

NORTH ANDOVER RECOMMENDED FACILITIES MASTER PLAN

Town of North Andover, MA

Consultant Team:
The Cecil Group, Inc.
HMFH Architects
Foley Buhl Roberts & Associates
Garcia Galuska DeSousa Consulting Engineers Inc.

May 2012

Prepared for the Town of North Andover, MA.

Prepared by The Cecil Group, Inc., with HMFH Architects, Inc.,
Foley Buhl Roberts & Associates, Inc., and Garcia Galuska
DeSousa Consulting Engineers Inc.

May 2012

TABLE OF CONTENTS

Acknowledgements.....	iii
Consultant Team	iii
Executive Summary.....	v
1. Introduction	1
2. Needs Assessment	5
3. Building and Site Assessments.....	9
4. Alternative Scenarios.....	27
5. Recommendations	49
Appendix A: Department Surveys	
Appendix B: Building Assessments	
Appendix C: Space Programs	
Appendix D: Public Presentations	
Appendix E: School Assessment	
Appendix F: Financial Plan	

LIST OF FIGURES

Figure ES.1 Recommended Alternative	ix
Figure 3.1 Facility Site Options	14
Figure 3.2 Bradstreet School.....	15
Figure 3.3 Former Police Station	16
Figure 3.4 Municipal Garage Facility	17
Figure 3.5 Prescott Street/Chickering Road Parcel	18

LIST OF FIGURES *CONT.*

Figure 3.6	Bradstreet School Fit Study - Senior Center	20
Figure 3.7	Bradstreet School Fit Study - Community Development Division and School Department.....	22
Figure 3.8	Former Police Station Fit Study - Community Development Division	24
Figure 3.9	Senior Center Fit Study - Community Development Division and School Department.....	25
Figure 4.1	Alternative Scenario No. 1: Use/Reuse of Existing Buildings.....	30
Figure 4.2	Alternative Scenario No. 2: New Fire Station	32
Figure 4.3	Alternative Scenario No. 3: New Fire Station and Senior Center Expansion.....	33
Figure 4.4	Alternative Scenario No. 4: New Fire Station and Senior Facilities	35
Figure 4.5	Buildable Area	39
Figure 4.6	Senior Center Expansion	41
Figure 4.7	Parking Structure	43

LIST OF TABLES

Table ES.1	Recommended Scenario	viii
Table 4.1	Project Cost Estimates	29
Table 4.2	Project Cost Estimate: Scenario 1	31
Table 4.3	Project Cost Estimate: Scenario 2	33
Table 4.4	Project Cost Estimate : Scenario 3	34
Table 4.5	Project Cost Estimate : Scenario 4	36
Table 4.6	Public-Private Alternatives	44
Table 4.7	Analysis and Section Matrix.....	47
Table 5.1	Implementation Plan.....	51

ACKNOWLEDGEMENTS

This *Facilities Master Plan*, contracted through the Town Manager's Office, was managed by the Community Development Office, Town of North Andover, Massachusetts. The North Andover Facilities Master Plan Committee served as the steering committee for this planning study. In addition, many municipal departments and public officials provided input and ideas through interviews, survey responses and discussions. All of this input helped shape the findings and recommendations in this study.

North Andover Facilities Master Plan Committee

Richard Nardella, Chair

Tareq Rahman

David M. Mermelstein

James Mealey

Patricia Long

Joseph D. LaGrasse

George Koehler

Curt Bellavance

Town Project Manager: Curt Bellavance

Assistant Town Manager: Ray Santilli

CONSULTANT TEAM

The Cecil Group, Inc.

HMFH Architects, Inc.

Foley Buhl Roberts & Associates, Inc.

Garcia Galuska DeSousa Consulting Engineers Inc.

EXECUTIVE SUMMARY

Executive Summary

This Municipal Facilities Master Plan aims to provide North Andover with a comprehensive approach to municipal facilities planning that will improve and consolidate general municipal and school offices while enhancing the town's delivery of services to the public. The plan describes different ways to achieve these ends, taking into consideration past decisions and current conditions regarding the leasing of private space for town offices; the vacating of the old Police Station and former Bradford Street School; the increasing demand for senior services; and the distribution of public works and public safety facilities.

This plan did not consider all municipal buildings or all municipal offices in the community. The scope of this plan was in strict accordance with North Andover's request for quotation and specifically addressed the buildings noted below. This plan does address what are considered the most vital changes in needs for offices and services and the disposition of vacant municipal buildings.

Project Goals

Based on feedback from meetings with department heads and the general public as well as a review of previous facilities reports and deliberations with the community's Facilities Master Plan Committee, this plan set the following goals:

- Promote municipal efficiency in the delivery of public services;
- Move the School Administration and Community Development offices to new location in municipally-owned properties, thereby eliminating rental costs.
- Rehabilitate and reuse existing municipally-owned buildings to the extent possible, particularly for public service delivery;
- Remain within Capital Program financial expenditure guidelines;
- Utilize Community Preservation Act funds for historic preservation of renovated buildings;
- Promote economic activity in Downtown North Andover while consistent with municipal building reuse goals;
- Keep the Senior Center with its associated facility activities in the Downtown.

Assessments of Buildings and Department Needs

The initial stages of the study entailed a comprehensive review of certain municipal buildings. This included building walk-throughs with a complement of building architects and engineers to assess building conditions using non-invasive techniques. The buildings reviewed were:

- Bradstreet School
- Former Police Station
- Fire Station Headquarters
- Public Works Facility

In addition, the team's architects reviewed the Senior Center and the School Department's capital improvement program and enrollment projections for the public schools.

What were gleaned from these evaluations were certain key observations:

- The Bradstreet School is in reasonable condition for renovation and reuse and could provide a significant area of floor space within the Downtown;

- The former Police Station has an open floor plan on a good-sized site located near to several schools and is suitable for municipal offices;
- Fire Station Headquarters is an historic building in an important location on Main Street, but it requires significant upgrades for continued- or re-use;
- The Public Works Facility garage is in reasonable condition, but the attached offices spaces and the site are in need of a number of improvements for safety and access;
- The Senior Center provides good quality space that could be converted into other municipal spaces;
- The Town's public schools are appropriately programmed for spaces, and while improvements and potential expansions may be needed, a new, separate school is not required.

In addition, Needs Assessments were completed for certain departments and agencies that were considered likely to require a move or improved space based on existing conditions and information provided to the study team. The assessments included written surveys, interviews, and existing space utilization evaluations. These assessments were used to determine how much space was needed for the following entities and their programs:

- Elder Services/Senior Center
 - North Andover Thrift Shop
- Community Development Division
 - Health
 - Planning
 - Building
 - Conservation
- School Department Offices
- Public Works
- Fire Department
- Emergency Management
- Information Technology

The Recommended Scenario

After considering the opportunities and alternatives presently available together with their costs, a recommended scenario was formulated for the realignment of spaces, offices and buildings that best meets the project goals. The recommended scenario is a program of renovation, relocation and new construction extended over a period of years organized as a phased implementation of the plan. It builds off of four alternative scenarios and factors in financial considerations, including the Town's Capital Improvement Plan projections and the amount of non-excluded debt available each year based on Town policies. The recommended scenario strives to address the Town's most critical needs first, such as the need to find a new home for the School Department Offices, which currently leases space at approximately \$100,000 per year and the Planning and Community Development Division which only has a few more years of free rent remaining per North Andover's agreement with Ozzie Properties.

Subsequently, Planning and Community Development will be subject to market lease costs. The major elements of the recommended scenario are as follows:

Table ES.1 Recommended Scenario

Phase	Action	Future Use	Initial Cost Estimate
1 st	Renovation of former Police Station	School Administration	\$2,695,000
2 nd	Construction of new Gym at Kittredge School	Existing Use	\$900,000
3 rd	Construction of new Fire Station	Fire Department and Emergency Management	\$6,600,000
4 th	Renovation of former Fire Headquarters	Community Development Office	\$4,377,670
5 th	Expansion of Senior Center	Senior Center (and Thrift Shop)	\$4,321,000
6 th	Renovation or new school classrooms	Existing Use	\$1,000,000
7 th	Improvements to Public Works Garage site and Offices	Existing Use	\$4,595,800
Total: Project Cost Estimate			\$24,489,470
Phase	Cost Recovery	Future Use	Value
1 st	Terminate lease of space for School Department offices at 1600 Osgood Street	Commercial office space	Lease cost reduction and Tax base increase
4 th	Terminate lease of space for Community Development offices at 1600 Osgood Street	Commercial office space	Lease cost reduction and Tax base increase

While this scenario is recommended, there are other options to consider while making these long-lasting decisions. One option is to renovate Bradstreet School instead of expanding the existing Senior Center; this would increase the Total Project Cost Estimate from \$24,489,470 to \$29,534,533.

This report provides further detail on the alternatives.

	Recommended Alternative		Option A
\$ 2,695,000	Renovate Old Police Station for School Department		\$ 2,695,000
	↓		
\$ 900,000	Build new Gym at Kittredge		\$ 900,000
	↓		
\$ 6,600,000	Build New Fire Station at Town Owned High School Site (or other)		\$ 6,600,000
	↓		
\$ 4,377,670	Renovate Old Fire Station for Planning & Community Development	↓	\$ 4,377,670
	↓		
\$ 4,321,000	Expand Senior Center Laterally In Place Includes Building Garage to Add 28 Addtl Pkng Spcs = \$ 1,176,000 (Town does not own Property)	↓	Option A Renovate Bradstreet School for New Senior Center and Thrift Shop \$ 9,011,063
	↓		
\$ 1,000,000	Add new Elementary Classrooms (TBD)	←	\$ 1,000,000
	↓		
\$ 4,595,800	Renovate DPW Garage and make site improvements		\$ 4,595,800
	↓		
\$ 24,489,470			\$ 29,179,533
If CPA is approved \$ - 3,000,000		If CPA is approved	- 3,000,000
\$ 21,489,470			\$ 26,179,533

Notes:

1. Community Development moves downtown
2. Allows sale of Bradstreet School
3. Fire Department moves out of downtown
4. Additional property must be purchased/provided to implement recommended option

Option A Notes

1. Community Development moves downtown
2. Old Senior Center available for use by IT, Facilities Mgt, Thrift Shop and Expansion
3. Fire Department Staff moves out of downtown
4. New Fire Station provides for Emergency Planning

1

INTRODUCTION

Overview

Previous Studies and Plans

1

Introduction

Overview

The Town of North Andover strives to provide responsive, cost-effective municipal services to its nearly 30,000 residents as well as its diverse mix of businesses. These services range from full-time police and fire services to community and economic development assistance to education and social programs. Similar to other communities in Massachusetts, the Town of North Andover also offers several services not required by state law, such as a senior center and public library.

In the preceding years, however, changes in demand for programs and services in the community has put pressure on the Town to update, expand and modernize its facilities while still maintaining a high level of service. Often this has been done on a case-by-case basis of immediate need. To help ensure that future investments in municipal buildings are organized and economical and government services are provided efficiently, the Town of North Andover commissioned The Cecil Group and its consultant team to prepare this plan.

This *Municipal Facilities Master Plan* provides a comprehensive assessment of Town-owned buildings and sites and offers recommendations for relocating and reusing the properties to best meet the facility needs of the Town of Andover. This plan evaluates municipal space needs and building options, and it recommends a feasible approach to meeting those needs. The main objectives of the study are to:

- Determine the space, location and program requirements of municipal and school departments based on department feedback and comparative studies.
- Assess Town-owned buildings to determine their conditions and opportunities for public use, reuse and redevelopment.
- Identify and review additional Town-owned sites to determine their potential for municipal use.
- Develop and prioritize scenarios for recombining, relocating and reusing Town facilities and operations.
- Consider other opportunities that involve private investment or partnership.

Previous Studies and Plans

The following studies and plans were provided by the Town to the consultant team as background information and resources for this *Facilities Master Plan*.

- *Town of North Andover Master Plan*, by the North Andover Master Plan Committee with assistance by North Andover Department of Community Development and Services and Community Opportunities Group, Inc., 2000
- *Town of North Andover Capital Improvement Plan 2012-2016*, by the Town Manager, 2010.
- *Town of North Andover Project Request Rating Sheet*, by the Capital Improvement Committee, 2010. The Capital Improvement Plan criteria was used in the development of a matrix to rate alternative scenarios for the reuse or relocation of municipal facilities.
- *Lease plans*, for Community Development and School Administration departments at 1600 Osgood Street.

- *Building plans*, available for the former Police Station, Bradstreet School, DPW Garage, Senior Center, and North Andover Elementary Schools.
- *Proposed New Fire Department Headquarters Facility, Estimate of Probable Construction Cost*, by Lieb Architects, October 2010 for a 16,338 to 21,025 square foot facility.

2 NEEDS ASSESSMENT

Economic Development Master Plan Purpose and Objectives

Collection of Information

Department Assessments

Departmental Review Meeting

Development of Facilities Space Needs Programs

2

Needs Assessments

NEEDS ASSESSMENT

During the first phase of this study, the consultant team gathered data to better understand the functional and space requirements of municipal and school departments. This work laid the foundation for this *Municipal Facilities Master Plan* by quantifying the specific needs of each department, including office, meeting and support spaces.

The consultant team used this information to develop space programs for seven Town departments or divisions: Community Development Division, Fire Department, Elder Services Department, School Department, Division of Public Works, Emergency Management Agency, and Information Technology Department. Ultimately, the information was used to help program successful buildings that will allow the Town of North Andover to most efficiently and effectively deliver services to the community.

Collection of Information

The consultant team collected from the Town all plans, reports and data that could assist in this *Municipal Facilities Master Plan*. With assistance from the Town Manager's office, the team also met with department heads to discuss this project, describe the information sought and explain the desired outcomes.

Department Assessments

Assessments of municipal and school departments were conducted to determine their precise program and space requirements. Each department head was asked to complete a questionnaire about their program needs. The survey, which was distributed electronically, had the following sections:

- Hours of Operation
- Office Requirements
- Public Interface
- Meeting Space
- Support Services
- Support Spaces
- Other General Questions
- Inter-departmental Adjacencies

Ten department or division heads participated in filling out the questionnaire. They are:

- Elder Services Department and Senior Center
- Community Development Division
 - Building Department
 - Conservation Department
 - Health Department
 - Planning Department
- Division of Public Works
- School Department
- Information Technology Department
- Emergency Management Agency

See Appendix A for the completed surveys. The consultant team evaluated the results, which were then used to develop facilities space needs programs for municipal departments.

In addition to assessing municipal department needs, the consultant team examined the School Department Central Administration's offices and confirmed its space needs. The purpose was to determine feasible alternative locations for the School Administration offices. The team also evaluated school enrollment projections to determine whether any additional space was needed and if so, what implications there would be on other municipal facilities.

Departmental Review Meeting

Following the initial collection of data, the consultant team and Municipal Facilities Planning Committee held a Facilities Planning Workshop with department heads and other invited guests. The agenda was to present preliminary findings and recommendations on building assessments, department space programs, facility site options and scenario alternatives. The workshop included a slide show presentation and a question-and-answer session facilitated by The Cecil Group.

The findings and recommendations were further refined as a result of the Workshop and will be discussed later in this study. A key request was to add the School Department's capital program for the Town's elementary schools to the plan and review the demographics for elementary school-age children to confirm the capital program needs for additional classrooms and other school support space.

Development of Facilities Space Needs Programs

The consultant team developed space needs programming for seven departments: Community Development Division, Fire Department, Elder Services Department, School Department, Division of Public Works (DPW), Emergency Management Agency (EM), and Information Technology Department (IT). The programming was based on existing department needs, Federal municipal workspace standards and additional research.

For each department, employee workspaces and unique spaces such as storage areas, meeting area, lobbies and kitchens were calculated. These calculations took into account office space needs, which were based on employee counts and workspace standards. Typically, office spaces are planned at roughly 180-200 square feet per employee. This includes about 90 square feet for most individual work spaces, plus support spaces and circulation. The choice of office equipment and modular systems impacts the space requirements. Non-office spaces were based on existing space utilization as well as the potential to expand to meet future requirements.

The consultant team proposed the following gross square footage for renovated space. A detailed list of the space program for each department may be found in Appendix C.

- Community Development Department: 5,780 SF
- Fire Department: 10,180 SF
- School Department: 6,260 SF
- Council on Aging/Senior Center: 16,690 SF
- DPW: 3,750 SF (only office space)
- IT: 2,700 SF
- EM: 1,500 SF plus vehicle and equipment storage

3

BUILDING AND SITE ASSESSMENTS

Building Assessment

Site Assessments

Building Fit Studies

3

Building and Site Assessments

BUILDING AND SITE ASSESSMENTS

The consultant team assessed five municipal buildings and their sites and some additional properties to better understand their existing conditions as well as their potential for reuse, redevelopment or public use. The building assessments largely focused on the apparent physical conditions of the structures. The site assessments focused on the potential to relocate or redevelop Town facilities, factoring in property issues, opportunities and use options. The assessments took into account the department space needs analysis and any operational efficiencies that could be identified. The goals of this *Municipal Facilities Master Plan* were also considered during the assessment process.

Building Assessment

The Cecil Group created a Building Assessment Team composed of HMFH Architects, as building architects, Garcia Galuska DeSousa Consulting Engineers Inc., as building engineers, and Foley Buhl Roberts & Associates, as structural engineers. The Building Assessment Team analyzed the structural integrity, building systems and architectural condition of five Town-owned buildings. A standardized assessment form was used to help ensure consistent and comparable reviews. Building information from previous construction plans, floor plans and official records were collected to facilitate the analysis and review. The following buildings were assessed in this study:

- Bradstreet School, 70 Main Street
- Former Police Station, 566 Main Street
- Fire Station at 124 Main Street
- Public Works Facility, 384 Osgood Street
- Senior Center, 120 R Main Street

Beyond determining the conditions of the buildings, the assessments helped the consultant team identify opportunities to redevelop the facilities for municipal or other uses. The analysis, for example, looked at the suitability of each building's current use as well as whether it met each department's programmatic requirements.

Each building is also described below. See Appendix B for the detailed reports.

Bradstreet School

Built in 1915, the Bradstreet School was originally constructed as a school, but it has been vacant for more than six years. The Fire Department currently uses the building for certain training exercises. Located on a 1.15-acre site at 70 Main Street, the building is roughly 19,500 square feet and has two stories in addition to a basement that is a half-story below the ground level. It includes two classrooms, a multi-purpose room, cafeteria and kitchen in the basement; four classrooms and boys and girls toilets on both the first and second floors; and a small office on each floor. There is no elevator.

The former school is a wood-framed building with brick masonry walls and a flat roof. There have been three additions over the years, including two on the eastern side of the original building. The third addition is a single-story structure that was likely added to accommodate academic space. There is a handicapped accessible ramp leading to the rear entrance of the former school, but the front and two side entrances are not handicapped accessible.

An assessment of the Bradstreet School building revealed several major issues and needs, which are as follows:

- Not ADA compliant
- New HVAC required
- New electric system required
- New life safety systems required
- Fire protection systems serviceable
- Gas systems serviceable

Other repairs to the building are also needed. For example, there are depressions and cracks in the basement slab, which should be repaired or replaced, and the exterior masonry and foundation walls are in need of repair. There is some cosmetic damage to the plaster walls inside, and the wood floors in the classrooms should be repaired or refinished. In addition, there are missing or damaged ceiling tiles that need to be replaced throughout the building, and the roof may be leaking.

Overall, the building is worthy of consideration for reuse for municipal and other purposes because of its location in the downtown, its historic context and its size.

Former Police Station

The former police station is located on a 1.57-acre site at 566 Main Street. It was constructed in 1968 as a police station and become vacant within the last year. The building is roughly 6,000 square feet, which includes a basement and ground-level floor. There are holding cells, locker rooms, offices and a garage in the basement and administrative offices and a dispatch station on the first floor. There is also an unoccupied attic space, which can be accessed by a ships ladder. The building does not have an elevator; there are stairs at the back of the building.

The wood and concrete-framed building has concrete masonry walls and a sloped roof. The trusses span the north-south width of the building, and the interior walls on the first floor are non-loading-bearing. The following issues or needs were identified through an assessment of the building.

- Not ADA compliant
- Lift required
- Roof replacement required
- Repointing required
- Electrical system serviceable
- Gas system serviceable
- HVAC upgrade required

Other upgrades and repairs are needed if the building is to be reused. Specifically, the fire alarm system needs to be upgraded as it is not ADA compliant, and an automatic sprinkler system will need to be installed if the building is substantially renovated. Currently, there are no sprinklers in the building. The carpet on both floors should be replaced, and the life safety system should be upgraded.

3

Building and Site Assessments

Overall, the building is worthy of consideration for reuse for municipal and other purposes because of its location near other town property, its ability to expand on site, and its open floor plan.

Fire Station

The North Andover Fire Station is located on a 1.04-acre site at 124 Main Street. The building, constructed in 1800, is 9,364 square feet and has two stories plus a basement. The first floor has three fire truck bays and a small office, and the second floor has a kitchen, lounge, offices and sleeping quarters. There are storage spaces, building services and an exercise room in the basement, which provides a connection to the Town Offices next door. The building does not have an elevator. Instead, there are two stairways, one between each floor.

The building has a wood frame, brick masonry walls and flat roofs; a new roof was recently installed. There are steel trusses that appear to span the east-west width of the building. An assessment of the building revealed the following issues and needs.

- Not ADA compliant
- Window replacement required
- Floor repairs required
- Repointing required
- Upgrade electrical systems required
- Upgrade plumbing systems required
- Upgrade to HVAC system required

In addition to these needs, the basement slab should be repaired or replaced because it has a number of cracks and pits. The fire alarm system and life safety systems should be upgraded, and the stair railings need to be made ADA compliant.

Overall, the building is determined to be worthy of consideration for reuse because of its location in the downtown, its inclusion in the Town Hall complex, and its historic context. However, the building is also considered difficult to improve because of its age and condition.

Public Works Facility

The Public Works facility was built in 1978 at 384 Osgood Street and continues to be used as the maintenance, storage and administrative facility of the North Andover Public Works Department. In 1987, the DPW administrative offices were relocated from Town Hall to the site.

Located on a 3.59-acre site, the facility is a one-story, 27,700-square foot building with a partial second floor and storage mezzanines. Maintenance vehicles and equipment are housed in facility, which also includes storage areas, break rooms and workshops. Offices are located on the Osgood Street end of the building. These offices are not handicapped accessible and do not appear to be well maintained. The facility has two interior stairs but no elevator.

The Public Works building has a steel frame with metal panel exterior walls and a metal roofing system. There are 11 garage doors on the west side; the opposite side has no windows or doors. The building's age is starting to show, with some insulation falling away and settlement collecting in the interior masonry walls. Major issues and needed repairs include the following:

- Not ADA compliant
- Floor slab improvements required
- New HVAC required
- Upgrade of plumbing required
- New electric system required
- Upgrade of fire protection and life safety systems required

Overall, the building is considered most appropriate for continued use as a garage after making site improvements.

Senior Center

In 1996, the Senior Center was expanded at 120 R Main Street behind Town Hall. It is a two-story building with roughly 7,800 square feet. The ground floor includes several meeting rooms, offices and storage spaces as well as a kitchen, living room and exam room. A director's office and secretary's space are located on the first floor.

Site Assessments

An assessment of several Town-owned sites was conducted to support alternatives for redeveloping or relocating Town departments and facilities. The sites were evaluated individually as well as collectively to determine how they could best meet the needs of municipal departments and serve the North Andover community.

Existing and Potential Sites

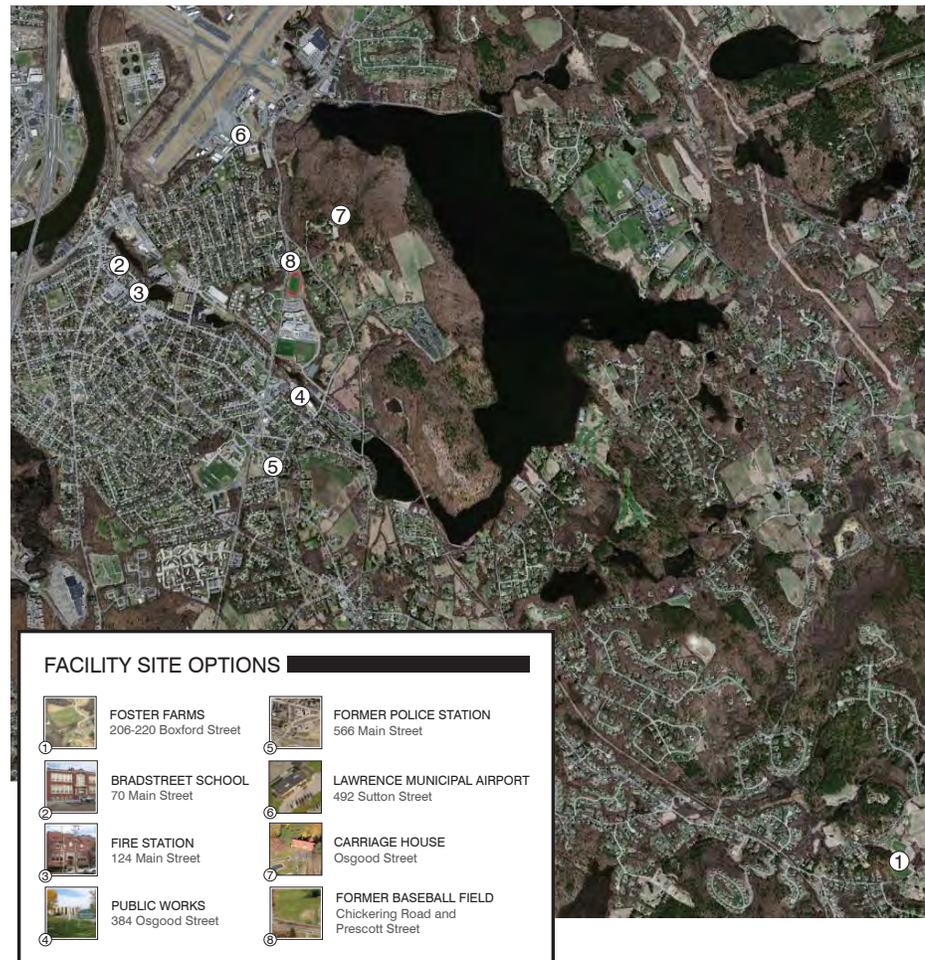
The consultant team examined the sites of three Town buildings: Bradstreet School, Former Police Station and Municipal Garage Facility. Each of the sites was evaluated based on their condition and capacity to support municipal uses. The assessments took into consideration a wide range of characteristics and criteria, including size, zoning, compatibility with surrounding areas and potential impact on adjacent areas. The consultant team also looked at how each site could be reconfigured or better utilized.

Also considered were four additional sites: Carriage House, Foster Farm, Lawrence Municipal Airport, and the corner of Prescott Street and Chickering Road at the north end of the High School property. This work involved looking at the range of uses and programs that each site could accommodate and identifying site issues and opportunities. The consultant team decided to further assess one of the additional sites, Prescott Street and Chickering Road, based on a probability of success for locating a new Fire Station there. This site and the others mentioned earlier are described below and shown in Figure 3.1.

3

Building and Site Assessments

Figure 3.1 Facility Site Options



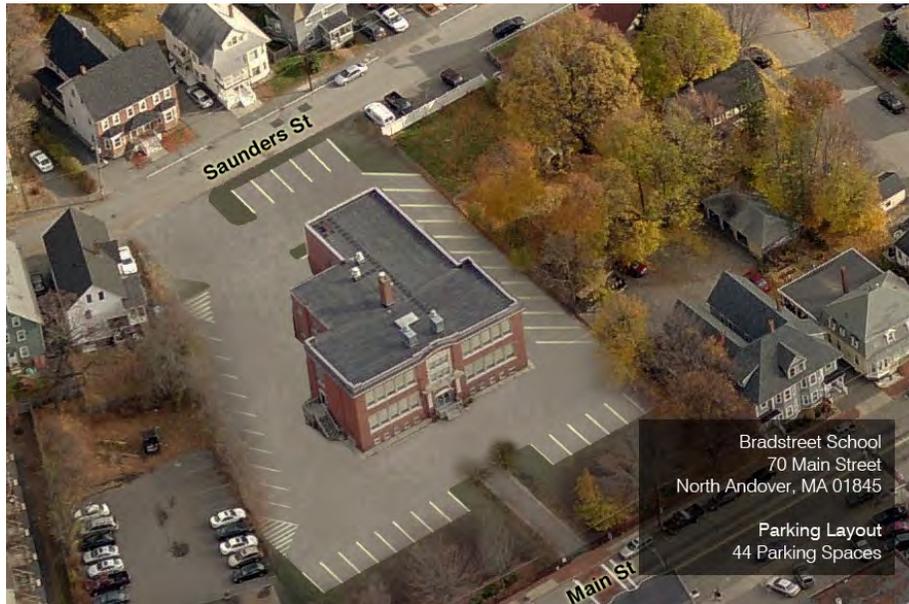
Bradstreet School

This former school, set back from Main Street, was identified in the meetings as an iconic building that deserves preservation and reuse. It has been used for various purposes and has not remained vacant for very long periods. The building is separated from Main Street by a wrought iron fence and a buffer area with vegetation, and there is a main entrance path running through the center of the buffer to the building. Within the vegetated buffer are several mature maple trees and open, unused areas. A paved apron surrounds the building for parking spaces and driveways. Most of the paved area has a chain link fence separating the property from the streets and adjacent properties. The rear of the property provides vehicle access to the site from Saunders Street. Nine car parking spaces are located on the street side of the chain-link fence that separates the school property from Saunders Street.

- Location: 70 Main Street
- Size: 1.15 acres
- Owner: Town of North Andover
- Zoning: General Business District
- Existing Conditions: Vacant 19,500-square-foot building used for Fire Department training exercises, with parking to the north and west of the facility

- Access: Main Street and Saunders Street
- Assessed Value: \$1.89 million
- Site Plan: The parking lot around the building could be reconfigured to include 44 spaces as shown in Figure 3.2.

Figure 3.2 Bradstreet School



Former Police Station

The former Police Station is located at the intersection of Main Street and Osgood Street, within a triangular piece of property that includes a memorial at the apex. The property is located across Main Street from Kittredge Elementary School and across Osgood Street from residential homes. The grade of the property drops steeply towards the rear across the building foundation, allowing the lower floor to daylight at the back of the building where the main parking lot is situated. Approximately 45 parking spaces were counted in the rear of the property, and a temporary building has been sitting at the rear of the building. Beyond a landscape buffer along the rear property line is a parking lot for a multi-unit residential care center.

The property appears suitable for new construction: either expansion of the existing building or new facilities.

- Location: 566 Main Street
- Size: 1.57 acres
- Owner: Town of North Andover
- Zoning: Residence 4 District
- Existing Conditions: Vacant 6,000-square-foot building, with a parking lot to the north of the facility
- Access: Main Street and Osgood Street (two accesses on each street)
- Assessed Value: \$1.24 million
- Site Plan: The parking lot north of the building could be reconfigured to include 49 spaces as shown in Figure 3.3.

3

Building and Site Assessments

Figure 3.3 Former Police Station



Municipal Garage Facility

The Municipal Garage Facility is a deep property that fronts on the west side of Osgood Street and lies along a braided stream that drains from Stevens Pond. The front of the lot is a paved parking lot with about 20 spaces, and the rear of the parcel is unpaved. The buildings, garages and salt storage shed are located in the center of the property with adjacent access and storage. A right-of-way runs on the south side of the property. Access into the property is either through the center driveway, which provides access to the parking lot in front of the building, or through the south-side right-of-way, which provides access into the garage and rear of the property. While most of the property is surrounded by other industrial and commercial properties, residential homes on Concord Street back up to the property. There is no paving between the main garage building and the stream.

The property is fully committed to public works functions and vehicle storage. Site improvements are needed to control storm water runoff into the adjacent river.

- Location: 384 Osgood Street
- Size: 3.59 acres
- Owner: Town of North Andover
- Zoning: Residence 4 District
- Existing Conditions: Public Works maintenance, storage and administrative building, with parking to the north, west and south of the facility
- Access: Osgood Street
- Assessed Value: \$1.61 million
- Site Plan: The site is large enough to accommodate the addition of an office facility to the south of the existing building, as shown in Figure 3.4.

Figure 3.4 Municipal Garage Facility



Prescott Street/Chickering Road Parcel

This parcel was previously indicated by the Town as a section of the High School property suitable for a future public safety facility. The parcel is flat and currently has a softball-sized baseball field located on it. Behind the property are the North Andover High School track and field facilities, and beside the property is open residential property. An access drive from Prescott Street runs through the site to the High School track and field facilities, and the access continues onto the High School parking lot.

The subject site is suitable for reuse for a public safety facility. This may require replacing the baseball field and would require a new alignment of the High School access road.

