



MUNICIPAL AND SCHOOL FACILITIES STUDY AND MASTER PLAN

City of Brockton
Brockton, Massachusetts

Volume 4— Municipal Master Plan Recommendations

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Volume 4 **MUNICIPAL MASTER PLAN**

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This planning study was managed by the Department of Planning and Economic Development in the City of Brockton, Massachusetts.

MUNICIPAL PARTICIPATION

The planning process for Volumes 3 and 4 of this study includes input, ideas, and feedback gathered from many municipal staff that responded to surveys, participated in interview discussions, provided feedback during meetings, and offered data that supported and shaped the findings contained in these reports.

The team was lead by:

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MUNICIPAL STUDY CONSULTANT TEAM

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During the planning process, the team referenced many preceding studies and reports that were provided to the consultant team. These previously conducted research and background resources were a springboard for this Municipal and Educational Facilities Master Plan and became crucial in developing recommendations that adhered to the overall vision and master plan for the City of Brockton.

The following preceding relevant documents were reviewed as part of this study:

2017—*A Blueprint For Brockton: Comprehensive Master Plan*

2016—*Brockton Downtown Action Strategy*

2013—*Open Space and Recreation Plan*

2013—*Revitalization of the Campello Neighborhood*

2011—*City of Brockton Development Planning: Downtown McCabe Report*

2010—*Task Force on Economic Growth and Development*

2008—*Brockton Two Rivers Master Plan*

The over arching theme of these documents is that “Brockton will be valued and increasingly recognized as a high quality and affordable place to live, work, and/or visit because it offers all dimensions of a 21st century city”. (A Blueprint for Brockton: Vision for Brockton, page 3, of the Comprehensive Master Plan).

While several of these prior planning efforts were directed towards downtown revitalization, this is the first plan undertaken to create a comprehensive strategy towards municipal and education facilities for the City of Brockton.

Section 1 **EXECUTIVE SUMMARY**

1.1 Introduction

INTRODUCTION

This Municipal and School Facilities Study and Master Plan is intended to understand the City of Brockton's current municipal and school building inventory, and develop recommendations for a Master Plan to address future growth, facility improvements, and long term visions to offer all dimensions of a 21st century city.

The study is divided into three phases which are documented in the following four Volumes:

SCHOOL FACILITY REPORT AND MASTER PLAN	
Volume	Phase
1	Phase I—Inventory and Assessment
2	Phase II—Project Definition
	Phase III—Recommendations

MUNICIPAL FACILITY REPORT AND MASTER PLAN	
Volume	Phase
3	Phase I—Inventory and Assessment
4	Phase II—Project Definition
	Phase III—Recommendations

This Volume 4 contains project definition and program recommendations for the municipal facilities.

1.2 Methodology

The process of collecting and understanding the current conditions of the municipal facilities are found in Volume 3 — Municipal Facility Assessment. This data informed the recommendations found in this Volume 4— Municipal Master Plan Recommendations.

Analysis in Volume 3:

- City demographics and population density
- Facility age, condition, and maintenance needs
- Historical information
- Building use, operation, community demand, and catchment zone
- Facility assessment report and improvement priority determination

In this Volume 4, the design team explored the following:

STUDY AND CONSIDER OPTIONS

Using the observations, criteria, and department input derived from the Volume 3 analysis, the team studied several different design options to provide a long term comprehensive Master Plan for capital investment in the City's current and future Municipal buildings.

RECOMMENDATIONS

Design approaches include programmatic and space standardization, building renovations and improvements, site and building re-purposing, and new centralized facilities.

MUNICIPAL FACILITIES ANALYZED

Volume 3 — Municipal Facilities Assessment was a critical first step in this study to assess and define the City's current existing municipal building inventory, determine the conditions and programmatic needs for each of the buildings, and evaluate the use and capacity of the existing municipal building portfolio in its entirety. With this tangible data, this Volume 4 outlines observations, as well as describes a road map for improving, maintaining, renovating, replacing, or potentially re-purposing existing municipal buildings to serve Brockton employees and the community.

The design team made overall observations of the conditions of the twenty buildings:

Number of Buildings	Priority
3	Critical improvements needed
9	Significant building and/or systems improvements needed
8	Regular maintenance and periodic updates recommended

Further detailed information about these observations can be found in Volume 3 — Municipal Facilities Assessment.

Buildings included in this study:

PUBLIC LIBRARIES		
L-1	Main Library	304 Main Street
L-2	West Branch	540 Forest Avenue
L-3	East Branch	54 Kingman Street

FIRE STATIONS		
F-1	Fire Station #1 Central	42 Pleasant Street

F-2	Fire Station #2 Campello	945 Main Street
F-3	Fire Station #3 Montello	916 North Main Street
F-4	Fire Station #4 East Side	305 Crescent Street
F-5	Fire Alarm Headquarters	52 Pleasant Street
F-6	Fire Station #6 West Side	540 West Street
F-7	Fire Station #7 Cary Hill	605 North Cary Street

CIVIC BUILDINGS

C-1	City Hall	45 School Street
C-2	Auditorium/ War Memorial	156 West Elm Street
C-3	Police Station	7 Commercial Street
C-4	Crosby Administration Building	43 Crescent Street
C-5	Parent Information Center and Department of Health	43 Crescent Street
C-6	Parks Department Maintenance Building	388 Oak Street
C-7	Parks Department	45 Meadow Lane
C-8	Kennedy Senior Center	10 Father Kenney Way
C-9	Animal Control Building	446 Court Street

MISCELLANEOUS

M-1	Public Property	69 Plain Street
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MUNICIPAL DEPARTMENTS EVALUATED

Space requirements and programming needs of each department were evaluated, as well as adjacencies of different departments and corresponding support spaces. Using this information, the design team developed a city-wide standard for efficient, useful, and productive work, office, meeting, and gathering spaces. Applying space standardization throughout the municipal facilities will result in more efficient space utilization for City employees, and a more effective delivery of services for the Brockton residents and community.

The data collected throughout the study included floor plans, interviews, and surveys which quantified the existing space conditions for each of the departments. This information was used to inform the design challenges and several key opportunities throughout the Municipal facility inventory.

1.3 Recommendations

INTRODUCTION

Based on the programming studies, building condition assessments, and the current program utilization of the facilities, the design team explored space planning considerations, building improvements, and feasibility concepts in this Volume 4. The following summarizes the recommendations further analyzed and detailed by this Study

BUILDING PROGRAM STANDARDS

Issue: Existing office space configurations throughout the municipal buildings have been gradually retrofitted and reconfigured over time, seemingly without advanced planning for future flexibility.

Recommendation: Establish office space programming standards to unify workstations and economize space utilization in departments across the City to increase efficiency and create more usable space.

- Implement standardized 'right sized' furniture and work stations across all municipal buildings and departments to make work spaces more efficient and consistent throughout the district
- Reduce paper storage and digitize files to reduce file storage space and create usable square footage. This should also provide easier access to documentation.
- Create shared spaces and resources, such as conference rooms, small team huddle spaces, printers/copiers, and employee break areas for improved efficiency
- Implement sustainability improvements

Goal: By improving efficiency and utilization of existing facilities, need for new construction can be minimized.

BUILDING IMPROVEMENTS

Issue: Volume 3 identified several buildings throughout the City that are in need of capital improvements and attention to deferred maintenance.

Recommendation: Address facility improvement and deferred maintenance concerns observed by the design team. The following areas should be reviewed and considered at the municipal buildings in this study.

- Address maintenance issues needing attention
- Upgrade facilities to current codes to comply with fire protection and life safety standards, including fire alarm and protection (sprinkler) systems, accessibility code compliance and similar building system improvements
- Implement sustainability efforts for improved performance and energy efficiency
- Renovate and update building interiors to improve service to the public and working conditions for City staff.

Improvements to City Hall and the Crosby Administration Building should be a priority, and are further detailed in this report.

Goal: Invest in the City's existing building resources to improve staff working conditions, replace aging building systems, create energy efficiencies, and improve delivery of service to clients, the citizens of Brockton.

IMPROVE PUBLIC SAFETY FACILITIES

Issue: The existing Police and Fire Stations have critical programming, site, and building system needs that should be correct to improve their operation and better serve the City. As identified by police and fire staff, the current facilities do not adequately fulfill the program and space needs and requirements of the departments.

Recommendation: Address existing building facility concerns and deficiencies at the Police Station and Fire Station Headquarters. Options considered as part of this study include a new, centrally located, Public Safety Campus at Court Street, between Freight and Putnam Streets; and separately located new Police and Fire HQ buildings. Further study is required to analyze the optimum configuration of spaces, however, this Study recommends the following:

- Create a new Public Safety building which will co-locate the Police Department with a central consolidated 911 dispatch center. Include space for Brockton Emergency Management Agency (BEMA), and the City's Information Technology (IT) currently located in the High School. Modernize spaces to improve the functioning of the department and create operational synergies between the Police Department, the dispatch center, and BEMA. Provide training and community room facilities to allow co-located training exercises for potential emergencies. Move Brockton Emergency Management Agency (BEMA) program from the War Memorial into the new Public Safety Campus.
- Create a new Fire Headquarters with co-located administrative functions and fire apparatus. Move the Fire Chief from Fire Station #6 West to the new proposed headquarters. Provide Fire Fighter training facilities

IMPROVE PUBLIC SAFETY FACILITIES, CONTINUED

- Both buildings should be designed and constructed to provide the City with fully functional critical infrastructure capable of operating 24/7 during emergencies and severe weather events, including back-up generators, utilities and living facilities for extended operation in case of emergency events.
- Upgrade the other existing fire stations across the city, including building systems and interior spaces to provide better functioning facilities and improve fire fighter performance.

Goal: Create new, state of the art, public safety buildings to improve department performance, create more resilient 24/7 operations, and co-locate operations between departments. Also create space available at the existing sites for future development.

IMPROVE CITY HALL BUILDING CONDITIONS AND SPACE EFFICIENCY

Issue: The existing City Hall is a magnificent building and a testament to Brockton's history. However the building is in need of building envelope and systems improvements to address concerns such as water infiltration into the historic masonry facades, provide ADA accessibility, and upgrade life safety systems including additional means of egress, fire alarm and suppression systems. In addition to building improvements, there is a need to upgrade the department spaces to improve efficiency and provide better service to the public.

Recommendation: Thoroughly assess existing storage and programming needs throughout the building, while updating the facility for improved efficiency and accommodations.

- Reduce paper storage through off-site or digital storage means to create more usable square footage for program requirements
- Implement office space programming standards throughout the building to improve efficiency
- Increase restroom counts and accessibility to accommodate staff and visitors
- Improve vertical circulation by replacing the existing outdated elevator, and adding a centrally located fire egress stair
- Remove obsolete security safes throughout the building. Re-purpose space for department use
- Address code and accessibility deficiencies throughout the building

Goal: Increase utilization of the existing spaces to improve department operations, promote energy efficiency, and reduce need for new capital investment in other facilities.

IMPROVE CROSBY ADMINISTRATION BUILDING CONDITIONS AND SPACE EFFICIENCY

Issue: The existing Crosby Administration Building is a converted postal facility that is in need of improvements and repairs, including roof and window repair/replacement, mold mitigation, mechanical system upgrades, improved security, fire suppression system, exterior brick repair, and accessibility upgrades. In addition, the School Department has identified office and space needs that are not able to be accommodated in the current building.

Recommendation: Perform a thorough revitalization of the existing building and systems to improve the operations of the School Department and replace aging building systems.

- Perform a more detailed review of the School Department's operations and space needs. Integrate department re-organization as appropriate to improve current and future operations.
- Develop new spatial organization for the Department offices to improve workflow and efficiency. Improve plan efficiency by implementing office space programming standards throughout the building
- Restore the original historic character of the building, including the original two-story postal lobby facing Crescent Street while addressing programming efficiencies, adjacencies, and accommodations.
- Increase the programming efficiency throughout the department by adding a meeting/ training/ multi-use room accessible to staff and the public on the first floor
- Expand the quantity and locations of the toilet rooms
- Address deferred maintenance considerations at the building envelope and windows
- Replace and upgrade existing building systems to improve performance and energy efficiency

Goal: Improve utilization of the existing building to improve department performance. Update building systems for energy efficiency.

RE-PURPOSE EXISTING BUILDINGS AND SITES FOR OTHER AND/OR MULTIPLE PROGRAM USES

Issue: Through discussions with the City staff, there are several buildings and sites throughout the City are identified as under utilized for their current program.

Recommendation: A City-wide analysis and discussions with staff identified several buildings throughout the City that have been identified as under utilized, sites that are prime for redevelopment, facilities that should repurposed, and/ or programs that have potential to be relocated.

- Demolish the existing Parks Department Maintenance building located at 388 Oak Street. Convert this location to a parking lot to service the adjacent D.W. Field Park. Move the parks and rec vehicles currently located at 388 Oak Street to either 45 Meadow Lane, or, the existing Department of Public Works (DPW) yard location at 39 Montauk.
- Move the Parks Department program currently located at 45 Meadow Lane to the East Library to co-locate with the library program currently on site.
- Potentially re-purpose the Parks Department building located at 45 Meadows Lane to a Pre-K program to accommodate the shift in the age of the Kindergarten start date.
- Relocate the program of the Public Property Maintenance garage currently located at 69 Plain Street to the existing DPW yard location at 39 Montauk. Mark 69 Plain Street for redevelopment.

Goal: Co-locate city operations to reduce building inventory and improve opportunities for collaboration between departments.

Section 2 FACILITY RECOMMENDATION SUMMARY

INTRODUCTION

Identified in Section 2 of this report are the buildings categorized as those which have critical improvements needed, significant building and/ or systems improvements needed, or those with regular maintenance and periodic updates recommended, as identified in Volume 3 — Municipal Facilities Assessment analysis. The suggested recommendations for facility improvements should be considered and addressed as funding for each of the individual projects becomes available.

2.1 Public Libraries

There are currently three operating libraries in the City of Brockton. While the Main Library Branch is the oldest facility, it has undergone substantial renovations and has a new addition which reorganized the entry sequence to the building. The East and West Library branches were constructed in the same year, although East is in substantially better condition than West, which still has many of the original finishes and furniture.

MAIN LIBRARY BRANCH

Constructed in 1913, the Brockton Public Library Main Branch is located in downtown Brockton, offering the most programs and hours of operation. In 2001–2003 there was a major renovation to the existing building and a large multi-story addition added moving the main public entry from Main Street to White Avenue. In September of 2013 the building was recommended for listing in the National Register of Historic Places as a contributing resource in a potential Brockton Downtown Historic District.

The Brockton Main Library is generally in excellent condition, with the exception of previously identified Heating Venting Air Conditioning (HVAC) concerns. In November 2016, an *Indoor Air Quality Assessment Report* was generated by the Massachusetts Department of Public Health. The report documents a mechanical roof top unit was not operating efficiently for some time. Occupants commented that interior humidity can be uncomfortable, and appears to affect the library materials. The City is aware of and in process of addressing this finding.

The building appears to be ADA compliant, sprinklered, and most of the interior spaces have been recently renovated.

Recommendation: The air quality and distribution should be further investigated to increase thermal comfort and help mitigate any mold growth. Routine building maintenance should continue.

WEST LIBRARY BRANCH

The West Library is located in close proximity to Brockton High School on the south-west side of the city. Constructed in 1969, many of the original finishes, shelving, plumbing, mechanical units, and kitchen appliances remain, leaving the facility needing.

The library is currently open a total of 9 hours per week on Mondays and Wednesdays and is closed for the remainder of the week. The facility is used for voting, and also has a community room in the lower level that is accessed by a non-compliant ramp along the exterior rear of the building.

The structure is very similar to the East Library in architecture, square footage, floor plan configuration, and building age.

Recommendation: The overall building is in need of substantial renovation, programmatic improvements and systems upgrades due to the moderate to significant wear and tear on the interior. Additionally, site improvements, ADA accessibility features, and a fire suppression system should be considered.

Given the low rate of utilization and need for substantial renovations, the study recommends that the building be closed and repurposed for an alternate program use, or, the building could potentially be demolished and the site repurposed for future development.

EAST LIBRARY BRANCH

The East Branch is located in a residential neighborhood on the East side of the city. Constructed in 1969, the structure is very similar to the West Library. Unlike the West Library, the East Library has undergone substantial renovations in recent years with ADA improvements, apparent hazardous materials mitigated, and updated finishes.

The East Library Branch is also open to the public for a total of nine hours per week on Tuesdays and Thursdays. The facility is a polling place during elections. There is a community multipurpose room in the lower level that is accessed by an elevator lift inside of the building.

The overall building is in excellent condition with minor repairs and updates needed to the interior. Consideration should be given to repairing or replacing the exterior roof wood fascias that show signs of deterioration. Consider replacing missing curbing and potholes in the asphalt parking lot.

Recommendation: Provide additional hours of operation for additional programming activities, such as satellite Council on Aging or offer Parent Information Center services for peak times of operation, such as back-to-school in August/ September. Additionally, the Parks Department office currently at 45 Meadows Lane could co-locate services within the existing library.

Public Libraries

L-1	Main Library Branch	304 Main Street
L-2	West Library Branch	540 Forest Avenue
L-3	East Library Branch	54 Kingman Street



Public Libraries



Library Main Branch



Library West Branch



Library East Branch

Key Building Observations	<ul style="list-style-type: none">• Building is generally in good condition• Documented report of mold/ Air Quality concerns (<i>Indoor Air Quality Assessment Report</i>- November 2016)	<ul style="list-style-type: none">• Overall building needs improvements / full renovation• Minimal handicap accessibility• Open 9 hours/ week (Monday and Wednesday)	<ul style="list-style-type: none">• Recently renovated/ generally in good condition• Has an elevator and is generally handicap accessible. Full accessibility to be determined.• Open 9 hours/ week (Tuesday and Thursday)
Building Recommendation Options	<ul style="list-style-type: none">• Address maintenance considerations and recommendations reported in <i>Indoor Air Quality Assessment Report</i>• Routine maintenance	OPTIONS FOR CONSIDERATION <ul style="list-style-type: none">• Close building to save on operation costs• Sell building/ site for redevelopment• Reallocate library books and resources to other locations	OPTIONS FOR CONSIDERATION <ul style="list-style-type: none">• On days when the library is not open, use facility for Council of Aging programs• Parent Information Center services for peak times of operation such as back-to-school.

2.2 Fire Stations

INTRODUCTION

The six existing Fire Stations and one Fire Alarm Headquarters in Brockton were evaluated to understand the condition of the buildings and make capital improvement recommendations. Evaluation of the number of stations, locations, apparatus, and/or staffing to serve the emergency response needs of the City were beyond the scope of this study.

All of the Fire Stations have been retrofitted to provide vehicle exhaust systems to improve the air quality in the apparatus bay.

There were several thematic comments throughout the Fire Station tours, including input from the fire fighters and department leaders, that should be considered for each of the facilities throughout the City:

Recommendations:

- Provide decontamination station for adequate wash down after call-out events
- Provide a gear room for gear storage, which would include two sets of gear — dirty and clean. Ideally provide gear washers, dryers, and a gear extractor at each fire station
- Comply with building codes, life safety measures, and egress compliance
- Address deferred building maintenance
- Improve living quarters and restroom/ shower facilities
- Consider commercial grade kitchen equipment

In addition to these issues, the Department should consider how best to accommodate mixed gender fire crews which are only stationed at Fire Station #6- West. Living quarter improvements should consider increase privacy of sleeping areas, and gender neutral toilet and shower rooms.

FIRE STATION #1 – CENTRAL

Fire Station #1 (FS#1), also known as Central, is located on Pleasant Street in downtown Brockton. This station was constructed in 1884 and is deteriorating due to the age of the structure and deferred maintenance.

The building is designated on the Historic National Register Individual Property (7/25/1977) as the first fire station in the country to be electrically equipped, with the installation supervised by Thomas Edison.

Currently there are approximately 60 firefighters stationed at FS #1 on multiple shifts. The living quarters are poor, with need for improved sleeping areas, kitchen facilities, locker room and showers, and restroom facilities. In addition, the station should be reconfigured to support female fire fighters.

FS #1 has four apparatus bays and is the only station that has a classroom style room that is utilized by the fire department for training and classes.

The overall structure is in need of improvements with significant wear and tear on the interior, and attention needed to the exterior brick masonry condition. The building is in need of a considerable renovation, exterior masonry brick stabilization, accessible upgrades, a fire suppression system, and increase in plumbing fixture locations and counts.

Recommendation: Based on the condition of the building, this study recommends relocating the existing programming currently located at FS #1 to a new Fire Station Headquarters. (See Section 7 of this report). Given the age and historic legacy of the existing building structure, the City should solicit alternate uses to renovate and preserve the historic structure.

FIRE STATION #2 – CAMPELLO

Fire Station #2 services the southern area of Brockton and is located in the Campello neighborhood. Originally a police station, FS #2 was constructed in 1888 with an additional apparatus bay added in 1999, for a total of 3 apparatus bays and one vehicle bay. Decommissioned jail cells still remain in the lower level.

On July 12, 1976 the building was recommended for listing in the National Register of Historic Places as the second oldest fire house in the City of Brockton, dating to when horse drawn engines were still utilized. At FS #2, currently there are four revolving groups with approximately seven to eight firefighters per group. There are two trucks stationed at FS #2.

To accommodate new heavier fire trucks, the basement has been structurally reinforced below one of the apparatus bays.

Recommendation: The overall building is in need of improvements with significant wear and tear on the interior. The building is in need of a considerable renovation, exterior masonry brick stabilization, ADA-accessible upgrades, a fire suppression system, and increase in plumbing fixture counts to accommodate occupants.

FIRE STATION #3 – MONTELLO

Fire Station #3 services the northern area of Brockton and is located in the Montello neighborhood. FS #3 was constructed in 1898 and has two apparatus bays on a small site.

On August 13, 1976 the building was recommended for listing in the National Register of Historic Places for its wooden construction, a technique that became obsolete.

There is one large sleeping area and several smaller sleeping rooms located on the second floor. The interior finishes are in general disrepair, with older plumbing fixtures and appliances.

There have been several improvements in the recent years to FS #3. To accommodate new heavier fire trucks, the basement has been structurally reinforced below one of the apparatus bays. Also, heat was added to the apparatus bay in 2017.

Recommendation: The overall structure is in need of improvements with significant wear and tear on the interior. The building is in need of a considerable renovation, exterior masonry brick stabilization, a second means of egress from the second floor, accessible upgrades, improved living quarters, a fire suppression system, and increase in plumbing fixture counts to accommodate occupants.

FIRE STATION #4 – EAST

Fire Station #4- East is one of the newer Fire Stations in Brockton, constructed in 1979. The building is a similar age to FS #6/West and FS #7/Cary Hill.

FS #4 has a ladder bay and an engine bay. There is also a repair shop garage at this location where repairs to the fleet are performed, in addition to storage of all replacement parts.

Situated on the east side of Brockton, the one-story fire station is located on a triangular parcel surrounded by Crescent Street, Lyman Street, and Summer Street. This configuration allows the station to have one pull through garage for the repair shop so the fire engines do not need to back out of the garage. The fire staff noted that ideally, all bays should be pull through.

At FS #4, currently there are six to eight firefighters per group, in addition to two shop workers. The living quarters are in adequate condition, with dividers between some of the beds. The kitchen has been recently renovated with new appliances and finishes.

Recommendation: The building is in moderate condition and is well maintained. Given the age of the building, there is a need to renovate the interior finishes and rest rooms. Consideration should be given to installing a fire suppression system, increasing the shower and toilet fixture counts, repairing exterior brick masonry, and adding accessible upgrades.

FIRE ALARM HEADQUARTERS

Located directly next to Fire Station #1, the Fire Alarm Head Quarters is occupied by the departments of Fire Prevention, Traffic Signal Repair, and Fire Alarm Dispatch (911 calls). Also, the first floor has hard-wired phones lines that originate from this location for the fire department.

The building was constructed in 1922 and is two-stories high with only one non-fire rated staircase to access the second floor. The building is occupied continuously to support the call center. Any renovations would need to be planned to avoid disturbing the call center.

The first floor is occupied by telephone lines and the Traffic signal repair storage and shop. On the second floor is the Fire Alarm Dispatch and the Fire Prevention Bureau which service the public. There is no accessible ramp or elevator to provide ADA access to the second floor. Fire Prevention Bureau staff meets the public/individual(s) on the first floor for the transaction.

The building is in need of improvements. Consideration should be given to installing a fire suppression system throughout, increasing the toilet fixture count, increasing storage capacity, repairing exterior brick masonry and access, and accessible upgrades.

Recommendation: This study recommends relocating the Fire Prevention and Fire Alarm Dispatch programs to a proposed Public Safety Campus, further studied in Section 7 of this report. The City should solicit alternate uses to renovate and preserve the building.

FIRE STATION #6 – WEST

Fire Station #6- West is one of the newer Fire Stations in Brockton, constructed in 1979. The building is similar in age to FS #4 - East and FS #7 - Cary Hill.

FS #6 has two bays with one ladder truck. At this site is also the office of the Fire Chief and supporting staff. This is the only site where there are currently female firefighters. There are no gender specific living facilities at this location.

Situated on the west side of Brockton, the one-story fire station is located next to Campanelli Stadium and is the most westerly station, servicing the south-west quadrant of the city. Discussions with firefighters noted that it would be beneficial to have an additional fire station located in the north-west of Brockton to service areas around the MA- 24/27 Intersection.

At FS #6, currently there are three to four firefighters per group, with four groups assigned to this station.

Recommendation: The building is in need of improvements, with the priority to replace the roof. Additionally, attention should be given to renovating the interior finishes and rest rooms, with consideration to providing gender neutral toilet and shower rooms, private sleeping areas, installing a fire suppression system, and adding accessible upgrades.

FIRE STATION #7 – CARY HILL

Fire Station #7 - Cary Hill is one of the newer Fire Stations in Brockton, constructed in 1977. The building is similar in age to FS #4 - East and FS #6 - West.

Situated on the Northeast side of Brockton, the one-story fire station is located on a corner lot with adjacent parking with two apparatus bays . FS #7 is the smallest fire station at 3,850 GSF and has approximately three firefighters per shift.

Recommendation: The building is in need of improvements, with the need to renovate the interior finishes and rest rooms. Consideration should be given to installing a fire suppression system, replacing the roof, increasing the shower and toilet fixture counts, repairing exterior brick masonry, and ADA accessible upgrades.

Fire Stations

F-1	Fire Station #1 - Central	42 Pleasant Street
F-2	Fire Station #2 - Campello	945 Main Street
F-3	Fire Station #3 - Montello	916 North Main Street
F-4	Fire Station #4 - East Side	305 Crescent Street
F-5	Fire Alarm Headquarters	52 Pleasant Street
F-6	Fire Station #6 - West Side	540 West Street
F-7	Fire Station #7 - Cary Hill	605 North Cary Street



Fire Stations



Fire Station #1 - Central



Fire Station #2 - Campello



Fire Station #3 - Montello



Fire Station #4 - East



Fire Station #6 - West



Fire Station #7 - Cary Hill

General Key Building Observations
for Brockton Fire Stations

- Over arching General needs
 - Some difficulties housing apparatus and other fleet vehicles
 - Decontamination station and equipment
 - Life Safety/ egress compliance
 - Overall/ general building improvements and maintenance
 - Records management
- Beyond the scope of this analysis, the response times from existing stations are reported to be generally adequate with some coverage issues in the northwest area of the city.

