

Departmental Relocation Strategy and Implementation Plan

Final Report



City Hall



1895 Building



Edgerly School

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City of Somerville, MA

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Cummings School

DEPARTMENTAL RELOCATION STRATEGY AND IMPLEMENTATION PLAN FINAL REPORT

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I. EXECUTIVE SUMMARY

The City of Somerville is investigating ways to relocate City and School departments in an effort to improve the constituent experience, increase the efficiency of services, and reduce operating costs.

The City conducted similar planning exercises on several occasions in the past but, for a variety of reasons, did not move forward with the recommendations from these plans. A key difference with this plan is the opportunity presented by the 1895 Building, which will be vacant at the conclusion of the Somerville High School project and allows for consolidation of City and School services around City Hall and the high school. Recognizing this pivotal opportunity, the Capital Projects and Planning Department engaged a planning consultant to prepare this Departmental Relocation Strategy and Implementation Plan and assembled a Master Plan Working Group to assist with the considerable analyses and evaluations that a plan of this significance requires. The Master Plan Working Group had 12 members, representing the Board of Aldermen, School Committee, Somerville Public Schools Administration, and the City's Capital Projects and Planning, Inspectional Services, Planning & Zoning, and SomerStat departments.

This report summarizes the Departmental Relocation Strategy and Implementation Plan developed by Kleinfelder in close coordination with the Master Plan Working Group. This report presents the following:

- Process used to develop the plan.
- Findings of detailed interviews with 35 department heads to understand the mission, vision, and long-term plan for their department. This includes:
 - Services currently provided and services that the department would like to provide,
 - Administrative and operational issues affecting the delivery of services,
 - Operational considerations such as the diverse needs for equipment and document storage, accessibility, and varying levels of privacy, conference, or collaboration areas required to conduct department business,
 - Intra- and inter-departmental relationships and ideal department adjacencies,
 - Locations of current offices and number of staff in the department,
 - Space, information technology, and emergency power needs,
 - Trends that may affect future administration, operation, and delivery of services.
- Evaluation of current department location.
- Existing conditions of the buildings included in this study.
- Evaluation of current department layouts, goals, recommended layouts, and phasing. This thorough evaluation consisted of approximately 56 floorplan analyses and conceptual drawings reviewed over the course of 14 meetings with the Master Plan Working Group over a period of 15 months, as well as input from the Mayor and other key stakeholders.
- Three departmental relocation strategy options, along with associated key benefits and drawbacks as well as a preliminary financial comparison.¹
- A recommended option and supporting information for its successful implementation.

¹ The Working Group discussed an additional option, but it was ultimately folded into another option and is therefore not used in this final report.

Each of the three strategy options achieves a number of significant improvements compared to the status quo, including but not limited to:

- Consolidation and beneficial co-location of more City services on the Central Hill Campus (which includes City Hall, the High School, and the Central Library) and more School services in the Edgerly, creating more synergies between departments and a better constituent experience.
- Relocation of the Parks & Recreation Department from its current non-accessible building without usable recreation facilities into the Edgerly, allowing the Department to not only more efficiently use the recreation space at that building but also to develop greater synergies with the School Department.
- Relocation of all departments currently in the Recreation Building and the City Hall Annex, eliminating the need to expend capital funds to renovate and modernize these buildings and providing the City with the ability to explore other opportunities for these properties through future discussions with the community.
- Relocation of the Somerville Center for Adult Learning Experiences (SCALE), Community Schools, and the Council on Aging from the Tufts Administration Building (TAB) at 167 Holland Street to new spaces in City-owned buildings, saving the City over \$260,000 per year in lease payments to Tufts.

Based on the results of the in-depth evaluation process and input provided by the Master Plan Working Group, Option D, summarized in Table 1 below and shown in detail in Figures 20 to 22, is the recommended strategy for the City. In addition to the benefits noted above, this option expands the educational experience on Central Hill by relocating SCALE, the City's adult education program, to the 1895 Building. It also relocates all departments currently in the Cummings building, creating an additional property for which other opportunities can be explored in discussion with the community. A high-level estimate of the costs associated with this option is \$71 million; for reference, a high-level estimate of maintaining the status quo is \$46 million. Should the City, in discussions with the community, choose to sell the three properties that will be vacated through the relocations called for in Option D, the net cost of implementing this option is estimated to be \$60 million.

It should be noted that there is important work for the City to carry out to see this plan become a reality. For example, the layouts provided in this document are conceptual; the City must undertake a full design process for each of the buildings to implement the relocations called for in this document. Furthermore, while this plan is comprehensive, it is not exhaustive. It does not examine parking capacity in depth, for example, nor does it evaluate the future of the Department of Public Works building in detail, both of which will require additional attention and resources. The future of the City-owned property at 45 College Avenue, the location identified in this report for the Council on Aging, will also require additional planning, which the City intends to initiate with a community process in 2019.

The work summarized here is nonetheless a significant achievement for the City: it establishes a realistic plan with support from a diverse set of stakeholders for improving the constituent experience, increasing the efficiency of services, and reducing operating costs through departmental relocations. If the implementation plan outlined in Table 7 is followed, the plan – including major construction efforts at the 1895 Building, City Hall, and the Edgerly – can be fully implemented by the end of 2025.

Table 1 – Departmental Relocation Strategy – Option D

Proposed Building	Department	Proposed Square Feet
City Hall	Communications and Community Engagement	1,795
	Elections	1,035
	Personnel-Payroll	300
	Finance Department - Purchasing	680
	Finance Department - Grants Development	305
	Finance Department - Auditing	1,220
	Finance Department - Treasury	1,045
	Finance Department - Assessing	1,285
	City Clerk	960
	SomerStat	456
	Mayor/Executive Administration	1,400
	Board of Alderman	2,254
	Law Office	1,045
	Shared Conference Rooms (4)	855
1895 Building	Information Technology	1,539
	Health and Human Services	2,900
	Veterans' Services	1,250
	Voting Machine Storage	400
	Personnel	1,575
	Somerville Center for Adult Learning Experiences (SCALE)	13,445
	SCALE English Language Learning	1,251
	Office of Strategic Planning and Community Development (OSPCD)	6,017
	OSPCD - Housing Division	1,918
	OSPCD - Office of Housing Stability (OHS)	815
	Office of Sustainability and Environment (OSE)	520
	Shared Conference Rooms (6)	2,215
	Unallocated space	840
Edgerly School	School Administration	9,885
	English Language Learners (ELL)	2,235
	Afterschool Programs/Community Schools	1,415
	Special Education	9,960
	Parks and Recreation	2,309
	Somerville Family Learning Collaborative (SFLC)	3,449
	Parent Information Center (PIC)	6,762
	Clothing Drive	904

Proposed Building	Department	Proposed Square Feet
	Extended Learning Program (ELP) Classroom	1,415
	Arts Council	1,415
	Swing Space - Classrooms (6)	5,518
	Shared Conference Rooms (3)	2,240
	Unallocated space	8,495
Leased Space	Inspectional Services Department (ISD)	6,297
New Public Safety Building	Constituent Services	1,635
45 College Avenue	Council on Aging	TBD
42 Cross Street	City Clerk - Archives	3,100
DPW/Franey Rd	DPW	4,500
	Capital Projects	1,500
	Engineering	2,000
	Water & Sewer	1,700

II. INTRODUCTION

Project Overview

The City of Somerville is investigating ways to relocate City and School departments in an effort to improve the constituent experience, increase the efficiency of services, and reduce operating costs. Kleinfelder was retained to perform consolidation planning and program analysis to assist the City in identifying possible consolidation strategies. Work associated with this project was divided into two phases.

Phase 1 of this study was to review past consolidation studies and facility master plans, and to interview City department heads. The focus of the interviews was to identify and understand:

- Mission and long-range visions for each department
- Services currently being provided, and services that the department would like to provide
- Current administrative and operational issues impacting the delivery of services
- Intra- and inter-departmental relationships
- Locations of current offices and department staff
- Trends that will affect future administration, operation, delivery of services, space and storage requirements, and Information Technology (IT) needs
- Staffing requirements needed to support current and future department objectives.

Phase 2 of the study was to develop a Departmental Relocation Strategy and Implementation Plan to explore relocating departments from City Hall, the Department of Public Works (DPW) Building, the City Hall Annex, the Recreation Building, the Cummings Building, and the Tufts Administration Building (TAB) to existing City-owned buildings.

This report summarizes the Departmental Relocation Strategy and Implementation Plan, its findings and recommendations, and a recommended strategy for implementation.

Master Plan Working Group

The City established a Master Plan Working Group to assist Kleinfelder in evaluating departmental programs and operating and space needs and to help develop recommendations for relocation and implementation strategies. The Working Group met eleven times from August 2017 through April 2018. The constructive observations and critiques of the Working Group were invaluable to the success of the project.

The Working Group members were:

- Robert Cassano – Project Manager, Capital Projects and Planning
- Jeff Curley – Chief of Staff, Somerville Public Schools
- Robert King – Director, Capital Projects and Planning
- Alex Lessin – 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 – Director, Planning & Zoning, Office of Strategic Planning and Community Development (OSPCD)
- Chris Rais – Preventive Maintenance Manager, Capital Projects and Planning
- Mary Skipper – Superintendent, Somerville Public Schools
- Goran Smiljic – Director, Inspectional Services Department

Documents Reviewed

To get an overview of previous departmental planning efforts and the priority of issues regarding the usage, relationships, and goals for City facilities and departments, Kleinfelder reviewed the following consolidation studies and facilities master plans prepared for the City of Somerville:

1. *Municipal Property Comprehensive Consolidation Plan*, prepared by HMFH Architects, 2007
2. *Somerville Facilities Master Plan Final Report* prepared by The Cecil Group, Inc., 2011
3. *Draft Existing Conditions Report, Somerville City Hall*, prepared by CDR/Maguire, 2014
4. *Department of Public Works Space Needs Report*, prepared by Weston & Sampson, 2016

III. DEPARTMENT INTERVIEWS

Interview Process

Kleinfelder developed questions for each department interview as a means of analyzing department missions and long-range visions, current services and intended future services, administrative and operational issues affecting the delivery of services, intra- and inter-departmental relationships, locations of current offices and department staff, and trends that will affect future administrative, operations, delivery of services, space requirements, number of personnel, and Information Technology (IT) needs.

In addition to interviews, we observed the current operation of each department and reviewed the existing department organization chart. Finally, we considered the image and customer-friendliness of each department from a constituent's perspective.

Ultimately, Kleinfelder used the information gathered from the interviews and prior documents to develop conceptual program plans to improve operational efficiencies and inter- and intra-departmental relationships.

Department Staff Interviewed

Department heads and select staff from the following City and School departments were interviewed:

City Departments²:

- Arts Council
- Capital Projects and Planning, which includes:
 - Engineering
- City Clerk, which includes:
 - Archives
- Department of Public Works (DPW)
- Elections
- Finance Department, which includes:
 - Assessing
 - Auditing
 - Grants Development
 - Purchasing
 - Treasury
- Health & Human Services (HHS), which includes:
 - Council on Aging
 - Veterans' Services
- Information Technology (IT)
- Inspectional Services Department (ISD)
- Law

² Divisions that operate in separate physical spaces are specifically noted here.

- Libraries
- Mayor's Office / Executive Administration
- Communications & Community Engagement, which includes:
 - Constituent Services
- Office of Strategic Planning and Community Development (OSPCD), which includes:
 - Housing Division
 - Office of Housing Stability (OHS)
- Office of Sustainability & Environment (OSE)
- Parks and Recreation
- Personnel, which includes:
 - Payroll
- Retirement Board
- SomerStat
- Traffic & Parking
- Water & Sewer

Somerville Public Schools Departments and Programs:

- Community Schools
- Early Childhood Services
- Parent Information Center (PIC)
- School Administration
- Somerville Center for Adult Learning Experiences (SCALE)
- Somerville Family Learning Collaborative (SFLC)

The Police and Fire Departments were not interviewed because their facilities are generally independent of other City and School departments and, with minor exceptions, do not house unrelated departments.

Interview Questions

The following questions formed the basis of all department interviews. See Appendix A for a summary of the interviews.

1. What is your department's mission and long-range vision?
2. How is your department organized? Does the City Organizational Chart reflect how your department actually works and is set up?
3. What does your department do on a daily basis? What services do you provide? Are there services that you would like to provide? What limits the expansion of your services - funding, staffing, or physical space?
4. Who do you serve in the city, government or city constituents?
5. Are there administrative or operational issues that affect the delivery of services that you provide?

6. Which departments in the city do you work with on a daily basis? On an occasional basis? Which department(s) would you like to have close to your department?
7. Is your department located in one location or multiple locations? Do the locations reflect operational needs efficiently or are the locations and sizes of facilities random?
8. How many people are in your department? Is this number anticipated to change in the future?
9. Do you have enclosed offices? What are their sizes?
10. Do you have a “cubicle” type of work space? How many desks? What is the average size of a cubicle? What are the “components” of a standard work space (desk, files, table, chairs, etc.)?
11. Are privacy and noise control a major concern?
12. Are visual connections between staff members important to the function of your department?
13. Do you have your own department conference room, or do you share conference rooms with other departments? How many people are generally in a conference?
14. Do you meet with constituents routinely? Do you provide a waiting room? If so, how many constituents might this waiting area need to seat?
15. Do you have a receptionist?
16. What types of documents do you deal with to provide your services?
17. How are these documents filed? Paper? Electronically?
18. If filed by paper, what are the size and number of filing cabinets/plan files? Is this method of filing evolving to electronic format? Are “archival” documents required on site?
19. What special equipment or physical environment does your department require? Audio/Visual? Trucks? Vans? How are these stored and maintained?
20. What possible changes to the operation or mission of your department do you see in the future? Would these changes impact the staffing or physical requirements of the department?
21. In an emergency, would the relationships to other city departments change dramatically?
22. Is your department an “essential” service in times of crisis?

Summary of Findings from Interviews

In general, most departments appear to be in spaces that are 10 to 20 percent too small for their programmatic and functional needs, although a number of departments are in significantly tighter

spaces. Most staff work spaces are below current office standards, even when viewed from current downsizing trends away from private offices and cubicles. The legal or operational need to keep records on-site adds to the complexity of space planning and often detracts from the efficient use of space within many departments. In some cases, periodic archiving of these materials would significantly improve the functional appearance of a department and would contribute to a more efficient work environment. Throughout our interviews and observations, we were repeatedly impressed by the staff's intent to "make it work." However, in some circumstances, these compromises reduce the staff's ability to function effectively or to efficiently deliver program goals. Most departments do not have centralized, organized storage, resulting in space inefficiencies and disruption to the functionality of a work environment. As departments are relocated and buildings are renovated, this issue should be seriously considered during planning.

In all of our departmental interviews at City Hall, the lack of available conference rooms was universally seen as an issue that impacted the efficient delivery of services. For some departments, a shared conference room located in other parts of the facility would suffice. For others, a conference room that offers privacy would allow a constituent or staff member to go from a public environment to a private environment that is both acoustically and visually separated from public areas for the discussion of privileged or confidential information. Assessing, Health and Human Services, Personnel, Treasury, Law, Constituent Services, OSPCD, Retirement Board and Veterans' Services are departments that would benefit from the addition of a small, dedicated conference room within their department.

Many departments within City Hall use a table in the department director's office for conferences ranging from three to six people. If the director is not actively involved in the meeting, he/she has the choice to either leave the room during the meeting or continue their work activities. In many instances, this shared use of space produces an inefficient situation. The addition of several small conference rooms, shared by the departments located within City Hall, would be a significant improvement. Unfortunately, with the existing space demands in City Hall, there are no locations available to add conference areas without creating space by relocating departments or constructing additions to the building.

The following is a summary of observations regarding the physical program areas required for present and near-term future department needs, ideal adjacencies with other departments, or the potential for physical relocation of the department. At the end of each departmental summary is a table that provides the existing conditions and needs for each department based on data gathered from the interviews. Kleinfelder also developed a rating for the functionality of each department based on existing conditions and input from the interviews. The rating is provided for context based on our professional judgement as planners and architects and ranges from 1 (very poor) to 5 (excellent). Key deficiencies identified during the evaluations are listed below the rating. The discussion is organized by the building in which the department, division, or program is located.

CITY HALL (93 HIGHLAND AVENUE):

Mayor’s Office/Executive Administration:

The Mayor’s office suite appears adequate for most day-to-day operations. The Mayor’s staff would benefit from a small conference room, separate from the Mayor’s office, for meetings not requiring the Mayor’s presence. An identified near-term need is to add an office for the Legislative Liaison, which would add approximately 150 square feet to the



needs of this department. Cubicle space for interns would also be valuable. The office could use a flexible wall system to create new spaces within the constraints of the current offices. During emergency situations, the ability of the Mayor’s Office to function as a control center is diminished because City Hall does not have immediate emergency/standby power and communications are typically interrupted until a mobile generator is brought to the site. Executive Administration should remain in City Hall.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Executive Administration	City Hall	1,247	150 [Dedicated]	150	6 (None)	1,747
Ideal Adjacencies						
1. Law Offices		4. Personnel				
2. Communications		5. OSPCD				
3. SomerStat						

- **Existing Office Functionality Rating (Scale 1-5): 3.5**
- **Deficiencies:**
 - No Legislative Liaison office
 - Lack of staff conference room
 - Lack of readily available emergency power

SomerStat:

SomerStat works closely with all departments and directly with the Mayor’s Office to analyze and enhance departmental performance. The current space is cramped and an additional 100 to 150 square feet of area is required. Shared usage of conference space is acceptable. This department should stay adjacent to the Mayor’s Office in City Hall.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
SomerStat	City Hall	356	0	100 [Shared]	6 (None)	506
Ideal Adjacencies						
1. Executive Administration						

- **Existing Office Functionality Rating (Scale1-5): 2.5**
- **Deficiencies:**
 - Inadequate staff work space
 - Limited availability of shared conference rooms

Communications and Community Engagement:

Currently located on two floors (basement and second floor), the Communications and Community Engagement Department (Communications) balances their multi-faceted mission in physically difficult spaces. The Public Information Team needs to be near the Mayor’s office but does so by operating from a shared desk for three staff members. This space should be a minimum of 300 square feet. The Director of Communications does not have an enclosed office. For planning purposes, an enclosed office of 150 square feet is recommended for the Director. Staff interns are often required to share desks. This strategy is acceptable but compromises efficiency.

SomerViva, the Language Liaisons group, located in the basement, requires acoustic privacy and private meeting space for their walk-in clients. Many of their conversations with constituents are extremely personal and require a reassuring environment for individuals that have English language difficulties. These conversations now occur in public spaces. The Language Liaisons Group could be located outside of City Hall and does not need to be located with the rest of the Communications Department, which should remain in City Hall.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Communications	City Hall	958	0	200 [Shared]	13 (+3)	1,408
Ideal Adjacencies						
1. Executive Administration			3. Constituent Services			
2. Parent Information Center						

- **Existing Office Functionality Rating (Scale 1-5): 2**
- **Deficiencies:**
 - Lack of Director’s office
 - Inadequate staff space
 - Staff on multiple floors

Communications and Community Engagement – Constituent Services:

For many citizens, the 311 service center is the voice of City Hall. When someone visits City Hall, the first face they see is the Welcome Desk staff person by the front door. Both functions are very important to the sense of connection between the government and the people. However, the space that this department (primarily the call center) occupies creates challenges for the efficient delivery of services. Constituent Services shares some of its space with SomerViva, so private conversations often occur over the heads of staff members from unrelated departments. There is also no room to expand the space for the desired addition of two more call operators. Acoustical control is needed between operators at the phone center, and there is no emergency back-up in place for the 311 systems in the event of a power outage.

We suggest that the call-center functions of this department be relocated to a larger, separate space, preferably outside of City Hall, with emergency back-up infrastructure. The inclusion of a call-center training area is important. Program area should be increased 300 to 400 square feet for this department for future planning.

The Welcome Desk program function, which provides directions and answers questions, serves over 100 people a day. This function should remain in City Hall. When the nature of a citizen’s need is sensitive, discussion in a public hallway is not ideal. A more private means of handling sensitive situations should be established to better address citizen needs.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Constituent Services	City Hall	529	0	250 [Dedicated]	12 (+2)	929
Ideal Adjacencies						
1. Communications			2. Executive Administration			

- **Existing Office Functionality Rating (Scale 1-5): 2**
- **Deficiencies:**
 - Limited program space limits desired staff expansion
 - Limited acoustical privacy between call operators
 - No training rooms
 - No readily available emergency power

Law:

As in most of the offices in City Hall, the Law Office has inadequate work space. There are three primary space needs in this department: the addition of a small conference room; an increase in the size of staff attorney offices for acoustic privacy; and a general increase to administrative space to allow for visitor seating and additional filing and work spaces. This additional program space is in the order of 300 square feet. This department should remain in City Hall.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Law Office	City Hall	769	0	150 [Dedicated]	7* (None)	1,069
Ideal Adjacencies						
1. Executive Administration			2. Personnel			

*Excludes staff partially funded by the Law Office who sit in other departments.

- **Existing Office Functionality Rating (Scale 1-5): 2**
- **Deficiencies:**
 - Lack of a dedicated conference room
 - Lack of acoustical privacy between staff attorneys' work stations
 - Limited waiting area for constituents
 - Lack of adequate on-site vertical filing

Information Technology (IT):

The IT space is inadequate. An urgent need for the IT Department is emergency power for the City’s servers. As presently configured, all City communications originate through the IT Department. When power to City Hall is interrupted, all incoming and outgoing communication is disrupted. This should be resolved immediately. The program area should be increased by approximately 300 square feet to improve the ability to maintain the City’s computer and communication systems.

The IT Department could be relocated to a facility outside of City Hall without impacting the functionality of this department’s relationship with other departments. Relocation challenges include the need to be close to existing fiber connections to minimize cutting and splicing to the new location. Also, a satellite IT group member could be stationed at City Hall to assist with any hardware and software needs within the building.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Information Technology	City Hall	1,016	300	200 [Shared]	9 (+1)	1,316
Ideal Adjacencies						
1. Accessible location to all departments						

- **Existing Office Functionality Rating (Scale 1-5): 2.5**
- **Deficiencies:**
 - Lack of direct connection to emergency power
 - No secure work area for computer storage and repair
 - Work stations are small due in part to the physical constraints of the existing structure
 - Computer server rooms have limited acoustical shielding from mechanical equipment fan noise, which causes periodic disruptions

Personnel:

The current program space is not large enough to fulfill the need for one additional staff member. The department lacks private spaces to conduct personal interviews and review processes. Family and Medical Leave Act (FMLA) and benefit discussions often require a segregated area for confidential discussions with City employees. The department’s program area should be increased by about 300 square feet to accommodate these requirements.

It may be beneficial to relocate the Personnel Department to a facility outside of City Hall, which would increase privacy for staff. However, it should remain relatively close to City Hall. If the department is relocated, the Payroll staff should remain located at City Hall since they work closely with the Finance Department.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Personnel	City Hall	1,304 300*	0	150 [Dedicated]	13** (+1)	1,640
Ideal Adjacencies						
1. Accessible Location to all Departments 2. Law Office			3. Executive Administration			

* Personnel Payroll Square Footage.

**Includes three staff members who are on the Personnel Payroll staff.

- **Existing Office Functionality Rating (Scale 1-5): 2**
- **Deficiencies:**
 - Lack of private conference room for staff interviews and reviews
 - Insufficient program area to add additional staff
 - Highly visible location may inhibit staff from coming in to discuss private issues

Finance Department - Assessing:

The Assessing Division does not have a private area for constituents to discuss real estate issues, some of which are personal and sensitive. Currently, these issues are discussed at the counter or in the Director's office. Noise between adjacent desks is an issue when discussing private matters with constituents. Lifetime storage of many of the legal documents is required by law. The maintenance of these documents and their ready retrieval is essential to the function of the department. As the condominium form of property ownership increases in Somerville, the number of files is projected to increase significantly. For planning purposes, an increase in program area of approximately 350 square feet should be assumed. The Assessing Division should remain at City Hall.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Assessing	City Hall	971	150	200 [Shared]	10 (None)	1,321
Ideal Adjacencies						
1. Treasury			2. Auditing			

- **Existing Office Functionality Rating (Scale 1-5): 3**
- **Deficiencies:**
 - Lack of a conference room for private discussion with constituents
 - Lack of acoustical privacy between work stations
 - Inadequate vertical filing space for required on-site document storage

Finance Department - Auditing:

Departmental spaces are tight and require circulation through public hallways to get from one departmental area to the next. Work stations are small. Department members expressed the need to reduce acoustical disruption as a major requirement. There is a need for additional file space or more frequent archiving (file boxes are currently stacked in circulation areas and at work stations). The department requires a conference room suitable for twelve people. The conference room could be a shared room with other departments. The Auditing Division should remain at City Hall.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Auditing	City Hall	1,109	0	200 [Shared]	11 (None)	1,859
Ideal Adjacencies						
1. Treasury 2. Assessing				3. Purchasing		

- **Existing Office Functionality Rating (Scale 1-5): 2**
- **Deficiencies:**
 - Extremely cramped, narrow circulation aisles
 - Undersized work stations
 - Limited archival filing space
 - General feeling of clutter

Finance Department - Purchasing:

The departmental program area is adequate. Lack of filing space forces banker's boxes to be stored in some work spaces. Custom work stations from an earlier renovation generally work well and make good use of the existing wall configurations. Department members expressed the need for a shared conference room suitable for 10 to 12 people. The Purchasing Division should remain at City Hall.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Purchasing	City Hall	633	0	200 [Shared]	6 (None)	633
Ideal Adjacencies						
1. Auditing				2. Accessible to all Departments		

- **Existing Office Functionality Rating (Scale 1-5): 3.5**
- **Deficiencies:**
 - Existing custom workstations generally work well, but do not provide adequate filing space for all staff
 - Lack of a conference room

Finance Department - Treasury:

Departmental spaces are generally adequate. Low screening partitions would help to improve the appearance of this department by increasing the visual privacy of the work areas. Modular office furniture may allow for a more efficient usage of the available program space. There should be additional security at the front counter, such as card readers for doorway entry, and possibly security cameras. The Treasury Division should remain at City Hall.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Treasury	City Hall	1,019	0	200 [Shared]	12 (None)	1,019
Ideal Adjacencies						
1. Assessing			2. Auditing			

- **Existing Office Functionality Rating (Scale 1-5): 4**
- **Deficiencies:**
 - Security
 - Access to a small conference room

Elections:

The Elections Department's existing space is adequate. A shared desk area for use by interns and during election periods would be valuable. Voting machines should be moved to a secure and convenient space outside of City Hall, though the Elections Department should remain in City Hall.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Elections	City Hall	887	150	200 [Shared]	4 (None)	1,287
Ideal Adjacencies						
1. None						

- **Existing Office Functionality Rating (Scale 1-5):** 3.5
- **Deficiencies:**
 - Lack of a central secure storage facility for voting machines outside of City Hall
 - Lack of program area for intern work stations

Office of Strategic Planning and Community Development (OSPCD):

The Office of Strategic Planning and Community Development includes six divisions: Administration, Planning and Zoning (P&Z), Transportation and Infrastructure (T&I), Economic Development (Econ Dev), Housing, and the Office of Housing Stability (OHS). Housing and OHS are located in the City Hall Annex. With the stimulus to the Somerville community anticipated by the MBTA Green Line transit extension, a highly functional planning department is essential to future growth and development of the community. Although OSPCD occupies the entire third story of City Hall, its space is limited by the area of the third floor that can be used for office space, essentially about one-third of the available area. The 2014 *Existing Conditions Report - Somerville City Hall* describes the potential use of the attic area of the third floor. The report describes issues involved with making this area useable and the potential costs. This option should be studied further as an efficient means of adding program area for OSPCD or other departments within City Hall. If the department had more office and conference space, many of the following issues within OSPCD could be addressed:

- Lack of “Project Development” rooms for the development of planning procedures and planning and presentation documents.
- No work spaces to roll out large-scale documents for review and comment on development and redevelopment strategies.
- Lack of a “studio” team-like environment.
- Lack of flat storage for large documents. Short- and long-term stored documents remain rolled up, restricting their use.
- Disorganized and insecure long-term storage in the attic space.
- Lack of space for needed additional staff.
- Location of the Housing Division and OHS in another facility, reducing the potential for collaboration.

The department has a goal to bring the Housing Division and OHS under the same roof as the rest of OSPCD. It is reasonable to consider the relocation of the entire OSPCD including its offsite components to a facility outside of City Hall. This option should be weighed against the current location’s inherent inability to achieve a synergy between various city departments and the immediate access to the Mayor’s Office. If relocation is chosen, OSPCD should be located as close as possible to City Hall to maintain important collaboration between departments.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
OSPCD – Admin, P&Z, Econ Dev, and T&I	City Hall	2,345	300	600 [Dedicated]	36* (+3)	4,545
Ideal Adjacencies						
1. Executive Administration 2. Capital Projects 3. Office of Sustainability and Environment				4. Engineering 5. Inspection Services Department		

* Includes two staff members who are on the Inspectional Services Department payroll but who sit with P&Z staff.

- **Existing Office Functionality Rating (Scale 1-5): 2.5**
- **Deficiencies:**
 - Lack of program area for proposed staff growth
 - Limited collaboration space for review and development of planning and development proposals
 - Inadequate senior staff office spaces
 - Ad-hoc interior layout limits areas for collaborative staff interaction

City Clerk:

Because of their licensing and record functions, the City Clerk is the face of City Hall for many constituents. On average, the department serves 30 constituents per day. As currently located on the first floor of City Hall, this department’s location is very convenient and logical for serving the City’s residents. The service-counter arrangement is a generally efficient means of dealing with the public. On occasion there is a need for a small shared conference room for discussions with constituents. Presently, these discussions happen in the Director’s office. On-site record storage is an evolving issue. While some licenses can be handled on-line and stored electronically, there is still the need for secure record storage on site. Due to the volume of services to citizens, the City Clerk’s office should remain at City Hall.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
City Clerk	City Hall	913	0	200 [Shared]	7 (None)	913
Ideal Adjacencies						
1. Board of Alderman				2. Executive Administration		

- **Existing Office Functionality Rating (Scale 1-5): 3**
- **Deficiencies:**
 - Lack of room for program expansion
 - Lack of a small conference room (200 square feet) for private conversations with citizens
 - Limited secure filing
 - Lack of acoustical privacy between work stations

CITY HALL ANNEX (50 EVERGREEN AVENUE)³:

Office of Sustainability & Environment (OSE):

OSE is a small department with an expanding mission. Despite the anticipated need for an additional staff member in the future, the department does not require additional work space. A more flexible configuration with space for interns is recommended, as is a private office for the Director. The department should ideally be moved closer to OSPCD given the substantial substantive overlap and collaboration between the departments.



Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Office of Sustainability & Environment	City Hall Annex	300	0	100 [Shared]	3 (+1)	300
Ideal Adjacencies						
1. Office of Strategic Planning and Community Development						

³ The existing conditions reported in this section were based on the office configurations prior to 2018. A burst pipe and subsequent reconstruction in the first half of 2018 led to some office reconfigurations, which resulted in some departments, like OSE and the Arts Council, gaining additional space, primarily because the Retirement Board moved into leased space off site. Furthermore, to improve ADA access, departments that are more likely to serve constituents with accessibility issues were placed on the first floor of the building, and the City planned, and recently began installation of, a new exterior ramp at the building.

- **Existing Office Functionality Rating (Scale 1-5): 3**
- **Deficiencies:**
 - Ad-hoc office furniture
 - No private office for Director

Health & Human Services (HHS):

Though most HHS staff work at the Annex, department staff are also located at the Cross Street Center and the TAB. Department staff should be consolidated as much as possible in a single location identified to produce the intended synergy between the various divisions of this department. The department provides services to a large and diverse group of individuals in the community, so its location must be convenient and universally accessible.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Health & Human Services	City Hall Annex	2,250	0	300 [Shared]	38.5* (None)	2,250
Ideal Adjacencies						
1. School Administration		3. Housing Division				
2. Office of Housing Stability						

* Includes 17 school nurses who are located at the schools and do not require office space with the rest of HHS.

- **Existing Office Functionality Rating (Scale 1-5): 2**
- **Deficiencies:**
 - Space at the Annex does not accommodate current program requirements
 - Current office is not handicap accessible, which is one of the biggest issues for expanding department programs
 - Lack of conference room space

HHS – Veterans’ Services:

The program area of the Veterans’ Services Division is inefficiently configured and lacks the required program area for the intended service program. There is no area for interns or volunteers to work, there is no waiting area for visitors, and increased space for filing is not available. The Director’s office should be downsized to a more appropriate size to allow room for a conference area. A small waiting area equipped with computers will help constituents perform online registration in-house while receiving guidance from departmental staff.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Veterans' Services	City Hall Annex	1,250	150	150 [Dedicated]	2 (None)	1,752
Ideal Adjacencies						
None						

- **Existing Office Functionality Rating (Scale 1-5): 2.5**
- **Deficiencies:**
 - The Annex is not ADA-compliant preventing some disabled veterans from visiting this department
 - Existing office configuration makes the Director's office too large and the staffing and filing areas too small
 - Veterans must stand in the hall as they wait for assistance or for meetings
 - There are no work stations for interns or volunteers

OSPCD – Housing:

With the ever-increasing demand for housing within Somerville and the issues associated with a changing demographic and the scarcity of available land, the Housing Division is vital to the future service and support of Somerville's neighborhoods. There is a desire to add more staff to this department to correlate with the demand for housing in Somerville. The Housing Division should be located in the same facility as OSPCD to more efficiently and effectively address the planning challenges of the next decade. With a more efficient configuration, the department can operate within its current square feet, even with the addition of new staff.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Housing Division	City Hall Annex	2,200	0	200 [Shared]	13 (+1)	2,200
Ideal Adjacencies						
1. Health & Human Services 2. Office of Housing Stability						

- **Existing Office Functionality Rating (Scale 1-5): 2.5**
- **Deficiencies:**
 - Remote location from OSPCD limits effective communication and project teaming
 - Program space is adequate, but work stations are ad-hoc
 - Existing program space is geometrically inefficient

OSPCD – Office of Housing Stability (OHS):

The Office of Housing Stability (OHS) was created in 2018 to assist residents at risk of displacement and develop policy and programmatic initiatives to fight displacement and prevent homelessness. OHS was formed while this plan was being developed, so a full assessment of the office was not conducted. Kleinfelder was able to develop a recommended programmatic space for the office based on its staffing level.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Housing Division	City Hall Annex	400	Not assessed	Not assessed	5 (none)	800
Ideal Adjacencies						
1. Health & Human Services						
2. Office of Housing Stability						

- **Existing Office Functionality Rating (Scale 1-5):** not assessed
- **Deficiencies:** not assessed

Retirement Board:

At the beginning of this study, the Retirement Board occupied three adjoining spaces in the Annex Building. The Retirement Board is now leasing space off site, and there is no intention to return the department to a City-owned facility. Therefore no further consideration is included in the recommended option for the Retirement Board.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Retirement Board	City Hall Annex	900	0	0	3 (None)	0
Ideal Adjacencies						
1. None						

- **Existing Office Functionality Rating (Scale 1-5):** 3
- **Deficiencies:**
 - None

Arts Council:

The Arts Council plans and directs most of the City events: parades, art events, concerts, neighborhood parties, and holiday celebrations. The four full-time and one to two part-time

employees of the department occupy one room in the Annex Building. The department space is critically small, impacting the department's performance. The Director should have a private office, full-time staff need cubical-type space, and part-time staff need a flexible work area. Shared use of a small ADA-compliant conference room able to accommodate 4 to 10 persons is required. A secure storage space with shelving designed for art supplies, paper and event equipment storage is also needed for public event materials. The storage area does not need to be directly adjacent to the Arts Council offices.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Arts Council	City Hall Annex	400	150	150 [Shared]	5.5 (None)	1,000
Ideal Adjacencies						
1. None						

- **Existing Office Functionality Rating (Scale 1-5): 1**
- **Deficiencies:**
 - Lack of Director's office
 - Small communal staff work areas
 - Lack of work space for interns
 - Non-ADA-compliant building limits meeting attendance

Finance Department – Grants Development:

Grants Development is organized under the Finance Department but located in a separate facility. The division works closely with many City departments to development grant applications. A central location that is more accessible to other major City departments would be more convenient for the staff of this division. Conference room space is needed but can be shared with other departments.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Grants Development	City Hall Annex	300	0	100 [Shared]	2 (None)	300
Ideal Adjacencies						
1. None						

- **Existing Office Functionality Rating (Scale 1-5): 3**
- **Deficiencies:**
 - Lack of adjacency to most City departments requires staff to travel to meetings frequently

**TUFTS ADMINISTRATION BUILDING (TAB)
 (167 HOLLAND STREET):**



HHS – Council on Aging:

The program spaces for this department are located at three sites, making event coordination a challenge. The main facility at the TAB is convenient to a substantial number of their clients, however. It is the City’s goal to relocate this department to a City-owned facility to reduce lease costs, and 45 College Avenue has been identified as a potential site. If this program remains in the TAB, making minor adjustments within their present facilities would be an efficient means to meet their current program requirements.

The primary need is to have a kitchen facility within the TAB that is large enough to meet their program requirements. Lack of adequately sized refrigeration, warming ovens, and supply storage limits the department’s ability to serve their clients. The addition of a dedicated computer lab space has also been requested for their future program needs.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Council on Aging	TAB	3,460	0	200 [Shared]	8 (None)	4,000
Ideal Adjacencies						
1. None						

- **Existing Office Functionality Rating (Scale 1-5): 3.5**
- **Deficiencies:**
 - Work stations tight and lack acoustical separation
 - Lack of adequate kitchen facilities

Community Schools:

Community Schools is the district’s largest afterschool program; it serves Somerville Public School students in grades pre-K through 6 at every elementary school in the district. The City of Somerville and the school district have made expanding after-school and summer-learning opportunities for youth a priority, so Community Schools and other out-of-school time programs are expanding. This office currently functions as the home base for eight site coordinators and after-school administrative staff. While close physical adjacency is not essential to successful communication between Community Schools and other school programs (PIC, SFLC, and Special Education), these programs would ideally be in the same facility. A dedicated small conference room would facilitate private conversations with parents about payments and other

personal issues. The physical space is too small and would benefit from a more efficient and acoustically separate layout.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Community Schools	TAB	1,190	300	150 [Dedicated]	9 (2)	1,428
Ideal Adjacencies						
1. Parent Information Center			2. Somerville Family Learning Collaborative			

- **Existing Office Functionality Rating (Scale 1-5): 2**
- **Deficiencies:**
 - Public functions are mixed with staff work areas
 - Storage is not efficiently organized

Somerville Center for Adult Learning Experiences (SCALE):

The mission of this program is to provide adults with opportunities to achieve their educational goals in a supportive, diverse, and welcoming learning environment. The program has a student body of approximately 400 students served by 12 full-time employees and 24 part-time employees. The program space overall does not meet program needs. Classroom spaces do not accommodate the current enrollment, and classrooms are tightly packed, requiring students to circulate single-file behind chairs and desks, which is not compliant with ADA requirements or fire-safety egress standards. Existing classrooms also do not meet the programs' technology needs. There are limited shared spaces for students to gather and collaborate, forcing many students to use their cars as work space between classes. There is no dedicated space for program-wide announcements or group activities. Office space for part-time staff is inadequate. A more detailed study is required to determine the needed program area of SCALE, but for planning purposes, a 77% increase in program area is assumed.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Somerville Center for Adult Learning Experiences	TAB	7,506	300	600 [Dedicated]	12 FT; 24 PT (None)	13,300
Ideal Adjacencies						
1. School Administration						

- **Existing Office Functionality Rating (Scale 1-5): 2**
- **Deficiencies:**
 - Program has outgrown its current physical environment
 - Staff areas lack private conference space for parental discussions
 - Classrooms are too small for student population and lack technical infrastructure
 - Copy and supply areas are not secure
 - No common areas for student use between classes
 - Limited teacher office areas for part-time faculty

EDGERLY SCHOOL (33 CROSS STREET):

School Administration:

School Administration functions as the management and leadership arm of the Somerville Public Schools.



School Administration internal departments (Finance, Human Capital, English Language Learning, Curriculum, and other functions) are situated within the original structure's individual classrooms. Acoustical privacy within the classroom areas is limited and, in some cases, compromises the working environment. Circulation between administration departments is provided by the central circulation hallways of the existing school structure. This provides a level of privacy between the different groups, but also prevents the feeling of a collective agency. Departmental space planning is minimal, with a mix of office furniture that varies in age and functionality. In some cases, the departmental offices feel underutilized, while in other cases they are extremely cramped. Small conference rooms exist within the overall program layout but are not specific to individual functions or program needs. The second-floor conference room functions well as a multi-purpose space hosting special events for both constituents and for inter-departmental audiences, but this is the only large shared conference space in the building.

Special Education has its own wing in the Edgerly School. The space planning of this department appears to be left-over from a previous use. Some administrative staff have enclosed offices, while some do not. Conference rooms for discussions with parents were not acoustically separated from waiting areas, which compromises private conversations between staff and parents. However, the overall space allotment seems correct if reconfigured in a more rational, systematized space plan.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
School Administration	Eggerly	16,528	2,300	300 [Dedicated] 1,590 [Shared]	55 (15)	16,742
Ideal Adjacencies						
1. English Language Learning			3. Community Schools			
2. Somerville Center for Adult Learning Experiences			4. Somerville Family Learning Collaborative			
			5. Parent Information Center			

- **Existing Office Functionality Rating (Scale 1-5): 3**
- **Deficiencies:**
 - Existing classroom geometry does not produce efficient office spaces
 - Mixed furniture types add to inefficiency
 - Some senior managers do not have office space adjacent to their staff

City Clerk – Archives:

The Archives, an adjunct function of the City Clerk’s office, is tasked with the archival storage of City records and documents. Materials are delivered to the Archives from City departments as needed. This function is located in the Eggerly School building. Members of the department expressed the desire to staff the Archives with up to five interns to help with the daily tasks of archiving. This facility does not provide archival-quality storage conditions, has issues of code compliance and security, and has limited expansion opportunities. Locating the Archives at the Eggerly School limits the highest and best use of the facility for other city or school functions while providing substandard conditions for the City’s collection of historical and legal documents.

No summary information tabulated here because Archives should be relocated to an archival-quality storage facility.

- **Existing Office Functionality Rating (Scale 1-5): 1**
- **Deficiencies:**
 - No office space for the Director
 - Current facility is not secure and does not have archival-quality mechanical/HVAC systems
 - Limited preparation areas for file organization and computer scanning activities
 - No dedicated areas for intern work stations

CAPUANO SCHOOL (150 GLEN STREET):

Early Childhood Services:

The administrative function of this department is in the Capuano School, but during the school year, the work of this department happens throughout all SPS schools. The Director and two instructional staff members share one small office and use the adjacent Capuano School space for storing program materials. The Director would benefit from an enclosed office. Storage space was not designed for the materials and is not in a secure location. There are other spaces within the school that would better meet the office and storage needs of this department.



No summary information tabulated here because Early Childhood Services will remain at the Capuano School.

- **Existing Office Functionality Rating (Scale 1-5): 2.5**
- **Deficiencies:**
 - Director does not have separate office
 - Materials for programs stored in library space in plastic bins purchased by the staff located on top of library shelving system. These materials need a defined, secure storage room.

CUMMINGS SCHOOL (42 PRESCOTT STREET):

Somerville Family Learning Center (SFLC) and Parent Information Center (PIC):

The SFLC and PIC departments function in tandem. SFLC provides the services and PIC communicates to parents about the availability of these services and resources. The Cummings School provides several advantages to the SFLC program: the outdoor space, parking for staff, the fact that the original rooms were built to be classrooms (however some now function as office spaces), the direct adjacency to PIC, and the auditorium for public gatherings. If this program is relocated to another facility, those advantages should be duplicated. SFLC currently does not have an office for its Director or other staff members. A dedicated small conference room, shared by the two departments, would satisfy the need for a private space for family and staff conferences. A space for families (up to six persons) waiting to meet with staff should be provided. Classrooms are too small for the



current uses and are not equipped for computer, printer or other service needs. Dedicated, secure storage is needed for program materials, archival records and classroom supplies.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Somerville Family Learning Collaborative Parent Information Center	Cummings School	5,790	450	800 [Dedicated]	20 (None)	6,000
Ideal Adjacencies						
1. School Administrations 2. Health & Human Services			3. SomerViva 4. Community Schools			

- **Existing Office Functionality Rating (Scale 1-5): 2**
- **Deficiencies:**
 - Director does not have a private office
 - There is not a dedicated conference room for private discussions with parents and teachers
 - Classrooms are tight for existing programs and lack technical infrastructure
 - Lack of an area for parents waiting to visit staff
 - Storage for archival record and materials has limited security

TRAFFIC AND PARKING BUILDING (133 HOLLAND STREET):

Traffic and Parking:

The Traffic and Parking Department is in a stand-alone structure, which currently meets the Department’s needs. All program areas are adequately sized and well laid-out. The public space is small but adequate. The City recently installed a self-operating universally accessible vertical lift at the building, allowing ADA access to the first-floor service area.



No summary information tabulated here because Traffic and Parking will remain as is for the time being.

- **Existing Office Functionality Rating (Scale 1-5): 4**
- **Deficiencies:**
 - ADA access currently does not meet code. At the time of this report, this concern is being addressed.

RECREATION BUILDING (19 WALNUT STREET):

Parks and Recreation:

Parks and Recreation is in a residential neighborhood in a stand-alone structure, originally built as a courthouse. This facility functions as an office space for staff and as an application desk for recreational activities and permits. This facility limits the ability of the department to provide services to the public. The facility is not ADA compliant and, as such, cannot be used for public meetings or City functions. All department program functions are located in scattered sites across the City. No program uses are housed within this facility. The City’s goals of providing recreational facilities and programs to encourage lifelong health and fitness are not advanced with this department being so remote from program sites. National trends suggest that a centralized recreational facility with a diverse range of program spaces ranging from traditional gyms and pools to multi-functional spaces compatible with sports and arts programs be developed.



Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Parks & Recreation	Recreation Building	721	0	200 [Shared]	12* (None)	1,000
Ideal Adjacencies						
1. None						

* Includes three field staff members who are not yet hired and who will not require desks.

- **Existing Office Functionality Rating (Scale 1-5): 1**
- **Deficiencies:**
 - Facility is not ADA accessible
 - Recreational programming cannot be offered at the facility
 - Office planning is inefficient; the Department is using rooms within the original courthouse facility for basic office functions

CENTRAL LIBRARY (79 HIGHLAND AVENUE):

Libraries:

In 1995, the City proposed an addition and major renovation to the Central Library. Major program deficiencies included: undersized teen and children's rooms and auditorium; lack of conference rooms; lack of staff offices as required by union agreements; and inadequate staff work spaces. This facility is still restricted by these same issues, and staff members are working around program deficiencies. Additionally, changes in library technology necessitate a complete re-evaluation of the proposed program for any future addition or renovation. The current location of the Central Library near other government offices and the high school should be maintained.

No summary information tabulated here because Libraries will remain as is.

- **Existing Office Functionality Rating (Scale 1-5): 3**
- **Deficiencies:**
 - Department does not have a dedicated or shared conference room
 - Some staff do not have union-required offices
 - Ever-changing library technology requires an effort to review and determine future needs and facility modifications beyond the scope of this report

DEPARTMENT OF PUBLIC WORKS BUILDING (1 FRANEY ROAD):

Inspectional Services Department (ISD):

Few City departments are so undersized and poorly housed as the Inspectional Services Department. Daily muster sessions for building inspectors are conducted in the circulation areas between staff cubicles. Parking at the DPW site is severely constrained. Parking for building inspectors while in muster is done valet-style with three-deep stacking of vehicles. This arrangement often interferes with circulation around the DPW facility. The Health and Weights & Measures areas are equally lacking in program space. The one available departmental conference room is small and limits meeting size. Larger meetings are held in the DPW conference room when not being used by the DPW. Staff cubicles are cramped and do not have space for reviewing large-scale drawings. Flat-file storage for documents in process does not exist. Archival storage does not exist and is not provided in the City Archive facility.

Department members expressed a very strong sentiment that the ISD leadership is trying to make the interactions with this department as efficient and comprehensive as possible while retaining a very high level of safety and professionalism. However, the department's physical environment restricts these efforts. Relocation of this department to an adequately sized facility with staff and constituent parking is strongly recommended. Adjacency to Capital Projects, Engineering, and OSPSD would be beneficial to this department.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Inspection Services Department	DPW Building	3,500	1,100	300 [Dedicated]	28* (+4)	5,937
Ideal Adjacencies						
1. Capital Projects 2. Engineering			3. Office of Strategic Planning and Community Development			

* Excludes two staff members who are on the Inspectional Services Department payroll but who sit with P&Z staff.

- **Existing Office Functionality Rating (Scale 1-5): 1**
- **Deficiencies:**
 - Program space undersized for staff, preventing needed staff expansion
 - No muster area for morning check-ins of building inspectors
 - No work areas for building inspectors to do electronic reports of other job activities
 - No work areas for the review and temporary storage of construction drawing packages
 - Some departmental functions are on separate floors
 - Archival storage of documents is restricted by limited program area.

Capital Projects and Planning:

Construction, renovation and maintenance of City-owned property is becoming more challenging. The oversight of the planning and construction of these facilities must bring together all stakeholders involved in the process to produce structures that meet current and future needs. As it is currently located, the Capital Projects and Planning Department is remote from many of the departments that require their frequent collaboration. Ideally, Capital Projects should be located with Engineering, OSPCD and ISD to support collaboration. As with most City departments, access to conference rooms is important. This department would benefit from a conference room that could function as a project collaboration area with pin-able walls, overhead projection, and monitors for conferencing. The ability to have staff and information available in one location adds immensely to the efficiency and synergy of the building process.

The office lacks the ability to plot electronic documents, which is a very basic need. Additionally, the ability to archive paper and electronic information describing all City-owned facilities is essential to effectively planning future departmental changes as well as having a basis for the maintenance of individual facilities. These needs are part of the space program requirements. A departmental space that was modeled in a more “studio fashion” would help to support functional collaboration.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Capital Projects	DPW Building	920	150	600 [Dedicated]	6 (+2)	1,970
Ideal Adjacencies						
1. Engineering 2. Inspectional Services Department			3. Office of Strategic Planning and Community Development 4. Water and Sewer			

- **Existing Office Functionality Rating (Scale 1-5): 2**
- **Deficiencies:**
 - Director’s office is separated from staff work areas
 - Staff work area is intermixed with DPW staffing areas
 - No ability to print electronic documents in-house for staff use
 - No dedicated conference room space
 - Documents describing City-owned facilities are not readily accessible

Engineering:

For Engineering, access to conference rooms is important. This department would benefit from more space for plan layouts and additional staff. Adequate storage for record documents is important to the functionality of the departments’ daily tasks.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Engineering	DPW Building	1,600	250	600 [Dedicated]	9 (+1)	2,000
Ideal Adjacencies						
1. Capital Projects 2. Inspectional Services Department			3. Office of Strategic Planning and Community Development 4. Water and Sewer			

- **Existing Office Functionality Rating (Scale 1-5): 3**
- **Deficiencies:**
 - Lack of conference room space
 - Lack of storage space

Department of Public Works (DPW):

While the building at 1 Franey Road is lacking, the square feet of the facility appears to be adequate for the DPW program if the ISD, Capital Projects and Engineering departments were relocated out of the building. The square feet gained by this relocation would allow for the addition

of conference rooms and staff support areas, lockers, and improved toilet facilities. The large conference room serves the department well for its frequent large attendance meetings. Currently this room is shared with the other departments in the building generally for smaller gatherings. Two intermediately sized conference rooms would improve the ability to provide shared conference rooms for departments outside of the DPW. Replacement of the existing work stations with smaller more standardized office furniture would allow for additional staff within the same square feet. Office planning modifications should focus on improvements that increase the ability of the organization to communicate effectively on a routine and emergency basis. The building is not ADA compliant, which restricts constituents and staff from easily accessing the department offices and facilities. A ramp connection to the front door is probably the most functional and cost-effective means of addressing this issue, and it will require extensive site and building entry modifications. An elevator will need to be provided to make each floor accessible. Adjustments to the yard area could reduce congestion by the seasonal storage of some equipment and materials off-site.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Department of Public Works	DPW Building	8,000	0	300 [Shared]	117* (None)	N/A
Ideal Adjacencies						
1. Water and Sewer			2. Parks & Recreation			

* While DPW has a total of 117 employees, only 22 require a desk; the rest are full-time field staff.

- **Existing Office Functionality Rating (Scale 1-5): 3**
- **Deficiencies:**
 - Lack of ADA-compliant access
 - Lack of readily available emergency generation for back-up power
 - Inefficiently sized staff work stations are generally larger than current master planning standards
 - Lack of a range of conference room sizes

Water & Sewer Department:

This department has two distinct user groups: office and field staff. The field staff's needs are more related to work rooms for the repair of system devices such as valves and meters and locker/break rooms used at the start and finish of each shift. The office staff typically remains in the department all day and have more conventional office needs. The department lacks a dedicated conference room. A separate work room for field staff has limited office space available for staff expansion and needs renovations to locker and toilet facilities. The office is not ADA compliant. Field vehicles and materials are stored in the DPW yard.

Department	Current Building	Existing Square Feet	Anticipated Additional Storage Need (Square Feet)	Anticipated Conference Room Need (Square Feet)	Current Staff (Anticipated Growth)	Recommended Square Feet
Water and Sewer	DPW Building	1,500	0	300 [Shared]	23* (TBD)	1,700
Ideal Adjacencies						
1. Department of Public Works			2. Engineering			

* While W&S has a total of 23 employees, only 12 require a desk; the rest are full-time field staff.

- **Existing Office Functionality Rating (Scale 1-5): 2**
- **Deficiencies:**
 - Not ADA compliant
 - Not enough program space for the office staff
 - Locker rooms and toilet facilities need major updating
 - Lack of dedicated space for storage of vehicles and materials

IV. EXISTING CONDITIONS

City Hall

Somerville City Hall served as both the City's first public school and first public library after its construction in 1852. Ultimately, the building was dedicated as the City Hall in 1940. It was added to the National Registry of Historic Places in 1989.

The construction is a load-bearing brick masonry Colonial Revival structure, with a gable roof and a projecting square section at the center of its east-facing front façade. It is a 37,960 square-foot, four-level building with a central core and two wings.

There is an accessible entrance and an elevator serving all four levels. The steps and stair edging along the north side of the building need significant repairs. An egress analysis will need to be prepared for any department relocations and building space reconfiguration. Currently some passageways to exits are not clear. There are also areas of significant corrosion of the main supports to the fire escape stairs. The electrical room needs to be enlarged to meet current code. The building systems are generally in fair to good condition with numerous capital and maintenance issues identified in the 2018 Condition Assessment and Preventive Maintenance program undertaken by the City.

Providing emergency power requires a mobile generator to be transported to City Hall and connected to the building's electrical panel, which takes about an hour. During this time period, City Hall communications are effectively silenced. An on-site standby generator for City Hall should be considered as an immediate need. Because an emergency generator will be located outside of the building footprint and is considered a utility system, it is not shown in the department relocation plans, but should be included with any future utility upgrades.

City Hall has several large vault spaces that historically housed valuable records and fiscal documents. These fireproof vaults currently interrupt the flow of departments and are used as ad-hoc storage space. These vaults are massive structures which would be very difficult to remove and are assumed to remain in the Master Planning options presented in Section V.

City Hall shares the Central Hill Campus with the Somerville High School, 1895 Building, and Central Somerville Library (see Figure 1). Refer to Figure 2 for an existing conditions plan of City Hall and Figure 3 for proposed egress paths.

The following table summarizes existing conditions information for City Hall.

