



*Josiah Smith Tavern and Old Library
The Historic Gateway to Weston*

v.2 Revised September 25, 2015 based on SOI submissions by WHS and others

Responses to JST/OL “questions for a statement of interest”

1. Organization Information

- a. A legal entity – the Operating Company (OC) – will be formed to implement the project as outlined below. Formation of such an LLC is only a matter of a few days, once the “Statement of Interest” has been reviewed, evaluated and selected.
- b. A parallel non-profit “friends of the” will also be formed to solicit support from the Town to build on the existing \$ 366,000 endowment fund left by the Jones Sisters for the maintenance and upkeep of the Josiah Smith Tavern.
- c. Contact is Tom Selldorff, (tomsel@verizon.net, 781 899 6506) residing at 14 Pollywog Lane, Weston, MA 02493. (since 1967)

2. Brief Description

- a. Basic objective of this project is to find a way to renovate/restore/reuse the two buildings for the benefit of our Town in a **balanced, fiscally responsible way** that accommodates the preferences of as many of the interested parties as possible.
- b. Key elements of our proposal are as follows:
 - i. Provision for a **cozy, friendly, professionally run restaurant** of 60-80 seats with a modestly priced menu, located mainly in the rear “stacks” section of the Old Library, where townspeople and their friends can enjoy lunch or dinner in a warm, congenial atmosphere 6 (or 7) days a week, at times of their choosing. We believe this is what people had in mind when responding positively (82%) to the Town Survey a few months ago. The Old Library is – in the expert opinion of the largest restaurant broker in the Boston area – by far preferable to the Barn in the Tavern. The sturdy Library building structure is more suitable to the level of traffic generated by a full service restaurant, the ambiance is better, and it lends itself better to the installation of the facilities needed for a restaurant. Parking and zoning and liquor license issues need to be resolved but are not insurmountable and largely similar to those that would be involved with a restaurant in the Tavern barn.
 - ii. The Old Library’s beautiful historic **reading room will be preserved** as an Art Gallery/Meeting space and a small, comfortable waiting area for the restaurant. Part of the lower level in the Old Library will be used by the restaurant for storage. The remaining space on the lower level of the library would become commercial rental space, and we are assured by a commercial real estate broker that the

projected relatively low rent is reasonable and tenants can be attained without great difficulty.

- iii. In the Josiah Smith Tavern, **the expressed preferences** of the Weston Historical Society and the Women’s Community League, (the current tenants) will be respected, and in addition the remaining Tavern spaces will be available at modest rent to other Town non-profits (or private) organizations, such as the WFTA, WCCA, Weston Dads, etc. who have expressed a desire for such space.
- iv. Some concern has been expressed that the Women’s Community League and the Weston Historical Society only use their space regularly one day a week at present, and that this does not provide the desired level of vibrancy to justify the costly renovation of the Tavern buildings. Aside from the fact that the Town has a certain responsibility to preserve the historical structures left in its care, it is possible that added uses can be developed in the Barn (and even in the connector if the WCL is relocated to the main building), such as a small bakery or coffee shop that could be leased to a commercial operator. This has been suggested in one of the other proposals, and would be a good addition to this project as well. We are certainly open to including this in our project. In a similar vein, the Weston Historical Society has indicated that more programs for the public could be provided, once the new space on the first floor of the Tavern building is renovated and improved.

c. As we understand it, here are the considerations of the interested parties:

- The residents of Weston listed as “strongly support or somewhat support” in the recent Town Survey:
 - A restaurant/café (78% in favor)
 - An Art/Cultural Center (84% in favor)
 - the future upkeep of the buildings removed from the Town’s responsibility and budget and from the tax burden on residents (76% indicated “essential” or “very important”)
- The Women’s Community League(WCL) have stated in their SOI: “**...our primary goal is to remain in our current space...**” ...doing what they are doing: the clothing exchange, catered dinners, renting space for private functions as outlined in detail in in the Statement of Interest to the Working Group. This proposal provides for them to do so. As their web page testifies, this organization, founded in 1919, has a long history in Weston of : *...contributing time, money and boundless amounts of energy to the betterment of the Town of Weston...and are recognized as a valuable part of the Town’s social fabric.*
- The Weston Historical Society (WHS) states in their SOI: “**...Having use of the entire first floor ...would be the preferred option..**” and this preference would be accommodated under this proposal.
The WHS was founded in 1963 and serves an important civic purpose as the institutional memory of Weston’s illustrious history. Their stated mission is:
...to collect, preserve, and make available artifacts relating to the history of Weston, and to educate residents about our community heritage.... They, too, provide an important service to the Town and have a sizable membership and considerable support for their activities.

- The Working Group – reflecting the recent official Town survey – voted unanimously last year that a restaurant would be a very desirable amenity for the Town, and indicated a preference for a modestly priced menu. A restaurant in the upper floor of the Old Library would respond to that desire.
- The Catholic Church agreed (somewhat reluctantly) to a restaurant so long as it is not too big, (a size of not more than 80 seats was mentioned), and as long as parking is limited so as not to interfere with their needs.
- Many residents would like to see maximum public access to both buildings, and public rather than private benefit (though that means different things to different people)
- The Community Preservation Committee, whose “Historic Preservation” CPA funds already set aside can be used for nearly all of the restoration and construction, except the build-out of the restaurant which will be done by the operator.
- The Historic Commission – and others – who have indicated a strong desire to preserve the reading room in the Old Library for public use, events, etc.
- The desire for an Art Exhibition space, as confirmed by the Town survey and statements by proponents at the Working Group meetings.
- HNE (Historic New England) who would like to see the Tavern restored and preserved...and used for public benefit.
- The legacy of the Jones sisters, who generously donated the Tavern “...to be preserved as a place of historical and educational interest...” and, when purchased by the Town “...to be used for civic purposes..”

d. So here is the concept/vision:

- Treat the two buildings together as a single “historic gateway” at the entry to the Town. This will make the restoration/construction and eventual management more efficient from both a cost and scheduling standpoint. **(However, if in the opinion of the Working Group and the Selectmen it would be preferable for our group to do ONLY the Old Library, that would certainly be an acceptable alternative.)**
- Create a for-profit operating company (OC) to enter into a long-term, renewable lease from the Town. The OC would have a Town-focused board, with members having the requisite range of skills and experience. The makeup of the Board will be vetted by the Moderator on behalf of the Town. It will be able to access CPA funding for almost all of the restoration and construction, as well as eventually obtaining historic tax-credits and other funds dedicated to historic preservation. It will outsource legal, engineering, design and other tasks, and the Board of the OC will primarily select professional contractors and other entities to carry out the restoration and construction work according to set goals and objectives. The OC would also contract with a professional management company for the day-to-day operation once the buildings are restored.
For the restaurant in the Old Library, the OC would enter into a long-term lease with a professional restaurant operator, and would arrange for use of the liquor license subject to appropriate safeguards for the Town.
- In parallel, a non-profit “Friends of...” entity will be founded to solicit donations and build on the existing endowment and ensure continued Town support.

- The Old Library will need updated functional systems, ADA compliant facilities, and an elevator from the lower level to the main floor and the mezzanine. A historical preservation restriction will be prepared in conjunction with the Town’s Historical Commission to protect and preserve key interior elements of the structure, especially the Reading Room. In the rear “stacks” section used for a restaurant, appropriate ventilation and air conditioning will be provided, but buildout of the kitchen and fixtures will be done by the restaurant operator.
- The **main floor of the Library** would become a 60-80 seat restaurant located in the rear “stacks” area, professionally managed by an restaurateur under a long term lease (base plus a percentage of the gross) from the OC. Most of the Reading Room would become an art gallery and function space, (managed by the restaurant or the OC), with a small bar/seating area near the entrance as part of the restaurant. The Town will need to arrange for a liquor license it controls, similar to (or as an extension of) what was done for the Josiah Smith Tavern and this will require Town Meeting approval, a Town vote and an act of the legislature. While not a trivial matter, we anticipate that this can be done well within the time frame for the entire project.

Several options exist for **the lower floor of the Old Library**. Part of it would be used by the restaurant for storage, etc. The remainder would become commercial office space for small enterprises, like an antique store, professional office, copy center or even a gift shop. (It might even conceivably be used by the Weston Media Center to free up space in the Brook School apartments, as proposed in connection with the MakerSpace option.) It would have separate, secure access from the side entrance or from the small parking lot. Another separate access door exists for the storage area for the restaurant.

- The **Tavern, Barn and Connector** will need extensive restoration and updating of all systems. Air conditioning will be provided in a way compatible with the historical preservation restriction. A small external and architecturally compatible **addition to the east side of the main building** is planned to provide elevator access to the second floor, and ADA compliant restroom facilities. **(Significant cost savings could be made on the project by doing ONLY the first floor initially. This alternative should be discussed by the Working Group and the Selectmen)** This building will no longer be just a warehouse for old chairs, tables etc.
- In the main Tavern building, the **ground floor** will be used by the Weston Historical Society, as expressed in their “statement of interest” to the Working Group. Most of the **upper floor rooms** will become rental office spaces, with common services like Wi-Fi, printer/copiers etc. in one of the rooms. One of the rooms has already been spoken for by the Weston Forest and Trail Association, and others will be offered, at modest rent, to other non-profits or to private users at rates consistent with similar properties.
The **ballroom** will be refurbished as function space and can probably be managed by the WCL in the same way as done for the Barn at present, which will help add to their ability to make charitable contributions to the Town. Alternatively, it could be managed by the OC as part of their overall responsibility.
- Relatively little would need to be done to the **Barn and the Connector**, other than updating the functional systems and making sure they meet current codes, providing air conditioning and adding an egress to increase the permitted occupancy. The Women’s Community League will continue to have the use of the

Barn and the Connector for their activities: the Clothing Exchange, the catered dinners, the rental of the barn – and eventually rental of the ballroom also - for private functions. They will be charged a modest rent, with a total similar to the amount they paid in the past plus a percentage on rental of the ballroom.

- A new, **common septic system** for both buildings will need to be provided, located on or near the site of the former children’s playground. This was envisaged as part of the 2008 proposal, and confirmed as feasible.
- A **small parking area** (we estimate 20-25 spaces) will most likely be needed west of the main Tavern building, with sidewalk access to the Tavern and the Old Library along the street. Zoning regulations and a Traffic study will determine the recommended size. Additional parking may be required by the Town’s zoning by-law if the ballroom is to be widely used, and this remains to be worked out. (Similar issues exist for the other proposals as well)

3. Leadership/Management

1. The following people have been participated in the preparation of this “statement of interest” and will be involved in the creation of an organization for its eventual execution.

- Henry “Dusty” Reeder, AIA, retired Chairman of major Boston architectural firm, Town experience includes being Chair of the Finance Committee, the Land Use and Building Study Committee, and the Case Estates Planning Committee.
- James Barry, elected Fence Viewer, marketing executive with large pharmaceutical company.
- George Bates, long-time resident, Business owner, Treasurer and former President of the WFTA, former Chair of Conservation Commission, active in Town affairs.
- Tom Seeman, Trustee of the Weston Forest and Trail Association, international business executive with a strong interest in the Town and its character.
- Diana Chaplin, Outstanding local Real Estate Executive and long-time resident, candidate for Selectman, member of the Women’s Community League.
- Pat Siek, long-time resident, one of the founders of Land’s Sake, landscape design Chairman for South Side Fire Station, retired financial services employee of former major Boston company, Historic Preservation Chairman for Wayside Chapter of the DAR, and member of HNE.
- Tom Selldorff, long-time resident, retired business executive, President of the Weston Forest and Trail Association for many years and currently Trustee, former Water Commissioner, member of Dog Committee, Committee on creation of Public Works department, Committee to negotiate with MWRA about Norumbega reservoir tank, member of Cultural Council.
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If this “statement of interest” is chosen as a base for moving forward, additional members from the other proponents and/or the “Working Group” will of course be

most welcome to participate. Also, some Townspeople may prefer to act in an “advisory” capacity if they do not have time or interest to be on the Board and an “advisory board” may be created to accommodate them.

As noted above, we envision the creation of two parallel and intimately connected entities

- a. A **Town focused “for-profit” Operating Company** that can be established quickly and would be responsible – through contracts with design/build contractors, legal consultants, etc. - for the construction and implementation of the restoration, and thereafter the operation of the site. This company would not be encumbered by municipal contracting regulations, would be able to access historic preservation tax credits, etc. It would be funded by money from CPA, by the Trust Fund left by the Jones sisters, and possibly by the State tax credits program and some private fund raising.
- b. A **Town focused “ Friends of...” “non-profit” organization** to solicit tax-deductible support in Town and raise funds to add on to the existing JST endowment. This would take longer to establish, but there would be ample time to do so.

We expect the Operating Company (OC) to have a 8-12 person Board confirmed by the Moderator and composed of Weston residents with relevant backgrounds:

- Architect
- Construction Executive
- Lawyer
- Financial/Accounting
- Real Estate management
- Fund Raising/Development
- WHS representative
- WCL representative
- 4 at large members

The Operating Company will have purely a supervisory role, and will subcontract all operating activities to relevant specialized professional entities.

We expect The “Friends of ...”, and will be a membership based organization similar to the “Friends of the Library”, with a separate Board and a

- President
- Treasurer
- Membership Chairman

4. Value proposition/Needs assessment/constituencies served

Both the Old Library and the Josiah Smith Tavern have been declared surplus to municipal needs. **The Tavern building** is routinely open only for a couple of hours one day a week, and the most of the rooms are used as a warehouse. The Barn and connector is also open to the public only a few hours once a week, and occasionally (avg. once a week) the Barn is used for private functions, events or exhibits., The exterior of Josiah Smith Tavern was restored 6 years ago, but is again in

need of maintenance and painting. However, the interior, the structure and all the functional systems are in serious disrepair and need a significant amount of updating to be suitable for full public access and use.

The exterior of the **Library** has recently been restored and is in excellent shape. The interior and functional systems (HEVAC, electrical, safety, etc.) need to be brought into compliance with current codes and ADA rules, and made suitable for full public access and use, and the interior needs to be reconfigured for the proposed purposes. An elevator will be required for full public use of the building..

Both buildings represent important historical values for the Town, and should be put to better use for the benefit of the residents of Weston, and not allowed to deteriorate further.

In summary, the result of implementing this proposal would be:

- **Weston would have a cozy, centrally located, welcoming and professionally run restaurant for Town residents to come with their friends for lunch or dinner at times of their convenience, with a modestly priced menu: a place where “..everybody knows your name” .**
- **WHS would be located in their preferred space in the Tavern Building with improved working conditions and some degree of air conditioning.**
- **WCL will have their preference, to stay in the Barn and Connector doing what they are doing and contributing to the Town with scholarships, etc.**
- **Adjacent Churches should be satisfied, because the restaurant is not too large, parking impact is minimized.**
- **Town residents should be glad to see the buildings used or available to the public, and become an attractive historic gateway to the Town Center.**
- **Taxpayers should be happy because most of the funding comes from CPA funds already set aside and in the bank, so there would be no impact on the tax rate. In fact, revenue projections provide for self-sufficiency and some payment to the Town “in lieu of taxes” in the future.**
- **Selectmen and Town Manager will be glad to see that the Town no longer needs to fund maintenance and upkeep.**
- **Art Center folks should be happy because most of Reading Room space becomes a gallery.**
- **Historic Commission should be pleased because the Old Library interior is maintained, and beautiful historic spaces are preserved**

5. The JST/OL Properties/site/structural impact/public access

See the Cecil Report, the Kang Report and the other archival material on the Town website for background.

There would be minimal structural impact on the Josiah Smith Tavern, in keeping with the historical preservation restrictions. The elevator addition in the rear (needed to meet ADA access regulations) will be designed to blend in with the appearance of the Tavern, and will need to be approved by HNE.

For the Library, the beautiful historic interior with the oak beams and paneling will be fully preserved. However, there will be need for an elevator and additional egress so that the building qualifies for public access under current codes. Some ventilation ducting will have to be installed

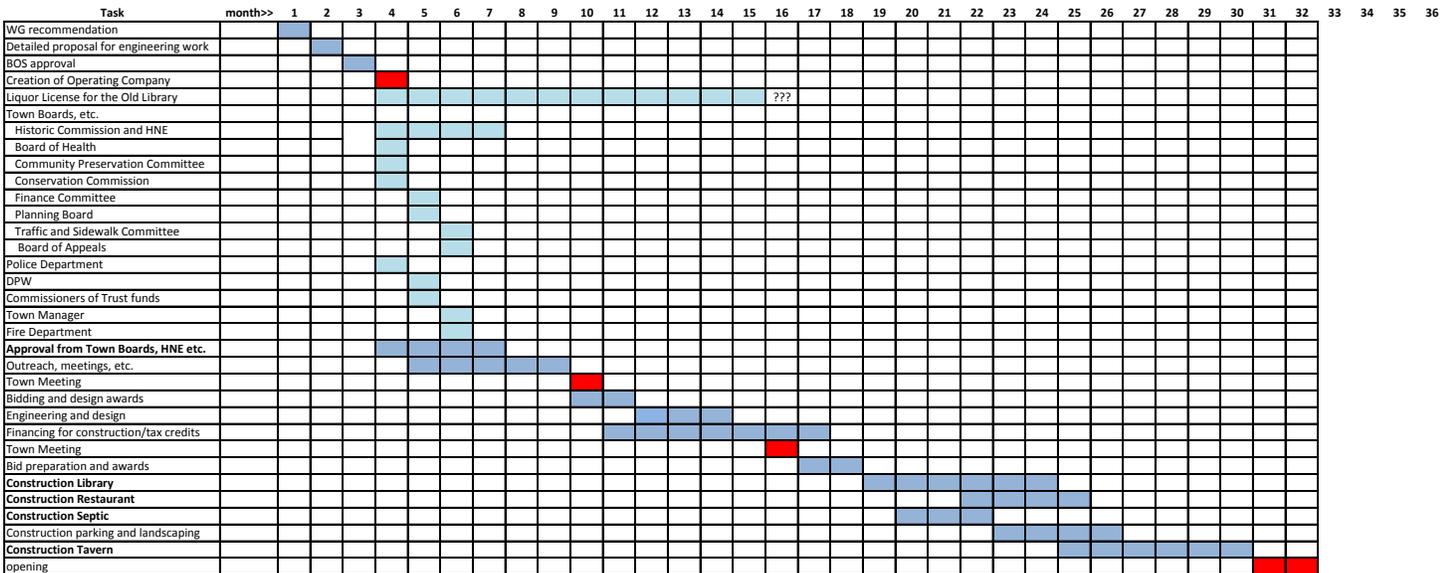
for the restaurant, but this will be designed for minimum impact on the historic appearance of the interior.

In summary, this proposal for integrated restoration and reuse of both buildings and on providing maximum public access and benefit to the residents of the Town, in a way to make them self-supporting financially. A nice, warm, friendly place for dinner and lunch has long been needed in Weston, to supplement the coffee shops and take-out places we have now. The restaurant proposed will have a pub-like atmosphere, be modestly priced and will be small enough so that parking and traffic issues are minimized.

6. Timeline

(see appendix for larger scale timeline chart)

Old Library and Josiah Smith Tavern Timeline (preliminary)
for v.3 proposal draft



See provisional chart above. This is very preliminary, depends on detailed engineering and time for negotiating approvals from local boards, HNE, financing, liquor license, etc.

7. Operating Plan

a. Operating Plan – Staffing and leadership

- i. The Operating Company Board (12 residents) will meet periodically to make key decisions and maintain control of plans and budgets.
- ii. The Operating Company will have only a minimum staff, and will subcontract virtually all aspects of the operation to professionals in the respective fields.
- iii. For the Engineering and Construction phases the Operating Company will contract with a reputable and experienced Design/Build firm. Legal work, esp. that needed to obtain a liquor license for use in the Old Library, will be handled under contract with a firm specialized in such work. Accounting will be done by a CPA under contract.

- iv. Additional funding from State or Federal sources is available, and we have had preliminary discussions with Susan Bennett, Executive Director of the Lexington Historical Society, who has deep experience and success in this area for similar work in Lexington. She would assist, on a consulting basis, in obtaining Historic Preservation Tax credits and other Funds to supplement the CPA funding.
- v. Once the project is completed, the OC will engage a professional real estate manager to deal with the day-to-day issues, and report regularly to the OC Board.
- vi. A “Friends of...” non-profit will be established to build an Endowment Fund to cover any shortfall in revenue from operations, and to provide reserves for capital expenses. It would add on the existing Trust Fund for the JST, which – if the terms of the Trust fund allow - may be expanded to cover both buildings.

b. Operating Plan – Revenue estimates .

The next table shows the forecast for the resulting P&L for the entire site.
Note that only the income from the current value of the Trust fund left by the Jones sisters is included in the financial projection, although additions to the Endowment fund would be expected through the efforts of the “friends of...” non-profit .

Operating Revenue for the Old Library and Josiah Smith Tavern (based on WHS Plan # 1, 1781 sq. ft.)

	JST Non profit	JST Private	Old Library upper	Old Library lower
annual rent \$/sq ft.>>	\$ 6.50	\$ 10.00	\$ 25.00	\$ 10.00

Revenue		sq. ft.	User	Annual Rent
Josiah Smith Tavern				
floor 1	Northwest Parlor	237	WHS	\$ 1,541
	Northeast Parlor	229	WHS	\$ 1,489
	NE Room 1800 addn	293	WHS	\$ 1,905
	Tap Room	256	WHS	\$ 1,664
	Bathroom	54	WHS	\$ 351
	Keeping Room	356	WHS	\$ 2,314
	Shed	356	WHS	\$ 2,314
	office 6	328	WCL	\$ 2,132
	Total			\$ 13,709

Floor 2	office 7	230	Manager	\$ -
	office 8	230	WFTA*	\$ 3,600
	office 9	200	storage	\$ -
	office 10	230	private	\$ 2,300
	Ballroom (10 uses/yr x \$ 250/use)	1050		\$ 2,500
	Total			\$ 8,400
	* WFTA offered \$ 300/month rent			

Barn and Connector				
	Barn	1710	flat rate	\$ 5,000
	Connector	1210	included	
	Total	2920		\$ 5,000

WHS rent est.		\$ 11,577
WCL Rent:		\$ 7,132
WFTA rent		\$ 3,600
Private Rent		\$ 4,800
Total JST rent		\$ 27,109
JST Trust income @ 3% of \$ 366,000		\$ 10,980
Total JST Revenue		\$ 38,089

Old Library (useful area)				
Upper	Stacks Area	1600	Restaurant	\$ 40,000
	Reading Room	500	Restaurant	\$ 12,500
	Reading Room other	900	OC	\$ -
	Entry area	500	OC	\$ -
Lower	Lower level front a (Rest.)	400	Restaurant	\$ 4,000
	Lower level front b (storage)	700	OC	\$ -
	Lower Level rear	1200	Commercial	\$ 12,000
	Total useful	5800		\$ 68,500

Restaurant Rent (see note)		\$ 56,500
Rent from Lower level of Old Library		\$ 12,000
Total from Old Library		\$ 68,500
Total from Josiah Smith Tavern		\$ 38,089
Grand Total Revenue:		\$ 106,589

Note: Kevin Sheehan est. for 75 seat restaurant was \$ 67,000/year, so above estimate is conservative

P&L for the Josiah Smith Tavern and the Library

8/24/2015 16:09

Estimates are on annual basis using conservative, rounded numbers for revenue

These are very preliminary figures, to be refined as the project develops

As the endowment trust fund grows, more \$\$ can be allocated to depreciation, etc.

Revenues (2)		\$	106,000
Expenses			
	Heat/cool/electrical	\$	12,000
	Insurance(1)	\$	8,000
	Maintenance & repairs	\$	16,000
	Depreciation reserves	\$	15,000
	Management	\$	35,000
	Contribution in lieu of taxes	\$	20,000
Expenses		\$	106,000
Net income			zero

(1) Tenants will carry own insurance for their space and activities
(2) Restaurant revenue per Kevin Sheehan of \$ 700,000/year is considered on the low side. He mentioned range of \$ 500K to \$ 2,000K for similar venues.

- i. **Revenue for the Restaurant** figures are based on discussion with a professional restaurant broker (Kevin Sheehan of the Restaurant Group, the leading such organization in the Boston area). The assumed revenue of \$600-700K p.a. is on the conservative side, since we are told that similar restaurants run in the \$500-2,000K/year range for revenue. (For example, we understand that the "Trail's End" restaurant in Concord, of similar size to our proposal, is doing well over the \$700K in revenue after only a year of operation).
- ii. **Other revenues:** The estimated rents for space in the Tavern are based on prior arrangements (WCL), offers by other non-profit (WFTA), on discussions with Real Estate brokers or owners in Weston (Diana Chaplin, Richard DeVito, Chip Bradley). Revenue from the Trust fund at 3% p.a. is conservatively based on results of the WFTA Endowment fund (avg. 3.67% p.a. over 27 years) and based on existing fund value per Town Report. Revenue from rental of the Barn currently goes directly to the WCL to cover their maintenance costs and charitable donations. Revenue from any offices rented to private parties would reflect market conditions, considering the quality of the spaces involved. \$ 10/ sq. ft. for the lower level of the Old Library is considered very reasonably by a commercial real estate broker. \$ 6.50/ sq. ft. for the non-profits is also considered fair, and was used to make it comparable to the other proposal for the Tavern. It may be adjusted to accommodate specific needs and requirements of the organizations involved.

iii. **Expenses** are based on comparable numbers for the Golden Ball Tavern, on actual costs reported by the Town for heat and light, and typical costs for insurance, etc. Since the functional systems in the buildings will have been brought fully up to date during the restoration, the upkeep and reserves needed will be modest for the first few years, while the Endowment funds are built up through the efforts of the “friends of...” non-profit . The management fee of \$ 35K was considered very high by our commercial real estate broker source, who suggested that it could be done for less than half that number. We used it to show how conservative our financial projections are, and if it can be done for less the potential amount paid to the Town could increase.

c. Marketing/Communication/Outreach

- i. There is obviously a need for extensive outreach to the Town to obtain approval at Town meeting for the two phases:
 1. Phase 1..approval of funding for engineering, design and cost estimates ..in May 2016
 2. Phase 2.. approval of Construction funding, hopefully in December 2016
Public meetings, personal contacts, an open house and an interactive web page (www.westongateway.com is under construction) and other social media, and the Town Crier will all be used to get the word out and provide an opportunity for feedback and a chance to address concerns by residents, abutters, etc.
This will require a collaborative approach with Town officials, members of the various committees, supporters of the other proposals, and experts in the various aspects of the project: the restaurant, the funding (CPC, State funds, etc.)
- ii. Once the project is operational, there should be little need for marketing by the OC. The Restaurant operator will do their own publicity. The WHS and WCL have their own membership campaigns. Only the rent of private (or other) offices will require some outreach by the OC, and the hired manager will be tasked to do that.
- iii. The “friends of...” non-profit will be doing outreach to build their membership and the endowment fund.

8. **Execution (steps needed, preliminary list)**

- Approval of concept/proposal by WG and Selectmen
- Creation of Operating Company and selection of Board Members (a matter of a few days)
- Term sheet with Restaurant operator (see appendix for draft)
- Conceptual Drawings and Cost estimates
- Detailed Financial sources and uses (once cost estimates are confirmed, discussion with CPA, other sources)
- Legal plan (esp. liquor license)
- Historic Preservation Restriction-
 - Creation of historic preservation restriction for the OL interior
 - Review/Approval of plans for JST by HNE under current restriction (or revised one)
- Review by Town Boards and committees
 - Board of Selectmen
 - Town Manager
 - Community Preservation Committee
 - Town Planner and Planning Board
 - DPW, Facilities and Fire department
 - Building inspector/Town Engineer
 - Board of Health
 - Traffic Committee
 - Conservation Commission
 - Zoning Board of Appeals
 - Historic Commission
- Review by Abutters
 - Catholic Church/Congregational Church (Father Evans has offered to have a meeting at St. Julia’s for their congregation)

- League of Women Voters
- Private abutters
- Outreach to the Town at large
 - Public Meetings
 - Open Houses in both buildings
 - Publicity – Town Crier, Web pages, WHS Society Bulletins etc.
 - Event(s)..”Meet the Restaurateur” in the Old Library
- Articles at Town Meeting
 - Funding for design and engineering (phase 1). We will need to obtain professional cost estimates for this work, for both the JST and the Old Library.
 - Funding for construction (Phase 2). These numbers would be developed in Phase 1
- Implementation

9. Upfront/capital costs

The Working Group has engaged a consultant to provide updated cost estimates for addressing the various functional shortcomings and improvement for the Tavern. This information is in process at this time. A similar arrangement with a consultant is needed to create updated cost estimates for the Old Library.

Phase 1, Detailed design and cost estimates

There would need to be approval from the Town for CPA funds for this phase, which – given all the information already available from earlier proposals - we estimate to be in the \$ 75,000-100,000 range. If the Working Group and the Selectmen proceed with this proposal and the Town Meeting approves, an RFP for this work can be issued in the early summer of 2016.

Phase 2, Construction

A great deal of information exists from earlier proposals, so that “order of magnitude “ construction costs can be indicated as follows (anticipated 2017-2018 time frame for construction):

- a. Old Library (8,401 square feet)
 - i. Functional systems and public access requirements
 - ii. Buildout for non-profit or commercial space in lower level
 - iii. Buildout for restaurant (largely paid for by restaurateur, though OC may have to provide for ventilation...to be negotiated with potential restaurant operator)
Estimated cost: \$2,000,000 - \$ 2,500,000 (\$ 297/sq. ft)
- b. Josiah Smith Tavern (12,132 square feet)
 - i. Functional systems in Tavern, connector and Barn
 - ii. ADA required addition with elevator, rest rooms
 - iii. Air conditioning
 - iv. Possibly buildout of basement under the Barn for storage.
Estimated Cost: Both Floors: \$4,000,000 to \$4,500,000 (\$ 365/sq. ft)
First floor only: \$2,500,000 to \$3,000,000
- c. Septic system to handle both buildings: **\$400,000 to \$500,000**
- d. Parking and landscaping **\$300,000 - \$400,000**

Total is estimated in the \$7,000,000 - \$8,000,000 range with both floors of the Tavern restored. A saving of at least \$ 1,500,000 would result from doing only the first floor of the Tavern initially.

A good portion of this cost can be obtained from the CPA reserve for “historical preservation” . A preliminary estimate is that most of the upgrades to the Tavern would qualify, as would the preservation and restoration of the Library. Costs for the upgraded septic systems and landscaping would have to be reviewed, but preliminarily this too could be covered by CPA funds.

Professionally updated design and cost estimates would be needed to present to the CPC and the Town for an accurate determination in the initial phase of the project. .

Preliminarily, we estimate that most of the construction and related work on the Old Library also would qualify and could be obtained from CPA funds toward the restoration/renovation. Build-out of the restaurant kitchen, fixtures and fittings would mainly be the responsibility of the restaurateur.

Historical Preservation tax credits of 15% of the construction cost, or about \$ 1 Million, could become available, and possibly some funds from other sources (foundation grants, private fund raising, bank loans, Town funds).

A much more detailed financial plan would be part of Phase I in the project.

10. Risks

- a. For the Old Library
 - i. For the Restaurant
 - 1. Restaurants do come and go, but we are assured by a professional restaurant broker that current and anticipated economic conditions for restaurant operators in the Boston Metropolitan area will make finding a replacement relatively easy. Conditions may vary, and that is a risk.
 - 2. A liquor license for the Library needs to be obtained. A Town Meeting vote, Town vote and an act of the legislature will be required, similar to that obtained for the JST when the large restaurant was under consideration. A preliminary opinion from an expert law firm is that this would take not more than 12-18 months.
 - ii. For the Lower Floor
 - 1. Tenants may have to be replaced, but in the opinion of a professional commercial real estate broker, as long as the rent is as reasonable as forecast in our financial model, this will not be a problem.
- b. For the Josiah Smith Tavern
 - i. Rent from the Weston Historical Society and other offices in the Tavern Building
 - a. This is a risk factor, but the revenue from these offices is not a major portion of the revenue needed, and the organizations have a sizable membership, an endowment and are highly valued in Town. The spaces are not “class A” and this has been taken into account in the projected rents, which are significantly below the commercial market. The occupancy rate for commercial space in Weston is well over 90%.
 - ii. Rent from the Barn and Connector
 - a. The Women’s Community League is the oldest private non-profit organization in Weston, having been established in 1919. It provides a number of valued services, and is not likely to disappear.

- b. In the unlikely event that the WCL goes out of business or moves and the Barn and connector becomes available, it should, once restored and brought up to date, be a good location for a commercial establishment like a bakery/coffee shop, antique store, a clothing boutique, etc. , possibly at much higher rent than is obtained from the WCL.
- iii. The Operating Company fails to perform or find sufficient members.
 - a. With all the talent in this Town, this is a minimal risk

See Appendix for details of space allocations, etc.