General Building Recommendation
Options for Brockton Fire Stations

- Improve firefighter living conditions
 - Dormitory vs. private rooms
 - Shared living spaces
- Stations #1, #2, and #3 (constructed in the 1800's) consider full renovation, addition, or replacement
- Stations #4, #6, and #7 (constructed in the 1970's) consider full renovation or addition

* F-5 Fire Alarm Headquarters is analyzed on Page 27 of this report. Find Key Building Observations, Building Recommendations, and the holistic Public Safety campus approach to the Master Plan

2.3 Civic and Miscellaneous Buildings

CITY HALL

City Hall is located in downtown Brockton and is the location of many city's municipal departments. The building is situated on a sloped site with handicap access to the South side of the building. The non-ADA accessible north entry, is accessed by exterior steps leading visitors to the first level and the rotunda. The west entry, adjacent to an amphitheater, enters on a landing halfway between the basement and first level and is not ADA accessible.

The three-story building was constructed in 1892 and is on the National Register of Historic Places as an Individual Property (3/26/1976). A Preservation Restriction was granted (10/17/2011) to preserve the historic integrity and resources of the building.

The overall structure is in moderate condition with some wear and tear on the interior. The exterior brick was reportedly sandblasted in the past which removed a ceramic glaze on the original masonry.

Recommendation: The building is in need of ADA accessible upgrades, chimney stabilization and lining, elevator replacement, fire suppression system, document storage management, roof repair, removal of existing stacked safes/ vaults, an increase in plumbing fixture locations and counts, and ADA accessibility upgrades. City Hall is further studied in Section 5 of this report.

AUDITORIUM/ WAR MEMORIAL

The War Memorial is located on the western edge of downtown Brockton and is occupied by the Veterans' Office and Brockton Emergency Management Agency (BEMA). There is also a large auditorium with balcony that is used by the public.

In November 2013, the building was recommended for listing in the National Register of Historic Places for its location, design, setting, materials, and associations with the history of Brockton.

The building was constructed in 1929 and is a two-story masonry brick structure. According to the Historical Narrative, the building recently underwent a series of phased renovations. A new roof and floor were added in Phase I (2009). Subsequently, Phase II included new ADA and code compliance elements and updates.

Recommendation: With the exception of maintenance and abundant overflow storage in the basement, the War Memorial building is in excellent condition. The building appears to be generally ADA compliant, sprinklered, and a majority of the public interior spaces have been recently renovated. With the recommendation of a proposed Public Safety Campus, further analyzed in Section 7 of this report, the BEMA program could be relocated to this new location. Additionally, considerations should be given to adding air conditioning to the auditorium space.

POLICE STATION

The Police Station is located in the center of Brockton and was previously the location of a train station that was constructed in 1892. Some of the site walls and an interior barrel vaulted hallway remain from the prior use of the site.

The current Police Station building was constructed in 1968 and is situated on a steeply sloping site. Commercial Street is along the East side while the building is bounded by railway tracks along the West.

The building is three stories high with the first level partially embedded into the railroad embankment. The Main entrance for pedestrians is on the second level at the top of the embankment on the West side of the building, adjacent to the MBTA railroad tracks.

The site is steep with very limited parking for police vehicles, staff, and visitors. The switch-back configuration of the driveway makes access difficult, and reportedly is impossible for a fire truck to navigate.

The overall building needs improvements to site access, and infrastructure /program needs. The building is in need of substantial improvements which include a interior renovations, exterior window and door upgrades, ADA accessibility compliance, fire suppression system, increase in plumbing fixture locations and counts, increase in training area, and an overall revitalization.

Recommendation: Based on the condition of the building, this study recommends relocating the Police Headquarters program to a proposed Public Safety Campus. Given the poor condition of the facility, and specific layout and configuration, the existing building is not well suited for redevelopment and should be demolished to allow the site to be repurposed.

CROSBY ADMINISTRATION BUILDING

The Brockton Public Schools Central Administrative Personnel Offices are located in the David E. Crosby building located in downtown Brockton. The 1898 building was formerly a US Post Office, with an addition added to the rear in 1932. It is on the National Register of Individual Property for its 70 years serving the City of Brockton as a postal service.

The building is two stories above grade along Crescent Street and slopes towards the (east) rear of the site, allowing access to the lower basement level on Maple Avenue. The building is well utilized and at capacity by the school department. The Brockton Public Schools is responsible for the maintenance for this building.

Recommendation: While there have been several interior renovations recently, the overall building is in need of improvements and repair with significant wear and tear on the facility. The building is in need of a new roof, (including historical restoration of the copula and roof railing,) mold and moisture mitigation, upgrade to the mechanical systems, improved security, fire suppression system, increase in plumbing fixture locations and counts, increase in the storage capacity, repair to the exterior brick masonry, and incorporating accessible upgrades.

The Crosby Building requires substantial renovations to properly serve the school department or other administrative offices. Given the age of the building, location in downtown Brockton, and its protected status on the National Register, this study recommends renovating the building rather than replacing or demolishing. However, a more detailed feasibility study should be performed to understand the full scope of work and associated costs for the project. The Crosby building is further studied in Section 6.

PARENT INFORMATION CENTER

60 Crescent Street was purchased by the City of Brockton in 2014 and fully renovated from a bank to the current Parent Information Center and offices for the Department of Health. Located across the street from the Crosby School Administration Building, the Parent Information Center occupies the west half of the building with the Department of Health occupying the east portion. The Brockton Public Schools is responsible for the maintenance for this building.

The city-owned one-story building is considered to be in excellent condition with only minor repairs and renovations needed, including minor exterior masonry and roof repair.

Recommendation: Energy efficiency upgrades should be considered throughout the facility. Continue routine maintenance to the building. If space and program area allow, relocate the Parent Information Center program to the Crosby Building, and relocate the Health Department program to City Hall.

PARKS DEPARTMENT MAINTENANCE BUILDING

The Parks Department Maintenance Building at 388 Oak Street is the location for Parks Department maintenance vehicles. The building was formerly used by the Parks Police, which disbanded in 1991. In the 1990's, the building was converted to the Parks Department Maintenance Building.

The facility is a one-story L-shaped building with the primary function as a garage. There are six garage doors to the service bays, and one office. The site is only used by Parks Staff, and not a facility that interacts with the public.

There are three shipping containers stored on-site which contain fertilizer, seed, lawn mowers, snow blowers, and other seasonal storage. Empty storage drums on-site should be discarded.

The overall structure is in need of considerable improvement and renovation for safety, infrastructure and program needs. The building is in need of a interior renovation, energy efficiency upgrades, window and door upgrades, a fire suppression system, improved rest rooms, and exterior repair.

Recommendation: Due to the poor condition of the building, relocate the parks and rec vehicles currently located at 388 Oak Street to either 45 Meadow Lane where there is ample storage, or, to the existing Department of Public Works (DPW) yard location at 39 Montauk. Consider demolishing the facility and re-purposing the site as vehicle parking for the adjacent D.W. Field

PARKS DEPARTMENT

45 Meadows Lane is the former location of the Edgar B. Davis Memorial Campello Swimming Pool, located in the southern area of Brockton. The in-ground pools were demolished and filled. In 1998, the bath house at the site was renovated and converted into the current Parks Department Office.

The long, one-story, rectangular building fronts a dead end street, and has a large parcel of land at the rear, where the pool was once located. The department receives a lot of visitors at this location, and it was noted that the front counter and entry vestibule cannot accommodate more than a few visitors at one time. Residents acquire field permits and hold meetings for Parks Commission and Garden Club. Additionally, there is on-site storage for Parks Department related items.

The building is considered to be in excellent condition with only minor repairs and renovations needed, notably, adding a fire suppression system, removing abandoned equipment from the basement, and addressing energy efficiency upgrades.

Recommendation: Consolidate the Parks Department by utilizing the open space behind the building for the Parks Department maintenance vehicles currently located at 388 Oak Street. Alternately, there is the opportunity to move the existing 45 Meadows Lane Parks Department program to co-locate with the East Library program. This would allow the potential for re-purposing of 45 Meadow Lane into a Pre-K Center to accommodate the shift in the age of the Kindergarten start date which is currently in process.

MARY CRUISE KENNEDY CENTER

Constructed in 2001, the Senior Center is relatively a newly constructed building, located in the center of Brockton. Its central geographical location along public transportation routes is ideal for serving the senior community.

With the exception of general maintenance and needed programming space improvements, the overall building structure is in excellent condition. The building has a large multi-purpose space for activity programming. There is also a full service kitchen, although it is reported that there is no cooking done on site.

The Senior Center Building Committee is creating a strategic plan to study functional and programming needs for the Center. Additional needs that have been identified include increasing toilet counts for the population, creating separate staff rest rooms, and addressing sustainability upgrades, noting that solar panels are already in place on the roof.

Recommendation: Accommodate needed satellite program space at alternate sites, such as the East Branch library and/ or the War Memorial building. Continue routine maintenance on the building with periodic upgrades as needed.

ANIMAL CONTROL BUILDING

The Animal Control Building is open daily and works in partnership with the residents of Brockton. The primary service activities of the department include: control of all animals in the city (primarily dogs); enforcing the leash laws; care for all impounded animals; find new homes for adoptable animals; and handle sick or injured wildlife.

Set back from the street, the one-story building has a low peak roof and vinyl siding, and may have been a former house due to the interior layout. The kennel area at the rear of the building was reportedly added in the 1970's

The building is in need of substantial repair and programming updates such as a transaction desk, adoption area, wash room, additional bathrooms, accessible/ ADA compliant upgrades including front door access, egress signage, a fire suppression system, secured storage, improved site drainage, and an employee break room.

Recommendation: Due to the age and condition of the existing building, consider demolishing the existing facility and provide a new facility at the same location that meets current best practice and standards for multiple types of animal breeds. Alternately, update the existing facility with a thorough renovation. Depending on the scope of renovations, the program may have to be relocated during construction.

PUBLIC PROPERTY

69 Plain Street is the central location for the Public Property Facilities Department. Originally an auto service garage, and previously used by the trash/ rubbish department, the one-story 1950 building is an "L" shaped building with two sides of garage doors. Within the building there are bays for a paint shop, carpenter shop, HVAC repair shop, plumbing/ electrical shop, and a large area of storage. Additionally, there is an office and one unisex rest room.

With the exception of the roof, which reportedly leaks, the building is in moderate condition with minor repairs and updates needed.

Consideration should be given to installing a fire suppression system, CO₂ detectors, replacing the roof, increasing the toilet fixture counts, reinforcing structural settling, adding accessible upgrades, and continuing routine maintenance. Additionally, the site should be tested for hazardous materials.

Recommendation: Relocate the program of the Public Property Maintenance garage currently located at 69 Plain Street to the existing DPW yard location at 39 Montauk. Consider redevelopment of the property.



Civic Buildings

C-1	City Hall	45 School Street
<ul style="list-style-type: none">Mayor's OfficeCity Council ChambersCity ClerkAssessors DepartmentAuditing DepartmentBuilding DepartmentCity Solicitor/ Law DepartmentDepartment of Public Works Engineering DivisionPersonnel DepartmentPlanning DepartmentProcurement DepartmentTreasurer/Collector DepartmentWeights and Measures Department		
C-2	Auditorium/ War Memorial	156 West Elm Street
<ul style="list-style-type: none">Veteran's AffairsBEMA		
C-3	Police Station	7 Commercial Street
C-4	School Department Office/ Crosby Administration Building	43 Crescent Street
C-5	Parent Information Center and Department of Health	60 Crescent Street
C-6	Parks Department Maintenance Building	388 Oak Street
C-7	Parks Department	45 Meadow Lane
C-8	Mary Cruise Kennedy Senior Center	10 Father Kenney Way
<ul style="list-style-type: none">Council on Aging		
C-9	Animal Control Building	446 Court Street

Miscellaneous

M-1	Public Property	69 Plain Street
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Civic Buildings –
Public Safety Buildings



Fire Alarm Head Quarters



Police Station

Key Building Observations

- Dispatch room was recently renovated
- Administration functions of Fire Department are in multiple locations throughout the city
 - FS#6 - Chief and Admin Staff
 - FS#1 - Training
 - Fire Alarm HQ - Alarm Dispatch (separate from Police dispatch)
- No elevator for the public to reach the Fire Prevention Bureau on the second floor

- Overall building needs infrastructure and program improvements:
 - Interior renovation
 - Window and door replacement
 - ADA accessibility compliance upgrades
 - Fire suppression system
 - Increase in plumbing fixture locations and quantity
 - Improved training area and Meeting area
- Centrally located, however challenges with traffic congestion
- Staff expressed concern that the exposed location is a security vulnerability
- No separation between police force and public on site and within building

Recommendations for Proposed
New Public Safety Campus

- Co-locate Police/ Fire and 911 Dispatch
- Co-locate Facilities
 - Training Room
 - Multipurpose use space(s)
- Add BEMA program (relocate from War Memorial)
- Allow upgrade to current police and fire station standards to a state-of-the-art facility
- Allow station to become more resilient
 - Add generators and other requirements for 24/7 emergency needs
 - Upgrade environmental resiliency
- Provide adequate parking for staff separated from the public

Building Recommendation Options

OPTION 1

- Provide public accessibility

OPTION 2

- Relocate Fire Dispatch to new Public Safety Building. Re-purpose or sell the building and/or site

OPTION 1

- Replace with new Public Safety Building
- Sell land for redevelopment
 - Site may have a better user for transit oriented development

OPTION 2

- Thoroughly renovate and modernize

Civic Buildings



City Hall



School Department/ Crosby Administration Building



Parent Info Center/ Health Department

Key Building Observations	<ul style="list-style-type: none">• Building interior needs improvements• Minimum handicap accessibility• Need for more varied internal meeting spaces for departments• Inventory of storage and record management requirements should be assessed	<ul style="list-style-type: none">• Building needs overall interior improvement for programming and space utilization• Verify efficiency of current office layout and overall building efficiency of space.• Minimal handicap accessibility	<ul style="list-style-type: none">• Recently renovated/ generally in good condition• Building is half occupied by Parent Info Center, half by Health Department• Previously a bank; purchased by the City of Brockton in 2014
	<p>Building Recommendation Options</p> <p>OPTION 1</p> <ul style="list-style-type: none">• Reduce records storage by digitizing records and/ or storing documents off-site <p>OPTION 2</p> <ul style="list-style-type: none">• Improve layouts of office spaces for efficiency <p>OPTION 3</p> <ul style="list-style-type: none">• Improve shared spaces<ul style="list-style-type: none">- Communal conference/ meeting rooms- Restrooms/ kitchen <p>OPTION 4</p> <ul style="list-style-type: none">• Renovate interior to bring facility up to current codes, including adding fire suppression	<p>OPTION 1</p> <ul style="list-style-type: none">• Renovate to improve layout, office configuration, way finding, and ease of public services offered <p>OPTION 2</p> <ul style="list-style-type: none">• Address ADA accessibility and code compliance <p>OPTION 3</p> <ul style="list-style-type: none">• If improved building efficiency allows, move Parent Info Center program into Crosby Administration Building	<p>OPTION 1</p> <ul style="list-style-type: none">• Routine maintenance to existing facility <p>OPTION 2</p> <ul style="list-style-type: none">• If improved building efficiency allows, move programs out of building<ul style="list-style-type: none">- Parent Info Center to Library branch or Crosby Administration Building- Health Department to City Hall

Parks Department and Senior Center



Parks Department Maintenance Building



Parks Department Commission



Mary Cruise Kennedy Senior Center

Key Building Observations	<ul style="list-style-type: none">• Parks Department has several locations for department operations throughout the City<ul style="list-style-type: none">- Maintenance Building- Commission Building (former pool bath house)- Cemeteries- D.W. Field Golf Course• Remote location in middle of residential neighborhood in the south of the City• Inventory of storage and record management should be assessed• Open space behind the building under utilized		
	<ul style="list-style-type: none">• Newer construction in generally good condition• Studies are underway by the Building Committee to expand the building square footage to satisfy current program needs• Solar panels on south facing roof		
Building Recommendation Options	OPTIONS FOR CONSIDERATION <ul style="list-style-type: none">• Decommission building/ move vehicles to 45 Meadow Lane• Demolish building to re-purpose site for D.W. Field park vehicle parking		
	OPTIONS FOR CONSIDERATION <ul style="list-style-type: none">• Move program from Park Department Maintenance Building to this location<ul style="list-style-type: none">- Build new garage for maintenance vehicles• Move the Parks Department program currently located at 45 Meadow Lane to the East Library to co-locate with the library program currently on site• Potentially re-purpose the Parks Department building located at 45 Meadows Lane to a Pre-K program to accommodate the shift in the age of the Kindergarten start date.		
	OPTIONS FOR CONSIDERATION <ul style="list-style-type: none">• Create “Senior Center Annex” at alternate locations to facilitate Council of Aging programs:<ul style="list-style-type: none">East Branch Library<ul style="list-style-type: none">- Ample parking- Make use of Library building during unopened hours of operation- Generally handicap compliantWar Memorial<ul style="list-style-type: none">- Currently under utilized building		

War Memorial,
Public Property, and
Animal Control



Auditorium/ War Memorial



Public Property



Animal Control Building

Key Building Observations	<ul style="list-style-type: none">Occupied by the Veteran’s Department and BEMAInventory of storage and record management, primarily in the lower level, should be assessedA historic landmark that doesn't have a strong program useCentrally located in downtown	<ul style="list-style-type: none">Functions well for programIdeally located within City	<ul style="list-style-type: none">Well situated location within CityExisting building in need of substantial repair or replacement
Building Recommendation Options	<p>OPTION 1</p> <ul style="list-style-type: none">Create “Senior Center Annex” satellite location to facilitate Council of Aging Programs <p>OPTION 2</p> <ul style="list-style-type: none">Move BEMA Department into new Public Safety Building <p>OPTIONS FOR CONSIDERATION</p> <ul style="list-style-type: none">Continue routine maintenanceProvide air conditioning in the auditorium	<p>OPTIONS FOR CONSIDERATION</p> <ul style="list-style-type: none">Continue routine maintenanceRelocate the program to the existing DPW yard location at 39 Montauk<ul style="list-style-type: none">Mark 69 Plain Street for redevelopment	<p>OPTIONS FOR CONSIDERATION</p> <ul style="list-style-type: none">Demolish existing building and provide new facility on current site to meet current best practice and standards for array of animal types<ul style="list-style-type: none">Consider adding a transaction counter for staff/ patron transactionsProvide support for staff such as showers

Section 3 **EXISTING SPACE ANALYSIS**

3.1 Space Programming

INTRODUCTION

Essential to this Master Plan is understanding how office space throughout the city is currently being utilized. The design team analyzed potential efficiency improvements to determine a more systematic approach to the overall organization city-wide.

Data for the existing space utilization was gathered from the facility analysis (Volume 3), department surveys, and leadership interviews. This collected information quantified the existing office and support space available, and identified future needs for the different municipal departments throughout the city. The analysis identifies the functional and space requirements of the departments, adjacencies and relationships within and outside of the departments, and the need for supporting auxiliary spaces. This information produced a basis for developing a standardized approach for office and work space design, resulting in a more effective, productive, flexible, and practical delivery of services by the departments.

PURPOSE OF SPACE PROGRAMMING

- Determine if existing efficiencies in office space are adequate for their functionality, and if adjustments are necessary
- Accommodate current needs while anticipating future functions
- Develop a city-wide standard for space requirements while determining appropriate space allocations
- Establish guidelines and objectives for record management and space utilization
- Calculate square footage space needs by office and function
- Decide if sharing resources, such as meeting rooms, service counters, equipment, or storage spaces, are appropriate for space efficiency

3.2 City Departments Surveyed and Interviewed

Surveys were distributed to the municipal departments in this study by the Mayor, on behalf of the Department of Planning and Economic Community Development. The purpose of the survey was to obtain data and information on the operations of the city departments, determine existing space conditions, learn how the departments operate on a daily basis, and assess the departments' current and future needs.

Furthermore, the design team held interviews with each of the following department leaders to inform the space planning and programming process.

SURVEYED DEPARTMENTS	INTERVIEW PARTICIPANTS
Animal Control	Thomas DeChellis
Assessors	John O'Donnell
Auditing	Ann Marie Raymond
BEMA (Brockton Emergency Management Agency)	Steve Hooke
Heath Department	- Survey only -
Information Technology Center	- Survey only -
Public Library	Paul Engle
Public Properties	James Casieri and April Sferrazza
Parks and Recreation, including Cemetery Dept., and Golf Course	Tim Carpenter
Collector	- Survey only -
Council on Aging	Janice Fitzgerald and Richard Bath

Department of Public Works	Howard Newton
Elections Commission	- Survey only -
Finance	- Survey only -
Fire Department	Chief Williams and Deputy Scott
Law Department	Phil Nessralla
Parking Authority	- Survey only -
Personnel Department	Maureen Cruise
Planning and Economic Development	Rob May, Pam Gurley, and Shane O'Brien
Police Department	Officer Michael Skinner and Sargent Brenda I. Perez
Procurement Department	Michael Morris
Treasurer	Marty Brophy
Veteran's Services	David Farrell
Weights and Measures	Mark Coyne

DISTRIBUTED SURVEY

The distributed survey, included in Appendix B of this report, allowed the design team to develop an understanding of the operations of each of the departments. This data provided information in regards to key department personnel, hours of operation, workspace needs for each employee category, adjacencies for efficiency within each department and inter-departmentally. Also gathered was information about interaction necessity with the public, meeting and conference room space needs, storage requirements, and equipment utilized by the department.

Section 4 **BUILDING PROGRAM STANDARDS**

4.1 Programming Standards for Building Efficiency

As part of the evaluation of Brockton's municipal buildings, this study has looked at the use and efficiency of office spaces throughout the City. As with many older city governments, the current office spaces and furniture are a wide variety of uses and configurations. This study recommends consolidating and standardizing employee workspace to help with building utilization and avoid the need for additional space.

The following pages demonstrate systems furniture configurations and office space standards that can be used to create a more efficient building program. Using the existing office space information provided in the surveys and interviews for City Hall and the Crosby Building, a better and more efficient space layout and effective workplace can result by implementing these standards.

ADVANTAGES TO IMPLEMENTING OFFICE SPACE STANDARDS:

- Allow for flexibility and adaptability. Using one type of office systems city-wide allows for easy retrofits, different configurations, and a familiar kit of parts for future needs.
- Create consistent parameters for all employees. Having a systematic standard work space allocation for all employees of similar level creates an impartial equity between departments.
- Become functional and operational. Systems furniture often has integrated technology for better wire management and organization.
- Design shared spaces for improved space efficiency. Combining shared functions between departments, such as conference rooms and copiers/ printers reduces duplication of these necessities.
- Create flexible environments. A flexible work setting typically integrates technology, comfort and safety, and energy efficiency to provide a productive, cost-effective, and aesthetically pleasing environment.