Year Built	Existing Gross Square Feet (Floors)	Building Type	Accessible	Code Issues	Estimated Capital Needs from 2018 Facilities Plan
1852	37,960 (4)	Load Bearing Brick Masonry Colonial Revival Style	Yes; Accessible Ramp on Exterior Elevator on interior	<ul style="list-style-type: none"> • Electric Room Size • Corrosion of fire exit stair supports 	\$7,518,174
Currently Housed Departments					
1. Executive Administration 2. Finance – Assessing 3. Finance – Auditing 4. Finance – Purchasing 5. Finance – Treasury 6. City Clerk 7. Elections			8. Information Technology 9. Law 10. Communications & Community Engagement 11. Constituent Services 12. Office of Strategic Planning and Community Development (OSPCD) 13. Personnel 14. SomerStat		

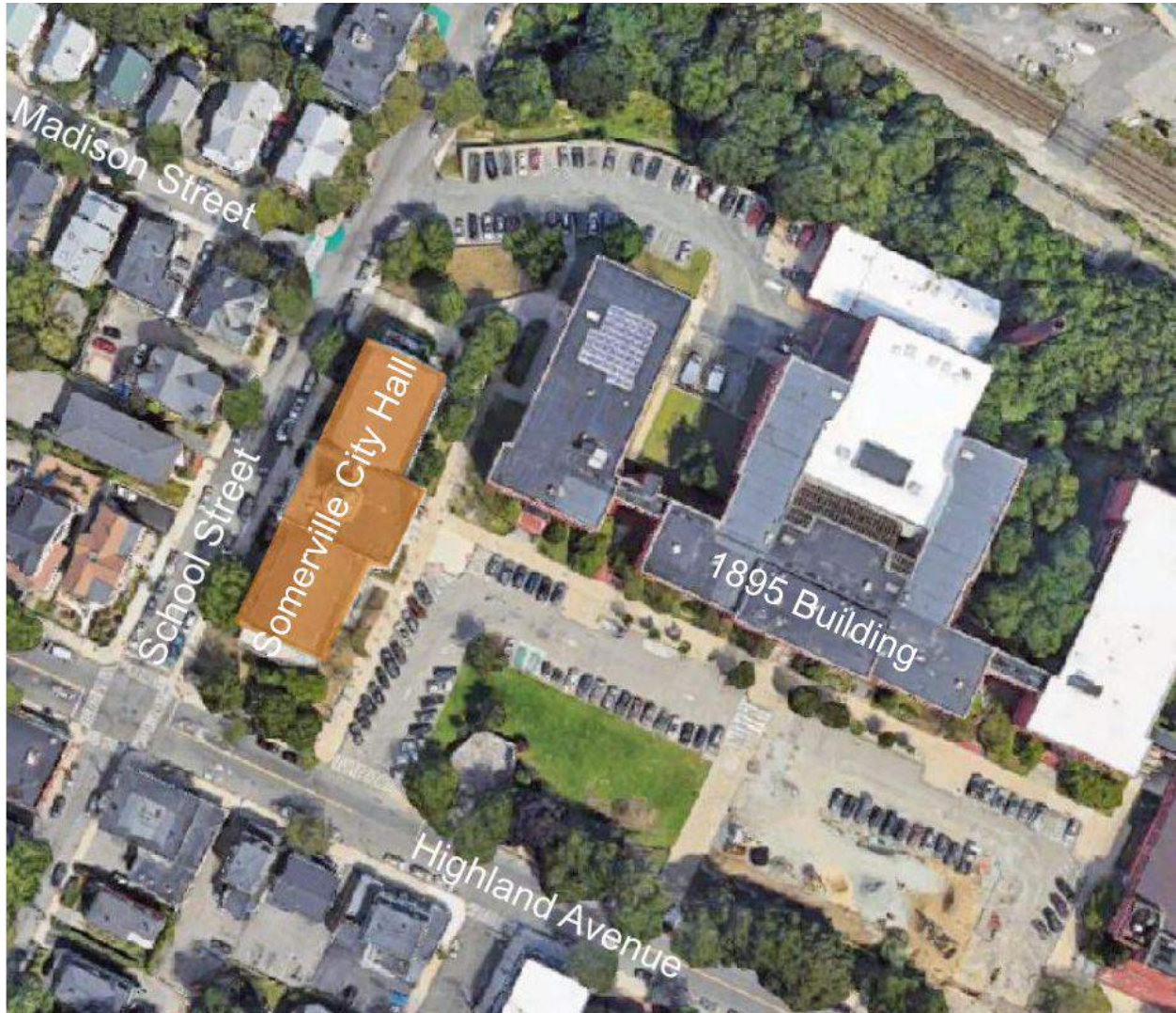
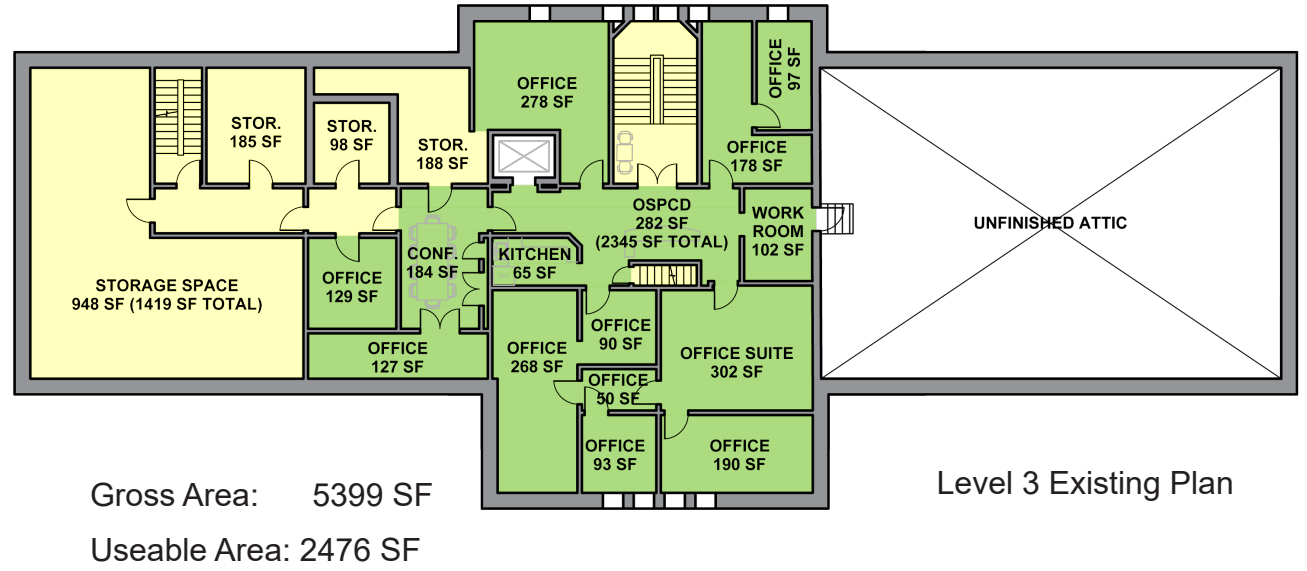
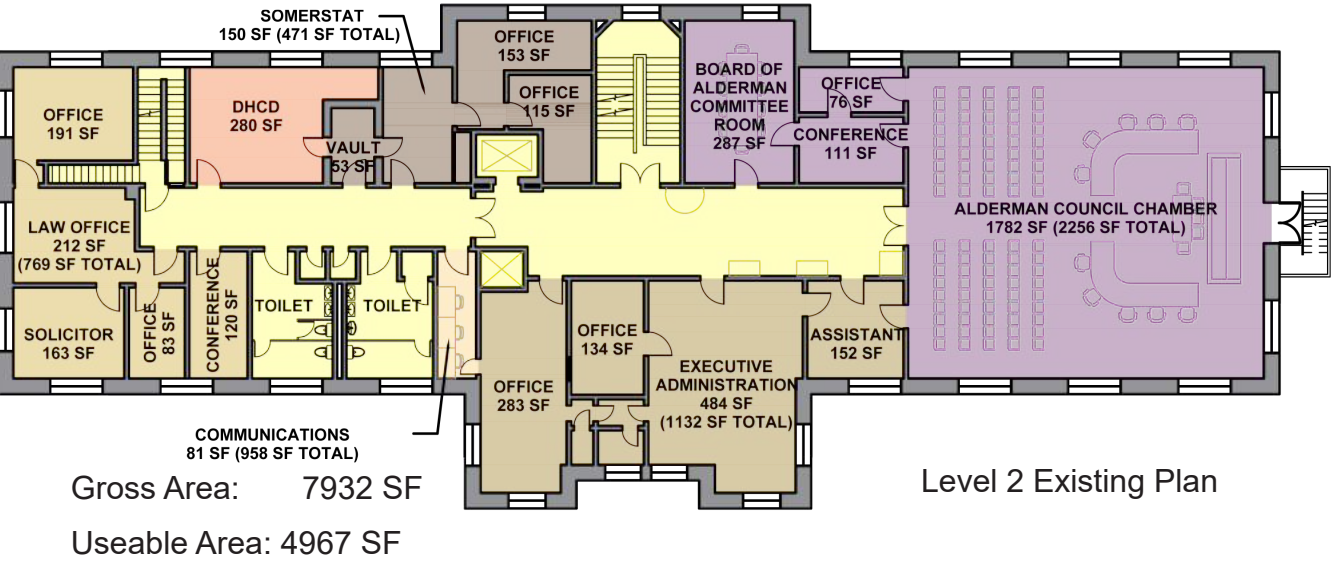
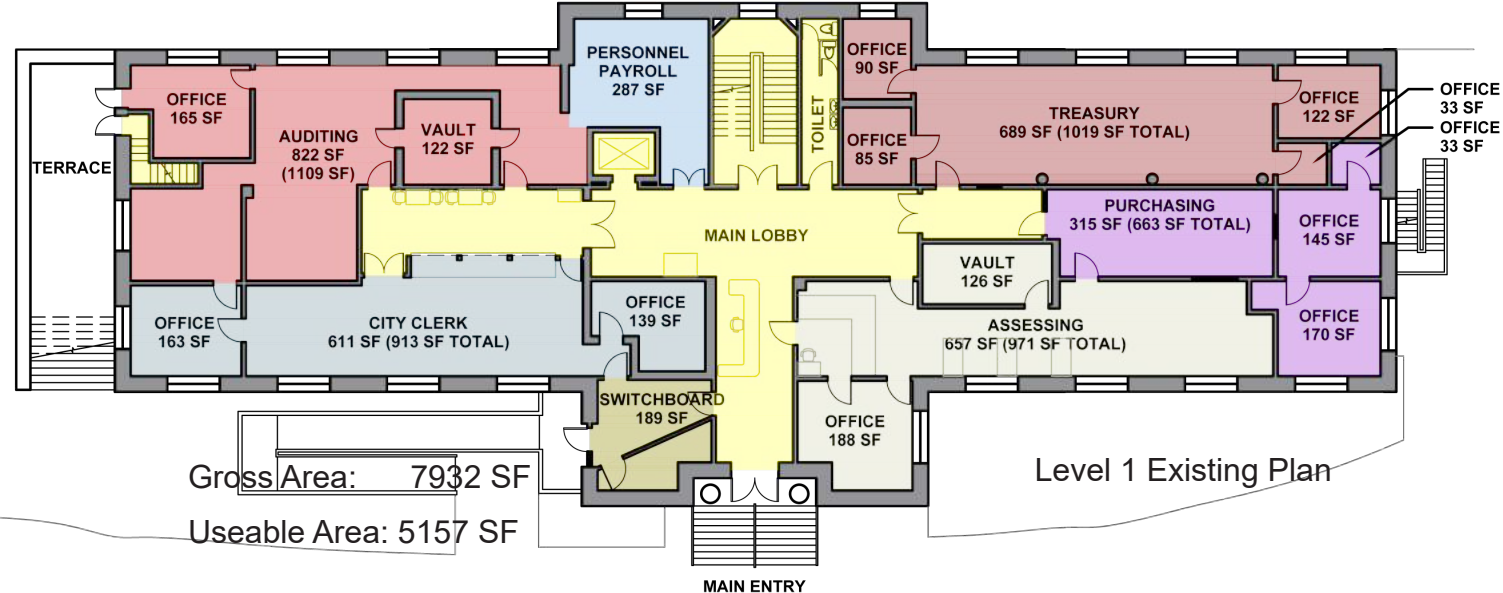
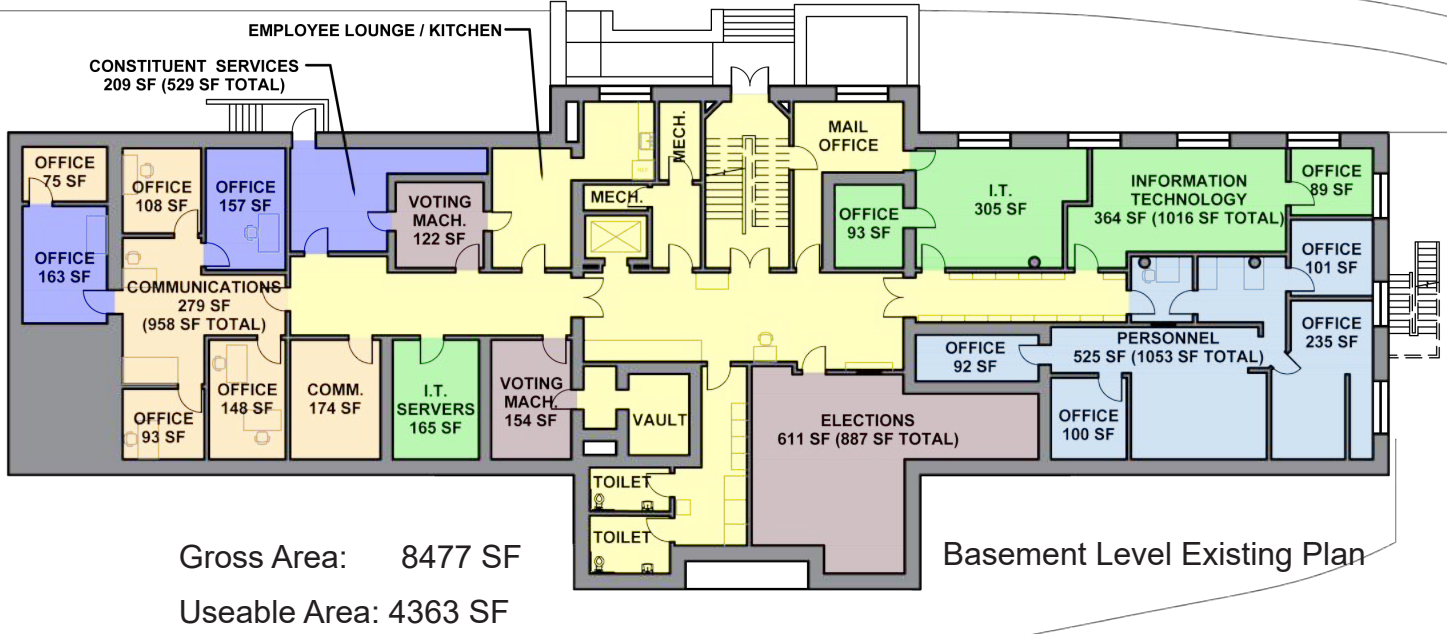


Figure 1 – Somerville City Hall and 1895 Building Location Plan

Somerville City Hall
Existing Conditions - Plans

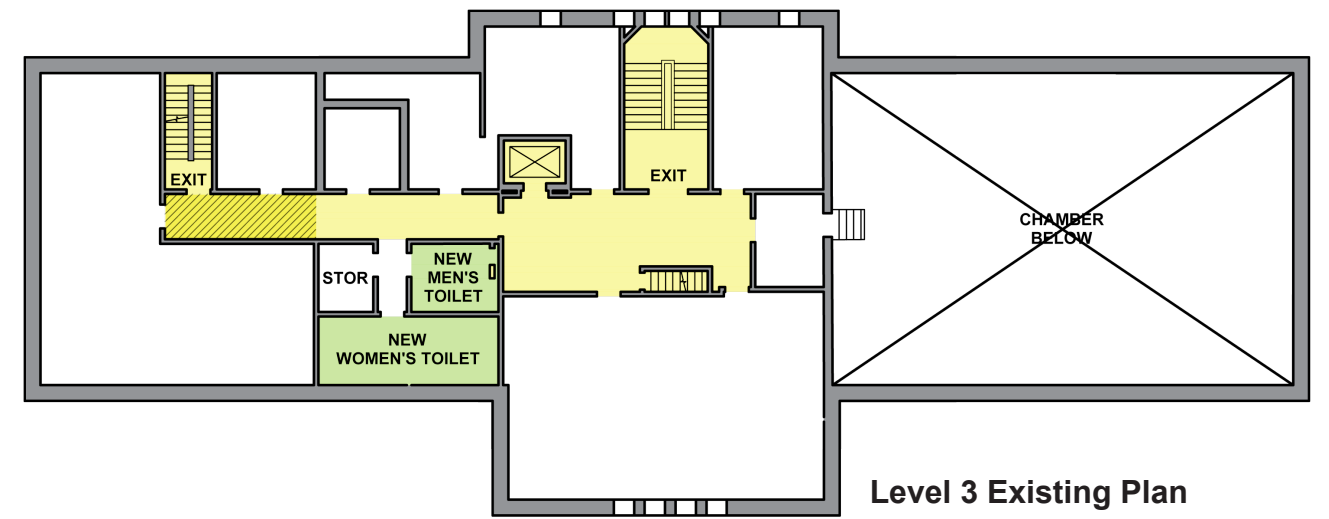
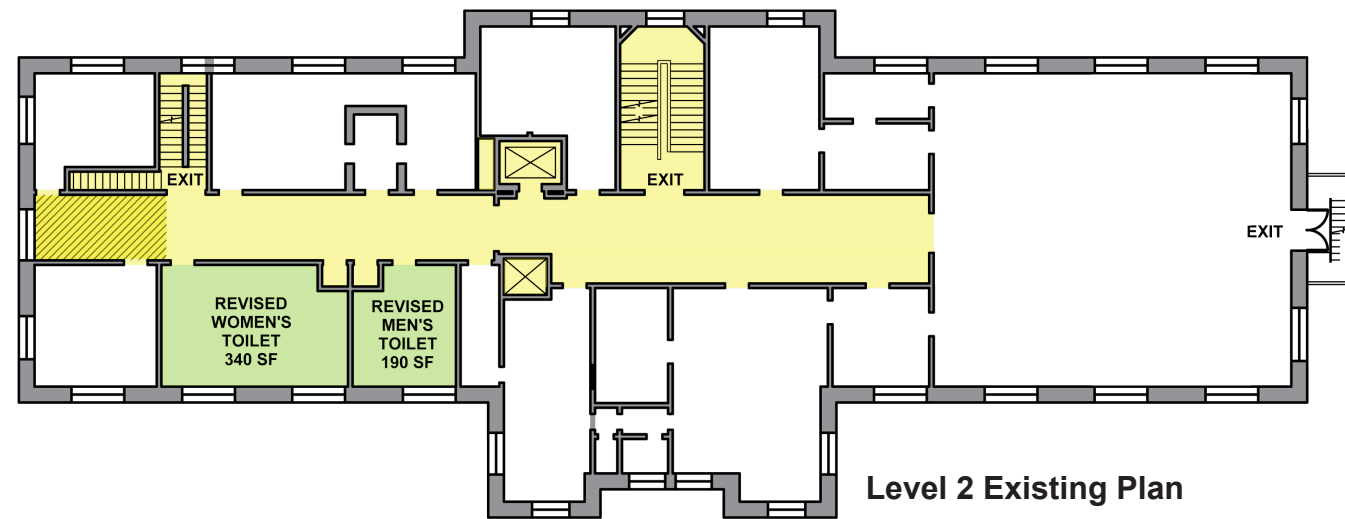
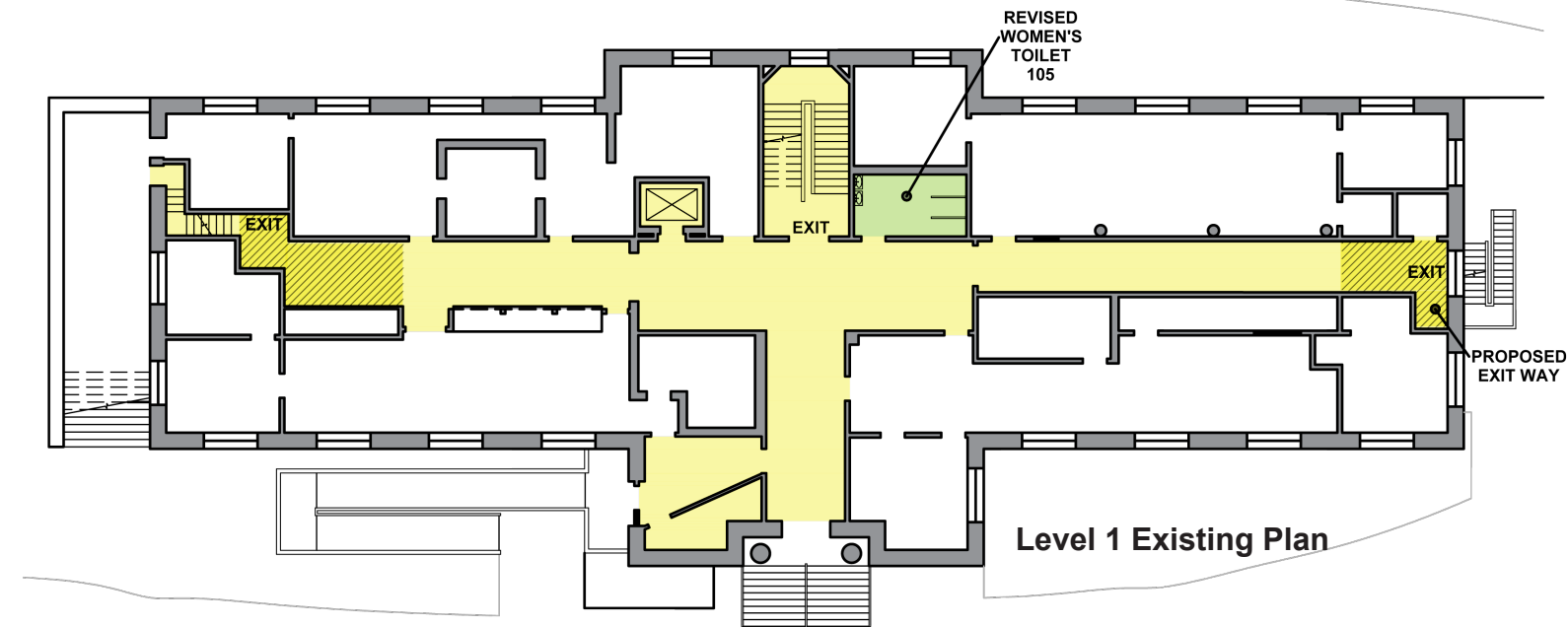
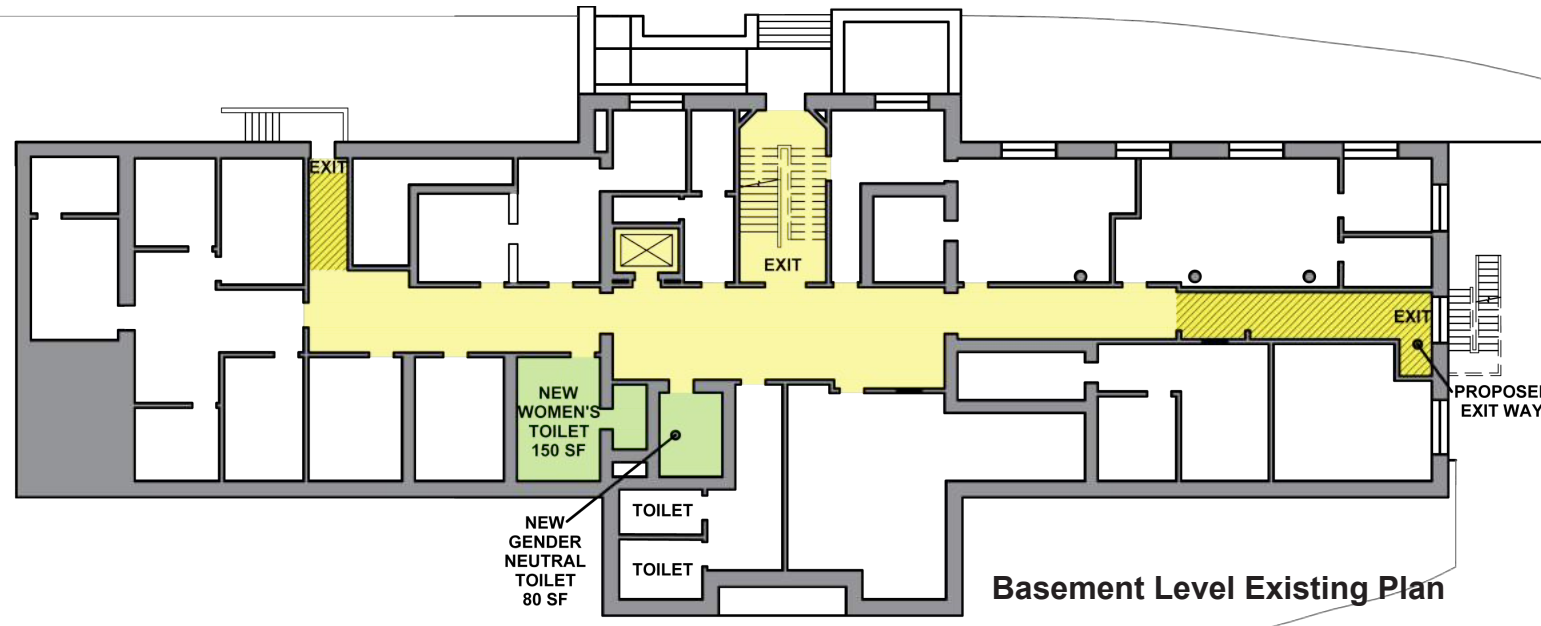
Figure 2




Common Area

Somerville City Hall
Proposed Egress Paths - Plans

Figure 3



Note: Egress Path is conceptual and should be finalized with code analysis in future phases.

 Proposed Egress Path

1895 Building

The core of the 1895 Building was constructed in 1895. It has served as a school since its construction and is considered the oldest continuously operated high school building in New England. It was known as the English High School and it shared a campus with the public library and Latin School. Several additions were made to the building in the past to provide for an increase in educational opportunities at the high school.

The City is currently constructing a new high school that will consolidate all educational programming in a new building on the campus. As part of that project, specific sections of the existing high school will be demolished providing the City with an opportunity to consider other City or School uses in the 1895 Building.

The construction of the 1895 Building is load-bearing brick masonry with steel columns located on the bottom level to support the floor above grade. The 1895 Building is a 58,765 square-foot, four-level building.

The building needs major upgrades to the mechanical systems. Upgrades will include a new boiler room and new rooms to house electrical, HVAC and fire protection.

The 1895 Building shares the Central Hill Campus with Somerville High School, City Hall, and the Central Somerville Library (see Figure 4). Refer to Figure 5 for an existing conditions plan of the 1895 Building.

The following table summarizes existing conditions information for the 1895 Building.

Year Built	Existing Gross Square Feet (Floors)	Building Type	Accessible	Code Issues	Estimated Capital Needs from 2018 Facilities Plan
1895	58,765 (4)	Load Bearing Brick Masonry	Yes; Accessible Ramp on Exterior Elevator on interior	<ul style="list-style-type: none"> Boiler room expansion Fire protection issues 	\$18,795,435
Currently Housed Departments					
1. Somerville High School					

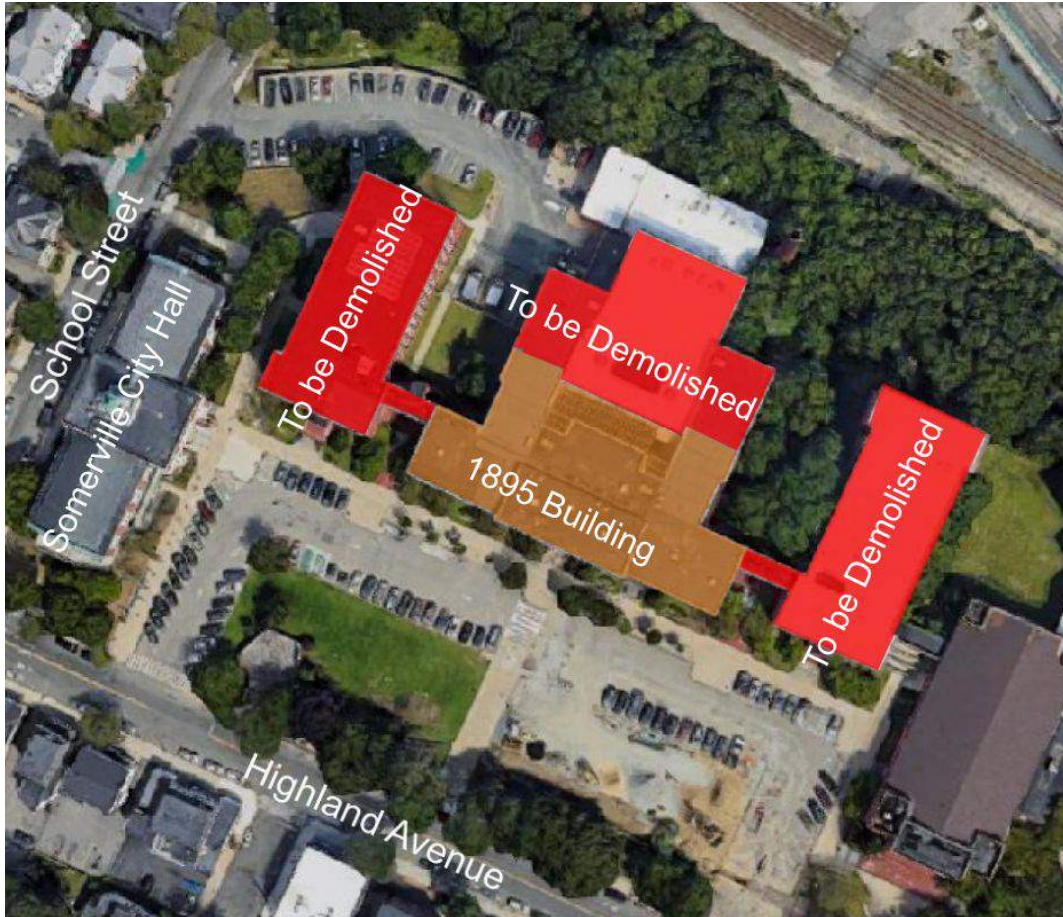
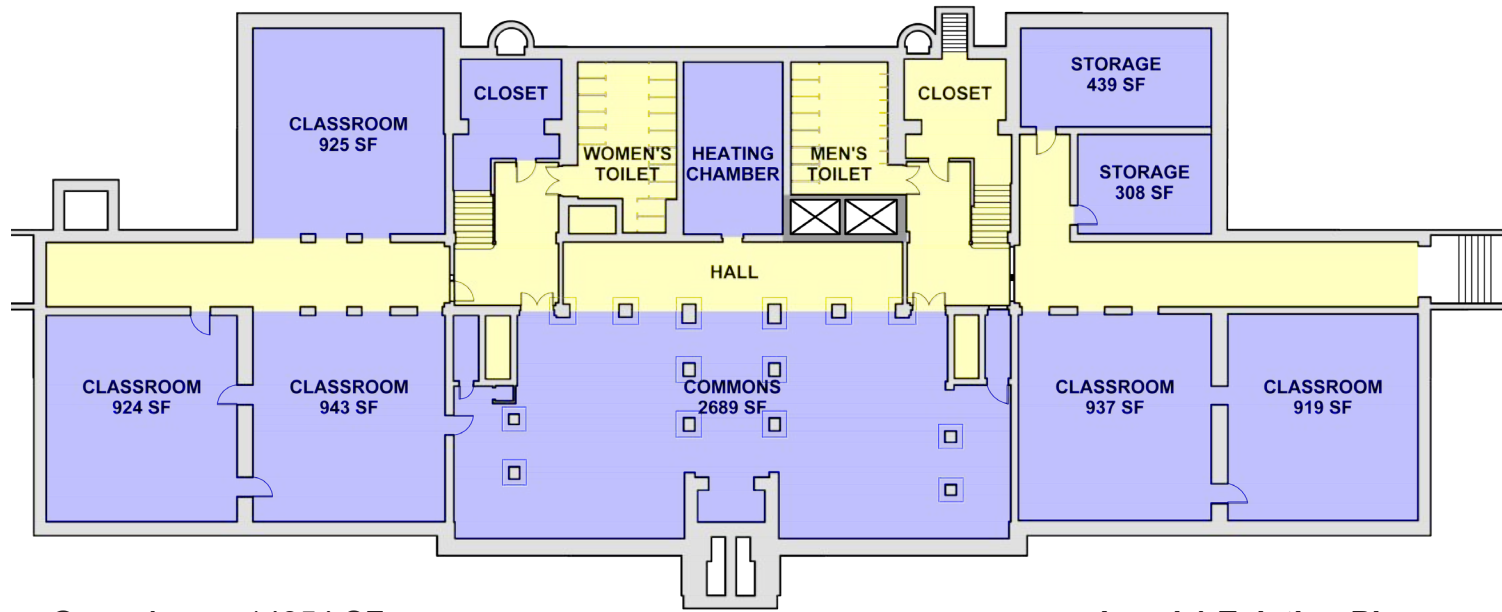


