMR 1005.7.1).
- Maximum Exit Access Travel Distance < 250 Feet in Group A and 300ft in Group B(780 CMR 1017.2)
- Maximum Dead End Corridor Length <50 ft Use Group B and 20 ft in Group A(780 CMR 1020.4).
- Common path of travel limits: Group B, 100 feet and 75 ft in Group A (780 CMR 1006.2.1)

Additional exit in the main conference room is required. Classrooms larger than 980 sf will require second exit.

Means of Egress, Lighting and Ventilation

780 CMR 102.6.4 Existing Means of Egress, Lighting and Ventilation. The building official may cite the following condition in writing as a violation and order the abatement within
a time frame deemed necessary by the building official to make the building environment safe, healthy or otherwise comply with this code.

a. Inadequate number of means of egress.
b. Egress components with insufficient width or so arranged to be inadequate, including signage and lighting.
c. Inadequate lighting and ventilation.

Where full compliance for means of egress, lighting and ventilation are not practical, the building official may accept compliance alternatives, engineering, or other evaluations that adequately address the deficiency.

IEBC 805.1 Scope. The requirements of this section shall be limited to work area that include exits or corridors shared by more than one tenant within the *work area* in which Level 2 alterations are being performed, and where specified they shall apply throughout the floor on which the work areas are located or otherwise beyond the *work area*.

IEBC 905.2 Means-of-egress lighting. Means of egress from the highest *work area* floor to the floor of exit discharge shall be provided with artificial lighting within the exit enclosure in accordance with the requirements of the *International Building Code*.

IEBC 905.3 Exit signs. Means of egress from the highest *work area* floor to the floor of exit discharge shall be provided with exit signs in accordance with the requirements of the *International Building Code*.

Analysis: Exit signs and emergency lighting will be provided. The existing emergency lighting must be reviewed and upgraded as necessary as a part of this project.

Interior Finish

IEBC 903.3 Interior finish. Interior finish in exits serving the work area shall comply with Section 703.4 between the highest floor on which there is a work area to the floor of exit discharge.

IEBC 1012.3 Interior finish. In areas of the building undergoing the change of occupancy classification, the interior finish of walls and ceilings shall comply with the requirements of the *International Building Code* for the new occupancy classification.

Analysis: All interior finish must comply with IBC Chapter 8 as required and 527 CMR.

Mechanical

IEBC 809.1 Reconfigured or converted spaces. All reconfigured spaces intended for occupancy and all spaces converted to habitable or occupiable space in any work area shall be provided with natural or mechanical ventilation in accordance with the International Mechanical Code.

> **Exception:** Existing Mechanical ventilation systems shall comply with the requirements of Section 809.2.

IEBC 809.2 Altered existing systems. In mechanically ventilated spaces, existing mechanical ventilation systems that are altered, reconfigured, or extended shall provide not less than 5 cubic feet per minute (cfm) ($0.0024 m^3/s$) per person of outdoor air and not less than 15 cfm ($0.0071 m^3/s$) of ventilation air per person; or not less than the amount of ventilation air determined by the Indoor Air Quality Procedure of ASHRAE 62.

Analysis: All new systems must meet the provisions of the IMC for new construction, and not the above provisions of the IEBC.

Energy Code

780 CMR Chapter 13, Energy Code Provisions for Existing Buildings
Only alterations to building components affecting the energy conservation performance of the building need comply.

Analysis: For the existing building, altered building elements must comply with the requirements of the 2015 International Energy Conservation Code (IECC), with Massachusetts Amendments as provided in 780 CMR 13.00. The building is not subject to the "Stretch" energy code, as it has not been adopted in Groton.

Accessibility for the Disabled

521 CMR, Massachusetts Architectural Access Board
The Massachusetts Architectural Access Board (MAAB) promulgates accessibility regulations for all buildings within Massachusetts, which are accessible to the public. Portions of the building that are open to the public may be required to meet the 521 CMR. For existing buildings the required level of compliance with 521 CMR is dependent upon the amount of work done in the building as follows:

1. Work amounting to greater than 30% of the full and fair cash value (100% equalized assessed value) of the building. The building is required to comply with the requirements of 521 CMR in full (521 CMR 3.3.2).

2. Work amounting to less than 30% of the full and fair cash value but greater than $100,000. All new work must comply and, in addition, an accessible public entrance and accessible toilet room, telephone and drinking fountain (if public toilets, telephones and drinking fountains are provided) are required (521 CMR 3.3.1(b)).

3. Work amounting to less than $100,000. Only the work being performed is required to comply (521 CMR 3.3.1(a)).

Past Projects and Full and Fair Cash Value

As of January 1, 2014, the building was assessed at $1,769,900 with 30% of the assessed value being $530,970. Any building permits that have been issued within the last 36 months are included within the 30 percent trigger. The project cost as reflected on building permits is typically labor and material only.

28 CFR Part 36: ADA Accessibility Guidelines (ADAAG)
The ADA Guidelines are not enforced by the Commonwealth of Massachusetts. Enforcement can only occur through a civil lawsuit or a complaint filed with the US Department of Justice. The ADA guidelines contain accessibility requirements which are applicable to all buildings and cover employees in addition to the public. Under the provisions of the ADA, areas within this building are classified as a commercial facility.

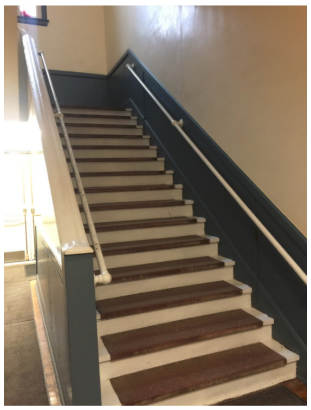
Existing Buildings In existing buildings where full compliance with the ADA guidelines is technically infeasible the ADA permits deviation from code guidelines provided the space or element is made accessible to the maximum extent feasible (28 CFR Part 36 Section 36.402(c), ADA Section 4.1.6(1)(j)). "Technically infeasible" is defined as "an alteration to a building or facility that has little likelihood of being accomplished because existing structural conditions would require removing or altering a load-bearing member which is an essential part of the structural frame; or because other existing physical or site constraints prohibit modification or addition of elements, spaces or features which are in full and strict compliance with the minimum requirements for new construction and which are necessary to provide accessibility" (ADA Section 4.1.6(1)(j)).

Analysis: All work shall comply with the ADAAG unless technically infeasible.

Deficiencies/Observations
There are two entrances into the building; one in the parking lot is accessible with a ramp. There are two accessible restrooms on each floor.

The following accessible features are required once the building is renovated:

1. Accessible entrances: All entrances shall be accessible. Currently there is one accessible entrance into the first floor. The entrance to the new restaurant area is required to be accessible. This would be required during a renovation to the entrance or if a renovation exceeds $100,000 or 30%.
2. Elevator. An accessible route is required to all common and public space. Adding an elevator would be required if a renovation exceeds 30% of the assessed value.
3. Stairs.
    - The handrails on both stairs are at about 30" which is lower than the minimum of 34". Also, there are no extensions at the top and the bottom of the handrails. Replacing handrails would be required during a renovation to the stairs or if it is open to the public. Handrails are required in the stair for egress purpose, so, when all handrails in all stairs are not complaint, the stair handrails may be considered unsafe and dangerous by the building official. This would require them to be changed without any renovation.
    - The stair has non-compliant nosing. Infill the nosing so that they are not abrupt. This would be required during a renovation to the stairs or if they become public.
    - There is a step right on the two exits in the gym which will require to level with the landing outside.




Typical Handrails and Nosing In Both Stairs


Gym Exit Stairs

4. Restrooms. The two existing accessible restrooms on each floor have some deficiencies that will need to be updated to current code during a renovation to the restroom, or if a renovation on this floor exceeds $100,000, or total cost exceeds 30%. A detail measurement for each fixture in the restrooms on each floor is provided in the attachment.

    <u>Deficiencies:</u>

    Basement:

a) Mirrors in both restrooms are located at 42 inches from the reflected edge to the finished floor which is higher than the maximum of 40 inches.
b) The soap dispensers are located at 44" which is higher than the maximum of 42".
c) In women's restrooms, toilet is located at 20" from the center of the toilet to the near wall. Toilet is required to be located at 18" from the center of the toilet to the near wall.
d) In women's restrooms, there is less than 42" space from the center of the toilet to the other side of the wall. Toilet is required to be located at minimum 42" from the center of the toilet to the adjacent fixture/farthest wall.
e) Toilet in men's restroom has the flush handle located on the closed, wall side of the room. The flush handle should be located on the open side of the room.
f) There is less than 18" pull side clearance on the door in men's room.
g) The clear floor space is 59" in women's restroom and 45" in men's room which is less than the minimum 60" maneuvering space requirement.

1st Floor:
a) Mirrors in both restrooms are located at 42 inches from the reflected edge to the finished floor which is higher than the maximum of 40 inches.
b) Toilet in men's restroom has the flush handle located on the closed, wall side of the room. The flush handle should be located on the open side of the room.
c) There is less than 18" pull side clearance on the door in men's room.
d) The clear floor space in men's restroom is 49" which is less than the minimum 60" maneuvering space requirement.

2nd Floor:
a) Mirrors in both restrooms are located at 42 inches from the reflected edge to the finished floor which is higher than the maximum of 40 inches.
b) In women's restrooms, toilet is located at 21" from the center of the toilet to the near wall. Toilet is required to be located at 18" from the center of the toilet to the near wall.
c) Toilet in men's restroom has the flush handle located on the closed, wall side of the room. The flush handle should be located on the open side of the room.
d) There is less than 18" pull side clearance on the door in men's room.
e) The clear floor space in men's restroom is 49" which is less than the minimum 60" maneuvering space requirement.

Typical Women's Restroom On Each Floor

Typical Men's Restroom On Each Floor

5. Parking: There is only one handicap parking near the ramp and this is sufficient for up to 25 parking spaces. Minimum of one van parking shall be provided. In addition, the signage shall be relocated at a height of not less than five feet, nor more than eight feet to the top of the sign.

Handicap Parking

MA State Plumbing Code, 248 CMR

- The Massachusetts Plumbing Code (248 CMR) determines the fixture counts required in the restrooms;
- The occupancy can be based upon the actual occupancy and is not required to be based on a building code calculated number;
- Required fixtures are permitted to be one floor above or below the subject rooms and spaces.
- For employee, toilet facilities within two branch levels shall be acceptable but shall be within 300 ft, 10.10.(18) (i), 248 CMR.

There are one men's and one women's restrooms on each floor; assuming the worst case scenario: the community classrooms will not be used when the gym are used as multipurpose room.

Fixture Requirements	**Water Closets**			**Lavatories**		**Maximum Occupancy**
	Female	**Male/ Urinals[1]**		**F**	**M**	
B-Restaurant	1 per 30	1 per 60	50%	1 per 200	1 per 200	F/M
B-Office	1 per 20	1 per 25	33%	1 per 40	1 per 40	
Available Fixtures	**2**	**2(1)**		**2**	**1**	
Population	**--**	**--**	**--**	**--**	**--**	**--**
1-Gym	1 per 50	1 per 100	50%	1 per 200	1 per 200	
Available Fixtures	**2**	**2(1)**		**2**	**1**	
Population	**100**	**200**		**400**	**200**	**100/100**
2 -Office	1 per 20	1 per 25	33%	1 per 40	1 per 40	
Available Fixtures	**2**	**1(0)**		**80**	**1**	
Population	**40**	**25**		**40**	**40**	**25/25**

Analysis: The maximum population is established using the "most restrictive" fixture count. The designed fixtures are adequate for a total of 100 occupants per sex for gym on the 1st floor; total of 25 occupants per sex for the office on the 2nd floor. Since there are two different use in the basement, additional information is required for fixture analysis.

Attachment: Restroom measurements on each floor

Toilet Room--Basement	MAAB	ADA	Women[1]	Men[1]
Sink Height	27”-34”	27”-34”	31-34”	30.5-34”
Piping under the sink	Protected	Protected	One	Y
Mirror Height	40” max	40” max	42”	42”
Soap Dispenser	42” max	48” max	46”	44”
Toilet Height	17”-19”	17-19”	19”	19”
Toilet Centerline to near wall	18”	16”-18”	20”	18”
Toilet Centerline to farthest wall	42”	42”	41”	42”
Grab Bar	33”-36”	33-36”	34”	34”
Flush Control	on the open side	on the open side	Y	N
Coat Hook	54” max	15”-48”	N/A	N/A
Door Opening Width	32”min	32”min	34”	34”
Front Approach to the pull side of the door	18”min	18”min	Y	N
Clear floor space for maneuvering	60”	60”	59”	45”
Handicap Sign	yes	yes	Y	Y
Urinals	17’ max	17” max		15”

1. “red” indicates non-compliant items.