DESCRIPTION: Private Office A-1

TYPE: Large, 250 sq. ft

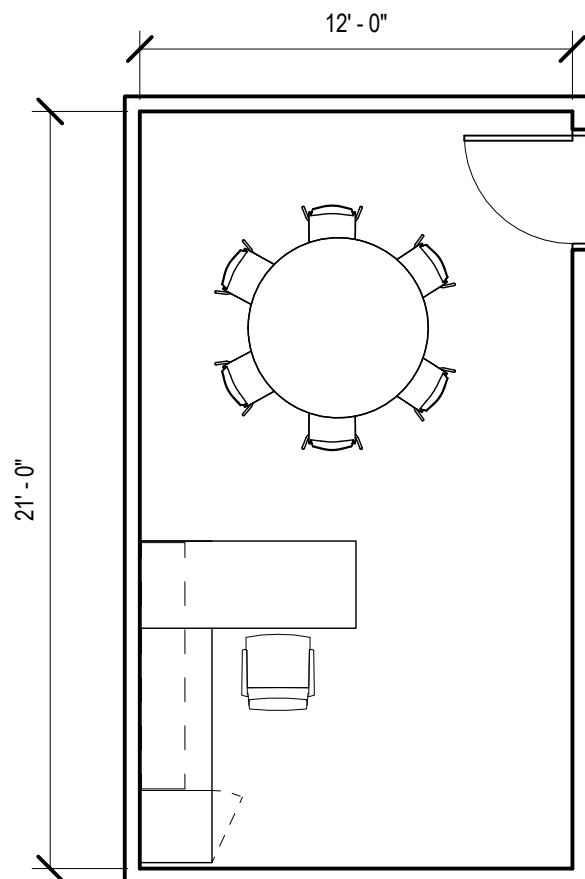
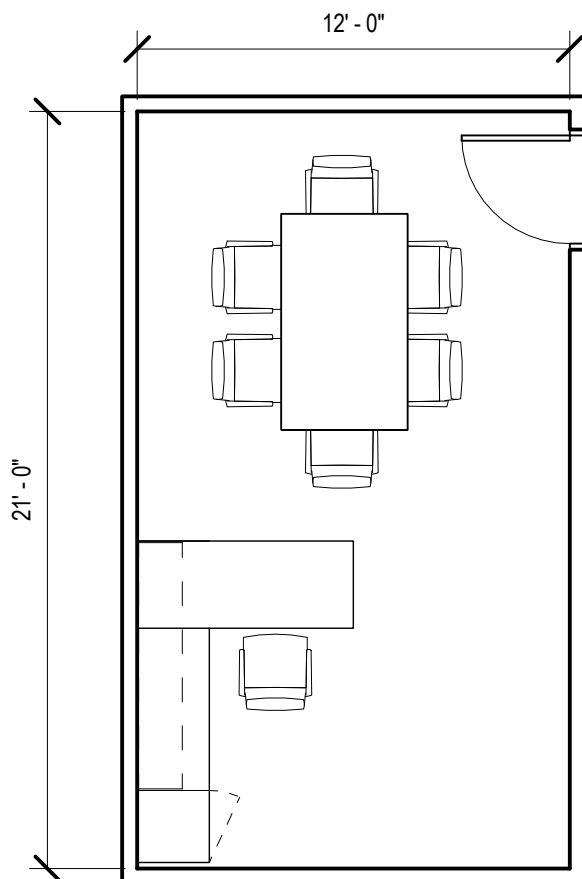
TYPICAL FOOTPRINT

ROOM: 12' x 21'

WORKSPACE: 9' x 6'

NOTES: Work table with 6 guest chairs

PLAN SCALE: $\frac{3}{16}" = 1'-0"$



DESCRIPTION: Private Office B

TYPE: Medium, 150 sq. ft

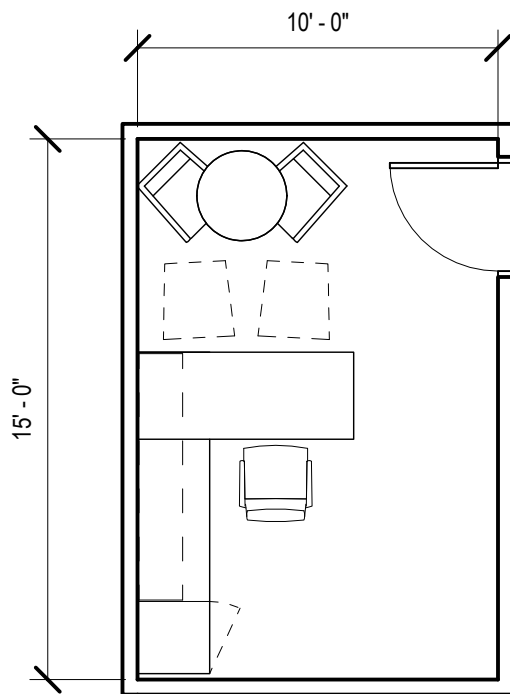
TYPICAL FOOTPRINT

ROOM: 10' x 15'

WORKSPACE: 9' x 6'

NOTES: Work table with 2 guest chairs

PLAN SCALE: $\frac{3}{16}" = 1'-0"$



DESCRIPTION: Private Office C

TYPE: Small, 120 sq. ft

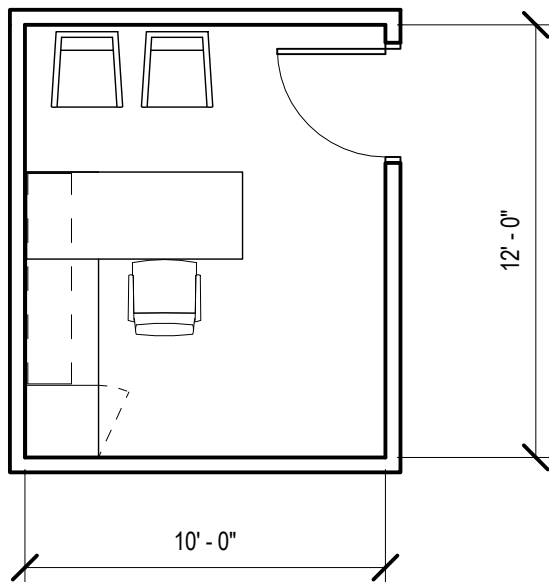
TYPICAL FOOTPRINT

ROOM: 12' x 10'

WORKSPACE: 8' x 6'

NOTES: Includes 2 guest chairs

PLAN SCALE: $\frac{3}{16}" = 1'-0"$



DESCRIPTION: Private Office D

TYPE: Small, 120 sq. ft

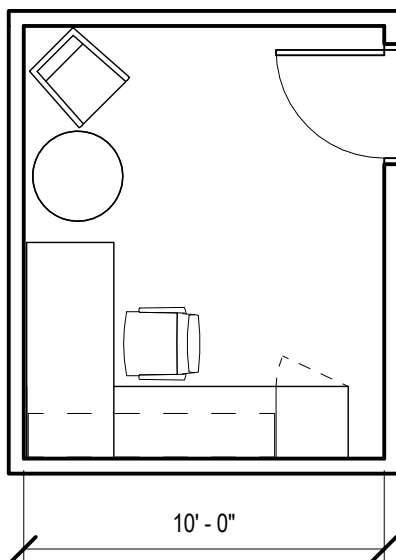
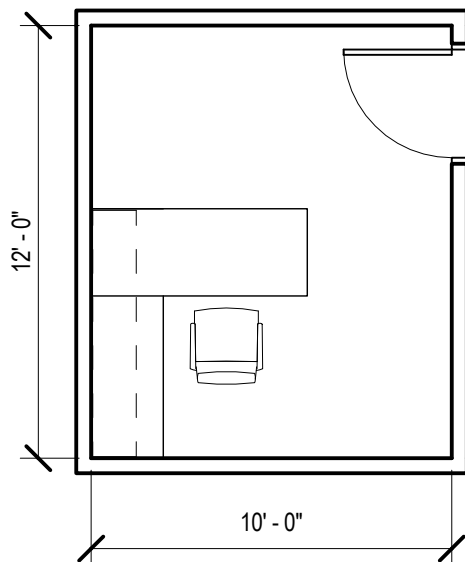
TYPICAL FOOTPRINT

ROOM: 12' x 10'

WORKSPACE: 7' x 6' or 9' x 6'

NOTES: Consider monitor privacy needs as approach would be from behind seated person

PLAN SCALE: $\frac{3}{16}" = 1'-0"$



DESCRIPTION: Conference Room

TYPE: Large, 450 sq. ft

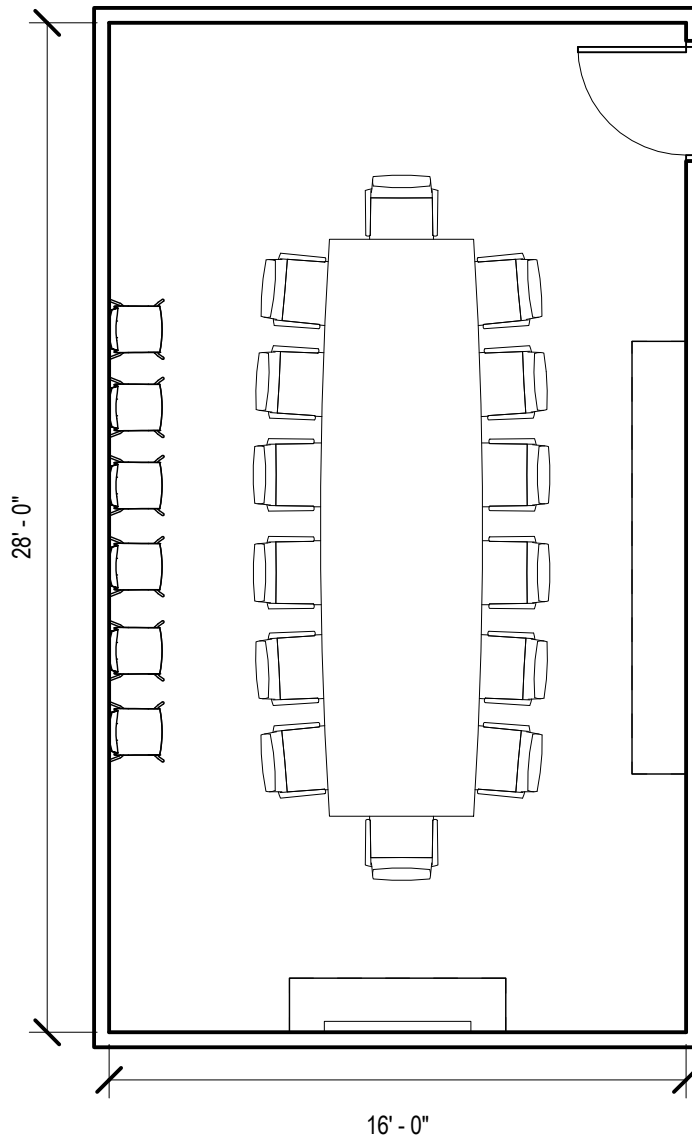
TYPICAL FOOTPRINT

ROOM: 28' x 16'

WORKSPACE: N/A

NOTES: 14 person table plus 6 additional seating, credenza, and monitor

PLAN SCALE: $\frac{3}{16}" = 1'-0"$



DESCRIPTION: Conference Room

TYPE: Medium, 200 sq. ft

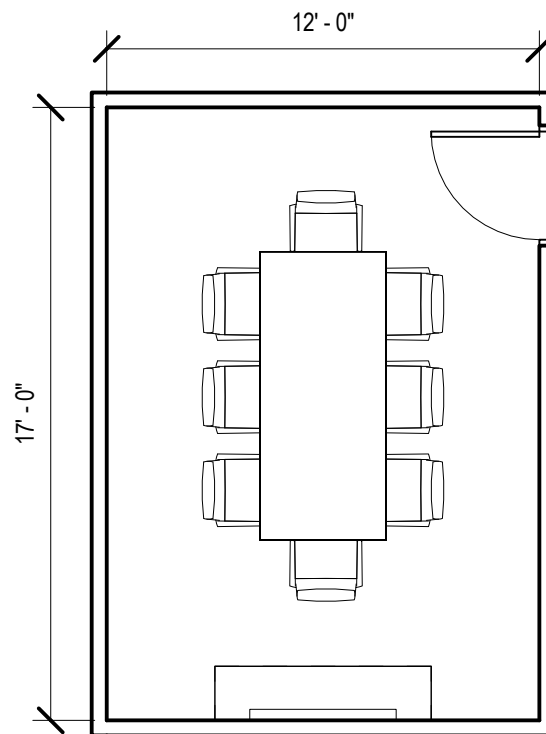
TYPICAL FOOTPRINT

ROOM: 12' x 17'

WORKSPACE: N/A

NOTES: 8 person table with credenza and
monitor

PLAN SCALE: $\frac{3}{16}" = 1'-0"$



DESCRIPTION: Team Room

TYPE: 80 sq. ft

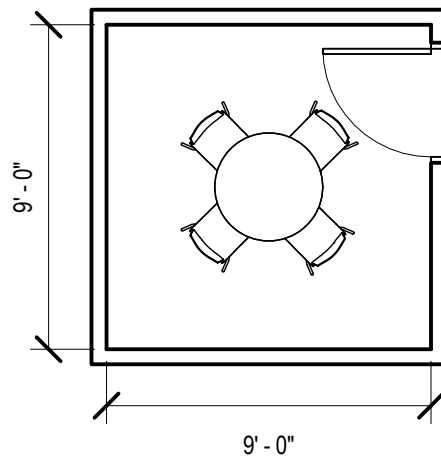
TYPICAL FOOTPRINT

ROOM: 9' x 9'

WORKSPACE: N/A

NOTES: Work table with 4 guest chairs

PLAN SCALE: $\frac{3}{16}" = 1'-0"$



DESCRIPTION: Workstation A
TYPE: L-shape, 40 sq. ft per person

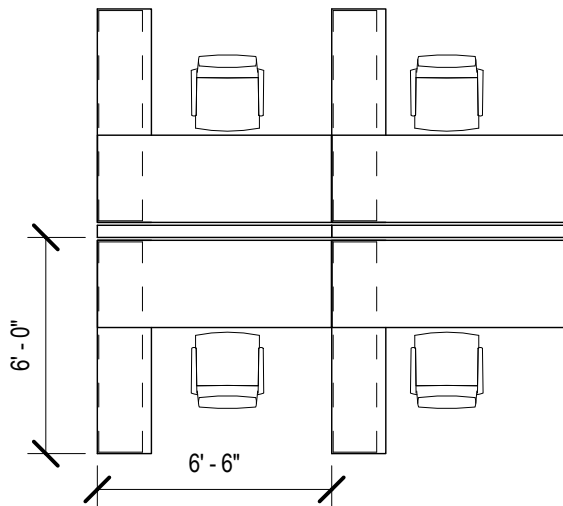
TYPICAL FOOTPRINT

ROOM: N/A

WORKSPACE: 6' x 6'-6"

NOTES: Side storage with upper cubbies

PLAN SCALE: $\frac{3}{16}" = 1'-0"$



DESCRIPTION: Workstation B
TYPE: Benching, 30 sq. ft per person

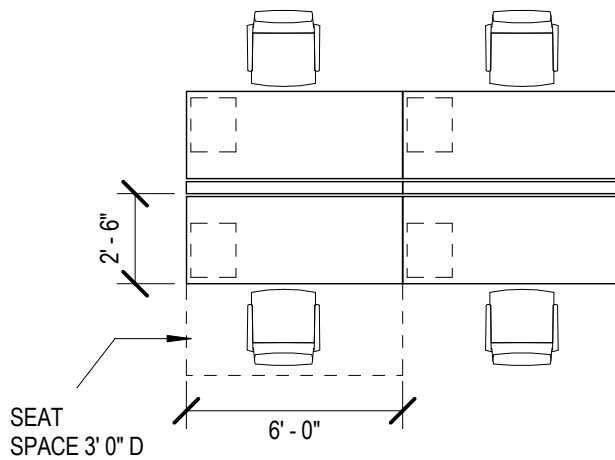
TYPICAL FOOTPRINT

ROOM: N/A

WORKSPACE: 6' x 2'-6"

NOTES: Mobile pedestal

PLAN SCALE: $\frac{3}{16}" = 1'-0"$



Section 5 CITY HALL RECOMMENDATIONS

5.1 City Hall Existing Office Space

EXISTING CITY HALL SPACE ALLOCATION

Initial discussions regarding City Hall space utilization indicated a number of office deficiencies, including department overcrowding, building wide storage needs, and ease of public access.

There are several strategies that could be implemented within City Hall to resolve the existing space concerns. The following are concepts only. Additional studies will be needed to evaluate specific programming needs and associated costs.

1. REDUCE PAPER STORAGE TO CREATE MORE USABLE SQUARE FOOTAGE

Currently, there is an existing overflow of paper document storage throughout City Hall that is located in areas outside of the department boundaries, such as the clock tower, upper level of the round tower, attic space, and in the mezzanine at the existing law office. Record documents storage is an essential role for City departments, however, improvements to the current system would improve access, better protect files, and reduce the amount of physical space necessary for record keeping. Implementing a digital records management standard would allow electronic access to many of the documents and files without the space required for existing paper documents. Storage of records and files could either be archived off site, or potentially properly destroyed if permitted in accordance to the Secretary of State's Record Retention Schedule. In addition to digitizing older documents, consideration should be given to expand use of on-line digital forms for creating new records for the future (i.e. permits, licenses, etc.)

The following are a few of the departments that may benefit from a conversion to electronic digitized documents:

Department	Suggested Storage SF Allowance
Assessors Department File cabinets	400
Department of Public Works Cartons, Lateral Files, Shelving, Roll File Tubes, Flat File Cabinets	1,000
Building Department Lateral Files, File Cabinets Shelving, Roll File Tubes	800
Planning Department Lateral Files, File Cabinets	600

Additionally, there are old vaults and safes located throughout the building which are abandoned and occupy square footage that could be more efficiently used for storage or other purposes. If these vaults and safes were to be removed, the following shows the usable square footage that could be recaptured:

Floor	Qty. of vaults	Estimated SF
Lower Level	6	600
First Floor	5	250
Second Floor	2	170
Third Floor	3	200
Total	16	1220

2. CREATE MORE EFFICIENT WORK SPACE

Currently the desks and work spaces within City Hall have evolved without conforming to consistent standards. Right-sizing and creating a universal standard for workstations and work environments throughout the building will provide efficiency, consistency, and flexibility to the different departments. Office standards are typically comprised of modular office systems furniture and open work spaces. This results in several benefits:

- Regulates the work space configurations to create consistency between different departments and job classifications so all workers have similar size offices for similar needs
- Foster flexible and collaborative work environments with better communication between staff members due to the open office plan concept
- System furniture is easily re-configurable, allowing future flexibility for evolving staffing needs
- Allows natural light and views to outdoors
- The open plan minimizes the need for interior wall construction
- Due to the consistency of workstation furniture, when there are moves, the furniture may potentially remain in place for the next user

Examples of standard office system furniture layouts that can be utilized in making efficient work spaces at City Hall are shown in Section 4 — Building Program Standards.

3. DESIGN SHARED SUPPORT RESOURCES

Consolidating resources among multiple departments will increase program efficiency and reduce costs.

The following shared resources could benefit all departments while reducing overall space needs for each department:

- Create shared Meeting Rooms that can be used by multiple departments. By relocating meeting rooms outside the departments, more space is available for other uses. An electronic calendar system can be used for scheduling between departments.
- Office supplies and paper can be consolidated into central copier and printer rooms, reducing the need for multiple and duplicate copiers and redundant inventory.
- Instead of meeting areas within closed offices, create small huddle rooms and team rooms that can be utilized by the entire department, instead of individualized spaces dedicated to a private office.
- Bring several administrative services together with one centrally located reception area that can service several departments that have common programming needs.

5.2 City Hall Existing Building Infrastructure Improvements

Volume 3 — Municipal Facilities Assessment report determined that City Hall has building improvement needs that should be addressed as soon as possible. In addition to addressing deferred maintenance conditions, the following improvements will holistically improve service delivery to residents of Brockton, working conditions for City employees, and help revitalize City Hall.

- **Larger, centralized restrooms:** Locate restrooms throughout the building in ample quantity and capacity
- **Compliant Elevator:** Replace the existing elevator to comply with current standards and regulations
- **Enclosed stairs:** Provide an enclosed route adjacent to the existing monumental stair case and rotunda for improved egress in event of emergency
- **ADA Accessibility:** For staff and visitors, incorporate handicap accessible features
- **Fire suppression:** Integrate sprinklers and fire safety systems
- **Mechanical, Electrical, Plumbing systems:** Upgrade systems for efficiency and sustainability improvements
- **Building envelope maintenance:** Address concerns regarding water infiltration

5.3 City Hall Office Programming/Space Planning Improvements

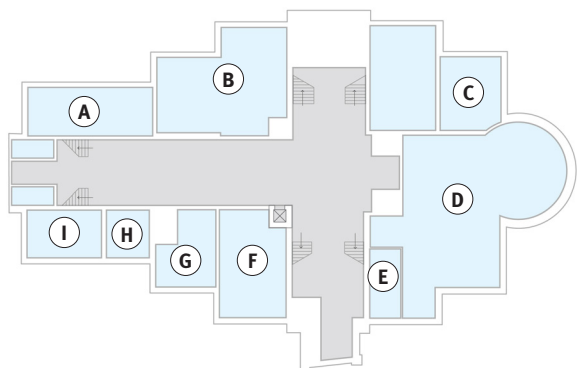
The City of Brockton provided floor plans, staff count and titles, and existing work space allocations. This informed the initial programming analysis found in this section.

By using standardized workstations and square footage allocations identified in Section 4, the department work areas in City Hall can be more efficient and better utilized. This more efficient space programming and office layout allows for more opportunity for additional program needs and better utilized spaces, allowing for building improvements such as larger rest rooms, larger elevator, and an enclosed stair, for example.

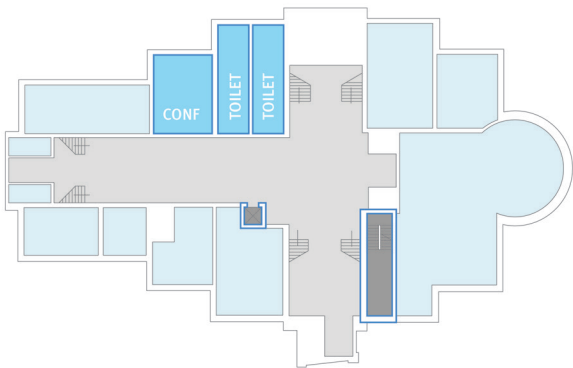
These are space programming principals. Further analysis and study will be needed to evaluate the existing conditions, considering the historic classification of the building, and identifying the ideal department locations.

5.4 City Hall Lower Level

EXISTING



PROPOSED



(A) = DEPARTMENT/ PROGRAM, IDENTIFIED ON THE FOLLOWING PAGE

	Existing Workspace SF	Proposed Efficient Workspace SF based on Standards (rounded)
Programmed SF	5,510	3,760
Total SF (Excluding building circulation)	6,910	6,810

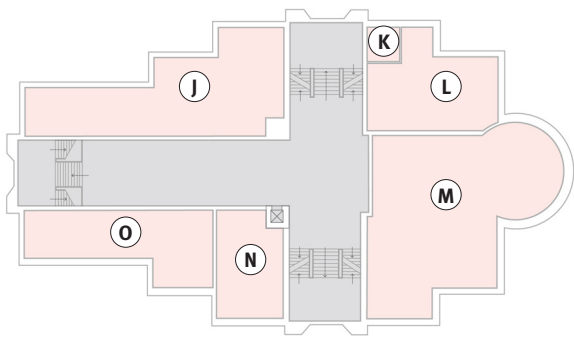
*Program details on the following page. All SF are estimates.

LOWER LEVEL

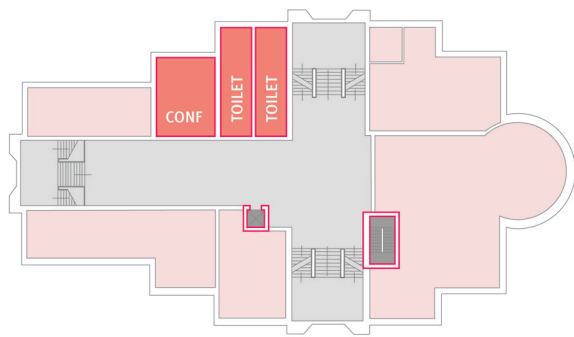
Department		Title	Current Dept Workspace SF	Current Type of Workspace	Proposed Workspace SF	Proposed Type of Workspace	Postion Type
BOLD = Primary Contact for Department							
LOWER LEVEL							
A.	Procurement	PRINCIPAL CLERK WEEKLY		P-Private Office	150	Private Office B	Clerical
		DIRECTOR OF PROCUREMENT		O-Open/ Cubicles	250	Private Office A	Senior Professional
				80	Team Room		
PROCUREMENT			700		576	Dept SF with 20% circulation multiplier	
B.	Tax Collector/ Treasurer	PRINCIPAL CLERK		O-Open/ Cubicles	150	Workstation A	Clerical
		SUPER COLL/ BOOKKEEPER		P-Private Office	80	Private Office C	Clerical
		SR CLERK TYPIST		O-Open/ Cubicles	60	Workstation B	Clerical
		PRINCIPAL CLERK		O-Open/ Cubicles	60	Workstation A	Clerical
		SR CLERK TYPIST		O-Open/ Cubicles	60	Workstation B	Clerical
		PRINCIPAL CLERK		O-Open/ Cubicles	60	Workstation A	Clerical
		HEAD CLERK		P-Private Office	100	Private Office B	Clerical
				120	Team Room		
TAX COLLECTOR			1,200		828	Dept SF with 20% circulation multiplier	
C.	City Solicitor	ASSISTANT CITY SOLICITOR PT		Other	150	Private Office B	Other
G.		WORKMAN'S COMP AGENT		Other	120	Private Office B	Other
				80	Team Room		
CITY SOLICITOR			800		420	Dept SF with 20% circulation multiplier	
D.	Assessors	PRINCIPAL CLERK		O-Open/ Cubicles	150	Workstation A	Clerical
		HEAD CLERK		O-Open/ Cubicles	120	Workstation B	Clerical
		BD OF ASSESSORS		P-Private Office	150	Private Office B	Professional
		CHRMN BD OF ASSESSORS		P-Private Office	250	Private Office A	Manager
		REVALUATION TECHNICIAN		O-Open/ Cubicles	60	Workstation B	Professional
		HEAD ADMINISTRATIVE CLERK		O-Open/ Cubicles	60	Workstation A	Manager
		MEMBER BD OF ASSESSORS		P-Private Office	150	Private Office B	Professional
				120	Team Room		
ASSESSORS			2,560		1,272	Dept SF with 20% circulation multiplier	
E.	Weights and Measures	SEALER WEIGHTS AND MEASURES		Other	100	Workstation A	None Listed
		DEPUTY SEALER OF WGTS & MEAS.		F-Field	80	Workstation B	Other
		WEIGHTS/MEASURES	250		216	Dept SF with 20% circulation multiplier	
					450	Shared Basement Conference Rm	
		PROGRAMMED LOWER LEVEL FLOOR:	5,510		3,762		
F.	Mechanical Space		750		750		
H.	Mailroom		240		240		
I.	I.T. Servers		410		410		
	Women's Rm				850		
	Men's Room				800		
	TOTAL LOWER LEVEL (excluding building circulation):		6,910		6,812		

5.5 City Hall First Floor

EXISTING



PROPOSED



A = DEPARTMENT/ PROGRAM, IDENTIFIED ON THE FOLLOWING PAGE

	Existing Workspace SF	Proposed Efficient Workspace SF based on Standards (rounded)
Programmed SF	7,900	6,010
Total SF (Excluding building circulation)	7,900	7,660

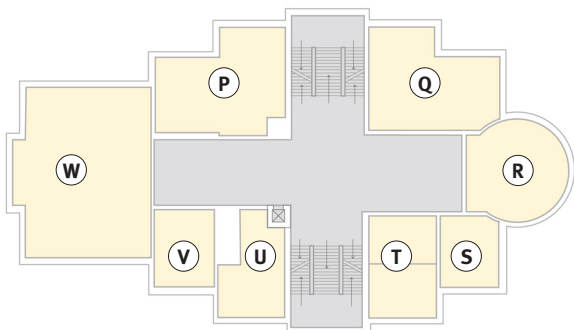
*Program details on the following page. All SF are estimates.

