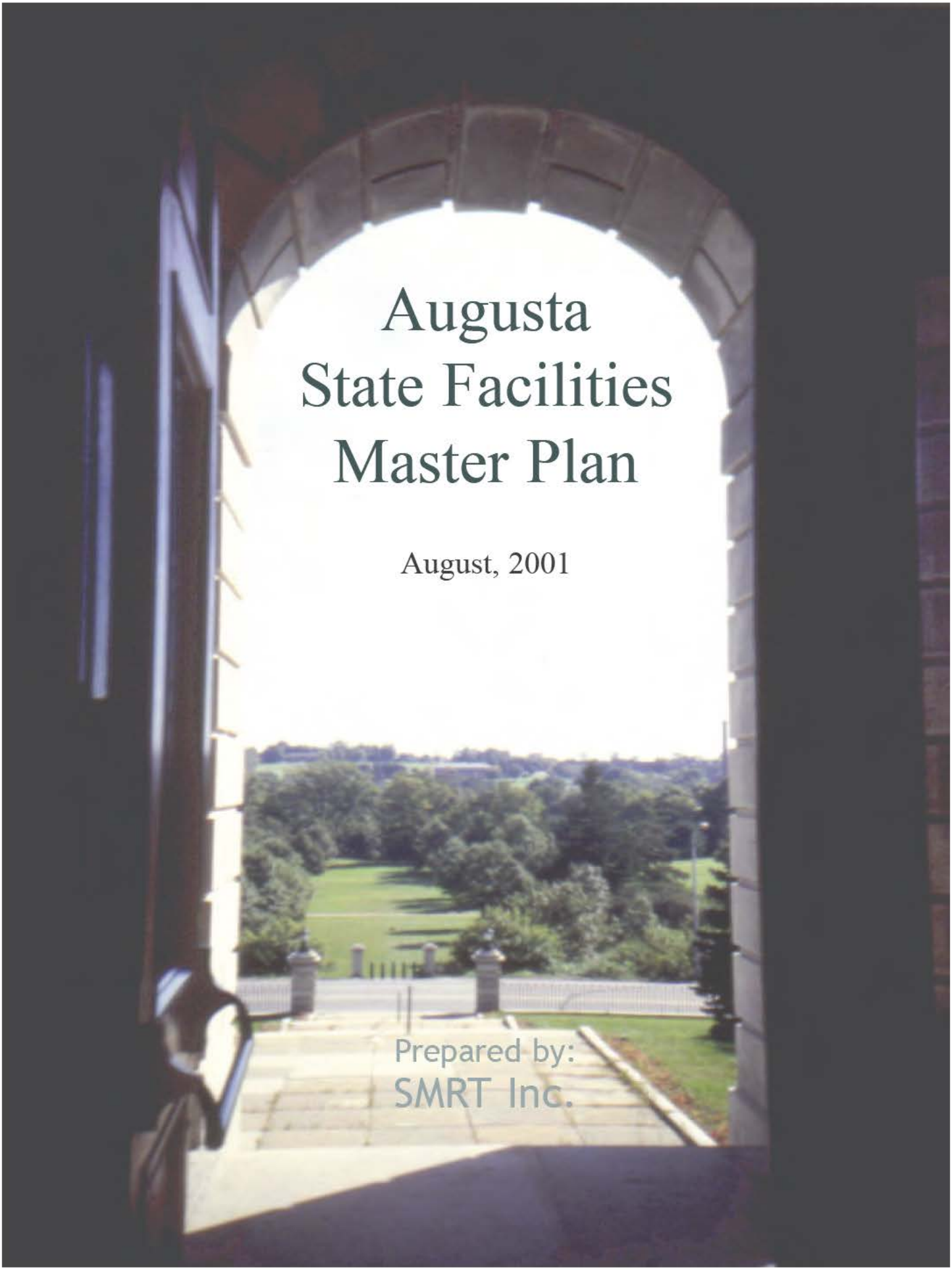
MAINE STATE LEGISLATURE



Augusta State Facilities Master Plan

August, 2001

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Acknowledgements

SMRT would like to thank a number of individuals and groups who have played significant roles in the Augusta State Facilities Master Plan project and process.

Special recognition is due to Charles Jacobs, Deputy Director of the Department of Administrative and Financial Services (DAFS), for his guidance and dedication to the project and for keeping the Master Planning Committee focused on the important issues and the need to produce a visionary but realistic plan. We also wish to recognize the key roles played by Janet Waldron, Commissioner of DAFS; Elaine Clark, Director of the Bureau of General Services (BGS); and Bill Bridgeo, Manager of the City of Augusta, in assuring that the City and the State would benefit from a new spirit of cooperation.

The staffs of many State departments have lent invaluable assistance to us, including BGS, the State Planning Office, the Department of Environmental Protection, the Department of Human Services, the Department of Labor, DAFS, the Department of Behavioral and Developmental Services, and the Maine Historic Preservation Commission.

We would be remiss not to recognize the organizational and logistical assistance rendered by Sandra Tracy, Administrative Assistant, DAFS, who assured that communication among all parties was maintained during a fast-moving and oft-changing planning process.

Finally, we thank the Master Planning Committee members, who contributed a great deal of time and thought to the process and maintained a collegial and hard-working attitude in spite of a grueling schedule. The balance brought to the committee by its State administrative, City, and Legislative members, under the steady leadership of Janet Waldron, assured that the end result was reflective of the goals and needs of the stakeholders of greater Augusta.

Statistical information on employee location, distribution agency-owned space and leased space were deemed accurate as of March 28, 20001. Changes have occurred since then.

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Statistical information on employee location, distribution agency-owned space and leased space were deemed accurate as of March 28, 2001. Changes have occurred since then.

1. Executive Summary

Introduction

The development of the Augusta State Facilities Master Plan is a direct result of a successful collaborative effort between the Maine State Government and the City of Augusta. Strong leadership, public spirit, and a dynamic process incorporating shared resources and volunteer efforts have resulted in an exciting and realistic vision for State Government's place in Augusta.

Strong leadership, public spirit, and a dynamic process incorporating shared resources and volunteer efforts has resulted in a concerted, exciting, and realistic effort to establish Augusta as a great place to live, to visit, to work, and to conduct the business of government.

City and State officials responsible for facilities and for planning recognized the opportunities represented by the renewal of the State House, the Burton J. Cross Building, and the Kennebec River; and the impending construction of a new river crossing bridge to the north of the downtown. Residents and planners saw the potential for improving the life of the City by capitalizing on the historic and aesthetic qualities of Capitol Park, the Kennebec Arsenal and the

Augusta Mental Health Institute; and the possibilities offered to the City by the creation of a new Psychiatric Treatment Center and the acquisition of the Arsenal for re-use by City and private entities.

Both the State and the City had undertaken significant planning projects in previous years (for the State, the New Capitol Area Master Plan and the Moving Maine Forward project; for the City, the Open Space, Public Access and Outdoor Recreation Plan, the Transportation Plan, the Redevelopment Potential in Downtown Augusta study, and the Kennebec Arsenal Development Project Plan, among others). The continuing improvement in the condition of the Kennebec River, given a substantial boost by the removal of the Edwards Dam, along with the surging Maine economy, also contributed to a renewed interest in studying the economic, physical, and human resources of Augusta by those directing the City's course, both in City Hall and the State House.

Stone Building - new main entrance.

As some legislators said, "it seems the stars are aligned" in favor of the various planning constituencies in Augusta coming together to take the next big step in the rediscovery of Augusta as a thriving Capital City. In response to this strong current of interest, the Legislature established the Capital Riverfront Improvement District in 1999 and directed its Board to create a Master Plan to guide efforts to revitalize and utilize the river and the surrounding City districts and neighborhoods. At the same time, the King Administration directed the Bureau of General Services to begin a new phase of facilities master planning for State agencies. The combination of these two efforts has led to a new era in cooperation and communication between the City of Augusta and the State of Maine.

Goals

The Augusta State Facilities Master Planning Committee (MPC), established to oversee the work of the Master Plan, adopted several basic goals that would serve to guide the planning process. These thirteen statements of principle were based on initial dialogues between the MPC, the consultants, and the client State agencies: the Department of Administrative and Financial Services and the Bureau of General Services. The MPC revisited these goals at the

end of the process and confirmed that the original concepts had been retained.

Create a blueprint for development of State real estate resources for the next 20 years.

Establish a flexible yet durable framework for planning and executing development projects for State-owned buildings and sites in the greater Augusta area.

Improve the work environment of Maine State employees.

Establish and implement standards for new and renovated spaces that will assure that Maine State Government employees have safe, comfortable, healthy, efficient and attractive work environments.

Improve the stewardship and management of State-owned facilities.

Maine State Government holds significant properties on behalf of the people of Maine. It is obligated to operate and maintain them in the best interest of building occupants and visitors and of Maine taxpayers.

The newly renovated Burton M. Cross building provides appropriate space for the transaction of public business.

Create appropriate space for public business.

Customers of Maine State Government should be provided with appropriate spaces for transacting business. Offices and meeting spaces where these transactions occur should be comfortable, safe, and functional. In addition, these spaces should instill pride and confidence in customers in regard to the competence and service orientation of government employees.

Consolidate State agencies.

Although new technologies have decreased the necessity for face-to-face communications, it remains important for employees to be in close proximity to each other in order to facilitate the day-to-day operations of State Government. Thus State agencies that are fragmented in several Augusta area locations have as a common goal the consolidation of multiple locations into as few locations as possible.

Coordinate planning with the City of Augusta and surrounding communities.

Until recently, the State carried out its real estate development projects and planning efforts with little input

from or coordination with its host communities. From the beginning of the Augusta State Facilities Master Planning process, the Master Planning Committee sought input and participation from Augusta, Hallowell and Gardiner, through the make-up of the Committee itself and by organizing several public forums. As a result, the plan reflects where possible issues and concerns of importance to greater Augusta area officials and residents.

Establish boundaries for State real estate development.

Until now, people who live in neighborhoods under the shadow of the Capitol Dome have been uncertain about their futures. State projects often were executed with little notice and little regard for the impact of these projects on property values and neighborhood viability. The Master Plan establishes boundaries for State development, and identifies areas where the State may have an interest in acquiring property when it becomes available. The Plan also designates areas in which it has no intention of acquiring property, thereby notifying owners that they may plan for the future of their properties with no risk of State takings or negative impacts.

Restoring the core historic buildings on the AMHI Campus, represents an opportunity to productively reuse the States valuable real estate assets.

Restore and reuse State-owned historic buildings.

Very few people in the Augusta area would have argued that striving to restore and properly use the State House was a worthy goal. However, when the Master Plan process began, many would have questioned the restoration/rehabilitation of the State Office Building or the adaptive re-use of the buildings of the AMHI campus as good public policy. The Master Planning Committee came to the conclusion early on that these buildings represented important resources, and that by renovating them according to sound preservation standards, the State could solve many of its space problems and preserve significant historic resources at the same time.

Thus the restoration and re-use of these and other historic buildings held by the State became key elements of the Master Plan.

Balance leased and owned space occupied by State agencies, emphasizing leased space in downtown Augusta.

With the consolidation of State agencies in fewer, State-owned locations as one of its goals, the Master Plan inherently represents a reduction in the use of leased space for State offices. However, the Plan recognizes that there will always be a need for leased space for flexibility, swing space, and special projects. The Committee recommends that State leased space be used strategically to solve specific agency needs and to achieve specific goals. A primary example is the recommendation that the State locate up to 300 employees on Water Street in Augusta in order to foster economic development and revitalization of downtown.

Capitol Park represents a valuable open green space that the master plan will preserve and enhance.

Create and enhance green space on both the Capitol Campus and the East Campus.

Maine State Government is fortunate to have two potentially beautiful campuses separated by a major scenic waterway. The Master Plan seeks to protect and enhance the green spaces already in place, and to extend landscape planning to include parking lots, streetscapes, and potential building sites.

Support the "Anti-Sprawl" initiative by increasing the density of use on both the Capitol Campus and the East Campus.

Current efforts in the Legislature and State Government to reduce sprawl have been incorporated in the Master Plan in a number of ways. Chief among them is the recommendation that State Government employees be concentrated on the two existing State campuses to make use of existing infrastructure and to build up the "critical mass" that needs to exist in order to create a livable city. For example, the location of more State employees in the city's core will encourage the growth of cultural and recreational opportunities and other amenities that will, in turn, make the renovation of existing housing and the construction of new in-town housing more likely. By offering living options for State employees close to their offices, there will be less reliance on automobiles and less suburban open space developed for housing subdivisions.

View of Capitol from Hallowell. Improving Augusta's transportation relationships with its neighboring communities is intrinsic to the Master Plan.

Develop infrastructure to support alternative transportation.

The critical mass mentioned above has a positive impact on the development of alternative transportation options. With a more dense urban core, consisting of thriving retail, office, cultural, recreational, and residential components, the critical mass needed to support alternative transportation systems such as shuttle busses, car- and vanpooling, bicycling pathways, and pedestrian walkways will be in place. Links between these systems and exciting options such as high-speed river ferries and railroad commuting lines now being planned or discussed become more feasible as the number of people concentrated in compact employment/service centers increases.

Develop infrastructure support for building development.

While the concentration of State employees on the two center-city campuses offers many advantages, the Master Plan recognizes that there will be impacts on the city and its neighborhoods that must be accommodated. For example, as the population of the West Campus/ Capitol Complex increases and several hundred new parking spaces are created, road improvements such as turning lanes and new signalization will be required, as will improved sidewalks and crosswalks to make the pedestrian environment safer and more attractive. Decorative paving, pedestrian-scaled ornamental street lights and increased landscaping (including buffer zones for parking lots and structures) will be installed. Necessary utility upgrades will be designed in keeping with the historic and aesthetic character of each campus. As an example, electrical and telecommunications systems will be located underground within the campus boundaries.

History

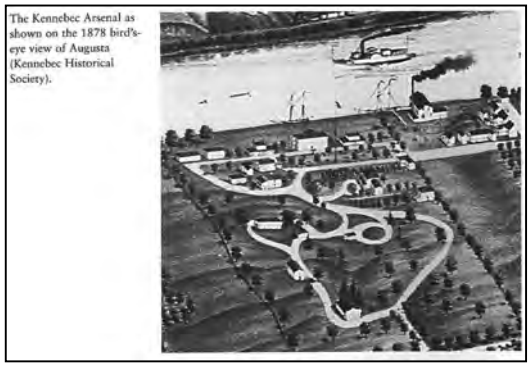
City of Augusta

It is fitting that the deliberations of the two recent major master planning initiatives in Augusta have the Kennebec River as their focus. The terraces and steep slopes that define the river valley and the distinctive structure of the city's development are bisected by the Kennebec at the head of river navigation, some 45 miles from its mouth at Popham, south of Bath.

Kennebec River near Augusta.

The river was an important transportation link and source of food for Native Americans well before Europeans arrived on the scene as early traders in fish and furs. From Kennebec provided a deep water route to the far corners of the globe for Augusta area merchants, traders and industrialists.

Native Americans called Augusta *Cushnoc*, a word that has had various meanings, all of which assign importance to the place. Plymouth Colony traders readily picked up on the strategic and economic possibilities of Augusta, as evidenced by the establishment of a trading post near the present site of Fort Western in 1628. Permanent white settlement took root in 1754. In 1785, Augusta became the seat of Kennebec County.



The Kennebec Arsenal as shown on the 1878 bird's-eye view of Augusta (Kennebec Historical Society).

The Kennebec Arsenal as it was in 1878.

Important events early in the 19th century served to shape Augusta's destiny as something more than the average river town. In 1828, the federal government began construction of the Kennebec Arsenal, built to serve as an outpost and storehouse of munitions for the protection of the northern and eastern frontiers. The Arsenal came to include fifteen buildings on a 40-acre site on the east side of the river, just below Fort Western. A year later, in 1829, the cornerstone for the new State Capitol was laid, firmly establishing Augusta's importance as the seat of state, as well as county, government. And in 1840, the Maine Insane Hospital opened its doors on a large, pastoral campus directly to the south of the Arsenal, and across the Kennebec from the Capitol.

By the middle of the 19th Century, Augusta's population was over 8,000, and the town adopted the city form of government. The city's prosperity was assured as, in addition to its governmental and military facilities, it

Augusta's in-town residential neighborhoods and cultural institutions cling to the sides of the Kennebec Valley.

boasted a cotton factory and several sawmills, aided by the construction of a dam in 1837.

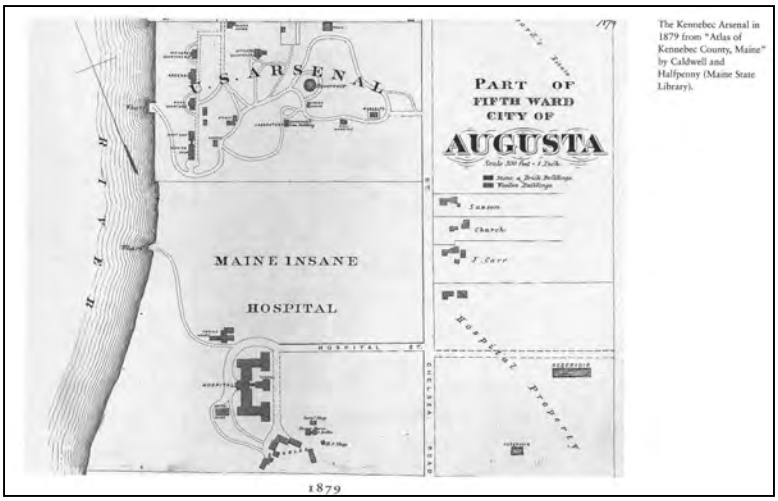
The harnessing of the water power of the Kennebec led to the next phase of Augusta's commercial development, with the advent of water-powered processing and manufacturing concerns constructed along the riverbanks to the north of Fort Western and the Water Street commercial district. The city served as the trading center for more than 75,000 area residents.

Residential areas climbed the hillsides and populated the terraces above the river. Major institutions, such as the Library, the County Courthouse, and churches, also located on the plateau to the west of downtown. State government expanded on the State House grounds and into adjacent residential neighborhoods; and federal facilities were constructed nearby.

In the late 1930's, Augusta's manufacturing industries began a decline that was characteristic of the New England economy in general. Although local, county, state and federal governments all increased their presence in the city, that was not enough to overcome a stagnation that led to a decline in the condition of Augusta's housing stock and the downtown commercial area, and to a general sense that time had passed the city by. However, institutional, retail and service organizations picked up some of the slack.

Since the late 1980's, a variety of planning projects have focused attention on the downtown core. The historic building stock and the riverfront have increasingly come to be viewed as significant and unique assets that can contribute to the revitalization of the commercial core.

City and governmental campus plans now being developed can lead to the rebuilding of Augusta as a thriving river town and a capital city that takes advantage of its unique natural setting. Augusta is poised to supply its residents with a wonderful environment in which to live, work and play, and to give its visitors a memorable image of Maine's Capital City.



The Kennebec Arsenal in 1879 from "Atlas of Kennebec County, Maine" by Caldwell and Halfpenny (Maine State Library).

Augusta Mental Health Institute (AMHI)

In the 1820's and 1830's, during a period of prosperity for the nation, the State of Maine, and the City of Augusta, policy makers took heed of some important societal ideas on the treatment of some of the less-fortunate citizens of the new state. In 1834, the Legislature appropriated $20,000, with an equal amount to be raised privately, for the purpose of establishing the Maine Insane Hospital. A 35-acre site was purchased in 1835. The land selected was directly across the Kennebec River from the State House. This location was selected, according to historical accounts, in order to place the new facility in sight of legislators at work in the Capitol, so they would not forget the needs of Maine's mentally-ill. The first building had 200 rooms and accommodations for 120 patients. The institution opened its doors to patients in 1840.

The need for additional space became evident early on, and in 1846-48, an addition to the south wing of what is now known as the Stone Building was constructed to house male patients. A second addition, to house female patients, was under construction in 1850 when a fire gutted the south half of the building, including the new male wing. Twenty-seven patients and 1 staff member perished in the fire.

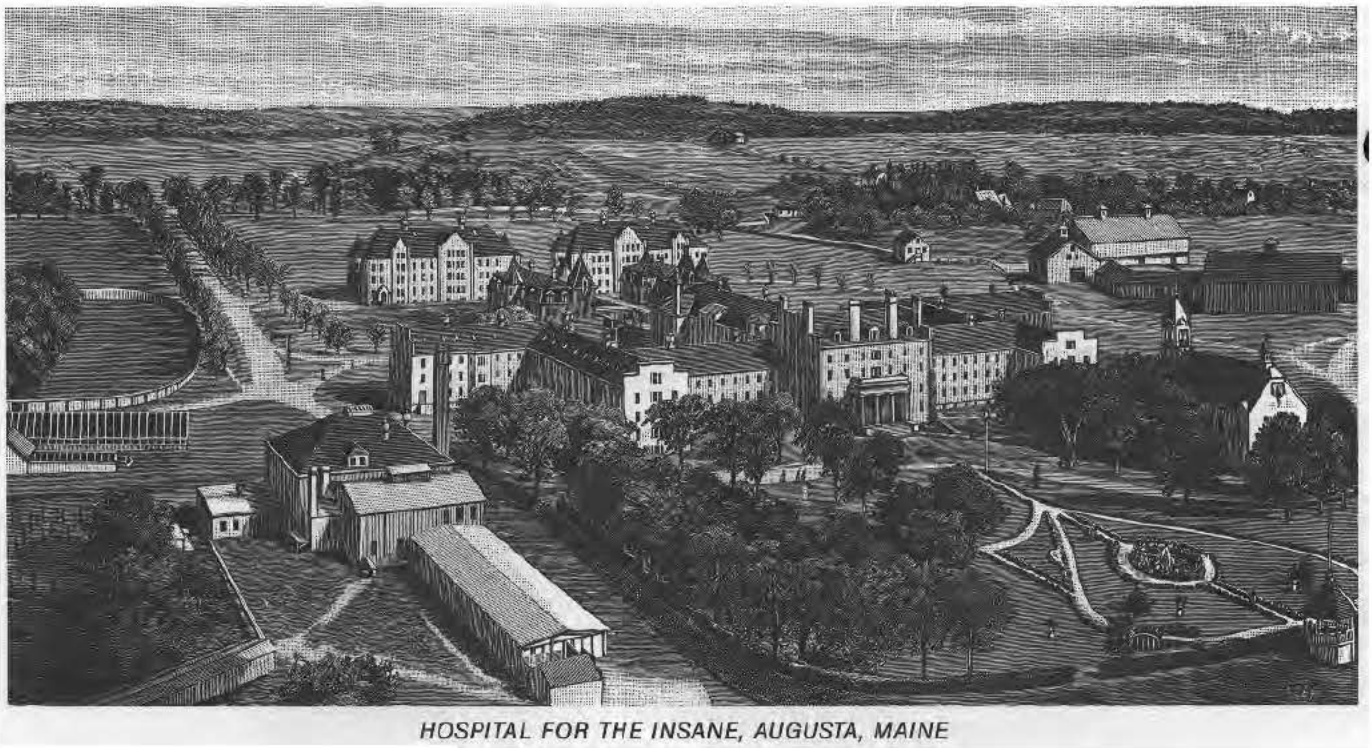
The damaged sections were rebuilt, and upon their completion, the female wing was finished in 1855. The institution once again began to grow after it recovered from the fire. An additional female wing was added to the Stone Building in 1866, and a third male wing was completed in 1870.

The Stone Building as it looked in the 1860's.

The second major free-standing building to be constructed was Coburn Hall. This building played a major role in the life of patients and staff alike by providing a chapel/amusement hall, a library, and a central kitchen. Dormitory rooms for staff were provided, first in the attic, and later in a full third story addition.

In 1864, the trustees of the hospital began to consider future expansion according to a "pavilion" plan, in which clusters of buildings were linked together by covered walkways or corridors. Coburn Hall was the first building constructed according to the new plan. The Female Pavilion was next, completed in 1883; and the Male Pavilion, now known as the Williams Pavilion, was finished in 1884.

The core of the original hospital campus was completed in 1890 with the construction of the Harlow and the Sanborn Pavilions, identical structures housing 100 patients each.



HOSPITAL FOR THE INSANE, AUGUSTA, MAINE

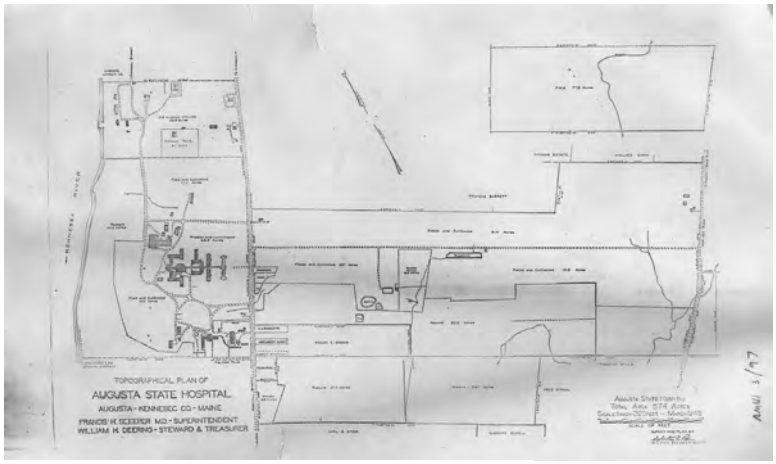
This engraving from the late 19th century shows the pastoral nature of AMHI in earlier years.

The two brick buildings were linked to the Male and Female Pavilions and the Coburn Building by elevated brick walkways.

A variety of other buildings were erected on the hospital grounds, including a boiler house, green house and several agricultural buildings, represented today by the Campbell Barn, that were part of the once-extensive farming operations of the institution. The campus came to encompass over 800 acres of land, with 260 acres on the west side of Hospital Street, and over 600 acres devoted to farm land at one time.

The hospital eventually made use of all of the granite buildings of the Kennebec Arsenal after that property was turned over to the State in 1905. A major renovation of the main arsenal building as the Burleigh Pavilion was completed in 1913, and the officer's houses and enlisted men's barracks were converted to housing for hospital staff.

In the 1920's and '30's, the hospital continued to grow in patient population and facilities. Tyson Hall, an addition to the Female Pavilion, was completed in 1920. The Nurses Home was built to the north of the power house complex in 1927. And in 1935, the Ray Building was constructed as a dormitory for both male and female patients.

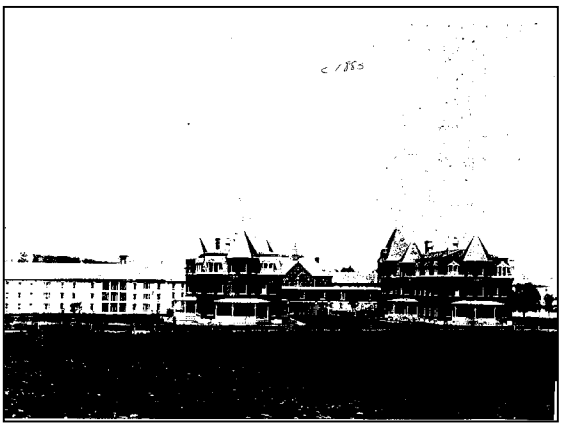


The AMHI property in the 1920's totaled 574 acres.

The Augusta State Hospital, as the institution was known in beginning in 1949 with the completion of the Elkins Building, containing surgical and infirmary spaces, connecting the Male and Female Pavilions at their eastern ends. The Greenlaw, Marquardt and Deering Buildings followed in the 1950's, along with extensive renovation projects in many of the other, older buildings. It was during this period that the patient population reached its peak of 1,840. Even with the completion of Greenlaw, the hospital was still considered overcrowded by almost 30 percent.

In 1961, changes in laws regarding mental hospital commitments and programs emphasizing the return of selected patients to community life led to a decline of the patient population and a de-emphasis on vocational rehabilitation such as the agricultural program at the hospital. By 1976, the in-patient population had dropped from 1,500 to 350. The completion of the Greenlaw Building in 1955 marked the last major new building

construction effort on the campus for the hospital until the construction of the Sleeper Gymnasium in 1988.



The male and female pavilions as pictured in 1885

In the 1980's and '90's, treatment programs for those mentally-ill patients who were not placed in Maine communities relied less and less upon the amenities that historically had been provided at AMHI. The patient population dropped to around 100 in the late 1990's. Thus many of the physical resources that were needed in the past are no longer used or have been adapted to new uses. At the same time, patient rooms and treatment spaces were concentrated in the Stone Building, ironically the oldest and original AMHI building.

In 1999, a study was commissioned to prepare a needs assessment, select a site, and prepare a preliminary building program for a new psychiatric facility to replace AMHI. Consultants recommended that the new facility be located on the existing AMHI campus.

The Greenlaw Building, one of AMHI's mid-20th century structures.

Once the new treatment facility is in operation, attention will turn again to the core AMHI campus and its historic buildings and grounds (the Stone Complex, the Male, Female and Harlow pavilions, and the Coburn Building were listed on the National Register of Historic Places in 1982 and the district listing was updated in 2001). The original AMHI will become the East Campus of Maine State Government, while the new Psychiatric Treatment Center will be a vital new component of the campus.

Capitol Complex

An early artist's view of Winston's Hill shows the original State House site surrounded by houses and fields.

The site of the Capitol, Weston's Hill, was selected as the location for Maine State Government's first permanent public building, the new State House, in 1823. In 1828, plans for the State House were solicited from Charles Bulfinch, one of the foremost architects in the U. S. (other Bulfinch designs included the original United States Capitol in Washington, and the Massachusetts State House). The inaugural session of the Legislature occurred in the State House in January, 1832.

The Capitol was soon found to be too small, however, and several minor renovations undertaken over the period of 1850-1891 were designed to provide additional space. By 1890, the space shortfall had gotten so severe that an addition to the State House finally was approved. The west

Historical image of the State House.

State house view from the late 19th century.

The State House as expanded in 1909-11.

This architect's rendering showed the State Office Building to be the epitome of "modern" in the early 1950's.

wing was completed in 1891 and was carefully designed to gracefully compliment the original Bulfinch building. Another series of less ambitious renovation projects was undertaken during the period 1901-1908, under the direction of Portland architect John Calvin Stevens.

The need for space soon reached a critical level again to the point that the largest expansion project was executed during the period 1909-1911. The plans called for enveloping the Bulfinch structure with a new, much larger Capitol. The original dome and roof, north and south end walls, and original interior elements were removed in order to add new north and south wings and totally reconfigure interior spaces. A new steel and concrete dome rising 185 feet was erected.

Within 10 years of the completion of the State House expansion, office space for administrative functions of State Government was in short supply once again. In the 1920's two brick buildings were constructed to the southwest of the State House to house the State Highway Department and the Adjutant General's Office. In 1939, the two buildings were connected by a third structure. These three buildings most recently housed the Department of Education, but were demolished in March, 2001, as part of the State Office Building renovation project.

Also in the 1920's, the legislature commissioned the Olmsted Brothers, the nation's most renowned landscape architectural design firm, to prepare a landscape plan for the Capitol grounds and for Capitol Park. The Olmsted plan, although never fully realized, resulted in the transformation of the unpretentious mall into a picturesque public park.

In 1949, the legislature began to investigate the possibility of implementing an idea first posed in 1909, that of building a new office building directly behind the Capitol, connected to it by a tunnel. The result was the construction of the State Office Building, begun in 1954, and completed in the Fall of 1956.

The building was considered state-of-the-art at the time, and is believed to have been the biggest office building constructed in Maine up to that time. By the beginning of the Moving Maine Forward planning effort, the building

was falling into disrepair and did not meet many contemporary standards for health, comfort and safety.

New east entrance to the Burton M. Cross State Office Building.

The renovation of the State Office Building, now complete, was thus identified as a major component of the first phase of the Moving Maine Forward project. The renovated building houses 700 State employees, while providing legislators, employees and visitors with necessary support services.

The final chapter in the creation of the Capitol Complex as it exists today was the design and construction of the Maine State Cultural Building in 1967-69, built to house the Maine State Museum, the Maine State Library, and the Maine State Archives. The design was organized around a clear, three-part separation of the three resident agencies around a central, open courtyard. However, the library light court was a continuous source of leaks, and was thus roofed over (as was the entire entrance court) with a modern granite and glass enclosure in the late 1980's.

The cultural Building, until recently obscured by the Education Building.

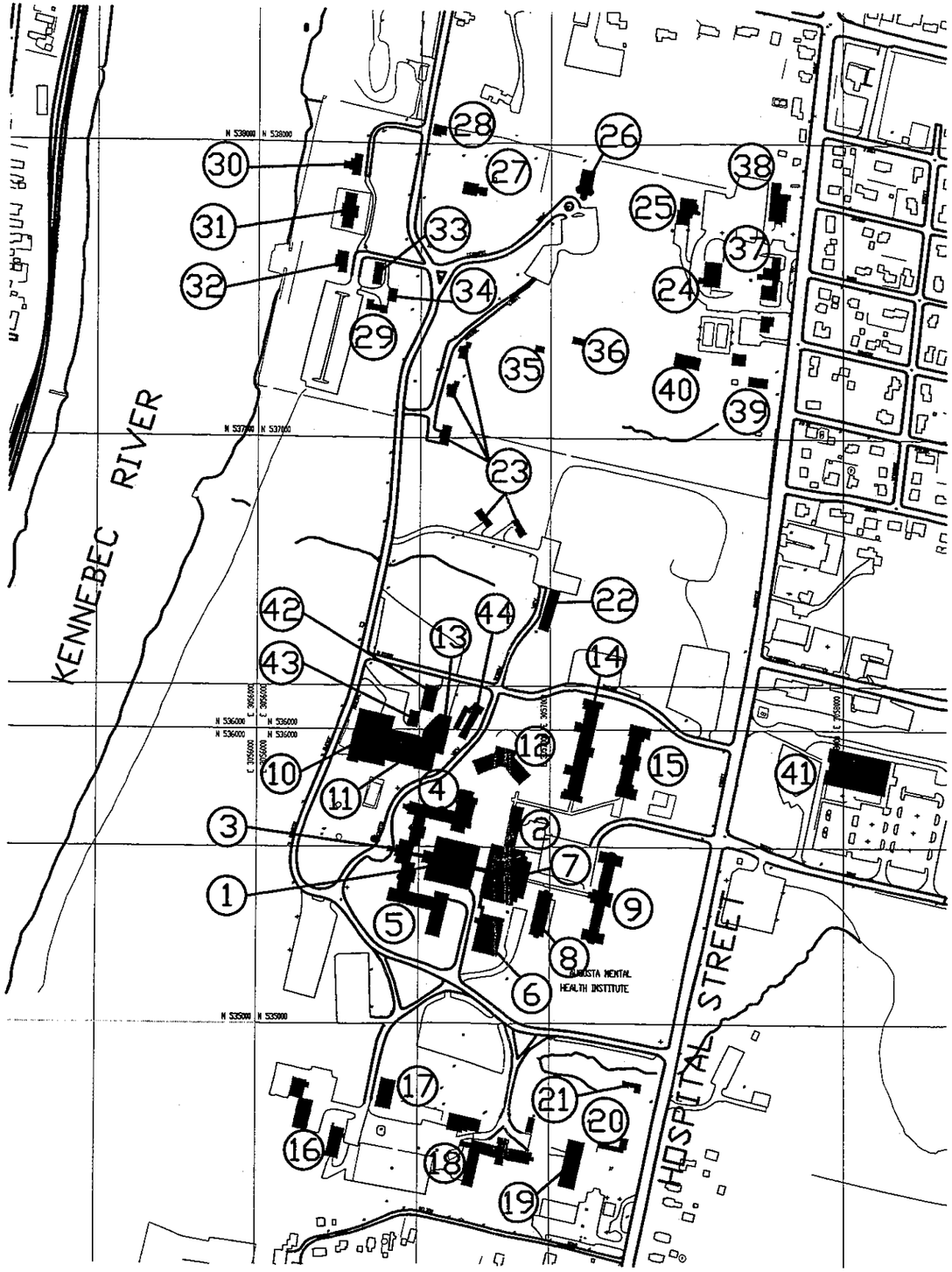
At the time of the Cultural Building's construction, there were plans put forward for erecting a public plaza, underground parking, and other amenities in the open spaces bounded by the Cultural Building, the State Office Building, and the State House, presuming that the Education Building would be demolished. That objective has finally been realized, as the State Office Building renovation project included the removal of the Education Building and its replacement with green space.

Thus the history of the Capitol Complex, driven by the needs and aspirations of the people of Maine and their public servants, continues to be written. The restoration/rehabilitation of the State House, and the revitalization of the Burton M. Cross State Office Building, will occupy pivotal positions in this history, perhaps representing a high point that will show that we made effective use of our existing assets and valued our history; and, as a result, laid the groundwork for improving the utility and beauty of the entire Capitol area for future generations.

NORTH

LEGEND

1. CENTRAL BUILDING
2. TYSON BUILDING
3. ADMINISTRATION BUILDING
4. STONE NORTH
5. STONE SOUTH
6. AMHI GYMNASIUM
7. WILLIAMS PAVILION
8. HARLOW BUILDING
9. RAY BUILDING
10. WAREHOUSE
11. ENGINEERING BUILDING
12. GREENLAW BUILDING
13. LAUNDRY
14. MARQUARDT BUILDING
15. DEERING BUILDING
16. SURPLUS PROPERTY
17. MACHINE STORAGE BLDG.
18. CENTRAL WAREHOUSE
19. CAMPBELL STORAGE BARN
20. FARM HOUSE
21. NORTON HOUSE
22. CETA BUILDING
23. DOCTOR'S HOUSES
24. STATE POLICE GARAGE
25. MEDICAL EXAM / MORGUE
26. OLD MAX
27. COMMANDANT HOUSE (OLD TREASURER'S BLDG.)
28. GATE HOUSE
29. LOCKE HOUSE
30. NORTH BURLEIGH
31. BURLEIGH PAVILION
32. SOUTH BURLEIGH
33. BURLEIGH ANNEX
34. BURLEIGH ANNEX GARAGE
35. COBURN PARK TOILET
36. LARGE POWDER MAGAZINE
37. PUBLIC SAFETY BUILDING
38. CRIME LAB
39. ENTOMOLOGY LAB
40. ARSENAL
41. BUREAU OF MOTOR VEHICLES
42. CARPENTRY SHOP
43. PAINT SHOP
44. GREENHOUSE



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AUGUSTA STATE FACILITIES MASTER PLAN

AUGUSTA, MAINE

BUILDING LOCATION MAP - CAMPUS EAST

14 MARCH 2000

Existing Conditions

The Harlow Building, one of the core AMHI campus structures needing renovation.

The Administration Building, part of the Stone Building Complex, is the original AMHI structure completed in 1840. The porte cochere was added in the 1890's.

The Motor Vehicle Building located across Hospital Street from the AMHI Campus.

East Campus

The State's real estate holdings on the east side of the Kennebec River are dominated by the contiguous campuses of the Augusta Mental Health Institute and the Kennebec Arsenal. Both are significant historic resources listed on the National Register of Historic Places. The Arsenal has the added honor of being designated a National Historic Landmark. Both campuses feature important and imposing masonry buildings set in pastoral landscapes that mount eastward from the Kennebec River to Hospital Street. Both sites are mostly open, allowing excellent views west towards the Capitol.

The Arsenal is addressed only in a peripheral manner in this Master Plan because the State intends to turn the property over to the City for development as a mixed use, adaptive re-use project. Most of the significant original Arsenal buildings remain and are in fair condition. They were ruggedly constructed and are excellent candidates for restoration and re-use.

The AMHI buildings are in varying states of repair and configuration. Because many of them have been in active use as psychiatric treatment spaces for well over one hundred years, and have not been well-maintained for the last 40 years, they have been heavily used and extensively renovated, and are now in fair to poor condition. However, as with the Arsenal, these buildings were solidly built and can be successfully recycled to last another century. There are several newer buildings, dating from the 1950's and '60's, many renovated for continued AMHI use or for occupancy by other State agencies. These buildings are not of the same architectural quality as the older buildings and generally detract from the overall character of the campus.

Other State-owned resources on the east side of the river include older buildings such as the Public Safety Building and several smaller structures used by Inland Fish & Wildlife and the Department of Conservation (on Hospital Street), and the Department of Agriculture on Cony Road. Newer buildings include the Motor Vehicle Building, the Medical Examiner's Building and the Crime Lab Building, all on Hospital Street. A group of buildings located at the south end of the AMHI campus and consisting of former

AMHI barn remnants as well as new, utilitarian structures will be removed to make way for the new Psychiatric Treatment Facility, (the Campbell Horse Barn will remain).

Much of the East Campus landscape remains open as it has been for many years, though at one time much of it was occupied by farm fields, orchards and gardens husbanded by AMHI patients. Mature trees are scattered throughout, and a band of native growth lines the riverbank. The open character is enhanced by the proximity of the Pine Tree State Arboretum and city-managed recreational ball fields. The latter are located on State-owned land leased to the City.

West Campus

The Statehouse from Capitol Park.

The West Campus is focused upon the State House and Capitol Park, and to a lesser extent, the Burton M. Cross Building and the Maine State Cultural Building. The three major buildings occupy Weston's Hill, the original seat of State Government in Augusta, and command a fine view eastward across the Kennebec River Valley to the Arsenal and the East Campus.

The State House, which has been well-maintained but subject to inappropriate alterations and overcrowding, is currently undergoing renovation/restoration to recapture its lost grandeur and to remove functions not essentially located there.

The Burton M. Cross State Building renovation has been completed. The Cultural Building is currently being studied for renovation and expansion potential in order to meet the current and future needs of the State's Museum, Library and Archives. In a major step forward in planning for the beautification of Capitol Hill, the anachronistic Education Building located between the Cultural Building and the Burton M. Cross Building has been demolished. The open space thus created has become a part of the landscaped Capitol grounds.

Existing parking on Capitol Campus.

The parking areas that surround these three buildings are in disarray and poor condition. They are difficult to navigate, whether in a vehicle or on foot. The State Parking Garage provides essential parking spaces, but getting to it and from it for visitors and employees alike is problematic. In general, the pedestrian environment on the West Campus as

it exists today is poor. State Street, Capitol Street and Sewall Street are all devoid of pedestrian amenities. The entire campus currently is oriented toward automobiles.

Capitol Street existing streetscape.

Other significant buildings occupy prominent places on the West Campus. These include the Nash School (occupied by the Secretary of State), 221 State Street (occupied by the Department of Human Services), 20 Union Street (occupied by the Department of Labor), and the Department of Transportation Building. The last three of these face Capitol Park. With the exception of the Nash School, these buildings are less than 50 years old. All are in fair-to-good condition, and all are in need of varying degrees of renovation. The Nash School was renovated a few years ago and is in good condition.

The State also owns a group of historic former residences that line State Street north of Capitol Street. These include the Blaine, Gannett, Smith, Merrill, MacLean and Gage-Lemont houses. All are of historic significance and have been converted to State Government use as office space, except for the Blaine House which serves as the Governor's Residence. These houses give us a glimpse of the substantial residential neighborhood that once lined much of State Street.

Gage-Lemont House on Capitol Street opposite Capitol Park.

Scattered buildings that serve a variety of government functions are located near the Capitol Complex. The largest of these is the MDOT Motor Transport building group on Capitol Street west of the State House. Several utilitarian buildings occupy a substantial site of considerable topographical interest due to its former use as a granite quarry. The functions housed here do not represent the highest and best use of the property, which is strategically-located and has fine views of the Capitol Complex and the East Campus beyond.

Other buildings in the vicinity include an Inland Fish & Wildlife storage and support building on Federal Street, the PUC Building on State Street, and the BGS Fleet Garage on Cumberland Street, the last of these representing an unwelcome intrusion in the residential neighborhood adjacent to it.

There is only one property in the midst of the Capitol complex that is not State-owned, that being a branch bank

NORTH

LEGEND

1. STATE HOUSE
2. STATE OFFICE BUILDING
3. CULTURAL BUILDING
4. 242 STATE STREET (PUBLIC UTILITIES COMMISSION)
5. EDUCATION BUILDING
6. 221 STATE STREET (DHS)
7. 20 UNION ST. (DEPT. OF LABOR)
8. MAINTENANCE BUILDING
9. DOT BUILDING
10. DASHLAGER HOUSE (HISTORIC PRESERVATION)
11. DISTRICT COURT
12. NEW DOT SIGN SHOP BUILDING
13. DOT TRANSPORT SERVICES
14. NASH SCHOOL (SECRETARY OF STATE)
15. DOT WAREHOUSE
16. DOT SIGN & TIRE SHOP
17. GANNETT HOUSE (STATE PLANNING OFFICE)
18. McLEAN HOUSE
19. MERRILL & SMITH HOUSE (STATE PLANNING OFFICE)
20. BLAINE HOUSE
21. STAFF HOUSE/BLAINE HOUSE GARAGE
22. 8 FEDERAL STREET (INLAND FISHERIES & WILDLIFE)

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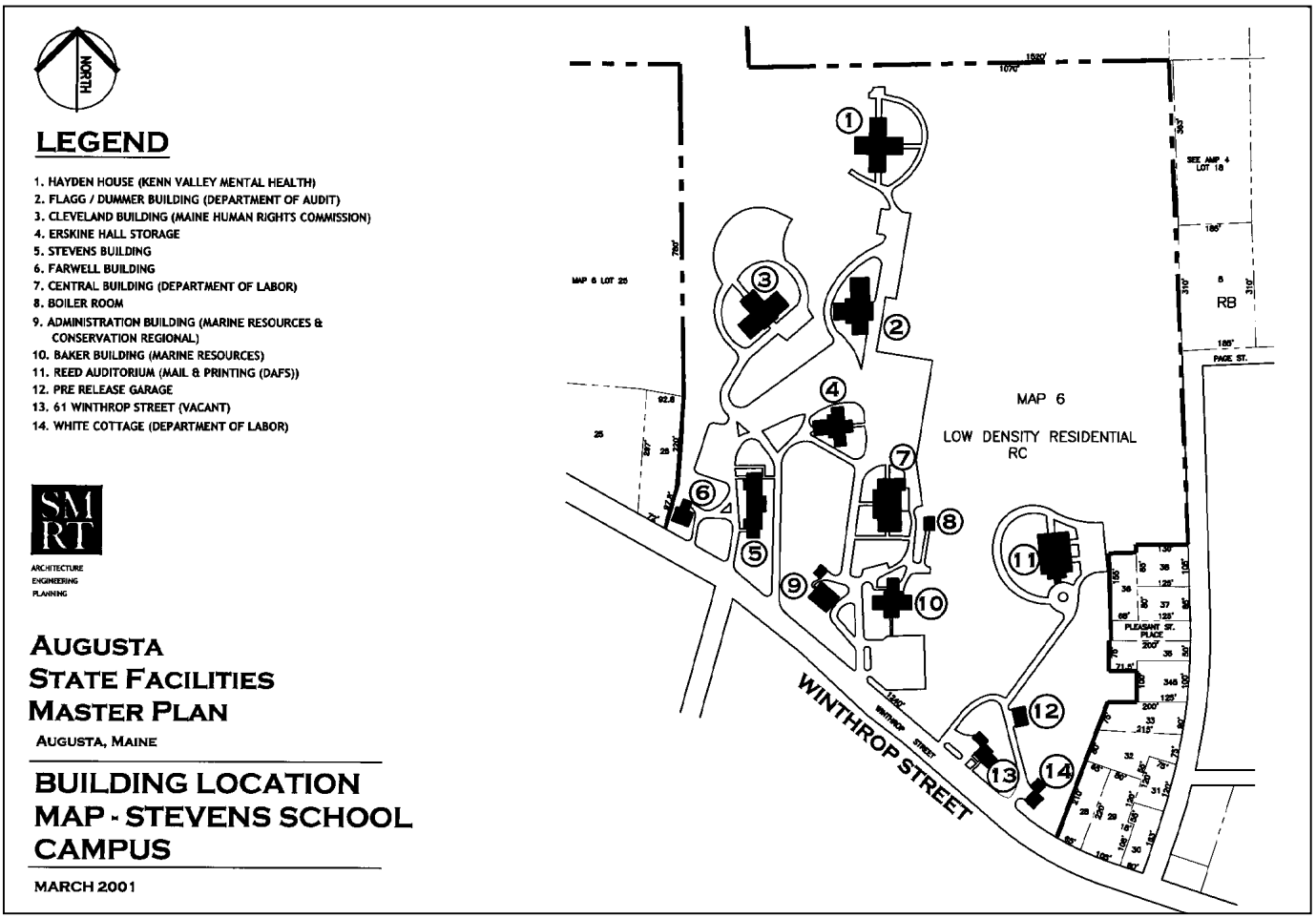
AUGUSTA, MAINE

BUILDING LOCATION MAP - CAMPUS WEST

14 MARCH 2000

located on Capitol Street, between the State parking garage and the Blaine House.

In general, the West Campus has considerable potential. Deferred maintenance on the buildings and grounds, meager landscaping and disorganized parking, imbue the entire campus with a slightly shabby appearance. The State House and the Burton M. Cross Building renovations and the ongoing efforts to enhance Capitol Park through restoration and supplementation have served to focus attention on the campus.



Central Building, Stevens Campus.

Other Locations

Stevens School

The Stevens School Campus lies within the Town of Hallowell, south of Augusta. The approximately 58-acre property is situated west of the town center on the north side of Winthrop Street. Located just below the rim of the Kennebec River Valley, the site is steeply sloping to the south and west.

The Stevens School was constructed as a juvenile detention facility and consists of several brick institutional buildings dating from the early 1900's, with a scattering of newer buildings constructed in the 1950's and '60's. There are now 14 structures ranging from large, three-story brick and granite buildings to former residences and wood-frame garages.

As newer facilities were constructed elsewhere in the State for the detention and rehabilitation of juveniles, the Stevens

The Stevens Building is the centerpiece of the Stevens School Campus.

DHS Client Services Building on Anthony Avenue.

DOL One-Stop Center at 2 Anthony Avenue.

Campus buildings were converted to other uses, mostly for State offices. Several State agencies are now located there, including units of the Department of Labor, the Department of Corrections, and the Department of Marine Resources.

Most of the buildings are in good repair, though the oldest and most architecturally-significant building, the Erskine Building, now vacant, has not been maintained and is worthy of and in need of preservation.

Anthony Avenue

The State currently leases a substantial amount of space in an office/industrial park located off routes 11 and 27, northwest of the Interstate, on Anthony Avenue. The Department of Human Services and the Department of Labor both have major facilities there in industrial buildings that have been converted to office use.

DHS houses several bureaus, some administrative and some serving the public, in a building that has been renovated several times. The department considers the Anthony Avenue location to be convenient for its customers, being close to an expressway interchange and near the Civic Center and the University of Maine at Augusta.

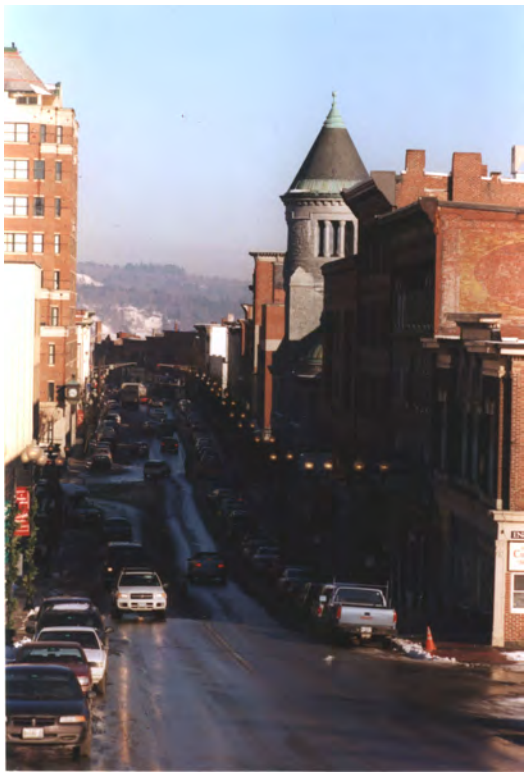
The Department of Labor occupies another recently-expanded and renovated Anthony Avenue building with its Augusta One Stop Career Center. DOL also cites the convenience of this location for its customers, as the department consolidated three different customer-oriented bureaus according to the One Stop concept.

Gardiner

Two State agencies are housed in leased space in Gardiner. Several units of the Department of Public Safety are located in a converted retail building on Water Street; and the Department of Professional & Financial Regulations is housed in a former industrial building in a residential area on Northern Avenue.

Downtown

The State has, historically, maintained a presence in leased space in the downtown area. This presence has varied from an individual agency of a major State department housed in a storefront to the relocation of the entire Office of the Attorney General to the Key Bank Building during the



Water Street, Augusta's historical main street.

rehabilitation of the Burton M. Cross Building. The Master Planning Committee considered the condition of Augusta's central business district to be of concern, and investigated the current health and vitality of the area as it evaluated the State's current and future office space needs.

While Water Street has certainly suffered economically due to the recent construction of "big box" retail centers to the west, there are signs that a comeback has begun. The Capital Riverfront Improvement District project included an examination of the downtown. The CRID project report contains several recommendations for taking advantage of the downtown's unique architectural, historical, social and natural resources.

Other Sites

The State owns several buildings housing a variety of uses at sites scattered throughout the Augusta area. Some of these include an office, shop and warehouse building used by the Department of Agriculture on Cony Road; and the Old Liquor Warehouse, located just over the Augusta/Hallowell line in Hallowell, now used as office and storage space by the Lottery Commission and as storage space by the Maine State Museum, Maine State Archives, Maine State Library, and the Law & Legislative Reference Library.

Warehouse and office building on Cony Road, east of the East Campus, used by the Department of Agriculture.

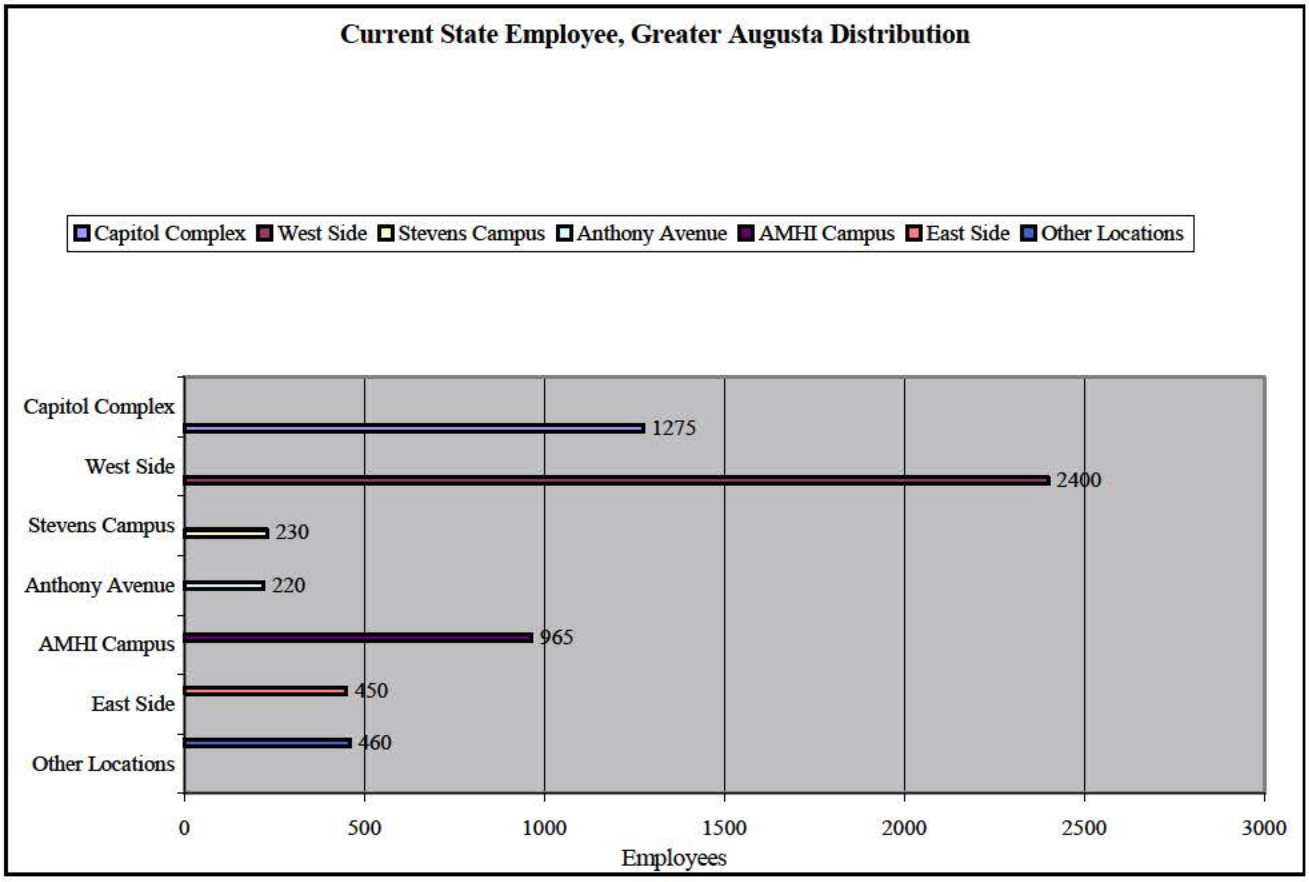
Current Agency Locations

Six thousand executive branch employees are located in the greater Augusta area. Currently they are located in a combination of owned and leased space in Augusta, Hallowell and Gardiner. The largest concentration of state employees is in Augusta on the west side of the Kennebec River. This area supports 3,675 employees. Of these, 1,275 are located on the Capitol Complex in the State Office Building, the State House, the Cultural Building and the Nash School.

1,415 state employees are located on the east side of Augusta. 965 of these are on the AMHI campus. The remaining 450 are in other east side locations including the Motor Vehicles Building and the Public Safety Complex.

Other locations include the Stevens Campus in Hallowell that currently supports 230 employees. Two agencies are housed in Gardiner. An office park in north-west Augusta (Anthony Avenue) supports another 220 employees. In addition, several agencies are in leased space in downtown Augusta.

State agencies in the greater Augusta area are housed in over 60 buildings spread from the north end of Augusta south to Gardiner, a distance of over 10 miles. Many of the larger agencies are fragmented in multiple buildings making communication among employees difficult and impeding productivity. Several large agencies lease space in multiple buildings, requiring employees to travel between different locations on a regular basis. Agencies on the east side of Augusta frequently require access to the Capitol complex. This access is currently difficult due to the traffic congestion associated with the river crossing.



Current Agency Locations – East

The distribution of State Agencies and employees in Augusta area buildings as of early 2000 is summarized in the following:

East Campus		*Employees*
AUG031	Marquardt Building	***143***
	ACE Service Center	*28*
	Mental Health	*115*
AUG015	Deering Building	***118***
	Agriculture	*72*
	Worker's Compensation	*46*
AUG012	Harlow Building	***100***
	Conservation	
AUG019	Ray Building	***290***
	Conservation	*20*
	Environmental Protection	*270*
AUG016	Tyson Building	***37***
	Corrections	*37*

AUG002	Old Max	***60***
	Human Services	
AUG070	Upham Building	***50***
	Environmental Protection	
AUG018	DEP Response Building	***20***
	Environmental Protection	
AUG069	William's Pavilion	***4***
	Mental Health	
AUG037	Greenlaw Building	***84***
	Mental Health	*30*
	Mental Health (Regional)	*54*
AUG 017	Nurses Building	***52***
	Mental Health	*3*
	Mental Health (Regional)	*36*
	Labor	*13*
AUG068	Elkins Building	***5***
	Mental Health	
	East Campus Total:	***965***

East Side		*Employees*
	Entomology Lab/50 Hospital Street	***8***
	Conservation	
AUG122	159 Hospital Street	***12***
	Conservation	
AUG091	Medical Examiner/34A Hospital St.	***3***
	AG - Medical Examiner	
AUG090	State Crime Lab/34 Hospital Street	***20***
	Public Safety	
AUG082	Public Safety/36 Hospital Street	***70***
	Public Safety	
AUG047	Motor Vehicles Building	***287***
	Secretary of State	
	VA Togus	***28***
	Mental Health	*4*
	Labor	*24*
AUG005	24 Stone Street	***26***
	Human Services	*12*
	Worker's Compensation	*14*
	East Side Total:	***450***

Current Agency Locations – West

Capitol Complex		*Employees*
AUG043	State Office Building	***750***
	DAFS	*207*
	Attorney General	*143*
	Economic & Comm. Development	*46*
	Education	*180*
	Capitol Security (Public Safety)	*10*
	Corp. & Elections (Sec. of State)	*45*
	Office of the Treasurer	*19*
	Future Positions	*100*
AUG066	State House	***415***
	Legislators	*188*
	Legislative Staff	*200*
	Governor's Office	*27*
AUG065	Cultural Building	***103***
	Library	*62*
	Museum	*24*
	Archives	*17*
AUG042	Nash School	***8***
	Secretary of State	
	Capitol Complex Total:	***1,275***

West Side		*Employees*
AUG010	55 Capitol	***23***
	Historic Preservation	*10*
	Maine Arts Commission	*13*
AUG093	Motor Transport/105 Capitol Street	***98***
	Transportation	
AUG007	151 Capitol Street	***135***
	Human Services	
AUG060	157 Capitol Street	***105***
	Human Services	
AUG004	219 Capitol Street	***107***
	Human Services	
AUG040	Gannett House/184 State Street	***28***
	State Planning	
AUG026	Smith House/187 State Street	***20***
	State Planning	
AUG026	Merrill House/189 State Street	***10***
	State Planning	

AUG056	McLean House/193 State Street	***10***
	Public Advocate	
AUG039	221 State Street	***251***
	Human Services	
AUG058	242 State Street	***63***
	Public Utilities Commission	*57*
	Ethics	*6*
AUG126	284 State Street	***70***
	Inland Fisheries & Wildlife	
	285 State Street	***11***
	BMV (Sec. of State) - Regional	
AUG023	20 Union	***180***
	Labor	
AUG038	DOT Building/1 Child Street	***595***
	Transportation	
	26 Edison Drive	***378***
	DAFS (MRS/BIS)	
AUG115	16 Edison Drive	***6***
	Public Safety	
	331 Water Street	***28***
	Human Services	*20*
	Labor	*8*
	323 State Street	***5***
	Labor	
AUG119	397 Water Street	***88***
	Public Safety	
	249 Western Avenue	***185***
	Human Services	
	West Side Total:	***2,400***

Current Agency Locations – Other Locations

Stevens Campus		*Employees*
AUG099	Flagg/Dummer Building	***39***
	Audit	
AUG095	Cleveland Building	***16***
	Human Rights	
AUG089	Baker Building	***28***
	Marine Resources	
AUG087	Administration Building	***20***
	Marine Resources	*14*
	Conservation (regional)	*6*
AUG098	Farewell Building	***19***
	Corrections (Pre-Release)	
AUG104	Reed Auditorium	***30***
	DAFS (Copy/Mail)	
AUG094	Central Building	*77*
	Labor	
	Stevens Campus Total:	***230***

Anthony Avenue		*Employees*
AUG006	2 Anthony Avenue	***44***
	Labor	
AUG003	35 Anthony Avenue	***175***
	Human Services	
	Anthony Avenue Total:	***220***

Other Locations		*Employees*
AUG117	10 Water Street	***32***
	DAFS (Alcohol & Lottery)	
AUG110	18 Meadow Road	***36***
	Public Safety	
AUG116	765 Riverside Drive	***8***
	Public Safety	
AUG109	Leighton Road	***12***
	Transportation	
AUG096	122 Northern Avenue	***162***
	Professional & Financial Reg.	
AUG009	2 Bangor Street	***89***
	Professional & Financial Reg.	*66*
	Human Services	*23*
AUG008	73 Winthrop	***28***
	Human Services	

AUG014	Whitten Road	***93***
	Human Services	
	Other Locations Total:	***460***
	Total Employees:	***6,000***

Departmental Relationship

Similarities were found among groups of agencies in the required relationships and clients served. Using these similarities, five department types were identified. These departments are:

- Natural Resources
- Business
- Social Service
- Cultural
- Independent Agencies

Current State Office Locations – Augusta, Maine

Agency	*Location*		*SF*	*Expires*
	Augusta	*Gardiner*		
Human Services	219 Capitol Street		20,541	11/30/03
	151 Capitol Street		15,296	3/31/02
	157 Capitol Street		14,761	7/5/95
	73 Winthrop St.		5,700	1/31/94
	35 Anthony Ave.		44,600	1/14/14
	24 Stone Street		1,750	12/12/00
	Whitten Road		16,800	8/31/02
	2 Bangor Street		4,000	10/29/01
	331 Water Street		7,200	6/30/01
	442 Civic Center Dr.		65,912	8/01/12
Prof. & Fin. Reg.	122 Northern Ave	.	48,771	12/31/04
	2 Bangor Street		5,482	10/29/01
	24 Stone Street		1,995	3/31/04
Public Safety	18 Meadow Road		9,200	6/30/04
	16 Edison Drive		3,830	6/30/03
		397 Water Street	24,210	6/30/04
Inland Fish & Wildlife	284 State Street		15,600	2/28/03
Labor	2 Anthony Ave.		29,993	11/20/13
		331 Water Street	3,600	6/30/01
	323 State Street		3,338	11/14/05
Mental Health	VA Togus		823	6/4/02
Admin. & Fin. Services	26 Edison Drive		77,000	10/31/12
	14 Edison Drive		14,000	10/31/12
Workers' Comp.	24 Stone Street		5,082	10/31/02
Corrections	331 Water Street		3,600	6/30/03
Sec. of State (BMV)	283 State Street		5,000	9/30/06
Governor's Office	103 Water Street		3,150	2/28/05
		Total Leased Space:	***451,234***	***SF***

Space programming interviewees cited possible gains in productivity and cross-departmental communication, as well as the possibility of improved customer service, if agencies with similar missions and operations were located in close proximity.

Transportation/Traffic

Transportation issues have been at the forefront of planning efforts in Augusta for many years. The effect of the automobile and its supporting infrastructure on the city has been significant. City growth has placed a heavy burden on pace of the pedestrian, and horse and buggy. Congestion through the middle of the city – Western Avenue and the traffic circles flanking the ends of the Memorial Bridge being particularly notorious – has steadily increased. Adjoining neighborhoods are feeling the effects as commuters seek less crowded routes to bypass more congested areas, creating additional safety concerns.