Toilet Room—1st Floor	MAAB	ADA	Women[1]	Men[1]
Sink Height	27”-34”	27”-34”	31-34”	30.5-34”
Piping under the sink	Protected	Protected	One	Y
Mirror Height	40” max	40” max	42”	42”
Soap Dispenser	42” max	48” max	42”	42”
Toilet Height	17”-19”	17-19”	18”	19”
Toilet Centerline to near wall	18”	16”-18”	18.5”	18”
Toilet Centerline to farthest wall	42”	42”	42”	42”
Grab Bar	33”-36”	33-36”	34”	34”
Flush Control	on the open side	on the open side	Y	N
Coat Hook	54” max	15”-48”	N/A	N/A
Door Opening Width	32”min	32”min	34”	34”
Front Approach to the pull side of the door	18”min	18”min	Y	N
Clear floor space for maneuvering	60”	60”	60”	49”
Handicap Sign	yes	yes	Y	Y
Urinals	17’ max	17” max		15”

1. “red” indicates non-compliant items.

Toilet Room—2nd Floor	MAAB	ADA	Women[1]	Men[1]
Sink Height	27”-34”	27”-34”	31-34”	30.5-34”
Piping under the sink	Protected	Protected	One	Y
Mirror Height	40” max	40” max	42”	42”
Soap Dispenser	42” max	48” max	41”	42”
Toilet Height	17”-19”	17-19”	19”	19”
Toilet Centerline to near wall	18”	16”-18”	21”	18”
Toilet Centerline to farthest wall	42”	42”	42”	42”
Grab Bar	33”-36”	33-36”	34”	34”
Flush Control	on the open side	on the open side	Y	N
Coat Hook	54” max	15”-48”	N/A	N/A
Door Opening Width	32”min	32”min	34”	34”
Front Approach to the pull side of the door	18”min	18”min	Y	N
Clear floor space for maneuvering	60”	60”	60”	49”
Handicap Sign	yes	yes	Y	Y
Urinals	17’ max	17” max		16”

1. “red” indicates non-compliant items.

APPENDIX 5: STRUCTURAL REVIEW

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Prescott School
Existing Structural Conditions & Renovation Feasibility
Groton, Massachusetts
January 21, 2016

Introduction:
The Prescott School is a 27,000 ft^2, two-story building with a basement, being investigated for renovation to support current Town needs and address the aging condition of the building. The building was dedicated in 1927 and renovations appear to have been limited to general upkeep. This report will describe the general conditions of the existing structure, as well as establish structural guidelines, in accordance with the Massachusetts State Building Code that must be followed during a building renovation.

General:
This report presents the results of our Massachusetts State Building Code (MSBC) Structural review of the Prescott School Building in Groton, Massachusetts. Our review has been completed in conformance with Chapter 34 of the Eighth Edition of the Massachusetts State Building Code, which became effective August 6, 2010 and the International Existing Building Code (IEBC), 2009 Edition.

Basis of the Report:
- This report is based on the visible observations during our site visit on January 19, 2013.
  - First and Second Floor Framing Plans (S-1 & S-2 dated 7/1/2015) by Groton Engineering, LLC were available for review (Note: Drawings are not as-builts).
  - Original Architectural & Structural drawings were not available.

Our observations of the existing building were limited to what was readily visible. We did not evaluate strengths of materials, remove finishes, or take measurements; therefore, we are unable to comment on structural capacities of existing members or systems. Additional investigation will be required after conceptual scope is determined to verify/determine general structural details required to complete the renovation work.

Building Description:
The building is a two-story, brick school building, with a basement. The basement and first floor have 10,000 ft^2 footprints, and the second floor has a 7,000 ft^2 footprint. The exterior walls of the building are solid brick bearing walls with an exposed brick face. The first and second floors are framed with wood joists spanning between exterior masonry bearing walls, interior brick masonry bearing walls in the basement, wood framed bearing walls, and steel/wood girders. The roof framing was not fully exposed to view, but appears to be framed similar to the floors with rough sawn rafters spanning between bearing walls and girders. The main structural elements of the building include:

- Foundation:
  - Exterior basement walls are poured concrete foundations.
  - Interior post foundations are unknown.
- Exterior walls:
  - Unreinforced brick masonry bearing wall.
- Floor Structure (Representative sizes):

- Rough sawn joists (2x10's, 2x12's & 2x14's).
- Wood board sub-floor.
- Lally columns.
- Wood & Steel S-beam girders.
- Interior & exterior unreinforced brick masonry bearing walls.

- Roof Structure:
  - Rough sawn lumber framing.
  - Board sheathing.
  - Girders (Unknown size and material)

Existing Conditions:

General Exterior:
In general, the exterior walls of the building are solid brick bearing walls on partially exposed concrete foundation walls. The exterior walls have fairly large window openings, with Kalwall panels at the gymnasium. The exposed concrete foundation walls and brick veneer appears to be in good condition with some minor thermal cracking, but the masonry appears to have been maintained fairly well. We were unable to access the roof during our site visit due to weather conditions, but it is our understanding that the roof was also replaced within the previous 10 years. We did notice some deterioration in roof framing members near a gym roof drain due to years of water leaks, but other than that, we did not notice framing deterioration.

There are two wood egress stairs at the gym building that are deteriorating and should be replaced as part of any renovation. We recommend replacing the wood framing with steel stairs that are Building Code compliant.

General Interior:
In general, the interior of the building is consistent with an approximately 90 year old building. Several plaster walls require general maintenance due to aging, and several of the wood framed interior walls have crept causing settlement cracks in the plaster at doorways, but the walls are in generally good condition.

Most of the interior finishes have remained in place, limiting our access to view the structural framing members, so it is difficult to comment on the condition of the framing. Where framing was exposed at a few access holes, the members appear to be in good condition. We did not notice significant deterioration in the ceilings due to water leaks, but it should be expected that some of the roof framing members have been exposed to water leaks and may need to be repaired, or replaced.

The basement floor appears to be a concrete slab on grade, which is in generally good condition, except at one corridor location that has heaved fairly significantly. The heave appeared to be stable, but was significant enough to raise concern and further investigation should be planned as part of any renovation.

Building Code Review- Structural:

This review presents our interpretation of the structural requirements of the International Existing Building Code, as modified by the Massachusetts State Building Code. In general, the provisions of The International Existing Building Code are intended to maintain or increase public safety, health, and general welfare in existing buildings by permitting repair, alteration, addition, and/or change of use without requiring full compliance with the code for new construction except where otherwise specified.

Assumptions:
In order to review the requirements of the Building Code for a renovation to the Prescott School Building, the scope of the project must be defined. For this review we are assuming that a Renovation would include:

- Complete renovation to interior finishes (Painting, flooring, wall finishes, etc.).
- New mechanical systems throughout building.
- Create new openings through existing interior partitions.
- Install new elevator.
- Exterior masonry walls would remain intact.
- Change of use from a school to:
    - Public use at basement and first floor
    - School administrative offices at the second floor

Building Codes:

- Massachusetts State Building Code, 8th Edition.
- International Building Code, 2009 Edition (IBC).
- International Existing Building Code, 2009 Edition (IEBC).

Classification of Work: Level 3 (IEBC Section 405) Work area will exceed 50% of the aggregate area of the building.

Structural Requirements associate with Level 3 Work:

Level 3 Work is the highest level of Alteration and the Work must conform to the Structural requirements of Levels 1, 2, & 3.

Level 1 Structural Requirements:

606.2 Addition or replacement of roofing or replacement of equipment: Where addition or replacement of equipment results in additional dead loads, structural components supporting such reroofing or equipment shall comply with the gravity load requirements of the International Building Code.

- It is our understanding that the roofing was recently replaced and will remain intact during the proposed renovation. If roof finishes are replaced, or equipment is added to the roof framing, we would anticipate reviewing the capability of the existing framing to support the new loads. There are several exceptions that are permitted by the IEBC for allowing general roof replacement, including "Structural elements where the additional dead load from roofing or equipment does not increase the force in the element by more than 5 percent." We would advise that any re-roofing work be done without increasing the dead load of the existing structural members.
- If equipment is added to the roof, the structural framing will need to be reviewed. Based on experience with similar roofs, we anticipate that the roof was designed for a lighter snow load than the current building code mandates, and adding loads to the roof will require strengthening the roof framing by installing new members.

606.2.1 Wall anchors for concrete and masonry buildings: Where a permit is issued for reroofing more than 25 percent of the roof area of a building assigned to Seismic Design Category B, C, D, E or F with a structural system consisting of concrete or reinforced masonry walls with a flexible roof diaphragm or unreinforced masonry walls with any type of roof diaphragms, the work shall include installation of wall anchors at the roof line to resist the reduced International Building Code level seismic forces as specified in the IEBC.

- The existing walls throughout the building are unreinforced masonry walls and will need to conform to the requirements of this section if the roof is replaced. Based on our review, exterior walls appear to be built up to, or around, but not structurally attached to the wood framing at the roof level. Also, the roof sheathing boards to not conform to building code diaphragm requirements. We would advise that re-roofing would include installing a plywood diaphragm at the work areas and then connecting the diaphragm to the masonry walls, assuming that plywood and anchors were not installed previously.

606.3.1 Bracing for unreinforced masonry bearing wall parapets: Where a permit is issued for reroofing for more than 25 percent of the roof area of a building that is assigned to Seismic Design Category B, C, D, E or F that has parapets constructed of unreinforced masonry, the work shall include the installation of parapet bracing to resist the reduced International Building Code seismic forces specified.

- If roof work area exceeds 25 percent of the roof area, parapets will need to be investigated to determine the height/width ratios. Parapets appear to be present at the front and sides of the building near Main Street, and the height/width appeared to be near the limit of 2.5:1.

606.3.2 Roof diaphragms resisting wind loads in high wind regions: Where roofing materials are removed from more than 50 percent of the roof diaphragm of a building or section of a building located where the basic wind speed is greater than 90 mph or in a special wind region, as defined in Section 1609 of the International Building Code, roof diaphragms and connections that are part of the main wind-force resisting system shall be evaluated for the wind loads specified in the International Building Code, including wind uplift. If the diaphragms and connections in their current condition do not comply with these wind provisions, they shall be replaced or strengthened in accordance with the loads specified in the International Building Code.

- Roof diaphragm connections would need to be reviewed as part of any re-roofing work since the basic design wind speed in Groton is 100 mph.

Level 2 Structural Requirements:

707.2 New structural elements: New structural elements in alterations, including connections and anchorage, shall comply with the International Building Code (IBC).

- New structural elements will comply with the IBC.

707.3 Minimum design loads: The minimum design loads on existing elements of a structure that do not support additional loads as a result of an alteration shall be the loads applicable at the time the building was constructed.

- Structural dead loads will generally remain unchanged and will not require review. Where structural changes are made, or live loads increase due to change in use, structural elements will need to be reviewed to support the increased loads.

707.4 Existing structural elements carrying gravity loads: Alterations shall not reduce the capacity of the existing gravity load-carrying structural elements unless it is demonstrated that the elements have the capacity to carry the applicable design gravity loads required by the International Building Code. Exceptions include structural elements whose stress is not increased by more than 5 percent.

- Design loads will be reviewed, but should remain unchanged at the existing structure.
- A limited review of the framing was conducted to verify the capability of the framing to support current Code mandated live loads, finding that several of the floor joists may be slightly overstressed with the newer loads, based on estimated wood design values. We would recommend either investigating the wood members further to determine the actual design properties of the wood, or sister new floor framing members where the loads are new design capacity.

707.5 Existing structural elements resisting lateral loads: Any existing lateral load-resisting structural element whose demand-capacity ratio with the alteration considered is more than 10 percent greater that its demand-capacity ratio with the alteration ignored shall comply with the structural requirements specified in Section 807.4.

- The existing unreinforced brick masonry walls provide lateral support for the building. Modifications to the existing building that alter wall locations, or details, will most likely increase the demand capacity of the walls by more than 10%. These alterations will require an analysis and most likely new structural elements to resist the Code mandated loads. We recommend limiting structural alterations to minor reconfiguration items to avoid increasing the demand capacity by more than 10% to any element and thusly requiring a full seismic retrofit of the structure. Retrofitting the wood/masonry structure a new system will likely be cost prohibitive.

707.6 Voluntary improvement of the seismic force-resisting system: Alterations to existing structural elements or addition of new structural elements that are not otherwise required by this chapter and are initiated for the purpose of improving the performance of the seismic force-resisting system of an existing structure or the performance of seismic bracing or anchorage of existing nonstructural elements shall be permitted, providing that an engineering analysis is submitted demonstrating the following:

  - The altered structure and the altered nonstructural elements are no less conforming with the provisions of this code with respect to earthquake design than they were prior to the alteration.
  - New structural elements are detailed and connected to the existing structural elements as required by Chapter 16 of the International Building Code.
  - New or relocated nonstructural elements are detailed and connected to existing or new structural elements as required by Chapter 16 of the International Building Code.
  - The alterations do not create a structural irregularity as defined in ASCE 7 or make an existing structural irregularity more severs.
- Improvement options should be presented to the Owner as part of any renovation since there is no dedicated seismic force resisting system and current floor framing does not consist of an adequate diaphragm. At a minimum, we would recommend replacing the wood flooring with a plywood diaphragm, where feasible, and connecting the floor diaphragms to the exterior unreinforced masonry walls.

Level 3 Structural Requirements:

807.2 New structural elements: New structural elements shall comply with Section 707.2.

- New structural elements will comply with the IBC, per 707.2.