FIRST FLOOR

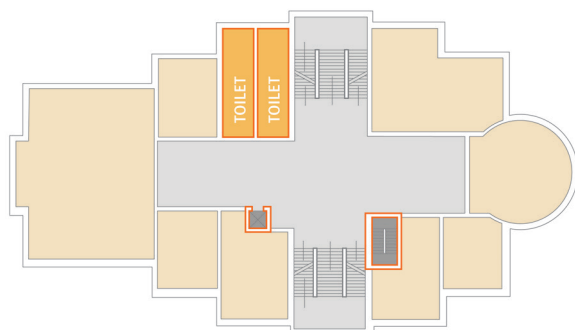
Department		Title	Current Dept Workspace SF	Current Type of Workspace	Proposed Workspace SF	Proposed Type of Workspace	Postion Type
BOLD = Primary Contact for Department							
FIRST FLOOR							
J.	City Clerk	HEAD ADMINISTRATIVE CLERK		Other	120	Private Office C/D	None Listed
		PRINCIPAL CLERK WEEKLY		Other	60	Workstation B	None Listed
		LEGISLATIVE COUNCIL		Other	120	Private Office C/D	None Listed
		PRINCIPAL CLERK WEEKLY		Other	60	Workstation B	None Listed
		CITY CLERK		Other	250	Private Office A	None Listed
		PRINCIPAL CLERK WEEKLY		Other	60	Workstation B	None Listed
		PRINCIPAL CLERK WEEKLY		Other	60	Workstation B	None Listed
		PRINCIPAL CLERK WEEKLY		Other	60	Workstation B	None Listed
CITY CLERK			1,850		948	Dept SF with 20% circulation multiplier	
K.	Licensing Commission	ADMINISTRATIVE ASSISTANT		Other	150	Private Office B	None Listed
LICENSING COMMISSION			150		180	Dept SF with 20% circulation multiplier	
L.	Law Department	ASSISTANT CITY SOLICITOR-FT		Other	100	Workstation B	Other
		ASSISTANT CITY SOLICITOR-FT		Other	100	Workstation B	Other
		PARALEGAL		Other	80	Private Office C/D	Other
		CITY SOLICITOR		Other	250	Private Office A	Other
		PRINCIPAL CLERK		Other	120	Private OfficeB	Other
					120	Team Room	
LAW DEPARTMENT			1,150		924	Dept SF with 20% circulation multiplier	
M.	Mayor's Office	SPECIAL ASST./DIR. COMM. RELAT		O-Open/ Cubicles	80	Workstation B	Professional
		DIR. OF COMM.SOCIAL SERVICES		O-Open/ Cubicles	80	Workstation B	Professional
		MAYOR		P-Private Office	300	Private Office A+	Executive
		SPECIALIZED SECRETARY		O-Open/ Cubicles	60	Workstation B	Clerical
		DIRECTOR COMM BCAL		O-Open/ Cubicles	80	Workstation B	Professional
		PRINCIPAL CLERK MAYORS STAFF		C-Counter	80	(Counter)	Professional
		CHIEF OF STAFF		P-Private Office	180	Private Office A	Manager
		P/T COMMUNITY LIAISON		Other	60	Workstation A	None Listed
		DIRECTOR OF CONSTITUENT SERV.		C-Counter	120	(Counter)	Professional
		DEPUTY CHIEF OF STAFF		P-Private Office	150	Private Office B	Manager
		GRANT ADMINISTRATOR		Other	60	Private Office C	None Listed
					450	Conference Room	
			120	Team Room			
			100	Team Room			
MAYOR'S OFFICE			3,000		2,304	Dept SF with 20% circulation multiplier	
N.	Elections Commission	SR CLERK TYPIST		O-Open/ Cubicles	40	Workstation B	Clerical
		SR CLERK TYPIST		O-Open/ Cubicles	40	Workstation B	None Listed
		EXEC DIRECTOR ELECTION COMM.		Other	250	Private Office A	None Listed
		HEAD ADMINISTRATIVE CLERK		O-Open/ Cubicles	60	Workstation B	Clerical
ELECTIONS COMMISSION			700		468	Dept SF with 20% circulation multiplier	
O.	Finance	FINANCIAL ANALYST		O-Open/ Cubicles	60	Workstation B	Clerical
		JUNIOR FINANCIAL ANALYST		O-Open/ Cubicles	60	Workstation B	Clerical
		CHIEF FINANCIAL OFFICER		P-Private Office	250	Private Office A	Manager
		FINANCIAL ANALYST		O-Open/ Cubicles	60	Workstation B	Clerical
		SR CLERK TYPIST		O-Open/ Cubicles	80	Private Office A	Clerical
					100	Team Room	
FINANCE			1,050		732	Dept SF with 20% circulation multiplier	
		PROGRAMMED FIRST FLOOR:	7,900		6,006		
	Women's Rm				850		
	Men's Room				800		
	TOTAL FIRST FLOOR (excluding building circulation):		7,900		7,656		

5.6 City Hall Second Floor

EXISTING



PROPOSED



A = DEPARTMENT/ PROGRAM, IDENTIFIED ON THE FOLLOWING PAGE

	Existing Workspace SF	Proposed Efficient Workspace SF based on Standards (rounded)
Programmed SF	3,050	2,830
Total SF (Excluding building circulation)	8,600	8,530

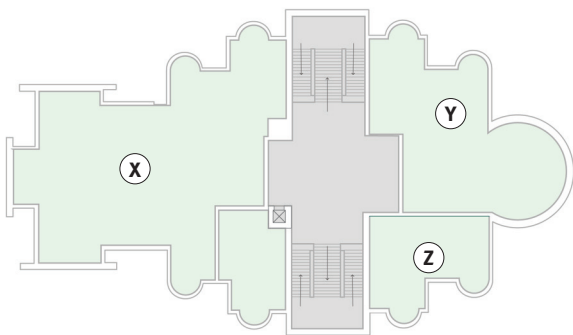
*Program details on the following page. All SF are estimates.

SECOND FLOOR

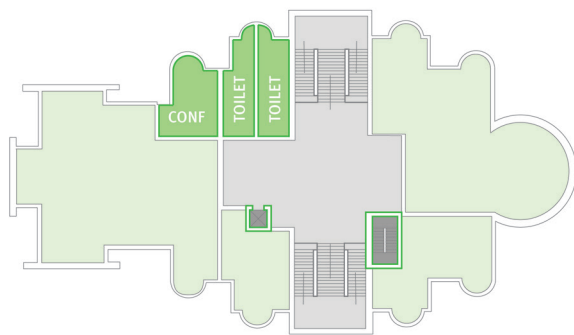
Department		Title	Current Dept Workspace SF	Current Type of Workspace	Proposed Workspace SF	Proposed Type of Workspace	Postion Type
BOLD = Primary Contact for Department							
SECOND FLOOR							
P.	Treasurer	CITY TREAS/TAX COLL		P-Private Office	250	Private Office A	Executive
		ASSISTANT TREASURER/TAX COLL.		P-Private Office	150	Private Office C	Executive
		FLOATING PRINCIPAL CLERK		O-Open/ Cubicles	60	Workstation A	Clerical
		SUPERVISOR CASH MANAGEMENT		O-Open/ Cubicles	60	Workstation A	Clerical
		PRINCIPAL CLERK		O-Open/ Cubicles	60	Workstation A	Clerical
		SECRETARY		O-Open/ Cubicles	40	Workstation A	Clerical
TREASURER			1,300		744	Dept SF with 20% circulation multiplier	
Q.	Auditors	SUPERVISOR OF PAYROLL		O-Open/ Cubicles	100	Workstation A	Clerical
		ACCOUNTANT		O-Open/ Cubicles	80	Workstation A	Professional
		CITY AUDITOR		P-Private Office	250	Private Office A	Executive
		SECRETARY		O-Open/ Cubicles	60	Workstation A	Clerical
		SUPERVISOR OF ACCOUNTS PAYABLE		O-Open/ Cubicles	120	Private Office C	Clerical
		ASSISTANT AUDITOR		P-Private Office	120	Private Office C	Senior Professional
		COMPLIANCE QUALITY TECH		O-Open/ Cubicles	40	Workstation A	Professional
		HEAD CLERK		O-Open/ Cubicles	60	Workstation A	Clerical
					100	Team Room	
AUDITORS			1,250		1,116	Dept SF with 20% circulation multiplier	
S.	Personnel	BENEFITS ADMINISTRATOR 5		O-Open/ Cubicles	60	Workstation A	Clerical
		PERSONNEL DIRECTOR		P-Private Office	250	Private Office A	Manager
		BENEFITS ADMINSTATOR 4		O-Open/ Cubicles	60	Workstation A	Clerical
		BENEFITS ADMINISTRATOR 2		O-Open/ Cubicles	60	Workstation A	Clerical
PERSONNEL			500		516	Dept SF with 20% circulation multiplier	
					450	Shared Second Floor Conference Rm	
		PROGRAMMED SECOND FLOOR:	3,050		2,826		
R.	G.A.R.Conf Room		950		950		
T.	Women's Rm & Kitchnette		750		850		
U.	Men's Room & Custodian		750		800		
V.	Board Room		550		550		
W.	Council Chambers		2,550		2,550		
	TOTAL SECOND FLOOR (excluding building circulation):		8,600		8,526		

5.7 City Hall Third Floor

EXISTING



PROPOSED



Ⓐ = DEPARTMENT/ PROGRAM, IDENTIFIED ON THE FOLLOWING PAGE

	Existing Workspace SF	Proposed Efficient Workspace SF based on Standards (rounded)
Programmed SF	8,250	6,220
Total SF (Excluding building circulation)	8,250	7,870

*Program details on the following page. All SF are estimates.

THIRD FLOOR

Department		Title	Current Dept Workspace SF	Current Type of Workspace	Proposed Workspace SF	Proposed Type of Workspace	Postion Type
BOLD = Primary Contact for Department							
THIRD FLOOR							
X.	Public Works	ADMINISTRATIVE ASSISTANT		Other	40	Workstation A	None Listed
		DIRECTOR OF OPERATIONS		Other	250	Private Office A	None Listed
		COMMSR PUBLIC WORKS		Other	150	Private Office B	None Listed
		SECRETARY		Other	40	Workstation A	None Listed
		HAC/METER READING BILLING ADM		Other	60	Workstation A	None Listed
		HEAD CLERK		Other	40	Workstation A	None Listed
		SR CLERK TYPIST		Other	40	Workstation A	None Listed
		PRINCIPALCLERK-UTILITIES		Other	100	Private Office C	None Listed
		ASST CIVIL ENGINEER GR4		Other	100	Private Office C/D	None Listed
		CIVIL ENGINEER GR 3		Other	100	Private Office C/D	None Listed
		SUPT. OF ENGINEERING		Other	150	Private Office B	None Listed
		CITY ENGINEER		Other	100	Private Office C/D	None Listed
		ASST CIVIL ENGINEER GR4		Other	80	Workstation A	None Listed
				C-Counter	40	Counter	
					1,000	Storage	
PUBLIC WORKS			4,400		2,748	Dept SF with 20% circulation multiplier	
Y.	Building	WIRE INSPECTOR		O-Open/ Cubicles	100	Workstation A	Other
		INSPECT PLUMB & GAS		O-Open/ Cubicles	100	Workstation A	Other
		PRINCIPAL CLERK		O-Open/ Cubicles	60	Workstation A	Clerical
		SUPT. OF BUILDINGS		Other	250	Private Office A	None Listed
		SR CLERK TYPIST		O-Open/ Cubicles	40	Workstation A	Clerical
		PART TIME JR CLERK		Other	40	Workstation B	None Listed
		BUILDING INSPECTOR		O-Open/ Cubicles	100	Workstation A	Other
		BUILDING INSPECTOR		O-Open/ Cubicles	100	Workstation A	Other
		SR CLERK TYPIST		O-Open/ Cubicles	40	Workstation A	Clerical
		BUILDING INSPECTOR		O-Open/ Cubicles	100	Workstation A	Other
		JR BUILDING CUSTODIAN		Other			None Listed
		INSPECT PLUMB & GAS		O-Open/ Cubicles	100	Workstation A	Other
		HEAD ADMINISTRATIVE CLERK		O-Open/ Cubicles	60	Workstation A	Manager
		WIRE INSPECTOR		O-Open/ Cubicles	100	Workstation A	Other
				C-Counter	40	Counter	
			400	Storage			
BUILDING			2,600		1,956	Dept SF with 20% circulation multiplier	
Z.	Planning	SPECIALIZED SECRETARY		O-Open/ Cubicles	80	Workstation A	None Listed
		DIR.OF PLANNING AND ECON. DEV		P-Private Office	250	Private Office A	None Listed
		JUNIOR PLANNER		Other	120	Workstation A	None Listed
				C-Counter	40	Counter	
					400	Storage	
PLANNING			1,250		1,068	Dept SF with 20% circulation multiplier	
					450	Shared Third Floor Conference Rm	
PROGRAMMED THIRD FLOOR:			8,250		6,222		
	Women's Rm				850		
	Men's Room				800		
TOTAL THIRD FLOOR (excluding building circulation):			8,250		7,872		

Section 6 CROSBY BUILDING RECOMMENDATIONS

6.1 Crosby Building Existing Building Systems/ Infrastructure Improvements

The David E. Crosby building has been identified as a building in need of potentially critical improvements. This is a result of the age of the building, deferred maintenance, and programming needs and considerations that have evolved over time. While there have been several interior renovations recently, the overall building would benefit from the following improvements:

- Window and trim replacement
- Roof repair/ replacement
- Mechanical system/ HVAC upgrades
- Exterior brick masonry repointing/repair
- Cupola restoration and roof railing repair
- Exterior wood detail patching/ replacement
- Fire suppression system
- Security improvement (visibility, cameras)
- Mold/ moisture mitigation measures
- Plumbing fixture capacity increase
- Handicap accessible upgrades
- Sustainability considerations

The design intent should be to restore and revitalize the building to its original historical character by refurbishing the formal entrance and 2-story lobby on Crescent Street while improving the overall conditions of the building and working environment.

6.2 Crosby Building Programming/ Space Planning Improvements

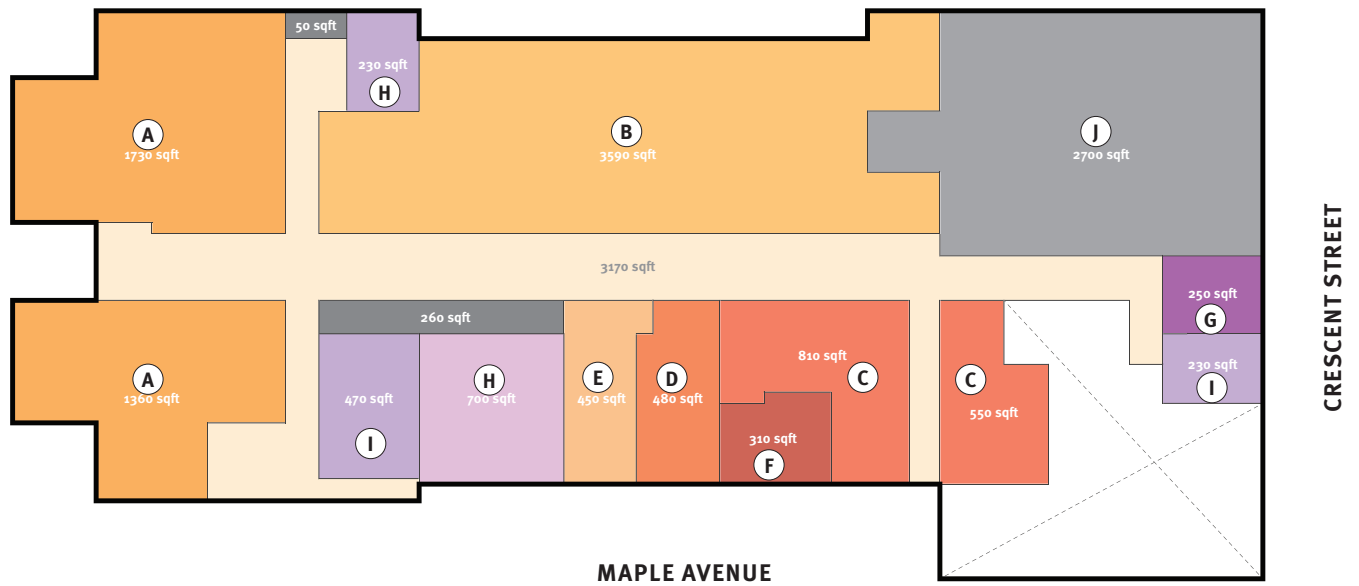
The Crosby Building is centrally located in an ideal location for the current program. The building consists of the original, historic post office building facing Crescent Street, a later constructed warehouse-style building in the center, and a two and one-half story office building towards the rear of the site. All three pieces have been joined together over time and could benefit from overall building improvements and departmental reorganization by implementing building wide office standards.

By standardizing and simplifying the programmed office areas, the space planning would be improved, allowing additional programmed spaces to become available and improve efficiency.

For example, the School Administration currently uses various school auditoriums for meetings due to the need for large room capacity. By rearranging spaces within the building, it would be possible to provide this program space within the Crosby Building. A large training, meeting, multipurpose room would provide a flexible space to conveniently serve the needs within the building while alleviating travel time and improve convenience. Also, the meeting room could be utilized throughout the day for various group needs, such as teacher training, which are currently limited to after school hours for the school auditoriums.

6.3 Crosby Building Lower Level

EXISTING



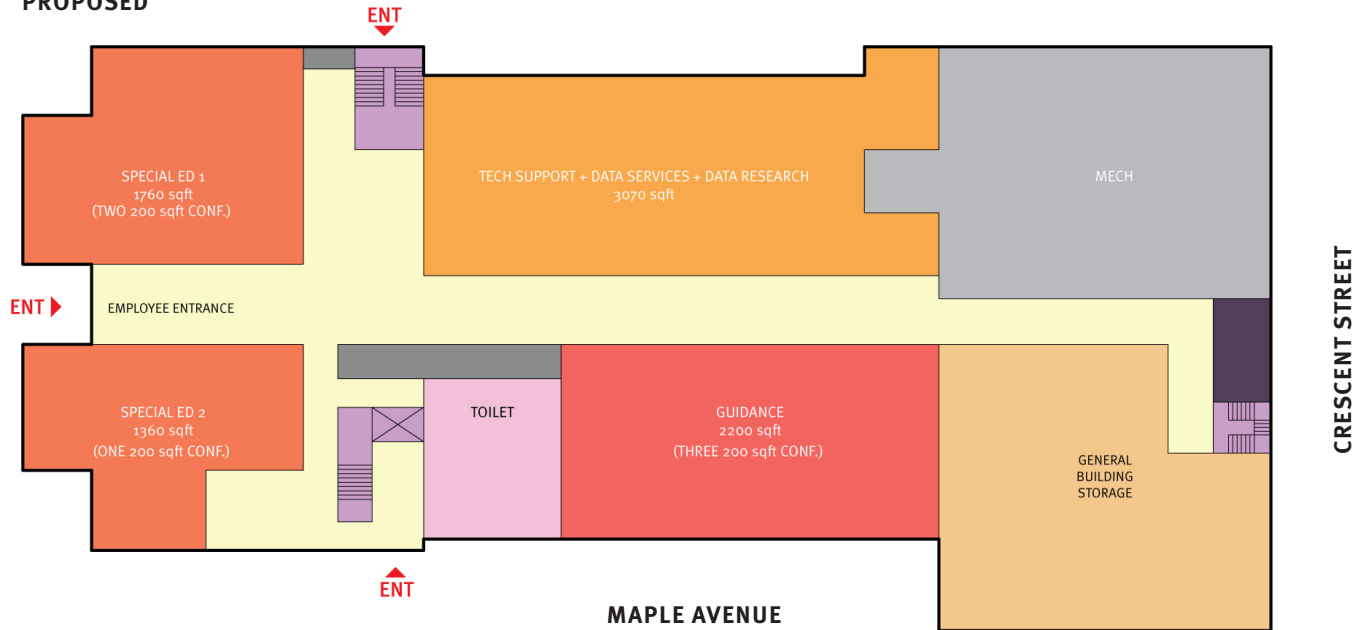
LOWER LEVEL EXISTING PROGRAMMED AREAS

Department/ Room	Existing SF	Staff Count at Crosby
A. Human Resources	3,090	9
B. Tech Services	3,590	14
C. Guidance	1,360	12
D. Student Data Base	480	3
E. Attendance	450	2
F. Community Outreach	450	1
G. Custodian	250	1

Department/ Room	Existing SF	Staff Count at Crosby
H. Restroom	700	-
I. Vertical Circulation	930	-
J. Mechanical Room	2700	-
K. Storage Closet	310	-

Existing SF calculations are estimates determined by floor plan diagrams provided by the School Department. Staff count provided by the School Department.

PROPOSED



LOWER LEVEL PROPOSED PROGRAMMED AREAS

Department/ Room	Proposed SF	Staff	SF/ Person*
Special Education	3,120	26	
Open Cubicles	1,640	22	75
Private Offices	880	4	220
3 Conf. Rooms	600		

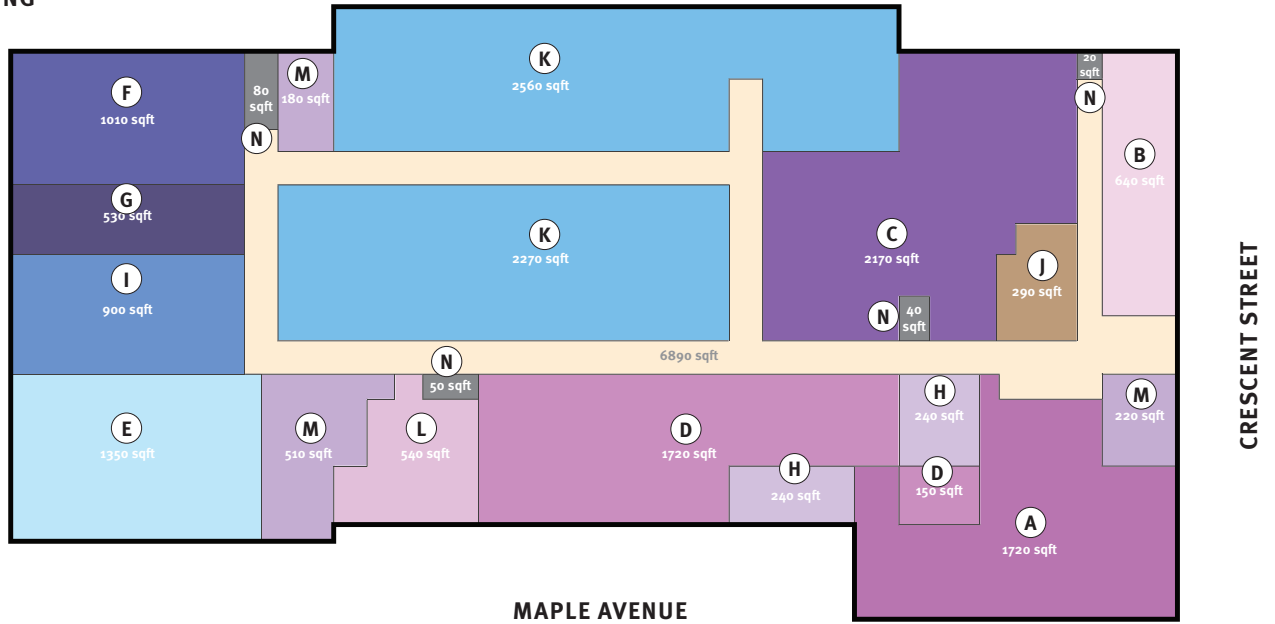
Tech Support/ Data Services and Data Research	3,070	18	
Open Cubicles	1,190	14	85
Private Offices	880	4	220
General Work Area	1,000		

Department/ Room	Proposed SF	Staff	SF/ Person*
Guidance	2,200	12	
Open Cubicles	850	11	75
Private Offices	750	3	250
3 Conf./ Work Rms	600		

* SF/Person includes workspace, department circulation, general storage, and flexible team huddle rooms

6.4 Crosby Building Main Level

EXISTING

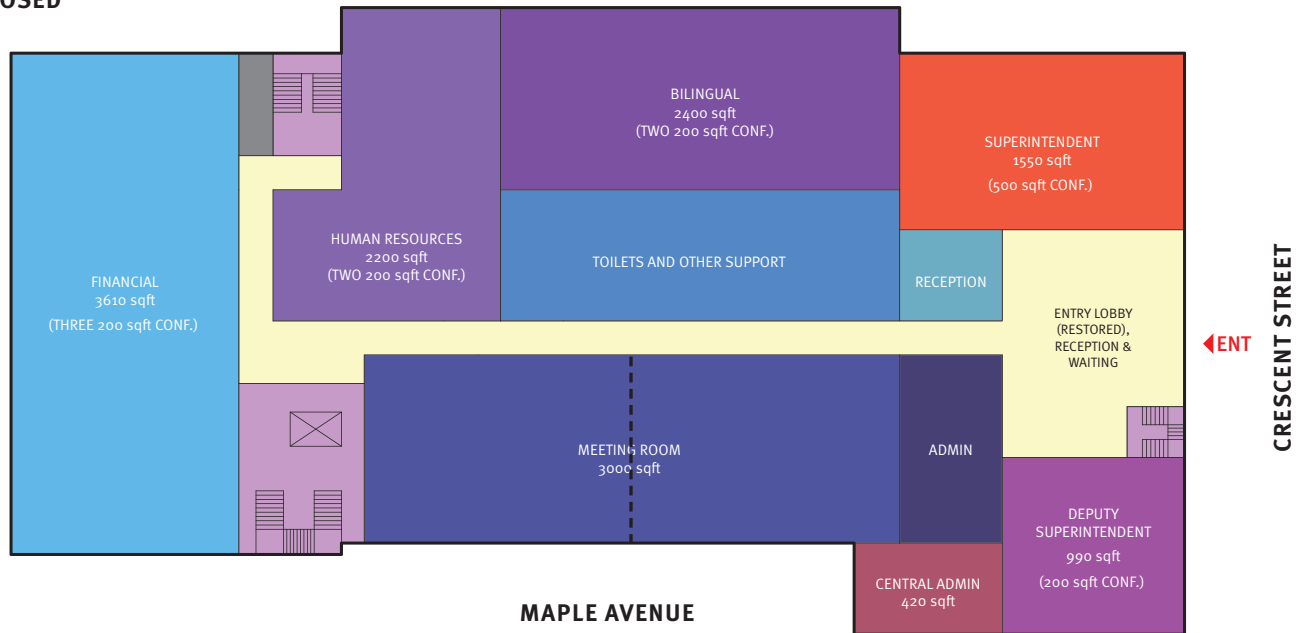


MAIN LEVEL EXISTING PROGRAMMED AREAS

Department/ Room	Existing SF	Staff Count at Crosby	Department/ Room	Existing SF	Staff Count at Crosby
A. Superintendent	1,720	4	H. Assessment	480	2
B. Deputy Superintendent	640	3	I. Data Processing	900	1
C. Bilingual	2,160	23	J. Reception/ Mail Room	290	1
D. Financial Services	1,870	18	K. Special Ed	4,830	26
E. Payroll	1,350	6	L. Restroom	540	-
F. Conference Room	1,010	-	M. Vertical Circulation	910	-
G. Kitchen/ Lunchroom	530	-	N. Storage Closet	190	-

Existing SF calculations are estimates determined by floor plan diagrams provided by the School Department. Staff count provided by the School Department.