Memorial Bridge from Arsenal.

A number of highly visible planning processes are underway or have been recently completed that will significantly affect the future of the City. These include:

- The Augusta Travel Demand Management Study (T.Y. Lin, 1995),
- The Augusta Third Bridge Study (Vollmer Associates, 1993)

Some key findings from these studies, and other Maine Department of Transportation studies concerning traffic safety relating specifically to the master plan area are:

- For the planning period, traffic volume throughout the Augusta area is expected to increase between 25% and 50%, depending on location
- The Third Bridge (Alternative 'B') will significantly reduce forecasted traffic increases in many areas, including the Western Avenue corridor
- Increases in traffic in the West and East campus areas will not be reduced by the Third Bridge
- The highest number of accidents in the state occur at the Cony and Memorial traffic circles
- The only high accident location within the planning area is that portion of Sewall Street between Capitol Street and Western Avenue

Parking

Existing parking at Cultural Building.

Existing walk condition along hospital drive, East Campus.

Parking resources on both campuses are limited, and the demand for vehicle storage is expected to increase. Visitors and clients alike are forced to circle the parking lots, looking for available spaces. During weekdays, the streets surrounding the west campus are filled with the vehicles of State employees, creating crowding and safety issues. The large areas of uninterrupted asphalt parking lots on the campuses create serious environmental effects through runoff and the introduction of non-point pollutants to surrounding waterways. They are hot in the summer and cold and open to strong winds in the winter. In many cases, the asphalt paving is in poor condition, cracked and broken. The visual impact of these "seas of parking" is equally severe. The buildings on Capitol Hill are surrounded by cars. Surface parking on the East Campus threatens existing open space and the pastoral setting.

The following specific user groups and needs were identified as requiring parking accommodations currently, and through the planning period:

- Visitors and employees with disabilities (handicapped parking)
- State employees – all day parking/fixed schedule and shorter-term parking
- Legislators
- Public/Visitor
- For business transactions and State services (clients)
- Attending and participating in legislative process
- Tourists, State House visitors
- School Groups
- Service and maintenance crews
- Press, and
- Deliveries – short-term drop-off, trucks/vans, service vehicles.

Pedestrian Circulation

Lack of sidewalks near Cultural Building, West Campus.

The quality of the pedestrian environment is a critical aspect of how an area functions and is experienced. Two levels of pedestrian circulation are critical: campus connections to the adjoining city and internal campus circulation. Current pedestrian facilities to and within the two campuses can be characterized as fair to poor. While there are generally pedestrian facilities available, their quality is often poor as evidenced by quality of materials used, maintenance, and the level of accommodations provided. These conditions are exacerbated during the winter months by inadequate areas dedicated for snow removal. Sidewalks along high volume roadways lie immediately adjacent to vehicle travel lanes, affording the pedestrian little protection or separation from vehicles. Lack of inviting, safe, and friendly pedestrian access from and within parking areas contributes to the overall parking problem.

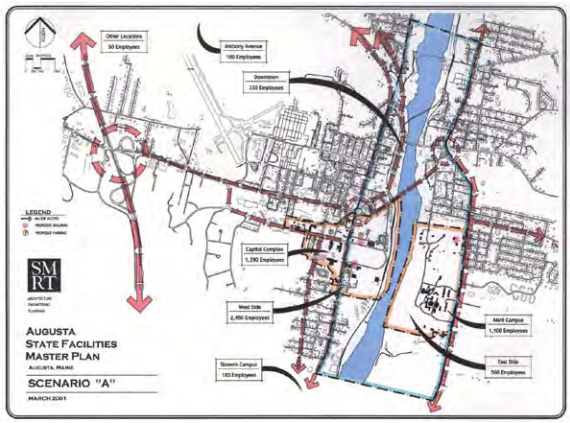
Process

Committee Process

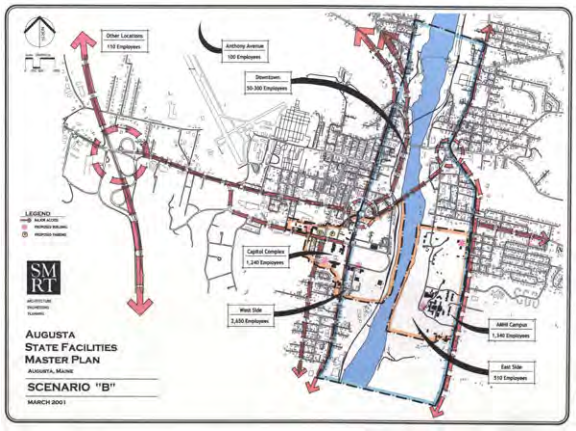
The Master Planning Committee (MPC) held its first meeting in September of 1999, and met at regular intervals until February, 2000. The first several meetings consisted of reports on existing conditions and previous area planning efforts presented by the consultants. These reports emphasized architectural, landscape and site, and traffic and parking issues.

While this process was underway, SMRT met with personnel from all state agencies in the Augusta area to determine their present and future space needs. Information regarding agency location(s), employee requirements, storage requirements, support facilities, relationships to other state agencies, and anticipated agency changes was collected and summarized in a Program Narrative for each agency.

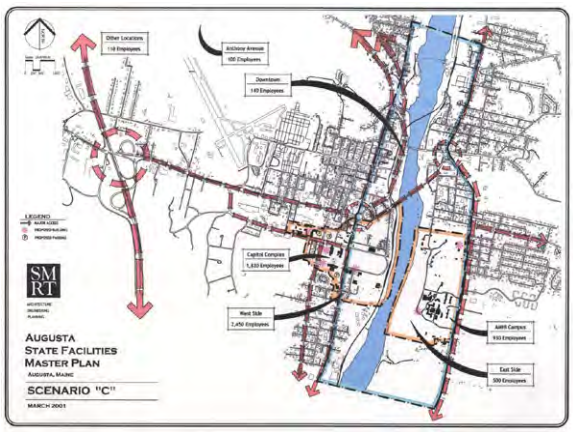
The MPC then began the process of synthesizing the basic goals established early in the planning work with the existing condition analyses and the results of the space programming. The planning team developed scenarios A, B and C explaining different planning alternatives. Committee discussion of these scenarios and other issues raised resulted in a pair of significant meetings during which the members agreed on a list of "consensus issues." This list represented the basic planning concepts that were to guide the consultant team in the preparation of the final master plan. The approved list of consensus issues is as follows:



Scenario A



Scenario B



Scenario C

General Issues

- Transportation and parking issues will be resolved in support of other objectives of the Master Plan.
- Development of areas between Downtown and the Capitol Complex will be considered in the Master Plan.
- There will be a major State presence of up to 300 State employees in leased space in Downtown Augusta.
- Employees now in leased space in Gardiner and the Stevens Campus in Hallowell will be relocated to Augusta. The State will assist these communities with the development of re-use options that benefit and do not burden the Cities of Gardiner and Hallowell.

East Campus

- The re-use plan for the East Campus will concentrate on the core historic buildings.
- The Stone Building on the East Campus will be renovated for State use.
- The Harlow Building on the East Campus will be renovated for State use.
- There should be no further State development on the east side of Hospital Street across from the East Campus.
- The Department of Public Safety will be consolidated on the existing Hospital Street site.
- The Natural Resource Departments (Conservation, Marine Resources, Inland Fish & Wildlife, Agriculture, Environmental Protection, and ACE Service Center) will be consolidated.

West Campus

- Current parking needs at the West Campus will be addressed primarily with the construction of structured parking. The West Campus, and in particular the Capitol Complex, will be made "greener" by reducing and/or improving surface parking lots.
- Howard Hill should be protected as undeveloped green space by acquisition of fee interest or easement.
- Appropriate new uses will be found for the historic homes of the Blaine House neighborhood (Gannett, McLean, Smith, Gage, Dashlager and Merrill Houses).
- The DOT Motor Transport function on Capitol Street will be relocated to a new State Fleet Service Center, and the site will be used for a new State office building, or other appropriate use.

- The PUC Building site will be redeveloped to a higher use.
- The Department of Labor will be consolidated.
- The Department of Human Services will be consolidated.
- The State Planning Office will be consolidated.

The futures of downtown, the riverfront, and the East and West campuses are inextricably linked.

Concurrent Planning Efforts

It is important to place the current master planning effort in the context of other planning initiatives recently completed, currently underway, or scheduled for the near future. These include:

- The Capital Riverfront Improvement District Master Plan
- State Psychiatric Treatment Center Study
- NEPA process for the Third (North) Bridge
- DOT planning for replacement of Memorial Bridge
- City of Augusta comprehensive planning efforts

The State master planning work was begun prior to all but the last of these (Augusta city planning projects have been ongoing for several years in a wide variety of planning categories). Thus it was specifically intended by DAFS/BGS that the State project be integrated to the greatest extent possible with the Capital Riverfront Improvement District work, the first of these other efforts to begin. The means for assuring this was to appoint a large number of committee members who would have Augusta interests. For this reason, the committee included most of the Augusta area legislative delegation, legislative representation from Hallowell and Gardiner, the Augusta City Manager, the Chairman of the Augusta Planning Board, and the President of the University of Maine - Augusta.

To further supplement connections with the riverfront planners, several members of the Master Planning Committee were also on the Capital Riverfront Improvement District Board, including the Board's co-chairs. In addition, representatives of the Augusta City Planning Department, the State Planning Office, the Hallowell and Gardiner town councils, and one of the principals of the Capital Riverfront Improvement District consultant team were invited to participate in the process. Those area legislators who were not committee members

were issued invitations to participate and were provided with meeting minutes and handout materials.

Subsequently, as the Psychiatric Treatment Center study commenced, additional players and issues were brought to the table. Through this process, the Master Planning Committee sought to take advantage of the opportunity to cooperate with the City and all of the entities involved in these varied but related planning ventures and to integrate them to best advantage for the State and the City. The cooperative spirit, sharing of information, and communication among all parties was seen as having established a new tenor in State-City relations.

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AUGUSTA STATE FACILITIES MASTER PLAN

AUGUSTA, MAINE

MASTER PLAN OVERVIEW

MARCH 2001

The Master Plan

Master Plan Synopsis

The summation of the work of the MPC over its twelve months of deliberations is the Augusta State Facilities Master Plan. A synthesis of the positive attributes of the five concept plans that came before it, the Master Plan represents a considerably simplified and focused plan when compared to some of the initial efforts. This is as it should be, as the MPC acquired knowledge and confidence as it deliberated over several weeks and assimilated a wealth of information. The committee never lost sight of the initial thirteen goals of the process, and in the end was satisfied that the Master Plan represented the culmination of the process. The following paragraphs describe the major elements of the plan.

The plan recognizes that the State currently owns sufficient land and building resources to make the further acquisition of property unnecessary in the foreseeable future. It also recognizes that the need for leased space will be lessened but not eliminated. While one goal of the plan is to make the highest and best use of East and West Campus resources, it also seeks to play an important role in the revitalization of Downtown Augusta by recommending that 300 State employees be located in leased space on Water Street.

Further strengthening of Augusta's downtown fabric is recommended through the identification of a future new building site near the present MDOT Building on Capitol Street, thus bringing a substantial number of State employees from outlying locations to within walking distance of downtown. Also suggested is site development to include a pedestrian/bicycle trail to connect the Capitol Complex with the Downtown. This action is intended to provide a new link between these areas and also spur private sector development in the area between Downtown and the State House that is dominated by the traffic circle and is currently underutilized.

Neighborhood Impact

The committee was very aware of the fact that Augusta is a city of neighborhoods, and sought to produce a Master Plan that would have a positive impact on Augusta as a place to

The Sand Hill neighborhood on the East Side features steep streets and dramatic views west across the Kennebec Valley.

The Columbia Street neighborhood on the West Side near Capitol Park.

live, as well as to work. Several of these neighborhoods, such as Sand Hill and the East Side, are widely recognized as cohesive, dynamic residential districts. Others are not as easily defined, but are nonetheless entitled to consideration as the State plans for the future.

The plans for both campuses will have impacts on the close-in neighborhoods, such as the East Side, Gage Street, Cumberland Street and Lower Sewall Street neighborhoods, as traffic patterns change due to shifting agency locations. Others, such as the Columbia Street and Gage Street areas, may be affected by real estate transactions as the State acquires residential properties as they come on the market in areas designated in the plan for development.

The committee felt it was imperative that these close-in residential neighborhoods, including Winthrop Street and Columbia Street, be protected to fulfill the goal of both the State Master Plan and the Capital Riverfront Improvement District of providing attractive and convenient housing for State employees within walking distance of their places of employment, the downtown, and the river. Such efforts might involve the construction of new, infill housing along South State Street (considered part of the Lower Sewall Neighborhood for this discussion) and/or in the nicely wooded and hilly Gage Street neighborhood north of Child Street.

The only properties within residential neighborhoods pinpointed for potential state acquisition by the Master Plan are on Columbia Street at the corner of Union Street, and in the Child Street/Valley Street/Center Street portion of the Gage Street area, near the existing Department of Transportation office building. All other neighborhoods would be unaffected by State real estate needs.

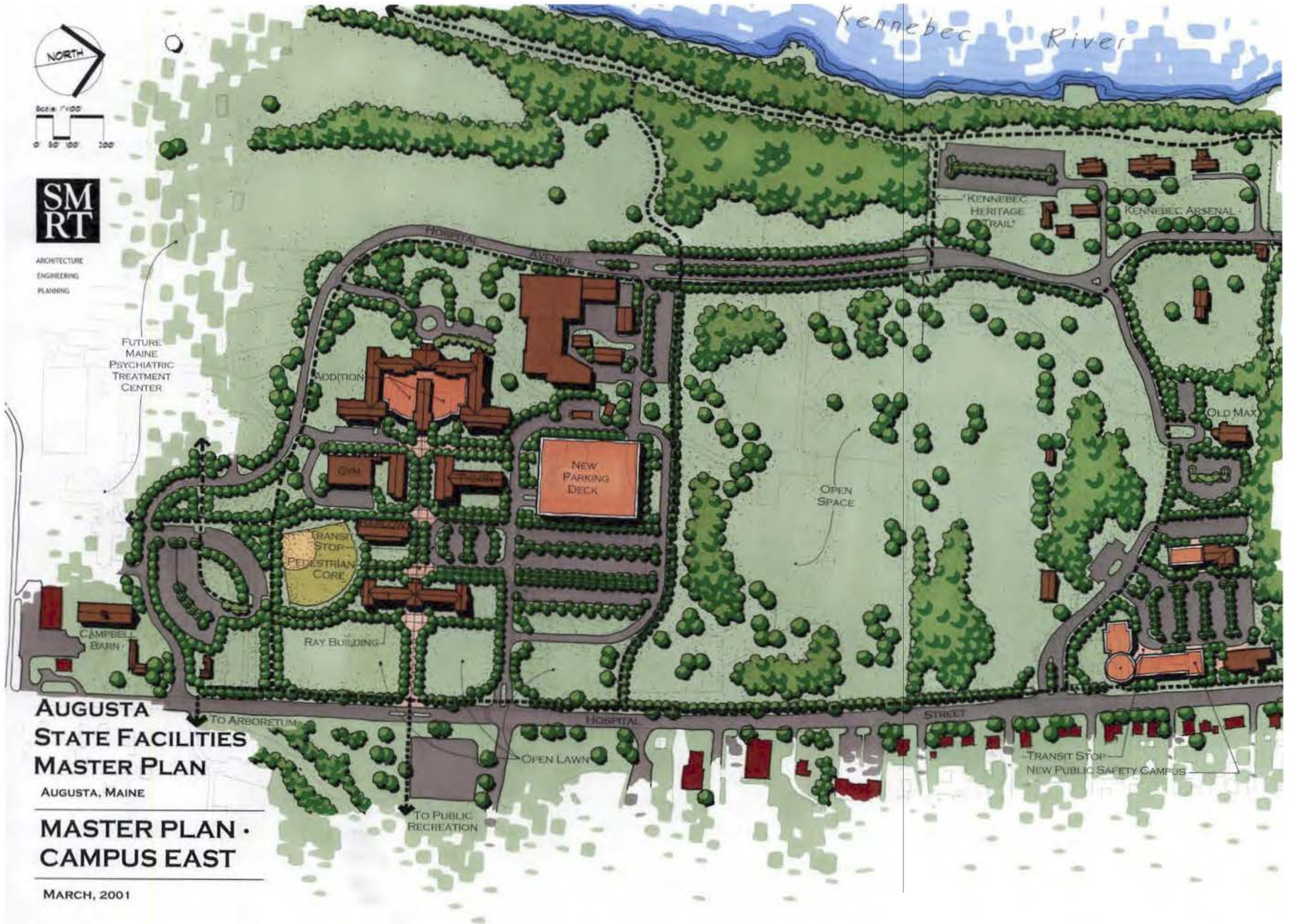
The Master Plan calls for streetscape improvements in many close-in neighborhoods, including construction of sidewalks, installation of pedestrian-scaled street lighting and traffic-calming measures; and removal of inappropriate State facilities such as the BGS Fleet Garage on Columbia Street.

East Campus

A major component of the plan is to preserve and make better use of the historic AMHI buildings. To accomplish this results in the fulfillment of plan goals, including the consolidation of State agencies that are now scattered throughout greater Augusta, and the distribution of State employees on East and West Campuses to best advantage of the State and the City. Program information will help to identify an "anchor tenant" for the East Campus, helping to support amenities that will be of great benefit to them and to other smaller agencies also to be located on the campus. The new Psychiatric Treatment Center, the re-use of the Campbell Barn, and the possible recycling of some former AMHI buildings for use as private-sector support (retail, restaurant, services, etc.) would all contribute to making the East Campus a lively, safe, appropriate and historically-significant office campus for State government.

The plan also recommends other actions that affect the East Campus. Roadway and pedestrian improvements along Hospital Street, Hospital Avenue and Arsenal Street (with improved lighting) and well-designed surface and structured parking will support use of the campus. New green space elements will preserve and enhance open space occupying the area between the Arsenal and the AMHI core buildings. In the long-term future, implementation of parking and open space improvements will necessitate the removal of several non-historic buildings currently standing on the East Campus, including the Nurses' Residence, the Marquardt Building, the Greenlaw Building, and the Deering Building. Removal of these buildings reflects their current condition, architectural and historical significance, surplus space (within the overall context of the Master Plan), and drain on State resources. By concentrating the State's efforts and employees in the core historic buildings, the employee count on the East Campus remains close to what it is today (the plan calls for 1,730 employees to be located on the east side, and 3,550 on the west side, as opposed to 1,410 and 3,680, respectively, today). Thus the impact of the plan on the East Side transportation infrastructure will be minimal.

The final major element of the East Campus plan is the creation of a new Public Safety Campus, which will provide for the consolidation of the Department of Public Safety, currently spread between several locations in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FUTURE MAINE PSYCHIATRIC TREATMENT CENTER
ADDITION
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NEW PARKING DECK
OPEN SPACE
OLD MAX
TRANSIT STOP
PEDESTRIAN CORE
CAMPBELL BARN
RAY BUILDING
TO ARBORETUM
HOSPITAL STREET
OPEN LAWN
TRANSIT STOP
NEW PUBLIC SAFETY CAMPUS
TO PUBLIC RECREATION
AUGUSTA STATE FACILITIES MASTER PLAN
AUGUSTA, MAINE
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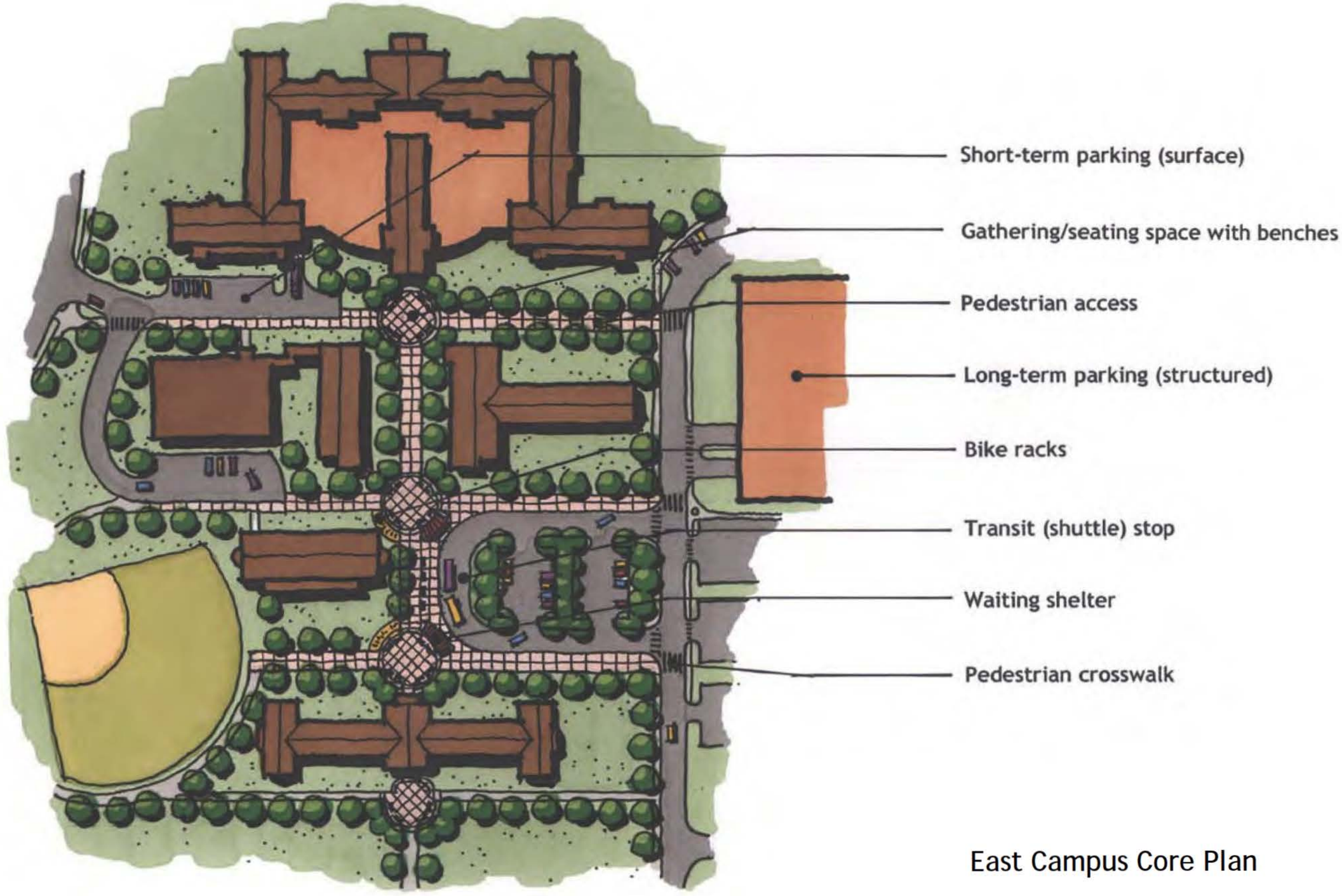
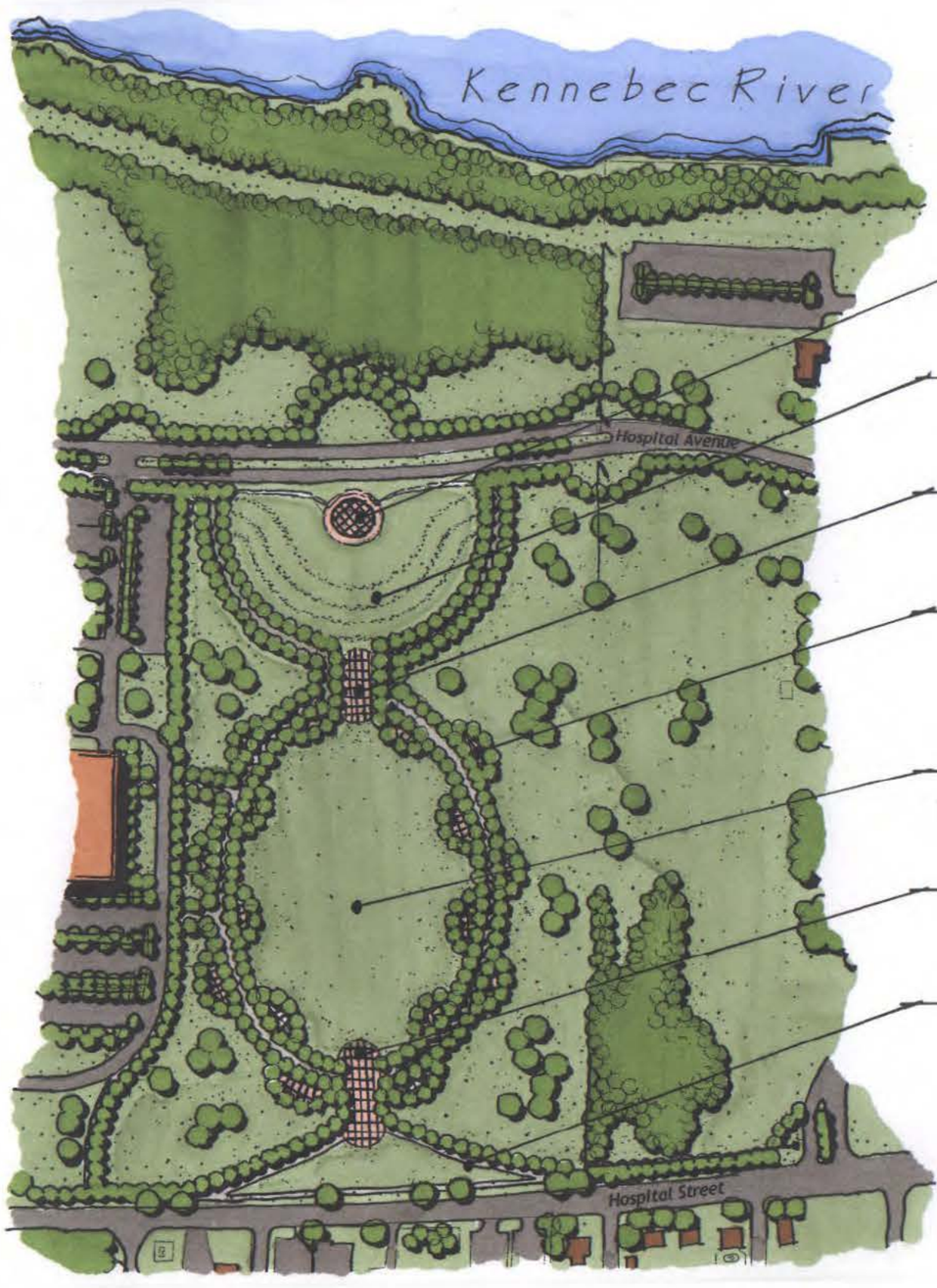
MARCH, 2001



East Campus Core Plan



Stage

Grassed amphitheatre

Lower plaza and overlook

Commemorative terrace-
one for each Maine county

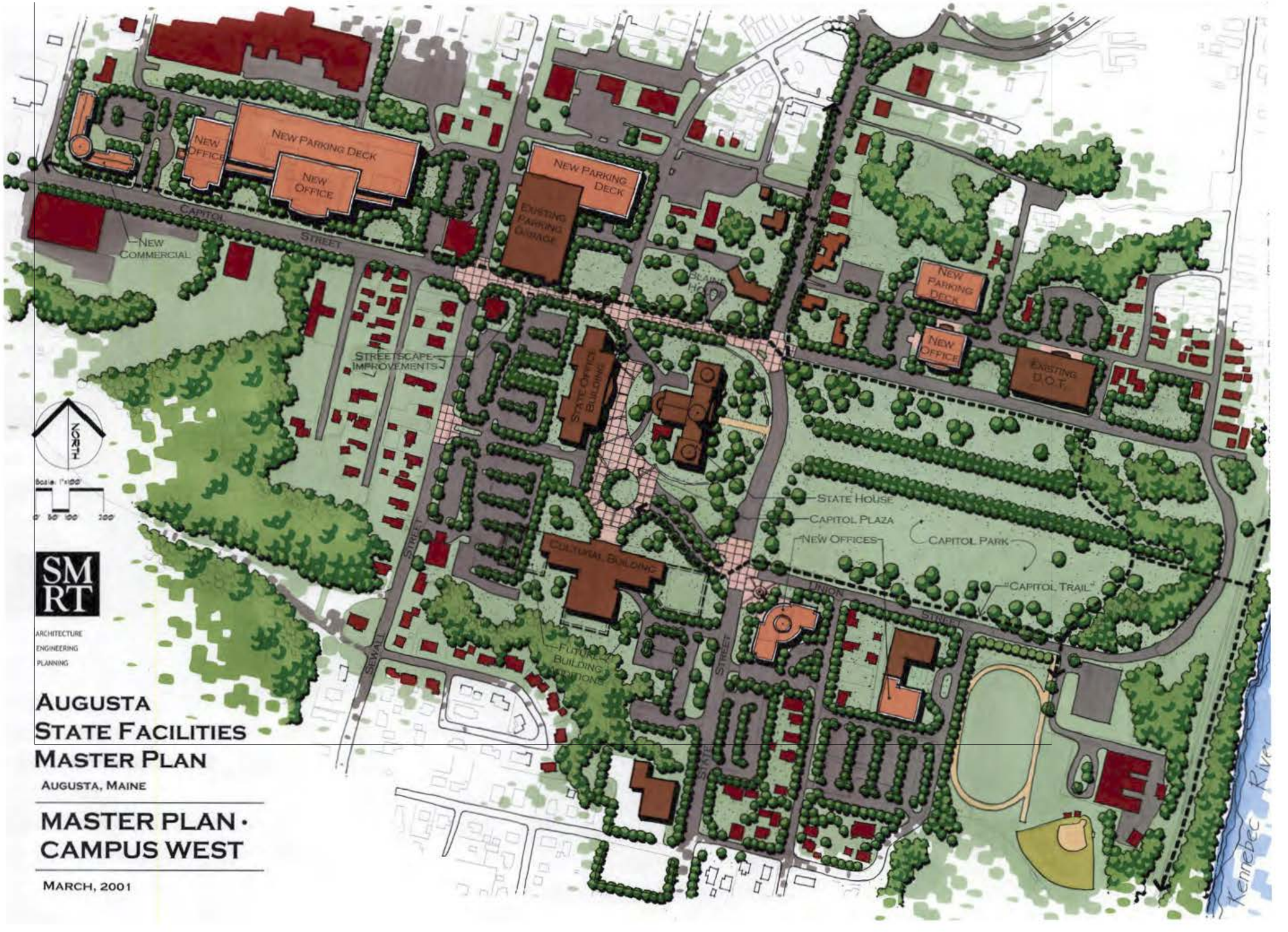
The Lawn

Upper entry plaza and overlook

Pedestrian connection

East Campus Open Space
Alternative "State of Maine Park"

Augusta and Gardiner. The existing obsolete headquarters building and garage will be demolished and replaced by a new office building of sufficient size to house the entire department. The Crime Lab and Medical Examiner's Building will remain as part of the campus.



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AUGUSTA, MAINE

MASTER PLAN · CAMPUS WEST

MARCH, 2001

West Campus

On the west side of the river, the Master Plan includes projects reflecting the same goals: consolidation, preservation, and enhancement. Consolidation will be accomplished through several important actions. Within the overall context of the plan, the Stevens School in Hallowell will no longer be needed for State agencies. Thus the plan recommends that the State and the City of Hallowell jointly undertake a planning effort to study re-use opportunities for the campus. Agencies currently housed at the Stevens School would be relocated to various East and West Campus and downtown locations.

The large sloping site of the Motor Transportation Garage offers tremendous opportunities for redevelopment.

Motor Transport Site

The Master Plan builds on the projects currently underway to rehabilitate the State House and the Burton Cross State Office Building by recommending several building, site, and infrastructure projects for the West Campus. Most significant of these is the redevelopment of the existing MDOT Motor Transport Garage and associated buildings located on the north side of Capital Street. This large, strategically-located site offers tremendous opportunities, and would result in the removal of an industrial use from a prominent in-town site, conveniently located near the Capitol. The site offers excellent access to the City's roadway system, and exceptional views across the State House grounds and Capitol Park to the river and the East Campus.

The topography of the site, which was formerly a stone quarry, offers the opportunity to provide enough parking for a major building to be placed largely underground, invisible from surrounding streets. The plan recommends the construction of a significant office building, perhaps as large as 250,000 sq. ft. housing 1,000 or more employees. Such a building would leave a sufficient area of the site for the construction of a second, smaller structure at the west end of the property that could house retail, office or service tenants in a private sector development or a joint public/private project.

DHS Main Administrative offices at 221 State Street.

DHS Site

The relocation of DHS to this new building would result in the current DHS central administration building and public health laboratory located at the corner of State and Union

Streets being surplus property. The master plan recommends that the existing building be removed and the site used as a location for monuments, as open space to compliment Capitol Park, as a site for a small building (about 20,000 sq. ft.), or a combination of these uses.

20 Union Street, administrative headquarters of the Department of Labor.

20 Union Street

The final major step in the consolidation of State departments to be accomplished under the plan would be to bring all Department of Labor offices to the West Campus. This element would include the relocation of DOL bureaus now located at the Stevens School in Hallowell to an expanded version of the department's current administrative headquarters at 20 Union Street on the south side of Capitol Park. Additional DOL units would be brought to 20 Union Street from leased space elsewhere in Augusta. The department's innovative One Stop Center, now in leased space on Anthony Avenue, may be suitable for 20 Union Street or for placement in leased, storefront space on Water Street in downtown Augusta.

The Cultural Building on the West Campus.

Cultural Building

Other elements of the plan relating to the West Campus include the expansion of the Cultural Building to provide the State Library, State Archives, State Museum, and possibly the Law and Legislative Reference Library, with the additional space required to allow these agencies to continue to fulfill their mandates to the Legislature and the people of Maine. The Master Plan suggests that the Cultural Building would be extended to the east, south and west (an addition to the south was anticipated in the original design). This project would include the final steps in the creation of an important public open space that was first visualized when the Cultural Building was planned in the 1960's. This plaza would provide a landscaped courtyard with visitor drop-off and pedestrian links between the State House, the Burton M. Cross Office Building, and the Cultural Building, and eliminate the blight of unorganized surface parking lots that currently exists in these areas. In conjunction with aesthetic and management improvements for those surface lots to remain around the Cultural Building and the Burton M. Cross Office Building, the Cultural Building site development will be the final major element of the "greening" of the Capitol Complex visualized by the committee.

Capitol Hill Entry Plaza

Proposed Streetscape Improvements

Capitol Park Area and Surrounding Neighborhoods

Additional West Campus plan components include the recognition of the grouping of historic houses clustered at the corner of State and Capital Streets, including the Blaine House, Gannett House, Merrill House, Smith House, MacLean House, with Dashlager House. All of these houses are currently occupied by State agencies, and all represent a unique historical glimpse of what State Street used to be, Augusta's primary residential street. The plan calls for the Blaine, Dashlager, MacLean and Gannett Houses to remain in State use, though a new use would be found for the Gannett House once the State Planning Office is consolidated. The Smith and Merrill Houses have the potential to be turned over to the private sector with protective covenants attached to assure their preservation according to design standards.

Statehouse from Capitol Park.

The plan commits the State to preservation and restoration of Capitol Park itself, and to the protection of its edges from encroachment by inappropriate development. Potential new development sites are identified along the north side of the park to the west of the MDOT building for a small office building; and along the south boundary, at the corner of State and Union Streets, for open space, monuments or a small, signature building. The south edge could be further improved when 20 Union Street is renovated and expanded, and new surface and structured parking is provided behind 20 Union and the corner site.

The plan envisions streetscape improvements along State Street, Union Street, Capital Street, and Sewall Street, to

include pedestrian-scaled lighting, new pavement treatments, new landscaping and street furniture, and traffic-calming features to enhance the pedestrian environment along Capital Street between State and Sewall Streets. Reduction in surface parking spaces will be made possible by the enlargement of the State's Sewall Street Parking Garage and the implementation of an enhanced parking demand management plan. Surface lots that remain will be subject to zoning for specific users (visitors, service vehicles, Legislators, etc.), as well as improved paving and curbing, landscaping, pedestrian routes, lighting and security.

Residential neighborhood along Child Street near the MDOT Building and Capitol Park.

Finally, the committee recognized the importance of the neighborhoods surrounding the Capitol Complex. In most cases, the State would have no need to acquire additional property in these neighborhoods, and the master plan will become a tool to advise property owners in these neighborhoods of the State's long-term plans, if any, for these areas. Only in the areas directly to the north and south of Capitol Park is there a recommendation for further acquisition in residential areas, and this is in response to the need for additional parking and/or infill construction for developments along the park, and a recognition that State encroachment into these areas has rendered these properties less desirable for residential use.

Sewall/Federal Street area with Capitol Complex parking lots in the foreground, Howard Hill in the background.

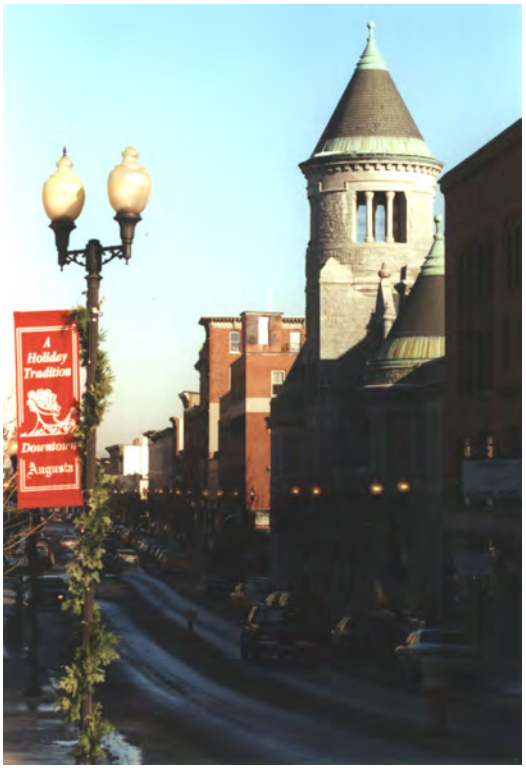
The committee expressed interest in the nature of the Federal Street neighborhood located between Howard Hill to the west and Sewall Street to the east, but did not recommend that the State acquire property in this area. The plan does call for State control, through purchase or easements, of the Howard Hill open space to protect views to and from the State House; and for the study of the conversion of the existing building at 8 Federal Street, now occupied by Inland Fish and Wildlife, to a privately-run day care facility for children of State employees.

As this report is being printed, the State is negotiating to acquire the branch bank property at the corner of Capitol Street and Grove Street. The acquisition by the State of this parcel, which is surrounded by State-owned property, would further the goals of the Master Plan.

Other Locations

Stevens School

Due to the determination that the State will likely no longer need to locate agencies on the Stevens School campus once the consolidation of these agencies on the East and West campuses is achieved, the Master Plan includes the recommendation that the Stevens School Campus, in whole or in part, be turned over to the Town of Hallowell and/or the private sector for conversion to new uses. It is recognized that the redevelopment of the site should be a joint effort and include State resources to facilitate the changeover from State to other uses. The State and the Town will cooperate in an effort to find uses that will benefit the Town while preserving the historic character of the campus and its buildings.



Water Street, Augusta's downtown and main street.

Downtown

While the State does not own any real estate on Water Street or directly adjacent to the central business district, the Master Planning Committee proposes to have a presence in the downtown area in order to provide a positive boost to the revitalization of downtown Augusta. The MPC directed the consultants to include the establishment of an employee base of up to 300 State employees in the downtown. This would be accomplished by leasing space, preferably in one or more of the historic commercial buildings on Water Street, and/or in the Key Bank Tower or perhaps in newly-constructed space resulting from the development initiatives being promoted by the Capital Riverfront Improvement District. Ongoing programming efforts will identify State agencies that could

benefit from a downtown location, and agencies that would help enliven the Water Street area.

Other Sites

Warehouse Building on the Augusta / Hallowell line occupied by the Lottery Commission, Maine State Museum, Maine State Archives, Maine State Library and the Legislative Law Library.

Although the primary thrust of the Master Plan is to bring as much of State Government to the East and West Campuses as possible, there will continue to be the need for satellite spaces for reasons of convenience, function, or necessity (for swing space, for example). Thus it is likely that the use of such facilities as the Old Liquor Warehouse in Hallowell and the Weights and Measures Building on Cony Road will remain in State ownership and use, and the State will continue to lease office space and other types of space in the Augusta area. The primary locations that will remain under lease for well into the master planning period, at least, include 2 Anthony Avenue and 35 Anthony Avenue (occupied by the Department of Labor and the Department of Human Services), as both buildings have been recently renovated and/or expanded, and both contain client service operations that benefit from the Anthony Avenue locations. The Department of Professional & Financial Regulation is likely to remain in its Gardiner location for a similar period.

Agency Locations

One of the most important goals of the Master Plan is to consolidate State agencies in locations that will allow them to function most efficiently and effectively. The outcome of the MPC's efforts in this regard shows the distribution of employees in Greater Augusta that will result from the implementation of the plan.

East Campus

The East Campus compliment of State agencies will remain much as it is today. The natural-resource-based agencies, including the departments of Agriculture, Marine Resources, Environmental Protection, Conservation, and Inland Fish & Wildlife, would be consolidated on the core campus, in the to-be-renovated Stone Building complex and other renovated former AMHI buildings such as the Harlow, Tyson, Williams and Ray buildings. The Department of Corrections administrative offices will remain on the core campus, as will the administrative functions of the Department of Behavioral and Developmental Services.

The recently constructed Motor Vehicle Building is located across Hospital Street from the AMHI campus.

The Bureau of Motor Vehicles of the State Department will remain in its existing building on Hospital Street. The various and scattered units of the Department of Public Safety will be consolidated on the proposed new Public Safety Campus at the northeast corner of the East Campus, to include the existing Medical Examiner's Building and Crime Lab. Lastly, the employees of today's AMHI will remain on campus but move to the new Psychiatric Treatment Facility, to be constructed beginning Spring 2001, at the southwest corner of the campus.

West Campus

The majority of State employees will continue to be located on the west side of the River, in numbers that will not increase appreciably from today's. The largest single group of employees will be housed in the three buildings of the Capitol Complex. The agencies to be housed in the Burton M. Cross Building include:

- Department of Administrative and Financial Services (partial)
- Department of Education

- Office of the Attorney General
- Department of Economic and Community Development
- Secretary of State Division of Corporations, Elections and Commissions
- Department of Treasury
- Capitol Security
- Legislative Branch employees (partial)

Groups to be housed in the State House include:
- Governor's Office (partial)
- Legislative Branch (partial)

Agencies to be housed in the Cultural Building are:
- Maine State Museum
- Maine State Library
- Maine State Archives

The second largest concentration on the west side will be in the new office building proposed for the Motor Transport site on Capitol Street. The MPC determined that a possible candidate for using this building is DHS. Between 500 and 1000 employees could be housed here.

MDOT Building on Capitol Park.

The Department of Transportation and the Department of Labor will remain in their existing buildings fronting Capitol Park, though both buildings will be subject to renovation and/or expansion projects. The remaining West Campus agencies, consisting of the State Planning Office, the Public Utilities Commission, the Secretary of State, and various small agencies such as the Maine Arts Commission and the Maine Historic Preservation Commission, will be housed in smaller buildings clustered around the Capitol Complex. Some of these agencies may be candidates for a downtown location (see *Other Sites* on next page).

Other Sites

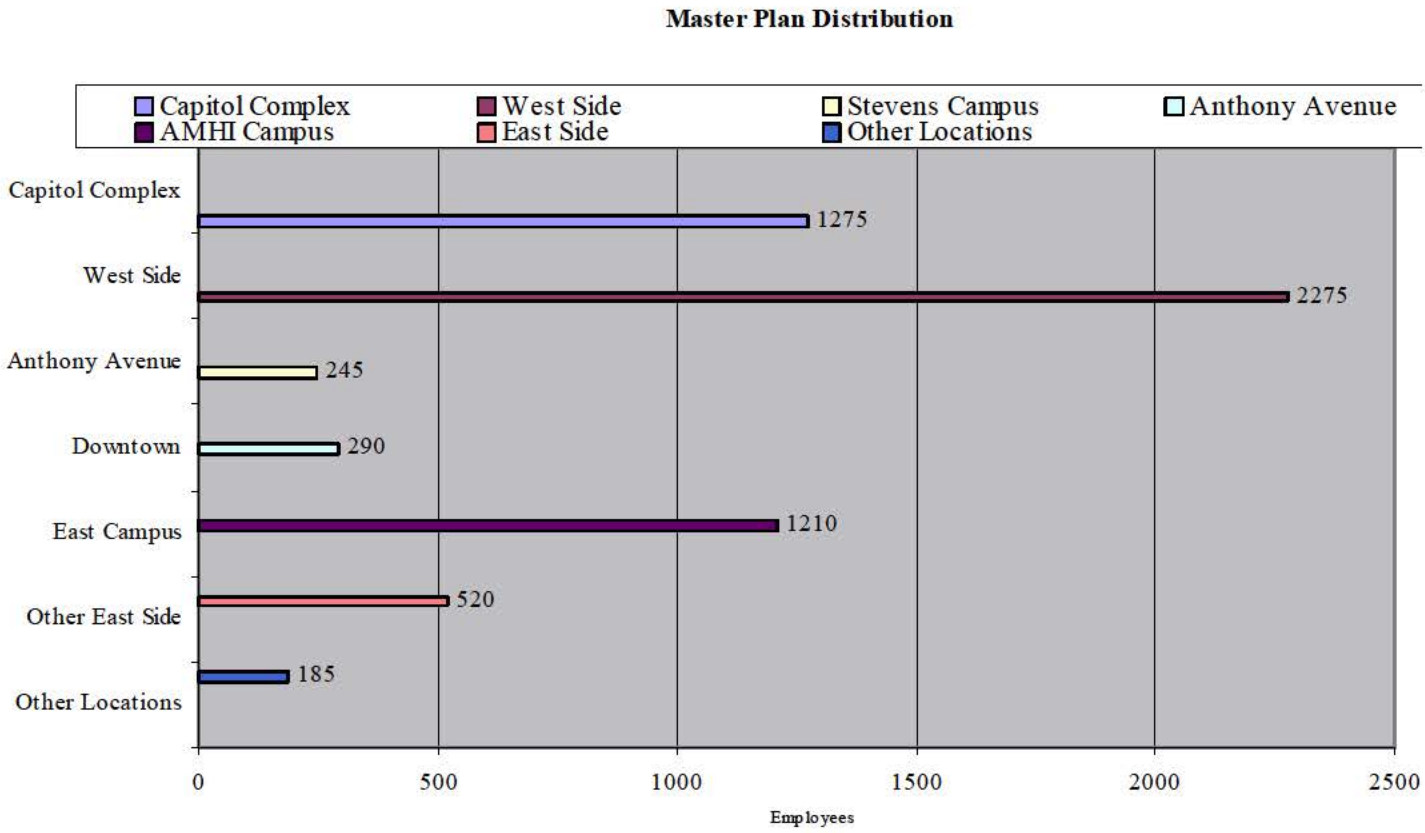
The MPC held as a high priority the State's participation in the revitalization of downtown Augusta. The means to this end will be locating one or more agencies that could benefit from a Water Street location, and that could in turn benefit the downtown, in leased space on Augusta's historic main street. Although no definite candidate for such a location was identified, possibilities include the Department of Labor Career Center or other public-oriented unit, and/or the State Planning Office.

The DHS client services building on Anthony Avenue in Western Augusta.

Significant leased space in Augusta will remain in use for the Department of Human Services and Department of Labor client service functions at Anthony Avenue. DHS is likely to remain there for the duration of the planning period. The DOL Career Center may be relocated to the DOL headquarters at Union Street on Capitol Park, or possibly located in leased space on Water Street in downtown Augusta as discussed above.

The Department of Professional & Financial Regulation is likely to remain in leased space in Gardiner for the foreseeable future.

Additional leased space will be needed to serve as "swing space" during construction projects and for special projects or programs that arise from time to time.



Transportation/Traffic

Critical transportation issues for the City and this master planning process that were raised during committee meetings and in City planning documents include:

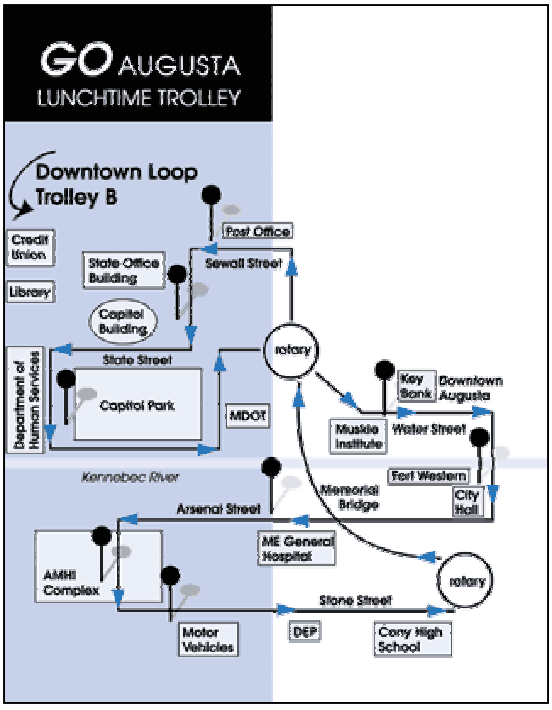
- Timely implementation of the Third Bridge Study recommendations
- Resolving long term regional and local safety and mobility needs during the Memorial Bridge NEPA Study (assessing rehabilitation or replacement of the bridge and the two rotaries)
- Resolving congestion and safety problems at the Memorial and Cony Circles
- Improving pedestrian safety and facilities through sidewalk, trail, crosswalk, lighting and landscaping improvements
- Implementing travel demand management measures including carpooling, vanpooling, and shuttles (MDOT's *GO AUGUSTA* program as administered by Maine Tomorrow, Hallowell)

- Improving the appearance and function of major roads through landscaping, access management, and traffic signal coordination/improvements
- Reducing through-truck traffic on City streets and arterials
- Improving the appearance, supply and management of parking within the downtown and at the two State campuses
- Mitigating neighborhood cut-through traffic and preserving neighborhood integrity

Through implementation of these elements, an increased state presence on the East and West Campuses can be achieved through integration of state and city efforts. Specific recommendations to improve transportation include:

East Campus

- Enhanced support for alternative transportation modes through the State's travel demand management (TDM) program that includes increased support for carpooling/vanpooling; shuttles serving off-site parking and circulating between the East and West campuses and the downtown; commuting to work by bicycling and walking; and connection to potential rail and water transit routes
- Improved streetscape aesthetics and function for pedestrians along Hospital Street and Hospital Avenue
- New signage/wayfinding system for those in vehicles and on foot
- Improved crossing of Hospital Street at Piggery Road intersection, likely to need a traffic signal as the Master Plan is implemented.

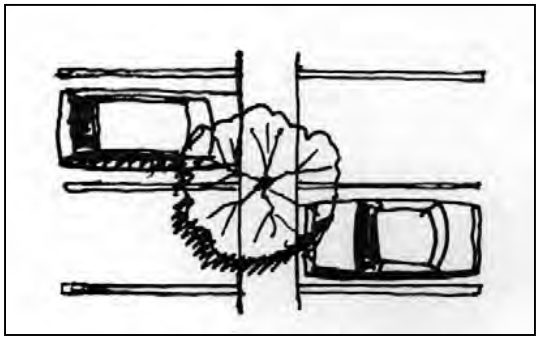


West Campus

- Enhanced support for alternative transportation modes through the State's travel demand management (TDM) program that includes increased support for carpooling/vanpooling; shuttles serving off-site parking and circulating between the East and West campuses and the downtown; commuting to work by bicycling and walking, and connection to potential rail and water transit routes
- Improved streetscape aesthetics and function for pedestrians along adjoining streets

- New signage/wayfinding system for those in vehicles and on foot
- Improved intersections and pedestrian crossings

Parking



Landscaping improves the "parking environment."

The configuration, design, maintenance and location of parking facilities all have an important effect on the quality of a campus environment. Parking should contribute positively to the function of a campus while not detracting from its environmental and visual quality.

Important considerations in planning and design for parking facilities include:

- Parking demand (peak and off-peak, seasonality)
- Characteristics of users (duration and purpose, paying or non-paying)
- Configuration (surface or structure parking, small or large lots, clustered or dispersed)
- Site accessibility
- Signage
- Location relative to users
- Management

In response to these considerations, the MPC adopted a set of 'Guiding Principles' for use in resolving parking issues. The Committee felt strongly that solutions to parking problems needed to be fully integrated with other transportation and site planning issues.

The principles developed are:

- Provide for and recognize the specific needs of different user groups

- Complement the overall master planning goal of providing improved public/customer service by State agencies
- Create an environmentally and visually responsive balance between space devoted to surface parking and green space
- Provide parking facilities that are organized, attractive, well-maintained, safe, well lit, and with adequate signage
- Address peak parking needs during legislative sessions
- Provide a convenient and comprehensive set of transportation options to reduce parking needs through travel demand management measures
- Assure cost-effective implementation
- Create solutions comprehensive in scope – including policies addressing traffic, transit, walking, biking, parking, employee hours, telecommuting of/by State employees and energy conservation

Specific recommendations to improve parking include:

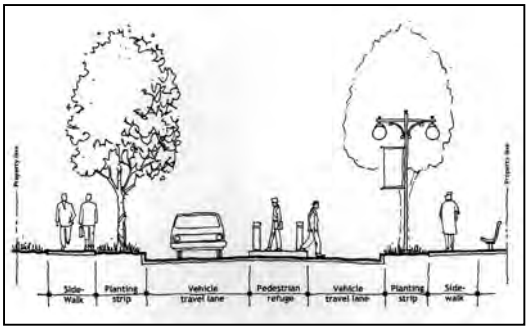
East Campus

- New, two-phase parking garage to meet the majority of parking demand on the campus to allow further 'greening' of the campus
- Improved surface parking lots to include dedicated visitor and handicapped parking, new paving/striping, planted islands, screening from streets, better internal and external pedestrian connections and lighting

West Campus

- Expansion of the existing parking garage on the north and east sides to gain approximately 500 additional parking spaces in addition to the existing 443 space garage
- Reconfiguration/redesign of the parking lot west of the State Office Building to improve aesthetics, increase pedestrian safety/friendliness and assign zones for various uses (visitors, legislators, service vehicles, etc.)
- Improvements at all parking lots to improve aesthetics, pedestrian safety and connections, lighting, and user security
- High capacity parking structure at the 105 Capitol Street (MDOT site) location to accommodate the proposed employee count of the site

Pedestrian Circulation



Efficient and safe access for the pedestrian within and to the campuses will be key for implementation of the master plan and improved integration of State campuses within the city fabric.

Specific recommendations to improve pedestrian circulation include:

East Campus

- Pedestrian connections from parking lots to building entrances and streets
- Pedestrian safety within parking lots by providing dedicated pedestrian ways in the interior of lots
- New lighting in parking lots to improve pedestrian safety
- Planting strip with grass and street trees to separate the street edge from sidewalk

West Campus

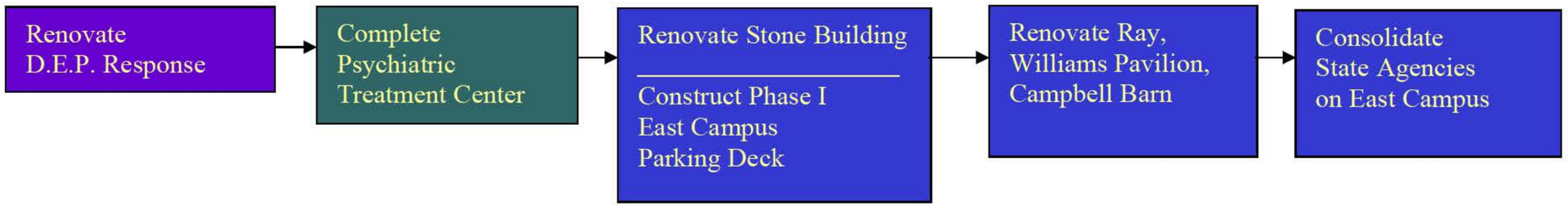
- Provide a planting strip with grass and street trees to separate the street edge from sidewalk
- Provide additional, pedestrian-scale lighting
- Use pedestrian refuges, grade changes, and paving changes at cross walks and intersections to create safer street crossings

Street cross-section showing typical proposed streetscape improvements such as pedestrian-scaled lighting and pedestrian refuge island.

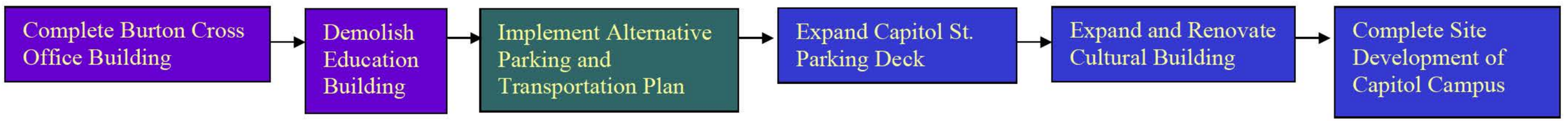
Implementation

Full implementation of the State Facilities Master Plan will take over 20 years to complete. It will be important to reassess the master plan periodically and adjust it to the ever-changing face of State Government. The implementation of this plan requires completing a number of planning projects and stand-alone projects as well as four groups of sequenced projects on the following page. The sequences can be accomplished concurrently although many of them must be preceded by the appropriate planning studies.

Sequence #1

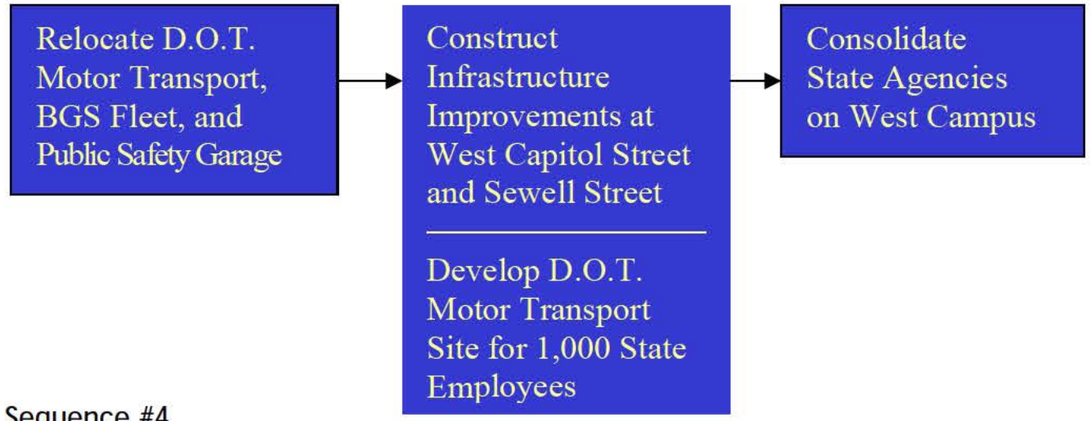


Sequence #2



Key:
- *work completed*
- *work in progress*
- *future*

Sequence #3



Sequence #4

As an adjunct to all projects listed in this section, infrastructure improvements, including road improvements to resolve traffic issues, parking lots and decks, alternative transportation, streetscape improvements including pedestrian-scaled lighting, pedestrian crossings and ramps, and traffic-calming elements should be completed in areas adjacent to proposed construction. In all likelihood, these improvements will be joint City-State efforts.

Planning Studies

- DOT Site
- Cultural Agencies
- Stone Building
- State Street Historic Corridor Plan
- Public Safety Campus
- Stevens Campus Re-Use

Stand-Alone Projects

- Public Safety Campus
- Downtown Presence (300 Employees in Lease Space)
- Participate in Stevens Campus Redevelopment
- Renovate Harlow Building
- Renovate D.O.T. Building
- State Street/Capital Street Histroric Area

Design Standards

The Master Plan is based on the continuing use of significant historic buildings on both campuses (the State House and Blaine House, among others, on the West Campus; the Stone Complex and other original AMHI buildings on the East Campus). The rehabilitation of these buildings should be accomplished according to the highest standards, in order to preserve them for future visitors and users. Additions to these buildings need to be sensitively designed to compliment them aesthetically and functionally. New buildings should be designed to respond to their historic neighbors while being high-quality, contemporary buildings in their own right.

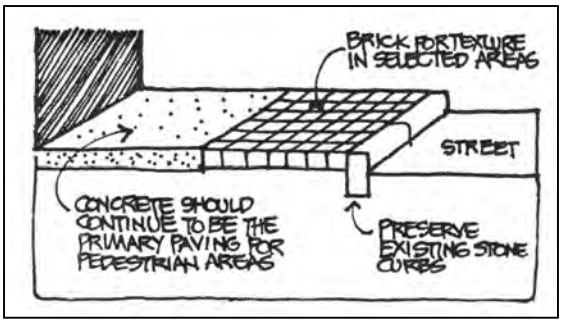
In order to assure this level of quality as renovation, expansion and new construction projects come on line, the committee recommends that Design Standards be established to guide all work within the State campuses. Since most of the buildings of the East Campus are within a National Register Historic District, and the primary buildings of the West Campus and much of the open space are listed on the National Register, the application of design standards is a logical and appropriate way to assure the longevity of these buildings and of their surroundings.

An adaptive reuse of the Campbell Barn on the East Campus is proposed. Exterior work should be subject to standards for alteration to assure preservation of its historic character.

These standards should be compiled in the form of a Design Manual that will become a part of the project design and approval process used by BGS, the State House and Capitol Park Commission, and the Capitol Planning Commission (CPC) for any project proposed for construction within the Capitol Planning District. The Manual should include the following basic components:

- A list of designated historic districts, individual historic buildings, historic landscapes, and historic landmarks
- Physical descriptions and statements of significance for each historic resource, accompanied by photographs which illustrate the range, the visual quality, and the history of the resources
- Standards for alterations of historic buildings, including additions. The standards should be applicable to vernacular buildings as well as high-style buildings (for example, they should apply equally to the Boiler House and the Stone Building on the East Campus)
- Standards for the design and construction of new buildings on the campuses, to assure that new

construction projects in historic campus and streetscape settings respond to their contexts
- Design guidelines for signs, to apply to all levels of signage from major highway signs to building signs
- Design standards and guidelines for proposed street and walkway improvements within the campuses and along streets bordering the campuses. Lighting standards will be included.



A sample guideline for a sidewalk / street design.

The committee recommends that the Maine Historic Preservation Commission be responsible for creating these standards, and that the Capitol Planning Commission be responsible for applying these standards for major projects, perhaps above a certain construction dollar value. Smaller projects should still adhere to the standards but could be subject to administrative review by BGS and the staff of the Maine Historic Preservation Commission.

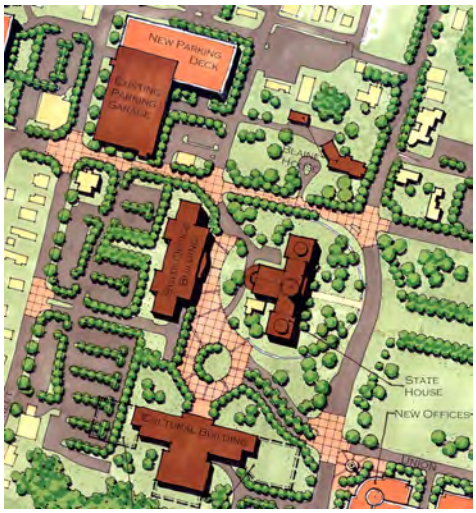
By putting in place an institutional framework for the evaluation and implementation of projects proposed for the East and West campuses, the Master Plan will assure that future new construction and renovation projects will respect the history of Augusta and its institutions, avoid mistakes of the past, and provide State Government employees and customers with a physical plant that is appropriate for the conduct of State business for years to come.

Conclusion

With the completion of the Master Plan, its approval by the Capitol Planning Commission, and its acceptance in concept by the Legislature, which occurred in Spring 2001, the work of the MPC is complete. The task of implementing the plan lies with the Bureau of General Services under the auspices of the Capitol Planning Commission. The list of master plan-based projects will be supplemented by maintenance and space planning projects proposed by State agencies.