Figure 4 –1895 Building and City Hall Location Plan

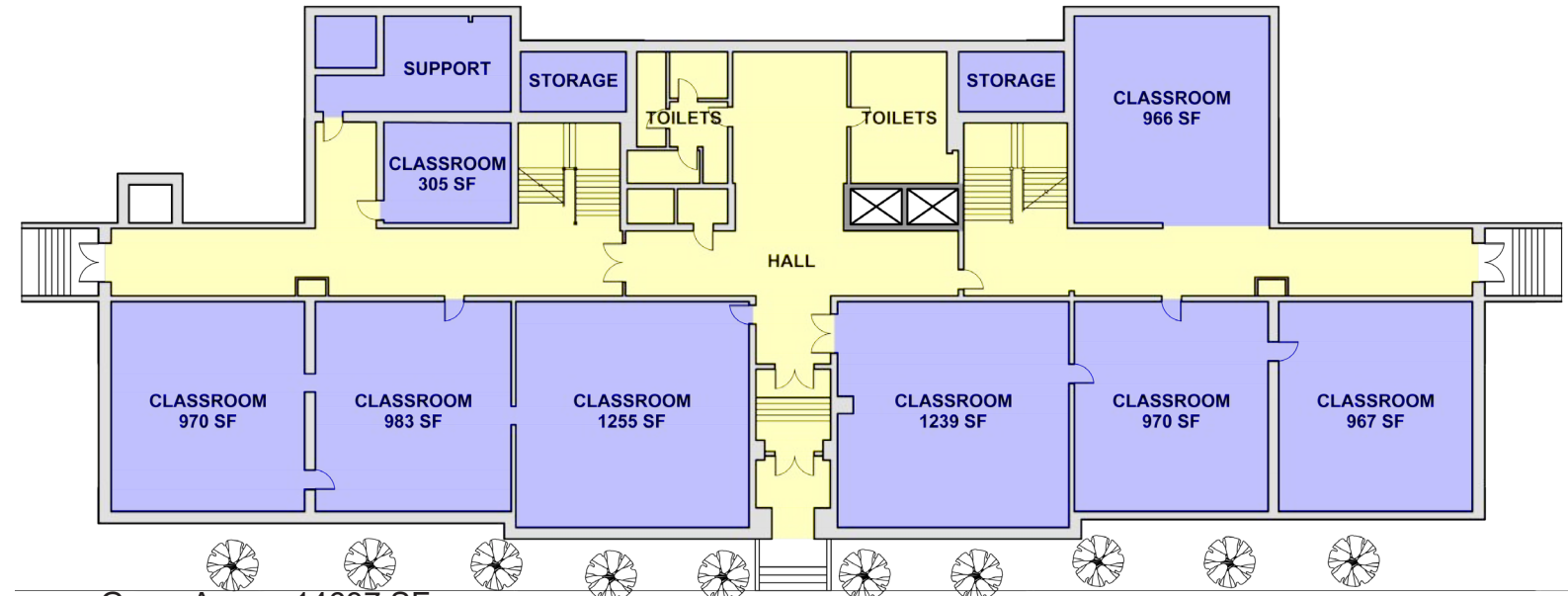
1895 Building
Existing Conditions - Plans

Figure 5



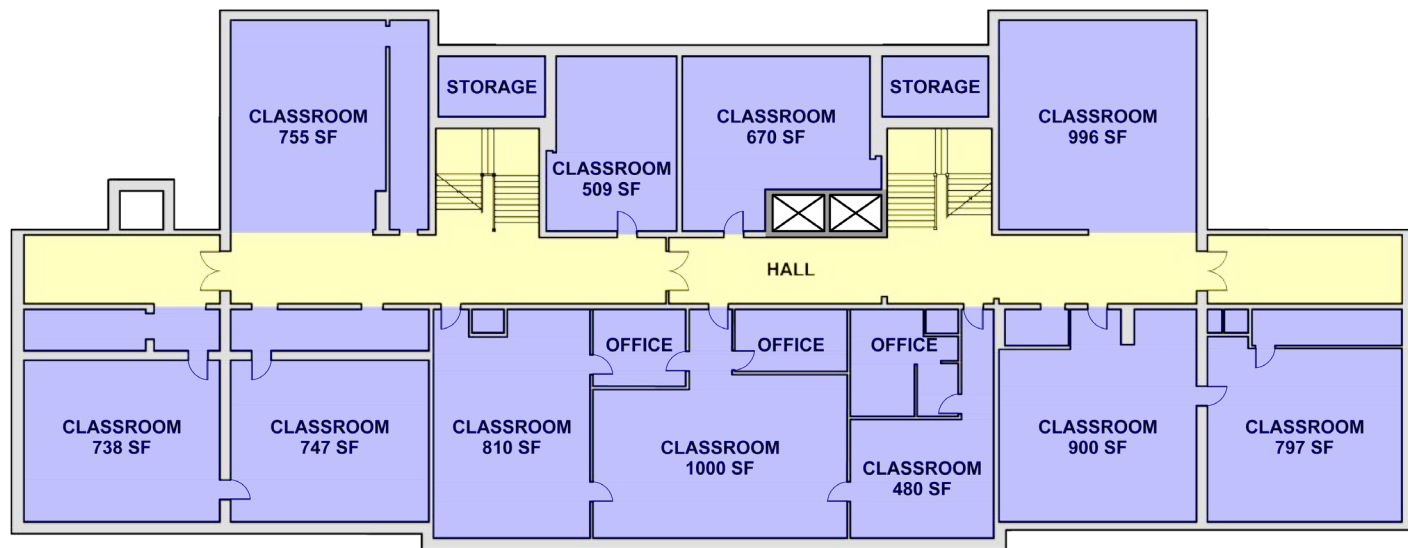
Gross Area: 14854 SF
Useable Area: 8737 SF

Level 1 Existing Plan



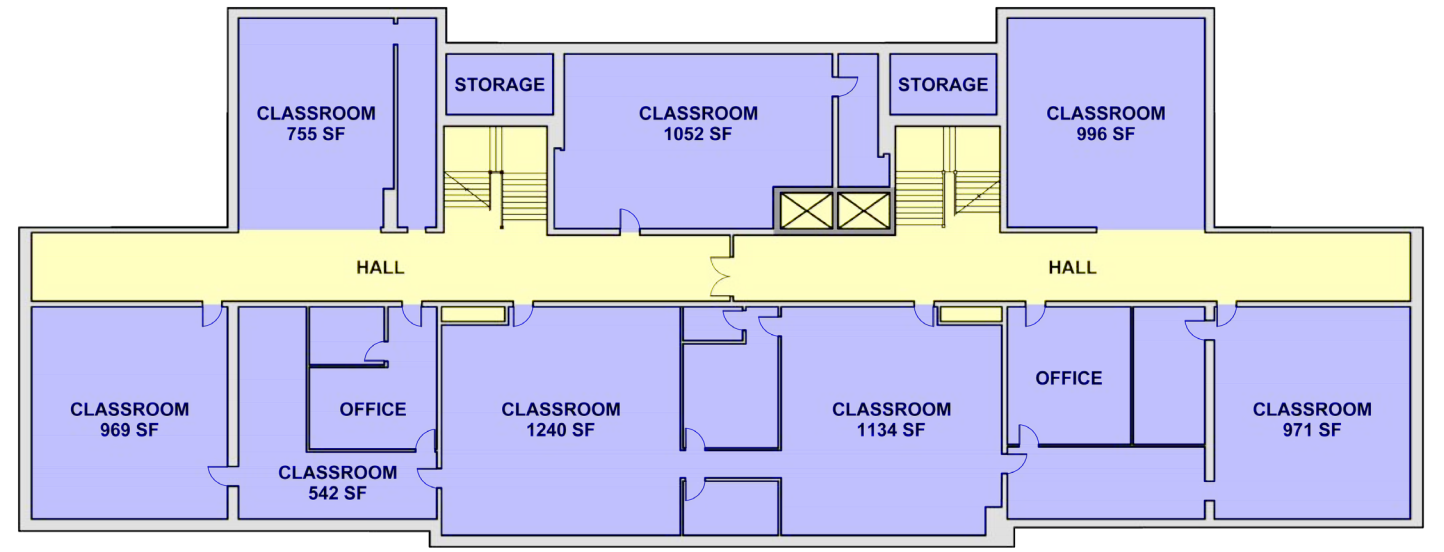
Gross Area: 14637 SF
Useable Area: 8381 SF

Level 2 Existing Plan



Gross Area: 14637 SF
Useable Area: 10058 SF

Level 3 Existing Plan



Gross Area: 14637 SF
Useable Area: 10156 SF

Level 4 Existing Plan

Common Area

Edgerly School

The Edgerly School was constructed in 1920. It has served as a school building since its construction. The construction is load-bearing brick masonry. The building is an 81,000 square-foot, three-level building (see Figure 6).

The building systems are generally in poor to fair condition with numerous capital and maintenance issues identified in the 2018 Condition Assessment and Preventive Maintenance program undertaken by the City. The building needs replacement windows, repairs to steps and a section of ramp, and repointing of deteriorating exterior brick masonry. Possible code issues include replacement of interior railings, replacing electrical distribution to several distribution panels, providing access to the roof, providing stairwell fire separation. The building is generally ADA accessible and has an elevator to all publicly occupied floors. The original building has gypsum partition walls in a classroom setup. To provide an office layout, many of these walls would likely need to be demolished. Refer to Figure 7 for an existing conditions plan of the Edgerly School.

The following table summarizes existing conditions information for the Edgerly School.

Year Built	Existing Gross Square Feet (Floors)	Building Type	Accessible	Code Issues	Estimated Capital Needs from 2018 Facilities Plan
1920	81,000 (3)	Bearing Brick Masonry	Ramp on Exterior Elevator on Interior	<ul style="list-style-type: none"> • Interior Railings • Replacing electrical distribution • Roof Access • Stairwell Fire Protection 	\$13,981,867
Currently Housed Departments					
1. School Administration			2. Special Education		
			3. City Clerk – Archives		

There are a few rooms in the Edgerly that serve as student swing space. The third floor of the building is currently occupied by the Next Wave Junior High School and Full Circle High School, which teach to students who have difficulty learning in traditional educational settings. These programs will be moved into the new high school.

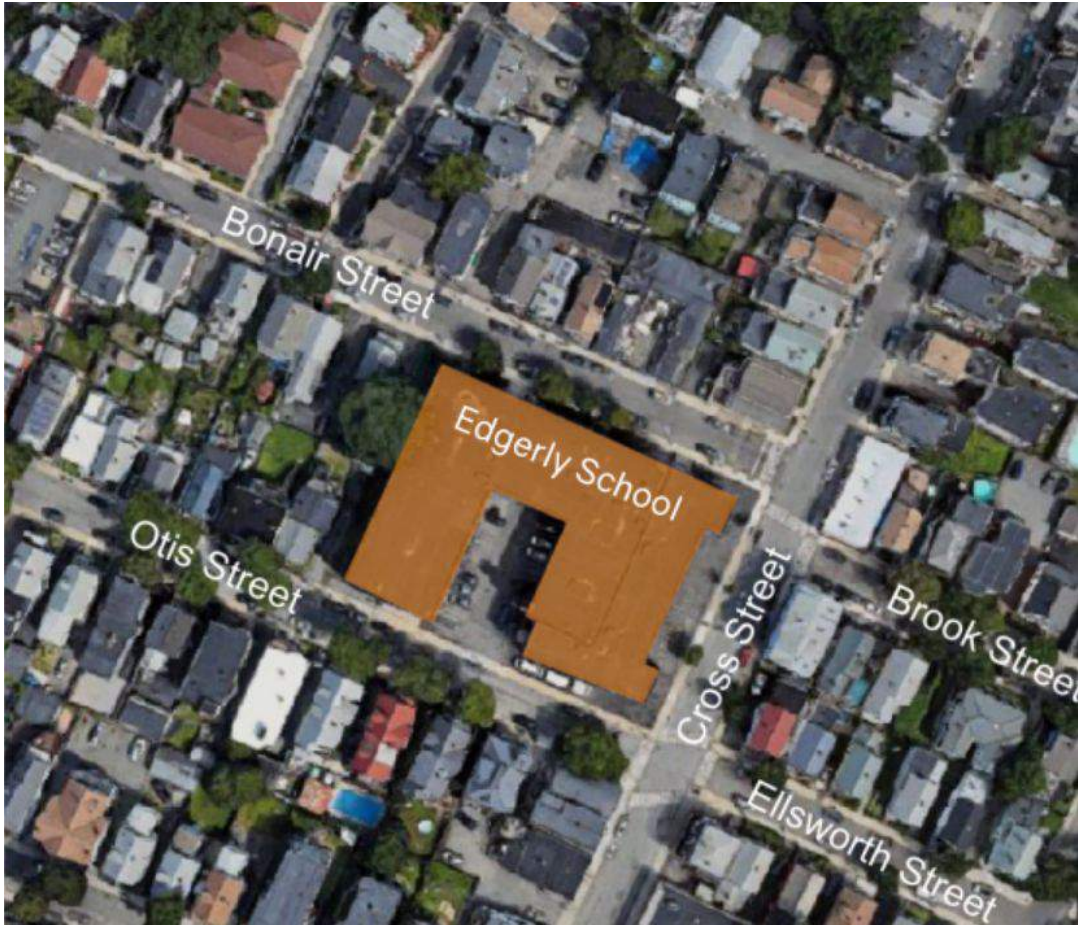
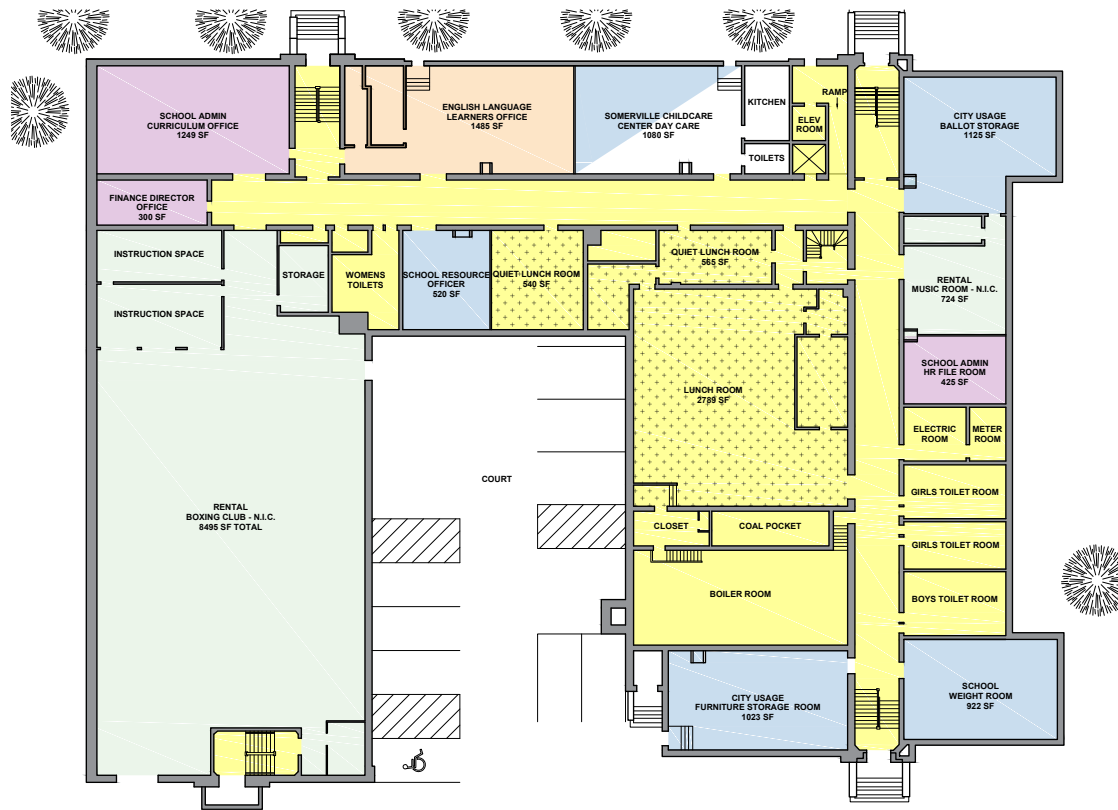


Figure 6 –Edgerly School Location Plan

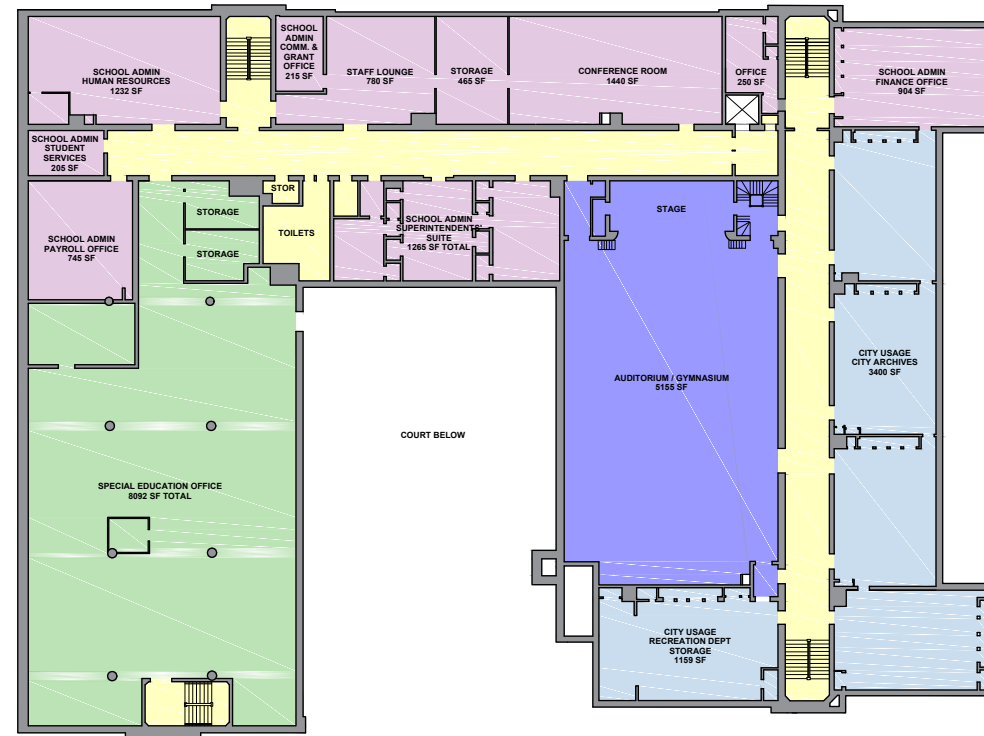
Edgerly School
Existing Conditions - Plans

Figure 7



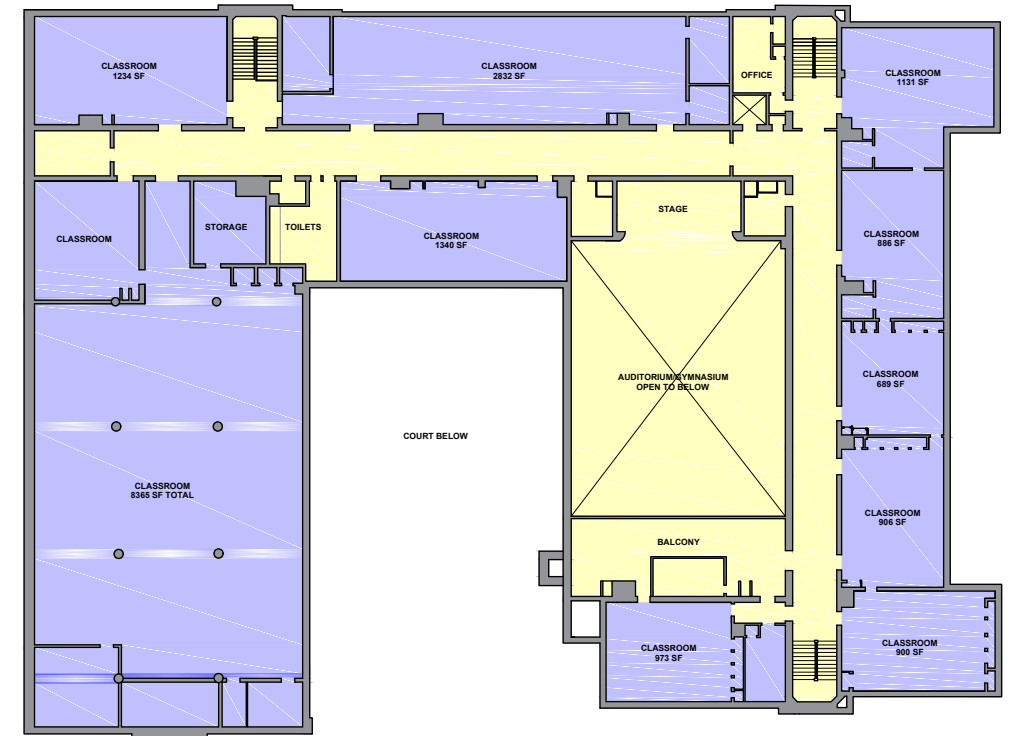
Gross Area: 33391 SF
Useable Area: 17348 SF

Level 1 Existing Plan



Gross Area: 33307 SF
Useable Area: 19174 SF

Level 2 Existing Plan



Gross Area: 33391 SF
Useable Area: 19256 SF

Level 3 Existing Plan

Common Area

Cummings School

Originally constructed in 1930, the Cummings School has served as a school building throughout its history. It is a 31,386 square-foot building with three levels.

Neither the interior nor exterior of the building are ADA accessible. The building systems are generally in poor to fair condition with numerous capital and maintenance issues identified in the 2018 Condition Assessment and Preventive Maintenance program undertaken by the City.

The Cummings School is located within a residential community (see Figure 8). Refer to Figure 9 for an existing conditions plan of the Cummings School.

The following table summarizes existing conditions information for the Cummings School.

Year Built	Existing Gross Square Feet (Floors)	Building Type	Accessible	Code Issues	Estimated Capital Needs from 2018 Facilities Plan
1930	31,386 (3)	Load-Bearing Brick Masonry	No	• Railing Heights	\$11,388,994
Currently Housed Departments					
1. Somerville Family Learning Collaborative Parent Information Center			2. English Language Learning		

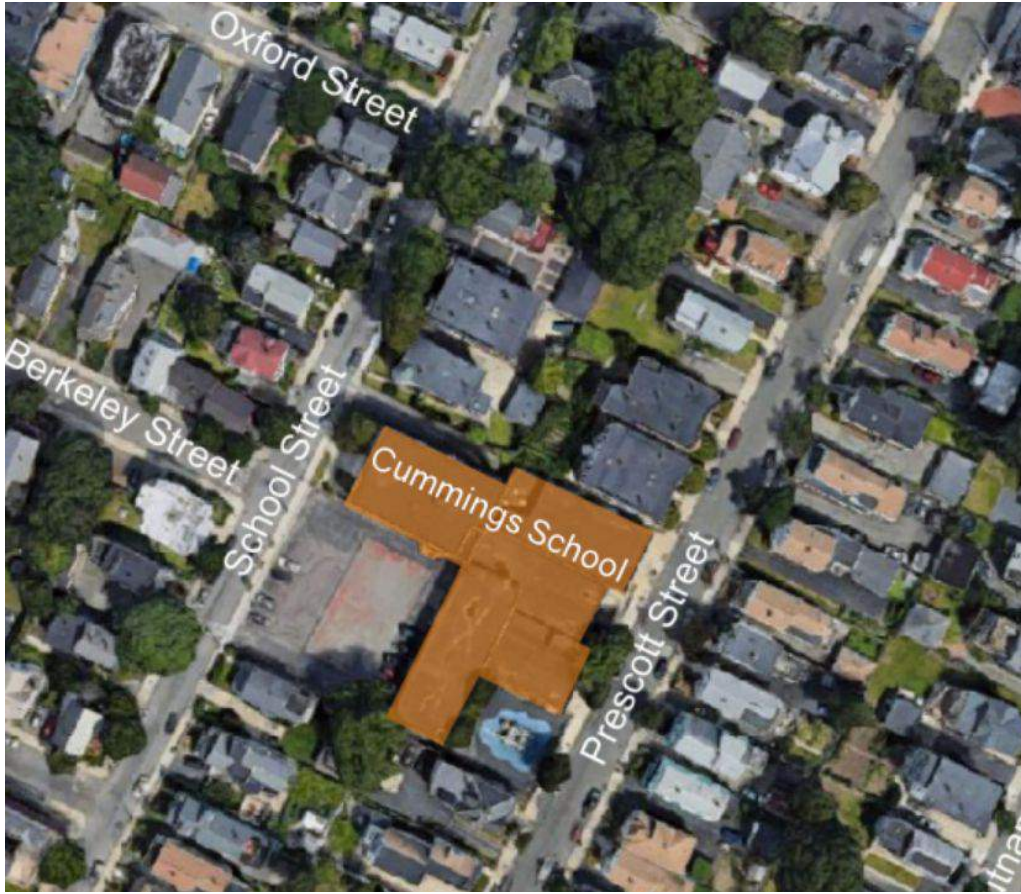
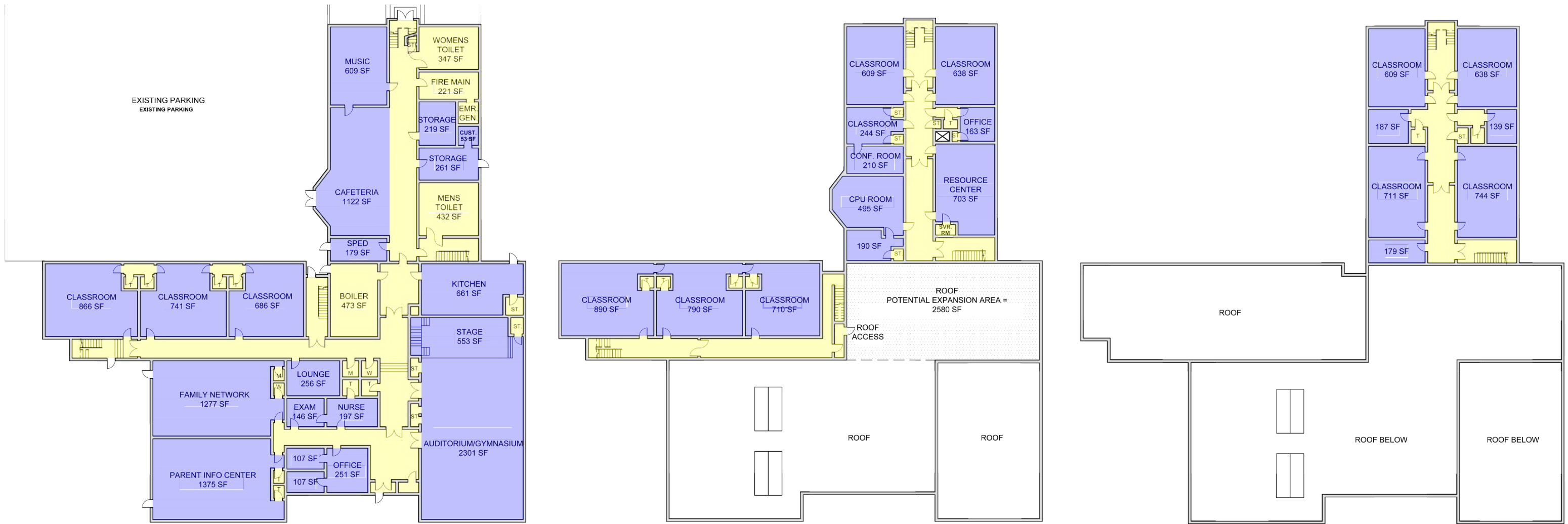


Figure 8 – Cummings School Location Plan

Cummings School
Existing Conditions - Plans

Figure 9



Gross Area: 19554 SF
Useable Area: 12052 SF

Level 1 Existing Plan

Gross Area: 8657 SF
Useable Area: 5779 SF

Level 2 Existing Plan

Gross Area: 4785 SF
Useable Area: 2557 SF

Level 3 Existing Plan

 Common Area

City Hall Annex

The City Hall Annex is a 12,196-square-foot, two-story building, constructed in 1962 (see Figure 10). It has a basement, which contains the boiler room and other mechanical, electrical and plumbing equipment. The building has an elevator connecting the first and second floors and has a designated accessible entrance at the rear of the building.

The layout of the building does not efficiently accommodate proposed department footprints. The building systems are generally in poor to fair condition with numerous capital and maintenance issues identified in the 2018 Condition Assessment and Preventive Maintenance program undertaken by the City. The building would require extensive modernization of its electrical, plumbing, HVAC and life-safety systems to accommodate long-term use and be made code-compliant. Given the building's age, its inefficient layout, the need for modernization and its location in a residential neighborhood with minimal parking, the consensus of the Master Plan Working Group was that all departments should be relocated from this building so that the City could explore other opportunities for this property through future discussions with the community.

The following table summarizes existing conditions information for the City Hall Annex.