807.3 Existing structural elements carrying gravity loads: Existing structural elements carrying gravity loads shall comply with 707.4.

- Design loads will be reviewed in accordance with Section 707.4.

807.4 Structural alterations: All structural elements of the lateral-force-resisting system undergoing Level 3 structural alterations or buildings undergoing Level 2 alterations as triggered by Section 707.5 shall comply with this section.

- Alterations to the building structure will be reviewed for conformance to this section. If the building undergoes a renovation that includes demolition and modification of the existing structure, the building will need to be analyzed to support the code mandated loads. Due to the age and lack of existing lateral-force-resisting system, we recommend not altering the structure.

807.4.1 Evaluation and analysis: An engineering evaluation and analysis that establishes the structural adequacy of the altered structure shall be prepared by a registered design professional and submitted to the code official.

- Renovation to the interior finishes and systems is acceptable without a detailed analysis, but if interior partitions or portions of the building are subject to demolition, an analysis will need to be completed. It should be understood that the existing lateral force resisting system was not designed or detailed In accordance with the current seismic code in mind. Any substantial renovation will likely require a new seismic system (ie. Steel bracing, reinforced CMU shear walls, etc.), and will most likely not be feasible due to costs to implement.

807.4.2 Substantial structural alteration: Where more than 30 percent of the total floor area and roof areas of the building or structure have been or are proposed to be involved in structural alterations within a 12-month period, the evaluation and analysis shall demonstrate that the altered building or structure complies with the International Building Code for wind loading and with the reduced International Building Code level seismic forces as specified in Section 101.5.4.2 for seismic loading. For seismic considerations, the analysis shall be based on one of the procedures specified in Section 101.5.4. The areas to be counted toward the 30 percent shall be those areas tributary to the vertical load-carrying components, such as joists, beams, columns, walls and other structural components that have been removed, added or altered, as well as areas such as mezzanines, penthouses, roof structures and in-filled courts and shafts.

- Substantial structural alterations are unlikely, but if more than 30 percent of the total floor and roof areas undergo structural alterations, the building will need to be reviewed with reduced IBC level seismic loads.

807.4.3 Limited structural alteration: Where not more than 30 percent of the total floor and roof areas of the building are involved in structural alteration within a 12-month period, the evaluation and analysis shall demonstrate that the altered building or structure complies with the loads applicable at the time of the original construction or of the most recent substantial structural alteration as defined by Section 807.4.2. Any existing structural element whose demand-capacity ratio with the alteration considered is more than 10 percent greater than its demand-capacity ratio with the alteration ignored shall comply with the reduced International Building Code level seismic forces as specified in Section 101.5.4.2. For the purposes of calculating demand-capacity ratios, the demand shall consider applicable load combinations with design lateral loads or forces in accordance with sections 1609 and 1613 of the International Building Code with Massachusetts Amendments. For purposes of this section, comparisons of demand-capacity ratios and calculation of design lateral loads, forces, and capacities shall account for the cumulative effects of additions and alterations since original construction.

Elevator Work:

In addition to the IEBC required work, the renovation may include installing an elevator to provide handicap access to the basement and second floor. It is our understanding that the elevator will be self-supporting and extend from the basement to the second floor. The elevator should be located to avoid existing bearing walls and structural features. We would recommend installing a new concrete elevator pit and a reinforced CMU shaft. The elevator shaft should be designed to be self-supporting and be able to support local floor/roof loads. Since the elevator foundation will need to resist both gravity and lateral loads, the existing soils will need to be investigated by a Geotechnical Engineer to verify that the existing new loads can be properly supported and provide foundation design recommendations.

Conclusions and Recommendations:

The purpose of this report is to identify any structural deficiencies and liabilities that will need to be addressed during any substantial renovation. The report is based on the premise that the existing building will be renovated to support new public uses at the Basement and First Floor, and the

Second floor will continue to be occupied by the School Administration Department. We have reviewed the Prescott School building in accordance to Chapter 34 of the Massachusetts State Building Code, Eighth Edition and the International Existing Building Code, 2009 Edition. We have reviewed the general conditions of the building, as well as the structural modifications that will need to be addressed as part of the renovation to increase the public safety of the building. This report, in its entirety, shall be used as the basis for the renovation. The following items are meant to highlight conditions or deficiencies noted in the report, but do not limit the work required.

General Information:

- Existing building area is 27,000 ft^2.
- The proposed renovation will not change the footprint of the building and will be limited to updating mechanical systems, electrical systems, and reconfiguration of interior spaces.
- Structural modifications will be limited to reframing interior door and window openings.
- A new elevator pit and shaft will be installed within the building footprint.
- Any structural work associated with the renovation shall conform to the International Existing Building Code, as amended by the Massachusetts State Building Code, and specifically any additional requirements for Level 3 work.

Structural Requirements and Recommendations:

- Geotechnical exploration will be required for structural foundation work to the existing building.
- Wood floor and roof framing should be reviewed for water/miscellaneous damage during the renovation. Conditions are generally unknown due to finishes.
- Floor framing will need to be reviewed at renovated areas with Live Loads that exceed the existing school live loads of 40-50 psf. Most corridors and open spaces will need to support 100 psf.
- Unreinforced masonry partitions (interior) are built-up to the underside, or around the framing, but are not appear to be adequately connected to the floors or roof to resist seismic loads. We recommend remedial action be taken during the construction phase to install new anchors and diaphragms at the floor levels to secure the masonry walls to the floors for in- and out-of-plane loads required by the Building Code.
- Floor boards at the floors do not provide adequate diaphragm action and should be reviewed while planning for the renovation. We would recommend removing the floor finishes and wood flooring to expose the wood decking members and installing a plywood diaphragm over the existing framing. The new plywood could serve as the floor underlayment. This may not be fully required by the building code, depending on the scope and design decisions, but at a minimum it would be a voluntary seismic improvement to the existing structure to tie the floors and walls together.
- New mechanical units should not be located on the roof to limit the review, and likely reinforcement that will be required to support the equipment plus the Code mandated snow loads that are likely higher than the original snow loads from 1927.
- Roof parapets extend above the roof line at the Main Street side of the building and will need to be reviewed as part of the renovation to verify that the height/width ratios conform to the Code, or new anchorage will need to be installed.
- At the new elevator, we would recommend installing a reinforced CMU shaft and concrete pit that can support the gravity loads of the elevator and local floors that will need to be cut. Also, the elevator should be self-supporting for seismic loads.

Based on our review of the existing conditions, as well reviewing Chapter 34 of the Massachusetts State Building Code, it is our professional opinion that the existing building is capable of being renovated and reused as a public building. It should be understood the building is approximately 90 years old and the construction does not conform to the seismic detailing or intent of the current building code. We would also recommend repairing damaged structural members and performing

the structural upgrades noted in this report to maintain the structure and increase the life safety of the building.

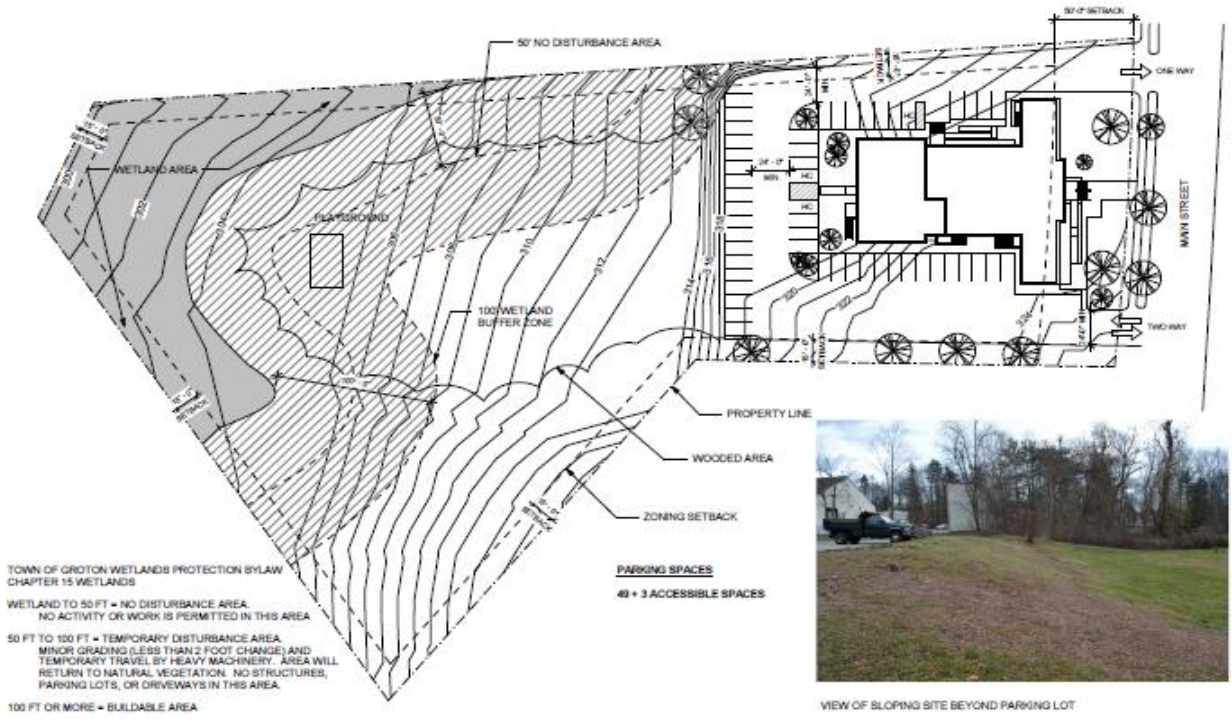
Christopher Tutlis, PE

Bolton & DiMartino, Inc.

APPENDIX 6: DAEDULUS CONCEPT ESTIMATE

Prescott School
Reuse Study
Groton, MA

Updated Estimate: April 6, 2016
Concept Estimate



VIEW OF SLOPING SITE BEYOND PARKING LOT

Architect:

Bargmann Hendrie + Archetype, Inc.

300 A Street

Boston, MA 02210

(617) 350 0450

Cost Estimator:

Daedalus Projects Incorporated

112 South Street

Boston, MA 02111

(617) 451 2717

INTRODUCTION

Project Description:

- ADA access and seismic structural upgrades to an historic 27,000gsf three story former school building

Project Particulars:

- Existing and Proposed Options Drawings received February 27, 2012 prepared by Bargmann Hendrie + Archetype, Inc.
- Outline Specification dated February 22, 2012 prepared by Bargmann Hendrie + Archetype, Inc.
- Estimate has been updated to reflect 2016 Dollars, and edits to scope by Prescott Municipal Building Committee
- MEP Narrative dated February 28, 2012 prepared by Allied Consulting Engineering Services, Inc.
- Detailed quantity takeoff from these documents where possible.
- Daedalus Projects, Inc. experience with similar projects of this nature.

Project Assumptions:

- This Project will be performed by a single General Contractor from a pre-selected and competitive bidding
- It has been assumed that no less than 4 bids will be received. Less than 4 bids may result in higher pricing.
- The Total Construction Cost reflects the fair construction value of this project in a competitive market and should not be construed as the prediction of the lowest bid.
- Unit rates are based on current dollars.
- Subcontractor's markups have been included in each unit rate. Markups cover the cost of field overhead, home office overhead and subcontractor's profit.
- Design and Pricing Contingency markup is an allowance for unforeseen design issues, design detail development and specification clarifications.
- General Conditions and Requirements value covers scaffolding, staging and access, temporary protection, cleaning, SubContractor's General Conditions, site office overheads.
- Overhead and profit markup is calculated on a percentage basis of direct construction costs.
- Open Shop wage rates have been used as a basis for labor costs.