The Master Planning Committee and its consultant team are confident that the master plan satisfies the Legislature's statutory requirements (L.D. 1626,1987) for the preparation of a State Master Plan. When fully-implemented, the plan will achieve the goals established at the beginning of the process. When completed, the plan will result in:

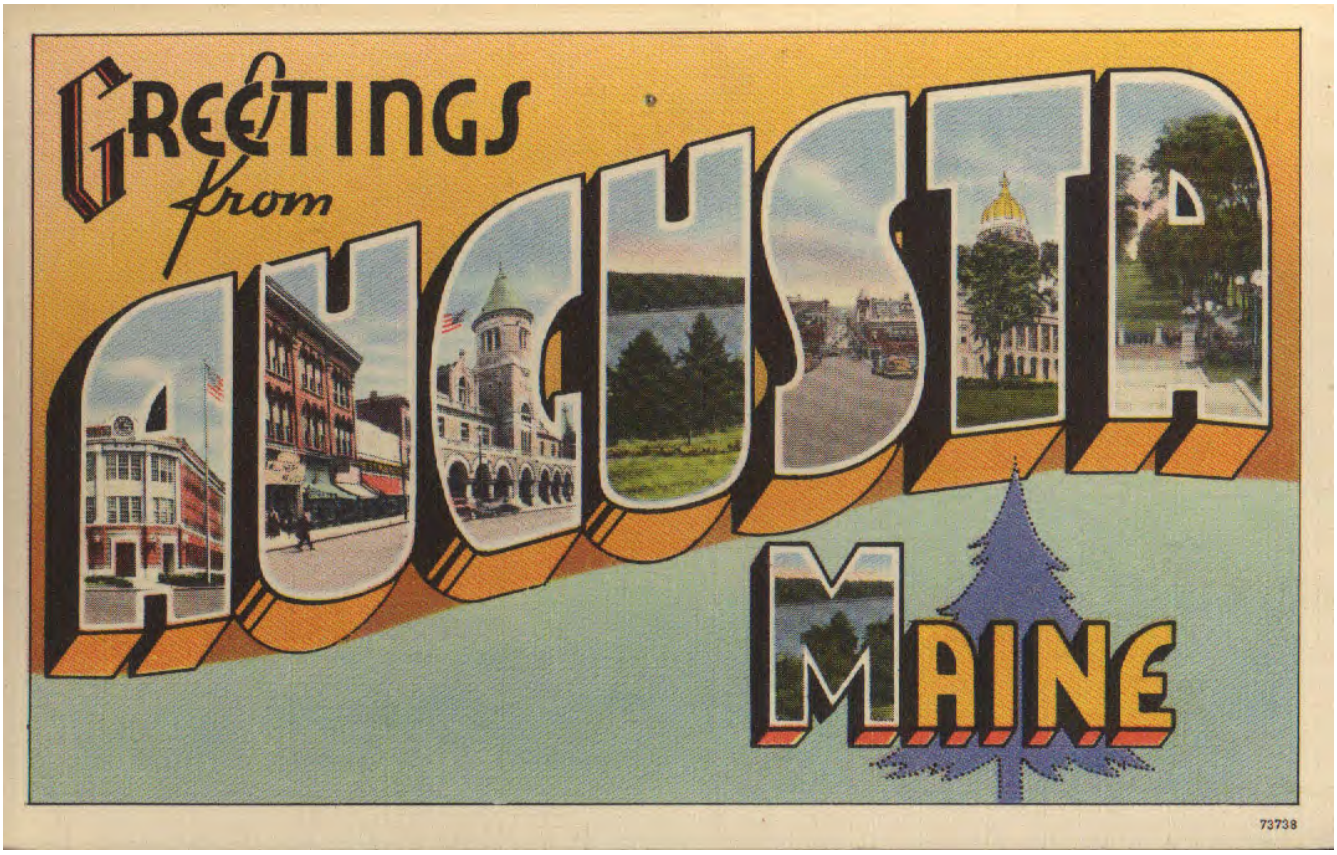
- Efficient management of the State's real estate for the benefit of Maine taxpayers;
- Healthy, productive, safe and attractive work environment for State employees;
- Improved functional and communicative relationships between State agencies;
- Well-maintained, functional and appropriate space in which Maine State Government can serve its customers;
- Preservation of significant State-owned historic properties;



- Useful framework for making State facility-related planning decisions for during and beyond the planning period;
- Ongoing planning relationship between the State of Maine and the City of Augusta;
- Improved transportation within and between Campuses and throughout adjacent areas of Augusta; and
- Major contributions to Augusta's viewsheds, open spaces and recreational resources.

The Master Plan will put the State's facilities on solid ground, and provide a legacy for future Maine residents that speaks to pride in and good stewardship of the State's real estate assets.

2. Capital Area History and Patterns of Development



the Kennebec served the needs of Augusta's residents well and provided the city's entrepreneurs with access to the world's seaways, and to inland resources of lumber and furs; and with water power to propel the water wheels and turbines of industrialization.

City of Augusta

It is fitting that the deliberations of the two recent major master planning initiatives in Augusta have the Kennebec River as their focus. The terraces and steep slopes that define the river valley and the distinctive structure of the city's development are bisected by the Kennebec at the head of river navigation, some 45 miles from its mouth at Popham, south of Bath. Most Maine Settlements that are split by a major river are, in fact, *two* settlements, such as Lewiston/Auburn or Bath/Woolwich. Augusta and its preceding villages, however, have always spanned the waterway. Historically, the west side has always been more developed than the east side; but to Augusta's residents, the river has always represented the heart and lifeblood of the city.

The Kennebec river begun its journey to the sea at Mooshead Lake, about 100 miles north of Augusta. At the same time, the ocean encroaches upon the river with a four-

foot tidal swing. The river was an important transportation link and source of food for Native Americans well before Europeans arrived on the scene as early traders in fish and furs. From then until well after the coming of railroad service, the Kennebec provided a deep water route to the far corners of the globe for Augusta merchants, traders and industrialists. Frequent floods kept the river's users aware of the power of nature, but on the whole the Kennebec served the needs of Augusta's residents well and provided the city's entrepreneurs with access to the world's seaways, and to inland resources of lumber and furs; and with water power to propel the water wheels and turbines of industrialization.

The buildings of Fort Western are clearly visible from Water Street across the river.

Native Americans called Augusta Cushnoc, a word that has had various meanings, all of which assign importance to the place. Plymouth Colony traders readily picked up on the strategic and economic possibilities of Augusta, as evidenced by the establishment of a trading post near the present site of Fort Western in 1628. Many of the early leaders of Massachusetts Colony, including Miles Standish and Governor William Bradford, visited the site. Fur trading was so lucrative in the Kennebec Valley and interior areas of the watershed that period sources say the Mayflower voyage was paid for by Kennebec furs. This period of early prosperity came to a halt with the early Indian wars. European settlers abandoned the area for almost 75 years.

The town of Hallowell and the Kennebec River played prominent roles in the historical development of Augusta.

The groundwork for settlement by whites had been laid with the Plymouth Patent, however; and in 1754, Plymouth Colony settlers returned as Fort Western, named for a friend of then Governor William Shirley, was completed on the east bank of the river. The first official settler of Augusta was the commander of the fort, Captain James Howard. The fort was short-lived in its original form, being dismantled for the most part in 1759 with the defeat of Montcalm in Quebec. The garrison building was left standing.

Augusta's history from this time to the present has been closely-tied to that of the next river town to the south, Hallowell. Shortly after the dismantling of Fort Western, a settlement was established in what is now Hallowell in 1762. When the village was incorporated in 1771, Fort Western and the dwellings and businesses nearby, were a

part of it. During this time, development on the west bank of the Kennebec at Augusta was overtaking activity on the east side. Also at this juncture, lumber processing began to take hold as a new source of industry, replacing the fur trade. Even with the construction of a sawmill at the mouth of Bond Brook, and the activity that commenced, Hallowell grew more rapidly in wealth and population. The future Augusta settlement set the stage for overtaking its neighbor with the construction of a bridge across the river in 1796, replacing ferry service for the first time in the region. Hallowell and Augusta became separate villages in 1797, with Hallowell retaining its name and the Fort Western settlement being named Harrington. Shortly thereafter, the name was changed to Augusta, after the daughter of Revolutionary War general Henry Dearborn, and the Kennebec District's representative to the Continental Congress.

In 1785, Augusta became the seat of Kennebec County, and was the center of a wave of development, although Hallowell remained the social and commercial hub of the area.

In 1785, Augusta became the seat of Kennebec County, and was the center of a wave of development, although Hallowell remained the social and commercial hub of the area. The Kennebec River became a busy water route by 1840, with a large fleet of schooners, most of them built along the Kennebec at shipyards from Phippsburg to Winslow, working trade routes between Augusta and Boston. More than 500 ships were built in yards between Gardiner and Winslow alone, with hundreds more launched in Bath and other river ports. Augusta saw additional importance as the location of the transfer of goods bound further upriver from the deepwater ships to longboats. Passengers as well as freight were carried on the Kennebec, with scheduled steamboat service to Bath and Boston commencing in 1826. Early photographs of downtown Augusta show a dozen or more vessels tied up at town wharves. Shipping activity probably peaked in the 1850's. The arrival of Augusta's first railroad in 1851 led to a gradual decline of the river trade, but substantial water-borne trade continued well into the 20th Century.

Post civil war photograph of artillery unit at Kennebec Arsenal.

Important events during this same period served to shape Augusta's destiny as something more than the average river town. In 1828, the federal government began construction of the Kennebec Arsenal, built to serve as an outpost and storehouse of munitions for the protection of the northern and eastern frontiers. The Arsenal came to include fifteen buildings on a 40-acre site on the east side of the river, just

below Fort Western. A year later, in 1829, the cornerstone for the new State Capitol was laid, firmly establishing Augusta's importance as the seat of state, as well as county, government (although its selection as such was not without controvery, and the city continues to fend off the occasional bid to move the capitol to Portland or another locality). And in 1840, the Maine Insane Hospital opened its doors on a large, pastoral campus directly to the south of the Arsenal, and across the Kennebec from the Capitol.

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An early artist's view of Winston's Hill shows the original State House site surrounded by houses and fields.

The development of these institutions resulted in Augusta overtaking Hallowell as the predominant commercial and social center of the mid-state region. By the middle of the 19th Century, Augusta's population was over 8,000, and the town adopted the city form of government. The city's prosperity was assured as, in addition to its governmental and military facilities, it boasted a cotton factory and several sawmills, aided by the construction of a dam in 1837. Even after the railroad was firmly established, river shipping tonnage increased until national events at mid-century led to a general, national economic downturn. Shipping traffic finally began to slip to railroad competition after the Civil War; and in 1865, the downtown was nearly leveled by fire.

The harnessing of the water power of the Kennebec led to the next phase of Augusta's commercial development, with the advent of water-powered processing and manufacturing concerns constructed along the riverbanks to the north of Fort Western and the Water Street commercial district. Lumber, paper, textiles, shoes, and printing were the major industries to be found in late 19th and early 20th Century Augusta. In the 1930's, 42 industries employed over 2,000 people.

After the fire, the west side commercial core was rebuilt in substantial brick Victorian-style buildings, most of which remain standing today. Water Street became the center of commercial and industrial activity, with a lesser amount of industrial, retail and service establishments being built on the east side. The city served as the trading center for more than 75,000 area residents.

…in 1840, the Maine Insane Hospital opened its doors on a large, pastoral campus directly to the south of the Arsenal, and across the Kennebec from the Capitol.

Residential areas climbed the hillsides and populated the terraces above the river. Major institutions, such as the Library, the County Courthouse, and churches, also located

Augusta's intown residential neighborhoods cling to hillsides.

on the plateau to the west of downtown. State government expanded on the State House grounds and into adjacent residential neighborhoods; and federal facilities were constructed nearby. The Arsenal remained in use as a military outpost until late in the 1800's when it was turned over to the State Hospital. The hospital, by this same time, was a thriving institution, with 300 employees treating 1500 patients on the 400-acre campus.

In the late 1930's, Augusta's manufacturing industries began a decline that was characteristic of the New England economy in general. As natural resources/commerce declined and industries such as shoemaking and textiles relocated, first to the South and then overseas, Augusta's economy likewise slowed. Even a late 1960's flirtation with the flowering high-tech computer industry, in the form of a major Digital Equipment manufacturing facility on the west edge of the city, could not overcome the business forces that were in motion throughout northern New England.

As natural resources/ commerce declined and industries such as shoemaking and textiles relocated, first to the South and then overseas, Augusta's economy likewise slowed.

Although local, county, state and federal governments all increased their presence in the city, that was not enough to overcome a stagnation that led to a decline in the condition of Augusta's housing stock and the downtown commercial area, and to a general sense that time had passed the city by. The fact that Augusta was the State Capital seemed to be the only bright spot. However, institutional and service organizations have picked up some of the slack. The University of Maine - Augusta was established in 1965, and has sustained a slow but steady growth since then. Maine General Health, the area's primary hospital, continues to expand and widen its scope of services, and has become a key player in planning efforts downtown and on the east side. Retail development has been extensive in recent years, but most of it has occurred at the two west-side expressway interchanges and has come at the expense of downtown businesses. Since the late 1980's, a variety of planning projects have focused attention on the downtown core. The historic building stock and the riverfront have increasingly come to be viewed as significant and unique assets that can contribute to the revitalization of the commercial core.

Augusta's major cultural institutions are clustered along the edge of a bluff overlooking the downtown commercial area and the Kennebec River.

In a move that captured national attention, the City and the State sought to remove the dam that had powered much of

The University of Maine - Augusta was established in 1965, and has sustained a slow but steady growth since then.

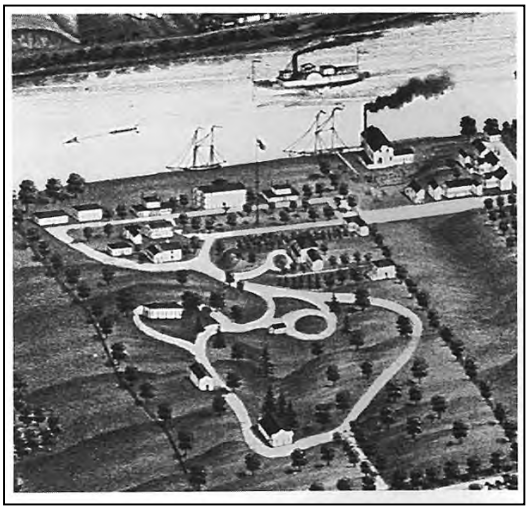
Augusta's industrial history, once the one remaining industry that had counted on the Edwards dam for power was closed. Federal and state agencies granted approval for the first removal of a power-producing dam in the nation's history. State, county and city governments focused on how to take advantage of the fact that the Kennebec, now much cleaner than it had been only a few years before, would once again be free-flowing to its navigational head. The prospect of increased and improved recreational boating, fishing, and other activities was seen as outweighing the commercial value of the dam.

The city government, to its credit, had undertaken several planning efforts in the 1980's and '90's that sought to capitalize on the river's natural attributes. But it was not until the creation of the Capitol Riverfront Improvement District by the City and State governments that so much community attention and optimism are now being focused on the revitalized Kennebec River. The concurrent planning efforts underway under the auspices of the Edwards Dam site, the Riverfront Improvement District, and the Augusta State Facilities Master Plan now offer the opportunity to duplicate the energy, excitement, and stature that the City enjoyed in the 1830's when the Arsenal, the Maine Insane Hospital, and the State House were completed and became symbols and economic engines of the community and the region.

The newly renovated Burton M. Cross State Office Building.

It is significant that the largest renovation project since 1910 is underway to restore and rehabilitate the State House; and an equally-ambitious renovation of the adjacent State Office Building, including a new underground connector between it and the Capitol, is halfway to completion. City and governmental campus plans now being developed can lead to the rebuilding of Augusta as a thriving river town and a capitol city that takes advantage of its unique natural setting. Augusta is poised to supply its residents with a wonderful environment in which to live, work and play, and its visitors with a memorable image of Maine's Capital City.

The Kennebec Arsenal



Kennebec Arsenal birdseye view from 1878.

Congress appropriated $45,000 for the Arsenal, and the cornerstone of the main Arsenal building was laid in 1828.

These granite buildings remain in place today, representing perhaps the best-preserved military grouping from this period in the country.

The granite buildings of the Kennebec Arsenal built in the 1840's were turned over to the State in the early 20th century and subsequently housed AMHI patients and staff.

The territory which became the State of Maine was of great strategic importance to the young United States of American in the late 18th and early 19th centuries due to the possibility of invasion by the British, and border disputes between the U. S. and Canada. Regular army troops were sent to the northern frontier in the 1820's to fend off invasions from Canada. In 1827, Senator William Henry Harrison of Ohio proposed a bill to establish an arsenal at Augusta; and 10 days after Augusta was designated as Maine's capital city, the bill was signed into law, on March 3rd, by President John Quincy Adams.

A survey crew from the Corps of Engineers was in the Augusta area in June of 1827 to evaluate a number of sites on both sides of the Kennebec River. Augusta was selected as an appropriate location because it was far enough inland to avoid coastal attack while still being a deep water port. The fact that the city was also the State Capital and coming into its own, along with neighboring Hallowell, as a thriving river port, added to its suitability. A 40-acre site on the east side of the river was selected for what was originally to have been a small depot for military stores to supplement the Watertown Arsenal in Massachusetts. However, engineers planning the facility quickly determined that the new facility should be large enough to fabricate military supplies and be self-sufficient should communications with southern New England be broken during a military conflict. Thus Congress appropriated $45,000 for the project, and the cornerstone of the main Arsenal building was laid in 1828.

Within the next few years, 15 buildings were constructed, ten of them of Hallowell granite. The granite buildings were designed in a severe rendering of the Greek Revival style in vogue at the time. The main building and flanking officers' housing were built at the foot of the gently-sloping property nearest the river. Further up the hillside, a barracks, a gatehouse, the commandant's house, and a large and small powder magazine, were constructed. These granite buildings remain in place today, representing perhaps the best-preserved military grouping from this period in the country. Other buildings of the Arsenal's most active years that are no longer standing included a carpenters' shop, machine shop, forge, storehouse, carriage

house, stable, laboratory, ice house, and an infirmary. The entire parcel was enclosed by an iron fence with a granite base, much of which remains in place today. Also still surviving is the massive granite retaining wall and wharf on the riverbank below the south officers' quarters building.

The 1830's were a period of a high level of activity at the Arsenal, as border problems with Canada persisted, culminating in a congressional appropriation to call up 50,000 volunteers and President Van Buren's assignment of General Winfield Scott (a veteran of previous Anglo-American border disputes along the New York-Canadian border) to enforce U. S. claims along the Maine border. Scott met Governor Fairfield in Augusta, and both men determined that a military confrontation was not warranted. The so-called "Aroostook War" was resolved at the negotiating table by Secretary of State Daniel Webster and the British Foreign Minister, Lord Ashburton. This was the closest that the men in service at the Arsenal came to military action. It was enough of a threat that activity at the Arsenal was intense during the time of uncertainty. Arms were fabricated at the Arsenal, and additional munitions were brought up from Watertown and stored in Augusta until the Civil War. The Arsenal was active again during the Mexican War in the 1840's, but it reached the height of its importance during the Civil War. Temporary wooden structures were erected as the demand for fixed ammunition grew to the point that local residents of all ages, both men and women, were brought onto the site to make paper cartridges.

The Arsenal was active again during the Mexican War in the 1840's, but it reached the height of its importance during the Civil War.

As conflicts with Britain and Canada were no longer a concern and the Civil War ended, the focus of the nation's military was turned to the western territories. With the exception of the preparation of some supplies for the Spanish-American War, activity at the Kennebec Arsenal declined and the facility became somewhat of a museum of military relics, according to period accounts. In 1901, the arsenal was officially abandoned; and in 1903, the last military personnel went on to other assignments. In 1905, Maine Congressman Edwin Burleigh proposed the transfer of the property to the State of Maine for public purposes; and in 1906, patients of the Maine Insane Hospital were moved into the renovated main arsenal building.

In 1901, the arsenal was officially abandoned; and in 1903, the last military personnel went on to other assignments.

The handsome granite-walled Commandant's House.

Over the next several years, the State eventually put all the remaining arsenal buildings to use. The officers' quarters and enlisted men's barracks were converted to residences for hospital staff. Other buildings, including the magazines, were used for storage. A new building was constructed in 1908, further up the slope to the east of the Commandant's House, by the hospital. Now known as the Old Max, this building was originally used to house those patients requiring maximum security. The Old Max is now used as office space by the Department of Human Services. The other remaining buildings, with the exception of the main arsenal building, are used by the hospital, now known as the Augusta Mental Health Institute (AMHI), for staff apartments and meeting space. The main building has been vacant for some time, and has deteriorated due to lack of maintenance and of heat. However, it remains a significant resource and has been determined to be restorable for new uses.

The eastern-most portion of the 40-acre site, abutting Hospital Street, was turned over to new uses in the 1940's and '50's. The State constructed the State Police/Department of Public Safety Headquarters Building at the street in the 1940's. A new State Crime Laboratory was built in 1986, and the State Medical Examiner's Building was completed in 1991. Other miscellaneous storage buildings and garages have been scattered along the street. A corner of the parcel is occupied by a City fire station.

That the arsenal is of significant importance to the nation, as well as to Augusta and the State of Maine, has been recognized by the recent designation of the Kennebec Arsenal as a National Historic Landmark…

The Kennebec Arsenal has been recognized as the best remaining example of a U. S. arsenal, and its remaining buildings are in relatively good condition. That the arsenal is of significant importance to the nation, as well as to Augusta and the State of Maine, has been recognized by the recent designation of the Kennebec Arsenal as a National Historic Landmark (this is in addition to its status as a National Register Historic District, listed as such in 1970). Its importance as a real estate asset has also been recognized by the City and the State. The historic granite buildings and its central location on the Kennebec across from the State House and close to downtown Augusta have generated interest in developing a plan for adapting the buildings for re-use and tapping the site potential for water-related uses and activities. Planning efforts for such a conversion have begun, as have negotiations to transfer the property from the State to the City.

The preservation of the original character and openness of the arsenal site is of prime importance to the Committee and to the overall plan for the re-use of the AMHI campus as the East Campus of Maine State Government.

Arsenal main gate on Arsenal Street.

With the recognition of the importance of the Kennebec Arsenal to the Augusta region by government officials and economic development interests, as well as by historians, it seems that a new era of activity at the arsenal is assured. Although the Augusta State Facilities Master Planning Committee has not been directly involved in the re-use of the arsenal, it has included considerations of uses, the eventual possible disposition of the Old Max, the continued use and expansion of the Department of Public Safety on the Hospital Street parcels, and a possible restoration of the original entrance to the arsenal property off Hospital Street, as part of its deliberations. The preservation of the original character and openness of the arsenal site is of prime importance to the Committee and to the overall plan for the re-use of the AMHI campus as the East Campus of Maine State Government. It is the Committee's hope that the re-use of the Kennebec Arsenal by the city of Augusta or the Capitol Riverfront Improvement District will provide residents and visitors with an authentic glimpse of the nation's military history, and Augusta's distinguished contribution to this history, while allowing it to contribute to the vitality and economic viability of Augusta.

Legislation authorizing the transfer of the Arsenal to the City of Augusta was passed in 1999.

Sources:

The Kennebec Arsenal: an Historical and Architectural Survey, by Marius B. Peladeau and Roger G. Reed, published by the Kennebec Historical Society and the Maine Historic Preservation Commission, 1997.

SMRT Augusta State Building Inventory, 1996-97

Maine Historic Preservation Commission

HOSPITAL FOR THE INSANE, AUGUSTA, MAINE

Augusta Mental Health Institute

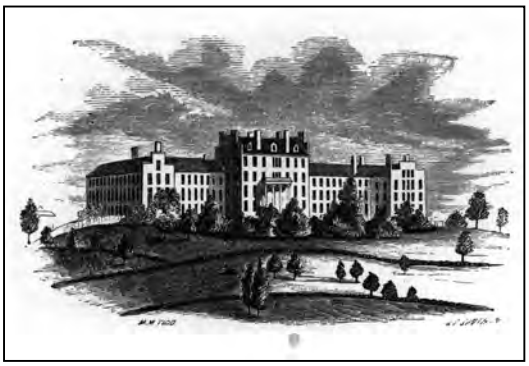
In the 1820's and 1830's, during a period of prosperity for the nation, the State of Maine, and the City of Augusta, policy makers took heed of some important societal ideas on the treatment of some of the less-fortunate citizens of the new state. These included the belief that society should be responsible for the well-being of all of its people; the growing sense among scientists and health professionals that mental illness was a disease or group of diseases that deserved the attention of the medical profession; and the sense that mental illness could be treated and cured.

These ideas came together as a theory known as "Moral Treatment." The basic tenet of this theory was that patients placed in a moral community in an asylum setting with appropriate therapy had the best chance of being cured and returned to a useful place in society, or at the least, provided with a benevolent environment in which to live if a return to the community was impossible.

This progressive approach was put into play in Massachusetts with the development of the Worcester State Hospital. Shortly thereafter, Maine Governor Jonathan Hunton, in his annual address to the Legislature, suggested that the state should provide care for its mentally-ill citizens. Legislators sought constituent input and apparently were satisfied that sufficient need and public support was evident, for in 1834, the Legislature appropriated $20,000, with an equal amount to be raised privately, for the purpose of establishing the Maine Insane Hospital.

…in 1834, the Legislature appropriated $20,000, with an equal amount to be raised privately, for the purpose of establishing the Maine Insane Hospital.

A 35-acre site was purchased in 1835. The land selected was directly across the Kennebec River from the State House. This location was selected, according to historical accounts, in order to place the new facility in sight of legislators at work in the Capitol, so they would not forget the needs of Maine's mentally-ill. John D. Lord of Hallowell was hired as architect and construction superintendent to design the building and oversee its construction. Lord visited other New England asylums and eventually developed his plans based on the Worcester State Hospital, which was completed in 1832 and enlarged in 1836. His plan for the Augusta facility was quite similar, and the exterior, built of Hallowell granite matching that used on the Kennebec Arsenal buildings, was designed in a similar, austere Greek Revival style. As originally constructed, the building had 200 rooms and accommodations for 120 patients. Since an informal survey of the state's mentally ill population had indicated there were between 500 and 600 Maine residents with mental illness, it is evident that from the beginning of the institution, it was never intended to house more than those with the most pressing needs.



The Stone Building as it appeared in the era after the Civil War.

The institution opened its doors to patients in 1840. The first long-term superintendent of the Maine Insane Hospital was Dr. Isaac Ray, who was well-known as a pioneer in forensic psychiatry and was very active in national movements and a respected authority throughout the 19th century. Dr. Ray was one of the founders of the American Psychiatric Association. He developed the institution based on the moral treatment model described above.

The need for additional space became evident early on, and in 1846-48, an addition to the south wing of what is now known as the Stone Building was constructed to house male patients. In what was to become a pattern, each new addition was built according to the latest treatment plans. Thus such elements as ceiling heights, number and size of windows, and room sizes changed from addition to addition and building to building. A second addition, to house female patients, was under construction in 1850 when a fire gutted the south half of the building, including the new male wing. 27 patients and 1 staff member perished in the fire.

The Administration Building, part of the Stone Complex.

The damaged sections were rebuilt, and upon their completion, the female wing was finished, in 1855. The institution once again began to grow after it recovered from the fire. Much of the growth was the result of the fact that anticipated patient turnover did not materialize, as many patients were not cured as rapidly as was expected. In the late 19th and early 20th centuries, the patient population grew at a high rate. An additional female wing was added to the Stone Building in 1866, and a third male wing was completed in 1870. This last project completed the expansion of the Stone Building, although it has been the subject of almost continuous renovation and modernization projects ever since, the most significant of these being a major modernization of the entire building in 1892 according to the designs of George M. Coombs. It was at this time that the existing porte cochere was added to the front portico. This renovation was finally completed in 1916. Most of the six wings remain in much the same condition and configuration as they were upon the completion of the Coombs renovations. More recent projects have included the installation of elevators and upgraded heating and ventilating systems.

The second major free-standing building to be constructed was Coburn Hall, a brick structure designed in a high Victorian Gothic style by the noted Portland architect Francis Fassett and completed in 1876. By virtue of its elaborate detailing and brickwork, Coburn Hall contrasted sharply with the severity of the Stone Building. This building played a major role in the life of patients and staff alike by providing a chapel/amusement hall, a library, and a central kitchen. Space for staff dormitory rooms was provided first in the attic, and later in a full third story addition. The building was enlarged in 1886 and 1909-10 with sympathetic additions, and again in 1958 and 1981 with one-story enlargements that did not take the original style of the building into account. The amusement hall and the library remain in largely original condition as reminders of a time when there was a sense of community among the several hundred patients and staff members, and religious services and entertainment were seen as having a calming and therapeutic effect on the patients.

As the patient population continued to expand, the institution outgrew the Stone Building with its many wings to the point of necessitating the construction of additional

patient wards. In 1864, the trustees of the hospital began to consider future expansion according to the latest approach in hospital design at the time, called the cottage system, which made use of small, free-standing buildings for housing patients. However, the trustees settled on a variation of the cottage system called the pavilion plan, in which clusters of buildings were linked together by covered walkways or corridors. The pavilions, being smaller than dormitories, allowed for more natural light and ventilation for patients, and provided a more domestic, less institutional, residential environment. The corridor design allowed for centralized supervision and servicing, thus providing economies of operation that the cottage plan could not. Francis Fassett was commissioned to prepare schematic designs for a new hospital complex based on the pavilion ideal. Coburn Hall was the first building constructed according to the new plan. The Female Pavilion was next, completed in 1883, again designed by Fassett in the High Victorian Gothic style. In 1883, the Legislature authorized the construction of an identical building for males facing the Female Pavilion across a courtyard. The Male Pavilion, now known as the Williams Pavilion, was finished in 1884.

The core of the original hospital campus was completed in 1890 with the construction of the Harlow and the Sanborn Pavilions, identical structures housing 100 patients…

The Williams Pavilion, constructed in 1884.

The core of the original hospital campus was completed in 1890 with the construction of the Harlow and the Sanborn Pavilions, identical structures housing 100 patients each and designed by George M. Coombs of Lewiston. The two brick buildings were designed in the Richardsonian Romanesque style and were linked to the Male and Female Pavilions and the Coburn Building by elevated brick walkways. The four pavilions, along with the Stone Building and the Coburn Building, defined a nearly-enclosed quadrangle of lawns and walks, crisscrossed by the brick and steel walkways overhead. The Harlow Building was substantially renovated in 1970, but is currently in need of further work. The Sanborn Building was demolished at the same time.

The hospital administration prided itself on making sure that each new building allowed the staff to serve patients with the latest in treatment methods, and that each was equipped with the latest in plumbing and heating systems for their benefit. The first central heating plant was constructed in 1861 and was supplemented with other utility structures throughout the 1860's and ‘70's. In 1897,

the infrastructure of the hospital complex changed dramatically with the construction of a new power house complex, designed by George M. Coombs. The old boiler house was converted to a carpenter shop, but with the adjacent laundry, it burned in 1906. A new brick laundry and a carpentry shop were built in 1906. The complex has been renovated and expanded several times since then. The existing tunnel system connecting most of the major buildings on the campus was constructed at the turn of the century as part of the new power house project.

A variety of other buildings were erected on the hospital grounds to serve patients and staff, including a green house and a variety of agricultural buildings that were part of the once-extensive farming operations of the institution. Agricultural pursuits are no longer included in patient treatment, but reminders exist with the Campbell Horse Barn, constructed in 1903; and the Farm Manager's House, circa 1830, both at the southern end of the campus on Hospital Street. The campus came to encompass over 800 acres of land, with 260 acres on the west side of Hospital Street, and over 600 acres devoted to farm land at one time.

The Campbell Horse Barn is the only reminder of AMHI's agricultural history.

The hospital's agricultural attributes allowed it to become almost self-sufficient at its peak use; and its pastoral character contributed to its reputation for quality care. At one time, its outdoor amenities included horse and cattle farms, vegetable and flower gardens, orchards, a bandstand/gazebo, and walking paths.

Not officially on the hospital campus, but a part of the hospital until recently, was the Maximum Security Building, now known as the "Old Max." This four-story granite and brick building was completed in 1909 according to plans prepared by Coombs & Gibbs. The hospital benefitted from the state's acquisition of the Kennebec Arsenal property, and the new building for criminally-insane patients was located on the arsenal property, roughly half way between Hospital Street on the east and the Kennebec River on the west. The building was located a sufficient distance north of the main hospital complex to provide an aura of security. This building was renovated and expanded in 1984 and now houses a bureau of the Department of Human Services.

The hospital made use of all of the other granite arsenal buildings in one way or another, with a major renovation of the main arsenal building as the Burleigh Pavilion in 1913, and the use of the officer's houses and enlisted men's barracks as housing for hospital staff.

In the 1920's and '30's, the hospital continued to grow in patient population and facilities. Tyson Hall, an addition to the Female Pavilion, was completed in 1920, designed by Harry S. Coombs in the Georgian Revival style. The Nurses Home was built to the north of the power house complex in 1927, also designed by Harry Coombs in the same revival style. This structure was part of a trend toward improving the professionalism of the staff and providing comfortable quarters separated from the patients. It now houses offices for the departments of Labor and Mental Health & Mental Retardation. And in 1935, John Calvin Stevens and John Howard Stevens designed the Ray Building, constructed as a dormitory for both male and female patients. Its Georgian Revival style and scale were sympathetic to the neighboring Romanesque Harlow and Sanford buildings.

In the 1920's and '30's, the hospital continued to grow in patient population and facilities.

The Elkins Building closed off one end of this courtyard formed by the Williams and Tyson Buildings and replaced the demolished Sanborn Building.

The Augusta State Hospital, as the institution was known in the 1950's, embarked on a major construction program beginning in 1949 with the completion of the Elkins Building, containing surgical and infirmary spaces, connecting the Male and Female Pavilions at their eastern ends. The Greenlaw, Marquardt and Deering Buildings followed in the 1950's, along with extensive renovation projects in many of the other, older buildings. It was during this period that the patient population reached its peak of 1,840. Even with the completion of Greenlaw, the hospital was still considered overcrowded by almost 30 percent.

In 1961, changes in laws regarding mental hospital commitments and programs emphasizing the return of selected patients to community life led to a decline of the patient population and a de-emphasis on vocational rehabilitation such as the agricultural program at the hospital.

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By 1976, the in-patient population had dropped from 1,500 to 350. Lawsuits over unpaid patient labor brought a halt to the long tradition of "industrial therapy" and all of the

institution's industrial and agricultural facilities were converted to other uses.

The completion of the Greenlaw Building in 1955 marked the last major new building construction effort on the campus for the hospital until the construction of the Sleeper Gymnasium in 1988. Several small suburban-style houses were constructed between the arsenal and the hospital in the 1960's to provide living quarters for doctors; and a group of storage and warehouse structures, some new and some making use of former hospital farming buildings and ruins, represent more modern, non-hospital uses. Lastly, the Department of Environmental Protection constructed an office building and storage space for some of its field operation units.

From 1976 to the late 1980's, AMHI kept pace with changing methodologies and trends in psychiatric treatment. Patients were placed in several specialized units; an expanded half-way house program was implemented on the campus; and new vocational rehabilitation programs were implemented. During this period, AMHI was often cited as a model facility, with attention sometimes focused on the therapeutic environment provided by its physical plant and campus amenities.

From 1976 to the late 1980's, AMHI was often cited as a model facility, with attention sometimes focused on the therapeutic environment provided by its physical plant and campus amenities.

In 1989, a class-action lawsuit filed by attorneys for a group of AMHI patients resulted in a consent decree among the plaintiffs and defendants, mandating that the non-forensic patient population of the institute should be reduced to 70. The consent decree has led to a strengthening of partnerships with community providers to ensure that an adequate number of state-operated psychiatric inpatient beds is available to supplement community resources. During this period, treatment programs for those mentally-ill patients who were not placed in Maine communities relied less and less upon the amenities that historically had been provided at AMHI. Thus many of the physical resources that were needed in the past are no longer used or have been adapted to new uses. At the same time, as patient rooms and treatment spaces were concentrated in the Stone Building, ironically the oldest and original AMHI building, the Stone complex proved to be inadequate for providing inpatient psychiatric

treatment and security for the forensic and civil patients who remained there.

Between 1989 and 1999, four reports on mental health in Maine suggested that AMHI be replaced with new facilities.

Between 1989 and 1999, four reports on mental health in Maine suggested that AMHI be replaced with new facilities. Most recently, in the summer of 1998, an architectural firm studied the possibility of renovating the Stone Building for continuing use as the forensic unit. Those conducting the study concluded that the building could be renovated for about the same cost as building a new facility; but that such a renovation would result in a compromised program and in a facility that would be considerably less than state-of-the-art, unlike a new facility for the same cost. A significant obstacle to the renovation of the Stone Building was the need to house patients during the renovation.

Most AMHI buildings such as Stone North, will lend themselves graciously to new office use.

In 1999, a second study was commissioned to prepare a needs assessment, select a site, and prepare a preliminary building program for a new psychiatric facility to replace AMHI. The study was also to include a cost estimate for the building as proposed on the selected site. This study is being completed as the Augusta State Facilities Master Plan report is being written; but preliminary results have been released. The consultants for the psychiatric treatment facility have recommended that the new facility be located on the existing AMHI campus, on a 20-acre site bounded by Hospital Avenue on the north, the Campbell Horse Barn on the east, the AMHI property line on the south, and the Kennebec River on the west.

Once the new treatment facility is in operation, attention will turn again to the core AMHI campus and its historic buildings and grounds (the Stone Complex, the Male, Female and Harlow pavilions, and the Coburn Building were listed on the National Register of Historic Places in 1982, based both on architectural and historical significance). The majority of AMHI space is currently used for state offices. This trend will continue once the Stone Building is no longer used for the treatment of mental illness. The original AMHI will become the East Campus of Maine State Government, while the new Psychiatric Treatment Center will be a vital new component of the campus.

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The character and use of the AMHI campus has been the focus of much of the activity and deliberations of the Augusta State Facilities Master Planning Committee. Later sections of this report include a detailed analysis of the opportunities and constraints represented by the buildings and grounds, and conclude with recommendations that incorporate a new master plan for the re-use of the Augusta Mental Health Institute physical plant that will benefit the state and the city while recognizing the origins and significance of the Maine Insane Hospital and its successor institutions.

The Stone Building complex can be re-used as a handsome and functional campus for State Government.

It seems very appropriate that the new Psychiatric Treatment Facility, which will surely be at the leading edge of treatment methods as the Maine Insane Hospital was when it opened 160 years ago, should be located literally across the road from the original hospital, on what was once pastureland for the institution's farming operations. Although shielded from the State House by a grove of trees along the Kennebec riverbank, the new Psychiatric Treatment Facility will remain in the eyes of Maine's legislators and governor, and give the State the opportunity to once again be among the nation's leaders in the delivery of psychiatric treatment services to its citizens.

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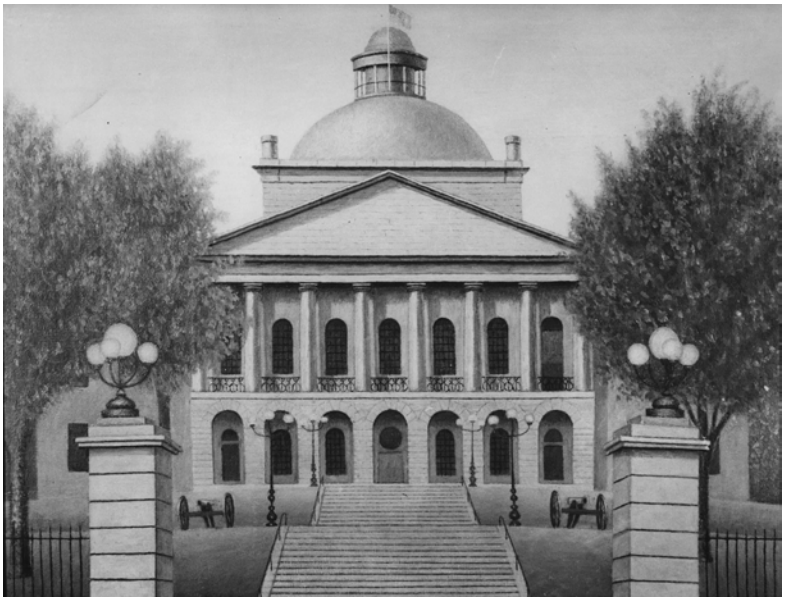
In 1828, plans for the new State House were solicited from Charles Bulfinch, one of the foremost architects in the U.S.



Artist's rendering of the original Bulfinch-designed State House.

Capitol Complex

The site of the Capitol (and the other buildings of the complex: the State Office Building, the Education Building, and the Maine State Cultural Building), Weston's Hill, was selected as the location for Maine's first permanent public building, the new State House, in 1823 as a committee appointed by Governor Parris decided to relocate the young State government from Portland to Augusta. In 1828, plans for the new State House were solicited from Charles Bulfinch, one of the foremost architects in the U. S. (other Bulfinch designs included the original United States Capitol in Washington, and the Massachusetts State House); and the inaugural session of the Legislature occurred in the new State House in January, 1832.

State House view from the early 20th century.

The Capitol was soon found too small, however, and several minor renovations undertaken over the period of 1850-1891 were designed to provide additional space. These modifications failed to solve the space problems of the growing government; and in 1867, and again in 1884, major additions were proposed, but neither was realized.

By 1890, however, the space shortfall had gotten so severe that an addition to the State House finally was approved. The west wing, designed by Boston architects Brigham &

Spofford, was completed in 1891 and was carefully drawn to gracefully compliment the original Bulfinch building.

The expanded building represented a compromise, however, and even with the new space, some space needs went unanswered. Thus another series of less ambitious renovation projects was undertaken during the period 1901-1908, under the direction of Portland architect John Calvin Stevens. These projects did not result in any newly-constructed space, but represented improvements and corrections of existing spaces and systems.

The need for space soon reached a critical level again to the point that the largest expansion project was executed during the period 1909-1911.

The need for space soon reached a critical level again to the point that the largest expansion project was executed during the period 1909-1911. Boston architect G. Henri Desmond won a national competition for a major expansion and rehabilitation of the State House. His plan called for enveloping the Bulfinch structure with a new, much larger Capitol. The original dome and roof, north and south end walls, and original interior elements were removed in order to add new north and south wings and totally reconfigure interior spaces. In addition, new space was created by lowering the grade so that windows could be installed at the basement level; and a new parapet wall was installed at the roof so that the roof could be raised and a new 4th floor inserted. As the crowning achievement, a new steel and concrete dome rising 185 feet was erected

The State House showing the new north and south wings and the new dome, constructed in 1909-11.

It is during this period that the history of the State Office Building begins. Even as the plans for the transformation of the Capitol were being drawn, the Legislature was considering as an alternative the construction of a new State Office Building behind the State House, with the two buildings to be connected by an underground tunnel. Even though this scheme would have preserved the integrity of the original State House, and probably have been less expensive, the Legislature elected to go with the expansion of the existing building.

But within 10 years of the completion of the State House expansion, office space for administrative functions of State Government was in short supply once again. In the 1920's two brick buildings were constructed to the southwest of the State House to house the State Highway Department and the Adjutant General's Office. In 1939, the two buildings were connected by a third structure.

These three buildings now house the Department of Education.

Also in the 1920's, the legislature commissioned the Olmsted Brothers, the nation's foremost landscape architectural design firm, to prepare a landscape plan for the Capitol grounds and for Capitol Park.

Also in the 1920's, the legislature commissioned the Olmsted Brothers, the nation's foremost landscape architectural design firm, to prepare a landscape plan for the Capitol grounds and for Capitol Park. Bulfinch had envisioned the expanse of land between the State House and the Kennebec River as a tree-lined mall, and his vision had been implemented to some extent. The Olmsted plan led to additional plantings and the construction of pathways, and although never fully realized, resulted in the transformation of the unpretentious mall into a picturesque public park.

Capitol Park represents a valuable open green space that the master plan will preserve and enhance.

Postwar expansion led to the need for substantially more office space as new state departments were created and the existing ones added programs and staff. Thus in 1949, the legislature began to investigate the possibility of implementing the idea first posed in 1909, that of building a new office building directly behind the Capitol, connected to it by a tunnel. This investigation led directly to the construction of the State Office Building, beginning in 1954, and completed in the Fall of 1956. The first State department to occupy the building, the Veterans Affairs Division, moved in on October 16, 1956, nearly two and one-half years after the contract for construction was awarded.

The building was designed by architects Miller & Beal of Portland, in conjunction with Desmond & Lord of Boston. G. Henri Desmond, one of the principals of Desmond & Lord, was responsible for the major addition/ renovation of 1909-1911 that transformed the State House from the original Greek Revival temple-form Bullfinch structure into the building that we know today.

The *Lewiston Daily Sun & Evening Journal* noted some of the new office building's modern conveniences as including "a lobby of polished granite, two automatic 'electric' elevators, movable interoffice partitions, separate telephone and power connections for each desk, a tunnel connecting the building with the State House, aluminum framed windows, a blower carrying fresh air to each room, a cafeteria seating 175 persons and containing $30,000 worth of stainless steel equipment" (1/30/57).

This architect's rendering showed the State Office Building to be the epitome of "modern" in the early 1950's.

The building was considered state-of-the-art at the time, set up for both large, open office areas to be furnished with free-standing steel desks; and partitioned areas for smaller work groups, managers and specialized work spaces. A sophisticated under-floor distribution system allowed for the individual phone and power hookups mentioned in the newspaper account. The State Office Building is believed to have been the biggest office building constructed in Maine up to that time.

The exterior appearance of the building is resolutely simple and austere, though its undulating, multi-faceted facade of Maine granite panels and aluminum-framed windows belie its size. At the interior, the only space with any pretense is the elevator lobby on the second floor (the public entrance level), which features terrazzo floors and granite-paneled walls.

The renovation of the State Office Building, now underway and scheduled for completion in 2001, was identified as a major component of the first phase of the Moving Maine Forward project. Unfortunately, many of the features cited above as "modern" had been rendered ineffective or anachronistic by more than 40 years of subsequent interior renovations. On the other hand, most major components of the building were in good condition. This, together with the flexibility in office space layout that could be provided by a return to the original open plan, resulted in a building that was an excellent candidate for rehabilitation. Once its full complement of meeting, conference and training facilities are on line, the State Office Building will function as the primary conference/training/education venue on the west side of the River. The standard for the renovation of additional State-owned buildings has been established, and the reallocation of space among State departments will help departments implement their strategic plans by placing employees and management in the proper relationships.

The final chapter in the creation of the Capitol Complex as it exists today officially began in 1965, when, as a result of citizen initiatives and legislative support, the Legislative Museum Study Committee submitted a report recommending the construction of a new State Museum, which was also to house the State Archives and State Library. Building on anticipated interest in such a building on the part of Maine's residents (and especially its children

and teachers), and its many visitors, the Committee commissioned a Building Program, which was prepared by directors of successful museums in Boston and Denver.

The Cultural Building occupies a prime location on the Capitol Complex campus. This photo shows the 1980's new lobby addition.

The result of this effort was the design and construction of the Maine State Cultural Building in 1967-69. A modern structure designed by Walker O. Cain & Associates, museum specialists based in New York City was erected to the south of the other three Capitol Complex buildings. A purely modern, somewhat "brutalist" concrete and glass building, the design was organized around a clear, three-part separation of the three building functions around a central, open courtyard.

Comprising about 168,000 sq. ft. of space, the building was planned to celebrate outdoor as well as interior space. The original drawings show a large entrance court at the main entrance level (the third floor) with a sunken light court at its center admitting daylight to the main library reading room below (2nd floor). They also showed a pair of symmetrical monumental stairways leading from the east and west sides of the entrance court to a roof garden above the portions of the building that rose only one level above the main entrance grade. It appears the architects generated these ideas for use on another museum in a more hospitable climate, as the rooftop gardens (and the symmetrical stairs) were never installed, and the library light court was a continuous source of leaks, and was thus roofed over (as was the entire entrance court) with a modern granite and glass enclosure in the late 1980's.

At the time of the Cultural Building's construction, there were grand plans put forward for erecting a public plaza, under-ground parking, and other amenities in the space created by the new museum, the State Office Building, and the State House, presuming that the Education Building would be demolished.

At the time of the Cultural Building's construction, there were grand plans put forward for erecting a public plaza, underground parking, and other amenities in the space created by the new museum, the State Office Building, and the State House, presuming that the Education Building would be demolished. That objective has finally been realized, as the State Office Building renovation project included the removal of the Education Building and its replacement with a public open space. By recreating the openness of the original vision, and the potential for underground support facilities between the three Capitol Complex buildings, the rehabilitation of the State Office Building may ironically allow these plans to be fulfilled.

Thus the history of the Capitol Complex, driven by the needs and aspirations of the people of Maine and their public servants, continues to be written. The restoration/rehabilitation of the State House, and the revitalization of the State Office Building, will occupy pivotal positions in this history, perhaps representing a high point that will show that we made effective use of our existing assets and valued our history; and, as a result, laid the groundwork for improving the utility and beauty of the entire Capitol area for future generations.

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3. The Master Planning Process

A. Acknowledgment of Previous Planning Efforts

Recognition of the need for a new Master Plan for the Greater Augusta Area was evident in 1987 when the Legislature approved L.D. 1626 Resolve, Concerning the Development of a New Maser Plan for the Capitol Area noting that "a new master plan is urgently needed to guide future development of the Capitol Area which is held in trust for the people of Maine…this plan must serve as a blueprint for the future, recognizing reasonable growth with a commitment to protect and preserve our valued inheritance" (Chapter 60 of the Resolves of 1987).

New Capitol Area Master Plan

As a result of this legislation, the special committee for the New Capitol Area Master Plan was established, chaired by Jon S. Oxman who, as the legislation required, also served as Chair of the Capitol Planning Commission. Planning consultants CBT/Childs Bertman Tseckares and Casendino were retained to develop a master plan. The Progress Report and Initial Recommendations for the New Capitol Area Master Plan were completed in January of 1991. This report concluded the first phase of the planning effort with goals outlined as follows:

- Assess existing conditions and needs in the Capitol Area
- Establish general recommendations
- Provide a clear action plan for next steps in the planning process

This report also outlined next steps as follows:

- A Facilities Plan to provide detailed evaluation of specific facility needs and determine the most cost effective means for housing current and future state government functions.
- A Physical Plan to locate future buildings, open spaces, circulation and parking patterns, and set design guidelines.
- A Management Plan to establish a new framework for the administration of the Capitol Area. The Management Plan will include a Capital Improvement Program, to guide renovation and new construction projects in an orderly and comprehensive fashion.

Moving Maine Forward

Although these next steps were not immediately undertaken, in 1995 the King administration recognized the need to continue the master planning process and the Department of Administrative and Financial Services, through the Bureau of General Services, retained SMRT to develop a master plan to address the needs and concerns associated with State-owned and leased office facilities in the greater Augusta area. This planning effort, known as Moving Maine Forward, was established to accomplish the following goals:

1. Improve the stewardship and management of state owned facilities thereby protecting valuable assets and providing cost effective space management.
2. Improve the work environment of Maine State employees by addressing issues of health, safety, comfort and efficiency, thereby creating a more productive work environment.
3. Accommodate the technological and educational systems and activities required to efficiently deliver state services.
4. Establish a link between departmental strategic plans and space planning by identifying and accommodating space needs associated with strategic initiatives undertaken by individual departments.
5. Create appropriate space for public business.

The Moving Maine Forward project included the following key components:

1. The creating of space planning guidelines which will set minimum standards for anew and renovates office space, insuring a safe, comfortable, healthy and efficient work environment.
2. The development of a comprehensive relational database that will document a current inventory of all state owned and leased office facilities, their location, size, condition and use.
3. The development of departmental space programs that will document the current and future space needs of individual agencies to support the strategic planning process.
4. The development of a dynamic master planning process that will support the analysis and identification of solutions to space problems on an ongoing basis and provide for cost effective space management.

5. The development of broad concepts for the rehabilitation and re-use of the buildings and grounds of the Augusta Mental Health Institute in recognition of the pending construction of a replacement psychiatric treatment center.

SMRT drafted and submitted the space planning guidelines in final report form in January, 1998. These guidelines have been informally implemented and have served to establish the parameters for a number of recent State space planning projects including the State Office Building renovation in Augusta and numerous office plans for the Department of Human Services and the Department of Labor. As of the writing of this report, the Bureau of General Services is working to complete final review of the standards and initiate formal adoption of them.

The comprehensive relational database was completed in October 1997 for the Greater Augusta Area. This inventory was undertaken to provide the Bureau of General Services with fundamental information for use in managing its real estate assets. The benefits of the Inventory can be summarized as follows:

1. Provides basic tools for the assessment of real estate holdings and facilitating changes.
2. Provides architectural/engineering knowledge of all State facilities.
3. Provides a proactive framework for facility management decision making.
4. Provides geographic and demographic interface with facilities data for strategic planning and other management methods.

Some basic statistics available as a result of the Augusta-area inventory are:

- One half (6,000) of all state employees are located in the greater Augusta area. About 4,300 are housed in State-owned buildings, while nearly 1,700 are located in leased space.
- These employees are housed in 102 State-owned building and 28 leased buildings.
- The inventory covered 2,301,334 square feet of State-owned space and 354,014 square feet of leased space.

Some of the general observations resulting from the Inventory are:

- Lack of flexibility and adaptability to today's programs, management methods and work environments is typical in both owned and leased space.
- Code violations exist in nearly every owned and leased space. Typical areas of non-compliance are floor loadings, exit stairways and corridors, lighting, ADA and HVAC. In many cases, deficiencies are due to the way agencies use space, as well as inherent problems with the buildings themselves.
- Larger departments such as Labor, Human Services and Mental Health are fragmented, spread across multiple building sites, leading to poor communications, wasted time and unnecessary travel costs.
- Many departments are housed in substandard space, overcrowded space, or space inappropriate for the intended use.

Following the completion of the space planning standards and the Augusta area inventory, the planning team turned to the identification of major opportunities in the Capital area and identified the following:

East Campus Opportunities (formerly AMHI)

- Opportunity to develop space for high density office use with functional support and employee amenities.
- Opportunity to develop conference and training space.

West Campus Opportunities (Capitol)

- Opportunity to consolidate space and to increase the density of the Capitol Campus.
- Opportunity to renovate the State Office Building and to create a link to the State House that will provide the dignity and scale required to balance these two significant structures
- Opportunity to develop space which will enhance and promote the capitol area as a visitor destination of significant cultural and historical value.

Links between the Two Campuses

- Opportunity to establish pedestrian and vehicular link(s).
- Opportunity to improve traffic patterns associated with the existing bridge crossings and rotaries in Augusta.

These opportunities are fully explored in the current master planning effort which completes and moves beyond the Moving Maine Forward project with development of the

departmental space programs and the Master Plan itself, building on the previous work and establishing a framework for implementation of the plan over time.

AMHI

An outgrowth of the Moving Maine Forward master planning process was the realization that the underutilized Augusta Mental Health Institute campus located across the Kennebec River from the Capitol Complex represented a significant facility resource that could help meet the space needs of State government for the foreseeable future and beyond. To further investigate the assets and liabilities represented by the AMHI Campus, BGS/DAFS directed SMRT to undertake an Augusta Mental Health Institute Facility Plan. This work, which included an investigation of existing architectural, engineering, and site conditions at AMHI, began in the spring of 1997. The initial data-gathering work resulted in a preliminary concept, issued in October, 1997, suggesting potential uses and development zones. Also issued at this time were re-use case studies of the Women's Pavilion/Tyson Wing and the Campbell Barn, two existing AMHI buildings that represented opportunities to solve specific space needs of the State.

Upon completion of these work components, SMRT recommended that a Planning Committee be established to respond to the initial recommendations and work with the consulting team and DAFS/BGS to take the initial concepts and review them in the public arena. Doing so would generate and inform the planning process so that a final plan based on input from constituent groups could be formulated and implemented. Due to other pressing facility needs, however, this committee was not immediately appointed. A separate committee was created to address immediate needs for parking and circulation improvements at AMHI to reflect the increasing State office employee population that would result from the completion of the Female Pavilion/Tyson Wing renovation project.

Once major projects such as the renovation of the State Office Building, the conversion of 26 Edison Drive for use as the State's computer center, the renovation of the Female Pavilion/Tyson Wing, and the renovation of the Marquardt Building were underway, DAFS asked SMRT to continue with the master planning process. At this juncture the current Master Planning Committee (MPC) was established

and the scope of work for completion of the Master Plan was established to include: finishing the planning work for the AMHI campus and undertaking a similar scope of work on the west side of the river. The West Campus master planning included the Capitol Complex and extended to the south, north and west to include existing major leased spaces and potential building sites, transportation links to the interstate, and satellite facilities such as the Stevens School and the Lottery/State Museum complex in Hallowell.

B. Committee Process

The Master Planning Committee (MPC) held its first meeting in September of 1999, and met at regular intervals until February, 2000. The MPC consisted of State administrators, area legislators, local officials and planners, interested Augusta-area citizens, and the constulant team. The first several meetings consisted of reports on existing conditions and previous area planning efforts presented by the consultants. These reports emphasized architectural, landscape and site, and traffic and parking issues.

While this process was underway, SMRT met with personnel from all state agencies in the Augusta area to determine their present and future space needs. Information regarding agency location(s), employee requirements, storage requirements, support facilities, relationships to other state agencies, and anticipated agency changes was collected and summarized in a Program Narrative for each agency.

The MPC then began the process of synthesizing the basic goals established early in the planning work with the existing condition analyses and the results of the space programming. As a result, several "drivers" were established that would influence the committee's work as it sought to produce a viable plan:

Consolidation of Agencies

One of the largest concerns of agency employees was not lack of space, but lack of internal consolidation. Many of the larger agencies are fragmented in various buildings around the Augusta area. This makes communication among employees difficult and can impede productivity. Consolidation of all these agencies will require construction of new buildings and/or additions and renovations to existing buildings.

Consolidation of these agencies on the Augusta State campuses was seen as having a potential impact on the neighboring communities of Gardiner and Hallowell. Two State agencies occupy a significant amount of leased space in Gardiner. One of the two is housed in a commercial building located in the heart of Gardiner's business district. The re-use of this space for private retail or office once the location is vacated by the State should be highly likely and thus is not of great concern. The other agency occupies a

large, former manufacturing facility in the heart of a residential neighborhood. The building has been extensively renovated for office use. The Stevens School, a former women's reformatory consisting of several historic buildings and some modern ones on a 58-acre campus, is home to several state agencies. Some of these are self-sustaining, while some are parts of other departments located in Augusta. The Stevens School is discussed in a separate section below.

Extensive Use of Leased Space:

Several agencies are leasing space in multiple buildings around the Augusta area. Most of these same agencies also require internal consolidation. In these cases, if each agency was able to occupy a single location, the number of leased spaces could be reduced.

The Erskine Building, one of the historic structures located on the Stevens School campus.

Agencies Located on Stevens Campus:

Currently six State agencies are located on the former Stevens School Campus in Hallowell. In most cases, these agencies are units of large departments with most of their employees housed elsewhere. Relocation of these agencies would allow for concentration of state agencies on the East Campus, West Campus, and Downtown Augusta, and for internal consolidation. The consultants and the committee examined options for matching agency program requirements with available spaces on the Stevens Campus but found that discontinuing State use of the property was the option most in keeping with the goals of the Master Plan. The committee recognized that removing State agencies from the Stevens Campus would have an impact on the city of Hallowell.

Agencies Requiring Additional Space:
There are very few agencies that require additional office space, primarily because most State agencies projected little or no growth in staff over planning period.

Ineffective Use of Space:
There are several agencies not using their current location(s) in the most effective manner. Ineffective use may be caused by fragmentation of the agency, inefficient building types, or inefficient furniture/office layouts.

Departmental Relationships:
Similarities were found among groups of agencies in the required relationships and clients served. Five department groups were identified:

- Natural Resources
- Business
- Social Service
- Cultural
- Independent Agencies

Space programming interviewees cited possible gains in productivity and cross-departmental communication, as well as possibility of improved customer service, if agencies with similar missions and operations were located in close proximity.

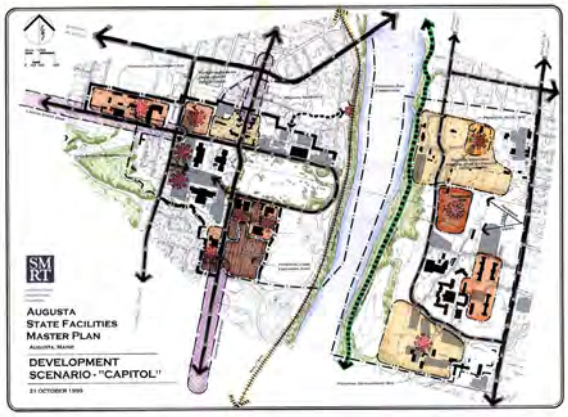
The State Workforce
University of Southern Maine Muskie Institute professor Charles Colgan, formerly of the State Planning Office and former State Economist, provided the Committee with projections for changes in the State economy and employment base and how these changes would affect State facilities and the City over the planning period of 20 years. He noted that trends in the State workforce would not have much impact on the nature of State buildings in Augusta, but would have a major impact on the future character and growth of the City of Augusta.

…Muskie Institute professor Charles Colgan, formerly of the State Planning Office and the State Economist, provided the Committee with projections for changes in the State economy and employment base and how these changes would affect State facilities and the City over the planning period of 20 years.

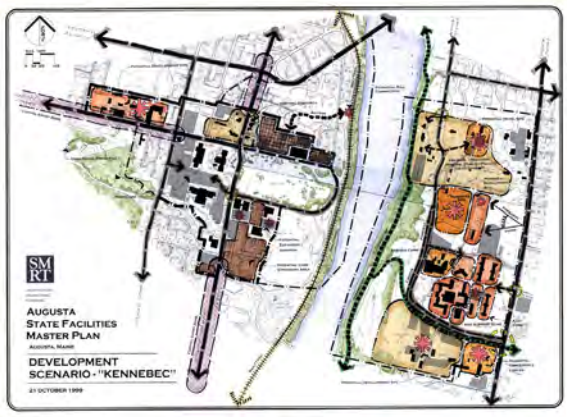
Initial Concepts

With a wealth of information then available, the MPC began to formulate concepts based on the initial goals and objectives of the master plan. The committee first identified several opportunities and concepts as major elements of the plan. These were:

- Downtown leased space could contribute to the revitalization of Downtown Augusta.
- The Stevens Campus represented surplus space capacity for the State but had potential under private and/or city ownership to benefit the city of Hallowell.
- The physical State-owned space resources available, either in the form of existing buildings, renovated buildings, or new buildings on State-owned land, will be sufficient to house Augusta-based State agencies for the 20-year planning period.
- Distribution of State employees between State-owned facilities on the east and west sides of the Kennebec River (basically the AMHI Campus and the Capitol Complex, respectively), and the impact of this distribution on the City of Augusta, would be major issues in the planning process.
- The Master Plan can contribute and give direction to a process of enhancing the open spaces around the State House and on the AMHI Campus, improving the aesthetics of the City, providing recreational opportunities, and preserving historic landscapes.

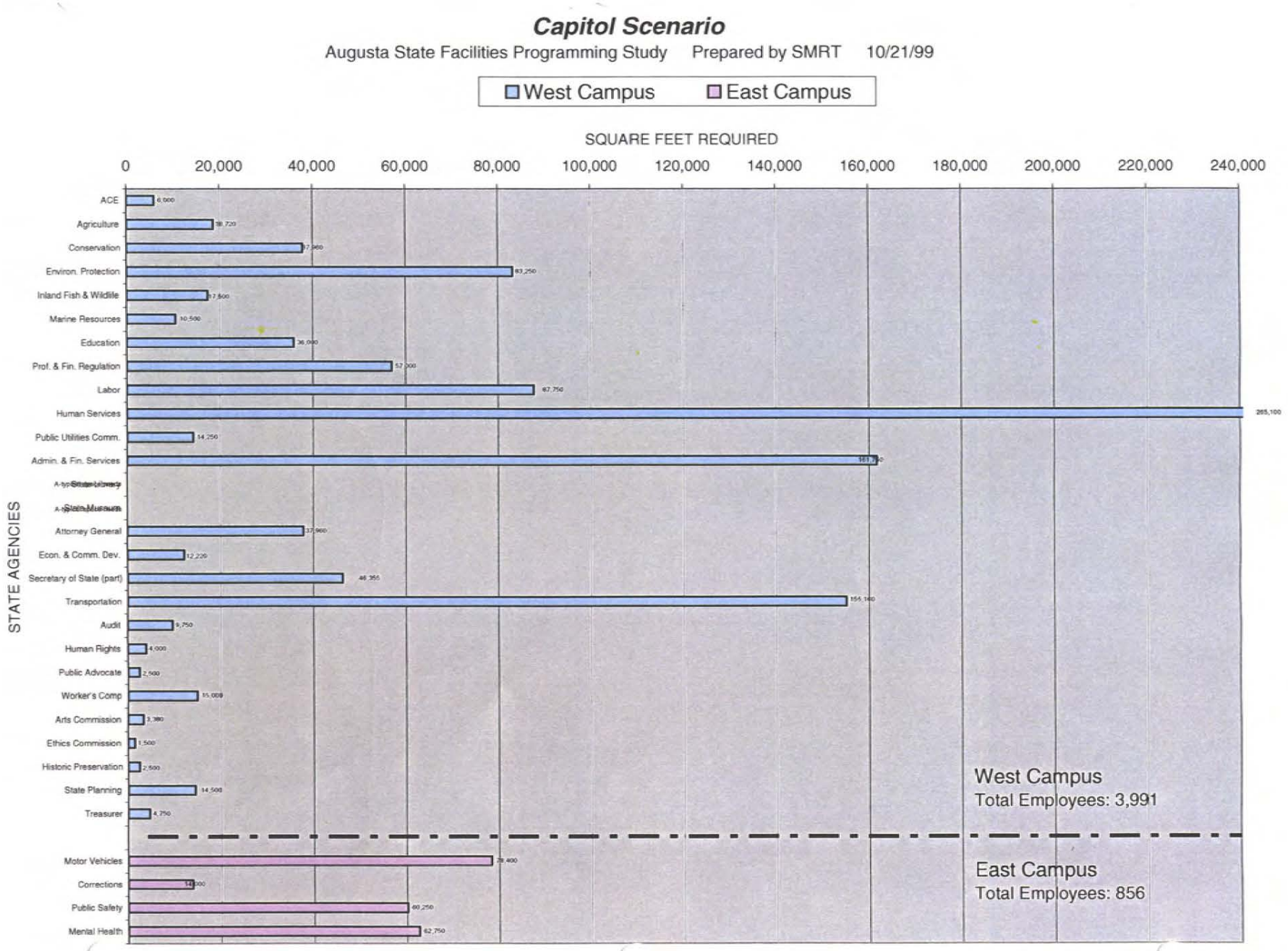


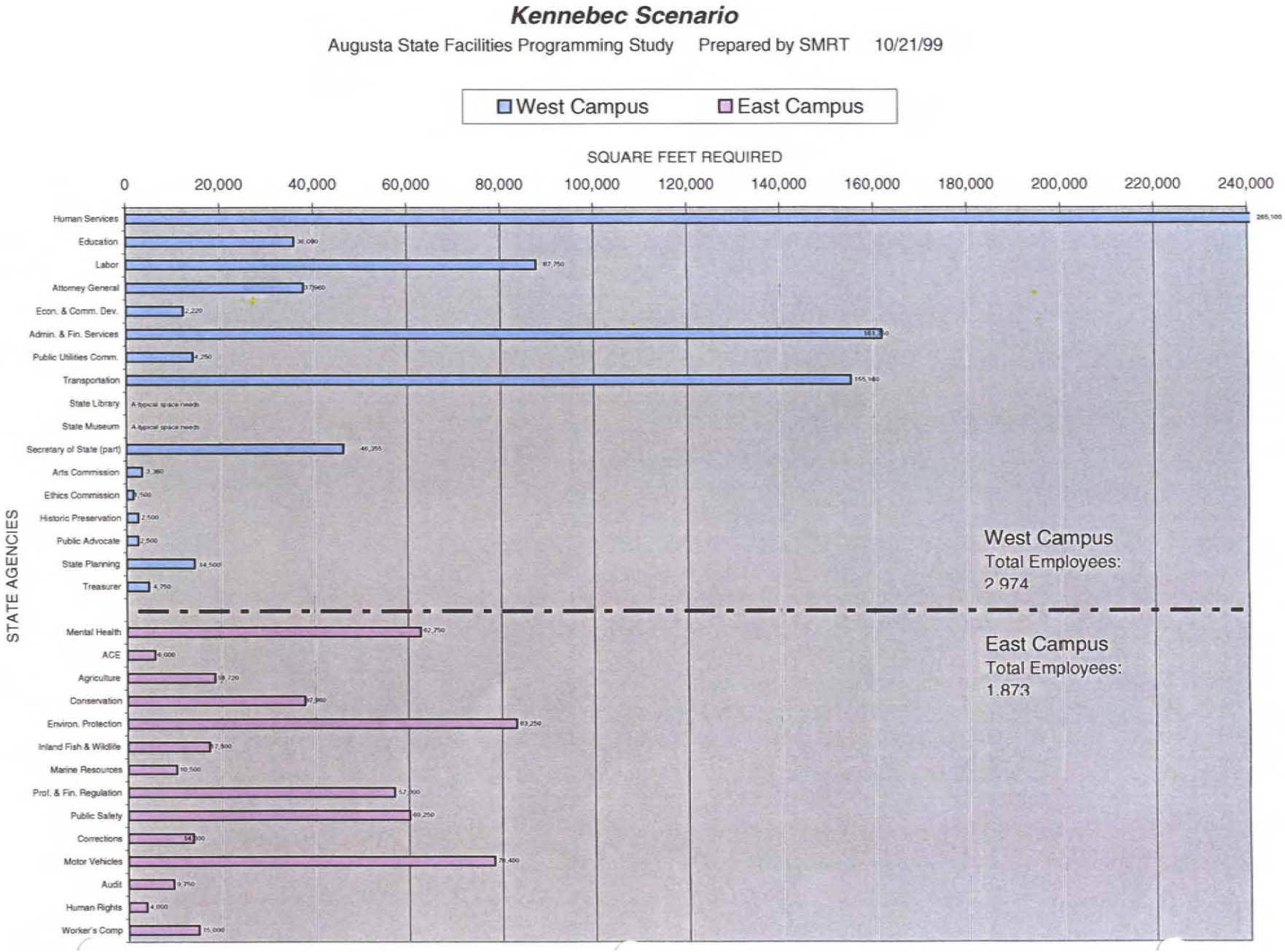
The "Capitol Scenario"



The "Kennebec Scenario"

In subsequent weeks, SMRT generated two preliminary concept plans based largely on these issues and opportunities. The two initial concepts represented the extreme possibilities of employee distribution in the Augusta area. The "Kennebec Scenario" suggested even distribution of State employees between the East and West Campuses and limited growth to these two areas. The "Capitol Scenario" suggested all future growth would occur on the West Campus while further development of the East Campus would be limited. The goal of the two scenarios was to show that high-density concentration of state agencies is possible without acquiring additional land or using leased space. Extensive new construction and renovation would be required to accomplish either of these scenarios.