- Location: Prescott Street and Chickering Road
- Size: 3.84 acres (Only a portion of this parcel would be developed into a new fire station.)
- Owner: Town of North Andover
- Zoning: Residence 2 District
- Existing Conditions: Vacant property/field north of the North Andover High School track
- Access: None
- Assessed Value: \$218,900
- Site Plan: This site has been designated for the future construction of a public safety facility. It is well suited for a new Fire Department Headquarters. As shown in Figure 3.5, a new fire station could be accessed from both Prescott Street and Chickering Road. A parking lot with 12 spaces could be located behind the building.

3

Building and Site Assessments

Figure 3.5 Prescott Street/Chickering Road Parcel



Other Properties: Lawrence Municipal Airport, Foster Farm, Carriage House

As mentioned earlier, three additional properties were dismissed as potential locations for municipal or school facilities following site assessments. The City of Lawrence Airport property is located on Sutton Street. Roughly nine or 10 acres of the property south of the active airport was considered as a potential site for a new fire station. The site, which is west of Terminal Road, is flat, open land. It could be accessed from both Terminal Road and Sutton Street.

The Carriage House is part of The Stevens Estate, which includes a mansion, outbuildings and grounds off of Osgood Street. Owned by The Town of North Andover, the property is on the National Register of Historic Buildings. The Carriage House is located in a wooded area northwest of the main mansion. It can be accessed via a long drive that winds up a hill. The entrance to The Stevens Estate is across the street from Prescott Street.

Foster Farm is located at 206-220 Boxford Street. The property includes two fields – totaling roughly 6 acres – and a small parking lot. The Town had planned to build an elementary school on the property but decided against it for several reasons, including enrollments not growing as projected.

Building Fit Studies

Building fit studies were conducted to determine if the Community Development Division and School Department Administration offices could fit in existing and/or vacant Town-owned buildings given space and circulation requirements. The studies were not meant to be conceptual or final designs of building interiors. Instead, the consultant team's architect used simple blocks – representing different rooms and spaces – to test whether required spaces could fit into building footprints.

The team specifically examined the Bradstreet School property, former Police Station and Senior Center. Two options for the buildings were considered. The team looked at whether

the Bradstreet School property could accommodate the Senior Center or both the Community Development Division and School Department Administration offices. The results of the fit studies are described below. They were considered by the consultant team in the development of alternative scenarios, which will be discussed later.

Bradstreet School

Roughly 19,500 square feet in size, the Bradstreet School could accommodate the Senior Center, which requires approximately 17,000 square feet. Figure 3.6 shows how the Senior Center would fit into the former school building. There are, however, several drawbacks to this arrangement. For example, several meeting rooms would be smaller than the 1,000 square feet the Senior Center desires, and there would not be enough space to have a single large room next to the kitchen, which means serving lunch at events would be more challenging even though possible. In addition, the three-story building would require an elevator to travel between floors.

Alternatively, the Bradstreet School property could fit both the Community Development Division and School Department Administration offices as shown in Figure 3.7. The Community Development Division could be located on the ground and first floors, and the School Department could occupy part of the first floor and most of the second floor. Together, the two departments require roughly 12,000 square feet, which is less than the Bradstreet School could provide. This would possibly result in area for additional meeting rooms.

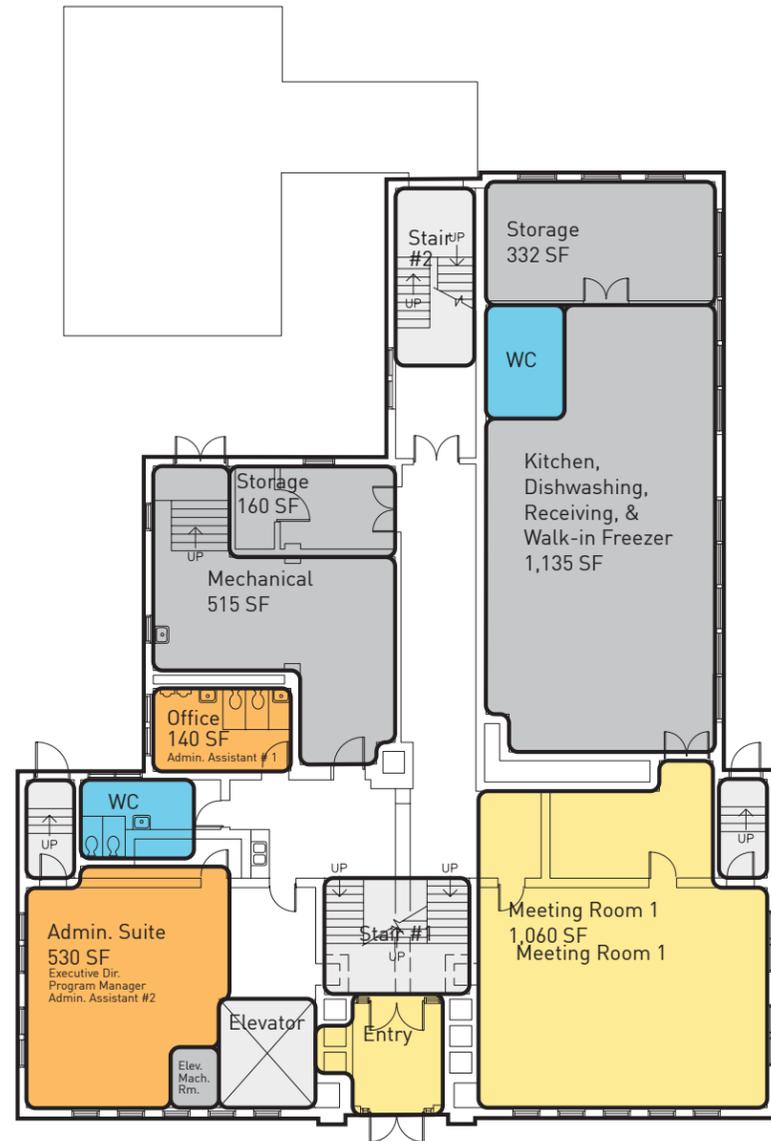
Former Police Station

The former Police Station at 566 Main Street is comparatively smaller with roughly 6,000 square feet. Given the limited space, the Community Development Division or School Department Administration do not easily fit into the building. The Community Development Division, which requires approximately 5,800 square feet, fits in the building but with limited options for circulation as shown in Figure 3.8. However, a small addition to the rear of the building, similar to the building entrance on the top floor, could be used to provide additional space to accommodate either of the two departments.

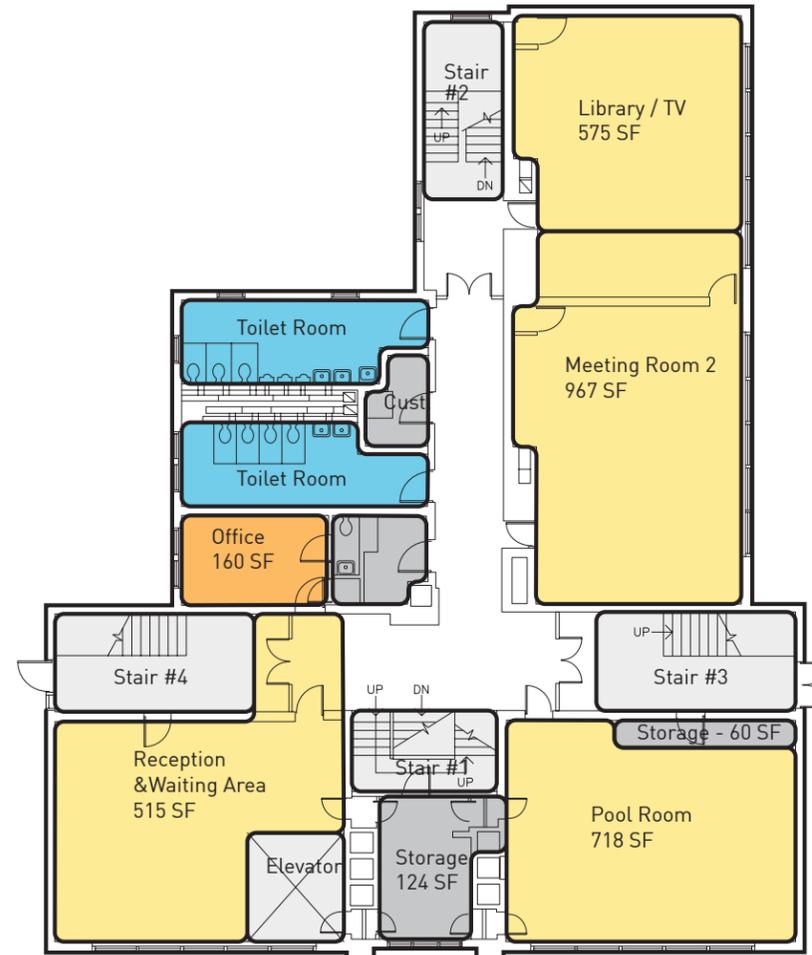
Senior Center

The Senior Center at 120 R Main Street could easily fit the Community Development Division or the School Department Administration as shown in Figures 3.9. For either department, there would be ample space for offices, storage, meeting rooms and work spaces. The meeting rooms would provide options for modular office systems that could be arranged and expanded, as needed.

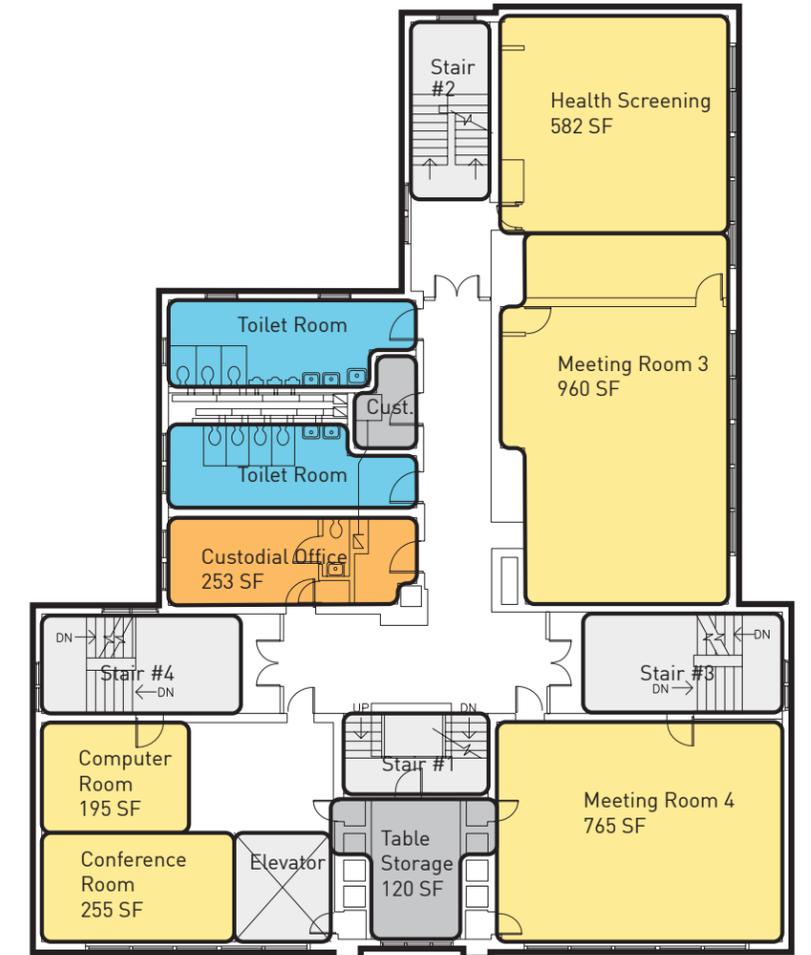
Figure 3.6 Bradstreet School Fit Study - Senior Center



Basement Plan



First Floor Plan



Second Floor Plan

Figure 3.8 Former Police Station Fit Study - Community Development Division

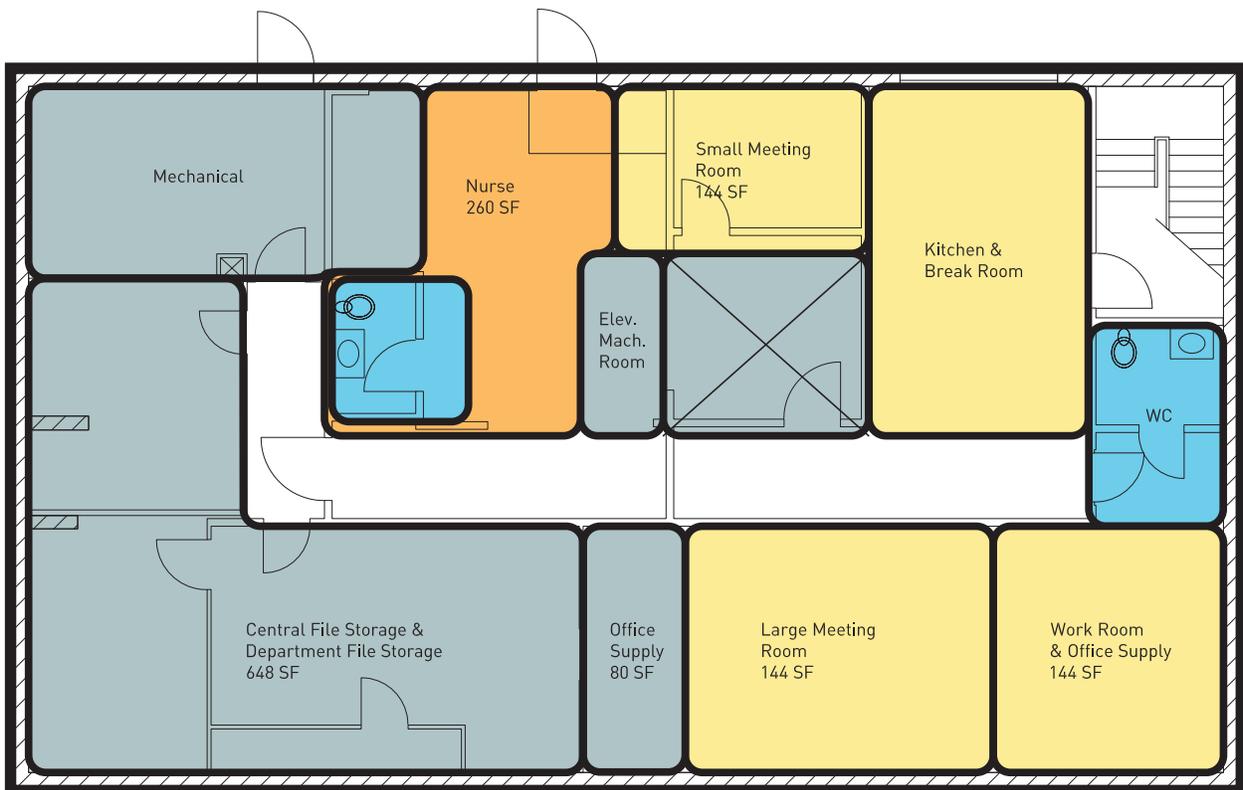
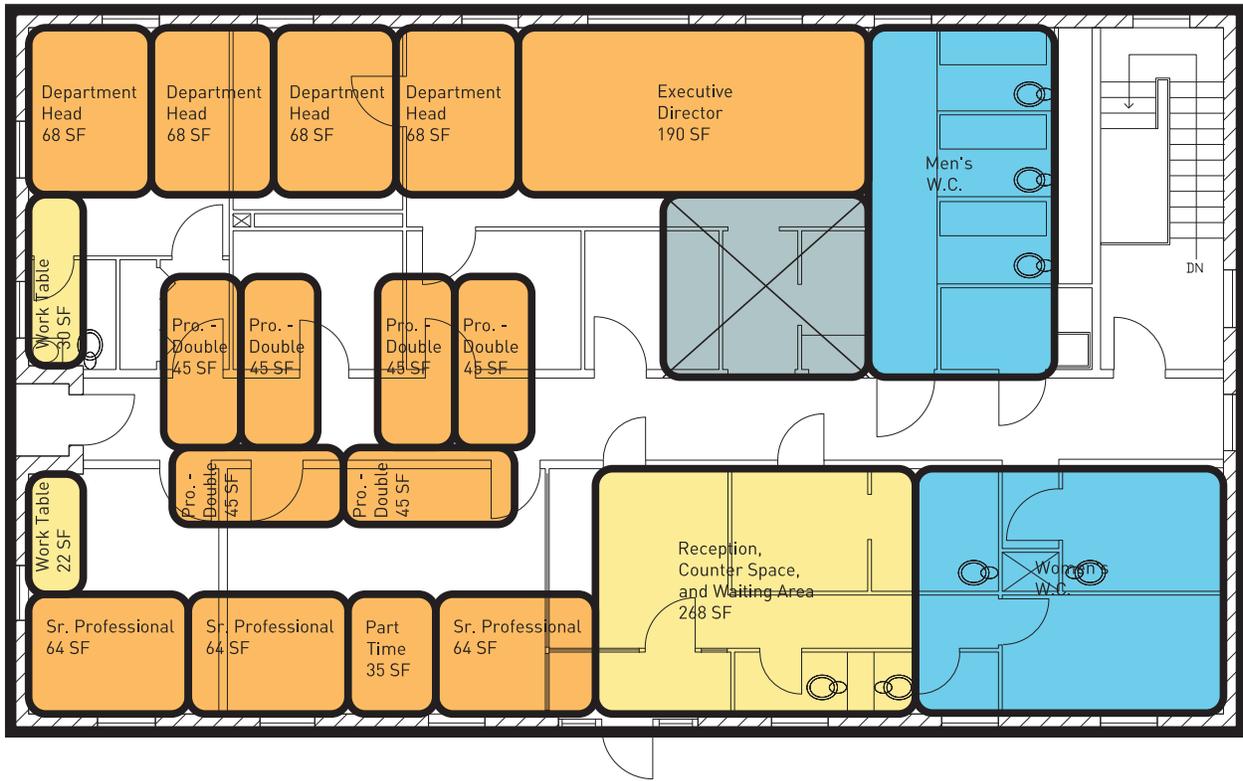
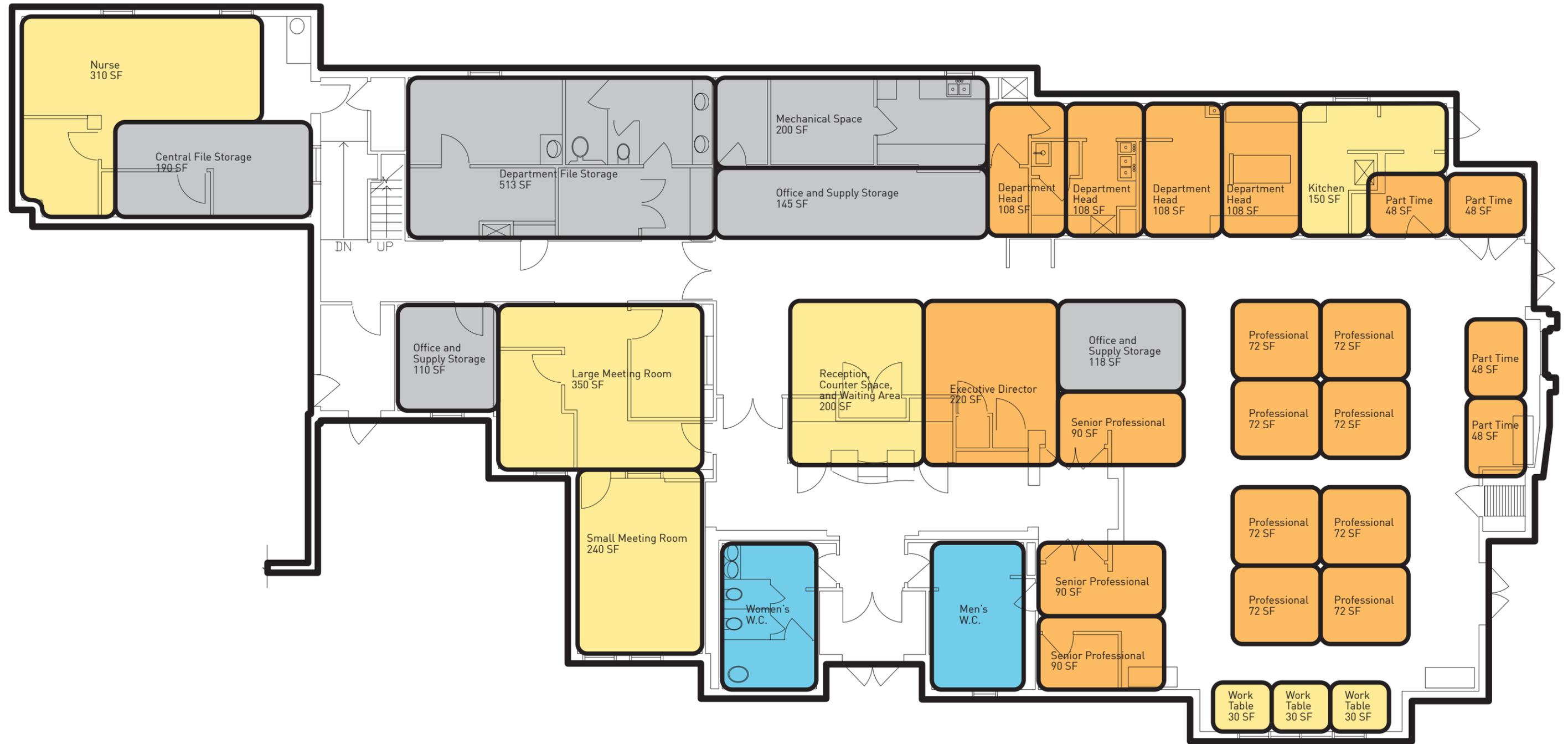


Figure 3.9 Senior Center Fit Study - Community Development Division and School Department



4 ALTERNATIVE SCENARIOS

Alternative Scenario No.1: Use/Reuse of Existing Buildings

Alternative Scenario No.2: New Fire Station

Alternative Scenario No.3: New Fire Station and Senior Center Expansion

Alternative Scenario No.4: New Fire Station and Senior Facility

Senior Center Expansion Alternative

Public-Private Alternatives

Conclusions

4

Alternative Scenarios

ALTERNATIVE SCENARIOS

The consultant team developed four site alternative scenarios for relocating, recombining and reusing Town facilities and operations. The goals of this Facilities Master Plan, described below, were considered in the development of each scenario.

- Promote municipal efficiency
 - Relocate Community Development Division closer to other Town offices
 - Relocate School Department Administration closer to schools and other Town offices
 - Assess Fire Department Headquarters' ability to accommodate new equipment
 - Improve DPW office space accessibility and on-site drainage
- Move School Administration and Community Development offices to new locations
 - Community Development Division lease expires in 2016
 - School Department Administration lease expires in 2012
- Rehabilitate and reuse existing buildings to the extent possible
 - Determine if building reuse is cost effective
 - Determine if building reuse meets other Town goals
- Remain within Capital Program financial and CPA expenditure guidelines
 - Utilize current bonding capacity
 - Phase in with the retirements of bonds
 - Utilize CPA funds approved by the Town of North Andover
- Promote economic activity in the Downtown
 - Keep Senior Center Downtown
 - Relocate municipal offices to Downtown
 - Recommend new use for the Bradstreet School
- Keep the Senior Center Downtown
 - Maintain Senior Center in Downtown/Main Street area for access to Town services and events
 - Meet current and projected space needs

Each of the four alternative scenarios addresses the needs of the Fire Department, Community Development Division, School Department, Senior Center, Thrift Shop and Public Works Department. There are several elements that remain consistent in all of the scenarios. For one, the North Andover Thrift Shop, a nonprofit located at the historic Schofield Mill at 172 Sutton Street, would be attached to the Senior Center. In addition, no new schools would be built in any of the scenarios. Instead, building and site improvements would be made to the schools.

The Public Works Department would also remain in its current location at 384 Osgood Street in all of the alternative scenarios. This is largely due to the fact that it would be difficult to site a

facility of its size and type in most other areas of town. Additionally, the existing Public Works facility is in good condition, and all of the desired changes could be accommodated by the addition of a small office building along with minor site improvements.

All of the scenarios were evaluated based on the individual characteristics of each site as well as the overall combined municipal efficiencies and positive civic impacts of their collective locations. They included the following considerations.

- Benefits and impacts
- Relative financial demands and risks
- Schematic building design concepts
- Effect on Town infrastructure and circulation
- Projected design development and construction costs
- Projected capital costs and operating costs
- Impact on overall town and department operations
- Potential customer benefits and demands
- Considerations of health, safety, and environmental issues
- Legal requirements
- Phasing and time lines for projects both individual and collectively
- General public accessibility

Cost estimates were developed for each of the building and facility projects as shown in Table 4.1. The following cost factors were used to determine the cost estimates: \$400 per square foot for new construction and \$250 to \$425 per square foot for rehabilitation or renovation. (Renovations of historic buildings such as the Bradstreet School are expected to cost more than other renovation projects.) These cost ranges are based on recent public building projects in similar communities in Massachusetts. The Total Project Costs in the following table include all of the “soft” costs as well as construction. The Total Project Costs are those used while considering the alternative scenarios.

Table 4.1 Project Cost Estimates

Facility	Type	Estimate
Police Station	Renovation and addition	\$2,695,000
Bradstreet School	Renovation	\$9,011,063
Fire Station	Improvements	\$500,000
Elementary Schools	Improvements	\$1,900,000
Senior Center	Renovation	\$2,695,000
Senior Center	Expansion	\$4,321,000
Fire Station	New Construction	\$6,600,000
Fire Station	Renovation	\$4,377,670
Public Works	Improvements	\$4,595,800

4 Alternative Scenarios

Working with the Facilities Master Plan Committee, the consultant team developed a matrix to facilitate a comparison between alternative scenarios. The matrix took into consideration the Town of North Andover's Capital Improvement Plan criteria, cost factors and other criteria such as reuse potential and space compatibility with use. Ultimately, each criterion in the matrix was weighted to their relative value, and a weighted value was created for each scenario alternative.

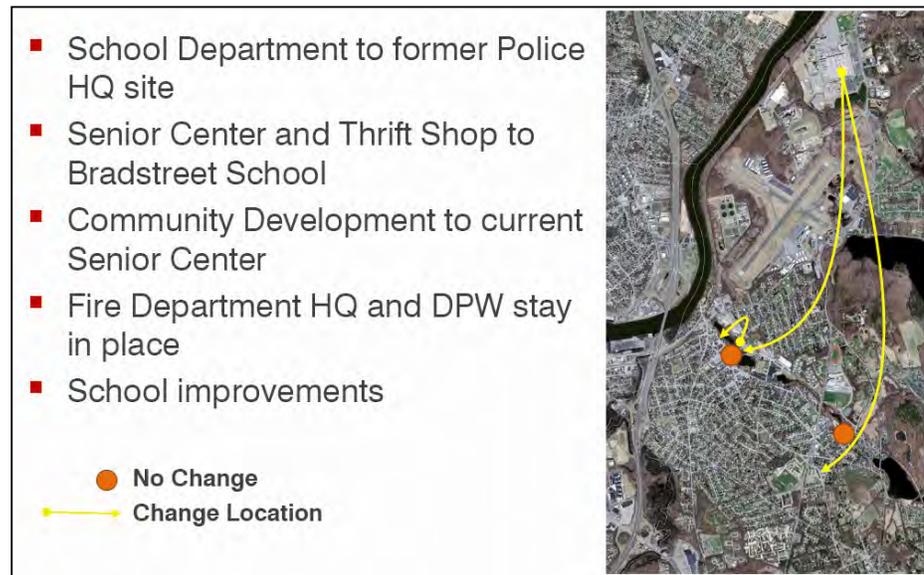
ALTERNATIVE SCENARIOS

Alternative Scenario No.1: Use/Reuse of Existing Buildings

Result

This scenario, shown in Figure 4.1, looks to rehabilitate and reuse existing buildings to the greatest extent possible, which is a goal of this Municipal Facilities Master Plan. It is the only scenario, for example, that does not propose constructing a new fire station. Instead, the Fire Department Headquarters is proposed to remain in place. As in all scenarios, the Public Works Department would also stay in its current location. While school improvements would be made according to the School Committee's capital program, no new school is contemplated.

Figure 4.1 Alternative Scenario No. 1: Use/Reuse of Existing Buildings.



The School Department Administration would move from its leased space at 1600 Osgood Street to the former Police Station site at 566 Main Street, and the Senior Center and Thrift Shop would move from Main Street to the Bradstreet School site at 70 Main Street. The Community Development Division would move to the current Senior Center site behind Town Hall.

Benefits and Implications

School Department Administration to former Police Station

- Terminate School Department's lease at a private property and move it to a new location (goal of this Facilities Master Plan)

- Move the School Department Administration closer to Town offices and schools (goal of this Facilities Master Plan)
- Create a school campus concept with the adjacent Kittredge Elementary School, North Andover Middle School and Adkins Elementary School
- Enhance communication between the School Department Administration and individual schools
- Provide the School Department with flexibility to provide additional offices, classrooms and parking as required by changing student population trends.

Senior Center and Thrift Shop to Bradstreet School

- Keep the Senior Center Downtown (goal of this Facilities Master Plan)
- Provide the Senior Center with less space than desired (smaller meeting rooms and no large space near kitchen)
- Make it potentially more difficult for seniors to get around the Senior Center as spaces would be distributed on three floors
- Free up current Senior Center property, allowing the Community Development Division to move in

Community Development Division to current Senior Center

- Terminate Division's lease at a private property and move it to a new location (goal of this Facilities Master Plan)
- Centralize municipal offices and services in one location Downtown
- Promote municipal efficiency by permitting the sharing of existing resources and infrastructure between Town offices
- Promote economic activity Downtown (goal of this Facilities Master Plan)

Cost

This scenario, with an estimated cost of \$21.4 million, would require the lowest level of investment of the four alternative scenarios. This is largely due to the fact that it does not call for the construction or expansion of new facilities as the other scenarios do. Table 4.2 breaks down the cost estimate for this scenario.

Table 4.2 Project Cost Estimate: Scenario 1

Facility	Use	Estimate
Bradstreet - Renovation	Senior Center/Thrift Shop	\$9,011,063
Police Station - Renovation	School Administration	\$2,695,000
Senior Center - Renovation	Community Development	\$2,695,000
Fire Station - Interim Improvements	Remains Fire Department	\$500,000
DPW Garage - Site Improvements	Remains DPW	\$4,595,800
Elementary Schools - Improvements	Remain Schools	\$1,900,000
Total		\$21,396,863

4

Alternative Scenarios

Alternative Scenario No.2: New Fire Station

Result

This scenario envisions the construction of a new fire station at the Prescott Street/Chickering Road Parcel as shown in Figure 4.2. (The Town has designated the parcel as the site of a future public safety building.) The School Department Administration would move to the current Fire Department Headquarters at 124 Main Street, and the Senior Center and Thrift Shop would move to the Bradstreet School. The Community Development Division would move from Osgood Street to the current Senior Center space at 120 R Main Street. As in all scenarios, the Public Works Department would remain in place, and school improvements would be made.

Figure 4.2 Alternative Scenario No. 2: New Fire Station



Benefits and Implications

New Fire Station at Prescott Street/Chickering Road Parcel

- Provide the Fire Department with a facility that accommodates their precise space and programming needs
- Free up the current fire station site, allowing another municipal or school department to move in
- School Department Administration to the current Fire Department Headquarters
- Terminate School Department's lease at a private property and move it to a new location (goal of this Facilities Master Plan)
- Promote municipal efficiency by allowing school and town offices to share existing resources

Senior Center and Thrift Shop to Bradstreet School

- Same benefits and implications as Scenario No. 1

Community Development Division to current Senior Center

- Same benefits and implications as Scenario No. 1

Cost

This scenario would require roughly \$29.7 million in investment, making it the costliest option. As shown in Table 4.3, the higher price-tag is due to the renovation of three buildings and the construction of one new building. The other scenarios do not call for as many projects overall.

Table 4.3 Project Cost Estimate: Scenario 2

Facility	Use	Estimate
Bradstreet - Renovation	Senior Center/Thrift Shop	\$9,011,063
Senior Center - Renovation	Community Development	\$2,695,000
Fire Station - Repairs (Floor)	Fire Department Until Move	\$500,000
Fire Station - Renovation	School Administration	\$4,377,670
Route 125 - New Construction	Fire Department	\$6,600,000
DPW Garage - Site Improvements	Remains DPW	\$4,595,800
Schools - Improvements	Remain Schools	\$1,900,000
Total		\$29,679,533

Alternative Scenario No.3: New Fire Station and Senior Center Expansion

Result

As demonstrated in Figure 4.3, this scenario calls for a new fire station at the Prescott Street/ Chickering Road Parcel. It also proposes to expand the Senior Center and Thrift Shop into the current Fire Department Headquarters at 124 Main Street. The School Department Administration and Community Development Division would move from Osgood Street to the Bradstreet School property at 70 Main Street. As in all scenarios, the Public Works Department would remain in place, and school improvements would be made.