Estimate Exclusions:

- Escalation

INTRODUCTION

- Relocation expenses
- Specialties, loose furnishings, fixtures and equipment beyond what is noted
- Site or existing condition surveys and investigations
- Utility back charges during construction
- Owner's site representation and project administration
- Design Professional fees
- Interest expense
- Printing and advertising
- Police details and street/sidewalk permits
- Testing and commissioning
- LEED Certification process, commissioning and formal submissions to USGBC

MAIN SUMMARY

ELEMENT		27,400 GSF	
		COST	COST/SF
02-EXISTING CONDITIONS		$203,300	$7.42
03-CONCRETE		$149,050	$5.44
04-MASONRY		$209,700	$7.65
05-METALS		$251,900	$9.19
06-WOODS, PLASTICS, & COMPOSITES		$218,125	$7.96
07-THERMAL & MOISTURE PROTECTION		$193,100	$7.05
08-OPENINGS		$45,000	$1.64
09-FINISHES		$672,281	$24.54
10-SPECIALTIES		$51,590	$1.88
11-EQUIPMENT		$75,000	$2.74
12-FURNISHINGS		$30,000	$1.09
14-CONVEYING EQUIPMENT		$150,000	$5.47
21-FIRE SUPPRESSION		$105,000	$3.83
22-PLUMBING		$256,000	$9.34
23-HVAC		$266,800	$9.74
26-ELECTRICAL		$767,200	$28.00
32-EXTERIOR IMPROVEMENTS		$110,705	$4.04
Trade Cost Details SubTotal		**$3,754,751**	**$137.03**
Design and Pricing Contingency	20.00%	$751,000	$27.41
Total Trade Costs		**$4,505,751**	**$164.44**
Markups			
General Conditions & Requirements	12.00%	$541,000	$19.74
Sub-Contractor Bonds	0.75%	$34,000	$1.24
General Liability Insurance	1.10%	$56,000	$2.04
Permit		Waived	
Overhead and Profit	3.50%	$180,000	$6.57
Estimated Construction Cost Total		**$5,316,751**	**$194.04**
Adjustment for Public Bidding	10.00%	$532,000	$19.42
Adjusted Estimated Construction Cost Total		**$5,848,751**	**$213.46**

Trade Cost Details

	ELEMENT	QUANTITY	UNIT	UNIT RATE	COST
6					
7	**02-EXISTING CONDITIONS**				
8					
9	Remove corrugated plastic walls and roof and metal guardrail at basement stair enclosure, South Elevation	**1**	LF	$15,000.00	$15,000
10	Remove wood stairs, West Elevation	**2**	FLT	$3,500.00	Completed
11	Remove Kalwall windows, West Elevation	**10**	EA	$350.00	NIC
12	Elevator opening thru existingg building floor plate	**4**	LOC	$7,500.00	NIC
13	Remove handrails from interior stairs	**4**	FLT	$3,000.00	Completed
14	Remove indicated interior partition walls and glass partition walls in hallways	**750**	SF	$6.00	$4,500
	Remove lath and plaster basement ceiling	**10,000**	SF	$3.00	$30,000
16	Remove carpet and vinyl asbestos tiles throughout	**10,000**	SF	$8.00	$80,000
17	Demolish only: Remove all acoustical drop ceilings. Remove pressed-tin ceilings	**17,400**	SF	$1.00	$17,400
18	Remove plaster from walls	**17,400**	GSF	$1.00	$17,400
19	Remove bathroom fixtures and finishes	**6**	RMS	$6,500.00	$39,000
20	***02-Existing Conditions Total***				**$203,300**
21					
22					
23	**03-CONCRETE**				
24					
25	East entrance stairs	**85**	LFR	$125.00	NIC
26	landing	**90**	SF	$15.00	NIC
27	ramp	**465**	SF	$15.00	NIC
28	External Elevator				
29	strip footing, ftn walls for external elevator/entrance	**255**	LF	$350.00	$89,250
30	Equipment pads	**1**	LS	$7,500.00	$7,500
31	Concrete sawcutting	**1,000**	SF	$7.50	$7,500
32	Allow for underpinning for new exterior elevator	**9**	CY	$2,200.00	$19,800
33	Patch concrete flooring	**1**	LS	$10,000.00	$10,000
34	Elevator pit, located externally	**1**	LS	$15,000.00	$15,000
35	***03-Concrete Total***				**$149,050**
36					
37					
38	**04-MASONRY**				
39					
40	Brick wall x 3' high at basement stair enclosure, South elevation	**125**	SF	$100.00	$12,500
41	Brick facing to ramp walls	**268**	SF	$34.00	NIC
42	Allow for new openings for external elevator	**1**	LS	$10,000.00	$10,000
43	Masonry elevator shaft; complete	**2,400**	SF	$78.00	$187,200
44	***04-Masonry Total***				**$209,700**
45					
46					
47	**05-METALS**				
48					

	ELEMENT	QUANTITY	UNIT	UNIT RATE	COST
49	Roof framing over egress stair, South Elevation	**1**	LS	$10,000.00	$10,000
50	East entrance stairs	**16**	LF	$200.00	NIC
51	ramp	**185**	LF	$350.00	NIC
52	West exit ramp	**40**	LF	$350.00	Completed
53	West egress stair	**1**	FLT	$18,000.00	Completed
54					
55	Seismic structural upgrades allowance	**1**	AL	$150,000.00	$150,000
56	Guardrails and handrails to etr interior stairs	**4**	FLT	$7,500.00	Completed
57	Hoist beam	**1**	LS	$5,000.00	$5,000
58	Framing for new elevator shaft and roof	**20**	TNS	$4,200.00	$84,000
59	Elevator pit ladder, sill angles	**1**	LS	$2,900.00	$2,900
60	***05-Metals Total***				**$251,900**
61					
62					
63	**06-WOODS, PLASTICS, & COMPOSITES**				
64					
65	Repair/replace missing baseboard, dado, t&g beadboard	**300**	LF	$65.00	$19,500
66	Allow for blocking and shims	**27,400**	SF	$2.50	$68,500
67	Interior wood partitions	**4,105**	SF	$5.00	$20,525
68	Trim work and added woodwork allowance	**27,400**	SF	$4.00	$109,600
69	***06-Woods, Plastics, & Composites Total***				**$218,125**
70					
71					
72	**07-THERMAL & MOISTURE PROTECTION**				
73					
74	Elevator overrun	**1**	LS	$15,000.00	$15,000
75	Insulation to exterior walls	**27,400**	GSF	$3.50	$95,900
76	Firestopping, caulking and sealants	**27,400**	GSF	$3.00	$82,200
77	***07-Thermal & Moisture Protection Total***				**$193,100**
78					
79					
80	**08-OPENINGS**				
81					
82	Wood stile and rail entrance door	**2**	PR	$15,000.00	Exist to Remain
83	Aluminum glass framed egress door	**2**	LEAF	$7,500.00	$15,000
84	Restaurant entrances	**2**	LEAF	$7,500.00	$15,000
85					
86	Replace kalwall w/new window to resemble original	**1,000**	SF	$115.00	Exist to Remain
87	Private rooms, restrooms	**10**	LEAF	$1,500.00	$15,000
88	Remainder of interior doors	**50**	LEAF	$1,500.00	Exist to Remain
89	***08-Openings Total***				**$45,000**
90					
91					
92	**09-FINISHES**				
93					
94	Elevator shaft walls	**675**	SF	$22.00	$14,850

Trade Cost Details

	ELEMENT	QUANTITY	UNIT	UNIT RATE	COST
95	5/8" Gypsum wallboard to new partitions	**2,200**	SF	$2.50	$5,500
96	5/8" MR GWB, bathrooms	**5,335**	SF	$2.75	$14,671
97	Patch etr plastered walls, new plaster	**7,500**	SF	$15.00	$112,500
98	Ceramic tile full height, wet walls	**1,600**	SF	$18.00	$28,791
99	wainscot remainder toilet room walls	**1,700**	SF	$18.00	$30,591
100					
101	Acoustical ceiling	**15,480**	SF	$6.50	$100,620
102	replicate pressed-tin where missing; assume 10%	**1,720**	SF	$30.00	NIC
103	GWB ceilings, Basement	**10,200**	SF	$10.00	$102,000
104	MR GWB ceilings, Bathrooms	**1,600**	SF	$12.00	$19,200
105					
106	Refinish wood flooring	**15,000**	SF	$5.00	$75,000
107	Patch wood floors	**1,500**	SF	$15.00	$22,500
108	Ceramic floor tiles, Bathrooms	**1,600**	SF	$18.00	$28,800
109	Carpet; Basement commercial rooms	**5,610**	SF	$7.00	$39,270
110					
111	New baseboard at new walls; vinyl	**1,935**	LF	$2.50	$4,838
112					
113	Prep and paint - based on floor area	**27,400**	GSF	$1.75	$47,950
114	exterior cornice	**190**	LF	$30.00	$5,700
115	front entrance	**1**	LS	$2,500.00	$2,500
116	canopy, doors and trim	**2**	LOC	$2,500.00	$5,000
117	canopy	**3**	LOC	$1,500.00	$4,500
118	Paint existing doors	**50**	EA	$150.00	$7,500
119	***09-Finishes Total***				**$672,281**
120					
121					
122	**10-SPECIALTIES**				
123					
124	Building signage, interiors - based on floor area	**27,400**	GSF	$0.35	$9,590
125					
126	Bathroom toilet partition; allow	**1**	LS	$20,000.00	$20,000
127	Bathroom accessories; gang	**6**	RMS	$3,500.00	$21,000
128	unisex	**2**	RMS	$500.00	$1,000
129	***10-Specialties Total***				**$51,590**
130					
131					
132	**11-EQUIPMENT**				
133					
134	*Food Service*				
135	Commercial cooking, dishwashing, fridge, freezer, work table	**1**	AL	$75,000.00	$75,000
136	***11-Equipment Total***				**$75,000**
137					
138					
139	**12-FURNISHINGS**				
140					

Trade Cost Details

	ELEMENT	QUANTITY	UNIT	UNIT RATE	COST
141	Window treatments	**1**	LS	$30,000.00	$30,000
142					
143	P-lam cabinet w/solid surface countertop; Reception	**20**	LF	$500.00	NIC
144	Activity Rooms	**2**	RMS	$10,000.00	NIC
145	Kitchen	**1**	RMS	$10,000.00	NIC
146	P-lam shelving and cabinets, solid surface countertop; Food Storage	**1**	RMS	$5,000.00	NIC
147	Vanity countertop	**28**	LF	$250.00	NIC
148	Cabinet w/p-lam countertop, Laundry	**1**	RMS	$5,000.00	NIC
149	***12-Furnishings Total***				**$30,000**
150					
151					
152	**14-CONVEYING EQUIPMENT**				
153					
154	Gearless traction passenger elevator; 3 stop, single door	**1**	LS	$150,000.00	$150,000
155	***14-Conveying Equipment Total***				**$150,000**
156					
157					
158	**21-FIRE SUPPRESSION**				
159					
160	New sprinkler coverage system	**20,000**	GSF	$5.25	$105,000
161	new 4" fire service	**1**	LS	$18,000.00	Completed
162	***21-Fire Suppression Total***				**$105,000**
163					
164					
165	**22-PLUMBING**				
166					
167	Fixture	**24**	FIX	$6,500.00	$156,000
168	Kitchen	**1**	RMS	$100,000.00	$100,000
169	***22-Plumbing Total***				**$256,000**
170					
171					
172	**23-HVAC**				
173					
174	Heating system	**27,400**	GSF	$38.00	Exist to Remain
175	Modifications to the heating system	**1**	LS	$75,000.00	$75,000
176	AC system	**27,400**	GSF	$7.00	$191,800
177	***23-HVAC Total***				**$266,800**
178					
179					
180	**26-ELECTRICAL**				
181					
182	Allowance provided	**27,400**	GSF	$28.00	$767,200
183	***26-ELECTRICAL Total***				**$767,200**
184					

Trade Cost Details

	ELEMENT	QUANTITY	UNIT	UNIT RATE	COST
185					
186	**32-EXTERIOR IMPROVEMENTS**				
187					
188	Reconfigure parking space markings	**49**	STALL	$25.00	$1,225
189	ADA, sign, hatching	**3**	STALL	$220.00	$660
190	New Sidewalk	**500**	SF	$10.00	$5,000
191	Regrade and pave	**8,000**	SF	$10.00	$80,000
192	Utility trenching and excavation	**1**	LS	$7,500.00	$7,500
193	Earthwork for new elevator pit	**1**	LS	$15,000.00	$15,000
194	New grass/lawn (seed)	**4,000**	SF	$0.33	$1,320
195	***32-EXTERIOR IMPROVEMENTS Total***				**$110,705**
196					
197					
198					

APPENDIX 7: Pinnacle Estimate

Pinnacle Construction Company, Inc.
General Building Contractors

160 Lorum Street • Tewksbury, Massachusetts 01876 • Telephone: 978-851-9200 • Fax 978-851-5342
www.pinnco.com • e-mail: info@pinnco.com

Prescott School
Groton, MA
4/7/2016
Budget/Conceptual Estimate

Demo	$65,000.00
Lead Paint Abatement	$45,000.00
Asbestos Abatement	$25,000.00
Concrete Elevator Pit Exteiror	$15,000.00
Concrete Pan	$35,000.00
Miscellaneous Concrete Equipment	$10,000.00
Repaving	$100,000.00
Drainage	$25,000.00
Grease Trap	$25,000.00
Water Saw	40,000.00
Slab R&R for Sewer	$55,000.00
Elevator Shaft Studs CMU	$45,000.00
Brick at Exterior (1000 SF)	35,000.00
Masonry at Penetration	$15,000.00
Sicsm Sturucture Item Unknown	$50,000.00
Elevator Pit Ladder and Angles	$8,500.00
New Wall 1175 LF - 12' High	$126,900.00
Miscellaneous Frame for Mechanicals	$10,000.00
Finish Trim 34550 LF	$350,000.00
Roof 20'x20'	$7,500.00
Roof at Elevtor	$7,500.00
Miscellaneous Fire Strapping	$15,000.00
Insulate Basement	$40,000.00
Exterior Aluminum Door - 2 Pair	$6,000.00
Class Wall - 25 LF - 12' High	$10,500.00
Door and Closer - 16 @ $1200	$19,200.00
Fire Rated Door at Stair - 4 @ $1800	$7,200.00
Ceramic tile at Kitchen - 280 SF @ $10.00	$2,800.00
Ceramic Tile on Wall - 372 SF	$3,720.00
GWB at Ceiling 10,000 SF @ $6.00	$60,000.00
Patch Maple Floor - 1500 SY @ $10.00	$15,000.00
Refinish Wood Floor - 17,028 SY at $5.00	$85,140.00
Ceramic Tile at Bath - 1200 SF at $10.00	$12,000.00
Carpet - 6000 SY @ $35.00	$23,300.00