Capitol Scenario
Augusta State Facilities Programming Study Prepared by SMRT 10/21/99
West Campus
East Campus
SQUARE FEET REQUIRED
0
20,000
40,000
60,000
80,000
100,000
120,000
140,000
160,000
180,000
200,000
220,000
240,000
STATE AGENCIES
ACE
Agriculture
Conservation
Environ. Protection
Inland Fish & Wildlife
Marine Resources
Education
Prof. & Fin. Regulation
Labor
Human Services
Public Utilities Comm.
Admin. & Fin. Services
Attorney General
Econ. & Comm. Dev.
Secretary of State (part)
Transportation
Audit
Human Rights
Public Advocate
Worker's Comp
Arts Commission
Ethics Commission
Historic Preservation
State Planning
Treasurer
Motor Vehicles
Corrections
Public Safety
Mental Health
265,100
West Campus
Total Employees: 3,991
East Campus
Total Employees: 856


Kennebec Scenario
Augusta State Facilities Programming Study Prepared by SMRT 10/21/99
West Campus
East Campus
SQUARE FEET REQUIRED
0
20,000
40,000
60,000
80,000
100,000
120,000
140,000
160,000
180,000
200,000
220,000
240,000
STATE AGENCIES
Human Services
Education
Labor
Attorney General
Econ. & Comm. Dev.
Admin. & Fin. Services
Public Utilities Comm.
Transportation
State Library
State Museum
Secretary of State (part)
Arts Commission
Ethics Commission
Historic Preservation
Public Advocate
State Planning
Treasurer
Mental Health
ACE
Agriculture
Conservation
Environ. Protection
Inland Fish & Wildlife
Marine Resources
Prof. & Fin. Regulation
Public Safety
Corrections
Motor Vehicles
Audit
Human Rights
Worker's Comp
A-typical space needs
A-typical space needs
West Campus
Total Employees:
2,974
East Campus
Total Employees:
1,873

Evaluation Criteria

Discussion of the Kennebec and Capitol Scenarios provided the basis for the formulation of criteria with which to judge refinements of these options. The evaluation criteria were developed to included five major headings of issues of importance to the Committee:

- Support State Programs
    1. Resolution of Programming Issues
    2. Convenience for Employees
    3. Convenience for Customers

- Costs
    1. Capitol Costs
    2. Operational Costs
    3. Indirect Costs

- Transportation
    1. Parking
    2. Mobility
    3. Safety – Vehicular
    4. Safety – Pedestrian

- Support Local Goals
    1. Economic Impacts
    2. Downtown Economic Development
    3. Density/Anti-Sprawl
    4. Neighborhood Impacts
    5. Housing
    6. Tax Basis

- Environmental, Cultural, Historic, Aesthetic
    1. Kennebec River
    2. Historic Resources
    3. Views
    4. Parks and Open Space

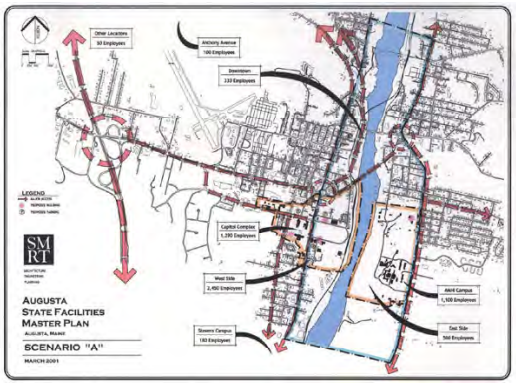
An important aspect of the last of these was to minimize the impact of the plan on Augusta's neighborhoods and to provide residents of these neighborhoods with a clear picture of the State's intentions regarding real estate acquisition or disposal in the future. In this regard, the

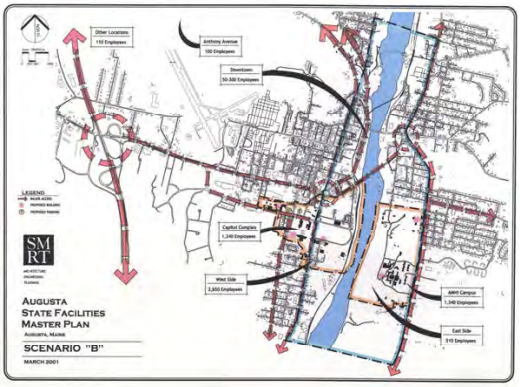
committee sought to provide the State with guidance on what properties not now owned by the State should be acquired if they came on the market; and to provide property owners with some assurances as to areas the State would or would not expand into. Thus a property owner could improve his/her property with confidence if the property is not identified in the plan as necessary or desirable for the implementation of the plan. And alternatively, a property owner could negotiate with the State if the property is within an area identified in the plan for State development.

By subjecting the Kennebec and Capitol scenarios to the evaluation criteria, three new scenarios (A, B and C) were developed as refinements of the original schemes and to test new ideas.

Scenarios A, B, and C

Using the evaluation criteria as a guide, three additional Scenarios (A, B, and C) were developed for the distribution of state employees around the Augusta area. Suggestions for development and reuse of sites were included.



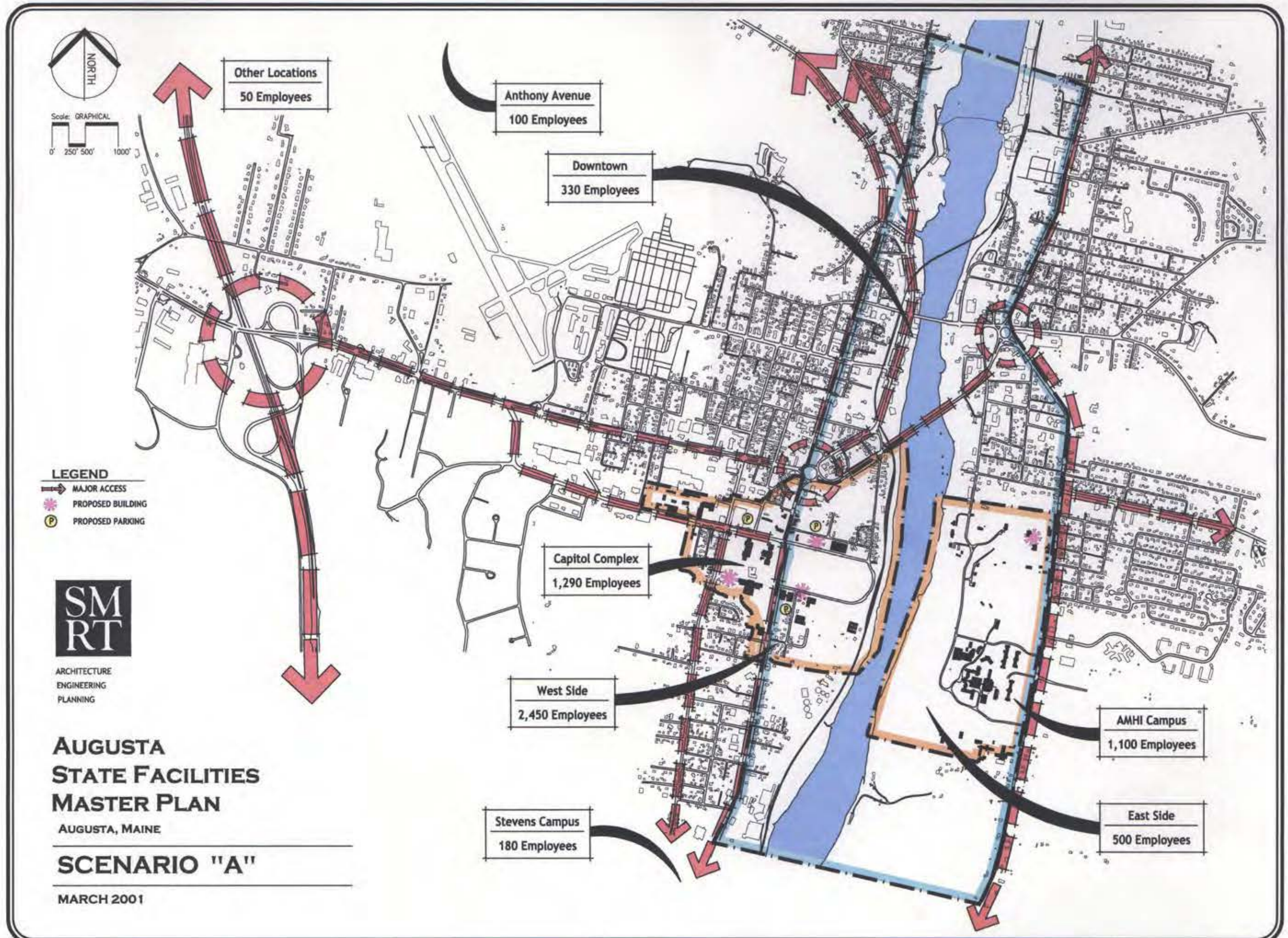


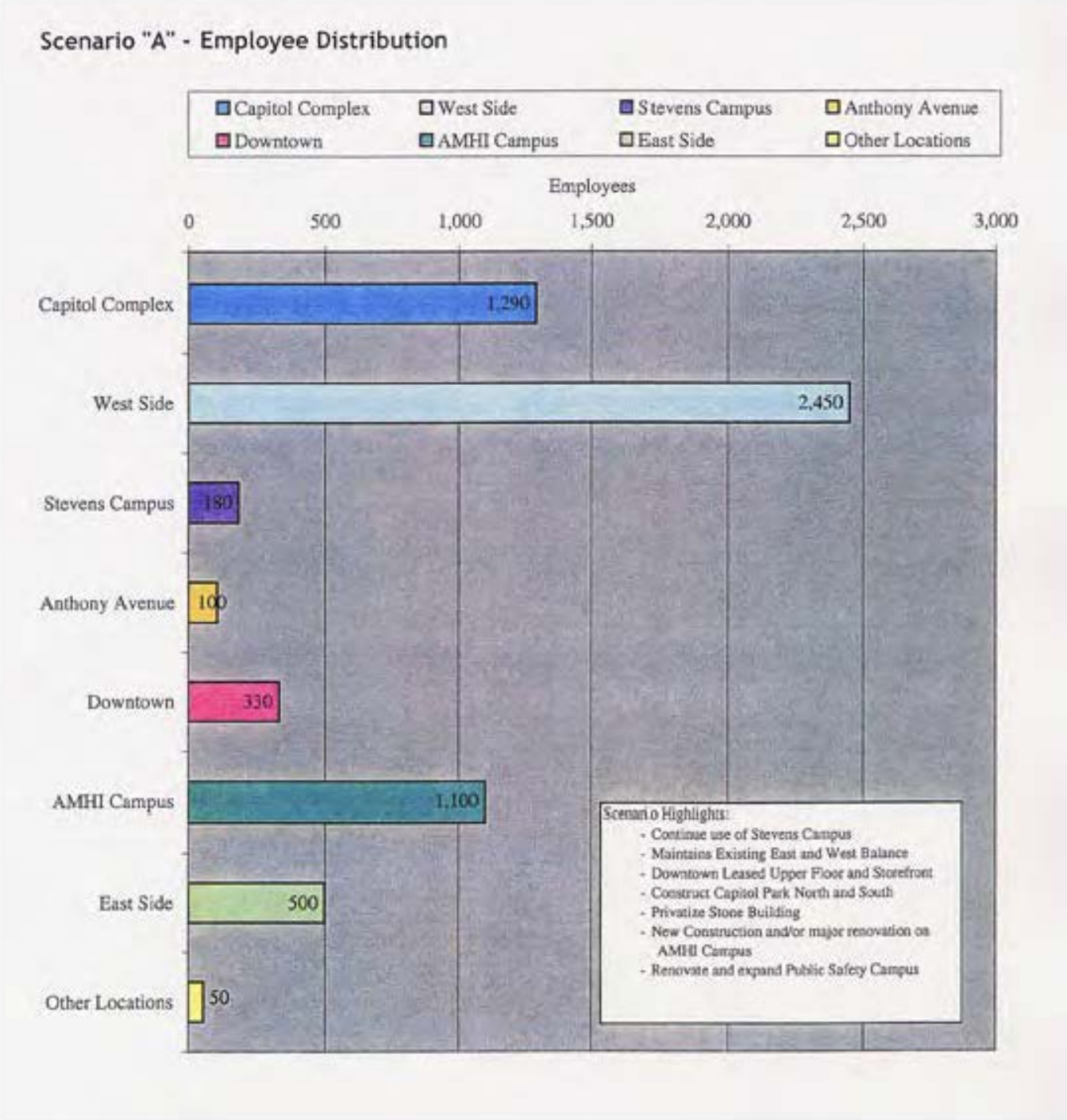
Scenario "A" Highlights:

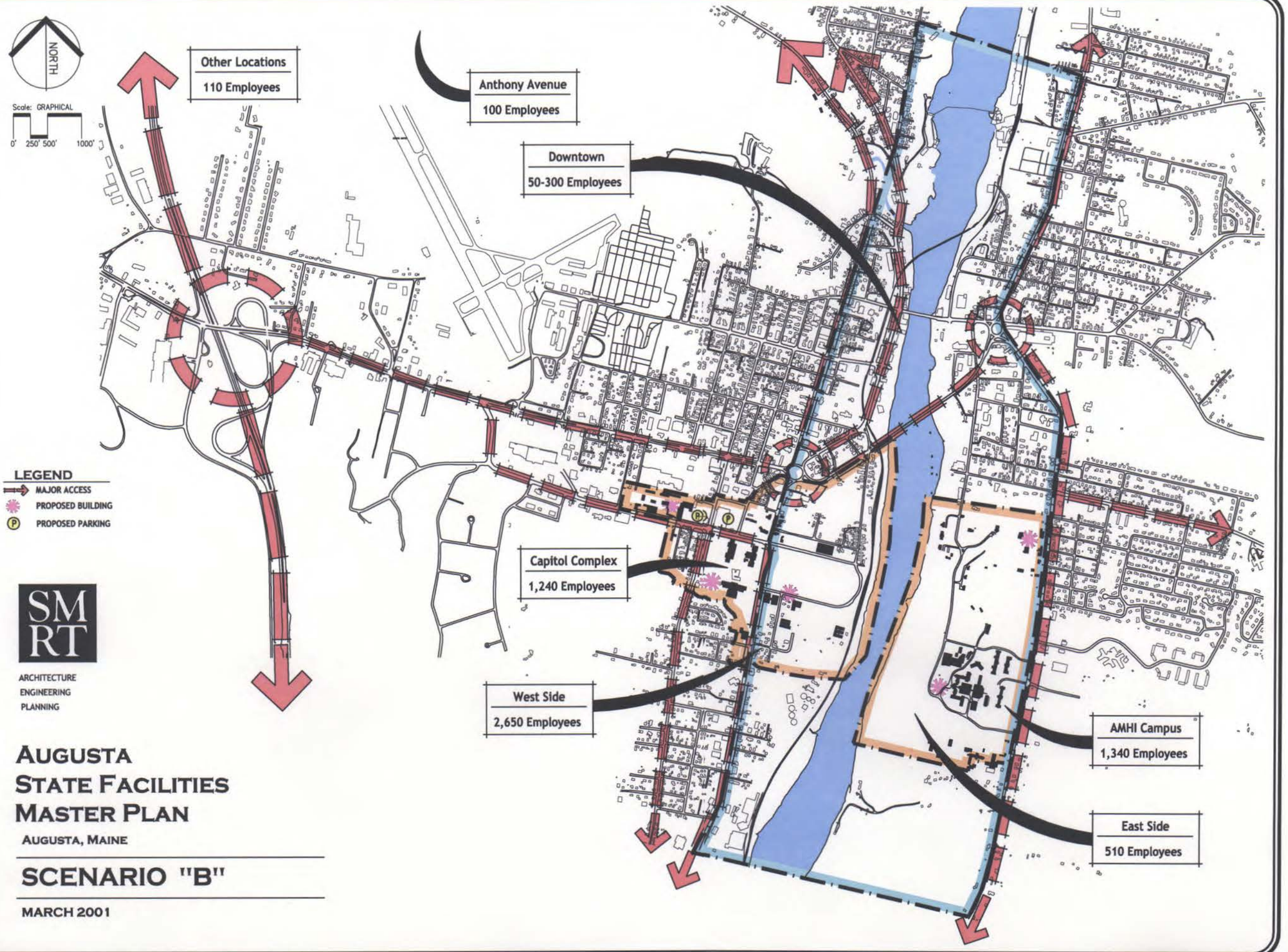
- Maintains the existing balance between East and West campuses
- New construction and/or major renovation on East Campus
- Privatization of Stone Building on East Campus
- Renovation and expansion of Public Safety Campus
- Development of Capitol Park North and South
- Upper floor and storefront leased space in downtown Augusta
- Continues use of Stevens Campus

Scenario "B" Highlights:

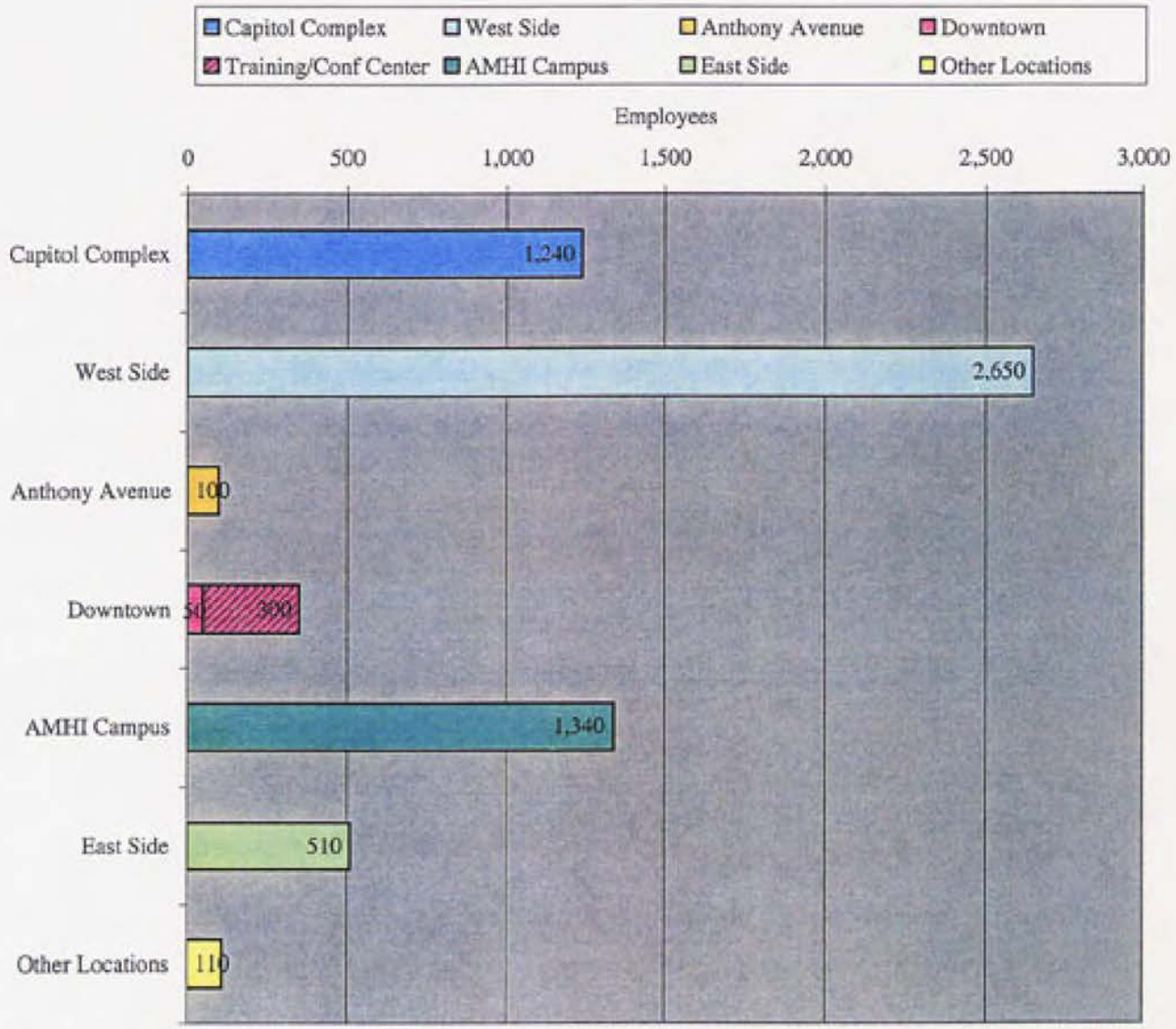
- Renovation of Stone Building for 750 people
- Demolish Deering, Marquardt, and Greenlaw buildings on East Campus
- Renovation and expansion of Public Safety Campus
- Development of DOT garage site (relocate DOT garage)
- Downtown conference center and storefront lease
- Privatization of Stevens Campus


NORTH
Scale: GRAPHICAL
0' 250' 500' 1000'
Other Locations
50 Employees
Anthony Avenue
100 Employees
Downtown
330 Employees
Capitol Complex
1,290 Employees
West Side
2,450 Employees
Stevens Campus
180 Employees
AMHI Campus
1,100 Employees
East Side
500 Employees
LEGEND
MAJOR ACCESS
PROPOSED BUILDING
PROPOSED PARKING
SM
RT
ARCHITECTURE
ENGINEERING
PLANNING
AUGUSTA
STATE FACILITIES
MASTER PLAN
AUGUSTA, MAINE
SCENARIO "A"
MARCH 2001


Scenario "A" - Employee Distribution
Capitol Complex
West Side
Stevens Campus
Anthony Avenue
Downtown
AMHI Campus
East Side
Other Locations
Employees
0
500
1,000
1,500
2,000
2,500
3,000
Capitol Complex
1,290
West Side
2,450
Stevens Campus
180
Anthony Avenue
100
Downtown
330
AMHI Campus
1,100
East Side
500
Other Locations
50
Scenario Highlights:
- Continue use of Stevens Campus
- Maintains Existing East and West Balance
- Downtown Leased Upper Floor and Storefront
- Construct Capitol Park North and South
- Privatize Stone Building
- New Construction and/or major renovation on AMHI Campus
- Renovate and expand Public Safety Campus

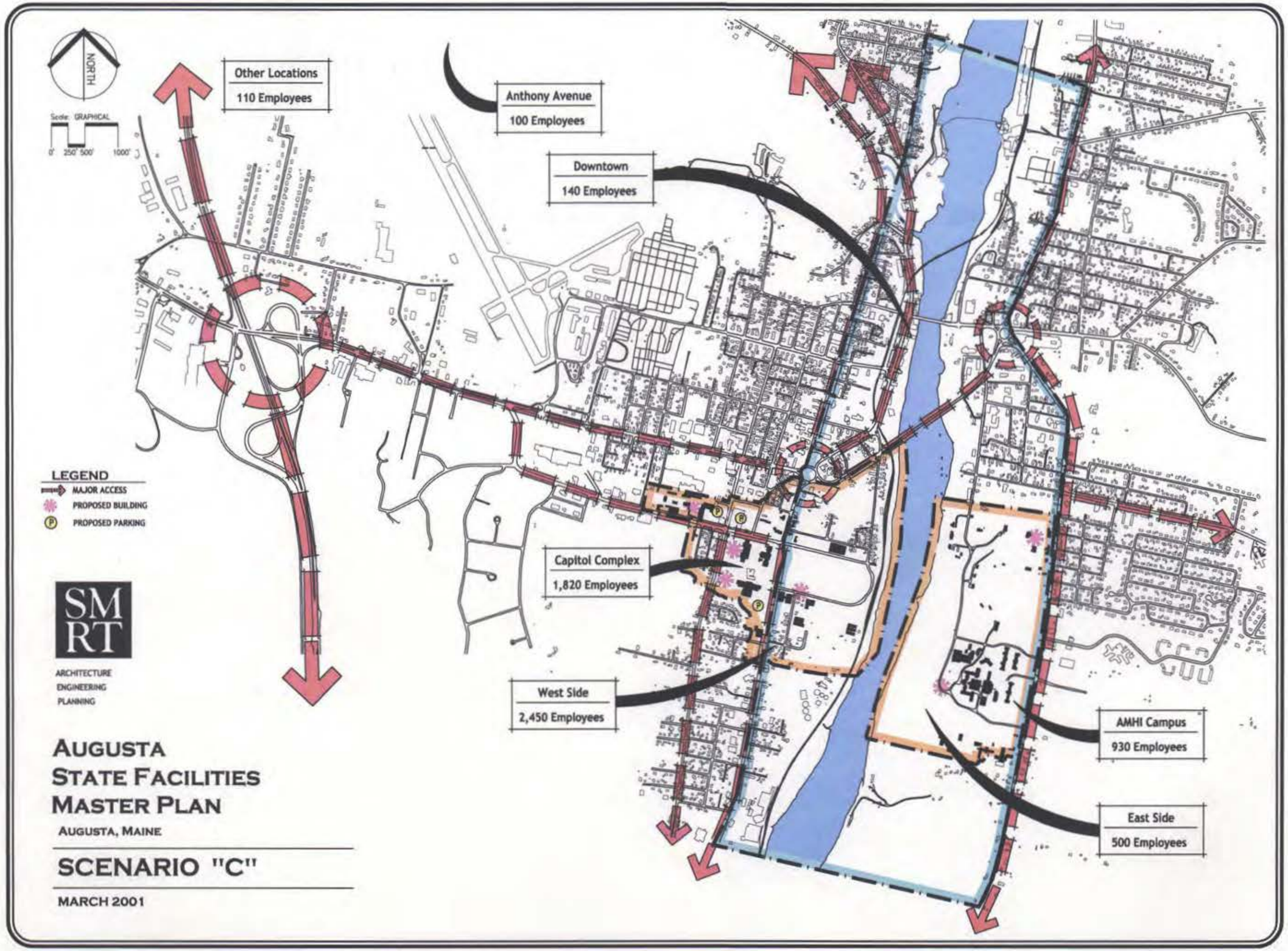

NORTH
Scale: GRAPHICAL
0' 250' 500' 1000'
Other Locations
110 Employees
Anthony Avenue
100 Employees
Downtown
50-300 Employees
Capitol Complex
1,240 Employees
West Side
2,650 Employees
AMHI Campus
1,340 Employees
East Side
510 Employees
LEGEND
MAJOR ACCESS
PROPOSED BUILDING
PROPOSED PARKING
SMRT
ARCHITECTURE
ENGINEERING
PLANNING
AUGUSTA
STATE FACILITIES
MASTER PLAN
AUGUSTA, MAINE
SCENARIO "B"
MARCH 2001

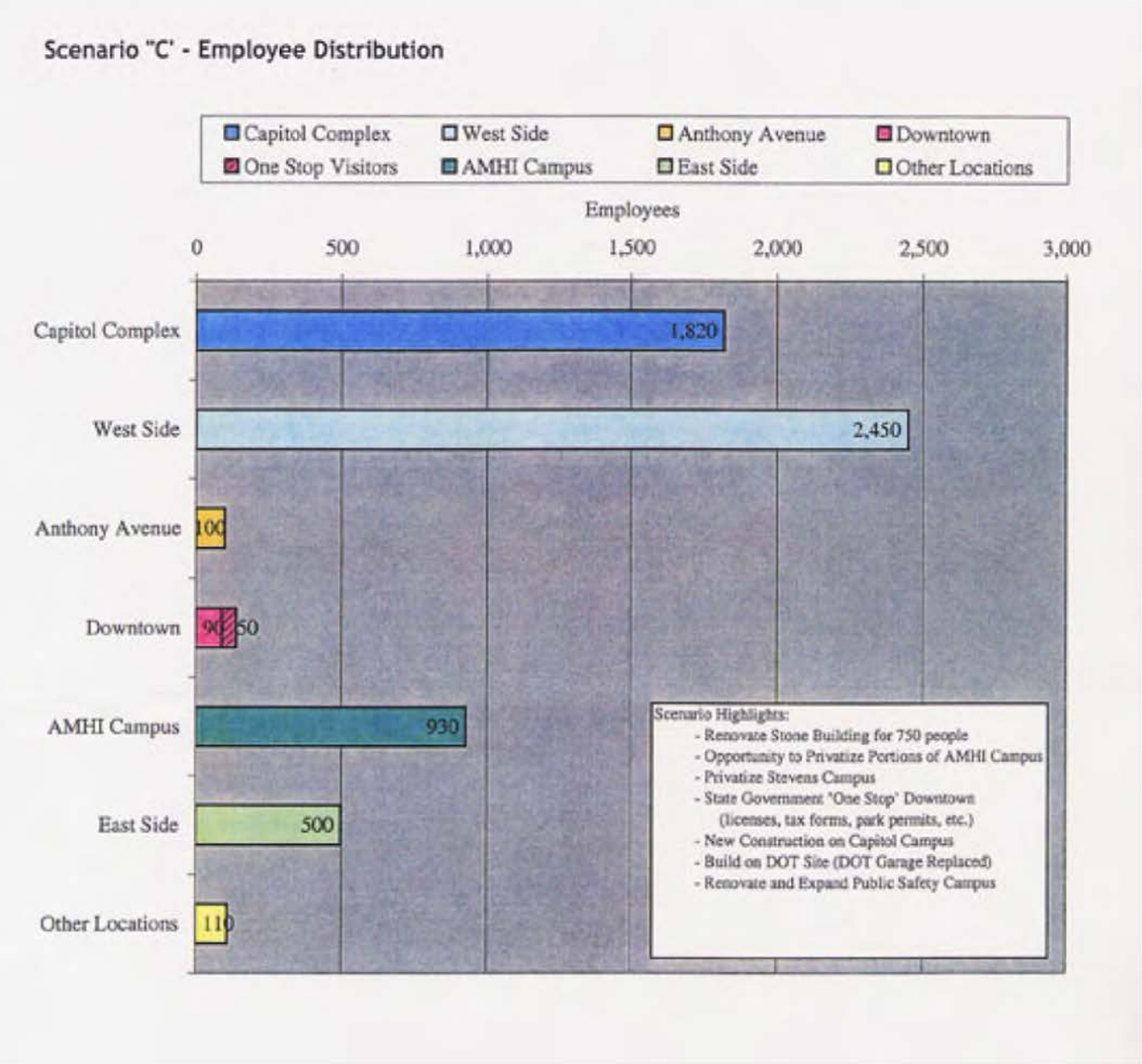
Scenario "B" - Employee Distribution

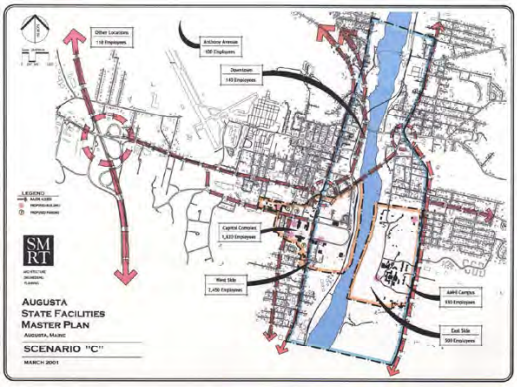


Scenario Highlights:

- Privatize Stevens Campus
- Renovate Stone Building for 750 people
- Demolish Deering, Marquardt, and Greenlaw
- Build on DOT Site (DOT Garage Replaced)
- Renovate and expand Public Safety Campus
- Downtown Conference Center and


NORTH
Scale: GRAPHICAL
0' 250' 500' 1000'
Other Locations
110 Employees
Anthony Avenue
100 Employees
Downtown
140 Employees
Capitol Complex
1,820 Employees
West Side
2,450 Employees
AMHI Campus
930 Employees
East Side
500 Employees
LEGEND
MAJOR ACCESS
PROPOSED BUILDING
PROPOSED PARKING
SMRT
ARCHITECTURE
ENGINEERING
PLANNING
AUGUSTA
STATE FACILITIES
MASTER PLAN
AUGUSTA, MAINE
SCENARIO "C"
MARCH 2001


Scenario "C' - Employee Distribution
Capitol Complex
West Side
Anthony Avenue
Downtown
One Stop Visitors
AMHI Campus
East Side
Other Locations
Employees
0
500
1,000
1,500
2,000
2,500
3,000
Capitol Complex
1,820
West Side
2,450
Anthony Avenue
Downtown
AMHI Campus
930
East Side
500
Other Locations
Scenario Highlights:
- Renovate Stone Building for 750 people
- Opportunity to Privatize Portions of AMHI Campus
- Privatize Stevens Campus
- State Government 'One Stop' Downtown
(licenses, tax forms, park permits, etc.)
- New Construction on Capitol Campus
- Build on DOT Site (DOT Garage Replaced)
- Renovate and Expand Public Safety Campus



Scenario "C" Highlights:

- Renovation of Stone Building for 750 people
- Opportunity to privatize portions of East Campus
- Renovation and expansion of Public Safety Campus
- New construction on Capitol Campus
- Development of DOT garage site (relocate DOT garage)
- State government 'One Stop' downtown
- Privatization of Stevens Campus

Issues of Consensus

Further committee discussion of these scenarios and other issues raised resulted in a pair of significant meetings during which the members agreed on a list of "consensus issues." This list, created in response to scenarios A, B and C, represented the basic planning concepts that were to guide the consultant team in the preparation of the final master plan. The approved list of consensus issues is as follows:

General Issues:

- Transportation and parking issues will be resolved in support of other objectives of the Master Plan.
- Development of areas between Downtown and the Capitol Complex will be considered in the Master Plan.
- There will be a major State presence of up to 300 State employees in leased space in Downtown Augusta.
- Relocation of employees from leased space in Gardiner and the Stevens Campus in Hallowell; assist these communities with the development of re-use options that benefit and do not burden the Cities of Gardiner and Hallowell.

East Campus:

- Re-use plan for the East Campus will concentrate on the core historic buildings.
- The Stone Building on the East Campus will be renovated for State use.
- The Harlow Building on the East Campus will be renovated for State use.
- There should be no State development on the east side of Hospital Street across from the East Campus.
- The Department of Public Safety will be consolidated on the existing Hospital Street site.

- The Natural Resource Departments (Conservation, Marine Resources, Inland Fish & Wildlife, Agriculture, Environmental Protection, and ACE Service Center) will be consolidated.

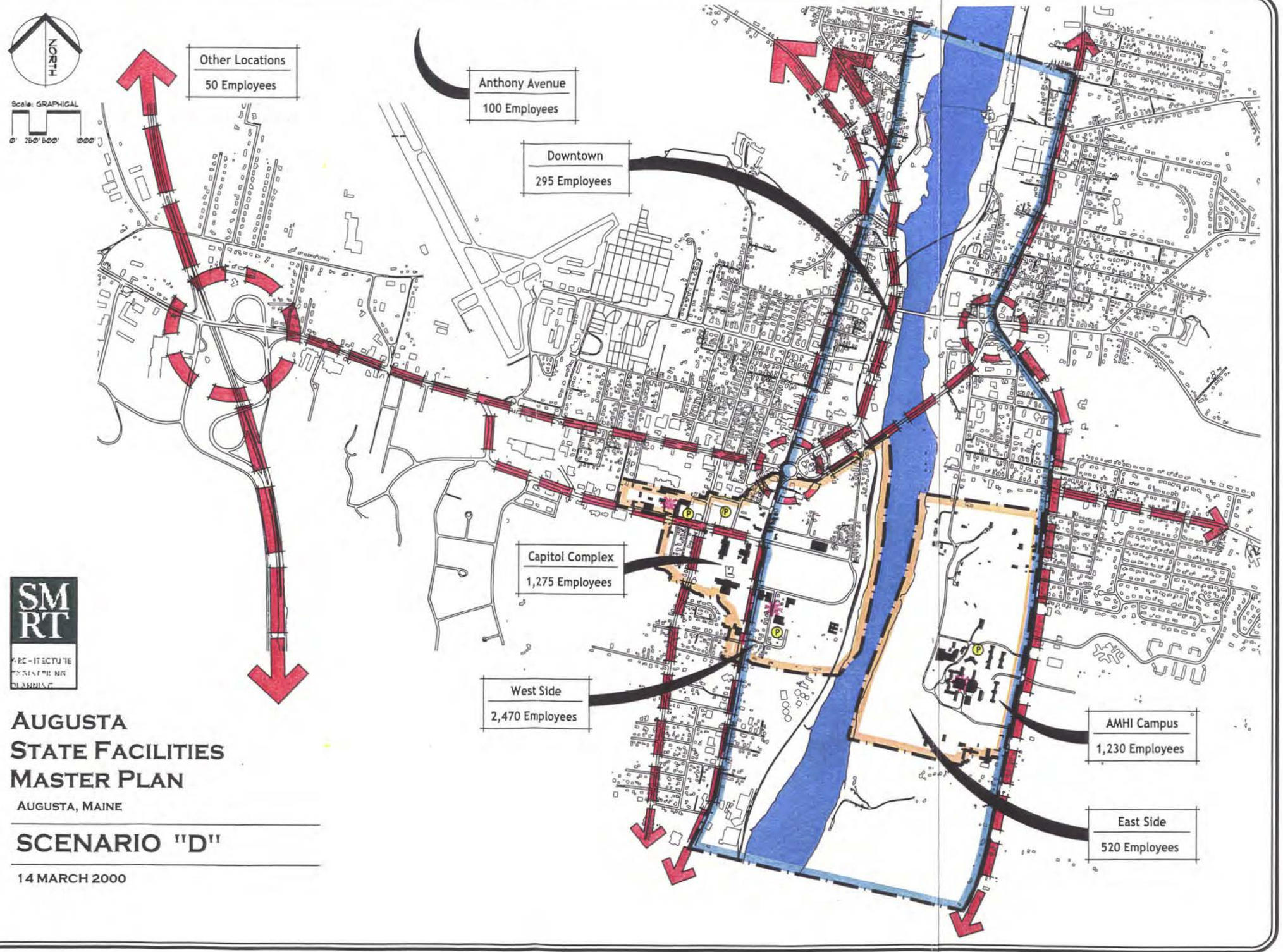
West Campus:

- Current parking needs at the West Campus will be addressed primarily with the construction of structured parking. The West Campus, and in particular the Capitol Complex, will be made "greener" by reducing and/or improving surface parking lots.
- Howard Hill should be protected as undeveloped green space by acquisition of fee interest or easement.
- Appropriate new uses will be found for the historic homes of the Blaine House neighborhood (Gannett, McLean, Smith, Gage and Merrill Houses).
- The DOT Motor Transport function on Capitol Street will be relocated and the site will be used for a new State office building, or other appropriate use.
- The PUC Building site will be redeveloped to a higher use.
- The Department of Labor will be consolidated.
- The Department of Human Services will be consolidated.
- The State Planning Office will be consolidated.

Scenario "D"

The final scenario was developed taking into consideration the previous scenarios, the evaluation criteria, and the issues of consensus. Scenario "D" was further discussed and evaluated according to the established criteria. The MPC considered the following to be the highlights of the plan:

- Renovation and expansion of the Stone Building by the State
- Concentration of State resources on rehabilitation of historic AMHI buildings for office and agency support buildings (20-25 year time frame).
- Construction of the Psychiatric Treatment Center
- Renovation and expansion of the Public Safety Campus
- Expansion of the Cultural Building
- Expansion of 20 Union (Department of Labor)
- New building at DOT Motor Transport Site (DOT Garage to be relocated)
- Historic Blaine House Neighborhood Homes to be Renovated



SMRT
ARCHITECTURE
ENGINEERING
PLANNING

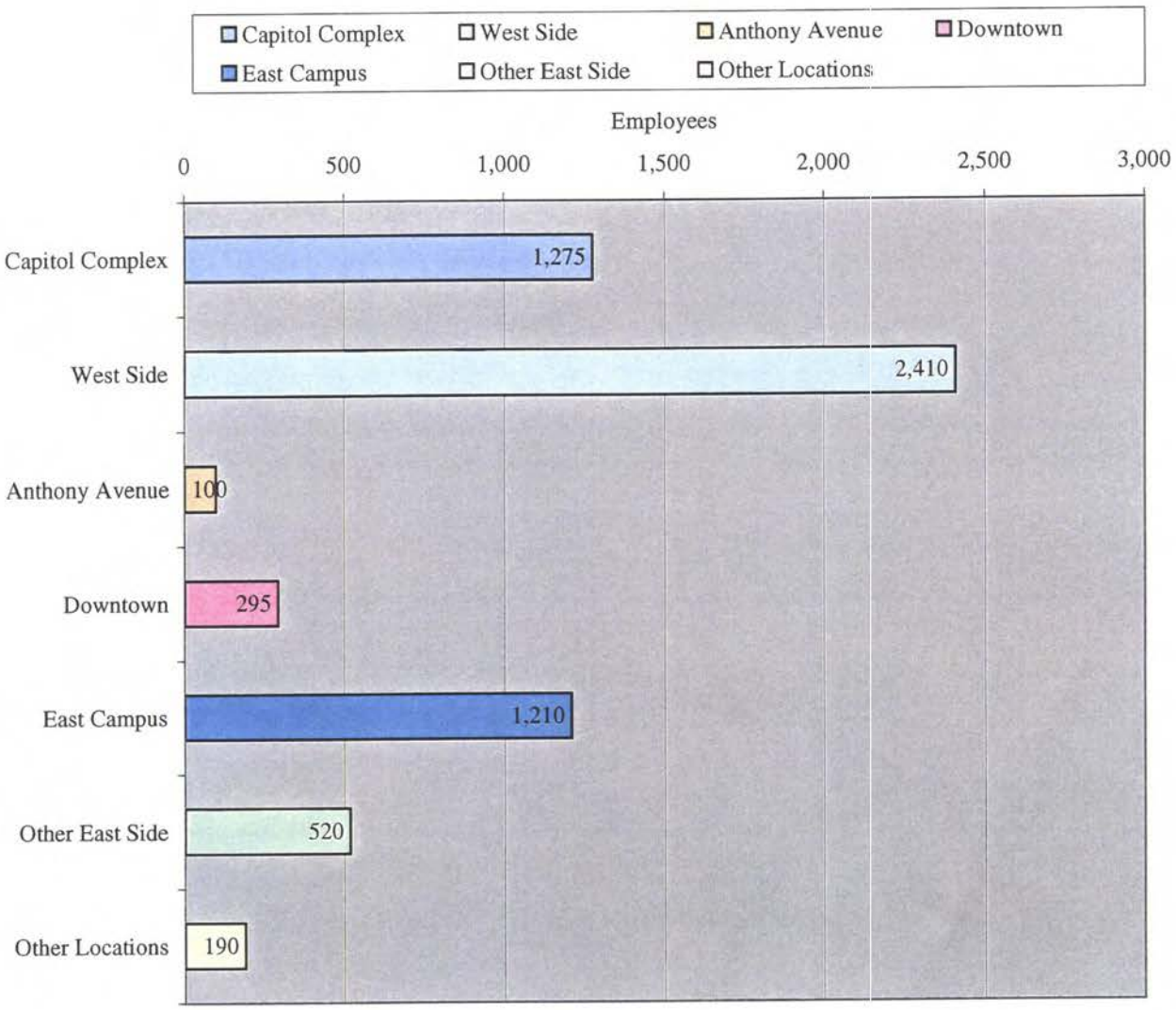
AUGUSTA STATE FACILITIES MASTER PLAN

AUGUSTA, MAINE

SCENARIO "D"

14 MARCH 2000

Scenario "D" - Employee Distribution



- Future Development of Capitol Park North and South
- Downtown Leased Space for Approximately 300 Employees
- Privatization of Stevens Campus
- Keep State employee count on the East Campus near present level while increasing the count on the West Campus through consolidation of State agencies, primarily DHS and DOL.

Scenario D, with minor modifications resulting from MPC deliberations, became the final Master Plan that is described in the next section.

Augusta State Facilities Master Plan

The current master planning effort summarized in this final report marks the conclusion of over 10 years of work to establish a comprehensive master plan for state facilities in the greater Augusta area. This is at once the end and beginning of a process for implementation that will be on-going. Master planning is never finished; it is a dynamic process that requires constant confirming and reconfirming. It is, however, important to establish a plan and guiding principles which govern future planning decisions. The work of the Master Planning Committee was developed with the goal of establishing a working plan which will be implemented over time through the Bureau of General services under the guidance of the Capitol Planning Commission. The scope of work established to develop this plan was as follows:

Part 1 - East and West Campus Planning Study

- Recognition Stage
    1. Identification of Problems, Goals and Objectives
    2. Data Collection/Base Documents
    3. Existing Conditions
    4. Projections
- Specification Stage
    1. Alternative Goals
    2. Analysis, Goal-Setting and Priority-Setting
- Proposal Stage
    2. Develop Alternative Re-Use Scenarios
    3. Present Campus Plan Alternatives
- Evaluation Stage
    4. Evaluation of Alternative Outcomes
- Decision Stage
- Implementation Stage
    1. Modify/Develop Alternatives
    2. Implementation
    3. Plan Adoption

Part 2 - Special Studies

- Building Re-Use Scenarios
    1. Harlow Building
    2. Ray Building
    3. Stone Building Complex

- Identification of Possible Construction Sites and Capacities
- Parking and Transportation Concepts
- Economic and Policy Analyses

Concurrent Planning Efforts

It is important to place the current master planning effort in the context of other planning initiatives occurring concurrently. These include:

- The Capital Riverfront Improvement District Planning
- The State Psychiatric Treatment Center Study
- NEPA process for the Third (North) Bridge
- DOT planning for replacement of Memorial Bridge
- City of Augusta comprehensive planning efforts

The State master planning work was begun prior to all but the last of these (Augusta city planning projects have been ongoing for several years in a wide variety of planning categories). Thus it was specifically intended by DAFS/BGS that the State project be integrated to the greatest extent possible with the Capitol Riverfront Improvement District work, the first of these other efforts to begin. The means for assuring this was to appoint a large number of committee members who would have Augusta interests. For this reason, the committee included most of the Augusta area legislative delegation, legislative representation from Hallowell and Gardiner, the Augusta City Manager, the Chairman of the Augusta Planning Board, and the President of the University of Maine - Augusta.

To further supplement connections with the riverfront planners, several members of the Master Planning Committee were also on the Capitol Riverfront Improvement District Board, including the Board's co-chairs. In addition, representatives of the Augusta City Planning Department, and State Planning Office, the Hallowell and Gardiner town councils, and one of the principals of the Capitol Riverfront Improvement District consultant team were invited to participate in the process. Those area legislators who were not committee members were issued invitations to participate and were provided with meeting minutes and handout materials.

Subsequently, as the Psychiatric Treatment Center study commenced, additional players and issues were brought to

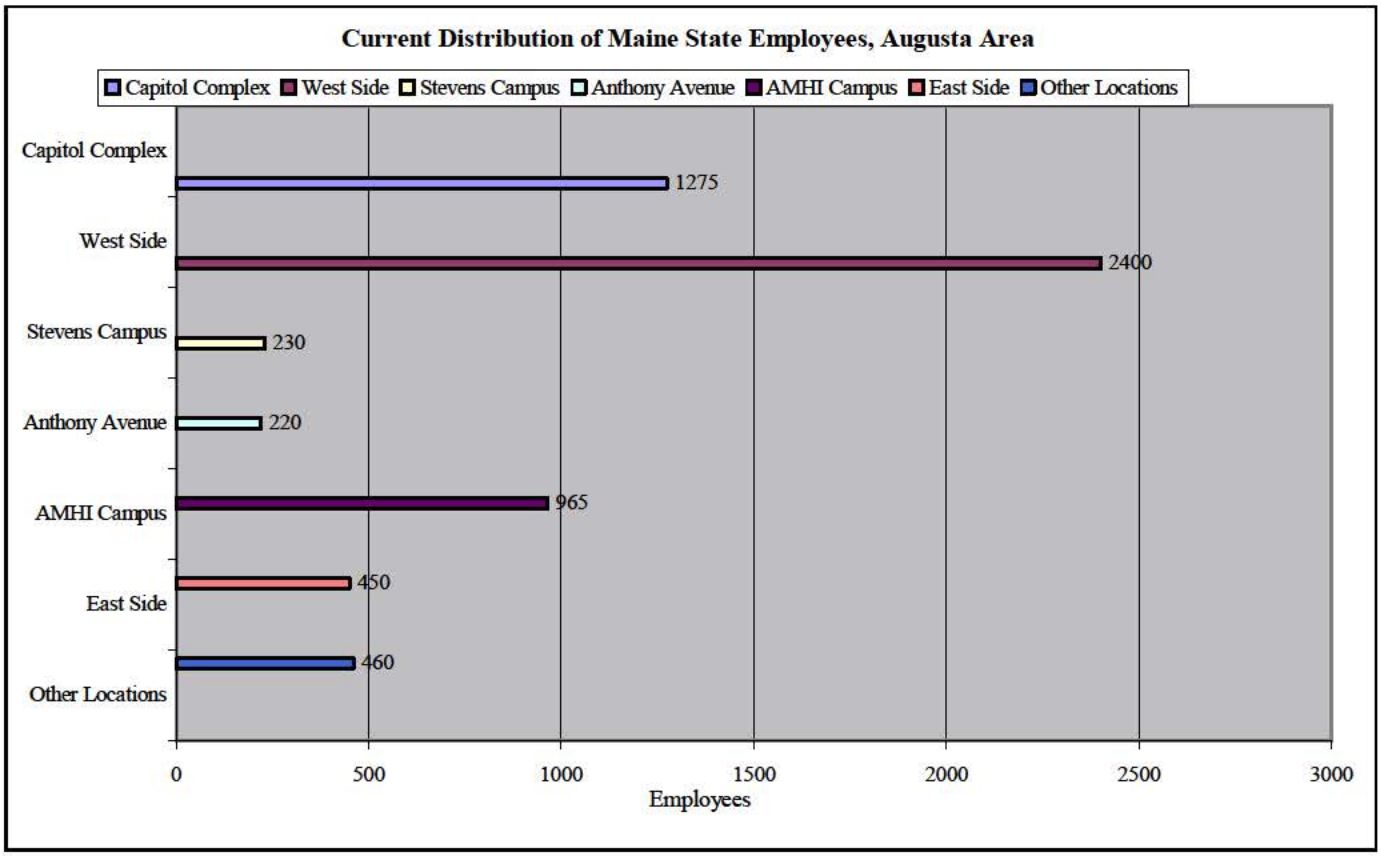
Initial concept plan for the new Psychiatric Treatment Center on the East Campus.

the table. Through this process, the Master Planning Committee sought to take advantage of the opportunity to cooperate with the City and all of the entities involved in these varied but related planning ventures and to integrate them to best advantage for the State and the City. The cooperative spirit, sharing of information, and communication among all parties was seen as having established a new tenor in State-City relations.

Summary of Agency Programming

As part of the Master Planning process SMRT met with personnel from all state agencies in the Augusta area to determine their present and future needs. Information regarding agency location(s), employee space requirements, storage requirements, support facilities, relationships to other state agencies, and anticipated agency changes was collected and summarized in a Program Narrative for each agency.

The location and square footage occupied by each agency is summarized in the Current Distribution Graph below.



During this programming process, several issues regarding agency locations became key elements that were used during the development of the Master Plan. These six issues are as follows:

Consolidation of Agencies:

One of the largest concerns of agency employees was not lack of space, but lack of internal consolidation. Many of the larger agencies are fragmented in various buildings around the Augusta area. This makes communication among employees difficult and can impede productivity. Consolidation of all these agencies will require renovations or additions to existing buildings and/or construction of new buildings. Section 6 ("Master Plan") outlines the locations where consolidation of larger agencies may be possible in the future.

Extensive Use of Leased Space:

Several agencies are leasing space in multiple buildings around the Augusta area. Most of these same agencies also require internal consolidation. In these cases, if each agency was able to occupy a single location, the number of leased spaces could be reduced. On the following page, is a list of State leased spaces in the Augusta area:

Current State Office Leases – Augusta, Maine (5/00)

Agency	*Location*		*SF*	*Expires*
	Augusta	*Gardiner*		
Human Services	219 Capitol Street		20,541	11/30/03
	151 Capitol Street		15,296	3/31/02
	157 Capitol Street		14,761	7/5/95
	73 Winthrop St.		5,700	1/31/94
	35 Anthony Ave.		44,600	1/14/14
	24 Stone Street		1,750	12/12/00
	Whitten Road		16,800	8/31/02
	2 Bangor Street		4,000	10/29/01
	331 Water Street		7,200	6/30/01
	442 Civic Ctr Dr.		65,912	8/01/12
Prof. & Fin. Reg.	122 Northern Ave	.	48,771	12/31/04
	2 Bangor Street		5,482	10/29/01
	24 Stone Street		1,995	3/31/04
Public Safety	18 Meadow Road		9,200	6/30/04
	16 Edison Drive		3,830	6/30/03
		397 Water St.	24,210	6/30/04
Inland Fish & Wildlife	284 State Street		15,600	2/28/03
Labor	2 Anthony Ave.		29,993	11/20/13
		331 Water St.	3,600	6/30/01
	323 State Street		3,338	11/14/05
Mental Health	VA Togus		823	6/4/02
Admin. & Fin. Services	26 Edison Drive		77,000	10/31/12
	14 Edison Drive		14,000	10/31/12
Workers' Comp.	24 Stone Street		5,082	10/31/02
Corrections	331 Water Street		3,600	6/30/03
Sec. of State (BMV)	283 State Street		5,000	9/30/06
Governor's Office	103 Water Street		3,150	2/28/05
		Total Leased Space:	***451,234***	*SF*

Several State leased locations, such as 26 Edison Drive for MRS and BIS as well as 35 Anthony Avenue for DHS Client Services, are ideal locations for the services provided and do not require relocation. These two projects were completed as a result of the previous planning effort, Moving Maine Forward.

Agencies Requiring Additional Space:

There are very few agencies that require additional office space based on a planning average of 250 square feet per

person. This planning average takes into consideration all the "core" elements of a building as well as circulation and shared spaces. For this calculation to be accurate, agency consolidation and an efficient building are required.

Some agencies, the Cultural agencies in particular, have a-typical space requirements to be considered when planning for additional space.

Ineffective Use of Space:
There are several agencies, again based on the planning average of 250 square feet per person, that are not using their current location(s) in the most effective manner. Ineffective use may be caused by fragmentation of the agency or inefficient building types.

Agencies Located on Stevens Campus:
Currently six State agencies are located on the Stevens Campus. Relocation of these agencies would facilitate consolidation and allow for concentration of state agencies on the East Campus, West Campus, and Downtown Augusta.

Departmental Relationships:
Similarities were found among groups of agencies in the required relationships and clients served. Using these similarities, five department types were identified. These departments are:

- Natural Resources
- Business
- Social Service
- Cultural
- Independent Agencies

Space programming interviewees cited possible gains in productivity and cross-departmental communication, as well as the possibility of improved customer service, if agencies with similar missions and operations were located in close proximity.

Bridges and the NEPA Process

While the Kennebec River is one of Augusta's most important resources, river crossings have come to the forefront of transportation issues in the last ten to twenty years. Numerous planning and design studies have been and are currently being conducted which hold the key to improving regional travel.

Three Kennebec River bridges currently serve the greater Augusta area:

- Father Curran Bridge in downtown Augusta, carrying 21,790 vehicles (average daily traffic, ADT) in 1996;
- Memorial Bridge connecting Memorial Circle and Cony Circle, carrying 31,510 vehicles (ADT) in 1996;
- Gardiner-Randolph Bridge (Route 9), carrying 22,120 vehicles (ADT) in 1998 (*Traffic Volume Counts Annual Report*, MDOT, 1997).

Third Bridge Study:

In 1999, the Maine Department of Transportation completed a National Environmental Policy Act (NEPA) review of the need for the 'Third Bridge' in Augusta. NEPA studies carefully review the potential impacts (cultural, historic, environmental and socio-economic) and their transportation benefits. The selected alternative calls for a new interchange approximately north of I-95 Exit 31 and is viewed as an important new transportation corridor to provide relief for existing and anticipated growth in through-traffic in greater Augusta. The first phase of connector roads will provide a connection to the Route 3 corridor on the west side of the Kennebec River (Alternative B-3). A later phase has been identified to extend the connection from Route 3 to Route 17 (Alternative B-17 of the NEPA).

Memorial Bridge Preliminary Engineering and Environmental Study:

The Maine DOT will soon begin an NEPA study to determine a course of action for the rehabilitation or replacement of the aging Memorial Bridge. This bridge is the major connection between the east and west sides of the Kennebec, carrying over 30,000 vehicles per day on its two lanes. It ties the west-side Western Avenue corridor (principally Routes 202 and 100 from the west and Route 201 from the south) to the Routes 3/17/202/201 corridors on the east side. Potential actions include rehabilitating the existing bridge or constructing a new bridge located somewhere between the existing bridge and the Hallowell-Chelsea town line. Resolution of the congestion and safety problems associated with the two traffic circles (Memorial and Cony Circles) is a key aspect of this study.

Maine State Psychiatric Center

Between 1989 and 1999, four reports on mental health in Maine suggested that AMHI be replaced with new

facilities. Most recently, in the summer of 1998, an architectural firm studied the possibility of renovating the Stone Building for continuing use as the forensic unit. Those conducting the study concluded that the building could be renovated for about the same cost as building a new facility; but that such a renovation would result in a compromised program and in a facility that would be considerably less than state-of-the-art, unlike a new facility for the same cost. A significant obstacle to the renovation of the Stone Building was the need to house patients during the renovation.

In 1999, a second study was commissioned to prepare a needs assessment, select a site, and prepare a preliminary building program for a new psychiatric facility to replace AMHI. The study was also to include a cost estimate for the building as proposed on the selected site. The consultants for the psychiatric treatment facility recommended that a new facility be located on the existing AMHI campus, on a 20-acre site bounded by Hospital Avenue on the north, the Campbell Horse Barn on the east, the AMHI property line on the south, and the Kennebec River on the west.

It seems very appropriate that the new Psychiatric Treatment Facility, which will surely be at the leading edge of treatment methods as the Maine Insane Hospital was when it opened 160 years ago, should be located literally across the road from the original hospital, on what was once pastureland for the institution's farming operations. Although shielded from the State House by a grove of trees along the Kennebec riverbank, the new Psychiatric Treatment Facility will remain in the eyes of Maine's legislators and governor, and give the State the opportunity to once again be among the nation's leaders in the delivery of psychiatric treatment services to its citizens.

C. Economic Planning and Forecasting

…Muskie Institute professor Charles Colgan provided the Committee with projections for changes in the State economy and employment base and how these changes would affect State facilities and the City over the planning period of 20 years.

Charles Colgan provided the planning team with input and guidance in the realms of economics and public policy. Dr. Colgan prepared economic projections regarding employment and development trends for the greater Augusta area to supplement and inform the physical planning information. He also served as a liaison between the planning team and the financial agencies of Maine State Government. His work was intended to assure that the final plan could be supported by all constituent groups and could pass legislative tests by showing the entire master planning effort was well-grounded on a solid foundation of sound public policy.

Dr. Colgan's specific project tasks were as follows:

- Review State agency strategic plans and determine the space implications thereof.
- Meet with State agencies to discuss issues identified in the master planning process.
- Prepare economic forecasts for the Augusta region.
- Analyze employee census survey data and apply to the planning process.
- Review planning issues and implementation recommendations with the planning team and the committee.

Dr. Colgan concluded that trends in the State workforce would not have much impact on the nature of State buildings in Augusta, but would have a major impact on the furute character and growth of the City of Augusta.

Dr. Colgan summarized his work for the project in a presentation to the Master Planning Committee in December, 1999. Dr. Colgan's project findings are summarized in his presentation documents at the end of this section.

D. Goals

After considering these issues, the Committee formulated thirteen goals that were to guide its remaining deliberations and serve as the basis for the Master Plan. These goals are:

Create a blueprint for development of State real estate resources for the next 20 years.

Establish a flexible yet durable framework for planning and executing development projects for State-owned buildings and sites in the greater Augusta area.

Improve the work environment of Maine State employees.

Establish and implement standards for new and renovated spaces that will assure that Maine State Government employees have safe, comfortable, healthy, efficient and attractive work environments.

Improve the stewardship and management of State-owned facilities.

Maine State Government holds significant properties on behalf of the people of Maine. It is obligated to operate and maintain them in the best interest of building occupants and visitors and of Maine taxpayers.

The newly renovated Burton M. Cross building provides appropriate space for the transaction of public business.

Create appropriate space for public business.

Customers of Maine State Government should be provided with appropriate spaces for transacting business. Offices and meeting spaces where these transactions occur should be comfortable, safe, and functional. In addition, these spaces should instill pride and confidence in customers in regard to the competence and service orientation of government employees.

Consolidate State agencies.

Although new technologies have decreased the necessity for face-to-face communications, it remains important for employees to be in close proximity to each other in order to facilitate the day-to-day operations of State Government. Thus State agencies that are fragmented in several Augusta area locations have as a common goal the consolidation of multiple locations into as few locations as possible.

Coordinate planning with the City of Augusta and surrounding communities.

Until recently, the State carried out its real estate development projects and planning efforts with little input from or coordination with its host communities. From the beginning of the Augusta State Facilities Master Planning process, the Master Planning Committee sought input and participation from Augusta, Hallowell and Gardiner, through the make-up of the Committee itself and by organizing several public forums. As a result, the plan reflects where possible issues and concerns of importance to greater Augusta area officials and residents.

Establish boundaries for State real estate development.

Until now, people who live in neighborhoods under the shadow of the Capitol Dome have been uncertain about their futures. State projects often were executed with little notice and little regard for the impact of these projects on property values and neighborhood viability. The Master Plan establishes boundaries for State development, and identifies areas where the State may have an interest in acquiring property when it becomes available. The Plan also designates areas in which it has no intention of acquiring property, thereby notifying owners that they may plan for the future of their properties with no risk of State takings or negative impacts.

Restoring the core historic buildings on the AMHI Campus, represents an opportunity to productively reuse the States valuable real estate assets.

Restore and reuse State-owned historic buildings.

Very few people in the Augusta area would have argued that striving to restore and properly use the State House was a worthy goal. However, when the Master Plan process began, many would have questioned the restoration/rehabilitation of the State Office Building or the adaptive re-use of the buildings of the AMHI campus as good public policy. The Master Planning Committee came to the conclusion early on that these buildings represented important resources, and that by renovating them according to sound preservation standards, the State could solve many of its space problems and preserve significant historic resources at the same time.