PROPOSED



MAIN LEVEL PROPOSED PROGRAMMED AREAS

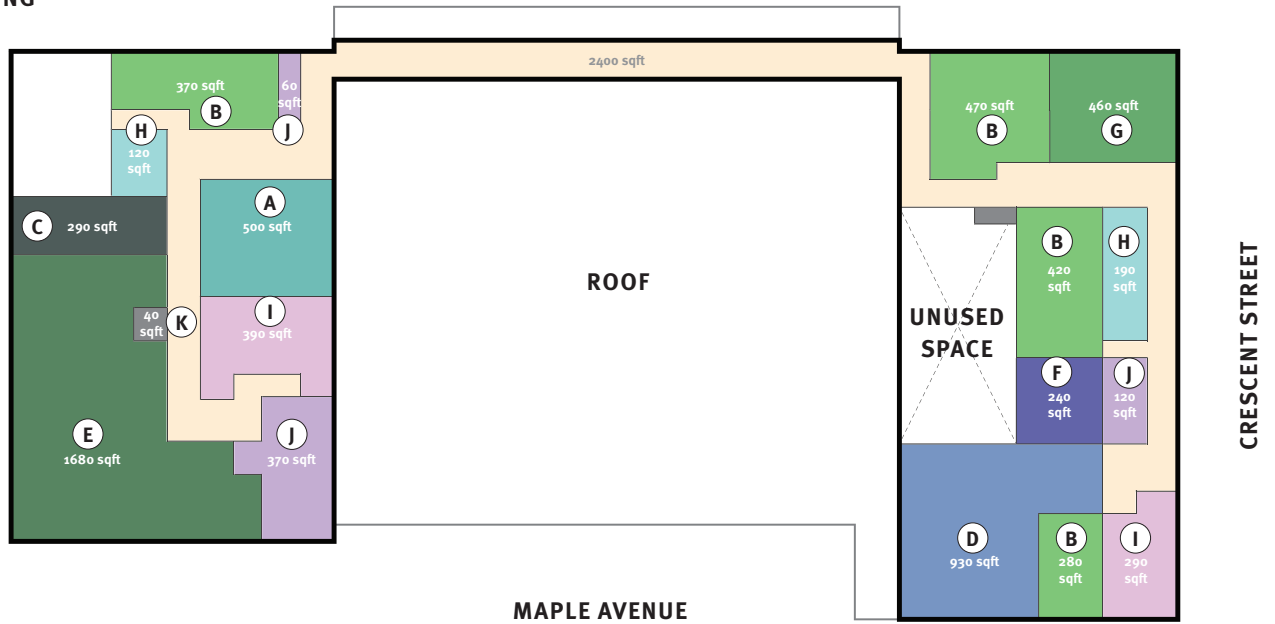
Department/ Room	Proposed SF	Staff	SF/ Person*
Financial	3,610	18	
Open Cubicles	1,000	13	75
Private Offices	1,250	5	250
Additional Storage	760	-	
3 Conf./ Work Rms	600	-	
Bilingual	2,400	23	
Open Cubicles	1,400	21	65
Private Offices	600	3	200
2 Conf./ Work Rms	400	-	
Human Resources	2,200	9	
Open Cubicles	400	5	80
Private Offices	1,000	4	250
Additional Storage	400	-	
2 Conf./ Work Rms	400	-	

Department/ Room	Proposed SF	Staff	SF/ Person*
Superintendent	1,550	4	
Open Cubicles	300	2	150
Private Offices	750	2	500 and 250
1 Conference Room	500	-	
Deputy Superintendent	990	3	
Open Cubicles	390	2	195
Private Office	400	1	400
1 Conference Room	200	-	
Central Admin	420	2	
Open Cubicle	120	1	120
Private Office	300	1	300

* SF/Person includes workspace, department circulation, department general storage, and flexible team huddle rooms

6.5 Crosby Building Upper Level

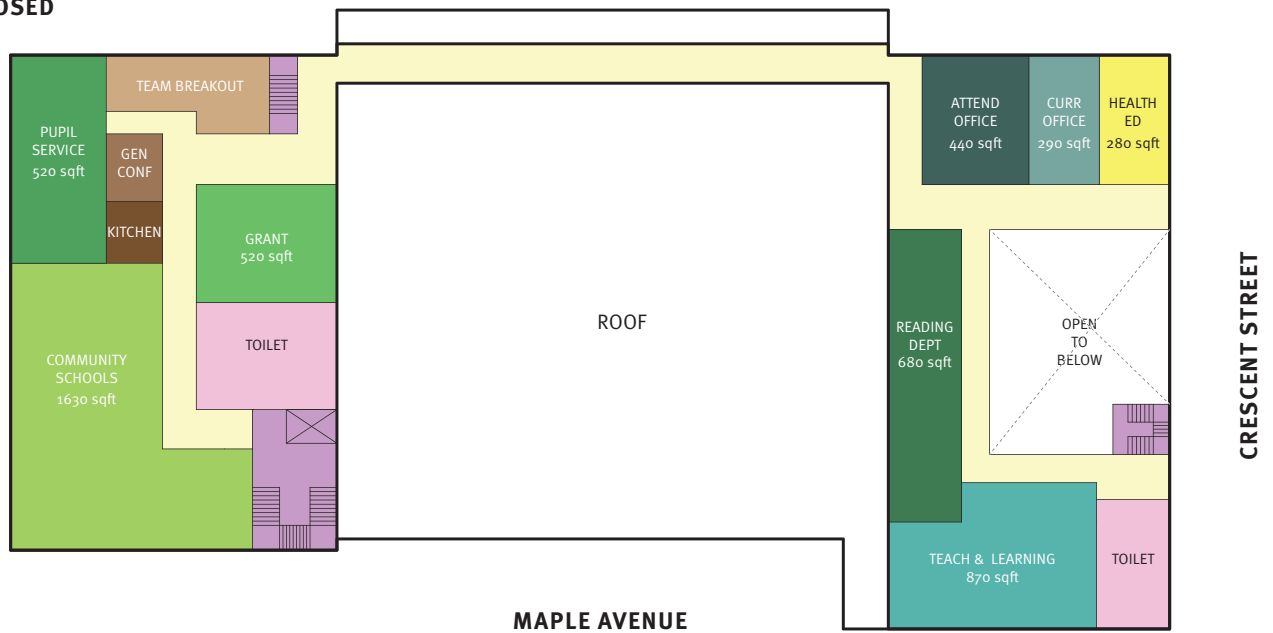
EXISTING



UPPER LEVEL EXISTING PROGRAMMED AREAS

Department/ Room	Existing SF	Staff Count at Crosby	Department/ Room	Existing SF	Staff Count at Crosby
A. Grants	500	1	H. Files	310	-
B. Teaching and Learning	1,540	10	I. Restroom	680	-
C. Student Support Services	290	3	J. Vertical Circulation	550	-
D. Title I	930	3	K. Storage Closet	40	-
E. Community Schools	1,680	9	Existing SF calculations are estimates determined by floor plan diagrams provided by the School Department. Staff count provided by the School Department.		
F. Conference Room	240	-			
G. Health/ PE	460	2			

PROPOSED



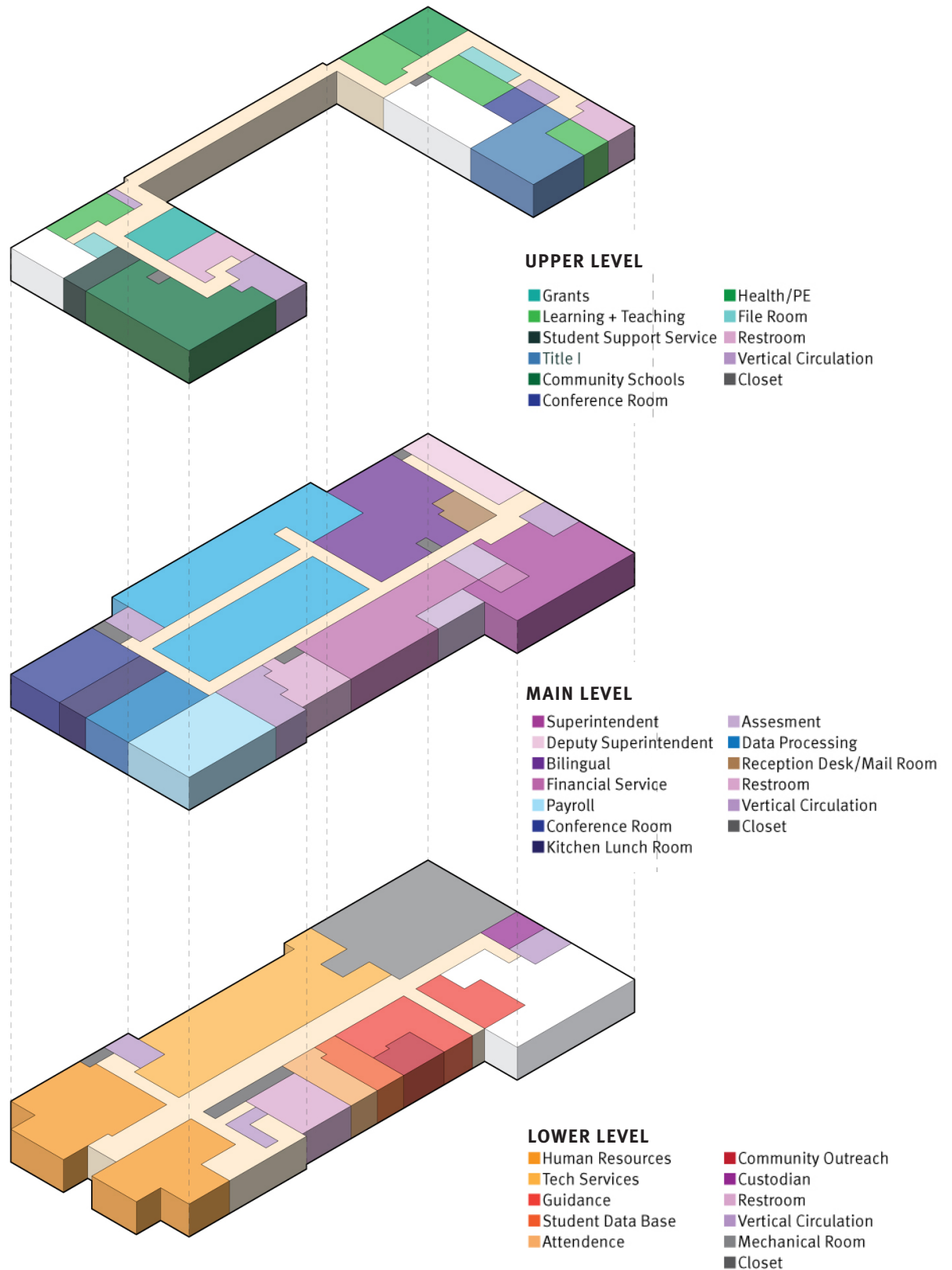
UPPER LEVEL PROPOSED PROGRAMMED AREAS

Department/ Room	Proposed SF	Staff	SF/ Person*
Community Schools	1,630	9	
Open Cubicles	430	5	85
Private Offices	800	4	200
2 Conf./ Work Rms	400	-	
Pupil Service	520	3	
Open Cubicle	120	1	120
Private Offices	400	2	200
Grant	520	1	
Private Office	320	1	320
1 Shared Conf	200	-	
Teaching & Learning	870	4	
Open Cubicles	170	2	85
Private Offices	500	2	250
1 Conference Room	200	-	

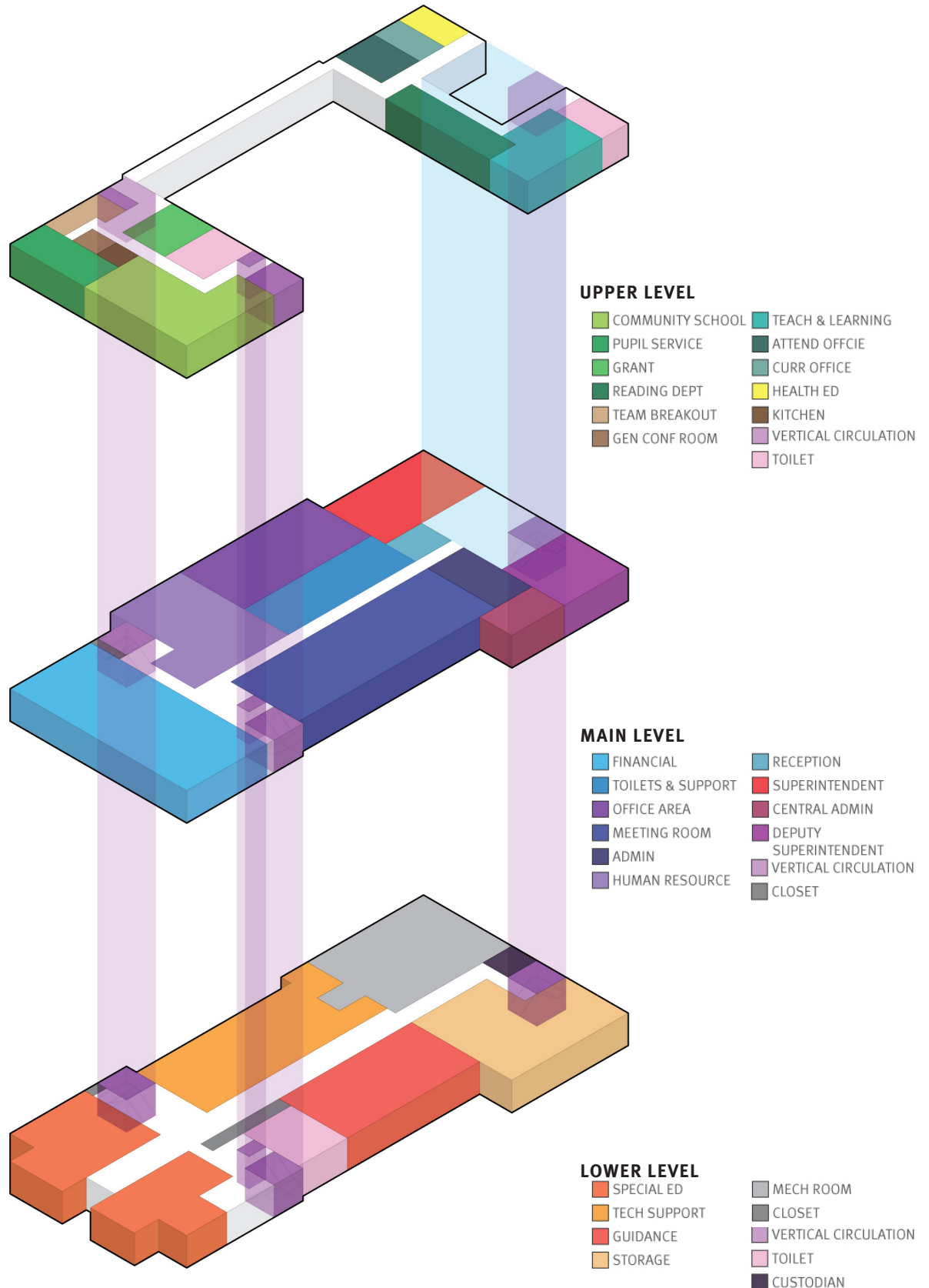
Department/ Room	Proposed SF	Staff	SF/ Person*
Attendance Office	440	2	
Open Cubicle	150	1	150
Private Office	290	1	290
Curriculum	290	1	
Private Office	290	1	290
Health Ed	280	1	
Private Office	280	1	280
Reading	680	3	
Open Cubicles	150	2	75
Private Offices	250	1	230
1 Conf./ Work Rms	280	-	

* SF/Person includes workspace, department circulation, department general storage, and flexible team huddle rooms

6.6 Crosby Building — Existing



6.7 Crosby Building — Proposed



Section 7 PUBLIC SAFETY CAMPUS RECOMMENDATIONS

7.1 Public Safety Campus Program

INTRODUCTION

To address the number of facility deficiencies and needs, new public safety buildings are recommended as part of the City's future capital improvement planning.

As evaluated in Volume 2 of this Study and summarized in Section 2 of this report, the existing Police Station and Fire Station are each in poor condition, overcrowded, and in need of substantial repair, capital maintenance, and modifications to improve operations, accommodate current code requirements, and meet contemporary security standards.

This study recommends new buildings be constructed to address the existing facility concerns while creating more robust public safety infrastructure for the City of Brockton. With this vision, the police and fire departments will gain the adequate space and facility upgrades that are necessary to sufficiently serve the public.

In addition, this study recommends that other critical public safety resources for the City, including Brockton Emergency Management Agency (BEMA), 911 Dispatch Center, and city-wide Information Technology (I.T.) equipment and resources be relocated to the new facility to improve safety, security, and resiliency of these critical service providers.

TOTAL PROGRAM

The program for a new Public Safety Campus with Police Headquarters, Fire Station and other elements is 82,000 to 108,750 SF for current and projected staffing. The programming size for a new Public Safety Campus is based on standards derived from comparative analyses of public safety facilities from national sources; Bureau of Justice Statistics - Law Enforcement Management and Administrative Statistics (LEMAS) Survey, International Association of Chiefs of Police Facility Planning Guidelines, and Population estimates 2010 and 2016 U.S. Census.

Additional programming included at the Public Safety Campus would include:

Other Public Safety Elements/ Program	Size
Training room for Police and Fire (75 - 100 capacity)	1,575 to 2,100 SF
Co-located Police/ Fire 911 Dispatch Center	1,300 to 1,500 SF
Brockton Emergency Management Agency (BEMA)	750 to 1,000 SF
Emergency Operation Center (EOC)	800 to 1,000 SF
Information Technology	400 to 600 SF
Multi-Purpose/ Community Room	1,575 to 2,100 SF
Fire Props Training facility	2,000 to 2,500 SF

POLICE STATION

The planning standards for a police station are based on per capita space requirements for sworn officers. The methodology for facility planning used extensively is a ratio of the number of personnel to space requirements, which includes common and support spaces. The City Personnel department provided a list of Police Department employees of which Brockton identified 183 as sworn ‘officers’. The City Master Plan, Blueprint for Brockton, lists 185 uniformed officers with 15 additional officers scheduled to be new members of the department. The Department goal is to have 225 officers. This is slightly above national statistics that show an average of 2.1 officers per 1,000 of city population. This national average would suggest 201 officers for a city the size of Brockton.

The optimum ratio for police stations is 350 SF per sworn personnel / ‘officer’. The minimum recommended ratio is 260 SF per officer. The following table provides the resulting facility space needs.

Ratio [SF/ Officer]	Current Officers	Projected Staffing	Staffing Goal
<i>No. of Officers</i>	185	200	225
260 SF/Officer	48,100 SF	52,000 SF	58,500 SF
350 SF/Officer	64,750 SF	70,000 SF	78,750 SF

These numbers are significantly higher than the existing Police Station, which is approximately 23,100 GSF. However, recent police department projects in other jurisdictions indicate that the higher numbers are justified by the City’s population size.

City	Size of Police Facilities	City Population	Ratio
	A	B	A/B
New Britain, CT	88,000 SF	72,560	1.2
West Hartford, CT	60,000 SF	63,270	0.9
Cambridge, MA	110,000 SF	110,650	1.0
Cranston, RI	60,000 SF	81,030	0.7

FIRE STATION

The planning standards for a fire station are estimated from sizes of comparable facilities. A three-bay Fire Station, with typical equipment bays at 20 ft. by 50 ft. for each bay, is 20,000 – 25,000 SF. This includes unique operations and administrative spaces, with shared spaces in the Public Safety Campus.

SURFACE PARKING

Recommended parking for urban police and fire stations is one space per 750 SF of Fire Station program, and one space per 500 SF of Police Headquarters.

Facility	Size	Parking Need	Total Parking Spaces
Fire Station	20,000 to 25,000 SF	1 space/ 750 SF	26 - 33
Police Station HQ	58,500 to 70,000 SF	1 space/ 500 SF	117 - 140
Total:			143 - 173

7.2 Site Options for Public Safety Campus

INTRODUCTION

This Study analyzed and evaluated two sites for the proposed new public safety buildings, as further described below.

1. COURT STREET — PREFERRED LOCATION OPTION

The preferred location, which is northeast of Downtown, has been identified as part of the Downtown Action Strategy Area as an ideal location for a new Police and Public Safety Headquarters.

This Study evaluated the Court Street site, between Freight Street and Putnam Street, for the new Fire Headquarters and Public Safety Campus. While this could work for the Fire Headquarters operations – the Fire Chief and administrative offices – it is not an ideal site for Squad A (a 2000 HME rescue pumper), and Ladder #1 (a 2016 105' Smeal Aerial Ladder) given the downtown traffic delays during rush hours, particularly at the Court Street bridge under the rail tracks. As such, this Study does not recommend the Fire Station be relocated to this site.

There are several reasons that this location is advantageous for the proposed Police and Public Safety Headquarters:

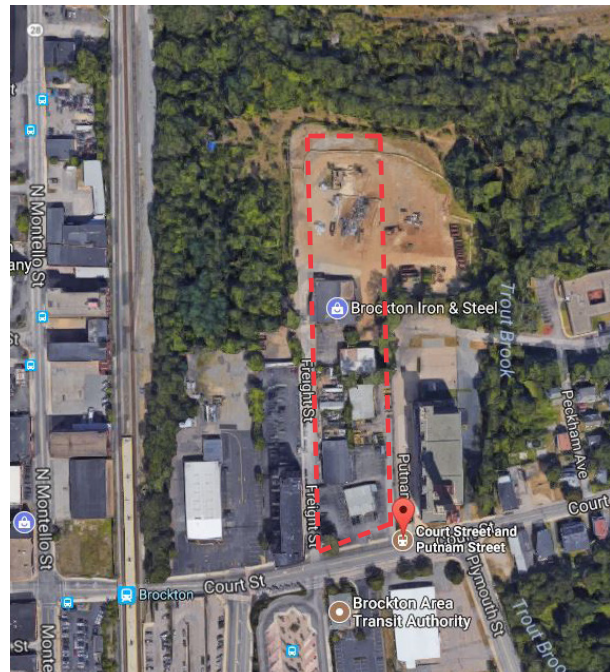
- Centrally located in Brockton
- Site is large enough to accommodate program needs
- The location has limited abutting residential units that would be directly impacted with noise, activity, and traffic implications of the 24/7 operation
- Site is visible and accessible to the public, to create a community safety center

- Large enough site to satisfy building space needs, and visitor/ staff parking, while expansion space for additional parking is available to the North

Site constraints include the following:

- Traffic concerns do not make this an ideal site for Squad A and Ladder 1
- Due to the existing use of the site as an auto body yard, there are likely to be environmental mitigation needs prior to development
- Future expansion is restrained to the east due to wetlands and floodway

It should be noted that this site abuts a wetlands and potential flood zone. Appropriate steps should be taken in the planning and design of the new building, parking, and other site infrastructure to plan for and mitigate flooding impact.



2. NORTH MAIN STREET — ALTERNATE STUDIED LOCATION OPTION

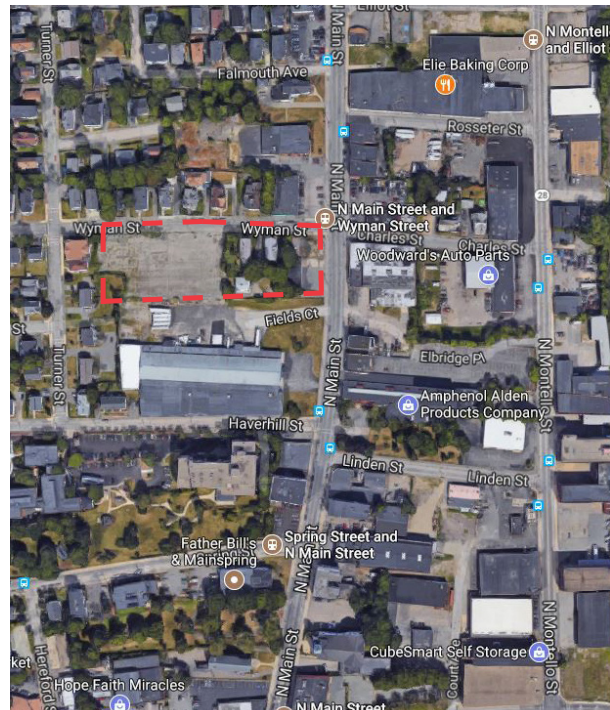
North Main Street, at the intersection of Wyman Street, was considered as part of this study for a co-located Public Safety Campus. This study also investigated use of the site for just the Police Headquarters or Fire Headquarters individually. The tight site restraints made the program compact, and not in context or scale with the surrounding residential neighborhood.

There are several reasons that this location is advantageous for the proposed Public Safety Campus:

- The site is west of the train tracks/ commuter rail that bisect the city, reducing potential response time to the more densely populated western side of the city.
- Half of the site is an unused parking lot, that could be developed for the Public Safety Campus.

Site constraints include the following:

- The programming would need to be compact due to the tight site constraints
- Limited area for staff, visitor, and cruiser parking
- The three houses located at the intersection of North Main and Wyman Streets would need to be acquired by the City
- The site abuts a residential neighborhood, which would be disrupted by the 24/7 operation
- Safety and security should be considered due to the close proximity of adjacent buildings and residences



7.3 Preferred Design Option — Police and Public Safety Campus on Court Street

PREFERRED DESIGN OPTION FOR POLICE AND PUBLIC SAFETY CAMPUS

The following pages illustrate a feasible and preferred study for locating the Police and Public Safety activities on the Court Street Site. This study proposes separate police and fire headquarters buildings due to the size of the required facilities, difficulties with co-locating the separate operations and narrow configurations of the site. The fire station should be located on Court Street to decrease response time. Locating the Police Station to the rear of the site improves traffic circulation and perimeter security, allowing visitor circulation and parking to be separated from Police Department personnel.

The Police Station is proposed as a 3-story building that has approximately 73,000 SF for the Police programming, and 6,200 SF of other program elements that can be shared and overlapped with the adjacent Fire Station and other community needs.

The Fire Station is also proposed as 3 stories with three apparatus bays. Additional square footage allowance for equipment, decontamination station, and gear room to improve operations. Fire fighter living quarters would be located directly above the apparatus garage with administrative offices on the ground floor and upper levels.

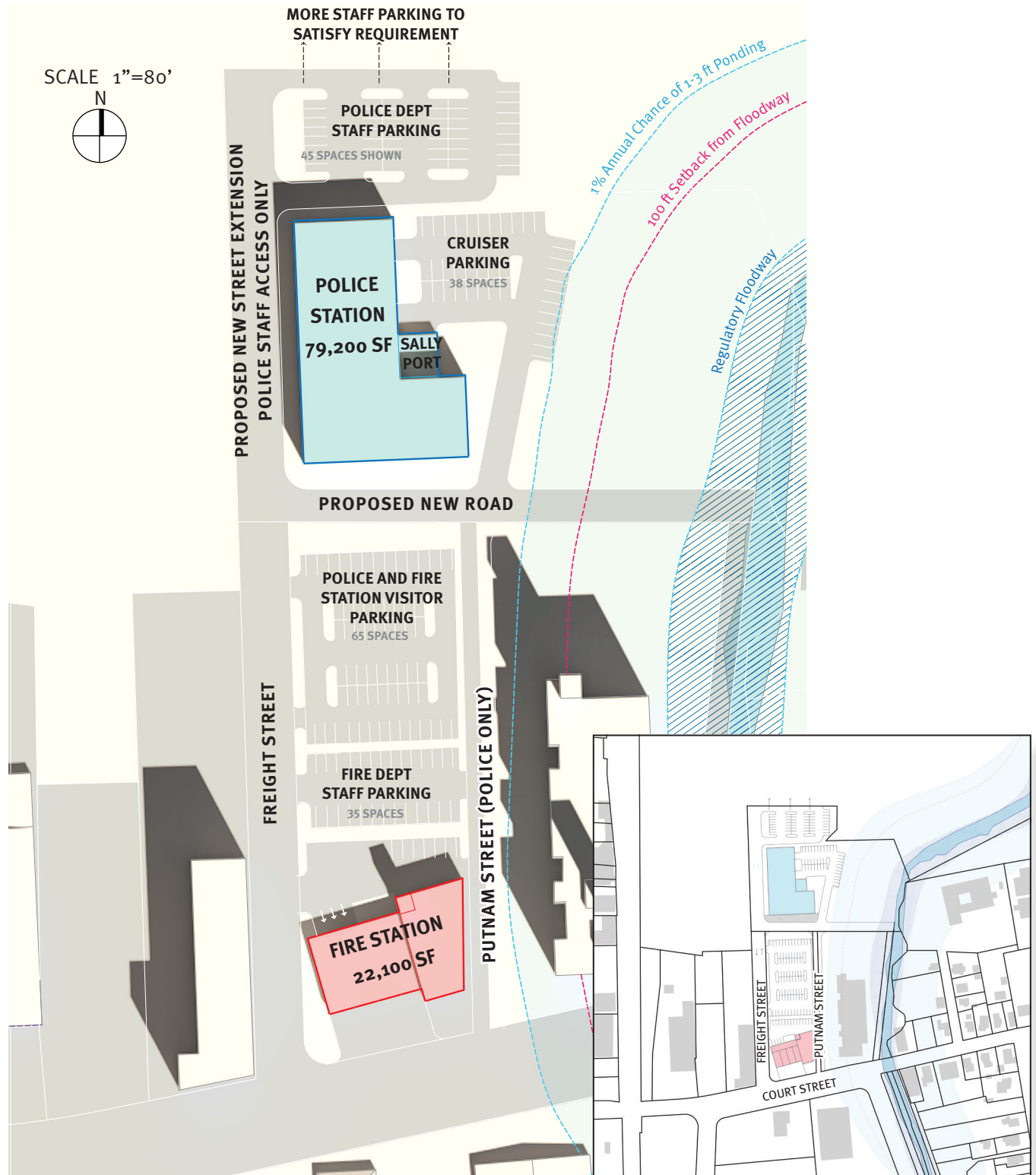
The site configuration allows for ample growth for parking towards the north, and also the potential for future programming expansion on the site. The Police Station and Fire Station will have visitor parking and landscaping which will separate the two programs, while defining a Public Safety Campus.