Year Built	Existing Gross Square Feet (Floors)	Building Type	Accessible	Code Issues	Estimated Capital Needs from 2018 Facilities Plan
1962	12,196 (2)	Load-Bearing Brick Masonry	Yes; Accessible Ramp on Exterior Elevator on Interior	<ul style="list-style-type: none"> • Electrical, Plumbing, and HVAC deficiencies • Life-safety systems 	\$1,372,558
Currently Housed Departments					
1. Arts Council 2. Office of Sustainability & Environment 3. Grants Development 4. Health and Human Services			5. Retirement Board (relocated in 2018) 6. Housing Division 7. Office of Housing Stability 8. Veterans' Services		

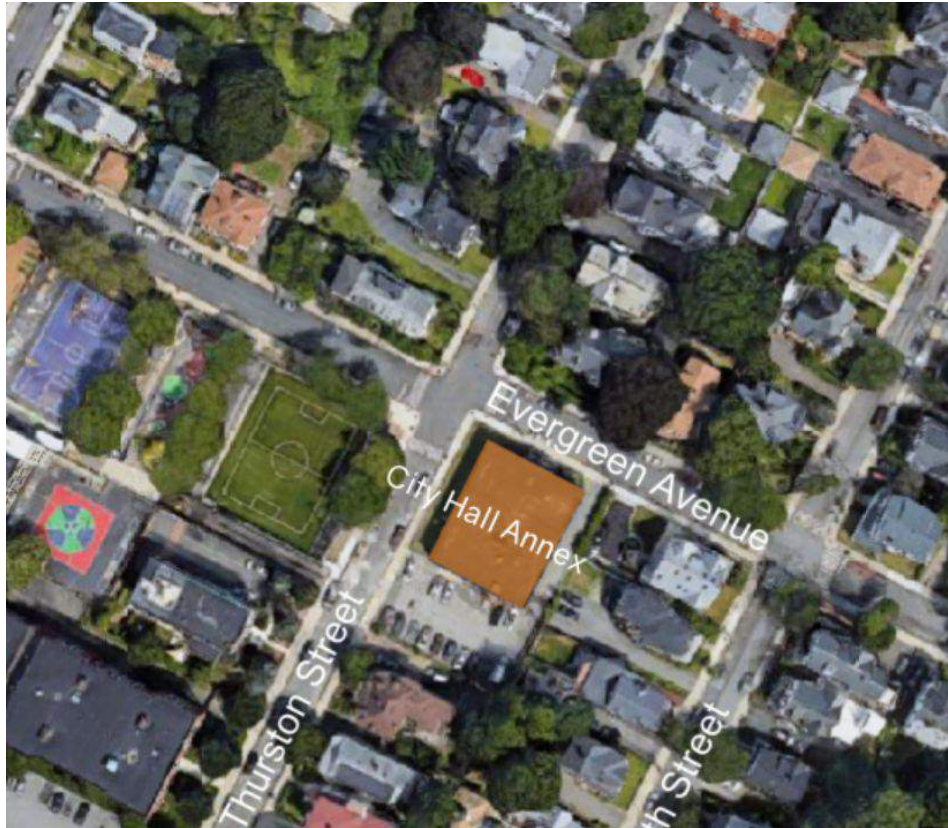


Figure 10 – City Hall Annex Location Plan

Recreation Building

The Recreation Building is a 13,646-square-foot, three-story building, constructed in 1900 as a courthouse (see Figure 11). The bottom floor of the building has occupied space (last used as a day care facility and recreation equipment storage) as well as the boiler room and other mechanical, electrical and plumbing equipment. Currently the Recreation Department has their offices in the building as well as some minor recreation equipment storage.

The building is not ADA compliant. It has no accessible entrances and does not have an elevator connecting the three levels. The building systems are generally in poor to fair condition with numerous capital and maintenance issues identified in the 2018 Condition Assessment and Preventive Maintenance program undertaken by the City. The existing mechanical, electrical and plumbing systems are outdated and very inefficient. They would need to be completely modernized if the building were to be used to accommodate other departments and to be made code-compliant.

Given the building's age, its inefficient layout, the need for modernization of building systems, the need to make it ADA compliant, and its location in a residential neighborhood with minimal parking and poor access to public transportation, the consensus of the Master Plan Working Group was that the Recreation Department should be relocated from this building. This would provide the City with the ability to explore other opportunities for future use of this property through discussions with the community. The Working Group recommends that the relocation of this department be expedited.

The following table summarizes existing conditions information for the Recreation Building.

Year Built	Existing Gross Square Feet (Floors)	Building Type	Accessible	Code Issues	Estimated Capital Needs from 2018 Facilities Plan
1900	13,646 (3)	Load-Bearing Brick Masonry	No	<ul style="list-style-type: none"> • Electrical, Plumbing, and HVAC deficiencies • Life-safety systems 	\$4,108,655
Currently Housed Departments					
1. Parks and Recreation					

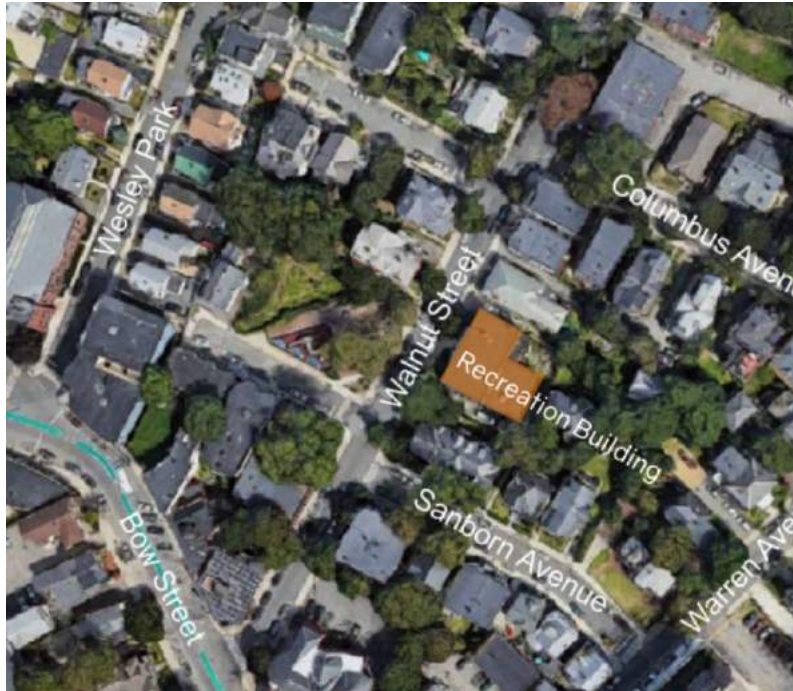


Figure 11 – Recreation Building Location Plan

V. DEPARTMENTAL RELOCATION STRATEGY OPTIONS

General

Kleinfelder developed four Departmental Relocation Strategies to relocate selected departments from City Hall, DPW, the Recreation Building, the Cummings School, and the City Hall Annex to other existing City-owned facilities with the primary goals of improving the constituent experience, increasing the efficiency of services, and reducing operating costs. These options were developed based on information gathered during the departmental interviews, program analysis work, and visual observations of existing facilities.

The Master Plan Working Group reviewed several draft options of the Departmental Relocation Strategies. For each of these Working Group meetings, Kleinfelder prepared information that included program data in the form of summary reports and tabular charts, PowerPoint presentations and graphics (refer to Appendix B). The pros and cons of each option were presented and discussed during the meetings with the Working Group (refer to Appendix C) until a consensus was gained for three viable options.

The three options are referred to as Options A, B, and D. Note that Option C, which was discussed during many meetings, was ultimately folded into Option B and is not used in this final report. Option D was not renamed Option C to avoid confusion with the many references to Option D in the meeting minutes and other documents.

Each option achieves a number of significant improvements compared to the status quo:

- Consolidation and beneficial co-location of more City services on Central Hill and more School services in the Edgerly, creating more synergies between departments and a better constituent experience.
- Relocation of the Parks & Recreation Department from its current non-accessible building without usable recreation facilities into the Edgerly, allowing the Department to not only more efficiently use the recreation space at that building but also to develop even greater synergies with the School Department.
- Relocation of all departments currently in the Recreation Building and the City Hall Annex, eliminating the need to expend capital funds to renovate and modernize these buildings and providing the City with the ability to explore other opportunities for these properties through future discussions with the community.
- Relocation of the Somerville Center for Adult Learning Experiences (SCALE), Community Schools, and the Council on Aging from the Tufts Administration Building (TAB) at 167 Holland Street to new spaces in City-owned buildings, saving the City over \$260,000 per year in lease payments to Tufts.
- Co-location of all OSPCD divisions in one building.
- Creation of additional space at the DPW Building by moving certain programs out of the facility.
- Modest expansion of most relocated department areas to meet department needs.

- Creation of shared conference rooms on most floors to address the need for additional meeting space.
- More efficient use of available space.
- Additional toilet rooms in buildings with insufficient capacity as well as improved egress paths.

The key differences between each option are as follows:

- Option A includes the full use of the Cummings School as swing space and relocates Engineering, Capital Projects, and Inspectional Services to the 1895 Building for better synergy with OSPCD and City Hall.
- Option B includes the use of the Cummings School for Engineering, Capital Projects, Inspectional Services, and OSPCD and consolidates more School services in the 1895 Building than Options A or D.
- Option D proposes leased space for some departments as well as moving some departments to other facilities (e.g., 42 Cross St.) in order to avoid the use of the Cummings School.

Note that the proposed departmental relocation strategies presented here are conceptual in nature for planning potential future department relocations. The strategies were developed based on available information, interviews with department heads, and visual observations. Kleinfelder did not perform detailed building surveys and measurements or building code analyses to identify and incorporate code-required upgrades to address life-safety and building egress deficiencies that may exist.

The summary tables that follow for each option identify the proposed building, department, and proposed square feet of space for each department. Through the department head interviews summarized in Section III, Kleinfelder identified recommended square feet for each department. The proposed square feet in the option tables is based on conceptual staffing layouts for the relocated department within the proposed building developed from existing organization charts, storage needs, and typical desk sizing.⁴ Due to the natural constraints of the usable space in each building, the proposed square feet of space may have resulted in more or less than the recommended amount.

Departmental Relocation Strategy - Option A

Table 2 and Figures 12 through 15 show the proposed relocation of departments into City Hall, the 1895 Building, Edgerly, and 45 College Avenue. For this Option, no departments are relocated to Cummings, which remains available for classroom and office swing space.

⁴ The Program Analysis Data in Appendix B breaks down the staff layouts per department along with typical space needs for the specific level of staff. The layouts assume an additional 30% or more of required circulation space, which is typical.

Table 2 – Departmental Relocation Strategy – Option A

Proposed Building	Department	Proposed Square Feet
City Hall	Communications and Community Engagement	1,480
	Elections	1,035
	Personnel - Payroll	300
	Finance Department - Purchasing	680
	Finance Department - Auditing	1,220
	Finance Department - Treasury	1,045
	Finance Department - Assessing	1,285
	City Clerk	960
	SomerStat	456
	Mayor/Executive Administration	1,400
	Board of Alderman	2,254
	Law Office	1,040
	Shared Conference Rooms (5)	1,160
	1895 Building	Information Technology
Voting Machine Storage		400
Health and Human Services		3,513
Personnel		1,575
Constituent Services		1,635
Veterans' Services		1,250
Finance Department - Grants Development		425
Office of Sustainability and Environment (OSE)		425
Arts Council		1,050
Inspectional Services Department (ISD)		4,175
Capital Projects and Planning		2,002
Engineering		2,233
Office of Strategic Planning and Community Development (OSPCD)		6,360
OSPCD - Housing Division and Office of Housing Stability (OHS)		2,250
Shared Conference Rooms (9)		3,400

Proposed Building	Department	Proposed Square Feet
Edgerly School	School Administration	10,209
	Somerville Family Learning Collaborative (SFLC) and Parent Information Center (PIC)	3,720
	City Clerk - Archives	3,100
	Clothing Drive	1,945
	English Language Learners (ELL)	2,235
	Special Education	9,960
	Parks and Recreation	2,059
	Somerville Center for Adult Learning Experiences (SCALE)	14,300
	SCALE English Language Learning	985
	Afterschool Programs/Community Schools	1,412
	Extended Learning Program (ELP) Classroom	973
	Swing Space - Classrooms (3)	2,303
	Shared Conference Rooms (1)	540
Cummings School	Swing Space - Classrooms (22)	14,389
	Swing Space - Offices (14)	3,256
45 College Avenue	Council on Aging	TBD
DPW/Franey Rd	DPW	8,000
	Water & Sewer	1,700

Key benefits of Option A include:

- OSPCD would be located in the 1895 Building, bringing it closer to City Hall than in Option B.
- ISD, Capital Projects, Engineering, and OSPCD would be co-located.
- More program space would be available at the DPW Building compared to Option D due to the relocation of Capital Projects and Planning and Engineering in addition to ISD.
- The Cummings School would be available for classroom and/or office swing space if needed during future construction projects (beyond those called for in this report), though this would require an investment of capital funds to renovate this facility.

Some drawbacks to Option A include:

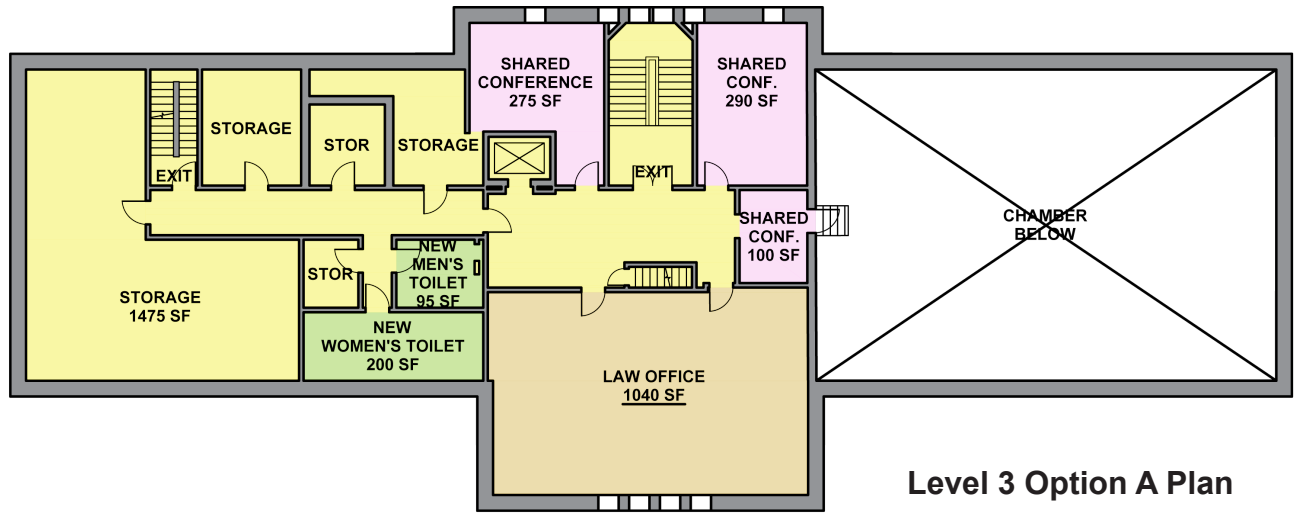
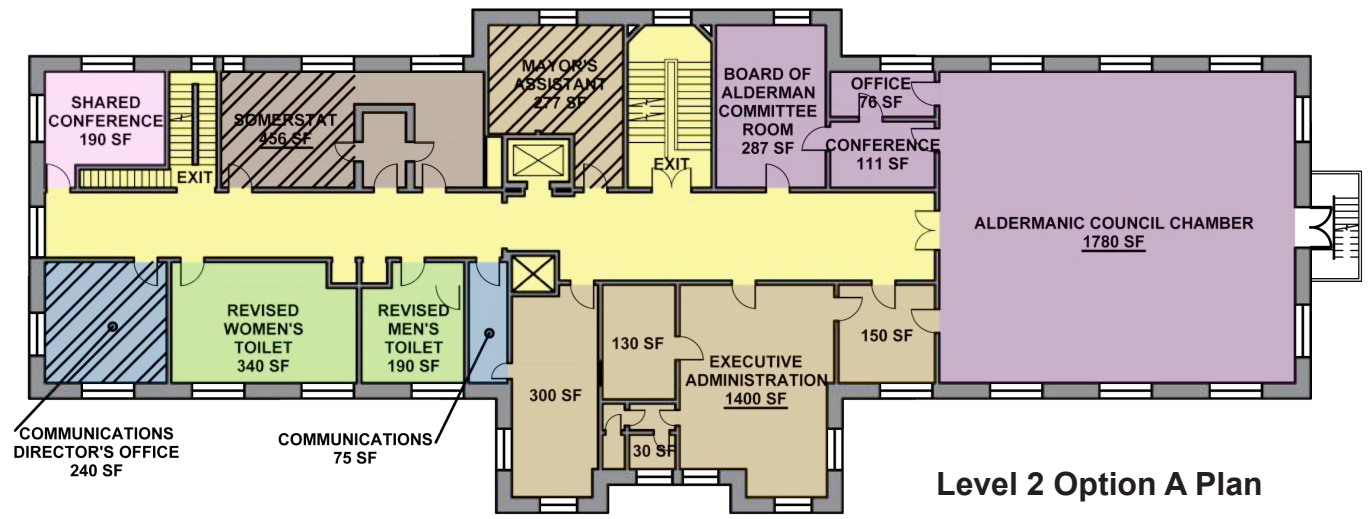
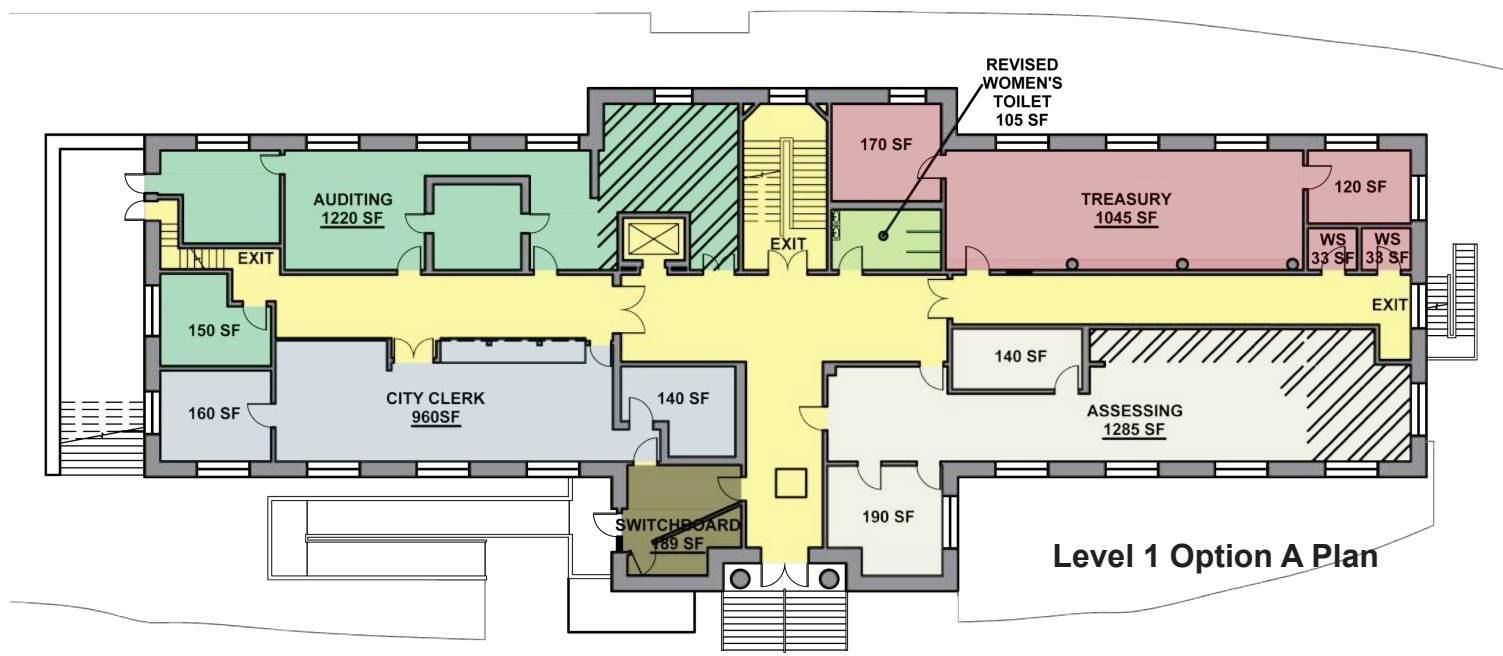
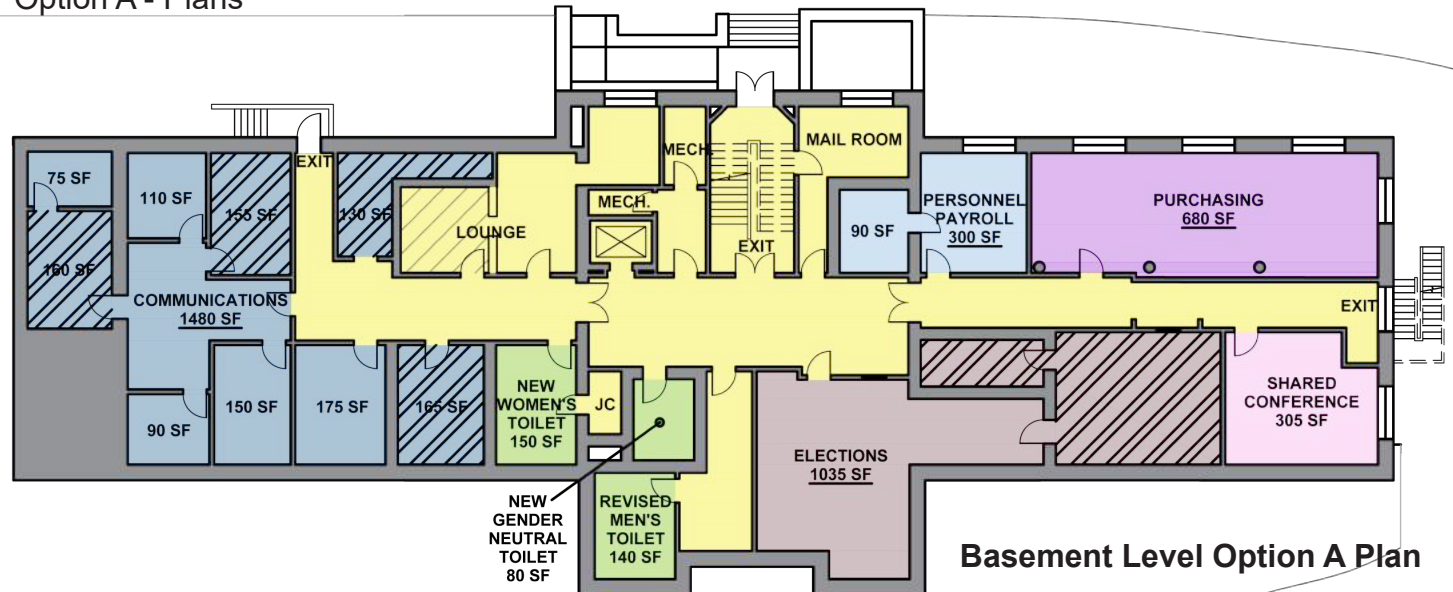
- The relocation of ISD to the 1895 Building would bring substantial new vehicular traffic to Central Hill.
- The Cummings School would need to be renovated to be brought up to code and made ADA accessible for any major use as swing space, requiring a significant investment of capital funds.

- The Cummings School would remain unused for much of the time unless it was required for swing space. This would require maintaining utilities to and insurance for the building, even if it was unoccupied.

Option A: City Hall

Figure 12

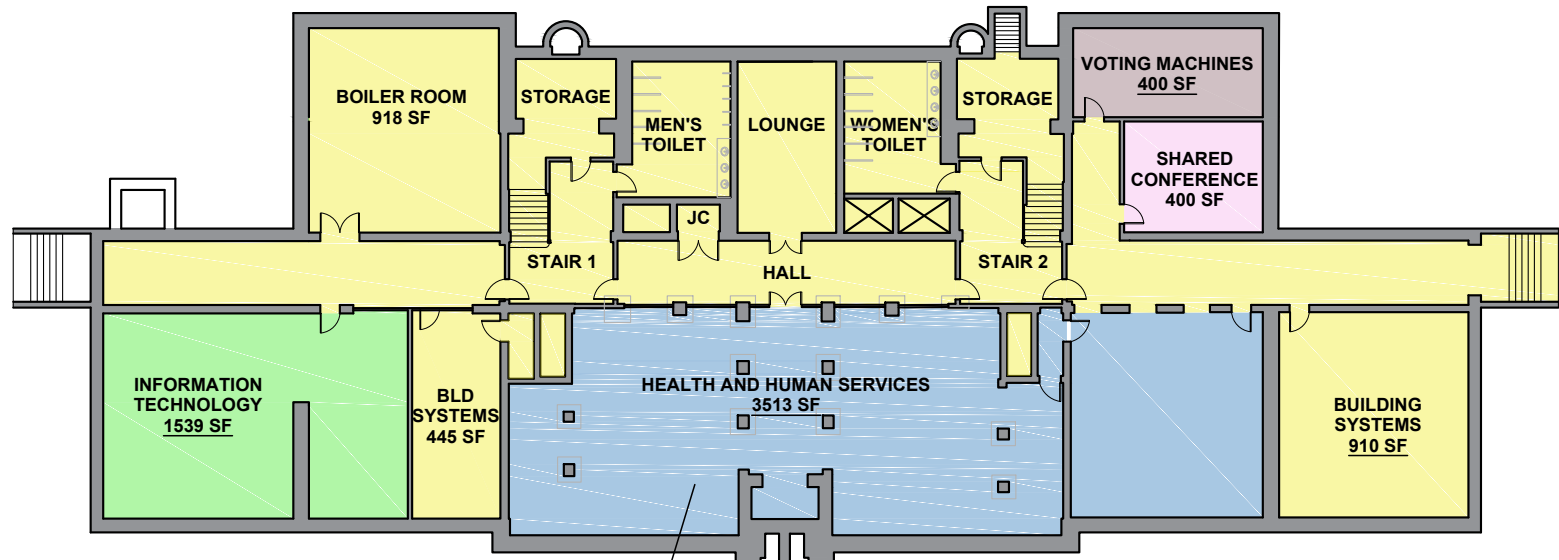
Somerville City Hall Option A - Plans



Option A: 1895 Building

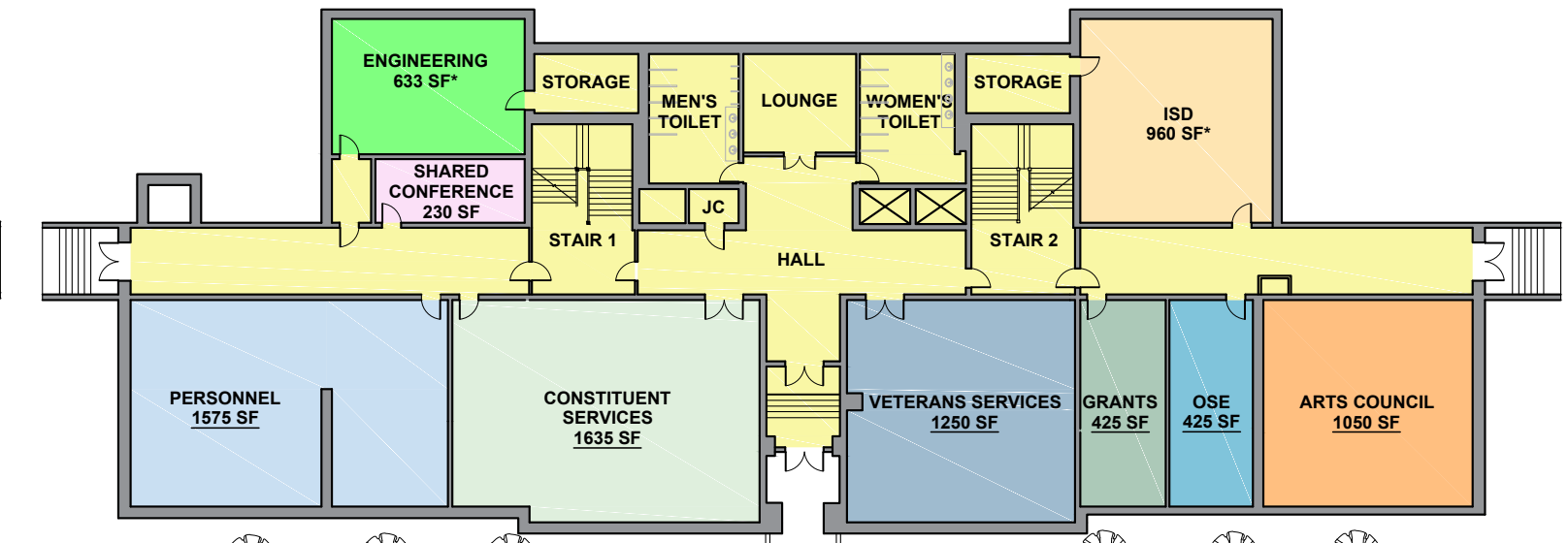
1895 Building
Option A - Plans

Figure 13

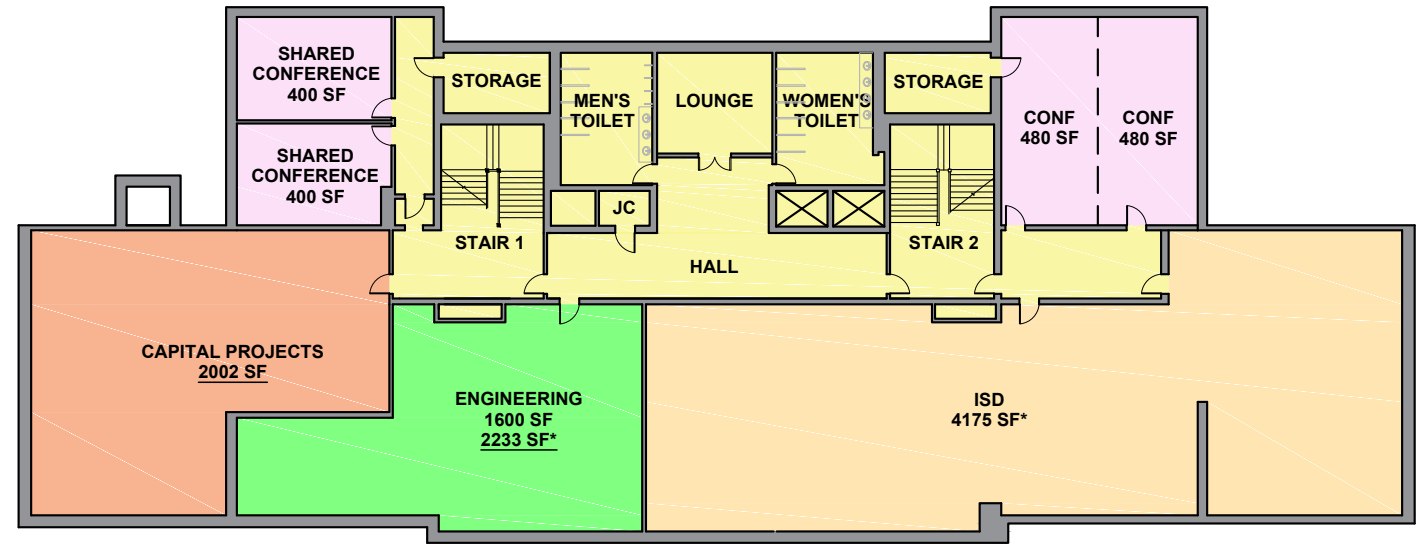


HEALTH AND HUMAN SERVICES
DEPARTMENT:
SOMERPRMISE

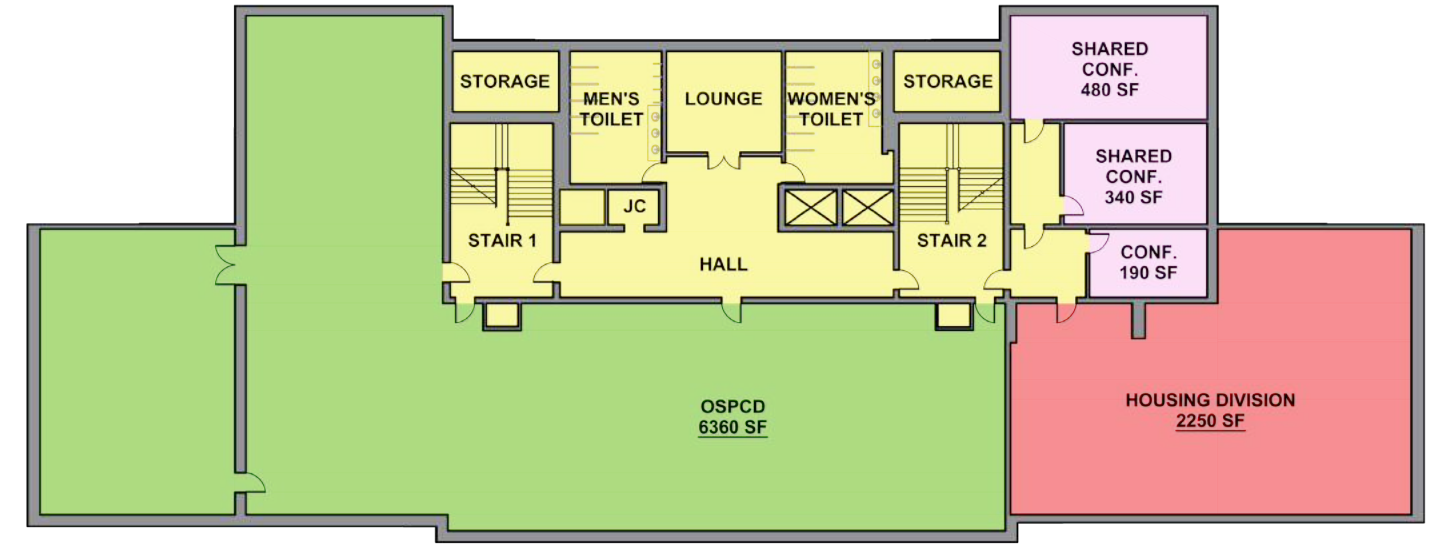
Level 1 Option A Plan



Level 2 Option A Plan



Level 3 Option A Plan

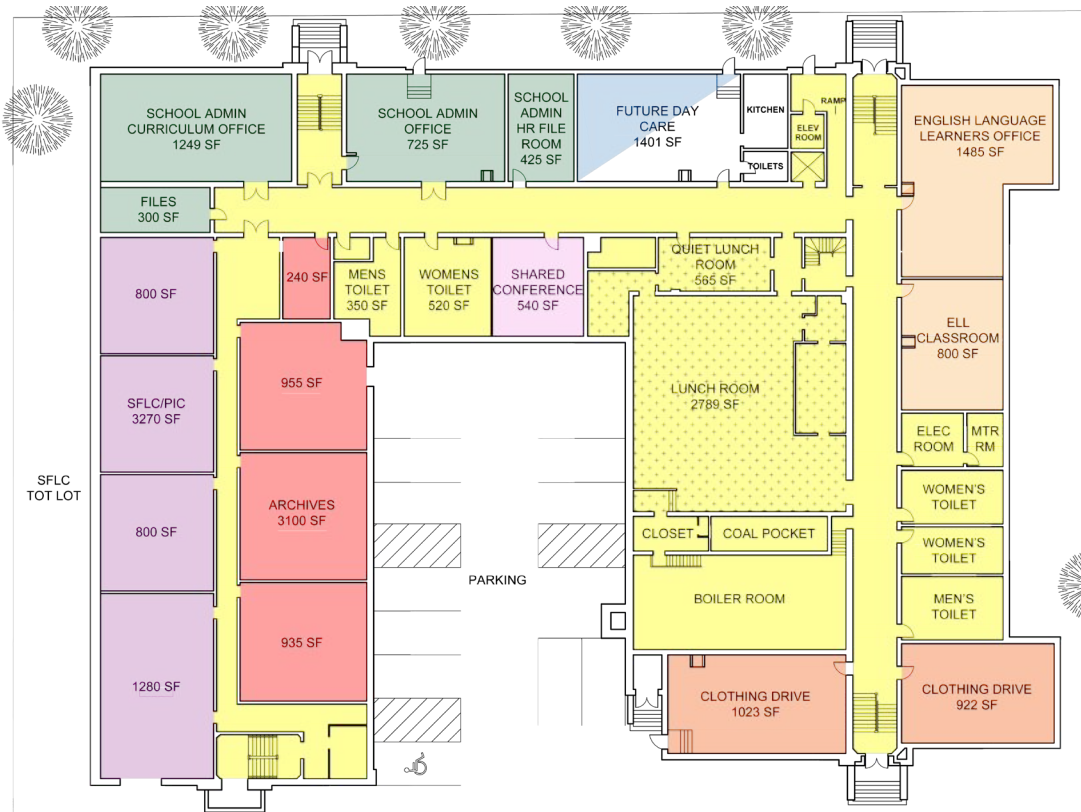


Level 4 Option A Plan

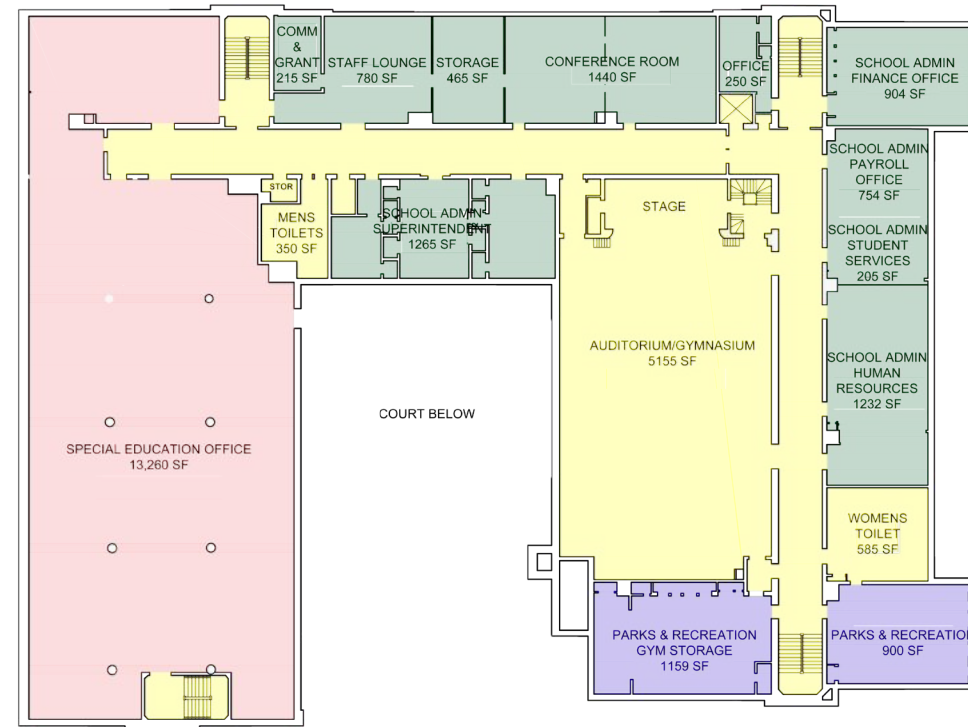
Option A: Edgerly School

Edgerly School Option A - Plans

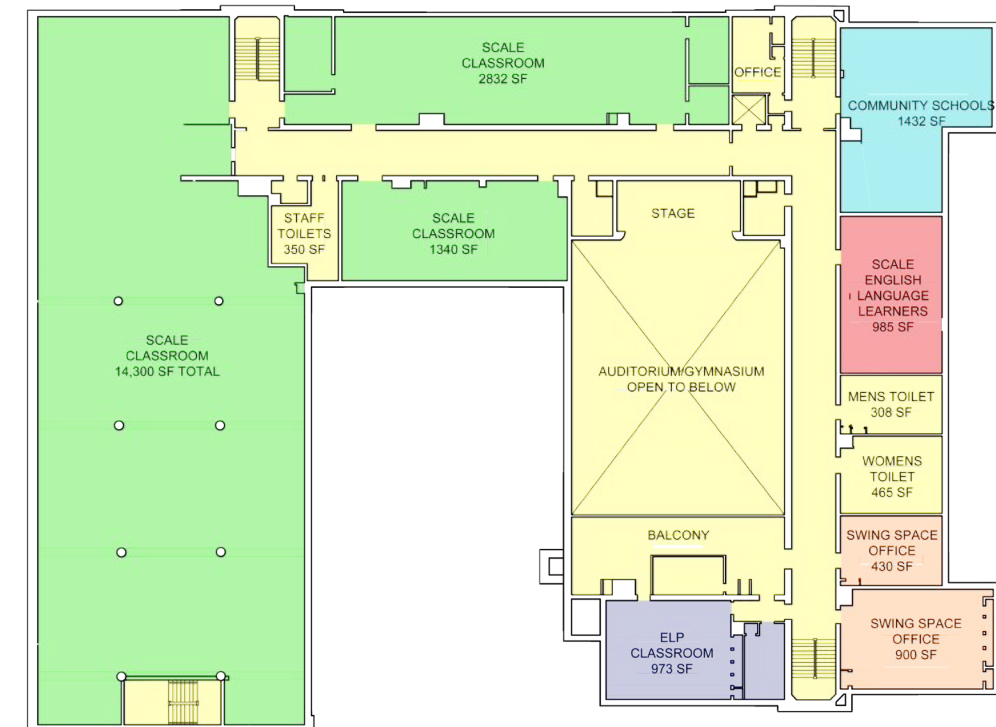
Figure 14



Level 1 Option A Plan



Level 2 Option A Plan



Level 3 Option A Plan

Option A: Cummings School

Figure 15

Cummings School
Option A Swing Space - Plans



Level 1 Option A Plan



Level 2 Option A Plan



Level 3 Option A Plan

Departmental Relocation Strategy - Option B

Table 3 and Figures 16 through 19 show the proposed relocation of departments into City Hall, the 1895 Building, Edgerly, Cummings, 45 College Avenue, and 42 Cross Street.

Table 3 – Departmental Relocation Strategy – Option B

Proposed Building	Department	Proposed Square Feet
City Hall	Communications and Community Engagement	1,480
	Elections	1,035
	Personnel-Payroll	300
	Finance Department - Purchasing	680
	Finance Department - Auditing	1,220
	Finance Department - Treasury	1,045
	Finance Department - Assessing	1,285
	City Clerk	960
	SomerStat	456
	Mayor/Executive Administration	1,400
	Board of Alderman	2,254
	Law Office	1,040
	Shared Conference Rooms (5)	1,160
1895 Building	Information Technology	1,539
	Health and Human Services	3,513
	Clothing Drive	1,400
	Personnel	1,918
	Constituent Services	1,551
	Veterans' Services	1,250
	Finance Department - Grants Development	400
	Office of Sustainability and Environment (OSE)	400
	Somerville Center for Adult Learning Experiences (SCALE)	13,300
	SCALE English Language Learning	985
	Somerville Family Learning Collaborative (SFLC) and Parent Information Center (PIC)	6,190
	Shared Conference Rooms (3)	2,003

Proposed Building	Department	Proposed Square Feet
Edgerly School	School Administration	10,209
	English Language Learners (ELL)	2,235
	Afterschool Programs/Community Schools	1,415
	Special Education	9,960
	Parks and Recreation	2,059
	Extended Learning Program (ELP) Classroom	973
	Swing space - Classrooms (14)	19,256
	Shared Conference Rooms (2)	880
	Unallocated Space	8,495
Cummings School	Office of Strategic Planning and Community Development (OSPCD)	5,753
	OSPCD - Housing Division and Office of Housing Stability (OHS)	2,390
	Engineering	2,142
	Inspectional Services Department (ISD)	6,297
	Capital Projects and Planning	1,600
	Arts Council	975
	Shared Conference Rooms (5)	2,043
	Shared Auditorium	1,995
45 College Avenue	Council on Aging	TBD
42 Cross Street	City Clerk - Archives	3,100
	Voting Machine Storage	400
DPW/Franey Rd	DPW	8,000
	Water & Sewer	1,700

Key benefits of Option B include:

- ISD, Capital Projects, Engineering, and OSPCD would be co-located at the Cummings School, which has the additional benefit of having adequate off-street parking.
- More program space would be available at the DPW Building compared to Option D due to the relocation of Capital Projects and Planning and Engineering in addition to ISD.
- There is unallocated space available at the Edgerly School, which could be used for a number of purposes including, but not limited to, day care facilities, affordable rental space for community non-profits and/or small businesses, and space to accommodate unforeseen departmental growth beyond what is projected in this report.
- The third floor of the Edgerly School would be mostly available for classroom and/or office swing space during future construction projects (beyond those called for in this report).
- SCALE would be in the 1895 Building, providing better connections to the new high school and its facilities, and would be located near the planned MBTA Green Line Extension train station, providing easy access for students.

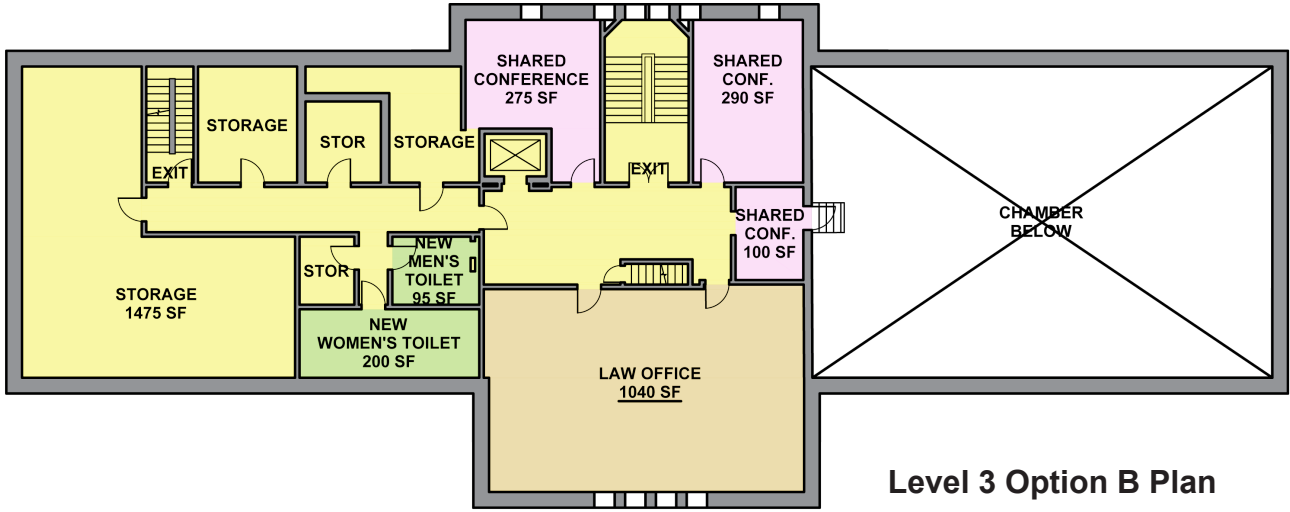
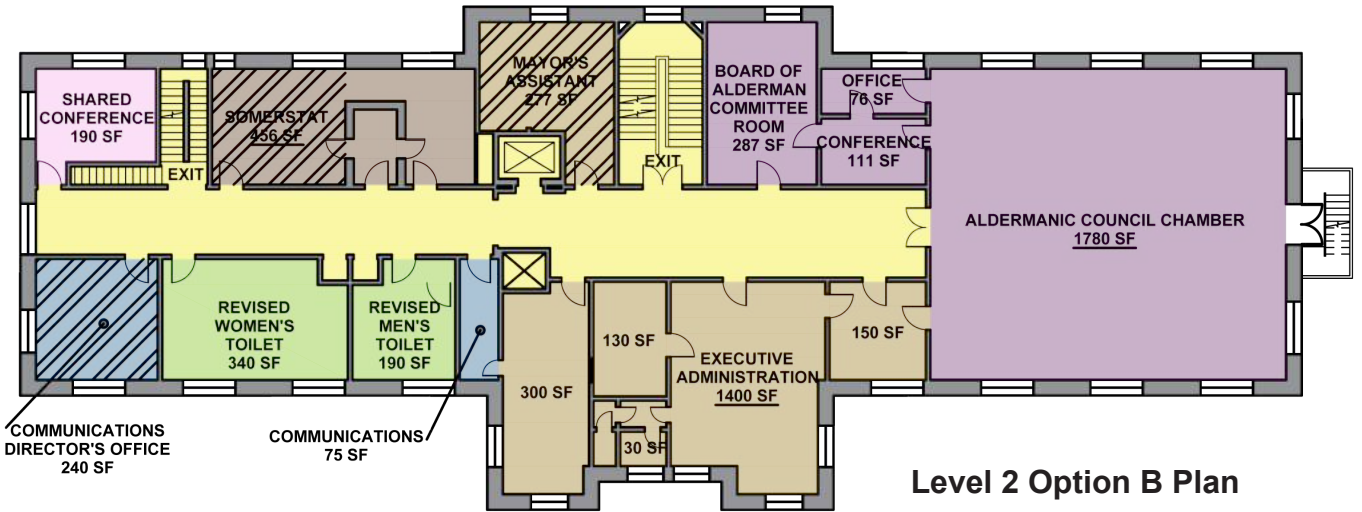
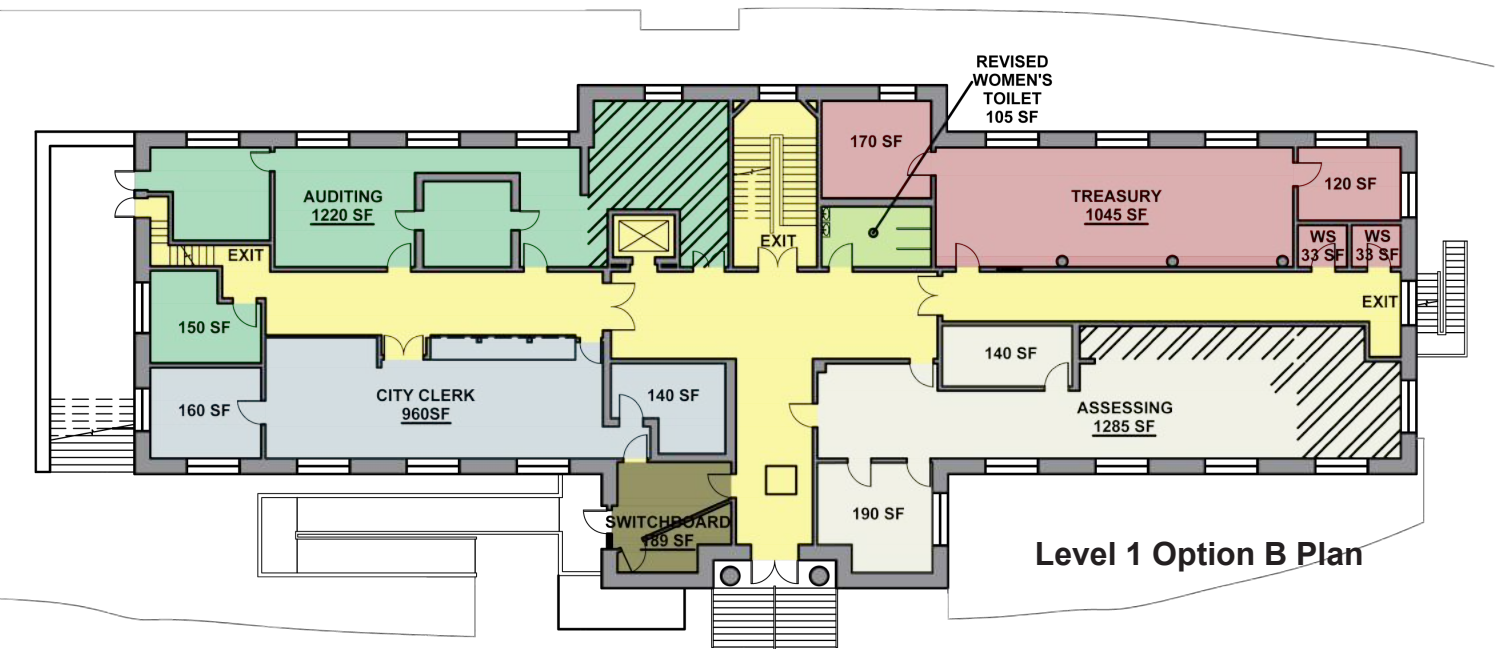
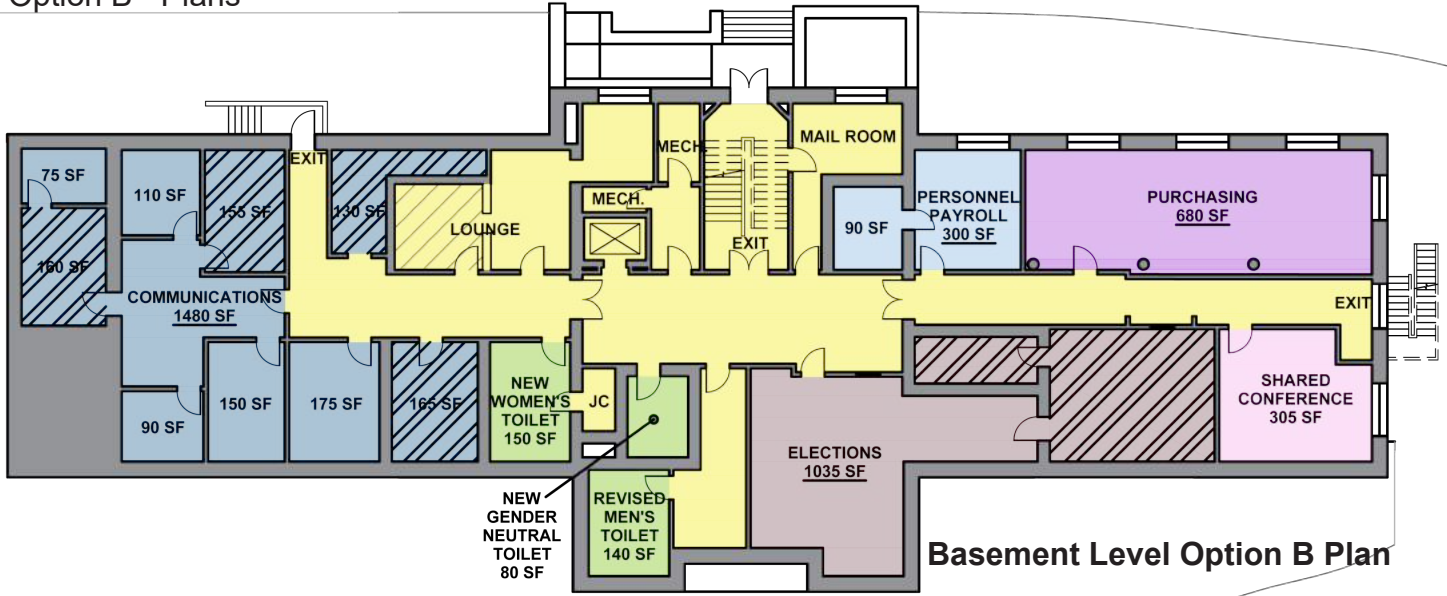
Some drawbacks to Option B include:

- OSPCD would be located further away from City Hall than in Option A, making interactions less convenient.
- SFLC/PIC would be located further away from the School Administration than in Options A and D, potentially reducing synergies and making the constituent experience less convenient.
- The Cummings School would need to be renovated to be brought up to code and made ADA accessible, requiring a significant investment of capital funds and adding an estimated three years to the implementation timeline.