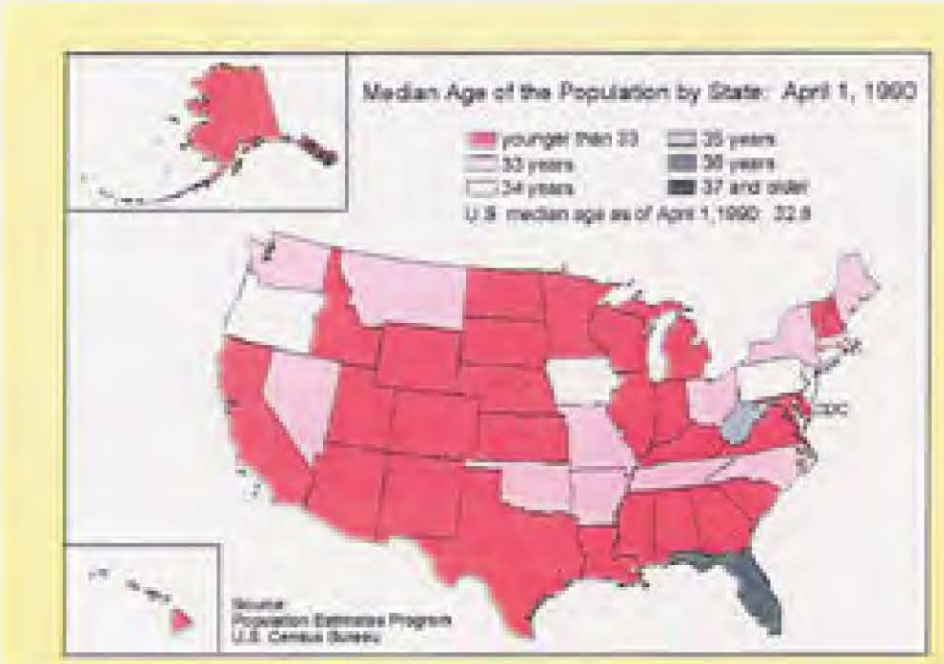
Presentation to the Augusta State Facilities Master Planning Committee December 2, 1999

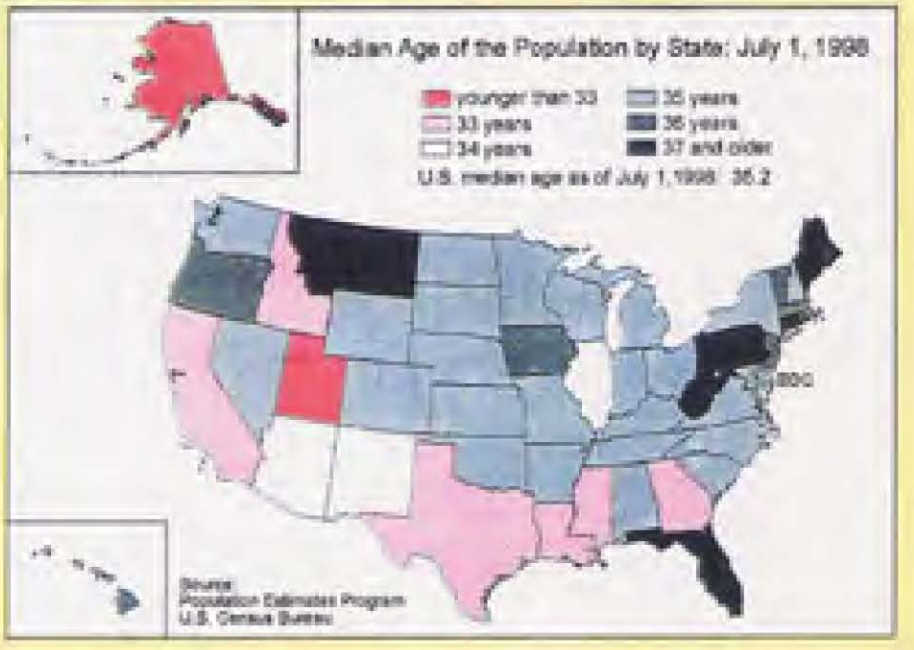
Charles S. Colgan, PhD
University of Southern Maine
Muskie School of Public Service

The Regional Economic Context of State Facilities Plans

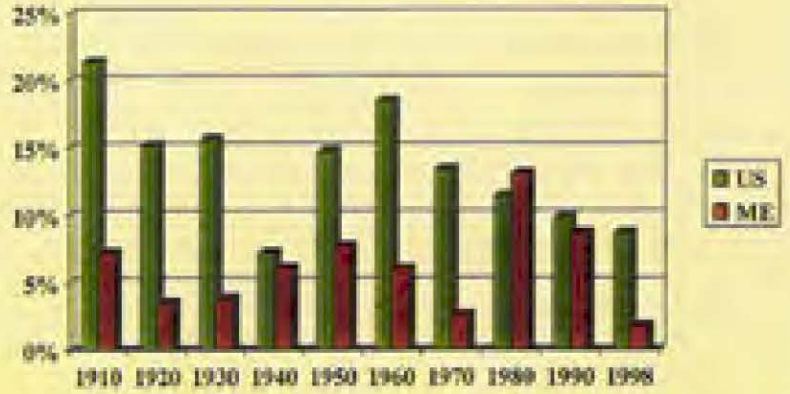
- The Changing Demographic Context of State Government
- The Capital Region in State Government
- State Government in Augusta

The Changing Demographic Context of State Government

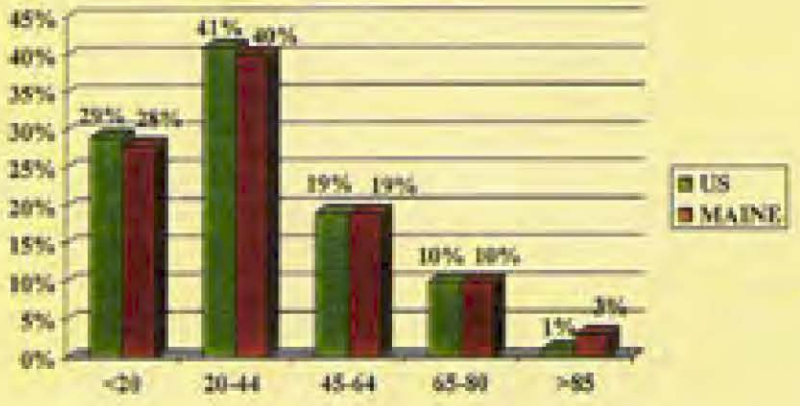

Median Age of the Population by State: April 1, 1990
younger than 33
33 years
34 years
35 years
36 years
37 and older
U.S. median age as of April 1,1990: 32.8
DC
Source
Population Estimates Program
U.S. Census Bureau


Median Age of the Population by State: July 1, 1998
younger than 33
33 years
34 years
35 years
36 years
37 and older
U.S. median age as of July 1,1998: 35.2
DC
Source
Population Estimates Program
U.S. Census Bureau

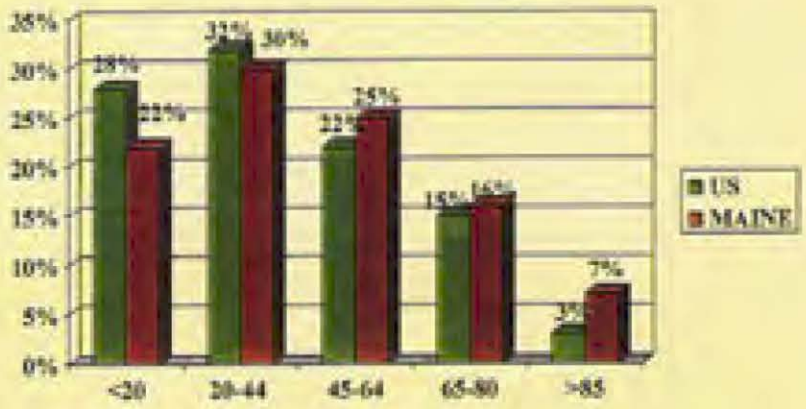
Population Growth is Slowing- a lot



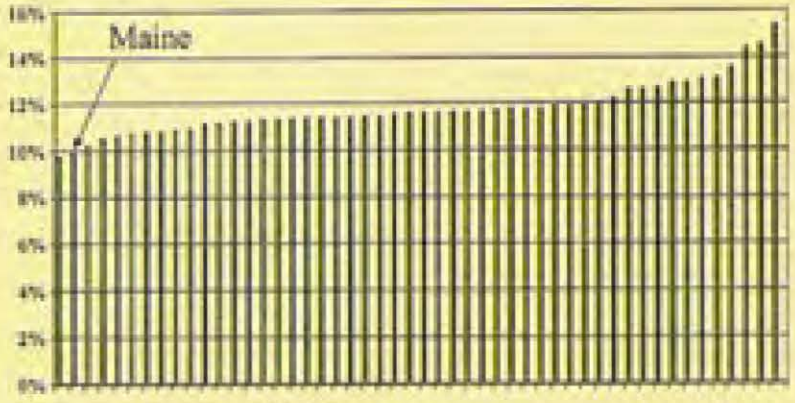
Age Distribution: 1990



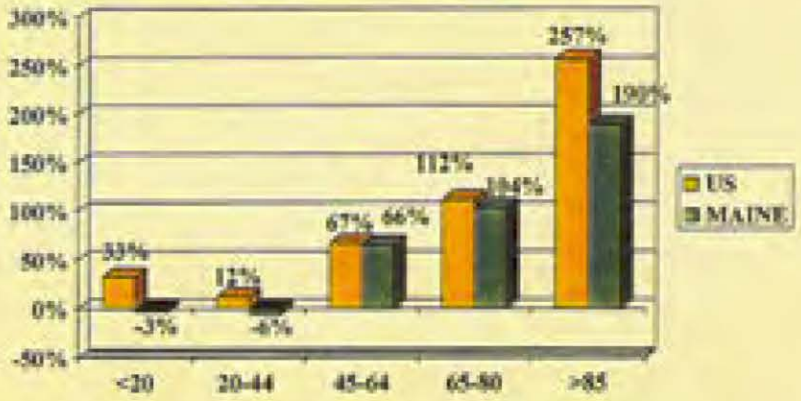
Age Distribution 2035



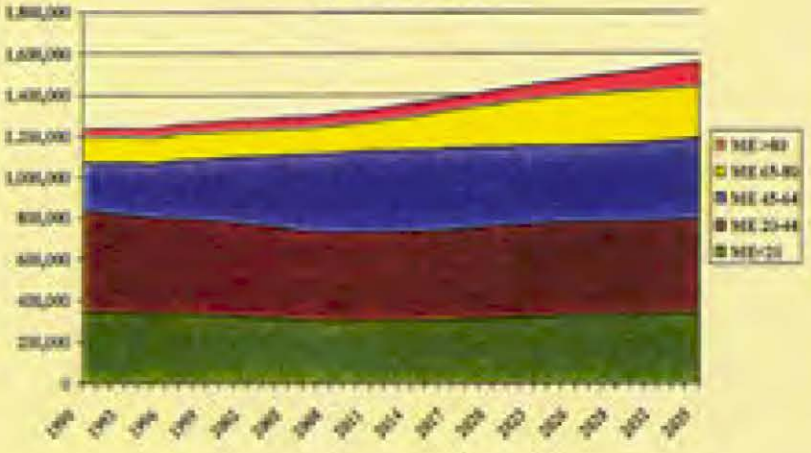
Birth Rate 1990-1998



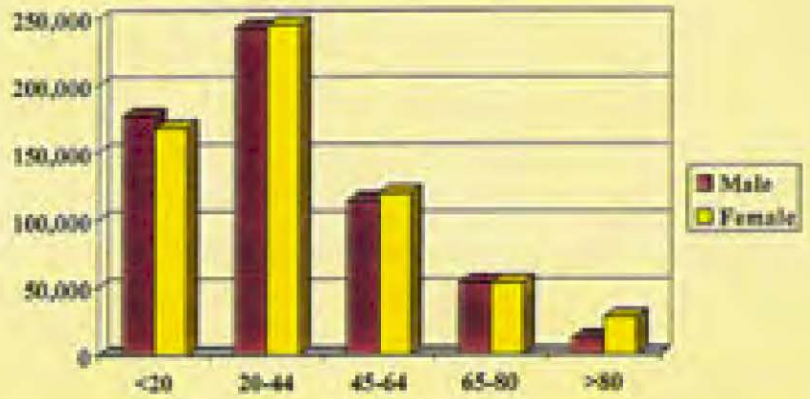
Growth Rates 1990-2035



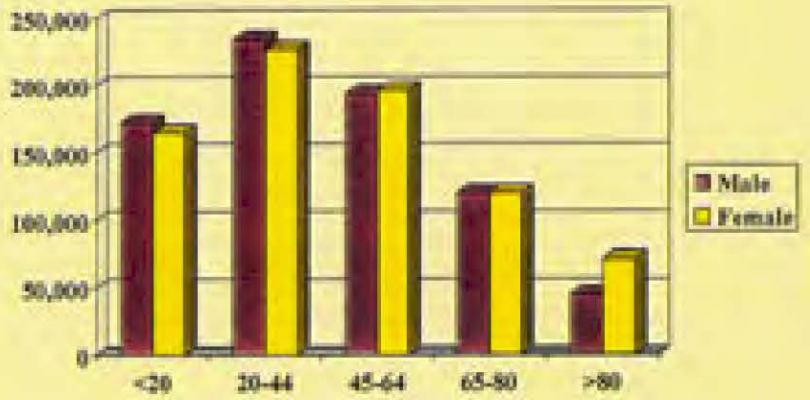
Change in Maine Population 1990-2035



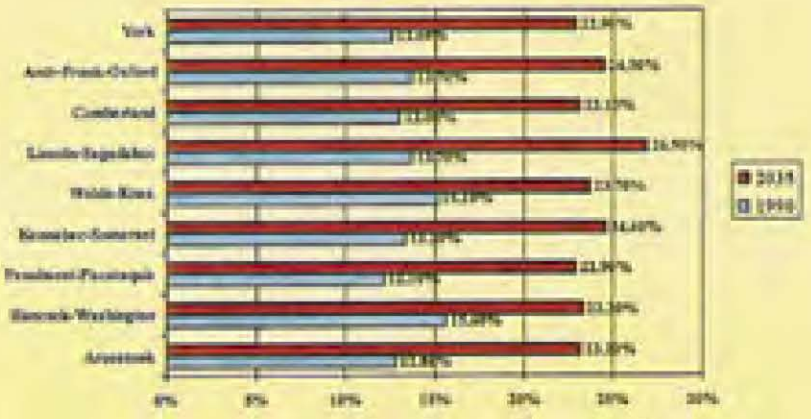
Men and and Women: 1990



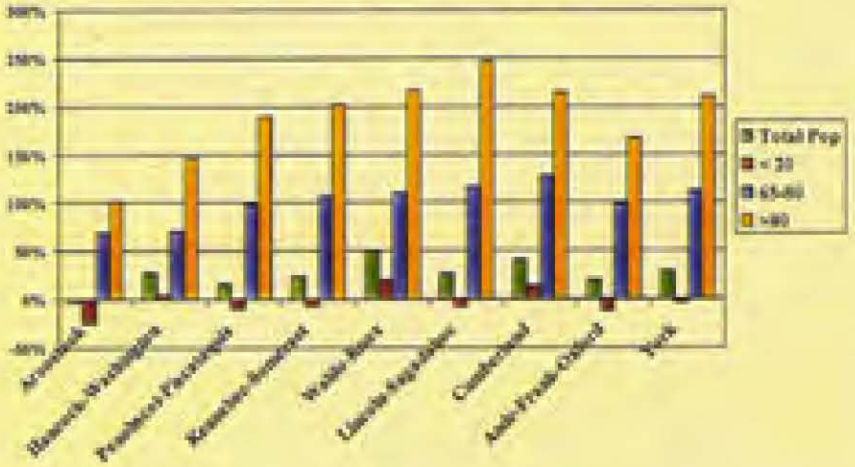
Men and Women 2035



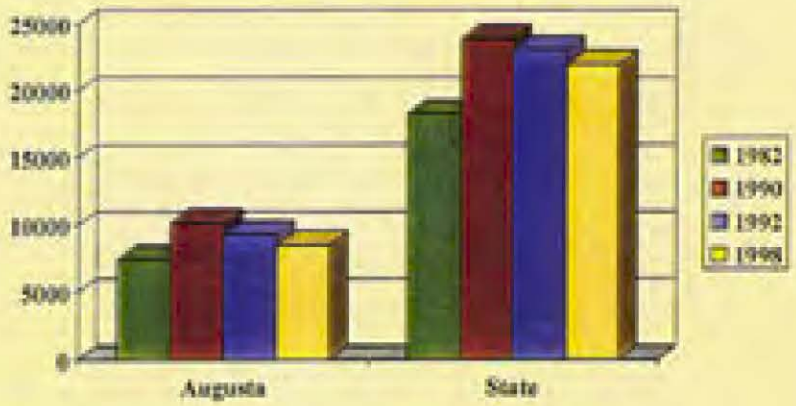
Percent of Population Over 65



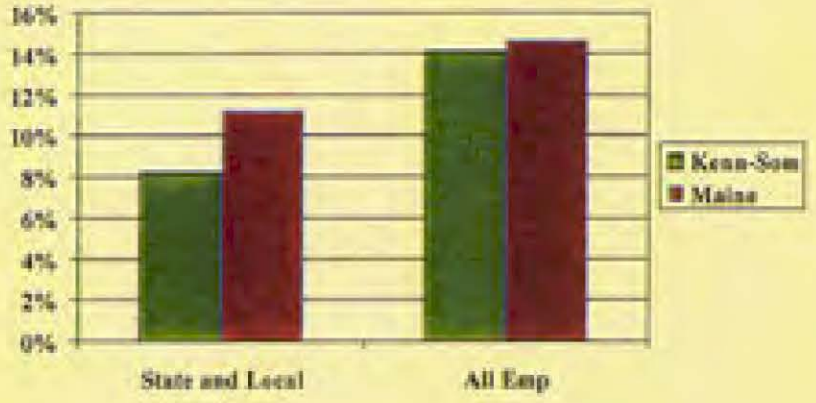
Population Growth Rates 1990-2035



State Employment has been declining this decade

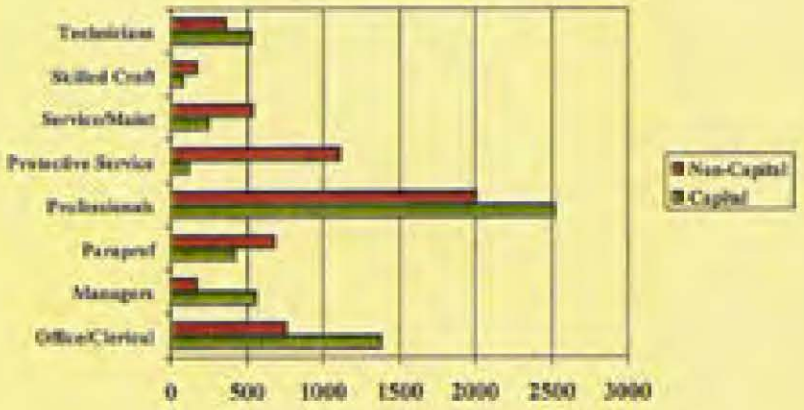


From 1995-2020, State and Local employment growth will lag total employment

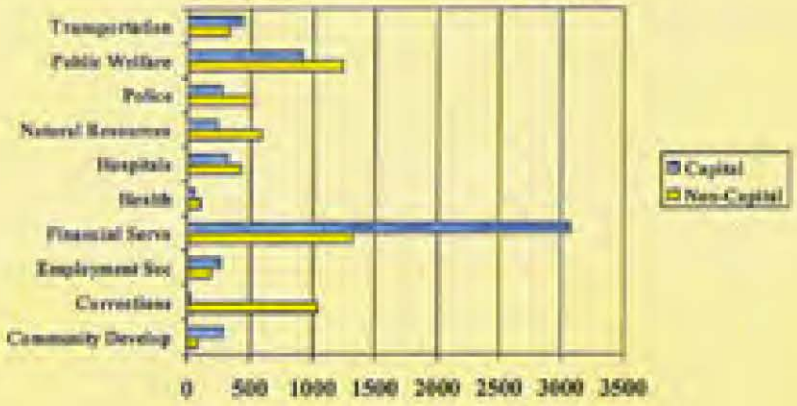


The Capital Region in State Government

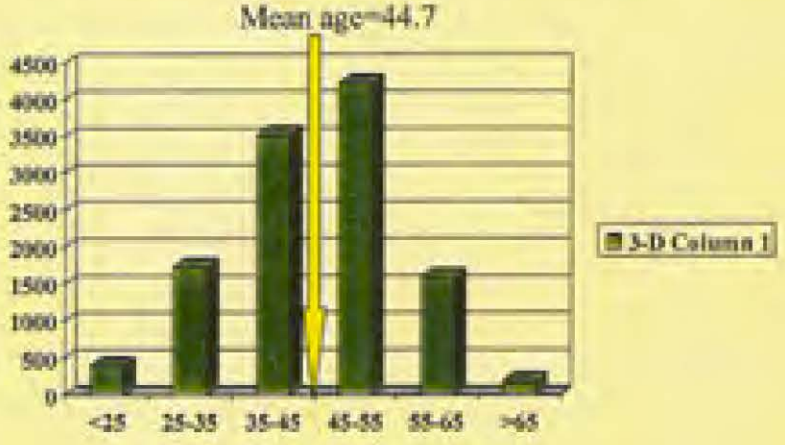
Augusta is the center for professionals, managers, clericals, technicians



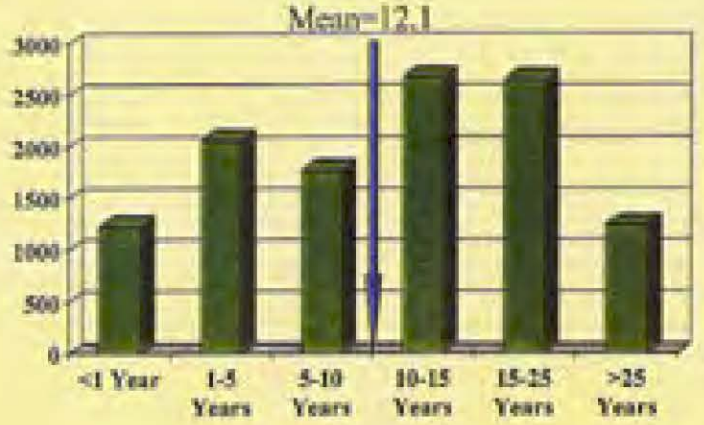
Majority of transportation, financial, community development and employment workers are in capital region



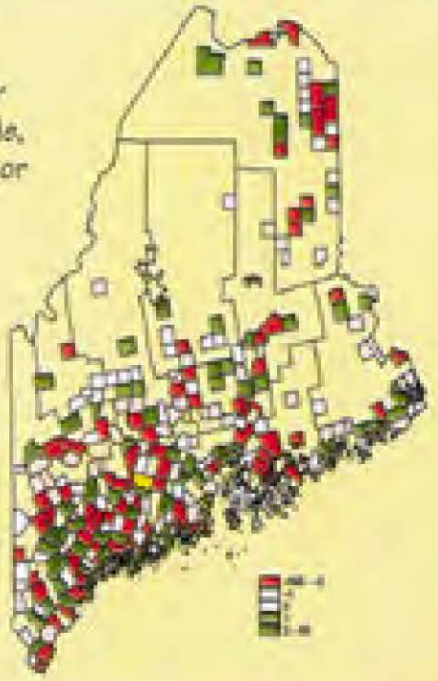
State employees are approaching mid-life transitions



State workers are generally a long time with the state

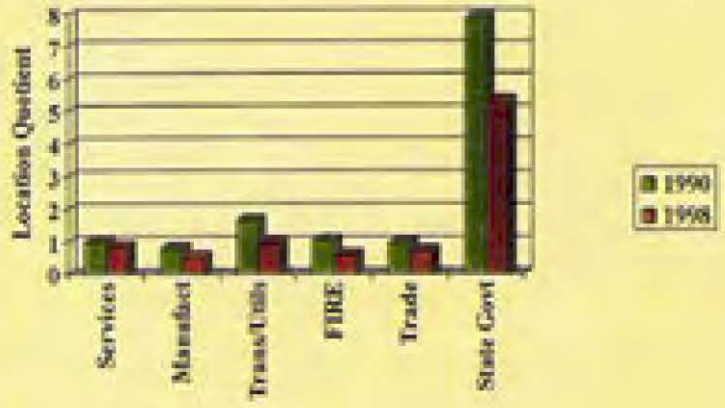


Augusta and New Gloucester major losers over past decade, but other towns show no major patterns of change

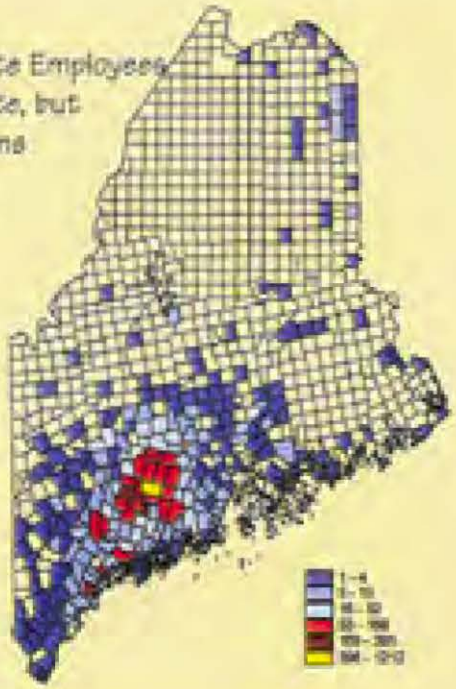


State Government in Augusta

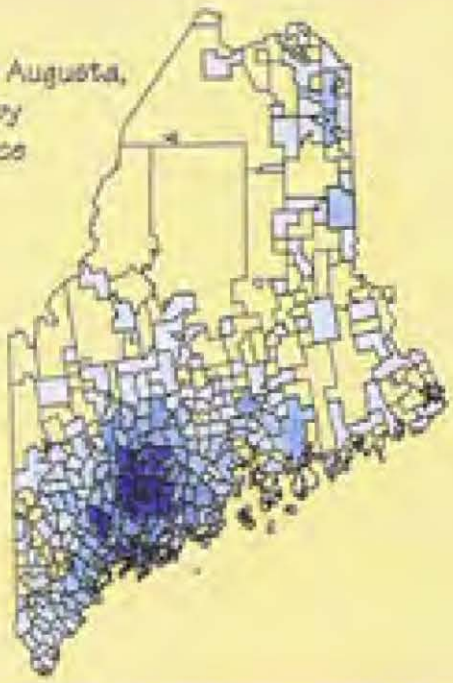
State Government is playing a smaller role in a more diverse Augusta Economy

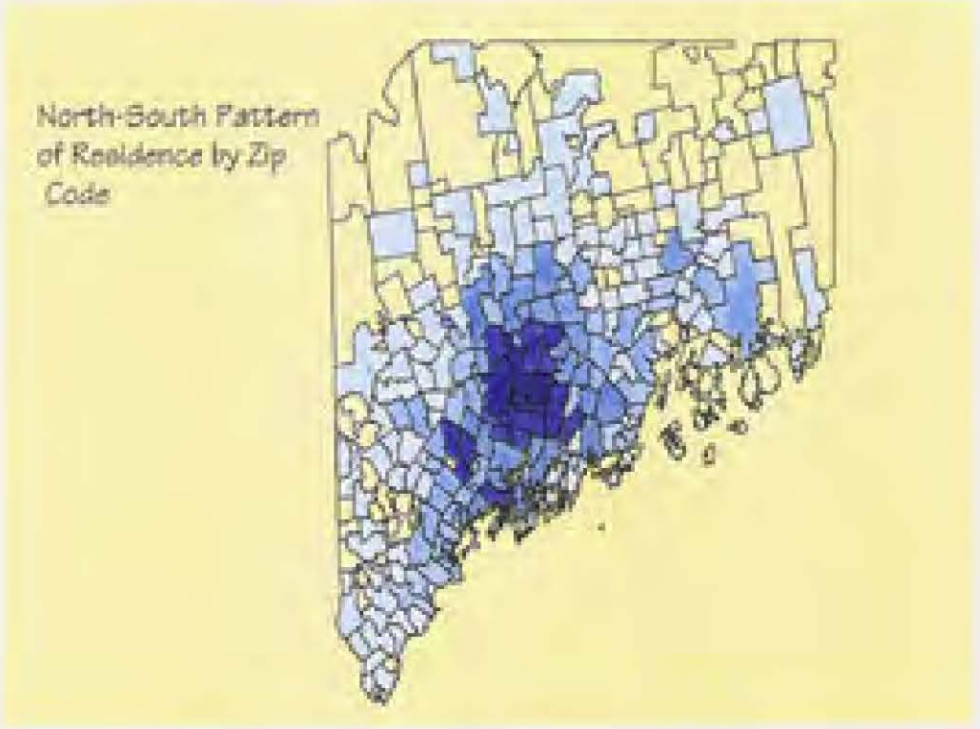


Capital Region State Employees live all over the state, but primarily in the towns around Augusta and to the South



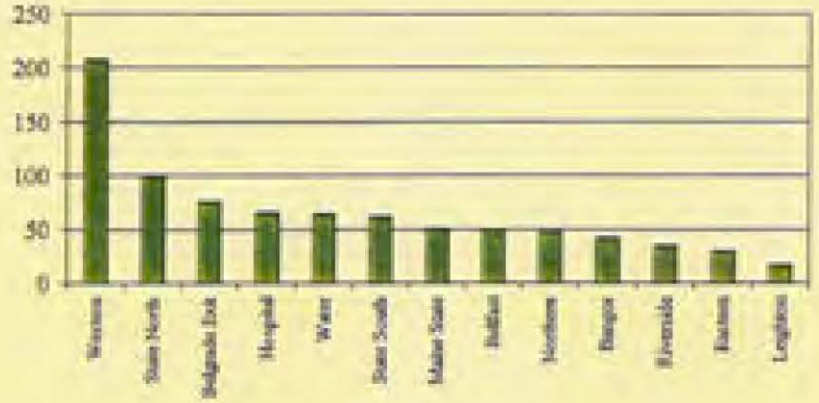
State Employees in Augusta, Gardiner, Hallowell by Zip Code of Residence



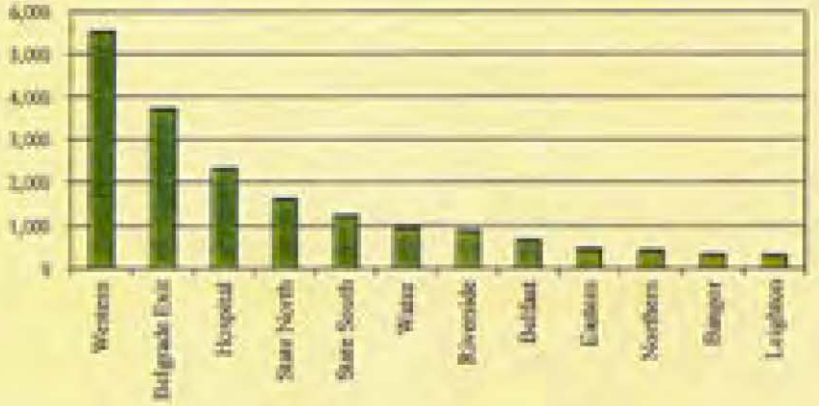

North-South Pattern
of Residence by Zip
Code


Augusta's Employment Zones
Belgrade Exit
Northern
Belfast
Western
State St.
Hospital
Eastern

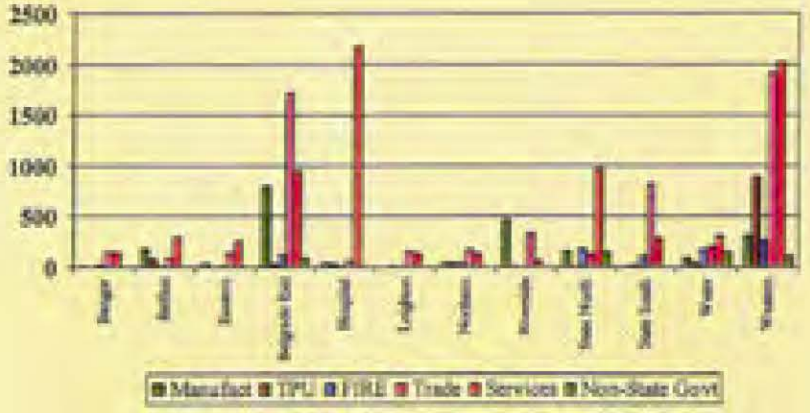
Western Ave. and State North have largest number of employers



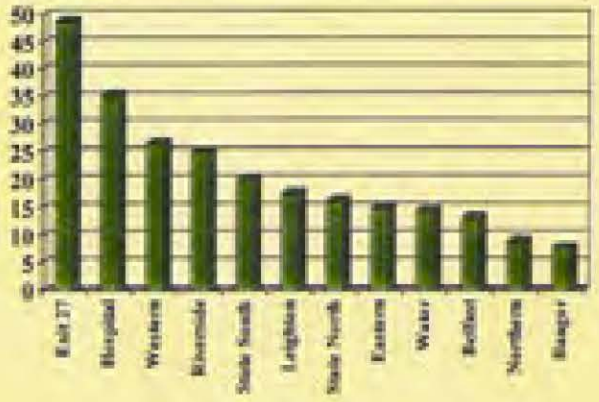
Western Ave, Belgrade Exit, and Hospital have largest employment



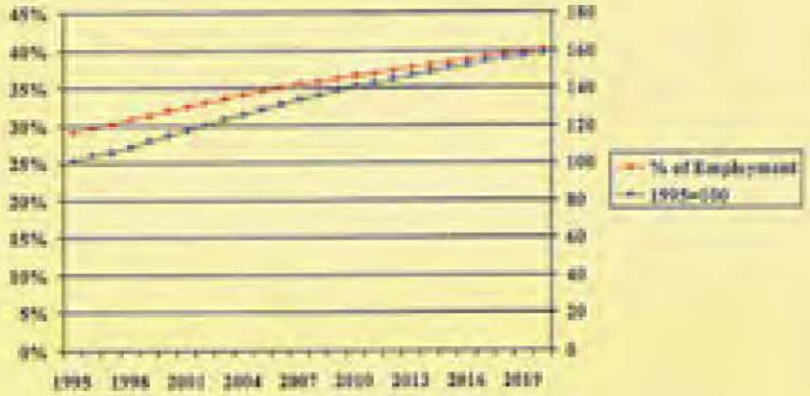
Major employment areas are highly specialized



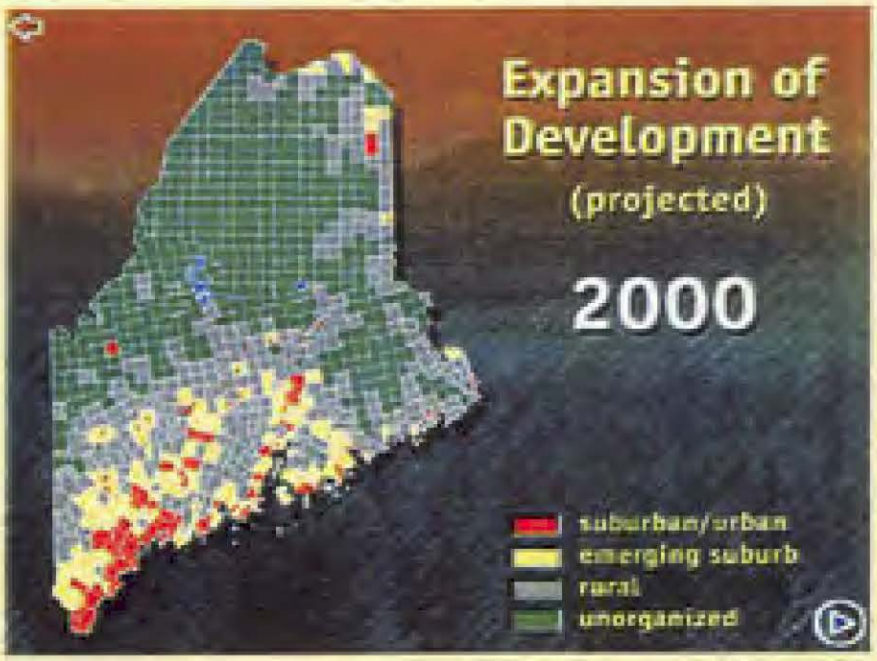
Belgrade Exit, Hospital, Western Ave, and Riverside have largest employers



Services will be fastest growing in Kennebec-Somerset

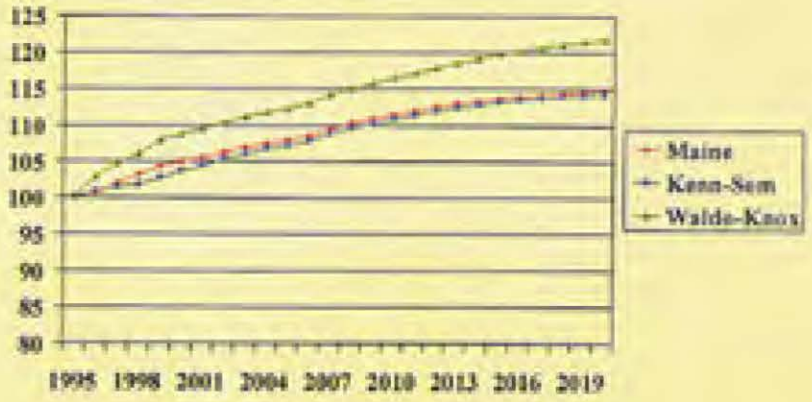


East Side: No Longer the Least Side?


Expansion of Development
(projected)
2000
suburban/urban
emerging suburb
rural
unorganized


Expansion of Development
(projected)
2020
suburban/urban
emerging suburb
rural
unorganized

Kennebec-Somerset will grow slightly slower than the state, but Waldo-Knox will grow much faster



Conclusions

- Shift away from young to old may mean changing service priorities
- State employment not likely to grow, but may decentralize somewhat
- Consolidation of state facilities will open up both new opportunities and challenges for development in the capital region

4. Existing Conditions

One of the basic tasks in a master planning effort is to document existing conditions. We must know what we have before we establish what we need. This chapter summarizes extensive documentation of the State's Augusta physical resources.

A. General Conditions

Current Agency Distribution

The distribution of State Agencies and employees in Augusta area buildings as of early 2000 is summarized in the following:

East Campus		Employees
AUG031	Marquardt Building	**143**
	ACE Service Center	*28*
	Mental Health	*115*
AUG015	Deering Building	**118**
	Agriculture	*72*
	Worker's Compensation	*46*
AUG012	Harlow Building	**100**
	Conservation	
AUG019	Ray Building	**290**
	Conservation	*20*
	Environmental Protection	*270*
AUG016	Tyson Building	**37**
	Corrections	*37*
AUG002	Old Max	**60**
	Human Services	
AUG070	Upham Building	**50**
	Environmental Protection	
AUG018	DEP Response Building	**20**
	Environmental Protection	
AUG069	Williams Pavilion	**4**
	Mental Health	
AUG037	Greenlaw Building	**84**
	Mental Health	*30*
	Mental Health (Regional)	*54*
AUG 017	Nurses Building	**52**
	Mental Health	*3*
	Mental Health (Regional)	*36*
	Labor	*13*
AUG068	Elkins Building	**5**
	Mental Health	
	East Campus Total:	**965**

East Side		*Employees*
	Entomology Lab/50 Hospital Street	***8***
	Conservation	
AUG122	159 Hospital Street	***12***
	Conservation	
AUG091	Medical Examiner/34A Hospital St.	***3***
	AG - Medical Examiner	
AUG090	State Crime Lab/34 Hospital Street	***20***
	Public Safety	
AUG082	Public Safety/36 Hospital Street	***70***
	Public Safety	
AUG047	Motor Vehicles Building	***287***
	Secretary of State	
	VA Togus (leased)	***28***
	Mental Health	*4*
	Labor	*24*
AUG005	24 Stone Street (leased)	***26***
	Human Services	*12*
	Worker's Compensation	*14*
	East Side Total:	***450***

Capitol Complex		*Employees*
AUG043	State Office Building	***750***
	DAFS	*207*
	Attorney General	*143*
	Economic & Comm. Development	*46*
	Education	*180*
	Capitol Security (Public Safety)	*10*
	Corp. & Elections (Sec. of State)	*45*
	Office of the Treasurer	*19*
	Future Positions	*100*
AUG066	State House	***415***
	Legislators	*188*
	Legislative Staff	*200*
	Governor's Office	*27*
AUG065	Cultural Building	***103***
	Library	*62*
	Museum	*24*
	Archives	*17*
AUG042	Nash School	***8***
	Secretary of State	
	Capitol Complex Total:	***1,275***

West Side		*Employees*
AUG010	55 Capitol	***23***
	Historic Preservation	*10*
	Maine Arts Commission	*13*
AUG093	Motor Transport/105 Capitol Street	***98***
	Transportation	

AUG007	151 Capitol Street (leased)	***135***
	Human Services	
AUG060	157 Capitol Street (leased)	***105***
	Human Services	
AUG004	219 Capitol Street (leased)	***107***
	Human Services	
AUG040	Gannett House/184 State Street	***28***
	State Planning	
AUG026	Smith House/187 State Street	***20***
	State Planning	
AUG026	Merrill House/189 State Street	***10***
	State Planning	
AUG056	McLean House/193 State Street	***10***
	Public Advocate	
AUG039	221 State Street	***251***
	Human Services	
AUG058	242 State Street	***63***
	Public Utilities Commission	*57*
	Ethics	*6*
AUG126	284 State Street	***70***
	Inland Fisheries & Wildlife	
	283 State Street (leased)	***11***
	BMV (Sec. of State)(regional)	
AUG023	20 Union	***180***
	Labor	
AUG038	DOT Building/1 Child Street	***595***
	Transportation	
	26 Edison Drive (leased)	***378***
	DAFS (MRS/BIS)	
AUG115	16 Edison Drive (leased)	***6***
	Public Safety	
	331 Water Street (Gardiner, leased)	***28***
	Human Services	*20*
	Labor	*8*
	323 State Street (leased)	***5***
	Labor	
AUG119	397 Water Street (Gardiner, leased)	***88***
	Public Safety	
	249 Western Avenue (leased)	***185***
	Human Services	
	West Side Total:	***2,400***

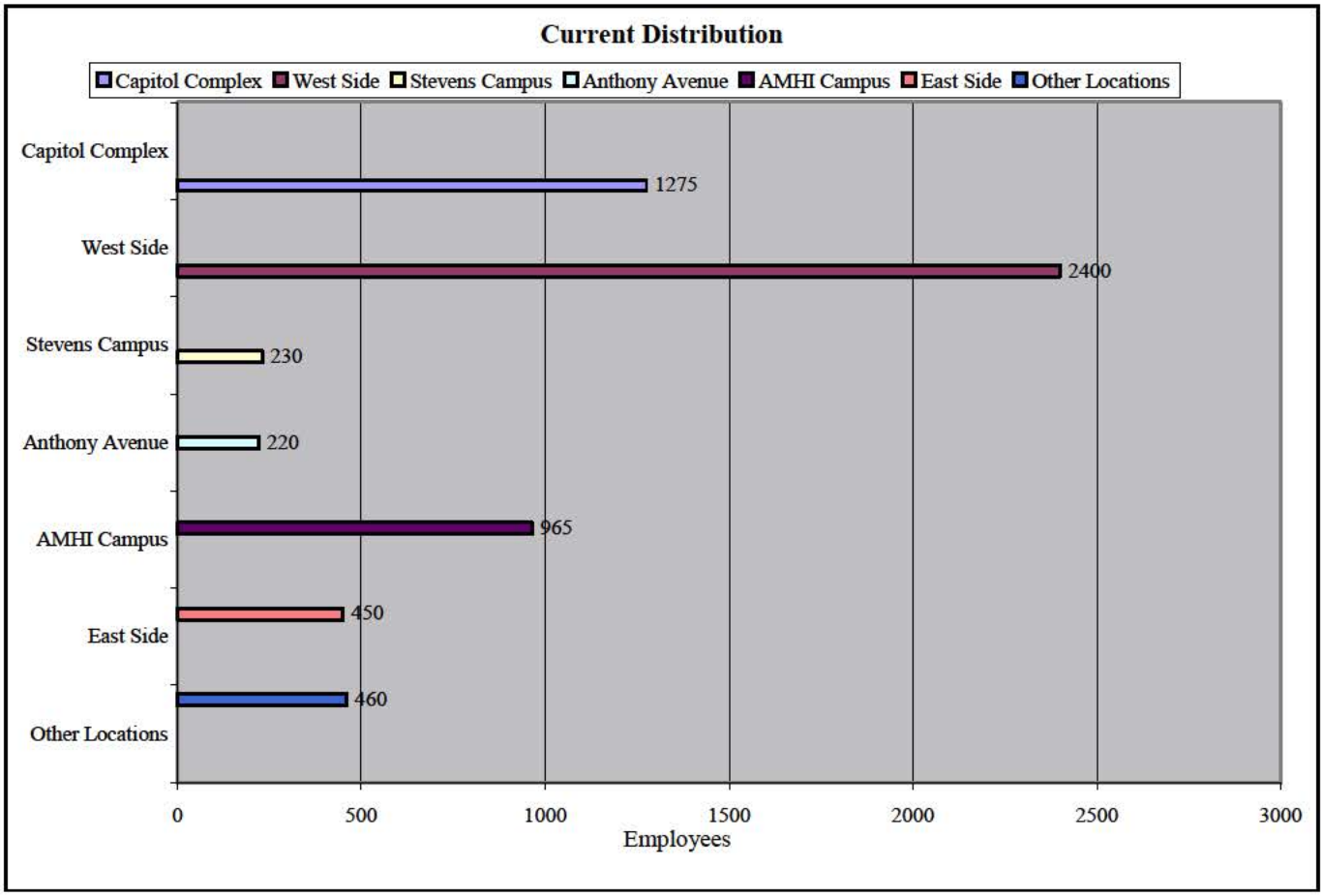
Stevens Campus		*Employees*
AUG099	Flagg/Dummer Building	***39***
	Audit	
AUG095	Cleveland Building	***16***
	Human Rights	
AUG089	Baker Building	***28***
	Marine Resources	

AUG087	Administration Building	***20***
	Marine Resources	*14*
	Conservation (regional)	*6*
AUG098	Farewell Building	***19***
	Corrections (Pre-Release)	
AUG104	Reed Auditorium	***30***
	DAFS (Copy/Mail)	
AUG094	Central Building	*77*
	Labor	
	Stevens Campus Total:	***230***

Anthony Avenue		*Employees*
AUG006	2 Anthony Avenue (leased)	***44***
	Labor	
AUG003	35 Anthony Avenue (leased)	***175***
	Human Services	
	Anthony Avenue Total:	***220***

Other Locations		*Employees*
AUG117	10 Water Street	***32***
	DAFS (Alcohol & Lottery)	
AUG110	18 Meadow Road (leased)	***36***
	Public Safety	
AUG116	765 Riverside Drive	***8***
	Public Safety	
AUG109	Leighton Road	***12***
	Transportation	
AUG096	122 Northern Avenue (Gardiner, leased)	***162***
	Professional & Financial Reg.	
AUG009	2 Bangor Street (leased)	***89***
	Professional & Financial Reg.	*66*
	Human Services	*23*
AUG008	73 Winthrop (leased)	***28***
	Human Services	
AUG014	Witten Road (leased)	***93***
	Human Services	
	Other Locations Total:	***460***

Total Employees:	***6,000***



Cultural Factors: social and historical elements

Like many Maine communities, Augusta is built on a history of different cultures. Beginning with native Americans and continuing with English settlers beginning in 1628, sprinkled with French influence from the 1600's, assimilating French Canadian families around the turn of the century, and reflecting a variety of other ethnic groups during the City's industrial heyday, Augusta has an interesting blend of nationalities. Evidence of this can be found in today's telephone book listings. Likewise, the City's economic hierarchy runs the gamut, from millworkers to the Governor.

Augusta's economic ranks are more weighted toward professionals due to the presence of State government than would be true of a typical town of Augusta's size. While this might be expected to be of benefit to the City economically and in terms of cultural and economic opportunities, the fact is that most of these relatively well-off employees live outside of the City, in neighboring

Manchester, Vassalboro, Hallowell, or other nearby bedroom communities and small towns. Many potential users of and contributors to cultural, educational, and civic institutions of Augusta give their time and contributions in their own communities. This trend appears to be changing somewhat, as the Library, the YMCA, and other institutions have recently completed and/or are contemplating major expansions, relocations and improvements.

Augusta is a city of neighborhoods, and always has been. This fact is made more interesting by the fact that, unlike most Maine communities that are split by a river, Augusta occupies both banks of the Kennebec. The east side-west side stature of neighborhoods makes for contrasts and differences, sometimes resulting in political difficulties, other times causing residents on both sides to unite over efforts to clean up the Kennebec and deal with other common problems. The ethnic breakdown of neighborhoods is not as strong as it once was, although Sand Hill continues to thrive on its strong French roots. Most of the others are more multi-cultural.

Many of the neighborhoods take pride in their historic homes and tree-lined streets. Historic preservation efforts are underway to preserve significant historic properties and districts in many areas of the City, to prevent further losses and promote the wonderful resources that remain. Some have had to take stands in the recent past to preserve what they most value, such as the Myrtle/Willow neighborhood on the near east side.

Some neighborhoods are being fragmented, such as the Arsenal Street portion of the Eastern Avenue neighborhood and, to a lesser extent, the Winthrop Street area, because of commercial development. In the case of the former district, the expansion of Maine General Health is driving the conversion of part of that neighborhood to office use; while the changing of large old houses from residential to office use to serve businesses needing to locate near State Government is affecting the Winthrop Street neighborhood. Through the efforts of the Capitol Riverfront Improvement District, attention is once again being focused on the residential potential of close-in neighborhoods and Downtown as desirable places to live based on their proximity to solid employers such as the hospital and the

State, and to the cultural and natural resources that are available in the City.

Other residential neighborhoods, such as Lower Sewall Street and much of the East Side including the Mayfair and Fairview areas, remain strongly residential and exhibit a great deal of pride and confidence in their futures.

Transportation

Transportation issues have been at the forefront of planning efforts in Augusta for many years. The effect of the automobile and its supporting infrastructure on the city has been significant. City growth has placed a heavy burden on an existing urban fabric that was intended for the slower pace of the pedestrian, and horse and buggy. Congestion through the middle of the city – Western Avenue and the traffic circles flanking the ends of the Memorial Bridge being particularly notorious – has steadily increased. Adjoining neighborhoods are feeling the effects as commuters seek less crowded routes to bypass more congested areas, creating additional safety concerns.

Key transportation issues for the City and this master planning process that have been raised during MPC meetings and in City planning documents include:

- Timely implementation of the Third Bridge Study recommendations
- Resolving long term regional and local safety and mobility needs during the Memorial Bridge NEPA Study (assessing rehabilitation or replacement of the bridge and the two rotaries)
- Resolving congestion and safety problems at the Memorial and Cony Circles
- Improving pedestrian safety and facilities through sidewalk, trail, crosswalk, lighting and landscaping improvements
- Implementing travel demand management measures (see below)
- Improving the appearance and function of major roads through landscaping, access management, and traffic signal coordination/improvements
- Reducing through-truck traffic from City streets and arterials
- Improving the appearance, supply and management of parking on the two State campuses, and,

- Mitigating State-related neighborhood cut-through traffic and preserving neighborhood integrity.

Traffic:

A number of highly visible planning processes are underway or have been recently completed that will significantly affect the future of the City. These include:

- The Augusta Travel Demand Management Study (T.Y. Lin, 1995),
- The Augusta Third Bridge Study (Vollmer Associates, 1993)

Some key findings from these studies, and other Maine Department of Transportation studies concerning traffic safety relating specifically to the master plan area are:

- For the planning period, traffic volume throughout the Augusta area is expected to increase between 25% and 50%, depending on location
- The Third Bridge (Alternative 'B') will significantly reduce forecasted traffic increases in many areas, including the Western Avenue corridor
- Increases in traffic in the West and East campus areas will not be reduced by the Third Bridge
- The highest number of accidents in the state occur at the Cony and Memorial traffic circles
- The only high accident location within the planning area is that portion of Sewall Street between Capitol Street and Western Avenue

Existing Traffic Volumes and Congestion

Congestion at intersections and roadways is categorized according to the amount of delay in travel and assigned a Level of Service. Letter grades are used, from A (best) to F (worst). The chart that follows, entitled *Identified Congested Areas,* summarizes locations where traffic congestion occurs (at Level of Service E or F), as identified in previous planning documents (Sources: Traffic impact studies submitted to the City of Augusta in conjunction with development applications; the Augusta Travel Demand Management Study (TYLIN, 1995); the Augusta Third Bridge Study (Vollmer Associates, 1993)).

Current and forecasted levels of traffic on roadways and at intersections need to be considered when planning to relocate dispersed State employees at multiple locations to the West and East Campuses. Congested locations are

clustered around the downtown area and the Western Avenue corridor.

Forecasted Traffic Volumes

The recently completed Third Bridge Study forecasted daily traffic volumes at key locations throughout the City to evaluate the relative merits of alternative bridge locations and sets of connecting roads. The graphic on the following page, entitled *Future Traffic Forecasts*, summarizes the results of this analysis. It shows existing (1995) volumes, those forecasted for the 'Do Nothing' alternative (2015), for the preferred alternative (2015-Alt. B) and for the preferred alternative with a future connection extending from Route 3 to Route 17 (2015-Alt. to Route 17).

Key findings of the MDOT analysis for this master planning process are that the Third Bridge (Alternative B) is anticipated to:

- Significantly reduce forecasted traffic in many locations including the Memorial and Father Curran Bridges, Route 3/N. Belfast Avenue, and the Western Avenue corridor
- Have negligible/no impact on projected increasing traffic volumes on State Street south of Capitol Street (increasing approximately 25% from 1995 to 2015)
- Have negligible impact on projected increasing traffic volumes on Capitol Street west of Sewall Street (increasing approximately 50% from 1995 to 2015);
- Have negligible/no impact on projected increasing traffic volumes on Sewall Street south of Capitol Street (increasing approximately 50% from 1995 to 2015), and,
- Have no impact on projected increasing traffic volumes on Hospital Street near the East Campus (increasing approximately 25% from 1995 to 2015).

Traffic Safety

The standard method used to identify locations with potential traffic safety problems is the Maine DOT's accident history statistics, namely the High Accident Locations (HAL). The two components of the HAL determination are the Critical Rate Factor and the number of accidents during the most recent three year period. The CRF is a numerical ratio of the number of Actual Accidents versus the number of 'Expected' Accidents at a similar intersection within the state. For example, a CRF = 2.0 identifies a location with twice the accident experience of

N

0.5 0 0.5 1 Miles

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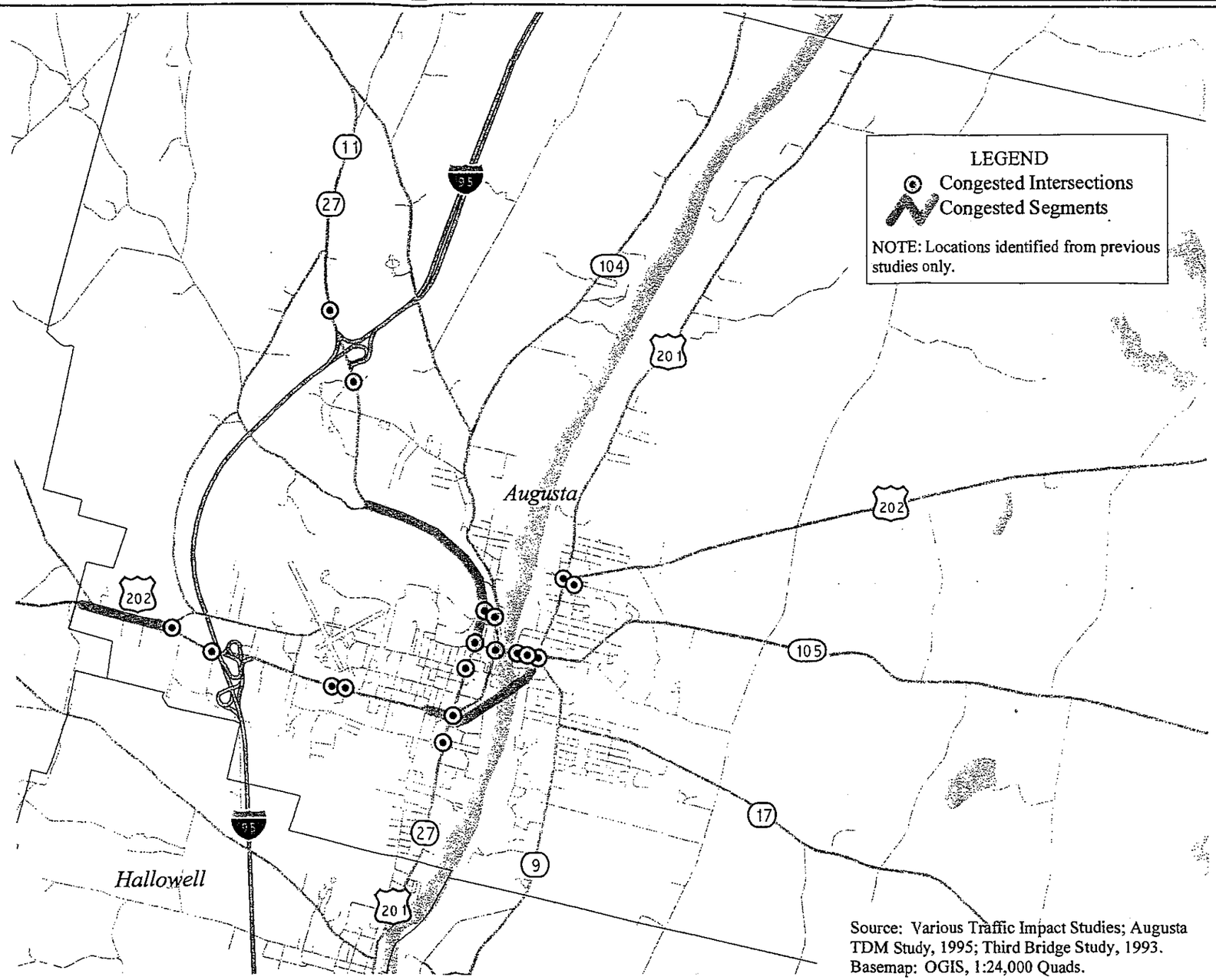

LEGEND

Congested Intersections

Congested Segments

NOTE: Locations identified from previous studies only.

Augusta State Facilities Master Plan

Augusta, Maine

Identified Congested Locations: Augusta

WSA

Source: Various Traffic Impact Studies; Augusta TDM Study, 1995; Third Bridge Study, 1993.
Basemap: OGIS, 1:24,000 Quads.

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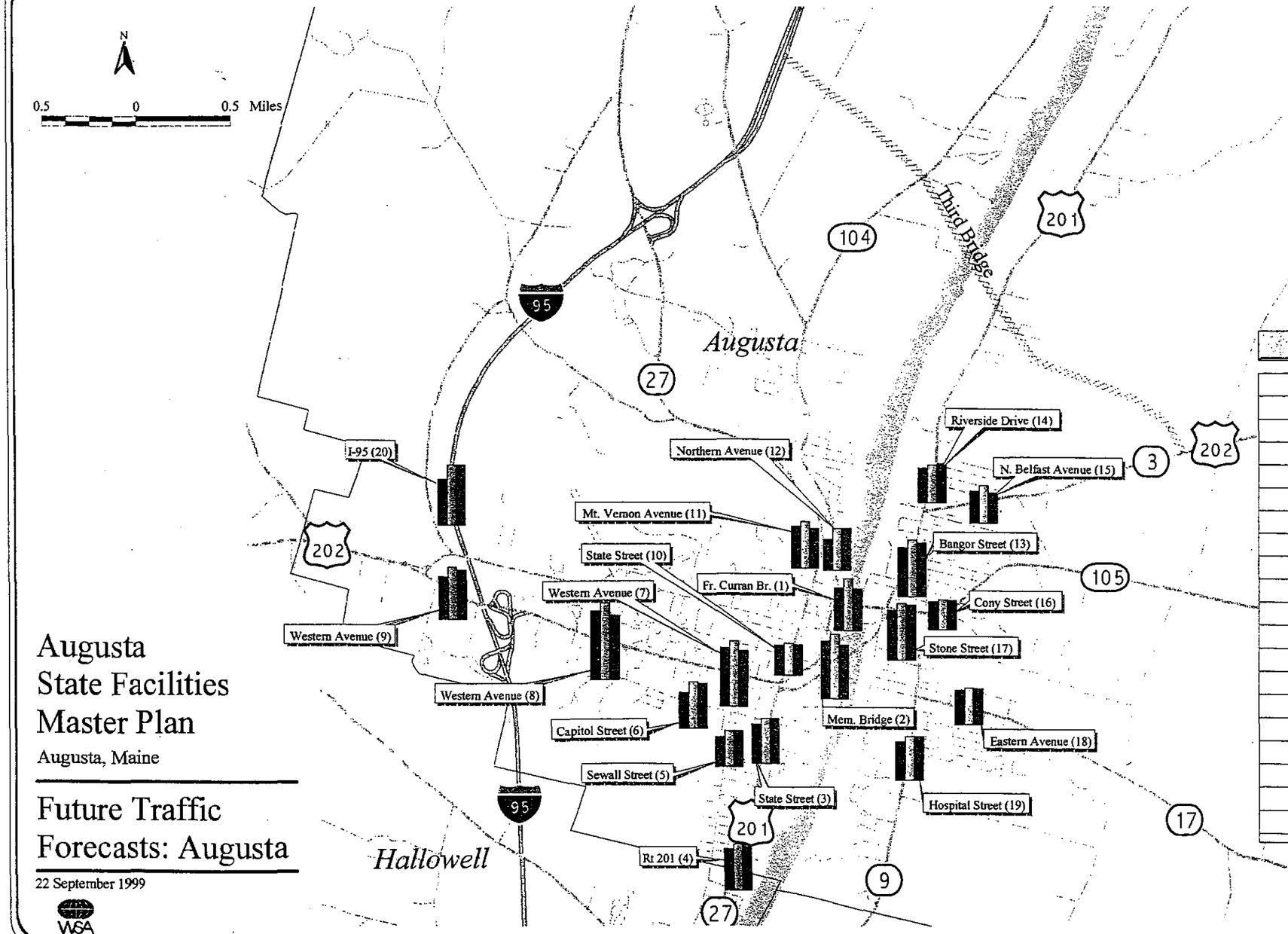


Augusta State Facilities Master Plan

Augusta, Maine

Future Traffic Forecasts: Augusta

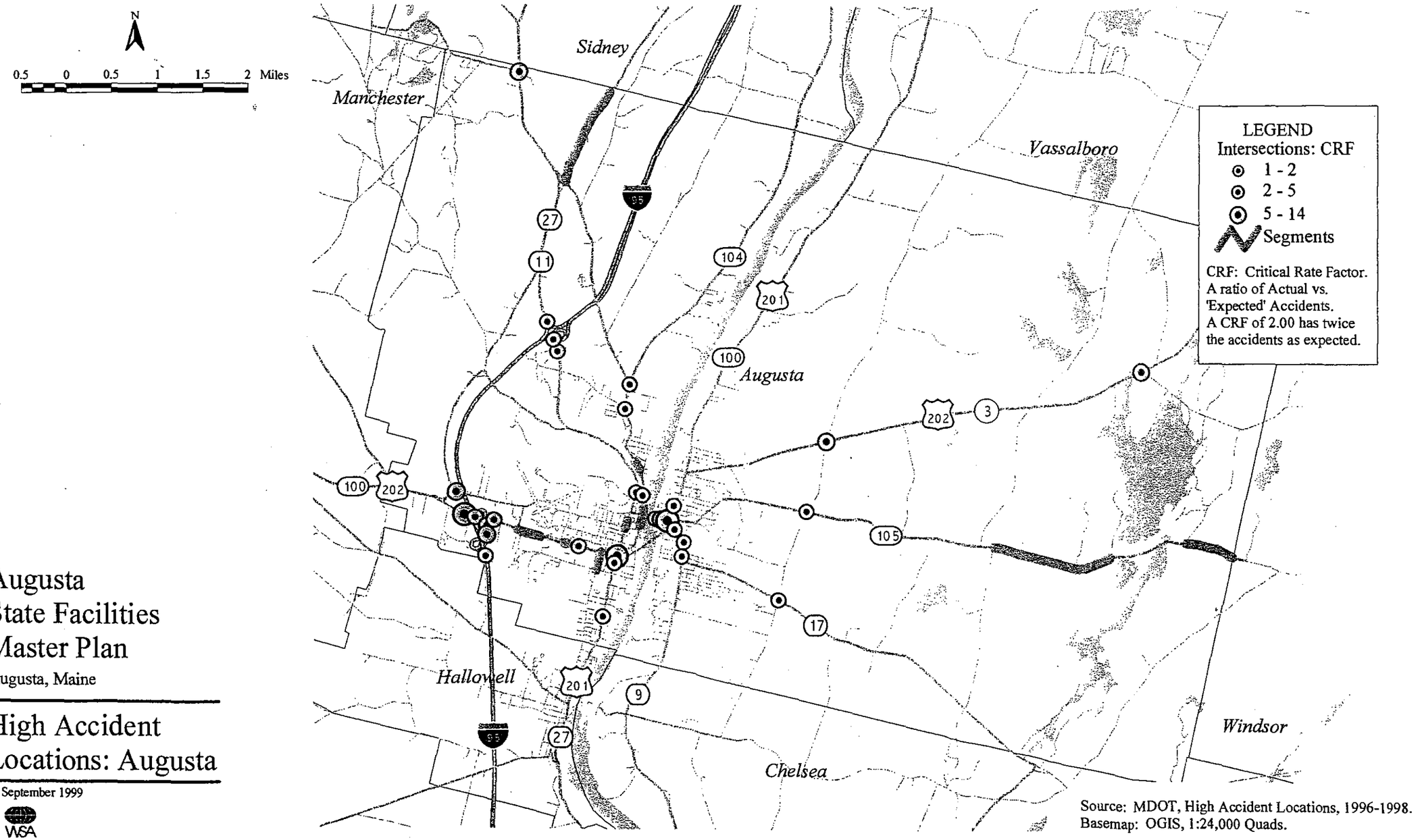
22 September 1999

WSA

Forecasted Traffic Changes
Daily: With/Without Third Bridge
(ID refers to number at each location)

Id	ADT-1995	ADT-2015	ADT-15 B-3
1	19278	26271	18652
2	30294	35640	27443
3	16320	20800	20800
4	17850	21525	20879
5	8670	13600	13600
6	13668	21842	20750
7	31620	36580	29264
8	38964	45076	35610
9	19074	26554	24164
10	8976	10560	9504
11	18768	22448	17060
12	10098	18711	18711
13	24276	30226	27808
14	13056	15360	16589
15	10710	15225	9287
16	7650	9000	8550
17	24480	30000	28800
18	12240	14280	13566
19	15504	19760	19760
20	22100	33150	33150

Source: MDOT, Third Bridge Study, 1999.
Basemap: OGIS 1:24,000 USGS.