Police Station HQ (3-story building)	79,200
Police Station Programming	73,000 SF
Training/ Community Room	2,100 SF
Co-located Police/ Fire 911 Dispatch Center	1,500 SF
Brockton Emergency Manage- ment Agency (BEMA)	1,000 SF
Emergency Operation Center (EOC)	1,000 SF
Information Technology	600 SF
Fire Station HQ (3-story building)	22,100
Apparatus Bays (three bays, plus equipment storage)	4,000 SF
Living Quarters	13,500 SF
Multi-Purpose Space	2,100 SF
Fire Props Training facility (for mock scenarios)	2,500 SF
Public Safety Campus	101,300 SF

Public Safety Campus on Court Street

PREFERRED DESIGN OPTION

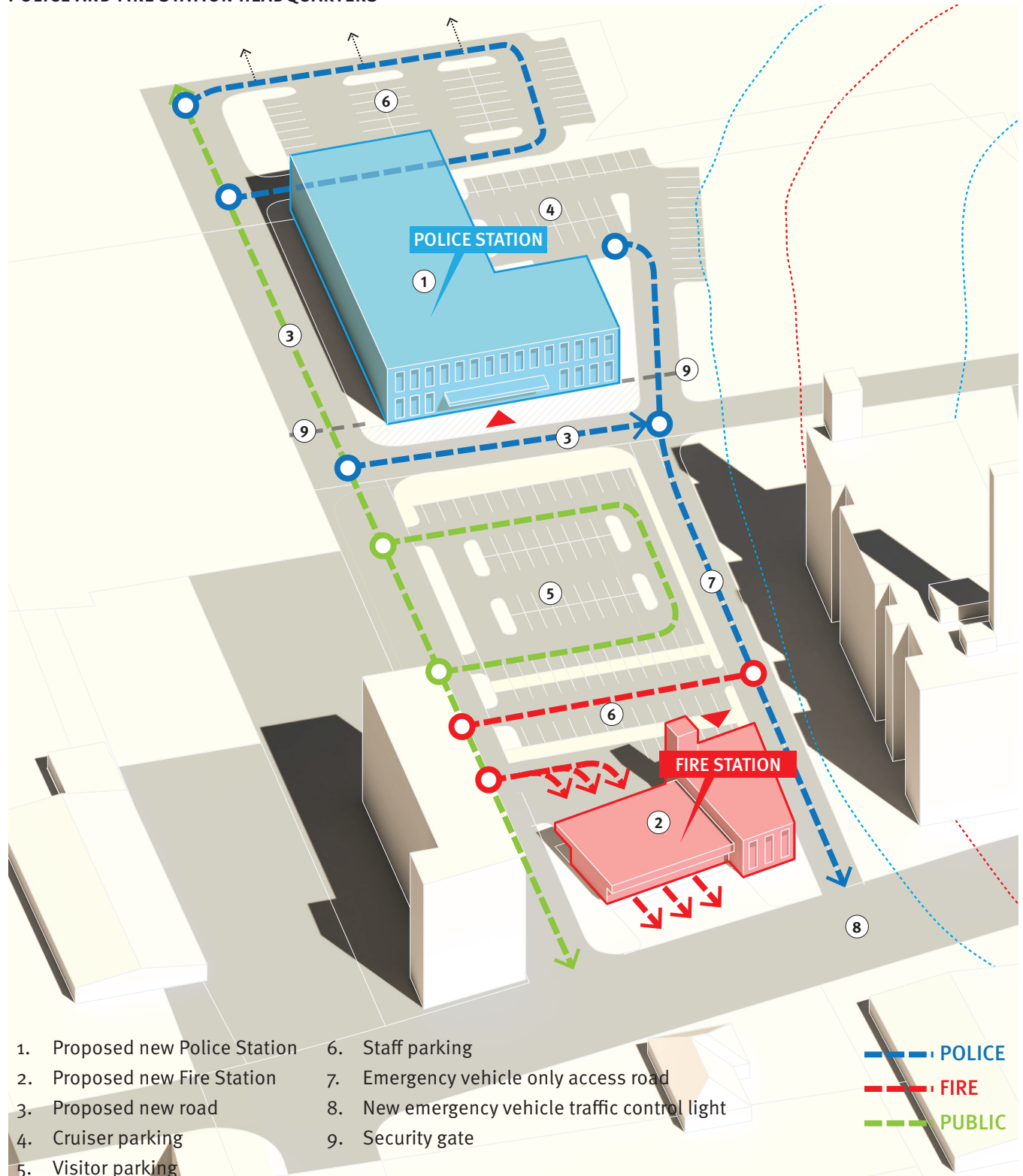
POLICE AND FIRE STATION HEADQUARTERS



Public Safety Campus on Court Street

PREFERRED DESIGN OPTION

POLICE AND FIRE STATION HEADQUARTERS



Public Safety Campus on Court Street

PREFERRED DESIGN OPTION

POLICE AND FIRE STATION HEADQUARTERS



7.4 Alternate Design Options — Public Safety Campus

OPTION A - COURT STREET

Alternate options for the Public Safety Campus were considered as part of this feasibility study. Option A on the following page considered the same Court Street Site parcel, however limited the design boundary to the existing developed land. The green space to the north would remain intact, or be repurposed for other program use.

The compact site configuration would greatly reduce the amount of surface parking available, and would necessitate underground parking. Additionally, the building sizes would be reduced.

OPTION A - COURT STREET

Police Station HQ	62,000 SF
Police Station Programming	57,000 SF
Training/ Community Room	1,500 SF
Co-located Police/ Fire 911 Dispatch Center	1,550 SF
Brockton Emergency Management Agency (BEMA)	750 SF
Emergency Operation Center (EOC)	800 SF
Information Technology	400 SF
Fire Station HQ	17,000 SF
Apparatus Bays (three bays, plus equipment storage)	4,000 SF
Living Quarters	10,500 SF
Multi-Purpose Space	1,000 SF
Fire Props Training facility	1,500 SF
Public Safety Campus	79,000 SF

OPTIONS B, C, AND D - NORTH MAIN STREET

Similar to Option A, the North Main Street site provides limited expansion possibility due to the tight site constraints on all sides, and reduced potential building area.

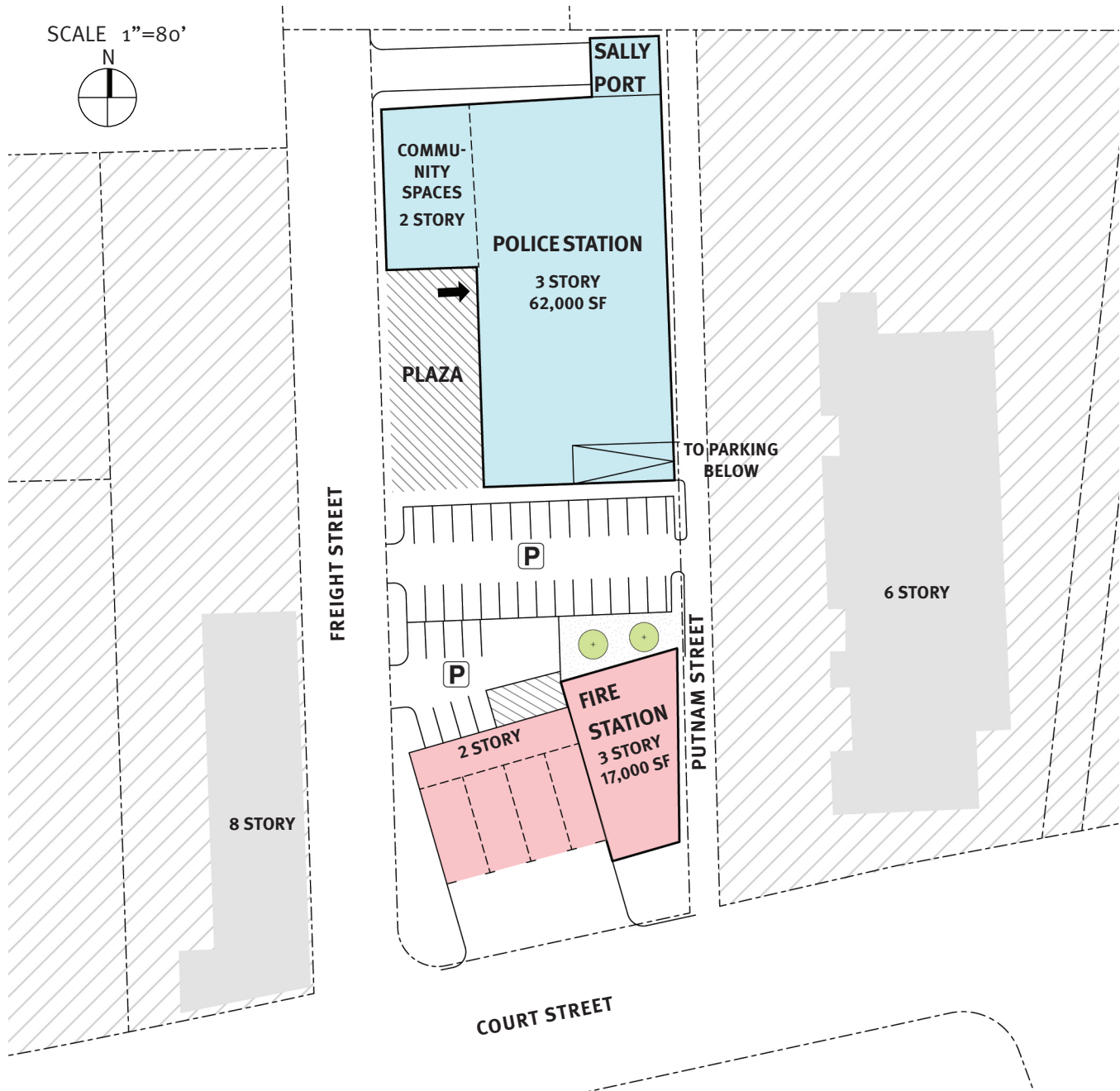
Below grade parking, or an open parking garage as shown in Option D, should be considered to satisfy the parking requirements for staff, visitors, and police cruisers.

Option B - North Main Street	79,500 SF
Police Station HQ	63,000 SF
Fire Station HQ	16,500 SF
Option C - North Main Street	79,000 SF
Police Station HQ	64,500 SF
Fire Station HQ	14,500 SF
Option D - North Main Street	62,500 SF
Police Station HQ	46,000 SF
Fire Station HQ	16,500 SF
Option E	106,800 SF
Police Station HQ	88,800 SF
Fire Station HQ	18,000 SF

Public Safety Campus on Court Street

OPTION A

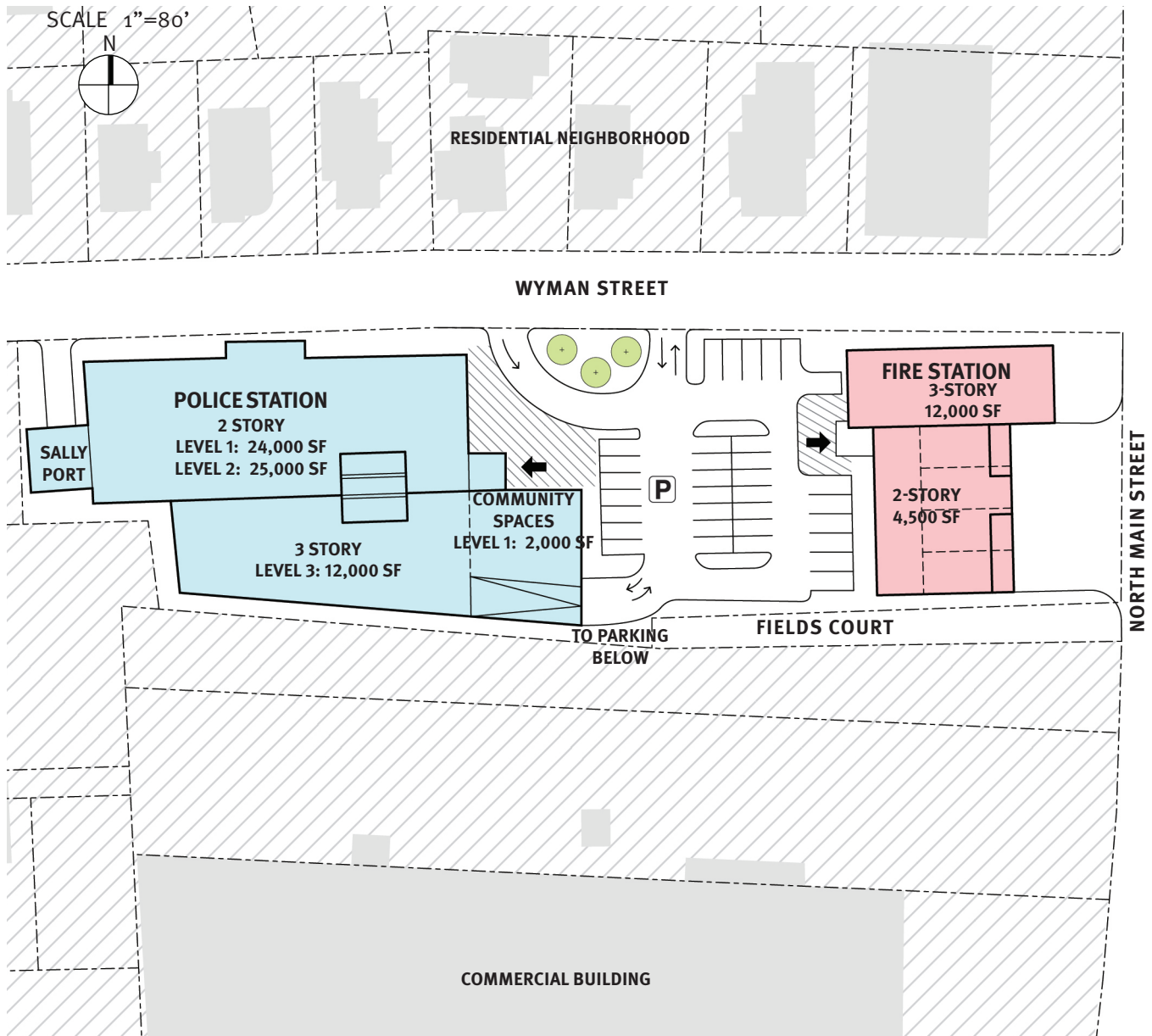
ALTERNATE DESIGN AT PREFERRED LOCATION



- Fire Station is a 3-story building approximately 17,000 SF that faces onto Court Street for truck access.
- Police Station is a 3-story building approximately 62,000 SF set at the rear of the site.
- Shared surface parking between the two buildings with cruiser parking below grade under the Police Station.

Public Safety Campus on North Main Street

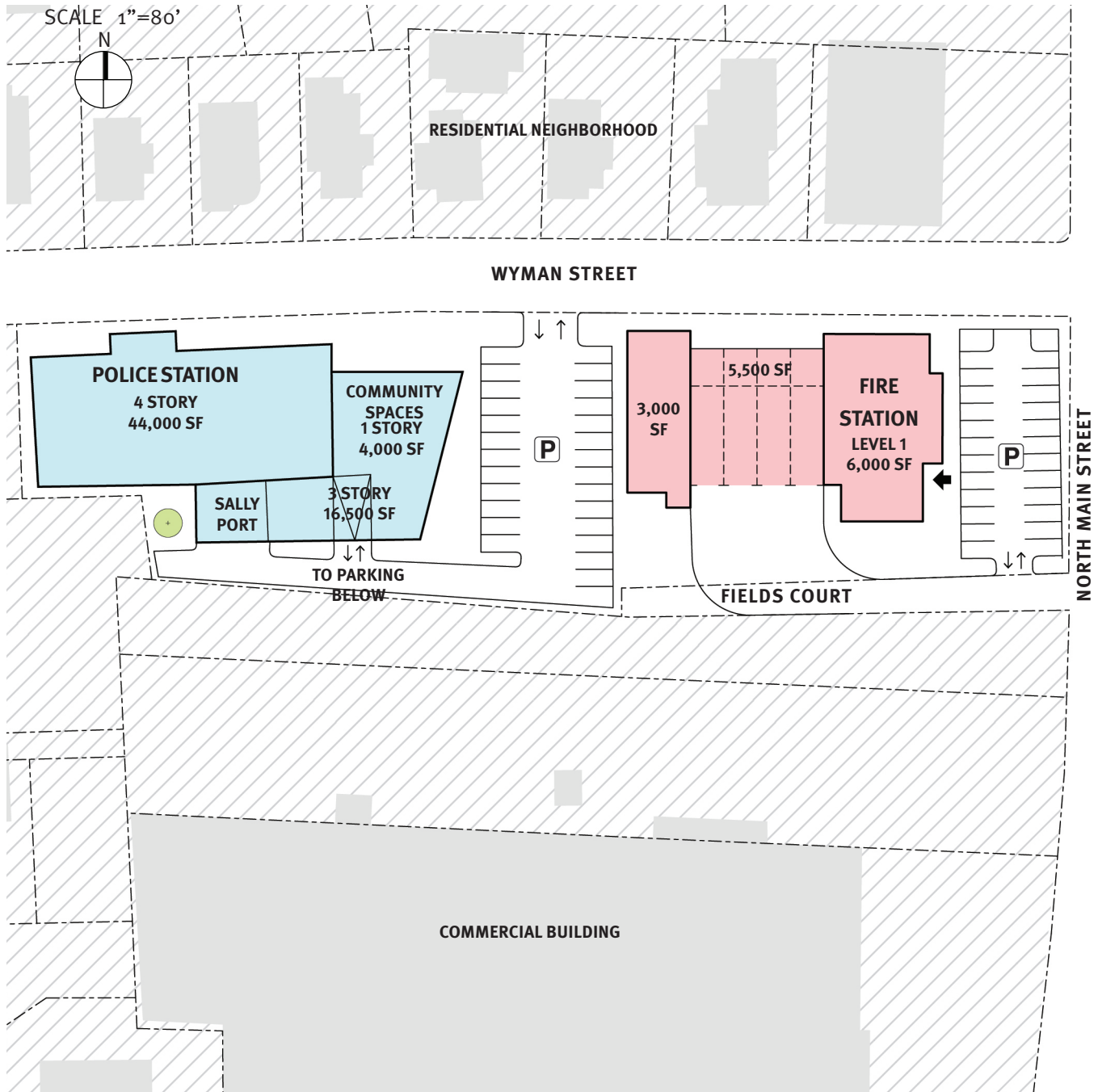
OPTION B



- Fire Station is a 3-story building approximately 16,500 SF that faces onto Main Street for truck access.
- Police Station is a 3-story building approximately 63,000 SF that faces onto Wyman Street.
- Shared surface parking between the two buildings with parking below grade under the Police Station.

Public Safety Campus on North Main Street

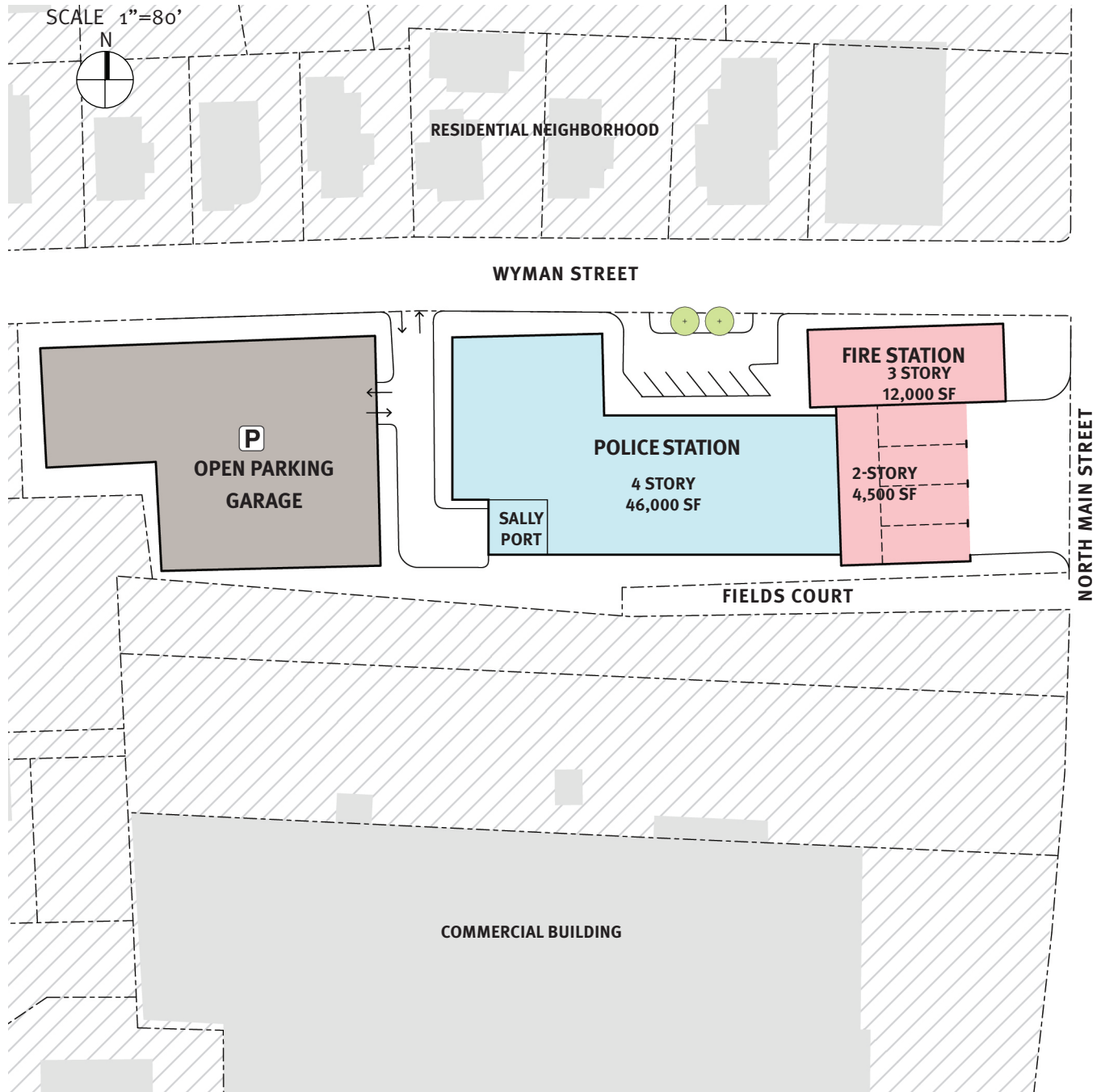
OPTION C



- Fire Station is a 1 level building, approximately 14,500 SF that has a through fire truck access.
- Police Station is a 4-story building approx. 67,500 SF that faces onto Wyman Street.
- Two small surface lot parking areas for each with parking below grade under the police station.

Public Safety Campus on North Main Street

OPTION D

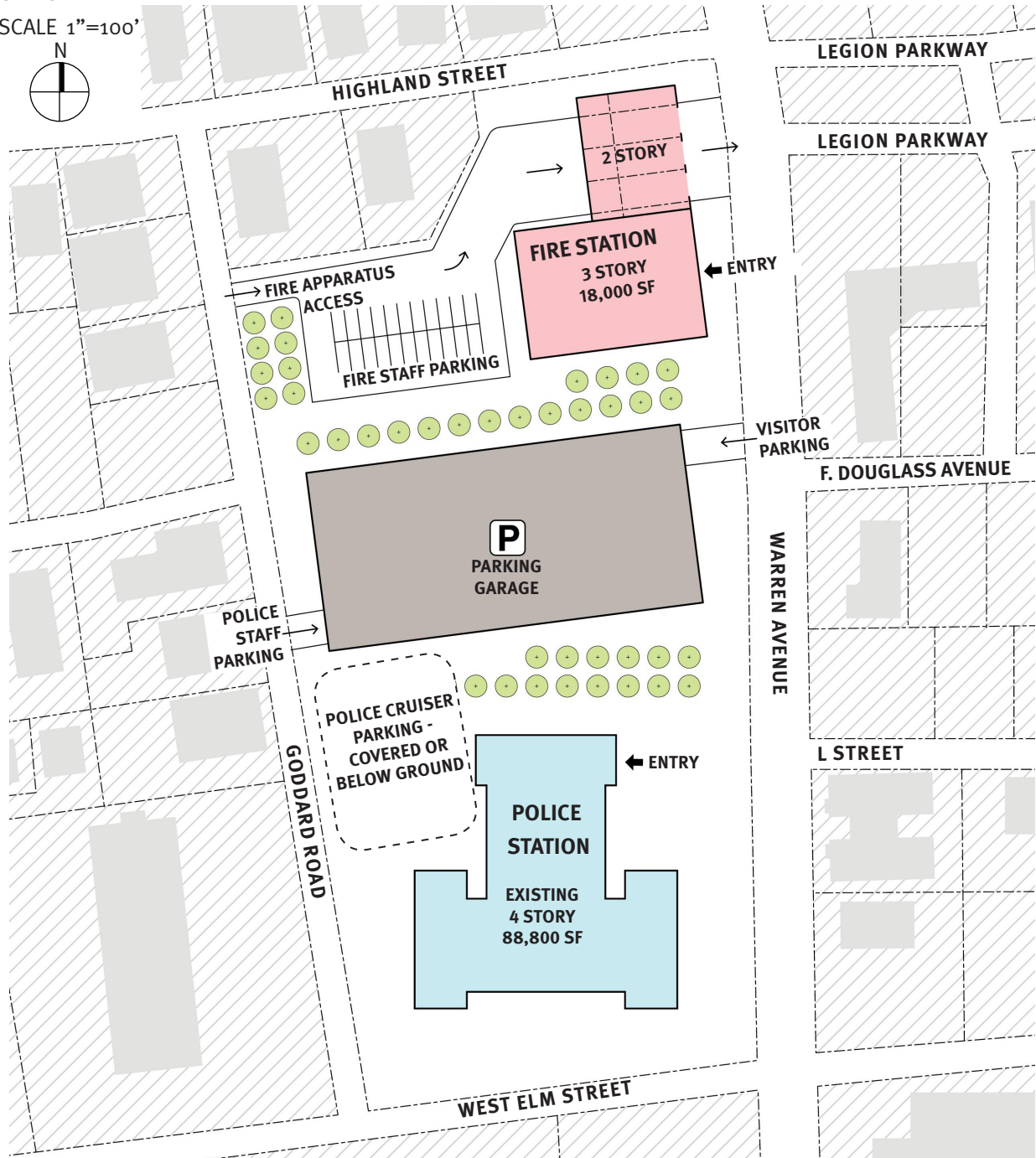
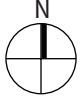


- Fire Station is a 3-story building approx. 16,500 SF that faces onto North Main Street for truck access.
- Police Station is a 4-story building approx. 46,000 SF that faces onto Wyman Street with an entry plaza.
- Fire and Police Station are connected.
- Parking is an open parking structure on site.