Option B: City Hall

Figure 16

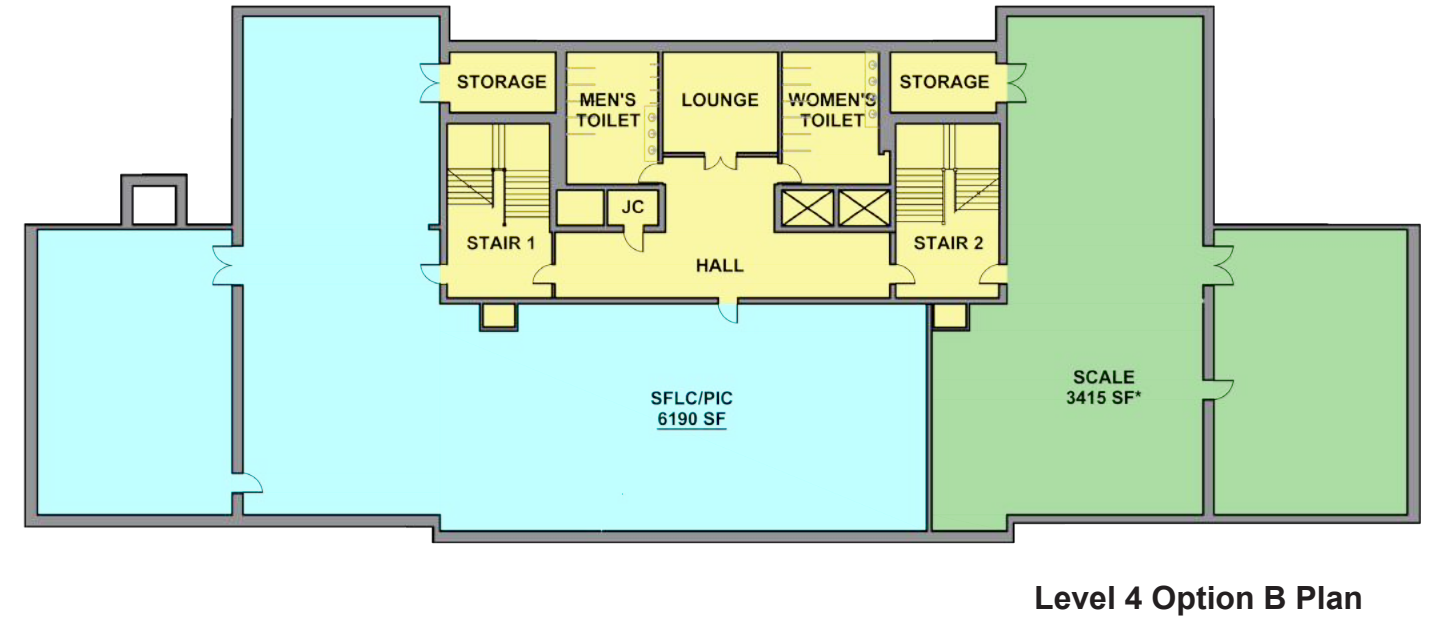
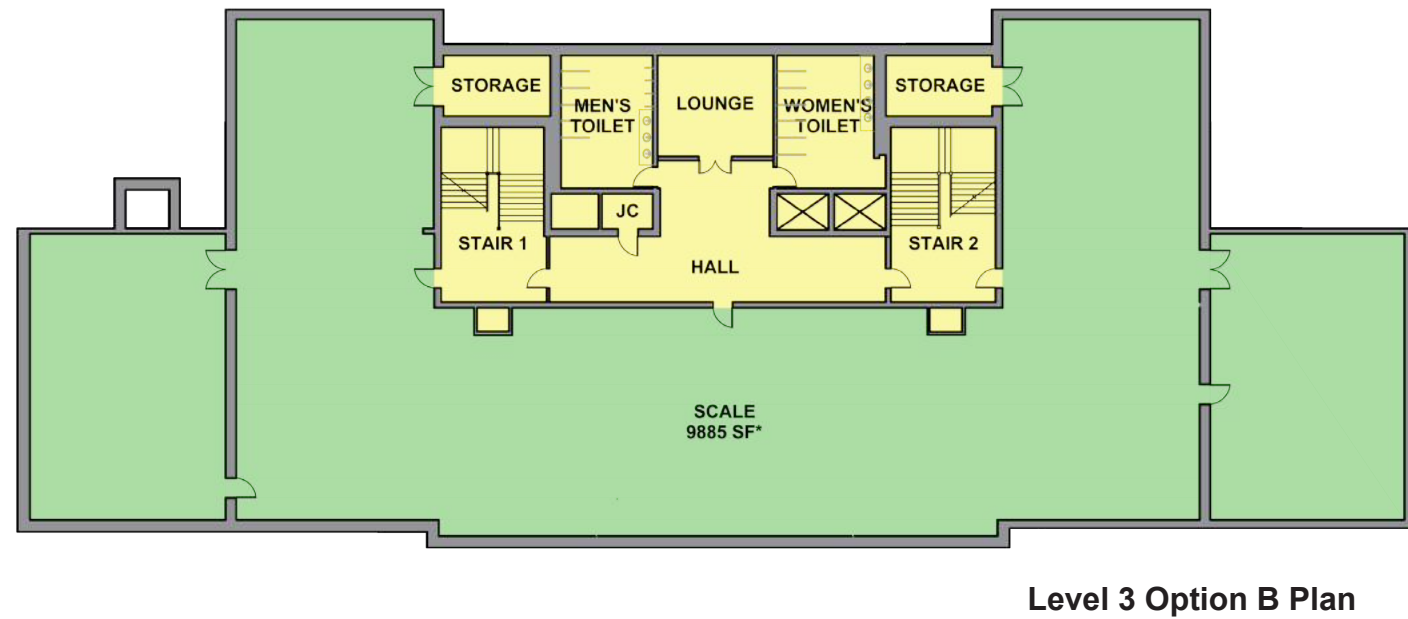
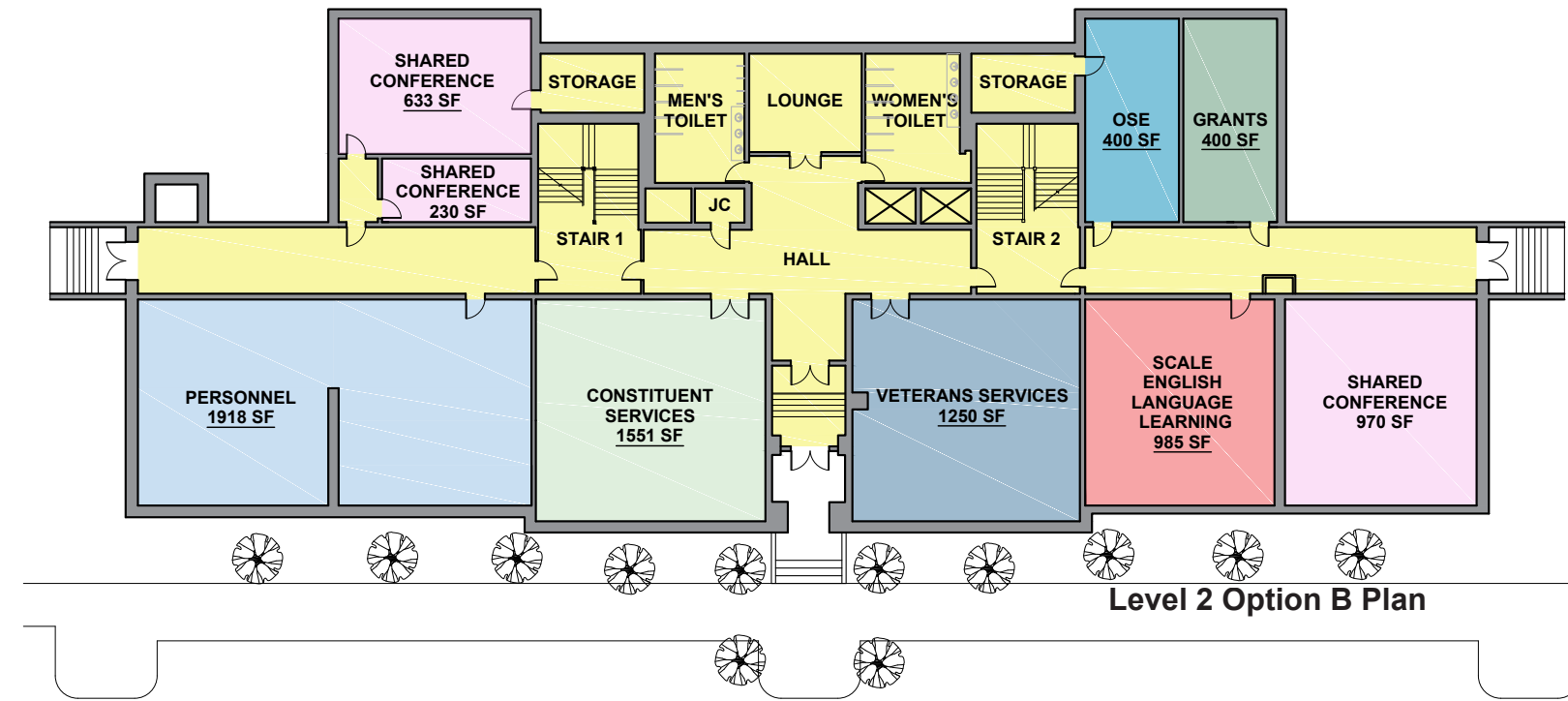
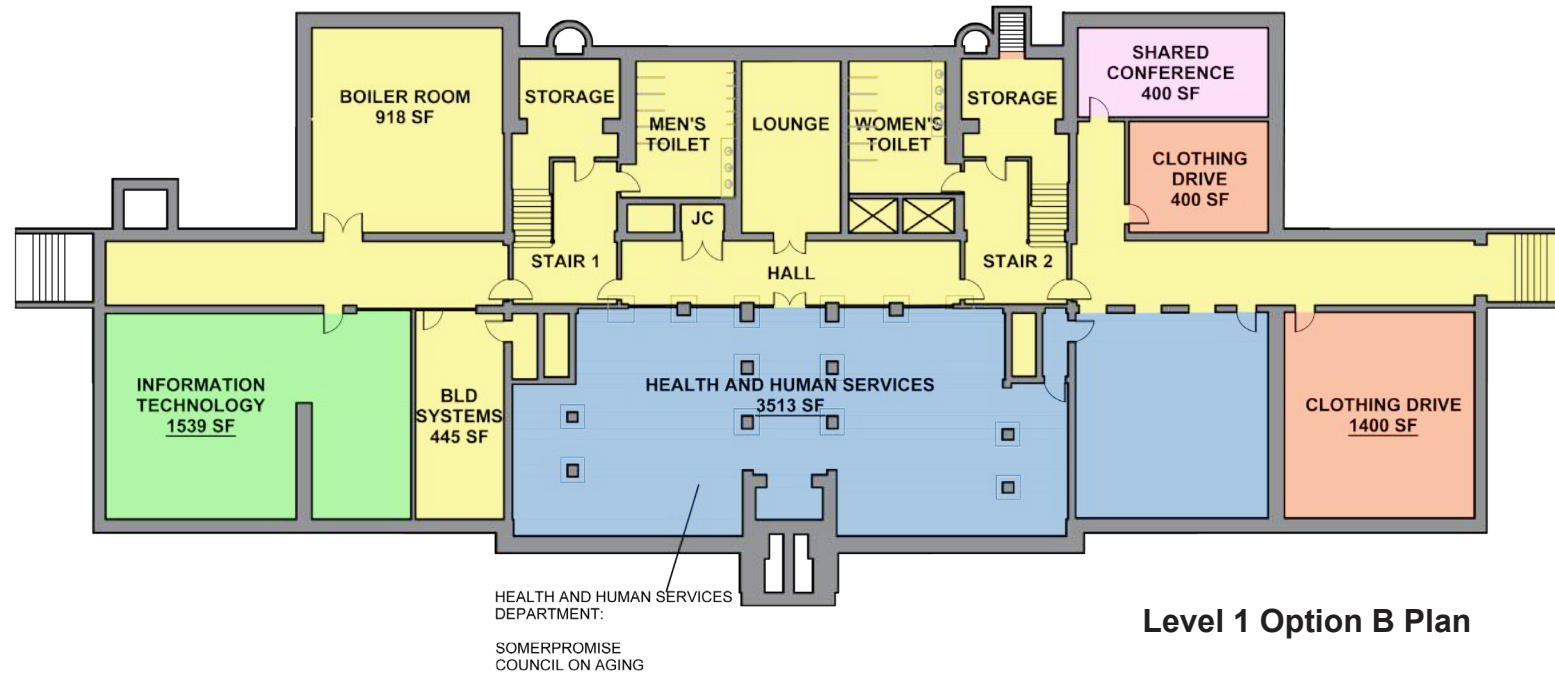
Somerville City Hall Option B - Plans



Option B: 1895 Building

1895 Building
Option B - Plans

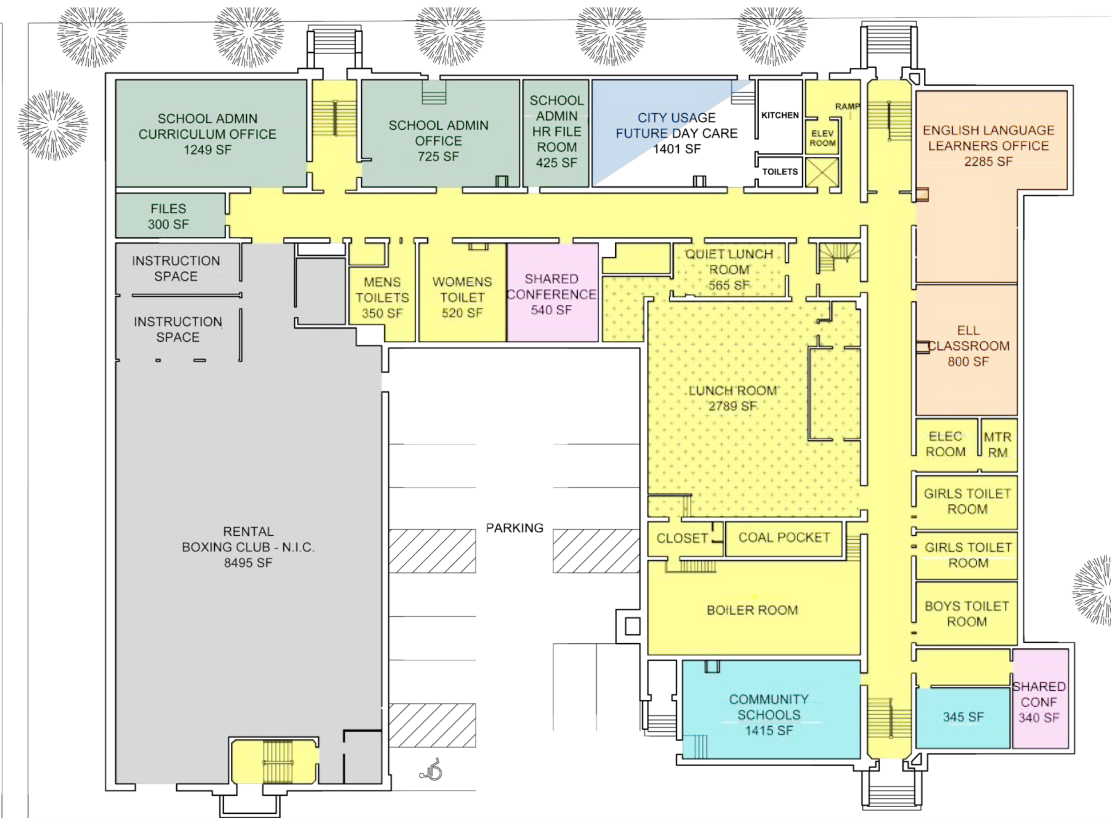
Figure 17



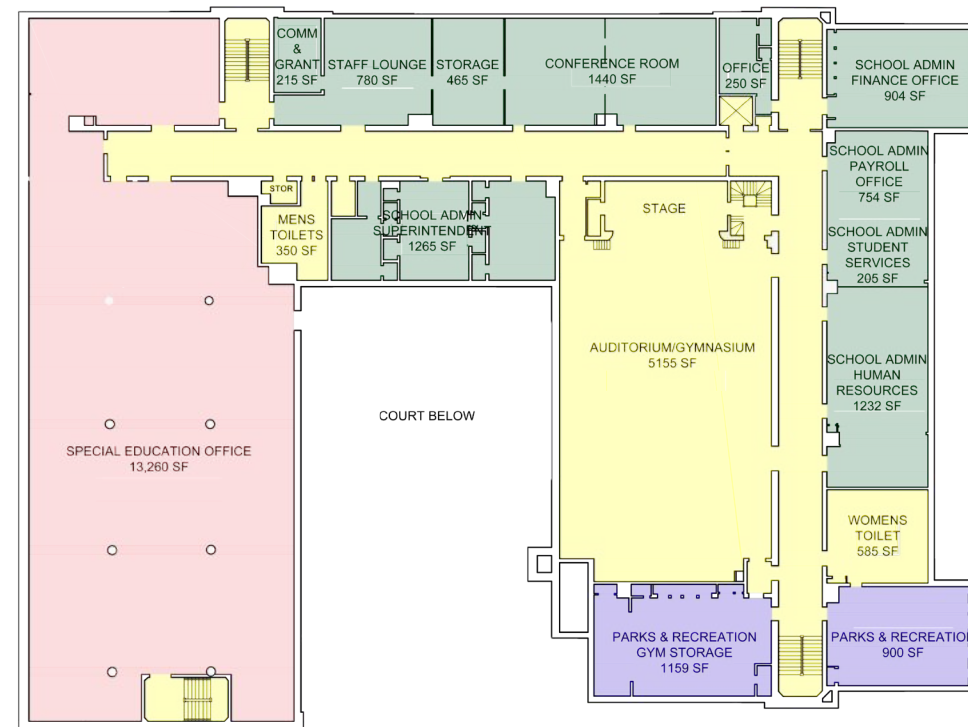
Option B: Edgerly School

Edgerly School Option B - Plans

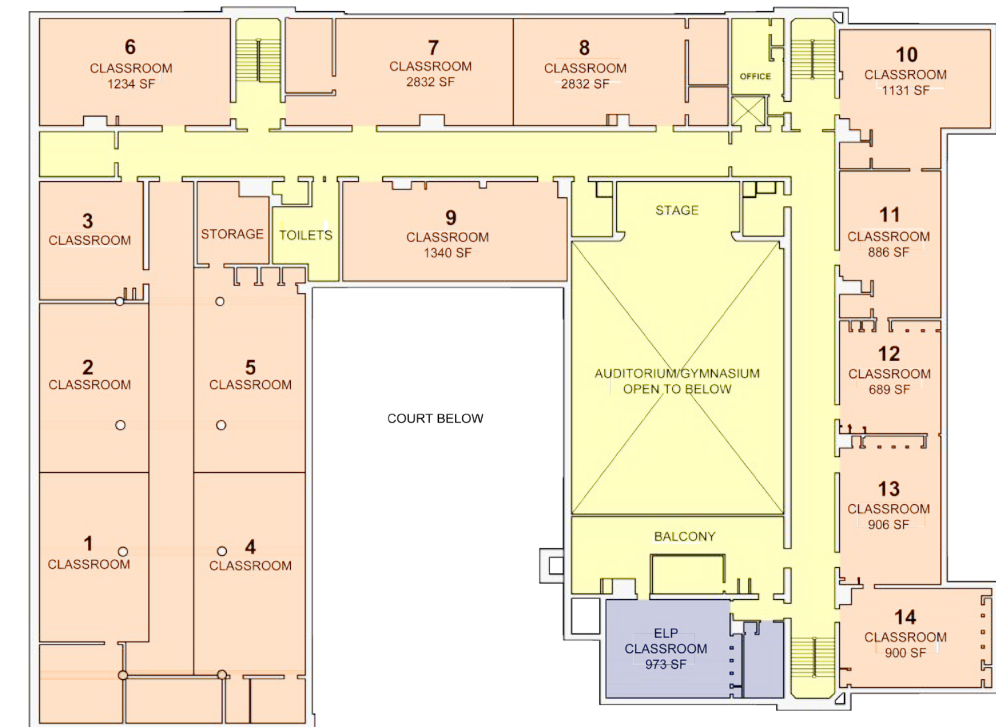
Figure 18



Level 1 Option B Plan



Level 2 Option B Plan



Level 3 Option B Plan

Option B: Cummings School

Figure 19

Cummings School
Option B - Plans



Level 1 Option B Plan



Level 2 Option B Plan



Level 3 Option B Plan

Departmental Relocation Strategy - Option D

Table 4 and Figures 20 through 22 show the proposed relocation of departments into City Hall, the 1895 Building, Edgerly, 45 College Avenue, 42 Cross Street, and the new public safety building. For this option, the Inspectional Services Department (ISD) would be relocated to leased space, and Capital Projects and Planning and Engineering would be relocated into the space that ISD vacated in the DPW Building.

Table 4 – Departmental Relocation Strategy – Option D

Proposed Building	Department	Proposed Square Feet
City Hall	Communications and Community Engagement	1,795
	Elections	1,035
	Personnel-Payroll	300
	Finance Department - Purchasing	680
	Finance Department - Grants Development	305
	Finance Department - Auditing	1,220
	Finance Department - Treasury	1,045
	Finance Department - Assessing	1,285
	City Clerk	960
	SomerStat	456
	Mayor/Executive Administration	1,400
	Board of Alderman	2,254
	Law Office	1,045
Shared Conference Rooms (4)	855	

Proposed Building	Department	Proposed Square Feet
1895 Building	Information Technology	1,539
	Health and Human Services	2,900
	Veterans' Services	1,250
	Voting Machine Storage	400
	Personnel	1,575
	Somerville Center for Adult Learning Experiences (SCALE)	13,445
	SCALE English Language Learning	1,251
	Office of Strategic Planning and Community Development (OSPCD)	6,017
	OSPCD - Housing Division	1,918
	OSPCD - Office of Housing Stability (OHS)	815
	Office of Sustainability and Environment (OSE)	520
	Shared Conference Rooms (6)	2,215
	Unallocated space	840
Edgerly School	School Administration	9,885
	English Language Learners (ELL)	2,235
	Afterschool Programs/Community Schools	1,415
	Special Education	9,960
	Parks and Recreation	2,309
	Somerville Family Learning Collaborative (SFLC)	3,449
	Parent Information Center (PIC)	6,762
	Clothing Drive	904
	Extended Learning Program (ELP) Classroom	1,415
	Arts Council	1,415
	Swing Space - Classrooms (6)	5,518
	Shared Conference Rooms (3)	2,240
	Unallocated space	8,495
Leased Space	Inspectional Services Department (ISD)	6,297
New Public Safety Building	Constituent Services	1,635
45 College Avenue	Council on Aging	TBD
42 Cross Street	City Clerk - Archives	3,100
DPW/Franey Rd	DPW	4,500
	Capital Projects	1,500
	Engineering	2,000
	Water & Sewer	1,700

Key benefits of Option D include:

- OSPCD would be located in the 1895 Building, bringing it closer to City Hall than in Option B.
- The relocation of ISD frees up program space at the DPW Building for expansion of the Capital Projects and Planning and Engineering departments.
- The Cummings School is unused, eliminating the need to expend capital funds to renovate and modernize the building and creating an additional property for which other opportunities can be explored in discussion with the community.
- SCALE would be moved to the 1895 Building, providing better connections to the new high school and its facilities, and it would be located near the planned MBTA Green Line Extension train station, providing easy access for students.
- There is unallocated space at both the 1895 Building and Edgerly, which could be used for a number of purposes including but not limited to day care facilities, affordable rental space for community non-profits and/or small businesses, and space to accommodate unforeseen departmental growth beyond what is projected in this report.
- Some classroom or office swing space would be available on the third floor of Edgerly for use during future construction projects (beyond those called for in this report).

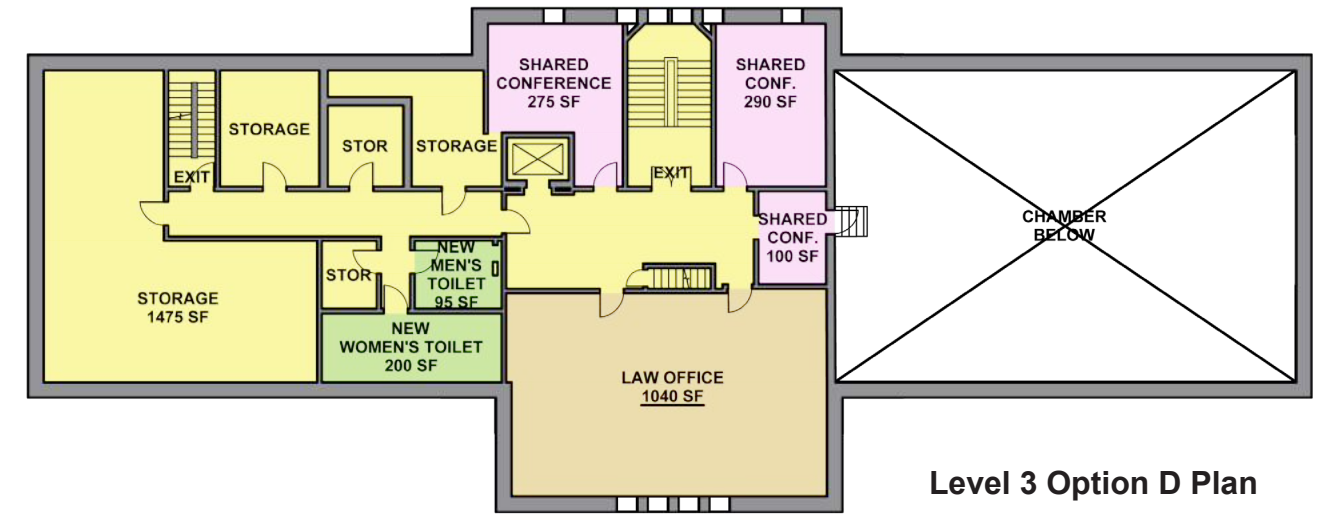
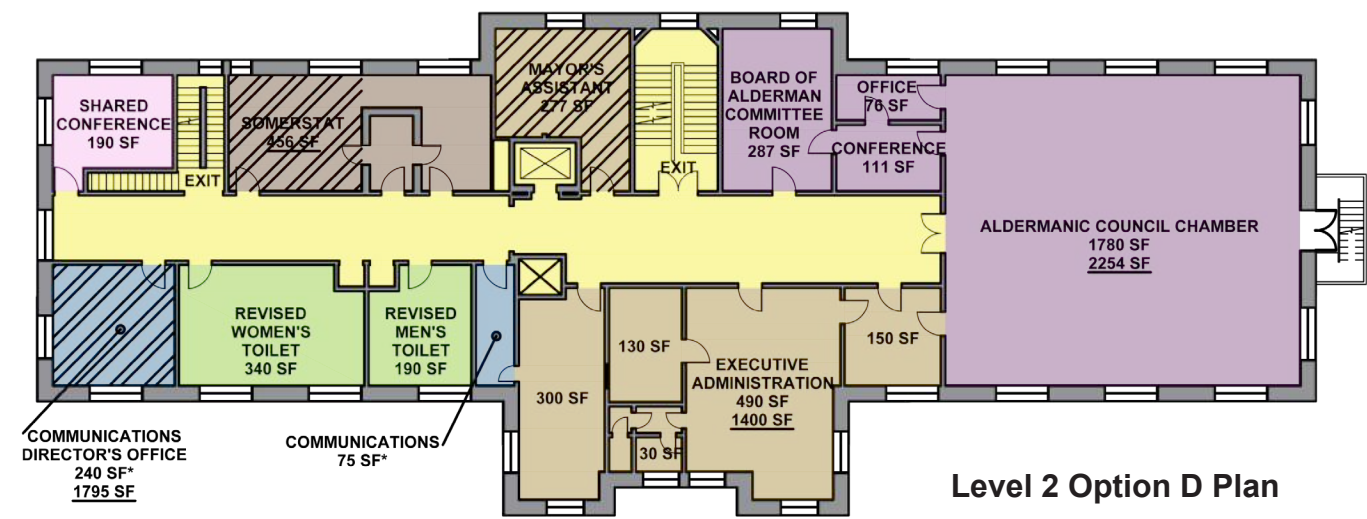
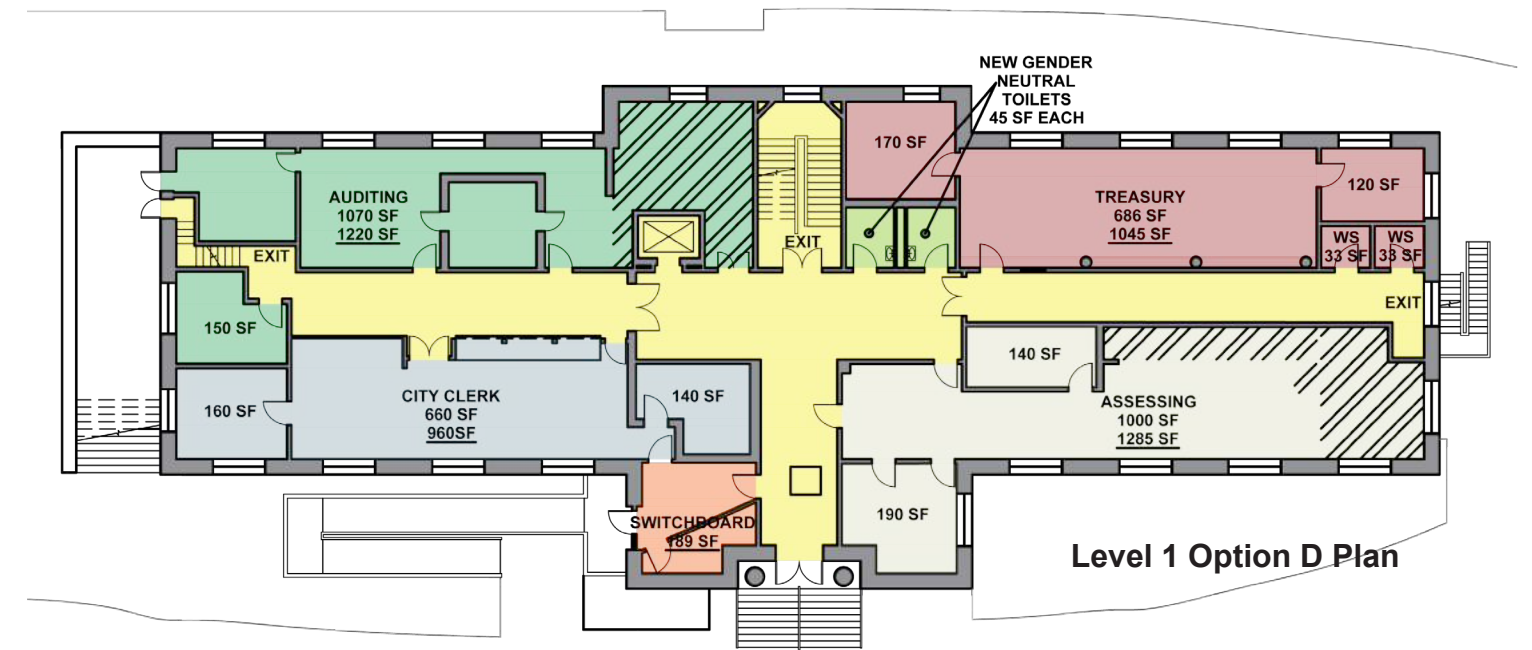
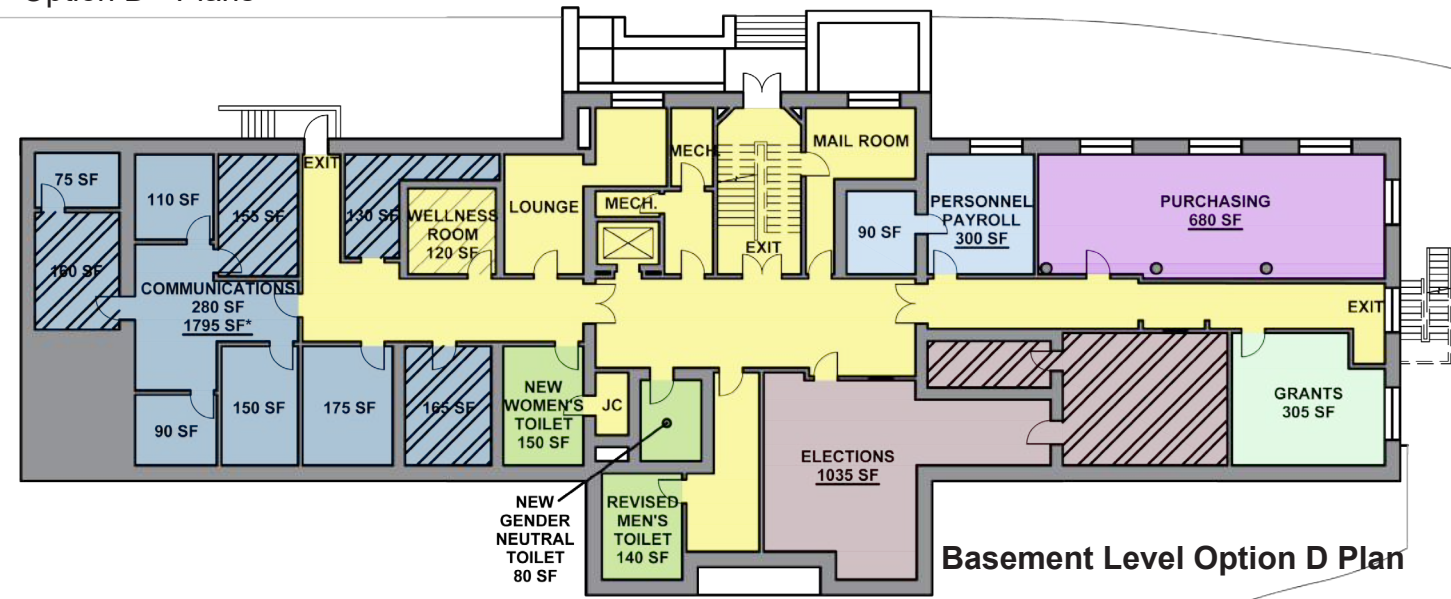
Some drawbacks to Option D include:

- ISD, OSPCD, and Capital Projects and Planning/Engineering would be in three different locations, reducing interaction and synergies between the departments.
- Constituent Services would be located at a new public safety building, requiring that building to be constructed before City Hall is reopened after renovation.
- Option D provides less swing space for future construction projects (beyond those called for in this report) than Options A and B.