Augusta State Facilities Master Plan

Augusta, Maine

High Accident Locations: Augusta

22 September 1999

WSA

Source: MDOT, High Accident Locations, 1996-1998.
Basemap: OGIS, 1:24,000 Quads.

that expected at a similar intersection elsewhere. To be considered a HAL, a location must have a CRF equal to or greater than 1.0 and have had 8 or more accidents in the most recent three year period.

The graphic on the following page, *High Accident Locations*, summarizes the CRF data for Augusta. Similar to the map of congested locations, HAL are primarily clustered around the downtown and the Western Avenue corridor. The Memorial and Cony Circles are the two locations with the highest number of accidents in the state, at over 50 per year and over 130 per year, respectively (Memorial Bridge: Draft Purpose and Need Statement, Maine DOT, June 1999).

Within the two campus study areas, the segment of Sewall Street, from Western Avenue to Capitol Street is the one HAL. It had a CRF of 1.7 for the period 1996 to 1998 (High Accident Locations, MDOT). Within the context of this master plan, the goal would be for the preferred scenario not to make any existing HAL worse and to potentially improve safety through the plan. Detailed traffic studies and engineering work will be required to develop options that will meet the needs of the East and West Campuses and links between them as a result of the implementation of the Master Plan as well as those needs that exist today.

Within the context of this master plan, the goal would be for the preferred scenario not to make any existing HAL worse and to potentially improve safety through the plan.

Pedestrians

The quality of the pedestrian environment is a critical aspect of how an area functions and is experienced. Two levels of pedestrian circulation are critical: campus connections to the adjoining city and internal campus circulation. Current pedestrian facilities to and within the two campuses can be characterized as fair to poor. While there are generally pedestrian facilities available, their quality is often poor as evidenced by quality of materials used, maintenance, and the level of accommodations provided. These conditions are exacerbated during the winter months by inadequate areas dedicated for snow removal. Sidewalks along high volume roadways lie immediately adjacent to vehicle travel lanes, affording the pedestrian little protection or separation from vehicles. Lack of inviting, safe, and friendly pedestrian access from and within parking areas contributes to the overall parking problem.

Campus-Neighborhood Connections:
These connections provide access to the campuses from adjacent neighborhoods, to and from stores, restaurants and shopping centers, nearby trail systems and other destinations. High quality connections are important to spur those that live within walking distance to walk to work, as an important part of employee wellness programs and to attract people to local businesses. The City of Augusta has an explicit goal of greatly enhancing the quality of the pedestrian environment of the City.

Campus-to-Campus Connections
The Committee spent a significant amount of time discussing the issue of movement of State Government employees and customers between the East Campus and the West Campus. It is difficult enough now; when more government employees are concentrated on these two campuses as agencies are consolidated, the time needed to make the river crossing will increase. Augusta citizens simply needing to get from place to place within the city are, of course, directly affected as well.

Many options were considered, including water taxi, bridges of several types (from a typical multi-lane automotive structure to a smaller bridge that would accommodate only pedestrians, bicycles, and an electric shuttle bus), and an aerial tramway. The committee agreed that such detailed transportation planning was beyond the scope of its work, especially considering the concurrent efforts of the Capital Riverfront Improvement District, those planning for the new third bridge, and MDOT's ongoing work on the east and west rotaries. Suffice it so say that the MPC recognized the need to consider connection of east to west as a major component of upcoming transportation planning work.

Site Circulation:
Connections from parking lots to destinations, between buildings and from street edges to buildings are important for safety and to improve the quality of the campus.

Parking

Parking resources on both campuses are limited, and the demand for vehicle storage is expected to increase. Visitors and clients alike are forced to circle the parking lots,

looking for available spaces. During weekdays, the streets surrounding the west campus are filled with the vehicles of State employees, creating crowding and safety issues. The large areas of uninterrupted asphalt parking lots on the campuses create serious environmental effects through runoff and the introduction of non-point pollutants to surrounding waterways. They are hot in the summer and cold and open to strong winds in the winter. In many cases, the asphalt paving is in poor condition, cracked and broken. The visual impact of these "seas of parking" is equally severe. The buildings on Capitol Hill are surrounded by cars. Surface parking on the East Campus threatens existing open space and the pastoral setting.

The configuration, design, maintenance and location of parking facilities have important effects on the quality of a campus environment. Parking should contribute positively to the function of a campus while not detracting from its quality.

Important considerations in planning and design for parking facilities include:

- Parking demand (peak and off-peak, seasonality)
- Characteristics of users (duration and purpose, paying or non-paying)
- Configuration (surface or structure parking, small or large lots, clustered or dispersed)
- Site accessibility
- Signage
- Location
- Management.

Guiding Principles for Parking

The Steering Committee adopted a set of 'Guiding Principles' for use in developing recommended parking solutions. The Committee felt strongly that solutions to the parking problems need to be fully integrated with other transportation and site planning issues.

The developed parking principles are:

- Provide for and recognize the specific needs of different users
- Complement the overall master planning goal of providing better public/customer service by State agencies
- Create a desirable balance between space devoted to surface parking and green space

- Provide parking facilities that are attractive, well-maintained, safe, well lit and well signed
- Address peak parking needs during legislative sessions
- Provide a convenient and comprehensive set of transportation options to reduce parking and travel demand (reduce traffic)
- Facilitate cost-effective implementation, and
- Find parking solutions comprehensive in scope – including policies addressing traffic, transit, walking, biking, parking, employee hours, telecommuting of/by State employees and energy.

Parking Users Groups

User groups that were identified during this planning process were:

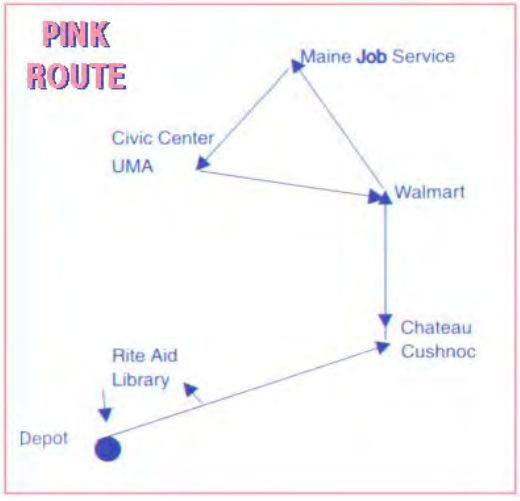
- Visitor and employees with disabilities (handicapped parking)
- State employees – all day parking/fixed schedule and shorter-term parking
- Legislators (188)
- Public/Visitor
    - For business transactions and state services (clients)
    - Attending and participating in legislative process
    - Tourists, State House and Cultural Building visitors
    - School Groups
- Service and maintenance crews
- Press, and
- Deliveries – short-term drop-off, trucks/vans, service vehicles.

The purpose of identifying recognizable users groups is that specific groups have specific parking needs to which different parking policies and management strategies can be applied. For instance, most State employees that do not need their vehicle for job-related duties during the day may be candidates for off-site parking strategies.

Transit Services:

Existing Fixed Route Service

Fixed route transit service in and around the Augusta area is provided by KV Transit, administered by the KV Community Action Program. It provides four routes that use the 'Depot' in downtown Augusta (corner of Water and Winthrop Streets) as its hub. Each route originates there. The diagram at left shows these routes.



Route Structure

Green Route

The Green Route provides service from the Depot to the East Side of Augusta. Service is hourly (except 11:30) with hourly routes running from 8:30AM to 3:30PM (beginning time of service runs). The service day terminates at the Depot at 4:30PM. Its major destinations include:

- Bangor Street
- Shop N Save/Kennebec Plaza
- Maine General Hospital
- Eastern Avenue to KVCAP
- Rite Aid/Doctors Park on Hospital Street.

Yellow Route

The Yellow Route provides service from the Depot to the Western Avenue corridor in Augusta. Service is hourly (except 12:30) with hourly routes running from 7:30AM to 4:30PM (beginning time of service runs). The service day terminates at the Depot at approximately 5:15PM. Its major destinations include:

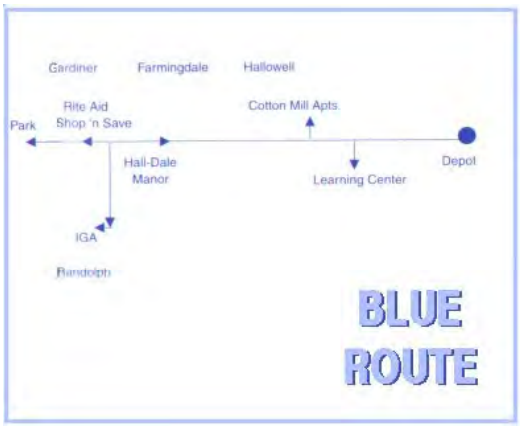
- KMART/Augusta Plaza
- Shaws/Capital Plaza
- Turnpike Mall
- Shop N Save.

These destinations are connected on both the outbound and inbound portions of the run.

Pink Route

The Pink Route provides service from the Depot to the North Side of Augusta to the Civic Center and Mall Area using a large loop via Northern Avenue (outbound) and Mt. Vernon Avenue (inbound/return trip). Service is hourly (except 12:30) with hourly routes running from 8:30AM to 3:30PM (beginning time of service runs). The service day terminates at the Depot at 4:15PM. Its major destinations include:

- Northern Avenue corridor (outbound)
- Walmart/Mall area
- Maine Job Service/DHS area
- University of Maine, Augusta
- Mt. Vernon Avenue corridor (inbound)
- Winthrop Street.



Blue Route

The Blue Route provides service from the Depot in Augusta to Hallowell, Farmingdale and Randolph. Limited service is provided with three runs per day starting at 9:30AM, 12:30PM and 4:30PM. The service day terminates at the Depot at 5:15PM. Its major destinations include:

- Hallowell
- Farmingdale
- Gardiner/Rite Aid/Shop N Save
- Randolph/IGA.

Early morning service is also provided using KV Van which departs at 6:45 AM from Gardiner and arrives in downtown Augusta at 7:30 AM. This service is available for use by income eligible riders.

Assessment of Transit Service for Commuting by State Employees

The current fixed route transit service provides fair to poor service for commuters. This is due to service hours and service frequency. The current late starting times for beginning service (8:30 AM for two of four routes) and early end times for service (3:30 PM for two of four routes and 4:30 PM for the remaining two) do not serve commuters well.

Many workers require transit service that would allow arrival prior to 8:30 AM and service after 3:30 PM or 4:30 PM. Also, frequency higher than hourly is important to spur use by those other than the transit dependent (those with no vehicle available for necessary trips). One route which provides fair service is the Yellow Route which serves the Western Avenue corridor; it begins at 7:30 AM but ends with its 4:30 PM service run. One drawback is that no service feeds this early morning run to increase its potential ridership.

Travel Demand Management:

GO AUGUSTA is a program of the Maine Department of Transportation (MDOT) intended to increase the use of alternative modes for commuting by public and private sector employees in the greater Augusta area. GO AUGUSTA offers a comprehensive package of travel demand management (TDM) services. The program is

administered by Maine Tomorrow of Hallowell. It began in June 1997.

TDM measures try to reduce the demand for travel during peak traffic periods, generally during morning and afternoon commuting hours (7-9 AM and 4-6 PM). Typical measures include carpooling, vanpooling, transit, improved bicycling and walking, telecommuting and flexible work hours.

GO AUGUSTA offers the following direct commuter services:

- Regional rideshare matching service to increase carpooling
- Coordinated State employee and private industry vanpools
- Lunchtime shuttle service for area employees (trials during the summers of 1997 and 1999), and
- 'Guaranteed Ride Home' using a taxi or rental car.

As of October 1998, GO AUGUSTA had 80 registered carpools, 101 vanpool participants, and 521 registrants in the program. For the 1997 shuttle service trial, 491 riders used the service over the nine week service period, averaging 55 riders per week (Maine Tomorrow). No ridership estimates are available for the 1999 period. The 1999 service used a trolley instead of a van (used in 1997). Shuttle service is a complementary service to traditional TDM measures to allow travel during the lunch hours without the use of a personal automobile.

Estimated Potential for Effectiveness of TDM in Augusta

As part of the Third Bridge Study, the Maine DOT evaluated the potential effectiveness of two levels of region-wide TDM programs ('moderate' and 'aggressive'). The moderate program is estimated to reduce traffic in the range of 3% to 5%. The more extensive aggressive program would be expected to be 50% more effective, reducing traffic in the range of 5% to 8%. Their analysis showed varying effectiveness depending on the specific location. The West Campus was one location where such a program would be most effective (Capitol Street at Sewall Street), with traffic reductions estimated to be 8% to 14% (Draft Analysis of Transportation Alternatives for the Augusta Area, MDOT, April 1997).

B. East Campus

Land Use: Campus and Surrounds

Existing Development:
The East Campus, with large areas of open space between historic buildings, has a much lower density of development than the surrounding urban areas. It comprises the existing Augusta Mental Health Institute (AMHI) and the Kennebec Arsenal. *(Please refer to the Building Location Map – East Campus.)* It is flanked by small-scale residential neighborhoods to the north and northeast, open space to the east and southeast, and rural residential development to the south, with the Kennebec River forming its western boundary. *(Please refer to Development Factors: Land Use Map.)* The hospital district to the immediate north of the Arsenal forms a transition zone to the denser urban core.

Zoning and Regulatory Conditions:
Both campuses lie within the Institutional/ Business/Professional Subdistrict (BP) of the Capitol-Commerce District. (Please refer to Development Factors: Regulatory) As stated in the Land Use Ordinance, City of Augusta, "The BP District is an area for major health and government institutions and related business and professional offices with locations suitable for the growth of each." All proposed development will be an allowable use in the zone. The BP District, in addition to the existing AMHI campus, encompasses the frontage property along Hospital Street (up to and including the Motor Vehicle Building), the Arsenal, and an area along Arsenal Street up to the Memorial Bridge. The northeast portion of the Arsenal abuts a Medium Density Residential District (RB1). This area includes the Eastern Avenue and Mayfair neighborhoods, established residential districts. The much lower density, Rural Residential District (RRES) is located southeast of the Campus. This area includes widely spaced single-family residences and the Pine Tree State Arboretum.

Those portions of the East Campus lying within 250' of the river high-water mark fall within a more restrictive Shoreland Overlay Zone. Other overlay zones concerning resource protection occur in the lower, river-oriented areas. Restrictions to development tied to these zones allow for preservation of open space and views. Currently, only

NORTH

LEGEND

WINTER

STEEP SIDE SLOPES (OLD PIT)

EXISTING WOODS (HOWARD HILL)

KENNEBEC RIVER

NORTH
W
E
SUMMER
SPRING / FALL
WINTER

SOLAR ACCESS

SUMMER BREEZE

SMRT

AUGUSTA STATE FACILITIES MASTER PLAN

AUGUSTA, MAINE

DEVELOPMENT FACTORS - NATURAL

7 OCTOBER 1999

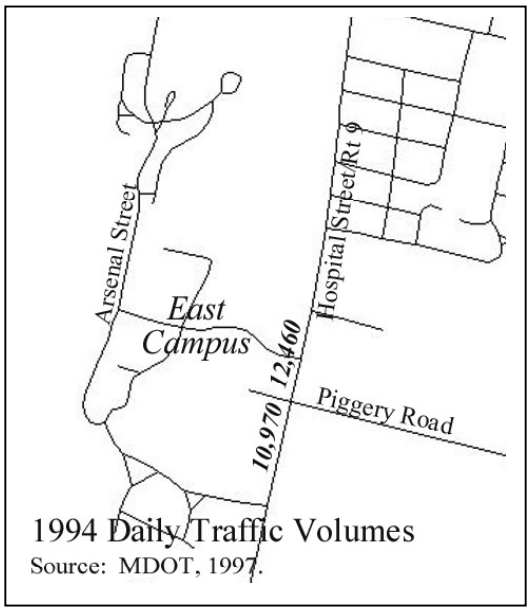
lower portions of the Arsenal and a pedestrian "greenway" running alongside the river fall within this area. In general, the zone consists of steep, wooded riverbank conditions and, as such, is not suitable for development.

The East Campus is currently permitted under Maine's Site Location of Development Law and Natural Resources Protection Act (Tier 1 wetland impact). All new development will require review by the Department of Environmental Protection. Further review may be required by the Maine Department of Transportation if proposed traffic volumes warrant. State review under the Natural Resources Protection Act (NRPA), and federal review by the U.S. Army Corps of Engineers will be required for any wetland impact.

Circulation: Pedestrian/vehicular Traffic, Roads, Parking

Traffic:

Primary access to the East Campus is provided by Hospital Street/Route 9 with secondary access provided by Arsenal Street. Available area daily traffic volumes for Hospital Street are shown to the left.



1994 Daily Traffic Volumes
Source: MDOT, 1997.

As described previously, traffic volumes on Hospital Street north of Eastern Avenue are forecasted to increase by approximately 25% during the period 1995 to 2015. Similar increases are likely to occur near the East Campus. Traffic on Arsenal Street can be anticipated to increase as expansion of Maine General proceeds, as redevelopment of the Arsenal property occurs and when traffic signal and roadway improvements at the Cony Road/Arsenal Street intersection are made.

Pedestrian Circulation:

Mohr and Seredin Landscape Architects prepared a detailed Site Circulation Plan during the Fall/Winter1998/1999. Key findings of their analysis showed that:

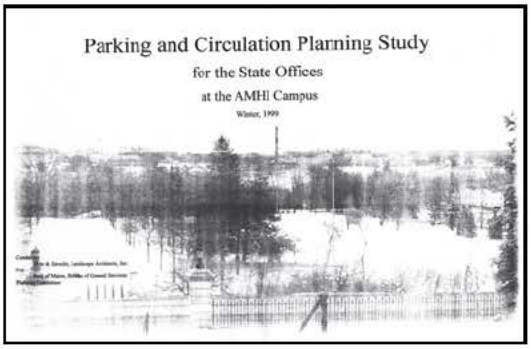
- Pedestrian walkways are too narrow and had poor drainage causing icing in winter and puddling during other periods;
- Parking lots are poorly connected to buildings, some requiring pedestrians to walk in internal roadways due to lack of sidewalks;
- Parking lots and walkways are poorly lit;
- Protection from wind and other elements is lacking; and,

- Crossing of Hospital Street (opposite Ray Building) is dangerous (Parking and Circulation Planning Study for the State Offices at the AMHI Campus, Winter 1999).

Additional observations about pedestrian accommodations at the East Campus are:

- Connections to the existing Kennebec River pathway are weak;
- Sidewalk along Hospital Street is exposed to traffic (sidewalk located directly at the curb), making it an unpleasant place to walk;
- Connections to the Arboretum are weak; and,
- Sidewalk along Arsenal Street is too narrow, exposed to street traffic, and in disrepair.

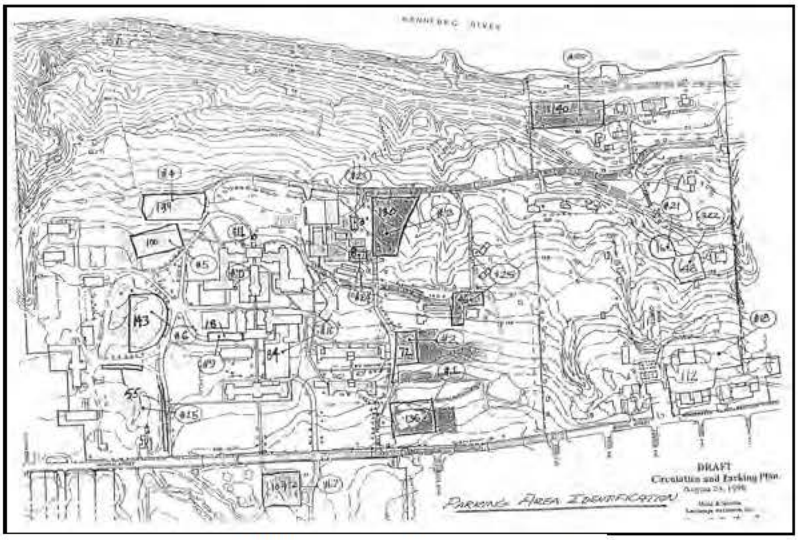
Construction projects underway during the course of this planning process will address many of the most important deficiencies, most notably pedestrian connections from parking areas to buildings. These will be dramatically improved by current projects.



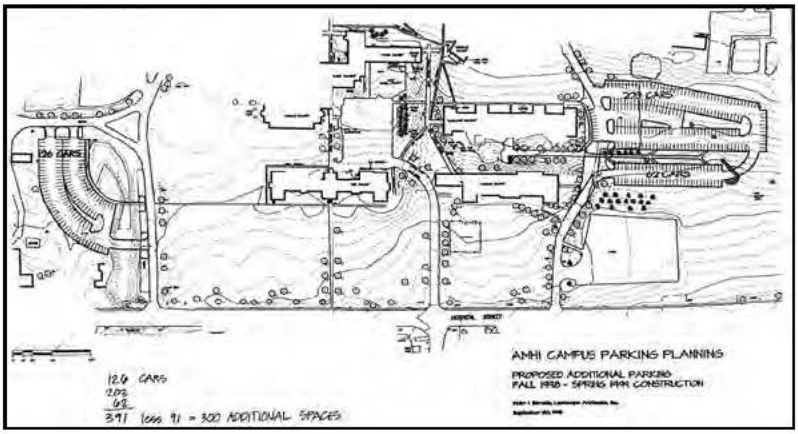
Parking:

The 1999 Mohr and Seredin Parking and Circulation Planning Study inventoried 1369 parking spaces. Recent construction projects have reconfigured several parking areas and are creating new parking lots.

The current State employee population of the AMHI Campus is approximately 970 (SMRT).



Existing parking on AMHI Campus (August, 1998).



Proposed AMHI Campus parking (1999).

Environment: Landscape Character, Natural Features, Views

Landscape Character

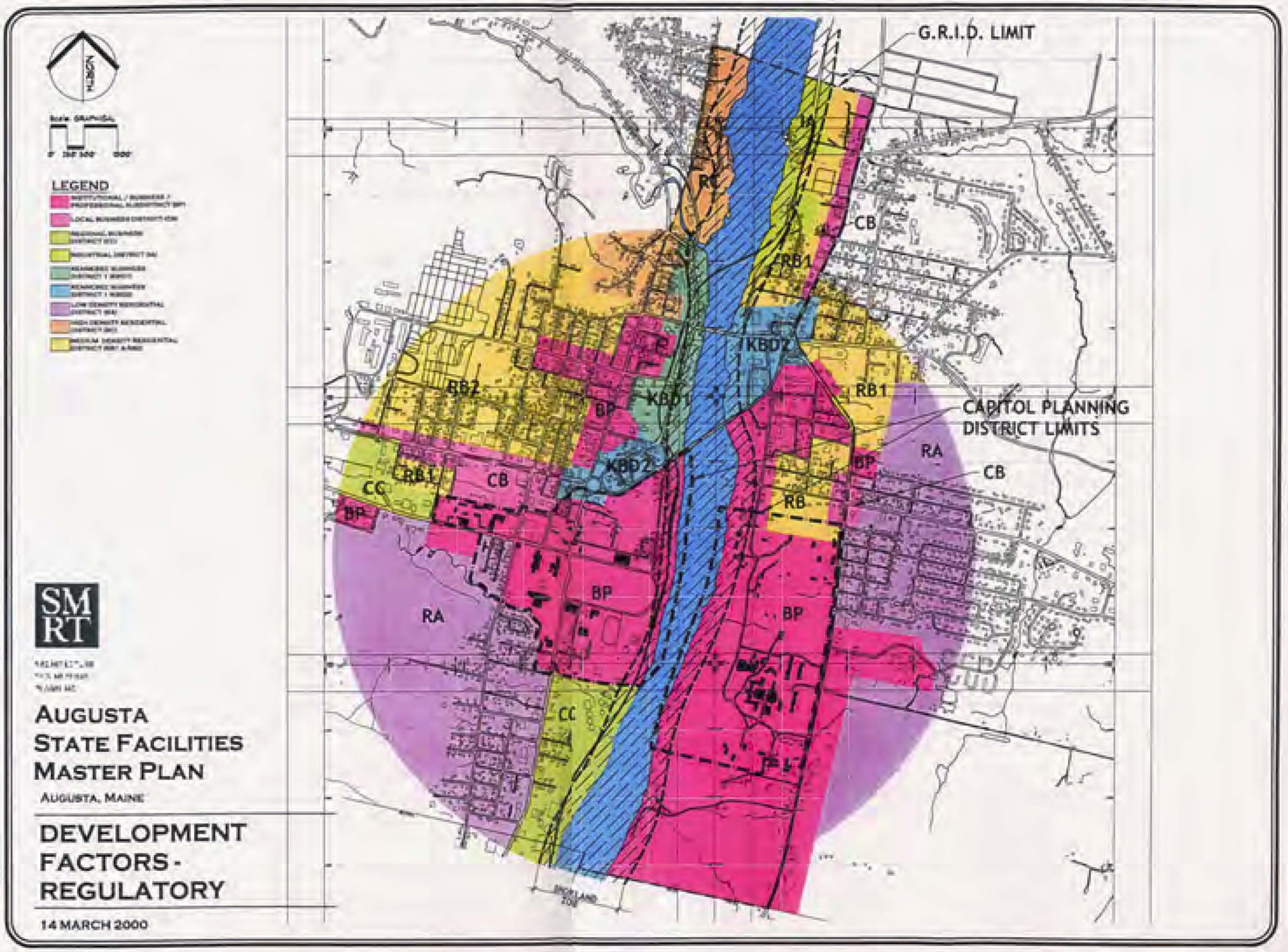
The East Campus is situated on the east bank of the Kennebec River and spans the area between the river edge and Hospital Street, which runs north-south along the valley rim. The steep sides of the river valley create challenging conditions for development. In time of flood, the cross sectional geometry of the valley can lead to rapid rises in water elevation and flow rates. Modern development in the flood zone is designed to be more passive in nature, and expendable, because of the potential for flood related damage. The river itself, one of the largest in the state, is still tidal at this point.

The upper portions of the campus are flatter, with slopes in the 8% to 10% range. The existing AMHI development took advantage of this in the southeastern area of the site. The northern portion of the campus, and western portion below Hospital Avenue drop off quickly to the river edge with slopes exceeding 20%. The Kennebec Arsenal is located in a flatter, river terrace area at the northwest corner of the campus.

Natural Features

Winds:

The East Campus with a primarily westward facing slope orientation is exposed to both winter and summer winds. Winter conditions can be harsh; thus the use of vegetative or architectural screening and buffering is recommended. *(Please refer to Development Factors – Natural Map*)


NORTH
LEGEND
G.R.I.D. LIMIT
CAPITOL PLANNING DISTRICT LIMITS
CB
RB1
KBD2
RB2
BP
KBD1
RB1
RA
CB
CC
RB1
CB
BP
RB
BP
RA
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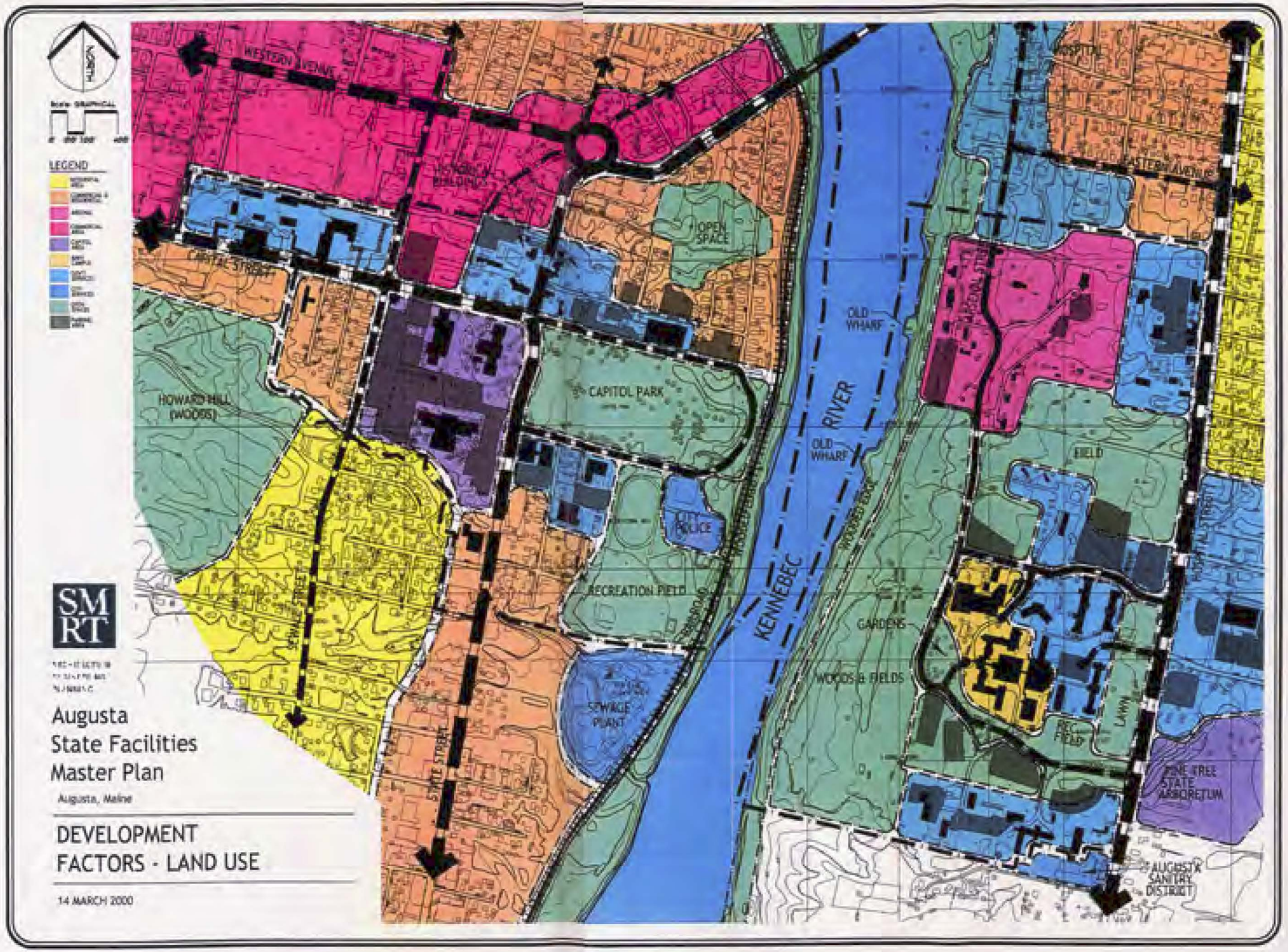
AUGUSTA
STATE FACILITIES
MASTER PLAN
AUGUSTA, MAINE
DEVELOPMENT FACTORS - REGULATORY
14 MARCH 2000


NORTH
LEGEND
WESTERN AVENUE
CAPITOL STREET
OPEN SPACE
CAPITOL PARK
HOWARD HILL (WOODS)
OLD WHARF
RIVER
OLD WHARF
FIELD
CITY POLICE
RECREATION FIELD
KENNEBEC
GARDENS
WOODS & FIELDS
SEWAGE PLANT
STATE STREET
PINE TREE STATE ARBORETUM
AUGUSTA SANITARY DISTRICT
SMRT
Augusta
State Facilities
Master Plan
Augusta, Maine
DEVELOPMENT
FACTORS - LAND USE
14 MARCH 2000

Solar Orientation:
Though the predominant slopes on the campus face due west, the open surroundings of the East Campus enable reasonable opportunities for solar gain.

Wetlands:
Wetlands occur primarily in lower drainage ways on the East Campus. As these are within the Shoreland Zone and in prime open space, they will not be a factor in siting of new development. Small pockets of wetlands exist at the south end of campus, adjacent to the Campbell Barn, and above Hospital Avenue, in the center of campus. Some impact to these areas may be expected. There are no wetlands on the site that are mapped and included in the state inventory.

Flood Plain:
The 100 year flood plain occupies a very narrow band along the Kennebec River edge.

Vegetation:
Existing vegetation occurs in masses located primarily along the river corridor or as individual specimens along streets or in landscape locations. Specimen and shade tree planting is relatively sparse on the East Campus, with some remnants of earlier efforts still remaining.

Soils:
Soils information for the area was obtained from the medium intensity study “Soil Survey of Kennebec County Maine” (USDS Soil Conservation Service, August 1978). In general, the area lies within the Buxton-Scio-Scantic soils association. The upper portion of the campus, upon which the largest part of the existing AMHI lies, is made up of Scio very fine sandy loam, 3% - 8% slopes (SkB designation). This soil type is characterized as being deep and moderately well drained, with potentially high ground water and high potential frost action. The middle portion of the campus, a band from the west face of the Stone Building to a point below Hospital Avenue and extending north through the middle of the Arsenal site, is made up of Hartland very fine sandy loam, 8% - 15% slopes (HfC designation). This soil type is characterized as being deep and well drained, with high potential frost action.

Historically, ledge has been encountered in construction.

Views:
Significant panoramic views exist from points on both sides of the Kennebec River where elevation and breaks between structures and vegetation guide the viewer's eye. Historic buildings and mature plantings frame views from Hospital Street and the East Campus looking west towards the Capitol. Of particular note is the view corridor formed between the Arsenal and AMHI. On axis with Capitol Park directly across the river, the view here is best from a Hospital Street vantage point and provides a fine look at the State House framed by the Olmstead landscape.

The visual character of the east campus can be characterized as having a non-urban, semi-rural and pastoral quality. A shift in visual character occurs at the Memorial Bridge from distinctly urban to the north, to a pastoral/rural character to the south.

Shorter-range viewpoints occur north and south of the Capitol along State Street. Long views to the Capitol occur at the west end of Capitol Street soon after it turns off Western Avenue. Long views to the East Campus exist from the Capitol through Capitol Park, and from Memorial Bridge.

Infrastructure: Utilities

Water Service:
Water service is supplied to the East Campus by the Augusta Water District system. 10-inch mains are located in Hospital Street and Hospital Avenue. A six-inch meter at Hospital Avenue supplies the majority of the campus. A second six-inch meter off the Hospital Street main supplies fire protection and a few buildings. Water volume and pressure are adequate for proposed development activity, though consideration should be given to closing the "loop" between Hospital Street and Hospital Avenue to improve area pressures and flows.

On-campus water supply lines are aging and generally in need of upgrade and replacement. New development and renovation will require, at a minimum, new fire suppression supply lines, and in most instances, new domestic supply also.

Sanitary and Stormwater Sewer Service:

Historically, both sanitary sewerage and stormwater drainage were collected in a single piped system and discharged directly into the Kennebec River. With the advent of more modern treatment practices, these flows have been collected and conveyed to a sewage treatment plant. Sanitary sewer service is supplied to the East Campus by the Augusta Sanitary District. The original campus system combined sanitary and stormwater flows. In recent years, portions of the system have been upgraded, separating the flows as required by the Maine Department of Environmental Protection Combined Sewer Overflow (CSO) removals program. This federally initiated mandate stipulates that for every new gallon of wastewater introduced into a treatment system, an agreed upon multiple of gallons of stormwater must be removed from the system. To achieve this, municipalities must install individual separate sanitary and storm sewer lines. The stormwater flows must be handled in a way that will not cause erosion or increase the potential for downstream flooding. Currently, study is underway on the East Campus concerning storm water and sanitary sewer separation. A major (42") interceptor is located at the base of the East Campus and runs along the river, south to the treatment plant.

New development will require management and control of the quantity of new stormwater flows. The East Campus does not lie within the watershed of a great pond, water body most at risk, or a threatened area of a watershed, as defined in the Maine Stormwater Management Law; therefore greater than customary storm treatment is not required. Control of stormwater quality will need to be consistent with the Stormwater Law for removal of Total Suspended Solids (TSS). New construction must meet the standards of the Maine Erosion and Sedimentation Control Handbook for Construction: Best Management Practices (Cumberland County Soil and Water Conservation District and Maine Department of Environmental Protection, Latest Edition).

HVAC, Power and Communications:

As part of the AMHI Master Plan work of 1997, SMRT engineers conducted a preliminary evaluation of the mechanical and electrical systems on the AMHI Campus. The evaluations were done on a purely visual basis; and in many cases the engineers were unable to get into

mechanical rooms or electrical closets and vaults. Therefore their reports are not exhaustive and in some cases are general due to the lack of critical information. However, they do represent a valuable "snapshot" of conditions in most of the buildings and campus-wide at that time. The buildings and grounds of the Kennebec Arsenal were not included in this evaluation. Conditions at individual buildings are summarized under Buildings later in this section.

Electrical Systems

Distribution System

The campus is currently fed from a 2500 KVA transformer in the CMP Cony Substation and is distributed around the campus at 4160 V. The campus can also be fed from one of two other CMP sources in the event of a failure at the Cony Substation. One of these circuits (Farm Circuit) remains energized but an open cutout prevents power from being supplied to the Deering Vault. The cable is fed underground from the street to the Deering vault. Although the system operates at 4160 v many of the underground cables have been upgraded to 15 KV #2/0 AWG cable but some 5 KV #2 AWG cable still exists. The peak demand for the entire campus for the fiscal year 1996 has been a maximum of 1154 KVA.

Two 250 KW diesel powered generators installed in the mid 1950's are located in the electrical room near the Deering building. The diesel fuel for the two generators is stored in two 275 gallon storage tanks. These generators do not meet the requirements of an emergency electrical system because loads must be manually shed so the generators can be brought on line. When shedding loads, maintenance workers first shed none-essential loads (office space) and leave the loads that have the highest priority at the time to be run by the two generators.

The distribution system is adequate for existing loads with some spare capacity, but not sufficient capacity to add the air conditioning equipment recommended to the entire campus. Many of the existing oil type transformers in the high voltage vaults are at or above their capacity.

The two existing generators are able to pick up only half of the demand of the total campus thus loads must be manually shed before the generators are brought on line.

NFPA requires that hospitals have an emergency electrical system to provide power during normal power disruption. The existing generator set is in violation because it needs to be manually started when the normal supply of power is cut of.

NOTE: *Many deficiencies in the electrical system exist throughout the facility but are too numerous to individually identify in this report. Current deficiencies include but not limited to uncovered enclosures with energized wire, inadequate clearances in front and above electrical equipment, improperly labeled equipment and panelboards.*

Fire Alarm and Emergency Lighting Systems

Each building on the campus (unless noted otherwise in this section) has some fire alarm pull stations and audio visual devices. A common theme in nearly all buildings is pull stations and audio/visual notification at each of the building exits. Most buildings also have some battery powered emergency lighting units in corridors and stairwells.

In all buildings (unless otherwise noted in this section) buildings have fluorescent lighting that is in fair condition, but the surface mounted fixtures do not provide proper IES recommenced lighting levels for office areas. Task lighting is used at nearly all workstations to supplement existing lighting. There are an insufficient number of fire alarm devices and emergency lighting devices to meet current NFPA code requirements. Mounting heights of devices do not meet the current ADA requirements for handicap accessibility.

Mechanical Systems

Central Boiler Plant and Distribution System

The central steam plant has three Cleaver Brooks Model CB, fire tube boilers: two 700 HP boilers, one installed in 1973 and one installed in 1975, and one 200 HP boiler installed in 1956. All three boiler are fired with No. 6 oil. Two 40,000 gallon oil storage tanks were installed in 1954 in a room formally used for coal storage. An older, third storage tank remains abandoned in this room.

The system operates with 100 lb. steam in the winter and 60 lb. steam in the summer. The boilers are sequenced

according to load, with no more than two running at a time. Only the 200 HP boiler is needed in the summer.

An abandoned Babcock and Wilcox boiler, installed in 1956, remains in place because it contains significant amounts of asbestos and would be costly to remove.

Steam is distributed at high pressure and reduced to low pressure at individual buildings. The central plant serves the following buildings: Stone North, Stone South, Administration, Central, Pavilion, Tyson, Elkins, Harlow, Ray, Marquardt, Deering, Greenlaw, Activities/Gym, CETA Building, Old Maximum Security Building, Burleigh Pavilion, South Burleigh, North Burleigh, Burleigh Annex, the Steward House, the Carpentry Shop, and Warehouse. Most of the steam piping serving buildings in the central part of the campus is located in walk though tunnels. Piping to remotely located buildings - Burleigh complex, Old Maximum Security, Nurses' Home - is direct buried.

The boiler plant is well maintained, with equipment regularly serviced. Good maintenance along with sequencing of boiler operation with fluctuations in load should lead to prolonged boiler life for all three boilers. Although a more in depth inspection is required to accurately determine the condition of the boilers, it appears that the two 700 HP boilers should have quite a few more years of serviceable life. The 200 HP boiler is 41 years old and will have to be replaced sooner. However, there are presently no known concerns that would require its immediate replacement.

Ground water currently seeps through the walls of the oil tank storage room. An interior perimeter trench and a centrally located sump pump are in place to direct this water to the storm drains. This violates the requirement for secondary containment for oil spill control.

More in depth evaluation would be required to determine the condition of the steam distribution mains and condensate return piping. Much this piping serving the central campus buildings is located in accessible tunnels and basement areas, making repairs easier and less expensive than for the buried mains serving the remotely

located buildings such as the Burleigh complex, Old Max, and Nurses' building.

Buildings

Structural Evaluation

As part of the AMHI planning project of 1997, SMRT structural engineers visited the major AMHI buildings to conduct visual inspections to ascertain current structural conditions. No destructive testing was done, and the engineers could not get into some attic and basement areas. Thus these evaluations must be viewed as cursory. However, the following report represents a useful overview of structural conditions as of 1997.

31 buildings were visited over several days. A general walk through and assessment was made for each building. Where existing structure was accessible, the type and condition of the structural system was noted. No demolition was performed to identify structural elements. It should be pointed out that a complete structural evaluation, including code review, was beyond the scope of this project.

The infiltration of water into the below grade spaces was common to almost all the buildings and tunnels. To control storm water and its negative effect on the buildings, the installation of foundation drains around the perimeter of all buildings, water proofing at the foundation walls and general site grading is be required can be expected.

All of the buildings have an exterior masonry veneer of either brick or granite. It many cases, the age of the structure will require that some of the mortar will need to be repaired. In the case of brick veneers, construction of this period generally did not account for water infiltration which is inevitable with this type of system. Given that there is likely no vapor barrier or drainage cavity in the wall, an exterior applied coating to prevent water from penetrating the brick surface is the recommended solution. The effects of water/moisture infiltration is evident throughout the buildings in the form of weakened plaster, flaking paint and rotted wood framing.

Mechanical Evaluation

Many of the HVAC systems and equipment installed in the individual buildings have long exceeded their estimated service lives. These systems were installed when most

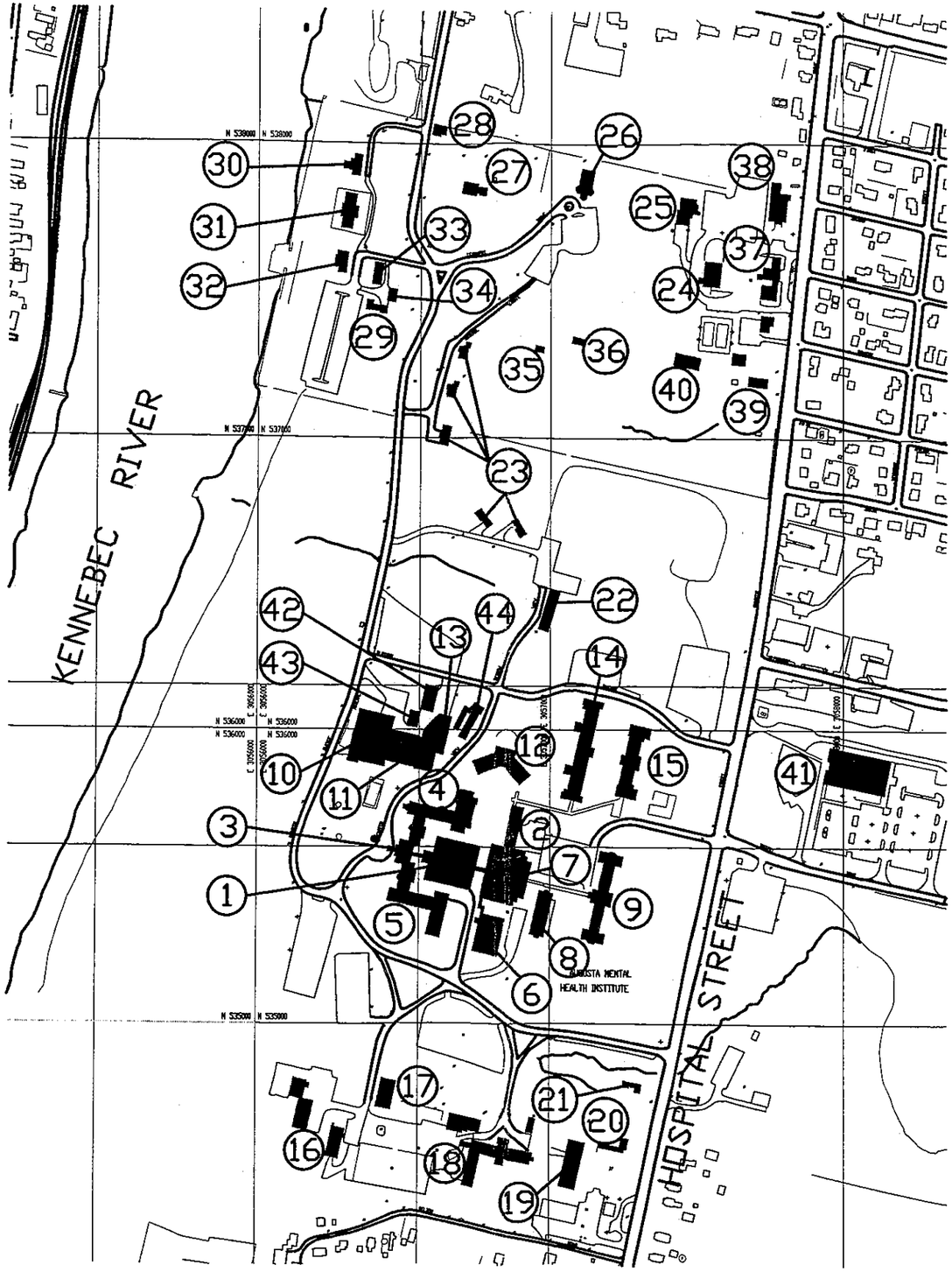
design standards were quite different from what they are today, especially concerning energy, ventilation, and comfort. The use and occupancy of most of the buildings has changed drastically over the years creating very different system performance requirements. Listed below are some of the problems found to be common to many of the buildings:

- During walk-through evaluations, occupants were randomly selected in each of the buildings currently used for offices and asked for general comments on the building. Of all the issues raised, the two most frequent and the most emphasized responses concerned poor temperature control and poor indoor air quality.
- Much of the ductwork and ventilation shafts have been in use many years. The supply risers and diffusers were often observed to be quite dirty.
- Some of the buildings have no outdoor ventilation, others have inadequate or poorly distributed ventilation.
- Because of age, deterioration, and poor controls, most of the systems are not energy efficient.
- Existing heating and ventilating systems were evaluated with respect to conversion to provide air conditioning. None of the systems were found to be appropriate for this type of modification. The air handlers do not have space or fan capacity to accommodate cooling coils. The equipment and air distribution systems are not properly sized for the increased air flow necessary for air conditioning and are not insulated to prevent exterior condensation. In a number of the buildings, air is ducted through the original masonry chases, which are too small and inaccessible to modify for air conditioning. The age and general condition of most systems is perhaps the strongest argument for total replacement over reuse.
- Poor systems and poor controls require frequent responses from facilities personnel, who are often limited in options available to correct problems. Occupants are left without the ability to do anything about uncomfortable conditions.

NORTH

LEGEND

1. CENTRAL BUILDING
2. TYSON BUILDING
3. ADMINISTRATION BUILDING
4. STONE NORTH
5. STONE SOUTH
6. AMHI GYMNASIUM
7. WILLIAMS PAVILION
8. HARLOW BUILDING
9. RAY BUILDING
10. WAREHOUSE
11. ENGINEERING BUILDING
12. GREENLAW BUILDING
13. LAUNDRY
14. MARQUARDT BUILDING
15. DEERING BUILDING
16. SURPLUS PROPERTY
17. MACHINE STORAGE BLDG.
18. CENTRAL WAREHOUSE
19. CAMPBELL STORAGE BARN
20. FARM HOUSE
21. NORTON HOUSE
22. CETA BUILDING
23. DOCTOR'S HOUSES
24. STATE POLICE GARAGE
25. MEDICAL EXAM / MORGUE
26. OLD MAX
27. COMMANDANT HOUSE (OLD TREASURER'S BLDG.)
28. GATE HOUSE
29. LOCKE HOUSE
30. NORTH BURLEIGH
31. BURLEIGH PAVILION
32. SOUTH BURLEIGH
33. BURLEIGH ANNEX
34. BURLEIGH ANNEX GARAGE
35. COBURN PARK TOILET
36. LARGE POWDER MAGAZINE
37. PUBLIC SAFETY BUILDING
38. CRIME LAB
39. ENTOMOLOGY LAB
40. ARSENAL
41. BUREAU OF MOTOR VEHICLES
42. CARPENTRY SHOP
43. PAINT SHOP
44. GREENHOUSE



SMRT

ARCHITECTURE
ENGINEERING
PLANNING

AUGUSTA STATE FACILITIES MASTER PLAN

AUGUSTA, MAINE

BUILDING LOCATION MAP - CAMPUS EAST

14 MARCH 2000

Architectural Evaluations:

Administration Building

Location: AMHI Central Campus
Inventory number: AUG061
Gross area: 26,550 sf
Primary occupant/use: MHMR&SA/AMHI

The Administration Building, part of the Stone Building Complex, houses AMHI administrative offices. It has been the "front door" of AMHI since its construction in 1839, and is one of the most important of the AMHI buildings. Designed by architect and builder John D. Lord of Hallowell, it was, before expansion, a simple Greek Revival symmetrical building consisting of a four-story central block flanked by a three-story wing to either side. Using today's nomenclature, the Administration Building is actually only the center portion of the original Maine Insane Asylum building. The two flanking wings are now considered parts of Stone North and Stone South (see descriptions below). A two-story portico dignified the main entrance. There were 200 rooms in the completed building, to house 120 patients. The buildings were constructed with massive Hallowell granite block exterior walls, backed up by a separate brick wall. Interior partitions were brick, with floors of southern yellow pine. There is little remaining evidence of the original interior, which has been subject to many renovations almost from the beginning of the building's life. Major wings were added starting in 1846, resulting in internal changes to the original building as well as new construction. A severe fire that gutted the southern half of the building in 1850 led to another round of renovations.

The exterior is little changed from the original with two major exceptions. The first change was the addition of a granite porte cochere to the front portico, designed by George M. Coombs as part of an extensive modernization of the entire Stone complex in 1892. The second is an elevator penthouse that extends above the original roof on the facade (west elevation), dating from 1956.

Even though there is little trace of the original interior of the Administration Building, there are still some remarkable interior features dating from the most extensive renovation of the building that began in 1892 and continued until 1897. A fine oak staircase constructed in 1893

connects the four floors and attic level with tall paneled wainscot, newel posts and banisters, and includes a second floor window seat. Many rooms that were remodeled at this time, including first floor waiting rooms, second story administrative offices, the third floor Superintendent's Office, and fourth floor lodging rooms, contain elaborate wainscot and paneling, parquet floors, marble fireplace surrounds, mirrors, coffered ceilings with oak beams, and polychromatic embossed decorations on the upper walls. There are two second floor rooms and several fourth floor rooms that are notable for retaining Greek Revival interior details from 1851-52 post-fire renovations.

The Administration Building portion of the Stone Complex is in good condition and is remarkable for having retained so much interior and exterior detail in the face of 160 years of dramatic changes at the institution. Its commanding presence on the hillside above the river, its visibility from the Capitol Complex, its condition and quality of construction, and its historic and architectural significance lend credence to the concept of adapting the Administration Building and the rest of the Stone Complex for another century of usefulness.

Structural (includes Stone North and South Buildings)
The gable roof framing consisted of 3 "x5 1/4" wood joists spaced at 19 inches on center. The joists supported a 7/8" thick tongue and groove wood deck. The joists were supported on 5 1/2"x10" wood beams spanning between timber frames. In some areas, the joists had been cut or removed. Many of the connections between the columns and beams had separated. Some of the columns were shimmed with brick at the bottom. Some areas of the roof deck showed signs of past water intrusion.

The center area of the building was being reinforced at the time of the inspection in anticipation of a reroofing project. No further inspection of this area was performed.

The floor framing consisted of a series of steel beam supporting a flat arch terra cotta brick floor topped with 2 to 4 inches of concrete. The floor system was supported by interior and exterior brick bearing walls. In most areas, the floor and walls were concealed with finishes. The building currently houses the mental health facility and appears to be adequately supporting this use.

In discussions with maintenance staff and construction personnel, the condition of the floor and brick vary from area to area based on the date of construction and the quality of the workmanship. A contingency should be set aside as part of future construction costs in anticipation of hidden defects.

Electrical
The building has a 200 A main distribution panel fed from a two-pole 200 A breaker in a 600 A distribution panel in the Central Building electrical room. The main distribution panel is fed from a 100 KVA, 120/240 V, single phase transformer in the Central Building vault. The 200 A main distribution panel in the Administration Building feeds lighting and receptacle panelboards located on each floor of the building. The building is currently used as support space for AMHI.

The distribution panel has sufficient capacity for the current building loads, but if air conditioning or other mechanical equipment is added the panel will not have the capacity to handle the load. The panelboards for lighting and receptacles are old but appear to be in fair condition.

Mechanical
The building is heated by steam fed cast iron radiation. There is no fresh air ventilation except for two fan units installed in 1960 to supply untempered outside air to four interior offices on the second floor. Window air conditioners are used in some rooms.

This building has inadequate outdoor air ventilation and areas of poor temperature control.

Campbell Barn

Location:	AMHI Campus/Hospital Street
Inventory number:	AUG030
Gross area:	22,500 sf
Primary occupant/use:	BGS - DAFS/storage

When the Hoyt farmhouse (see AUG073) was purchased, the existing farm barn was moved in order to accommodate a new, larger, barn. In the history of AMHI, there were numerous farm structures that were built, remodeled, moved and demolished. A major effort to enlarge and improve the agricultural component of the hospital began in the 1890's. A hay barn and a cow barn were built in 1895,

followed by a piggery and a silo in 1896, all designed by Coombs & Gibbs. The construction of the Campbell Barn in 1903 culminated the major improvements to the institution's agricultural plant. Only the Campbell Barn survives as a reminder of the important role played by agriculture in the history of the institution.

Variously known as the Campbell Dairy Barn and the Campbell Horse Barn, the barn has not been significantly altered since its construction. Also designed by Coombs & Gibbs, it represents a very traditional design for agriculture, and, except for its large size, could be mistaken for a mid-19th century structure.

This magnificent farm barn, now used for surplus property storage, occupies a key site at the south entrance to the AMHI campus. Because of its strategic location, its excellent condition and its architectural and historical significance, BGS commissioned a study of the building for conversion to use as a conference/special events center in 1997. The project report has a much more detailed architectural and historical description of the building.

Carpentry Shop

Location: AMHI Central Campus
Inventory number: AUG080
Gross area: 9,600 sf
Primary occupant/use: MHMR&SA/AMHI Maintenance

In 1906, the AMHI carpentry shop, housed in the converted original 1861 boiler house, burned to the ground. In 1907, a replacement structure, designed by Coombs & Gibbs, was constructed on the same site. The existing building is a handsome brick two-story building with Colonial Revival detailing to match the nearby Paint Shop. The first floor consists of shop and office spaces, while the second floor and full basement are used for storage. The building is in fair to good condition. Many of the original window and door openings have been altered, but the building could easily be returned to its original appearance.

Structural

The carpentry shop is constructed of exterior brick bearing walls with an interior framing system of wood columns, beams and joists. The attic space is used I for the storage of raw lumber while the basement and I st floor contain wood

working machinery. The hip roof framing consists of 2"x 7 3/4" wood joists spaced at 24 inches on center. The joists are supported at the perimeter of the building by a brick bearing wall. Near the third points, two rows of 8" square wood beams and 5 1/2"x8" wood column support the joist. 2"x6" tie joists connect the rafters just above the beam. The roof deck consisted of tongue and groove boards.

The attic floor framing consisted of wood joist at 22 inches on center supporting a wood plank floor. The joist were supported by two rows of beams and column similar to the roof framing. The first floor was framed with 3 3/4"x13 and 3”x12” wood joists at 20 inches on center supported by beams consisting of 3-4"x14". The beams were supported by 12"x24" brick columns. The columns appeared to be in fair condition. At least two columns will require repointing and new bricks near the base. The exterior brick bearing wall was in poor to fair condition with one side showing signs of scaling in the mortar. Parts of the exposed granite foundation will need to be repointed The concrete floor slab appeared to be in good condition.

In general the framing appeared to be in good condition. There were signs of water damage in a few areas, particularly in one area of the attic. The brick appeared to be weathered and in some areas would likely need to be repointed

Electrical

The carpentry shop is fed from 3-10 KVA pole mounted transformers to a 100 A residential load center. The load center feeds lighting receptacles and power tools in the shop. There is a fire alarm notification device in the shop but no pull station at the exit.

Central Building

Location:	AMHI Central Campus
Inventory number:	AUG062
Gross area:	69,000 sf
Primary occupant/use:	MHMR&SA/offices and support space

The Central Building, originally a smaller, architecturally-significant Victorian structure, has been expanded several times via modern one-story additions to serve as the main food service venue for the mental health facility as well as

housing other service functions and amenities. Named Coburn Hall soon after its construction in 1876, it was designed by Francis Fassett, the building contained a chapel/amusement hall, a central kitchen and bakery, and dormitory rooms for the staff at the attic level. The Central Building was built of brick with granite trim, and was originally physically connected to the Administration Building via brick corridors, one at the basement and one at the 2nd floor. Later on, it was tied to other AMHI buildings via enclosed overhead corridors and underground tunnels. This building was the first to depart from the severe neo-classical, monolithic granite style of the original hospital, instead representing the High Victorian Gothic style for which Fassett was well known.

The building was expanded in 1887 to the east and west along its axis in order to enlarge the kitchen, assembly room and dormitory spaces. It was enlarged again in 1909-10, to the north, east and west sides, leaving little evidence of the original building. George Coombs was the architect for all of these additions, and the later work was at least sympathetic to the original design in terms of materials and architectural details. Subsequent additions, of one and two stories in an institutional modern style executed in 1958, paid no attention to the previous work of either Fassett or Coombs.

The interior has been extensively renovated, most recently in 1958 and 1981. Two of the more significant rooms retain their original character: the amusement hall and the library. The theater space remains largely intact from the original Fassett design, as expanded by Coombs, with ceiling trusses, stage and balcony still in place. The library features extensive wood paneling and six windows with colored art glass panels.

The building as it exists today is in generally good condition, but is out of character with the other AMHI central campus buildings because of the extent of anachronistic additions. Early photographs provide ample evidence that a Central Building restored to its 1886 appearance would play a key role in any revitalization plan for the historic AMHI campus.

Structural

This building consisted of a three story center building with one story additions on each side. The roof of the center

section consisted of full span wood trusses supported on exterior brick bearing walls.

Both the floor and the roof of the kitchen area have been reinforced and appear to be in good condition.

Electrical

The central building has a 1600 A, 240 V, three phase, three wire switchboard which appears to be an ungrounded system fed from a 300 KVA transformer in the basement electrical room. This switchboard feeds the kitchen equipment, mechanical equipment and elevators in the Central, Stone and Administration Buildings. The Central Building also has a 600 A 120/240 V single phase distribution panel fed from a 100 KVA transformer. This distribution panel feeds lighting and receptacle panelboards throughout the building. A third 600 A, 240/120, single phase distribution panel fed from a 100 KVA single phase transformer in the vault powers the third floor stage panels, motion picture camera and Tyson and Pavilion Buildings. The central building is now used as support space for AMHI as a kitchen, library and offices.

Mechanical

The service to the center building is adequate for the current use of the building. The addition of HVAC equipment would require the switchboard and conductors feeding the switchboard to be increased in size along with the transformers feeding the distribution panels. The existing lighting and receptacle panelboards are old but appear to be in fair condition.

A central air handling unit for heating and ventilation was installed with the addition to the first floor in 1957. Located in a penthouse over the kitchen area, the unit has water/glycol preheat and two zones of reheat, each with a separate supply fan. A single return fan is also located in the penthouse. The unit serves the first floor.

Coburn Hall has heating and ventilation as well as cast iron steam radiation. The basement and first floors have hot water perimeter radiation supplied from a steam to water heat exchanger installed in the basement in 1957. The upper floors have cast iron perimeter steam radiation. A first floor smoking room has several particulate filtration units. The first floor café has a large roof mounted exhaust

fan directly ducted to a single ceiling grille. Several compressors are located in the kitchen basement which serve cold storage rooms. Window air conditioning units are used in some areas.

The upper floors of this building have no fresh air ventilation and there are many areas with poor temperature control.

The balcony of Coburn hall has loose fiberous insulation and pigeon dropping littering the floor. Although the seating in this space is not used and its location is somewhat remote from main floor, it is likely to effect the general air quality of the room and provides a source of contamination for distribution by the air handling system.

The mechanical rooms in the basement do not have adequate ventilation and cause overheating throughout much of this space.

Central Warehouse
Location: *AMHI Campus*
Inventory number: *AUG022*
Gross area: *15,000 sf*
Primary occupant/use:BGS-DAFS/warehouse

This structure is the lowest level of a former dairy barn, space enclosed by concrete block and roofed over with a flat roof. It is in fair condition. It occupies a key site on the campus, with substantial open space around it. It has no architectural or historic significance, and is not within the AMHI historic district.

CETA Building (former AMHI Nurses' Quarters)
Location: AMHI Campus
Inventory number: AUG 017
Gross area: 20,646 sf
Primary occupant/use:DOL, MHMR&SA/offices

In 1927, architect Harry S. Coombs designed this Georgian Revival building to house nurses-in-training and graduate nurses who worked at AMHI as part of a trend toward improving the professionalism of the staff and providing comfortable quarters on the hospital grounds. The building was extensively renovated in the 1970's to house office workers, presently those of the Departments of Labor and

Mental Health, Mental Retardation and Substance Abuse. The building is in fair-to-good condition as it was sturdily built; but its small, dormitory-style rooms, narrow corridors, and narrow stairways, do not lend themselves well to office use. Mechanical and electrical systems, likewise, are not up to contemporary office standards. The building is not within the AMHI Historic District.

Structural

The hip roof framing of this building consisted of 2 x 10 wood joists at 16 inches on center. A 2”x5 3/4" tie joist connected every fourth joist at approximately 7’-6" above the ceiling. The exterior end of the joist was supported on a 33 inch high brick knee wall. The joist supported a tongue and groove wood deck. Additional tie joist will likely be required and the existing tie joist connections would likely need to be reinforced.

The floor framing was mostly concealed. In two locations, small areas of the framing were visible. At these locations, the framing consisted of an 8 inch deep beam or wire bar joist supporting a concrete slab. The slab was cast on a wire mesh "deck". The framing appears to be supported by interior and exterior brick bearing walls. The spacing of the framing was approximately 22 inches on center. The building is currently used as office space and appears to be adequately supporting this use. There was evidence of water infiltration in a few locations of the building, some of which can be attributed to leaking around windows. The exterior wire cut brick facade showed no signs of cracking although the mortar appeared to be quite granular and porous.

One area of the first floor appeared to be constructed of wood. This area was at the entryway and was more flexible than the other floor areas.

Electrical

The building service comes into the basement to a 400 A, 208/120 V, three phase main distribution panelboard via a 400 A service disconnect. The panel is fed from a pad mounted 75 KVA transformer. There are at least two distribution panels located on each floor of the building. The building is currently being used as office space with computers at each workstation.

The main distribution panel in the basement is old and the enclosure is rusting. Lighting and receptacle panelboards are in good condition and have sufficient space for additional circuits. The transformer feeding the building is adequate for current loads, but would have to be increased in size along with the main distribution panel if HVAC is added to the building.

The building is heated with steam fed cast iron radiation controlled through self-contained thermostats. The low pressure steam and condensate mains are located in the basement and branch up to feed the upper floors.

Mechanical
The steam heating system has exceeded its useful life. There is no fresh air ventilation provided mechanically to this building.

Deering Building
Location: AMHI Campus
Inventory number: AUG015
Gross area: 43,923 sf
Primary occupant/use: Dept. of Agriculture, ACES/offices

One of the larger AMHI buildings, the Deering Building occupies a strategic location on Hospital Street with good access to the street, parking, and the rest of the AMHI campus. It was built in 1959 to house 80 AMHI patients in isolation from infectious diseases. Once these diseases were largely eradicated and no longer a threat, the wards were turned over to male, long-term, acutely-psychotic patients. It now houses the offices of the Department of Agriculture. The building has no architectural or historic significance, exhibiting design characteristics that can best be referred to as institutional modern. It has been the subject of minor renovations to make it usable for offices; but it retains its hospital character and does not lend itself well to contemporary office standards. The Deering Building is not within the AMHI Historic District.

Structural
Based on a review of existing drawings, the roof framing consists of bar joists supporting a 2 inch lightweight concrete plank deck. The bar joists are supported on interior and exterior masonry bearing walls. The floor framing consists of bar joists supporting a cast in place concrete deck. Discussions with staff indicate that several

years ago, when a new bald membrane roofing was installed, the roof was reinforced around the penthouse to support the snow drift. There are still small areas where water is noted, perhaps due to the masonry construction at the penthouse.

The building currently houses office use throughout. There appears to be no adverse affects on the building from this use.

Electrical

The building power is supplied from a 1200 A, 208/120 V, 3 phase switchboard located in the tunnels outside of the Deering Building. The switchboard is fed from a 300 KVA transformer in the Deering vault. The switchboard feeds distribution panels located on each floor of the building. The building is currently used as open office space with computers at each workstation.

The distribution system is adequate, but near capacity for current use. Increased mechanical loads in the Deering or Marquardt building may exceed the current systems capacity. Panelboards feeding lighting and receptacles are very old and are not clearly labeled. Lighting in office areas is adequate but corridor lighting needs to be improved.

Mechanical

The original heating and ventilating system, installed in 1956, is located in a single penthouse. Three supply fans draw in 100% outside air from a common plenum. The outside air is tempered by a single hot water/glycol preheat coil located directly behind the intake louver. The fans have steam reheat coils allowing for a total of thirteen zones of control: one zone on the ground floor, six zones on the first floor, and six zones on the second floor. A steam to water heat exchanger supplies the preheat coil.

The supply ducts run down the corridors and supply to individual rooms through sidewall diffusers. Steam booster coils provide heat for the rooms previously used for bathing and showering. Exhaust from each room flows through individual shafts up to a crawl space above the second floor. Exhaust for each half of the building is combined and exhausted through two roof mounted exhaust fans.

A steam to water heat exchanger located on the ground floor supplies perimeter hot water radiation. Supply and return mains are located in the basement. Modifications were done in 1984 to add control valves to existing hot water radiation and to add new radiation to the east side of the building. Separate toilet exhaust was added at that time. A chemical exhaust hood and a window air conditioning unit serve a first floor lab.

The air handling system, which uses 100% outside air, is very energy inefficient, even when the system is functioning properly. During the site visit, all three supply fans in the penthouse were shut off, leaving the building without mechanical ventilation. However, the glycol/water pumps serving the fresh air preheat coil were running and the supply from the heat exchanger had a temperature reading of well over 200 degrees. The outside air temperature at the time was in the mid 50's. All exhaust fans were operating, drawing unfiltered air through exterior doors.

DEP Response Building

Location:	AMHI Campus
Inventory number:	AUG018
Gross area:	6,897 sf
Primary occupant/use:	DEP Emergency Response Unit/office & storage

The DEP Response Building has two wings: the south wing is an engineered metal building housing storage and laboratory space; and the north wing, a two-story vinyl-sided wood-frame building containing offices. Neither building is architecturally-distinguished. Both wings are in fair-to-good condition. The building occupies an attractive location at the south end of the campus overlooking the wooded banks of the Kennebec River.

DEP Storage Building

Location:	AMHI Campus
Inventory number:	AUG020
Gross area:	5,000 sf
Primary occupant/use:	DEP/storage

The Department of Environmental Protection moved this prefabricated hi-bay metal storage building to a site at the south end of the AMHI campus in the 1980's to house

emergency response equipment. It has no plumbing, heating, windows, or occupants.

Doctor's Houses

Location: Hospital Street, AMHI Campus
Inventory numbers: AUG051, 052, 053, 054, 055
Gross areas: uknown
Primary occupant/use: MHMR&SA/AMHI doctors' housing

These five wood-frame single- or two-story residences can best be described as suburban-style ranch and "colonial" houses. They are of no historic significance and detract from the character of the original AMHI campus buildings and grounds.

Engineering Building

Location: AMHI Central Campus
Inventory number: AUG077
Gross area: 22,107 sf
Primary occupant/use: AMHI Facilities/offices and utilities

The building group formerly known as the "Engine Room" includes office space for the facilities group, storage, and the magnificent, historically- and architecturally-significant boiler room and welding shop. It is likely that the central heating plant will remain to serve whatever uses are in store for the AMHI campus buildings, unless a change in the nature of heat provision is determined. The present power house complex dates from 1897, when it replaced one built in 1861 (the earlier boiler house became the carpentry shope in 1897, but was destroyed by fire in 1906). It was designed by Coombs, Gibbs & Wilkinson, and included the coal pockets, a series of massive underground masonry vaults used to store coal for firing the boilers, built into the hillside to the west. The centerpiece of the complex is the magnificent boiler room which is an immense room open to monitor skylights four stories above the floor. The complex has been expanded and updated through renovations in 1922, 1935, 1956 and 1964.

Structural

The hip roof has recently been investigated by another consultant in anticipation of reroofing. The upper floor was framed in wood, although the type of framing was not determined. The floor was uneven in some areas. Interior bearing walls showed no signs of distress. There was

evidence of water infiltration at the ceiling as a result of the leaking roof

In the boiler room, several areas of the wood ceiling were missing and maintenance personnel indicated that sections of it continue to fall. The roof framing consists of a 4 full span steel trusses supporting a wood deck. The trusses are supported on tall brick bearing walls.

The oil storage area consisted of a steel frame supporting a vaulted brick roof Most of the roof showed evidence of water staining. The columns were covered with a cementitious material that was spalling off. The floor area under the active tanks was constructed of concrete which appeared to be in good condition. The remaining area under the older tanks was gravel and large patches of oil were noted. There is no provision for secondary containment in the area. The walls are primarily granite and on the south side, most of the building is below grade. This area of wall allows water to seep into the building.

Farm Manager's House

Location: Hospital Street, AMHI Campus
Inventory number: AUG073
Gross area: 2600 sf
Primary occupant/use: MHMR&SA/residence

This red brick cape-style farmhouse, located on Hospital Street in front of the Campbell Barn, is currently used for patient care/housing. The house, which was built sometime between 1830 and 1850, was purchased in 1890, along with four acres of surrounding property, to serve as a residence for the Maine Insane Asylum farm manager. An ell was constructed in 1902 to provide farm employees with a kitchen, bathrooms, and dormitory space. Dormers were added at that time. The interior was completely renovated at that time, and again in 1970 and 1977. Thus the interior shows few traces of the original 19th century floor plan or details. The house is has been well-maintained and is in generally good condition.

Electrical

The farmhouse has a 200 A main breaker panelboard in the basement fed from a small pole mounted transformer. Interior wiring throughout is Romax.

The current panel and wiring are appropriate for a residential use of the building, but converting the building to office space would require replacement of the existing system.

Greenhouse
Location: AMHI Central Campus
Inventory number: AUG081
Gross area: 2,000 sf
Primary occupant/use: MHMR&SA/AMHI Maintenance

The greenhouse, with its attached brick and granite service building, was erected in 1909. It reflected an ongoing awareness on the part of the Hospital's board of trustees that the grounds of the institution required landscape improvements, both to creat a pleasant environment for the patients and in order to make the hospital attractive to visitors. There was also a policy to provide income for the hospital and provide opportunities for patients to develop skills in raising plants. The building is used only sporadically today, and is in need of rehabilitation.

Structural
The main stone building consists of brick and stone bearing walls along the perimeter supporting an attic space and the hip roof The hip roof and attic wood framing is in need of replacement due to the constant moisture exposure. The attic framing is supported by a series of beams and columns running through the middle of the structure. This is not likely part of the original structure and could be eliminated in the renovation.

Attached to the stone building and connected to one of the greenhouses is a wood storage building. This building is of poor construction and, because it is subject to drifting and sliding snow from the stone building, should be reconstructed.

The two greenhouses are each framed differently. The larger one has a series of proprietary metal frames supporting wood furring strips and the plastic sheathing. Several of these frames were completely rusted through and require replacement. The smaller greenhouse had a framing system of round steel bar beams and columns supporting wood cant strips and the plastic sheathing. The columns of this structure also supported the elevated flower beds./ The flower beds are constructed of concrete and show signs of cracking and settlement The floor of both structures was a

combination of concrete and gravel. The walking surface was in poor condition and will need to be replaced. There was evidence of erosion in several places. This condition would require correction by installing an interior drainage system for the greenhouses.

Electrical

It is our recommendation that the greenhouses floors and flower beds be reconstructed, including provisions for drainage. The greenhouse structures appear to be suffering from the high moisture. Elements which are rusted through or rotted should be replaced. Cracks at the foundation should be sealed.

The greenhouse has a small residential panel fed from a pole mounted transformer. There are no existing fire alarm devices in this building.

Power distribution is old but seems to be adequate for the buildings present use. Lighting is in poor condition.

Greenlaw Building

Location:	AMHI Campus
Inventory number:	AUG037
Gross area:	49,780 sf
Primary occupant/use:	MHMR&SA/AMHI offices and services

Greenlaw is a 1955 modern building within the historic context of the central building grouping of the AMHI campus. It is a relatively non-descript flat-roofed masonry building with an unusual "y"-shaped floor plan. It was constructed to house 150 geriatric female patients. Its interior is institutional and utilitarian and has changed little in spite of changes in use. The building is now seeing some renovation, having received little attention since its construction.

Structural

The structural system for this building appear to be a steel frame supporting steel bar joists and a concrete deck. The exterior facade of the building was constructed of brick. The roof had one penthouse and a ballasted roof membrane. Some ponding was noted on the roof and the stone ballast was missing at each comer of the roof, likely due to the high wind loads at these areas. In one corner, the roofing membrane was moving due to the light wind blowing the

day of the site visit. The mechanical floor consisted of 6 inch thick reinforced concrete. There did not appear to be any steel framing in this area. Several pieces of mechanical equipment were running and the slab vibration was minor.

At the second and third floor, the floor slab was cracked near the area where the two wings meet. This cracking could be a result of temperature changes near the outer wall of the building or could be due to differential wind induced displacement of the two wings of the building. This condition requires additional investigation.

Currently, most of the building is occupied by office space and there appears to be no detrimental effects on the building associated with this use.

Electrical
The building has a 600 A, 208/120 V, three phase plug in bus duct fed from a 100 KVA transformer. Lighting and receptacle panel boards are fed from this bus duct and distributed throughout the building. The building is not fully occupied but has some office space and a daycare on the third floor.

Mechanical
The existing plug-in bus duct is in fair condition but is in a bad location. The transformer and the bus duct would be inadequate if HVAC equipment is added or use of Tyson building changes. Current lighting is in fair condition but for office lighting fixtures should be upgraded.

Located in a single mechanical penthouse, two air handlers installed when the building was constructed in 1955 provide heating and ventilation, each serving half of the building. Renovations were done to the system in 1984 to allow for return air/economizer operation in place of the original 100% outside air configuration. Outside air is introduced directly into the penthouse through two side-wall louvers, controlled by motorized dampers and preheated by hot water/glycol coils. This air mixes in the open penthouse with return air delivered by two return air fans and eventually flows into the air handler intakes. In the economizer mode, 100% outside air is used and two remote roof top exhaust fans provide exhaust. Each air handling system has three separate steam reheat coils. Supply air is then ducted down through the building on each side and above corridor ceilings on the first, second, and third floors

to sidewall grilles in individual rooms. A second set of duct mounted steam booster coils serve north facing rooms. Return air is ducted back through masonry chases. Toilets are exhausted separately through roof mounted fans. Hot water for the preheat coils is generated by a steam to hot water/glycol heat exchanger located in the penthouse.

A perimeter hot water heating system was installed in 1975. A steam to water heat exchanger and circulating pumps are located in a basement mechanical room. The system supplies baseboard radiation serving the south side of the first, second, and third floors. The basement is heated by a combination of steam radiators and unit ventilators installed when the building was constructed in 1955. A day care center on the top floor is cooled through window air conditioning units.

The mechanical systems in this building have been modified, reconfigured, and supplemented throughout the years and none of it serves the building very well. Many of the occupant complained that they were either too hot or too cold. There were a number of indoor air quality complaints. Air from the supply grilles has left dark smudges on the ceilings, indicating dirty ductwork. Air supplied from soffits located in the center of the building does not reach perimeter spaces, especially on the first and second floors where modular office partitions have been installed in the formally open dorm areas. Since there are considerable amounts of glass on the south wall, solar heat gain can make this side of the building quite uncomfortable. The daycare center on the top floor is kept fairly cool by the use of numerous window air conditioning units.

Much of the basement has inadequate ventilation for office occupancy.

Harlow Building

Location: AMHI Campus
Inventory number: AUG012
Gross area: 32,926 sf
Primary occupant/use: Dept. of Conservation/offices

The construction of Harlow and the now demolished Sanborn buildings represented a new direction both in terms of the design of new structures and the choice of an

Architect on the AMHI Campus. The Legislature authorized the trustees to instruct George M. Coombs of Lewiston in 1888 to design two new buildings for patients. These structures, constructed behind the Females and Male Pavilions in 1888-89, each provided accommodations for 100 patients. Both dormitories featured the latest heating and ventilating systems, as well as the most fashionable architectural style for institutional buildings, Richardsonian Romanesque. Other improvements included large circular bays and the by now standard sleeping quarters in the attic spaces for employees. The elevated brick corridors provided a link to the other buildings in the complex.

In 1904 chronic roof leaks led to the additions of four foot wide copper aprons above the eaves and large copper ventilators on the ridges. Fireproof staircases were added in 1905. In 1913 Harry S. Coombs designed enclosed sleeping porches for the east side of the building. Plans for interior renovations were also made by Harry Coombs in 1917. In 1968-70 the building was extensively remodeled for office space, with bunker & Savage as architects. At the same time, the Sanborn Building was demolished.

Structural
The roof is constructed of 1 3/4"x 7 3/4" wood joists spaced at 24 inches on center. The joists
support a wood deck and are in turn supported by 6”x8” wood beams. Batter columns are regularly spaced in the areas inspected. The roof appeared to be sound and there was no evidence of water damage.

The floor framing was not visible but, given the amount of equipment currently supported by the system, they appear to be performing adequately.

It appears that both the roof and the floor framing are supported on brick bearing walls. The condition of the brick, where it was exposed, looked sound, except in the area above the porch roof at the third floor. At this location, there was considerable evidence of water intrusion. The plaster in some areas was completely removed from the wall and the exposed brick mortar was soft. It is likely that there are other areas in this condition that are still covered by the plaster. Further investigation of this condition is suggested.

The two story porch area was in poor condition. It was noted that a consultant had already performed a study of the required renovation of this space and, therefore, no inspection was done in this area.

Electrical
The Harlow Building has a 400 A (350 A main breaker), 208/120 V, three phase distribution panelboard fed from a 75 KVA pad mounted transformer. The main distribution panel feeds lighting and receptacle panelboards on each floor. The building is currently used as office space with computers in each office and in reception areas.

The current service to the building is adequate for present use. Receptacle and lighting panels are small but have adequate space for current use as office. Addition of HVAC equipment to the building would require the transformer and main distribution panel to be increased in size as well as additional panelboards to power mechanical equipment.

Mechanical
The air handling system was installed in 1968. A single multizone air handler, using steam heat, serves the entire building. The unit, located in the basement, has ten zones. The supply air ducts run through the basement, branching to serve each room through individual risers located in the original gravity system ventilation shafts in the masonry walls. Four of the zones serving large rooms on the first and second floors have steam reheat coils. Return air flows from the rooms into a separate set of risers up to the attic, where it is ducted to a fan and, through motorized damper control, it is either exhausted to the outside or returned to the air handler. Steam radiation serves select areas including the old porch and ends of the corridors. The fourth floor was more recently renovated. This space is heated with steam baseboard radiation with only a minimal amount of air supplied from the multizone system.

The poor performance of the heating and ventilating system has helped make this building quite uncomfortable for its occupants. There is a great deal of temperature variation throughout the building. Adjusting thermostats up for cooler areas will overheat others. The system’s supply air quality is an issue. The fresh air intake to the air handler is located slightly below grade. Water leaks into the intake plenum, creating a place for microbiological growth. The

supply duct risers were observed to be quite dirty. The fourth floor has inadequate fresh air ventilation for office space occupancy.

The exhaust/return fan in the attic has poor vibration control and creates noise problems for the office below. The return air ductwork in the cold attic space is uninsulated.

Poor condensate control in the steam pipes causes hammering.

The floor drains from the old bathing rooms (now converted into office space) were never disconnected from the sewer piping and emit sewer gas when the traps dry up.

Laundry
Location: AMHI Central Campus
Inventory number: AUG076
Gross area: 9,746 sf
Primary occupant/use: MHMR&SA/storage

A relatively-modern and nondescript masonry building, the AMHI Laundry was constructed in 1954, according to plans prepared by Bunker & Savage, perhaps as an extensive renovation of an earlier laundry designed in 1906 by Coombs & Gibbs. It is attached to the Engineering Building/Warehouse complex and is centrally-located within the main campus building group. It is in good condition and represents light and airy high-bay industrial space. It is currently underutilized as storage for surplus AMHI furniture and equipment.

Structural
The flat roof framing consisted of structural steel bar joists supporting a concrete plank deck. It was noted that the roof was being reinforced and reroofed based on another consultants report. The exterior masonry walls were in fair condition. Several cracks were noted in the masonry and in some places the mortar was in poor condition. The concrete, slab on grade appeared to be in good condition with minimal cracking.

Electrical
The laundry has a 1200 A, 480/277 V, three phase switchboard fed from a 150 KVA transformer in the Greenlaw vault. The switchboard feeds the boilers and

other associated mechanical equipment, laundry equipment, lighting panel and transformers feeding 208/120 V panels.

The service for the laundry and boilers is adequate size for present loads. Main distribution panel is fairly new and has sufficient space and capacity for additional loads. Panel boards located throughout the boiler room and laundry areas are old and directories are not clearly labeled.

Machine Storage Building
Location: AMHI Campus
Inventory number: AUG075
Gross area: unknown
Primary occupant/use: MHMR&SA/storage

This concrete block utilitarian structure is of no architectural or historical value. It is used for storage of supplies and AMHI maintenance equipment.

Marquardt Building
Location: Hospital Street, AMHI Campus
Inventory number: AUG031
Gross area: 60,149 sf
Primary occupant/use: MHMR&SA/offices

The Marquardt Building was constructed in 1959 to house 160 beds for female long-term, acutely psychotic patients. Designed by Bunker & Savage, it is an institutional Modern building with exterior walls of brick, concrete block and granite with mill-finish aluminum door and window frames. The building has been substantially renovated for office use, and is currently undergoing further renovation to continue in use as office space for State agencies and to provide services for campus workers.

Structural
This building was constructed at the same time as the Deering building, and it is assumed that the
construction is similar. In most areas, finishes precluded a visual inspection of the framing type.
The ballasted roofing appears to be relatively new. It is likely, based on the Deering building, that
if the roof was not reinforced in the past near the penthouses, this will be required.

In one area of the first floor, it was noted that some of the cmu was cracked. Nearby, a section of the slab on grade

had settled, leaving some cracking and depressions in the slab. This area should be repaired and the cause of the settlement determined. The exterior foundation wall is exposed for several feet. Evidence of efflorescence was found and it is likely that the foundation would need to be coated to prevent moisture from deteriorating the concrete.

Currently, the building houses office space on the 3rd floor. The 1st and 2nd floor were used by patients up until a few months ago.

Electrical

The building has an 800 A, 208/120 V, 3 phase switchboard in the first floor electrical room. The switchboard is fed from an 800 A breaker in a section of the Deering switchboard. The Marquardt switchboard feeds distribution panels located throughout the building. The first floor of the building is un occupied and the second and third floors are used as office space with a high concentration of computers.

The existing switchboard is in violation of the National Electric Code in that it has more than six breakers with no service disconnect. Size of the existing service is adequate for the existing use of the building, but would be exceeded with the addition of HVAC equipment. Fire alarm notification device locations appear to comply with NFPA standards.

Mechanical

The building has four air handlers; one serving the south side, one serving the center section, and two serving the north side. The air handlers, all but one installed when the building was built in 1956, are located in three separate roof top mechanical penthouses. They are configured similarly with glycol/water preheat coils and separately ducted supply with steam reheat for each floor. The glycol/water is supplied from a steam to water heat exchanger located in the center penthouse. Supply ducts run above corridor ceilings throughout the building, delivering air to individual rooms through sidewall diffusers. Return air is ducted back from the south and central units and parts of the north unit. The second north air handler, more recently installed, uses 100% outside air with heat recovery from exhaust.

Steam from the central plant is also supplied to a heat exchanger to generate hot water utilized by a combination of radiant ceiling panels and perimeter baseboard located in each room. The baseboard radiation, along with individual room thermostatic control, was installed in 1982.

Air conditioning is provided in localized areas on the occupied third floor through window air conditioners mainly serving the north and central sections. A separate conditioning unit, pad mounted outside, serves a basement area used for video taping.

Although the ventilation in this building is better than many of the other buildings, overheating in the summer and poor individual space temperature control are problems here as well. Only the third floor is occupied at this time. However, all three floors are configured similarly and would likely experience similar problems when occupied as office space. Indoor air quality is an issue with the third floor occupants. This may be, in part, due to the fiberglass batt insulation just above the perforated metal ceiling. This insulation has been disturbed over the years and fibers are stirred from elevator relief air. There is a likely possibility that fibers are filtering down into occupied space.

Medical Examiner's Building/Morgue

Location: 34A Hospital Street
Inventory number: AUG091
Gross area: 8,157 sf
Primary occupant/use: Attorney General / State Medical Examiner's Office and State Morgue

The Medical Examiner's Building is also a newer building in fine condition. It features shed roofs with walls of brick and ribbed metal panels. It is built into a steep slope, so that office areas are accessed from the upper, Hospital Street level, while the morgue/autopsy/lab spaces are accessed from a driveway and lower grate entrance. The building is in good condition except for persistent problems with the HVAC system.

Norton House

Location: Hospital Street, AMHI Campus
Inventory number: AUG074
Gross area: 1400 sf
Primary occupant/use: MHMR&SA/residence

This wood-frame sided house, also located on Hospital Street near the Campbell Barn, appears to have been another AMHI farm house. It is newer and more substantially altered, and less important from an architectural viewpoint than the Farm House. State sources revealed little about its history.

Old Max
Location: Arsenal Street (Kennebec Arsenal property)
Inventory number: AUG002
Gross area: 16,929 sf
Primary occupant/use: DHS

The building now known as the "Old Max" was constructed in 1908 as the Maximum Security Building. It sits high above the original Kennebec Arsenal buildings, and was added to the AMHI physical plant shortly after the Arsenal site and buildings were deeded to the State. Occupants have a commanding view of the Kennebec, downtown Augusta, and the State House; and in turn, the building is highly visible from the Capitol. It was designed in an austere Romanesque style by George M. Coombs.

The original building was constructed of brick and granite, and it is very much in keeping with its neighbors on the Arsenal grounds. It was originally designed to be two wings with an entrance pavilion and stairway in the center. However, apparently budget constraints entered in and only the north wing and the stair tower were completed. In 1983, an addition was constructed at the south end of the building to provide a code-compliant exit stair and an elevator serving all levels.

The interior, although extensively renovated, exhibits its origins. Thick walls, barred openings, and narrow doorways betray the maximum security cells of its previous occupants. In spite of these reminders, the building today, equipped with recently-installed mechanical and electrical systems, serves DHS office employees. The building is not within the Kennebec Arsenal Historic District.

Structural
Much of the roof framing was concealed. One end of the building was accessible and the framing in this location consisted of sloped steel beams connected near the ridge and supported in the middle by a steel column. The steel

beam was connected to the exterior bearing wall with a structural tee bolted to the top of the wall. No cap plate was noted at the top of the column. The roof deck consisted of wood decking and was concealed by rigid board insulation. The concrete slab at the attic floor appeared to be in good shape with some cracking.

The floors appeared to have steel beams supported on brick bearing walls. The floor deck appeared to be a 4" concrete slab. One area of the first floor had been repaired. Several beams in the maintenance area in the basement had a cementitious cover that was spalling. Several areas in the basement experience leaking. The bearing walls appeared to be sound. The slab at the first floor appeared to be in good condition. The building currently serves as office space and appears to be performing adequately.

One entrance on the west side is subject to drifting and sliding snow from the roof above. The framing of this roof was concealed but showed no signs of distress.

Electrical

The Building service comes into the basement to a 400 A service disconnect, and then to a 200 A, 208/120 V, three phase distribution panel, the elevator and a 60 A panel. The transformer for the service is a 75 KVA pad mounted unit. There are lighting and receptacle panelboards on each floor fed from the 200 A main distribution panel.

The current power distribution system is adequate for present building loads, but addition of HVAC would require that the transformer and main distribution panel be enlarged.

Mechanical

This building, although remotely located, receives high pressure steam from the central boiler plant. The first four floors of this building are served by a heating and ventilating system installed in 1970. The constant volume air handler is located in the basement and contains a hot water/glycol coil supplied from a steam to water heat exchanger. The air distribution system has four zones, vertically dividing the building into quadrants. Each zone has a steam reheat coil. Air is ducted vertically to individual rooms through shafts used as part of the building's original air system and located in the masonry walls. Return air flows up through similar shafts to the top

floor. Three return fans, located in a very crowded mechanical space, return air back to the air handler.

A split system air conditioner serves an area of the second floor which currently has a large computer load. Perimeter steam radiation serves the fifth floor, which has no mechanical ventilation. The entry lobby has a steam unit heater. The stair tower has no ventilation.

Poor indoor air quality has plagued the occupants. Filter media has been attached to the outside of supply diffusers in an attempt to control particulate discharge from the air handling system. However, this also acts to restrict air flow. With only four reheat zones, it is impossible to properly control individual space temperature. Overheating is a problem in the summer. The south facing, glass enclosed stairwell, which is partially used as office space on some of the landings, was uncomfortably hot during the site visit even though the outside temperature was in the low 40's.

Paint Shop

Location: AMHI Central Campus
Inventory number: AUG079
Gross area: 2,400 sf
Primary occupant/use: MHMR&SA/AMHI Maintenance

This utilitarian 1897 story-and-a-half brick building, part of the AMHI engineering complex, was originally constructed as a plumbing, paint and upholstery shop, and also served as a blacksmith shop. It was designed by Coombs, Gibbs & Wilkinson, and features masonry walls with Colonial Revival detailing, and a slate hip roof with dormers. The building appears to be in generally good condition.

Electrical

The paint shop has a small residential distribution panel for lighting and receptacles. There are no fire alarm devices in the building.

Service to the building seems to be adequate. Additional mechanical equipment would require the service to be increased in size. Fire alarm system and emergency lighting do not comply with current NFPA requirements.

Public Safety Building
Location: 36A Hospital Street
Inventory number: AUG082
Gross area: 20,160 sf
Primary occupant/use: Department of Public Safety/offices

The Public Safety Building is a 1940's institutional modern three-story brick building, which was expanded to the south in the 1960's. It occupies a prime piece of what used to be Kennebec Arsenal property on Hospital Street with westerly views across the Kennebec Valley toward the Capitol Complex. It was solidly built and is in good condition, but has not been renovated since the 1960's and does not serve today's DPS well. Finishes are well-maintained but worn, and the building is overcrowded and cluttered. Air quality is a persistent problem, and there is no elevator. There is a small museum in the basement, displaying police uniforms, insignia and equipment from departments around the world. This exhibit deserves wider attention than it gets in its present location in the basement of the building.

Ray Building
Location: AMHI Campus
Inventory number: AUG019
Gross area: 61,793 sf
Primary occupant/use: Department of Environmental Protection/office

The Ray Building is the largest single building on the AMHI campus. It was constructed as patient dormitory space to the design of John Calvin Stevens in 1935. As originally constructed, it housed 150 men and 150 women on three floors. The brick exterior with slate roof features Georgian Revival details, while its overall form and character is in sympathy with the neighboring Romanesque Harlow Building. The building was renovated in 1974 while still used by the hospital; and again in 1981 and 1993 for office use. Although reasonably successful as office space, the building's institutional character remains close to the surface and makes significant compromises necessary for its occupants. The building currently meets most accessibility requirements.

Structural
The roof framing consisted of 10 inch deep sloping steel bar joists at 42 inches on center. One end of the bar joist

was supported on a brick knee wall. The other side was supported on each side of the ridge by a 14 inch deep channel. The channel was in turn supported by an A-frame made up of 3”x2 1/2"x 3/8" back-to-back angles spaced at 20 foot intervals. At the center and both ends of the building, the hip roofs were slightly higher and framed with structural steel beams supporting sloping bar joists. The underside of the deck was concealed with a rigid insulation board. No evidence of water infiltration was noted.

The floor systems consisted of a 10 inch thick waffle slab supported on the exterior bearing wall and a series of steel beams spanning the short direction of the building and spaced at approximately 19 feet on center. The building is currently used as office space and the floors appear to be capable of supporting the load. There were no signs of deterioration in the floor system.

Electrical

The building has a 1000 A, 208/120 V, 3 phase switchboard located in the basement fed from a 300 KVA pad mounted transformer. The distribution panel has three breaker cavities each with a 600 A breaker feeding lighting an receptacle panels located throughout the building. One cavity feeds the north end of the building, one feeding the center of the building and one for the south end of the building. The present use of the building is office space with a computer at each workstations, and reception area.

Existing distribution system is adequate for present use as office space. The main switchboard breaker ratings have worn off and breakers are not labeled. Lighting and receptacle panelboards are in good condition but have very little or no space for additional circuits. Existing flourescent lighting is in good condition and provides adequate light for an office environment. Addition of HVAC equipment may require the existing service to be increased in capacity or a second distribution panelboard be added.

Mechanical

Most of the building is heated with the building’s originally installed steam radiation only, with no air handling systems for ventilation. There are two exceptions to this. (1) The north half of the basement is served by a heating and ventilating unit, installed in 1993, and located in a basement mechanical room. The unit has a steam heating

coil and distributes air to office areas through exposed ductwork. Also located in this area are three small split system air conditioning units serving separate computer rooms. (2) The meeting rooms on all three floors adjacent to the central elevator are served by a heating, ventilating, and air conditioning system located in the attic. This system has three zones, with split system cooling coils and steam heating coils. High pressure steam is reduced to low pressure in the basement and piped to the attic, where four control valves divide the building into quadrants. Branch steam pipes run down from the attic in channels cut into the exterior walls. Steam radiators on each floor are fed from these drops.

Except for the north half of the basement and central meeting rooms, which are served by a dedicated heating and ventilating units, there is no fresh air ventilation provided mechanically to this building.

The perimeter steam radiation and controls are well past their useful life and should be replaced. Greater control over individual spaces is needed.

According to the occupants, the split systems installed in basement computer areas provide enough cooling for the current sensible cooling loads.

The ductwork associated with the basement air handler runs exposed through office areas, impacting office aesthetics.

Sleeper Gymnasium

Location: AMHI Campus
Inventory number: AUG046
Gross area: 11,725 sf
Primary occupant/use: AMHI patients and staff/recreation

The 1990 Sleeper Gymnasium is connected to the Williams Pavilion and provides a gym, exercise rooms and showers for AMHI patients and employees. It also includes a kitchen for teaching food preparation. Although austerely modern in design, the building features polychromatic brickwork and postmodern details in an effort to relate it to the historic AMHI structures surrounding it.

Structural

The gym is the newest building on the AMHI campus. A visual inspection of the building found it to be in excellent

condition. There was no evidence of settlement, cracking or water intrusion in either the gym or the connector.

Electrical
The building has a 400 A, 208/120 V, three phase main distribution panel fed from a 400 A breaker in the Elkins Building switchboard. The 400 A distribution panel feeds a kitchen panel, lighting panels and mechanical equipment.

The present distribution system has capacity for additional loads. Building is well suited for its current use.

Mechanical
The gym has a roof-top air handler with a steam heating coil and two sidewall exhaust fans. The locker rooms, toilets, and smaller rooms off the gym have hot water radiation with individual room control and roof or ceiling mounted exhaust fans. Hot water is supplied from a steam to water heat exchanger.

Existing systems are in good condition and appropriate for the building occupancy.

Surplus Property/Root Cellar

Location:	AMHI Campus
Inventory number:	AUG021
Gross area:	9,152 sf
Primary occupant/use:	BGS-DAFS/warehouse and surplus property storage

This former AMHI barn occupies a key site on the campus and is a reminder of AMHI's self-sufficient agricultural past. It has substantial open space around it. It is built of typical wood barn construction on a brick and granite foundation. Interior spaces include a small office area with a restroom. The building's physical condition is fair. The building is not within the AMHI historic district.

State Crime Lab

Location:	34 Hospital Street
Inventory number:	AUG090
Gross area:	11,100 sf
Primary occupant/use:	Dept. of Public Safety/offices and lab

The Crime Lab is a relatively new building in excellent condition. It was constructed in 1986 according to plans

prepared by Harriman Associates. It is a modern masonry and steel building designed expressly for its purpose, nicely sited and landscaped on the sloping former Arsenal site.

State Police Garage
AUG083 Location: 36A Hospital Street (rear)
Inventory number: AUG083
Gross area: 10,501 sf
Primary occupant/use: Department of Public Safety/Vehicle maintenance and offices

This masonry and steel building is part of a cluster of buildings housing the Department of Public Safety. It was built in 1957 and has not seen any renovation since. The upper floor houses offices and vehicular maintenance areas. The lower level, which opens only to the west due to the hillside site, includes storage and vehicular maintenance space. The building is in fair condition, with worn and obsolete doors and windows, obsolete plumbing systems, and a garage floor that appears to be structurally-deficient. The functional capabilities of the building do not appear to match the requirements of a contemporary vehicle service garage.

Stone North
Location: AMHI Central Campus
Inventory number: AUG063
Gross area: 87,200 sf
Primary occupant/use: MHMR&SA/AMHI

One of the wings of the Stone Complex and attached to the Administration Building, the first wing of what is now called Stone North was the original female patient wing constructed along with the Administration Building according to John Lord's 1836 plans. The second extension was erected to the designs of Henry Sawyer, starting in 1850 and completed in 1855, along with a complete renovation of the original women's wing of the Administration Building. Another wing, and the last extension of the Stone Complex to the north, was designed by Francis Fassett and completed in 1866. The interior spaces have been continuously renovated for general upgrading and to reflect changes in treatment plans over the years, but the exteriors have changed little. The most extensive interior work occurred from 1903 - 1914 during

the George Coombs-directed hospital-wide renovations extending from 1892 to 1916. Although mechanical and electrical systems, clinical casework, stairs and elevators have all been upgraded through the years, the basic floor plans have changed little, in part due to the solidity of the original construction.

Electrical (Stone North and South)
The Stone buildings are fed from a 300 KVA transformer via a 1200 A switchboard in the Central Building electrical room. Breakers in the switchboard feed lighting, receptacle and air-conditioning panels located throughout each of the three units in the Stone North and South buildings. Each of the Stone buildings also has a single phase 120/240 feed from the same 600 A distribution panel as the Administration Building. The two Stone buildings currently house patients for AMHI.

The current transformer feeding the Stone Buildings is adequate to supply the existing loads, but will not supply the recommended mechanical equipment. The current switchboard has the capacity to handle present loads but may need to be enlarged depending on the amount and size of mechanical equipment used for cooling. The distribution panelboards are old but appear to be in fair condition.

Mechanical
Each of the three Units are heated and ventilated through separate mechanical systems installed in 1973. Located in the basement of each Unit is: a steam to water heat exchanger, hot water circulating pumps, and an air handler. Hot water from each heat exchanger serves both perimeter radiation located throughout the Unit and the air handler heating coil. The hot water temperature is reset manually. Hot water is supplied to perimeter radiation from the basement of each unit, up through the three floors, to a reverse return loop in the attic. For temperature control, the Units I and II are divided down the middle into two zones. Dining and activity areas are controlled separately in Unit III.

All three air handlers in each unit utilize 100% outside air to provide building ventilation. Supply air is heated and humidified at the unit and ducted up through the original sturdevent system masonry chases to each room. This air

flows out of the building through similar chases to the gravity relief system in the attic. Separate exhaust fans serve toilet areas. Air conditioning is provided in localized areas through window air conditioners and water cooled air conditioners.

The air handling systems provide adequate fresh air ventilation. However the mechanical systems as a whole provide poor temperature control. The two zones of perimeter radiation control in Units I and II can not handle the room to room load variations.

The hot water return piping is located in cold attic space, adding significantly to heat loss.

The masonry chases extending up through all three floors, conveying supply and exhaust air, do not have fire dampers. This is in violation of the NFPA 90-A

The short floor to structure heights severely limits the ability to install horizontal runs of ductwork.

Stone South

Location:	AMHI Central Campus
Inventory number:	AUG064
Gross area:	79,156 sf
Primary occupant/use:	MHMR&SA/AMHI

Stone South consists of the original male wing, constructed in 1836-40, and two extensions to the south and southeast. The first of these additions was designed by Henry Sawyer and constructed in 1854-55; the second was designed by Francis Fassett and completed in 1870. The first and second wings were destroyed by the fire of 1850, and were rebuilt in 1851-52. As with Stone North, Stone South has undergone continuous renovation projects down to the present day. Both Stone North and Stone South contribute to the impressive scale and style of the entire Stone complex and relate the history of the institution to contemporary viewers. The simplicity of their design and quality of construction merit equally large-scale planning efforts to assure their continued use by the State of Maine.

Electrical

(see Stone North on previous page).

Mechanical
The mechanical systems in Units I and II were also renovated in 1973 and are similar to those in Stone North. The mechanical system in Unit III was renovated in 1987. Perimeter hot water radiation is valved for individual room control. Ventilation is provided through a unit ventilator located on each floor, supplying air mainly to the dayroom and corridor.

The mechanical system issues for Stone South are similar to Stone North with the exception of Unit III, which has better perimeter radiation control and no air distribution between floors requiring fire dampers.

Tyson Building/Female Pavilion
Location: AMHI Campus
Inventory number: AUG016
Gross area: 36,384 sf
Primary occupant/use: Department of Corrections/offices

In 1864 the trustees of AMHI began to consider a new approach to hospital design, which they referred to as "cottage system." This consisted of groups of small free-standing buildings for patients. A variation on this was the "pavilion plan, " in which clusters of buildings were linked together by corridors or tramways. The cottage system was rejected as being impractical and not cost effective in terms of the number of separate structures which would have to be built. Many trustees, however, favored the pavilion plan. By being smaller than traditional dormitories, these pavilions would provide more natural light and ventilation for the patients. Moreover, they were more domestic in scale, creating a less institutional environment. At the same time, they were linked together around a central administration building, thus maintaining centralized supervision. The efforts to build a new asylum along these lines led to a report and schematic floor plans for a new hospital complex designed by Francis Fassett, published in 1874.

Fassett was known to the trustees for his work on the third male and female wings, as well as the new Maine General Hospital in Portland. With little chance of the State funding the construction of an entirely new hospital, Fassett was employed to partially implement his concepts for the new buildings. Coburn Hall was the first structure built as

part of the pavilion plan. It was followed by the Female and Male Pavilions, first designed in 1879. These three structures constituted the extent to which the Augusta Insane Hospital experimented with adoption the pavilion plan.

The completed building was in the High Victorian Gothic Style with Fassett had introduced for Coburn Hall. The new building featured a mansard roof with ornamented dormers, stair towers with pyramidal roofs, and broad open verandahs. The building had a capacity of 42 occupants and was reserved for patients who required only minimal restraint or supervision. Each floor had patient rooms, and at each corner there were suites to make private visits by friends and relatives more comfortable. Early attempts to make the structure fire-proof included brick partitions and concrete floors.

In 1920 Harry S. Coombs was hired to design a Georgian Revival addition on the north side, called Tyson Hall. The male and female pavilions were joined together by 1949 with the addition of the Ekins wing, containing surgical and infirmary spaces.

The female pavilion/Tyson Wing was rehabilitated in 1999. The building now contain modern and functional office space housing the administrative offices of the Department of Corrections and a variety of agencies temporarily relocated as a result of the renovation of the State Office Building.

Electrical

The building power is supplied from the same breaker in the Central building as the Williams Pavilion building. A second feed to the Tyson building is from the plug-in bus duct in the Greenlaw basement. Two load centers on each floor of the building provide power for lighting and receptacles.

The building is currently unoccupied but power to the building remains. If the building were to be used than the supply to the building would be above capacity. Load centers on each floor of the building are new, but not suited for use in an office environment due to the limited number of breakers available. Existing lighting is in poor condition and should be replaced if building is occupied.

Mechanical

A new hot water heating system was installed in 1987. A new steam to water heat exchanger was installed to supply a hot water loop in the basement feeding up to convectors on all three floors. The rooms have individual thermostatic control. There is no fresh air ventilation in this building. The old air system was removed and the air shafts were sealed closed. On each floor, many of the old air shafts have been converted into closet space.

The perimeter hot water heating system is relatively new and, in general, appears to be in good condition. However, there is some damage is evident, especially to items such as wall mounted thermostats.

There is no fresh air ventilation provided to this building. This building has been completely abandoned but is heated to help prevent further deterioration.

The upper floors of the 1923 building have the original air distribution ductwork and steam radiation in place, which have far exceeded their original life. The central air handler has been removed, so there is no longer mechanical ventilation provided to these floors. The unit ventilators in the basement are also quite old. Due to age and deterioration, all these systems should be replaced.

This building has been completely abandoned but is heated to help prevent further deterioration.

Much of the ductwork which served the original ventilation system is still in place. The Sturdevent air handler has been removed and the system is inactive. The system was configured to duct air up through the three floors, branching to single supply ducts running down the center of each floor. Grilles were located on both sides of these soffited ducts to provide ventilation to the open floor plan. Building pressure forced relief air from each floor into air shafts where it was ducted to the attic and either vented to the outside or returned to the air handler. Steam piping mains run around the basement and feed up through the three floors to cast iron radiators located along the exterior walls. A large basement room has several steam heat unit ventilators.

Warehouse
Location: AMHI Central Campus
Inventory number: AUG078
Gross area: 32,176 sf
Primary occupant/use: MHMR&SA/AMHI storage

This building is a relatively modern two-story brick structure of nondescript design, constructed in 1961. There may have been other, earlier warehouse structures in the same location. The recent building does not contribute to, nor does it detract from, the historic buildings on the hill above it.

Structural
The warehouse roof consists of a series of structural steel beams and columns supporting a 6" prestressed precast concrete plank. Several areas of water infiltration were noted although the integrity of the structural system did not appear to be compromised.

The second floor framing consists of a cast in place concrete frame supporting an integral slab. Both the slab and the framing appeared to be in good condition with no signs of cracking or spalling. The second floor is currently used for the storage of surplus property which appears to impose a considerable load on the structure. The ground floor slab appears to be in good condition with minimal cracking.

The exterior masonry bearing walls appeared to show signs of settlement at the comers. Considerable cracking of the masonry and water intrusion was noted along the walls.

Mechanical
The mechanical system, installed in 1958 when the building was constructed, provides heating only through hot water unit heaters. A steam to water heat exchanger and circulating pump are installed in the boiler room extension. Two small fans provide localized exhaust from the warehouse and a welding booth and associated exhaust was added at a later date in the extension.

Williams Pavilion
Location: AMHI Central Campus
Inventory number: AUG069
Gross area: 26,632 sf
Primary occupant/use: MHMR&SA / patient treatment and offices

The Williams Pavilion is a Second Empire-style Victorian brick building that matches its twin, the Female Pavilion (recently renovated along with its newer north wing, the Tyson Wing), across an original campus courtyard. It is an important part of the original campus plan and is connected to many other campus building by enclosed connectors, both overhead and underground. Originally constructed as the Male Pavilion, it was designed by Francis Fassett and completed in 1884. The Male and Female Pavilions were the physical manifestations of the hospital administration's shift to the "pavilion plan" for the treatment of mentally-ill patients. As opposed to the "dormitory" plan, which provided for ease of supervision but tended to too large and impersonal, and to the "cottage" plan, which were staff-intensive but home-like, the pavilion plan represented a compromise position. The pavilions were free-standing small buildings, smaller than traditional dormitories but bigger than cottages, that allowed for plenty of windows for fresh air and ventilation, smaller patient groups, adequate supervision, and economical staffing.

The Williams Pavilion, the Male Pavilion and Coburn Hall were the extent of the hospital's experimentation with the pavilion plan. Fassett designed all three buildings as a result of a master plan he prepared for an entire new hospital complex based on the pavilion theory. The broader plan was never implemented, but the three buildings that were constructed form the most interesting and composed outdoor space on the AMHI campus. All three were designed in the High Victorian Gothic style. The two pavilions featured a slate mansard roof with ornamented dormers, stair towers with pyramidal roofs, and extensive verandahs. Each of the two above-grade levels had patient rooms and a corner suite for friends and relatives. The wide corridors opening to a mid-hall lounge area and the large, tall windows give the interior a pleasant, open quality when compared to some of the other patient facilities of the institution. The building was designed to house 42 occupants, significantly fewer than the male and

female wings of the Stone Complex, all of which were designed to house 60 to 150 patients.

The interior floor plan remains intact, though most original trim and details have been lost to renovations. The exterior remains in close-to-original configuration with the exception of the northeast corner where connection to the modern Elkins Building was made.

Structural
The mansard roof framing consisted of 1 ¾" x 8 ¾" wood rafters at 21 inches on center. The rafter had an intermediate wood knee wall. The hip rafter was 3 ¾" x 9". One area of the roof had a turret that showed considerable signs of water damage.

The floor framing is constructed of wood, although it was concealed at all levels except the basement. The framing inspected in the basement consisted of wood joists supported on brick bearing walls. The joists in the corridor were 2"x9 3/4" at 15 inches on center. The center of the span has creeped considerable, in some places as much as 2 1/2" and at some point, the floor was leveled by adding a 3/4"x7" board to one side of the joist. The joists in each room was framed in the opposite direction as the corridor to brick bearing walls between each room. The joists were 2"x7 3/4" at 15 inches on center with no additional framing to level the floor. The floor deck consisted of 3/4" diagonal deck at the corridor and 3/4" deck perpendicular to the framing at the rooms.

The condition of the brick bearing walls an the basement was poor in several areas, particularly at the base. In several areas, the mortar joints are eroding away and in other areas, openings in the brick arches were not filled in.

There is evidence of water damage on the inside of the exterior wall near the joint in the mansard roof

The building currently serves as office space and patient support and appears to be serving the need adequately.

Electrical
One feed to the building is from a 200 A breaker in a 600 A, 120/240 V, single phase distribution panel in the Central Building electrical room. A second feed comes from the

switchboard in the Elkins building basement. There are distribution panels located on each floor of the building.

Mechanical

The existing service from the Elkins building is adequate for the current building use as is the feed from the Central building. Addition of HVAC equipment or if Tyson building becomes occupied the building power distribution system would not be large enough. Existing lighting and receptacle panels are old and poorly marked. These existing panels have little room or capacity for additional circuits.

A new hot water heating system was installed in 1987. A steam to water heat exchanger serves a hot water loop in the basement feeding up to convectors on all three floors. The rooms have individual thermostatic control. A free standing, water cooled air conditioner located in the center corridor area provides cooling to the first floor medical clinic. Except for a unit ventilator on the second floor, there is no fresh air ventilation in this building. The old air system was removed and the air shafts were sealed closed.

Except for a unit ventilator, there is no fresh air ventilation in this building. The perimeter radiation system appears to be in good condition and adequate for handling the building envelope heat loss. Infiltration of cold air through loose fitting windows is a problem in some areas.

Elkins Building

The framing for this building was concealed by finishes in most areas. The roof is flat and appears to be leaking in the area around the penthouse. The penthouse walls are constructed of brick. There are several cracks in the wall and there appears to be water infiltrating the building in this area. The floor framing was visible in the basement and consisted of steel bar joists ranging in depth from 8" to 12" and spaced at 24" to 28" on enter. The floor deck was concrete of unknown thickness and was cracked in some areas. The bar joists were supported on a row of beams and columns on each side of the corridor and on the exterior bearing walls. In the basement, masonry at two corners was cracked as well as the slab at the first floor.

A two story addition was constructed in one area of the building. The addition appeared to be in good condition with the exception of water infiltration at the foundation.

Electrical

The Elkins building has a 1000 A, 208/120 V, three phase four wire switchboard located in the basement. The switchboard is fed from a 150 KVA pad mounted transformer. The main switchboard feeds a 400 A, 208/120 V, three phase panel which feeds distribution panelboards on each floor of the building and has one feed to the Williams Pavilion building.

The existing transformer feeding the building is at its capacity for current loads in the building. The switchboard is in good condition, the 400 A distribution panel is old but in fair condition, lighting and receptacle panel boards are in fair condition. With a larger transformer the switchboard would be large enough to handle additional HVAC loads.

Mechanical

Manually controlled steam radiators provide perimeter heating throughout the building except for the 1971 first floor dental laboratory addition. Steam and condensate mains are located in the basement, feeding up to the floors above. Two control valves on the steam mains divide the building into an east zone and a west zone.

The laboratory addition and half of the first floor are served by a spit system air conditioning unit. The unit, operating with 100% outdoor air, has an electric preheat coil, steam reheat, steam humidification, and direct expansion cooling. Two pad mounted condensing units sit just outside the addition. The lab has localized exhaust, including a fume hood. Several roof mounted exhaust fans serve the remainder of the building. Window air conditioners are used in various rooms throughout the building. Two unit ventilators serve the basement.

Manual control of steam radiators requires frequent occupant attention. Some of the steam valves are in poor condition and get stuck open or closed. Most of the areas have no fresh air ventilation.

The air handler serving the dental lab and medical supply areas of the first floor uses 100% outside air regardless of exhaust fan operation and is very energy inefficient.

C. West Campus

Land Use: Campus and Surrrounds

Existing Development:
For the purpose of this study, the West Campus is defined as the Capitol Hill complex (State House, State Office Building, and Cultural Building), lands bordering Capitol Park, and State controlled property on Capitol and State Streets. (*Refer to Building Location Map – West Campus*).

As defined, the area is characterized by government and municipal uses, giving way to residential and commercial districts to the north, west, and south. (*Refer to Development Factors: Land Use map in East Campus section.*) At campus center is Capitol Park, an open space of approximately 20 acres leading from the State House east to the Kennebec River. A City-owned recreation and sports complex abuts the southeast end of the park, extending the feel of open space south along the river.

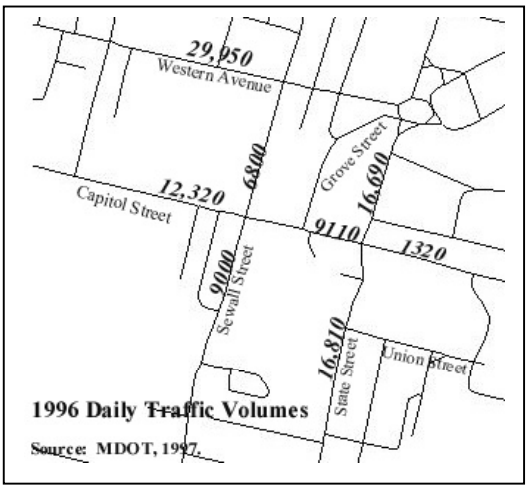
The area immediately north of the State House on State Street is comprised largely of historic structures including the Blaine and Gannett Houses. West of Sewall Street on Capitol Street is the Maine Department of Transportation garage facility. A small pocket of residential development lies between the Capitol Hill complex and Howard Hill, a large undeveloped and wooded preserve to the west.

Because of the concentration of state employees, the area rivals the downtown central business district in density.

Zoning and Regulatory Conditions:
The Campus lies within the Institutional / Business / Professional Subdistrict (BP) of the Capitol-Commerce District. (*Refer to Development Factors: Regulatory in East Campus section*). The area is bordered to the north and south by Local Business District (CB), Regional Business District (CC), and Kennebec Business District 2 (KBD2). In contrast, the area to the southeast is Low Density Residential (RA).

Circulation: Pedestrian/vehicular Traffic, Roads, Parking

Traffic:
Primary access routes to the West Campus are State Street from the north and south, Capitol Street from the west and Sewall Street from the north and south. Existing traffic



volumes are shown at right. As described above, traffic volumes are forecasted to grow considerably (25% to 50%) on West Campus roads during the period from 1995 to 2015 according to forecasts prepared by the Maine DOT for the Third Bridge Study.

Implications of this traffic growth on the Master Planning process are that without increases in traffic capacity at gateway intersections, traffic conditions will degrade further at the State Street/Capitol Street and Capitol Street/Sewall Street intersections. Increasing intersection capacity (increasing the number of through and/or turning lanes) increases the size of the intersection and can further decrease the pedestrian friendliness of roads and intersections, counter to one of the goals of the master plan.

Pedestrian Circulation:

Pedestrian access to the West Campus is provided along and across City streets. Typical facilities include a bituminous sidewalk directly adjacent to the roadway/curb. Brick sidewalks are provided along portions of Capitol Street and State Street. Key findings from this analysis are:

- Poor pedestrian connections from within parking lots to buildings and streets;
- Poor pedestrian accommodations along streets, generally with a bituminous sidewalk directly adjacent to the curb;
- No pedestrian-scaled lighting along streets;
- Lighting within parking areas is poor;
- On Sewall and Grove Streets, sidewalks are provided on only one side of the street;
- Pedestrian crossings at signalized intersections are unfriendly (Sewall Street/Capitol Street, State Street/Capitol Street, State Street/Union Street);
- Pedestrian crossings across Western Avenue are poor; and,
- Crossing of Capitol Street at Grove Street needs improvement.

At the West Campus, on-campus pedestrian circulation will improve with construction projects underway at the State House and State Office Building.

Parking:

Parking facilities on the West Campus are composed of a combination of large surface lots, dispersed small surface lots and a medium-sized parking garage (443 spaces).

Most of the surface lots are in fair to poor condition. Typical conditions of the lots are:

- Little or no landscaping and buffering of the lot from the street;
- Fair pavement condition with several lots unpaved;
- Lack of signage to direct visitors to appropriate parking locations;
- Lack of pedestrian connections within and from lots to destinations;
- Poor or no lighting.

Demand for parking at the West Campus varies widely due to the nature of the Legislature's sessions. Typically, the Legislature is in session for nine months over a two year period. Recent experience shows that this time period is extending due to Committee meetings and hearings. Estimates for the need for visitor parking during the Legislative session are 200-300 parking spaces (BGS and Capitol Security) for visitors and those testifying at legislative hearings. This totals an approximate peak of 400-500 spaces above 'normal' demand when the Legislature is not in session (Legislators and the public/visitors).

The traffic and parking consultant for the MPC determined that there were approximately 2332 parking spaces for 2482 employees on the West Campus, including 188 Legislators (assuming the expected occupancy of the renovated State House and State Office Building) in this same area (excluding Executive Branch employees).

Environment

Landscape Character:

The West Campus is located on the west side of the Kennebec River and shares similar features with the East Campus in terms of character and natural features. Though more built up, the West Campus shares some of the pastoral feel of its counterpart across the river.

The most significant elements of the landscape character of the West Campus are Capitol Park and the grounds of the State House, both originally designed by Frederick Law Olmsted. Although Olmsted's original designs were never fully-implemented, enough remains from those aspects that were completed to be readily associated with him and to have acquired considerable historical significance. The

trees of Capitol Park contribute to and frame views from and to the State House. Weston's Hill, the granite knob on which the State House sits, is itself a prominent natural feature, allowing the Capitol to appropriately dominate the Kennebec Valley and affording views of the building from south of Hallowell to well north of Augusta along the eastern riverbank.

The river itself must be considered the dominant natural feature, although it is not highly visible from the West Campus due to the trees that line its banks and the fact that its waters are a good distance below the lowest elevation of Capitol Park. It can be seen when the leaves are off the trees, and from some of the higher elevations of the West Campus, such as the portico of the State House.

Natural Features

Winds: Though still subject to the areas prevailing wind patterns, the eastern orientation of the campus and the rising land to the west (Howard Hill and vicinity) provide some shelter from winter winds. (*Refer to Development Factors – Natural in East Campus section*)

Solar Orientation:

The east-southeast orientation of the West Campus is well suited to take advantage of solar gain. Proximity of development in the area, however, may create more shaded conditions.

Wetlands:

No wetlands occur in the study area. A perennial stream, however, runs behind the Cultural Building from the northwest to the southeast. Large portions of the Capitol Hill Complex drain into the stream, which has been placed in a culvert in the vicinity of the Public Utilities Commission Building. The stream joins the Kennebec River at the municipal sewage treatment facility.

Flood Plain:

The 100 year flood plain occupies a very narrow band along the Kennebec River edge.

Vegetation:

Existing vegetation occurs in masses located primarily along the river corridor or as individual specimens along streets or in landscape locations. A significant mass of existing vegetation covers the Howard Hill area and forms

a green backdrop to the State House. There are Remnants of an old arboretum constructed by the Civilian Conservation Corps and other aging specimens in the Capitol Park and Capitol Hill area. Masses of overgrown vegetation flank the river.

Soils:
Soils information for the area was obtained from the medium intensity study "Soil Survey of Kennebec County Maine" (USDS Soil Conservation Service, August 1978). In general, the area lies within the Buxton-Scio-Scantic soils association. The eastern portion of the campus, in the vicinity of Capitol Park, is made up of Scio very fine sandy loam, 3% - 8% slopes (SkB designation). This soil type is characterized as being deep and moderately well drained, with potentially high ground water and high potential frost action. The Capitol Hill area lies in an area designated "C.F." (cut and fill). This is land that has been heavily constructed upon, to the extent that the original soil types have been permanently modified through earth moving activities. The area north and west of Capitol Hill is made up of Buxton silt loam, 3% - 8% slopes, eroded. This soil type is characterized by deep, moderately well to poorly drained, potentially high ground water and high potential frost action.

Historically, ledge has been encountered in construction.

Views:
Significant panoramic views exist from points on both sides of the Kennebec River where elevation and breaks between structures and vegetation guide the viewer's eye. Vistas of the East Campus are framed by Capitol Park from the steps of the State House, and from all upper levels of the building.

Shorter-range viewpoints occur north and south of the Capitol along State Street. Long views to the Capitol occur at the west end of Capitol Street soon after it turns off Western Avenue. Long views up the Kennebec River to the Capitol can be found as far south as Hallowell.

In general, there is a less urban "feel" to the West Campus as compared to the more central, commercial and office areas of the city. This is due primarily to a lesser density of building and more and larger concentrations of open space.

Infrastructure – Utilities:

Water Service:

Water service is supplied to the West Campus by the Augusta Water District system. Water supply mains are available for use in the major streets within the Campus area, including a 12-inch line in Capitol and Sewell Streets, and 6-inch and 8-inch lines in State and Union Streets.

Water supply service to existing buildings may require upgrade to handle current fire suppression system requirements.

Sanitary and Stormwater Sewer Service:

Separated sanitary and stormwater services are available throughout the West Campus. The Augusta Sanitary District manages and administers both systems, and has adequate capacity at its treatment plant for projected flows from increased development. Both systems on Capitol Hill are aging, however, and require upgrade and replacement in conjunction with new construction. A major (60") storm sewer interceptor is located immediately north of the Capitol Street Parking Garage. The line comes in from Sewall Street, passes behind the garage and angles towards Capitol Street along Grove Street. From there, it continues downhill to the river.

The West Campus does not lie with the watershed of a great pond, water body most at risk, or a threatened area of a watershed, as defined in the Maine Stormwater Management Law. New development will require management and control of the quantity of new stormwater flows. Control of stormwater quality will need to be consistent with the Stormwater Law for removal of Total Suspended Solids (TSS). New construction must meet the standards of the Maine Erosion and Sedimentation Control Handbook for Construction: Best Management Practices (Cumberland County Soil and Water Conservation District and Maine Department of Environmental Protection, Latest Edition).

HVAC, Power and Communications:

All power and communications services are available for proposed development. Services are underground in defined street locations.

HVAC is provided by individual systems in each building.

NORTH

LEGEND

1. STATE HOUSE
2. STATE OFFICE BUILDING
3. CULTURAL BUILDING
4. 242 STATE STREET (PUBLIC UTILITIES COMMISSION)
5. EDUCATION BUILDING
6. 221 STATE STREET (DHS)
7. 20 UNION ST. (DEPT. OF LABOR)
8. MAINTENANCE BUILDING
9. DOT BUILDING
10. DASHLAGER HOUSE (HISTORIC PRESERVATION)
11. DISTRICT COURT
12. NEW DOT SIGN SHOP BUILDING
13. DOT TRANSPORT SERVICES
14. NASH SCHOOL (SECRETARY OF STATE)
15. DOT WAREHOUSE
16. DOT SIGN & TIRE SHOP
17. GANNETT HOUSE (STATE PLANNING OFFICE)
18. McLEAN HOUSE
19. MERRILL & SMITH HOUSE (STATE PLANNING OFFICE)
20. BLAINE HOUSE
21. STAFF HOUSE/BLAINE HOUSE GARAGE
22. 8 FEDERAL STREET (INLAND FISHERIES & WILDLIFE)

SMRT

ARCHITECTURE
ENGINEERING
PLANNING

AUGUSTA STATE FACILITIES MASTER PLAN

AUGUSTA, MAINE

BUILDING LOCATION MAP - CAMPUS WEST

14 MARCH 2000

Buildings: Architectural Evaluations

8 Federal Street
Location: 8 Federal Street
Inventory number: AUG123
Gross area: 11,252 sf
Primary occupant/use: Department of Conservation/offices, storage, and vehicular storage

The two-story wood-frame building on Howard Hill at 8 Federal Street, on the corner of Capitol Street and overlooking the Capitol Complex, is in good condition. But it has been added to and altered many times so that the interior is convoluted and, in some instances, not up to life safety and barrier-free access requirements.

20 Union Street
Location: 20 Union Street, on Capitol Park south
Inventory number: AUG023
Gross area: 40,362 sf
Primary occupant/use: Department of Labor/offices

The Department of Labor headquarters building sits on a prime site along Union Street fronting on Capitol Park and city-owned open space. The original building was designed by Harriman Associates and constructed in 1961 in a nondescript, modern style. Exterior materials consist of brick, granite panels, concrete block, and aluminum windows. Harriman Associates also designed a 1991 addition, and the building has been subject to several renovation projects since then. It was well-built and remains in good condition, though its layout poses some barriers to contemporary office use and DOL management goals, and its mechanical and electrical systems continue to require upgrading. It is not currently accessible. It has surface parking adjacent to it, but additional parking is needed to meet current requirements. The building is partially-accessible.

221 State Street
Location: 221 State St., corner at Capitol Street
Inventory number: AUG039
Gross area: 79,200 sf
Primary occupant/use: DHS/offices and laboratories

This facility consists of a 3-story building constructed in the early 1950's, connected to a two-story-with-basement building constructed in the 1960's. The buildings occupy a strategic location at the corner of State Street and Union Street at the southwest corner of Capitol Park. The earlier building houses office functions, while the later structure contains office use on the upper floor and public health laboratories on the lower two floors. Both buildings are in reasonably good condition, but both require substantial renovation to continue serving in their present functions. The question can be asked as to whether the laboratory spaces meet contemporary requirements. Until recently, the occupants have been able to adapt to changing needs, but consideration should be given to the design of a new facility, especially considering the agency's prediction that its public health role will be expanding significantly with time. In addition, parking is a problem at the site.

242 State Street

Location:	242 State Street
Inventory number:	AUG058
Gross area:	26,800 sf
Primary occupant/use:	Public Utilities Commission, Ethics Commission/office and meeting space

This non-descript brick building has been renovated several times and expanded substantially. Though it now houses two agencies, with the PUC taking up the lion's share of the space, it may ultimately be a one-tenant buidling. It occupies a prime location just south of the State House on State Street, at the foot of a slope leading to the Cultural Building site. The building was constructed in the 1920's, and was extensively renovated in 1986. It has a good-sized parking lot on-site with a larger parking area located across Manley Street.

Burton Cross Office Building

Location:	9 Jackson Street
Inventory number:	AUG043
Gross area:	233,814
Primary occupant/use:	Executive and Legislative Branches/ offices and hearing rooms, services

Work on the State Office Building began in June, 1954, and was completed in the Fall of 1956. The building was

constructed as a result of a twenty-year shortage of space in the State House and was intended to be built with "Maine granite and glazed brick to harmonize with the general shape and layout of the Capitol" (*Daily Kennebec Journal*, 2/22/49).

The building was constructed by Joseph Rugo of Boston, general contractor, according to the design of architects Miller & Beal of Portland, in conjunction with Desmond & Lord of Boston. G. Henri Desmond, one of the principals of Desmond & Lord, was responsible for the major addition/ renovation of 1909-1911 that transformed the State House from the original Greek Revival temple-form Bullfinch structure into the building that we know today

The *Lewiston Daily Sun & Evening Journal* noted some of the building's modern conveniences as including "a lobby of polished granite, two automatic 'electric' elevators, movable interoffice partitions, separate telephone and power connections for each desk, a tunnel connecting the building with the State House, aluminum framed windows, a blower carrying fresh air to each room, a cafeteria seating 175 persons and containing $30,000 worth of stainless steel equipment" (1/30/57).

The building was considered state-of-the-art at the time, set up for both large, open office areas to be furnished with free-standing steel desks; and partitioned areas for smaller work groups, managers and specialized work spaces. The large, open areas were subdivided using a new "demountable" partition manufactured by the Hauserman Co.. These partitions did not reach the ceiling, and rested on the floor with minimal attachments, thereby being easily dismantled, moved, and reinstalled in a different configuration. A sophisticated under-floor distribution system allowed for the individual phone and power hookups mentioned in the newspaper account.

The exterior appearance of the building is resolutely simple and austere, though its undulating, multi-faceted facades belie its size. At the interior, the only space with any pretense is the elevator lobby on the second floor (the public entrance level), which features terrazzo floors and granite-paneled walls.

The building is currently undergoing a thorough renovation, which is scheduled for completion in 2001.

Cultural Building

Location: Capitol Complex
Inventory number: AUG065
Gross area: 168,000 sf
Primary occupant/use: State Library, State Museum, State Archives

In 1965, as a result of citizen initiatives and legislative support, a Legislative Museum Study Committee submitted a report recommending the construction of a new State Museum, which was also to house the State Archives and State Library. The Committee commissioned a Building Program, which was prepared by directors of successful museums in Boston and Denver.