Public Safety Campus on Warren Avenue

OPTION E

SCALE 1"=100'



- Fire and Police Station Headquarters are co-located on the site
- Fire Station Headquarters is a 3-story building approximately 18,000 SF with a through drive and direct apparatus access to Legion Parkway and Warren Avenue
- Existing 4- story, 88,800 SF Keith Center is repurposed, modified, and improved for the Police Station Headquarters and supporting public safety program spaces.

7.5 Alternate Design Options — Separate Fire and Police Headquarters

Consideration was given to separating the Police Headquarters from the Fire Headquarters, and having each of the programs situated on identified separate sites. This would potentially provide adequate square footage and parking area on each of the sites.

This Master Plan recommends creating a Public Safety campus to co-locate the public safety departments and shared auxiliary safety programs provided by the Fire Department and Police Department.

A new fire station location should be studied as part of a larger comprehensive analysis of existing fire station location zones, response times, personnel, and apparatus vehicle allocation. Response areas may need to be adjusted, modified, redefined, and/ or reconfigured to provide continued and effective distribution throughout the city. Further research of the existing response areas in relation to proposed future zones are beyond the scope of this report and will need to be further studied.

The most economical solution to addressing the needs of updating the existing Fire Station and Police Station are to provide a co-located Public Safety Headquarters to allow for shared resources, increased parking, and improved facilities. An alternate solution would be to provide a split campus which separates the Fire Station Headquarters from the Police Station Headquarters. This would result in duplicate resources on potentially more compact sites. Alternately, existing Fire Station #1 could potentially remain a

call-out station, while other shared activities such as the Community Room, Training facilities, and 911 Dispatch center be moved to the Public Safety Headquarters.

The following shows the location and size of these unfavorable sites and studies:

Option F

Police Station HQ on Court Street	63,000 SF
Fire Station HQ on N Main Street	33,500 SF

Option G

Police Station HQ on Court Street	72,000 SF
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Option H

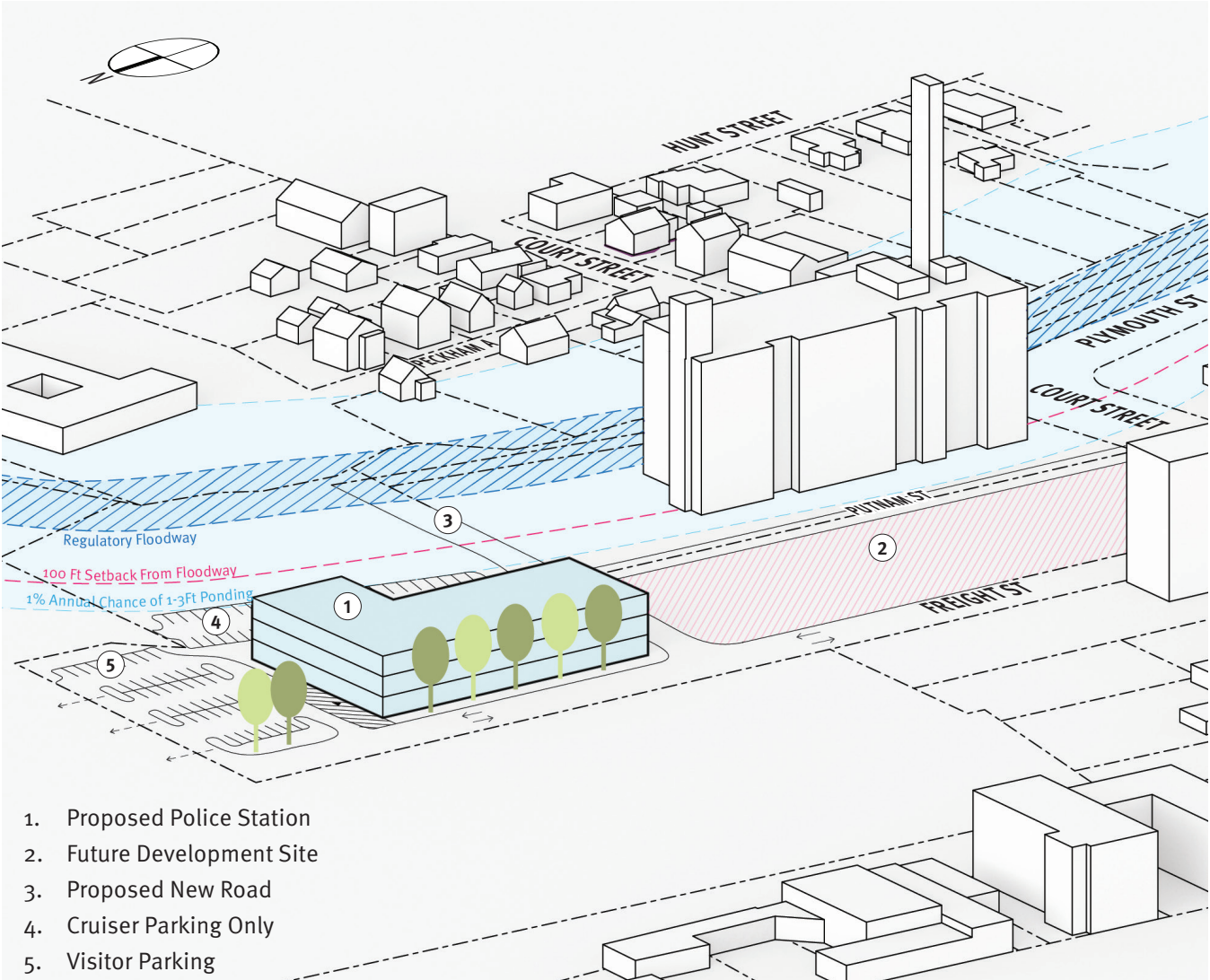
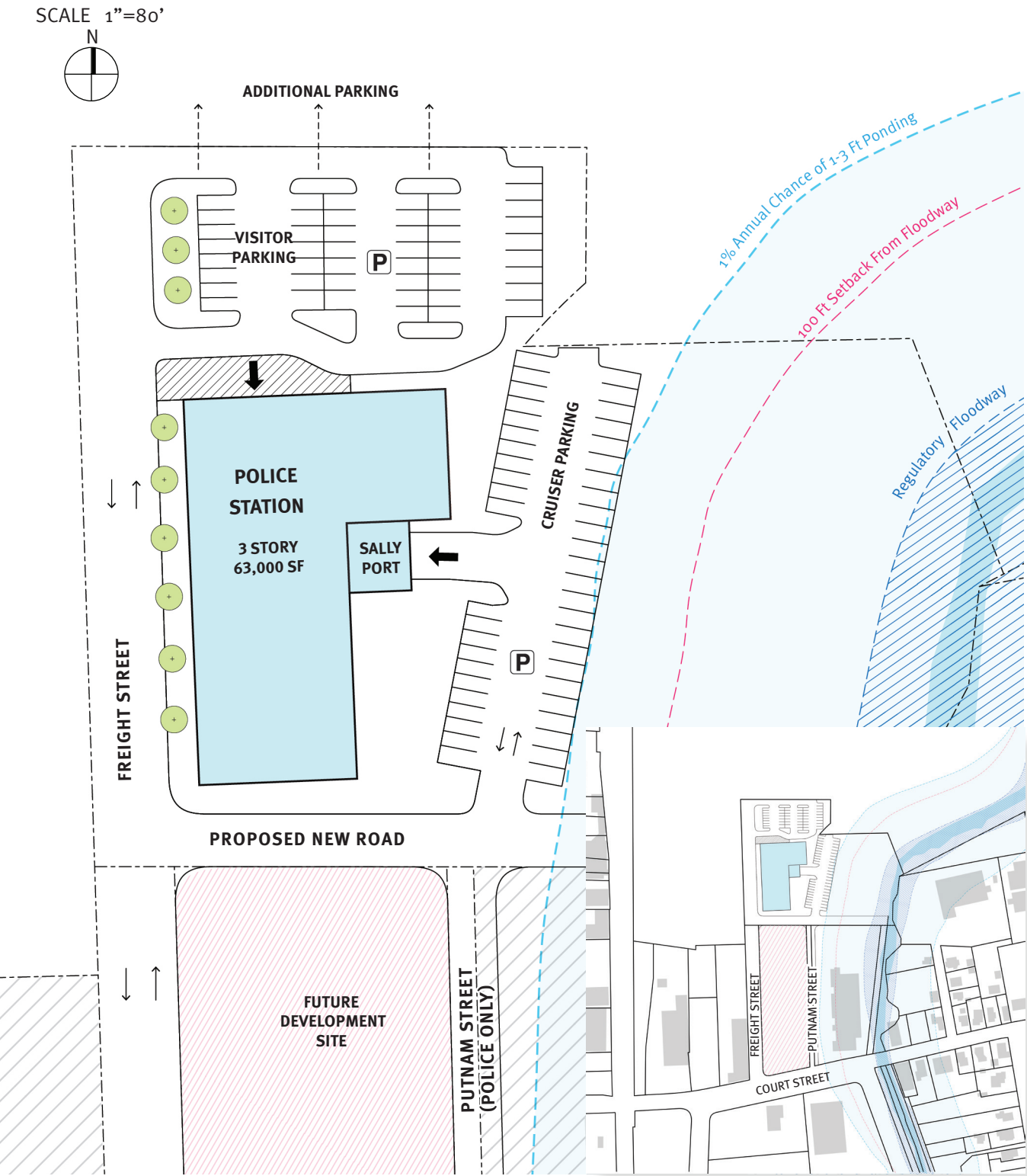
Police Station HQ on Court Street	70,000 SF
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Option I

Fire Station HQ on Warren Avenue	22,500 SF
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Police Station HQ on Court Street

OPTION F
POLICE HEADQUARTERS

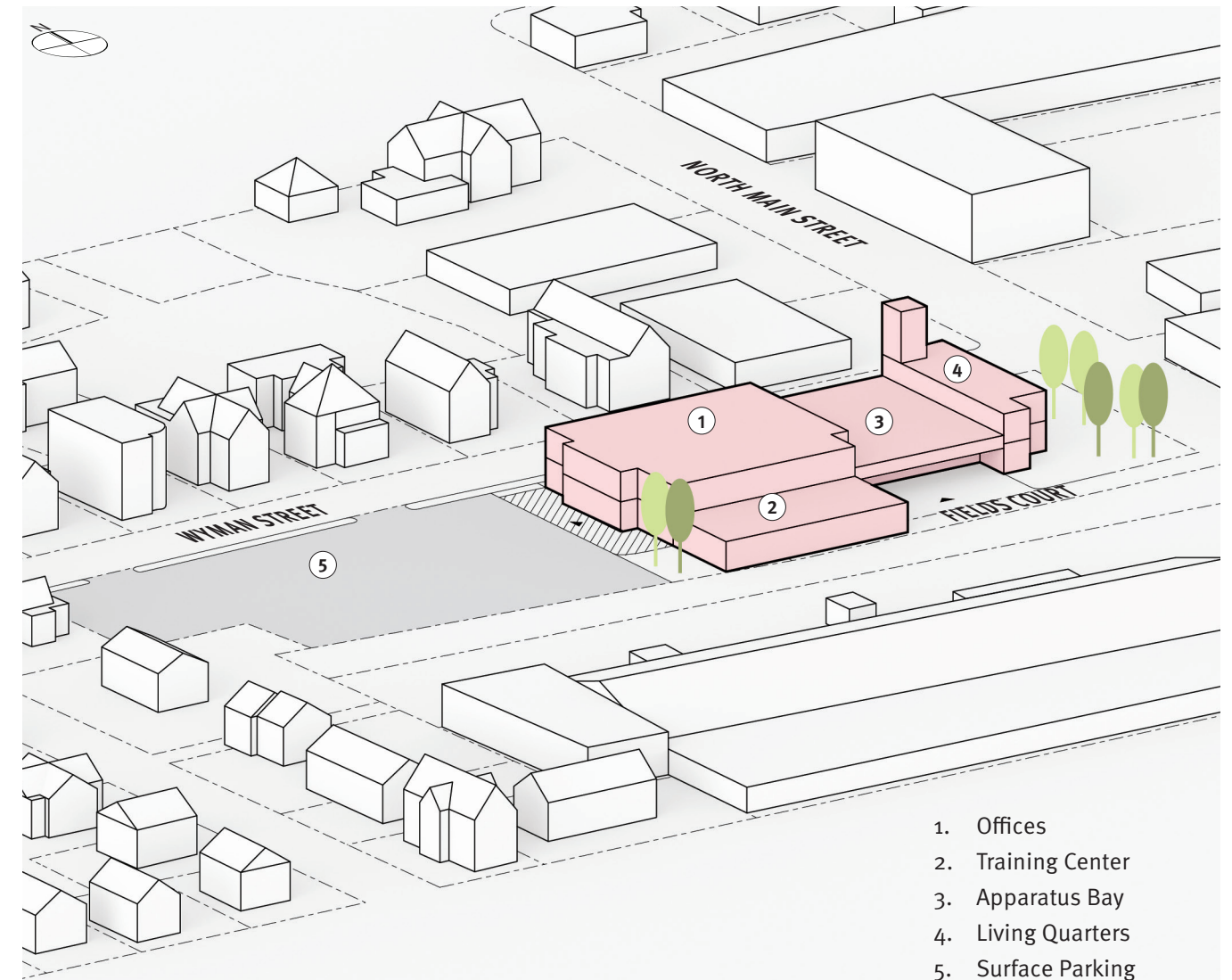
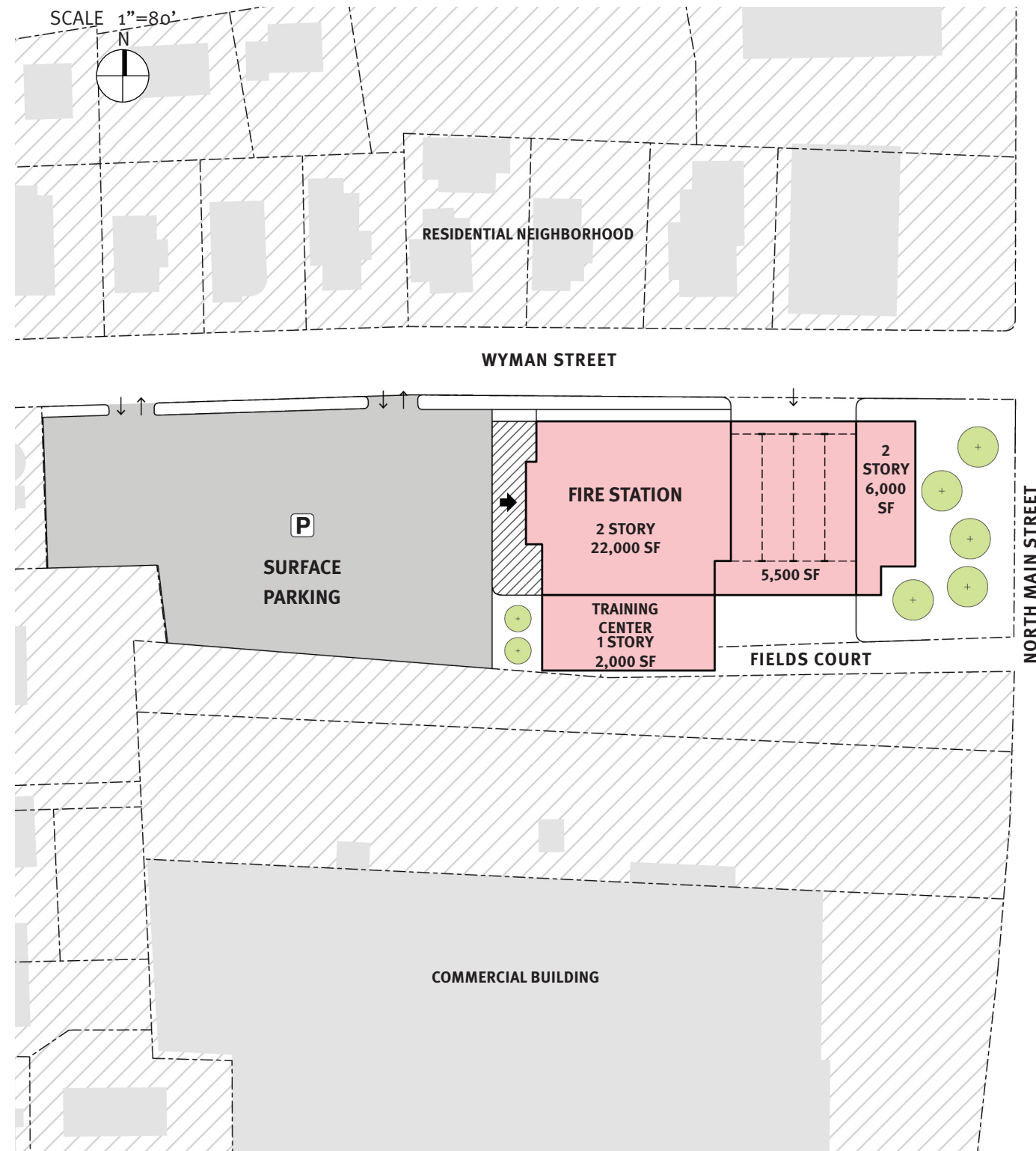


- Police Station is a 3-story building approx. 63,000 SF that faces onto the parking on Putnam Street.
- Widen existing Putnam St. for police traffic only.
- Fire Station is separate at an alternate site.
- Parking rows can be extended north beyond property line as needed.

Fire Station HQ on North Main Street

OPTION F

FIRE STATION HEADQUARTERS



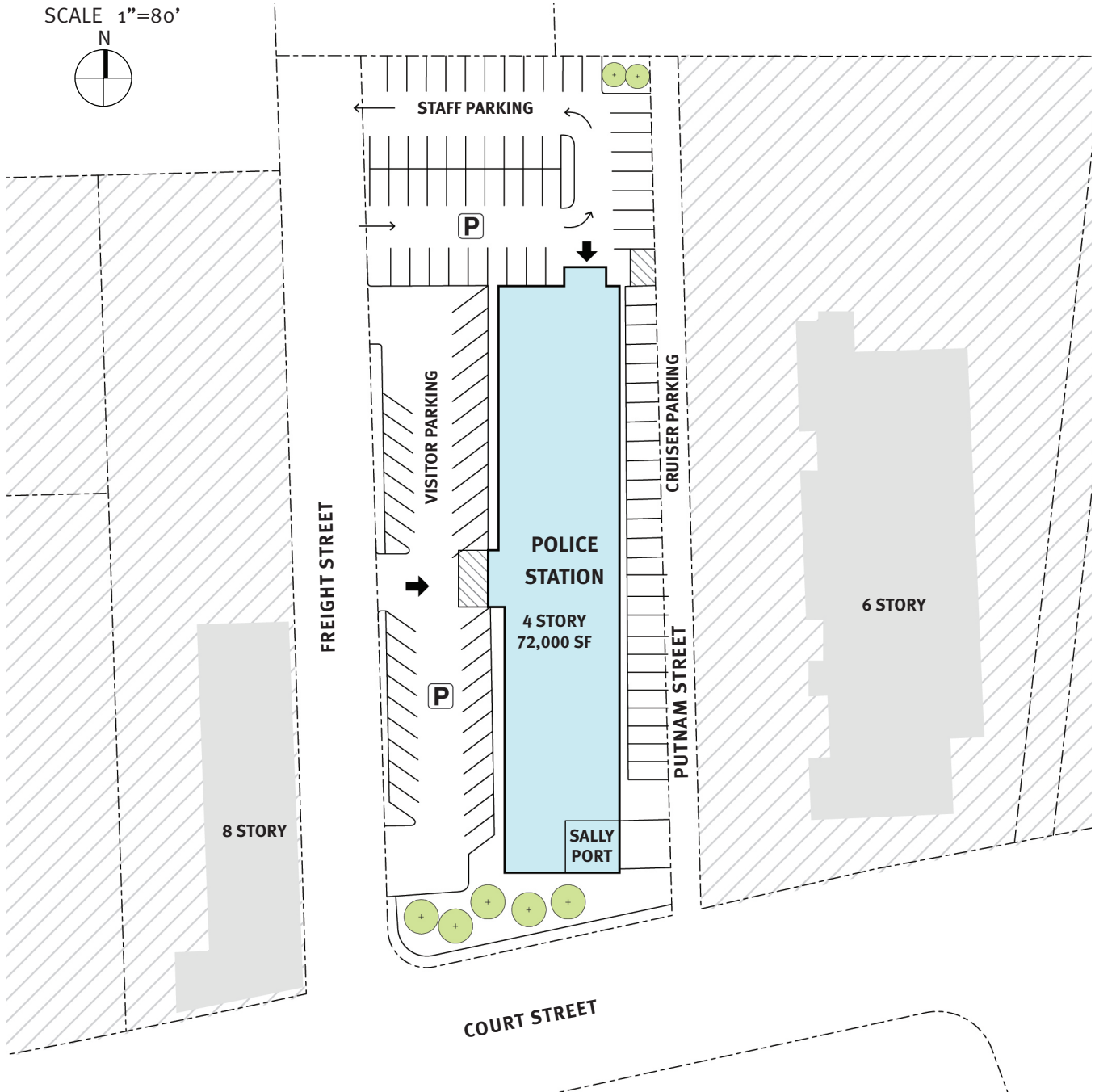
- Fire Station is a 2-story building approx. 35,500 SF that faces onto the parking on Wyman Street.
- The 2-story building has a similar building height to the neighborhood.
- Fire truck bay is pull-through from Wyman Street onto Fields Court.
- Police Station is separate at an alternate site.
- Parking is surface parking on site.

Police Station HQ on Court Street

OPTION G

POLICE HEADQUARTERS

SCALE 1"=80'



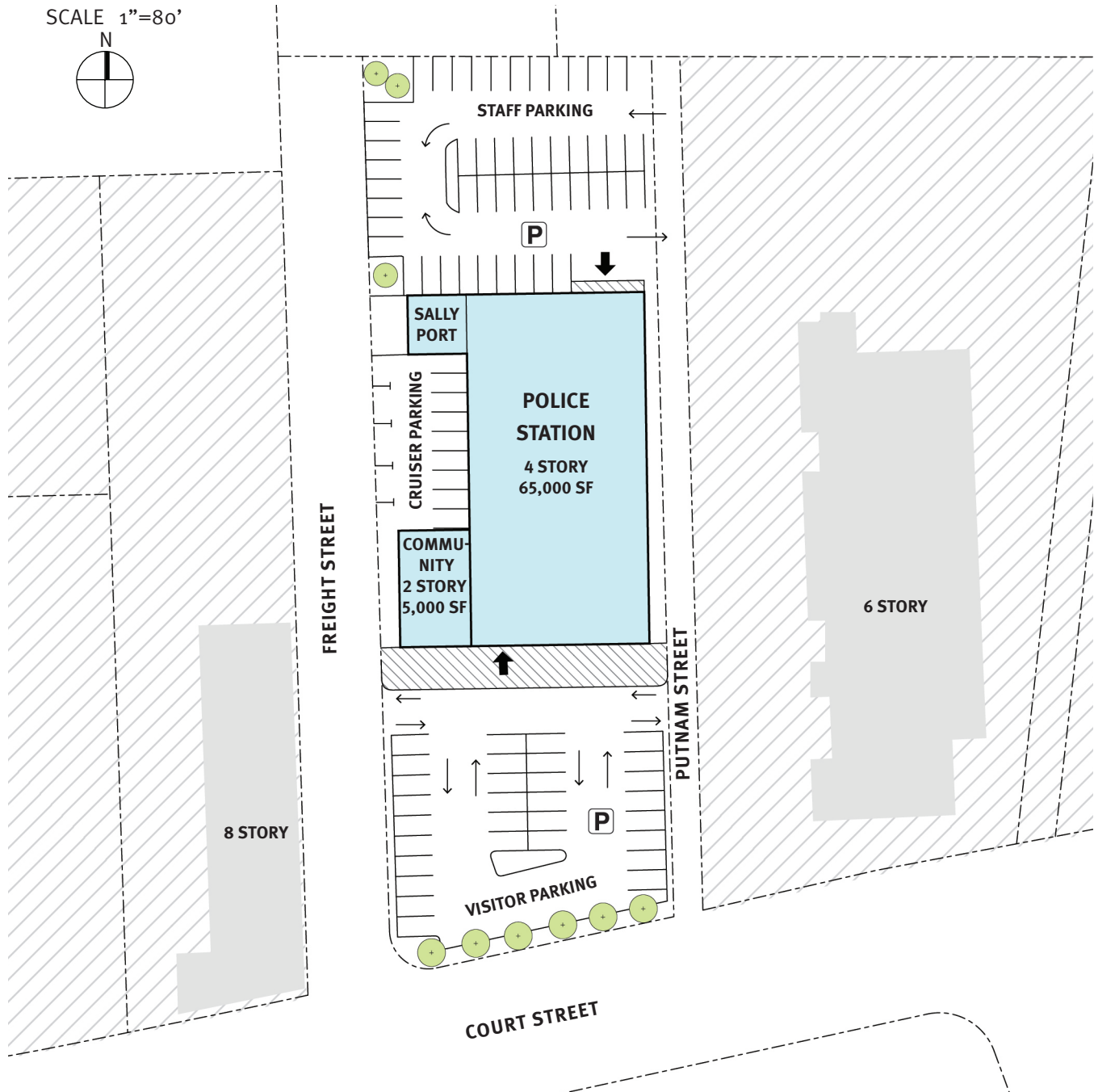
- Police Station is a 4-story building approx. 72,000 SF that faces onto Freight Street.
- Fire Station is separate at an alternate site.
- Parking is surface parking on site.