Option D: City Hall

Somerville City Hall Option D - Plans

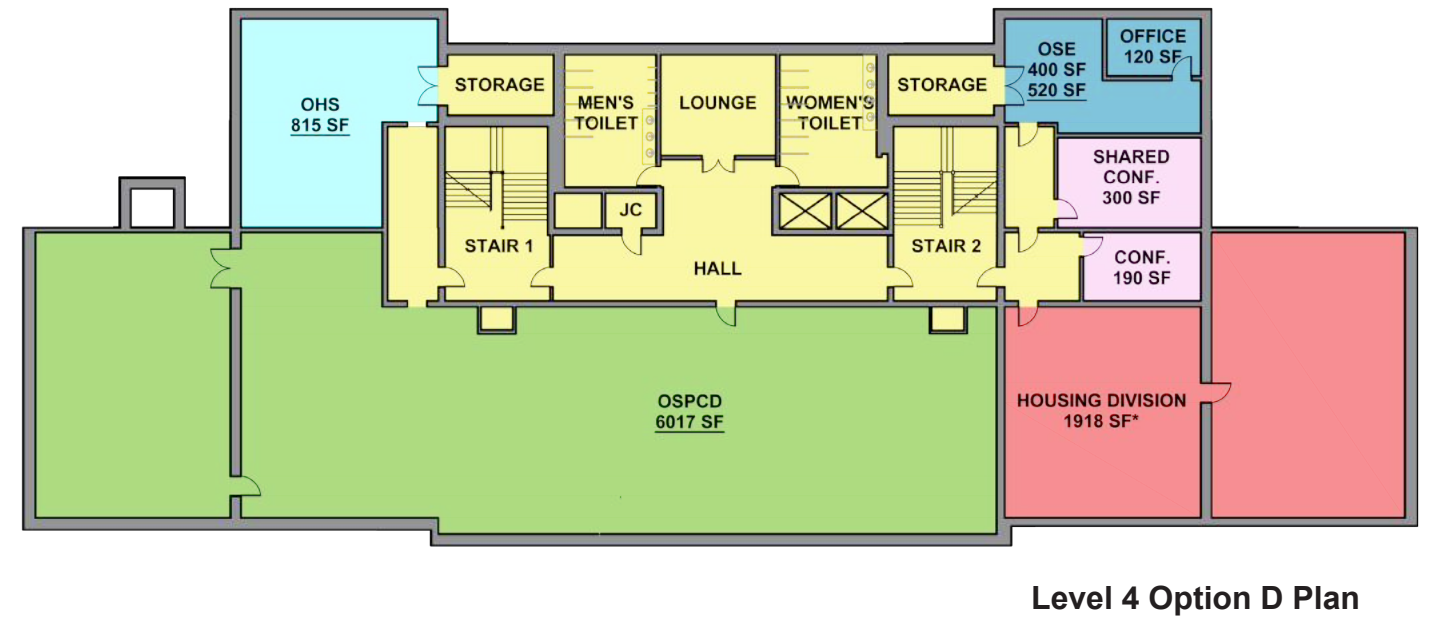
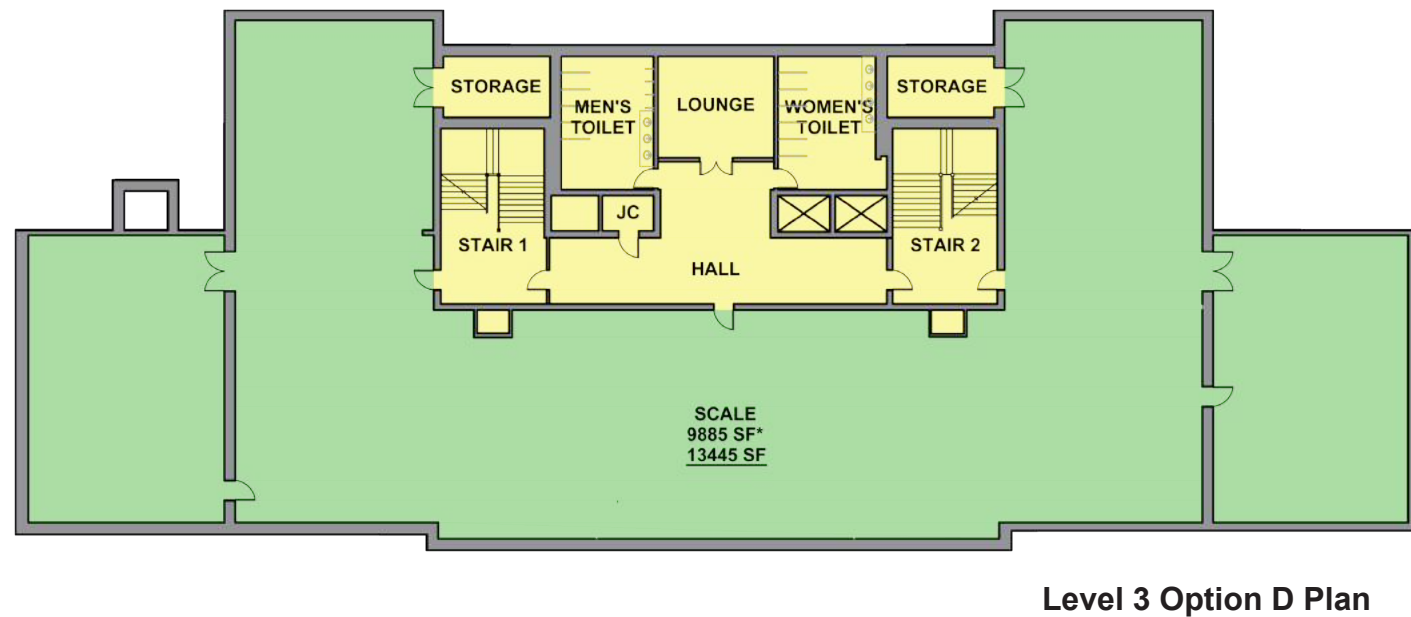
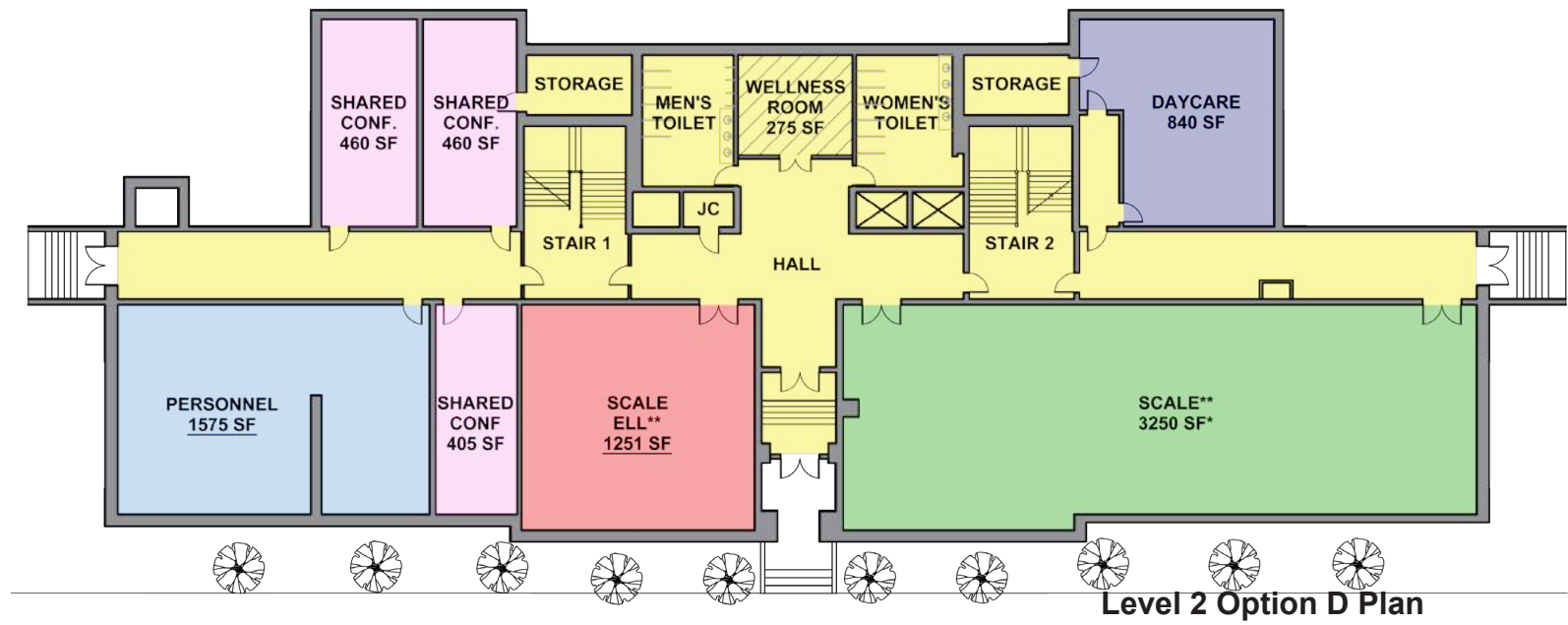
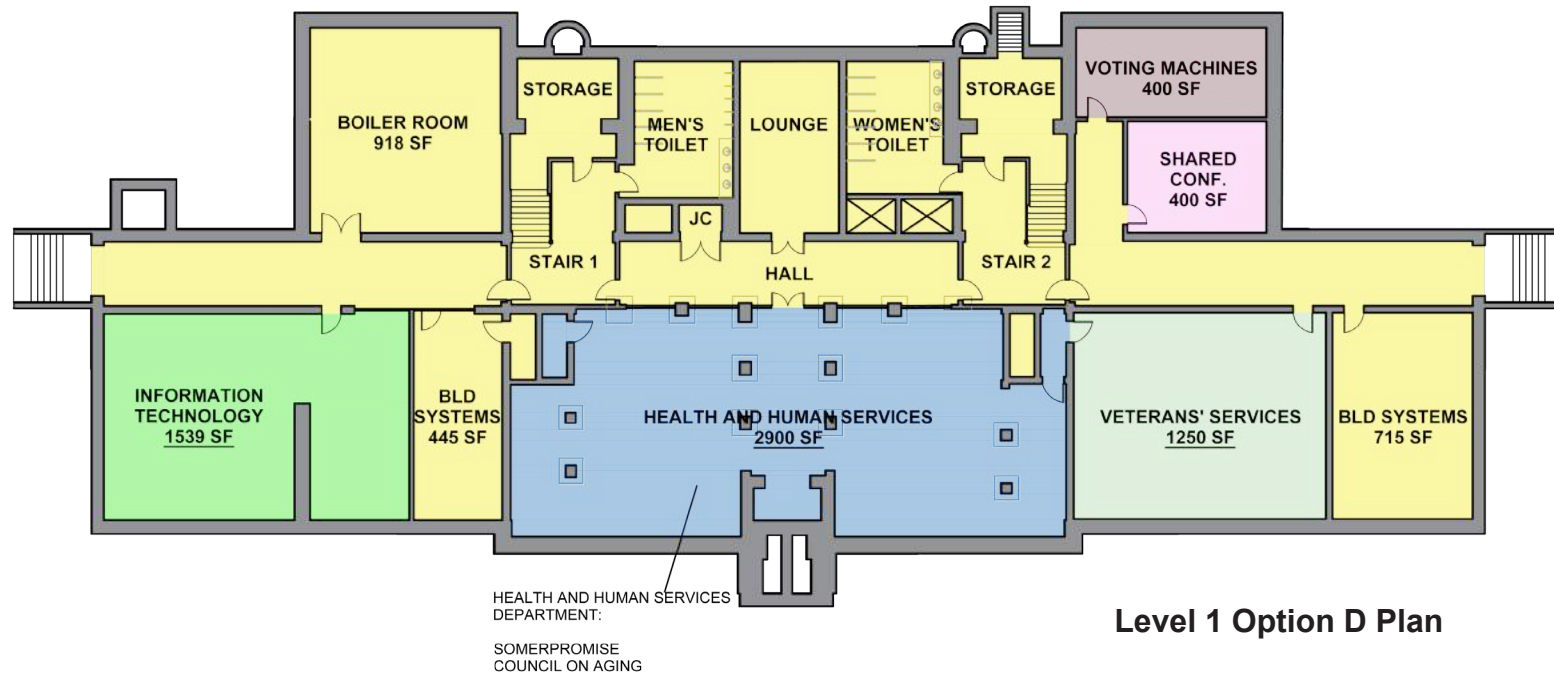
Figure 20



Option D: 1895 Building

1895 Building
Option D - Plans

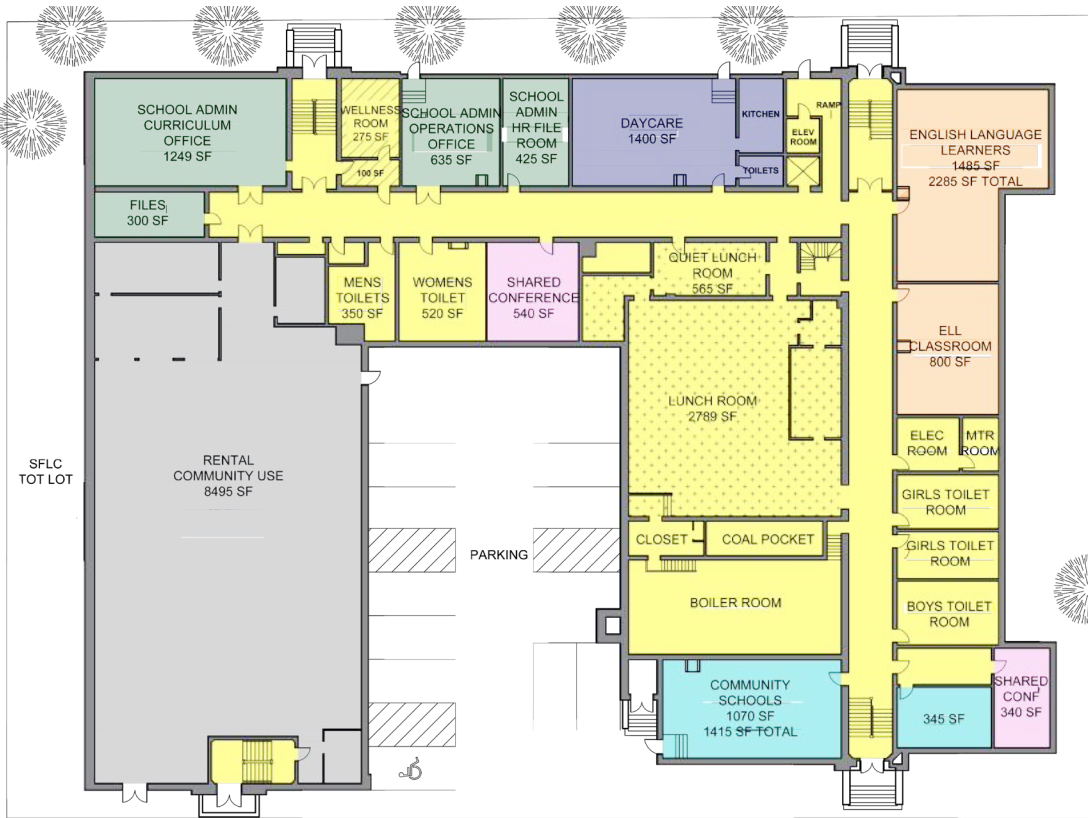
Figure 21



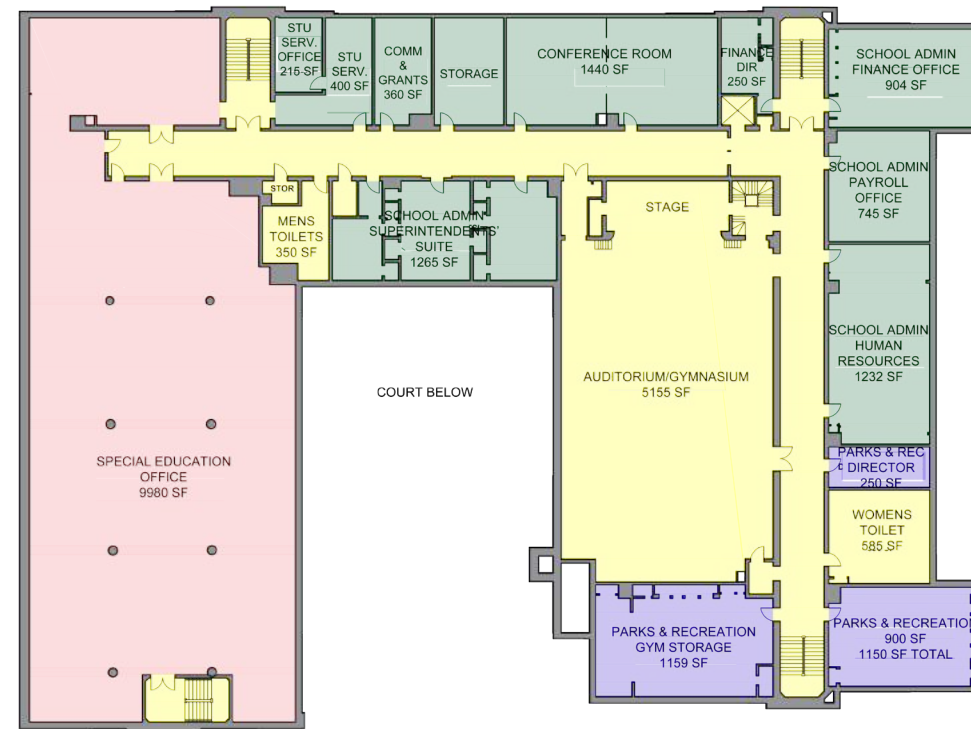
Option D: Edgerly School

Edgerly School
Option D - Plans

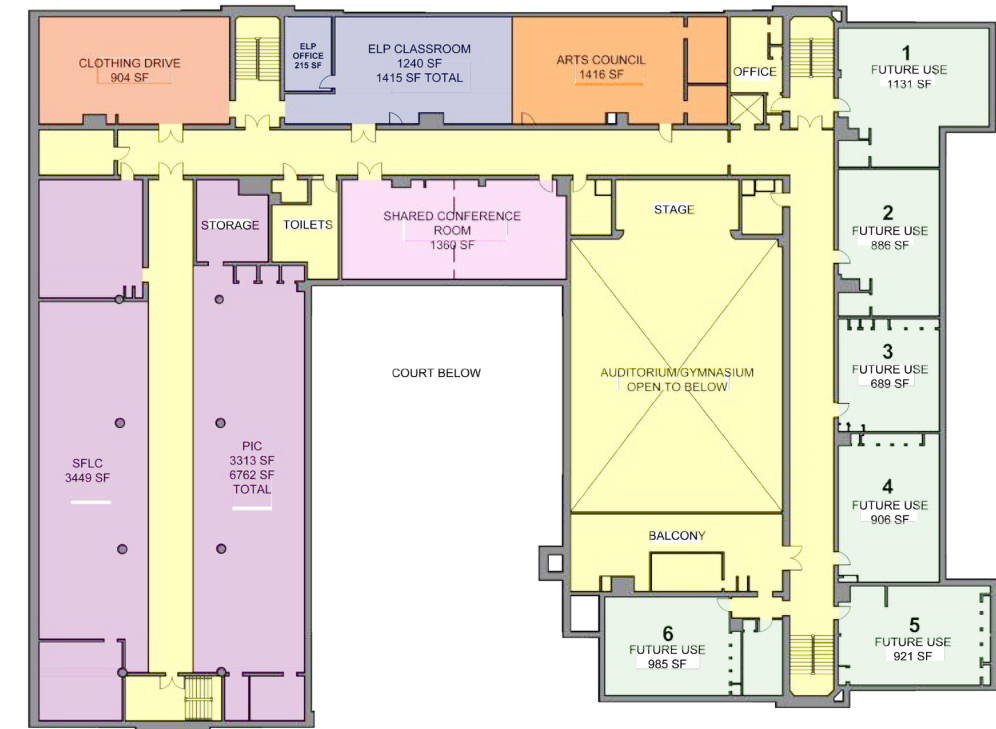
Figure 22



Level 1 Option D Plan



Level 2 Option D Plan



Level 3 Option D Plan

VI. PRELIMINARY FINANCIAL COMPARISON

To assess the financial consequences of the three options summarized in the previous section, Kleinfelder prepared cost estimates of the work that would be needed to renovate City Hall, the 1895 Building, Edgerly, and Cummings. It should be noted that these estimates are high level and are intended to represent order-of-magnitude costs; more precise estimates will only be available when the City has hired an owner's project manager (OPM) to oversee the projects and begin the actual design process.

Since these four cost estimates only tell a portion of the story, the City developed a broader framework, detailed below and summarized in Tables 5 and 6, for comparing the full financial consequences of the three departmental relocation strategy options as well as the status quo.

- **Status quo:** Under the status quo, the City would have to invest in the buildings we currently occupy, including City Hall, Edgerly, Cummings, the Recreation Building, and the Annex. At a minimum, this would require addressing the estimated capital needs from the City's 2018 Facilities Plan, the costs of which are noted in Section IV - Existing Conditions. The City would also need to continue leasing space at the TAB building, which is represented in the table below as a 30-year cost. Finally, though this does not have easily estimated financial impacts, the City would have to decide what to do with the 1895 Building, which, absent a significant investment, would sit vacant and boarded up on Central Hill.
- **Option A:** Under Option A, the City would undertake a full renovation of City Hall, the 1895 Building, and Edgerly. The City may have to undertake a full renovation of Cummings depending on whether it is used for office or school swing space. This uncertainty is reflected in the table below through the creation of two sub-options: Option A.1 (no Cummings renovation) and Option A.2 (including Cummings renovation). With SCALE and Community Schools vacating the TAB in 2024, the City would only have to pay for this portion of the TAB lease for six years. Finally, the City would not need to invest in the Annex or the Recreation Building as these properties would no longer be in use.
- **Option B:** Under Option B, the City would undertake a full renovation of City Hall, the 1895 Building, Cummings, and Edgerly. With SCALE and Community Schools vacating the TAB in 2025, the City would only have to pay for this portion of the TAB lease for seven years. Finally, the City would not need to invest in the Annex or the Recreation Building as these properties would no longer be in use.
- **Option D:** Under Option D, the City would undertake a full renovation of City Hall, the 1895 Building, and Edgerly. With SCALE and Community Schools vacating the TAB in 2025, the City would only have to pay for this portion of the TAB lease for seven years. Finally, the City would not need to invest in the Annex, the Recreation Building, or Cummings as these properties would no longer be in use.

Table 5 - Preliminary Financial Comparison – Estimated Expenses*

	Status Quo	Option A.1	Option A.2	Option B	Option D
City Hall Full Renovation		\$11,400,000	\$11,400,000	\$11,400,000	\$11,400,000
1895 Building Full Renovation		\$28,500,000	\$28,500,000	\$28,500,000	\$28,500,000
Elderly Full Renovation		\$21,000,000	\$21,000,000	\$21,000,000	\$21,000,000
Cummings Full Renovation			\$18,000,000	\$18,000,000	
ISD Lease (Over 30-year Period)					\$5,400,000
Space at New Public Safety Building for Constituent Services					\$800,000
City Hall Estimated Capital Needs	\$7,500,000				
Elderly Estimated Capital Needs	\$14,000,000				
Cummings Estimated Capital Needs	\$11,400,000				
Recreation Building Estimated Capital Needs	\$4,100,000				
City Hall Annex Estimated Capital Needs	\$1,400,000				
TAB Lease For School Uses (Over 30-year Period)	\$5,600,000	\$1,100,000	\$1,100,000	\$1,300,000	\$1,300,000
TAB Lease for City Uses (Over 30-year Period)	\$2,400,000	\$2,400,000	\$2,400,000	\$2,400,000	\$2,400,000
Total Estimated Expenses	\$46,300,000	\$64,400,000	\$82,400,000	\$82,600,000	\$70,800,000

*Notes: 1) All estimates are in 2018 dollars. 2) Option A.1 assumes the City has to undertake a renovation of the Cummings in order to use it for office or school swing space; Option A.2 assumes this renovation does not occur. 3) Full renovation estimates provided by Kleinfelder; estimated capital needs drawn from the City's 2018 Facilities Plan (see Section IV). 4) Though the Status Quo does not include an estimate for renovating 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. 5) Costs associated with 45 College Ave. are not included in this analysis because, at the time of this report, 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 at the TAB for the Council on Aging.

Through conversations with the community, the City could also consider the potential to offset some of these expenses by disposing of the properties that would no longer be in use. Table 8 presents estimated sale prices if these properties were sold at market rate.

Table 6 - Preliminary Financial Comparison – Potential Estimated Proceeds from Property Disposition

	Status Quo	Option A.1	Option A.2	Option B	Option D
Recreation Building		\$2,300,000	\$2,300,000	\$2,300,000	\$2,300,000
City Hall Annex		\$2,400,000	\$2,400,000	\$2,400,000	\$2,400,000
Cummings					\$6,000,000
Total Potential Estimated Proceeds From Property Disposition		\$4,700,000	\$4,700,000	\$4,700,000	\$10,800,000
Total Estimated Expenses Net of Potential Estimated Proceeds From Property Disposition	\$46,300,000	\$59,600,000	\$76,600,000	\$77,800,000	\$60,000,000

It should be noted that this is a relatively simple financial comparison and that a number of factors are not included here, including but not limited to construction cost inflation, swing space costs and borrowing costs. Furthermore, the cost estimates provided by Kleinfelder are, as noted above, order of magnitude.

VII. RECOMMENDED STRATEGY AND IMPLEMENTATION PLAN

Recommended Strategy

Based on the results of the in-depth evaluation process and input provided by the Master Plan Working Group, Option D is the recommended strategy for the City. This option centralizes many City services on Central Hill – providing a better customer experience for constituents and improving communication and synergy between departments – while simultaneously expanding the educational experience on the Hill by relocating SCALE to the 1895 Building. It also centralizes school administration functions in the Edgerly, and, in doing so, relocates all departments currently in the Cummings building. In addition, the Master Plan Working Group identified an important objective not to locate high-traffic departments like Inspectional Services in the neighborhoods and therefore proposed leased space for this department.

It should be noted that while this plan is comprehensive, it is not exhaustive. It does not examine parking capacity in depth, for example, nor does it evaluate the future of the Department of Public Works building in detail. Both of these issues will require additional attention and resources. The future of the City-owned property at 45 College Avenue, the location identified in this report for the Council on Aging, will also require additional planning, which the City intends to initiate with a community process in 2019.

Nonetheless, the work summarized here is a significant achievement for the City: it establishes a realistic plan with support from a diverse set of stakeholders for improving the constituent experience, increasing the efficiency of services, and reducing operating costs through departmental relocations. If the implementation plan outlined in below is followed, the plan – including major construction efforts at 1895, City Hall, and Edgerly – can be fully implemented by the end of 2025, a mere seven years from now.

Implementation Plan

A key element in developing a Departmental Relocation Strategy is to understand how it can realistically be implemented. Kleinfelder prepared conceptual implementation plans outlining major milestones that would need to be achieved to implement each of the Departmental Relocation Strategies. Presented below in Table 7 is the implementation plan for Option D (see the appendices for the implementation plans for Options A and B). The plans are based on a construction start date of 2021 to coincide with the estimated completion of the new high school. Design phases for the relocations can begin in 2019.

Implementation will involve the following general steps:

- **Owner's Project Manager:** By statute, for a project of this magnitude, the City will need to retain an Owner's Project Manager (OPM) to represent the City's interests during design and construction of the project. Due to the project's complexity, the OPM should be retained early in the design process to help select the design consultant. The OPM could be retained in 2019.
- **Design:** Temporary and permanent spaces will need to be designed by an outside consultant. Design services to be performed will include:

- detailed inspections and survey of existing conditions
- parking and traffic studies
- subsurface investigations for any building footprint expansions
- hazardous materials inspections
- preparation of preliminary layouts
- preparation of bid documents
- Permitting: Building permits will need to be obtained at various stages of construction for both temporary and permanent conditions.
- Temporary Construction: Swing space will need to be constructed to temporarily house departments while permanent spaces are renovated. In some cases, swing space could be available in existing buildings, which might only require minimal work to use or might involve significant code-required upgrades. In some cases, swing space could be provided using temporary trailers, like those used for the new high school construction.
- Permanent Construction: Permanent construction will include interior fit-outs; building system upgrades and code-required upgrades (i.e. egress, ADA accessibility and life-safety systems).
- Temporary and Permanent Departmental Relocations: Department relocations will need to be performed at various stages of implementation. Each relocation will need to be coordinated, including phasing of IT requirements.

Note that the timeline for implementation is highly dependent on many factors, including approval of funding, final scope of design, extent of code-required upgrades, and availability of swing space to allow staged construction. The implementation plan presented in Table 7 is meant to represent a reasonably feasible scenario, assuming that funding is available. If this plan is followed, Option D could reasonably be expected to be fully implemented by the end of 2025.

Table 9 - Potential Implementation Plan - Option D

Implementation Task	2019	2020	2021	2022	2023	2024	2025
Move ISD from DPW into leased space	■						
Move Capital Projects and Planning and Engineering into DPW space vacated by ISD		■					
Design for 1895 Building	■	■					
Design for City Hall	■	■					
Design for Edgerly School	■	■					
Next Wave and Full Circle move out of Edgerly at completion of High School construction				■			
Construct 1895 Building			■	■	■		
Move Voting Machine Storage from City Hall to 1895 Building					■		
Temporarily relocate City Hall Departments to 1895 Building					■		
Move Constituent Services from City Hall to Public Safety Building					■		
Construct City Hall improvements					■	■	■
Move City Hall Departments from 1895 Building into renovated City Hall							■
Move Grants from City Hall Annex to City Hall							■
Move Health & Human Services, Veterans' Services, OSE, Housing and OHS from City Hall Annex to 1895 Building							■
Move SCALE and SCALE ELL from Tufts Building to 1895 Building							■
Move SFLC/PIC and Clothing Drive from Cummings School to 1895 Building							■
Construct Edgerly School improvements moving existing departments in building within available space in building				■	■	■	
Move Community Schools from Tufts Building to Edgerly School						■	
Move Parks & Recreation from Recreation Building to Edgerly School						■	
Move ELL from Argenziano to Edgerly School						■	
Move Arts Council from City Hall Annex to Edgerly School						■	
Move SFLC/PIC and Clothing Drive from Cummings School to Edgerly School						■	
Move Retirement Board from City Hall Annex to leased space						■	
Design for 45 College Avenue for Council on Aging	■	■					
Construct 45 College Avenue improvements			■	■			
Move Council on Aging from Tufts Building to 45 College Avenue				■			
Move Archives from Edgerly School to 42 Cross St.	■						