

The Report  
of the  
Committee to Study  
the Future of the Caryl School

Prepared for the Board of Selectmen

Town of Dover

Dover, Massachusetts

by

The Committee to Study the Future of the Caryl School

March 16, 2005

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## EXECUTIVE SUMMARY

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### Background

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The Caryl School Building is a Town asset located in the center of the Town of Dover. The original structure was built in 1910 and through additions and subtractions (a fire in 1970) it is now a facility of 39,806 gross square feet on a site of just over 3 acres. This square footage represents 46% of the non-school municipal space in Dover. For 94 years, the building had served the Town as a school until it was taken out of service in 2001 by the School Committee.

In 1992, the Town's Master Plan considered the possibility of consolidation of Dover's two elementary schools, Caryl and Chickering. Since then, significant maintenance to the former Caryl School building has been deferred.

During the period between original Master Plan publication in 1992 to the present, much thought and debate regarding the future use of the Caryl School has taken place. Less than \$150,000 has been appropriated to analyze the conditions of the building, to prepare proposals for specific uses, and to explore the alternatives for the building and site. In 2002, when the Board of Selectmen (Selectmen) was charged by the Town with the care and custody of the building, and based on a study that was done by a subcommittee of the Long Range Planning Committee, the Selectmen proposed a mixed use of the building including senior affordable housing, space for the Council on Aging, Park and Recreation, the Child Development Center, and other community uses. Town Meeting did not approve that proposal and since that time, the Caryl building has been used by fee paying tenants such as the Child Development Center, Parent Talk, Inc., Erin's School of Dance, and non-fee paying tenants such as the Council on Aging and Park and Recreation.

Currently, however, faced with a potential deferred maintenance expenditure in excess of \$2M, the Selectmen appointed the Committee to Study the Future of Caryl School (CSFCS) which received an appropriation of \$50,000 at the May 2004 Town Meeting to assist the committee in its work.

### Methodology

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The Committee began its work in May of 2004 following the May Town Meeting. The skill sets of

the members of the Committee were specifically identified by the Selectmen to include a variety of technical expertise in a number of areas including Town of Dover government.

The charge to the Committee (see page iii) is to review a wide range of alternatives and seek input from town employees, Town government volunteers, elected officials, civic groups, and residents. The Committee is to review the experience of other towns and objectively review the alternatives and present the findings to the Selectmen. It is left to the Selectmen to take the Committee's findings and formulate a proposal plan for the use of the Caryl building/site and present it to the Town.

Personal interviews were conducted with Town employees, Town Boards and Committees as well as with civic groups and community leaders. Several other public opinion research tools were used including a town-wide survey seeking preferences from the citizens for these broad alternatives as well as specific uses within the six categories. CSFCS outlined six broad options, which range from minimal repairs to demolition of the building to the sale of the property. Given that 33% of Dover's population is under 18 years of age, a student survey was also conducted. The student survey sought opinions from middle school and high school students regarding specific uses for student activities.

### Proposed Options

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**Option 1. Make Basic Repairs and Maintain Existing and Alternate Uses.** Under this scenario, the town would perform minimal repairs to the building as needed and outlined in a deferred maintenance study updated in March 2004. Using a median home value, a first year tax impact would fall between \$88 to \$184 for costs ranging from \$2.3M to \$4.8M.

The advantages would be to provide a least-expensive option while preserving the building in an "as is" condition. It would allow the Town the flexibility to adapt the building at a later time to changing Town needs. The disadvantages would be that there would be minimal value added to the building and the future options would likely be more expensive while facing unknown economic conditions.

**Option 2. Renovate for Current and Alternative Uses.** The cost estimates range from \$4.4M to \$8.0M with the first year tax impact on the median house of between \$170 and \$309. The advantages are that this would maximize the use of the existing building and make it more user-friendly. It would also be more economical, short term, than building a new building of equal size. The disadvantages of this option are that a new building would be more efficient, and could be sized to fit the Town's needs more precisely.

**Option 3. Tear Down and Build for Municipal and Town Use.** For a building the same size as the existing Caryl building, the cost would be \$8.6M to \$12.2M. The first year tax impact would be \$330 to \$446. The advantage of this option is the ability for the Town to size the building for specific needs and efficient use, and build accordingly. The disadvantages include razing an existing asset and potentially impacting the tax rate considerably more than options 1 and 2.

Another new building option would be for the Town to build a smaller more efficient building at approximately 30,000 sq. ft. for a cost between \$6.5M and \$9.2M with a first year tax impact of \$249 to \$353. Another adaptation of this option could be an even smaller, more efficient building at 21,000 sq. ft. (around the size of the Weston Community Center at 21,000 sq. ft.) for a cost of \$4.5M to \$6.4M with a first year tax impact of \$174 to \$247. The "low end" cost estimate for building a 21,000 square foot building is less than the high end cost estimate for making basic repairs to the building

**Option 4. Sell for Private Development and Option 5. Lease for Private Development.** It is estimated that the sale of the property (option 4) would generate between \$1.6M and \$1.9M depending on use and density. With a lease (option 5), the Town would realize between an estimated \$128,000 to \$152,000 per year. The advantage would be that, rather than being an expense to the Town, it would provide income. The disadvantage is the loss of a strategic site in Town center and a reduction of 46% of the non-school Town space. Additionally, in option 5, the Town would lose control of the site during the lease period.

**Option 6. Tear Down and Leave Undeveloped.** The cost of this option would be between \$300,000 and \$500,000 for demolition and landscape costs. The advantages would be to eliminate the costs of maintenance or renovations of the building while still maintaining control of the site. The disadvantages

would be the loss of a Town asset for municipal and civic activities.

## Public Opinion Research

### Individual Interviews

The committee contracted a professional opinion research firm to conduct approximately 100 one-on-one interviews to gain insight into views of the Town's space needs and opinions about the building and available resources. The survey indicated that current Town space needs are being met on a "make do" basis. Both Town employees and civic groups are projecting operating and storage space need increases over the next five years. Once the future of the building is determined, assuming the conditions are adequate, a number of Town and civic groups indicated an interest in having space available in the future Caryl School.

Current occupants of the building were included in the interviews and are glad to have the space. Long-term availability of the space is a source of anxiety for them. They would like to see improvements to the facility and would be willing to assist with those changes. A majority of those interviewed feel that there is a traffic congestion problem in Dover's center and some respondents indicated that traffic and parking needs to be better controlled.

### Town-Wide Survey

A four-page questionnaire was mailed to all Dover households. The survey response rate was 39%, almost twice the typical response rate (12%-20%) for a public opinion survey accomplished via mail. The survey sample was considered sound and compares favorably with the demographics of the Town.

The Town's top two choices for the Caryl School building are: 1) make basic repairs or, 2) fully renovate the building. Peoples' preference varied by age group, with those under 44 and over 65 more interested in making basic repairs and people 45-64 more interested in fully renovating.

The top three preferred future uses for the building are 1) children & teen programs 2) senior housing/residential use and 3) indoor recreation. These ratings varied by age group. Those under age 54 rated "children and teen programs" number one, whereas those over 55 years old rated "senior housing" as their first preference.

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### Student Survey

The Town demographics (youth under the age of 18 represent 33% of the Town's population) and the youth-focused response from the Town-Wide survey underscored the need to survey these students. The surveys were conducted in both the Middle School and the High School. The response rate was over 50% from both schools.

Students overwhelmingly stated they would be likely to use the space if it were available at the former

Caryl school and if it met their needs and expectations. The two strongest needs these students expressed were: 1) a place that offers sports, especially a gym or a sports complex (including a place to swim) and, 2) a place to hang out. Activities included in "hanging out" were a place to go for coffee and a movie theater. Their expectations center on having a space that fits their image of "cool." The definition of "cool" is slightly different for the middle school and high school students, but centers around having a space that they can identify as their own.

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### COMMITTEE'S CHARGE

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On February 26, 2004 the Board of Selectmen of the Town of Dover adopted the following:

The Committee to Study the Future of the Caryl School shall consist of seven members, each appointed by the Board of Selectmen. The term of these appointments will expire on June 30, 2005.

The Committee to Study the Future of the Caryl School shall be responsible for performing a study of the present and potential uses of the Caryl School building and/or site. In the process of performing this study, the committee shall consult with Town boards and committees concerning their future space requirements, and also with various community groups who presently use space in the Caryl School, other municipal buildings, and other community buildings, e.g. churches. The Committee shall conduct a survey of other communities to identify municipal buildings in those communities

which are used in similar ways, and the rental incomes and fee structures associated with those facilities.

The Committee shall identify options to municipal and community uses including, but not limited to, the sale or lease to a private party of the building and/or site for other purposes. The Committee, in its deliberations, should evaluate the relative merits of any alternative uses so identified, and consult with the Planning Board to discuss implications to applicable zoning by laws of any such uses. The Committee shall prepare a preliminary draft of its report for presentation to the Board of Selectmen at the Board's first meeting in December. The Board of Selectmen will sponsor a public forum in February to solicit further public input concerning the draft report. The Committee shall then finalize its report for presentation to the Board by March 1, 2005.

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INTRODUCTION

**Brief Description: Town of Dover  
(based on demographics)**

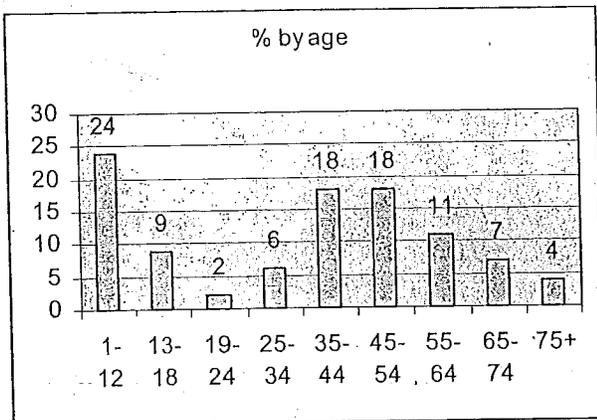
Sources: Narrative compiled by the Massachusetts Department of Housing and Community Development (DHCD), Dover Town Report, and 2000 Census Demographics.

The Town of Dover is an affluent suburban community set between the western and southwestern axis of metropolitan Boston expansion. Dover is a residential community still retaining much semi-rural character although there has been some development and subdividing of estate lands. It is bordered by Medfield and Walpole on the south, Sherborn on the west, Natick on the northwest, Wellesley and Needham on the north, and Westwood on the east. Dover is 16 miles southwest of Boston and 197 miles from New York City. It has a total of 9,796 acres, or 15.3 square miles.

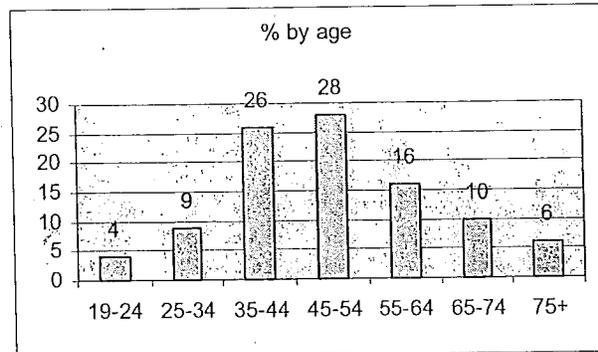
The population is divided into three main groups – families with school-age children, couples with at least one wage earner and older, retired couples and single-member families.

One-third (33%) of the Town's population is under the age of 18 and almost a quarter of the town's population is between the ages of 1 – 12. Of the adult population, over 50% of the town is between the ages of 35 and 54.

**Total Population of Dover**



**Adults 19 and older in Dover**



**Other Town of Dover Projects**

During the past 15 years, the Town of Dover has been rebuilding its infrastructure. The decision regarding the future of the former Caryl School building represents the final step in a complete overhaul of Dover's facilities infrastructure. Over the last eleven years, Dover has renovated, expanded or replaced all of the other major buildings used to provide Town services. (See chart on next page.)

## The Report by the CSFCS

Project	Type of Project	Date	Cost
Library	Renovation & Expansion	'95-'96	\$844,000
Town Garage	Replacement	'97-'98	\$988,000
Town House	Renovation	'98-'99	\$1,200,000
Protective Agencies	Renovation & Expansion	'99-'00	\$1,340,000
Elementary School	Replacement	'00-'02	\$7,132,500*
Regional Schools		'01-'04	\$9,300,000**
Middle School	Replacement		
High School	Renovation		

\* Net of State Reimbursement  
\*\* Dover's Approximate Share Net of State Reimbursement)

### Building History

The Caryl Grammar School, a four-room center entrance brick schoolhouse in the Colonial Revival style, opened in October 1910. Located on Springdale Avenue, across from the Dover Town House and the Sanger High School, the Caryl School was built to accommodate elementary-school children.

In 1931, a two-story brick annex was built behind the grammar school to include grades 7 – 12. Between 1931 and 1970, Caryl School was in continuous use as a school for Dover children. During that time period, Dover built the Chickering School in 1956, to accommodate younger elementary-aged children, created the Dover-Sherborn Regional School District for grades 9 - 12, built a regional high school with Sherborn which opened in 1962, added grades 7 – 8 to the Region, converted the High School to a Junior High School and built a new High School with Sherborn which opened in the late 1960's.

Caryl School continued to house grade 4 – 6 education until April 1970 when the building was gutted by fire. The school was rebuilt over the next two years and reopened in April 1972 with a new street-level entrance and a two-story addition on the northeast side of the original building to provide additional classroom space and a library and materials center.

In September 2001, Dover completed plans for a consolidated elementary school on the site of the

Chickering School, and the Caryl School was taken out of service as a public elementary school. At that time, the Town of Dover leased the school to the Town of Needham for its use as a temporary elementary school during renovation of Needham's school. At present, various rooms have been partitioned and leased to educational programs including Dover-Sherborn Community Education's Center for Child Development (CDC), Erin's School of Dance, and Parent Talk, and other space has been made available to municipal organizations like the Council on Aging and the Park and Recreation Department.

### Historical Perspective of the Caryl School Reuse Effort

Over ten years of professional and community analysis have been devoted in an effort to determine the most appropriate use of the Caryl building and site. The building remains the last major strategic Town asset to be improved. With the original structure dating back to 1910, the Caryl building has served the Town well for ninety-four years. During its life as a school, it survived a fire in 1970 and underwent two additions, in 1931 and 1971. With the exception of new windows and the replacement of some vinyl asbestos floor tiles, no major renovations have been made to this building since 1971. The Caryl building now requires significant investment to address deferred maintenance issues.

### 1992-1994

The Town's original Master Plan, formulated during 1992-1994, recommended that the Town "consider consolidation of the Caryl School at Chickering so that the Caryl space may be used for other purposes (i.e.: recreation center, senior center, office space)..." During 1996, a facilities subcommittee of the Long Range Planning Committee researched possible uses and concluded that the best alternative use would be a combination of senior housing and a community center for all ages. Surveys conducted at the time by the Dover Housing Partnership Committee and the Park and Recreation Commission supported this view, and the next six years of effort, analysis and expenditure of financial resources focused on this combination of uses.

### 1998

In 1998, the Board of Selectmen created the Caryl Reuse Committee. Its charge was to 1) preserve and utilize this Town asset and keep it under Town control; 2) address the Town's need for senior affordable housing; 3) foster a sense of community; and 4) maintain flexibility for future use.

At the 1998 Annual Town Meeting, voters approved \$20,000 for engineering and feasibility studies to be used in the planning and design of non-school uses of Caryl School.

### 2000

At the 2000 Annual Town Meeting, voters approved \$70,000 for final design specifications and cost estimates; to be ready for the 2001 Annual Town Meeting. However, that schedule proved to be too optimistic, and the Reuse Committee regrouped and set its sights on the 2002 Annual Town Meeting.

### 2002

In 2002, the Caryl Reuse proposal to approve borrowing for senior affordable housing and mixed community use went before Town Meeting. The proposal did not receive the required two-thirds majority vote. At the same time, voters approved the transfer of the "care, custody, and control of the Caryl School site from the School Committee to the Board of Selectmen."

Since then, the Board of Selectmen determined that the building should continue to be used in its current state by a combination of municipal departments and non-profit educational and community groups until such time as a new course of action became

clear. The Board established the Caryl Management Advisory Committee (CMAC) to assist in the operation and management of the facility.

### 2003

In 2003, upon CMAC's recommendation, the Board commissioned a Deferred Maintenance Study from Mills Whitaker Architects at a cost of \$14,000. This report was received in April 2003. Using the existing conditions of the building, areas of maintenance were identified, costs were estimated, and then prioritized. The study detailed \$2.3M worth of deferred maintenance issues that needed to be addressed over the next ten years, at a cost in the range of \$200,000 to \$250,000 per year.

At the 2003 Annual Town Meeting, voters approved \$90,000 to repair a major section of the roof, the first and most pressing of the maintenance issues. (To date, these funds have not been spent, pending a decision regarding the future of the building.)

In the fall of 2003, during the budget process, the Capital Budget Committee and the Warrant Committee questioned the wisdom of the ten-year incremental approach to performing necessary repairs and suggested that a one-time total renovation would produce a better result.

### 2004

In March of 2004, the Board of Selectmen requested and received from Mills Whitaker a letter reviewing the ramifications and costs of performing the deferred maintenance as a single integrated project.

In April of 2004, the Selectmen established the current Committee to Study the Future of the Caryl School. Its charge called for a more comprehensive and in-depth study of all possible options than had been done in the past. This was deemed a necessary step prior to embarking on any large capital project and expenditure of funds.

At the May 2004 Annual Town Meeting, voters approved \$50,000 to fund the work of the Committee to Study the Future of the Caryl School and the Selectmen appointed seven members to the committee. Please see page 36 for member names and qualifications.

## Summary

Over ten years have passed since the need for a long-range plan for the Caryl School property was

recognized. Many Dover town committees have spent a great deal of time and effort on this plan, including retaining planning and design professionals. CSFCS hopes that the findings

contained in this document will provide the basis for a recommendation from the Board of Selectmen to the citizens at the 2005 Annual Town Meeting regarding the future of the Caryl building and/or site.

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## REAL ESTATE ANALYSIS: OBJECTIVE AND METHODOLOGY

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The Committee to Study the Future of the Caryl School (CSFCS) formed a Real Estate Sub Committee (RESC) whose responsibility was to perform an objective real estate analysis of the Caryl School property. RESC set out to (i) understand the building's current uses, management and operation, (ii) evaluate the physical building and site characteristics, (iii) identify potential options for the building and/or the site, (iv) estimate total project cost by option and (v) estimate the first year real estate tax impact for each option based a single family detached home with the FY 2005 median assessed value of \$846,000.

The RESC consists of three Dover residents who are actively involved in the real estate industry today. They have volunteered their time and bring to this effort over seventy years of combined experience. Over their careers, these professionals have worked for major national developers, national real estate consulting firms, Boston commercial real estate brokerage firms, and a leading Boston based construction management firm specializing in new construction and or renovation of institutional (schools and colleges) buildings. Members of this committee have relevant experience in adaptive reuse, public sector development consulting, commercial brokerage, land valuation, and construction management.

The RESC performed the following tasks:

**Caryl Fact Sheet and Floor Plan:** RESC began its analysis by preparing a Caryl School Building Fact Sheet which served as a "quick reference" guide of the important facts of the building (i.e. year built, building size, total land area, total operating expenses, zoning, assessed value, etc). Attached to the Fact Sheet is a current Caryl School Building Floor Plan prepared by the Town's Building Maintenance Department and graphically formatted as a computer aided design (CAD) document by a member of the Caryl Management Advisory Committee. (See

### Appendix 1 - Caryl Fact Sheet and Floor Plan)

**Caryl Building Occupancy Analysis:** Based on information provided by the Town Building Maintenance Department and the Caryl Management Advisory Committee, the RESC reviewed the current Caryl School license agreements, evaluated the current users occupying the building and quantified how the operating expenses for the building are allocated among the occupants/licenseses. A Caryl Building Occupancy Schedule was prepared, listing all current occupants/licenseses, the amount and location of the space each occupied, the percentage of the total building each occupied, the amount of rent and operating costs each was paying to the town and the term of their license agreement. From this analysis the RESC was able to determine the occupancy/vacancy percentage, the type and amount of available space, an efficiency factor for the total building and current rent levels and operating costs. (See Appendix 5 - Caryl Building Occupancy Analysis)

**Input to the Process:** Members of the RESC met with and interviewed Town of Dover employees and board members who have been involved in the operation and management of the former Caryl School building. For a tour of the building, the subcommittee met with Karl Warnick, Superintendent of Building Maintenance, and discussed the operating aspects of the Caryl building. Then, with the Town Planner, the subcommittee discussed planning and zoning issues relating to the Caryl site. They met with a member of the Caryl Management Advisory Committee responsible for overseeing this town asset as an operating property and had phone discussions with various Planning Board and Board of Health members.

**Community Centers in Other Towns:** Members of the RESC identified four facilities, and toured three community centers in Massachusetts and interviewed management at each community facility. Two of these facilities were new construction and

one represented a major renovation of a former elementary school building into a community center. These tours and interviews provided valuable information as to how other communities addressed community based needs, the scope and amount of renovation and or construction costs, and how each community funded their respective community center. (See **Appendix 6 – Comparison of other Community Centers**)

**Caryl Building and Site Options:** The RESC identified a series of options for the Caryl School property based on (i) information provided by town department heads, (ii) interviews with local board members, (iii) recommendations from a recent Caryl building study conducted by Mills Whitaker Architects, (iv) experiences of other towns with new or renovated community centers, and (v) a general assessment of the commercial real estate market in Metro West. The CSFCS identified six potential options for the Caryl property: (See **Appendix 7 – Estimated Total Building Cost by Use and Tax Impact**)

- Option 1: Make Basic Repairs and Maintain Existing or Alternate Uses.
- Option 2: Renovate for Current or Alternate Uses
- Option 3: Tear Down and Town Builds New, Municipally-Utilized Building
- Option 4: Sell for Private Development
- Option 5: Lease Long-Term for Private Development
- Option 6: Tear Down and Leave it Undeveloped

**Estimated Town Cost or Revenue Source by Option:** For each option, the RESC calculated a range of estimated total building costs (hard costs and soft costs) shown as low, midpoint

and high ranges. This building cost analysis did not include costs associated with furniture, fixtures and equipment. With respect to Options 1 (repair) and 6 (tear down), the RESC relied solely on the estimates provided the town by Mills Whitaker Architects, retained by the town to perform a "Deferred Maintenance Study" dated April 30, 2003, and supplemental scope and estimates dated March 26, 2004. With respect to the cost estimates for Options 2 (renovate) and 3 (build new), the RESC relied on its own construction expertise. With respect to potential revenue generated from the sale or lease of the site as suggested in Options 4 (sell) and 5 (lease), RESC relied on its own real estate expertise to calculate residual land values under different private development scenarios, as well as calculating the market rate return to the town in the event of a ground lease to a private developer. (See **Appendix 7 – Estimated Total Building Cost by Use and Tax Impact**)

**Real Estate and Public Opinion Survey Collaboration:** The RESC has worked closely with the members of the CSFCS responsible for managing research to measure community attitudes towards the Caryl School building. The research effort included both in-depth interviews with town employees and various town committee members as well as a Town-wide Survey sent to all Dover households. The CSFCS believed strongly that the research should include a question as to how interested residents are in supporting and funding each of the six potential Caryl building options and their associated costs. Working closely with the Town Assessor and Treasurer, the RESC calculated the estimated first year Real Estate Tax impact for each option based on the FY 2005 median assessed value of a home in Dover. The Real Estate tax impact information was then woven into Questions #2 and #3 of the Town-wide Survey.

**CARYL SCHOOL BUILDING:  
EXISTING CONDITIONS**

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**Background**

The Caryl School building, currently owned by the Town of Dover, is located at 4 Springdale Avenue in the heart of Dover's Town Center and directly across from the Town House, the town's primary municipal office building. Today, the Caryl School building consists of approximately 39,806 gross sq. ft. according to the Town Assessor's office and sits on two parcels of contiguous land totaling 3.057 acres. According to Mills Whitaker Architects, the original brick school building consisting of approximately 8,750 sq. ft. is located on the northwesterly portion of the site and was constructed in 1910, over ninety-four years ago. In 1931, the original school building was expanded southerly to the rear in a two-story addition consisting of approximately 13,650 sq. ft. Then in 1971 following a fire in the original building, the original building was renovated and a three-level modernist expansion was constructed to the east towards Center Street consisting of approximately 18,900 sq. ft. (See Appendix 1 – Fact Sheet)

**Current Uses,  
Occupancy and Operating Expenses**

According to the Caryl Management Advisory Committee, approximately 26,884 sq. ft. of the total gross building area of about 39,806 sq. ft., or about 65% of the building is net usable space that can be occupied and generate revenue. The balance of the space amounting to approximately 14,416 sq. ft. or 35% of the total gross building area is devoted to corridors, stairways, public circulation, and utility and maintenance rooms. Public school buildings require greater amounts of public space to accommodate the student body, thus the Caryl efficiency factor may be in line with other educational buildings. In contrast, a typical Class A office building according to the Urban Land Institute ('ULI') may have an efficiency factor of around 93% on a full floor basis.

**Revenue Producing Licensees:**

Three nonprofit licensees provide the primary revenue source for the building. According to the Town Building Maintenance Department, the total Caryl building revenues including license fees and building operating costs pass-through for FY 2004 from the three licensees totaled \$112,042 for the use of 10,326 sq. ft. of the building. This revenue stream equates to approximately \$10.86 per sq. ft. of occupied space, which includes all building operating costs. (See Appendix 5 - Caryl Building Occupancy Analysis)

**Other Municipal Uses:**

Two other municipal users occupy a total of 7,168 sq. ft. The Council on Aging (COA) occupies 1,290 sq. ft. as program space on the first floor of the original building. Dover Parks and Recreation Department occupies a variety of spaces in the building totaling approximately 5,878 sq. ft. Both of these users pay no license fees to occupy their space, and are not responsible for any operating costs of the building.

**Positive Cash Flow for the Town:**

As of FY 2004, the revenue stream generated by the three licensees pays most of the costs associated with operating the building and returned to the Town a positive net cash of \$27,247 after subtracting the town's \$20,000 payment toward maintaining the building, the net return to the town is approximately \$7,247.

**Child Development Center Pays Building  
Operating Costs:**

As a Caryl building licensee, The Dover Sherborn Regional School District – Community Education, a municipal corporation, operates a Child Development Center (CDC) at the Caryl site. According to the Town Building Maintenance Department, the CDC pays the Town a license fee equivalent to the total cost of operating the entire building including all utility costs to operate the entire building, plus the cost of all necessary building repairs. In the license agreement reviewed by the RESC, these total costs are referred to as the Cost

of Operation. As of FY 2004, CDC pays the town the greater of \$78,648 per year or the amount of the total cost of operation for the entire building.

### **Cost of Operating the Building:**

In FY 2004, it was estimated that the total cost to operate the Caryl building would be \$104,798. Based on a gross building area of about 39,806 sq. ft., that is equivalent to approximately \$2.63 per sq. ft.. Based on net usable sq. ft. of approximately 26,418 sq. ft., the cost of operating the building is \$3.97 per sq. ft. of usable space.

### **Town Zoning Restricts Uses in the Building:**

As will be discussed later in the report, the Caryl site is zoned District O – Official or Open Space District. Within zoning District O, uses are restricted to parks, recreation areas, public buildings, cemeteries, schools, churches, reservoirs, open space reservation, and are not available for residential, commercial or other private uses. All uses occupying the Caryl School building today meet the current District O zoning criteria.

### **Needed Roof Repairs Put On Hold:**

Those needed roof repairs were put on hold by the town pending the outcome of the May 6, 2002 Town Meeting vote on Article 12 to appropriate funds necessary for the town to redevelopment the Caryl School into Caryl Center (community space) and Caryl Place (senior affordable housing). The article did not pass.

### **Town Commissioned Deferred Maintenance Study dated April 30, 2003**

In April 2003, the Town received a Deferred Maintenance Study of the Caryl School building prepared by Mills Whitaker Architects of Arlington, MA. The Mills Whitaker team included an architect, structural engineer, mechanical engineer and electrical engineer. Each of these disciplines assessed the current condition of the building relating to their specialty and recommended repairs and improvements and stated costs associated with each line item. Each recommended repair fell into one of three categories: "critical" (needing to be completed in 1-2 years), "short term" (needing to be

completed in 2-5 years and "long term" (needed to be completed in 5-10 years). The study reviewed items that needed to be repaired and/or maintained and outlined the probable cost of making those **repairs over a ten (10) year period**. The approximate average annual expenditures for the maintenance plan would result in about **\$200,000** in repairs, resulting in approximately \$2M over ten years, plus soft costs of approximately \$300,000, resulting in an overall cost of about **\$2,300,000 (\$58.00 per sq. ft.)**. (See Appendix 8 – Executive Summary of Deferred Maintenance Study by Mills Whitaker dated April 30, 2003)

During the May 2003 Town Meeting, the town voted to appropriate \$90,000 to perform needed incremental repairs to a portion of the roof of the Caryl School Building to solve a persistent "water infiltration" problem. The scope of the roof repairs included (i) replacing the flat roof portion over the hallway connector of the 1971 addition and (ii) replacing a portion of the roof on the original building including two hip roof sections located on the front south side and the east side of the hip roof. However, the Capital Budget Committee and the Warrant Committee in the fall of 2003 questioned the wisdom of the incremental approach performing repairs over a ten year period as outlined in the Mills Whitaker Study. It was suggested that a one-time, total renovation, borrowing the full amount, would produce a better result.

Thus, the town requested Mills Whitaker Architects "to review the implications of performing **the deferred maintenance as a single integrated project**". In a supplemental letter to the town dated March 26, 2004, Mills Whitaker Architects outlined the ramifications and costs if the project were undertaken as a single project. According to the Mills Whitaker supplemental letter dated March 26, 2004, "the preliminary figures below assume that this project would be performed in the year 2005."

The total repair cost was estimated to increase from **\$2.3M (\$56 per sq. ft.) to \$3.3M (\$82 per sq. ft.)** considering the added costs to meet access and seismic requirements. Additionally it was recommended that the town perform certain optional items such as replace HVAC units, piping and controls, replace electrical wiring, replace second floor windows in the 1971 building, upgrade common area finishes and provide vestibule addition at the main entrance. The total cost of these optional maintenance items was estimated to be **\$1.5M**. (See Appendix 9 – Supplemental Letter by Mills Whitaker Study dated March 26, 2004)

If the town were to commit to the Caryl School building repairs as a single project in FY 2005 performing the recommended deferred maintenance items in addition to the optional work items, the total repair cost according to Mills Whitaker Architects would approach **\$4.8M or \$116 per sq. ft. of gross building area**

### Condition of the Building:

Mills Whitaker stated that the Caryl School is in "reasonable condition" but in need of fairly significant maintenance over the coming years.

### Critical Maintenance Items:

According to Mills Whitaker, the town is faced with planning repairs to an aging roofing system to solve a "water infiltration" problem and deteriorated sections of masonry among other maintenance items.

### Roof Repairs Postponed Pending Future Building Study:

As described above, the town has appropriated \$90,000 for partial "critical" roof repair including fascia. Those repairs have been postponed pending the completion of a report by CSFCS to the Board of Selectmen.

### Strategy for Incremental Ten Year Repair Plan:

According to the Mills Whitaker report, if improvement costs to the Caryl building exceed 30% of the building's assessed value over a three period, then the building must comply with Architectural Access Board Regulation. Also, if the improvement costs exceed 50% of the assessed value of the building over two years, then the building must comply with Seismic Category 2 of the Building Code. Thus, by keeping the incremental annual expenditures for building repairs in the \$165,000 to \$230,000 range, the town would be able to avoid costly access and seismic requirements. Of course, avoidance in meeting access and seismic requirements creates other long-term issues for the building.

### Characteristics of the Caryl Site

While the Caryl site sits at the most strategic corner in the center of Dover, the site has

unique characteristics that may impact its redevelopment potential. (See Appendix 4 - Caryl Site Plan)

### Neighborhood Context:

The Caryl site is bordered to the north by Springdale Avenue, to the east by Centre Street, to the south by residential single family housing within the R zoning district which permits 1/2 acre lots, and to the west by a series of residential scale structures within the B Business zoning district, a portion of which have been converted into professional office space, retail space, a single family dwelling and Dover Automotive.

### Utilities Serving the Site:

The Caryl site is serviced by the town water system through which Dover Water Company supplies water service via a 4" lateral to the building from a 6" main in Springdale Avenue. Also, the Caryl site is serviced by electric and telephone. There is a private septic system on site.

### Site Topography:

The Caryl site has a gentle grade running from the corner of Centre Street and Springdale Avenue (159.8' elevation) gently rising to the corner of the westerly service driveway and Springdale Avenue (163.7' elevation).

### Site Geometry:

The Caryl site consists of two contiguous parcels totaling 3.057 +/- acres. The existing school building sits on the two acre portion of the site. The new parking lot accessed from Whiting Road sits on the 1.057-acre portion of the site. The total site is irregular in shape. From a planning perspective, the total site geometry is less than ideal for maximizing the buildable area of the total site.

### Description and Constraints of Existing Zoning District:

The current Official or Open Space District applicable to the Caryl site would not require any change or action if the Town implemented Options 1 (repair), 2 (renovate) and 6 (tear down and leave undeveloped). Renovation or creation of open space are allowed under the current ordinance provided municipal and civic uses continue on the site. Option 3 (build new municipal building) would not require a

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zoning change assuming density, setbacks and other design requirements under current law were met. For Options 4 (sell for private development) and Option 5 (lease for private development) to be considered, a two thirds vote for a change in zoning would be required by

Town meeting for the contemplated change in use. This would presumably be done in concert with any specific plan that would have to be presented at Town Meeting for approval. (See Appendix 15 - Summary of Caryl Site Zoning)

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**SIX OPTIONS FOR CONSIDERATION**

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The CSFCS identified six potential options for consideration by the Board of Selectmen and Town citizens. Those options are described as follows:

**Option 1: Make Basic Repairs and Maintain Existing or Alternative Uses**

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Under this scenario, the Town would simply perform minimal repairs to the building as needed, replacing items as needed pursuant to the recommendations in the Mills Whitaker Study dated April 30, 2003. ( See Appendix 8 and 9 – Mills Whitaker Study Executive Summary and supplemental letter)

**Summary of Findings:**

The Mills Whitaker team determined that approximately \$2,300,000 of basic repair work would be required over the next ten (10) years to maintain status quo. The Mills Whitaker study highlighted as "critical" a need to replace the roofing system on the south and east slope of the 1910 building and the flat roof on the "link" connecting the 1971 addition to the original building. Also, there are other areas of the total roofing system and other building systems that have outlived their useful life.

**Cost:**

Of the projected \$2,300,000 of total basic repair costs over ten (10) years, Mills Whitaker calculated that approximately \$165,000 to \$230,000 would be required per year to perform basic repairs, assuming the work commenced in 2005. According to Mills Whitaker Architects, the reason for spreading the repairs costs over ten (10) years is that it enables the Town to be exempt from performing costly access and seismic improvements to the Caryl School building as shown in the following examples:

**Access:**

If improvement costs exceed 30% of the assessed value of the building over a three year period (30% X \$3,540,000 = \$1,062,000 divided by 3 = \$354,000 per year), then the building must comply with the Architectural Access Board Regulations.

**Seismic:**

If improvement costs exceed 50% of the assessed value of the building over a two year period (50% X \$3,540,000 = \$1,770,000 divided by 2 = \$885,000 per year), then the building must comply with Seismic Category 2 of the Building Code.

**Special Requirement:**

According to the Town's Building Department and further evidenced by RESC's review of the Town Zoning Ordinance, it appears that under Option 1 (repair), no special actions will be required with respect to zoning requirements.

With respect to whether the Caryl School's existing septic system meets current Board of Health requirements, the Committee was able to ascertain from information provided by the Building Department that the current septic system passed the DEP Subsurface Sewage Disposal System Inspection and a certification was signed October 31, 1998.

**Public Opinion for Option 1**

**Rating:**

<i>Very or Somewhat Interested</i> in this option	51.9%
Selected as overall top option	29.2%

Citizens selected this as their top choice. People over 65 are most interested in this option. People who have lived in Dover both the longest and the shortest amount of time are the most interested in this option. Those people who claim not to be aware of the current issues surrounding Caryl

School are most likely to select this option. See Town-wide survey findings for additional detail.

### Real Estate Tax Impact:

Assuming the Town implemented Option 1 (repair), the RESC calculated the amount in real estate tax that would be levied on a Dover home with a median FY 2005 assessed value of \$846,000. Under the minimum repair cost scope estimated at \$2.3M, that would require an estimated levy of \$88.00 in Year 1. Under the maximum repair cost scope estimated at \$4.8M, that would require an estimated levy of \$184 in Year 1. (See Appendix 7 – Estimated Total Building Cost by Use and Tax Impact)

### Pros and Cons of Implementing Option 1:

#### Pros:

- Provides Town with a less expensive alternative
- Preserves the Caryl building in "as is" condition
- Town knows operating history
- Current tenants most likely to remain
- No surprises for the abutters

#### Cons:

- Repair costs provide minimal value enhancement
- Town simply postponing an important decision
- Missed opportunity to improve municipal space in Town Center
- Town could build a smaller more efficient new building on the Caryl site for slightly more than the cost to perform the maximum repairs to the building.

### Option 1a - Repair Immediate Needs

Based upon a meeting with Karl Warnick to discuss the current needs of the Caryl School building, the idea of a less invasive renovation was put forth for consideration. The renovation would include many of the items included within the Mills Whitaker report, but would focus on the immediate needs for the building.

The items that would be included for the most part would all be considered maintenance related and would not address any programmatic needs or deficiencies. This option would include major roof

repair/replacement, gutters and downspouts, new boiler with piping, toilet and urinal adjustments for the American Disabilities Act (ADA) compliance, lintel replacement at exterior façade, waterproofing the foundation, installing roof scuppers, repointing the chimney, and repair or replace the outside air handlers.

Based on the discussion with Karl Warnick, an approximate cost of this work was estimated to be approximately \$1.7M (\$43 per sq. ft.) project cost.

### Option 2: Renovate for Current or Alternate Uses

The second option uses the Mills Whitaker (MW) deferred maintenance study as a baseline for improvement of the entire existing Caryl School facility. All of those items identified within the study as deficient, near or long term, would be upgraded as one maintenance project. In addition, revisions both to the exterior and interior could be undertaken depending on the level of funding to be approved. Utilizing a low, midpoint and high scale for the level of finishes differentiates the levels of finish which could be constructed.

#### Summary of Findings:

The RESC has provided a range of funding options to allow for increased levels of renovation to the current Caryl School. These three range levels are broken into low, midpoint and high classification.

#### Low Range of Finishes:

In the "low" range renovation, minimal physical additions or changes could be made based on the Mills Whitaker study. Renovations to the interior would include new paint, carpet, flooring, acoustic ceilings, lighting and mechanical systems. At the exterior, all of the items on the MW study, including brick repair, waterproofing, structural revisions, roofing and gutters, would be completed.

#### Midpoint Range of Finishes:

The "midpoint" revision would include all of what is included in the "low" range renovation, but would allow for significantly more cosmetic work to be implemented both on the interior and exterior. All of the deferred maintenance items would be rectified, and space utilization needs could start to

be addressed. Minor exterior design revisions could be very selectively made to address some of the flaws within the façade of the 1971 addition. Skylights could be implemented within the second floor to allow more natural light within that level, which in turn would make the space more user friendly. On the interior, new branch wiring, devices, and tel/data would be provided throughout.

### High Range of Finishes:

The "high" range cost for the renovation to the Caryl School would provide the most visually evident changes. The interior of the buildings would receive all that is called for above and substantially more. The "high" range revisions would allow for some new wall and room layout configuration revisions, along with more new finishes throughout. ADA compliance would be addressed with new handrails, or ramps as required. Visual and audio ADA fire alarm devices would be upgraded throughout. Further exterior revisions could be addressed with partial replacement of some of the exterior glazing.

### Cost:

Based upon the Mills Whitaker study and input from the RESC, the estimated project costs for the three scenarios described above would range from \$4.65M to \$8.4M. These project costs would vary depending on the exact scope of services. The project costs above include "soft" project costs in addition to the "hard" construction value. "Soft" costs include Architects and Engineering fees, testing, surveys, borings, monitoring, Construction Manager costs. The "hard" costs refer to the actual construction costs which are related to the buildings and site.

### Special Requirements:

Given the current use and zoning, no special permits would be required. One note is that the majority of the work outlined in all three options is considered maintenance and would need to be permitted as such.

With respect to any need to upgrade the existing septic system, any change to the system will depend on what facilities are ultimately included in the building design (i.e.: full kitchen). Pending a more definitive building program, RESC will defer to a professional engineer retained by the Town for a thorough septic assessment of the site.

### Public Opinion for Option 2

#### Rating:

<i>Very or Somewhat Interested</i> in this option	47.5%
Selected as overall top option	29.0%

Citizens rated this their number two choice — a very close second. Citizens under 54 are the most interested in this option. Men are more interested in this option than women. Citizens are more likely to select this option if they are aware of the current Caryl School issues.

### Real Estate Tax Impact:

Assuming the Town implemented Option 2 (renovate), the RESC calculated the amount in real estate tax that would be levied on a Dover home with a median FY 2005 assessed value of \$846,000. Under the "low" cost scope option estimated at \$4.4M, that would require an estimated levy of \$170 in Year 1. The "midpoint" project cost estimated at \$6,305,000, would require an estimated levy of \$240 in Year 1. The "high" range project cost estimated at \$8.0M would require an estimated levy of \$309 in Year 1. (See Appendix 7)

### Pros and Cons of Implementing Option 2:

#### Pros:

- Same "Pros" as listed in Option 1 (repair) above
- Less expensive alternative to the Town than building new
- Maximizes the use of the existing building
- Upgrades the building to make it more user friendly
- Provides more alternatives for users
- Brightens what was a dark second floor level
- Keeps the existing paying tenants in place
- Could be completed quicker than constructing a new building

#### Cons:

- Less efficient than constructing a new building
- Utilizes a structure that in some areas is nearly a century old
- 1971 addition said to be "visually displeasing" given its important location across from the Town House

### **Option 3: Tear Down and Town Builds New, Municipally Utilized Building**

The third option begins with the demolition of the existing Caryl School and includes the construction of a new municipal and civic utilized building. Options 1 (repair) and 2 (renovate) both focused on the reuse of the existing Caryl school building. Option 3 (build new) allows for a new building of various uses and size options to be constructed, utilizing the latest materials and systems, to meet the needs of the Town departments, municipal agencies, civic user groups and possibly the existing tenants of the Caryl School. Three building footprints of 21,000, 30,000 and 39,806 square feet have been chosen as potential options for the size of the building. The three sizes account for a new building based on a more efficient design of space than the current building, and would incorporate the needs and growth of the Town's both in the near and long term.

#### **Summary of Findings:**

After touring selected community centers in other towns and interviewing the center managers, the RESC chose three different sizes building options with three different finish levels. Each of the three finish levels would be consistent amongst the three sized buildings.

#### *Low Range of Finishes:*

This allows for a project cost of \$217 per square foot to be constructed. The project cost would include hard construction cost and soft costs. For the sake of this estimate a ratio of 70%-30% for hard and soft costs are included. This allows for a construction cost of \$152/sq. ft. and a soft cost of \$65/sq. ft.

The exterior of the building would be constructed of materials other than brick, and would likely not be in keeping with the surrounding buildings. The roof would be flat with a rubber roof. The interior of the building would include a layout and grouping of offices, meeting rooms, and classrooms, to meet the programmatic needs which are yet to be determined. The building could include a gathering, exhibition, or large meeting room or rooms. A warming kitchen, not a full service kitchen would be included.

#### *Midpoint Range of Finishes:*

This allows for a project cost of \$262 per square foot to be constructed. The project cost would include hard construction cost and soft costs. For the sake of this estimate, a ratio of 70%-30% for hard and soft costs are included. This allows for a construction cost of \$184/sq. ft. and a soft cost of \$78/sq. ft.

The \$184/sq. ft. construction value would allow for improvements to the finishes in the low range. The building would be more in keeping with other buildings within the Town center. Though the exterior would not likely be brick, a building with wood siding and a shingled roof could be constructed. This style of building would be more in keeping with the adjacent Charles River School buildings or the surrounding homes. Programmatically, the interior of the space could be configured to meet all of the needs of the Town. However, due to the cost of a septic system, a cafeteria or large scale kitchen likely could not be included. The level of finish on the interior would be of a sufficient level to meet the municipal, civic and current Caryl school users.

#### *High Range of Finishes:*

This allows for a project cost of \$308 per square foot to be constructed. The project cost would include hard construction cost and soft costs. For the sake of this estimate, a ratio of 70%-30% for hard and soft costs are included. This allows for a construction cost of \$216/sq. ft. and a soft cost of \$92/sq. ft.

This level of funding allows for a building that is similar to the Town House or the Library. The interior of the space would be at a similar level to these two buildings and would allow for a full kitchen. This building could meet the programmatic needs of the Town as it could allow for a great deal of flexibility within the footprint.

#### **Cost:**

The costs as outlined above would be variable. The exact size of the building would need to be defined prior to setting a project cost. Depending on the ultimate size of the building, the square foot costs above, ranging from \$217 to \$308 per square foot, could be used at this point.

#### **Special Requirements:**

Under Option 3 (build new), assuming the use of the building remains as municipal and civic, there

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should be no need to request a change of zoning. However, depending on the programmatic requirements, a new building may require zoning variance(s) in order to comply with dimensional requirements in the current zoning. As stated previously, the need for increased parking on site and in the Town Center may very well trigger a request for a variance for increased parking.

As stated in Option 2 (renovate), with respect to any need to upgrade the existing septic system, any change to the system will depend on what facilities are ultimately included in the building design (i.e.: full kitchen). Pending a more definitive building program, RESC will defer to a professional engineer retained by the Town for a thorough septic assessment of the site.

### Public Opinion for Option 3

Rating:

<i>Very or Somewhat Interested</i> in this option	16.4%
Selected as overall top option	8.1%

Citizens rated this their number six, or last choice, close behind option 6 (tear down), their number five choice. Citizens under age of 44 are the most interested in this option. People who've lived here the shortest period of time are the most interested in this option. Those most aware of the current Caryl School issues are most likely to choose this option.

### Real Estate Tax Impact:

Assuming the Town implemented Option 3 (build new), the RESC calculated the amount in real estate tax that would be levied on a Dover home with a median FY 2005 assessed value of \$846,000. The tax effect on the average home would be variable depending on what size building was constructed with which level of finish. The rates would range between \$174 and \$486. (See Appendix 7)

### Pros and Cons of Implementing Option 3:

*Pros:*

- Town makes definitive decision on the future of Caryl School.
- Town can redirect appropriated building repair funds to the new building.
- Town can now provide spaces specifically designed to meet programmatic needs.

- New building would be far more efficient than the existing building.
- New building would meet current life safety and access code.
- Could create future growth capabilities for the Town

*Cons:*

- More costly than Options 1 (repair) and 2 (renovate).
- Potential for greater impact on real estate tax bill.
- Potential to incur significant costs to upgrade septic system.
- Potential visual impact on abutters.

### Option 4: Sell for Private Development

The RESC considered the financial implications (revenues) to the Town in the event the Caryl site were offered for lease or sale to the private sector as a development site. It is not uncommon for towns in the Commonwealth to request proposals ("RFP") from private developers for municipal properties that may be deemed surplus. Under this option, we made the assumption that the building would ultimately be demolished by the preferred developer. We also assumed that prior to the issuance of an RFP, the Town would determine the highest and best use for the site, establish stringent planning and design criteria, rezone the property for the use acceptable to the Town, and establish a fair market value for the site based on the new zoning classification and allowed density.

### Summary of Findings:

The RESC identified three potential uses that may be considered as development options for the site. Those use options include Class A office space, Town Center retail, and multifamily residential.

#### *Class A Office Building:*

With respect to the development of a Class A office building on the Caryl site, the RESC determined upon review of the "Suburban Office Market Statistics: 3<sup>rd</sup> Quarter, 2004 as published by the Boston office of CB Richard Ellis, Lynch, Murphy, Walsh Advisors, that insufficient office demand exists in the Dover sub market today to support new office development. Office vacancies rates in the Metro West Sub Market that includes Dover are at or near historic highs, resulting in

depressed office rents to a level that does not financially support new "high quality" construction.

#### *Town Center Retail:*

With respect to retail development on the Caryl site, it was the feeling of the RESC that the retail needs of the Dover community are currently being met by adjacent concentrations of restaurants, convenience and specialty retail in close-by Wellesley and Needham. As with new office development, retail rents must be at a level to justify new construction. It is our opinion that today's retail rents projected for the Caryl site would not be sufficient to support new "high quality" retail construction. Also, issues related to traffic and parking begin to make retail at the Caryl site problematic.

#### *Residential:*

The RESC evaluated residential multi-family dwelling units (attached single family townhouses or 3 story condominium building) as a potential use for the Caryl site. Furthermore, the draft of the Master Plan for the Town approved by the Planning Board in December 2004 "strongly advocates that, whenever possible, the Town pursue Local Initiative Projects to create affordable housing and that it subsidize those projects". The Commonwealth has been promoting "smart growth" initiatives encouraging housing production on sites where infrastructure exists, Town Center locations near shopping and municipal services and close to mass transit. The Caryl site meets many of the "smart growth" criteria and may be an opportunity for the Town through the Dover Housing Partnership to develop on the Caryl site a Local Initiative Project of affordable housing. (See Appendix 11 – Residual Land Value Analysis)

#### **Cost/Revenue:**

Based on a residential site valuation analysis prepared by the RESC, the Town could generate between \$1.6M to \$1.9M from the sale of the Caryl site to a private developer for residential multifamily development. Any cost to the Town would be incurred in retaining planning and design services to establishing stringent site and building design criteria, rezoning of the site to residential, and legal and transactional costs relating to documenting and closing the sale transaction.

#### **Special Requirements:**

In order to implement Option 4, it would be imperative for the Town to (i) retain a land planning firm specializing in Town Center residential development to prepare conceptual site plan and design criteria for the Caryl site which all respondents to the RFP would be required to follow, (ii) rezone the Caryl site to residential based on the recommended site planning criteria, (iii) prepare an RFP and solicit developer proposals, (iv) review development proposals, (v) select a preferred developer and (vi) negotiate the land disposition agreement and develop terms and conditions and (vii) close the transaction.

#### **Public Opinion regarding Option 4**

##### Rating:

Very or Somewhat Interested in this option	22.7%
Selected as overall top option	10.6%

Citizens rated this their number four choice, close behind their number three choice (long-term lease). The older citizens are the most interested in this option. The longer citizens have lived here, the more interested they are in this option. People who select this option feel that this issue is not important to them, nor to the Town of Dover.

#### **Real Estate Tax Impact:**

Under Option 4 (sell), the sale proceeds to the Town would be considered revenue and thus could possibly reduce real estate tax bills for the year in which the Caryl property closes. (See Appendix 7)

#### **Pros and Cons of Implementing Option 4:**

##### *Pros:*

- Town generates cash from sale of Caryl property.
- Town places site on the "tax rolls"
- Town no longer has to maintain the Caryl building

##### *Cons:*

- Loss of a strategic Town Center site for Town use
- Significantly reduces amount of Town owned net space by 46%
- Eliminates space available to community groups

- Town in negotiation with a private developer

- Town in negotiation with a private developer.

### Option 5: Lease to a Private Developer

Under this option, the Town would continue to own the Caryl site, relinquish any use of the property to a private developer, and derive a monthly income stream from ground rent paid by a developer designated by the Town under a long-term ground lease. As opposed to a sale in which the Town receives a lump sum payment, under Option 5 the Town would receive a return based on the market value of the Caryl site. If the final value or sale price of the land was \$1.9M, then a corresponding value for a lease payment at today's market rate of 8% would be \$152,000 annually for the life of the lease.

#### Public Opinion regarding Option 5

Rating:

Very or Somewhat Interested in this option	30.7%
Selected as overall top option	11.1%

Citizens rated this their number three choice, well behind the first two choices. Females are more interested in this option than males. People ages 45 – 64 are most interested in this issue. The newest residents to the Town are the least interested in this option.

#### Pros and Cons of Implementing Option:

Pros:

- Town continues to own the Caryl site
- Town could receive annual ground rent estimated at \$152,000 based on 8% return of land value.
- Town no longer has to maintain the Caryl building

Cons:

- Developer would require long term ground lease
- Loss of a strategic Town Center site for Town use
- Significantly reduces amount of Town owned net space by 46%
- Eliminates space available to community groups

### Option 6: Tear Down and Leave it Undeveloped

Under this scenario, the building would be completely demolished and the foundation filled in. Additional landscaping and grading would be required to create a park. Under this option, there may be opportunities to relocate the basketball court away from Centre Street as well as update and improve other antiquated playground equipment.

#### Summary of Findings:

This approach would be implemented if the Town of Dover determines the Caryl School to be "functionally obsolete" and not worth further significant investment. It would further assume that no demonstrable present needs for more municipal space would be anticipated in the near future. This long-term strategy is to hold the land in reserve for future Town needs.

#### Cost:

The most recent estimate for demolishing the building was approximately \$300,000 (April, 2003; Mills Whitaker). The scope of this work may or may not be sufficient to bring it to an attractive condition. It would require further updates with additional emphasis on plantings and beautification commensurate with Dover's image. The cost would probably rise to approximately \$500,000 after updates and changes were implemented.

#### Special Requirement:

The use as open space is allowed under current zoning and would require no zoning change. A permit for the demolition of the building would require working with the Historical Commission to ascertain if any historic designations exist for the building. If there are not, there are no major impediments to acquiring a demolition permit.

#### Public Opinion regarding Option 6

Rating:

Very or Somewhat Interested in this option	17.0%
Selected as overall top option	8.9%

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Citizens rated this their number five choice. Citizens ages 45 – 64 are the most interested in this option. Those 65 and over are the least interested in this option.

### Real Estate Tax Impact:

The only costs to the Town under Option 6 would be the cost to demolish the building, estimated to be \$300,000 in FY 2005 and the cost to grade, seed or sod and landscape the Caryl site which we estimated to be at least \$100,000.

### Pros and Cons

#### Pros:

- No further Town investment in a building determined to be functionally obsolete

- Land would be preserved until a future Town need is identified
- A Town center park for people to enjoy
- Less safety problems on Springdale Avenue
- Very little cost to maintain

#### Cons:

- Significantly less municipal and non-profit space
- Land would be temporarily underutilized
- Future building would become more costly

**FUTURE DEMAND FOR  
CARYL SCHOOL PROPERTY**

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CSFCS has tried to ascertain what, if any, future demand the Town will have for space and how that will impact future use of the Caryl School site. We organized our findings into three sections: (1) Future Municipal Office Demand; (2) Future Civic and Community Demand; and (3) Future Demand from Current Occupants. The Committee also completed an inventory of space in Dover which is available to private and community groups.

The following represent summary findings from interviews conducted by Mavens & Moguls, of civic and community groups regarding their space needs:

**Future Municipal Office Demand**

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According to the Town's Building Maintenance Department, the Town owns five buildings totaling approximately 71,546 net usable office space (not including common areas and storage) as shown on the Town Office Space Utilization Schedule in the Appendix. Of the five Town-owned buildings, Caryl represents approximately 46% of the total net usable office space, followed by the Town House with approximately 15,030 sq. ft. of net usable office space or approximately 21% of the Town's total net usable space. (See Appendix 12 – Town Office Space Utilization Schedule)

- ✓ The Town House is now and shall continue to be fully occupied for the foreseeable future. Should demand for more Town office or other types of space arise, the Caryl property would be the logical place to try to locate the new space. Whether in a new or the existing building, the Caryl site has all the right qualities to become the new Town House Annex or overflow option as the Town inevitably grows in the future. It may be several years before demand is sufficient to make obvious the need to renovate or build new, but in the interim the site can well accommodate any future growth that is anticipated as evidenced by the following results of a survey conducted with the Town employees.

The following represent summary findings from interviews conducted by Mavens & Moguls, the public opinion research firm hired by the Town, of Town employees regarding space needs:

✓ **Employee Growth:**

Current employees expect an increase of 8 new employees over the next five years, an increase of 24%. The current Town House space may not be able to accommodate the additional employees. Eight employees translates into a need for approximately 1,000 – 2,000 sq. ft. of additional office space.

**Work Space:**

Most employees feel that their work space needs are being met. Employees are either pleased with their space or significantly cramped, affecting morale and productivity. If the Town House employees had more space, it would enable them to spread out more, be less crowded and provide for in-office space for files and project-related materials.

**Storage:**

Storage space, especially conveniently-located storage space, is at a premium in the Town House. Almost half of the employees' storage needs are not being met. Since the systems in the Town offices are paper-based (not automated), filing and storage space is in demand. Currently, storage is fragmented across several locations, making access to materials inconvenient and disrupting work flow. The Town House attic, which is widely utilized for storage, is viewed as sub-optimal.

**Technology:**

Current technology needs are being met. There is a long term desire to provide a computer network, to streamline intra-office communications. This will necessitate a site for a server and peripheral equipment. Many employees would like to see a dedicated IT support person/source, especially if looking ahead five years.

### **Food Preparation (Kitchen):**

Only half of the employees have food preparation needs. Of those users, almost half find the current Town House kitchen set up adequate.

### **Loading Dock:**

None of the Town employees needs a loading dock.

### **Meeting Rooms:**

Town House meeting rooms are well utilized. Several departments feel constrained from having large events or meetings, particularly those involving the serving of food, in the current Town House space.

### **Customer Needs:**

Five employees could use a customer counter; three of the five employees currently have a customer counter. Two employees would like to have customer counters installed.

### **Parking:**

Along with storage, parking is an issue with almost half the employees. Part of the problem comes from the spill-over parking from Caryl School at peak drop-off and pick-up times. Also contributing to the parking problem is the free-form layout (not striped) of the Town House's Centre Street parking lot which creates problems getting in and out of parking spaces as well as the demand for parking for patrons of Dover's businesses.

## **Future Civic and Community Demand**

Of the total amount of Caryl usable space, nearly 8,924 sq. ft. or 34% of the building is regularly available.

### **Members Growth:**

Most civic groups project growth in the next five years and community groups project no additional growth. The average number (both members per group and number of members that are planned to be added) is deceptively high as there are some organizations with hundreds of members and others with just a few.

### **- Meeting Space and Space Needs:**

Respondents in this group are not likely to pay for space for regular meetings. Most do not think that space at the former Caryl School is generally available for their use. If it were available, they have no idea what the process would be for reserving space in that building.

### **- Storage Needs:**

Storage can be an issue for this group, but most do not have a budget to pay for it. Some sort of centralized/secure dedicated storage (lockers, closets, rooms, etc.) would be used if it were available at little or no cost.

### **Budget for Space:**

Groups with larger memberships are more likely to pay for space as there are relatively fewer large spaces in town that are available at no cost. Groups that pay for space are also more likely to pay for storage.

### **Special Events:**

Respondents who hold special events often pay for space for those events. While specific costs were not discussed, most respondents made it clear that cost was a significant factor in determining venue.

### **- Use of Caryl School:**

People generally do not know if the former Caryl School is available for use and/or how one would go about reserving/using space there. They do not generally think of the building as a place to use, so many cannot even envision changes that would convince them to use the building. Of those aware of the school, many feel it would need a facelift before they would use it.

### **- Additional Space:**

Several of the respondents who said they were looking for additional space are actually looking for "consistent" space. That is, they would like to be able to hold meetings in one place on a regular basis. Organizations that involve children and/or sports seem to be more likely to be looking for additional space, both indoors and outdoors.

## **Future Demand from Current Occupants**

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Current paying tenants are the CDC, Erin's School of Dance, and Parent Talk, Inc. Town related non-paying tenants include the Council on Aging, Park and Recreation, and some community education and athletic uses in the gymnasium. The current zoning requires education, non-profit and/or Town uses, thus limiting the type of tenants that can occupy space at Caryl.

### **Employee Growth:**

**Paying Occupants:** There are sufficient square feet in the Caryl building for current uses. They are not projecting any growth since the future is uncertain.

**Non-Paying Occupants:** Occupants have more than enough space. If they knew the long-term plans for the building, they would reconfigure some of their current space. One occupant expressed a desire to reconfigure the building so that the children and the older users were not in constant interaction.

### **Work Space:**

**Paying Occupants:** Occupants are "making do" with the space they have but aren't really able (or even willing) to think about what their organization could be like if they had more/different space, but it would open doors for them to offer new or expanded services. This would have to be done without significant incremental cost. These occupants are concerned about the future of the building and their ability to continue to occupy it.

**Non-Paying Occupants:** Occupants are "making do" with the space they have. Having more or different space would allow them to offer new and expanded services. These occupants aren't willing to give up other space until they know the long-term status and availability of this building.

### **Storage:**

**Paying Occupants:** One occupant stated that they can always make use of additional storage.

**Non-Paying Occupants:** Storage is spread out across various locations. Though not the most convenient arrangement, these groups are used to this storage arrangement.

### **Technology Needs:**

**Paying Occupants:** These groups do not have extensive and invasive technology needs.

**Non-Paying Occupants:** These groups do not have extensive and invasive technology needs.

### **Food Preparation Needs:**

**Paying Occupants:** These groups are able to make do with the current kitchen facility.

**Non-Paying Occupants:** A full kitchen is one of the keys to these groups using Caryl School for more of their larger activities.

### **Meeting Space:**

**Paying Occupants and Non-paying Occupants:** Because of the different size spaces available at the Caryl School, occupants are able to use these spaces for small, intimate meetings as well as larger meetings, when the topic is very popular.

### **Special Needs:**

**Paying Occupants:** Currently, stroller access is cumbersome and could be improved.

**Non-Paying Occupants:** Even those organizations that currently have no need for handicapped access for themselves acknowledge that the current access at the former Caryl School is unacceptable.

### **Parking Needs:**

**Paying Occupants:** Parking is an issue at the Caryl School, most often in the early mornings and afternoons, when drop-offs and pickups are occurring. People do not follow the parking rules. There is no one on site to enforce the parking rules. There is a perception that there is not enough Caryl School parking to handle the volume during those hours.

**Non-Paying Occupants:** Parking congestion created by the paying occupants frustrates and antagonizes the other tenants. These occupants vie for close-in parking with easy access to the building.

## **Inventory of Dover's Publicly Available Space**

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The following space inventory lists rooms within Dover that can accommodate groups of various

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The Report by the CSFCS

sizes, the availability of the rooms, costs involved in using them, and the capacity of each.

*Small Meeting Space: (conference rooms with capacity for 2 to 25 people)*

- (a) Town House
- (b) Dover Town Garage Conference Room
- (c) Caryl School
- (d) Chickering School – classrooms, conference room
- (e) D-S Regional Schools – classrooms and conference rooms
- (f) The Dover Church – classrooms, library

*Large Meeting Spaces:*

- (a) Town House – Great Hall (capacity 146/313)
- (b) Dover Town Library – community room (capacity 65)
- (c) Caryl School – library (capacity approximately 200)
- (d) Chickering School – multi-purpose room (capacity 245 seated at tables, 530 chairs only)
- (e) D-S Regional High School – Lindquist Cafeteria (capacity 455), Mudge Auditorium (capacity 607)
- (f) The Dover Church – Kraft Hall (capacity 110 seated at tables, 200 chairs only)
- (g) American Legion Hall
- (h) Grace Church – Lower Level
- (i) Charles River School – Foster Hall (capacity 200), Dining Hall (capacity 100 at tables)
- (j) Church of the Most Precious Blood
- (k) St. Dunstan's

*Indoor Recreation Spaces:*

- (a) D-S Regional Middle School – gymnasium (capacity 340)
- (b) D-S Regional High School – gymnasium (capacity 1100)

- (c) Chickering School – gymnasium (capacity 940)
- (d) Caryl School – gymnasium (capacity 300)
- (e) Charles River School – gymnasium/tennis courts

Facilities are available throughout the Town of Dover for meetings, activities, recreational programs and private parties. In general, smaller meetings spaces are available free of charge to non-profit groups with a Dover affiliation. Sometimes a small user fees is charged. Since there is a relatively large inventory of these small meeting spaces – including space in schools, municipal buildings and churches, these spaces are easiest to book for early morning or late afternoon and evening meetings. Most of the small meeting spaces are unavailable between 8:00 am and 4:00 pm.

Medium to large meeting or performance spaces and indoor recreation spaces are usually rented on an hourly or daily basis with additional fees assessed for custodial services. Average cost range for ½ day (4 hour) rental, including custodial fee is \$140 - \$300. In addition, charges are usually assessed for the use of a kitchen or stage at a cost of \$50 - \$75 per ½ day. Facilities at the Dover Town House and Dover Town Library are available free of charge to municipal and governmental groups.

Of the larger facilities, availability is most limited at the large meeting and recreation spaces at the Regional High and Middle School, and the Chickering School, as well as Kraft Hall at the Dover Church and the community room at the Dover Town Library. These spaces must be booked well in advance, and recurring users usually take precedence over one-time or infrequent users.

Recreation spaces are most heavily utilized in the evening and weekend hours. Small and medium meeting spaces are most heavily utilized between 7 – 10 am and 3 – 6 pm.

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**DESCRIPTION OF SELECTED COMMUNITY  
CENTER PROJECTS IN OTHER TOWNS**

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The RESC conducted a search of towns in the Commonwealth where a new or renovated Community Center has been successfully planned, developed, and completed. They identified four Community Centers that they felt represented well planned and implemented projects. RESC toured all four facilities and interviewed the community center's management. Weston and Harwich Community Centers were new construction on town owned sites. Wellesley, on the other hand, was a complete renovation. Bedford Town Center involves repair, renovation and new construction. The following represents the results of those interviews. (Refer to Appendix 6 – Selected Community Centers)

**Weston Community Center, Weston, MA  
(population 10,692):**

The Town of Weston opened the Weston Community Center in 2001 which consisted of a new building totaling 21,000 square feet. The Weston Community center is located within 25' of a historic site on which once stood the "Case House Barn" which burned down in 1947. Weston incorporated the historic significance of the site into the design of the center which is contemporary barn style architecture. The site, owned by the Town of Weston, is strategically located just north of intersection of Wellesley and Newton Streets near the Woodland School and Country School campuses.

The total cost of the building was \$4.0M which equates to a total project cost of \$190.00 per sq. ft. Weston had agreed to fund \$2.4M plus \$300,000 of design fees, leaving a short fall of about \$1.6M. A building of lesser quality of finishes could be delivered for the \$2.4M estimate plus design fees. However, if Weston residents desired higher levels of finishes as reflected in the \$4.0M estimate, then the building committee would have to raise the additional \$1.6M privately. A professional fund raiser was retained and successfully raised the \$1.6M bringing the total available for the building to \$4.0M.

When the RESC toured the building, we were impressed by how the two main uses were handled in the building – distinctly separate but

housed under one roof with their own private entrance. Council for Aging is located in the lower level of the barn with a separate barrier free attractively landscaped entrance near ample parking. Their space was bright, well furnished, with a reception area, a large open and comfortable living room, and separate card or reading room with doors that opened to a wonderful furnished flagstone patio. Full ceiling height windows and doors provide wonderful views of adjacent lawns, woods and playing fields. COA space is dedicated to their use only and no other municipal uses competed for their space.

The architect took advantage of the grade differential of the site by providing second floor access also at grade level. Park and Recreation has a separate landscaped entrance to their second floor space. You enter into a large atrium space which gives the illusion of size but in fact was relatively small. In addition to a reception area and offices, there is a large "great room" with high ceilings, wood flooring, storage, connecting kitchen and lots of natural light. There is also mezzanine space overlooking the atrium devoted to classrooms.

During a phone interview with Doug McDougall, Weston Parks and Recreation Director, he strongly recommended building new and not simply renovating. His reason is that he has found that many times it cost as much to renovate as build new. Also, he recommended against building a gym and for building a great room. His reasoning is that a community should use the existing school gyms. A well-designed "Great Room" with full kitchen enables Weston to generate revenues by renting the space for private functions.

**Wellesley Recreation Center, Warren School,  
Wellesley, MA (population 26,615):**

The Town of Wellesley closed the Warren School on Washington Street near Lower Falls in 1980. Proposition 2 ½ and changing demographics caused the building to be declared surplus. Other schools of the era (Brown, Kingsbury) were sold off but Warren remained Wellesley's asset and was rented to an artist's group for ten years, among other uses.

## The Report by the CSFCS

A few years ago it was determined that the Wellesley Park and Recreation Department would need a new headquarters as they were forced to vacate their location to make room for an addition to the Sprague School. After evaluating alternatives, it was determined that the Warren School site would be an ideal solution. After a design study, Wellesley determined to renovate the existing school with an addition of a gym and multi-purpose room to be included in the new project. The result was a building consisting of 26,151 square feet at a cost of approximately \$7.45M (\$285.00 per square foot). The building serves many functions for Park and Recreation besides being its headquarters, including community education space as well as dance rooms and several classrooms.

The Wellesley Board of Health is also located in the building. The high cost to renovate the property was deemed worthwhile due to a desire to retain the historic charm and architecture of the property.

### **Harwich Community Center ("HCC"), Harwich, MA (population 10,275):**

According to Ann Schweitzer, Director of the Harwich Recreation Department, the HCC was the first community center in the Commonwealth to integrate COA and Recreation & Youth Department and other community functions under one roof. Opened in 2000, HCC is situated on site owned by the Town of Harwich about a mile from Town Hall. The U shaped building consists of approximately 33,000 sq. ft. Originally estimated to cost \$3.2, after ten (10) years of planning the final cost came in at \$5.1M or \$155 per sq. ft.. The building is extremely functional with distinctive architecture. The building is clad in aluminum clapboard-style siding. Other than some minor community fund raising from various "friends of

HCC," the bulk of the project cost was financed publicly.

A member of the RESC toured the facility and interviewed the Director. The center is barrier free with plenty of parking. There is a central reception area, staff offices, five activity rooms, a regulation size gym, a game room, weight and fitness center (no pool).

### **Bedford Town Center, Bedford, MA (population 12,497):**

The Town of Bedford currently has under construction the Bedford Community Center totaling 38,400 square feet scheduled for completion June 2005. The project is of particular interest to the RESC because it involves repair and renovation to an older building and an expansion involving new construction. The RESC toured the Bedford Community Center and a member of the committee interviewed the architect for the Bedford project, Dan Meus of Graham Meus Architects. Graham Meus was the architectural firm retained by the Town for the Caryl Place and Caryl Center project. The firm is particularly active in the community center niche having designed the major renovation of the Warren School in Wellesley, and other community center projects in Westwood, Medfield and Boston.

According to Mr. Meus, project scope included fixup and repair of 11,000 sq. ft. and renovation of 13,400 sq. ft. of the existing building, and new construction of 14,000 sq. ft. The total construction cost is around \$5M (\$132 per sq. ft.) with the total project cost of \$6M (\$157 per sq. ft.). Since contractors don't normally breakout renovation costs from new construction, Dan did estimate that the 13,400 sq. ft. renovation cost about \$2M (\$150 per sq. ft.) and the new 14,000 sq. ft. construction cost about \$3M (\$214 per sq. ft.).

**PUBLIC OPINION RESEARCH**

**Community Depth Interviews**

**Methodology**

A total of one-hundred five, in-person, one-on-one interviews were conducted. The sample was provided by the CSFCS. All recruiting, scheduling and interviewing was done by Laura Pinsky, a principal at Mavens & Moguls, LLC. Two supplemental focus groups were conducted by a volunteer opinion research professional.

CSFCS sent an introductory letter and followed up with a phone call to each potential interviewee. This initial contact advised the potential respondents about the process, the appointment scheduling, and encouraged them to participate in the study. Each respondent was then contacted by phone a minimum of three times by the interviewer to set up his or her appointment.

Interviews were conducted at the Dover Town House, either in the Selectmen's Meeting Room or the Selectmen's Hall during weekdays and some Saturday appointments were conducted at The Dover Executive Sample - Municipal Demand

Town Executives were identified through lists of current department heads, elected officials and appointees provided by the Selectmen's office and the Town Administrator. Department heads and chairs of these commissions, committees, and boards were asked to participate in the interview on behalf of their organization or, if necessary, identify another committee member to participate in their stead. In two instances, the chairs requested that interviews be conducted with all members of the committee. In these two instances, focus groups were conducted by a volunteer opinion research professional.

*Executive/Community Sample*

Community Leaders included in this study were current elected and appointed officials whose commissions, committees and boards do not currently maintain municipal office or storage space in Dover's Town House.

*Civic/Community and Community Samples - Civic and Community Demand*

Both Civic and Community Groups were included in this study as two separate samples. These two groups included organizations like community theater, garden clubs, and Girl and Boy Scouts. The Civic and Community group leaders were identified through their current use of community space at sites throughout Dover, as well as through listings on community interest Internet sites and telephone books. This category included groups that have utilized space at the former Caryl School, but use of space at Caryl or other municipal sites was not a sampling pre-requisite.

*Caryl School Sample - Caryl School Occupant Demand*

Current occupants, both paying and non-paying were including in this interview sample.

*Citizen Sample*

Abutters to the former Caryl School property and nearby residents were included in this sample. This group provided input regarding space and other usage issues like parking and storage.

**The Guides**

Three discussion guides were used during this project. Initial input to the guides was provided by CSFCS, with focus on the RESC. The guides were edited and reviewed by an independent research professional. CSFCS conducted four pre-test interviews with Civic/Community members. Modifications to the guides were made based on these four pre-tests. These pre-tests were then included in the final study report.

The guides contained specified areas of inquiry, so that the answers could be compared across individual responses. The nature of the interview process allowed for probing and individualized depth responses for each answer. Each guide was tailored to the needs of the different sample groups. (See the previous section, The Sample.)

The Guides were tailored to the sample groups:

- Executive and Executive/Community Interview Guide

## The Report by the CSFCS

The guides contained specified areas of inquiry, so that the answers could be compared across individual responses. The nature of the interview process allowed for probing and individualized depth responses for each answer. Each guide was tailored to the needs of the different sample groups. (See the previous section, The Sample.)

The Guides were tailored to the sample groups:

- Executive and Executive/Community Interview Guide
- Civic/Community and Community Interview Guide
- Citizen Interview Guide
- Executive Committee Focus Group Guide

Copies of the first three guides are included in the Appendix. The Executive and Community Interview Guide outlines were used as the Focus Group Guide.

### The Interview

An average interview for Civic/Community, Community, Executive/Community and Executive respondents was approximately 40-50 minutes in length. The interview guide for the Citizen group was less extensive, leading to an average interview time of 15-20 minutes. All interviews were recorded (primary recording and backup) and submitted for transcription. Each interview was given a code number during transcription, to ensure confidentiality and preserve anonymity.

### The Analysis

Transcriptions were reviewed and used for the analysis. Information from each interview was

entered into spreadsheets, and analysis was conducted by individual interview. Findings were summarized and reported by each sample group. See both the previous section, Future Demand for Caryl School Property, and the section below for the interview findings.

### Response Rate

Distribution of completed interviews by group is as follows:

Civic/Community:	29
Community:	33
Executive/Community:	13
Executive:	14
Citizen:	16
TOTAL:	105

Eleven individuals had interviews scheduled, but failed to appear at the appointed time and it wasn't possible to reschedule within the time frame of the project.

Five individuals refused to participate in the process when contacted by telephone.

Two individuals began the interview but elected to terminate the discussion before it was completed. The partial responses recorded from these individuals were not transcribed or included in the final analysis.

Four individuals did not return recruiting calls or were otherwise unavailable for an interview during the time frame of the project.

One individual had moved out of the Dover area shortly before the project began.

Sample	Net Total Sample	Completed Interviews	% of Net Total Sample
Civic/Community	35	29	83%
Community	40	33	83%
Executive/Community	13	13	100%
Executive	17	14	82%
Citizen	19	16	84%
Total	124	105	85%

## Individual Interview Summary Findings

**Current Space:** Current space needs for Town employees and civic/community groups are being met. There is a 'make do' attitude on the part of most groups about their space needs. In the case of Town employees, some of the current space is cramped, putting two to three employees into the same office space.

Both Town employees and civic/community groups are projecting an increase in number of employees/members over the next five years. In the case of Town employees, there is currently no additional room for growth in the Town House. Some of the departments would have to be relocated to facilitate growth. There is a desire to house together those Town departments that interact regularly. In contrast, current Caryl occupants feel that there is plenty of room for growth at their location.

Finding large meeting spaces, especially for venues that include food service, can be a challenge for Town employees and their committees as well as civic/community groups. Kraft Hall is widely used by civic/community groups for large meetings. The Town House and Caryl School serve municipal organizations. Preparing and serving hot food is a challenge for those using the former Caryl school because it lacks a full kitchen and preparation has to take place outside of the building. Groups looking for space for large venues would be willing to pay a small fee for the space.

Current Caryl School occupants are glad to have this space. They are anxious about the long-term availability of the space. Once the future of the building has been decided, they look forward to making minor space adjustments and consolidating functions within the building instead of being so spread out. Occupants expressed a desire to be able to have separate facilities in the building for the pre-school and the seniors so that the two groups have separate public spaces – bathrooms, hallways and entry access. Seniors, especially those with handicaps, are particularly nervous about sharing space with pre-schoolers.

The Caryl occupants feel that the facility needs basic upgrades, including heating, a new roof, air conditioning and more availability of janitorial services. Groups not currently using the building

feel that the facility needs a 'facelift' before they would want to use it.

**Storage:** Storage, though not a critical issue, is a topic of conversation for all the groups that were interviewed. Town House employees would like better access to storage and storage that is in better condition. Some Caryl users have storage spread across several buildings and would like the opportunity to be able to consolidate facilities. Civic/community groups would like consistent storage instead of the patchwork solution of people's homes and garages that they currently employ. Again, they would be willing to pay a small fee for this space.

**Technology:** Groups are generally content with their current technology. Town employees see a future need for a networked environment and a full-time IT person to assist them with their computer needs. Caryl occupants would like a phone system with voice mail and a few other services, if that space becomes permanent.

**Parking:** Traffic and parking congestion surrounding the Caryl building is a problem, especially at peak drop-off and pick-up hours. It's a problem for Town employees and their customers to find a parking space at the Town House. It frustrates the occupants of the former Caryl school, especially those with handicaps, who would like to park near the building's entrance. The executive committees working with Town employees feel that parking rules need to be enforced, both to alleviate the congestion and to make the situation safer for everyone.

**Awareness of the former Caryl school:** Most groups are not aware of the space availability at the former Caryl school. Many civic/community groups are not inclined to take advantage of the space in its current condition.

## Town-Wide Survey

### Background

In addition to consulting with Town boards, Town committees and community groups, the CSFCS felt that it was important to gather Dover citizen opinions towards current and alternate uses of the Caryl School building.

### The Method

It was determined that the most reliable and economical way to gather input would be by designing and administering a close-ended survey.

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## The Report by the CSFCS

In order to reach each household, it was decided to administer the surveys by mail. Each Dover household was mailed a survey questionnaire.

Decisions on this project were driven by three goals – gathering statistically valid and reliable information, boosting the response rate, and providing an efficient and cost-effective study. Steps taken to boost response rate included:

- Designing an easy-to-read questionnaire format
- Printing an attention-getting teaser on the front of the mail-out envelope
- Including a postage-paid reply envelope with the outbound questionnaire
- Sending out a reminder postcard after the initial questionnaire mailing
- Providing a contact at the Dover Town House to answer any questions

### The Questionnaire

Once the survey objectives were established, the questionnaire was drafted by Joan Seamster of Consumer Insights and reviewed with the CSFCS. Initial findings from the individual interviews were considered in designing the questions for this document. Special attention was paid to describing usage options in comprehensible language that reflected the options under consideration by the committee.

Once a draft questionnaire was developed, it was pre-tested with a small group of Dover residents to ensure that the questions were clear and that the questionnaires were eliciting the intended information. The questionnaire length was kept to a minimum to ensure that the respondents would answer all questions and that the document met direct mailing criteria. See Appendix 22 for a copy of the survey questionnaire.

### The Sample

The survey was mailed to all Dover households and post office boxes. CSFCS worked closely with both the Town Clerk and the local post office to design and develop the mailing. A total of 2411 surveys, representing 1951 households, was mailed on January 7<sup>th</sup>, 2005. The reminder postcard was sent out the next week, on January 15<sup>th</sup>.

### Household Response Rate

A total of 753 completed household surveys, filled in by 1267 adults, was received by the beginning of February, in time to be included. This response rate of 39% holds up very well against the average response rate of 12 – 20% for this type of town survey.

### Editing

Interviews were checked in on a daily basis, assigned an ID number, and then forwarded to a data entry and tabulation service for editing. This company's services were used for generating a tabulation and banner plan and for supervising the tabulation work. Write-in comments pertaining to the close-ended questions were incorporated into the tabulations and responses. The open-ended comment section at the end of the questionnaire was edited, coded and analyzed separately and included in the final report.

### The Tabulation & Analysis

Two banners totaling twenty-three banner points were used to analyze the survey findings. Each question was run against both banners.

The analysis was conducted by Joan Seamster and reviewed with the committee. See the next section for detail of the findings.

### The Demographics

Demographics from the town-wide survey compare favorably with Dover's actual demographics (based on Census 2000 data). See the next section for a comparison of the survey demographics to the Town of Dover demographics and please see Appendix 26 for more detail.

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## Findings

### Objective

The purpose of the town-wide survey was to assess citizen opinion regarding the future of the former Caryl School. The survey gathered opinion based on citizens' current information. It did not educate citizens on the issues. Rather, it gathered citizen's current opinions and feelings on the reuse issue.

The Report by the CSFCS

**Proposed Structural Solutions for the Future Caryl School Building**

With input from the RESC, six options were included in the town-wide survey. The six options described were:

- Make basic repairs & maintain existing or alternate usage
- Fully renovate for current or alternate usage

- Tear down & Town builds new, municipally utilized building
- Sell for private development
- Lease long-term for private development
- Tear down & leave it undeveloped

Table 1 reports the findings, combining the two questions regarding proposed structural solutions for the former Caryl school building – a rating question and an overall preference question.

**Future of Caryl School Overall Preference Rating – Table 1**

	Q.3	Q.2	Q.2	Q.2	Q.2	Q.2
	Overall Preference %	Rating: Very Interested %	Rating: Very Interested & Somewhat Interested %	Rating: Somewhat Uninterested & Not At All Interested %	Rating: Not At All Interested %	No Answer %
Make Basic Repairs	29.2	29.4	51.9	28.5	22.3	10.0
Fully Renovate	29.0	22.6	47.5	34.5	26.0	9.5
Long Term Lease to Private	11.1	13.3	30.7	53.6	45.5	8.4
Sell to Private	10.6	11.8	22.7	65.0	58.1	7.1
Leave Undeveloped	8.9	9.2	17.0	67.2	61.2	8.2
Take Down/Build Municipal	8.1	7.9	16.4	65.6	54.4	9.6

Q2. How interested are you in each of the following solutions for the current Caryl School building? (Rate on a 5-point scale.)

Q3. If you could choose ONLY ONE scenario for the Caryl School building, what would that be? (Select ONE of the 6 responses below only.)

The following two responses tied as the favored scenarios (Q.3) for the Caryl School building:

- Make basic repairs & maintain existing or alternate usage (29.2%)
- Fully renovate for current or alternate usage (29.0%)

Analysis of the combined responses to both Q2 and Q3 put the two scenarios in the following rank order:

- Make basic repairs & maintain existing or alternate usage – 1st choice

- Fully renovate for current or alternate usage – 2<sup>nd</sup> choice

The remaining four scenarios ranked as follows:

- Lease long-term for private development – 3rd choice
- Sell for private development – 4th choice
- Tear down & leave it undeveloped – 5th choice
- Tear down & Town builds new, municipally utilized building – 6th choice

**Future of Caryl School Responses by Age Group – Table 2**

Q.3 Total	Under Age 44		Ages 45–54		Ages 55–64		Ages 65+		
N= 1267	N=384		N=351		N=255		N=256		
	%	Rank order	%	Rank order	%	Rank order	%	Rank order	%
Make Basic Repairs	29.2	Make Basic Repairs	33.9	Fully Renovate	32.8	Fully Renovate	27.5	Make Basic Repairs	36.3
Fully Renovate	29.0	Fully Renovate	31.8	Make Basic Repairs	24.2	Make Basic Repairs	20.4	Fully Renovate	23.4
Long Term Lease-Private	11.1	Build Municipal	10.2	Long Term Lease-Private	12.8	Sell to Private	14.9	Sell to Private	13.7
Sell to Private	10.6	Leave Undeveloped	8.1	Leave Undeveloped	10.0	Long Term Lease-Private	14.9	Long Term Lease-Private	10.2
Leave Undeveloped	8.9	Long Term Lease-Private	7.8	Sell to Private	10.0	Leave Undeveloped	9.8	Leave Undeveloped	7.4
Build Municipal	8.1	Sell to Private	6.0	Build Municipal	8.8	Build Municipal	8.2	Build Municipal	3.9

The overall response to Q2 and Q3 provided strong direction relative to the citizens desired future for the former Caryl School. Detailed analysis of the data provided additional insights.

Reviewing the Q.3 preference data by age of respondent provided a deeper understanding of the Overall Rating data. Based on responses, respondents were combined into the following four groups:

◆ Under 44                      ◆ Between 45 – 54                      ◆ Between 55 – 64                      ◆ 65 and over

The analysis by age shows that support for the top two structural choices – Make Basic Repairs and Fully Renovate – is not uniform across the age groups. This analysis shows significant differences in support for the top two preferences. The youngest (under 44) and oldest (65 and over) groups favor Making Basic Repairs. Respondents 65 and over, with a 13% difference between their first and second choice, clearly favor Making Basic Repairs. The two middle groups, aged 45 – 54 and 55 – 64, favor a Full Renovation. Respondents aged 45 – 54, with a 10% difference between their first and

second choice, clearly favor a Full Renovation. When looking at total responses, these differences cancel each other out.

Of the remaining four options, the Under 44 age group appear the least concerned about additional taxes, selecting the most expensive option – Building a New Municipal Building - for their third choice. The two oldest age groups select the revenue-producing options – Selling the Building or Leasing it Long-Term - as their third and fourth choices.

**Support for Proposed Caryl School Uses – Table 3**

	Q.7	Q.6	Q.6	Q.6	Q.6	Q.6
		Rating: Very Likely	Rating: Very Likely & Somewhat Likely	Rating: Somewhat Unlikely & Not At All Likely	Rating: Not At All Likely	
Top 3 Uses	%	%	%	%	%	No Answer %
Children/Teen Programs	43.9	41.5	62.7	23.9	19.3	6.1
Residential Use - Senior Housing	33.7	23.5	43.1	42.8	35.9	4.4
Indoor Recreation (Dance, Exercise, Sports....)	33.6	39.4	62.4	21.3	17.0	5.4
Adult Continuing Education	28.4	32.8	59.2	23.6	18.0	5.5
Civic Groups (Theater, Scouts...)	26.5	36.1	60.6	21.9	16.4	6.8
Programs for Seniors	25.9	34.5	56.8	25.6	19.6	5.8
Daycare/Pre-school	25.4	28.8	45.4	35.5	28.8	7.3
Residential Use - Affordable Housing	17.0	13.2	26.6	57.7	49.3	5.9
Retail Use	15.9	10.2	24.2	54.5	43.8	6.9
Municipal Office Space	12.1	13.7	31.0	41.8	30.0	6.6
Residential Use - Housing at the Market Rate	10.6	4.3	14.2	68.7	60.0	6.8

Q6. Going forward, how likely are you personally to support each of these proposed uses for the Caryl School building?

Very Likely      Somewhat Likely      Neither Likely Nor Unlikely      Somewhat Unlikely      Very Unlikely

Q7. What are the TOP THREE uses that you would be most likely to support? (Select TOP THREE choices by placing an "X" in the appropriate three boxes.)

In Q7, respondents selected the following as the three leading proposed uses:

- Children/Teen Programs
- Residential – Senior Housing
- Indoor Recreation

The next tier of uses include:

- Adult Continuing Education
- Civic Groups, including theater, scouts
- Programs for Seniors
- Daycare/Preschool

The lowest-rated uses are:

- Residential – Affordable Housing
- Retail Use
- Municipal Office Space
- Residential – Housing at Market Rate

The rankings (Q.6) paint a less-clear picture. For instance, Senior housing ranks #2 in Q7, and #7 in Q6's highest rating of very likely and combined top two highest ratings. But some things are clear. Market Rate Housing is rated last on every measure. Affordable Housing, Retail and Municipal Office space rate towards the bottom on all measures.

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**Support for Proposed School Uses by Age Group – Table 4**

Proposed Uses	Total %	Under 45		Age 45 - 54		Age 55 - 64		Age 65 +	
		<i>rank order</i>	%						
Chldrn/Teen Progs.	44	Children/ Teen Progs	68	Children/ Teen Progs	52	Senior Housing	52	Senior Housing	50
Senior Housing	34	Indoor Rec.	52	Indoor Rec.	38	Progs. for Seniors	36	Progs. for Seniors	39
Indoor Rec.	34	Civic Groups	38	Senior Housing	30	Adult Ed	29	Adult Ed	30
Adult Ed	28	Daycare/ Pre-school	38	Civic Groups	29	Affordable Housing	25	Municipal Offs Space	22
Civic Groups	26	Adult Ed	27	Adult Ed	29	Daycare/ Pre-school	24	Affordable Housing	21
Progs. for Seniors	26	Retail Use	17	Progs. for Seniors	24	Indoor Rec.	24	Civic Groups	18
Daycare/ Pre-school	25	Senior Housing	15	Daycare/ Pre-school	19	Children/ Teen Progs	24	Housing at Mkt Rate	18
Affordable Housing	17	Progs. for Seniors	11	Affordable Housing	18	Civic Groups	15	Children/ Teen Progs	18
Retail Use	16	Municipal Offs Space	8	Retail Use	16	Municipal Offs Space	14	Daycare/ Pre-school	17
Municipal Offs Space	12	Affordable Housing	8	Housing at Mkt Rate	10	Retail Use	14	Retail Use	16
Housing at Mkt Rate	11	Housing at Mkt Rate	4	Municipal Offs Space	9	Housing at Mkt Rate	13	Indoor Rec.	12

Like the previous usage analysis, the analysis for Proposed Caryl School Uses shows the impact of the four main age groups on the ratings. Children/Teen Programs, number one with the two youngest age groups, becomes 7<sup>th</sup> and 8<sup>th</sup> with the two older age groups. Senior Housing, ranked number two overall, is first with the two oldest age groups and 3<sup>rd</sup> and 7<sup>th</sup> with the two youngest age groups.

In general, the two youngest age groups respond more like each other and less like the

two older age groups. The two groups have similar rankings for three of the eleven uses – Children/Teen Programs, Indoor Recreation and Adult Education.

The two oldest age groups respond more like each other and less like the two youngest age groups. These two older age groups have similar rankings for five uses – Senior Housing, Programs for Seniors, Adult Education, Retail Use and Daycare/Preschool.

**Relationship of Usage Ratings and Structural Solutions – Table 5**

Total		Make Repair		Renovate		Build New		Sell		Lease		Undeveloped	
<i>rank order</i>	%												
Chldrn/Teen Progs.	44	Chldrn/Teen Progs.	57	Chldrn/Teen Progs.	57	Chldrn/Teen Progs.	56	Senior Housing	55	Senior Housing	52	Senior Housing	38
Senior Housing	34	Adult Ed	41	Indoor Rec	42	Indoor Rec	45	Retail Use	44	Retail Use	45	Progs. for Seniors	23
Indoor Rec.	34	Indoor Rec	39	Adult Ed	33	Civic Groups	38	Housing at Mkt Rate	42	Affordable Housing	28	Chldrn/Teen Progs.	20
Adult Ed	28	Daycare/ Pre-school	38	Senior Housing	33	Senior Housing	32	Affordable Housing	35	Indoor Rec	24	Retail Use	19
Civic Groups	26	Progs. for Seniors	34	Civic Groups	32	Adult Ed	26	Progs. for Seniors	18	Housing at Mkt Rate	21	Daycare/ Pre-school	18
Progs. for Seniors	26	Civic Groups	34	Daycare/ Pre-school	29	Daycare/ Pre-school	22	Indoor Rec	16	Chldrn/Teen Progs	21	Housing at Mkt Rate	18
Daycare/ Pre-school	25	Senior Housing	18	Progs. for Seniors	27	Progs. for Seniors	22	Chldrn/Teen Progs.	14	Adult Ed.	19	Indoor Rec	18
Affordable Housing	17	Municipal Offs Space	13	Affordable Housing	17	Municipal Offs Space	16	Daycare/ Pre-school	8	Municipal Offs Space	17	Civic Groups	18
Retail Use	16	Affordable Housing	7	Municipal Offs Space	10	Affordable Housing	14	Adult Ed	8	Progs. for Seniors	16	Affordable Housing	17
Municipal Offs Space	12	Retail Use	6	Retail Use	7	Retail Use	5	Civic Groups	6	Civic Groups	14	Municipal Offs Space	14
Housing at Mkt Rate	11	Housing at Mkt Rate	3	Housing at Mkt Rate	4	Housing at Mkt Rate	1	Municipal Offs Space	3	Daycare/ Pre-school	11	Adult Ed	12

Respondents selecting Make Repairs, Renovate and Build all rank Children/Teen programs as the top use for the Caryl School building. Respondents selecting Sell, Lease or Undeveloped all select Senior Housing as the number one use for the building.

There is more variance than uniformity across the other uses, with the following exceptions:

- Respondents who selected to Make Repairs, Renovate or Build a New Building all have the following uses – Affordable Housing, Retail Use, Municipal Office Space and Housing at Market Rate as their last four choices.
- Respondents who selected to Sell or Lease the building both rank Retail Use, Housing at Market Rate, Affordable Housing and Indoor Recreation as their second through sixth choices.

on 2000 survey date). The survey sample generally approximates the demographics for the Town, meaning there is no obvious sample bias provided by the survey responders/non-responders. The sample characteristics are as follows:

**Gender**

	Sample Distribution (%)	Town of Dover Demographics (%)	Index to Town of Dover Demographics
Female	46.3	51.7	90
Male	53.7	48.3	111
Total	100		
No Answer	N=24		

**The Sample**

Where possible, the survey sample has been compared to Town of Dover demographics (based

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**Age**

	Sample Distribution (%)	Town of Dover Demographics (%)	Index to Town of Dover Demographics
18-24	.2	3.8	5
25-34	3.9	9.3	42
35-44	26.9	26.3	102
45-54	28.1	27.4	103
55-64	20.5	16.5	124
65-74	12.8	10.4	123
75-84	6.8	5.0	136
85 and over	.8	1.3	69
Total	100	100	
No Answer	N=21		

The core of the sample, ages 35 – 74, closely indexes to the Town demographics. The youngest and oldest age groups are under-represented in the sample. Not surprisingly, college ages 18 – 24 are particularly under-represented.

**Location of Residence relative to the former Caryl School**

	Sample Distribution (%)
Within a couple of blocks	8.5
Outside of a couple of blocks, but under a mile	24.5
Outside of a mile	67.0
Total	100
No Answer	N=8

The majority of the sample lived more than one mile away from Caryl School. There are no census demographics available for comparison.

**Student Input**

**Household Size**

	Sample Distribution (%)	Town of Dover Demographics (%)	Index to Town of Dover Demographics
One	8.9	12.8	70
Two	30.9	32.2	96
Three	16.1	17.8	90
Four	25.9	21.7	119
Five	14.0	11.5	122
Six or more	4.2	4.0	105
Total	100%	100%	
No Answer	N=15		

**Background**

The CSFCS felt that it was important to incorporate students' attitudes and interest in the future of the Caryl School since youngsters represent almost one-quarter of Dover's residents.

**The Method**

The designated method had to be efficient and non-intrusive. With the schools' co-operation, questionnaires were distributed at the Dover-Sherborn Middle School and the Dover-Sherborn Regional High School. Teachers and administrators were asked to hand out and collect the questionnaires and then they were forwarded to the CSFCS.

**Length of Time Lived in Dover**

	Sample Distribution (%)
Less than 2 years	5.6
2 - 5 years	15.6
5 - 14 years	29.6
15 - 25 years	17.7
Over 25 years	32.5
Total	100
No Answer	N=9

The majority of the sample has lived in Dover over 15 years. There are no census demographics available for comparison.

**The Questionnaire**

The questionnaire was designed to be brief, so that it could be filled in quickly and completely. The same questionnaire was administered at the Middle and High Schools. Respondents were asked to code their hometown – Dover, Sherborn or "Other." See Appendix 23 for a copy of the student questionnaire.

**The Sample**

Teachers and administrators were given copies to distribute during the week of February 7<sup>th</sup>, 2005. In the high school, freshmen, sophomores and juniors received the questionnaire during their English classes. Seniors received the questionnaire during

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an assembly for underclassmen. In the middle school, the students received the questionnaire during their 8<sup>th</sup> period study hall. No follow up attempts were made to distribute to those absent during this process.

**Response Rate**

Of a possible 1058 responses (557 high school and 501 middle school students), the CSFCS received back 608 interviews, or a 58% response rate.

The final count, comparing the student count to the survey count, is the following:

	Middle School		High School		Total	
	# responses	# students	# responses	# students	# responses	# students
Dover	169	259	138	262	307	521
Sherborn	153	232	134	283	287	515
Other	6	10	8	12	14	22
Total	328	501	280	557	608	1058

**Coding and Analysis**

The questionnaires were sorted first by school and then by town of residence. The initial findings were reviewed and closed-ended and open-ended response spreadsheets were created. Next, community volunteers met, joined by a volunteer research professional, and tabulated and coded the responses. The findings were then documented and are shown in the table below.

**Findings**

*Overall Interest*

Students were asked to rate the following question on a 5-point scale "If Caryl School were fixed up and turned into a place that you and your friends could use, how likely would you be to go there?"

Students expressed strong interest in using a fixed-up Caryl School. Not surprisingly, Dover students expressed more interest in the project than did Sherborn students, and Middle School students were more interested than High School students.

The two top scale point responses are as follows:

	Middle School	High School	Dover	Sherborn	Total*
	%	%	%	%	%
Very Likely	29.3	29.2	35.5	22.5	29.3
Somewhat Likely	41.8	30.7	40.1	33.5	36.7
Total	71.1	59.9	75.6	56.0	66.0

\*reflects total for 'Dover', 'Sherborn', and 'Other'.

*Suggested Uses for Caryl School*

The students were asked two questions, one an open-end question and one a rating of a series of activities.

Q1: What would you like to see happen with the Caryl School?

Q3: If you were to use Caryl School, what kinds of activities would you like to see offered (for each activity, check how interested you are.)

Q1, the open-ended question elicited a series of activities. The results of that question, in addition to the activity question (Q3), provide a sense of what students would like to see offered at a revamped Caryl School.

*Q1 Suggested uses for Caryl School*

Dover and Sherborn students were unanimous in the top three uses that they volunteered for the school:

- Sports
- A place to have fun and hang out
- A place that has food

See table at top of next page for detailed findings.

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**Q1 Suggested Uses for the former Caryl School**

(mentions)	Dover		Sherborn		Other		Middle School		High School		Total	
	#	rank	#	rank	#	rank	#	rank	#	rank	#	rank
sports	185	1	125	1	1	3	156	1	155	1	311	1
entertainment/ hang out	116	2	108	2	5	1	122	2	107	2	229	2
food	51	3	42	3	2	2	50	3	45	3	95	3
condition of bldg.	40	4	22	6	1	3	42	5	21	5	63	4
shops	34	5	26	4	0		47	4	13	7	60	5
games	16	8	23	5	2	2	16	8	25	4	41	6
community use	19	7	20	7	1	3	21	7	19	6	40	7
school	23	6	16	8	1	3	34	6	6	9	40	7
arts/drama	12	9	7	9	0		12	9	7	8	19	8
housing	4	10	5	10	0		6	10	3	10	9	9
technology	4	10	1	11	0		4	11	1	11	5	10

Key mentions for each of these main headings include the following, in rank order, starting with most mentions:

Sports (311)	gym, pool, sports complex, dance/Erin's School of Dance
Entertainment (229)	a hang out, recreation center, movie theater
Food (95)	place for coffee, restaurant, food court
Condition of building (63)	renovate/fix it up, use it/keep it, demolish it
Shops (60)	mall/mini-mall, general retail
Games (41)	arcade, laser tag, pool tables
Community use (40)	community center
School (40)	after school activities
Arts & drama (19)	drama/theater
Housing (9)	affordable housing
Technology (5)	computer lab
Other (10)	have it be safe

**Q3 Rating of Proposed Caryl School Activities  
Suggested Used for the former Caryl School - continued**

(activities)	Dover		Sherborn		Other		Middle School		High School		Total	
	rating	rank	rating	rank	rating	rank	rating	rank	rating	rank	rating	rank
Gym	3.6	2	3.3	2	3.3	2	3.5	2	3.6	1	3.5	1
Friday movies	3.7	1	3.4	1	3.1	3	3.8	1	3.1	3	3.5	1
Swimming	3.3	3	3.1	3	3.4	1	3.4	3	3.0	4	3.2	2
Coffee house	3.1	4	3.0	4	2.5	6	3.0	5	3.2	2	3.1	3
Social dances	2.7	5	2.6	5	2.4	7	3.0	4	2.3	5	2.7	4
Drama/theater	2.6	6	2.4	6	2.1	9	2.8	6	2.2	6	2.5	5
Arts/crafts	2.4	8	2.1	8	3.1	3	2.4	8	2.2	6	2.3	6
Computer	2.5	7	2.0	9	2.9	4	2.5	7	2.0	7	2.3	6
Volleyball	2.3	9	2.3	7	2.6	5	2.4	8	2.2	6	2.3	6

The top four rated activities are:

- Gym/workout space
- Movies on a Friday night
- Swimming
- A place for coffee/coffee house

Both Dover and Sherborn students rank these activities in their top four. Students from outside the

area include computer availability in their top four choices. In general, Sherborn students give lower ratings to all the activities. There is more difference in opinion, and difference in ranking, between the Middle School and High School students than with their place of residence.

**COMMITTEE MEMBERS**

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**Carl Akins** is an orthopedic surgeon who teaches at UMass Medical School, is the Medical Director of the Massachusetts Hospital School in Canton, and is the Medical Director of the UMass Memorial Self Insurance Program. A graduate of Harvard College, Harvard Medical School and the Harvard Combined Orthopedic Residency Program, he has lived in Dover for 34 years.

He chaired the Dover committees whose work resulted in the construction of the Transfer Station (1987), the Town Garage (1998) and the new Chickering School (2001). Carl was on the Warrant Committee for six years, also serving as its Chairman. He has recently served on the Snow and Ice Control Materials Study Committee.

He was a member of the Dover Choral Society and on the Board and Past President of the Dover Foundation. Currently he is on the board and Treasurer of the Dover Land Conservation Trust.

**Timothy M. Clapp**, has been in the real estate advisory business for over twenty years, first with C. B. Commercial and Hunneman, and most recently as founder of Investment Real Estate Partners in Boston. Mr. Clapp represents a diversity of clients and specializes in the sale and leasing of investment grade properties. He also has expertise in the redevelopment of property to higher and better uses as well as adaptive reuses with emphasis on historic properties. A graduate of Brown University, he resides in Dover with his wife and daughter.

**Charles E. Helwig**, principal of Helwig Real Estate Services and Helwig Associates, Inc., is an independent real estate consultant with over 30 years experience including advising public sector clients in the implementation of downtown redevelopment projects. Prior to forming his own real estate advisory practice in Maryland in 1982, he spent over 10 year with the The Rouse Company including Vice President, Columbia (MD) Operating Properties division, and Senior Development Director for Rouse's national downtown consulting division, the American City Corporation. While at Rouse, Mr. Helwig advised the cities of Lowell, MA and Buffalo, NY in the implementation of over \$150M of downtown mixed use redevelopment projects. Charlie has been involved in the following projects - 15,000 acre planned community

development (Columbia, Maryland), mixed use waterfront development (Waterfront Village, Buffalo, NY), urban infill development (Washington Street Corridor, downtown Wilmington, DE), and the reuse of large scale institutional campus properties (Elwyn, Inc. campuses in Vineland, NJ and Middletown Township, PA).

A graduate of Babson College, Charlie and his spouse Sally and two daughters moved to Dover from Columbia, Maryland in 1990. He served on the Caryl School Reuse Committee and currently serves on the Long Range Planning Committee.

**Kris Kolligian**, is the director of residential construction and a project executive with Shawmut Design and Construction of Boston. He has over 25 years of construction experience within the commercial and residential community. He has helped develop more than \$700M in construction projects. While with Shawmut, he worked as director of the office of project management at Babson College. At Babson, Mr. Kolligian completed a campus wide deferred maintenance study for the college's long term planning and financing.

Prior to joining Shawmut Design and Construction, Mr. Kolligian was a project manager with The George Hyman Company in Bethesda MD. His projects included the Canadian Embassy, Washington Design Center, Howard Hughes Medical Institute, and The Rockwell International project in Virginia.

A graduate of Lehigh University, he is a native of Dover and now lives in Dover with his wife and two children.

**Angela Lomanto**, treasurer of the committee, is the Development Coordinator for the Massachusetts Horticultural Society. For the past twenty years, she has specialized in development, public relations, and grant writer for not-for-profits. In her first career she was a general contractor for residential historic restorations and a managing partner with a team that developed 330-acres for second homes.

As a volunteer, she has been active in the Friends of the Dover Library, Friends of the Performing Arts at Dover-Sherborn Regional High School, the Powisett Garden Club, and The Dover Church. She has been an active member of Inman Park

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Restoration in Atlanta and a member of the boards of directors of The Family Counseling Center, the Fulton County Regional Chamber of Commerce, and the Margareville Chamber of Commerce. She and her husband, the Rev. John Nelson, have two daughters.

**Peggy Mayfield**, a graduate of Williams College, worked in International Compensation Research for 15 years for a small consulting firm in Cambridge. Since that time, she has worked as a parent volunteer at Chickering, Caryl and the D-S Middle School. She has served as Treasurer of the Friends of the Library and as a Trustee of the Dover Town Library. She is currently a Cub Scout leader and a member of the Arts-in-Education Committee at the Middle School.

Peggy and her husband Scott moved to Dover in 1991. They have two sons who attend public school in Dover. During the 1970's, Peggy attended Caryl School at its current location, and at Elm Bank, where the school was temporarily housed after the April 1970 fire.

**Doug Scott**, Co-Chair of the committee, is a 22 year resident of Dover. He is a former 6-year member and two-time Chairman of the Dover Board of Selectmen. He is also a former 6-year member and two-time Chairman of the Dover Warrant Committee. He is a former member of the Town of Dover Capital Budget Committee, and the Long Range Planning Committee. He is a member of the Board of Trustees and former Moderator of the Dover Church. He is a former member of the Board of the Dover-Sherborn Education Fund, a former coach, member of the Board and Treasurer of the Dover Youth Basketball Program. He is President and Chief Operating Officer of Avitar, Inc., a medical device and diagnostics company. He received an A.B. degree from Harvard College, and an M.B.A. from the Harvard Business School. He and his wife, Jan, have three children.

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**ACKNOWLEDGEMENTS**

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■ 67  
*With special thanks to Joan Seamster, Principal, Consumer Insights for her opinion research expertise and guidance throughout this process.*

■ 67  
Paul Berkel, Dover-Sherborn Middle School

Carolyn Cary, Facilities Manager  
Harwich Community Center

John Cave, The Computer Doctor

John Connelly, Peabody & Arnold

Jack Donoghue, Esq., Caryl Management Advisory  
Committee

The Dover Church

Hamilton H. Hackney, III, Planning Board Chair

Jan Kasetta, Director, Wellesley Recreation  
Department

Denise Lonergan, Dover-Sherborn Regional High  
School

Andy MacDonald, The Meadows

Doug MacDougall, Director, Weston Recreation  
Department

Mavens & Moguls

Dan Meus, Graham Meus Architects, Bedford  
Community Center

Steve Murphy, CBRE/Lynch Murphy Walsh  
Advisors

On-site Printing

Will Rogers, Caryl Management Advisory  
Committee

Faye Russo, Bedford Town Center Manager

Anne Schweizer, Director, Harwich Recreation  
Department

Doug Straus, National Development

Tape Transcription Center

Kathy Weld, Chairperson, Board of Selectmen

Town of Dover Personnel

Dan Alves, Website Coordinator

Cynthia Amara, Town Planner

Barry H. Clough, Town Clerk

Robert Homer, Town Engineer

Jay Hughes, Fire Chief

Karen F. Jelloe, Treasurer-Collector

Karen MacTavish, Assistant Assessor

Greer Pugatch, Administrative Assistant

David W. Ramsay, Town Administrator

Karl Warnick, Superintendent, Building Maintenance

## Appendix 1: Caryl Building Fact Sheet

### The Committee to Study the Future of the Caryl Building Caryl School Building Fact Sheet March 14, 2005

**Building Address:** 4 Springdale Avenue  
Dover, MA 02030

**Year Built:** Three (3) structures built in three (3) phases:  
  
1910 (original structure 8,750 s.f.)  
1931 (first addition 13,650 s.f. to the rear, 2 story addition and link to original structure)  
1971 (second addition 18,900 s.f. after fire, modernist 3 level structure and link)

**Building Description:** 2 story (plus loft), brick, concrete, wood and steel building

**Architecture:** Renovated Colonial Revival, with modernist style expansion

**Gross Building Area:** 39,806 +/- s.f. 100% (Town Assessor)

**Net Rentable/Usable:**  
**First Floor:** 11,756 +/- s.f.  
**Second Floor:** 13,412 +/- s.f.  
**Loft Area:** 1,250 +/- s.f.  
26,418 +/- s.f. 66%

**Common Area:** 13,388 +/- s.f. 34%  
**Total Bldg Gross Area:** 39,806 +/- s.f. 100%

**Land Area:** 3.057 +/- acres, 133,162 +/- sf (Town Engineer)  
Two (2) Parcels

**FAR: (floor area ratio)** .31 (gross building area in sf divided by land area in sf)

**Zoning District:** District O – Official or Open Space District

**Zoning Criteria:** Min. Setback: 40 feet  
Min. Sideyard Setback: 20 feet  
Max Height: 2.5 stories, 35 feet  
Max Lot Coverage: 40%

**2005 Assessed Value:** Parcel ID# 1173, 1164  
**Building:** \$3,540,000 \$ 89.00 psf of gross bldg area  
**Land:** \$1,533,500 \$ 39.00 psf of gross bldg area  
**Yard Items:** \$ 27,500  
**Total:** \$5,101,000 \$128.00 psf of gross bldg area

**Caryl School Building Fact Sheet**

March 14, 2005

Page 2

**Parking Spaces:** 42 surface spaces

**Utilities:** Electric, telephone, town water, private sewer, cable  
No sprinklers, no gas, no hi-speed internet

**Access:** Springdale Avenue  
Whiting Road

**Environmental:** Vinyl Asbestos Tiles in Closet Areas  
Monitoring Wells on site (Mobil Spill Remediation)

**FY 04 Revenues:** \$ 112,042 \$10.86 ave rent per sf under license agreements

**FY 04 Operating Expenses**

Heating Oil	\$ 28,144	
Water	\$ 2,524	
Electric	\$ 24,370	
Maintenance	\$ 29,757	
Town Portion	\$ 20,000	(No reserve for replacement)
<b>Total FY 04</b>	<b>\$ 104,795</b>	\$ 2.63 per gross sf \$ 3.97 per net rentable

**Net to Town FY 04** \$ 7,247

**Total Estimated Project  
Cost for Deferred**

**Maintenance Program:**

**Over 10 years:** \$2,300,000 or \$55 psf (Mills Whitaker Architects, 3/26/04)

**Single Project today:** \$3,300,000 or \$79 psf Mills Whitaker Architects, 3/26/04)

**Deferred Maintenance**

**Constraints:**

**Accessibility:** If improvements costs exceed 30% of assessed value over a three year period ( $30\% \times \$3,540,000 = \$1,062,000$ ), then building must comply with Architectural Access Board Regulations.

**Seismic** If improvements costs exceed 50% of the assessed value over two (2) years ( $50\% \times \$3,540,000 = \$1,770,000$ ), then building must comply with Seismic Category 2 of the Building Code.

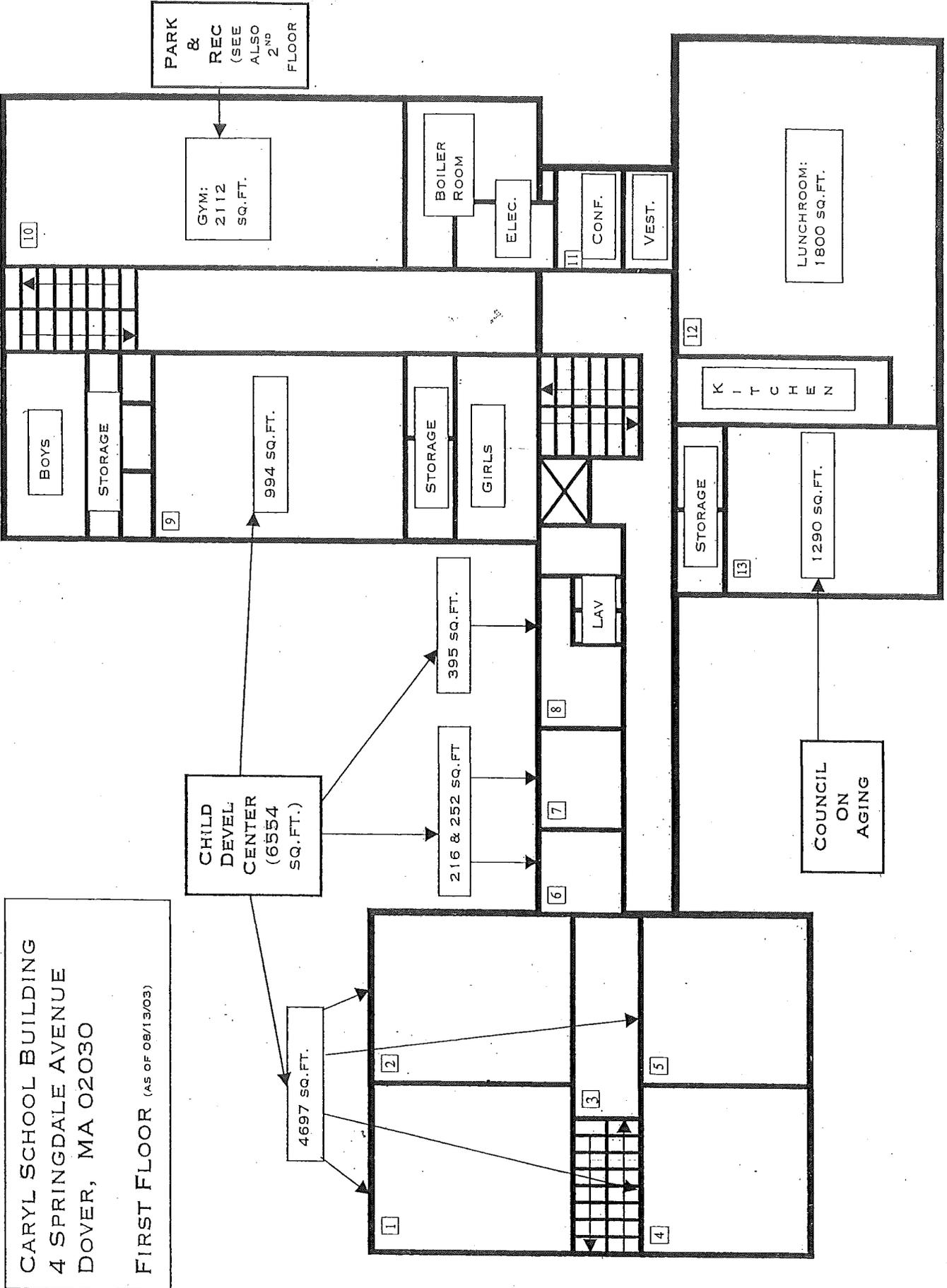
**30% Assessed Bldg Value:** \$1,062,000 (See Mills Whitaker March 26, 2004 letter)

**50% Assessed Bldg Value:** \$1,770,000 (Same as above)

**Estimate Demolition Cost:** \$300,000 (per Mills Whitaker as of April 2003)

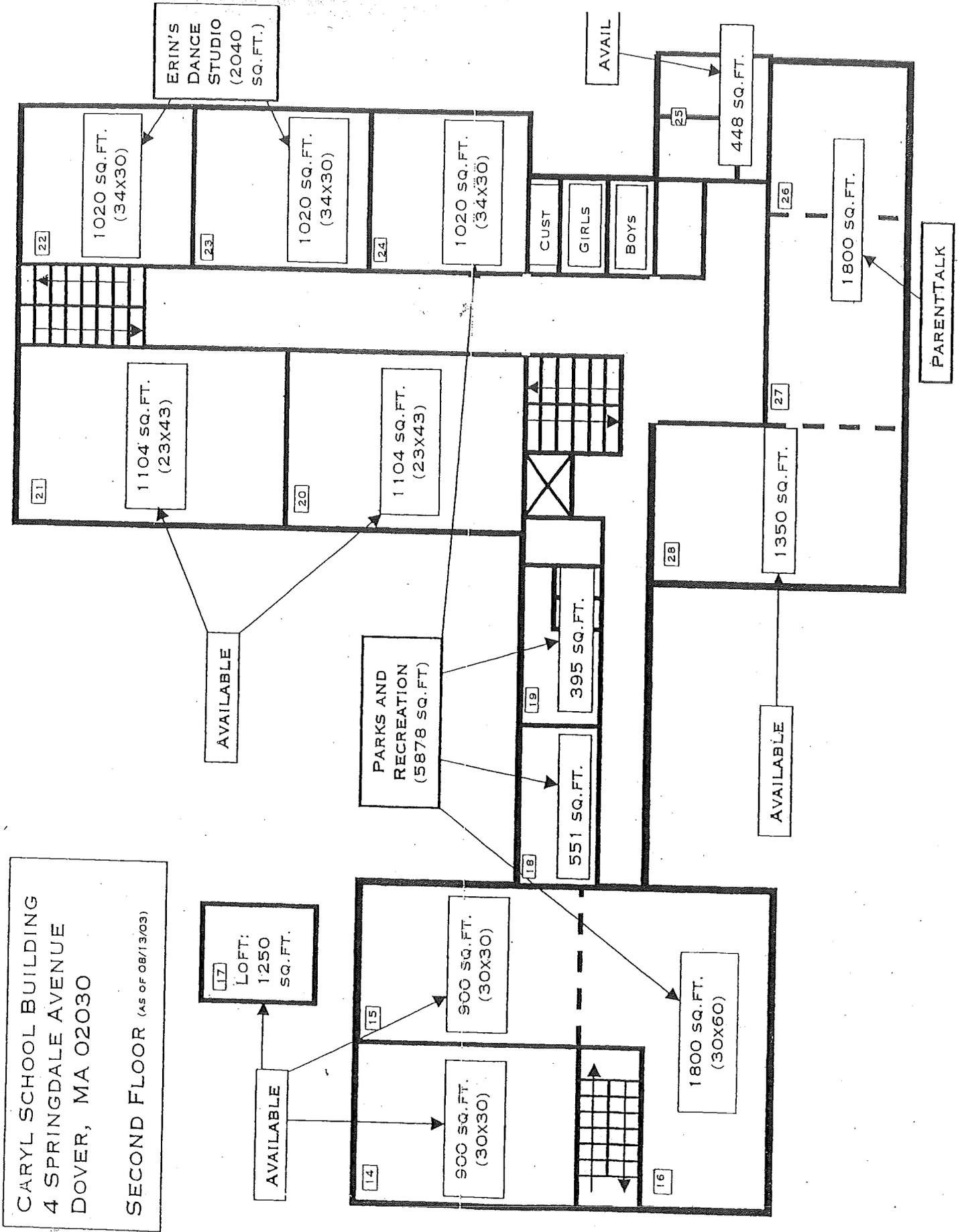
Sources: Town of Dover, Mills Whitaker, Caryl Real Estate Sub Committee

# Appendix 2: Caryl Building First Floor Plan



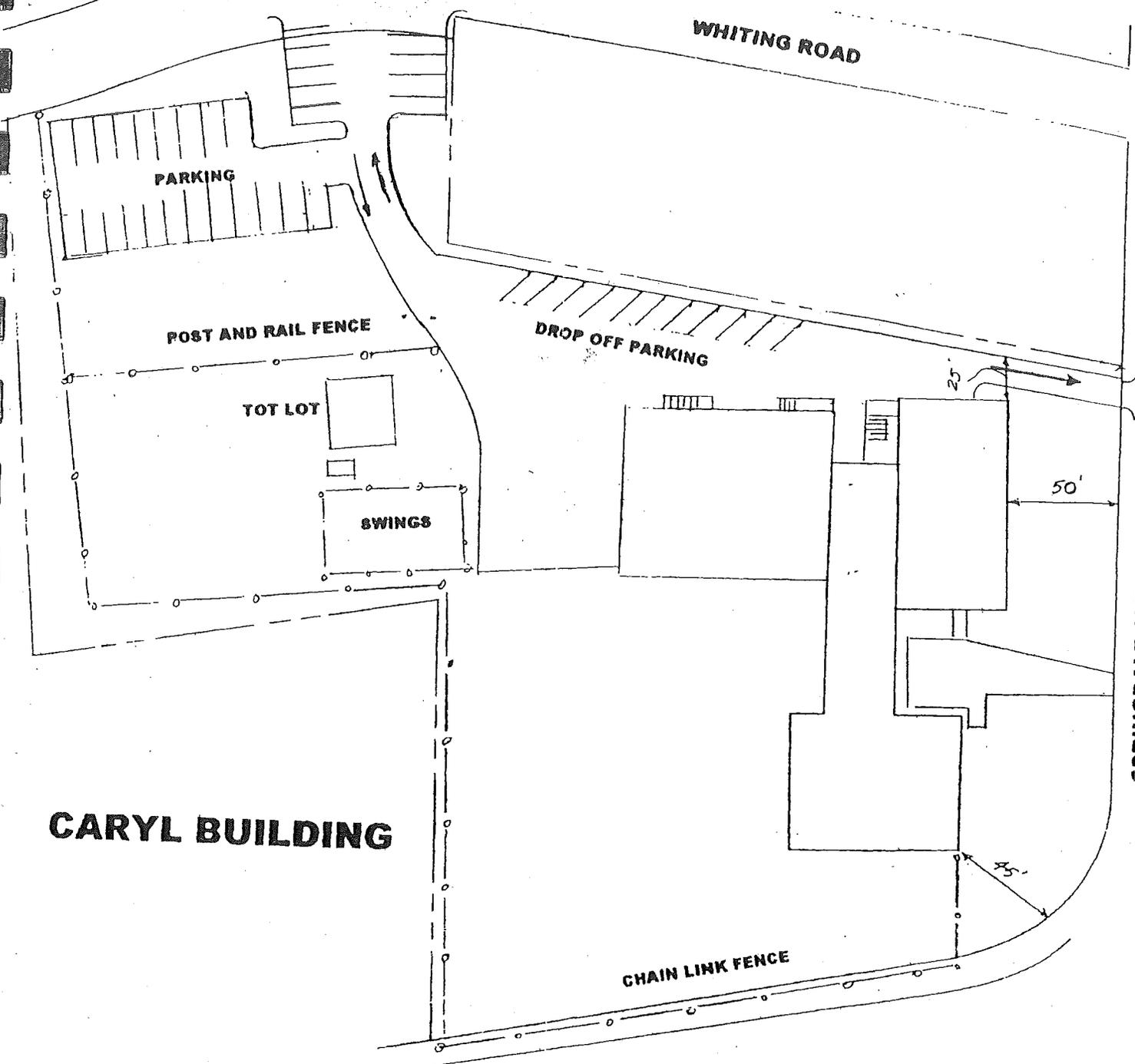
CARYL SCHOOL BUILDING  
 4 SPRINGDALE AVENUE  
 DOVER, MA 02030  
 FIRST FLOOR (AS OF 08/13/03)

# Appendix 3: Caryl Building Second Floor Plan



CARYL SCHOOL BUILDING  
 4 SPRINGDALE AVENUE  
 DOVER, MA 02030  
 SECOND FLOOR (AS OF 08/13/03)

Appendix 4: Caryl Site Plan



**CARYL BUILDING**



**SCALE: 1" = 50'**

CARYL SCHOOL  
 TOWN OF DOVER, MA  
 2004 - 2005 OCCUPANCY ANALYSIS  
 FEBRUARY 11, 2005

SPACE NO.	LICENSOR	LICENSEE	AREA S.F.	PERCENT OF NET USEABLE SPACE	PER SF	FY 2004 LICENSE FEE		TERM
						MONTHLY	ANNUAL	
<u>REVENUE GENERATING SPACE</u>								
1	TOWN OF DOVER	CHILD DEVELOPMENT CENTER	6,554	24%	\$12.00	NA	\$78,648	1/1 JULY 1, 2003 - JUNE 30, 2005
2	TOWN OF DOVER	PARENT TALK, INC.	1,800	7%	\$12.00	\$1,800	\$21,600	JULY 1, 2003 - JUNE 30, 2005
3	TOWN OF DOVER	ERIN'S SCHOOL OF DANCE	1,972	7%	\$5.00	\$822	\$9,864	JULY 1, 2003 - JUNE 30, 2005
		AD HOC USERS	NA	NA	NA	NA	\$1,930	FY 2004
		SUBTOTAL	10,326	38%	\$10.85	\$2,622	\$112,042	
<u>NON-REVENUE GENERATING SPACE</u>								
4	TOWN OF DOVER	COUNCIL ON AGING	1,290	5%	NA	NA	NA	
5	TOWN OF DOVER	PARKS AND RECREATION	6,256	23%	NA	NA	NA	
		SUBTOTAL	7,546	28%				
		<u>TOTAL OCCUPIED SPACE</u>	<u>17,872</u>	<u>66%</u>				
<u>AVAILABLE SPACE</u>								
6	TOWN OF DOVER	AVAILABLE SPACE	9,012	34%	NA	NA	NA	
		<u>TOTAL NET USEABLE SPACE</u>	<u>26,884</u>	<u>100%</u>				
		TOTAL COMMON AREA	14,416					
		TOTAL GROSS BUILDING AREA	41,300					
		USEABLE SPACE FACTOR	65%					
		COMMON AREA FACTOR	35%					

FOOTNOTE: 1/1 CDC PAYS TOWN \$78,648 ANNUALLY OR THE TOTAL COST OF UTILITIES AND REPAIRS, WHICHEVER GREATER.

SOURCE: TOWN OF DOVER, MILLS WHITAKER ARCHITECTS LLC, CARYL REAL ESTATE SUB COMMITTEE.

CARYL SCHOOL BUILDING  
 SELECTED COMMUNITY CENTER PROJECTS - OTHER TOWNS  
 NEW CONSTRUCTION AND RENOVATION  
 April 26, 2005

PROJECT NO.	COMMUNITY CENTER PROJECT	TOWN	DATE/YEAR COMPLETED	BUILDING SIZE S.F.	TOTAL PROJECT COST		MUNICIPAL USES	FUNDING SOURCES	PROGRAM SPACE & COMMENTS
					NEW BUILDING TOTAL COST	RENOVATION TOTAL COST S.F.			
1	WARREN SCHOOL Contact: Jan Kaseta, Director, Wellesley Recreation Department (781) 235-2370	WELLESLEY	2004	26,751	NA	\$7,450,000	RECREATION DEPT HEALTH DEPT GYMNASIUM	PUBLIC	27 CLASSROOMS TOT ROOM DANCE STUDIO KITCHEN GYM MULTI-PURPOSE ROOM
2	WESTON COMMUNITY CENTER Contact: Doug MacDougall, Recreation Director (781) 529-0203	WESTON	2001	21,000	\$4,000,000	\$190	RECREATION DEPT COUNCIL ON AGING	PUBLIC & FUND RAISING	ADVICE "BUILD NEW" PUBLIC & PRIVATE FUNDING
3	HARWICH COMMUNITY CENTER Contact: Anne Schweitzer, Director, Harwich Recreation (508) 430-7554 Carolyn Cary Facilities Manager (508) 430-7568	HARWICH	2000	33,000	\$5,100,000	\$155	RECREATION AND YOUTH DEPT  COUNCIL ON AGING	PUBLIC	PART OF A 12 ACRE TOWN SITE 166 +/- PARKING SPACES RECEPTION AREA STAFF OFFICES 5 ACTIVITY ROOMS REGULATION SIZE GYM GAME ROOM WEIGHT AND FITNESS CENTER CAMERA CLUB
4	BEDFORD TOWN CENTER Contact: Fay Russo BTC Manager (781) 275-4880	BEDFORD	UNDER CONSTRUCTION	14,000 2,400	NA	\$2,000,000	KID'S CLUB PRE/AFTER SCHOOL PROGRAMS COUNCIL ON AGING	PUBLIC	9 CLASSROOMS 3 ALL PURPOSE ROOMS 1 MULTI PURPOSE ROOM FULL COMMERCIAL KITCHEN COA GREAT ROOM 3 COA SPECIAL PURPOSE ROOMS

SOURCE: TOWNS OF WELLESLEY, WESTON, HARWICH; CARYL REAL ESTATE SUB COMMITTEE.  
 PREPARED BY THE CARYL REAL ESTATE SUB COMMITTEE

CARYL SCHOOL BUILDING  
 ESTIMATED TOTAL BUILDING COSTS BY USE OPTION  
 ESTIMATED REAL ESTATE TAX IMPACT TO MEDIAN ASSESSED HOME  
 March 14, 2005

OPTION	DESCRIPTION OF USE OPTIONS	FY 2005 MEDIAN/MID-POINT SINGLE FAMILY DETACHED HOME VALUATION <sup>1/2</sup>	ACTUAL/ PROPOSED BUILDING SIZE IN S.F.	ESTIMATED TOTAL BUILDING COST COST YEAR 1 REAL ESTATE TAX IMPACT <sup>1/4</sup>	ESTIMATED TOTAL BUILDING COST BY RANGE			ESTIMATED TOTAL BUILDING COST TO THE TOWN OF DOVER BY RANGE PER S.F. OF BUILDING		
					LOW	MID-POINT	HIGH	LOW	HIGH	
OPTION 1	MAKE BASIC REPAIRS AND MAINTAIN EXISTING OR ALTERNATE USES	\$846,000	39,806	\$2,300,000 \$88	\$3,550,000 \$136	\$4,800,000 \$184	\$58 <sup>1/4</sup>	\$121 <sup>1/4</sup>		
OPTION 2	FULLY RENOVATE FOR CURRENT OR ALTERNATE USES	\$846,000	39,806	\$4,458,272 \$170	\$5,259,445 \$240	\$9,080,618 \$308	\$112 <sup>1/2</sup>	\$203 <sup>1/2</sup>		
OPTION 3	TAKE IT DOWN AND TOWN BUILDS NEW MUNICIPALLY UTILIZED BUILDING	\$846,000	21,000	\$4,557,000 \$174	\$5,512,500 \$211	\$6,468,000 \$247	\$217 <sup>1/2</sup>	\$308 <sup>1/2</sup>		
		\$846,000	39,806	\$6,510,000 \$249	\$7,875,000 \$301	\$9,240,000 \$353	\$217 <sup>1/2</sup>	\$308 <sup>1/2</sup>		
		\$846,000	39,806	\$8,637,902 \$330	\$10,449,075 \$400	\$12,280,248 \$469	\$217 <sup>1/2</sup>	\$308 <sup>1/2</sup>		
OPTION 4	SELL FOR PRIVATE DEVELOPMENT	NA	NA	LAND SALE REVENUE \$1,200,000	\$1,550,000	\$1,900,000	NA	NA		
OPTION 5	LEASE LONG-TERM FOR PRIVATE DEVELOPMENT	NA	NA	ANNUAL GROUND RENT REVENUE \$86,000	\$124,000	\$152,000	NA	NA		
OPTION 6	TAKE IT DOWN AND LEAVE IT UNDEVELOPED	NA	NA	DENOLITION COST NOT BONDABLE \$300,000	\$400,000	\$500,000	NA	NA		
				FUNDED FROM CASH						

FOOTNOTES: <sup>1/1</sup> BASED ON MILLS WHITTAKER ARCHITECTS, APRIL 30, 2003 REPORT TO THE TOWN AND MARCH 26, 2004 SUPPLEMENTAL LETTER.  
<sup>1/2</sup> BASED ON TOTAL REHAB COST (2004) INCURRED AT WARREN SCHOOL AND TOTAL NEW CONSTRUCTION COST (2001) AT WESTON COMMUNITY CENTER AND ADJUSTED BY THE CARYL REAL ESTATE SUBCOMI  
<sup>1/3</sup> BASED ON TOWN OF DOVER ASSESSOR'S OFFICE FY 2005 MEDIAN HOME VALUATION.  
<sup>1/4</sup> BASED ON TOWN OF DOVER TREASURER'S OFFICE AND TOWN FINANCIAL ADVISORS DEBT SERVICE SCHEDULE ASSUMING JUNE 1, 2005 BORROWING (20 YEAR EQUAL PRINCIPAL @ 5% INTEREST RATE).  
<sup>1/5</sup> BASED ON THE RESIDUAL LAND VALUE ANALYSIS PREPARED BY THE CARYL REAL ESTATE SUBCOMMITTEE.

SOURCE: TOWN OF DOVER, MILLS WHITTAKER ARCHITECTS, GRAHAMMEUS INC. ARCHITECTS, SHAWMUT CONSTRUCTION, CARYL REAL ESTATE SUB COMMITTEE.  
 PREPARED BY THE CARYL REAL ESTATE SUB COMMITTEE

## Appendix 8: Mills Whitaker Executive Summary

### EXECUTIVE SUMMARY

The Dover Caryl School facility is a two-story brick building of approximately 41,300 square feet. The facility was constructed in three phases during the years 1910, 1931 and 1971. In the fall of 2001, a new elementary school was constructed in Town and the building became available for use by a variety of community activities. In the spring of 2002, an adaptive reuse study was completed that prescribed extensive renovations to the building including modifications for elderly housing units and community uses. This reuse proposal was rejected at Town meeting. In 2003, during the second year of operation since the school moved on, the Town commissioned this deferred maintenance study in order to determine the viability of retaining the existing building for ongoing uses by the community.

Existing conditions of the building were evaluated during the time period of January through April of 2003. Four professional firms that were retained individually by the Town of Dover performed the assessment. Mills Whitaker Architects served as the prime professional and coordinator of the study. Assisting the architect were Structures North Consulting Engineers, S. L. Forte Engineering (mechanical) and Johnson Engineering & Design (electrical). This professional team has extensive experience with the evaluation and phased renovation of existing institutional facilities.

The activities involved during this study included the review of available drawings, interviews with people familiar with the facility, visual observation and documentation of conditions, development of recommendations and preliminary budgeting for repairs. Consideration of future remodeling or adaptive reuse was not included in the study. Also, the review of site-related issues such as parking, landscaping, drainage and septic systems were not included. The focus of this study was to develop an understanding of the costs and priorities related to properly maintaining the existing building.

This report describes various components of the facility, notes their conditions and provides recommendations for their repair. Note that the recommendations are preliminary and are not intended to substitute for more detailed evaluation, planning and documentation prior to the implementation of any specific repairs.

The Dover Caryl School facility is in reasonable condition but is in need of some fairly significant maintenance over the coming years. As the new school was being planned, certain repair needs that allowed water infiltration were only temporarily addressed in anticipation of abandoning the building and leaving the problems for others. The Town is now faced with planning repairs to items such as aging roof systems, deteriorated sections of masonry and other maintenance needs. None of the items identified during this study are unusual or require excessive expenditures in order to retain this facility as a viable structure for housing an ongoing variety of community uses.

A preliminary cost matrix that establishes "order-of-magnitude" budgets for recommended repairs has been developed and is included herein. The budgets are for planning purposes only and do not represent detailed cost estimates. Each of the recommendations within the report has been prioritized into one of three categories: *Critical, Short-Term and Long-Term*. Within each prioritized category, a range of costs from *Minimal to Optimal* has been established when appropriate. The range of costs reflects variations in work scope or in anticipated contractor prices for each work item.

The criteria used for assigning a priority for each work item was based on the following guidelines:

- CRITICAL:**  
(1-2 Years) Items that pose a potential threat to the life safety of occupants;  
Items causing water infiltration of the exterior building envelope;  
Items requiring very frequent, ongoing maintenance.
- SHORT-TERM:**  
(2-5 Years) Items that are not critical but should be addressed within 2-5 years;  
Items that will reduce frequent maintenance needs of the facility;  
Upgrades or improvements necessary for operation of the facility.
- LONG-TERM:**  
(5-10 Years) Items that will likely require corrective work within 5-10 years;  
Items that will further reduce maintenance needs of the facility;  
Upgrades or improvements that will enhance the facility's operation.

Repair items that have been identified in the Preliminary Cost Matrix as being *Critical* should be addressed as soon as possible, preferably within the next one or two years. *Short-Term* items should be repaired within the next 2 to 5 years while *Long-Term* repairs should be addressed within the next 5 to 10 years. Items with a longer shelf life than 10 years were not addressed. Note that this prioritization of items is intended to serve as a planning tool as opposed to being a prescriptive work list requiring strict adherence. Over time, needs can change and some items that have not yet been identified could become important while other items already listed may become less important.

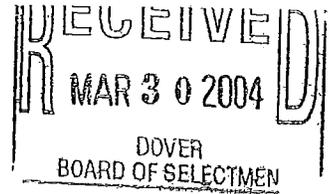
A summary of the budget ranges described in the Preliminary Cost Matrix is as follows:

<i>Critical Items:</i>	\$ 224,676	to	\$ 263,998 (Over Two-Year Period)
<i>Short-Term Items:</i>	\$ 639,561	to	\$ 936,462 (Over Three-Year Period)
<i>Long-Term Items:</i>	\$ 790,329	to	\$ 1,092,233 (Over Five-Year Period)
Grand Total:	\$1,654,566	to	\$ 2,292,693 (Over Ten-Year Period)

This preliminary budget translates into an average annual expenditure ranging from approximately \$165,000 to \$230,000. During some years, this amount may be higher than the average while during other years it may be lower. The budgeted items do not include annual operating expenses and routine expenditures. Also, the budgeted items do not include site-related issues since they were not included as part of the study.

In general, it appears that the Dover Caryl School is a sound building and a valuable resource. With proper management and attention to addressing deferred maintenance items in a timely fashion, this facility can continue to provide a place for housing a variety of space needs for the Town of Dover and surrounding communities.

Appendix 9: Mills Whitaker Supplemental Letter, March 26, 2003



March 26, 2004

Mr. David Ramsay, Town Administrator  
Town of Dover  
P.O. Box 250  
Dover MA 02030

Re: Caryl School Deferred Maintenance

Dear Mr. Ramsay,

In April 2003, we prepared a "Deferred Maintenance Study" for incremental repairs to the Caryl School. This study reviewed items that needed to be maintained and outlined the probable costs of making those repairs over a ten-year period. The approximate average annual expenditure for the maintenance plan would result in about \$200,000 in repairs, resulting in approximately \$2 million over ten years for the construction, plus soft costs of approximately \$300,000, resulting in an overall cost of about \$2.3 million.

You recently asked us to review the implications of performing the deferred maintenance as a single, integrated project. As a result, we have reviewed the 2003 report, toured the building again and examined the code implications of performing the work as a single project. Please note the following items:

1. **Accessibility Improvements:** The 2003 study excluded the need to make improvements to the existing accessibility environment of the school since the construction was not going to exceed 30% of the assessed value of the building over a three-year period. If the construction cost does exceed this trigger, then the entire building must comply with the current Architectural Access Board Regulations 521 CMR. This will result in the need to upgrade the elevator, upgrade toilet rooms, replace door hardware, provide adequate maneuvering clearance at all doors, upgrade handrails at stairs, provide appropriate signage and provide wheelchair access to the gymnasium.
2. **Seismic Upgrades:** In a similar fashion as noted above, if the construction cost exceeds 50% of the assessed value including the cost of any work performed over a two-year period prior to the project, then the building must comply with Seismic Category 2 as defined in Chapter 34 of the Building Code 780 CMR. This will involve the provision of seismic restraints around the perimeter of the building, tying the floor and attic structures to the masonry bearing walls.
3. **Automatic Sprinkler System:** It is our opinion that a deferred maintenance project does not necessarily trigger the requirement to provide a sprinkler system for the building. This is an issue that must be determined by the Building Official. Enclosed please find our letter to Tony Calo, Dover Building Inspector, regarding this issue. No cost has been included for this item.
4. It is our understanding that there will be no change in use or occupancy. Also, no change is anticipated regarding the existing kitchen. As a result, it is our understanding that no change to the existing septic system would be required. This assumption has not yet been confirmed with the Dover Board of Health. No cost has been included for this item.
5. **Enclose Open Stairway:** The central stairway of the building is open to the adjacent corridor space. This is an existing condition that need not be repaired unless a project under 780 CMR Chapter 34 is underway, whereby the open stairway must be enclosed. If the project is performed as a combined project, then this item must be addressed.

P. O. Box 750089  
Arlington MA 02475  
617.876.7611 voice  
617.876.6420 fax

6. Replace Drywells: It has come to our attention during the recent site review that the existing drywells in the 1910 and 1931 portions of the facility are not operative. This information was not known to us at the time of the 2003 study. These drywells should be replaced during the roof work upgrade in order to provide adequate roof drainage.
7. If the project were performed at one time, costs would need to be added for General Conditions related to a General Contractor's involvement. In the 2003 study figures, it was assumed that the different repair items would be procured as separate projects to be handled by individual subcontractor's acting as prime contractors in direct relationship to the Owner.
8. The 2003 study did not include any costs related to escalation. Since one would expect to gain some efficiency by combining the multiple projects into one project, we have assumed that this financial savings will be offset by the escalation of construction prices over time. Hence, the preliminary figures below assume that this project would be performed in the year 2005.

Based on these issues, the cost of the construction would likely increase from \$2 million to \$2.8 million if it were to be performed as a single project. The overall project cost, including soft costs, would likely increase from \$2.3 million to \$3.3 million. Note that the disclaimer related to costs on page 13 of the 2003 report still applies to these approximate costs.<sup>1</sup> The breakdown of approximate costs is as follows:

2,000,000	Approximate Construction Cost ( <i>Preliminary Cost Matrix, 2003 Study, page 16</i> )
175,000	Accessibility Improvements
140,000	Seismic Upgrades
15,000	Enclose Open Stairway
30,000	Replace Drywells
<hr/>	
2,360,000	Approximate Cost with Accessibility, Seismic, Stair Enclosure, Drywells
440,000	Added Cost of General Conditions (one project under a General Contractor)
<hr/>	
2,800,000	Preliminary Construction Cost of Single Project
336,000	Approximate A/E Fee (measured drawings, design & construction admin.)
122,000	Approximate Expenses (reproductions, change orders, testing, advertising)
42,000	Approximate Permit Fee
<hr/>	
3,300,000	Approximate Revised Project Cost of Single Project

In addition to the code mandated and general construction issues noted above, you asked us to review any other likely issues that may want to be considered by the Town if this project were to be performed all at once. Listed below are optional items to consider for bundling into a single deferred maintenance project.

Replace HVAC Units, Piping & Controls - In the 2003 study, it was determined to maintain existing HVAC terminal units (unit ventilators, cabinet unit heaters, convectors, fin-tube radiation) and controls while replacing the air compressor and any piping known to be corroded. This approach is fine for ongoing maintenance. However, if the project were to be performed all at once, then the possibility of replacing terminal HVAC units and associated piping and controls should be considered. Note that the 2003 Study assumed no costs for unit replacement or the associated work. Since the time of the study, several unit ventilators have become inoperable and, due to limited funding for ongoing maintenance, those units have not yet been repaired. The approximate cost to replace everything is significant, as noted below:

350,000	Units
200,000	Piping
150,000	Controls
150,000	Associated General Construction
115,000	Associated A/E Fees, Permit
<hr/>	
965,000	Approximate Cost

<sup>1</sup> "Since neither an Architect nor an Owner has control over construction costs or project phasing, this report does not warrant or represent in any way that actual repair costs will not vary substantially from those stated in the preliminary cost matrix."

Replace Electrical Wiring – The 2003 study included upgrading electrical panels and certain devices but was silent on the wiring, assuming this would be addressed on an as-needed basis. The approximate cost to replace existing branch wiring and provide basic tel/data wiring as part of a larger project is as follows:

130,000 Replace Wiring  
100,000 Associated General Construction  
30,000 Associated A/E Fees, Permit  
260,000 Approximate Cost

Replace Second Floor Windows at 1971 Building – These windows are combinations of fixed sash and casement sash, all of which are single-paned. The hardware has been removed from the casement windows due to the hazards associated with having operable windows at the floor level of a school building.

48,500 Replace Windows  
8,500 Associated General Construction  
8,000 Associated A/E Fees, Permit  
65,000 Approximate Cost

Upgrade Common Area Finishes – Finishes in the corridors and commonly used areas (e.g., unassigned classrooms) are in varying stages of disrepair. In the 2003 study, the corridor finishes were to be retained and deteriorated portions only were to be replaced while classroom finishes were to be replaced as needed by tenants. Many classrooms are used by multiple tenants and hence, finishes in those areas should probably be renewed by the Town. Finishes in areas used by single tenants have generally already been replaced. The upgrading of finishes in common areas would include carpet replacement, vinyl composition tile replacement and repainting of walls. The approximate cost for this work is as follows:

85,000 Replace Flooring Finishes  
50,000 Repaint Walls  
15,000 Associated A/E Fees, Permit  
150,000 Approximate Cost

Provide Vestibule Addition at Main Entrance – The existing main entrance leads directly into the main corridor that is adjacent to the front offices. This results in cold air entering the adjacent offices with every operation of the door. The approximate cost to provide a modest entrance addition is as follows:

48,000 Vestibule Entrance Addition  
7,000 Associated A/E Fees, Permit  
55,000 Approximate Cost

The total cost of these optional maintenance items noted above approaches \$1.5 million.

If you have any further questions regarding this information, please do not hesitate to contact me.

Sincerely,



Donald W. Mills, RA  
Mills Whitaker Architects LLC

Enclosure:  
Letter to Tony Calo (3/26/2004)

## Appendix 10: Mills Whitaker Letter to Dover Building Department

March 26, 2004

Mr. Tony Calo, Building Inspector  
Town of Dover  
PO Box 250  
Dover MA 02030

Re: Caryl School Building

Dear Mr. Calo,

This letter is a follow up to our recent telephone conversation regarding a possible deferred maintenance project at the Caryl School Building. As you know, the Town is considering options for upgrading the building systems of this community facility. In April 2003, we prepared a "Deferred Maintenance Study" that outlined a 10-year plan for making incremental repairs to the facility. We have now been asked to review the implications of performing all of the required repairs at one time.

The initial study prescribed construction expenditures of approximately \$200,000 per year, which, over a period of ten years, would result in about \$2 million in repairs, exclusive of design fees, permit costs and escalation. The maintenance work outlined in the study included repairs to the building envelope (roofing, masonry, framing repairs) and infrastructure improvements (mechanical, plumbing, electrical, fire alarm). The work did not involve any interior modifications, remodeling or site work other than work required to implement the repairs (e.g., toilet room renovations). We have enclosed the estimated breakdown of repair costs associated with the April 2003 study for your information and review (*Preliminary Cost Matrix, pages 14-17*).

An incremental approach to maintenance would limit annual cash flow and limit the need to upgrade the facility to current standards for accessibility, seismic hazards and automatic sprinkler systems. If the project were to be performed all at once, however, the construction cost of the work may trigger mandated code improvements for these three items.

For example, a project construction cost of \$2 million would trigger the need to fully conform with current accessibility regulations per 521 CMR 3.3.2. This cost would exceed the threshold of expenditure relative to the assessed value of the building which, at the time of the study, was \$2.7 million exclusive of land. The accessibility regulations require retroactive full compliance if construction expenditures are more than 30% of the assessed building value over a 3-year period.

Similarly, seismic hazard compliance is required if construction expenditures are more than 50% of the assessed building value over a 2-year period. Hence, an expenditure in excess of \$1.35 million would trigger the need to conform to Category 2 seismic hazard in accordance with 780 CMR Table 3408.1.

In contrast, the requirement to provide an automatic sprinkler system will not necessarily be triggered by performing the project all at once. This determination is made by the Building Official based on whether or not the work qualifies as "substantial renovation" or "substantial alteration" per 780 CMR 3401.1. The code defines these two terms as follows:

*Substantial renovation and substantial alteration is work which is major in scope and expenditure when compared to the work and expenditure required for the installation of a fire protection system, when such system is required by 780 CMR 9 for a particular use group.*

P. O. Box 750089  
Arlington MA 02475  
617.876.7611 voice  
617.876.6420 fax

Mr. Tony Calo  
Re: Dover Caryl School  
March 26, 2004

In 780 CMR 904.2 Exception 1(b), automatic fire suppression systems for existing buildings with Use Groups B and E are required as follows:

Only in those portions of the building which have been altered or renovated provided that such renovation constitutes *substantial alterations or substantial renovations*, in accordance with 780 CMR 3401 and only when such space or spaces exceed 12,000 sf in aggregate floor area.

As you can see from these two excerpts of the Building Code, the need for an automatic sprinkler system rests on two issues. The first issue is the interpretation of "substantial renovation or alteration" as related to the scope and expenditure for this project. The second issue is related to the existing building exception for automatic sprinkler systems. Given that the Town of Dover does not have an adequate water supply for sprinkler protection without the provision of extensive storage tanks and emergency pumping facilities, it seems that the cost to provide a fire suppression system for this existing building would be significant when compared to the cost and scope of a deferred maintenance project. If the project were to be a gut renovation and floor plan reconfiguration involving an area of 12,000 square feet<sup>1</sup> or more, then it seems that the renovation in that portion of the building would merit the term "substantial." However, since the intent of the project is to repair aging systems, the scope question becomes a matter of interpretation. During our conversation, you indicated that you would review the project intent and code interpretation with Captain David Tiberi, Dover Fire Inspector. As a convenience to help facilitate your discussion, I am sending him a copy of this letter and its attachments.

Performing this deferred maintenance project all at once instead of over a ten-year period raises the probability of performing some other repairs that would normally be treated on an as-needed basis. These additional possible expenditures, when combined with the seismic and accessibility upgrades, will serve to increase the probable construction cost of the deferred maintenance project. These optional items are described in a letter being issued today, a copy of which is attached for your review (*David Ramsay, Re: Caryl School, 3/26/04*).

I look forward to your determination regarding this project. Please contact me if you have any questions regarding the attached documents.

Sincerely,



Donald W. Mills, RA  
Mills Whitaker Architects LLC

Cc: David Ramsay, Town Administrator / Town of Dover  
Captain David Tiberi, Fire Inspector / Dover Fire Department

Enclosures:

Preliminary Cost Matrix, pages 14-17 (4/30/2003)  
Letter to David Ramsay (3/26/2004)

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<sup>1</sup> The existing building is approximately 41,300 gross square feet in a total of four areas comprising the original 1910 building, the 1931 addition, the 1971 link and the 1971 wing. These four areas are separated by fire doors and, presumably, by fire walls. The existing building appears to satisfy the height and area limitations for a Type 3B construction per 780 CMR Table 503 for Use Groups B and E.

CARYL SCHOOL BUILDING  
ALTERNATIVE USE ANALYSIS  
RESIDENTIAL ANALYSIS

ASSUMES MIX OF MARKET RATE AND AFFORDABLE DWELLING UNITS

SITE ASSUMPTIONS:	SINGLE FAMILY ATTACHED UNITS TOWNHOUSES DEVELOPMENT		MULTIFAMILY CONDOMINIUM BLDG 3 STORY LOW RISE		MARKET RATE HOUSING	
	TOTAL	PER UNIT	TOTAL	PER UNIT	TOTAL	PER UNIT
LAND AREA:	3,057		3,057		3,057	
PROPOSED PROJECT DENSITY - UNITS PER ACRE	6		8		2	
TOTAL SITE CAPACITY IN UNITS	18		24		6	
PARKING REQUIRED	37	2	49	2	NA	NA
LAND AREA (SF) PARKING - 350 SF PER UNIT	12,839	350	17,119	350	NA	NA
75% MARKET RATE UNITS	13		18		NA	
25% AFFORDABLE UNITS	5		6		NA	
ESTIMATED AVE. SALE PRICE PER UNIT - MARKET RATE	\$625,000		\$525,000		\$825,000	
ESTIMATED AVE. SALE PRICE PER UNIT - AFFORDABLE	\$175,000		\$175,000		\$175,000	
ESTIMATED SITE DEMOLITION COST	\$300,000		\$300,000		\$300,000	
ESTIMATED SEPTIC SYSTEM COST	\$770,364		\$1,027,152		\$42,000	\$49,068
TOTAL ESTIMATED SITE DEVELOPMENT COST	\$1,070,364		\$1,327,152		\$54,267	NA /1
LAND VALUE AS PERCENT OF UNIT SALES PRICE	30%		30%		30%	
SUPPORTABLE LAND VALUE BASED ON SALES PRICE	\$2,678,239		\$3,209,850		\$131,250	
LESS: TOTAL SITE DEVELOPMENT COST	\$1,070,364		\$1,327,152		\$54,267	
ESTIMATED TOTAL RESIDUAL LAND VALUE	\$1,607,875		\$1,882,698		\$76,983	

FOOTNOTE: /1 ASSUMES CONVENTIONAL SEPTIC SYSTEM INCLUDED IN BUILDING COSTS.

SOURCE: TOWN OF DOVER, MILLS WHITAKER ARCHITECTS, CARYL REAL ESTATE SUB COMMITTEE, THE MEADOWS OF DOVER LLC.

PREPARED BY THE CARYL REAL ESTATE SUB COMMITTEE

April 26, 2005

10:02 AM

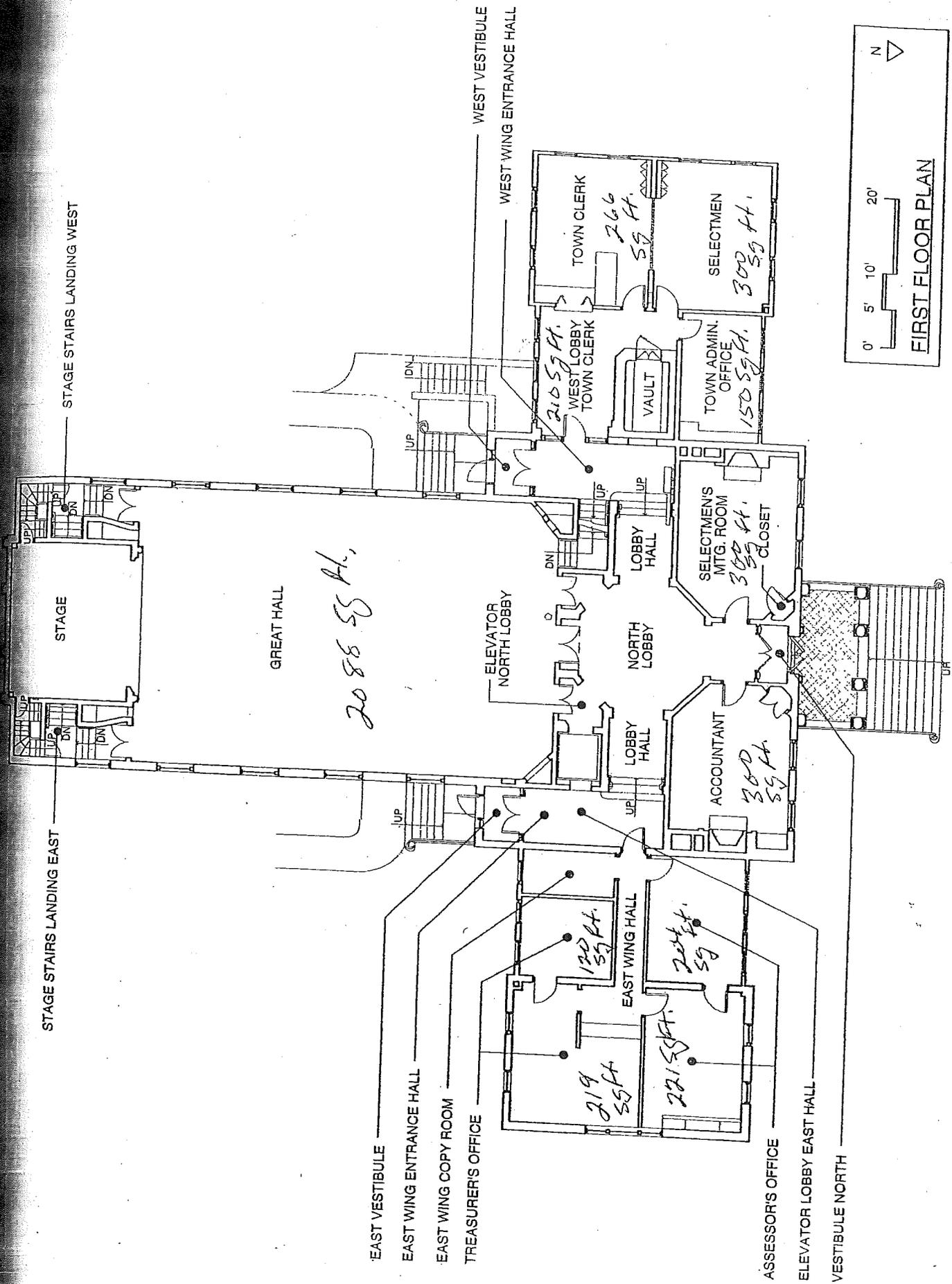
# Appendix 12: Town House Office Utilization Analysis

TOWN OF DOVER  
OFFICE SPACE UTILIZATION SCHEDULE  
THE TOWN HOUSE  
FEBRUARY 11, 2005

LOCATION:	TOWN OFFICES BY DEPARTMENT	SIZE S.F.	PERCENT OF GROSS BLDG AREA	PERCENT OF NET USEABLE AREA
<b>FIRST FLOOR:</b>				
<b>WEST WING:</b>				
	SELECTMEN'S OFFICE	300	2%	3%
	TOWN CLERK OFFICE	266	1%	3%
	TOWN CLERK WEST LOBBY	210	1%	2%
	TOWN ADMINISTRATOR OFFICE	150	1%	2%
	<b>SUBTOTAL</b>	926	5%	10%
<b>NORTH LOBBY AREA:</b>				
	SELECTMEN'S MEETING ROOM	300	2%	3%
	ACCOUNTANT OFFICE	300	2%	3%
	<b>SUBTOTAL</b>	600	3%	6%
<b>EAST WING:</b>				
	TREASURER'S OFFICE (INSIDE)	120	1%	1%
	TREASURER'S OFFICE (OUTSIDE)	219	1%	2%
	ASSESSOR'S OFFICE (OUTSIDE)	204	1%	2%
	ASSESSOR'S OFFICE (INSIDE)	221	1%	2%
	EAST WING COPY ROOM	72	0.4%	1%
	<b>SUBTOTAL</b>	836	5%	9%
<b>GREAT HALL:</b>				
	GREAT HALL	2,088	11%	22%
	STAGE	378	2%	4%
		2,466	13%	26%
	<b>FIRST FLOOR SUBTOTAL</b>	4,828	26%	51%
<b>GROUND FLOOR:</b>				
<b>WEST WING:</b>				
	BUILDING DEPARTMENT	589	3%	6%
	GROUND FLOOR STORAGE	60	0%	1%
	<b>SUBTOTAL</b>	649	4%	7%
<b>NORTH AREA:</b>				
	FIRESIDE MEETING ROOM (COA)	576	3%	6%
	COUNCIL ON AGING OFFICE	150	1%	2%
	<b>SUBTOTAL</b>	726	4%	8%
<b>EAST WING:</b>				
	BUILDING MAINTENANCE/EMER MGMT	176	1%	2%
	TELEPHONE DATA ROOM	42	0%	0%
		218	1%	2%
<b>SOUTH WING:</b>				
	PLANNING BOARD	345	2%	4%
	BOARD OF HEALTH	240	1%	3%
	CONSERVATION COMMISSION	180	1%	2%
	MEETING ROOM	506	3%	5%
	COPY ROOM SOUTH WING	135	1%	1%
	STORAGE	90	0%	1%
	SOUTH WING MISC STORAGE	150	1%	2%
	SOUTH WING BLDG MAINT STORAGE	150	1%	2%
		1,796	10%	19%
	<b>GROUND FLOOR SUBTOTAL</b>	3,389	18%	36%
<b>ATTIC STORAGE (UNHEATED):</b>				
		1,300	7%	14%
	<b>TOTAL UTILIZED/OCCUPIED BLDG S.F.</b>	9,517	52%	100%
	<b>TOTAL BLDG COMMON AREA S.F.</b>	8,879	48%	
	<b>TOTAL GROSS BUILDING AREA S.F.</b>	18,396	100%	

SOURCE: TOWN OF DOVER BUILDING DEPARTMENT, CARYL REAL ESTATE SUB COMMITTEE





0' 5' 10' 20'

N

FIRST FLOOR PLAN

*2086 sq ft.*

*219 sq ft.*

*130 sq ft.*

*281 sq ft.*

*204 sq ft.*

*210 sq ft.*

*266 sq ft.*

*150 sq ft.*

*300 sq ft.*

*380 sq ft.*

*360 sq ft.*

*380 sq ft.*

Appendix 14: Town Net Usable Office Space



TOWN OF DOVER

5 SPRINGDALE AVENUE  
P.O. BOX 250  
DOVER, MASSACHUSETTS 02030

Town buildings maintained from Assessor's information

Town Hall	15,030	
Police / Fire	6,840	
Caryl School	32,810	
Library	12,866	
Highway	4,000	
Total	71,546 Sq. Ft.	5/3/04

## Appendix 15: Summary of Caryl Site Zoning

### Summary of Caryl Site Zoning Official or Open Space District February 11, 2005

1) Current Zoning: The current zoning/use regulation for the Caryl site is O (Official or Open Space):

A. Definition. The Official or Open Space District consists of those areas which have already been dedicated or used for public or semipublic nonprofit uses, such as parks and recreation areas, public buildings, cemeteries, schools, churches, reservoirs and open space reservations, and which are not available for residential, commercial or other private uses.

B. Purpose. The purpose of the Official or Open Space District is to show on the Zoning Map those areas which, because of their present public or semi-public uses, are not appropriate for zoning in any of the other districts.

C. Building Requirements.

- (1) No application for a building permit shall be made for any building or structure in the Official or Open Space District until plans showing the proposed locations, uses, and external appearance have been submitted to the Board of Selectmen for review, comment and recommendations relative to issues of public health and safety. The plan shall show:
  - (a) Adequacy of access for emergency purposes, including fire, police and ambulance.
  - (b) Lot size, frontage, yards and heights of buildings.
  - (c) Convenience and safety of vehicular and pedestrian movement on the site, for the location of driveway openings in relation to street traffic and the impact of traffic generated by the facility.
  - (d) Adequacy of arrangement and the number of parking and loading spaces in relation to the proposed uses of the premises.
  - (e) Facilities for water supply, for sewage, refuse and other waste disposal and adequacy of other methods for waste disposal, surface, and subsurface drainage.
- (2) In making its recommendation, the Board of Selectmen shall solicit the written advice of the Planning Board and any other boards or commissions as deemed necessary.”

Allowed uses include:

- Church or religious purpose
- Educational use
- Farm and garden
- Municipal recreation
- Municipal use

Allowed uses with a Special Permit granted by Zoning Board of Appeals (ZBA) or sometimes the Planning

Board when applicable:

- Cemetery
- Hospital, sanitarium, non-profit institution or philanthropic use
- Airport or landing field
- Windmills
- Privately owned wastewater facility
- Wireless communication facility

2) Default Zoning

Residential also known as "Default Zoning" is covered in the Dover Code (185-40, Section D): "Change in use of Official or Open Space District: If for any reason land shown on the Zoning Map as being in the Official or Open Space District shall become available for other than public or semipublic use, it shall be deemed to be thereafter zoned in the residence district which it adjoins, and, if it adjoins more than 1 residence district, it shall be deemed to be zoned in the one with which it has the largest common boundary." In the case of the Caryl School site, the closest residential neighborhood is zoned R, single family residence ½ acre with minimum 100 feet of street frontage, maximum height 2.5 stories, and 35 feet and minimum setbacks of

- 20 feet front
- 15 feet side
- 30 feet rear
- 20% maximum lot coverage

3) Changing in Zoning

Steps required to change current zoning would require the change to be worked through the warrant process to get a Town Meeting Warrant (Selectmen approval or recommendation and 2/3 Town vote would be necessary to implement change.)

4) Zoning Authorities

The current zoning authorities in Dover are:

(a) Planning Board

- Subdivision approvals
- Some special permits

(b) Zoning Board of Appeals

- Special permits
- Variances

5) Demolition

With input from the Historical Commission, it should be determined what, if any, historic designations exist for the buildings. If there are none, it would be possible to receive a permit to demolish any or all of the structures on the property. If there are designations in place, further legal advice will be required.

6) Conclusion

The existing O zone designation would appear to limit current uses to those allowed under current zoning as well as R-zoning (1/2 acre) single family residential under the Default Zoning provision. Any other change in use would have to go through Selectmen and Town approval ultimately requiring a two thirds (2/3) majority vote for passage

## Appendix 16: Input from Town Employees

Town Employee Responses  
Based on 13 Respondents

Employees	
Total # Employees 5 Years Ago	27
Total # Employees Today	34
% Increase for 5 Years Ago	26
# Employees Expecting to Increase that number in 5 years	7
Expected Number of New Employees in 5 years	8
# Employees Not Expecting Increase in 5 years	5
# Employees Not Sure About Increase in 5 years	1
Total Expected # Employees in 5 years	42
% Increase from Today	24%
Comment:	Current employees expect an increase of 8 new employees over the next five years, or an increase of 24% from today. This number mirrors the number of employee increases over the last 5 years - 7 new employees, or a 26% increase. The current Town House space may well not accommodate those additional employees.

Work Space	
Reported Town Office Space	
Town House	4075
Caryl	1200
Other	0
Total Reported Square Feet Office Space	5275
Actual Town House Space - from Town floor plan	4727
# Employees Whose Space Needs Aren't Being Met	2
Additional Space Needs - rank order	<ol style="list-style-type: none"> <li>1. In-office filing space (2)</li> <li>1. Be less crowded (2)</li> <li>2. Work more efficiently (1)</li> </ol>
# Employees Whose Space Needs Are Met	11
Wish List For Additional Space Usage - rank order	<ol style="list-style-type: none"> <li>1. Have everything in one place/Be more efficient (3)</li> <li>1. Have space to spread out/Be less crowded (3)</li> <li>1. Keep more records in my office (3)</li> <li>2. Be near a computer/More equipment in my office (2)</li> <li>3. Have separate offices (1)</li> <li>3. Have better security (1)</li> <li>4. (Don't need more space) (4)</li> </ol>

Comment:

Town Employee Responses

*Based on 13 Respondents*

Most employees' current work space needs are being met. For those whose office space needs are not met, the situation is dramatic. Employees are either happy with their space or are significantly cramped, to the point where it is affecting morale and productivity. If Town House employees were provided more room, the space would allow them to spread out more, have their work area be less crowded, possibly provide them with separate offices (instead of shared spaces) and offer them more in-office space for files and project-related materials.

**Storage Needs**

# Employees Using Storage

13

Current Storage Requirements - rank order

1. For Files/papers (13)
2. For Official Records (5)
2. Office supplies (5)
3. For Large format papers (3)
4. For Work supplies (2)
4. For Equipment (2)
5. For Event materials (1)
5. Computer tapes (1)
5. Microfiche(1)
5. Maps (1)

Current Storage Locations

1. In office (11)
2. Other TH location (10)
3. Attic of TH (8)
4. Other people's homes (1)
4. Caryl School (1)
4. No Answer (1)

# Employees With Special Storage Condition Requirements

4

Storage Condition Requirements - rank order

1. Temperature controlled (3)
2. Humidity Controlled (2)
2. Secure (2)
3. Fireproof (1)
3. Waterproof (1)

# Employees Whose Storage Needs Are Met

7

Wish List for Additional Storage Space for the Employees - rank order

1. Consolidate storage all in one place (3)
1. Work more efficiently (3)
2. Not having to go to attic (1)
2. More secure storage (1)
2. Nothing (1)

# Employees Whose Storage Needs Are Not Met  
Additional Storage Needs for these Employees - rank order

6

1. Have all storage together (2)
1. Work more efficiently (2)
1. Have storage close to office (2)
2. Have files close to office (1)
2. Better access to files (1)
2. Shelves as well as file cabinets (1)
2. More file cabinets in office (1)

Town Employee Responses

Based on 13 Respondents

Comment:

Storage space, especially conveniently-located storage space, is at a premium in the Town House. Almost half the employees' storage needs are NOT met. Because the systems in the Town of Dover are primarily paper-based (non-automated), filing and storage space are in demand. Most people's storage space is fragmented across several locations, making access to materials inconvenient and disrupting efficient work flow. The Town House attic, which is widely utilized for storage, is viewed as sub-optimal.

**Technology Needs**

# Employees Using Technology

13

Current Technology Usage - rank order

1. Phone(s) (12)
2. Computer(s) (11) Total # = 24
3. Internet (10)
4. Shared equipment (fax, printer, copier) (9)
5. Shredder (6)
6. Printer (3)
7. Fax (2)
8. Digital Camera (1)
8. Server (1)
8. Microfiche (1)
8. Transcription Equipment (1)
8. Radio Equipment (1)
8. Copier (1)
8. Tape Recorder (1)

# Employees Whose Technology Needs Are Met

13

Technology Wish List over next 5 years - rank order

1. Network (6)
2. Software/software upgrades (4)
3. System upgrades (2)
3. Nothing (2)
4. Physical access to technology (1)
4. Online bill paying (1)
4. Server (1)
4. More computers (1)
4. Computer lab (1)
4. Plotter (1)
4. TV/VCR (1)
4. More training (1)

Comment:

Current technology needs are being met. There is a long-term desire to provide a computer network, to streamline intra-office communications. This will necessitate a site for a server and peripheral equipment. Many employees would like to see a dedicated IT support person/source, especially looking ahead five years.

**Food Preparation**

# Employees Currently Using Kitchen

7

How Often Use Kitchen

1. Daily (6)
2. Less than once a month (1)

**Current Food Preparation Usage - rank order**

**Town Employee Responses**  
*Based on 13 Respondents*

**# Employees Whose Food Prep Needs Are Met**

- 1. Microwave (7)
- 1. Refrigerator (7)
- 2. Stove/Oven (6)
- 2. Sink (6)
- 3. Coffee Maker (5)
- 4. Water Cooler (1)

**At Town House**

7 (All)

**At Caryl School**

6

**Food Prep Wish List - rank order**

1

- 1. Real Dishes & Silverware (1)
- 1. Dishwasher (1)
- 1. Clean Refrigerator (1)
- 1. Vending Machine (1)
- 1. Water Cooler (1)
- 1. Employees Lunch Room(1)
- 1. Nothing (1)

**# Employees Need/Use Full Working Kitchen**

6

**Comment:**

Only half the employees have food preparation needs. Of the users, almost all find the current Town Hall kitchen set up adequate for their needs. One of the Town Hall groups also has use of the Caryl School kitchen. See that analysis for further detail.

**Loading Dock**

**# Employees Use Loading Dock**

0

**Comment:**

None of the Town Hall employees use or have a need for a loading dock.

**Meeting Space**

**# Employees Currently Hold Meetings**

11

**Meeting Spaces Used - rank order**

- 1. Selectmen's Meeting Room ((8)
- 2. Downstairs meeting room in TH (4)
- 3. Own office (2)
- 4. Other TH location (1)
- 4. Fireside Room (1)
- 4. Caryl School (1)

**Meeting Size - rank order**

- 1. 10-20 (6)
- 2. <10 (3)
- 2. Number depends on topic of meeting (3)
- 3. 20 - 25 (1)

**Most Used Meeting Location**

Selectmen's Meeting Room

**Time of Day of Meetings - rank order**

- 1. Evenings (7)
- 2. Mornings (5)
- 3. Afternoons (1)

Town Employee Responses

Based on 13 Respondents

Comment:

The Town Hall meeting rooms are well utilized. Attendance numbers, especially at public meetings, vary according to the meeting topic and cannot be readily predicted. Several departments feel constrained from having large events or meetings, particularly those that involve the serving of food, in the current Town House space.

**Special Needs**

# Employees with Special Needs	2
# Employees With Special Needs Being Met	1
Special Needs Being Met (1)	Temperature Control (1)
Special Needs Not Being Met (1)	1. Good lighting (1)
	1. Good acoustics (1)
	1. Handicapped Access (1)

Comment:

Only two employees have special needs. (Are these special needs at the Town House or at Caryl School?)

**Customer Needs**

# Employees Whose Customers Visit the TH	12
# Employees With Customers Who Have Customer Counter	3
# Employees W/ Customer Counter Whose Space Is Sufficient	2
Additional Customer Counter Needs (1)	1. More Space to Spread Out (1)
# Employees Who Don't Have and Need Customer Counter	2
Total # Employees Who Need Customer Counter	5

Comment:

Five employees use/could use a customer counter. Currently, three of the five employees have a customer counter. The other two employees would like to have counters installed.

**Parking**

Total Number Parking Spaces Available	Check with TH for actual #
# Employees Who Need Parking Spaces	13
# Parking Spaces Needed	
For Employees/Department	37
For Customers	46
Rough Total	83
None (2)	
Depends (1)	
Don't Know (1)	
# Employees Whose Parking Needs Are Met	6
# Employees Whose Parking Needs Aren't Met	6
Unmet Parking Needs - rank order	
	1. Reserved Spaces (2)
	2. Stripe the Parking Lot (1)

Town Employee Responses

*Based on 13 Respondents*

2. Handicap Access Parking (1)

2. More Parking for Big Meetings (1)

2. More Parking at Caryl School to give us more space (1)

2. Enforce Caryl School Parking Rules (1)

2. More parking, depending on time of day (1)

# Employees With No Comment Regarding Parking 1

Comment:

Along with storage, parking is an issue with almost half the employees. Part of the parking problem comes from the spill-over parking from Caryl School at peak drop-off and pick up times. Part also stems from the free-form layout of Town Hall's back parking lot (which creates problems getting in and out of parking spaces).

## Appendix 17: Input from Caryl School Occupants

	Caryl School Occupants (Paying) <i>Based on 3 Respondents</i>	Caryl School Occupants (Non-Paying) <i>Based on 3 Respondents</i>
<b>Employees</b>		
Total # Employees 5 Years Ago	13	17
Total # Employees Today	21	25
% Increase from 5 Years Ago	62%	47%
# Respondents Expecting to Increase that number in 5 years	0	2
Expected Number of New Employees in 5 years	N/A	4
# Respondents Not Expecting Increase in 5 years	3	1
# Respondents Not Sure About Increase in 5 years	0	0
Total Expected # Employees in 5 years	0	30
% Increase from Today	0%	20%
Comments:	There is sufficient square footage in this building for current uses. These occupants aren't projecting into the future, because their future in the building is not clear.	These occupants have more than enough space. If they knew the long-term plans for the building, they would reconfigure some of their current space. One occupant expressed a desire to reconfigure the building so that the children and the older users were not in constant interaction.
<b>Work Space</b>		
Reported Town Office Space (sq. ft.)		
Town House	0	750
Caryl	7,854	14,200
Other	0	2,000
Total Reported Square Feet Office Space	7,854	16,950
Actual Town House Space - from Town floor plan		
# Respondents Whose Space Needs Aren't Being Met	0	1
Additional Space Needs - rank order	N/A	1. To be able to expand their services (1)
# Respondents Whose Space Needs Are Met	3	2
Wish List For Additional Space Usage - rank order	1. Split up groups into separate rooms (1) Divide large space into designated areas (1) Nothing (1)	1. Have all space in one building (1) To be able to expand their services (1) Nothing (1)

**Comments:**

Caryl School Occupants  
(Paying)

Caryl School Occupants  
(Non-Paying)

*Based on 3 Respondents*

*Based on 3 Respondents*

Respondents are "making do" with the space that they have, but they aren't really able (or even willing) to think about what their organizations could be like if they had more/different space. But it would open doors for them to offer new or expanded services. This would have to be done without significant incremental cost to the paying occupants. These occupants are concerned about the future of the building and their ability to continue to occupy it.

Respondents are "making do" for their current needs with the space that they have. Having more or different space would open doors for them to offer new or expanded services. These occupants aren't willing to give up other space-holder space they have until they know the long-term status and availability of this building.

**Storage Needs**

# Respondents Using Storage

3

3

Current Storage Requirements - rank order

1. Event/activity materials (3)
2. Files/papers (2)  
Office supplies (2)
3. Paper/plastic household goods (1)  
Cleaning supplies (1)  
Non-perishable food (1)  
Cooler that holds 6-7 cases of milk (1)

1. Equipment (2)  
Work supplies (2)
2. Files/papers (1)  
Office supplies (1)  
Event materials (1)  
Food - perishable and non perishable (1)

Current Storage Locations

1. In own workspace at Caryl School (3)

1. Caryl School (3)
2. Other town building (2)
3. In current Town House office space (1)  
Other Town House location (1)  
Own facility (1)

# Respondents With Special Storage Condition Requirements

0

2

Storage Condition Requirements - rank order

N/A

1. Not wet/damp (1)
- Refrigerator (1)

# Respondents Whose Storage Needs Are Met  
Wish List for Additional Storage Space for the Employees - rank order

3

2

1. Nothing (2)
2. Make workspace less cluttered (1)

1. Make work more efficient/easier (1)  
More space to work with customers

# Respondents Whose Storage Needs Are Not Met

0

1

	Caryl School Occupants (Paying) <i>Based on 3 Respondents</i>	Caryl School Occupants (Non-Paying) <i>Based on 3 Respondents</i>
Additional Storage Needs for these Employees - rank order	N/A	1. Caryl school needs met; Need more storage in non-Caryl School locations (1)
Comments:	As one of the occupants states, they can always make use of additional storage.	Storage for these occupants is spread out across various locations. Though not the most convenient arrangement, these groups are used to this storage arrangement.

<b>Technology Needs</b>		
# Respondents Using Technology	1	3
Current Technology Usage - rank order	1. Computer (1) Internet (1) Printer (1) Fax (1) Phones (1) TV (1) VCR (1) Digital camera (1)	1. Computers (3) Internet (3) Phones (3) 2. Fax (2) Digital Camera (2) 3. Shared equipment - printer/fax/copier (1) Shredder (1) TV (1) VCR (1)
# Respondents Whose Technology Needs Are Met	2	3
Technology Wish List over next 5 years - rank order	1. More computers (1) Upgrading (1) Voice mail (1) Be as paperless as possible (1)	1. Updating (1) More computers (1) Computer lab (1)
# Respondents Whose Technology Needs Are Not Met	N/A	0
Unmet Technology Needs	N/A	
Comments:	These groups do not have Same comment applies. extensive and invasive technology needs.	

<b>Food Preparation</b>		
# Respondents with Current Food Prep Needs	1	3
How Often Use Food Prep	Daily (1)	Daily (3)
Current Food Preparation Usage - rank order	1. Refrigerator (1) Sink (1) Microwave (1) Coffee maker (1) Toaster oven (1)	1. Microwave (3) 2. Refrigerator (2) Sink (2) Coffee maker (2) 3. Stove/oven (1)
# Respondents Whose Food Prep Needs Are Met	0	0
At Town House		1
At Caryl School	0	2

	Caryl School Occupants (Paying)	Caryl School Occupants (Non-Paying)
<b>Food Prep Wish List - rank order</b>	<i>Based on 3 Respondents</i> 1. Real kitchen (1) Full size oven (1) Do more cooking activities with their members (1) Enable us to serve food hot (1)	<i>Based on 3 Respondents</i> 1. Have more events at Caryl (2) 2. Have bigger events at Caryl (1)
<b># Respondents Need/Use Full Working Kitchen</b>	1	1
<b>Comments:</b>	These groups are able to make do with the current kitchen facility.	A full kitchen is one of the keys to these groups using Caryl School for more of its larger activities
<b>Loading Dock</b>		
<b># Respondents Use Loading Dock</b>	0	1
<b>Comments:</b>		
<b>Meeting Space</b>		
<b># Respondents Currently Hold Meetings</b>	3	3
<b>Meeting Spaces Used - rank order</b>	1. Caryl School (3) 2. Beth Israel (1) People's homes (1)	1. Caryl School (3) 2. Other Town House location (1)
<b>Meeting Size - rank order</b>	1. 10-20 (2) 2. Varies by topic/nature of meeting - size can range to 100 people (1)	1. 10-20 (2) 2. <10 (1) 21-30 (1) 31-40 (1) Depends on topic/nature of meeting - size can range to 100 people (1)
<b>Most Used Meeting Location</b>	Caryl School	Caryl School
<b>Time of Day of Meetings - rank order</b>	1. Evening (2) 2. Morning (1) Afternoon (1) Various times (1)	1. Morning (2) 2. Afternoon (1) Evening (1) Various times (1)
<b>Comments:</b>	Because of the different size spaces available at the Caryl School, occupants are able to use it for small, intimate meetings as well as larger meetings, when the topic is very popular.	Same comment applies.
<b>Special Needs</b>		
<b># Respondents with Special Needs</b>	2	2
<b># Respondents With Special Needs Being Met</b>	1	1
<b>Special Needs Being Met</b>	1. Handicapped access (1) Stroller access (1)	

**Special Needs Not Being Met**

Comments:

Caryl School Occupants (Paying) <i>Based on 3 Respondents</i> 1. Good temperature control (1) Air conditioning (1) Currently, stroller access is cumbersome and could be improved.	Caryl School Occupants (Non-Paying) <i>Based on 3 Respondents</i> 1. Handicapped access (1) Even those organizations who currently have no need for handicapped access for themselves acknowledge that the current setup at the Caryl School is unacceptable.
--	--

**Customer Needs**

# Respondents Whose Customers Visit the Caryl	3	3
# Respondents With Customers Who Have Customer Counter	0	0
# Respondents W/ Customer Counter Whose Space Is Sufficient	3	3
Additional Customer Counter Needs	0	0
# Respondents Who Don't Have and Need Customer Counter	0	0
Total # Employees Who Need Customer Counter	0	0

Comments:

Current customer needs are being met.	Current customer needs are being met.
---------------------------------------	---------------------------------------

**Parking**

Total Number Parking Spaces Available		
# Respondents Who Need Parking Spaces		
# Parking Spaces Needed		
For Employees/Department	20	28
For Customers	120	150
<i>Rough Total</i>	140	178
# Respondents Whose Parking Needs Are Met	1	0
# Respondents Whose Parking Needs Aren't Met	1	3
Unmet Parking Needs - rank order	1. Parking spaces at peak times - early AM and early evening (1)	1. Be able to have more meetings (1) Be able to have bigger meetings (1) Handicapped accessible parking (1) Relieve unsafe overcrowding (1)
# Respondents With No Comment Regarding Parking	1	0

**Comments:**

Caryl School Occupants  
(Paying)

Caryl School Occupants  
(Non-Paying)

*Based on 3 Respondents*

*Based on 3 Respondents*

**Parking is an issue at the Caryl School, most often in the early mornings and early evenings, when drop-offs and pickups are occurring. People do not follow the parking rules, there is no one there to enforce the parking rules and the perception is that there is not enough Caryl School parking to handle the volume during those hours**

**Parking congestion created by the paying occupants frustrates and antagonizes the other Caryl School users. These occupants vie for close-in parking with easy access to the building.**

## Appendix 18: Input from Civic and Community Groups

	Civic/Community Groups Based on 25 Respondents	Community Groups Based on 33 Respondents
<b>Members</b>		
<b>Members Today</b>		
Total	2821	488
Average Members Per Group	17	15
# Of groups more than 5 years ago	11	3
# Of groups less than 5 years ago	2	0
<b>Planning on adding new members over next 5 - 10 years</b>		
# Yes	16	0
<b># Planning on Adding</b>		
Total	507	0
Average	46	0
# No	9	32
# Don't Know	0	1
<b>Expected # Members in 5-10 years</b>		
Total	3328	488
Average	63	15
<b>% Increase from Today</b>		
Total	18%	0%
Average	271%	0%
Comments:	The average number (both members per group and number of members that are planned to be added) is deceptively high as there are some organization with hundreds of members and others with just a few.	
<b>Meeting Space &amp; Space Needs</b>		
Meeting Locations - rank order	<ol style="list-style-type: none"> <li>1. Private homes (8)</li> <li>2. Library (5)</li> <li>3. Own facility (4)</li> <li>4. Church (3)</li> <li>5. High School (2)</li> <li>One of the schools (2)</li> <li>6. Town House (1)</li> <li>Caryl School (1)</li> </ol>	<ol style="list-style-type: none"> <li>1. Selectmen's meeting room (14)</li> <li>2. Other Town House location (7)</li> <li>3. Other town building (5)</li> <li>4. Town House downstairs meeting room (4)</li> <li>5. Caryl School (2)</li> <li>6. Middle school (1)</li> <li>Chickering School (1)</li> </ol>

Space Needs - rank order

Civic/Community Groups      Community Groups  
*Based on 25 Respondents*      *Based on 33 Respondents*

- |   |   |
|---|---|
| 1. Table/chairs for <10 people (5)                        | 1. Table/chairs for <10 people (17)                       |
| 2. Table/chairs and audience seating for 10-30 people (4) | 2. Table/chairs and audience seating for 10-25 people (6) |
| 3. Houses/living rooms (3)                                | 3. Office (3)   |
| 4. Basement of Library (1)                                | 4. 300 sq. ft. (2)  |
| Office space (1)  | 5. 250 sq. ft. (1)  |
| Band room (1)   | 130 sq. ft. (1)   |
| Classroom (1)   | 1900 sq ft. (1)   |
| First floor venue (1)                                     | 12' X 12' room (1)  |
| Room with 8 tables (1)                                    | 175 people (1)  |
| Room for 60 people (1)                                    |   |
| 300 sq. ft (1)  |   |
| 600 sq. ft. (1)   |   |
| 800 sq. ft. (1)   |   |
| 1800 sq. ft. (1)  |   |
| 2500-3000 sq. ft. (1)                                     |   |
| Almost any space will do (1)                              |   |
| Don't need space (1)                                      |   |

Meeting Space Needs Being Met

# No

6

0

Additional Space Needs - rank order

1. Room with a table(1)  
 All activities in one place so travel less (1)  
 Room to take on other projects (1)  
 Bigger space (2)

N/A

# Yes

18

32

# N/A

1

1

Comments:

Respondents in this group are not likely to pay for space for regular meetings. Most do not think that space at the Caryl School is generally available for their use. If it were available, they have no idea what the process would be for reserving space in that building.	Respondents in this group are not likely to pay for space for regular meetings. Since there were no respondents in this group who felt their space needs were not being met, they saw no reason to utilize the Caryl School as additional or alternative space. However, no one was aware if such space was even available for use.
--	---

**Storage Needs**

Storage Needs

# Yes

16

5

# No

8

27

# N/A

1

1

Civic/Community Groups      Community Groups  
*Based on 25 Respondents*      *Based on 33 Respondents*

Current Storage Locations - rank order

- |                                |                               |
|--------------------------------|-------------------------------|
| 1. People's homes/garages (12) | 1. In own office/facility (3) |
| 2. Own facility (3)            | 2. In people's homes (1)      |
| 3. Church (2)                  | Don't know (1)                |
| 4. Library (1)                 |                               |
| Wherever we can (1)            |                               |

What Stored - rank order

- |                        |                     |
|------------------------|---------------------|
| 1. Event materials (9) | 1. Files/papers (3) |
| 2. Files/papers (3)    |                     |
| Sports equipment (3)   |                     |
| 3. Tools (1)           |                     |
| A/V equipment (1)      |                     |
| Official records (1)   |                     |
| Office supplies (1)    |                     |
| Artifacts (1)          |                     |

Storage Needs Being Met

# Yes	8	3
# No	8	0
# N/A	0	2

Comments:

Storage can be an issue for this group, but most do not have a budget to pay for it. Some sort of centralized/secure dedicated storage (lockers, closets, rooms, etc.) would be used if it were available at little or no cost.      Same comment applies.

**Budget for Space**

Groups Currently Paying for Space

# Yes	5	1
# No	15	32
# N/A	5	0

Groups Currently Paying for Storage

# Yes	5	1
# No	14	32
# N/A	6	0

Comments:

Groups with larger memberships are more likely to pay for space as there are relatively fewer large spaces in town that are available at no cost. Groups that pay for space are also more likely to pay for storage.      Same comment applies.

**Special Events**

Groups Holding Special Events

	Civic/Community Groups <i>Based on 25 Respondents</i>	Community Groups <i>Based on 33 Respondents</i>
# Yes	20	8
# No	5	25
Current Location of Special Events - rank order	1. Kraft Hall (7) 2. Outdoors (3) 3. People's homes (2) 4. Library (1) Own facility (1) Elm Bank (1) Restaurant (1) Babson (1) Legion Hall (1) Charles River School auditorium (1) Various locations (1) Outside of Dover (1)	1. High School (3) 2. Town House Great Hall (2) Private homes (2) 3. Town garage (1) Restaurants (1)
Does Current Location Meet Needs		
# Yes	15	8
# No	5	0
Reasons Location Does Not Meet Needs - rank order	1. Not big enough (2) Hard to find an appropriate venue (2) 2. Can't serve liquor (1)	N/A
Comments:	Respondents who hold special events often pay for space for those events. While specific costs were not discussed, most respondents made it clear that cost was a significant factor in determining venue.	Same comment applies.
<b>Use of Caryl School</b>		
<b>Groups Use of Caryl School</b>		
# Use/Have Used School	2	2
# Have Not Used School	23	31
<b>Caryl School Non-Users</b>		
Changes Required Before Would Consider Usage - rank order	1. Nothing - i.e. would not consider Caryl School so changes would not matter (12) 2. Renovate (2) Have low/no cost space available (2) 3. Demolish it (1) Have a large space available (1) Have an auditorium (1) 24-hour access (1) Don't know (1)	1. Nothing - i.e. would not consider Caryl School so changes would not matter (24) 2. Make it comfortable (2) 3. Add meetings rooms (1) Add facilities (1) Large space for public meetings (1) Computer facilities (1) Give us a dedicated space (1)
<b>Caryl School Users</b>		

Purposes for Use - rank order

Intent to Continue Usage

# Yes

Reasons 'Yes' - rank order

# No

Reasons 'No' - rank order

Comments:

Civic/Community Groups

Community Groups

Based on 25 Respondents

Based on 33 Respondents

1. Meetings (1)  
Gym (1)

1. Houses primary  
activity/business (2)

1

1

1. Good sports  
facility/batting cage (1)

1. No other space  
available

1

1

1. Better spaces are  
available (1)

1. Committee disbanding  
(1)

People generally do not know if the Caryl School is available for use and/or how one would go about reserving/using space there. They do not generally think of the Caryl School as a place to use, so many cannot even envision changes that would convince them to use the building.

Same comment applies.

**Additional Space**

# Groups Looking/Planning to Look for  
Additional Space

4

0

# Groups Planning To Pay For Space

4

N/A

# Groups Not Planning To Pay For Space

0

N/A

# Groups Not Looking Not Planning to Look For  
Additional Space

21

33

Comments:

Several of the respondents who said they were looking for additional space are actually looking for "consistent" space. That is, they would like to be able to hold meetings in one place on a regular basis. Organizations that involve children and/or sports seem also to be more likely to be looking for additional space, both outdoors and indoors

Same comment applies.

**Special Needs**

# Groups with Special Needs

12

7

**Special Needs - rank order**

**# Groups Without Special Needs**  
**# Groups with No Answer Regarding Special Needs**

Civic/Community Groups      Community Groups  
*Based on 25 Respondents*      *Based on 33 Respondents*

- |                             |                  |
|-----------------------------|------------------|
| 1. Kitchen (4)              | 1. Internet (6)  |
| 2. A/V setup/equipment (3)  | 2. Computers (1) |
| 3. Internet (2)             | Printers (1)     |
| Gym (2)                     | GIS System (1)   |
| 3. Computer (1)             | AV System (1)    |
| Phone (1)                   |                  |
| Fax (1)                     |                  |
| Ability to serve liquor (1) |                  |
| Astroturf (1)               |                  |

11	26
2	0

## Appendix 19: Meeting Spaces in the Town of Dover

	Description	Capacity or area	Costs to outside groups based on 1/2 day use including custodial fee
<b>Small meeting spaces</b>			
Caryl School	classroom	2 - 25	
Chickering School	classrooms, conference room	2 - 25	no charge for most groups
Dover Church	classroom, library	2 - 20	\$35 for library, \$25 for classroom
Dover Town Garage	Conference room	2 - 10	no charge for most groups, \$15 for non-affiliated groups
Dover Town House	Selectmen's meeting room, Fireside room	2 - 20	no charge for most groups
D-S Regional Schools	classrooms, conference room	2 - 25	no charge for most groups
<b>Medium - large meeting spaces</b>			
American Legion	hall	approx 115 at tables/250 chairs	\$200 for Hall, \$75 custodial fee, add'l fees for food and beverage services
Caryl School	Media Ctr./Library	1800 sq. ft.	
Charles River School	Foster Hall	200 chairs only	[\$200 for non-profit purposes; \$300 for fund-raising purposes; \$580 for non-affiliated org. plus \$140 for use of lighting, sound equipment.]
Charles River School	Dining Hall	100 at tables	
Chickering School	Multi-Purpose Room	245 at tables/ 530 chairs only	\$20 for room; approx. \$105 for custodian
Dover Church	Kraft Hall	110 at tables/ 200 chairs only	\$75 for Hall, \$25 for stage, \$50 for kitchen, \$100 for use of audio/video system
Dover Town House	Great Hall	146 at tables/ 313 chairs only	custodial fee only (approx. \$100)
Dover Town Library	Community Room	65 chairs only/ 888 sq. ft.	\$250 for non-Dover for profit. Others - custodial fee only if applicable (approx. \$100)
Grace Church	Lower Level meeting room	120 at tables	Town-sponsored groups only Church members only, approx. \$100 Not available Mon., Tues., Sunday am.
Lindquist Commons	Mudge Auditorium	607 chairs only plus 200 on stage	\$150 - 225 for room; approx. \$105 for custodian
Lindquist Commons	Cafeteria	455 seated at tables	\$75-150 for room; approx. \$105 or custodian
Most Precious Blood Church	Lower Level meeting room	Not available	Not available to any non-church groups
St. Dunstan's Church	Meeting room	60 at tables 100 chairs	Only available to non-profit groups with approval
<b>Gymnasiums and Indoor Recreation Spaces</b>			

	Description	Capacity or area	Costs to outside groups based on 1/2 day use including custodial fee
Caryl School	gymnasium	300 people; 2112 sq. ft.	
Charles River School	gymnasium/ tennis court		tennis court time approx \$25/hr (based on 9 month contract.)
Chickering School	gymnasium	940 people	\$75-150 for room; approx. \$105 for custodian
D-S Regional High School	gymnasium	1100 people	\$150 for room; approx. \$105 for custodian
D-S Regional Middle School	gymnasium	340 people	\$150 for room; approx. \$105 for custodian

**NOTE:** These are current charges for facility usage. Many organizations rent these facilities at a reduced or grandfathered rate.

## Appendix 20: Executive Interview Discussion Guide

### Caryl Reuse Project Executive Interviews Discussion Guide 10/23/04

#### SAMPLE: Executive/Community (3) and Executive (4)

#### Section A: Attitudes Towards Dover

##### 1. Town Character

- 1.1. What words would you use to describe the town of Dover today?
- 1.2. What makes Dover a special place?
- 1.3. Going forward, what part of the Dover character would you like to see preserved?

#### Section B: Usage Needs

(Confirm organization and/or job listed on sample sheet)

##### 2. Organization:

(CONFIRM AGAINST INFORMATION IN SAMPLE LIST FOR ANALYSIS)

##### 3. Employees

- 3.1. How many employees did you have 5 years ago?
- 3.2. Today?
- 3.3. How many do you have budgeted for next year?
- 3.4. How many do you project you'll need in 5 years?

##### 4. Work Space Needs

- 4.1. What square footage does your office currently utilize/occupy?  
(COMPARE WITH ACTUAL IN ANALYSIS)
  - 4.1.1. Number of rooms
  - 4.1.2. People per room
  - 4.1.3. Comparable in size to: (SHOW LIST)
- 4.2. Are your space needs currently being met?
  - 4.2.1. Why do you say that?
- 4.3. Do you have access to supplemental space?
  - 4.3.1. How do you currently use that supplemental space?
  - 4.3.2. Are you currently paying for the supplemental space?
- 4.4. What would you do if you had more space

##### 5. Storage Needs

- 5.1. Do you have storage needs?
- 5.2. How much?
- 5.3. Where is your current storage?
- 5.4. What for? (paper, supplies, records, equipment)
- 5.5. What kind of storage? (dry, cold, heated, humidity controlled)
- 5.6. Does the storage you have now meet your needs?
- 5.7. What would you do differently if you had more/different storage?

6. Technology Needs

(COMPARE WITH ACTUAL IN ANALYSIS)

- 6.1. What technology do you access in your current town space? (computer, Internet hook up, fax, phone, shredder, A/V)
- 6.2. What technology, if any, would you like to access in addition to what you currently have?
- 6.3. Does your current technology meet your needs?
- 6.4. Do you have the support you need for your current technology needs?
- 6.5. What would you do differently if you had more/different technology?
- 6.6. What additional technology needs do you anticipate over the next five years?
- 6.7. Do you have the support you need to support your future technology needs?

7. Food Preparation

- 7.1. What are your food preparation needs, if any? (Kitchen, sink, refrigerator)
- 7.2. How often do those needs come up?
- 7.3. Does your current food preparation space/set up meet your needs?
- 7.4. What would you do differently if you had more/different food preparation space/set up?

8. Loading Dock

- 8.1. Do you use a loading dock?
- 8.2. If yes, for what purpose?
- 8.3. If yes, how often?
- 8.4. What size truck?

9. Meeting Space

- 9.1. Do you hold meetings?
- 9.2. If yes, where do you currently hold your meetings?
- 9.3. How often?
- 9.4. What is the size of a typical meeting?
- 9.5. What is the length of a typical meeting?
- 9.6. What time(s) of day do you hold your meetings?

10. Miscellaneous Special Needs

- 10.1. What other special usage needs do you have? (lighting, temperature control, handicapped access)
- 10.2. Are your needs for any special situation currently met?

11. Customers

- 11.1. Who are your customers? (By customer, we mean those people who use your services and/or who regularly **visit** your office/department.)
- 11.2. How many customers a week/a month visit you at your office?
- 11.3. Do you have a customer counter?
- 11.4. Do you need a customer counter?
- 11.5. Is the space you have to work with your customers sufficient?
- 11.6. What would you do differently if you had more/different space in which to work with your customers?

## 12. Parking

- 12.1. What are the parking needs of your department?
  - 12.1.1. For yourselves?
  - 12.1.2. For your customers, if any?
- 12.2. Do your current parking resources meet your needs?
- 12.3. What would you do differently if you had more/different parking?

## Section C: Attitudes Towards Dover Center

### 13. Dover Center

- 13.1. How would you describe Dover's center of town?
- 13.2. In your opinion, is the town center important to Dover?
  - 13.2.1. Why do you say that? (Clarify if mention Caryl School.)

### 14. Caryl School

- 14.1. What does the Caryl School space represent to you?
- 14.2. Do you like the Caryl School building?
- 14.3. What is the best use **for the town** of the Caryl School space going forward over the next five-ten years?
  - 14.3.1. What would it take for that to happen
- 14.4. What else would **you personally** like to see happen in that space?
  - 14.4.1. What would it take for that to happen?
- 14.5. Did you attend the Caryl School?
- 14.6. Did any of your children attend the Caryl School?
- 14.7. What do you **not** want to see happen at the Caryl School?

## Appendix 21: Civic and Community Discussion Guide

### Caryl Reuse Project Civic & Community Discussion Guide 10/23/04

#### SAMPLE: Civic/Community (1) and Community (2)

#### Section A: Attitudes Towards Dover

##### 1. Town Character

- 1.1. What words would you use to describe the town of Dover today?
- 1.2. What makes Dover a special place?
- 1.3. Going forward, what part of the Dover character would you like to see preserved?

#### Section B: Space Usage Needs

2. Organization: \_\_\_\_\_  
(CONFIRM AGAINST INFORMATION IN SAMPLE LIST FOR ANALYSIS)

##### 3. Organization Goal

- 3.1. What is the short term mission of your organization?
- 3.2. What is the long term mission of your organization?
- 3.3. Do you see the charter or focus of your group/organization changing over the course of the next few/five years?
  - 3.3.1. If yes, what kinds of changes do you foresee?

##### 4. Role

- 4.1. How many years have you personally been active in this organization?
- 4.2. What is your current role in the organization?
- 4.3. What has it been in the past?

##### 5. Organization Information

- 5.1. How old is that organization?
- 5.2. How many members are in your organization currently?
- 5.3. Is that more or less than 5 years ago?
- 5.4. Over the next five to ten years, are you planning for new members?
  - 5.4.1. If yes, How many?

##### 6. Meeting

- 6.1. How often do you meet in a year?
- 6.2. Where do you meet?
- 6.3. Has your meeting location changed over the past five years?
  - 6.3.1. If yes, Why has it changed?

7. Space Needs

- 7.1. What types(s) of space needs does your group have in the course of the year for its regular activity?
- 7.2. Have these needs changed over the last five years?
  - 7.2.1. If yes, How?
- 7.3. Do you see your space needs changing over the next 5 years?
  - 7.3.1. If yes, How?
- 7.4. Are your current space needs being met?
  - 7.4.1. If no, how could they be met?
- 7.5. What would your organization do differently if it had more/different space?

8. Storage Needs

- 8.1. Do you have storage needs?
- 8.2. Where is your current storage?
- 8.3. How big is your storage space? (USE COMPARABLES, IF NECESSARY)
- 8.4. What for? (paper, supplies, records, equipment)
- 8.5. What kind of storage? (dry, cold, heated, humidity controlled)
- 8.6. Does the storage you have now meet your needs?
- 8.7. What would you do differently if you had more/different storage?

9. Budget for Space

- 9.1. Are you currently paying for the space that you use?
- 9.2. Are you currently paying for the storage you use?
- 9.3. Is the cost for space use included in your current budget?
  - 9.3.1. If not, do you plan to add it to your budget going forward?

10. Special Events

- 10.1. Does your organization hold any special events?
- 10.2. Are any of these town-wide events?
- 10.3. Where are your events currently held?
- 10.4. Are you currently paying for the use of this space?
- 10.5. Has that venue changed over the recent history of your organization?
  - 10.5.1. If yes, Where did you previously hold the event?
- 10.6. Does your current location meet your needs?
  - 10.6.1. Why do you say that?
- 10.7. What would you do differently if you had access to different space?

11. Use of Caryl School

- 11.1. Does your organization use Caryl School or have they used it over the past few years?
  - 11.1.1. If yes:
    - 11.1.1.1. For what purpose(s)?
    - 11.1.1.2. Why /why not?
    - 11.1.1.3. Do you think you will continue to use Caryl School?
      - 11.1.1.3.1. Why/why not?
  - 11.1.2. If no, is there anything the Caryl School could do that would make you consider using the space there?

12. Additional Space

- 12.1. Are you currently looking for additional space?
- 12.2. Do you plan to look for additional space over the next few years?
- 12.3. (IF CURRENTLY OR PLANNING TO LOOK FOR SPACE) Do you expect to pay for that additional space or will you need to find no-fee space?

13. Special Needs

- 13.1. Does your group have any special or unusual needs?
  - 13.1.1. If yes, what are they? (Probe for computer, Internet hook up, fax, phone, shredder, AV, kitchen facilities, etc.)

**Section C: Attitudes Towards Dover Center**

14. General Information

- 14.1. How many years have you lived in Dover?
- 14.2. Do you have or have you had children that have gone to public school in Dover?
- 14.3. Which other organization(s) or community groups are you currently involved with?
- 14.4. Which other organizations/community groups have you been involved with in the past?

15. Dover Town Center

- 15.1. How would you describe Dover's town center?
- 15.2. In your opinion, is the town center important to Dover?
  - 15.2.1. Why do you say that? (Clarify if mention Caryl School.)

16. Caryl School

- 16.1. What does the Caryl School space represent to you?
- 16.2. Do you like the Caryl School building?
- 16.3. In your opinion, what is the best use **for the town** of the Caryl School space going forward over the next five to ten years?
  - 16.3.1. What would it take for that change to happen?
  - 16.3.2. Would that change benefit your organization?
  - 16.3.3. Would you be willing to fund that through taxes?
    - 16.3.3.1. Why do you say that?
- 16.4. What would **you personally** like to see happen in that space?
  - 16.4.1. What would it take for that change to happen?
  - 16.4.2. Would that change benefit your organization?
  - 16.4.3. Would you be willing to fund that through taxes?
    - 16.4.3.1. Why do you say that?
  - 16.4.4. What do you **not** want to see happen at the Caryl School



3) If you could choose ONLY ONE scenario for the Caryl School building, what would that be? (Select ONE of the 6 responses below **only**.)

	Adult 1	Adult 2
a) Make basic repairs & maintain existing or alternate usage.....	[ ]	[ ]
b) Fully renovate for current or alternate usage .....	[ ]	[ ]
c) Take it down & town builds new, municipally utilized building	[ ]	[ ]
d) Sell for private development .....	[ ]	[ ]
e) Lease long-term for private development .....	[ ]	[ ]
f) Take it down & leave it undeveloped .....	[ ]	[ ]

4. How important do you feel that Caryl School Reuse issue is to the town of Dover

5. How important is the Cary School Reuse issue to you personally?

	4. Town of Dover		5. You Personally	
	Adult 1	Adult 2	Adult 1	Adult 2
Very Important .....	[ ]	[ ]	[ ]	[ ]
Somewhat Important .....	[ ]	[ ]	[ ]	[ ]
Neither Important Nor Unimportant.....	[ ]	[ ]	[ ]	[ ]
Somewhat Unimportant .....	[ ]	[ ]	[ ]	[ ]
Very Unimportant .....	[ ]	[ ]	[ ]	[ ]

6) Going forward, how likely are you personally to support each of these proposed uses for the Caryl School building?

	Very Likely 5	Somewhat Likely 4	Neither Likely Nor Unlikely 3	Somewhat Unlikely 2	Very Unlikely 1
a) Adult Continuing Education					
Adult 1: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
Adult 2: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
b) Children & Teen Programs					
Adult 1: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
Adult 2: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
c) Civic groups (Theater, Scouts...)					
Adult 1: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
Adult 2: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
d) Daycare/Pre-School					
Adult 1: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
Adult 2: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
e) Programs for Seniors					
Adult 1: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
Adult 2: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
f) Indoor Recreation (Dance, Exercise, Sports...)					
Adult 1: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
Adult 2: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
g) Municipal Office Space					
Adult 1: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
Adult 2: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
h) Retail Use					
Adult 1: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
Adult 2: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
i) Residential Use – Affordable Housing					
Adult 1: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
Adult 2: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
j) Residential Use – Housing at the Market Rate					
Adult 1: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
Adult 2: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
k) Residential Use – Senior Housing					
Adult 1: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	
Adult 2: 5 [ ]	4 [ ]	3 [ ]	2 [ ]	1 [ ]	

7) What are the TOP THREE uses that you would be most likely to support? (Select TOP THREE choices by placing an "X" in the appropriate three boxes.)

	Adult 1	Adult 2
a) Adult Continuing Education .....	<input type="checkbox"/>	<input type="checkbox"/>
b) Children & Teen Programs .....	<input type="checkbox"/>	<input type="checkbox"/>
c) Civic groups (Theater, Scouts...) .....	<input type="checkbox"/>	<input type="checkbox"/>
d) Daycare/Pre-School .....	<input type="checkbox"/>	<input type="checkbox"/>
e) Programs for Seniors .....	<input type="checkbox"/>	<input type="checkbox"/>
f) Indoor Recreation (Dance, Exercise, Sports...) .....	<input type="checkbox"/>	<input type="checkbox"/>
g) Municipal Office Space .....	<input type="checkbox"/>	<input type="checkbox"/>
h) Retail Use .....	<input type="checkbox"/>	<input type="checkbox"/>
i) Residential Use – Affordable Housing .....	<input type="checkbox"/>	<input type="checkbox"/>
j) Residential Use – Housing at the Market Rate.....	<input type="checkbox"/>	<input type="checkbox"/>
k) Residential Use – Senior Housing .....	<input type="checkbox"/>	<input type="checkbox"/>

8. Are you....?

	Adult 1	Adult 2
Female	<input type="checkbox"/>	<input type="checkbox"/>
Male	<input type="checkbox"/>	<input type="checkbox"/>

9. Is your age

	Adult 1	Adult 2
18-24	<input type="checkbox"/>	<input type="checkbox"/>
25-34	<input type="checkbox"/>	<input type="checkbox"/>
35-44	<input type="checkbox"/>	<input type="checkbox"/>
45-54	<input type="checkbox"/>	<input type="checkbox"/>
55-64	<input type="checkbox"/>	<input type="checkbox"/>
65-74	<input type="checkbox"/>	<input type="checkbox"/>
75-84	<input type="checkbox"/>	<input type="checkbox"/>
85 and over	<input type="checkbox"/>	<input type="checkbox"/>

10. How long have you lived in the Town of Dover?

	Adult 1	Adult 2
Less than 2 years	<input type="checkbox"/>	<input type="checkbox"/>
2 - 5 years	<input type="checkbox"/>	<input type="checkbox"/>
5 - 14 years	<input type="checkbox"/>	<input type="checkbox"/>
15 - 25 years	<input type="checkbox"/>	<input type="checkbox"/>
Over 25 years	<input type="checkbox"/>	<input type="checkbox"/>

11. What originally brought you to the Town of Dover (Choose all that apply.)

	Adult 1	Adult 2
Raise a family	<input type="checkbox"/>	<input type="checkbox"/>
Move closer to family	<input type="checkbox"/>	<input type="checkbox"/>
Business	<input type="checkbox"/>	<input type="checkbox"/>
School system	<input type="checkbox"/>	<input type="checkbox"/>
Lower Taxes	<input type="checkbox"/>	<input type="checkbox"/>
Land values	<input type="checkbox"/>	<input type="checkbox"/>
Sense of Community	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>

12. How close do you live to the Caryl School?

- Within a couple of blocks
- Outside of a couple of blocks, but under a mile
- Outside of a mile

13. Including yourself, how many people live in your household?

- One
- Two
- Three
- Four
- Five
- Six or more

What STREET do you live on? \_\_\_\_\_  
(For confirmation purposes ONLY.)

THANK YOU FOR YOUR RESPONSES AND FOR RETURNING THIS IN A TIMELY MANNER!  
FEEL FREE TO USE THE **REST** OF THIS PAGE FOR ADDITIONAL COMMENTS YOU MAY  
HAVE ABOUT THE FUTURE USE OF THE CARYL SCHOOL BUILDING.

## Appendix 23: Student Survey

### CARYL SCHOOL SURVEY

The Caryl School, Dover's former upper-elementary school, is located in the middle of Dover opposite Town Hall. The town owns the building and needs to decide on its future. We would like your opinions on possible uses for this building.

- What would you like to see happen with the Caryl School?

-----  
 -----  
 -----

- If Caryl School were fixed up and turned into a place that you and your friends could use, how likely would you be to go there? (Circle one.)

<i>Very Likely</i>	<i>Somewhat Likely</i>	<i>Neither Likely Nor Unlikely</i>	<i>Somewhat Unlikely</i>	<i>Not At All Likely</i>
5	4	3	2	1

Why do you say that?

-----  
 -----  
 -----

- If you were to use Caryl School, what kinds of activities would you like to see offered? (For each activity, check how interested you are.)

	<i>Very Interested</i>	<i>Somewhat Interested</i>	<i>Neither Interested Nor Disinterested</i>	<i>Somewhat Uninterested</i>	<i>Not At All Interested</i>
	5	4	3	2	1
Arts/crafts studio	[ ]	[ ]	[ ]	[ ]	[ ]
Coffee house	[ ]	[ ]	[ ]	[ ]	[ ]
Computer lab	[ ]	[ ]	[ ]	[ ]	[ ]
Drama/plays/theater	[ ]	[ ]	[ ]	[ ]	[ ]
Friday night movies	[ ]	[ ]	[ ]	[ ]	[ ]
Gym/work out	[ ]	[ ]	[ ]	[ ]	[ ]
Social dances	[ ]	[ ]	[ ]	[ ]	[ ]
Swimming	[ ]	[ ]	[ ]	[ ]	[ ]
Volleyball	[ ]	[ ]	[ ]	[ ]	[ ]
Other:	[ ]	[ ]	[ ]	[ ]	[ ]
None	[ ]	[ ]	[ ]	[ ]	[ ]

- Do you live in....?

Dover [ ]  
 Sherborn [ ]  
 Other \_\_\_\_\_ [ ]

Thank you from the Committee to Study the Future of Caryl School!

**Caryl Reuse Project**  
**Citizen Discussion Guide**  
10/23/04

**SAMPLE: Civic: Citizen (5)**

**Section A: Attitudes Towards Dover**

1. Town Character

- 1.1. What words would you use to describe the town of Dover today?
- 1.2. What makes Dover a special place?
- 1.3. Going forward, what part of the Dover character would you like to see preserved?

**Section B: Space Usage Needs**

2. Use of Caryl School

- 2.1. Do you or any organization you are involved with use Caryl School now or have you or they used it over the past few years?
  - 2.1.1. If yes:
    - 2.1.1.1. For what purpose(s)?
    - 2.1.1.2. Why /why not?
    - 2.1.1.3. Do you think you will continue to use Caryl School?
      - 2.1.1.3.1. Why/why not?
  - 2.1.2. If no, is there anything the Caryl School could do that would make you consider using the space there?

**Section C: Attitudes Towards Dover Center**

3. General Information

- 3.1. How many years have you lived in Dover?
- 3.2. Do you have or have you had children that have gone to public school in Dover?
- 3.3. Which other organization(s) or community groups are you currently involved with?
- 3.4. Which other organizations/community groups have you been involved with in the past?

4. Dover Town Center

- 4.1. How would you describe Dover's town center?
- 4.2. In your opinion, is the town center important to Dover?
  - 4.2.1. Why do you say that? (Clarify if mention Caryl School.)

5. Caryl School

- 5.1. What does the Caryl School space represent to you?
- 5.2. Do you like the Caryl School building?
- 5.3. In your opinion, what is the best use **for the town** of the Caryl School space going forward over the next five to ten years?
  - 5.3.1. What would it take for that change to happen?
  - 5.3.2. Would that change benefit your organization?
  - 5.3.3. Would you be willing to fund that through taxes?
    - 5.3.3.1. Why do you say that?

5.4. What would you personally like to see happen in that space?

5.4.1. What would it take for that change to happen?

5.4.2. Would that change benefit your organization?

5.4.3. Would you be willing to fund that through taxes?

5.4.3.1. Why do you say that?

5.4.4. What do you not want to see happen at the Caryl School

COMMITTEE TO STUDY THE FUTURE OF CARYL SCHOOL			
TOWN OF DOVER			
ZIP CODE DEMOGRAPHICS			
Based on 2000 Census Data			
Source: freedemographics.com			
Category		2000 Data	Percent
Total Households		1,892	NA
Total Population		5,579	NA
Total Workers		2,780	NA
<b>Dover Population</b>			
<b>By Age Group</b>			
Age 1 - 12		1320	23.7%
Age 13 - 18		497	8.9%
Age 19 - 24		142	2.5%
Age 25 - 34		348	6.2%
Age 35 - 44		988	17.7%
Age 45 - 54		1032	18.5%
Age 55 - 64		621	11.1%
Age 65 - 74		390	7.0%
Age 75 - 84		186	3.3%
Age 85+		50	0.9%
Total		5574	100.0%
<b>Dover Adult</b>			
<b>Population</b>			
<b>By Age Group</b>			
Age 19 - 24		142	3.8%
Age 25 - 34		348	9.3%
Age 35 - 44		988	26.3%
Age 45 - 54		1032	27.5%
Age 55 - 64		621	16.5%
Age 65 - 74		390	10.4%
Age 75 - 84		186	5.0%
Age 85+		50	1.3%
Total		3757	100.0%
<b>Marital Status</b>			
Married		NA	71.9%
Separated		NA	2.0%
Divorced		NA	4.4%
Widowed		NA	4.3%
Never Married		NA	17.4%
Total		NA	100.0%
<b>Size of Household</b>			
1 Person		237	12.8%
1 Person Female		155	NA
1 Person Male		82	NA
2 Person		597	32.2%
3 Person		330	17.8%
4 Person		403	21.7%
5 Person		214	11.5%
6 Person		60	3.2%
7+ Person		15	0.8%
Total		1856	100.0%
<b>Households</b>			
with Children		868	46.7%
Households without Children		989	53.3%
Total		1857	100.0%