Figure 4.3 Alternative Scenario No. 3: New Fire Station and Senior Center Expansion



4

Alternative Scenarios

Benefits and Implications

New Fire Station at Prescott Street/Chickering Road Parcel

- Same benefits and implications as Scenario No. 2

Expand Senior Center and Thrift Shop into current Fire Department Headquarters

- Keep the Senior Center Downtown (goal of this Facilities Master Plan)
- Meet current and projected space needs by accommodating the community's growing senior population (goal of this Facilities Master Plan)
- Keep the Senior Center close to other municipal departments, allowing Elder Services to continue working closely with other town offices

School Department Administration and Community Development Division to Bradstreet School

- Terminate both departments' leases at a private property and move them to a new location (goal of this Facilities Master Plan)
- Promote municipal efficiency by moving both departments closer to other Town offices (goal of this Facilities Master Plan)

Cost

This scenario would cost an estimated \$27.3 million, making it the second least expensive option behind Alternative Scenario No.1: Use/Reuse Existing Buildings scenario. Table 4.4 provides a breakdown of estimated costs.

Table 4.4 Project Cost Estimate : Scenario 3

Facility	Use	Estimate
Bradstreet - Renovation	Community Development/ School Administration	\$9,011,063
Fire Station - Repairs (Floor)	Fire Department Until Move	\$500,000
Fire Station - Renovation	Senior Center/Thrift Shop	\$4,377,670
Route 125 - New Construction	Fire Department	\$6,600,000
DPW Garage - Site Improvements	Remains DPW	\$4,595,800
Schools - Improvements	Remain Schools	\$2,255,000
Total		\$27,339,533

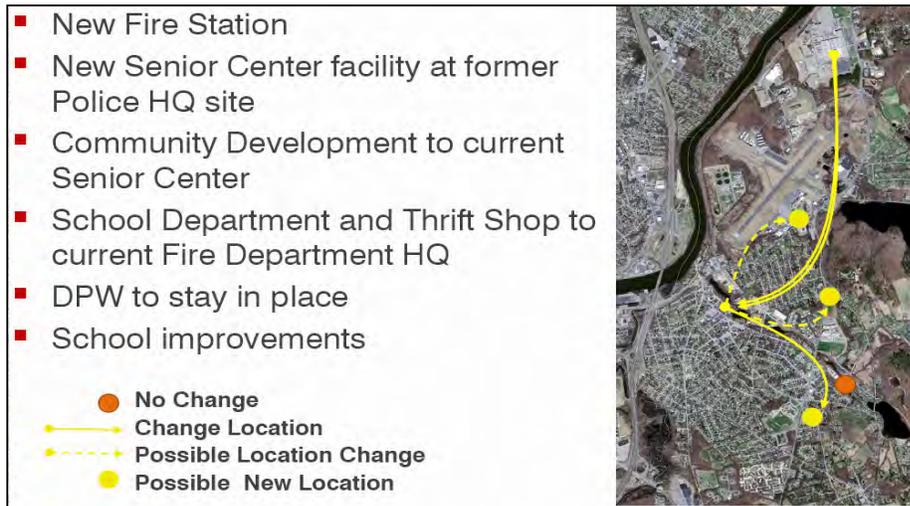
Alternative Scenario No.4: New Fire Station and Senior Facilities

Result

This scenario proposes the construction of two new facilities, a Fire Station and Senior Center. As shown in Figure 4.4, the new fire station would be built on the Prescott Street/Chickering Road Parcel, and the new senior center would be constructed at the former Police Station site at 120 Main Street. The former Police Station building would be demolished to make way for the new facility, which would also house the Thrift Shop.

The School Department Administration would move from its lease space on Osgood Street to current Fire Department Headquarters at 124 Main Street, and the Community Develop-

Figure 4.4 Alternative Scenario No. 4: New Fire Station and Senior Facilities



ment Division would move from 1600 Osgood Street to the current Senior Center site at 120 R Main Street. As in all scenarios, the Public Works Department would remain in its current location, and school improvements would be made.

Benefits and Implications

New Fire Station at Prescott Street/Chickering Road Parcel

- Same benefits and implications as Scenario No.2

New Senior Center at former Police Station

- Provide a Senior Center that meets the precise programming needs of the town
- Meet current and projected space needs by accommodate the community's growing senior population (goal of this Facilities Master Plan)
- Keeps the Senior Center in the Main Street area for access to Town services and events (goal of this Facilities Master Plan)

School Department Administration to current Fire Department Headquarters

- Same benefits and implications as Scenario No. 2

Community Development Division to current Senior Center

- Same benefits and implications as Scenarios No. 1 and 2

Cost

This New Fire Station and Senior Facilities scenario would require the second highest level of investment at \$28 million. The cost is largely due to the construction of two new facilities as shown in Table 4.5. The fire station would cost an estimated \$6.6 million to build, and the new Police Station could cost roughly \$6.9 million to construct.

4

Alternative Scenarios

Table 4.5 Project Cost Estimate : Scenario 4

Facility	Use	Estimate
Senior Center - Renovation	Community Development	\$2,695,000
Fire Station - Repairs (Floor)	Fire Department Until Move	\$500,000
Fire Station - Renovation	School Administration/Thrift Shop	\$4,377,670
Police Station - New Construction	Senior Center	\$6,939,360
Route 125 - New Construction	Fire Department	\$6,600,000
DPW Garage - Site Improvements	Remains DPW	\$4,595,800
Schools - Improvements	Remain Schools	\$1,900,000
Total		\$27,607,830

Senior Center Expansion Alternative

Another alternative considered was expanding the Senior Center in its current location; the expansion would be behind Town Hall. This way, the recent investment in renovating the space could be leveraged instead of building new space or renovating the entire Bradstreet School to accommodate the desired building program. By using the existing Senior Center, less additional space would have to be created to try and meet the proposed space program, and the cost of construction would be reduced with the reduction in new or renovated space.

The expansion of the existing Senior Center was considered based on two alternatives: going up or going out.

Going Up

Putting a second floor on the existing Senior Center would preserve the existing parking lot behind Town Hall and leave the existing rear entrances as is. However, the structure was apparently not designed for a second story, so it would require a new foundation to carry the higher loads, adding a premium to the cost of construction. The new supports would also likely disrupt the existing first floor plan. In addition, this alternative would require an elevator and separate spaces, which are some of the same issues related to renovating the Bradstreet School building.

Going Out

Expanding the first floor into the Town property behind Town Hall would be less costly than adding a second floor. It would not disrupt the existing rooms and spaces, and it would provide a single floor, allowing spaces to be easily linked in the floor plan. A more important issue is the impact on the existing parking lot where downtown parking has been considered an issue and where parking for Senior Center events is reportedly difficult. Consequently, another fit study was prepared to determine the potential of this option.

Fit Studies

As shown in Figure 4.5, the area for construction beside the existing Senior Center - within the Town property lines and after removing the area for setbacks required by Town zoning bylaws - is approximately 11,176 square feet. As noted in the figure, this area lies over a portion of the present parking lot. (About 8 parking spaces are included.)

As shown in the second illustration, Figure 4.6, a 7,400-square-foot addition could be extended from the rear of the existing Town Hall and Senior Center buildings. This would require a new rear entrance to the building complex and presumably a new roof on the combined Senior Center spaces. While internal spaces were not laid out, an open floor plan could provide many different options. This would provide a total of 16,176 square feet of space in the expanded Senior Center (8,776 square feet existing plus 7,400 square feet new), which is close to the program goal of 17,000 square feet. Adding a premium associated with the reconfiguration of existing entrances, walls and the roof, the cost estimate for this alternative is \$3,459,500 with a 10 percent contingency.

By rearranging and reorienting the parking spaces within the Town's and adjacent private property's parking areas, no net loss of parking occurs. This requires agreement with the adjoining property owners for the parking lot improvements and does not address the perceived lack of parking in the downtown.

To address the requests for additional parking, another step was taken to consider a conceptual design for a parking structure over the existing lot. An increase of 28 spaces could potentially be achieved by constructing a ramp that starts at the entrance, uses the existing topography and eventually leads to a raised platform supported by piles (see Figure 4.7). Up to 40 spaces would be possible with an extension of the raised platform across the rest of the private property and toward the Senior Center.

However, the structure would be within wetland resource areas (setback from the pond and river) and would require easements across the private properties (noting that no easements exist at this time). It would also reduce the number of grade-level parking spaces to permit the required pier foundation supports, and it would cost roughly \$30,000 per parking space. The estimate for this concept is \$1.2 million. This cost estimate is about three times what it would cost to construct the same number of grade-level parking spaces.

The total cost of the Senior Center expansion would therefore be \$4.7 million, which is significantly less than the estimated renovation costs for the Bradstreet School.

Figure 4.5 Buildable Area



Figure 4.6. Senior Center Expansion



Figure 4.7. Parking Structure



4 Alternative Scenarios

Public-Private Alternatives

There are several ways the Town could leverage public properties to facilitate private investments in the community and improve the public offices. These might include the public sale of properties, or the option to continue private office space leases, or the option to swap public property for other commercial office space.

Table 4.6 includes a listing of the projected value that could be applied to some of these alternatives.

Table 4.6 Public-Private Alternatives

Facility	Type	Initial Estimate
Bradstreet School	Sale	\$1,927,500*
Police Station	Sale	\$550,400*
Existing Fire Station	Sale	\$936,400*
Community Development	2011 Lease	\$22,000**
School Administration	2011 Lease	\$96,000***

* Sales based on \$200/SF value;

** Current lease estimate;

*** Project future lease estimate.

The alternatives include the sale of vacant public buildings with the proceeds being counted in support of the construction of the projects included in this plan. The building sales are based on a \$200/SF value as estimated from recently published private commercial office space offerings. Actual bids on the public buildings will vary based on the commercial real estate market at the time of the bid. As can be seen, the sales would provide funds but not significantly reduce the burden that the town would bear for construction of the planned projects. In addition, the Town would have to find the appropriate locations and properties for the new construction.

Another option is to continue leases for the Community Development and School Department either at 1600 Osgood or at some other location. The cost of these leases is based on the existing leases at 1600 Osgood and does not include potential increases at that location or in new office space.

The option to swap properties with private interests as a public transaction also could be considered. No options for properties were identified in this plan but the issuance of a Request for Letters of Interest could identify any options.

While these options may be appropriate under certain circumstances, the present conditions do not warrant their further development at this time.

Conclusions

A summary matrix of the alternative scenarios aligned with the listed criteria - shown in Table 4.7 - was used to compare the scenarios. The lower scores best meet the criteria. A priority determined by this exercise was to reuse existing buildings to the maximum extent possible.

From the understanding of project issues and the priorities as analyzed in this exercise and as discussed within the public workshop and committee, the priorities were determined to be the following: reuse and rehabilitate buildings to the maximum extent and align the projects with the Capital Improvement Program goals and priorities. In the next chapter, the resulting program elements are proposed as a recommended scenario.

Table 4.7 Analysis and Section Matrix

ELEMENTS OF ANALYSIS	Capital Improvement Plan Criteria							Cost Factors			Additional Project Considerations				Priority			
	Overall Fiscal Impact	Legal Obligations	Compliance with Master Plan	Impact on Service to the Public	Urgency of Maintenance Needs	Prior Phases	Departmental Priority	O & M Costs	Life Cycle Cost Projection	Estimated Project Costs	Space Compatibility with Use	Location Compatibility with Use	Historic or Iconic Considerations	Community Priority		Reuse Potential	Numeric Total	Weighted Total
SCENARIOS																		
1. Reuse and Rehabilitation	19	19	8	12	16	8	23	22	22	15	27	30	19	1	17	258	101	1
Senior Center/Thrift Shop into Bradstreet School	4	4	4	3	3	2	4	4	3	4	5	5	5		4	54		
School Admin or Comm Dev in former Police Station	5	5	0	3	1	1	5	4	3	3	3	5	4		3	45		
School Admin or Comm Dev in vacated Senior Center	3	3	0	3	1	1	5	3	3	3	4	5	3		3	40		
DPW stays in place	3	3	4	1	5	1	3	5	5	3	5	5	1		1	45		
Fire HQ stays in place	3	3	0	1	5	2	1	5	5	2	5	5	5		3	45		
No change in # of Classrooms	1	1	0	1	1	1	5	1	3	0	5	5	1		3	28		
2. New Fire Station with Seniors in Bradstreet	23	20	12	20	18	9	27	19	17	24	29	30	16	1	15	280	113	1
New Fire Station	5	4	4	4	5	3	5	2	2	5	5	5	1		2	52		
Senior Center/Thrift Shop into Bradstreet School	4	4	4	3	3	3	4	4	3	4	5	5	5		4	55		
School Admin or Comm Dev in vacated Fire Station	4	3	0	4	3	1	5	4	3	4	5	5	5		2	48		
School Admin or Comm Dev in vacated Senior Center	3	3	0	3	1	1	5	3	3	3	4	5	3		3	40		
DPW stays in place	3	3	4	1	5	0	3	5	5	3	5	5	1		1	44		
Classrooms added	4	3	0	5	1	1	5	1	1	5	5	5	1		3	40		
3. New Fire Station, with School Admin and Comm Dev in Bradstreet School	24	21	12	20	20	11	26	20	17	25	29	28	18	2	16	289	115	2
New Fire Station	5	4	4	4	5	3	5	2	2	5	5	5	1		2	52		
School Admin into Bradstreet School	4	4	0	3	3	3	4	4	3	4	4	4	5		4	49		
Comm Dev into Bradstreet School	4	4	0	3	3	3	4	4	3	4	5	4	5		4	50		
Senior Center expands into vacated Fire Station	4	3	4	4	3	1	5	4	3	4	5	5	5		2	52		
DPW stays in place	3	3	4	1	5	0	3	5	5	3	5	5	1		1	44		
Classrooms added	4	3	0	5	1	1	5	1	1	5	5	5	1		3	40		
4. New Fire Station and New Senior Center at former Police Station	25	20	12	23	20	9	29	16	16	26	29	28	14	2	16	285	117	2
New Fire Station	5	4	4	4	5	3	5	2	2	5	5	5	1		2	52		
New Senior Center at former Police Station site	5	4	4	4	5	3	5	3	3	5	5	3	3		4	56		
School Admin or Comm Dev in vacated Fire Station	4	3	0	4	3	1	5	3	3	4	5	5	5		2	47		
School Admin or Comm Dev in vacated Senior Center	3	3	0	3	1	1	5	3	3	3	4	5	3		3	40		
DPW expands office	4	3	4	3	5	0	4	4	4	4	5	5	1		2	48		
Classrooms added	4	3	0	5	1	1	5	1	1	5	5	5	1		3	40		

5 RECOMMENDATIONS

Recommended Scenario

Current CIP Plan Projections: FY11-12 - FY15-16

Grants and Other Funds

Community Preservation Act Funds

Phasing Strategy

Conclusions

5

Recommendations

RECOMMENDATIONS

The recommended municipal facilities scenario presented here is based on the needs assessments, facilities space needs programs, building and site assessments, fit studies and facilities matrix. It also considers the goals of this Facilities Master Plan.

Recommended Scenario

After considering the opportunities and alternatives presently available together with their costs, the consultant team created a recommended scenario that will best meet the Town's goals. The recommended scenario is a program of renovation, relocation and new construction extended over a period of years organized as a phased implementation of the plan. (This implementation plan is described below.) The recommended scenario builds off of the four alternative scenarios discussed earlier, and it factors in financial considerations, including the Town's Capital Improvement Plan projections and the amount of non-excluded debt available each year based on Town policies. It also strives to address the Town's most critical needs first, such as the need to find new homes for the School Department Offices.

In the recommended scenario, the School Department Administrative offices are moved as quickly as possible - in the first phase - from the leased space at 1600 Osgood to a renovated and expanded former Police Station. Since the former Police Station is currently vacant, there would be no need to relocate for the renovations. The cost of the renovation could also be considered within the Town's current capital program goals and restrictions.

As a second phase, a new gym would be constructed at Kittredge Elementary School. Next, a new fire station would be built at the Prescott Street/Chickering Road parcel or another site. (Emergency Management would move into the basement of this new facility.) This would free up the current fire station site at 124 Main Street.

The Community Development Division could then move from 1600 Osgood Street to the former fire station, which would be renovated. This would help centralize municipal departments on Main Street, which would benefit the Town as well as residents seeking Town offices. Moving more offices Downtown would also promote economic activity in the area.

In this recommended scenario, the Senior Center would next be expanded in its current location. This expansion would allow the Senior Center to remain in the downtown, which is a goal of this plan. Improvements - the addition of new classrooms - would then be made at elementary schools. As the final phase, improvements would be made to the Public Works Garage site. The Public Works Department would remain in its current location in the recommended scenario. In total, it would cost an estimated \$24.5 million to implement this recommended scenario.

Table 5.1 Implementation Plan

Phase/ FY Start	Action	Future Use	Initial Cost Estimate
1 st / FY14-15	Renovation of former Police Station	School Administration	\$2,695,000
2 nd / FY15-16	Construction of new Gym at Kittredge School	Existing Use	\$900,000
3 rd / FY16-17	Construction of new Fire Station	Fire Department and Emergency Management	\$6,600,000
4 th / FY17-18	Renovation of former Fire Headquarters	Community Development Office	\$4,377,670
5 th / FY18-19	Expansion of Senior Center	Senior Center (and Thrift Shop)	\$4,321,000
6 th / FY19-20	Renovation or new school classrooms	Existing Use	\$1,000,000
7 th / FY20-21	Improvements to Public Works Garage site and Offices	Existing Use	\$4,595,800
Total: Project Cost Estimate			\$24,489,470
Phase	Cost Recovery	Future Use	Value
1 st	Terminate lease of space for School Department offices at 1600 Osgood Street	Commercial office space	Lease cost reduction and Tax base increase
4 th	Terminate lease of space for Community Development offices at 1600 Osgood Street	Commercial office space	Lease cost reduction and Tax base increase

Implementation Plan

The recommended scenario should be implemented in phases over a period of years, as shown in Table 5.1. This implementation plan takes into account financial considerations as well as the need to coordinate when facilities are renovated and when municipal departments can relocate. The first phase, for example, is to renovate the former Police Station, which is currently vacant.

Financial Plan

The financing of these projects must be coordinated and phased to allow the projects to proceed within the policy and financial considerations used to organize the Town budget. These policies and considerations include:

- The established practice to prioritize projects with a weighted point system that considers overall fiscal impact, legal obligations, service to the public, urgency of needs, prior phases and the priorities of the division; and
- The Town’s financial policy of limiting debt service between 5 and 6% of net revenues.

These practices have successfully allowed the Town to maintain its capital plant with a limited need to propose Prop.2½ exclusions with override votes.

Phasing is a key to successful completion of this plan. Taken as a whole, the projects included in this *Municipal Facilities Management Plan* would exceed the financial policy standards of the town and require Prop.2½ exclusion with override votes. Consequently, the projects must be phased in to allow the costs to more closely match the capital program policies and current projected costs within the Capital Improvement Plan, and to therefore limit the need for debt exclusions.

5

Recommendations

Current CIP Plan Projections: FY11-12 - FY15-16

The current Capital Improvement Plan (CIP) for FY11-12 through FY15-16, which was prepared by the Town Manager and submitted December 2010, provides a balanced CIP plan that includes the current and appropriately-ranked infrastructure and maintenance projects. Using these town policies, the CIP also paved the way for new capital projects. Because of the programmed drop in bond payments over the terms of current Town bonds and the next few years, coupled with fairly flat town revenues with yearly increases of about 3.3%, within the 5 to 6% debt limit policy cap, there would be an estimated \$13.5 million available for capital projects in FY14-FY15. The CIP specifically notes this balance should be considered for the *Municipal Facilities Management Plan* projects.

The projected future [to 2016] CIP funding is based on:

- Between 3.4 and 3.3% increase per year in Property Tax revenues, which are budgeted at \$55,458,715 for 2011;
- \$0 Free Cash and Other Operating Revenues, which were budgeted at \$864,628 for 2011;
- Set and limited increases in 1.30% increase per year in State Aid outside of School Aid.

Phasing for Capital Improvement Program

Based on the Town Manager's CIP report reviewed for this study, the major construction projects could start in FY14-15 with a window of \$13.5 million of non-excluded debt available based on Town policy. Construction of the listed projects is then extended out to match the projected revenue growth (3.3% per year) and continual reduction in outstanding debt (projected as -3% per year) because of yearly bond payments. In addition, certain projects must be completed prior to departments moving to the new locations. For these reasons, the listed project start-up phases would extend to FY20-21. A spreadsheet with the projected project phases is included in Appendix F, CIP Phasing Plan.

Grants and Other Funds

The CIP also notes that other funds, such as Chapter 90 highway funds from the state and \$368,000 in unspent project funds, can be allocated to reduce project costs. Funding sources and financial support could include other grants. However, state grant funds are not considered at this time to be of significant support to the capital projects included in this plan. Similarly with federal grant funds, there are currently limited opportunities to fund these projects. The fire station might be able receive certain funds if an Emergency Operations Center was included, which is a reason to consider incorporating an EOC in the fire station for the Town's Emergency Response program. The Massachusetts' EOC program in FY2010 provided up to \$1 million in federal grant funds for new EOC's that met the program criteria.

There is also a local program - the Community Preservation Act - that could provide significant support to certain projects, particularly funds for historic preservation projects.

Community Preservation Act Funds

The Town of North Andover has set a 3% surcharge on property taxes to be administered under the Community Preservation Act (CPA) under the plan adopted by Town Meeting. The funds raised through the program must be committed to three purposes: open space and recreation, affordable housing and historic preservation. As an example, a significant portion of the Town of North Andover's CPA funds (\$450,000) was used for historic preservation in FY

2011; the money supported the undergrounding of utilities at the Town Common. Projected historic preservation expenditures for the next three years (as reported in 2010) are:

- FY12 - \$187,800
- FY13 - \$193,500
- FY14 - \$199,300

Future funds beyond FY14 could also be counted toward projects that meet the CPA's historic project criteria. In addition, previous CPA decisions, together with significant private contributions, have also allowed the Town to build a fund balance large enough to have a significant impact on projects that meet the program criteria, including facilities projects. Worthy of consideration are the Bradstreet School and the Main Street Fire Station, if these projects are proposed as historic renovations. Certain funds in the reserve may be earmarked for the other two specific project types, open space/recreation and housing, but the total pool of CPA reserve funds is currently reported by the Community Preservation Committee as more than \$3 million.

Phasing Strategy

Based on this CIP plan, the *Municipal Facilities Management Plan* projects are slated to start in FY14. Given the project costs and goals set for this plan, the phasing strategy is as follows:

Preparation Phase

Timing: FY13 – 1 year design time

Projects: Feasibility Study and Design of former Police Station Renovations

Budget: \$50,000 Feasibility Study, \$216,000 Design (former Police Station)

Elements and Strategy:

- Allows design decisions to be completed and plans made ready for future bids

Phase 1

Timing: FY14-15

Project(s): Police Station Renovation

Budget: \$2.7 million

Elements and Strategy:

- Takes one vacant building and restores it to productive, municipal use;
- Budget falls under CIP 5-6% revenue cap for FY14-15 and \$13.5 million capital fund estimate;
- Allows School Administration to move out of leased space and into space near schools.

Phase 2

Timing: FY15-16

Project(s): New Gym at Kittredge

Budget: \$900,000

Elements and Strategy:

- Addresses capital program needs without the addition of a new building.

5

Recommendations

Phase 3

Timing: FY16-17

Project(s): New Fire Station

Budget: \$6.6 million

Elements and Strategy:

- Provides modernized Fire Station;
- Allows for the creation of space for Emergency Operations;
- Vacates historic structure on Main Street connected to Town Hall.

Phase 4

Timing: FY17-18

Project(s): Main Street Fire Station Renovation

Budget: \$4.4 million

Elements and Strategy:

- Allows consolidation of IT Department;
- Creates better meeting space venues in Town Hall;
- Expands presence on Main Street;
- Allows option for commercial lease option on ground floor.

Phase 5

Timing: FY18-19

Project(s): Senior Center Expansion

Budget: \$4.3 million

Elements of Strategy:

- Allows Senior Center to remain in the downtown and expand on Main Street.

Phase 6

Timing: FY19-20

Project(s): New Classrooms at Elementary Schools

Budget: \$1 million

Elements of Strategy:

- Addresses capital program needs (additional classroom space) without the addition of new buildings.

Phase 7

Timing: FY20-21

Project(s): DPW Garage

Budget: \$4.6 million

Elements and Strategies:

- Completes major facilities investments;
- May be pushed forward with debt exclusion or pushed out for revenue growth.

Other Recommendations

Beyond implementing the recommended scenario for municipal facilities, there are several actions the Town of North Andover should pursue to help ensure the success of this *Municipal Facilities Master Plan*.

School Improvements

Specific school improvements should be incorporated into this plan as the Town looks toward implementation. While the consultant team did not recommend moving or renovating individual schools (except for the addition of a new gym at Kittredge Elementary School), the need for improvements is recognized. An analysis of North Andover schools revealed a need for additional classrooms at each of the elementary schools to keep classroom sizes down. This includes rooms for music and art classes at several of the schools. Appendix E provides a detailed breakdown of the school improvements needed in North Andover.

Downtown Parking Plan

Parking has long been identified as a problem in the Downtown. For example, in a 2003 study by The Cecil Group – *Downtown Design Recommendations* – parking was cited as a constraint for downtown businesses. Specifically, it was noted that on-street parking was not always available to customers. These kinds of parking problems are likely to remain as the recommended scenario in this *Facilities Master Plan* is not expected to make the parking in the Downtown significantly better or worse. The Town should therefore develop an independent Downtown Parking Plan to help alleviate these parking problems.

Senior Programs

The population of seniors in North Andover is expected to grow significantly in the coming years. Currently, there are 5,740 seniors over the age of 60 in North Andover – according to the Town Clerk’s Office – which means the current Senior Center provides roughly 1 square foot per senior. State guidelines for senior centers, however, call for 5 to 6 gross square feet per senior. As the senior population increases, it will become increasingly important for the Town to determine how it will meet the space and programming needs of its elders. The Town, for example, should examine the management of its senior programs to see if there are ways to deliver more services – and ways to do so more efficiently. The kinds of programs required could also change depending on local needs.

5

Recommendations

Facilities Manager

The Town of North Andover has hired a facilities manager, who is expected to create maintenance programs for municipal buildings. This is an important step for the Town as building maintenance plans ensure that preventative maintenance is regularly performed at municipal and school facilities. This limits the Town's exposure to costly rehabilitation projects and extends the life of municipal buildings. A facilities manager can also be responsible for construction and project management to ensure efficient completion of projects, and he or she can manage the purchasing of goods for facilities. In addition, the position can be charged with maintaining building energy systems.

Records Management and File Storage

The Town should consider digitizing its public records to save space in municipal facilities and make files more readily available for research by Town employees as well as the public. The creation of a file storage policy could also help the Town by outlining the acceptable methods of file storage, the required condition of storage facilities and the management of the file storage system. Such a policy should conform to state laws and regulations, specifically MGL Chapter 66, s. 11 and regulations promulgated by the Massachusetts Supervisor of Public Records.

Conclusions

This *Municipal Facilities Master Plan* identifies the space needs of municipal and school departments and assesses several Town-owned buildings and sites. It then analyzes several scenarios for recombining, relocating or reusing Town facilities and properties.

Using this research and analysis, this plan offers a recommended scenario that achieves many of the Town's goals. Specifically, it terminates the private leases of the School Department Administration and Community Development Division, promotes municipal efficiency, keeps the Senior Center Downtown, and promotes economic activity Downtown. The recommended scenario accomplishes all of this while improving general municipal and school offices and enhancing the Town's delivery of services to the public.

A APPENDIX

Department Surveys

QUESTIONNAIRE

Date: January 28, 2011

To: Department Heads or Department Representatives
Town of North Andover

From: Kenneth Buckland, AICP, LEED AP
The Cecil Group

RE: Municipal Facilities Master Plan
Program Questionnaire

The Cecil Group is assisting the Town of North Andover in planning for the optimal configuration of municipal departments and facilities. We are contacting you in order to assess the functional requirements and space needs of town departments.

Follow-up interviews may be scheduled in the upcoming weeks.

Please contact me at 617-426-5050 or buckland@cecilgroup.com if you have any questions. You may also speak to, Ryan Lawlor, at the same phone number or rlawlor@cecilgroup.com if for any reason I am not available.

Thank you for your cooperation. We look forward to your responses.



Respondent's Information:

Name: _____Judy Tymon_____

Position/Title: _____Town Planner_____

Contact Info: Phone __978-688-9535__Email__jtymon@townofnorthandover.com_

Best time to contact you: _____Between 8:30 Am and 4:30 PM, Monday - Friday_____

Your Department:

_____Planning_____

Location:1600 Osgood St.

Other Locations: ____Planning Board Meetings take place at Town Hall_____



Section I: Hours of Operation

A. What are your department’s **standard** hours of operation? _____ 8:30 AM
 – 4:30 PM_Monday - Friday_____

B. What are your department’s **busiest** days of the week and during what time period? Indicate the typical activities during peak times.

Monday time period - all day activity Walk-in, phone calls, prep for PB meeting 1st and 3rd Tuesday

Tuesday time period - morning activity Walk-in, phone calls, prep for PB meeting 1st and 3rd Tuesday

Wednesday time period - morning activity Walk-in, phone calls, action items from PB meeting, 1st and 3rd Tuesdays

Thursday time period - morning activity Walk-in, phone calls, prep for PB meetings 1st and 3rd Tuesdays

Friday time period - morning activity Walk-in, phone calls

C. What are **peak activity periods** for your office during the calendar year? (Please shade in periods of time on the calendar below.)

January	February	March	April	May	June
Week 1	Week 1	Week 1	Week 1	Week 1	Week 1
Week 2	Week 2	Week 2	Week 2	Week 2	Week 2
Week 3	Week 3	Week 3	Week 3	Week 3	Week 3
Week 4	Week 4	Week 4	Week 4	Week 4	Week 4

July	August	September	October	November	December
Week 1	Week 1	Week 1	Week 1	Week 1	Week 1
Week 2	Week 2	Week 2	Week 2	Week 2	Week 2
Week 3	Week 3	Week 3	Week 3	Week 3	Week 3
Week 4	Week 4	Week 4	Week 4	Week 4	Week 4



I: Office Requirements

A. Please complete the following table to describe your **current staff** and their office requirements.

Job Title	Indicate Supervisor	Position Type*	Full Time	Part Time	Hours	IT Needs	Type of Workspace**	Hours Per Week at Workspace	
Town Planner	Manages department staff, reviews applications, advises applicants, prepares for PB meetings, writes decisions, reports, write revision of zoning bylaws and PB regulations	M	FT	N/A	37.5 plus overtime for meetings 2X per month; other evening meetings, 5 – 6X per year	Tel/data, GIS	P, Workspace currently –O Workspace needed – PO & Plan Room/Meeting Room	C=7.5, O=25 Field - 5	
Planning Assistant	Answers phones, assists customers with applications, takes minutes at meetings,prepares legal notices, tracks and processes invoices, tracks escrow/bond accounts, adheres to Open Meeting Law requirements	C	FT	N/A	37.5 plus overtime for meetings 2X per month		O	O = 27.5 C = 10	



**Position Type:*

E = Executive, M = Manager, SP = Senior Professional, P = Professional, C = Clerical, I = Intern

***Work Space Type:*

O = Open Work Space, C = Counter, PO = Private Office, F = Field





- B. Are there any non-traditional space requirements for any offices? **Yes/No**

If yes what type of space is required? **As indicated above, a private office is required for the Town Planner and a private meeting room is required as well as a room with space to review large format plans, ideally with a plan table.**

- C. **Adjacency requirements within in your department:** Are there offices or staff that need to be located next to or near each other? Do any members of your staff need to be located next to or near any specific supporting space, such as a transaction counter, filing room or copy room? **Our staff should be located near the Community Development Staff, Health Department, the Conservation Commission staff, the Zoning Staff, the Town Engineer and Building Department Staff**

- D. Do you envision the department growing in number of staff members? **(Yes/No)**

If yes, by how many? **An additional full-time Planner is needed. When? Now.**

- E. Does the location of the department help its functions? **(Yes/No)**

Explain: **The location definitely helps the department function. Our staff needs to have daily contact (10 – 20 times per day) with the departments mentioned above. If these departments were located in another building, it would greatly reduce our efficiency.**



Section III: Public Interface

Part 1 – Visitor Waiting/Reception Area (Our visitor waiting/reception and counter area described below is shared by Conservation, Zoning and Building)

- A. What is the **estimated average number** of visitors that come to your department daily? **4**
- B. What is the **estimated average number** of people normally accommodated in your current waiting/reception area? **8**
- C. How many seats does your current waiting/reception area provide for visitors? **1**
- D. Are there any **security** considerations in the design of the waiting/reception space for your department? **(Yes/No)**
If, yes what are the specific security concerns that should be accounted for your departments waiting area? **Staff should be able to contact the police for emergencies – customers can be unruly and pose a threat to the safety of the staff.**
- E. Will customer parking be required? **(Yes/No)** If yes, how many? **10**

Part 2 – Public Transaction Counter

- A. Does your department require a Public Transaction Counter? **(Yes/No)**
 - B. What is the daily estimated average number of customers that are served at a transaction counter by your department? **4 – see above.**
 - C. In your current transaction space, what is the estimated average number of people waiting in line? **We usually don't have a line – maybe 2.**
 - D. Generally, does your queuing area provide enough room for people waiting in line? **yes**
 - E. During peak times (described in Section I.D), how many customers wait in line at one time? **2**
 - F. Are there any security considerations in the design of the transaction area for your department? **See above -**
-
- 

Section IV: Support Spaces

Part 1 – Storage Spaces, Equipment and Vehicles

A. How many records do you currently store within each storage type?

Storage Type	Unit of Measurement	Required Quantity	Frequency of access*
Cartons	12" x 10" x 15"		
Lateral file drawers	Linear ft.	75	10 – 20 times per day
Shelving	Linear ft.	15	10 – 20 times per day
Vaults	Cubic ft.		

*Frequency of access: 1 = Daily, 2 = Monthly, 3 = Rarely

Type of Stored Item	Description of Quantity	Frequency of access*
Equipment	2 Computers, 1 laptop, 1 projector	Daily
Brochures, Posters	30 – 40 Maps	Daily
Books, Reference Material	20 – 30 Books	Daily
Office Supplies	Several drawers full	Daily
Forms	?	
Large Format Architectural or Engineering Plans and Drawings	Hundreds	daily
Voting Machines and Ballot Boxes		

B. What other items are stored in your department?

C. Please place a **checkmark** next to stored items that require restricted access within the department.

D. Vault Requirements: _____

E. Additional Comments: _____

F. Identify the quantity of each type of existing department equipment:

Copiers (1) **Used by other departments**

File Cabinets () **See above**

Desks (2)

Computers (3)

Printers/Plotters (2) **Used by other departments**

Scanners (1) **Used by other departments**

Town-Owned Vehicles ()

G. For Town-Owned Vehicles identify the following needs:

Number of Town-Owned Vehicles ()

Number of Employee-Owned Vehicles That Are Required For Their Position (field work) ()

Number of dedicated parking spaces ()



Number of oversized vehicles ()

Number and type of specialty equipment (school buses, snow plows, etc)

Type _____, Number _____

Type _____, Number _____

Type _____, Number _____

Section IV: Support Spaces

Part 2 – Other Support Spaces

- A. Does your department require its own copying space? **No**

- B. Is it preferable to locate the copier in a room, or out in the general office space office? **In general office area**

- C. Does your staff require a work table? (Yes/No) **Plan table for reviewing plans**

- D. How frequently is a workspace used?
 - Frequently**
 - Occasionally**
 - Rarely**

- E. What is the nature of the work table activities? **Reviewing plans, meeting with customers to review plans**

- F. Please describe any other support spaces required that your department needs. (For example a vault, IT closet, or a place to prepare refreshments for visitors, kitchen, or....) **We often serve refreshments to visitors.**





Section IV: Other General Questions

Please describe in detail:

- A. Are there once-a-year (or more) events that require adaptability of the working environment? **Once or twice yearly adaptability is required for a customer.**

- B. Are there planned changes to administrative policies or other operational changes that could impact the nature of your department's business delivery process or its staffing requirements? **Not that I know of.**

- C. Are there spaces that this department requires that can be shared with all (or some) other departments? (workspaces, meeting spaces, etc...) **Meeting spaces and counter space can be shared.**

- D. Is your department subject to any regulations that need to be considered during the design process? __No__

- E. Additional comments: _____

- F. Which of your current programs/activities do you think have a potential for expansion: **More meetings with customers and applicants will require more meeting space, as the economy rebounds. More staff will require more office space and more applications will require more storage space.**





Section V: Inter-departmental Adjacencies

- A. Departments often work collaboratively or have related business and it is important to understand what these ideal adjacencies are. On the list below, place a checkmark next to the other departments that would ideally be located near your department. Additionally, circle the departments that should be immediately adjacent to your department:

Immediately adjacent: Conservation, Health, Zoning, Community Development, Building.

Ideally adjacent: Town Engineer.

- G. Additional comments: _____



QUESTIONNAIRE

Date: January 28, 2011

To: Department Heads or Department Representatives
Town of North Andover

From: Kenneth Buckland, AICP, LEED AP
The Cecil Group

RE: Municipal Facilities Master Plan
Program Questionnaire

The Cecil Group is assisting the Town of North Andover in planning for the optimal configuration of municipal departments and facilities. We are contacting you in order to assess the functional requirements and space needs of town departments.

Follow-up interviews may be scheduled in the upcoming weeks.

Please contact me at 617-426-5050 or buckland@cecilgroup.com if you have any questions. You may also speak to, Ryan Lawlor, at the same phone number or rlawlor@cecilgroup.com if for any reason I am not available.

Thank you for your cooperation. We look forward to your responses.



Respondent's Information:

Name: _____Jennifer Hughes_____

Position/Title: _____Conservation Administrator_____

Contact Info: Phone ___978-688-9530__Email___jhughes@townofnorthandover.com

Best time to contact you: _____9 a.m. to 4 p.m._____

Your Department:

_____Conservation_____

Location: 1600 Osgood Street

Other Locations: _____



Section I: Hours of Operation

- A. What are your department’s **standard** hours of operation? ____ 8:30 – 4:30
- B.
- C. What are your department’s **busiest** days of the week and during what time period? Indicate the typical activities during peak times.

Mornings busiest. No particular day.

Monday _____ time period _____ activity _____

Tuesday _____ time period _____ activity _____

Wednesday _____ time period _____ activity _____

Thursday _____ time period _____ activity _____

Friday _____ time period _____ activity _____

- D. What are **peak activity periods** for your office during the calendar year? (Please shade in periods of time on the calendar below.)

January	February	March	April	May	June
Week 1	Week 1	Week 1	Week 1	Week 1	Week 1
Week 2	Week 2	Week 2	Week 2	Week 2	Week 2
Week 3	Week 3	Week 3	Week 3	Week 3	Week 3
Week 4	Week 4	Week 4	Week 4	Week 4	Week 4

July	August	September	October	November	December
Week 1	Week 1	Week 1	Week 1	Week 1	Week 1
Week 2	Week 2	Week 2	Week 2	Week 2	Week 2
Week 3	Week 3	Week 3	Week 3	Week 3	Week 3
Week 4	Week 4	Week 4	Week 4	Week 4	Week 4



I: Office Requirements

A. Please complete the following table to describe your **current staff** and their office requirements.

Job Title	Indicate Supervisor	Position Type*	Full Time	Part Time	Hours	IT Needs	Type of Workspace**	Hours Per Week at Workspace	
<i>Example: Manager</i>	<i>Manages department staff</i>	<i>M</i>	<i>FT</i>	<i>N/A</i>	<i>40</i>	<i>Tel/data</i>	<i>C, O</i>	<i>C=10, O=30</i>	
Conservation Administrator	Community Development Director	M	FT		37.5	Tel/Cel l/Com puter	PO, F, O		
Field Inspector	Conservation Administrator	P	FT		37.5	Tel/Cel l/Com puter	PO, C, F,O		
Departmental Assistant	Conservation Administrator	C	FT		37.5	Tel/Co mputer	C, PO		





**Position Type:*

E = Executive, M = Manager, SP = Senior Professional, P = Professional, C = Clerical, I = Intern

***Work Space Type:*

O = Open Work Space, C = Counter, PO = Private Office, F = Field





B. Are there any non-traditional space requirements for any offices? Yes/No

If yes what type of space is required? _____Light table_____

C. **Adjacency requirements within in your department:** Are there offices or staff that need to be located next to or near each other? Do any members of your staff need to be located next to or near any specific supporting space, such as a transaction counter, filing room or copy room? _____Departmental Asst and field inspector should be located near public counter_____

D. Do you envision the department growing in number of staff members? (Yes/**No**)

If yes, by how many? _____ When? _____

E. Does the location of the department help its functions? (**Yes**/No)

Explain: _____Best is located close to other community development departments for cohesive permitting information_____



Section III: Public Interface

Part 1 – Visitor Waiting/Reception Area

- A. What is the **estimated average number** of visitors that come to your department daily? _____ 3-10_____
- B. What is the **estimated average number** of people normally accommodated in your current waiting/reception area? _____ 5_____
- C. How many seats does your current waiting/reception area provide for visitors?
_____ none _____
- D. Are there any **security** considerations in the design of the waiting/reception space for your department? (Yes/No)
If, yes what are the specific security concerns that should be accounted for your departments waiting area? ___counter separates visitors from staff which is adequate safety – no real safety concerns_____
- E. Will customer parking be required? (Yes/No) If yes, how many_____ Yes 3-5 cars _____

Part 2 – Public Transaction Counter

Transaction Counter is same as visitor reception/waiting area – answers same as above except where noted

- A. Does your department require a Public Transaction Counter? (**Yes**/No)
- B. What is the daily estimated average number of customers that are served at a transaction counter by your department? _____
- C. In your current transaction space, what is the estimated average number of people waiting in line? _____
- D. Generally, does your queuing area provide enough room for people waiting in line?
_____ usually _____
- E. During peak times (described in Section I.D), how many customers wait in line at one time? _____ 3 _____
- 

F. Are there any security considerations in the design of the transaction area for your department? _____

Section IV: Meeting Space

A. Please describe the nature of meetings that take place in your department in a typical month:

Meeting description	# of people	duration	Frequency of Use	Special Equipment *
<i>Example: staff meeting</i>	15	3 hours	Weekly	whiteboard
<i>Example: student conference</i>	3	1 hour	Tuesday mornings	none
<input type="radio"/> Meetings with project proponents	2-4	30 min	2-4 times per month	Large table for plans
<input checked="" type="checkbox"/> Meetings with commission members	2-3	30 min	2 per month	None
<input type="radio"/> Subcommittee reviews	4-6	1-2 hours	3-5 times per year	Large table for plans
Bi-monthly Commission meetings	15-35	2-4 hours	24 times per year	Table for commission, audio and video recording equipment, easel for plans, podium, chairs for audience

*(overhead projector, data connection...)

B. Place a **checkmark** next to meetings listed above that can take place in a staff member's office.



C. Place a **circle** next to meetings that can take place in common meeting rooms located outside of the department, but within the building.

D. Any additional comments: _____



Section IV: Support Spaces

Part 1 – Storage Spaces, Equipment and Vehicles

A. How many records do you currently store within each storage type?

Storage Type	Unit of Measurement	Required Quantity	Frequency of access*
Cartons	12" x 10" x 15"	5	3
Lateral file drawers	Linear ft.	58	1
Shelving	Linear ft.	15	1
Vaults	Cubic ft.		

*Frequency of access: 1 = Daily, 2 = Monthly, 3 = Rarely

Type of Stored Item	Description of Quantity	Frequency of access*
Equipment	Light table, field equipment, signage	1
Brochures, Posters	20	2
Books, Reference Material	50-60 books and manuals	1
Office Supplies	3 desks worth of supplies and 1 cabinet	1
✓Forms	Thousands	1
✓Large Format Architectural or Engineering Plans and Drawings	Thousands	1
Voting Machines and Ballot Boxes		

B. What other items are stored in your department?

C. Please place a **checkmark** next to stored items that require restricted access within the department. – ✓ staff should access these items not the general public

E. Vault Requirements: _____

F. Additional Comments: _____

G. Identify the quantity of each type of existing department equipment:

Copiers (1)

File Cabinets (12)

Desks (3)

Computers (3)

Printers/Plotters (1)

Scanners (1)

Town-Owned Vehicles (1)

H. For Town-Owned Vehicles identify the following needs:

Number of Town-Owned Vehicles (1)

Number of Employee-Owned Vehicles That Are Required For Their Position (field work) (2)

Number of dedicated parking spaces (4)



Number of oversized vehicles (none)

Number and type of specialty equipment (school buses, snow plows, etc)

Type _____, Number _____

Type _____, Number _____

Type _____, Number _____

Section IV: Support Spaces

Part 2 – Other Support Spaces

- A. Does your department require its own copying space? _____ shared is fine _____
- B. Is it preferable to locate the copier in a room, or out in the general office space office? _____no preference_____
- C. Does your staff require a work table? (**Yes**/No)
- D. How frequently is a workspace used?

◆	Frequently
<input type="checkbox"/>	Occasionally
<input type="checkbox"/>	Rarely
- E. What is the nature of the work table activities? ____Plan review____
- F. Please describe any other support spaces required that your department needs. (For example a vault, IT closet, or a place to prepare refreshments for visitors, kitchen, or...) _____kitchen, place for field clothes, area to clean up after field work would be ideal_____





Section IV: Other General Questions

Please describe in detail:

- A. Are there once-a-year (or more) events that require adaptability of the working environment? _____

- B. Are there planned changes to administrative policies or other operational changes that could impact the nature of your department's business delivery process or its staffing requirements? _____

- C. Are there spaces that this department requires that can be shared with all (or some) other departments? (workspaces, meeting spaces, etc...) _____
Meeting spaces, copiers, kitchen, plan and light tables

- D. Is your department subject to any regulations that need to be considered during the design process? Public records law requiring dept to retain all documents

- E. Additional comments: _____

- F. Which of your current programs/activities do you think have a potential for expansion? Open space work requiring additional storage and field work

- 



Section V: Inter-departmental Adjacencies

- A. Departments often work collaboratively or have related business and it is important to understand what these ideal adjacencies are. On the list below, place a checkmark next to the other departments that would ideally be located near your department. Additionally, circle the departments that should be immediately adjacent to your department:

Planning, building, health should be nearby

- G. Additional comments: _____

- 

QUESTIONNAIRE

Date: January 28, 2011

To: Department Heads or Department Representatives
Town of North Andover

From: Kenneth Buckland, AICP, LEED AP
The Cecil Group

RE: Municipal Facilities Master Plan
Program Questionnaire

The Cecil Group is assisting the Town of North Andover in planning for the optimal configuration of municipal departments and facilities. We are contacting you in order to assess the functional requirements and space needs of town departments.

Follow-up interviews may be scheduled in the upcoming weeks.

Please contact me at 617-426-5050 or buckland@cecilgroup.com if you have any questions. You may also speak to, Ryan Lawlor, at the same phone number or rlawlor@cecilgroup.com if for any reason I am not available.

Thank you for your cooperation. We look forward to your responses.



Respondent's Information:

Name: Irene M. O'Brien

Position/Title: Elder Service Director

Contact Info: Phone 978 688-9560 Email: Iobrien@townofnorthandover.com

Best time to contact you: 8:30-4:30

Your Department: Elder Services/Senior Center

Location: 120 R Main Street

Other Locations: _____



Section I: Hours of Operation

- A. What are your department’s **standard** hours of operation?
Monday thru Friday 8:30-4:30 – Evening and Saturday classes, Evening Support Groups, Town Department Meeting and special event organizations.
- B. What are your department’s **busiest** days of the week and during what time period? Indicate the typical activities during peak times.

Monday time period 8:30-4:30 activity Lecture, MOW, Lunch, Yoga, Mr. Fix it, Mahjong, Book Club, Quilting Group, Bridge, Zumba Fitness, Cards, Canaster, Poker, 45’s, Nickles

Tuesday time period 8:30-4:30 activity Board Meeting, Tai Chi, Knitting Group, TRIAD Meeting, MOW Lunch, Bridge refresher, Bingo, Shine Counseling, Friends Meeting, Computer Class, Brown Bag Program

Wednesday time period 8:30-4:30 activity Walk-In Medical Clinic, Heart to Heart, News & Views, Rep. Office Hours, Lunch MOW, Legal Assistance, Zumba Gold, Zumba Fitness, Computer Class, Alzheimers Support Group, Bridge Refresher.

Thursday time period 8:30-4:30 activity Hand Woodcarving, Mens Breakfast, Joy of Exercise, Lunch, MOW, Art Class, Cards, Poker, Canaster, Zumba Fitness, Foot Care

Friday time period 8:30-4:30 activity Quilting, Book Club, Cuddles, MOW Lunch, Bridge, Tax Preparation, Friendly Visitor.

- C. What are **peak activity periods** for your office during the calendar year? (Please shade in periods of time on the calendar below.)

January	February	March	April	May	June
Week 1	Week 1	Week 1	Week 1	Week 1	Week 1
Week 2	Week 2	Week 2	Week 2	Week 2	Week 2
Week 3	Week 3	Week 3	Week 3	Week 3	Week 3
Week 4	Week 4	Week 4	Week 4	Week 4	Week 4

July	August	September	October	November	December
Week 1	Week 1	Week 1	Week 1	Week 1	Week 1
Week 2	Week 2	Week 2	Week 2	Week 2	Week 2
Week 3	Week 3	Week 3	Week 3	Week 3	Week 3
Week 4	Week 4	Week 4	Week 4	Week 4	Week 4



I: Office Requirements

A. Please complete the following table to describe your **current staff** and their office requirements.

Job Title	Indicate Supervisor	Position Type*	Full Time	Part Time	Hours	IT Needs	Type of Workspace*	Hours Per Week at Workspace	
Elder Service Director	<i>Manages department staff</i>	<i>M</i>	<i>FT</i>	<i>N/A</i>	<i>37.5</i>	<i>Tel/data</i>	<i>PO</i>	<i>PO/30</i> <i>F 7.5</i>	
Program Manager	Oversees, Reception and kitchen all programs	M	F/T		37.5	Tel/data	P/O	PO/30 F/7.5	
Outreach Coordinator	Coordinator of all support services	Senior Professional	F/T		37.5	Tel/data	P/O	P/O 25 F/ 12.5	
Administrative Assistant		Clerical	F/T		37.5	Tel/data	O	37.5	
Van Driver			F/T		37.5	N/A	F	37.5	
Data Entry		Clerical	P/T		5 hours	Tel/data	Shared Office	5	
Office Assistant		Clerical	P/T		15	Tel/data	Shared Office	15	
Volunteer Nutrition Site			P/T		12	N/A	Kitchen	12	

Personal Needs Van Driver			P/T	10		N/A	Transport	10	
2 Part time receptionist			P/T	18.5 each		Tel/data	Reception area	37	
Nutrition Site Manager			P/T	15 hours		Tel	Kitchen	15	
Nutrition Site Assistant			P/T	12		Tel	Kitchen	12	

**Position Type:*

E = Executive, M = Manager, SP = Senior Professional, P = Professional, C = Clerical, I = Intern

***Work Space Type:*

O = Open Work Space, C = Counter, PO = Private Office, F = Field



- B. Are there any non-traditional space requirements for any offices? **Yes**/No

If yes what type of space is required?

Medical Area with H2O, Private conference area, Kitchen area and clean up, Nutrition site,

- C. **Adjacency requirements within in your department:** Are there offices or staff that need to be located next to or near each other? Do any members of your staff need to be located next to or near any specific supporting space, such as a transaction counter, filing room or copy room? Outreach near Support Services, Program Manager near reception and activity area.

- D. Do you envision the department growing in number of staff members? **Yes**/No

If yes, by how many? 2 P/T positions. Part time Support outreach and clerical support When? As the population grows the need for Support Services also increases.

- E. Does the location of the department help its functions? **Yes**/No

Explain: Main Activity on First Floor, easy to access parking and activities. Clerical can be on second floor. With no elevator it is difficult for some client to get upstairs. MOW, need direct parking to outsource area.



Section III: Public Interface

Part 1 – Visitor Waiting/Reception Area

- A. What is the **estimated average number** of visitors that come to your department daily? On average 125/150.
- B. What is the **estimated average number** of people normally accommodated in your current waiting/reception area?
4/6
- C. How many seats does your current waiting/reception area provide for visitors?
4/6
- D. Are there any **security** considerations in the design of the waiting/reception space for your department? (Yes/No)
If, yes what are the specific security concerns that should be accounted for your departments waiting area? Safety move ability.
- E. Will customer parking be required? (Yes/No) If yes, how many 100/125 plus Handicapped Parking with overhang area for waiting.

Part 2 – Public Transaction Counter

- A. Does your department require a Public Transaction Counter? (Yes/No)
- B. What is the daily estimated average number of customers that are served at a transaction counter by your department?
40/45
- C. In your current transaction space, what is the estimated average number of people waiting in line? 2/6
- D. Generally, does your queuing area provide enough room for people waiting in line? No.
- E. During peak times (described in Section I.D), how many customers wait in line at one time? 8/12.
- F. Are there any security considerations in the design of the transaction area for your department? Yes, private area for staff, confidential information.
-
- 

Section IV: Meeting Space

- A. Please describe the nature of meetings that take place in your department in a typical month:

Meeting description	# of people	duration	Frequency of Use	Special Equipment *
<i>Example: staff meeting</i>	<i>15</i>	<i>3 hours</i>	<i>Weekly</i>	<i>whiteboard</i>
<i>Example: student conference</i>	<i>3</i>	<i>1 hour</i>	<i>Tuesday mornings</i>	<i>none</i>
Staff Meetings	6	1 hour	Weekly	
COA Board	10	1 hour	Monthly	
TRIAD Meeting	12	1.5	Monthly	
Event Meetings	8	1	Bi-monthly	
Volunteer Meetings	2-10	1	Bi-Monthly	
Cable Meeting	2-6	1 hour	Weekly	
Lecture Meeting	30	2.5	Weekly	
Nurses Meeting	6	3.5	Weekly	
News & views	30	2.5	Weekly	
MV Directors	12/15	2.5	Monthly	

*(overhead projector, data connection...)

- B. Place a **checkmark** next to meetings listed above that can take place in a staff member's office.
- C. Place a **circle** next to meetings that can take place in common meeting rooms located outside of the department, but within the building.
- D. Any additional comments: We have one very small conference room, that service as a lunch site as well as a meeting room. Our Legal Services, tax Program, SHINE Assistant, Screenings all take place in any office available.

Section IV: Support Spaces

Part 1 – Storage Spaces, Equipment and Vehicles

A. How many records do you currently store within each storage type?

Storage Type	Unit of Measurement	Required Quantity	Frequency of access*
Cartons	12" x 10" x 15"		
Lateral file drawers	Linear ft.		
Shelving	Linear ft.		
Vaults	Cubic ft.		

**Frequency of access: 1 = Daily, 2 = Monthly, 3 = Rarely*

Type of Stored Item	Description of Quantity	Frequency of access*
Equipment	Ladders, Cleaning Supplies, Pole changes, wet vac, vacuum, Kitchen Supplies, coffee makers 5 Storage racks.	Every Day
Brochures, Posters	2 Rack	Every Day
Books, Reference Material	3 Book Cases	Every Day
Office Supplies	1 Small storage closet	Every Day
Forms	8 Filing cabinets	Every Day
Large Format Architectural or Engineering Plans and Drawings		
Voting Machines and		

Ballot Boxes		
Large Activities Containers	12 large Storage containers	Weekly
Dishes & Supplies		Daily
Food Pantry		Weekly
MOW Packaging		Daily

Storage for 125 Chairs, 12 Round tables, 6 Tent Tables, 6 four ft. tables, 6 5ft. tables, 15 card tables.

Set up and broke down every day.

What other items are stored in your department?

Kitchen supplies, paper good, MOW Machine, Bingo Board, Sound System, activities supplies, Coffee Makers, dishes, Pots and Pans.

C. Please place a **checkmark** next to stored items that require restricted access within the department.

D. Vault Requirements: _____

E. Additional Comments: File cabinet in Support Services, is used for confidential client information and is locked

F. Identify the quantity of each type of existing department equipment:

Copiers (3)

File Cabinets (11)

Desks (8)

Computers (11)

Printers/Plotters (8)

Scanners (8)

Town-Owned Vehicles (1)

G. For Town-Owned Vehicles identify the following needs:

Number of Town-Owned Vehicles (1)

Number of Employee-Owned Vehicles That Are Required For Their Position (field work) (4)

Number of dedicated parking spaces (2) for large van.

Number of oversized vehicles (1)

Number and type of specialty equipment (school buses, snow plows, etc)

Type _____, Number _____

Type _____, Number _____

Type _____, Number _____

Section IV: Support Spaces

Part 2 – Other Support Spaces

- A. Does your department require its own copying space? Yes.
- B. Is it preferable to locate the copier in a room, or out in the general office space office? Both
- C. Does your staff require a work table? Yes/No
- D. How frequently is a workspace used?
 Frequently
 Occasionally
 Rarely
- E. What is the nature of the work table activities? Sorting, Newsletters, printing, coordinating welcome packets.
- F. Please describe any other support spaces required that your department needs. (For example a vault, IT closet, or a place to prepare refreshments for visitors, kitchen, or....) Computer Lab, Copy area and shredding area for public, 3 large event area, Kitchen and prep area, dishwasher area, garbage disposal area, large conference room, meeting room, pool table area, Meal site area, elevator.

Section IV: Other General Questions

Please describe in detail:

- A. Are there once-a-year (or more) events that require adaptability of the working environment? Every day we are setting rooms up and breaking rooms down for example after 30 people eat at the nutrition site, this room is broken down into two activity room for other events. Divided doors are open and shut to set up book clubs and doll making groups.
- B. Are there planned changes to administrative policies or other operational changes that could impact the nature of your department's business delivery process or its staffing requirements? _____
The population is growing the need for services to the 85+ group is growing. In this decade, the anticipated increase in people sixty and over will rise from 20% to 25% in North Andover.
- C. Are there spaces that this department requires that can be shared with all (or some) other departments? (workspaces, meeting spaces, etc...) _____
To work in conjunction with other municipal departments to pool resources and advance the common agenda. Working with the Public Health Nurse as well as Veterans Agent. The Senior Centers services are an integral part of public safety in the community. We have a protocol with Fire, Police and housing. The Director of Elder Service as well as the Outreach Worker are both Mandated Reporters of Elder Abuse. Our large meeting rooms are used by Town Department in the evenings if available.
- D. Is your department subject to any regulations that need to be considered during the design process? Our Support Service Area also services, Weekly Clinic, Flu Clinic, Screening Programs, Hearing Clinic, Eye Clinic, Legal Services, Massage Therapy, SHINE Counseling, Memory Screening. This room would need to be on first floor and adaptable for washing hands as well as confidential area. Locked filed cabinet for information.
- E. Additional comments: Older adults will comprise the between 15-25% of the population and in many communities the 60 + population will double the school age cohort. In North Andover there is not a definitive plan in place to address the aging population.

PARKING, PARKING PARKING, IS VERY IMPORTANT WITH LOTS OF HANDICAPPED AREAS.

- F. Which of your current programs/activities do you think have a potential for expansion? Our transportation program provides services for 36 to 48 older adults every week for food shopping. We also provide up to 20-25 Medical Transports each week. With the older adult living longer and the need for alternative transportation. The need for more public and private transportation will be a necessity



G. Section V: Inter-departmental Adjacencies

- A. Departments often work collaboratively or have related business and it is important to understand what these ideal adjacencies are. On the list below, place a checkmark next to the other departments that would ideally be located near your department. Additionally, circle the departments that should be immediately adjacent to your department:

Health Department
Veteran's Agent

Additional comments: _____



QUESTIONNAIRE

Date: January 28, 2011

To: Department Heads or Department Representatives
Town of North Andover

From: Kenneth Buckland, AICP, LEED AP
The Cecil Group

RE: Municipal Facilities Master Plan
Program Questionnaire

The Cecil Group is assisting the Town of North Andover in planning for the optimal configuration of municipal departments and facilities. We are contacting you in order to assess the functional requirements and space needs of town departments.

Follow-up interviews may be scheduled in the upcoming weeks.

Please contact me at 617-426-5050 or buckland@cecilgroup.com if you have any questions. You may also speak to, Ryan Lawlor, at the same phone number or rlawlor@cecilgroup.com if for any reason I am not available.

Thank you for your cooperation. We look forward to your responses.



Respondent's Information:

Name: _____ Curt Bellavance _____

Position/Title: ____ Community Development Director _____

Contact Info: Phone _978-688-9531_ Email _cbellavance@townofnorthandover.com_

Best time to contact you: _____

Your Department: _____ Community Development Division _____

Location: 1600 Osgood Street

Other Locations: _____



Section I: Hours of Operation

A. What are your department’s **standard** hours of operation? _8:30 to 4:30pm daily_____

B. What are your department’s **busiest** days of the week and during what time period? Indicate the typical activities during peak times.

Monday_____ time period _____ activity _____

Tuesday_____ time period _____ activity _____

Wednesday_____ time period _____ activity _____

Thursday_____ time period _____ activity _____

Friday_____ time period _____ activity _____

C. What are **peak activity periods** for your office during the calendar year? (Please shade in periods of time on the calendar below.)

January	February	March	April	May	June
Week 1	Week 1	Week 1	Week 1	Week 1	Week 1
Week 2	Week 2	Week 2	Week 2	Week 2	Week 2
Week 3	Week 3	Week 3	Week 3	Week 3	Week 3
Week 4	Week 4	Week 4	Week 4	Week 4	Week 4

July	August	September	October	November	December
Week 1	Week 1	Week 1	Week 1	Week 1	Week 1
Week 2	Week 2	Week 2	Week 2	Week 2	Week 2
Week 3	Week 3	Week 3	Week 3	Week 3	Week 3
Week 4	Week 4	Week 4	Week 4	Week 4	Week 4



I: Office Requirements

A. Please complete the following table to describe your **current staff** and their office requirements.

Job Title	Indicate Supervisor	Position Type*	Full Time	Part Time	Hours	IT Needs	Type of Workspace*	Hours Per Week at Workspace	
<i>Example: Manager</i>	<i>Manages department staff</i>	<i>M</i>	<i>FT</i>	<i>N/A</i>	<i>40</i>	<i>Tel/data</i>	<i>C, O</i>	<i>C=10, O=30</i>	
Director	Manages Staff	E	FT		37.5	Tel/data	PO	28	
Admin	n/a	P	FT		37.5	Tel/data	F	35	

**Position Type:*

E = Executive, M = Manager, SP = Senior Professional, P = Professional, C = Clerical, I = Intern

***Work Space Type:*

O = Open Work Space, C = Counter, PO = Private Office, F = Field

B. Are there any non-traditional space requirements for any offices? **Yes**/No

If yes what type of space is required? small conference table

C. **Adjacency requirements within in your department:** Are there offices or staff that need to be located next to or near each other? Do any members of your staff need to be located next to or near any specific supporting space, such as a transaction counter, filing room or copy room? CD Director needs admin to be near director. Department supervisors (planner, conservation administrator, health director) should all be near their support staff, which should also be near photocopier, fax, and files

D. Do you envision the department growing in number of staff members? **Yes**/No

If yes, by how many? 1 When? 2012

E. Does the location of the department help its functions? **Yes**/No

Explain: As Director I need to be "generally" near everyone so that I can have a sense of what's going on and who is around, etc...



Section III: Public Interface

Part 1 – Visitor Waiting/Reception Area

- A. What is the **estimated average number** of visitors that come to your department daily? 2
- B. What is the **estimated average number** of people normally accommodated in your current waiting/reception area? 2
- C. How many seats does your current waiting/reception area provide for visitors? 2
- D. Are there any **security** considerations in the design of the waiting/reception space for your department? (Yes/**No**)
If, yes what are the specific security concerns that should be accounted for your departments waiting area? _____
- E. Will customer parking be required? (**Yes**/No) If yes, how many 4

Part 2 – Public Transaction Counter

- A. Does your department require a Public Transaction Counter? (Yes/**No**)
 - B. What is the daily estimated average number of customers that are served at a transaction counter by your department? _____
 - C. In your current transaction space, what is the estimated average number of people waiting in line? _____
 - D. Generally, does your queuing area provide enough room for people waiting in line? _____
 - E. During peak times (described in Section I.D), how many customers wait in line at one time? _____
 - F. Are there any security considerations in the design of the transaction area for your department? _____
-
- 

Section IV: Meeting Space

A. Please describe the nature of meetings that take place in your department in a typical month:

Meeting description	# of people	duration	Frequency of Use	Special Equipment *
<i>Example: staff meeting</i>	<i>15</i>	<i>3 hours</i>	<i>Weekly</i>	<i>whiteboard</i>
<i>Example: student conference</i>	<i>3</i>	<i>1 hour</i>	<i>Tuesday mornings</i>	<i>none</i>
Staff	6	2	Once a week	None
Regular meeting/conference	6	2	Once a week	Available phone line, whiteboard, or screen
✓ Personnel meeting	2-3	1	2x quarter	Privacy
Board meetings	8	2-3	Twice monthly	Available phone line, whiteboard, or screen

*(overhead projector, data connection...)

B. Place a **checkmark** next to meetings listed above that can take place in a staff member's office.

C. Place a **circle** next to meetings that can take place in common meeting rooms located outside of the department, but within the building.

D. Any additional comments: __Com Dev holds smaller meetings but when you add all of the departments within CD then it gets rather busy.__

Section IV: Support Spaces

Part 1 – Storage Spaces, Equipment and Vehicles

A. How many records do you currently store within each storage type?

Storage Type	Unit of Measurement	Required Quantity	Frequency of access*
Cartons	12" x 10" x 15"		
Lateral file drawers	Linear ft.	16 feet x 8 feet H	Daily
Shelving	Linear ft.	6 shelves with 6 decks	Daily
Vaults	Cubic ft.		

*Frequency of access: 1 = Daily, 2 = Monthly, 3 = Rarely

Type of Stored Item	Description of Quantity	Frequency of access*
Equipment		
Brochures, Posters	Minimal need	1/month
Books, Reference Material	4 shelves	2/month
✓ Office Supplies	2 shelves	3/week
Forms	n/a	n/a
Large Format Architectural or Engineering Plans and Drawings	12-16	1/month
Voting Machines and Ballot Boxes		

B. What other items are stored in your department?

C. Please place a **checkmark** next to stored items that require restricted access within the department.

D. Vault Requirements: _____

E. Additional Comments: _____

F. Identify the quantity of each type of existing department equipment:

Copiers (1)

File Cabinets (8)

Desks (2)

Computers (2)

Printers/Plotters (3)

Scanners (1)

Town-Owned Vehicles (0)

G. For Town-Owned Vehicles identify the following needs:

Number of Town-Owned Vehicles (0)

Number of Employee-Owned Vehicles That Are Required For Their
 Position (field work) (0)

Number of dedicated parking spaces (2)

Number of oversized vehicles (0)

Number and type of specialty equipment (school buses, snow plows, etc)

Type _____, Number _____

Type _____, Number _____

Type _____, Number _____

Section IV: Support Spaces

Part 2 – Other Support Spaces

- A. Does your department require its own copying space? _____ Would be nice but not critical _____
- B. Is it preferable to locate the copier in a room, or out in the general office space office?
__no_____
- C. Does your staff require a work table? (Yes/**No**)
- D. How frequently is a workspace used?
 Frequently
 Occasionally
X Rarely
- E. What is the nature of the work table activities? _____ Review plans, mostly during a meeting
- F. Please describe any other support spaces required that your department needs. (For example a vault, IT closet, or a place to prepare refreshments for visitors, kitchen, or...)
On occasion we have meetings with food and also serve coffee to clients. The CD area has a lunchroom, and we need space to handle a server, phone connections, photocopier, scanner, fax, shredder, mailroom/space



Section IV: Other General Questions

Please describe in detail:

- A. Are there once-a-year (or more) events that require adaptability of the working environment? _____no_____
- _____
- _____
- _____
- B. Are there planned changes to administrative policies or other operational changes that could impact the nature of your department's business delivery process or its staffing requirements? _____no_____
- _____
- _____
- _____
- C. Are there spaces that this department requires that can be shared with all (or some) other departments? (workspaces, meeting spaces, etc...) _____
- _____
- _____yes_____
- _____
- D. Is your department subject to any regulations that need to be considered during the design process? _____no_____
- _____
- _____
- _____
- E. Additional comments: _____
- _____
- _____
- _____
- F. Which of your current programs/activities do you think have a potential for expansion? _____Health and Planning_____
- _____
- _____
- _____





Section V: Inter-departmental Adjacencies

- A. Departments often work collaboratively or have related business and it is important to understand what these ideal adjacencies are. On the list below, place a checkmark next to the other departments that would ideally be located near your department. Additionally, circle the departments that should be immediately adjacent to your department:

Our office works as one unit (building, planning, zoning, conservation and health). We also work closely with DPW/Engineering, Clerks office, I.T., assessors.

- G. Additional comments: _____



QUESTIONNAIRE

Date: January 28, 2011

To: Department Heads or Department Representatives
Town of North Andover

From: Kenneth Buckland, AICP, LEED AP
The Cecil Group

RE: Municipal Facilities Master Plan
Program Questionnaire

The Cecil Group is assisting the Town of North Andover in planning for the optimal configuration of municipal departments and facilities. We are contacting you in order to assess the functional requirements and space needs of town departments.

Follow-up interviews may be scheduled in the upcoming weeks.

Please contact me at 617-426-5050 or buckland@cecilgroup.com if you have any questions. You may also speak to, Ryan Lawlor, at the same phone number or rlawlor@cecilgroup.com if for any reason I am not available.

Thank you for your cooperation. We look forward to your responses.



Respondent's Information:

Name: ___Bruce Thibodeau

Position/Title: _____DPW Director

Contact Info: Phone __978 685 0950

Email bthibodeau@townofnorthandover.com

Best time to contact you: _____8:30 AM to 4:30

PM_____

Your Department: _____Public

Works_____

Location: 384 Osgood Street

Other Locations: _____



Section I: Hours of Operation

A. What are your department's **standard** hours of operation?

_____ 7:30 AM to 4:30 PM

B. What are your department's **busiest** days of the week and during what time period? Indicate the typical activities during peak times.

9:00 AM to 4:00 PM Monday thru Friday

Monday _____ time period _____ activity _____

Tuesday _____ time period _____ activity _____

Wednesday _____ time period _____ activity _____

Thursday _____ time period _____ activity _____

Friday _____ time period _____ activity _____

C. What are **peak activity periods** for your office during the calendar year? (Please shade in periods of time on the calendar below.)

January	February	March	April	May	June
Week 1	Week 1	Week 1	Week 1	Week 1	Week 1
Week 2	Week 2	Week 2	Week 2	Week 2	Week 2
Week 3	Week 3	Week 3	Week 3	Week 3	Week 3
Week 4	Week 4	Week 4	Week 4	Week 4	Week 4
July	August	September	October	November	December
Week 1	Week 1	Week 1	Week 1	Week 1	Week 1
Week 2	Week 2	Week 2	Week 2	Week 2	Week 2
Week 3	Week 3	Week 3	Week 3	Week 3	Week 3
Week 4	Week 4	Week 4	Week 4	Week 4	Week 4



I: Office Requirements

A. Please complete the following table to describe your **current staff** and their office requirements.

Job Title	Indicate Supervisor	Position Type*	Full Time	Part Time	Hours	IT Needs	Type of Workspace**	Hours Per Week at Workspace	
<i>Example: Manager</i>	<i>Manages department staff</i>	<i>M</i>	<i>FT</i>	<i>N/A</i>	<i>40</i>	<i>Tel/data</i>	<i>C, O</i>	<i>C=10, O=30</i>	
Director	Div. Director	E	FT		40	Tel/data	PO	40	
Manager Operations	Manages department staff	M	FT		40	Tel/data	PO	35	
Ast. Manager Operations	Manages department staff	M	FT		40	Tel/data	PO	30	
Engineer Manager	Manages department staff	M	FT		40	Tel/data	PO	35	
Eng/GIS Staff		P	FT		40	Tel/data	O	30	
Administrative Asst.		C	FT		37.5	Tel/data	O,C	37.5	
3 – Administrative Secretaries		C	FT		37.5	Tel/data	O,C	C=30 O=7.5	
2- Sr. Foreman		P	FT		40		O	O=2 F=38	



**Position Type:*

E = Executive, M = Manager, SP = Senior Professional, P = Professional, C = Clerical, I = Intern

***Work Space Type:*

O = Open Work Space, C = Counter, PO = Private Office, F = Field





B. Are there any non-traditional space requirements for any offices? Yes/No

If yes what type of space is required? ___ Could be – Engineering tables File storage? _____

C. **Adjacency requirements within in your department:** Are there offices or staff that need to be located next to or near each other? Do any members of your staff need to be located next to or near any specific supporting space, such as a transaction counter, filing room or copy room? __ Yes Clerical near counters - reception _____

D. Do you envision the department growing in number of staff members? (Yes/No)

If yes, by how many? _____ No _____ When?

E. Does the location of the department help its functions? (Yes/No)

Explain: _____ Yes, it is centrally located _____





Section III: Public Interface

Part 1 – Visitor Waiting/Reception Area

- A. What is the **estimated average number** of visitors that come to your department daily?
_____20_____
- B. What is the **estimated average number** of people normally accommodated in your current waiting/reception area? _____2_____
- C. How many seats does your current waiting/reception area provide for visitors?
_____4_____
- D. Are there any **security** considerations in the design of the waiting/reception space for your department? (~~Yes~~/No)
If, yes what are the specific security concerns that should be accounted for your departments waiting area? _____
- E. Will customer parking be required? (Yes/~~No~~) If yes, how many____10_____

Part 2 – Public Transaction Counter

- A. Does your department require a Public Transaction Counter? (Yes/~~No~~)
 - B. What is the daily estimated average number of customers that are served at a transaction counter by your department? _____10_____
 - C. In your current transaction space, what is the estimated average number of people waiting in line? _____0_____
 - D. Generally, does your queuing area provide enough room for people waiting in line? _____N/A_____
 - E. During peak times (described in Section I.D), how many customers wait in line at one time? _____1 or 2_____
 - F. Are there any security considerations in the design of the transaction area for your department? _____No_____
-
- 

Section IV: Meeting Space

A. Please describe the nature of meetings that take place in your department in a typical month:

Meeting description	# of people	duration	Frequency of Use	Special Equipment *
<i>Example: staff meeting</i>	<i>15</i>	<i>3 hours</i>	<i>Weekly</i>	<i>whiteboard</i>
<i>Example: student conference</i>	<i>3</i>	<i>1 hour</i>	<i>Tuesday mornings</i>	<i>none</i>
Staff meeting - office	4	1 hr	Weekly	none
Operations Meeting - office	3	1 hr	Weekly	none
Committee Meetings – conf.	12	3 hrs	Monthly	Projection

*(overhead projector, data connection...)

B. Place a **checkmark** next to meetings listed above that can take place in a staff member's office.

C. Place a **circle** next to meetings that can take place in common meeting rooms located outside of the department, but within the building.

D. Any additional comments: _____

Section IV: Support Spaces

Part 1 – Storage Spaces, Equipment and Vehicles

A. How many records do you currently store within each storage type?

Storage Type	Unit of Measurement	Required Quantity	Frequency of access*
Cartons	12" x 10" x 15"	50	3
Lateral file drawers	Linear ft.	250	1
Shelving	Linear ft.	100	2
Vaults	Cubic ft.	560	1

**Frequency of access: 1 = Daily, 2 = Monthly, 3 = Rarely*

Type of Stored Item	Description of Quantity	Frequency of access*
Equipment	10	1
Brochures, Posters	30	2
Books, Reference Material	250	1
Office Supplies	4	1
Forms	12	1
Large Format Architectural or Engineering Plans and Drawings	2000	1
Voting Machines and Ballot Boxes	N/A	

B. What other items are stored in your department?

Billing records for water/sewer accounts. Construction project records, permits, plans etc.

C. Please place a **checkmark** next to stored items that require restricted access within the department.

D. Vault Requirements: _____ On small vault fire proof – for documents & plans _____

E. Additional Comments: _____

F. Identify the quantity of each type of existing department equipment:

Copiers (4)

File Cabinets (20)

Desks (7)

Computers (7)

Printers/Plotters (8)

Scanners (4)

Town-Owned Vehicles (40)

G. For Town-Owned Vehicles identify the following needs:

Number of Town-Owned Vehicles (40)

Number of Employee-Owned Vehicles That Are Required For Their Position (field work) (0)

Number of dedicated parking spaces (2)

Number of oversized vehicles (25)

Number and type of specialty equipment (school buses, snow plows, etc)

Type ___loaders_____, Number
_3_____

Type _Backhoe_____, Number
_____1_____

Type _____Skid Steerers_____, Number
_____4_____

8 6- wheel sanders, 1 10-wheel dump, 6 small dumps, 3 SUV, 5 pick ups, 7 utility trucks, 1 street sweepwe, 1 catech basin truck, 1 sewer jet truck, 7 trackters/lawn mowers.

Section IV: Support Spaces

Part 2 – Other Support Spaces

- A. Does your department require its own copying space?
___yes_____
- B. Is it preferable to locate the copier in a room, or out in the general office space office?
_____yes_____
- C. Does your staff require a work table? (Yes/No)
yes
- D. How frequently is a workspace used?
- | | |
|-------------------------------------|--------------|
| <input type="checkbox"/> | Frequently |
| <input checked="" type="checkbox"/> | X |
| <input type="checkbox"/> | Occasionally |
| <input type="checkbox"/> | Rarely |
- E. What is the nature of the work table activities?
_____enginnering
work_____



F. Please describe any other support spaces required that your department needs. (For example a vault, IT closet, or a place to prepare refreshments for visitors, kitchen, or...)

_____ kitchen _____





Section IV: Other General Questions

Please describe in detail:

A. Are there once-a-year (or more) events that require adaptability of the working environment? _____yes – recycling events 2 to 3 a year on week ends_____

B. Are there planned changes to administrative policies or other operational changes that could impact the nature of your department's business delivery process or its staffing requirements? _____no_____

C. Are there spaces that this department requires that can be shared with all (or some) other departments? (workspaces, meeting spaces, etc...) _____meeting space_____

D. Is your department subject to any regulations that need to be considered during the design process? _____yes, NPDES Storm water regulations/ wetland regulations_____

E. Additional comments: _____

F. Which of your current programs/activities do you think have a potential for expansion? _____Road salt storage_____





Section V: Inter-departmental Adjacencies

- A. Departments often work collaboratively or have related business and it is important to understand what these ideal adjacencies are. On the list below, place a checkmark next to the other departments that would ideally be located near your department. Additionally, circle the departments that should be immediately adjacent to your department:

Community Development for easy of public access for permits ect.

- G. Additional comments: _____



QUESTIONNAIRE

Date: January 28, 2011

To: Department Heads or Department Representatives
Town of North Andover

From: Kenneth Buckland, AICP, LEED AP
The Cecil Group

RE: Municipal Facilities Master Plan
Program Questionnaire

The Cecil Group is assisting the Town of North Andover in planning for the optimal configuration of municipal departments and facilities. We are contacting you in order to assess the functional requirements and space needs of town departments.

Follow-up interviews may be scheduled in the upcoming weeks.

Please contact me at 617-426-5050 or buckland@cecilgroup.com if you have any questions. You may also speak to, Ryan Lawlor, at the same phone number or rlawlor@cecilgroup.com if for any reason I am not available.

Thank you for your cooperation. We look forward to your responses.



Respondent's Information:

Name: _____Susan Sawyer_____

Position/Title: __Health Dir._____

Contact Info: Phone ____978 688-9540__Email _ssawyer@townofnorthandover.com

Best time to contact you: _work day_____

Your Department:_____Health Dept_____

Location:1600 Osgood St., Community Dev. Dept.

Other Locations: _____



Section I: Hours of Operation

A. What are your department’s **standard** hours of operation?
7:30 – 4:30

B. What are your department’s **busiest** days of the week and during what time period? Indicate the typical activities during peak times.

Monday time period 8-4 activity cust. Serv/ mtgs/Insp

Tuesday time period 8-4 activity cust. Serv/ mtgs/Insp

Wednesday time period 8-4 activity cust. Serv/mtgs/Insp

Thursday time period 8-4 activity cust. Serv/mtgs/Insp

Friday time period 8-4 activity cust. Serv/mtgs/Insp

All Days/All times - Processing Paperwork; applications/renewals/issuing orders/compliance documents/information requests/ health inquiries/take in complaints/manage data/etc

C. What are **peak activity periods** for your office during the calendar year? (Please shade in periods of time on the calendar below.)

January	February	March	April	May	June
Week 1	Week 1	Week 1	Week 1	Week 1	Week 1
Week 2	Week 2	Week 2	Week 2	Week 2	Week 2
Week 3	Week 3	Week 3	Week 3	Week 3	Week 3
Week 4	Week 4	Week 4	Week 4	Week 4	Week 4

July	August	September	October	November	December
Week 1	Week 1	Week 1	Week 1	Week 1	Week 1
Week 2	Week 2	Week 2	Week 2	Week 2	Week 2
Week 3	Week 3	Week 3	Week 3	Week 3	Week 3
Week 4	Week 4	Week 4	Week 4	Week 4	Week 4



I: Office Requirements

A. Please complete the following table to describe your **current staff** and their office requirements.

Job Title	Indicate Supervisor	Position Type*	Full Time	Part Time	Hours	IT Needs	Type of Workspace**	Hours Per Week at Workspace	
<i>Example: Manager</i>	<i>Manages department staff</i>	<i>M</i>	<i>FT</i>	<i>N/A</i>	<i>40</i>	<i>Tel/data</i>	<i>C, O</i>	<i>C=10, O=30</i>	
Public Health Inspector	PH Dir.	P	FT		37.5	Tel/Data	PO	C=4, o=15, F=18.5	
Public Health Nurse	PH Dir	P		.8 FTE	30	Tel/Data	PO	O=15, F=15	
Administrative Asst.	PH Dir	P/C	FT		37.5	Tel/data	C,O	C=37.5, O=37.5	
Public Health Dir.	Com. Dev. Dir.	SP	FT		37.5	Tel/data /online mtg	PO	C=2,o=28, F=7.5	
Consultant work station – health consultants come in to submit work need computer station.									





**Position Type:*

E = Executive, M = Manager, SP = Senior Professional, P = Professional, C = Clerical, I = Intern

***Work Space Type:*

O = Open Work Space, C = Counter, PO = Private Office, F = Field





B. Are there any non-traditional space requirements for any offices? *Yes/No*

If yes what type of space is required? _____

Nurse office requires privacy and space to give shots to citizens. A sink in a must. Plan reviews require spreading plan sheets 4-6 feet in length. Room for a plan table is important. Small group meeting spaces are needed at least 2. For a minimum of 4 persons around a table. We take in mercury items and sharps (needles) for disposal. A secure area is needed. Not having these items cluttered in the nurses office would be helpful.

Emergency Preparedness supplies for health response. A secure room would be ideal. Does not have to be right in the office. Used very rarely.

Fax /printer area with table and 3 additional work tables.

C. **Adjacency requirements within in your department:** Are there offices or staff that need to be located next to or near each other? Do any members of your staff need to be located next to or near any specific supporting space, such as a transaction counter, filing room or copy room?

- **The Admin. Asst. must be visually available to customers at the counter at all times. With a good phone system the staff does not need to be next to each other. Prefer our department together. The inspectors of each department could be located in one area or the director could be located in a different location if needed.**

D. Do you envision the department growing in number of staff members? (Yes/*No*)

If yes, by how many? _____ When? _____

E. Does the location of the department help its functions? (Yes/No)

Explain: _____ Citizens, often elderly , need easy access for services to dispose of items or receive shots. **When we have small scale clinics , 50 people we need to not interfere with the rest of Community Dev. Regular business day. Separate access to the nurse office with a waiting area is preferred.**





Section III: Public Interface

Part 1 – Visitor Waiting/Reception Area

- A. What is the **estimated average number** of visitors that come to your department daily? ____5 -15_____
- B. What is the **estimated average number** of people normally accommodated in your current waiting/reception area? __2 - 3_____
- C. How many seats does your current waiting/reception area provide for visitors? ____1 _____
- D. Are there any **security** considerations in the design of the waiting/reception space for your department? (*Yes/No*)
If, yes what are the specific security concerns that should be accounted for your departments waiting area? __**municipal employees preferably should be behind a secure door or glassed area. Similar to the Town hall accounting area or town hall clerks office at minimum.**_____
- E. Will customer parking be required? (*Yes/No*) If yes, how many__**not sure**__

Part 2 – Public Transaction Counter

- A. Does your department require a Public Transaction Counter? (*Yes/No*)
- B. What is the daily estimated average number of customers that are served at a transaction counter by your department? _5-15 daily_____
- C. In your current transaction space, what is the estimated average number of people waiting in line? _____2-3 _____
- D. Generally, does your queuing area provide enough room for people waiting in line? **NO**
- E. During peak times (described in Section I.D), how many customers wait in line at one time? _____@4 – 5, **waiting area should accommodate at least 10**_____
- F. Are there any security considerations in the design of the transaction area for your department? _____angry persons and money handling_____
-

Section IV: Meeting Space

A. Please describe the nature of meetings that take place in your department in a typical month:

Meeting description	# of people	duration	Frequency of Use	Special Equipment *
<i>Example: staff meeting</i>	<i>15</i>	<i>3 hours</i>	<i>Weekly</i>	<i>whiteboard</i>
<i>Example: student conference</i>	<i>3</i>	<i>1 hour</i>	<i>Tuesday mornings</i>	<i>none</i>
Full Staff meeting X	4	1hr	1x weekly	none
Meet with applicants X ○	4-6	1-2 hrs	2x weekly	Table lg enough for construction plan viewing
Private staff mtg X	2	30 min	10 x weekly	none
Nurse meeting with patients for shots X	6 max	10 min	5x weekly	Privacy, sink, washing station

*(overhead projector, data connection...)

B. Place a **checkmark** next to meetings listed above that can take place in a staff member's office. X

C. Place a **circle** next to meetings that can take place in common meeting rooms located outside of the department, but within the building.

D. Any additional comments: _____



Section IV: Support Spaces

Part 1 – Storage Spaces, Equipment and Vehicles

A. How many records do you currently store within each storage type?

Storage Type	Unit of Measurement	Required Quantity	Frequency of access*
Cartons	12" x 10" x 15"	6	2 yr
Lateral file drawers	Linear ft.	8 file cabinets	daily
Shelving	Linear ft.	32 ft of shelves	daily
Vaults	Cubic ft.		
Customer counter	6-8 ft deep	1-2 curved	daily
Waiting area	8x10 space	1	daily

**Frequency of access: 1 = Daily, 2 = Monthly, 3 = Rarely*

Type of Stored Item	Description of Quantity	Frequency of access*
Equipment	Laptops, projector, screen, 24 walki-talkies	2xmonthly
Brochures, Posters	1bookshelf full	daily
Books, Reference Material	4- 5 bookshelves, 2 in common area, 2 office	daily
Office Supplies	1 drawer – printer cartridges, Small individual drawers,	daily
Forms	Sorter bins on top bookshelf at indiv. Desk	daily
Large Format Architectural or Engineering Plans and Drawings	n/a	
Voting Machines and	n/a	



Ballot Boxes		
		daily

B. What other items are stored in your department?
 All need to be stored together for easy access - Emergency preparedness stockpiles; cases of rubber gloves, face masks, sheets, sharps containers, needles/syringes (secure), emergency plans and equipment (need locked storage cabinet). Other mobile clinic supplies; cotton balls, portable coolers, 1 dozen boxes of stanchions, easel signs (2), suitcases (3) standard. 5 boxes of hand sanitizer.

C. Please place a **checkmark** next to stored items that require restricted access within the department.

D. Vault Requirements: _____

E. Additional Comments: _____

- F. Identify the quantity of each type of existing department equipment:
- Copiers (1)
 - File Cabinets ()
 - Desks (4)
 - Computers (4)
 - Printers/Plotters (2)
 - Scanners ()
 - Town-Owned Vehicles (1)

G. For Town-Owned Vehicles identify the following needs:





Number of Town-Owned Vehicles (1)

Number of Employee-Owned Vehicles That Are Required For Their Position (field work) (4)

Number of dedicated parking spaces (5)

Number of oversized vehicles (0)

Number and type of specialty equipment (school buses, snow plows, etc)

Type _____, Number _____

Type _____, Number _____

Type _____, Number _____

Section IV: Support Spaces

Part 2 – Other Support Spaces

A. Does your department require its own copying space?
_____yes_____

B. Is it preferable to locate the copier in a room, or out in the general office space office? ___well ventilated room with tables_____

C. Does your staff require a work table? (**Yes**/No)

D. How frequently is a workspace used?

xFrequently

Occasionally

Rarely

E. What is the nature of the work table activities? ___plan reviews, annual permitting for hundreds of permits.

F. Please describe any other support spaces required that your department needs. (For example a vault, IT closet, or a place to prepare refreshments for visitors, kitchen, or....) ___waiting area for people to see the nurse_____







Section IV: Other General Questions

Please describe in detail:

- A. Are there once-a-year (or more) events that require adaptability of the working environment? **__permit time October – Feb 1, Flu season September – January,** _____
- B. Are there planned changes to administrative policies or other operational changes that could impact the nature of your department's business delivery process or its staffing requirements? **__Health has outside consultants that will need access to a computer and work station to download their work from hand held units to the computer** _____
- C. Are there spaces that this department requires that can be shared with all (or some) other departments? (workspaces, meeting spaces, etc...) _____
__large meeting spaces > 10 people _____
- D. Is your department subject to any regulations that need to be considered during the design process? **_all personal records ie flu shot information, vaccination records, disease outbreak info. are to be kept in a secure location. We have 3 or more file cabinets that should be in a locked area. We also must keep numerous files for state mandated terms...many years. We need a dead file area that could be locked and store approx. 10 file cabinets.** _____
- E. Additional comments: _____
- F. Which of your current programs/activities do you think have a potential for expansion? _____
__The nurse could do more weekly clinics ie blood pressure, cholesterol etc, if the access to the office is easily accessible. We like to bring in 1 or 2 interns in the summers, but the space is very cramped at our current location. _____
- 



Section V: Inter-departmental Adjacencies

A. Departments often work collaboratively or have related business and it is important to understand what these ideal adjacencies are. On the list below, place a checkmark next to the other departments that would ideally be located near your department. Additionally, circle the departments that should be immediately adjacent to your department:

G. Additional comments: _____



B APPENDIX

Building Assessments

Facility: BRADSTREET SCHOOL
Building address: 70 Main Street, North Andover, MA
Building use: Former School Building – Vacated approximately 6 years ago
Brief description of facility (age, additions or alterations, general characteristics) Structural Engineer’s Assessment – Jonathan D. Buhl, P.E., Foley Buhl Roberts & Associates, Inc. The Bradstreet School is a two-story (plus Basement), flat roof, wood framed building with interior and perimeter brick masonry bearing walls, constructed in 1915 on a gently sloping site (downwards, to the northeast). The Basement Level is located approximately ½ story below grade. The main (front) entry occurs midway between the Basement and First Floors. The total area of the building over the three levels is approximately 19,500 square feet. A one-story, wood framed, modular addition is located off the back side of the original building. The Bradstreet School has been vacant for over 6 years; the Town of North Andover is maintaining interior temperatures at approximately 50 degrees. The building was originally constructed as a school. At the Basement Level, there are two classrooms at the front of the building and a Multi-Purpose Room along the east side. The Boiler Room is also located at this level. An internal ramp connects the back section of this level to the front section (approximately 12” higher). Stairs to the upper levels are located in the front and back of the building; there is no elevator. There are four classrooms at both the First and Second Floors, along with Boys and Girls Toilet Rooms. Access to the roof is provided by a ships ladder at the back/north end of the building. Ceiling heights are in excess of 12 feet. Roof construction consists of 2” nominal wood joists, clear spanning the classroom spaces below and supported on perimeter and interior masonry bearing walls. First and Second Floor framing is similar, with 2” nominal wood joists clear spanning the spaces below. Wood joists at the two, front First Floor classrooms are supported at mid-span by a system of beams and steel pipe columns at the Basement Level. First Floor construction over the Boiler Room is a concrete slab supported by steel beams. Floor and roof framing is (partially) protected by the original plaster ceilings; there are no sprinklers. Lateral stability for wind and seismic loads is provided by interior and perimeter brick masonry walls. The Basement Level floor is a concrete slab on grade; the thickness is unknown. Foundation walls are typically rubble stone below grade, changing to brick masonry above grade. Foundations are presumed to be conventional concrete spread footings. Architect’s Assessment – Gary Brock, HMFH Architects, Inc. The Bradstreet Elementary School is a masonry, load-bearing building. Assessor’s data indicates 1915 as the date of construction. There are dates inscribed on the east (rear) elevation of the building indicating dedications in 1885, 1911, and 1948. There are a total of 3 additions, 2 significant additions and 1 small wood framed building. One addition is approximately 64’ x 34’ centered on the eastern side of the building. The other major addition extends out 30 feet further to the east from the initial addition adding 1140 square feet to the footprint of the building. Both of these additions are 3 stories as is the original construction.

There is a subsequent addition of a single story wood framed structure probably added for expansion of the academic space. The date of that addition is unknown.

The school has been vacant for approximately six years. It is currently be used by the fire department for training exercises.

The building has a handicapped accessible ramp at the east entrance built of wood- most likely built at the same time as the wood framed single story addition. This ramp leads to the rear entrance of the school to enter through one of the four stair wells into the building. At this location there is a railing mounted lift that allows the basement and first floors to be accessible. There are two wood stair structures on the two side entries to the school which also lead to interior stair wells. There is a wood stair structure at the front entrance as well. The front entry is at a lower elevation than the first floor of the school, with additional steps leading to the first floor from the entry vestibule. None of these three entries is accessible.

All of the exterior wood windows have been removed and replaced with aluminum framed windows which are glazed with fiberglass (similar to Kalwall) in the fixed portions and translucent glazing in the operable portions. Therefore it is impossible to see the exterior from the classrooms. The only clear glazing also acting as a vision panel occurs at the entry doors. The basement level of the building is partially below grade, allowing for smaller windows to still bring in daylight and fresh air to the interior spaces.

The basement level has the water entry room (near the rear stair and cafeteria), boiler, electric rooms. The cafeteria and kitchen are on the south side of the central corridor. There are gang toilets on the north side of the central corridor. Neither of the toilets is accessible. There are two classrooms on the west (front) side of the building- one on either side of the central open stair. The floor to floor height between the basement and the first floor is approximately 11'-0". There is evidence of water damage visible on the interior glazed CMU at the exterior walls with the efflorescent appearing in many locations. This may be due to moisture entering via any one or a combination of the exterior masonry, roof system, or the exterior windows.

The first floor of the building has four classrooms. There are two in the same location to either side of the central entry stair at the west end of the building. There are also two that are on the south side of the central corridor that leads to the east (rear) stair. The acoustical suspended ceiling heights are about 11'-6". These are hung below the original plaster ceilings.

The basement level has VCT installed on the floors. The first and second floor have wood flooring in the classrooms. The corridors have carpet installed over VCT. The gang toilets have a monolithic concrete or epoxy flooring.

There is a small office located on the east side of the north stair well on each floor. There is also small single fixture toilet room located off of these offices on the first and second floors. There is a medium sized space located off of the intermediate landing of the central stair between the first and second floors and between the second and third floors. There are wall hung coat hooks located outside classrooms in the corridor/stair wells. These are not ADA compliant. Drinking fountains in the corridors are also not ADA compliant. It appears that a majority of the chalkboards have been either removed or covered with board material in the classrooms. There is also built-in wood casework as part of the original building in each classroom.

There is a colorful mural painted on the interior walls in the main entry vestibule and on the

BRADSTREET SCHOOL – Compiled Report

east wall of the cafeteria. There is a small platform, two risers high (approx. 15” high) at the west end of the cafeteria.

Site Area: 1.15 Acres; 50,094 SF

Height (stories): 3 stories, 2.5 stories above grade

Gross building area: Approximately 19,500 GSF

STRUCTURAL REPORT – Jonathan D. Buhl, P.E., Foley Buhl Roberts & Associates, Inc.

	Description	Condition			Repairs Needed	Estimated Repair Cost (if available)
		Good	Fair	Poor		
Structural System	Wood Framed Roof Construction	X			Appears to be performing satisfactorily; however, there is evidence of roof leaks at the building interior.	
	Wood Framed First and Second Floor Construction	X			Floor joists clear spanning over classrooms (25+/- feet) are somewhat flexible – further review of capacity recommended.	
	Basement Concrete Slab on Grade		X		There are a number of depressions, pits and cracks in the slab; repair or removal and replacement, in conjunction with future renovations is recommended.	
	Rubble Stone Foundation Walls		X		Foundations appear to be performing satisfactorily; however, there are a number of areas where water has infiltrated the building interior. Repair/repainting is required. Drainage at the building perimeter needs improvement.	
	Exterior Walls		X		General repointing of exterior masonry walls is required. Some cracking was observed (recessed door and window on the west side); repair is required. There is evidence of water infiltration around windows. Steel loose lintels are rusting and require repair/coating or replacement.	

ARCHITECTURAL REPORT – Gary Brock, HMFH Architects, Inc.

Architecture	Description	Condition			Repairs Needed	Estimated Repair Cost (if available)
		Good	Fair	Poor		
Exterior envelope	Load bearing masonry, Limestone accents		X	X	Repointing, repair at exterior masonry cracked above north entry	
Materials-	Red brick, limestone, aluminum break metal, copper flashing		X			
Doors-	Aluminum and glass		X			
Windows-	Aluminum with fiberglass glazing/translucent glazing installed in the original wood frames			X	Replacement	
Roof-	Not inspected- may be leaking due to efflorescence visible on the interior of the exterior walls					
Interior						
First floor						
Walls	Glazed CMU, plaster with wood trim		X	X	Cosmetic damage to plaster walls, efflorescence on glazed CMU in some areas needs to be removed	
Floors	Wood, carpet, VCT, epoxy		X	X	For the most part the gang toilet rooms' floors are in good condition. Wood floors in the classrooms need repairs/refinishing. Carpet and VCT should be replaced.	
Doors	Wood		X	X	Some doors and glazing in doors is damaged.	
Ceilings	2'x4' ACT below original plaster ceilings		X		Replace some missing and damaged tiles Code related upgrades	
Stairs	Wood, rubber treads		X	X		

BRADSTREET SCHOOL – Compiled Report

	Description	Condition			Repairs Needed	Estimated Repair Cost (if available)
		Good	Fair	Poor		
ADA Issues	Basement and first floors accessible from rear entry. Second floor not accessible. Toilets are not accessible. Stairs are not code and ADA compliant for railings and nosings.					
Second floor						
Walls	Glazed CMU, plaster with wood trim		X	X	Cosmetic damage to plaster walls, efflorescence on glazed CMU in some areas needs to be removed	
Floors	Wood, carpet, VCT, epoxy		X	X	For the most part the gang toilet rooms' floors are in good condition. Wood floors in the classrooms need repairs/refinishing. Carpet and VCT should be replaced.	
Doors	Wood		X	X	Some doors and lites are damaged and need replacement.	
Ceilings	2'x4' ACT below original plaster ceilings		X		Replace some missing and damaged tiles	
Stairs	Wood, rubber treads		X			
ADA Issues	Basement and first floors accessible from rear entry. Second floor not accessible. Toilets are not accessible. Stairs are not code and ADA compliant for railings and nosings.					

BRADSTREET SCHOOL – Compiled Report

	Description	Condition			Repairs Needed	Estimated Repair Cost (if available)
		Good	Fair	Poor		
Basement floor						
Walls	Glazed CMU, plaster with wood trim		X	X	Cosmetic damage to plaster walls, efflorescence on glazed CMU in some areas needs to be removed	
Floors	Wood, carpet, VCT, epoxy		X	X	For the most part the gang toilet rooms' floors are in good condition. Wood floors in the classrooms need repairs/refinishing. Carpet and VCT should be replaced.	
Doors	Wood		X	X	Some doors and lites in doors are damaged and need replacement.	
Ceilings	2'x4' ACT below original plaster ceilings		X	X	Replace some missing and damaged tiles Code related upgrades	
Stairs	Wood, rubber treads		X			
ADA Issues	Basement and first floors accessible from rear entry. Second floor not accessible. Toilets are not accessible. Stairs are not code and ADA compliant for railings and nosings.					

SYSTEMS REPORT – Garcia Galuska DeSousa

	Description	Condition			Repairs Needed	Estimated Repair Cost (if available)
		Good	Fair	Poor		
<p>Mechanical System</p> <p>HVAC</p> <p>Air Conditioning</p>	<p>Heating: Building is heated by a gas-fired low pressure steam boiler located in the basement mechanical room. The boiler is a HB Smith cast iron sectional boiler (Model 28A-11 2146 MBH IBR Net output capacity) which appears to be in fair to good condition. Low pressure steam is distributed to steam heating unit ventilators, convectors and radiation heating equipment located throughout the building. The majority of piping distribution and terminal heating equipment observed appears to be in fair to poor condition. Many sections of piping are un-insulated or have damaged insulation. The basement unit ventilators were installed in 2000, and the majority of the other unit ventilators were installed in 1993. The addition is heated by electric baseboard radiation heating.</p> <p><u>Ventilation:</u> The classroom spaces are ventilated by classroom unit ventilators. Outdoor air is provided to each classroom</p>			X	<p>Complete upgrade recommended due to equipment condition and low efficiency of steam heating system. Existing steam boiler could potentially be re-used in another building with steam heating system.</p>	
				X	<p>Complete upgrade recommended.</p>	

BRADSTREET SCHOOL – Compiled Report

	Description	Condition			Repairs Needed	Estimated Repair Cost (if available)
		Good	Fair	Poor		
	<p>through wall louvers, and exhaust air is ducted to roof mounted exhaust fans. Majority of exhaust grilles and ductwork observed appear to be in need of cleaning and/or replacement. Perimeter offices are ventilated through the use of operable windows.</p> <p><u>Air Conditioning:</u> The building is not air conditioned, with the exception of one office that is served by a window AC unit.</p>			X	New system recommended as part of renovation.	
Electrical System	<p>Service and distribution are obsolete. Lighting system is in fair condition but lacks controls. Wiring devices are inadequate with some non-grounded receptacles present. School paging and intercom system are obsolete.</p>			X	Complete Upgrade	
Plumbing System	<p>Presently, the Plumbing Systems serving the building are cold water, hot water, sanitary, waste and vent system, storm drain system, and natural gas. Municipal sewer and municipal water service the Building.</p> <p>In general the plumbing fixtures are antiquated. Fixtures do not meet current accessibility codes.</p>			X	Complete upgrade of plumbing fixtures recommended.	

BRADSTREET SCHOOL – Compiled Report

	Description	Condition			Repairs Needed	Estimated Repair Cost (if available)
		Good	Fair	Poor		
	<p>Plumbing fixtures are not water conservation fixtures.</p> <p>Cast iron is used for sanitary and storm drainage. Rainwater from roof areas is collected by interior rain leaders which appear to discharge to a below grade drainage system.</p> <p>Natural gas supplies the heating boiler and domestic water heater. Installation is in good condition.</p>	X	X		<p>Cast iron, if sized properly, can be reused. Video inspection is recommended.</p> <p>Gas service is in good condition. System can be modified under a renovation.</p>	
Fire Protection System	<p>Fire alarm system is code compliant and has been recently replaced.</p> <p>Building contains an automatic sprinkler system. System is approximately 5 to 7 years old (exact installation date is not known at this time). All areas of the building appear to be protected including above ceiling combustible spaces.</p>	X			<p>The system can be modified to accommodate any renovation.</p> <p>Sprinkler system is currently disconnected and drained of water. System should be reconnected and pressure tested. A full NFPA 25 system inspection should be performed.</p>	
Life Safety Systems	<p>Existing battery units for emergency lighting appear to have adequate coverage but are in need of replacement due to age. The majority of exit signs are non-illuminated and should be replaced.</p>			X	Complete Upgrade	

Other Comments

Structural Engineer’s Comments – Jonathan D. Buhl, P.E., Foley Buhl Roberts & Associates, Inc.

Renovations to the Bradstreet School will be governed by the provisions of the 2009 International Existing Building Code (IEBC), with Massachusetts Amendments. Future additions to the building should be structurally separated by an expansion/seismic joint, to avoid increasing wind, seismic and gravity forces on the existing structural elements. Proposed renovations and alterations to the building should be planned to minimize the alteration/removal of the existing interior and perimeter masonry walls, as they provide lateral force resistance for wind and seismic loads. Renovations and alterations which do not increase lateral forces or reduce lateral force resistance can be designed using the Prescriptive Compliance Method of Chapter 3 in the 2009 IEBC, provided the Architectural and MEP requirements noted in this chapter are satisfied.

Facility: FIRE STATION
Building address: 124 Main Street, North Andover, MA
Building use: Fire Station
<p>Brief description of facility (age, additions or alterations, general characteristics)</p> <p>Structural Engineer’s Assessment – Jonathan D. Buhl, P.E., Foley Buhl Roberts & Associates, Inc.</p> <p>The North Andover Fire Station is a two-story (plus Basement), flat roof, wood framed building with interior and perimeter brick masonry bearing walls (approximately 16” thick) constructed on a gently sloping site (downwards, to the northeast). The age of the building is unknown; however, construction of the Fire Station preceded the construction of the adjacent, Town Offices building. There are three fire truck bays at the First Floor of the building, with overhead doors. Second floor spaces include a kitchen, a lounge, offices and sleeping quarters. Building services, storage spaces and an exercise room are located in the partial Basement; there is an entrance to the Town Offices connector at this level as well. Access to the Basement is by a concrete stair located at the northeast corner of the First Floor. A wood stairway, located to the west of the fire truck bays provides access from the First Floor to the Second Floor. There is no elevator.</p> <p>Roof construction consists of 2” nominal wood joists, spanning in the north-south direction to structural steel trusses. The steel trusses appear to clear span the east-west width of the building. A new roof was recently installed. Details of the Second Floor framing were not determined; however, it appears to be wood framed as well. First Floor construction (below the fire truck bays) consists of a one-way reinforced concrete slab, spanning 8+/- feet to reinforced concrete beams. Concrete beams are supported by reinforced concrete columns, presumably resting on individual concrete spread footings. Second Floor framing and roof framing may be (partially) protected by the ceiling construction. The First Floor reinforced concrete construction likely has a fire resistance rating of at least 1½ hours. Lateral stability for wind and seismic loads is provided by interior and perimeter brick masonry walls.</p> <p>The Basement Level floor is a concrete slab on grade; the thickness is unknown. The lower section of foundation walls is typically rubble stone; wall construction changes to brick masonry approximately 3 to 5 feet above the Basement floor. Foundations are presumed to be conventional concrete spread footings.</p> <p>Architect’s Assessment – Gary Brock, HMFH Architects, Inc.</p> <p>The original fire station was built in 1800 according to the assessor’s data. There have been interior modifications over time, including the addition of the town offices adjacent to the fire station on the east.</p> <p>The first floor accommodates the three vehicular bays for fire apparatus, a small office, and an accessible toilet. The office in the northwest corner does not have heat. There is storage for a variety of equipment used by the firemen around the perimeter of the garage on the first floor.</p>

FIRE STATION – Compiled Report

The basement level houses additional bulk storage, exercise area and a small lounge. There is also a connection to the town offices next door through a door at the basement level of the fire station. Access to the basement is through the garage portion of the building where there is a stair in the northeast corner of the building.

The second floor houses sleeping quarters, office space, a large lounge/locker area, and a kitchen/dining room. A decorative entry stair leads from the first floor to the second floor. As one approaches the upper landing, one can turn left which leads down the corridor to most of the second floor spaces. One can also turn right, going up a few more stairs to an office. There is access to the intermediary space of the ceiling and the underside of the roof through a hatch in the ceiling of the corridor. Subsequent access to the roof is through a roof hatch once in that intermediary space. There is a second stair that leads down to the first floor over the stair leading to the basement. This second stair is accessed through the kitchen/dining area. The second floor is not accessible.

The building is a load bearing brick masonry building with wood windows. It has flat roofs. The front elevation has a variety of granite accents- primarily at the entrance and the window sills. The high parapet is capped with copper which has developed a green patina. The windows appear to be the original wood windows with aluminum storm windows installed on the exterior.

Site Area: 1.04 acres/45,302 SF

Height (stories): 2 Stories plus Basement

Gross building area: 9,364 SF

STRUCTURAL REPORT – Jonathan D. Buhl, P.E., Foley Buhl Roberts & Associates, Inc.

	Description	Condition			Repairs Needed	Estimated Repair Cost (if available)
		Good	Fair	Poor		
Structural System	Wood Framed Roof Construction	X			Appears to be performing satisfactorily; no repairs required.	
	Wood Framed Second Floor Construction	X			Second Floor construction over the fire truck bays is somewhat flexible – further review of capacity recommended.	
	Basement Concrete Slab on Grade			X	There are a number of depressions, pits and cracks in the slab and the top surface is poorly finished. Repair or removal and replacement, in conjunction with future renovations is recommended.	
	Rubble Stone Foundation Walls		X		Foundations appear to be performing satisfactorily; however, there are a number of areas where water has infiltrated to the building interior. Repair/repointing is required. Drainage at the building perimeter needs improvement.	
	Exterior Walls		X		General repointing of exterior masonry walls is required. Some cracking was observed (main entrance, front side); repair is required. Brick is supported by masonry arches over windows – condition satisfactory.	

FIRE STATION – Compiled Report

ARCHITECTURAL REPORT – Gary Brock, HMFH Architects, Inc.

Architecture	Description	Condition			Repairs Needed	Estimated Repair Cost (if available)
		Good	Fair	Poor		
Exterior envelope						
Materials-	Brick masonry, granite sills and accents		X	X	Repointing is probably necessary	
Doors-	Aluminum, fiberglass garage doors	X	X			
Windows-	Wood with aluminum storms		X	X	Windows need refurbishing or replacement	
Roof-	Not inspected					
Interior						
First floor						
Walls	Painted bead board for interior partitions. Interior side of exterior masonry is also painted.		X			
Floors	Exposed concrete, VCT		X			
Ceilings	Exposed, 2'x2' ACT	X				
Stairs	Main entry stair is wood with rubber pads added on top of treads for traction. All stairs have wood rails.		X			
ADA Issues	Neither of the stairs are code compliant for railings and nosings.			X	Replace/modify railings and tread nosings.	
Second floor						
Walls	Painted bead board and plaster. Interior side of exterior masonry is also painted. Wood chair rail through many of the spaces.		X			

FIRE STATION – Compiled Report

	Description	Condition			Repairs Needed	Estimated Repair Cost (if available)
		Good	Fair	Poor		
Floors	Carpet, VCT		X			
Ceilings	2'x2' ACT, plaster	X				
Stairs	See first floor comments					
ADA Issues	Neither of the stairs are code compliant for railings and nosings.		X		Replace/modify railings and tread nosings.	
Basement floor						
Walls	Painted GWB for interior partitions. Interior side of exterior masonry is also painted.		X			
Floors	Exposed concrete, VCT		X			
Ceilings	Exposed, 2'x2' ACT		X			
Stairs	Wood stair- low head height, no railings		X			
ADA Issues	Stairs is not code compliant for railings and nosings.			X	Replace/modify railings and tread nosings.	
Accessibility						
Accessible entrances	Front entry is accessible	X				
Accessible restrooms	Single toilet is accessible on first floor	X				
Accessible vertical circulation	None					

FIRE STATION – Compiled Report

SYSTEMS REPORT – Garcia Galuska DeSousa

	Description	Condition			Repairs Needed	Estimated Repair Cost (if available)
		Good	Fair	Poor		
<p>Mechanical System</p> <p>HVAC</p> <p>Air Conditioning</p>	<p><u>Heating:</u> Heating is largely provided by Town Hall boiler system. Hot water piping and fin tube radiation with electric controls located in first floor offices and second floor spaces; appear to be in good condition. Apparatus Bay heated by gas fired infrared unit heater which does not evenly heat apparatus bay. Basement is largely un-heated.</p> <p><u>Ventilation:</u> Building is largely ventilated by natural ventilation through the use of operable windows. None of the restrooms observed have exhaust fan systems. The apparatus bay is served by a vehicle exhaust (PlymoVent) system. The kitchen range is not exhausted.</p> <p><u>Air Conditioning:</u> The building is largely air conditioned through the use of window AC units. The basement fitness room and adjacent TV room are air conditioned by a split system air handling unit.</p>			<p>X</p> <p>X</p> <p>X</p>	<p>Hot water piping and fin tube radiation heating could potentially be re-used.</p> <p>Complete Upgrade. Kitchen hood exhaust system should be provided Apparatus bay vehicle exhaust system could potentially be re-used.</p> <p>Complete Upgrade</p>	

FIRE STATION – Compiled Report

		Condition				
	Description	Good	Fair	Poor	Repairs Needed	Estimated Repair Cost (if available)
Electrical System	Service and distribution are not in rated electric rooms and are in poor condition. Lighting system is in fair/poor condition. Wiring devices have been added over the years but some non-grounded receptacles are present in bunkrooms. The 100ma master box circuits are still active.			X	Complete Upgrade	
Plumbing System	<p>Presently, the Plumbing Systems serving the building are cold water, hot water, sanitary, waste and vent system, storm drain system, compressed air, and natural gas. Municipal sewer and municipal water service the Building.</p> <p>In general the plumbing fixtures are antiquated. Fixtures do not meet current accessibility codes. Plumbing fixtures are not water conservation fixtures.</p> <p>Cast iron is used for sanitary and storm drainage. Rainwater from roof areas is collected by interior rain leaders which appear to discharge to a below grade drainage system.</p>		X	X	<p>Complete upgrade of plumbing fixtures recommended.</p> <p>Cast iron piping can be reused if sized properly. Video inspection of piping recommended.</p> <p>Recommend relocating gas meter to the exterior.</p>	

FIRE STATION – Compiled Report

	Description	Condition			Repairs Needed	Estimated Repair Cost (if available)
		Good	Fair	Poor		
	<p>Natural gas supplies the domestic water heater, clothes dryer, and cooking equipment. Gas meter is located in Basement.</p> <p>5 HP compressor is located in the Basement. Compressor feeds air stations in the Apparatus Bays. Compressor is in good condition.</p>	X			Compressor can be reused.	
Fire Protection System	<p>Fire alarm system is not ADA compliant. The control panel is obsolete. The Sigcom wireless transmitter is in good condition.</p> <p>Building does not contain an automatic sprinkler system.</p>			X	Complete Upgrade	
				X	If building undergoes a substantial renovation; installation of automatic sprinkler system will be required.	
Life Safety Systems	<p>There is a Kohler emergency generator present which backs up entire facility. The system is not code compliant because there is no separation between normal and emergency power throughout the facility.</p> <p>The generator appears to be in good condition.</p>			X	Complete Upgrade of distribution system. 2 hr electric rooms need to be provided for electrical panels. 2hr feeders for emergency system need to be provided.	

Other Comments

Structural Engineer’s Comments – Jonathan D. Buhl, P.E., Foley Buhl Roberts & Associates, Inc.

Renovations to the Fire Station will be governed by the provisions of the 2009 International Existing Building Code (IEBC), with Massachusetts Amendments. Future additions to the building should be structurally separated by an expansion/seismic joint, to avoid increasing wind, seismic and gravity forces on the existing structural elements. Proposed renovations and alterations to the building should be planned to minimize the alteration/removal of the existing interior and perimeter masonry walls, as they provide lateral force resistance for wind and seismic loads. Renovations and alterations which do not increase lateral forces or reduce lateral force resistance can be designed using the Prescriptive Compliance Method of Chapter 3 in the 2009 IEBC, provided the Architectural and MEP requirements noted in this chapter are satisfied.

FORMER POLICE STATION – Compiled Report

Facility: FORMER POLICE STATION
Building address: 566 Main Street, North Andover, MA
Building use: Former Police Station – Vacated approximately 6 months ago
Brief description of facility (age, additions or alterations, general characteristics) Structural Engineer’s Assessment – Jonathan D. Buhl, P.E., Foley Buhl Roberts & Associates, Inc. The former Police Station is a one-story (plus Basement), sloped (gable) roof, wood and precast concrete framed building with interior and perimeter concrete masonry (CMU) bearing walls, constructed in 1978 on a sloping site (downwards, to the east). The Basement Level a full story below grade at the front (west) side of the building; grades drop gradually along the south and east sides of the building; there is a Basement exit at grade in the northeast corner. The total area of the building over the two levels is approximately 6,050 square feet. A small, one-story, wood framed, modular addition is located at the back, northeast corner of the original building. The facility has been vacant for approximately 6 months; the Town of North Andover continues to maintain power, water and heat. The building was originally constructed as a police station. At the Basement Level, there are holding cells, locker rooms, offices and a garage at the back corner. The stair to the First Floor is located at the back of the building; there is no elevator. The dispatch station and administrative offices are located at the First Floor. Access to the (unoccupied) Attic space is provided by a ships ladder at the back/east end of the building. Ceiling heights are approximately 8 feet. Gable roof construction consists of plywood sheathing spanning to plywood gusseted, 2x wood trusses spaced at 2’-0” o.c. The trusses clear span the north-south width of the building, approximately 42 feet. Interior walls at the First Floor are non-load bearing and do not provide lateral force resistance for the building. First Floor construction consists of 2’-0” wide, 8” deep, precast, prestressed concrete floor planks supported by perimeter concrete foundation walls and interior CMU bearing walls. Wood framed roof construction is unprotected and has no fire rating. The precast, prestressed concrete plank First Floor construction likely has a 1 to 1½ hour fire rating. There are no sprinklers in the building. Lateral stability for wind and seismic loads is provided by interior (Basement only) and perimeter CMU walls in each direction. The Basement Level floor is a concrete slab on grade; the thickness is unknown. Foundation walls are reinforced concrete. Foundations are likely conventional concrete spread footings. Architect’s Assessment – Gary Brock, HMFH Architects, Inc. According to the assessor’s data, the building was constructed in 1968. The only alteration apparent is the addition of the wooden structure on the rear of the building to house additional offices (criminal investigations). This area was not accessible during the survey. The first and second floors total approximately 6,000 SF. The former police station had been occupied and functioning as such as recently as three months prior to the building survey. There were still a variety of items in the building which remained to be moved to the new facility

FORMER POLICE STATION – Compiled Report

or be disposed of as necessary.

The building is a concrete plank structure with bearing wall(s) at the basement level. The roof structure appears to be a wood truss spanning to the exterior walls (north and south). The partitions in the building are primarily CMU. On the second floor, the CMU walls are not load bearing.

It also appears that the communications system is still functioning- perhaps as a back-up to the new system in the new police facility elsewhere in town.

Site Area: 1.57 Acres, 68,389 SF

Height (stories): 1 Story plus Basement

Gross building area: 6,048 SF

FORMER POLICE STATION – Compiled Report

STRUCTURAL REPORT – Jonathan D. Buhl, P.E., Foley Buhl Roberts & Associates, Inc.

	Description	Condition			Repairs Needed	Estimated Repair Cost (if available)
		Good	Fair	Poor		
Structural System	Wood Framed Roof Construction	X			Appears to be performing satisfactorily; however, there is evidence of roof leaks at the building interior. The roof is in poor condition and needs to be replaced.	
	Precast, prestressed concrete plank Floor Construction	X			No repairs required.	
	Basement Concrete Slab on Grade	X			No repairs required.	
	Concrete Foundation Walls	X			No repairs required.	
	Exterior Walls		X		Selective repointing of exterior masonry walls is required. Some cracking in the CMU backup wall was observed (over the Basement exit door at the northeast corner of the building). Steel loose lintels are rusting and require repair/coating.	

FORMER POLICE STATION – Compiled Report

ARCHITECTURAL REPORT – Gary Brock, HMFH Architects, Inc.

Architecture	Description	Condition			Repairs Needed	Estimated Repair Cost (if available)
		Good	Fair	Poor		
Exterior envelope						
Materials-	Brick veneer over CMU back-up	X				
Doors-	Steel and aluminum		X			
Windows-	Double-hung wood, with insulated glazing		X			
Roof-	Not inspected					
Other						
Interior						
First floor						
Walls	Primarily painted CMU.		X			
Floors	Carpet, VCT			X	Replacement	
Ceilings	2'x2' ACT			X	Replacement of stained and damaged tiles	
Stairs	Steel pan stairs		X			
ADA Issues	Not ADA accessible, toilets not accessible, stair railings do not comply					

FORMER POLICE STATION – Compiled Report

	Description	Condition			Repairs Needed	Estimated Repair Cost (if available)
		Good	Fair	Poor		
Second floor						
Walls	Primarily painted CMU.		X			
Floors	Carpet, VCT, painted concrete		X	X	Replacement of carpet	
Ceilings	2'x2' ACT			X	Replacement of stained and damaged tiles	
Stairs	See notes on first floor					
ADA Issues	ADA accessible, toilets not accessible					
Accessibility						
Accessible entrances	Main entrance is accessible	X				
Accessible restrooms	Not accessible		X	X	One large toilet could be made accessible with appropriate accessories and fixtures	
Accessible vertical circulation	None			X	Elevator or lift needs to be installed for both levels to be accessible.	

FORMER POLICE STATION – Compiled Report

	Description	Condition			Repairs Needed	Estimated Repair Cost (if available)
		Good	Fair	Poor		
	<p><u>Air Conditioning:</u> The second floor office areas are air conditioned by a split system air handling unit located in the attic. The unit and associated ductwork distribution system appears to be in fair to poor condition. The computer server room is air conditioned by a ductless cooling split system AC unit that appears to be in good condition. The remainder of the building is not air conditioned by central system(s).</p>			X	New system recommended as part of building renovation.	
Electrical System	<p>Service and distribution are have recently been upgraded and are in good condition. Lighting system is in poor condition. Wiring devices appear adequate for present use. Additional outlets ac be added with present distribution system. The radio equipment is still active.</p>		X		The lighting system, wiring devices, switch controls need to be upgraded. The existing radio equipment and tower should be decommissioned.	
Plumbing System	<p>Presently, the Plumbing Systems serving the building are cold water, hot water, sanitary, waste and vent system, and natural gas. Municipal sewer and municipal</p>					

FORMER POLICE STATION – Compiled Report

		Condition				
	Description	Good	Fair	Poor	Repairs Needed	Estimated Repair Cost (if available)
	<p>water service the Building.</p> <p>In general the plumbing fixtures are antiquated. Fixtures do not meet current accessibility codes. Plumbing fixtures are not water conservation fixtures.</p> <p>Cast iron is used for sanitary and storm drainage. Rainwater from roof areas is collected by interior rain leaders which appear to discharge to a below grade drainage system.</p> <p>Natural gas supplies the heating boiler, domestic water heater, and generator. Gas meter is located in the boiler room.</p>		X	X	<p>Complete upgrade of plumbing fixtures recommended.</p> <p>Cast iron piping can be reused if sized properly. Video inspection of piping recommended.</p> <p>Recommend relocating gas meter to the exterior.</p>	
Fire Protection System	<p>Fire alarm system is not ADA compliant. The control panel is obsolete.</p> <p>Building does not contain an automatic sprinkler system.</p>			X	<p>Complete Upgrade</p> <p>If building undergoes a substantial renovation; installation of automatic sprinkler system will be required.</p>	
Life Safety Systems	<p>There is an Onan emergency generator present which backs up entire facility. The system is not code compliant because there is no separation between normal and</p>			X	<p>Complete Upgrade. It is recommended that only battery units be provided in lieu of using a generator once the use is no longer a public safety building.</p>	

FORMER POLICE STATION – Compiled Report

		Condition				
	Description	Good	Fair	Poor	Repairs Needed	Estimated Repair Cost (if available)
	emergency power throughout the facility. The generator appears to be in poor condition.					
Gary Brock, HMFH Architects, Inc.						
Site Improvements						
Parking Spaces	6 spaces in small south parking lot, one is accessible. There is a large lot on the north side with approximately 40 spaces		X			
Loading/Service	Service is in the rear (north) through a single 3' wide door.		X			
Exterior Features						

Other Comments

Structural Engineer’s Comments – Jonathan D. Buhl, P.E., Foley Buhl Roberts & Associates, Inc.

Renovations to the former Police Station will be governed by the provisions of the 2009 International Existing Building Code (IEBC), with Massachusetts Amendments. Future additions to the building should be structurally separated by an expansion/seismic joint, to avoid increasing wind, seismic and gravity forces on the existing structural elements. Proposed renovations and alterations to the building should be planned to minimize the alteration/removal of the existing interior and perimeter masonry walls, as they provide lateral force resistance for wind and seismic loads. Renovations and alterations which do not increase lateral forces or reduce lateral force resistance can be designed using the Prescriptive Compliance Method of Chapter 3 in the 2009 IEBC, provided the Architectural and MEP requirements noted in this chapter are satisfied. Interior CMU walls at the First Floor are non-load bearing and do not provide lateral force resistance. These walls can be removed to accommodate future renovations without triggering extensive seismic upgrades to the building.

Facility: Public Works Facility
Building address: 384 Osgood Street, North Andover, MA
Building use: Storage, Maintenance and Administrative Facility for the North Andover DPW
Brief description of facility (age, additions or alterations, general characteristics) Structural Engineer’s Assessment – Jonathan D. Buhl, P.E., Foley Buhl Roberts & Associates, Inc. The Public Works facility is a one-story (plus Mezzanine), sloped (shallow gable) roof, steel framed building with metal panel exterior walls, constructed in 1978 on a relatively level site. There is a steel framed Office Mezzanine level along the front (south) side of the facility. Access to the Office Mezzanine is by two interior stairs; there is no elevator. Wood and steel framed Storage Mezzanines were constructed along the east side, subsequent to the original construction. The total area of the facility (excluding the storage Mezzanines) is approximately 24,960 square feet. The building continues to be used as a storage, maintenance and administrative facility for the North Andover Public Works Department. Roof construction consists of the manufacturer’s standard metal roofing system (with insulation) spanning between light gauge steel “zee” purlins. The zee purlins span 24 feet to pre-engineered, rigid steel frames which clear span the building (approximately 80 feet). There are thirteen, rigid steel frame bays along the length of the building, with eleven, 20 feet wide overhead doors on the west side. Office Mezzanine floor construction consists of a 2½” thick concrete slab on steel forms, spanning to open web steel bar joists spaced at 2 to 3 feet on centers. Steel joists span 24 feet in the north-south direction and are supported by steel beams and columns. Exterior walls are manufacturer’s standard metal panels (with insulation) spanning vertically to horizontal, light gauge steel zee girts. The steel zee girts span 24 feet to the rigid steel frames. North and south gable end walls are framed with a system of steel rake beams supported by end wall columns and clad with insulated metal panels. Steel floor and roof framing is unprotected and has no fire resistance rating. There are no sprinklers. Lateral stability for wind and seismic loads is provided by the rigid steel frames in the east-direction (with steel x-bracing at the north and south gable end walls) and by steel x-bracing in the north-south direction, along the east and west (longitudinal) walls. The First Floor is a 6” thick concrete slab on grade, reinforced with welded wire fabric and steeply pitched to floor drains. Perimeter foundation walls are 12” thick concrete; the top of wall is 4 feet above the First Floor and is exposed on the building exterior. The foundation system is unknown (Refer to “Other comments” section at the end of this report). Architect’s Assessment – Gary Brock, HMFH Architects, Inc. The DPW building is a metal building housing a series of town maintenance related equipment and personnel. According to assessor’s data the building was constructed in 1978. The Osgood Street end of the building houses offices on two floors totaling approximately 4,000 SF. The offices are not handicapped accessible. The office area does appear to be well maintained. The remainder of the building houses the maintenance vehicles and support facilities for the equipment. This is primarily a single story, high volume space that has been

PUBLIC WORKS FACILITY – Compiled Report

divided into a series of areas designated for specific tasks totaling approximately 22,960 SF.

Along the north side of the maintenance portion of the building, there are support spaces, such as break rooms, toilet facilities, workshops, and storage. A mezzanine level built above the workshops provides storage space for large items such as tires.

The only alterations appear to be to create/modify the mezzanine level for storage above and workshops below.

There are no windows or doors along the north elevation. The garage doors are all along the south elevation. There is access from the exterior to the office portion through a door on the south side and a door on the east (Osgood Street) side of the building.

The building is showing its age in the condition of the exterior metal panels, some settlement in the interior masonry walls, and in some areas insulation fastened to the interior side of the exterior metal panels has fallen away.

Site Area: 3.59 Acres; 156,380 SF

Height (stories): 1 Story plus partial Second Floor and Storage Mezzanines

Gross building area: 26,960 SF

STRUCTURAL REPORT – Jonathan D. Buhl, P.E., Foley Buhl Roberts & Associates, Inc.

	Description	Condition			Repairs Needed	Estimated Repair Cost (if available)
		Good	Fair	Poor		
Structural System	Pre-engineered Steel Roof Construction	X			Roof structure appears to be performing satisfactorily; member and diaphragm bracing is intact. Rigid frame bases along the west wall (between overhead doors) have corroded due to continuing exposure to water. Cleaning, evaluation and coating of frame bases is recommended.	
	Office Mezzanine Floor Construction	X			Mezzanine Floor construction was not observed, but appears to be performing satisfactorily.	
	First Floor Concrete Slab on Grade		X		The slab appears to be structurally intact; however, the top surface has been compromised by years of exposure to salts, oil and other agents.	
	Foundation Walls	X			Perimeter Concrete foundation walls appear to be performing satisfactorily; there was no evidence of excessive settlement or deterioration.	
	Exterior Walls	X			Exterior walls generally appear to be in satisfactory condition and performing as intended.	

ARCHITECTURAL REPORT – Gary Brock, HMFH Architects, Inc.

Architecture	Description	Condition			Repairs Needed	Estimated Repair Cost (if available)
		Good	Fair	Poor		
Exterior envelope			X			
Materials-	Painted steel panel		X			
Doors-	Painted Steel		X			
Windows-	Aluminum		X			
Roof-	Not inspected					
Interior						
First floor						
Walls	Interior walls primarily painted CMU. Some GWB assemblies.		X			
Floors	exposed concrete, VCT, carpet	X				
Ceilings	exposed in maintenance bays, 2'x4' ACT in office areas		X			
Stairs	Rubber flooring, double handrails attached to walls	X				
ADA Issues	Most of the building is not ADA compliant- toilets and interior clearances and access to the second floor of the offices.			X		
Second floor	Same comments as first floor noted above for the office area.					

PUBLIC WORKS FACILITY – Compiled Report

	Description	Condition			Repairs Needed	Estimated Repair Cost (if available)
		Good	Fair	Poor		
Accessibility						
Accessible entrances	East entry is accessible		X			
Accessible restrooms	None					
Accessible vertical circulation	None					
Structural System	Pre-engineered Steel Roof Construction	X			Roof structure appears to be performing satisfactorily; member and diaphragm bracing is intact. Rigid frame bases along the west wall (between overhead doors) have corroded due to continuing exposure to water. Cleaning, evaluation and coating of frame bases is recommended.	
	Office Mezzanine Floor Construction	X			Mezzanine Floor construction was not observed, but appears to be performing satisfactorily.	
	First Floor Concrete Slab on Grade		X		The slab appears to be structurally intact; however, the top surface has been compromised by years of exposure to salts, oil and other agents.	
	Foundation Walls	X			Perimeter Concrete foundation walls appear to be performing satisfactorily; there was no evidence of deterioration.	

PUBLIC WORKS FACILITY – Compiled Report

		Condition				
	Description	Good	Fair	Poor	Repairs Needed	Estimated Repair Cost (if available)
		X			excessive settlement or Exterior walls generally appear to be in satisfactory condition and performing as intended.	

SYSTEMS REPORT – Garcia Galuska DeSousa

		Condition				
	Description	Good	Fair	Poor	Repairs Needed	Estimated Repair Cost (if available)
<p>Mechanical System</p> <p>HVAC</p> <p>Air Conditioning</p>	<p><u>Heating:</u> The office area is heated by a gas-fired furnace air handling unit (w/split system AC) located in the adjacent garage bay area. The furnace is a Lennox Model G26 which appears to be in fair condition. The garage bay areas are heated by overhead gas-fired infrared heaters. In general these heaters do not provide even heating throughout the garage areas. The central garage bay area is also heated by a waste oil heating furnace (CleanBurn) which appears to have been recently installed and in very good condition.</p> <p><u>Ventilation:</u> The office area is provided with minimal ventilation and is not positively pressurized in relation to the adjacent garage bay areas. The garage bay areas are exhaust by sidewall propeller type exhaust fans located in the rear of each bay. In addition the emergency generator located in one of the bays is</p>		X		<p>In general a new heating system is recommended to provide improved temperature control and increased energy savings.</p> <p>X Complete upgrade is recommended for main office area and enclosed spaces located within the garage bay areas. Vehicle exhaust system could potentially be re-used.</p>	

PUBLIC WORKS FACILITY – Compiled Report

	Description	Condition			Repairs Needed	Estimated Repair Cost (if available)	
		Good	Fair	Poor			
	<p>vented through the building roof. The central vehicle repair garage area has a vehicle exhaust system which appears to be in fair condition. The garage bay break room and restroom are not properly ventilated, as the restroom fan is in poor condition and there were signs of mold growth on the restroom ceiling tiles.</p> <p><u>Air Conditioning:</u> The majority of the main office area is air conditioned by the split system AC/gas-fired furnace air handling unit located in the adjacent garage bay. The unit appears to be in fair condition and the associated ductwork and distribution system appears to be in fair to poor condition. The garage bay break room and office area are air conditioned by window type AC units installed in the interior walls adjacent to the garage bay areas.</p>				X	In general a new AC system is recommended to provide improved temperature control and increased energy savings.	
Electrical System	Service and distribution are in fair condition but have almost reached life expectancy. Lighting system is in fair condition in office		X			A new service should be installed with any substantial renovation. The lighting system, wiring devices, switch controls need to be upgraded with any substantial renovation.	

PUBLIC WORKS FACILITY – Compiled Report

		Condition				
	Description	Good	Fair	Poor	Repairs Needed	Estimated Repair Cost (if available)
	area. Wiring devices appear adequate for present use. Switch controls appear adequate in each space.					
Plumbing System	Presently, the Plumbing Systems serving the building are cold water, hot water, sanitary, waste and vent system, garage waste system, and natural gas. Municipal sewer and municipal water service the Building.					
	In general the plumbing fixtures are antiquated. Fixtures do not meet current accessibility codes. Plumbing fixtures are not water conservation fixtures. Cast iron is used for sanitary and garage waste drainage systems. Garage floor drains are connected to exterior oil/gas traps. Natural gas installation is in good condition.		X	X	Complete upgrade of plumbing fixtures, including domestic water distribution system. Cast iron can be reused if properly sized. Garage waste system should be cleaned. Video inspection of piping is recommended. Gas system could be modified and expanded in a renovation.	
Fire Protection System	Fire alarm system is not ADA compliant. The control panel is obsolete. Building does not contain an automatic sprinkler system.			X	Complete Upgrade X If building is substantially renovated, installation of automatic sprinkler system will be required.	

PUBLIC WORKS FACILITY – Compiled Report

		Condition				
	Description	Good	Fair	Poor	Repairs Needed	Estimated Repair Cost (if available)
Life Safety Systems	There is an Onan emergency generator present, which backs up optional standby equipment only. Battery units are used for emergency lighting. Exit signs were not illuminated.		X		Complete Upgrade with any substantial renovation.	
Gary Brock, HMFH Architects, Inc.						
Site Improvements						
Parking Spaces	18 spaces in east lot More parking around the perimeter of the service area		X			
Loading/Service	Surface needs improvement		X	X		

Other Comments

Structural Engineer’s Comments – Jonathan D. Buhl, P.E., Foley Buhl Roberts & Associates, Inc.

Renovations to the Public Works facility will be governed by the provisions of the 2009 International Existing Building Code (IEBC), with Massachusetts Amendments. Future additions to the building should be structurally separated by an expansion/seismic joint, to avoid increasing wind, seismic and gravity forces on the existing structural elements. Proposed renovations and alterations to the building should be planned to avoid the alteration/removal of the existing steel x-bracing, which provides lateral force resistance for wind and seismic loads. Renovations and alterations which do not increase lateral forces or reduce lateral force resistance can be designed using the Prescriptive Compliance Method of Chapter 3 in the 2009 IEBC, provided the Architectural and MEP requirements noted in this chapter are satisfied.

The live load capacity of the roof structure is unknown; typically, pre-engineered buildings are tightly designed to meet minimum code requirements. Diagonal member bracing is critical to the structural performance of the system and should not be removed or altered for any reason. As previously noted, lateral force resistance for the building is provided by the rigid steel frames and by steel x-bracing. Due to the presence of windows on the south elevation, lateral force resistance in this wall may be minimal. Similarly, due to the presence of the eleven overhead doors along the west longitudinal side of the building, lateral force resistance along this side of the building may also be minimal. It is recommended that the lateral load resisting system of the building be fully evaluated in conjunction with future renovations/improvements.

Original boring logs were included with the Architectural Drawings for the building, which were prepared by Architect Mark I. Brainerd in 1975. The borings indicate that a layer of peat was encountered in all of the borings within the building footprint. As the First Floor is a concrete slab on grade, the peat layer may have been removed and replaced with compacted structural fill. Foundations at steel frames and end wall columns would be conventional spread footings, in this case. Alternately, the peat layer may have been left in place and a deep foundation system (e.g. piles or caissons) may have been installed at frame and column bases. It is recommended that subsurface soils investigations be conducted in the event new construction is considered for this site in the future.

C APPENDIX

Space Programs

North Andover Master Plan

North Andover Community Development

Room Name/Use	Capacity	Square Footage	Units	Total Square Footage
Executive Director	4	220	1	220
Department Head	3	108	4	432
Nurse		250	1	250
Sr. Professionals	2	90	3	270
Professionals	2	72	8	576
Part Time	1	48	4	192
Central File Storage	0	192	1	192
Department File Storage	0	353	1	353
Large Meeting Room	0	240	1	240
Small Meeting Room	0	144	1	144
Counter Space	0	88	1	88
Reception/Waiting Area	0	112	1	112
Kitchen	0	150	1	150
Work Table Space	0	30	3	90
Office and Supply Storage	0	196	1	196
Total Net Square Feet				3505
Net to Gross Factor .5				1752.5
Proposed Gross Square Footage				5257.5
Renovated Space Factor .1				525.75
Proposed Gross Square Footage For Renovated Space				5783.25

North Andover Master Plan

Department of Public Works

Room Name/Use	Capacity	Square Footage	Units	Total Square Footage
---------------	----------	----------------	-------	----------------------

Director's Office	4	220	1	220
Manager Operations	3	108	1	108
Assist. Manager Operations	3	108	1	108
Engineer Manager	3	108	1	108
Eng/GIS Staff	2	90	1	90
Administrative Assistant	1	90	1	90
Administrative Secretaries	1	90	3	270
Sr. Foreman	2	90	2	180
File Storage	0	500	1	500
Large Meeting Room	12	240	1	240
Small Meeting Room	4	144	1	144
Counter Space	0	88	1	88
Reception/Waiting Area	4	64	1	64
Work Tables	0	30	2	60

Total Net Square Feet	2270
Net to Gross Factor .5	1135
Proposed Gross Square Footage	3405
Circulation Factor .1	340.5
Proposed Gross Square Footage For Renovated Space	3745.5

North Andover Master Plan

North Andover Fire Station

Room Name/Use	Capacity	Square Footage	Units	Total Square Footage
Fire Chief's Office	4	220	1	220
Deputy Chief's Office	3	108	1	108
Lieutenant's Office	3	108	1	108
Administrative Assistant's Office	1	90	1	90
Fire Prevention Officer's Office	1	108	1	108
Fire Investigation Officer's Office	1	108	1	108
Apparatus Bay		800	3	2400
Turn-out Room /Equipment Storage		500	1	500
Self-Contained Breathing Aparatus		250	1	250
Vehicle Maintenance Support		250	1	250
Training Room/Day Room	50	750	1	750
Kitchen	4	250	1	250
Dorm Room	1	60	12	720
Showers/Changing	6	60	1	60
Mechanical/Storage		250	As needed	250
Total Net Square Feet				6172
Net to Gross Factor .5				3086
Proposed Gross Square Footage				9258
Renovated Space Factor .1				925.8
Proposed Gross Square Footage For Renovated Space				10183.8

North Andover Master Plan

IT Department

Room Name/Use	Capacity	Square Footage	Units	Total Square Footage
---------------	----------	----------------	-------	----------------------

Director's Office	4	220	1	220
Asst Director	3	108	1	108
IT Analysts	3	90	5	450
Microcomputer Spc.	1	90	1	90
Storage	0	500	1	500
Small Meeting Room	4	144	1	144
Counter Space	0	88	1	88
Reception/Waiting Area	2	32	1	32

Total Net Square Feet	1632
Net to Gross Factor .5	816
Proposed Gross Square Footage	2448
Circulation Factor .1	244.8
Proposed Gross Square Footage For Renovated Space	2692.8

North Andover Master Plan

North Andover School Department

Room Name/Use	Capacity	Square Footage	Units	Total Square Footage
Executive Director	4	220	1	220
Department Heads	3	108	5	540
Sr Professionals	2	90	3	270
Professionals	2	72	14	1008
Personnel Records File Storage Room	0	100	1	100
Central office file storage Room	0	300	1	300
SPED File Storage	0	160	1	160
Reception	3	64	1	64
Kitchen Area	0	150	1	150
General Supply Storage	0	225	1	225
Work Room Area	0	64	1	64
Storage Area	0	300	1	300
Meeting Room	12	240	1	240
Technology Workshop	0	150	1	150
Total Net Square Feet				3791
Net to Gross Factor .5				1895.5
Proposed Gross Square Footage				5686.5
Renovated Space Factor .1				568.65
Proposed Gross Square Footage For Renovated Space				6255.15

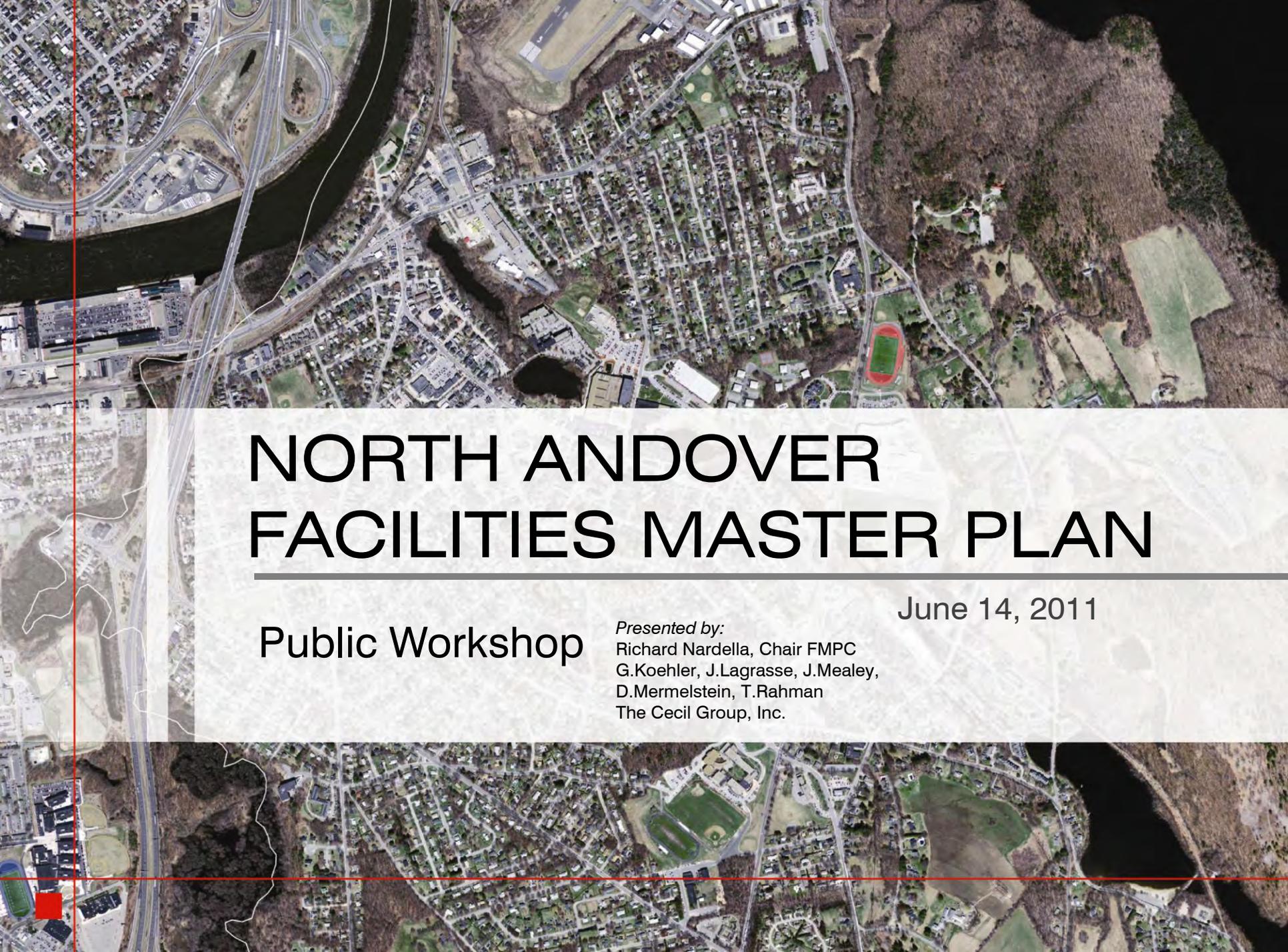
North Andover Master Plan

North Andover Council on Aging/ Senior Center

Room Name/Use	Capacity	Square Footage	Units	Total Square Footage
Executive Director's Office	4	220	1	220
Program Manger's Office	3	108	1	108
Outreach Coordinator's Office	3	108	1	108
Administrative Assistant's Office	1	90	2	180
Health Screening/Specialists Office	2	250	1	250
Unisex Toilet	1			
Waiting Room	10	250	1	250
Storage for Health Screening	0	60	1	60
Reception	2	280	1	280
lobby/Waiting Area	10	200	1	200
Coat Closet	0	60	1	60
Large Meeting Rooms	40	1000	4	4000
Chair Storage	0	100	1	100
Table Storage	0	100	1	100
Supply/Material Storage	0	80	3	240
Pool Room	6	600	1	600
Library/TV Room	10	500	2	500
Conference Room	10	300	2	600
Computer Room	6	220	1	220
Kitchen	4	400	1	400
Dishwashing	2	120	1	120
Receiving	0	100	1	100
Storage - Dry Goods/Supplies	0	200	1	200
Walk-in Freezer	0	60	1	60
Staff Kitchen	4	150	1	200
General Storage	0	300	1	300
Custodial Office	1	100	1	100
Mechanical/Electrical/Data	0	500	As needed	500
Total Net Square Feet				10056
Net to Gross Factor .5				5028
Proposed Gross Square Footage				15084
Renovated Space Factor .1				1508.4
Proposed Gross Square Footage For Renovated Space				16592.4

D APPENDIX

Public Presentations



NORTH ANDOVER FACILITIES MASTER PLAN

June 14, 2011

Public Workshop

Presented by:
Richard Nardella, Chair FMPC
G.Koehler, J.Lagrasse, J.Mealey,
D.Mermelstein, T.Rahman
The Cecil Group, Inc.



Agenda

- Master Planning Process and Goals
- Building Assessments
- Space Needs by Department
- Fit Studies
- Selected Site Studies
- Facility Site Options
- List of Scenario Alternatives
- Small Group Activity - Mapping the Future
- Next Steps to Complete Plan

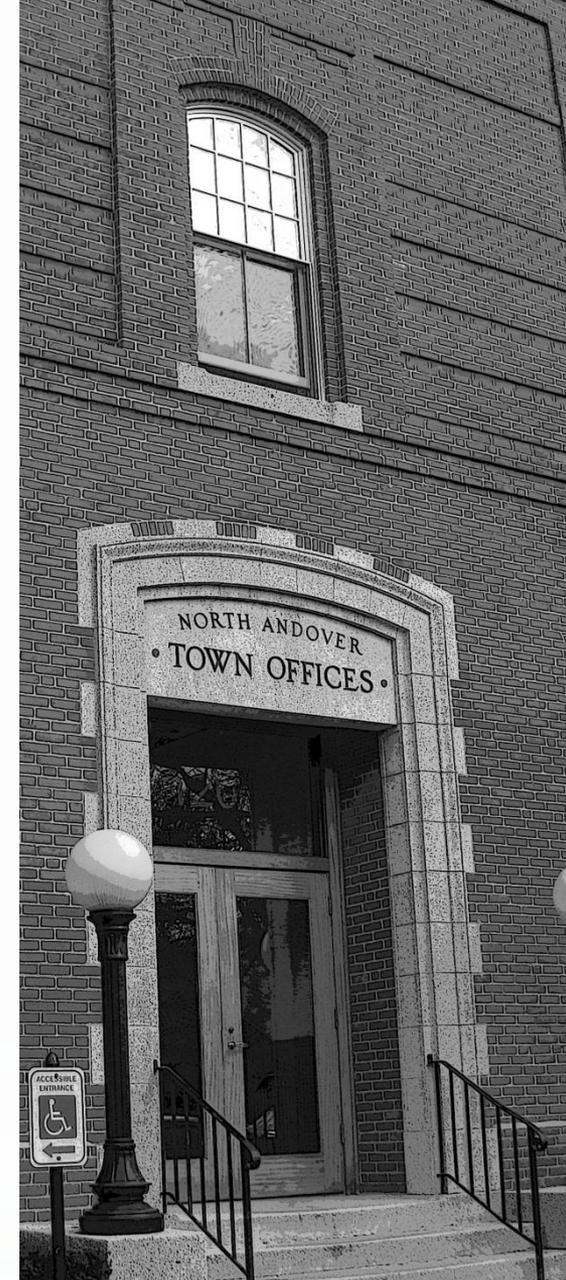
Facilities Master Planning Process

■ Assess Buildings

- Bradstreet School
- Former Police Station
- Division of Public Works Facility
- Fire Department Headquarters

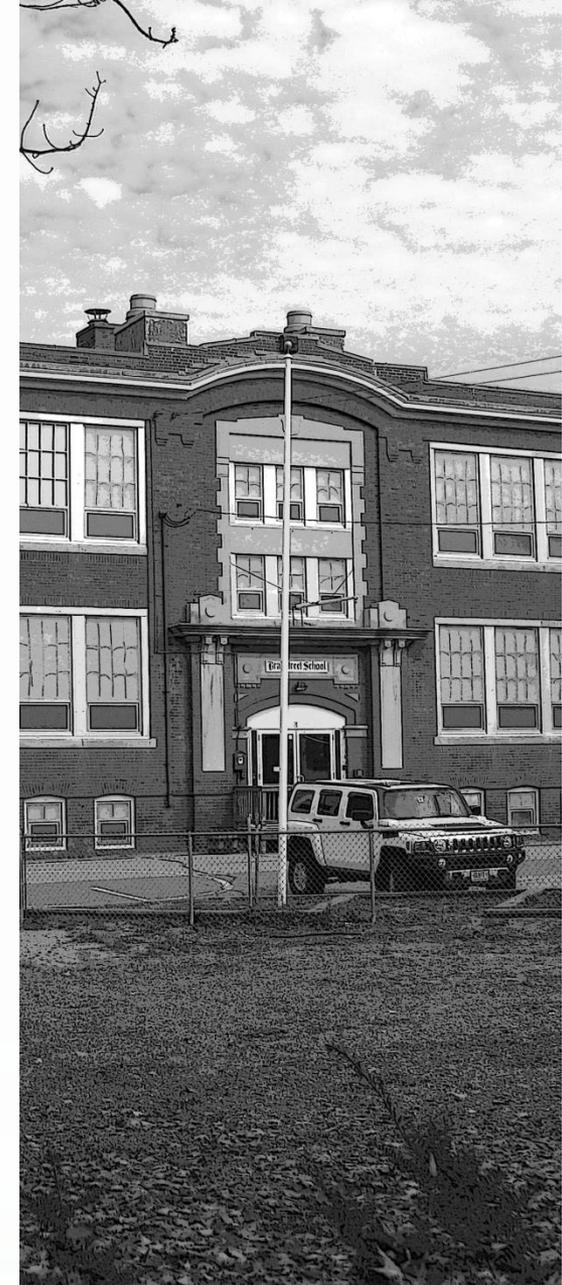
■ Department Space Needs

- School Department Administration
- Community Development Division
- Division of Public Works
- Senior Center
- Fire Department Headquarters



Facilities Master Planning Process

- School Improvement Needs
 - Confirmation of enrollment projections
 - Facility Improvement needs and class size
- Alternative Site Evaluations
 - Prescott Street/Route 125 Parcel
 - Foster Farm Parcel
- Alternative Scenarios
- Formulate Recommendations



Facilities Master Plan Goals

1. Promote municipal efficiency
2. Move School Administration and Community Development offices to new locations (leases expire in 2012 and 2016)
3. Rehab and reuse existing buildings to the extent possible
4. Remain within Capital Program financial and CPA expenditure guidelines
5. Promote economic activity in the Downtown
6. Keep Senior Center Downtown



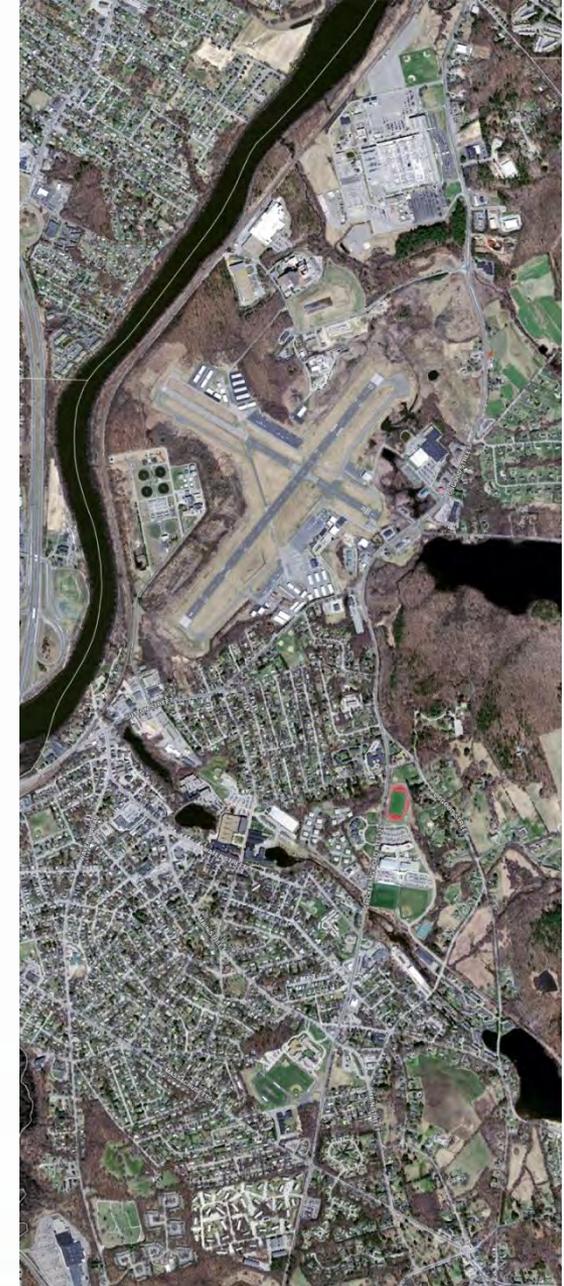
Facilities Master Plan Goals

- Promote municipal efficiency
 - Relocate Community Development Division closer to other Town offices
 - Relocate School Department Administration closer to schools and other Town offices
 - Assess Fire Department Headquarter's ability to accommodate new equipment
 - Improve DPW office space accessibility and on-site drainage



Facilities Master Plan Goals

- Move School Administration and Community Development offices to new locations
 - Community Development Division lease expires in 2016
 - School Department Administration lease expires in 2012



Facilities Master Plan Goals

- Rehab and reuse existing buildings to the extent possible
 - Determine if building reuse is cost effective
 - Determine if building reuse meets other Town goals



Facilities Master Plan Goals

- Remain within Capital Program financial and CPA expenditure guidelines
 - Utilize current bonding capacity
 - Phase in with the retirements of bonds
 - Utilize CPA funds approved by the Town of North Andover



Facilities Master Plan Goals

- Promote economic activity in the Downtown
 - Keep Senior Center Downtown
 - Relocate municipal offices to Downtown
 - Recommend new use for the Bradstreet School



Facilities Master Plan Goals

- Keep Senior Center Downtown
 - Maintain Senior Center in Downtown/Main Street area for access to Town services and events
 - Meet current and projected space needs



School Improvements

- Assessment of enrollment projections
 - Confirmation of future enrollment projections from 2007 and 2009
- Assess resulting implications for facility needs
 - Possible need for additional classroom space
 - New elementary school not anticipated at this time



Building Assessments

- Building Plan Reviews
- Building Assessments [Non-invasive]
 - Architectural
 - Structural Engineering
 - Mechanical /Electrical /Plumbing



Building Assessment:

Bradstreet School

■ Details

- Year Built: 1915
- Gross Building Area: 19,275 SF
- Building Height: 2.5 Stories
- Site Area: 1.15 Acres

■ Assessment

- Not ADA compliant
- New HVAC required
- New electric system required
- New life safety systems required
- Fire protection systems serviceable
- Gas systems serviceable



Building Assessment:

Former Police HQ

■ Details

- Year Built: 1978
- Gross Building Area: 5,524 SF
- Building Height: 2 Stories
- Site Area: 1.57 Acres

■ Assessment

- Not ADA compliant
- Lift required
- Roof replacement required
- Repointing required
- Electrical system serviceable
- Gas system serviceable
- HVAC upgrade required



Building Assessment:

Public Works

■ Details

- Year Built: 1978
- Gross Building Area: 27,720 SF
- Building Height: 2 Stories
- Site Area: 3.59 Acres

■ Building Needs

- Not ADA compliant
- Floor slab improvements required
- New HVAC required
- Upgrade of plumbing required
- New electric system required
- Upgrade of fire protection and life safety systems required



Building Assessment:

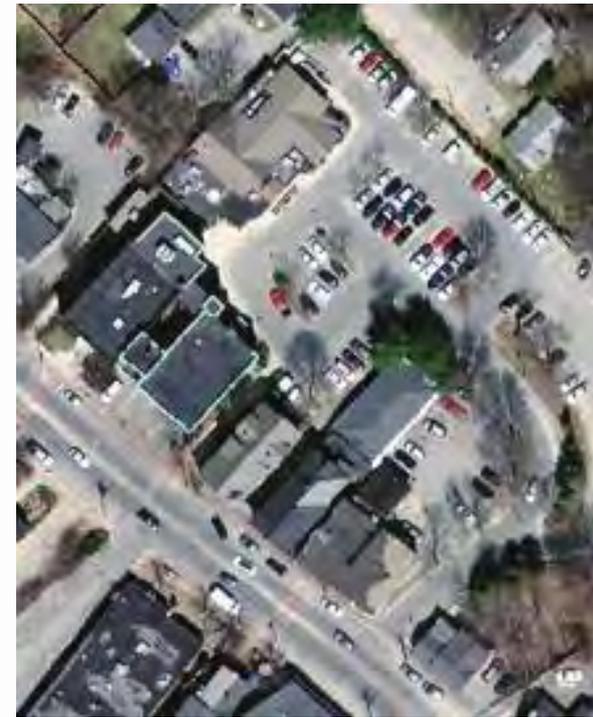
Fire Department

■ Details

- Year Built: 1800
- Gross Building Area: 9,364 SF
- Building Height: 2 Stories (plus basement)
- Site Area: .08 Acres

■ Assessment

- Not ADA compliant
- Window replacement required
- Floor repairs required
- Repointing required
- Upgrade electrical systems required
- Upgrade plumbing systems required
- Upgrade to HVAC system required





Space Programming [Needs]

- School Department Administration
 - 6,000 SF
- Community Development Division
 - 6,000 SF
- Division of Public Works
 - 28,000 SF
- Senior Center
 - 17,000 SF
- Fire Department Headquarters
 - 10,000 SF
- Other: Thrift shop
 - 1,500 SF

Space Programming is based on existing department needs, using Federal municipal workspace standards, and additional research with each department.

Department Fit Studies

- Former Police Station Floor Plan with Community Development Offices



Department Fit Studies

- Current Senior Center Floor Plan with Community Development Offices



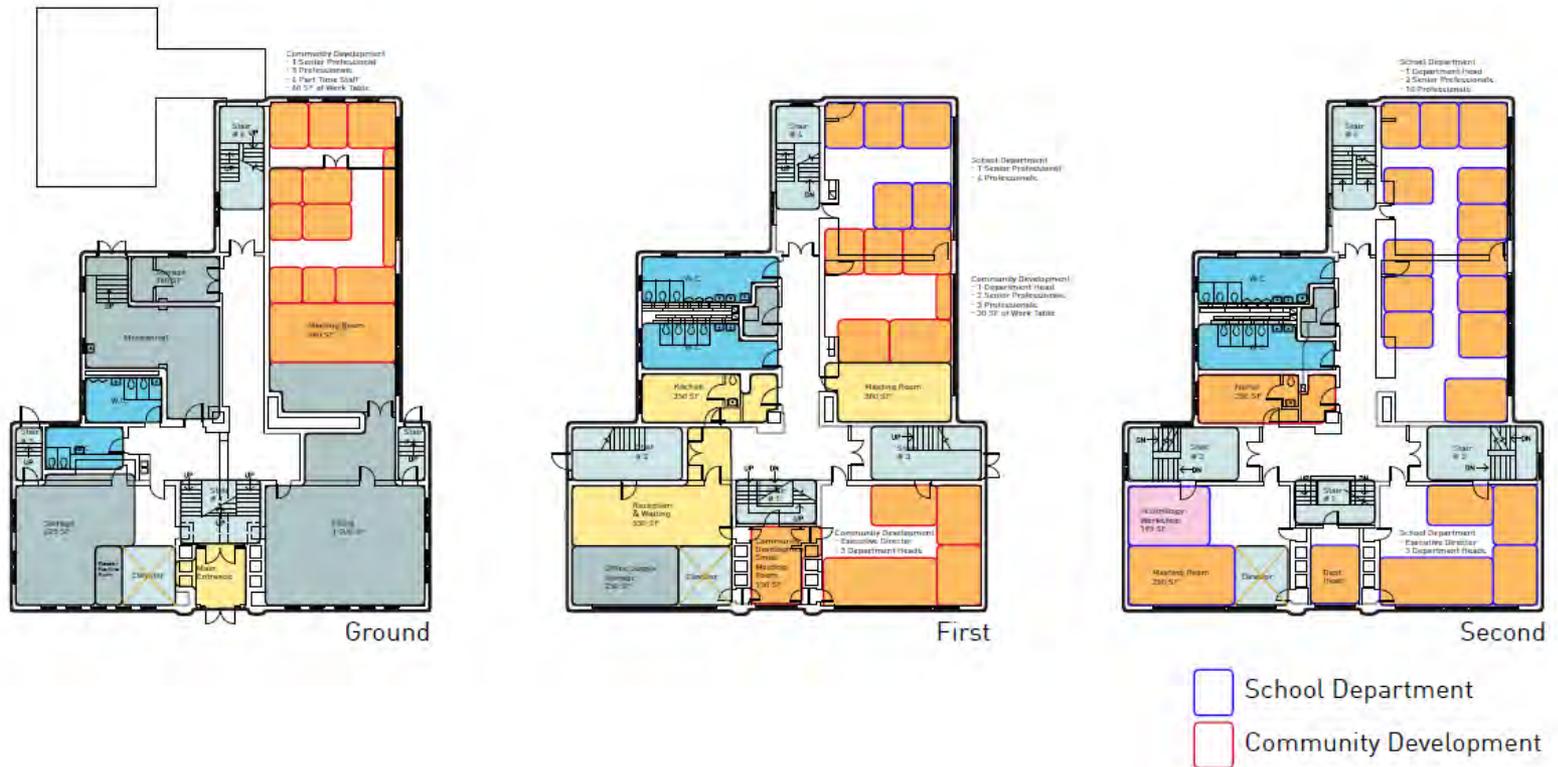
Department Fit Studies

- Current Senior Center Floor Plan with School Department Administration Offices



Department Fit Studies

- The Bradstreet School with Community Development and School Department Offices



Selected Site Studies

- New Fire Department Headquarters at Prescott Street/Route 125 Parcel study



Selected Site Studies

- Expansion of the existing Public Works facility at the Public Works facility study



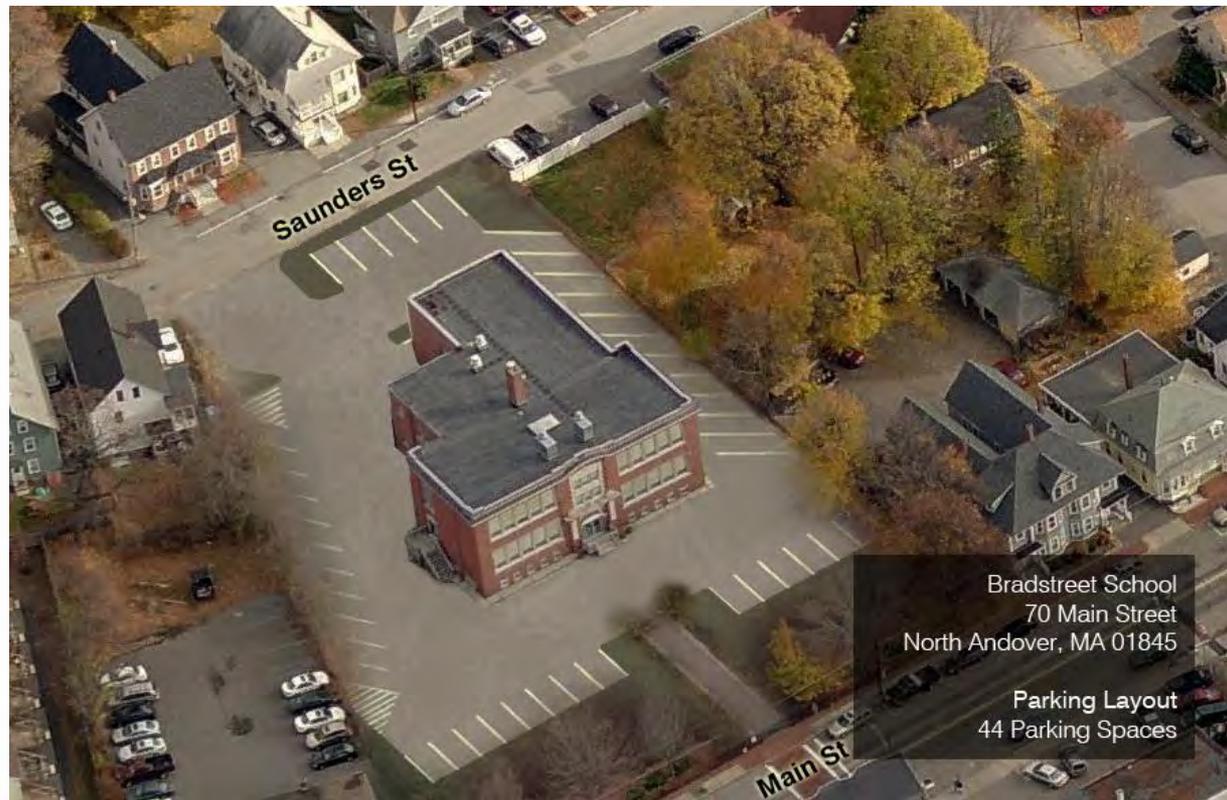
Selected Site Studies

- Former Police Station building and property renovation study



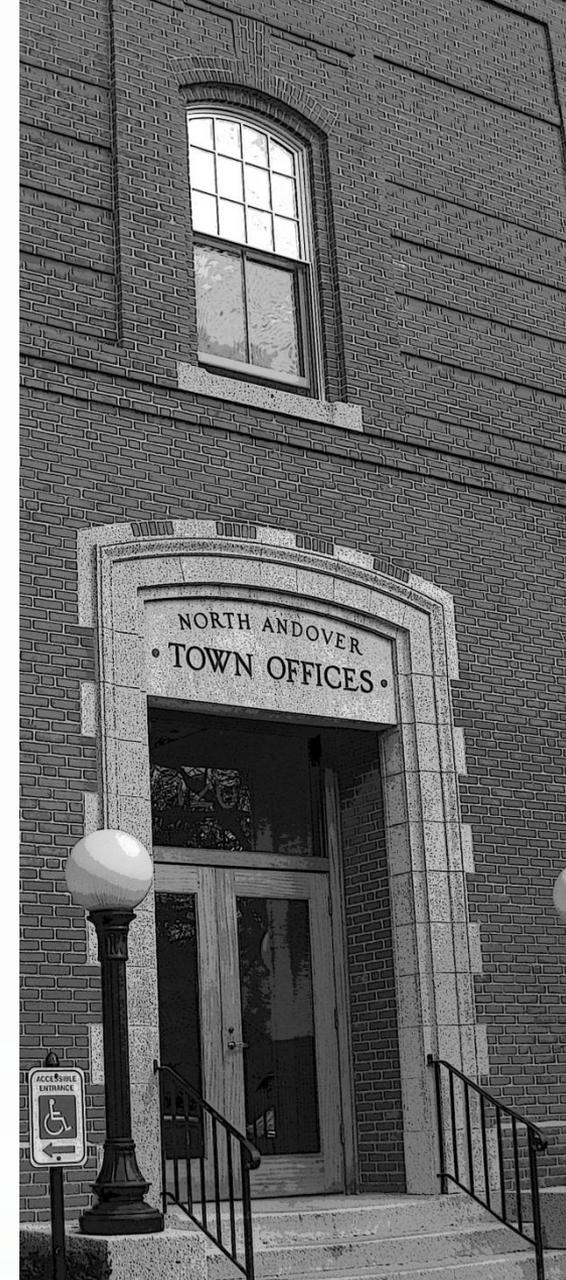
Selected Site Studies

- The Bradstreet School site layout study



Facility Building and Site Options

- Bradstreet School
- Former Police Station
- Fire Station Headquarters
- Senior Center
- Division of Public Works Facility
- Foster Farm Parcel
- Prescott Street/Rt. 125 Parcel



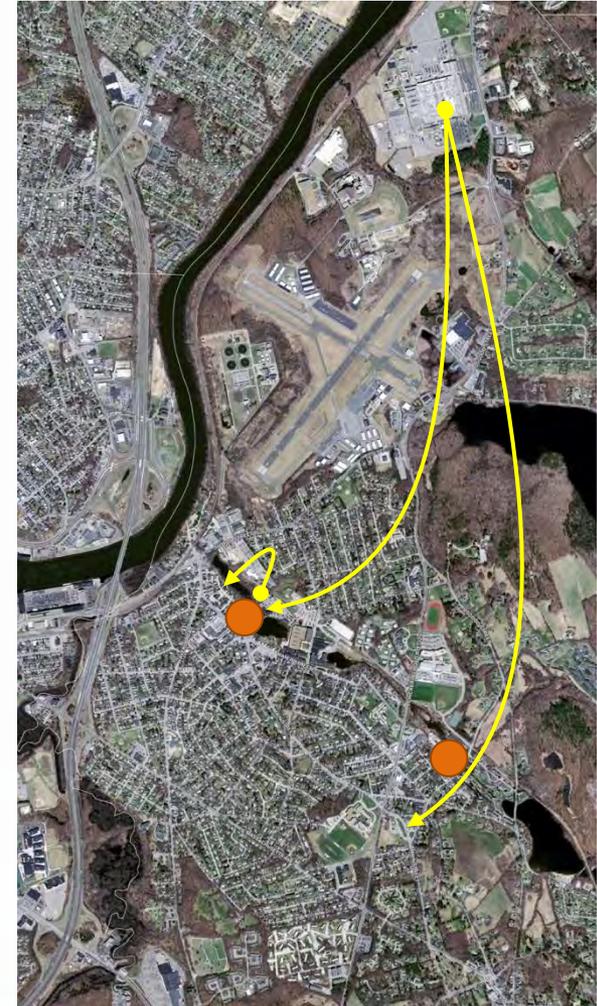
Scenario Alternative No.1

Use/Reuse Existing Buildings

- School Department to former Police HQ site
- Senior Center and Thrift Shop to Bradstreet School
- Community Development to current Senior Center
- Fire Department HQ and DPW stay in place
- School improvements

● No Change

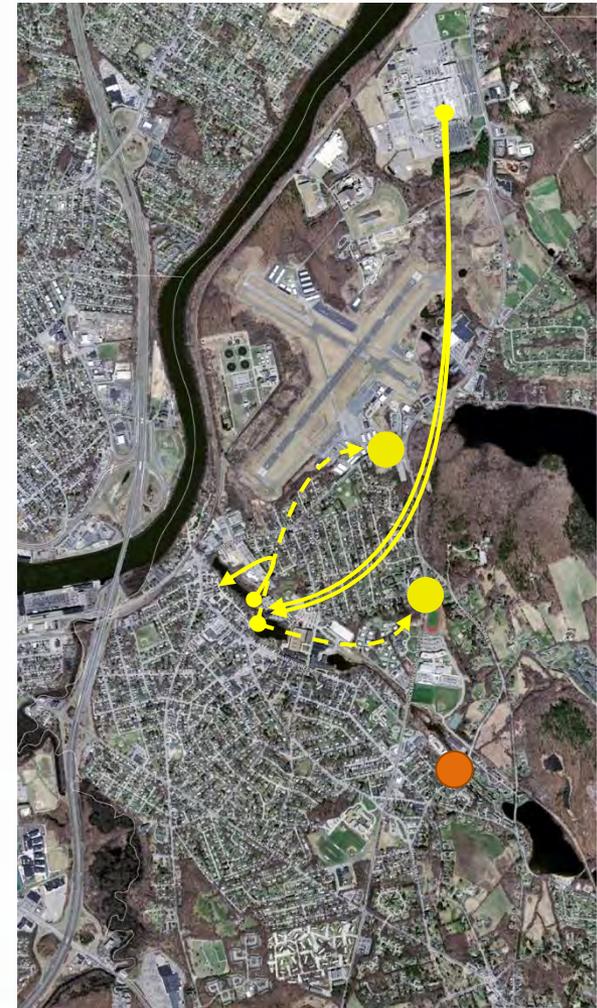
→ Change Location



Scenario Alternative No.2: New Fire Station

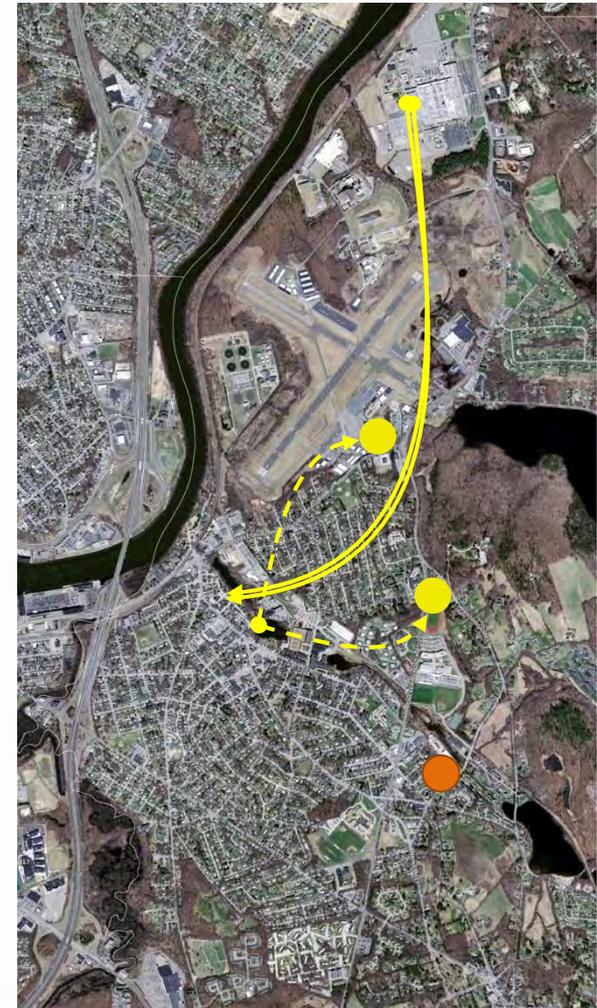
- New Fire Station
- Senior Center and Thrift Shop to Bradstreet School
- Community Development to current Senior Center
- School Department to current Fire Department HQ
- DPW to stay in place
- School improvements

- No Change
- Change Location
- - -→ Possible Location Change
- Possible New Location



Scenario Alternative No.3: New Fire Station and Senior Center Expansion

- New Fire Station
- Senior Center and Thrift Shop to expand into current Fire Department HQ
- Community Development and School Department into Bradstreet School
- DPW to stay in place
- School improvements
 - No Change
 - Change Location
 - Possible Location Change
 - Possible New Location





Cost Factors

- **New Construction**
 - \$300 - \$500+ /SF
- **Rehabilitation/renovation**
 - \$280 - \$350+ /SF
- **Commercial property sales**
 - \$100 /SF

Information from municipal projects 2001- 2011, and recent Coldwell Banker property listings



Level of Investment

- Scenario 1: Use/Reuse Existing Buildings ➤ \$12.4M
- Scenario 2: New Fire Station ➤ \$16.9M
- Scenario 3: New Fire Station and Senior Center Expansion ➤ \$14.2M
- Scenario 4: New Fire Station and New Senior Center ➤ \$17.7M



Cost Factors: O&M

■ Major repair	\$1.37
■ Custodial	\$0.80
■ Energy	\$0.89
■ <u>Maintenance</u>	<u>\$1.44</u>
■ Total	\$4.50

/year/GSF over 50 year building life

Criteria for Decisions

■ Capital Improvement Plan Criteria

- Fiscal Impact
- Legal Obligations
- Compliance with Master Plan
- Impact on Service Delivery
- Urgency of Needs
- Prior Phases
- Departmental Priority



Criteria for Decisions

■ Costs:

- Project
- O&M and
- Life Cycle Costs

■ Benefits:

- Location and Space Compatibility
- Historic Value
- Community Priorities/Goals
- Reuse Potential



Next Steps

- Phased construction and financing plan with recommendations
 - Disposition of leases
 - Fire Department evaluation
 - Senior Center location
 - Disposition of Bradstreet School and former Police Station





NORTH ANDOVER FACILITIES MASTER PLAN

June 14, 2011

Presented to:
North Andover Public Meeting

Presented for:
Facilities Master Plan Committee

Presented by:
Richard Nardella, Chair FMPC
G.Koehler, J.Lagrasse, J.Mealey,
D.Mermelstein, T.Rahman
The Cecil Group, Inc.

E APPENDIX

School Assessment

North Andover Schools
HMFH Architects, Inc. May 19, 2011

Current Conditions	Annie Sargent Elementary					Atkinson Elementary					Franklin Elementary					Kittredge Elementary					Thomson Elementary					total	
	no. of students	crs now	average stud./cr now	average stud./cr desired	crs needed	no. of students	crs now	average stud./cr now	average stud./cr desired	crs. needed	no. of students	crs now	average stud./cr now	average stud./cr desired	crs needed	no. of students	crs now	average stud./cr now	average stud./cr desired	crs needed	no. of students	crs now	average stud./cr now	average stud./cr desired	crs needed	total	crs now
total number of students	625					414					552					307					290					2188	
Kindergarten	85	4	21.25	20	4.25	63	1	21.0	20	3.15	70	3	23.33	20	3.50	42	2	14.00	20	2.10	43	2	14.33	20	2.15	303	12
grades 1-5	540	22	24.55	22	24.55	351	15	23.40	22	15.95	482	19	25.37	22	22.91	265	11	24.09	22	13.05	247	12	20.58	22	11.23	1885	79
District wide Sp. Ed.		3			3		0			0		2			3		0			0							
Classroom count		29			31.80		16			20.10		24			30.41		13			16.15		14			13.38		
	1 art, 1 music 1 district wide CR is small (non Standard)					1 classroom for art/music currently 2Ks (41) students in EEC 2 small portables					no art, no music 3 sped teachers share tiny 1 room Classrooms for Kindergarten are small 3 small portables 1 District-wide cr at ECC					no art, no music No stand alone Gym 1 modular w/4 classrooms					1 art , 1 music						

Option 1	Annie Sargent Elementary					Atkinson Elementary					Franklin Elementary					Kittredge Elementary					Thomson Elementary					Summary	
20 K students/ classrm 22 1-5 students/classrm art + music cr no redistricting	Add 1 K cr at 1200 sf Add 4 crs at 950 sf - 3 for 1-5, 1 for district-wide program					Remove both Portables Add 3 K crs at 1200 sf Add 3 crs at 950 sf to replace portables (net1) Add 1 cr for music at 1200 sf					Remove all 3 Portables Add 4K crs at 1200 sf (net 1) Add 5 crs at 950 sf - 4 for 1-5, 1 for district-wide program Add cr for music at 1200 sf Add cr for art at 1200 sf					Add 1K crs at 1200 sf Add 2 crs at 950 sf Add cr for music at 1200 sf Add cr for art at 1200 sf Add gym at 6000					Add 1K cr at 1200 sf					Net Addition 7 Kindergartens 12 classrooms (incl. 1 District-wide) 3 music classrooms 2 art classrooms 1 gym	
	5000 X 1.3 = 6500 6500 X \$300/sf = \$ 1,950,000					6450 X 1.3 = 8,385 8385 X \$300/sf = \$ 2,515,500					11950 X 1.3 = 15,535 15,535 X \$300 = \$ 4,660,500					11500 X 1.3 = 14,950 14950 X \$300 = \$ 4,485,000					1200 X 1.3 = 1560 1560 X \$300 = \$ 468,000					Total \$ 14,079,000	

Current Conditions	Annie Sargent Elementary					Atkinson Elementary					Franklin Elementary					Kittredge Elementary					Thomson Elementary					Summary	
classroom totals	no. of students	crs now	average stud./cr now	average stud./cr desired	crs needed	no. of students	crs now	average stud./cr now	average stud./cr desired	crs needed	no. of students	crs now	average stud./cr now	average stud./cr desired	needed	no. of students	crs now	average stud./cr now	average stud./cr desired	crs needed	no. of students	crs now	average stud./cr now	average stud./cr desired	crs needed	total	crs now
total number of students	625					414					552					307					290					2188	
Kindergarten	85	4	21.25	20	4.25	63	1	21.0	20	3.15	70	3	23.33	20	3.50	42	2	14.00	20	2.10	43	2	14.33	20	2.15	303	12
grades 1-5	540	22	24.55	24	22.50	351	15	23.40	24	14.63	482	19	25.37	22	20.08	265	11	24.09	22	11.04	247	12	20.58	22	10.29	1885	79
District-wide Sp.ed.		3			3		0			0	3 District wide	2			3		0			0							
		29			30.75		16			18.78		24			26.58		13			13.14		14			12.44		
Option 2	Add 1 K cr at 1200 sf Add 1 cr at 950 sf					Remove both portables Add 3 K crs at 1200 sf Add 2 crs at 950 sf to replace portables (0 net)					Remove all 3 portables Add 4 K crs at 1200 sf (net 1) Add 2 crs at 950 sf - 1 for 1-5, 1 for district-wide program Add art/music cr at 1200 sf					Add 1 Kindergarten at 1200 Add art/music cr 1200sf Add gym 6000sf					no change - standard classroom used for kindergarten					Net Addition 6 Kindergartens 3 classrooms (incl. 1 district-wide) 2 art/music classrooms 1 gym	
	2150 X1.3 = 2795 2795 X \$300/sf = \$ 838,500					5500 X 1.3 = 7,150 7150 X \$300/sf = \$ 2,145,000					7900 X 1.3 = 10,270 10,270 X \$300/sf = \$ 2,824,250					8400 X 1.3 = 10,920 10,920 X300/sf = \$ 3,276,000										Total \$ 9,083,750	

F APPENDIX

Financial Plan

North Andover Facilities Master Plan

North Andover Facility Plan

Building	Use	Renovation	Site Improvements	Proposed Use	Result
Bradstreet School	Vacant	19,275 SF	50094 SF	Senior Center	Vacates Existing Senior Center
Cost					
	Building	\$8,191,875 @ \$425/SF			
	Other	\$819,188 Contingency @10%			
		<u>\$9,011,063</u>			
Sources					
		\$0 Community Preservation Act funds			
		\$9,011,063 20-year Bond			

Building	Use	Renovation and Constructi	Site Improvements	Proposed Use	Result
Former Police Station	Vacant	6000 SF	65340 SF	School Administration	Cancels lease at 1600 Osgood
Cost					
		500 SF			
		<u>6500 SF</u>			
Sources					
		\$2,450,000 @ \$375/SF (add. @ \$400/SF)			
	Other	\$245,000 Contingency @10%			
		<u>\$2,695,000</u>			
Sources					
		\$2,695,000 20-year Bond			

Building	Use	New Construction	Site Improvements	Proposed Use	Result
Senior Center	Senior Center	7400 SF	Parking lot improvements	Senior Center	Expands facility
Cost					
	Building	\$3,145,000 @ \$425/SF			
	Parking Structure	\$1,176,000 @30,000 per space			
	Other	\$0 0			
		<u>\$4,321,000</u>			
Sources					
		\$4,321,000 20-year Bond			

Building:	Use	New Construction	Site Improvements	Proposed Use	Result
New Fire Station HQ	Fire HQ	15000 SF	87120 SF	Fire Station and EOC	Vacates Main Street Fire Station
Cost					
	Building	\$6,000,000 @ \$400/SF			
	Other	\$600,000 Contingency @10%			
		<u>\$6,600,000</u>			
Sources					
		\$6,600,000 20-year Bond			

Building	Use	Renovation	Site Improvements	Proposed Use	Result
Main Street Fire HQ	Fire Station	9364 SF	Parking lot improvements	Community Development	Cancels Lease at 1600 Osgood
Cost					
	Building	\$3,979,700 @ \$425/SF			
	Other	\$397,970 Contingency @10%			
		<u>\$4,377,670</u>			
Sources					
		\$4,377,670 20-year Bond			
		\$0 Community Preservation Act funds			

Building	Use	Construction	Site Improvements	Proposed Use	Result
Public Works Garage	DPW	5000 SF	87120 SF	DPW Offices and Garage	Improves access and work environment
Cost					
	Building	\$2,000,000 @ \$400/SF			
	Site	\$2,178,000 @ \$25/SF	Improvements in site drainage and land cover		
	Other	\$417,800 Contingency @10%			
		<u>\$4,595,800</u>			
Sources					
		\$4,595,800 20-year Bond			

Building	Use	Construction	Site Improvements	Proposed Use	Result
Kittredge School Gymnasium	Open land	6000 SF	6000 SF	Gymnasium	Provides needed function
Cost					
	Building	\$900,000 @ \$150/SF			
	Site	\$0 @ \$25/SF			
	Other	\$0			
		<u>\$900,000</u>			
Sources					
		\$900,000 10-year Bond			

Building	Use	Construction	Site Improvements	Proposed Use	Result
School Classrooms	Schools	TBD SF	TBD SF	Gymnasium	Provides needed function
Cost					
	Building	\$1,000,000 @ \$300/SF	[Approximately equivalent to 3 classrooms]		
	Site	\$0 @ \$25/SF			
	Other	\$0			
		<u>\$1,000,000</u>			
Sources					
		\$1,000,000 20-year Bond			

North Andover Facilities Master Plan

Phase	Projects	Costs**	Sources		Debt Payments											
			Bonded Debt	Other Sources	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	
1	Former Police Station	\$2,695,000	\$2,695,000	\$0	Principal	\$134,750	\$134,750	\$134,750	\$134,750	\$134,750	\$134,750	\$134,750	\$134,750	\$134,750	\$134,750	\$134,750
					Interest	\$134,750	\$128,013	\$121,275	\$114,538	\$107,800	\$101,063	\$94,325	\$87,588	\$80,850	\$74,113	\$67,375
					Total	\$269,500	\$262,763	\$256,025	\$249,288	\$242,550	\$235,813	\$229,075	\$222,338	\$215,600	\$208,863	\$202,125
5	Kittredge Gym	\$918,000	\$918,000	\$0	Principal		\$91,800	\$117,810	\$117,810	\$117,810	\$117,810	\$117,810	\$117,810	\$117,810	\$117,810	\$117,810
					Interest		\$45,900	\$41,310	\$35,420	\$32,130	\$22,338	\$16,448	\$10,557	\$4,667	(\$1,224)	(\$7,115)
					Total		\$137,700	\$159,120	\$153,230	\$149,940	\$140,148	\$134,258	\$128,367	\$122,477	\$116,586	\$110,696
2	New Fire Station	\$6,864,000	\$6,864,000	\$0	Principal			\$343,200	\$343,200	\$343,200	\$343,200	\$343,200	\$343,200	\$343,200	\$343,200	\$343,200
					Interest			\$343,200	\$326,040	\$308,880	\$291,720	\$274,560	\$257,400	\$240,240	\$223,080	\$205,920
					Total			\$686,400	\$669,240	\$652,080	\$634,920	\$617,760	\$600,600	\$583,440	\$566,280	\$549,120
3	Main St Fire Station	\$4,640,330	\$4,640,330	\$0	Principal				\$232,017	\$232,017	\$232,017	\$232,017	\$232,017	\$232,017	\$232,017	\$232,017
					Interest				\$232,017	\$220,416	\$208,815	\$197,214	\$185,613	\$174,012	\$162,412	\$150,811
					Total				\$464,033	\$452,432	\$440,831	\$429,231	\$417,630	\$406,029	\$394,428	\$382,827
4	Senior Center	\$4,666,680	\$4,666,680	\$0	Principal					\$233,334	\$233,334	\$233,334	\$233,334	\$233,334	\$233,334	\$233,334
					Interest					\$233,334	\$221,667	\$210,001	\$198,334	\$186,667	\$175,001	\$163,334
					Total					\$466,668	\$455,001	\$443,335	\$431,668	\$420,001	\$408,335	\$396,668
5	School Classrooms	\$1,100,000	\$1,100,000	\$0	Principal						\$110,000	\$121,000	\$121,000	\$121,000	\$121,000	\$121,000
					Interest						\$55,000	\$49,500	\$43,450	\$38,500	\$30,800	\$24,750
					Total						\$165,000	\$170,500	\$164,450	\$159,500	\$151,800	\$145,750
6	DPW Garage	\$5,147,296	\$5,147,296	\$0	Principal							\$257,365	\$257,365	\$257,365	\$257,365	\$257,365
					Interest							\$257,365	\$244,497	\$231,628	\$218,760	\$205,892
					Total							\$514,730	\$501,861	\$488,993	\$476,125	\$463,257
Totals		\$26,031,306	\$26,031,306	\$0		\$269,500	\$400,463	\$1,101,545	\$1,535,790	\$1,963,670	\$2,071,713	\$2,538,887	\$2,466,913	\$2,396,040	\$2,322,416	\$2,250,442
					Total Project Costs	\$2,695,000	\$3,478,250	\$10,115,700	\$14,160,270	\$17,999,174	\$18,038,063	\$22,014,249	\$21,261,441	\$19,885,648		
					Non-Excluded Debt Limit*	\$13,500,000	\$14,350,500	\$15,254,582	\$16,215,620	\$17,237,204	\$18,323,148	\$19,477,506	\$20,704,589	\$22,008,978		
					Total Project Costs as Percent of Non-Excluded Debt Limit	20%	24%	66%	87%	104%	98%	113%	103%	90% ***		

Notes:

Values are dependent on bond interest rates at time of bonding, requirements of State DOR, whether grants of other funds such as CPA are obtained, and may be subject to change
 * At current town policy of 6% of Total Revenues starting with a \$13,500,000 CIP allowance and growing at 3.3%/year, in addition to a 3% reduction in remaining, previous debt costs
 ** With inflation at 2%/year
 ***Proportion continues to drop unless new projects are added

North Andover Facilities Master Plan

															Totals	
FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37	FY38	FY39	FY40	
\$134,750	\$134,750	\$134,750	\$134,750	\$134,750	\$134,750	\$134,750	\$134,750	\$134,750	\$134,750	\$134,750	\$134,750					
\$60,638	\$53,900	\$47,163	\$40,425	\$33,688	\$26,950	\$20,213	\$13,475	\$6,738	\$0							
\$195,388	\$188,650	\$181,913	\$175,175	\$168,438	\$161,700	\$154,963	\$148,225	\$141,488	\$134,750							\$4,244,625
																\$1,352,520
\$343,200	\$343,200	\$343,200	\$343,200	\$343,200	\$343,200	\$343,200	\$343,200	\$343,200	\$343,200	\$343,200	\$343,200	\$343,200	\$343,200			
\$188,760	\$171,600	\$154,440	\$137,280	\$120,120	\$102,960	\$85,800	\$68,640	\$51,480	\$34,320	\$17,160	\$0					
\$531,960	\$514,800	\$497,640	\$480,480	\$463,320	\$446,160	\$429,000	\$411,840	\$394,680	\$377,520	\$360,360	\$343,200					\$10,810,800
\$232,017	\$232,017	\$232,017	\$232,017	\$232,017	\$232,017	\$232,017	\$232,017	\$232,017	\$232,017	\$232,017	\$232,017	\$232,017	\$232,017			
\$139,210	\$127,609	\$116,008	\$104,407	\$92,807	\$81,206	\$69,605	\$58,004	\$46,403	\$34,802	\$23,202	\$11,601	\$0				
\$371,226	\$359,626	\$348,025	\$336,424	\$324,823	\$313,222	\$301,621	\$290,021	\$278,420	\$266,819	\$255,218	\$243,617	\$232,017				\$7,308,520
\$233,334	\$233,334	\$233,334	\$233,334	\$233,334	\$233,334	\$233,334	\$233,334	\$233,334	\$233,334	\$233,334	\$233,334	\$233,334	\$233,334	\$233,334		
\$151,667	\$140,000	\$128,334	\$116,667	\$105,000	\$93,334	\$81,667	\$70,000	\$58,334	\$46,667	\$35,000	\$23,333	\$11,667	\$0			
\$385,001	\$373,334	\$361,668	\$350,001	\$338,334	\$326,668	\$315,001	\$303,334	\$291,668	\$280,001	\$268,334	\$256,667	\$245,001	\$233,334			\$7,350,021
\$121,000	\$121,000	\$121,000	\$121,000													
\$18,700	\$12,650	\$6,600	\$550													
\$139,700	\$133,650	\$127,600	\$121,550													\$1,479,500
\$257,365	\$257,365	\$257,365	\$257,365	\$257,365	\$257,365	\$257,365	\$257,365	\$257,365	\$257,365	\$257,365	\$257,365	\$257,365	\$257,365	\$257,365	\$257,365	
\$193,024	\$180,155	\$167,287	\$154,419	\$141,551	\$128,682	\$115,814	\$102,946	\$90,078	\$77,209	\$64,341	\$51,473	\$38,605	\$25,736	\$12,868	\$0	
\$450,388	\$437,520	\$424,652	\$411,784	\$398,915	\$386,047	\$373,179	\$360,311	\$347,442	\$334,574	\$321,706	\$308,838	\$295,970	\$283,101	\$270,233	\$257,365	\$8,106,991
\$2,073,663	\$2,007,580	\$1,941,497	\$1,875,414	\$1,693,830	\$1,633,797	\$1,573,764	\$1,513,731	\$1,453,697	\$1,393,664	\$1,205,618	\$1,152,322	\$772,987	\$516,435	\$270,233	\$257,365	\$40,652,977