Cramic Tile Basement Restoration 4000 SF @ $10.00	$40,000.00
Prep and Paint Floor - 27,400 SF @ $1.75	$47,950.00
Exterior Corner Paint Including Lift	$50,000
Front Entrance Paint	$4,500.00
Vinyl Stair Treads - 4 Flights	$40,000.00
Division 10 Specialties	
Building Signage	$25,000.00
Interior Signage	$35,000.00
Division 11 - Equipment	
Commercial Kitchen	$100,000.00
Division 12 - Window Treatments 67 @ $650	$43,550.00
Basement 30 Windows	$7,500.00
Division 14 - Elevator - 3 Stop Gearless Tracstion	$135,000.00
Division 21 - Sprinler Riser and System	$60,000.00
Division 22 Plumbing	
24 Fixtures @ 3,500 Each	84,000.00
Kitchen	$7,500.00
Gas Piping	$15,000.00
Division 23 - HVAC 27,400 SF New System	$710,000.00
Make Up Air	$25,000.00
Division 26 Electrical 27,400 SF	$600,000.00
Division 32 Line Stripe	$1,500.00
ADA Sign	$900.00
Sidewalk	$7,500.00
Grass L	$6,000.00
Final Clean	$12,500.00
Project Management	$65,000.00
Added Labor	$60,000.00
General Conditions	$125,000.00
Supervision	$100,000.00
GC OH&P 9%	$342,329.00
Bond 1.5%	$62,189.00
Total	$4,208,178.00

APPENDIX 8: UML Available Grants

State of Massachusetts's Community Development Block Grant (CDBG): Top Prospect
Prepared by Christian Robichaud, March 3, 2016

Name of Funder: Department of Housing and Community Development

Name of Grant: Community Development Block Grant

Website where the grant was found: http://www.mass.gov/hed/community/funding/community-development-block-grant-cdbg.html

Funding Range: Not expressly stated, but the average grant was $741,000.

Next grant proposal due dates: There are deadlines in place; however,you must have official state credentials to view them. If you are a first-time user, the website recommends, "First-time users need to contact the CDBG staff at DHCD (617-573-1100) prior to using the online system."

Geographic focus: Massachusetts

Mission Statement: "Massachusetts Community Development Block Grant Program is a federally funded, competitive grant program designed to help small cities and towns meet a broad range of community development needs."

What do they typically fund?
Typically this programs funds housing, public building renovations, and infrastructure revitalization with the intent of creating a stronger economy within the community.

Other organizations that typically receive funding: Small towns within the state of Massachusetts. Some winners of the grant include: Adams, Amherst, Athol, and Bourne.

Address for Submission:
Massachusetts CDBG Program
Department of Housing & Community Development
Division of Community Services
100 Cambridge Street, 3rd floor Boston,
MA 02114

Contact name and number: No contact person given, but if you have any questions you are encouraged to call. The phone number is (617)-573-1100.

Application Method: On-line

Is there a limit on how many times an organization can apply?
Each town is allowed to apply once every year.

Name of Executive Director: Jay Ash (Secretary of Housing and Economic Development)

Analysis of Massachusetts's Community Development Block Grant (CDBG)

The Prescott School is a great candidate for the Community Development Block Grant (CDBG) for several reasons. First, unlike most grants, the funder will pay for the costs of a construction project. Most funders explicitly state that they will not fund any programs that include a construction element, which makes the CDBG stand out. Second, the average grant is generally $741,000, which is well above what the Prescott School needs to install an elevator (Mass.gov). Third, the funder focuses on building up small communities in Massachusetts. Since Groton is a small community with a population under fifty thousand residents, it has already crossed the first major hurdle to qualifying for funding. Fourth, the funder encourages projects such as the rebuilding of the Prescott School because this building will host small businesses and increase the economic strength of Groton.

In terms of persuading the funder to accept this proposal, it would be best to focus on how the town intends to turn the Prescott School into a vibrant community center, which would also host several small businesses. By pursuing this angle, it allows the funder to see existing infrastructure rebuilt and the economy of a town grow. Also one of the funder's main objectives is promoting accessibility. An elevator is a perfect construction project in this regard because it enables handicapped individuals to have full access to the Prescott School. By placing emphasis on these aspects of the project, the funder will be more likely to provide financial support. The major challenge present in applying and winning this grant is that the application process is very intensive and will require the town of Groton to submit detailed documentation about the town's finances, assets, and other pertinent information. The process of submitting the appropriate documentation will also take a significant amount of time. This compounded with the requirement to have official state credentials to enter the application portal makes it difficult to tell how quickly the deadline will approach. In spite of high barriers to entry, the amount of funding Groton could receive is worth the extra work.

Annotated List
Prepared by Christian Robichaud, March 3, 2016

2. **Name of funder**: state government of Massachusetts
Name of program: Economic Development Fund (EDF)
Website address: http://www.mass.gov/hed/community/funding/economic-development-fund-edf.html
Deadline for application: Applications accepted throughout the year.

This grant is a viable option because it is similar to the Community Development Block Grant. This grant allows for construction projects, provides enough funding for the project, and allows for building restoration. The funder would be more inclined to support the project if the application focused on economic development in the downtown area of Groton. By explaining the intention to turn the Prescott School into a community center that also hosts small businesses the funder would be more likely to provide financial support. The difficulties present in getting this grant stem from completion from other communities in the state, as well as Groton being able to demonstrate financial need.

3. **Name of funder**: Pierce Charitable Trust
Name of Program: Capital Projects
Website address: http://www.piercetrust.org/#Apps
Deadlines for application: March 1, 2016 and September 30, 2016

This grant is winnable because this organization funds construction projects within the state of Massachusetts. Through demonstrating to the funder that the implementation of an elevator would generate income for the maintenance of the Prescott School the project would be more likely to be funded. The major difficulty arises in describing the business plan to the funder in a way that demonstrates the sustainability of the Prescott School.

4. **Name of funder**: The Harry and Jeanette Weinberg Foundation
Name of Program: General Community Support
Website address: http://hjweinbergfoundation.org/grants/guidelines/
Deadlines: Rolling deadline for applications.

The funder is a match for the Prescott School because they provide funding for construction projects that provide economic benefits to the community, as well as funding to projects that benefit the handicapped population. The funder will want to see that the Prescott School will provide the town with economic opportunities, as well as how the elevator will help the handicapped population. The major difficulties is competing with other groups on an international level.

5. **Name of funder**: United States Department of Agriculture
Name of program: Community Facilities Direct Loan & Grant Program
Website address: http://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program
Deadline for application: Applications accepted throughout the year.

This grant is pertinent to the Prescott School because it funds construction for community centers. If the funder knows the importance of the Prescott School to the community and the importance of making it accessible to everyone then they will be more likely to fund the project. The difficulties securing this grant arise when demonstrating the financial needs of the town of Groton in a nationwide context.

6. **Name of funder**: American Express
Name of program: Historical Preservation
Website address: http://about.americanexpress.com/csr/hpc.aspx
Deadline for application: Rolling deadline for applications.

The grant application for the preservation of historic sites is given out by American Express after a questionnaire is filled out describing the project. If deemed acceptable American Express will allow the application process to continue. The advantage to this funder is that the grant would cover the cost of construction; however this funder is particularly selective about the projects they choose to undertake. The funder seems to only undertake projects that have a high amount of public visibility.

APPENDIX 9: DOR CPA Borrowing

Massachusetts Department of Revenue *Division of Local Services*
Alan LeBovidge, Commissioner Gerard D. Perry, Deputy Commissioner

March 6, 2006

David L. Ryan
Town Accountant
Town of Harwich
732 Main Street
Harwich, MA 02645

Re: Community Preservation Borrowing
Our File No. 2006-50

Dear Mr. Ryan:

This is in response to your letter regarding the ability of the town to borrow for community preservation purposes. Specifically, you asked about any limitations on the amount that may be borrowed.

As explained in the attached opinion we issued in 2004, we believe that the amount of debt a municipality may authorize under G.L. c. 44B for community preservation purposes is limited in amount to that which is payable from estimated surcharge revenues over the life of the borrowings.

If you have any further questions, please do not hesitate to contact me again.

Very truly yours,

Kathleen Colleary, Chief
Bureau of Municipal Finance Law

KC
Enclosure: Opinion 2004-464

Massachusetts Department of Revenue *Division of Local Services*
Alan LeBovidge, Commissioner Gerard D. Perry, Deputy Commissioner

December 6, 2004

Colleen Wilkins
Finance Director
Town of Lincoln
16 Lincoln Road
Lincoln MA 01773

Re: Community Preservation Act Borrowings
Our File No. 2004-464

Dear Ms. Wilkins:

This responds to your letter about borrowings authorized under the Community Preservation Act (CPA). Specifically, you asked whether such borrowings are limited to amounts that can be repaid by future local surcharge revenues.

The CPA authorizes communities to "issue ... general obligation bonds or notes in anticipation of revenue raised" by assessing a property tax surcharge. G.L. c. 44B §11. In our opinion, the language "in anticipation" of surcharge revenue is intended by the legislature to limit the amount a community may borrow under c. 44B for community preservation purposes. We do not think a community may issue such debt unless the annual debt service on that particular borrowing, and any previously authorized community preservation borrowings, can be accommodated within the annual surcharge revenues the community can reasonably anticipate raising over the borrowing term at that time. If for some unforeseen reason the monies raised from annual surcharges alone should later prove insufficient, however, the debt service is to be paid from any other fund monies available for that purpose.

If you have any further questions, please do not hesitate to contact me again.

Very truly yours,

Daniel J. Murphy
Chief, Property Tax Bureau

DJM:KC

Post Office Box 9569, Boston, MA 02114-9569, Tel: 617-626-2300; Fax: 617-626-2330

APPENDIX 10: OPERATING EXPENSE AND REVENUE FORECAST

Assumptions

Note: Dollar amounts in 2016 dollars

Initial office space rental rate for GDRSD [$/ft²/year]	8.204	including utilities based on FY2017 budget request	
Office space rental rate for non-GDRSD [$/ft²/year]	16.75	including utilities	
Retail rental rate [$/ft²/year]	15.75	including utilities	
Restaurant rental rate [$/ft²/year]	17.75	including utilities	
Community use rental rate [$/ft²/year]	6.75	including utilities	

FY2017 annual utilities cost	$27,683
FY2018 - FY2038 annual utilities cost (FY2017 + 20%)	$33,220
Rentable floor space [ft²]	18,717
Incremental rental rate with utilities included [$/ft²/year]	1.775

	Second Floor		First Floor		Ground Floor						
	Area [ft²]	Occupancy Rate [percent]	Area [ft²]	Occupancy Rate [percent]	Area [ft²]	Occupancy Rate [percent]	Annual Rental Rate [$/ft²]	Total Rented Area [ft²]	Effective Annual Space Rental Rate [$/ft²]	Annual Revenue	Target Revenue
FY2016											
Office space (GDRSD)	7,000	100	3859	100	5140	100	$2.598	15,999	2.598	$41,559	$41,559
Office space (Other)											
Retail space											
Restaurant space											
Community use											
Totals	7,000	100.0	3,859	100.0	5,140	100.0		15,999	2.598	$41,559	
FY2017											
Office space (GDRSD)	7,000	100			326	100	8.204	7,326	8.204	$60,103	$60,103
Office space (Other)											
Retail space											
Restaurant space											
Community use											
Totals	7,000	100.0			326	100.0		7,326	8.204	$60,103	
FY2018											
Office space (GDRSD)	7,000	100			326	100	9.243	7,326	9.243	$67,716	
Office space (Other)					2,707	0	16.75	2,707			
Retail space			2,547	10			15.75	2,547	1.575	$4,012	
Restaurant space					2,304	0	17.75	2,304			
Community use			3,833	25			6.75	3,833	1.688	$6,468	
Totals	7,000	100.0	6,380	19.0	5,337	6.1		18,717	4.178	$78,196	
FY2019											
Office space (GDRSD)	7,000	100			326	100	10.282	7,326	10.282	$75,329	
Office space (Other)					2,707	0	16.75	2,707	0.000	$0	
Retail space			2,547	25			15.75	2,547	3.938	$10,029	
Restaurant space					2,304	0	17.75	2,304	0.000	$0	
Community use			3,833	50			6.75	3,833	3.375	$12,936	
Totals	7,000	100.0	6,380	40.0	5,337	6.1		18,717	5.252	$98,294	
FY2020											
Office space (GDRSD)	7,000	100			326	100	11.322	7,326	11.322	$82,942	
Office space (Other)					2,707	0	16.75	2,707	0.000	$0	
Retail space			2,547	50			15.75	2,547	7.875	$20,058	
Restaurant space					2,304	0	17.75	2,304	0.000	$0	
Community use			3,833	25			6.75	3,833	1.688	$6,468	
Totals	7,000	100.0	6,380	35.0	5,337	6.1		18,717	5.849	$109,468	
FY2021											
Office space (GDRSD)	7,000	100			326	100	12.361	7,326	12.361	$90,555	
Office space (Other)					2,707	0	16.75	2,707	0.000	$0	
Retail space			2,547	75			15.75	2,547	11.813	$30,086	
Restaurant space					2,304	0	17.75	2,304	0.000	$0	
Community use			3,833	25			6.75	3,833	1.688	$6,468	
Totals	7,000	100.0	6,380	45.0	5,337	6.1		18,717	6.791	$127,110	
FY2022											
Office space (GDRSD)	7,000	100			326	100	$13.40	7,326	13.400	$98,168	
Office space (Other)					2,707	25	$16.75	2,707	4.188	$11,336	
Retail space			2,547	90			$15.75	2,547	14.175	$36,104	
Restaurant space					2,304	80	$17.75	2,304	14.200	$32,717	
Community use			3,833	25			$6.75	3,833	1.688	$6,468	
Totals	7,000	100.0	6,380	50.9	5,337	53.3		18,717	9.873	$184,793	
FY2023 to FY2038											
Office space (GDRSD)	7,000	100			326	100	$13.40	7,326	13.400	$98,168	
Office space (Other)					2,707	80	$16.75	2,707	13.400	$36,274	
Retail space			2,547	90			$15.75	2,547	14.175	$36,104	
Restaurant space					2,304	80	$17.75	2,304	14.200	$32,717	
Community use			3,833	25			$6.75	3,833	1.688	$6,468	
Totals	7,000	100.0	6,380	50.9	5,337	81.2		18,717	11.205	$209,731	

Annual Estimated Expenses in 2016 Dollars

Assumptions

1) Rental rates shown here include utilities. Utilities add $1.50/ft²/yr to the rental rate. Renters choosing to pay their own utilities will have their rental rates reduced by $1.50/ft²/yr
2) In FY2016 the GDRSD is paying $41,559 per year including $8,300 per year for electricity and $12,000 per year for heat
3) If FY2017 the GDRSD will pay $60,103 including utilities (their current FY2017 bugdet request) and then escalate to 80% of the with-utilities full market rate of $16.50/ft² per year by FY2022.
4) The GDRSD will pay the same rate in FY2017 and escalate to 80% of the with-utilities full market rate of $16.75/ft² per year by FY2022.

	Electricity	Heating	Water and Sewer	Telephone and Internet	Snow Removal Sweeping, Mowing, Clean Up	Custodial Services	Supplies	Insurance	Fire Inspection	Incidentals	Trash	Management	Marketing	Tenant Change Costs	Accounting	Total Annual Expense	Total Annual Revenue	Annual Profit or (Loss)
FY2016	$8,300	$12,000	$850	$500	$3,700	$15,000	$0	$0	$1,209				$0	$0	$0	$41,559	$41,559	$41,559
FY2017	$9,103	$13,243	$1,432	$3,905	$3,700	$19,877	$264	$5,934	$1,209	$500	$936	$0	$0	$0	$0	$60,103	$60,103	$60,103
FY2018	$9,103	$13,243	$1,432	$3,905	$3,700	$24,837	$264	$5,934	$1,209	$500	$936	$10,000	$5,000	$450	$0	$80,513	$78,196	($2,317)
FY2019	$9,103	$13,243	$1,432	$3,905	$3,700	$29,797	$264	$5,934	$1,209	$500	$936	$15,000	$5,000	$450	$0	$90,473	$98,294	$7,821
FY2020	$9,103	$13,243	$1,432	$3,905	$3,700	$34,757	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$100,433	$109,468	$9,035
FY2021	$9,103	$13,243	$1,432	$3,905	$3,700	$39,717	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$105,393	$127,110	$21,717
FY2022	$9,103	$13,243	$1,432	$3,905	$3,700	$44,677	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$110,353	$184,793	$74,440
FY23-FY38	$9,103	$13,243	$1,432	$3,905	$3,700	$44,677	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$110,353	$209,731	$99,378

Assumptions

Note: Dollar amounts in 2016 dollars

Office space rental rate for GDRSD [$/ft²/year]	8.204	including utilities based on FY2017 budget request	
Retail rental rate [$/ft²/year]	15.75	including utilities	
Restrauant rental rate [$/ft²/year]	17.75	including utilities	
Community use rental rate [$/ft²/year]	6.75	including utilities	
Senior Center use rental rate [$/ft²/year]	0.00	including utilities	

FY2017 annual utilities cost	$27,683
FY2018 - FY2038 annual utilities cost (FY2017 + 20%)	$33,220
Rentable floor space [ft²]	23,181
Incremental rental rate with utilities included [$/ft²/year]	1.433

	Second Floor		First Floor		Ground Floor						
	Area [ft²]	Occupancy Rate [percent]	Area [ft²]	Occupancy Rate [percent]	Area [ft²]	Occupancy Rate [percent]	Annual Rental Rate [$/ft²]	Total Rented Area [ft²]	Effective Annual Space Rental Rate [$/ft²]	Annual Revenue	Target Revenue
FY2016											
Office space (GDRSD)	7,000	100	3859	100	5140	100	2.598	15,999	2.598	$41,559	$41,559
Senior Center											
Retail space											
Restraunt space											
Community use											
Totals	7,000	100.0	3,859	100.0	5,140	100.0		15,999	2.598	$41,559	
FY2017											
Office space (GDRSD)	7,000	100			326	100	8.204	7,326	8.204	$60,103	$60,103
Senior Center											
Retail space											
Restraunt space											
Community use											
Totals	7,000	100.0			326	100.0		7,326	8.204	$60,103	
FY2018											
Office space (GDRSD)	7,000	100					9.243	7,000	9.243	$64,703	
Senior Center					9,801	100	$0.00	9,801			
Retail space			2,547	10			$15.75	2,547	1.575	$4,012	
Restraunt space							$17.75				
Community use			3,833	25			$6.75	3,833	1.688	$6,468	
Totals	7,000	100.0	6,380	19.0	9,801	100.0		23,181	3.243	$75,182	
FY2019											
Office space (GDRSD)	7,000	100					10.282	7,000	10.282	$71,977	
Senior Center					9,801	100	$0.00	9,801	0.000	$0	
Retail space			2,547	25			$15.75	2,547	3.938	$10,029	
Restraunt space							$17.75			$0	
Community use			3,833	25			$6.75	3,833	1.688	$6,468	
Totals	7,000	100.0	6,380	25.0	9,801	100.0		23,181	3.817	$88,474	
FY2020											
Office space (GDRSD)	7,000	100		100			11.322	7,000	11.322	$79,251	
Senior Center					9,801	100	$0.00	9,801	0.000	$0	
Retail space			2,547	50			$15.75	2,547	7.875	$20,058	
Restraunt space							$17.75			$0	
Community use			3,833	25			$6.75	3,833	1.688	$6,468	
Totals	7,000	100.0	6,380	35.0	9,801	100.0		23,181	4.563	$105,777	
FY2021											
Office space (GDRSD)	7,000	100					12.361	7,000	12.361	$86,526	
Senior Center					9,801	100	$0.00	9,801	0.000	$0	
Retail space			2,547	75			$15.75	2,547	11.813	$30,086	
Restraunt space							$17.75			$0	
Community use			3,833	25			$6.75	3,833	1.688	$6,468	
Totals	7,000	100.0	6,380	45.0	9,801	100.0		23,181	5.310	$123,080	
FY2022											
Office space (GDRSD)	7,000	100					$13.40	7,000	13.400	$93,800	
Senior Center					9,801	100	$0.00	9,801	0.000	$0	
Retail space			2,547	90			$15.75	2,547	14.175	$36,104	
Restraunt space							$17.75	0		$0	
Community use			3,833	25			$6.75	3,833	1.688	$6,468	
Totals	7,000	100.0	6,380	50.9	9,801	100.0		23,181	5.883	$136,372	
FY2023 to FY2038											
Office space (GDRSD)	7,000	100		100			$15.00	7,000	15.000	$105,000	
Senior Center					9,801	100	$0.00	9,801	0.000	$0	
Retail space			2,547	90			$15.75	2,547	14.175	$36,104	
Restraunt space							$17.75			$0	
Community use			3,833	25			$6.75	3,833	1.688	$6,468	
Totals	7,000	100.0	6,380	50.9	9,801	100.0		23,181	6.366	$147,572	

Annual Estimated Expenses in 2016 Dollars

Assumptions

1) Rental rates shown here include utilities. Utilities add $1.50/ft²/yr to the rental rate. Renters choosing to pay their own utilities will have their rental rates reduced by $1.50/ft²/y
2) In FY2016 the GDRSD is paying $41,559 per year including $8,300 per year for electricity and $12,000 per year for hea
3) If FY2017 the GDRSD will pay $60,103 including utilities (their current FY2017 bugdet request) and then escalate to 80% of the with-utilities full market rate of $16.50/ft² per year by FY202
4) The GDRSD will pay the same rate in FY2017 and escalate to 80% of the with-utilities full market rate of $16.75/ft² per year by FY2022

	Electricity	Heating	Water and Sewer	Telephone and Internet	Snow Removal Sweeping, Mowing, Clean Up	Custodial Services	Supplies	Insurance	Fire Inspection	Incidentals	Trash	Management	Marketing	Tenant Change Costs	Accounting	Total Annual Expense	Total Annual Revenue	Annual Profit or (Loss)
FY2016	$8,300	$12,000	$850	$500	$3,700	$15,000	$0	$0	$1,209				$0	$0	$0	$41,559	$41,559	$0
FY2017	$9,103	$13,243	$1,432	$3,905	$3,700	$19,877	$264	$5,934	$1,209	$500	$936	$0	$0	$0	$0	$60,103	$60,103	$0
FY2018	$9,103	$13,243	$1,432	$3,905	$3,700	$44,677	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$110,353	$75,182	($35,171)
FY2019	$9,103	$13,243	$1,432	$3,905	$3,700	$44,677	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$110,353	$88,474	($21,879)
FY2020	$9,103	$13,243	$1,432	$3,905	$3,700	$44,677	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$110,353	$105,777	($4,576)
FY2021	$9,103	$13,243	$1,432	$3,905	$3,700	$44,677	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$110,353	$123,080	$12,727
FY2022	$9,103	$13,243	$1,432	$3,905	$3,700	$44,677	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$110,353	$136,372	$26,019
FY23-FY38	$9,103	$13,243	$1,432	$3,905	$3,700	$44,677	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$110,353	$147,572	$37,219

Assumptions

Note: Dollar amounts in 2016 dollars

Rental rate for current tenant [$/ft²/year]	8.204	including utilities based on FY2017 budget request	
Office space rental rate for new tenants [$/ft²/year]	16.75	including utilities	
Retail rental rate [$/ft²/year]	15.75	including utilities	
Restaurant rental rate [$/ft²/year]	17.75	including utilities	
Community use rental rate [$/ft²/year]	6.75	including utilities	

FY2017 annual utilities cost	$27,683
FY2018 - FY2038 annual utilities cost (FY2017 + 20%)	$33,220
Rentable floor space [ft²]	18,717
Incremental rental rate with utilities included [$/ft²/year]	1.775

	Second Floor		First Floor		Ground Floor						
	Area [ft²]	Occupancy Rate [percent]	Area [ft²]	Occupancy Rate [percent]	Area [ft²]	Occupancy Rate [percent]	Annual Rental Rate [$/ft²]	Total Rented Area [ft²]	Effective Annual Space Rental Rate [$/ft²]	Annual Revenue	Target Revenue
FY2016											
Office space for current tenant	7,000	100	3859	100	5140	100	2.598	15,999	2.598	$41,559	$41,559
Office space for new tenants											
Retail space											
Restaurant space											
Community use											
Totals	7,000	100.0	3,859	100.0	5,140	100.0	2.598	15,999	2.598	$41,559	
FY2017											
Office space for current tenant	7,000	100			326	100	8.204	7,326	8.204	$60,103	$60,103
Office space for new tenants											
Retail space											
Restaurant space											
Community use											
Totals	7,000	100.0			326	100.0	8.204	7,326	8.204	$60,103	
FY2018											
Office space for current tenant	7,000	100			326	100	8.204	7,326	8.204	$60,103	
Office space for new tenants					2,707	0	16.75	2,707			
Retail space			2,547	10			15.75	2,547	1.575	$4,012	
Restaurant space					2,304	0	17.75	2,304			
Community use			3,833	25			6.75	3,833	1.688	$6,468	
Totals	7,000	100.0	6,380	19.0	5,337	6.1	3.771	18,717	3.771	$70,583	
FY2019											
Office space for current tenant	7,000	100			326	100	8.204	7,326	8.204	$60,103	
Office space for new tenants					2,707	0	16.75	2,707	0.000	$0	
Retail space			2,547	25			15.75	2,547	3.938	$10,029	
Restaurant space					2,304	0	17.75	2,304	0.000	$0	
Community use			3,833	25			6.75	3,833	1.688	$6,468	
Totals	7,000	100.0	6,380	25.0	5,337	6.1	4.093	18,717	4.093	$76,600	
FY2020											
Office space for current tenant	7,000	100			326	100	8.204	7,326	8.204	$60,103	
Office space for new tenants					2,707	0	16.75	2,707	0.000	$0	
Retail space			2,547	50			15.75	2,547	7.875	$20,058	
Restaurant space					2,304	0	17.75	2,304	0.000	$0	
Community use			3,833	25			6.75	3,833	1.688	$6,468	
Totals	7,000	100.0	6,380	35.0	5,337	6.1	4.628	18,717	4.628	$86,629	
FY2021											
Office space for current tenant	7,000	100			326	100	8.204	7,326	8.204	$60,103	
Office space for new tenants					2,707	0	16.75	2,707	0.000	$0	
Retail space			2,547	75			15.75	2,547	11.813	$30,086	
Restaurant space					2,304	0	17.75	2,304	0.000	$0	
Community use			3,833	25			6.75	3,833	1.688	$6,468	
Totals	7,000	100.0	6,380	45.0	5,337	6.1	5.164	18,717	5.164	$96,658	
FY2022											
Office space for current tenant	7,000	100			326	100	8.204	7,326	8.204	$60,103	
Office space for new tenants					2,707	25	16.75	2,707	4.188	$11,336	
Retail space			2,547	90			15.75	2,547	14.175	$36,104	
Restaurant space					2,304	80	17.75	2,304	14.200	$32,717	
Community use			3,833	25			6.75	3,833	1.688	$6,468	
Totals	7,000	100.0	6,380	50.9	5,337	53.3	7.839	18,717	7.839	$146,727	
FY2023 to FY2038											
Office space for current tenant	7,000	100			326	100	8.204	7,326	8.204	$60,103	
Office space for new tenants					2,707	80	16.75	2,707	13.400	$36,274	
Retail space			2,547	90			15.75	2,547	14.175	$36,104	
Restaurant space					2,304	80	17.75	2,304	14.200	$32,717	
Community use			3,833	25			6.75	3,833	1.688	$6,468	
Totals	7,000	100.0	6,380	50.9	5,337	81.2	9.172	18,717	9.172	$171,666	

Annual Estimated Expenses in 2016 Dollars

Assumptions

1) Rental rates shown here include utilities. Utilities add $1.75/ft²/yr to the rental rate. Renters choosing to pay their own utilities will have their rental rates reduced by $1.75/ft²/yr
2) In FY2016 the current tenant is paying $41,559 per year including $8,300 per year for electricity and $12,000 per year for heat
3) If FY2017 the current tenant will pay $60,103 including utilities (their current FY2017 bugdet request)
4) Beyond FY2017 the current tenant will continue to pay $60,103 including utilities (their current FY2017 bugdet request)

	Electricity	Heating	Water and Sewer	Telephone and Internet	Snow Removal Sweeping, Mowing, Clean Up	Custodial Services	Supplies	Insurance	Fire Inspection	Incidentals	Trash	Management	Marketing	Tenant Change Costs	Accounting	Total Annual Expense	Total Annual Revenue	Annual Profit or (Loss)
FY2016	$8,300	$12,000	$850	$500	$3,700	$15,000	$0	$0	$1,209				$0	$0	$0	$41,559	$41,559	$0
FY2017	$9,103	$13,243	$1,432	$3,905	$3,700	$19,877	$264	$5,934	$1,209	$500	$936	$0	$0	$0	$0	$60,103	$60,103	$0
FY2018	$9,103	$13,243	$1,432	$3,905	$3,700	$24,837	$264	$5,934	$1,209	$500	$936	$10,000	$5,000	$450	$0	$80,513	$70,583	($9,930)
FY2019	$9,103	$13,243	$1,432	$3,905	$3,700	$29,797	$264	$5,934	$1,209	$500	$936	$15,000	$5,000	$450	$0	$90,473	$76,600	($13,873)
FY2020	$9,103	$13,243	$1,432	$3,905	$3,700	$34,757	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$100,433	$86,629	($13,804)
FY2021	$9,103	$13,243	$1,432	$3,905	$3,700	$39,717	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$105,393	$96,658	($8,735)
FY2022	$9,103	$13,243	$1,432	$3,905	$3,700	$44,677	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$110,353	$146,727	$36,374
FY23-FY38	$9,103	$13,243	$1,432	$3,905	$3,700	$44,677	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$110,353	$171,666	$61,313

Assumptions

Rental rate for top floor [$/ft²/year]	16.75	including utilities
Other office space rental [$/ft²/year]	16.75	including utilities
Retail rental rate [$/ft²/year]	15.75	including utilities
Restaurant rental rate [$/ft²/year]	17.75	including utilities
Community use rental rate [$/ft²/year]	6.75	including utilities

Note: Dollar amounts in 2016 dollars

FY2017 annual utilities cost	$27,683
FY2018 - FY2038 annual utilities cost (FY2017 + 20%)	$33,220
Rentable floor space [ft²]	18,391
Incremental rental rate with utilities included [$/ft²/year]	1.806

	Second Floor		First Floor		Ground Floor						
	Area [ft²]	Occupancy Rate [percent]	Area [ft²]	Occupancy Rate [percent]	Area [ft²]	Occupancy Rate [percent]	Annual Rental Rate [$/ft²]	Total Rented Area [ft²]	Effective Annual Space Rental Rate [$/ft²]	Annual Revenue	Target Revenue
FY2016											
Office space (current tenant)	7,000	100	3859	100	5140	100	2.598	15,999	2.598	$41,559	$41,559
Office space (Other)											
Retail space											
Restaurant space											
Community use											
Totals	7,000	100.0	3,859	100.0	5,140	100.0	2.598	15,999	2.598	$41,559	
FY2017											
Office space (current tenant)	7,000	100			326	100	8.204	7,326	8.204	$60,103	$60,103
Office space (Other)											
Retail space											
Restaurant space											
Community use											
Totals	7,000	100.0			326	100.0	8.204	7,326	8.204	$60,103	
FY2018											
Top floor office space	7,000	25					16.75	7,000	4.188	$29,313	
Office space (Other)					2,707	0	16.75	2,707			
Retail space			2,547	10			15.75	2,547	1.575	$4,012	
Restaurant space					2,304	0	17.75	2,304			
Community use			3,833	25			6.75	3,833	1.688	$6,468	
Totals	7,000	25.0	6,380	19.0	5,011	0.0	2.164	18,391	2.164	$39,792	
FY2019											
Top floor office space	7,000	50					16.75	7,000	8.375	$58,625	
Office space (Other)					2,707	0	16.75	2,707	0.000	$0	
Retail space			2,547	25			15.75	2,547	3.938	$10,029	
Restaurant space					2,304	0	17.75	2,304	0.000	$0	
Community use			3,833	25			6.75	3,833	1.688	$6,468	
Totals	7,000	50.0	6,380	25.0	5,011	0.0	4.085	18,391	4.085	$75,122	
FY2020											
Top floor office space	7,000	75					16.75	7,000	12.563	$87,938	
Office space (Other)					2,707	0	16.75	2,707	0.000	$0	
Retail space			2,547	50			15.75	2,547	7.875	$20,058	
Restaurant space					2,304	0	17.75	2,304	0.000	$0	
Community use			3,833	25			6.75	3,833	1.688	$6,468	
Totals	7,000	75.0	6,380	35.0	5,011	0.0	6.224	18,391	6.224	$114,463	
FY2021											
Top floor office space	7,000	80					16.75	7,000	13.400	$93,800	
Office space (Other)					2,707	0	16.75	2,707	0.000	$0	
Retail space			2,547	75			15.75	2,547	11.813	$30,086	
Restaurant space					2,304	0	17.75	2,304	0.000	$0	
Community use			3,833	25			6.75	3,833	1.688	$6,468	
Totals	7,000	80.0	6,380	45.0	5,011	0.0	7.088	18,391	7.088	$130,355	
FY2022											
Top floor office space	7,000	80					16.75	7,000	13.400	$93,800	
Office space (Other)					2,707	25	16.75	2,707	4.188	$11,336	
Retail space			2,547	90			15.75	2,547	14.175	$36,104	
Restaurant space					2,304	80	17.75	2,304	14.200	$32,717	
Community use			3,833	25			6.75	3,833	1.688	$6,468	
Totals	7,000	80.0	6,380	50.9	5,011	50.3	9.810	18,391	9.810	$180,424	
FY2023 to FY2038											
Top floor office space	7,000	80					16.75	7,000	13.400	$93,800	
Office space (Other)					2,707	80	16.75	2,707	13.400	$36,274	
Retail space			2,547	90			15.75	2,547	14.175	$36,104	
Restaurant space					2,304	80	17.75	2,304	14.200	$32,717	
Community use			3,833	25			6.75	3,833	1.688	$6,468	
Totals	7,000	80.0	6,380	50.9	5,011	80.0	11.166	18,391	11.166	$205,363	

Annual Estimated Expenses in 2016 Dollars

Assumptions

1) Rental rates shown here include utilities. Utilities add $1.75/ft²/yr to the rental rate. Renters choosing to pay their own utilities will have their rental rates reduced by $1.75/ft²/yr

	Electricity	Heating	Water and Sewer	Telephone and Internet	Snow Removal Sweeping, Mowing, Clean Up	Custodial Services	Supplies	Insurance	Fire Inspection	Incidentals	Trash	Management	Marketing	Tenant Change Costs	Accounting	Total Annual Expense	Total Annual Revenue	Annual Profit or (Loss)
FY2016	$8,300	$12,000	$850	$500	$3,700	$15,000	$0	$0	$1,209				$0	$0	$0	$41,559	$41,559	$0
FY2017	$9,103	$13,243	$1,432	$3,905	$3,700	$19,877	$264	$5,934	$1,209	$500	$936	$0	$0	$0	$0	$60,103	$60,103	$0
FY2018	$9,103	$13,243	$1,432	$3,905	$3,700	$24,837	$264	$5,934	$1,209	$500	$936	$10,000	$5,000	$450	$0	$80,513	$39,792	($40,721)
FY2019	$9,103	$13,243	$1,432	$3,905	$3,700	$29,797	$264	$5,934	$1,209	$500	$936	$15,000	$5,000	$450	$0	$90,473	$75,122	($15,351)
FY2020	$9,103	$13,243	$1,432	$3,905	$3,700	$34,757	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$100,433	$114,463	$14,030
FY2021	$9,103	$13,243	$1,432	$3,905	$3,700	$39,717	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$105,393	$130,355	$24,962
FY2022	$9,103	$13,243	$1,432	$3,905	$3,700	$44,677	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$110,353	$180,424	$70,071
FY23-FY38	$9,103	$13,243	$1,432	$3,905	$3,700	$44,677	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$110,353	$205,363	$95,010

Assumptions

Note: Dollar amounts in 2016 dollars

Rental rate for current tenant [$/ft²/year]	8.204	including utilities based on FY2017 budget request	FY2017 annual utilities cost	$27,683
Office space rental rate new tenants [$/ft²/year]	16.75	including utilities	FY2018 - FY2038 annual utilities cost (FY2017 + 20%)	$33,220
Retail rental rate [$/ft²/year]	15.75	including utilities	Rentable floor space [ft²]	18,717
Restaurant rental rate [$/ft²/year]	17.75	including utilities	Incremental rental rate with utilities included [$/ft²/year]	1.775
Community use rental rate [$/ft²/year]	10.00	including utilities		