Police Station HQ on Court Street

OPTION H

POLICE HEADQUARTERS

SCALE 1"=80'

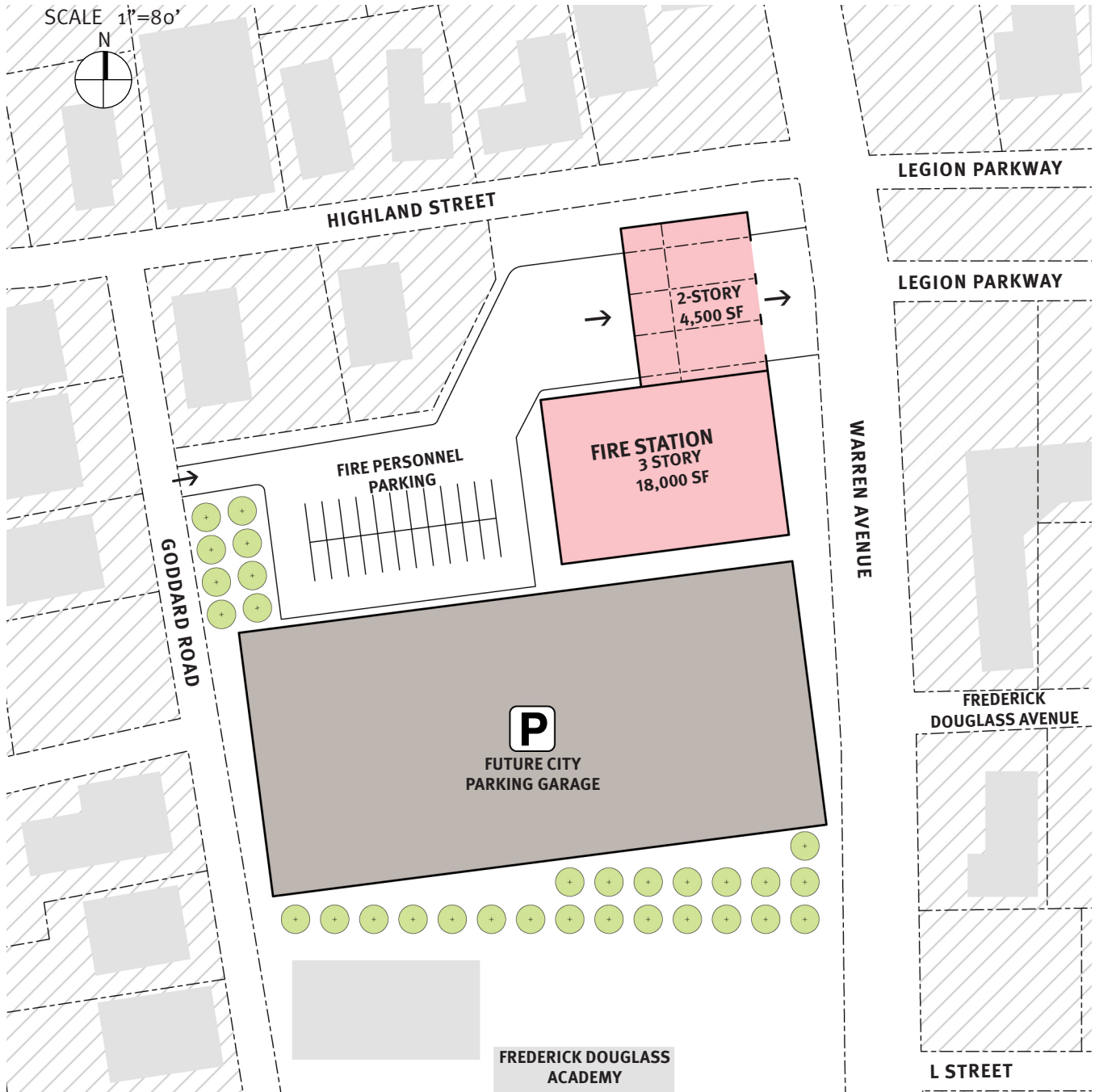


- Police Station is a 4-story building approx. 70,000 SF that faces onto Freight Street.
- Fire Station is separate at an alternate site.
- Parking is surface parking on site.

Fire Station HQ on Warren Ave

OPTION I

FIRE STATION HEADQUARTERS



- Fire Station Headquarters is a 3-story building approx. 22,500 SF that faces onto Warren Street, with truck access from Goddard Road.
- Police Station Headquarters is separate at an alternate site.
- Staff Parking is surface parking on site. Visitor parking is located at future City Parking Garage adjacent to the site.

7.6 Developed Design Option — Public Safety Campus at Warren Avenue

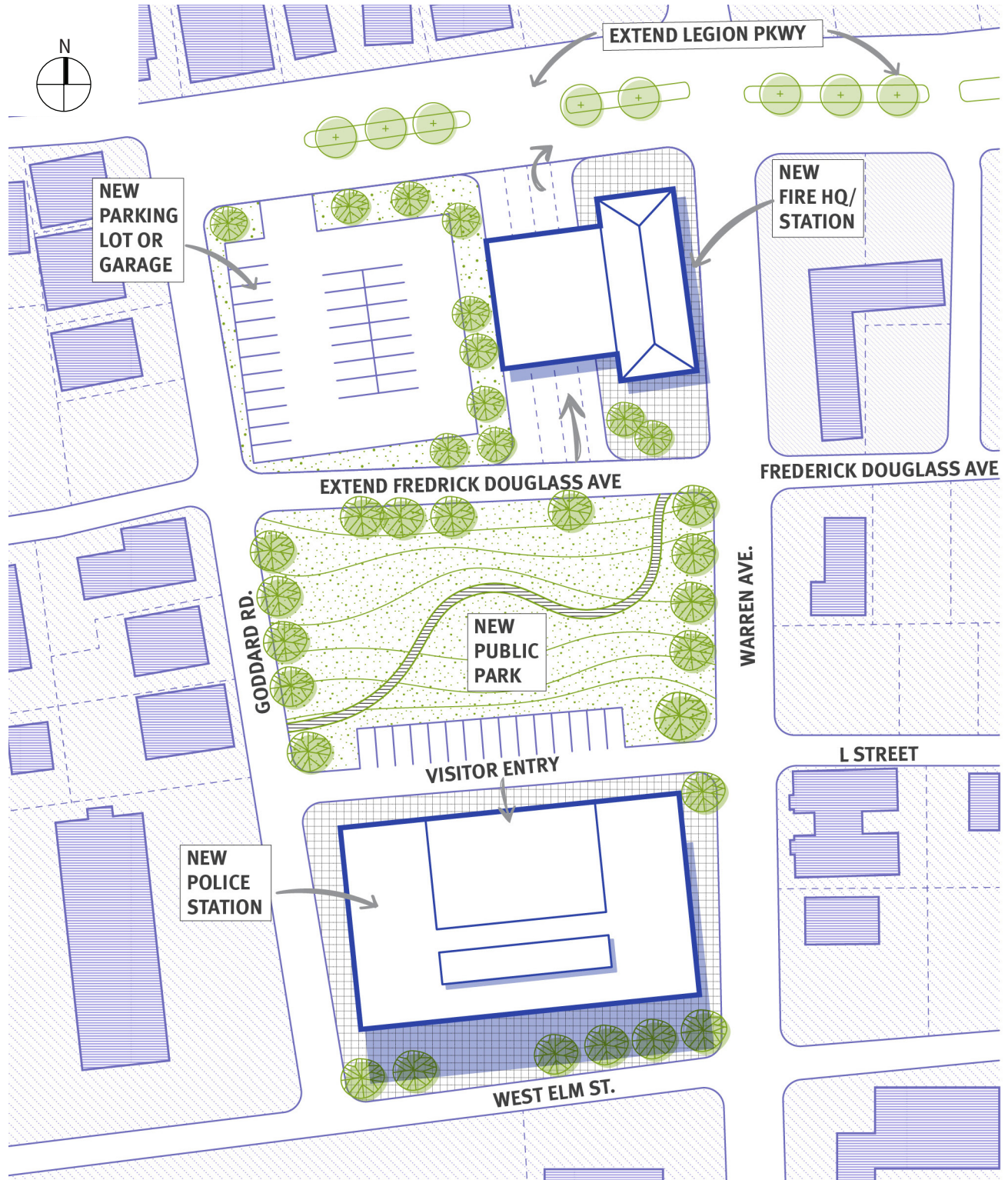
The downtown location currently occupied by the Frederick Douglass Academy/ Keith Center provides a desirable, centrally located site for the co-located Public Safety Campus. The city fabric at this location naturally leads to the continuation and extension of Legion Parkway, Frederick Douglass Avenue, and L Street through the existing city block to provide non-obstructed fire truck apparatus to the fire station, and nearby parking for visitors to the police headquarters.

The remaining portion of the site lends itself to an open greenspace, which relates to the adjacent smaller scale residential neighborhood.

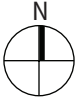
Reconsideration of the directionality of Warren Avenue should be addressed to allow 2-way travel for ease of emergency access as a north/ south artery through the city. To the north of the site, a proposed Fire Station Headquarters would have immediate fire apparatus access to Legion Parkway.

A proposed future parking lot or garage would accommodate parking for visitors to the new park or public safety campus, with access points from a widened Legion Parkway.

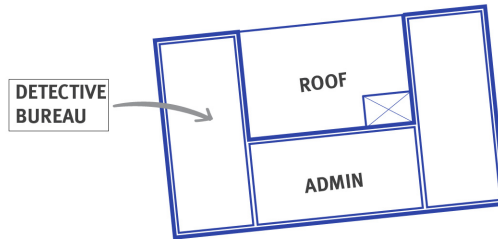
Public Safety Campus on Warren Avenue



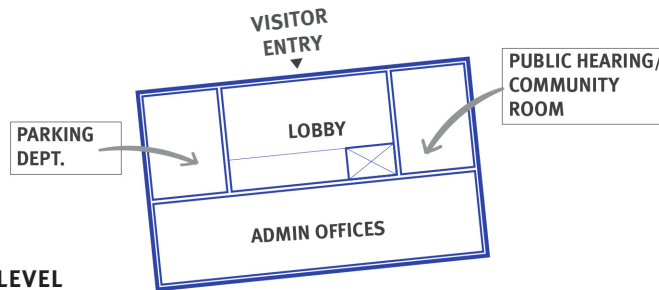
New Police Station – Conceptual Floor Plans



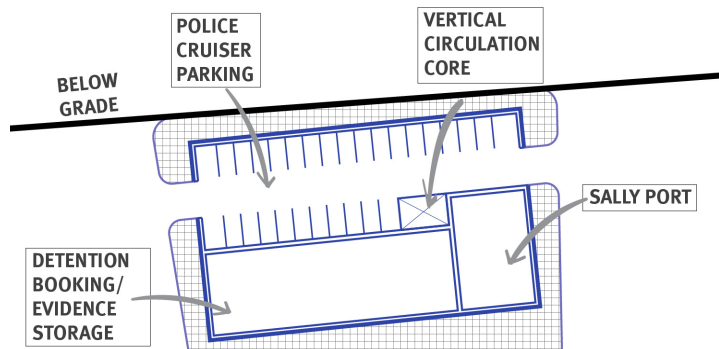
THIRD LEVEL



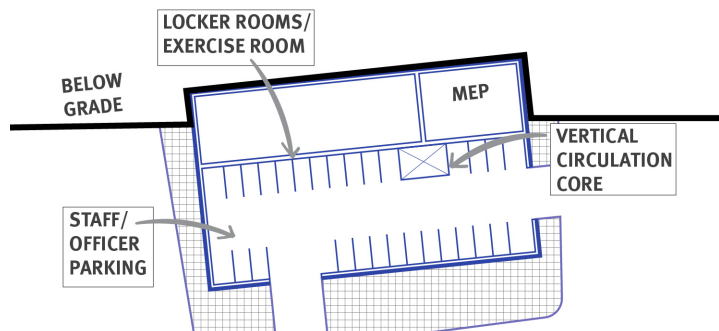
SECOND (VISITOR ENTRY) LEVEL



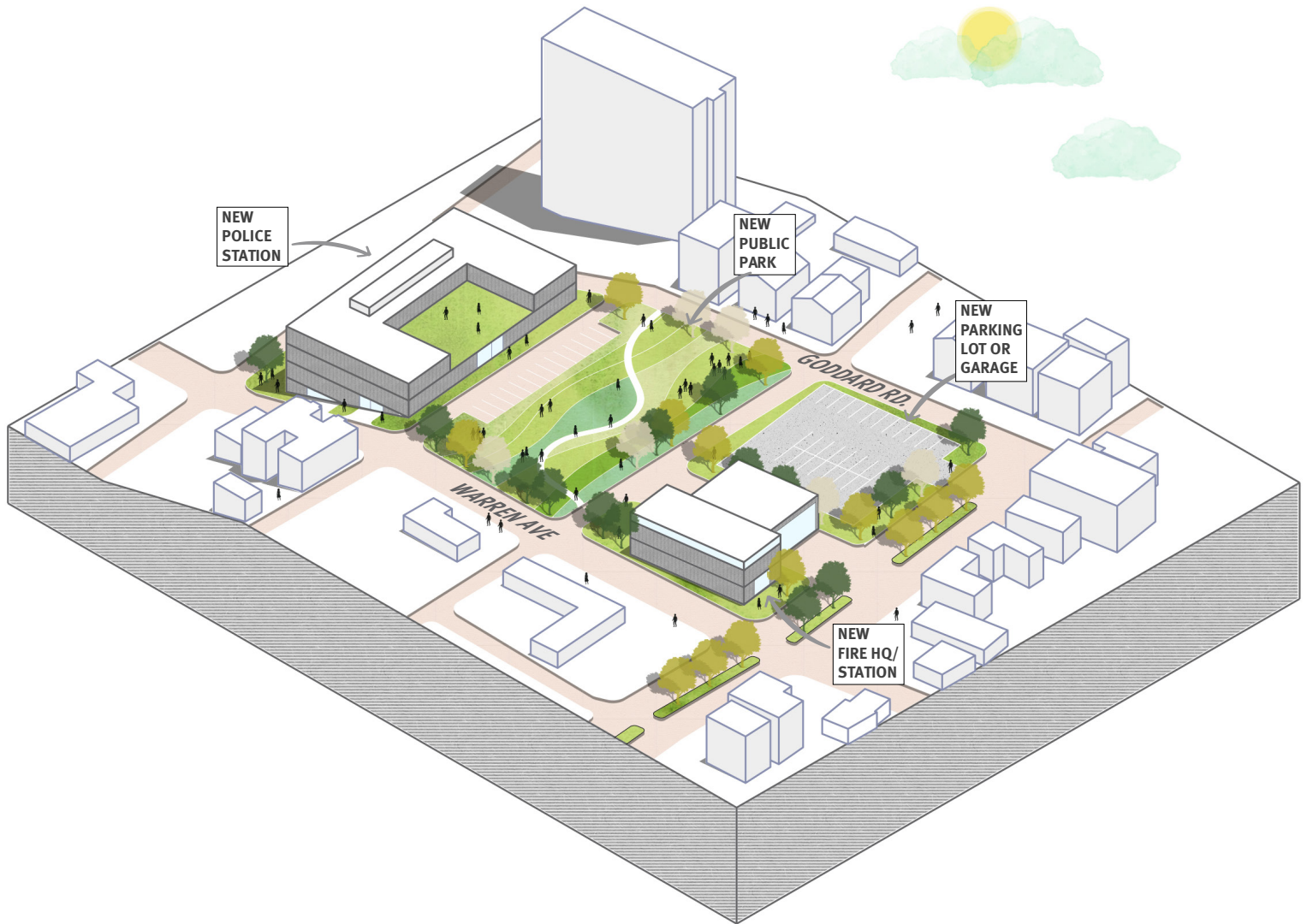
FIRST LEVEL



LOWER LEVEL



Public Safety Campus on Warren Avenue



Section 8 **APPENDIX**

Appendix A: Records Management and Storage Standards

The following Secretary of State's Recommendation for Record Storage was distributed prior to the department leadership interviews as a topic for discussion in understanding the departments existing file, storage, and archiving method.

1. Each container in a room should have a unique number and appear on an inventory list or database. Shelves should be numbered also to provide location information on lists.
2. Intellectual control of records also includes materials relating to records destructions and transfers, and retrievals of records.
3. Do not store furniture and office supplies in record areas, and do not store records with office supplies and furniture. Definitely, do not store records with janitorial or facilities supplies especially flammables. Attics are prone to excessive temperatures, and basements often flood or have excessive moisture and humidity. Rooms with large window areas can become too hot. Window shades can be utilized or plastic tinted window films can be applied to window surfaces. Windows should be kept closed and locked where security is an issue.
4. Keep tops on boxes to minimize damage from light, dust, and water.
5. Special media such as computer tapes and disks, video and audio-tape, photographs, microfilm is best stored in cool environments with low relative humidity, with low dust and pollution from internal vapors or outside air.
6. Records room should be secure and locked when not in use.
7. Records should be kept off the floors in case of flooding or a pipe burst, or if sprinklers are set off. 3' to 6" is normally adequate. Where no shelving exists, place boxes up on pallets. Stack un-shelved boxes a maximum of 7 high or the bottom box is likely to crush and topple the stack.
8. Avoid storing records under water pipes and steam pipes.
9. Rooms should be environmentally controlled to avoid excessive humidity and temperatures.
10. Rooms should have a fire suppression system such as water sprinkler systems, wet or dry, or gas and also smoke and/or heat sensors. Remember that wet records can often be salvaged but burned records cannot be.
11. Shelving should be designed to maximize available space.
12. Remember that storage space can tend to fill up much quicker than anticipated so leave as much room for growth as possible. Investigate alternative media such as microfilm or scanning as a way of alleviating space problems.
13. Floor load capacity an issue especially in older buildings. For calculations, consider that a standard 1 cubic foot records carton can weigh between 30 and 40 pounds, and that these will be stacked one above the other.

14. Shelves must not extend the full distance to the ceiling or they will interfere with sprinkler systems. Boxes should not be placed on the tops of shelving units.
15. Good shelf design is designed around the box dimensions. Two design principles govern. 1. Higher is better. 2. Minimize aisle space. To minimize aisle space you can place boxes two deep on a shelf. You will be able to locate them through your inventory list with the shelf locations. Then you can place two shelving units back to back, essentially providing 4 boxes deep, with aisle access on both sides. Place shelves against walls when possible but, in this case, only go two boxes deep. Aisles should be 3" wide. A standard shelf dimension is 32 x 48" with either 12", 24" or 36" clearance between shelves. If you go to 36" clearance you will need much stronger shelves to support the extra weight. 36" clearances make retrieval more difficult.
16. Shelves should have diagonal bracing and use nut and bolt construction that has been found most secure during earthquakes. Ideally shelves should be metal with baked enamel finishes.
17. Boxes should be the standard records carton (10"x 12"x 15") for ease of handling and to maximize available space.
18. Avoid whenever possible storing records in buildings with wood flooring and wood framing due to the potential fire hazards.
19. It may be cheaper or easier to make use of State Records Center or private Record Centers instead of in-house storage. Distance away from the agency is not as important as retrieval turn around time. Next day delivery is normally acceptable, with the potential for emergency 1 to 2 hour service. Generally, Records Center storage is cheaper than office space.
20. If records get wet, moldy, or damaged contact the Records Management Unit of the Massachusetts Archives for guidance.
21. A table is useful for viewing box contents, for processing boxes and for other general use. A wheeled library or book cart makes a temporary table and provides a method of transporting materials. Be sure aisles can accommodate carts or ladder mechanisms, or other equipment that might be used in the area.

Appendix B: Distributed Survey

SECTION 1: DEPARTMENT INFORMATION

Your Department:

Is this the official name of the department? If not, specify:

Name:

Position / Title:

Contact Information

Email:

Telephone:

Best Time to Contact You:

Where are you located?

If other, please specify:

SECTION 2: HOURS OF OPERATION

Hours of Operation

2.1: What are your departments standard hours of operation?

2.2: What are your departments busiest days of the week and during what time period?

Indicate typical activities during peak times

			Activity
Monday	time period	<input type="text"/>	<input type="text"/>
Tuesday	time period	<input type="text"/>	<input type="text"/>
Wednesday	time period	<input type="text"/>	<input type="text"/>
Thursday	time period	<input type="text"/>	<input type="text"/>
Friday	time period	<input type="text"/>	<input type="text"/>
Saturday	time period	<input type="text"/>	<input type="text"/>
Sunday	time period	<input type="text"/>	<input type="text"/>

2.3: What are the peak activity periods ? (Check all that apply)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Week 1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Week 2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Week 3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Week 4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 3A: OFFICE REQUIREMENTS

3.1: Please complete the following table to describe your current staff and their office requirements.

Employee	Title	Supervisor	Postion Type*	Actual Employee Location	Full Time	Part Time	Hours for PT	IT needs	Type of Workspace* *
			<i>Select from dropdown list</i>	<i>Actual Employee Location</i>				<i>Select from dropdown list</i>	<i>Select from dropdown list</i>
					<input type="checkbox"/>	<input type="checkbox"/>			
					<input type="checkbox"/>	<input type="checkbox"/>			
					<input type="checkbox"/>	<input type="checkbox"/>			
					<input type="checkbox"/>	<input type="checkbox"/>			
					<input type="checkbox"/>	<input type="checkbox"/>			
					<input type="checkbox"/>	<input type="checkbox"/>			
					<input type="checkbox"/>	<input type="checkbox"/>			
					<input type="checkbox"/>	<input type="checkbox"/>			
					<input type="checkbox"/>	<input type="checkbox"/>			
					<input type="checkbox"/>	<input type="checkbox"/>			
					<input checked="" type="checkbox"/>	<input type="checkbox"/>			

SECTION 3B: ADJACENCY REQUIREMENTS

3.2: Adjacency requirements within your department: are there offices or staff that need to be located next to or near each other?

[illegible]

3.3: Do you envision the department growing in number of staff members (y/n)?

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If yes, by how many?

When?

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3.4: Does the location of the department help its function (y/n)?

Explain:

SECTION 4: PUBLIC INTERFACE

Visitor Waiting / Reception Area

4.1: What is the estimated average number of visitors that visit your department daily?

4.2: What is the estimated average number of people normally accommodated in your waiting / reception area?

4.3: How many seats does your waiting / reception area provide for visitors?

4.4: Do you have any concerns regarding the visitors area?

Public Transaction Counter

4.5: Does your department require a public transaction counter? (y/n)

4.6: What is the daily estimated average number of customers that are served at the transaction counter?

4.7: In your current transaction space, what is the estimated average number of people waiting in line?

4.8: Generally, does your waiting area provide enough room for people waiting in line? (y/n)

4.9: During peak times, how many customers wait in line at one time?

4.10: Are there any security considerations in the design of the transaction area for your department?

SECTION 5: MEETING SPACE

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

Meeting Description	# of people	duration	Frequency of Use	Special Equip*	Check if meeting takes place in a department office	Check if meeting takes place in common space outside of the department	Any additional Comments
<i>Example: staff meeting</i>	<i>15</i>	<i>3 hours</i>	<i>Weekly</i>	<i>whiteboard</i>	<input type="checkbox"/>	<input type="checkbox"/>	
					<input type="checkbox"/>	<input type="checkbox"/>	
					<input type="checkbox"/>	<input type="checkbox"/>	
					<input type="checkbox"/>	<input type="checkbox"/>	
					<input type="checkbox"/>	<input type="checkbox"/>	
					<input type="checkbox"/>	<input type="checkbox"/>	
					<input type="checkbox"/>	<input type="checkbox"/>	
					<input type="checkbox"/>	<input type="checkbox"/>	
					<input type="checkbox"/>	<input type="checkbox"/>	
					<input type="checkbox"/>	<input type="checkbox"/>	
					<input type="checkbox"/>	<input type="checkbox"/>	
					<input type="checkbox"/>	<input type="checkbox"/>	
					<input type="checkbox"/>	<input type="checkbox"/>	
					<input type="checkbox"/>	<input type="checkbox"/>	
					<input type="checkbox"/>	<input type="checkbox"/>	

*(overhead projector, data connection ...)

SECTION 6: STORAGE SPACE

6.1: How many records do you currently store within each storage unit?

Storage Type	Unit of Measurement	Required Quantity	Frequency of access from the drop down list*
Cartons	12"x10"x15"		
Lateral File Drawers	Linear ft.		
Shelving	Linear ft.		
Vaults	Cubic ft.		
Roll File Tubes	Cubic ft.		
Flat File Cabinets	Cubic ft.		
Department File Cabinets	Cubic ft.		
Lockers	Cubic ft.		
Refrigerators			
Other			

6.2: What are your means of collecting fees each day?

6.3 What other items are stored in your department?

6.4: How adequate are your individual storage needs?

6.5: What other concerns do you have regarding storage?

Type of Stored Items (Supplies and Office Materials)	Descript'n of Quantity	Frequency of access from the drop down list*	Check if items require access to vault storage	Means of Recording Storage
Brochures, Posters				
Books, Ref Materials				
Office Supplies				
Public Records				
Fees / Cash				
Armory				
Equipment				
Evidence				

SECTION 7: EQUIPMENT AND VEHICLES

7.1: Identify the quantity of each type of existing department equipment

Equipment	Quantity
Copiers	
Individual File Cabinets	
Desks	
Computers	
Printers / Plotters	
Scanners	
Other (Describe)	

City Owned Vehicles	Quantity	Number of Parking Spaces
Type of vehicles		
Car		
Smart Car		
Oversized Vehicles		
School Buses		
Snow Plows		
Firetrucks		
Police cruisers		
Motorbikes		
Police vans		
Other: List Below		
Total (must equal line 1)	0	0

Over / (Under) 0 0

SECTION 8: INTER-DEPARTMENTAL ADJACENCIES

Please enter a value of 1 to 5 with 5 being most ideal, for the offices that would ideally be located near your department .

Department	Ideally Located Near Your Department
Animal Control	
Assessors	
Auditors	
BEMA	
Building	
Cemetery	
City Clerk	
Conservation Commission	
Council on Aging	
Elections Commission	
Finance	
Fire Department	
Health	
Highway	
Information Technology	
Law	
License Commission	
Mayor's Office	
Parking Authority	
Parks and Recreation	
Personnel	

Department	Ideally Located Near Your Department
Planning	
Police Department	
Procurement	
Public Library	
Public Schools	
Public Works	
DPW-Engineering	
DPW-Highway	
DPW-Maintenance	
DPW-Trash and Recycling	
DPW-Water and Sewer	
Documents and Forms	
Recycling Depot	
Tax Collector	
Traffic Commission	
Treasurer	
Veterans' Services	
Water Department	
Weights and Measures	

SECTION 9: OTHER GENERAL QUESTIONS

9.1: Are there once-a-year (or more) events that require adaptability of the working environment?

9.4: Which of your current programs / activities do you think have a potential for expansion?

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

9.5: Is your department subject to any regulations that need to be considered during the design process?

**9.3: Are there spaces that your department requires that can be shared with all (or some) other departments?
(workspaces, meeting spaces, etc...)**

Additional comments: