



Design Charrette
Facilitated by: Pratt Cassity, Director of the Center for Community Design, Planning and Preservation at The University of Georgia

November, 2005



The Monticello School: Dreams Can Become Realities

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The Problem

The buildings problems are complex, but fall simply into 4 broad categories:

1 Architectural

2 Site and Landscape

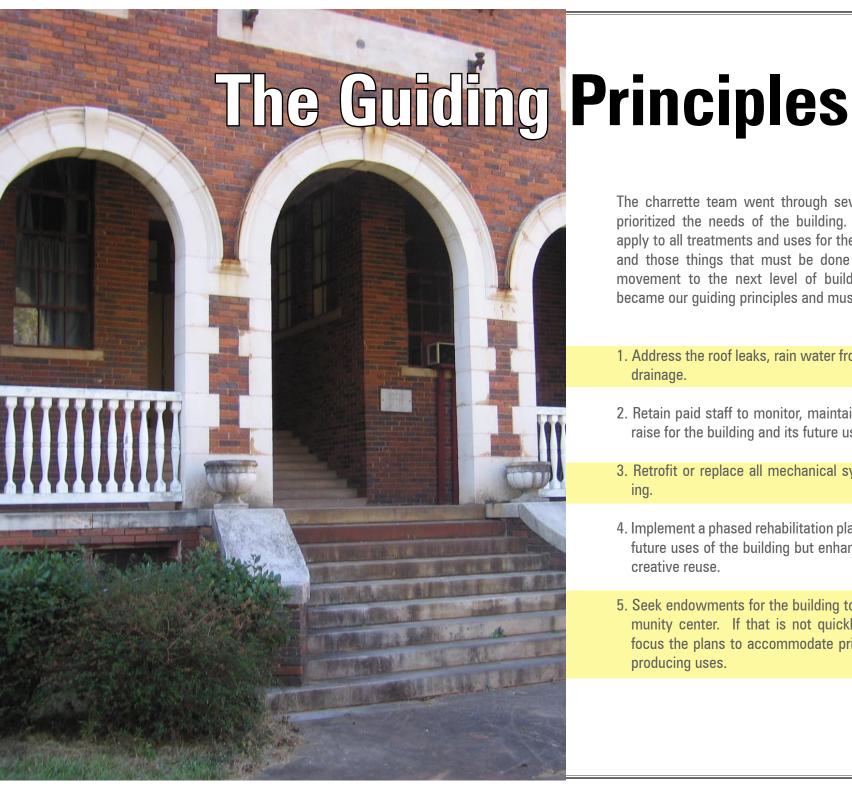
3 Future Use

4 Management

All of these relate specifically to

FUNDS!

either you've got 'em or you need to get 'em <



The charrette team went through several exercises that prioritized the needs of the building. Those things that apply to all treatments and uses for the Monticello School, and those things that must be done to ensure efficient movement to the next level of building use and reuse became our guiding principles and must become yours.

- 1. Address the roof leaks, rain water from the roof, and site drainage.
- 2. Retain paid staff to monitor, maintain, market and fundraise for the building and its future use.
- 3. Retrofit or replace all mechanical systems in the building.
- 4. Implement a phased rehabilitation plan that does not limit future uses of the building but enhances possibilities for creative reuse.
- 5. Seek endowments for the building to be used as a community center. If that is not quickly feasible, then refocus the plans to accommodate private sector income producing uses.



The Options

After brainstorming sessions and review of the material previously produced by Carter Watkins Architects and UGA/ Department of Labor's proposal (Georgia Heritage/Georgia Jobs), the charrette team conceived a series of potential uses for the buildings; presented here in priority order based on our observations. Some residents may be opposed to these ideas for numerous LOCAL reasons that go beyond the scope of the charrette.

To us, the most logical purpose for a school building is in continuous education and public use. We found the idea of placing school board offices and community type uses of highest significance.

Only Monticello can claim right to a Trisha Yearwood Cultural Center, and that to us seemed a logical reinvestment in "roots" for the performer, especially in light of her most recent album "Jasper County."

All the other solutions are private in nature and should be considered once the Historical Foundation Board has reached an agreement that this is the path (relinquishing much control of the building) that the building should take.

OPTIONS

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1

Public Administrative Offices

County Board of Education

State offices decentralized "out of" Atlanta

Health Department

7

Multi-use building: A Combination of Options 2

Branded Cultural Center

Trisha Yearwood

Only Monticello can claim right to a Trisha Yearwood Cultural Center, and that to us seemed a logical reinvestment in "roots" for the performer, especially in light of her most recent album "Jasper County."

Other Benefactor

3

Private Business Offices

All the other solutions are private in nature and should be considered once the Historical Foundation Board has reached an agreement that this is the path (relinquishing much control of the building) that the building should take.

6

Traditional Crafts
Training Center

5

Inn/Hotel

Apartments – rental, elderly, workforce housing

Residential

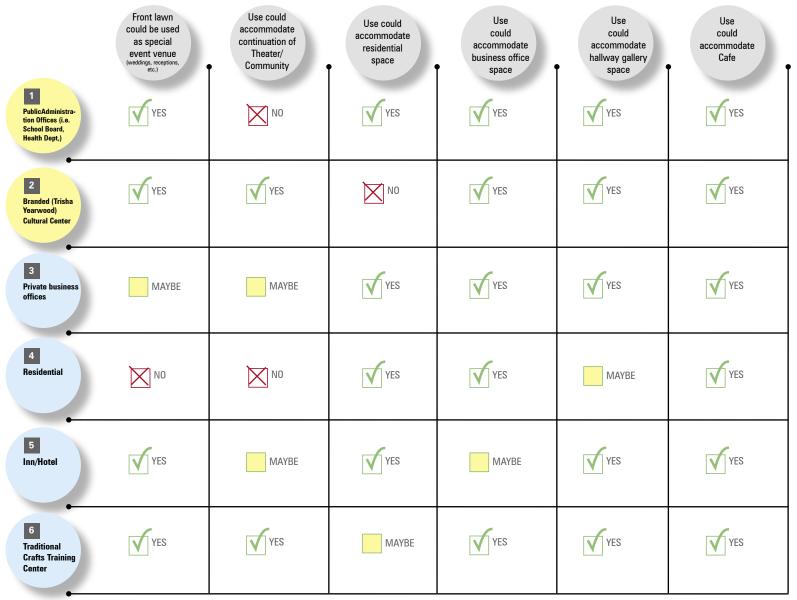
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The Weighthe various concerns expressed to us and some treatment issues related to preservation and access.

	Would perpetuate educational use of the building	Use would generate self sustaining income	Use is compatible with neighborhood	Allows bldg to be used by larger community	Level of intervention needed to comply with ADA	Use fills a void for community	Property ownership issues related to use
PublicAdministra- tion Offices (i.e. School Board, Health Dept.)	YES	YES	YES	YES	Potentially significant (Health Dept.)	YES	School Board already owns parking area
Branded (Trisha Yearwood) Cultural Center	YES	YES Investment in fundraising, endowment building needed	YES	YES	LOW TO MODERATE	YES	nool board
Private business offices	NO	YES	YES	MAYBE	LOW	МАҮВЕ	bought from sch
4 Residential	NO NO	YES	YES	YES	Potentially low if for private use. High if federal or state funds are used.	YES	Parking area could be rented/bought from school board
5 Inn/Hotel	NO	YES	YES	NO	HIGH	NO NO	Parking area
Traditional Crafts Training Center	YES	YES but dedicated fundraising/ endowment effort needed	YES	YES	HIGH	NO NO	School Board already owns parking area

The Add-ons public administration offices, elderly flousing, and private bus other uses that could be incorporated into the main options:

Several other uses are compatible with some of the options including the public administration offices, elderly housing, and private business offices.



As with any development, there are some proposed building uses that will accommodate multiple activities.

This becomes a strong selling point when the entire structure needs to be used or when trying to market the building to potential developers.

The "add-ons" are just that — extras that can be compatibly included in the programming of the building depending on a main use.

Successful Examples:

We felt very strongly that we should not suggest a use or an activity unless we could find an example of where a similar structure had been used for that function. We looked especially for examples in the southeast and more specifically in Georgia.

This list by no means exhausts the examples but should serve as a way to get ideas, find contractors, seek developers or find answers to questions.

Public
Administrative
Offices

2 Branded Cultural Center

Private Business Offices

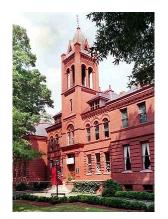


Public Administration:

Bevier Building, Rochester, NY — Originally a school of applied arts, the building now houses the NY State Health Department.

Canton High School, Canton, GA — This school building now houses the School Board's public meeting space, and executive conference space.

The Leila Ellis Grammar School, Valdosta, GA. This downtown Valdosta was converted into a public health facility and community service center in 2003. The clinic provides health services to county residents. Lowndes County used creative fundraising to pool together several funding sources, making this project a reality.







"Branded" Cultural Center:

Madison Graded School, Madison, GA — The former elementary school is now a Regional History Museum containing four art galleries, an auditorium, and space for dance, theater, and musical productions.

The Sautee Nacoochee Cultural Center, Sautee Nacoochee, GA - This restored rural school house is now an all purpose arts and community events center.

Thomasville Cultural Center, Thomasville, GA — A successful fundraising campaign brought this school back from a roofless refuge for pigeons and vandals. It is now used for educational programs and visual, performing and literary arts opportunities.

Private Business

Offices



Highland School Lofts, Atlanta, GA — This building was first reused as office space and then renovated into condo lofts.





Traditional Crafts Training Center

7 Multi-use building: a Combination of Options



Residential

Union School, West Dundee, IL — This building is now home to 33 affordable senior citizen housing apartments.

Historic Jefferson Centre Senior Housing, Lafayette, IN - This building has been turned into senior citizen housing.

Fremont School, Spartanburg, SC – Located on the edge of downtown Spartanburg, this beautifully restored historic school building was transformed from a vacant hulk into 46 units of affordable apartments utilizing both Low Income Housing Tax Credits and Historic Tax Credits.





The Kennedy School, Portland, OR – The 1915 Kennedy School was slated for demolition and is nowa nostalgic retreat, each room featuring its own charming theme, complete with chalkboard.

Traditional Crafts Training:

Windsor House, Windsor, VT. - Historic Windsor was formed in 1971 when a group



of citizens, motivated by a common interest in historic preservation, joined together to prevent the demo-

lition of Windsor House. In acquiring, renovating, and managing this beautiful Greek Revival building, HWI has become much more than the keeper of an historic building.



Snow College, Ephrim, UT. - This building is home to the Traditional Building Skills Institute. The objec-

tive of TBSI is to further the art of traditional building skills for the purpose of restoring and preserving historic buildings.

Multi-use building: A Combination of Options



Old Francis School, Bend, OR – Accommodates a variety of uses, including a 150 seat theatre, hotel rooms, a restaurant, and a venue for music.





The Funding

The driving force regarding a historic structure, no matter who owns it or what the function is, is a steady funding stream for ordinary maintenance and repairs after rehabilitation has occurred.

The charrette team felt strongly that this should be a major consideration for the board. The building cannot be a volunteer-based effort anymore. It must be managed by professionals and maintained constantly to avoid the current situation.

Proposed uses fall into two main categories: the use will provide income or outside assistance provides income.

- Uses that would have a steady, public or private income base:
 - Public Administrative Offices
 - Private Business Offices
 - Residential (housing for elderly/workforce housing)
 - Inn
- Uses that would require fundraising efforts and property management:
 - Branded (Trisha Yearwood) Community Center
 - Combined Use fundraising pressures could be alleviated by renting some spaces to the private sector
 - Traditional Crafts Training Center

3

RECOMMENDATIONS

Recommendations for pursuing a campaign to generate private funding:

HIRE STAFF

Seek a qualified Director who has roots within the community and a demonstrated history of success. Commit to a minimum of two years for that person to demonstrate progress. Advertise in publications geared to nonprofits and through local organizations that have a history of fundraising (churches). Send the announcement to other nonprofits and tell directors and development directors that the job is available.

Look for skills related to fundraising, and select the candidate who demonstrates an enthusiasm for the cause, an understanding of the task and its challenges, and a willingness to ask for money. Pay a competitive wage and do not hire on contingency. This will taint your cause.

PLAN FOR A PUBLIC-RELATIONS PROGRAM

That will encourage community investment in the process and create additional fundraising opportunities. When planning for a campaign, look for no less than 25% and no more than 75% from a single source — Trisha Yearwood or another company, foundation, or person with a great deal of capacity and an affinity for the cause. Devote most of the organization's time and energy to securing that support and make progressive steps to secure it. Fill in with smaller gifts and annual support. Do not neglect unconventional sources of support — retirement plans, bequests, real estate (if it can be quickly liquidated), stocks, etc.

QUANTIFY GOALS

Including the following: Honestly evaluate future financial needs and goals. How much money is required to do needed renovations, retain staff, and run the kind of cultural center that is envisioned on an annual basis? Establish a "dream" amount that if invested could support the facility's basic needs on investment income (estimate that the facility's annual facilities and staffing needs would be roughly equal to 5% of this amount). Plan for ways of soliciting ongoing small-dollar annual support (memberships, facilities, rental, sponsorships of exhibits, etc.).

CREATE A LONG-RANGE FUNDRAISING PLAN

That should include a means for establishing and maintaining an advisory board, a method for training board, staff, and volunteers in fundraising, maintaining fundraising records, handling fundraising correspondence, including donor stewardship, and visiting major donors for the purposes of solicitation.

What support is the group willing to give to a Director of Development? Cooperation and sharing of contacts/information can mean the difference between success and failure. If the group is not willing or capable of providing this assistance, then an investment will likely be wasted.

ADA: AMERICANS WITH DISABILITIES ACT:

Historic properties are not exempt from the Americans with Disabilities Act (ADA) requirements. To the greatest extent possible, historic buildings must be as accessible as non-historic buildings. However, it may not be possible for some historic properties to meet the general accessibility requirements.

Under Title II of the ADA. State and local governments must remove accessibility barriers either by shifting services and programs to accessible buildings, or by making alterations to existing buildings. For instance, a licensing office may be moved from a second floor to an accessible first floor space, or if this is not feasible, a mail service might be provided. However, State and local government facilities that have historic preservation as their main purpose-State-owned historic museums, historic State capitols that offer tours-must give priority to physical accessibility.

Under Title III of the ADA, owners of "public accommodations" (theaters, restaurants, retail shops, private museums) must make "readily achievable" changes, that is, changes that can be easily accomplished without much expense. This might mean installing a ramp, creating accessible parking, adding grab bars in bathrooms, or modifying door hardware. The requirement to remove barriers when it is "readily achievable" is

an ongoing responsibility. When alterations, including restoration and rehabilitation work, are made, specific accessibility requirements are triggered.

Recognizing the national interest in preserving historic properties, Congress established alternative requirements for properties that cannot be made accessible without "threatening or destroying" their significance. A consultation process is outlined in the ADA's Accessibility Guidelines for owners of historic properties who believe that making specific accessibility modifications would "threaten or destroy" the significance of their property. In these situations, after consulting with persons with disabilities and disability organizations. building owners should contact the State Historic Preservation Officer (SHPO) to determine if the special accessibility provisions for historic properties may be used. Further, if it is determined in consultation with the SHPO that compliance with the minimum requirements would also 'threaten or destroy" the significance of the property, alternative methods of access, such as home delivery and audio-visual programs, may be used.

Use of Federal or State funds will require review by the State Historic Preservation Office for compliance with section 106 of the National Historic Preservation Act.

Source: Jester, Thomas C., and Park, Sharon C., Technical Preservation Services, National Park Service, U.S. Department of the Interior, 32 Preservation Briefs, Making Historic Properties Accessible. http://www.cr.nps.gov/hps/tps/briefs/brief32.htm

The Architecture



HVAC

After a direction is chosen, then the Foundation Board will be faced with immediate programming challenges. Chief among them is choosing a contractor.



FLOORS



ROOF



MECHANICAL SYSTEMS



WINDOWS

GUIDELINES FOR CHOOSING A CONTRACTOR

- Ask for and call references from similar structures
- Get several bids
- Inquire about a warranty for the product
- Check out the internet for sources
- Inquire about experience with flat roofs
- Contractor must have insurance
- Must be a competent demolition person on the crew, again, ask for references

HVAC RECOMMENDATIONS



HVAC



FLOORS



ROOF



MECHANICAL SYSTEMS



WINDOWS

The study produced by Cater Watkins Architects gives an excellent starting point to addressing to issues. Seek experienced boiler systems companies to evaluate the existing system. (Yes they do exist as these systems are still in use!) Again, get as many estimates and recommendations as possible. A reconditioned system could be a source of education and pride in the historic structure.

Drop ceilings are not recommended in keeping with historic preservation guidelines. If needed, use an exposed metal duct system because it is good preservation practice.

- Keep the boiler system if financially and technically feasible.
- If the boiler system cannot be refurbished and reused, use historic radiators decoratively.
- A duct system will offer a high level of control to the interior temperature, humidity, and filtration. If central heating and air is installed, ductwork should be exposed.
- A "drop ceiling" should not be installed in any part of the building.



RECOMMENDATIONS for FLOORS



HVA(



FLOORS



ROOF



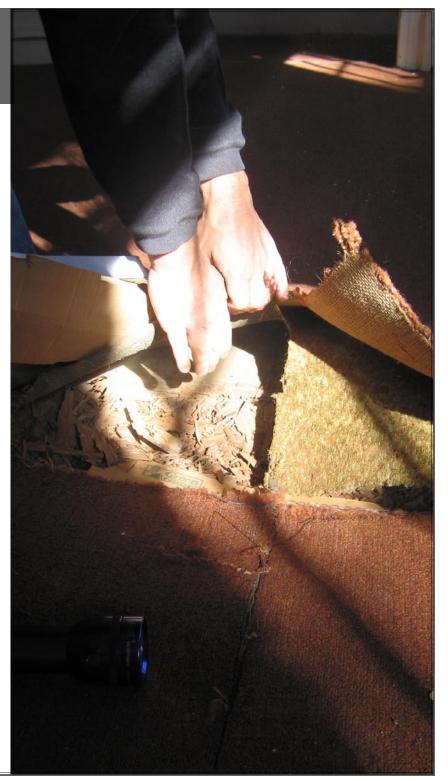
MECHANICAL SYSTEMS



The floors appear to be a highlight throughout the majority of the structure. They are oak and easily matched where damaged to the point of needing replacement. The rest should refinish beautifully. The basement will be a challenge, the main concern being moisture. The exterior work should solve most of this issue and the type of flooring will be best determined once the building has a repaired roof and functioning HVAC system.

All carpet should be removed and disposed of properly.

- Wood floors should be cleaned, polished and refinished where necessary (main floor and second floor).
- Carpet at the basement level should be permanently removed so as to deter moisture.
- Due to the unique nature of the basement level floor (portions of it sit directly on the earth) special attention should be given to its preservation.
- Repairs might involve sealing the floor with either a paint or chemical treatment. The selected chemical treatment must involve termite treatment and prevention.



RECOMMENDATIONS for ROOF



HVAC



FLOORS



ROOF



MECHANICAL SYSTEMS



WINDOWS

RECOMMENDATIONS FOR ROOF:

There are excellent new technologies and products on the market now (spray on gel-coat waterproofing systems). These new waterproofing systems can solve the problem. The good news is that the decking material and rafters are in excellent shape over most of the roof system. The damage is isolated. Regular maintenance of the roof will be required even with a new roof. This was neglected somewhat in the past due to the inadequate and dangerous ladder to the roof top. The scupper holes to the downspouts will need to be cleaned on a regular basis. There should be a steep ladder or set of steps constructed with handrails running up the sides. This can be done quickly and without much expense. Remove existing roof to original decking and replace with best possible product. The polyurethane foam must be removed because it is undulating drastically and causing major drainage problems.

RECOMMENDATIONS FOR CEILING INSULATION:

Insulation for the ceiling /attic should be added to save energy as there is currently none in place. The most important issue here is timing, and the insulation should be installed near the end of the restoration process as it will interfere greatly with the ability to place new mechanical systems in the attic area. Insulation options are:

- fiberglass batt
- blown insulation possible but difficult to work around for future repairs and electrical additions





RECOMMENDATIONS FOR MECHANICAL SYSTEMS



Total replacement: plumbing and electrical should be updated or completely replaced.







ROOF



MECHANICAL SYSTEMS



WINDOWS



RECOMMENDATIONS for WINDOWS



HVAC



FLOORS



ROOF



MECHANICAL SYSTEMS



WINDOWS

Windows are a huge asset to this building and may not require the addition of storm windows as southern winters are not too long and the initial cost of this could be great. Take a wait-and-see approach and do not spend resources on this immediately. Proper reglazing and caulking of the windows may be all that is necessary.

- Windows should be kept as they are, but where insulating features are possible, they should be installed for energy efficiency.
- Storm windows with air-tight gaskets, ventilating holes, and/or removable clips to insure proper maintenance will help control and maintain the interior climate. It will also keep condensation damage at bay.
- They should NOT damage or obscure the historic windows.



The Landscape: Assets & Issues

ASSETS





LANDSCAPE ASSETS

- Mature Trees
- Beautiful Setting

LANDSCAPE ISSUES

- Drainage
- Buffers with residences
- Parking and Circulation Patterns



This image (above) illustrates parking and landscape solutions for the site.

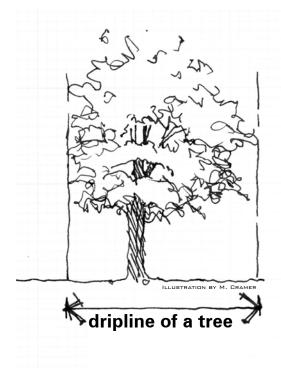
ASSET: MATURE TREES

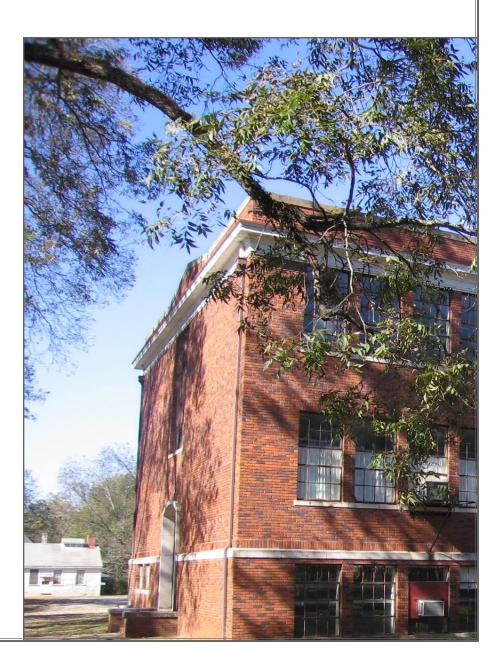
ASSETS



THE MATURE TREES on the front lawn are a tremendous asset and any site engineering activities should proceed with great care to preserve these trees.







ASSET: SETTING



THE BEAUTIFUL SETTING

The beautiful neighborhood setting and the large trees on the front lawn are a tremendous asset. Any site engineering activities should proceed with great care to preserve these trees. Prior to beginning any earth moving on the front lawn, tree fences should be erected around the front lawn trees at the same distance as the edge of the tree canopy. Vehicles should not be parked under the trees during construction and construction materials should not be stored under trees to prevent soil compaction.

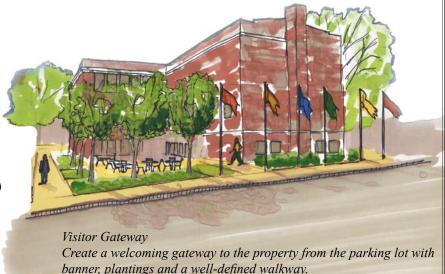


MATURE TREES



This image (above) illustrates Landscape as Cultural Event Space.

- Front lawn for gatherings
- Welcoming gateway from the parking lot (see rendering right)
- Patio/café event space
- Streetside planting for buffer



ISSUE: STORMWATER DRAINAGE

ISSUES





BUFFERS W/ RESIDENCES



PARKING AND CIRCULATION PATTERNS

Stormwater drainage is the most significant landscape site design issue. Over time, additional soil has settled on the site causing rainwater to flow toward the building rather than away from it. There are a few options to correct this problem; the most affordable of which is to install a simple French drain system. The only equipment needed for this are shovels. washed gravel and a perforated PVC pipe. The system should be installed adjacent to the building on all sides where water pools or flows over land toward the building. It is not necessary or recommended for the pipe to be any closer than 4 feet from the foundation.

The system must be installed with a perforated pipe set in a bed of gravel and covered with additional washed gravel to within a few inches of the surface. The PVC pipe

should have two rows of holes in it. These holes must point down, not up. If the holes point up, they will get clogged with pieces of gravel. The drain system does not need to be very deep to be effective.

A builder's level or laser will be necessary to ensure that that the pipe is positioned with a slight down slope. Do not underestimate the importance of this!

Stormwater swales designed to infiltrate water can be installed on the sides of the building. These are also known as rain gardens and can be designed affordably and similar to a French drain system with perforated pipes located below gravel aggregate to drain water. Attractive wetland vegetation can be planted in the swale/rain garden to aid in infiltration.

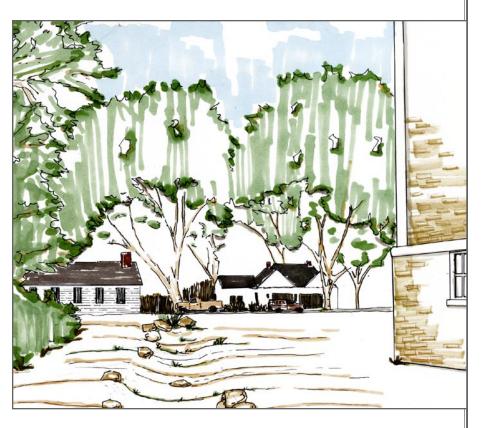


Illustration of a raingarden located adjacent to the building as a technique to address the site drainage issues. Water currently drains toward the building and this would reverse the flow of water and allow for increased drainage.

ISSUE: BUFFERS W/ RESIDENCES

ISSUES



DRAINAGE





PARKING AND CIRCULATION PATTERNS

Buffers with Residences

To a great extent, buffers with residences already exist on the site in the form of the large front lawn and mature trees. The city has already done a good job involving the neighbors in the planning for the future use of the building. This should continue and residents should acknowledge and embrace that an adaptive re-use of the old Monticello High School is helpful and healthy for the community. Extensive screening of the building is not necessary.





ISSUE: PARKING AND CIRCULATION PATTERNS





DRAINAGE



BUFFERS W/ RESIDENCES



PARKING AND CIRCULATION PATTERNS

Parking

We recommend a staged approach to resurfacing of the parking lot located behind the building. Soil and gravel from the existing lot needs to be removed and regraded in order to restore the parking lot to a level below the grade of the building and prevent additional structural water damage.

The parking lot can be repaved with gravel which will aid in infiltration of storm water and cost significantly less than asphalt. The existing path network around the building is effective and the concrete sidewalks should be repaved with concrete as needed.





The Charrette team thanks Monticello!

Charrette Team

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This report was produced by the Center for Community Design, Planning and Preservation at The University of Georgia.

If you need an electronic version of this report, please call 706.542.4731 or go to: www.sed.uga.edu/pso/charrettes/monticello2005.pdf

Thank you Monticello!