	Second Floor		First Floor		Ground Floor						
	Area [ft²]	Occupancy Rate [percent]	Area [ft²]	Occupancy Rate [percent]	Area [ft²]	Occupancy Rate [percent]	Annual Rental Rate [$/ft²]	Total Rented Area [ft²]	Effective Annual Space Rental Rate [$/ft²]	Annual Revenue	Target Revenue
FY2016											
Office space for current tenant	7,000	100	3859	100	5140	100	2.598	15,999	2.598	$41,559	$41,559
Office space for new tenants											
Retail space											
Restaurant space											
Community use											
Totals	7,000	100.0	3,859	100.0	5,140	100.0	2.598	15,999	2.598	$41,559	
FY2017											
Office space for current tenant	7,000	100			326	100	8.204	7,326	8.204	$60,103	$60,103
Office space for new tenants											
Retail space											
Restaurant space											
Community use											
Totals	7,000	100.0			326	100.0	8.204	7,326	8.204	$60,103	
FY2018											
Office space for current tenant	7,000	100			326	100	8.204	7,326	8.204	$60,103	
Office space for new tenants					2,707	0	16.75	2,707			
Retail space			2,547	20			15.75	2,547	3.150	$8,023	
Restaurant space					2,304	0	17.75	2,304			
Community use			3,833	25			10.00	3,833	2.500	$9,583	
Grants and fundraising										$5,000	
Totals	7,000	100.0	6,380	23.0	5,337	6.1	4.419	18,717	4.419	$82,709	
FY2019											
Office space for current tenant	7,000	100			326	100	8.204	7,326	8.204	$60,103	
Office space for new tenants					2,707	0	16.75	2,707	0.000	$0	
Retail space			2,547	50			15.75	2,547	7.875	$20,058	
Restaurant space					2,304	0	17.75	2,304	0.000	$0	
Community use			3,833	25			10.00	3,833	2.500	$9,583	
Grants and fundraising										$5,000	
Totals	7,000	100.0	6,380	35.0	5,337	6.1	5.062	18,717	5.062	$94,743	
FY2020											
Office space for current tenant	7,000	100			326	100	8.204	7,326	8.204	$60,103	
Office space for new tenants					2,707	0	16.75	2,707	0.000	$0	
Retail space			2,547	75			15.75	2,547	11.813	$30,086	
Restaurant space					2,304	0	17.75	2,304	0.000	$0	
Community use			3,833	50			10.00	3,833	5.000	$19,165	
Grants and fundraising										$5,000	
Totals	7,000	100.0	6,380	60.0	5,337	6.1	6.110	18,717	6.110	$114,354	
FY2021											
Office space for current tenant	7,000	100			326	100	8.204	7,326	8.204	$60,103	
Office space for new tenants					2,707	0	16.75	2,707	0.000	$0	
Retail space			2,547	90			15.75	2,547	14.175	$36,104	
Restaurant space					2,304	0	17.75	2,304	0.000	$0	
Community use			3,833	50			10.00	3,833	5.000	$19,165	
Grants and fundraising										$5,000	
Totals	7,000	100.0	6,380	66.0	5,337	6.1	6.431	18,717	6.431	$120,372	
FY2022											
Office space for current tenant	7,000	100			326	100	8.204	7,326	8.204	$60,103	
Office space for new tenants					2,707	25	16.75	2,707	4.188	$11,336	
Retail space			2,547	90			15.75	2,547	14.175	$36,104	
Restaurant space					2,304	80	17.75	2,304	14.200	$32,717	
Community use			3,833	50			10.00	3,833	5.000	$19,165	
Grants and fundraising										$5,000	
Totals	7,000	100.0	6,380	66.0	5,337	53.3	8.785	18,717	8.785	$164,424	
FY2023 to FY2038											
Office space for current tenant	7,000	100			326	100	8.204	7,326	8.204	$60,103	
Office space for new tenants					2,707	80	16.75	2,707	13.400	$36,274	
Retail space			2,547	90			15.75	2,547	14.175	$36,104	
Restaurant space					2,304	80	17.75	2,304	14.200	$32,717	
Community use			3,833	25			10.00	3,833	2.500	$9,583	
Grants and fundraising										$5,000	
Totals	7,000	100.0	6,380	50.9	5,337	81.2	9.605	18,717	9.605	$179,780	

Annual Estimated Expenses in 2016 Dollars

Assumptions

1) Rental rates shown here include utilities. Utilities add $1.75/ft²/yr to the rental rate. Renters choosing to pay their own utilities will have their rental rates reduced by $1.75/ft²/yr
2) In FY2016 the current tenant is paying $41,559 per year including $8,300 per year for electricity and $12,000 per year for heat
3) If FY2017 the current tenant will pay $60,103 including utilities (their current FY2017 bugdet request)
4) Beyond FY2017 the current tenant will continuet to pay $60,103 including utilities (their current FY2017 bugdet request)

	Electricity	Heating	Water and Sewer	Telephone and Internet	Snow Removal Sweeping, Mowing, Clean Up	Custodial Services	Supplies	Insurance	Fire Inspection	Incidentals	Trash	Management	Marketing	Tenant Change Costs	Accounting	Total Annual Expense	Total Annual Revenue	Annual Profit or (Loss)
FY2016	$8,300	$12,000	$850	$500	$3,700	$15,000	$0	$0	$1,209				$0	$0	$0	$41,559	$41,559	$0
FY2017	$9,103	$13,243	$1,432	$3,905	$3,700	$19,877	$264	$5,934	$1,209	$500	$936	$0	$0	$0	$0	$60,103	$60,103	$0
FY2018	$9,103	$13,243	$1,432	$3,905	$3,700	$24,837	$264	$5,934	$1,209	$500	$936	$10,000	$5,000	$450	$0	$80,513	$82,709	$2,196
FY2019	$9,103	$13,243	$1,432	$3,905	$3,700	$29,797	$264	$5,934	$1,209	$500	$936	$15,000	$5,000	$450	$0	$90,473	$94,743	$4,270
FY2020	$9,103	$13,243	$1,432	$3,905	$3,700	$34,757	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$100,433	$114,354	$13,921
FY2021	$9,103	$13,243	$1,432	$3,905	$3,700	$39,717	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$105,393	$120,372	$14,979
FY2022	$9,103	$13,243	$1,432	$3,905	$3,700	$44,677	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$110,353	$164,424	$54,071
FY23-FY38	$9,103	$13,243	$1,432	$3,905	$3,700	$44,677	$264	$5,934	$1,209	$500	$936	$20,000	$5,000	$450	$0	$110,353	$179,780	$69,427

APPENDIX 11: Letters of Support for Friends CPA Application

TOWN OF GROTON
173 Main Street
Groton, Massachusetts 01450-1237
Tel: (978) 448-1111
Fax: (978) 448-1115

Town Manager
Mark W. Haddad

Municipal Building Committee for Prescott School

Greg Sheldon, *Chair*
Anna Eliot, *Vice Chair*
Halsey Platt, *Clerk*
Bruce Easom, *Member*
Gary Green, *Member*
Annika Nilsson-Ripps, *Member*
Becky Pine, *Member*
Lynwood V. Prest, *Member*

February 1, 2016

Dr. Mary Jennings
Chair
Friends of Prescott
Groton, MA

Dear Dr. Jennings:

The Municipal Building Committee for Prescott School offers its support to the Friends of Prescott in your effort to submit an application for Community Preservation Act (CPA) funds.

The Committee has recently released its vision for the future use of Prescott School as a mixed-use public building. We are now in the process of drafting our final report to the Board of Selectmen. The report will include a plan to stabilize, preserve, maintain and invest in the Prescott School, using a sustainable financial operating model that includes leveraging both public and private funding sources. As a fund specifically set up in part "for the acquisition, preservation, rehabilitation and restoration of historic resources", CPA funding is a logical source for investment in the Prescott School.

Although the committee has not finalized the short-term investment plan, the list of improvements enumerated in your application matches the list of items that the committee feels will need to be addressed in the near term.

As the committee finishes our work, we look forward to working with you and other interested citizens and town officials to turn this vision into reality.

Sincerely,

Greg Sheldon
Chair

TOWN OF GROTON
173 Main Street
Groton, Massachusetts 01450-1237
Tel: (978) 448-1111
Fax: (978) 448-1115

February 3, 2016

Community Preservation Committee
Groton Town Hall
173 Main Street
Groton, MA 01450

RE: Friends of Prescott CPA Application
Project #2017-05

Dear Members of the Community Preservation Committee:

The purpose of this letter is to advise the Community Preservation Committee of action taken by the Groton Board of Selectmen at their regularly scheduled meeting of Monday, February 1, 2016 relative to the above referenced project. Please be advised that the Board of Selectmen, by a vote of 4 in favor, 1 opposed (Degen), voted to support the application by the Friends of Prescott for various improvements to the Prescott School.

The Prescott School is a valuable community asset, one that should be maintained and protected by the Town. The improvements requested by this application will allow the Town to address two very important needs in the building; fire safety and handicapped accessibility. These are crucial needs that should be addressed immediately for both the public using the building and the tenant occupying the building, the Groton Dunstable Regional School Administrative Offices.

As you know, the Board of Selectmen has appointed a Committee to study the long term use of the Building. The Municipal Building Committee for the Prescott School has been working towards making a recommendation to the Board on a long term solution for the Building. While they have not made a final recommendation, most of the recommended improvements in the Friends' Application will survive any renovations needed in the future, regardless of the recommended use.

It is for these reasons that the Board has voted to support the application. Please let me know if I can answer any questions or be of further assistance.

Sincerely,

Mark W. Haddad
Town Manager

cc: Board of Selectmen
Municipal Building for the Prescott School
Friends of the Prescott School

GROTON-DUNSTABLE REGIONAL SCHOOL DISTRICT

P.O. Box 729 • Groton, MA 01450-0729 • Tel.: 978.448.5505 • Fax: 978.448.9402

Jeff Kubick
School Committee Chairperson

March 9, 2016

Community Preservation Committee
Groton Town Hall
173 Main Street
Groton, MA 01450

RE: Friends of Prescott CPA Application Project #2017-05

Dear Members of the Community Preservation Committee:

At our meeting of February 24, 2016, the Groton Dunstable Regional School Committee voted to support the Friends of Prescott's CPA application for improvements to address issues of accessibility and safety at the Prescott School.

We have been the major tenants of this building ever since the building's ownership was transferred to the Town of Groton. According to our current lease, we will continue to have our administrative offices here and have met with the Town's Municipal Building Committee communicating what building improvements we think necessary for our occupancy.

The proposed CPA application contains some of those proposed improvements that will make this building accessible and safe for our employees and for the many citizens who currently use this building daily.

We appreciate the Selectmen's willingness to support this application and wish also to join our voice in support. We will cooperate in the planning and implementation of the proposed changes adding whatever expertise we can to the projects.

Sincerely,

Jeff Kubick
Chairperson
Groton-Dunstable Regional School Committee

TOWN OF GROTON

173 Main Street
Groton, Massachusetts 01450
(978) 448-1105
Fax: (978) 448-1113
e-mail: mcollette@townofgroton.org

Office of the
PLANNING BOARD

MEMORANDUM

DATE: February 18, 2016

TO: Community Preservation Committee

FROM: Planning Board

RE: Friends of Prescott Application

The Planning Board voted (with four in favor, one opposed, and one abstention) to support the application submitted by the Friends of Prescott for renovations to the Prescott School.

THE GROTON HISTORICAL SOCIETY

The Boutwell House - 1851

February 16, 2016

Ms. Mary Jennings
Chair
Friends of Prescott
Groton, MA

Dear Mary,

The Board of the Groton Historical Society voted to approve your CPA proposal for the installation of a fire suppression system and handicapped access upgrades at the Prescott School building at our meeting on February 4, 2016.

Our organization wholeheartedly supports efforts to preserve the integrity of this historic structure and to repurpose this iconic building in our town's center that best benefits our greater community. Restoring Prescott in these ways, by encapsulating memory, instills an identity and a character that enriches the viability and attractiveness of our Groton center and serves to promote an economic strength and loyalty on the part of present and future residents and visitors.

We look forward to hearing about future proposals for development of Prescott and wish you well as you implement the visionary guidance that will propel you forward.

Regards,

Bobbie Spiegelman

Bobbie Spiegelman
President, Groton Historical Society

172 Main Street • P.O. Box 202 • Groton, MA 01450 • 978-448-0092
www.GrotonHistoricalSociety.org

Sustainability Commission

Economy • Environment • Society

Think long-term, act now

"Sustainability is the commitment to adopt practices that support and balance the social, economic and environmental aspects of our community, now and into the future."

Groton Sustainability Commission, Winter 2010

January 20, 2016

Ms. Mary Jennings
Chair
Friends of Prescott
Groton, MA

Dear Ms. Jennings:

At its regular meeting on January 19, 2016, a quorum of the Groton Sustainability Commission voted to endorse the CPA proposal of the Friends of Prescott for the installation of a new fire protection system at Prescott School.

We believe that this project will contribute to the sustainability and resilience of our community and its people. Specifically, a preliminary analysis of our "Happiness" survey identifies increased social interaction as a desire of our citizens. The use of Prescott as a community center will help to fulfill that desire. In addition, the rehabilitation of Prescott, a National Register property, to support this goal will maintain the historic character of Groton Center and contribute to the overall sustainability of Groton, its character, its livability and the idea of "a good place to live".

The Commission wishes you good luck with your proposal and we hope you will keep us informed of this and other efforts related to future uses of Prescott School.

Regards,

Michael Roberts RPA
Chair

Sustainability Commission, Groton Town Hall, 173 Main St., Groton, MA 01450
sustaining@townofgroton.org · (978) 448-1111 · www.SustainingGroton.org

ArtsNASHOBA

Bringing the Arts to Youth...and Youth to the Arts!

February 26, 2016

Dear Community Preservation Commission,

I am writing to support The Community Preservation Act proposal of the Friends of Prescott for installation of new fire protection systems, handicapped access and other code upgrades at the Prescott School.

I believe that this project will contribute to the sustainably and resilience of our community and its residents. The use of Prescott as a centrally located, multigenerational community center would fulfill many of the needs of this town.
In addition, the rehabilitation of Prescott, a National Register property, to support this goal will maintain the historic character of Groton Center and contribute to the overall sustainability of Groton, its character, its livability and the idea that it is a wonderful place to live.

At ArtsNashoba, we have been privileged to use parts of Prescott School in the past for building and painting set pieces as well as sorting and storing costumes. Other community arts groups have used it to hold classes and workshops in and we could foresee doing that in the future, as well. Its central location and many rooms would lend itself beautifully to our mission of sharing the arts with the youth of our area.

I wish you good luck with your proposal and hope you will keep ArtsNashoba informed of this and other efforts related to future uses of Prescott School.

Sincerely,

Patricia M. Lawrence

Patricia M. Lawrence
Business Manager, ArtsNashoba

P.O. Box 716, Groton, MA 01450-9998
ArtsNashoba is a recognized 501(c)(3) non-profit, tax-exempt organization.