



CITY OF SOMERVILLE

Departmental Relocation Strategy and Implementation Plan

Board of Aldermen and School Committee Presentation

January 30, 2019



AGENDA

1. Introduction – Mark Niedergang and Laura Pitone
2. Project Overview
3. Methodology
4. Recommended Relocation Strategy
5. Implementation
6. Financial Considerations
7. Next Steps
8. Conclusion

GOALS & OBJECTIVES

Improve the constituent experience & service provision by relocating departments:

- Co-locate related departments
- Optimize program space for departments & create more efficient work spaces
- Better utilize existing building stock
- Vacate inefficient buildings
- Reduce risk associated with operating out of aging buildings that have received little investment over time
- Improve working conditions to continue to attract and retain high-quality staff

WHY THIS TIME IS DIFFERENT

- Plan leverages opportunity created by 1895 Building
- Plan is part of the City's efforts to build a realistic strategy for addressing our aging building assets
 - Assessed needs of every city and school building
 - Initiated preventive maintenance program



PROJECT OVERVIEW

- Project manager: Capital Projects & Planning
- Project consultant – Kleinfelder Northeast, Inc, Boston, MA
- Project undertaken in 2 phases:
 - Phase 1 – Data Collection and Department Interviews
 - Phase 2 – Develop Departmental Relocation Strategy and Implementation Plan
- Established a Master Plan Working Group that met with Kleinfelder 14 times since August 2017 through January 2019

MASTER PLAN WORKING GROUP

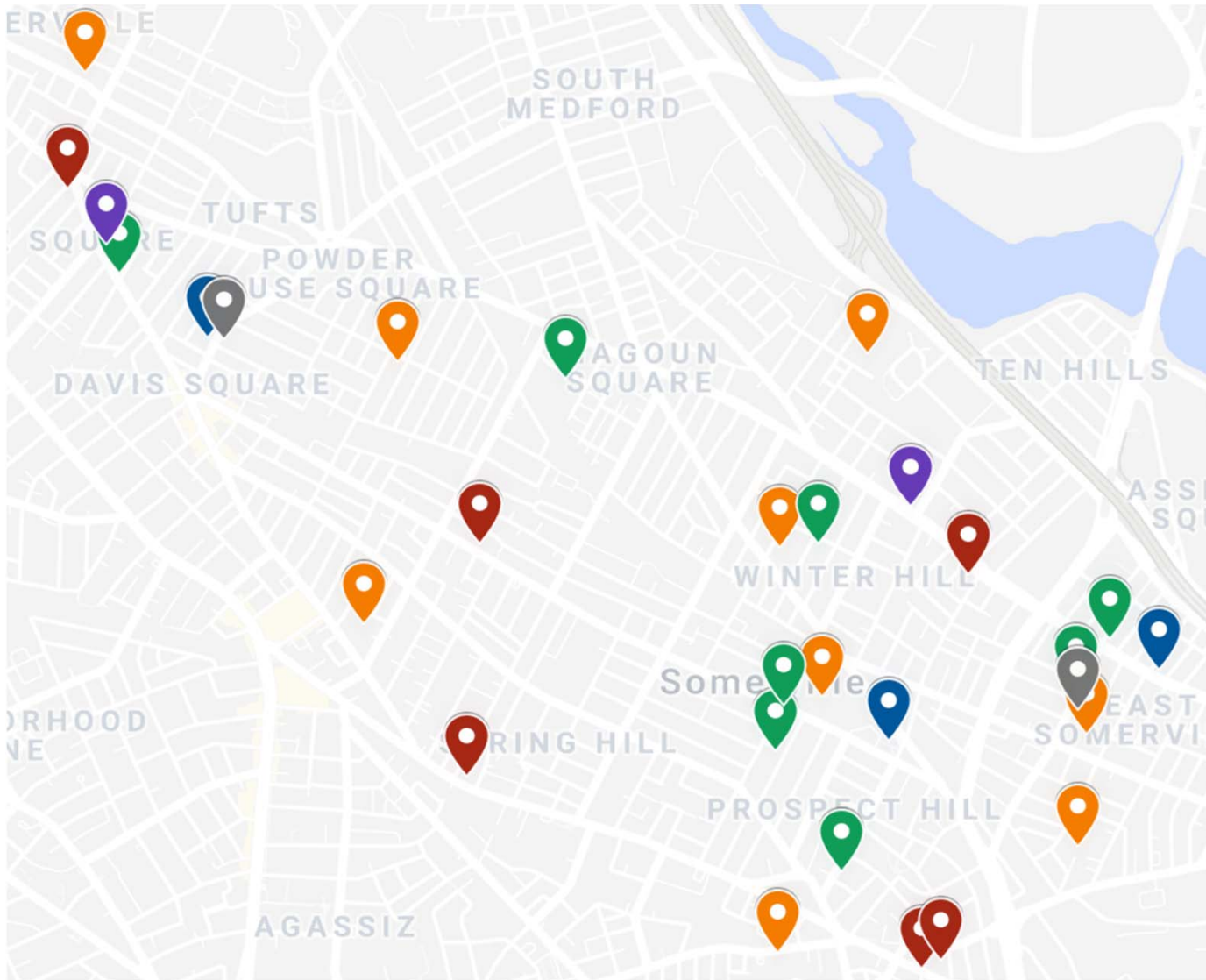
- Robert Cassano – Project Manager, Capital Projects and Planning
- Jeff Curley – Chief of Staff, Somerville Public Schools
- Robert King – former Director, Capital Projects and Planning
- Alex Lessin – former Principal Analyst, SomerStat
- Michael Mastrobuoni – Budget Manager, SomerStat
- Emily Monea – Director, SomerStat
- Mark Niedergang – Ward 5 Alderman
- Laura Pitone – Ward 5 School Committee Member
- George Proakis – Executive Director, OSPCD
- Chris Rais – former Preventive Maintenance Manager, Capital Projects and Planning
- Mary Skipper – Superintendent, Somerville Public Schools
- Goran Smiljic – former Director, Inspectional Services Department







ROLE OF CITY COUNCIL & SCHOOL COMMITTEE

- Implementation of the Relocation Strategy & Implementation Plan is dependent on:
 - City Council approval of funding requests
 - School Committee approval of reuse of school buildings
 - Discussions with City Council, School Committee & community about disposition of property

Departmental Relocation Strategy and Implementation Plan

MUNICIPAL & SCHOOL BUILDINGS



-  Public Safety
-  School
-  Library
-  City/School Departments
-  Leased Space
-  Vacant

At the start of this project, the City owned 26 functional buildings & leased space in 1 building.

At the conclusion of the project, the City had acquired an additional property (45 College Ave.) and was leasing space in an additional building (for the Retirement Board).

Departmental Relocation Strategy and Implementation Plan

MUNICIPAL & SCHOOL BUILDINGS CONSIDERED IN THIS STUDY

Tufts Administration Building (TAB)

Traffic & Parking

45 College Ave.

Franey Rd. Complex

City Hall Annex

165 Broadway

1895 Building

Edgerly

City Hall

42 Cross St.

Cummings

Central Library

Recreation Building

Capuano Early Childhood Center

-  Library
-  City/School Departments
-  Leased Space
-  Vacant

After excluding buildings used exclusively for public safety, schools, and the library branches, we considered a universe of 13 City-owned buildings – 3 of which are or will soon be vacant – and leased space in the TAB.

DEPARTMENTS & PROGRAMS INTERVIEWED


-  CITY HALL
 - City Clerk
 - Communications
 - Constituent Services
 - Elections
 - Finance
 - IT
 - Law
 - Mayor's Office
 - OSPCD
 - Personnel
 - Payroll
 - SomerStat
-  CITY HALL ANNEX
 - Arts Council
 - HHS
 - OSE
 - Housing & OHS (OSPCD)
 - Retirement Board (moved to leased space mid-project)
 - Grants (Finance)


-  CUMMINGS
 - SFLC & PIC
 - ELP
 - SomerPromise (HHS)


-  CENTRAL LIBRARY
 - Library Administration

-  Franey Rd. Complex
 - Capital Projects & Planning
 - Engineering
 - ISD
 - DPW
 - Water & Sewer

-  EDGERLY
 - School Administration (incl. ELL & SPED)
 - Archives (City Clerk)

-  Capuano
 - Early Childhood Services

-  RECREATION BUILDING
 - Parks and Recreation

-  TAB
 - Council on Aging (HHS)
 - SCALE
 - Community Schools

-  165 BROADWAY
 - HHS

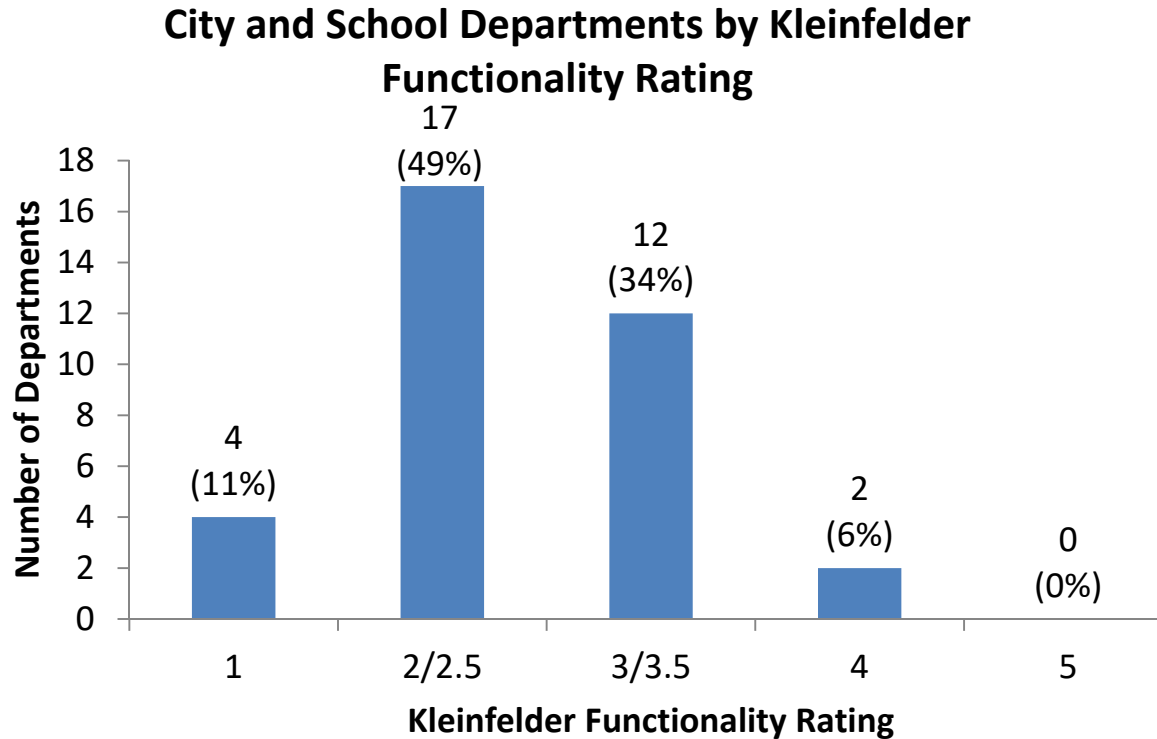
-  TRAFFIC & PARKING
 - Traffic & Parking

INTERVIEW TOPICS

- Mission and long-range visions
- Services currently provided
- Services the department would like to provide
- Current administrative and operational issues impacting delivery of services
- Intra- and inter-departmental relationships
- Locations and sizes of current offices
- Trends affecting future administration, operation, delivery of services, space and storage requirements, and IT needs
- Staffing requirements needed to support current and future department objectives

KEY INTERVIEW FINDINGS

- Most departments' program spaces do not function well: 60% received a functionality rating from Kleinfelder below 3 (on a 5-point scale). No departments received a 5.



KEY INTERVIEW FINDINGS, CONTINUED

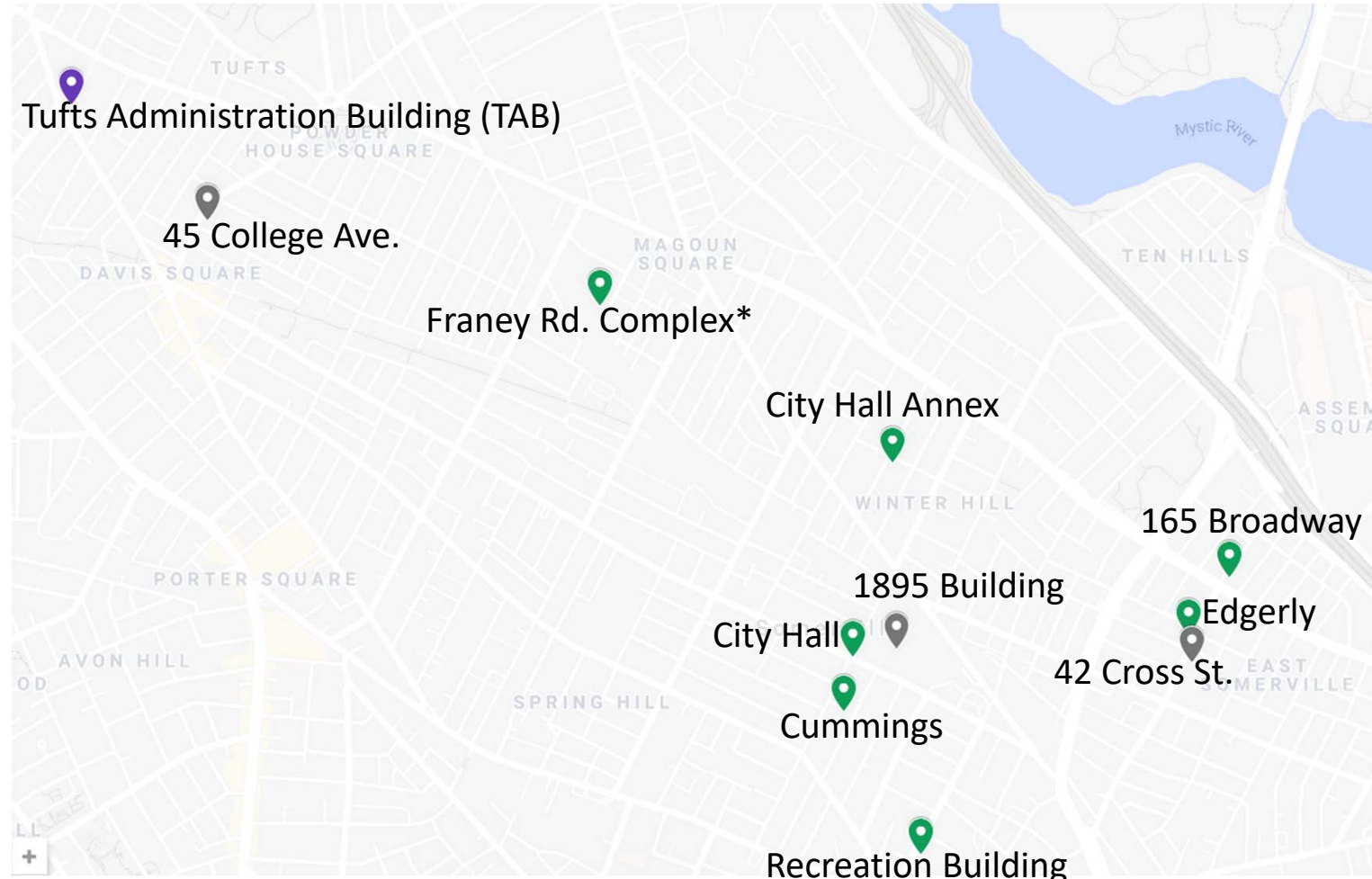
- Contributors to poor functionality ratings:
 - Most departments appear to be in spaces 10% – 20% too small for their program and functional needs
 - Many offices do not meet current office design standards and have inefficient layouts
 - Space for on-site record storage is lacking
 - Conference room space for large meetings is lacking
 - Small meeting space for private discussions with constituents and staff is lacking
 - Some departments would benefit from better adjacencies to companion departments




IDENTIFYING KEY BUILDINGS

- Based on the interview findings, the Working Group narrowed the list of key buildings considered:
 - The Traffic & Parking building was eliminated from consideration because it only houses one department, and that department functions well (functionality rating of 4 out of 5), especially with recent accessibility improvements.
 - The Central Library and Capuano were eliminated from consideration because each only houses one department – Library Administration and Early Childhood Services, respectively – neither of which should be relocated.
- The primary goal for the Franey Rd. complex for this project was to relocate departments out of the facility, since it is extremely overcrowded.
 - Relocating DPW and Water & Sewer was not considered; due to their unique operations, those departments should be considered in a separate study of the Franey Rd. complex.

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KEY BUILDINGS IDENTIFIED



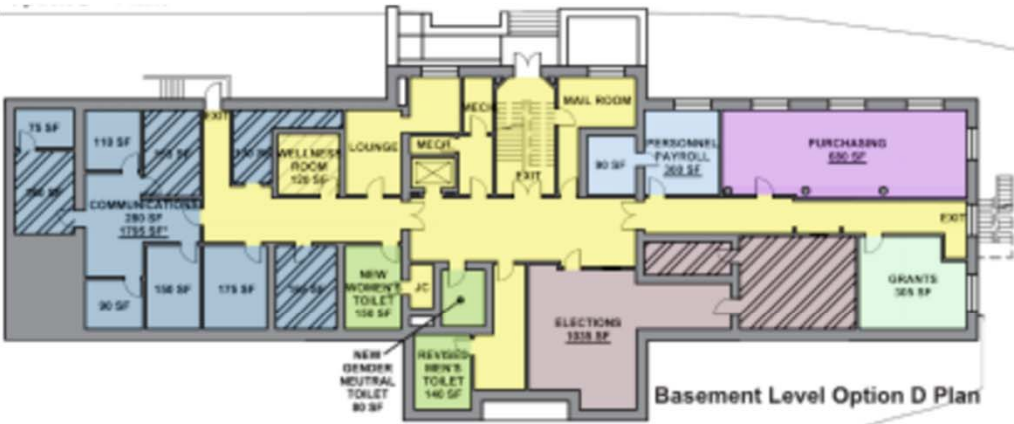
-  City/School Departments
-  Leased Space
-  Vacant

The Working Group identified 10 key City-owned buildings and leased space in the TAB for departmental relocations.

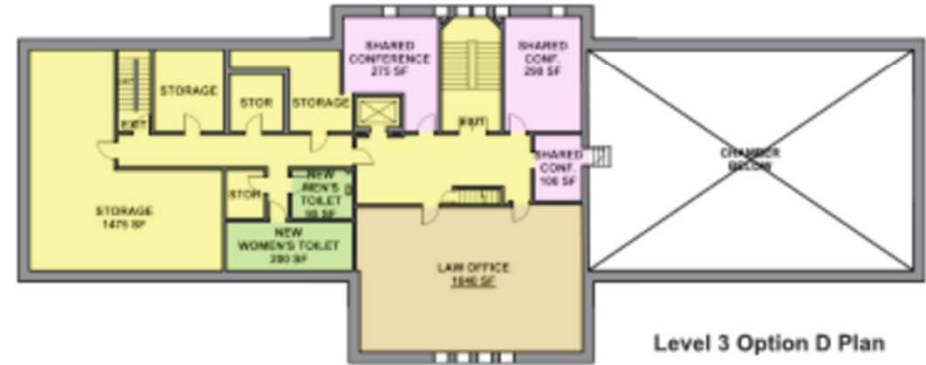
**Goal for Franey Rd. Complex for this project was limited to relocating departments out of the facility.*

Departmental Relocation Strategy and Implementation Plan

FLOORPLAN & CONCEPTUAL DRAWING ANALYSIS



ILLUSTRATIVE EXAMPLE



RECOMMENDED RELOCATION STRATEGY

CITY HALL

- Communications
- Elections
- Payroll
- Finance
- City Clerk
- SomerStat
- Mayor's Office
- Law Office

1895 BUILDING

- IT*
- HHS*
- Personnel*
- OSPCD*
- OSE*
- SCALE*

FRANEY RD COMPLEX

- Capital Projects
- Engineering
- DPW
- Water & Sewer

EDGERLY

- School Administration (incl. ELL, SPED & ELP*)
- Community Schools*
- Parks & Recreation*
- SFLC & PIC*
- Arts Council*

LEASED SPACE

- ISD*

NEW PUBLIC SAFETY BUILDING

- Constituent Services*

45 COLLEGE AVE.

- Council on Aging*

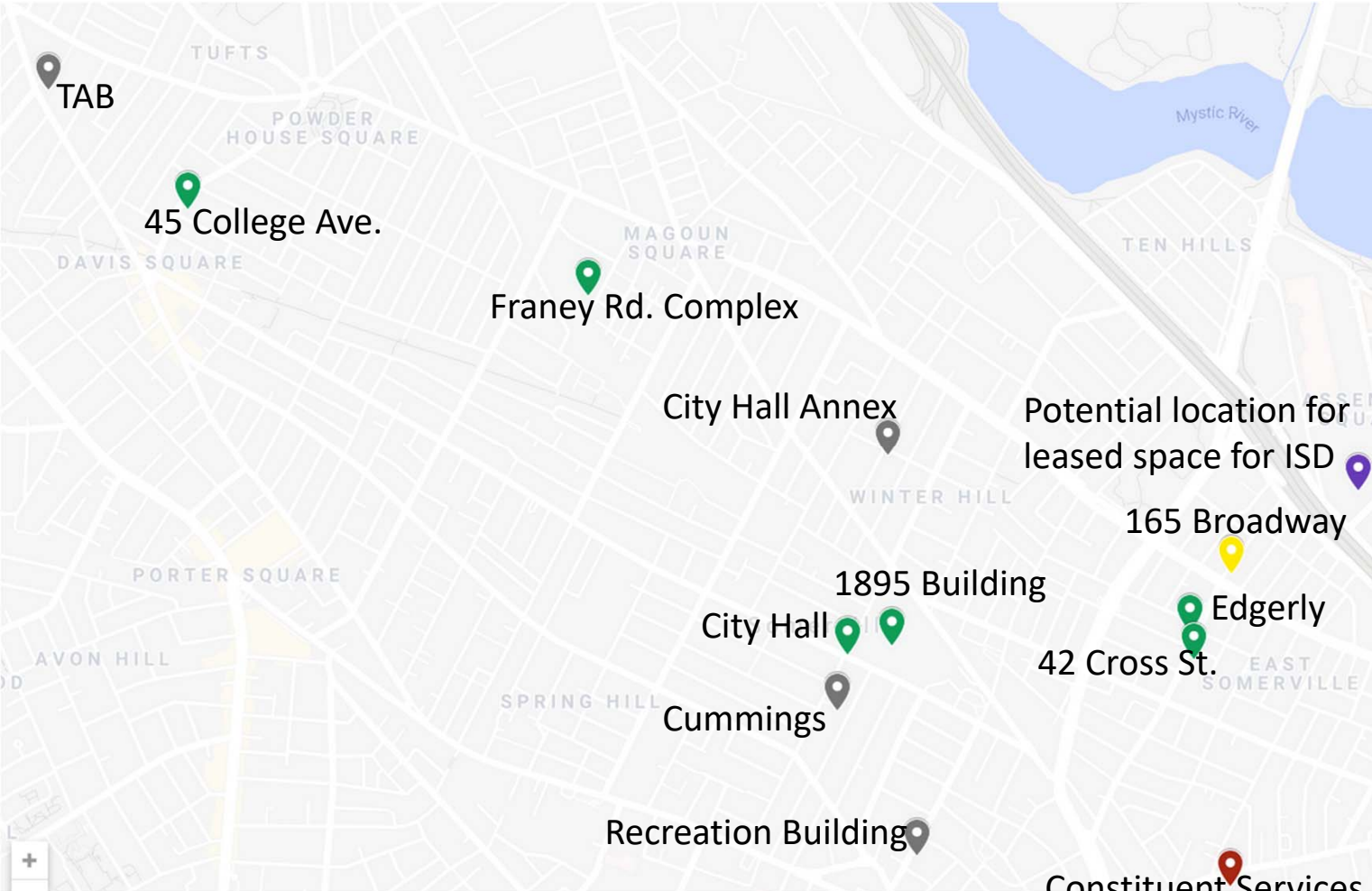
42 Cross St.






- Archives (City Clerk)*

* = department moved to a new location

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RECOMMENDED RELOCATION STRATEGY



-  Public Safety
-  City/School Departments
-  Leased Space
-  Vacant
-  Community uses

BENEFITS OF RECOMMENDED RELOCATION STRATEGY

- More City-related departments located in City Hall and 1895 Building in close proximity, providing better communication and synergy between departments and a better experience for constituents
- More School-related departments located in the Edgerly, providing better communication and synergy between departments and a better experience for constituents
- SCALE in 1895 Building, providing better connections to new high school and its facilities and better access to future GLX station.
- Parks & Recreation in Edgerly, improving access to recreation facilities and coordination with School Department
- SCALE, Community Schools, and Council on Aging relocated out of TAB Building, reducing lease costs

BENEFITS OF RECOMMENDED RELOCATION STRATEGY, CONTINUED

- All departments relocated out of City Hall Annex, Recreation Building and Cummings; City can explore other opportunities for these properties and avoids need to invest in them
- Optimizes program space for departments
- Shared conference rooms provided on most floors to address need for meeting space
- Some classroom or office swing space available at Edgerly

DRAWBACKS OF RECOMMENDED RELOCATION STRATEGY

- ISD, OSPCD, and Capital Projects and Planning/Engineering in three different locations, reducing interaction and synergies between the departments.
- Constituent Services located at a new public safety building, requiring that building to be constructed before City Hall is reopened after renovation.
- Provides limited swing space for unexpected future construction projects.
- Lack of adequate parking near the Central Hill Campus and the Edgerly, necessitating a comprehensive parking study for these locations.

IMPLEMENTATION

Implementation of the recommended relocation strategy involves the following general steps:

- Retain an Owner's Project Manager
- Design:
 - Detailed inspections and survey of existing conditions
 - Parking and traffic studies
 - Subsurface investigations
 - Hazardous materials investigations
 - Preliminary layouts
 - Bid documents
- Permitting
- Construction
- Permanent and temporary departmental relocations

Departmental Relocation Strategy and Implementation Plan

POTENTIAL TIMELINE FOR IMPLEMENTATION

Calendar Year	2019		2020	2021	2022	2023		2024	2025
1895		Design			Construction		City Hall departments move in (temporary)		1895 depts move in
City Hall		Design					City Hall departments move out (temporary)		City Hall depts move in
							Construction		
Elderly	Archives moves out	Design					Construction		Elderly depts move in
		Parks & Rec moves in							
42 Cross St.	Archives moves in								
Recreation Building		Parks & Rec moves out --> Recreation Building is vacant							
Franey Rd. Complex		ISD moves into leased space; Capital Projects & Engineering relocate to former ISD space							
Annex									Staff move out --> Annex is vacant
Cummings									Staff move out --> Cummings is vacant
165 Broadway									Staff move out
TAB									SCALE & Community Schools move out
45 College Ave.	Community process		Design & construction after completion of community process; Council on Aging moves in after construction is complete						
New Public Safety Building			Design	Construction		Constituent Services moves in			23

Departmental Relocation Strategy and Implementation Plan

FINANCIAL CONSIDERATIONS

Estimated construction & lease expenses for the status quo and implementation of recommended relocation strategy in 2018 dollars (rounded; see slide 31 for notes):

	No Relocations	Recommended Relocation Strategy
City Hall investment	\$7,500,000	\$11,400,000
1895 investment	TBD	\$28,500,000
Edgerly investment	\$14,000,000	\$21,000,000
Cummings investment	\$11,400,000	\$0
Recreation Building investment	\$4,100,000	\$0
Annex investment	\$1,400,000	\$0
Space at new public safety building for Constituent Services	\$0	\$800,000
ISD lease	\$0	\$5,400,000 (30 years)
TAB lease for SCALE & Community Schools	\$5,600,000 (30 years)	\$1,300,000 (7 years)
Lease for Council on Aging	\$2,400,000 (30 years)	\$2,400,000 (30 years)
Total Estimated Expenses	\$46,300,000	\$70,800,000

FINANCIAL CONSIDERATIONS

Estimated proceeds from property disposition IF SOLD (rounded; slide 31 for notes):

	No Relocations	Recommended Relocation Strategy
Recreation Building	\$0	\$2,300,000
Annex	\$0	\$2,400,000
Cummings	\$0	\$6,000,000
Total Potential Estimated Proceeds from Property Disposition	\$0	\$10,800,000
Estimated Expenses Net of Potential Estimated Proceeds from Property Disposition	\$46,300,000	\$60,000,000

NEXT STEPS: ADDITIONAL STUDY NEEDED

While this plan is extensive, it is not exhaustive. Follow-up work is needed in a few important areas, including but not limited to:

1. Parking capacity
2. 45 College Ave.
3. Franey Rd. Complex

NEXT STEPS: CITY COUNCIL & SCHOOL COMMITTEE REQUESTS

In the next month, the Administration will submit funding requests to the City Council for:

1. Owner's Project Manager (OPM) services for the 1895 Building, City Hall, and the Edgerly
2. A new project manager position for the Capital Projects & Planning Department

Future upcoming funding requests for City Council include:

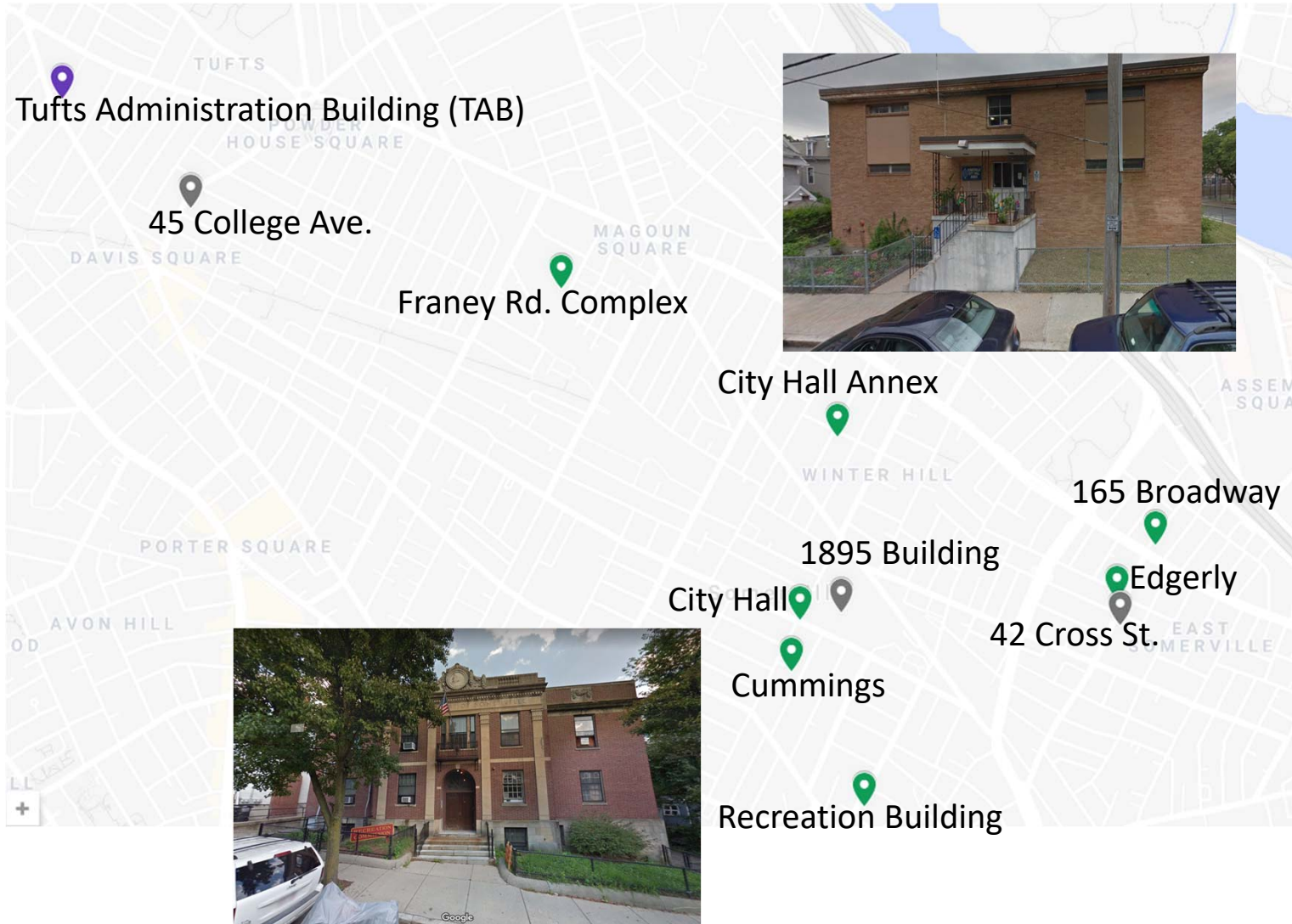
1. Potential modifications to 42 Cross St. for the Archives relocation
2. Leased space for ISD
3. Design services for 1895, City Hall, and Edgerly
4. Construction for 1895, City Hall, and Edgerly

Future upcoming School Committee requests:

1. Allow for reuse of 1895 Building and Edgerly as City & School office space

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THE STATUS QUO IS NOT TENABLE



We've known for a long time that the status quo isn't tenable:

- Negatively impacts the constituent experience and operational efficiency
- Creates poor working environment for staff
- Puts the City at risk
- Inefficiently utilizes parcels that could help achieve other city goals

1895 Building presents unique opportunity to finally address these issues.

WHAT THIS PLAN ACHIEVES

- Improves the constituent experience and departmental collaboration
- Expands the educational experience on Central Hill Campus
- Improves access to recreation facilities for Parks & Recreation
- Reduces annual City lease payments
- Optimizes program space for departments
- Improves working environment for staff
- Eliminates the need to expend capital funds to renovate and modernize inefficient buildings
- Creates new opportunities for inefficiently used parcels

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QUESTIONS & DISCUSSION

www.somervillema.gov/RelocationStrategy



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NOTES FOR TABLES ON SLIDES 24 & 25

1. All estimates in 2018 dollars.
2. Investment for No Relocation option reflects estimated capital needs drawn from the City's 2018 Facilities Plan / building needs assessment.
3. Investment for Recommended Relocation Strategy option represent full renovation estimates provided by Kleinfelder. These represent order-of-magnitude costs. More accurate estimates can only be obtained by working with an OPM and design team.
4. Investments represent construction costs only and do not include soft costs (OPM, design, and construction oversight).
5. Though the No Relocation option does not include an estimate for investing in the 1895 Building, the City would have to make a decision about how to handle the property, which, absent an investment, would sit vacant and boarded up.
6. Cost estimate for Space for Constituent Services at New Public Safety Building based on per-square-foot cost estimates provided by Weston & Sampson as part of the public safety building feasibility study process.
7. ISD lease cost estimate based on average per-square-foot lease costs for appropriate properties on the market in 2018.
8. Costs associated with 45 College Ave. are not included in this analysis because, at the time of this project, there was too much uncertainty about the future uses of the property. The City has committed to undertaking a community engagement process to develop a more defined plan, however. This table therefore assumes that the City continues to lease space for the Council on Aging (at the TAB or elsewhere).
9. Sale estimates provided by City Assessor.