The result of this effort was the design and construction of the Maine State Cultural Building in 1967-69. A modern structure, designed by Walker O. Cain & Associates, museum specialists based in New York City, was erected to the south of the other three Capitol Complex buildings. The purely modern design was organized around a clear, three-part separation of the three building functions around a central, open courtyard.

The building was planned to celebrate outdoor as well as interior space. The original drawings show a large entrance court at the main entrance level (the third floor) with a sunken light court at its center admitting daylight to the main library reading room below (2nd floor). They also showed a pair of symmetrical monumental stairways leading from the east and west sides of the entrance court to a roof garden above the portions of the building that rose only one level above the main entrance grade. It appears the architects generated these ideas for use on another museum in a more hospitable climate, as the rooftop gardens (and the symmetrical stairs) were never installed, and the library light court was a continuous source of leaks, and was thus roofed over (as was the entire entrance court) with a modern granite and glass enclosure in the late 1980's.

Department of Transportation Building
Location: 1 Child Street
Inventory number: AUG038
Gross area: 115,620 sf
Primary occupant/use: DOT offices and services

The 1975 DOT Building is one of Maine's best examples of an open-plan "Modern" office building of the mainstream modern architectural movement of the 1960's and 1970's. It was designed by one of the United States' foremost architectural firms of the period, The Architects Collaborative (known as TAC) of Cambridge, Massachusetts. The original drawings and design were quite eloquent, and its interior floor plans innovative; but the construction process did not go smoothly and the building was not constructed entirely to plans and specifications. As a result, the building has experienced some significant durability problems. However, it provided a flexible and adaptable working environment that has weathered many changes in administration and management/work styles. The building occupies a key location on the north edge of Capitol Park, and is the closest major State-owned building to downtown Augusta.

DOT Sign and Tire Shops
Location: DOT Motor Transport, Capitol Street
Inventory number: AUG028
Gross area: Not available
Primary occupant/use: Department of Transportation/storage and sign fabrication

This is a two-story wood-frame building at the rear of the Capitol Street DOT Motor Transport complex. It is approximately 80 years old and is in poor condition. It is of no historical or architectural significance.

DOT Warehouse
Location: DOT Motor Transport, Capitol Street
Inventory number: AUG027
Gross area: 7,812 sf
Primary occupant/use: Department of Transportation / storage

This prefabricated metal building was constructed in 1975 on a portion of the DOT Motor Transport complex on

Capitol Street to the west of the State House. It has high-bay space with two wood mezzanines and is used for storage.

Gannett House
Location: 184 State Street
Inventory number: AUG040
Gross area: 7,735 sf
Primary occupant/use: State Planning Office/offices

This landmark former residence is used as office and conference space by the State Planning Office. The building is not suitable for the high-intensity office use presently housed there, and the SPO requires so much more space that it occupies two additional former residences directly across State Street. The building has been subject to some renovation in an attempt to house as many employees as possible in basement and attic space. A recent study looked at major exterior building elements such as the stucco wall surface and clay tile roof, both of which are in need of repair. A complete renovation/expansion scheme was developed several years ago but was not executed due to lack of funding. The site includes the former garage (AUG127) that is currently being used by BGS for storage. The Gannett House is prominently located on State Street next to the Blaine House, and is one of a group of historic residences clustered at the corner of State and Capitol streets that are deserving of historic district designation and protection to provide a dignified approach to the Capitol Complex from the north.

Gannett House Garage
Location: 184 State Street (rear)
Inventory number: AUG127
Gross area: 1,500 sf
Primary occpuant/use: BGS/storage of maintenance equipment

The Gannett House Garage (AUG127), the former carriage house, has three floors, two of them accessible at grade, with about 1,500 sf. It is in fair condition but is architecturally significant and deserving of preservation due to its design and construction, which coordinate with the Gannett House and result in a distinctive outbuilding . It is currently used by BGS for storage.

Gage-McLean House
Location: 193 State Street
Inventory number: AUG056
Gross area: 5,645 sf
Primary occupant/use: Public Advocate, Governor's Office

This handsome Italianate former residence, built in the 1860's, now used as office space by state agencies, sits as part of a small group of historic houses at the corners of State Street and Capitol Street (other houses include the Blaine House and the Gannett House). It has suffered the conversion to office use gracefully but is overcrowded and overused. The house has many notable interior and exterior features that remain in evidence. The building is in generally good condition but is in need of exterior restoration and some interior rehabilitation.

Gage-Lemont House
Location: 55 Capitol Street
Inventory number: AUG010
Gross area: 7,348 sf
Primary occpuant/use: Maine Historic Preservation Commission / Maine Arts Commission

The Gage-Lemont House was constructed in 1845 by the same person who built the Gage-McLean House next door. Designed as a duplex, it may have been built as a speculative venture. The house was acquired by the State in 1975. An early twentieth-century garage to the rear was replaced by a one-and-one-half story gabled addition constructed in 1989 to provide office, storage and laboratory space. The house has been occupied by the Maine Historic Preservation Commission and the Maine Arts Commission for most of its period of State Ownership. It has been relatively well maintained and was substantially renovated in 1989, though it retains many of its period details.

Merrill House
Location: 189 State Street
Inventory number: AUG120
Gross area: 4,024 sf
Primary occupant/use: State Planning Office/office and meeting space

The Merrill House is a former residence now one of three contiguous houses occupied by the offices of the State Planning Office. The house is physically connected to the Smith House, another historic residence, next door. The Smith, Merrill, and Gannett Houses, all occupied by the SPO, make up three of the six historic houses grouped along State and Capitol Streets adjacent to the State House. This group of residences serves as a dignified and attractive approach to the Capitol Complex and as a reminder of the formerly grand domestic nature of State Street in the vicinity of the State House. The preservation of the Merrill and Smith houses should be a high priority as they, along with the Gannett House, the Blaine House, the MacLean House and the Dashlager House, represent a significant historic district in Augusta.

Motor Transport Services

Location: 105 Capitol Street
Inventory number: AUG093
Gross area: 37,540 sf
Primary occupant/use: Department of Transportation/Motor Transport Services

This industrial-type building constructed in the 1920's is typical of industrial buildings of its time in featuring an exposed concrete structural frame, pitched steel-truss roofs, large industrial windows, monitor skylights, and large-span interior spaces. While the building has been altered through the replacement of its original expansive steel sash with infill panels and modern residentially-scaled windows, one can still read its original rugged character on the exterior. The interior houses a variety of heavy machinery. The building has been well-maintained. The upper levels contain offices, lounge space and storage, while the lower level contains shops and warehouse space. occupies part of a significant site in an old granite quarry on Capitol Street. It houses offices on its upper level and shops and warehouse space at the lower level. The site is a central one, with potential for substantial parking at grade and/or under new construction due to the topography of the old quarry in which it is located. There are also fine views of the Capitol and the Kennebec Valley from the site.

Nash School
Location: 103 Sewell Street
Inventory number: AUG042
Gross area: 8,226 sf
Primary occupant/use: Secretary of State/offices

This historic former school was recently adapted for office use. Its brick exterior walls and recently-installed asphalt roof appear to be in good condtion. Both the interior and the exterior retain many significant original features. It occupies a prominent, though crowded, site at the southeast corner of Capitol and Sewell Streets, across a parking lot from the State Office Building. The entry/exit arrangement is awkward, with the original main entrance on Capitol Street used only as an exit, and the vestibule used as storage.

New Sign Shop
Location: Capitol Street, MDOT Complex
Inventory number: AUG057
Gross area: 18,760 sf
Primary occupant/use: DOT/sign fabrication

This metal pre-engineered industrial-type storage building occupies part of a significant site in an old granite quarry on Capitol Street. The largest block of the building is high-bay shop space. Along the street side is a one-story office addition faced with brick on the Capitol Street elevation. Another one-story garage/storage wing is on the opposite side. Building condition is generally good, but there is a history of roof leaks.

Smith House
Location: 187 State Street
Inventory number: AUG026
Gross area: 4,571 sf
Primary occupant/use: State Planning Office/offices

The Smith House is one of three State Street houses occupied by the offices of the State Planning Office. Although the house has been extensively renovated inside and out, it has some architectural and historical significance and contributes to the group of older former residences that line State Street between Capitol Street and Glendon Street. The interior renovations have made the building usable for office space, but the fit is not a comfortable one.

Overcrowding, poor lighting and heating/ventilation, accessibility and code issues, and technology infrastructure problems all suggest that the house is not particularly well-suited for its current use. The Smith House is physically connected to the Merrill House next door, but is across the street from the Gannett House, the third former dwelling occupied by the SPO. Thus intradepartmental meetings and communications frequently require SPO employees to cross State Street at mid-block, a dangerous and inconvenient situation.

State House

Location:	210 State Street at Capitol Park
Inventory number:	AUG066
Gross area:	109,884 sf
Primary occupant/use:	Legislature, Legislative Support, State Law Library, Governor's Office/office and meeting space

Weston's Hill, was selected as the location for Maine's first permanent public building, the new State House, in 1823 as a committee appointed by Governor Parris decided to relocate the young State government from Portland to Augusta. In 1828, plans for the new State House were solicited from Charles Bulfinch, one of the foremost architects in the U. S. (other Bulfinch designs included the original United States Capitol in Washington, and the Massachusetts State House); and the inaugural session of the Legislature occurred in the new State House in January, 1832.

The Capitol was soon found too small, however, and several minor renovations undertaken over the period of 1850-1891 were designed to provide additional space. These modifications failed to solve the space problems of the growing government; and in 1867, and again in 1884, major additions were proposed, but neither was realized.

By 1890, however, the space shortfall had gotten so severe that an addition to the State House finally was approved. The west wing, designed by Boston architects Brigham & Spofford, was completed in 1891 and was carefully drawn to gracefully compliment the original Bulfinch building.

The expanded building represented a compromise, however, and even with the new space, some space needs

went unanswered. Thus another series of less ambitious renovation projects was undertaken during the period 1901-1908, under the direction of Portland architect John Calvin Stevens. These projects did not result in any newly-constructed space, but represented improvements and corrections of existing spaces and systems.

The need for space soon reached a critical level again to the point that the largest expansion project was executed during the period 1909-1911. Boston architect G. Henri Desmond won a national competition for a major expansion and rehabilitation of the State House. His plan called for enveloping the Bulfinch structure with a new, much larger Capitol. The original dome and roof, north and south end walls, and original interior elements were removed in order to add new north and south wings and totally reconfigure interior spaces. In addition, new space was created by lowering the grade so that windows could be installed at the basement level; and a new parapet wall was installed at the roof so that the roof could be raised and a new 4th floor inserted. As the crowning achievement, a new steel and concrete dome rising 185 feet was erected.

The State House is currently undergoing a multi-phase restoration/rehabilitation which, in context with the renovation of the State Office Building, will allow most of the original grandeur of the Capitol as it was in 1911 to be recovered.

Other Locations

Stevens School

The Stevens School Campus lies within the Town of Hallowell, south of Augusta. The approximately 58-acre property is situated west of the town center on the north side of Winthrop Street. Located just below the rim of the Kennebec River Valley, the site is steeply sloping to the south and west.

The Stevens School was constructed as a juvenile detention facility and consists of several brick institutional buildings dating from the early 1900's, with a scattering of newer buildings constructed in the 1950's and '60's. There are now 14 structures ranging from large, three-story brick and granite buildings to former residences and wood-frame garages.

As newer facilities were constructed elsewhere in the State for the detention and rehabilitation of juveniles, the Stevens Campus buildings were converted to other uses, mostly for State offices. Several State agencies are now located there, including units of the Department of Labor, the Department of Corrections, and the Department of Marine Resources.

Most of the buildings are in good repair, though the oldest and most architecturally-significant building, the Erskine Building, now vacant, has not been maintained and is worthy of and in need of preservation.

The property is divided almost in half (refer to the Stevens Campus Location Plan), with the southern half given over to development by the Stevens School, and the northern half being undeveloped.

The site is served by Town utilities.

Buildings

Administration Building

Location:	Stevens School Campus, Hallowell
Inventory number:	AUG087
Gross area:	6,219 sf
Primary occupant/use:	Department of Conservation & Department of Marine Resources/offices

NORTH

LEGEND

1. HAYDEN HOUSE (KENN VALLEY MENTAL HEALTH)
2. FLAGG / DUMMER BUILDING (DEPARTMENT OF AUDIT)
3. CLEVELAND BUILDING (MAINE HUMAN RIGHTS COMMISSION)
4. ERSKINE HALL STORAGE
5. STEVENS BUILDING
6. 89 WINTHROP STREET
7. CENTRAL BUILDING (DEPARTMENT OF LABOR)
8. BOILER ROOM
9. ADMINISTRATION BUILDING (MARINE RESOURCES & CONSERVATION REGIONAL)
10. BAKER BUILDING (MARINE RESOURCES)
11. REED AUDITORIUM (MAIL & PRINTING (DAFS))
12. PRE RELEASE GARAGE
13. 61 WINTHROP STREET (VACANT)
14. WHITE COTTAGE (DEPARTMENT OF LABOR)

SMRT
ARCH TECTURE
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PLANNING

Augusta State Facilities Master Plan

Augusta, Maine

BUILDING LOCATION MAP – STEVENS SCHOOL CAMPUS

MARCH 2001

The former Stevens School Administration Building occupies a prominent site on the hillside at the main entrance to the campus. The Greek Revival building

Baker Building
Location: Stevens School Campus, Hallowell
Inventory number: AUG089
Gross area: 18,536 sf
Primary occupant/use: Department of Marine Resources/offices

Situated on the prow of a hill with fine views of the Kennebec and the buildings of Hallowell, the Baker Building is one of the historically-significant original Stevens School buildings. It needs rehabilitation, especially at the interior; and has some expansion potential. Parking is a problem on the campus now.

Central Building
Location: Stevens School Campus, Hallowell
Inventory number: AUG094
Gross area: 33,785 sf
Primary occupant/use: Department of Labor/offices, meeting space

This handsome brick building is one of the older, more significant Stevens School buildings. It has been extensively renovated on the interior for three DOL bureaus. The exterior, and to a more limiated extent, the interior, require renovation. Again, parking needs would need to be addressed if expansion or increased intensity of use is proposed.

Cleveland Building
Location: Stevens School Campus, Hallowell
Inventory number: AUG095
Gross area: 6,420 sf
Primary occupant/use: Maine Human Rights Commission/ offices

The Cleveland Building is a stylistic twin to the Flagg Drummer Building, with generic brick/CMU bearing walls, shallow-pitch wood truss roofs, and residential-type windows. White wood trim and columned porticos at the entrances are attempts to make a low-slung one-story

building relate to the Colonial Revival architecture of the more significant older buildings on campus. Built in 1967 to house Stevens School wards, the building's narrow double-loaded corridors and small dorm rooms have not adapted well to office use. Although generally well-maintained, the building suffers from problems with windows, tight quarters, and mechanical systems which have made the building unpopular with its occupants. The building has no architectural or historical significance.

Erskine Building
Location: Stevens School Campus, Hallowell
Inventory number: AUG097
Gross area: 19,296 sf
Primary occupant/use: vacant/offices

The Erskine Building is the oldest, and architecturally most significant building on the Stevens Campus. It is currently vacant and reportedly has been condemned by the local building authority. A quick architectural survey indicated that the building is restorable, and could potentially be expanded.

61 Winthrop Street
Location: Stevens School Campus, Hallowell
Inventory number: AUG098
Gross area: 3,513 sf
Primary occupant/use: vacant

61 Winthrop Street, on the edge of the Stevens School complex, is within this Hallowell National Register Historic District and, as the birthplace of well-known 19th century author Jacob Abbott, is of historic significance. Although altered, the Federal-style house, built circa 1808-18, retains much of its historic character.

Flagg-Drummer Building
Location: Stevens School Campus, Hallowell
Inventory number: AUG099
Gross area: 8,850 sf
Primary occupant/use: Department of Audit Administration/ offices

The Flagg-Drummer Building was constructed in 1969 on the site of a demolished original Stevens School building. It is a one-story building with a low-slope gable wood-truss

roof, and some colonial detailing to recall the Colonial Revival architecture of the older Stevens School buildings. The building has a simple interior, with a double-loaded corridor feeding former dorm rooms, now offices, on either side. It has been well-maintained and is in generally good condition. It is of no historic or architectural importance.

Garage

Location: Stevens School Campus, Hallowell
Inventory number: AUG088
Gross area: 450 sf
Primary occupant/use: Department of Conservation & Department of Marine Resources/ storage

This wood-frame garage of uncertain vintage is of no historic or architectural interest. It is used for the storage of vehicles and boats by the primary occupants listed above.

Hayden Hall

Location: Stevens School Campus, Hallowell
Inventory number: AUG100
Gross area: 5,985 sf
Primary occupant/use: MHMR&SA, leased to private/ residential treatment facility

This undistinguished contemporary building built in 1965 is similar in character to the Flagg-Drummer Building and Cleveland Hall. The one-story building features brick exterior walls, a low-slope wood truss gable roof, residential windows, and a portico with ersatz Colonial details. The plan is in the shape of an "X", with double loaded corridors feeding the four wings of residential rooms and support spaces. It has been well-maintained and in generally good condition. It is relatively remote from the historic main campus area, and is used by a local mental health service provider. The building has no historic or architectural importance.

Pre-Release Garage

Location: Stevens School Campus, Hallowell
Inventory number: AUG107
Gross area: 800 sf
Primary occupant/use: Department of Corrections/vehicle storage

The Pre-Release Garage is a cinder-block three-bay flat-roof structure of no historic or architectural significance.

Reed Auditorium
Location: Stevens School Campus, Hallowell
Inventory number: AUG104
Gross area: 13,419 sf
Primary occupant/use: DAFS, Central Post Office & Print Shop

This former gym for Stevens School was designed by Bunker & Savage and constructed in 1955. It was converted to a print shop and postal operation in 1992. It features flat roofed high-bay auditorium space and separate one-story support spaces. Former Kalwall openings have been infilled in some cases with solid wall sections and small, residential-scaled windows. Much of the theatrical and gym components remain in place. The building has been well-maintained.

Stevens Building
Location: Stevens School Campus, Hallowell
Inventory number: AUG105
Gross area: 17,841 sf
Primary occupant/use: Department of Corrections/prerelease center

This classical revival building was constructed in 1936 and served as a dormitory for the Stevens School. It now functions as a pre-release center for the Department of Corrections. It needs to be renovated, and could support small additions that could provide accessibility, new entrances, and means of egress improvements. It occupies an important position on the campus and should be considered a significant building along with those it faces across the central quadrangle.

Supervisor's House
Location: Stevens School Campus, Hallowell
Inventory number: AUG101
Gross area: 2,400 sf
Primary occupant/use: vacant/offices

This handsome Federal-style residence was formerly occupied by the Maine Publicity Bureau. It was in poor condition at the time of the inventory, and was the subject

of some controversy three years ago when town residents questioned the State's intentions regarding the building. It has been determined eligible for the National Register of Historic Places in an effort to focus attention on it. The building is in poor condition, and the interior has been gutted. Much of its original exterior detail remains intact, as do some of the most important interior trim elements.

White Cottage

Location:	Stevens School Campus, Hallowell
Inventory number:	AUG106
Gross area:	2,128 sf
Primary occupant/use:	Department of Labor/offices and meeting space

This small bungalow-type former residence is of wood-frame construction with wood-shingled walls and shed roof. It has a more recent rear addition. It has been comfortably adapted for use by a small state agency and is in good condition.

Downtown:

The MPC defined the Augusta "Downtown" as the area's Central Business District. Located on the west side of the Kennebec River, the area is bounded by the river edge on the east, State Street on the west, Memorial Bridge to the south, and the Father Curran Bridge to the north.

The downtown is long and linear, following the river and sloping up to the west. It is where the concentration of denser urban activity lies, including activities typical in a regional service center. It includes the Kennebec Business District 1 (KBD1), Kennebec Business District 2 (KBD2), and Institutional/Business/ Professional Subdistrict (BP) zones.

As is typical of many smaller American urban centers, the Augusta downtown has suffered heavy losses to suburban development in the competition for consumer and business interest. Recent State presence in leased space in downtown buildings has provided much needed life and vitality.

Outstanding views up and down the Kennebec River corridor abound from waterfront properties and higher structures uphill.

The downtown infrastructure is capable of supplying services to proposed development. However, parking must be improved if the downtown employee population is to grow.

The State has, historically, maintained a presence in leased space in the downtown area. This presence has varied from an individual agency of a major State department housed in a storefront to the relocation of the entire Office of the Attorney General to the Key Bank Building during the rehabilitation of the Burton M. Cross Building. The Master Planning Committee considered the condition of Augusta's central business district to be of concern, and investigated the current health and vitality of the area as it evaluated the State's current and future office space needs.

While Water Street has certainly suffered economically due to the recent construction of "big box" retail centers to the west, there are signs that a comeback has begun. The Capital Riverfront Improvement District project included an examination of the downtown. The CRID project report contains several recommendations for taking advantage of the downtown's unique architectural, historical, social and natural resources.

Other Augusta-Area Locations

Anthony Avenue

The State currently leases a substantial amount of space in an office/industrial park located off routes 11 and 27, northwest of the Interstate, on Anthony Avenue. The Department of Human Services and the Department of Labor both have major facilities there in industrial buildings that have been converted to office use.

DHS houses several bureaus, some administrative and some serving the public, in a building that has been renovated several times. The department considers the Anthony Avenue location to be convenient for its customers, being close to an expressway interchange and near the Civic Center and the University of Maine at Augusta.

The Department of Labor occupies another recently-expanded and renovated Anthony Avenue building with its Augusta One Stop Career Center. DOL also cites the convenience of this location for its customers, as the

department consolidated three different customer-oriented bureaus according to the One Stop concept.

Gardiner

Two State agencies are housed in leased space in Gardiner. Several units of the Department of Public Safety are located in a converted retail building on Water Street; and the Department of Professional & Financial Regulations is housed in a former industrial building in a residential area on Northern Avenue.

159 Hospital Street

Location: 159 Hospital Street
Inventory number: AUG122
Gross area: 2,360 sf
Primary occupant/use: Department of Conservation/offices

The Department of Conservation occupies this bungalow-style former residence across Hospital Street from the AMHI Campus. It is in generally good condition, though occupants suffer from its close proximity to the traffic of Hospital Street.

Agricultural Storage, Weights and Measures

Location: Cony Road
Inventory number: AUG121
Gross area: 19,436 sf
Primary occupant/use: Department of Agriculture/laboratory, offices, shop, storage

This brick/concrete block warehouse facility constructed in 1964 houses storage, offices, and laboratories for the Weights and Measures and the State Dairy Board operations of the Department of Agriculture. It has been renovated, with conversion of some shop space to offices in 1970 and a new roof in 1996. It is in fair to good condition and appears to be serving its current functions well.

Entomology Laboratory

Location: 50 Hospital Street
Inventory number: AUG084
Gross area: 6,325 sf
Primary occupant/use: Department of Conservation/offices and laboratory

This two wood-frame building is located near the Public Safety complex on prime real estate on Hospital Street with fine views across the river to the Capitol Complex. The residentially-styled and scaled building was constructed in the 1930's by the Civilian Conservation Corps. It was well-built and has changed little since its construction, still featuring its original hinged windows, linoleum flooring, and beaded ceiling. An addition was constructed to the rear in the 1960's.

Entomology Garage/Storage

Location: 50 Hospital Street (rear)
Inventory number: AUG085
Gross area: 3,456 sf
Primary occupant/use: Department of Conservation/storage

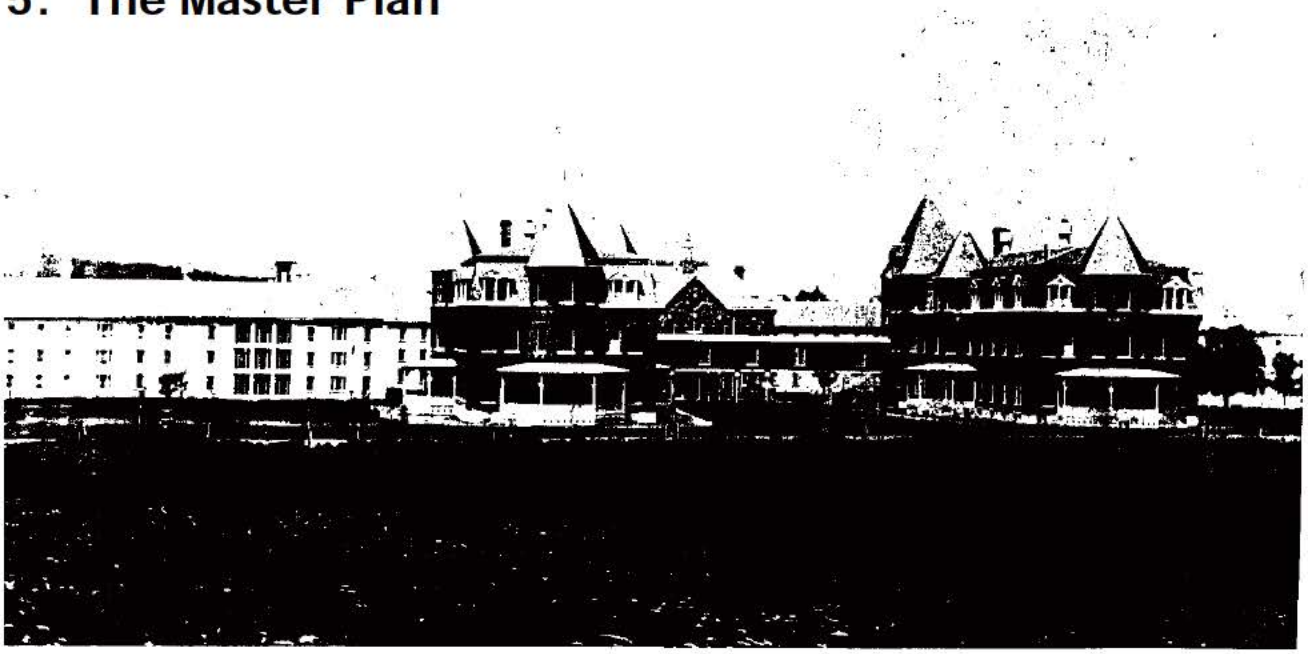
The Entomology Garage is a simple two-story wood-frame structure with no inhabited spaces. It functions as a storage building for vehicles, boats, chemicals, furniture and equipment. It is unfinished, unheated, and unplumbed. The exterior is in fair condition. The building probably dates from about the same time as the Entomology Laboratory.

Old Liquor Warehouse

Location: 10-12 Water Street, Hallowell
Inventory number: AUG102
Gross area: 61,561 sf
Primary occupant/use: DAFS (Lottery Commission), State Museum, State Archives, Law Library/offices, warehouse space

The Lottery Commission now occupies the office portion and a small part of the warehouse space of this utilitarian 1995 building, while the Museum, Archives, and Library use the majority of the space for processing and storage. The latter spaces were substantially renovated in 1987, while the office spaces were renovated in 1993.

5. The Master Plan



The summation of the work of the MPC over its twelve months of deliberations is the Augusta State Facilities Master Plan. A synthesis of the positive attributes of the five concept plans that came before it, the Master Plan represents a considerably simplified and focused plan when compared to some of the initial efforts. This is as it should be, as the MPC acquired knowledge and confidence as it deliberated over several weeks and assimilated a wealth of information. The committee never lost sight of the initial thirteen goals of the process, and in the end was satisfied that the Master Plan represented the culmination of the process. The following paragraphs describe the major elements of the plan.

The plan recognizes that the State currently owns sufficient land and building resources to make the further acquisition of property unnecessary in the foreseeable future. It also recognizes that the need for leased space will be lessened but not eliminated. While one goal of the plan is to make the highest and best use of East and West Campus resources, it also seeks to play an important role in the revitalization of Downtown Augusta by recommending that 300 State employees be located in leased space on Water Street.

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AUGUSTA STATE FACILITIES MASTER PLAN

AUGUSTA, MAINE

MASTER PLAN OVERVIEW

MARCH 2001

Further strengthening of Augusta's downtown fabric is recommended through the identification of a future new building site near the present MDOT Building on Capital Street, thus bringing a substantial number of State employees from outlying locations to within walking distance of downtown. Also suggested is site development to include a pedestrian/bicycle trail to connect the Capitol Complex with the Downtown. This action is intended to provide a new link between these areas and also spur private sector development in the area between Downtown and the State House that is dominated by the traffic circle and is currently underutilized.

Neighborhood Impact

The lower Sewall Street neighborhood overlooks the Capitol Complex.

The committee was very aware of the fact that Augusta is a city of neighborhoods, and sought to produce a Master Plan that would have a positive impact on Augusta as a place to live, as well as to work. Several of these neighborhoods, such as Sand Hill and the East Side, are widely recognized as cohesive, dynamic residential districts. Others are not as easily defined, but are nonetheless entitled to consideration as the State plans for the future.

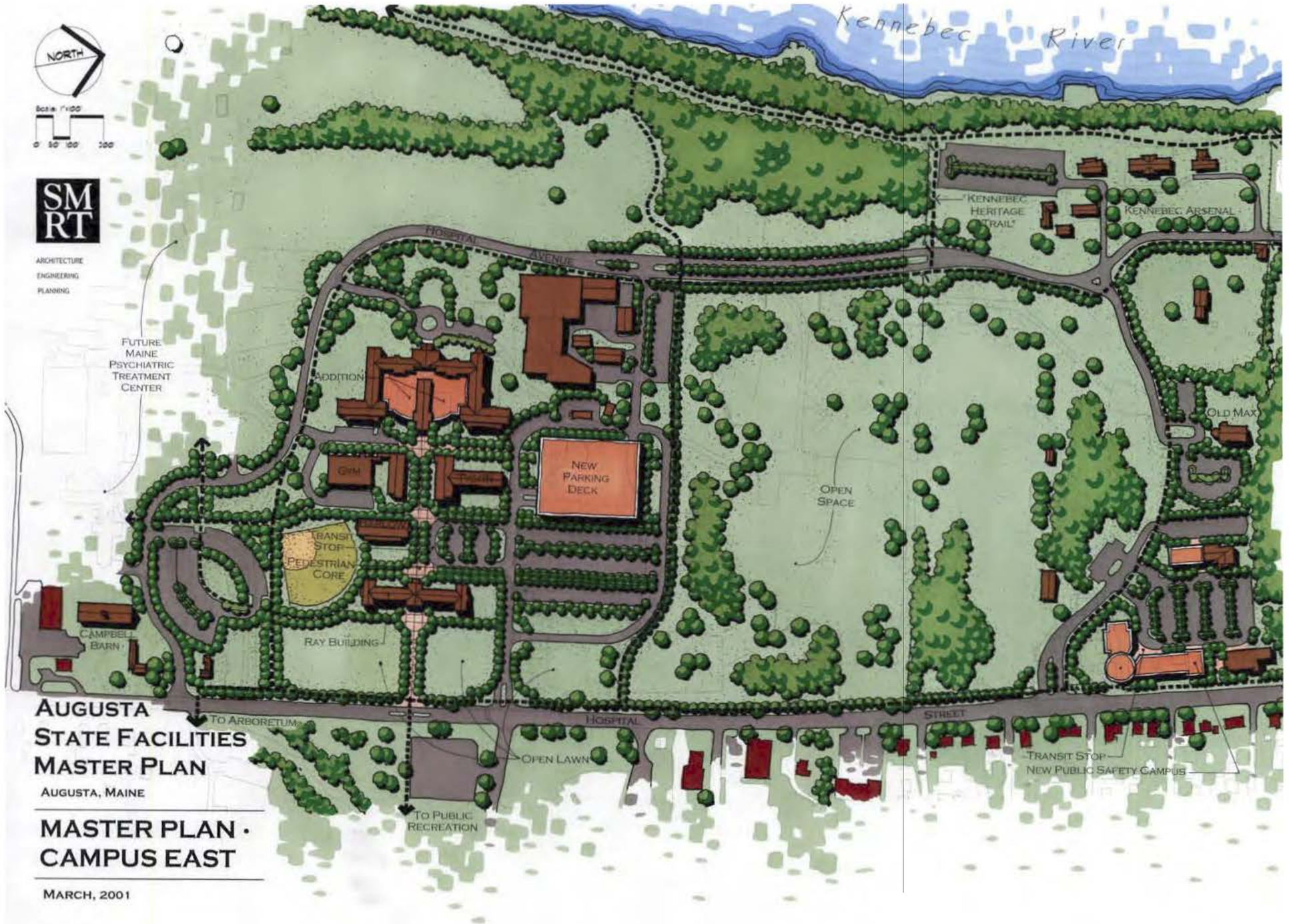
The plans for both campuses will have impacts on the close-in neighborhoods, such as the East Side, Gage Street, Cumberland Street and Lower Sewall Street neighborhoods, as traffic patterns change due to shifting agency locations. Others, such as the Columbia Street and Gage Street areas, may be affected by real estate transactions as the State acquires residential properties as they come on the market in areas designated in the plan for development.

The committee felt it was imperative that close-in residential neighborhoods, such as Winthrop Street, Lower Sewall Street, the East Side and parts of Gage Street and Columbia Street be protected to fulfill the goal of both the State Master Plan and the Capitol Riverfront Improvement District of providing attractive and convenient housing for State employees within walking distance of their places of employment, the downtown, and the river. Such efforts might involve the construction of new, infill housing along South State Street (considered part of the Lower Sewall Neighborhood for this discussion) and/or in the nicely

wooded and hilly Gage Street neighborhood north of Child Street.

The only properties pinpointed for potential state acquisition by the Master Plan are on Columbia Street at the corner of Union Street, and in the Child Street/Valley Street/Center Street portion of the Gage Street area, near the existing Department of Transportation office building. All other neighborhoods would be unaffected by State real estate needs.

The Master Plan calls for streetscape improvements in many close-in neighborhoods, including constructing sidewalks, installation of pedestrian-scaled street lighting and traffic-calming measures; and removal of inappropriate State facilities such as the BGS Fleet Garage on Columbia Street.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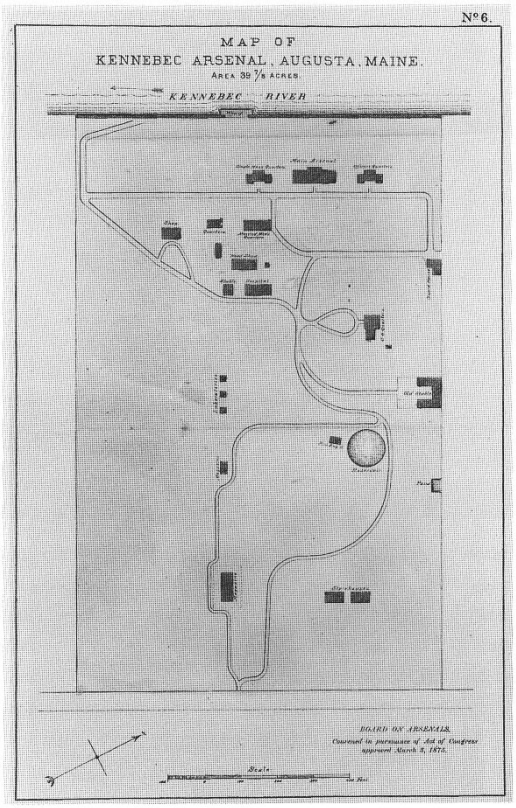
FUTURE MAINE PSYCHIATRIC TREATMENT CENTER
ADDITION
GYM
NEW PARKING DECK
OPEN SPACE
OLD MAX
TRANSIT STOP
PEDESTRIAN CORE
CAMPBELL BARN
RAY BUILDING
TO ARBORETUM
HOSPITAL STREET
OPEN LAWN
TRANSIT STOP
NEW PUBLIC SAFETY CAMPUS
TO PUBLIC RECREATION
AUGUSTA STATE FACILITIES MASTER PLAN
AUGUSTA, MAINE
MASTER PLAN · CAMPUS EAST
MARCH, 2001

A. East Campus

A major component of the plan is to preserve and make better use of the historic AMHI buildings.



1875

A map of Kennebec Arsenal from 1875.

Roadway and pedestrian improvements …and well-designed surface and structured parking will support use of the campus. Green space will be planned and enhanced…

A major component of the plan is to preserve and make better use of the historic AMHI buildings. To accomplish this results in the fulfillment of plan goals, including the consolidation of State agencies that are now scattered throughout greater Augusta, and the distribution of State employees on East and West Campuses to best advantage of the State and the City. Program information will help to identify an "anchor tenant" of the East Campus, helping to support amenities that will be of great benefit to them and to other smaller agencies also to be located on the campus. The new Psychiatric Treatment Center, the re-use of the Campbell Barn, and the possible recycling of some former AMHI buildings for use as private-sector support (retail, restaurant, services, etc.) would all contribute to making the East Campus a lively, safe, appropriate and historically-significant office campus for State government.

The plan also recommends other actions that affect the East Campus. Roadway and pedestrian improvements along Hospital Street, Hospital Avenue and Arsenal Street (with improved lighting) and well-designed surface and structured parking will support use of the campus. New green space elements will preserve and enhance open space occupying the area between the Arsenal and the AMHI core buildings. In the long-term future, implementation of parking and open space improvements will necessitate the removal of several non-historic buildings currently standing on the East Campus, including the Nurses' Residence, the Marquardt Building, the Greenlaw Building, and the Deering Building. Removal of these buildings reflects their current condition, architectural and historical significance, surplus space (within the overall context of the Master Plan), and drain on State resources. By concentrating the State's efforts and employees in the core historic buildings, the employee count on the East Campus remains close to what it is today (the plan calls for 1,730 employees to be located on the east side, and 3,550 on the west side, as opposed to 1,410 and 3,680, respectively, today). Thus the impact of the plan on the East Side transportation infrastructure will be minimal.

The final major element of the East Campus plan is the creation of a new Public Safety Campus, which will provide for the consolidation of the Department of Public

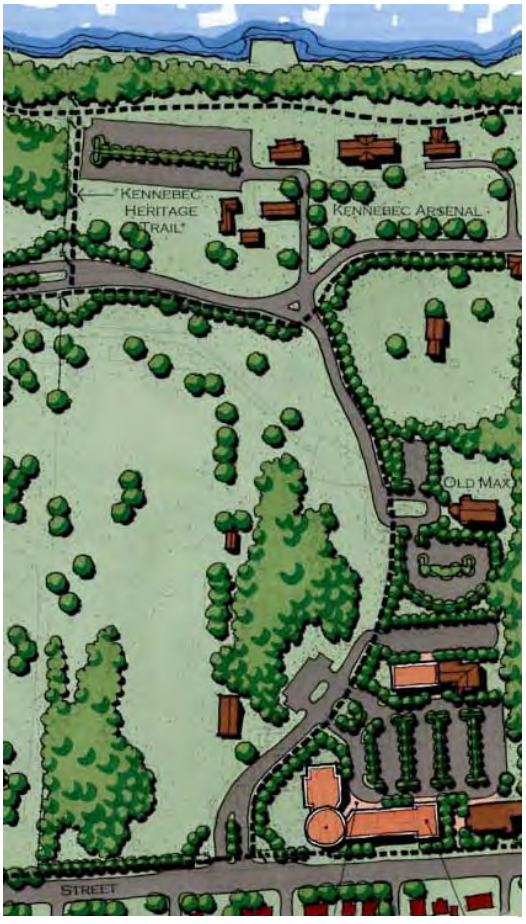
Safety, currently spread between several locations in Augusta and Gardiner. The existing obsolete headquarters building and garage will be demolished and replaced by a new office building of sufficient size to house the entire department. The Crime Lab and Medical Examiner's Building will remain as part of the campus.

Land Use and Acquisitions

Proposed land use for the East Campus can be viewed as having four major zones from north to south. (*Refer to The Master Plan – Campus East)*

- The Arsenal / Public Safety Zone
- The Open Space Zone
- The Campus Core Zone
- The Campbell Barn Zone

Though linked by circulation, and sharing a common boundary, each of these areas has specific and individual functions within the entire campus plan. These functions, and the ways in which the zones interact, are described below.



East Campus Master Plan detail.

1. The Arsenal / Public Safety Zone:

Though an integral part of the campus plan, this area has direct relationships to the adjoining business and residential areas immediately to the north. *(Refer to Public Safety Concept Site Plan)*

The Arsenal, a significant historic resource for Augusta, will soon be turned over from State ownership to City ownership. The site has great potential for historically sensitive redevelopment through public/private partnerships. Its proximity to the hospital district to the north, and neighboring state development make it an ideal location for support retail and commercial services. Coupled with the many possibilities for interpretive exhibits and displays, the Arsenal has the potential to be developed into a local resource serving the surrounding business and residential neighborhoods, and a destination for the heritage tourism visitor from in and out of state.

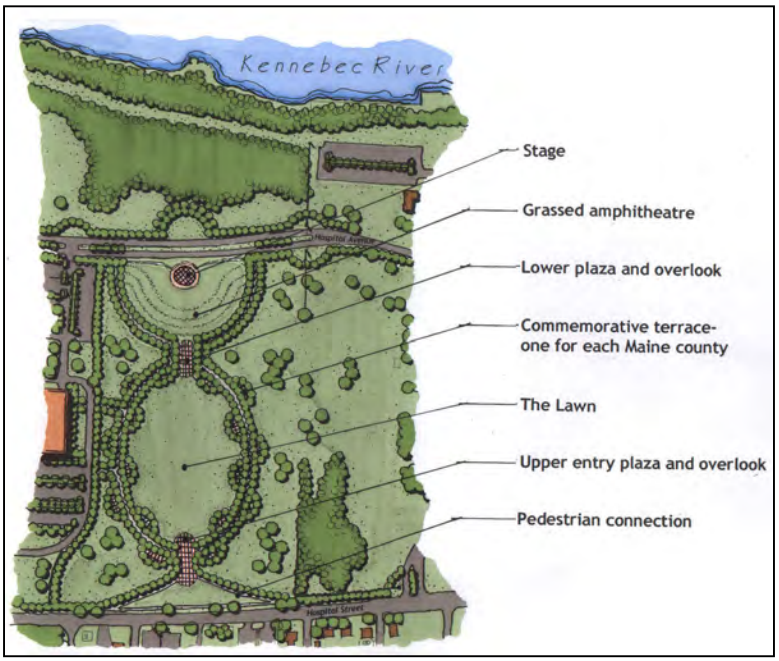
The Public Safety "mini-campus" exists in part today, with the cluster of buildings including the State Police Garage, the Medical Examiner's Office, the Public Safety Building, and the Crime Laboratory. Consolidation of state employees in Public Safety-related functions, will necessitate the construction of approximately 55,000 square

feet of new space (this includes replacement of the existing, obsolete, Public Safety Building). Aging and outdated buildings will be replaced with newer, more efficient space. The State Police Garage function will be relocated to a new State Vehicle Maintenance Facility off-site. The new buildings will be placed with building fronts close to Hospital Street, with parking behind. In this way, the building design and placement will relate to the surrounding buildings and neighborhoods, forming a more pedestrian friendly streetscape, as opposed to the harsher, more retail-oriented arrangement of out-front parking, then building. A new entry drive serving the development is proposed. The drive location is reminiscent of the former main entry drive to the Arsenal and closely parallels the original alignment.

The Public Safety Campus as envisioned will feature a substantial landscape buffer zone to the north to shield the adjacent neighborhood from light, noise, and visual impacts generated by the new development.

2. The Open Space Zone:

Forming the open "heart" of the Campus, and located directly opposite Capitol Park on the West Campus, this area is proposed to remain as green space, with modern intrusions removed.



East Campus Open Space Alternative: State of Maine Park.

Historically, the area was given over to pastures and fields, while in more recent times, a scattering of buildings and parking have intruded into the space. In the not-so-distant past, the area was suggested as the location for a signature State building, recognizing the importance and significance of the site in relation to the Capitol environs spanning both sides of the Kennebec River.

Ultimately, this master plan proposes to honor the importance of the site, by removing the existing structures and parking, and in their place, creating a significant public space. One concept for this space generated by the MPC is a "State of Maine Park" and amphitheater, as shown on the vignette plan at right. Whatever final form the space takes, it will tie together the northern and southern portions of the campus, and provide a public conduit from the neighborhoods to the east to the river recreational system. Aside from being a means of pedestrian access, the open space could have a separate and independent function - that of a large civic gathering place for fireworks displays, outdoor concerts, etc. This would occur in a setting that reflects and respects the history and connection of the site to the city within which it lies, and to the significant institutions that flank it.

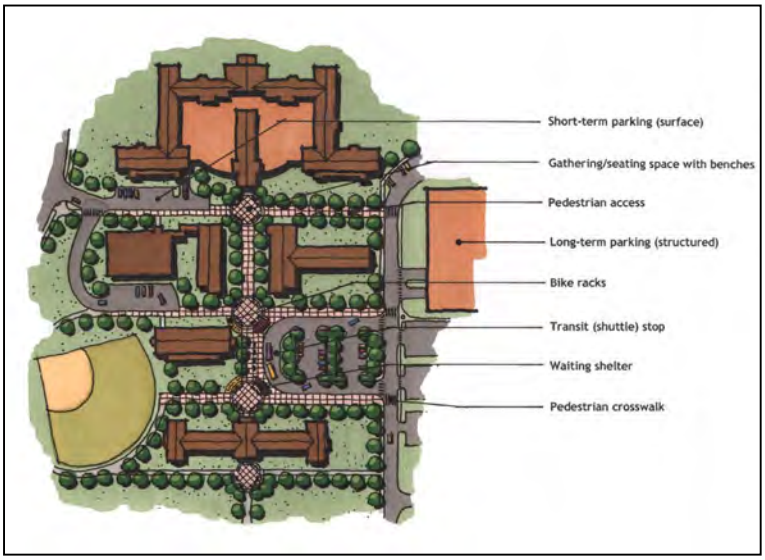
The space would be a valuable resource for campus workers on break, or for neighborhood residents. Campus visitors could pause for a moment to enjoy the unique setting and history embodied in a special park devoted to the State and its people. The naturally occurring slopes of the site are conducive to the development of open-air seating. With the Capitol as a backdrop, and the river valley as a foreground, the space is ready-made for public performance.

Whereas historically the campus has been segregated for use by purely government related functions, the opportunity exists to provide benefits for the citizens of Augusta as well.

3. The Campus Core Zone:

Drawing back to, and building upon the historic roots of the AMHI campus, this area is where the largest concentration of State employees on the East Campus will be located.

The built limits of the Core will include a renovated and expanded Stone Building, and buildings to the east, up to and including the Ray Building. More recent construction obscuring the historic structures in this area will be removed. While the power plant complex will remain, the modern buildings east of it, including Greenlaw, Marquardt, and Deering, will be removed in the long-term future to allow a more efficient and compact arrangement of support services and conveniently-located parking.



East Campus Core Plan.

State agencies will be concentrated in the core buildings, with potential support services consisting of public/private sponsored retail and commercial in any surplus space. While the use of the central heating plant will likely continue, relocation of the state hospital facilities will allow adaptive re-use of the Laundry, Warehouse, and Engineering. Of special note are the more intimately scaled Paint and Carpentry shops. Most, if not all, State offices will continue to be used for campus maintenance and operations functions.

New parking facilities are proposed immediately north of the core. This will consist of structured and surface parking. The plan shows a balance between the two types that will minimize overall site impact and provide the requisite number of spaces in the most economical manner.

Pedestrian and vehicular circulation will be improved throughout the core, linking the campus with the Pine Tree State Arboretum, city athletic fields, and surrounding neighborhoods. In addition, the main campus interior access linking Hospital Street and Arsenal Street – Hospital Avenue – will be improved through the addition of sidewalks, crosswalks, tree lawns, pedestrian-scaled and historically-appropriate lighting, and traffic-calming elements. Work to be included will be realignment and separation into a parkway configuration at the south end, and separation at key points up to the Arsenal. Dangerous road conditions will be eliminated, and the traffic calming benefits from separation at intersections will be realized.

The broad lawns fronting Hospital Street will be maintained, and existing parking removed. Contributing to the classical campus image, these important open spaces will tie into the Open Space Zone. Similarly, the land below the core leading down to the river edge and connecting with the Arsenal, will be preserved as open space, facilitating its use for public recreation. The area is used as, and is slated to become part of, a wider pedestrian "greenway", linking the downtown with points up and down the river.

4. The Campbell Barn Zone:

The Campbell Barn Zone extends from Hospital Street to the river, and is located between Hospital Avenue and the southern campus boundary.

Campbell Barn and adjacent parking areas.

Current planning efforts for relocation of the Psychiatric Treatment Center have identified the land immediately west of the barn as the recommended site. This meshes well with the overall campus plan in which the various ancillary and storage functions housed in the buildings in the area would be relocated to accommodate "future development".

The Campbell Barn itself has great potential for renovation and adaptive re-use as a campus conference and training center, for use by East Campus agencies, the Psychiatric Treatment Center, other State agencies, and Augusta area businesses and organizations.

Building Renovation and Construction

1. Administration Building

Location:	AMHI Central Campus
Inventory number:	AUG061
Gross area/expansion, if any:	26,550 sf
Proposed occupant/use:	state office, meeting and exhibit space

The Administration Building, part of the original Insane Asylum/Stone Building Complex, should be considered a prime candidate for preservation and re-use. Expansion of this building itself is unlikely, though it is connected to the remainder of the Stone Complex, containing several hundred thousand square feet of space. It contains some remarkable interior elements that are worth preserving in their own right but that can contribute to a useful and functional State office building. A preservation plan for the building should include the removal of the rather unfortunately-designed 1892 porte cochere and the restoration of the main entrance. The rehabilitation of the Administration Building, along with the rest of the Stone Complex, should be guided by preservation/design standards to assure the highest quality of restoration/ rehabilitation.

2. Campbell Barn

Location:	AMHI Campus/Hospital Street
Inventory number:	AUG030
Gross area/expansion, if any:	22,500 sf/5,000 sf
Proposed occupant/use:	state conference center

This magnificent farm barn, now used for surplus property storage, occupies a key site at the south entrance to the AMHI campus. BGS commissioned a study of the building for conversion to use as a conference/special events center. Expansion is possible, primarily to the west. Rehabilitation for conferencing or other potential uses should be pursued due to the visual and historical importance of this structure.

3. Carpentry Shop

Location:	AMHI Central Campus
Inventory number:	AUG080
Gross area/expansion, if any:	9,600 sf
Proposed occupant/use:	state maintenance shop, office & support space

Built in 1907 and part of the engineering building group at AMHI, the Carpentry Shop would likewise make a good candidate for adaptive re-use if it is not needed for its existing function or a similar maintenance/support role. Its historic appearance and symmetrical plan would make expansion unlikely.

4. Central Building

Location:	AMHI Central Campus
Inventory number:	AUG062
Gross area/expansion, if any:	69,000 sf
Proposed occupant/use:	state office, meeting & support space

The Central Building, when it was completed, was a whimsical structure stylistically when compared to the somber grey granite structures of the Stone Complex. Much of its original exterior has been covered by additions beginning in 1887, but there is enough evidence remaining to permit a restoration of the lower walls of the building. A rehabilitation of its extant significant interior spaces, namely the library and the theater/chapel, both facilities that would be very useful in a modern office campus setting, is also recommended. It is physically, integrally connected to the Administration Building, and tied to other Central Campus buildings via enclosed overhead corridors and underground tunnels. The Central Building should be restored to its original appearance and configuration and incorporated into the preservation and reuse of the Stone Complex. This would require the removal of the modern brick additions but this space could be replaced by enclosing the open space between the original Central Building and its immediate neighbors, the Administration Building, Stone North and Stone South (see below).

5. Central Warehouse

Location:	AMHI Campus
Inventory number:	AUG022
Gross area/expansion, if any:	15,000 sf
Proposed occupant/use:	removal

This structure will be demolished to make way for the new PTC.

6. CETA Building (former AMHI Nurses' Quarters)

Location:	AMHI Campus
Inventory number:	AUG 017
Gross area/expansion, if any:	20,646 sf
Proposed occupant/use:	state offices (removal, long term)

The CETA Building offers an opportunity for renovation and expansion. It is a historic building in good condition with substantial open space around it, fine views to the Capitol complex and adjacent to major campus circulation routes. It is, however, not one of the more significant buildings on the campus, and its floor plan precludes most potential state uses without substantial renovation. Its site may be more valuable as open space for the State of Maine Park or other "green" use.

7. Coburn Park Toilet

Location:	Kennebec Arsenal/AMHI Campus
Inventory number:	AUG048
Gross area/expansion, if any:	unknown
Proposed occupant/use:	replaced

This small public toilet building is in poor condition and has been abandoned. It is of no historic significance, and should be removed within the overall campus development plan. New public restrooms will need to be provided as part of the East Campus open space/landscape development.

8. Deering Building

Location:	AMHI Campus
Inventory number:	AUG015
Gross area/expansion, if any:	43,923 sf
Proposed occupant/use:	state offices (removed, long-term)

One of the larger AMHI buildings, the Deering Building offers opportunities for renovation and more efficient use, but no expansion options. It offers a strategic location on Hospital Street with good access to the street, parking, and the rest of the AMHI campus. In longer-term scenarios, it is recommended that the Deering Building be removed in favor of parking and open space in keeping with the plan to concentrate State resources on the Central Campus and on the East Campus open space adjacent to the north.

9. DEP Response Building

Location:	AMHI Campus
Inventory number:	AUG018
Gross area/expansion, if any:	6,897 sf
Proposed occupant/use:	removal

The DEP Response Building will be removed as part of the construction of the new Psychiatric Treatment Center.

10. DEP Storage Building

Location:	AMHI Campus
Inventory number:	AUG020
Gross area/expansion, if any:	5,000 sf
Proposed occupant/use:	removal

This building will be dismantled and removed, possibly to another site, as part of the new hospital project.

11. Doctor's Houses

Location:	Hospital Street, AMHI Campus
Inventory numbers:	AUG051, 052, 053, 054, 055
Gross areas:	unknown
Proposed occupant/use:	removal

These modern houses should be removed, and the sites incorporated in the East Campus open space redevelopment plan.

12. Engineering Building

Location:	AMHI Central Campus
Inventory number:	AUG077
Gross area/expansion, if any:	22,107 sf
Proposed occupant/use:	state office, service & support space

The building group formerly known as the "Engine Room" includes office space for the facilities group, storage, and the magnificent, historically- and architecturally-significant boiler room and welding shop. It is likely that the central heating plant will remain to serve East campus buildings, unless a change in the nature of heat provision is determined. In the event that the utilitarian areas of the Engineering Building complex become available for re-use (should engineering studies determine that buildings should have their own HVAC plants), the boiler room/shop structures would be unique candidates for creative re-use - perhaps a restaurant, museum, art gallery or performance space. The engineering offices can remain in office use.

13. Farm House

Location:	Hospital Street, AMHI Campus
Inventory number:	AUG073
Gross area/expansion, if any:	2600 sf/5,000 sf
Proposed occupant/use:	state offices and/or residence

This red brick cape-style farmhouse, located on Hospital Street near the Campbell Barn, should be retained as a reminder of the former importance of agriculture to AMHI, and used as office space for a small agency or working group. It could also be used as support space for functions housed in the recycled Campbell Barn, or for a use related to the new Psychiatric Treatment Center. It could be expanded with a "back house, barn" addition.

14. Greenhouse

Location:	AMHI Central Campus
Inventory number:	AUG081
Gross area/expansion, if any:	2,000 sf
Proposed occupant/use:	state support, service space

The greenhouse is in poor condition and should be demolished. Its attached brick and granite service building could easily be recycled for retail or food service uses, as a small retail or service shop, or a small office space.

15. Greenlaw Building

Location:	AMHI Campus
Inventory number:	AUG037
Gross area/expansion, if any:	49,780 sf
Proposed occupant/use:	state offices (removal long-term)

Greenlaw is a modern building within the historic context of the central building grouping of the AMHI campus. It is a relatively non-descript building that does not relate to the older buildings. It has expansion potential due to the possibility of extending its north elevation to the north, finishing the truncated "y"-shaped plan. It is well-located adjacent to pedestrian and vehicular circulation routes as well as existing and potential parking areas. Due to its current need for extensive renovation, and the need to determine the highest and best use of the State's renovation funds, it is recommended that no further renovation funds be channeled to the Greenlaw Building. The building should eventually be removed to allow space for parking that will be required once the buildings of the Central Campus historic group have been restored.

16. Harlow Building

Location:	AMHI Campus
Inventory number:	AUG012
Gross area/expansion, if any:	32,926 sf
Proposed occupant/use:	state offices

The Harlow Building represents a good prospect for a rehabilitation for office use similar to that undertaken at the neighboring Female Pavilion/Tyson Wing. It is in basically good condition but has several significant problems, such as egress/ADA issues, air quality issues, and building envelope deficiencies that need attention.

17. Laundry

Location:	AMHI Central Campus
Inventory number:	AUG076
Gross area/expansion, if any:	9,746 sf
Proposed occupant/use:	state office, service & support space

The former AMHI Laundry will soon be renovated for use as a training office, and laboratory space for the Department of Environmental Protection.

18. Marquardt Building

Location:	Hospital Street, AMHI Campus
Inventory number:	AUG031
Gross area/expansion, if any:	60,149 sf
Proposed occupant/use:	state offices (removal, long-term)

Marquardt has recently undergone renovation to continue in use as office space for State agencies, and may also contain services for campus workers. Its central location on campus makes it a good candidate for such uses. Expansion is not recommended due to the proximity of other, more architecturally- and historically-significant buildings. Over the long term, it is recommended that this building be removed in favor of open space and parking to support the restoration and re-use of the Central Campus historic buildings, and the development of the East Campus open space.

19. Machine Storage Building

Location:	AMHI Campus
Inventory number:	AUG075
Gross area/expansion, if any:	unknown
Proposed occupant/use:	removal

This concrete block utilitarian structure will be removed as part of the PTC project.

20. Medical Examiner's Building/Morgue

Location:	34A Hospital Street
Inventory number:	AUG091
Gross area/expansion, if any:	8,157 sf
Proposed occupant/use:	AttorneyGeneral/State Medical Examiner's Office and State Morgue

The Medical Examiner's Building is a recently constructed building. This building should remain as part of the recommended Department of Public Safety Campus.

21. Norton House

Location:	Hospital Street, AMHI Campus
Inventory number:	AUG074
Gross area/expansion, if any:	1400 sf
Proposed occupant/use:	removal

This wood farm house is to be removed to make way for the new entrance road serving the new Psychiatric Treatment Center.

22. Old Max

Location:	Arsenal Street (Kennebec Arsenal property)
inventory number:	AUG002
Gross area/expansion, if any:	16,929 sf/12,000 sf
Proposed occupant/use:	offices, hotel

There exists the opportunity to nearly double the size of the building by constructing a new wing to the north to duplicate the existing south wing, as was the original design intent. The building is nicely sited above the Arsenal complex, with potential for parking. The existing building needs some HVAC, electrical, plumbing and telecommunications updating. Parking and access will be issues if building is expanded. The potential expansion area is approximately 12,000 gross sf.

23. Paint Shop

Location:	AMHI Central Campus
Inventory number:	AUG079
Gross area/expansion, if any:	2,400 sf
Proposed occupant/use:	state maintenance shop, office & support space

This 1897 brick building, part of the AMHI engineering complex, could be easily recycled for office, support/service, retail, restaurant, or other uses. There is no room for expansion.

24. Public Safety Building

Location:	36A Hospital Street
Inventory number:	AUG082
Gross area/expansion, if any:	20,160 sf
Proposed occupant/use:	removal & replacement with new office building for Dept. of Public Safety

The 1940's brick Public Safety Building, with a 1960's addition, is too small to house the entire DPS program. It requires significant renovation to continue in office use, and would need to be expanded if Public Safety is to have appropriate space. In lieu of expansion, another, smaller, agency could be housed here if a larger space can be found for DPS. The building has no historical value, so it could be removed, along with other nearby buildings, and replaced with a larger structure that could benefit from this prime location. Consideration must be given to the two modern, well-designed related buildings on the same site, the Medical Examiner's Building and the Crime Lab. The proximity of these buildings suggests removing the present Public Safety Building and constructing new space for Public Safety to create a campus environment on the present site. To do so would necessitate the removal of several outbuildings now on the site. The incorporation of the Arsenal powder magazines into a Public Safety Campus Plan should be explored.

25. Ray Building

Location:	AMHI Campus
Inventory number:	AUG019
Gross area/expansion, if any:	61,793 sf
Proposed occupant/use:	state offices

The Ray Building is in need of renovation, but it is a large, key building on AMHI Campus and presents the image of the campus to passersby on Hospital Street. A sensitive renovation could result in a sound and functional state office building. Expansion not recommended.

26. Sleeper Gymnasium

Location:	AMHI Campus
Inventory number:	AUG046
Gross area/expansion, if any:	11,725 sf
Proposed occupant/use:	amenities for East Campus employees

This modern gymnasium could serve as a significant amenity as the Central Campus building group is converted to office space. It has expansion potential. Consideration might also be given to renovating the exterior of this structure to allow it to blend more easily with the historic central building group.

27. State Crime Lab

Location:	34 Hospital Street
Inventory number:	AUG090
Gross area/expansion, if any:	11,100 sf
Proposed occupant/use:	Department of Public Safety/offices and laboratory

The Crime Lab is a relatively new building in excellent condition. It is included in this list only because if a new Public Safety Building large enough to consolidate the department is constructed at another location, a new use would need to be found for it. Because of the specialized nature of the building, finding a compatible use might prove difficult. This is one reason for recommending the development of a DPS campus at this location.

28. State Police Garage

AUG083 Location:	36A Hospital Street (rear)
Inventory number:	AUG083
Gross area/expansion, if any:	10,501 sf
Proposed occupant/use:	removal and replacement as part of new central state vehicle service/ storage facility

This masonry building occupies an important location on Hospital Street and is part of a cluster of buildings housing the Department of Public Safety. To continue in use, the building should be extensively renovated, and possibly expanded. It is recommended that the existing building be torn down and its footprint incorporated into the Public Safety Campus as described above. The garage function would be relocated to a central State Government Fleet maintenance/storage facility.

29. Stone North

Location:	AMHI Central Campus
Inventory number:	AUG063
Gross area/expansion, if any:	87,200 sf
Proposed occupant/use:	state office, meeting and support space

Stone North should be considered a prime candidate for preservation and re-use as part of an overall conversion plan for the entire Stone Building complex. The open space formed by Stone North, Stone South, the Administration Building and the Central Building could be enclosed with a skylit addition to create new offices and support spaces in a pleasant, light-filled atrium space, defined at its outer boundaries by the magnificent granite and brick walls and impressively-scaled windows of the existing architecture.

30. Stone South

Location:	AMHI Central Campus
Inventory number:	AUG064
Gross area/expansion, if any:	79,156 sf
Proposed occupant/use:	state office, support and meeting space

See discussion of Stone North above.

31. Surplus Property/Root Cellar

Location:	AMHI Campus
Inventory number:	AUG021
Gross area/expansion, if any:	9,152 sf
Proposed occupant/use:	removal

This former barn is to be removed to allow the construction of the new PTC.

32. Tyson Building/Female Pavilion

Location:	AMHI Campus
Inventory number:	AUG016
Gross area/expansion, if any:	36,384 sf
Proposed occupant/use:	state offices

The Female Pavilion and the attached Tyson Wing have been completely rehabilitated as an implemented “case study” to show how AMHI buildings (and similar structures elsewhere) can be successfully adaptively reused.

The two buildings now contain state-of-the-art office space with associated conference rooms and other support spaces. The buildings now house the administrative offices of the Department of Corrections, as well as several agencies temporarily displaced from the State Office Building during the renovation of that structure.

33. Warehouse

Location:	AMHI Central Campus
Inventory number:	AUG078
Gross area/expansion, if any:	32,176 sf
Proposed occupant/use:	state office, service & support space

This modern two-story brick structure of nondescript design and the 1860's coal pockets, a series of massive underground masonry vaults used to store coal for firing the boilers in the adjacent, connected, boiler house. The recent building is utilitarian and unobtrusive, and will be adapted for support, storage, and office space for use by the D.E.P. The coal pockets will be re-used as equipment storage for BGS/PMD campus maintenance equipment.

34. Williams Pavilion

Location:	AMHI Central Campus
Inventory number:	AUG069
Gross area/expansion, if any:	26,632 sf
Proposed occupant/use:	state office, meeting and support space

The Williams Pavilion should undergo sensitive rehabilitation similar to that recently completed at the Female Pavilion/Tyson Wing across the courtyard. Williams can be successfully and economically re-used for office purposes if the building is no longer needed for the treatment of mentally ill patients. Its floor plan and large, light-filled corridors allow for comfortable and flexible contemporary office space. Renovation of the Williams Pavilion should include the removal of the modern Elkins Wing from the east end of the Pavilion, and the repair that will be required of the east end of the Female Pavilion once Elkins is removed. There is no potential for expansion of the building unless the gymnasium to the south is removed, in which case a new extension could be added similar to the Tyson Wing's extension of the Female Pavilion.

An early view of the Kennebec Arsenal Parade Ground. What is now Arsenal street is to the left.

Parking, Traffic and Transportation Recommendations

The focus of the transportation recommendations is to provide improvements that respond flexibly to campus development and changes in the larger transportation network. Large changes in regional and local travel patterns can be expected with construction of the Third Bridge and its connections, rehabilitation or replacement of the Memorial Bridge and changes in related traffic, and completion and implementation of the Capitol Riverfront Improvement District plan.

Transportation improvements on the East Campus respond to the planned strengthened core of the campus. Key recommendations include:

- New, two-phase parking garage to meet the majority of parking demand on the campus to allow further 'greening' of the campus;
- Enhanced support for alternative transportation modes through the State's travel demand management (TDM) program that includes increased support for carpooling/vanpooling; shuttles serving off-site parking and circulating between the East and West campuses and the downtown; commuting to work by bicycling and walking, and connection to potential rail and water transit routes;
- Improved streetscape aesthetics and function for pedestrians along Hospital Street and Hospital Avenue;
- Improved surface parking lots to include dedicated visitor parking, lot paving/striping, planted islands, screening from streets, better internal and external pedestrian connections and lighting;
- New signage/wayfinding system for those in vehicles and on foot; and,
- Improved crossing of Hospital Street at Piggery Road intersection, likely to need a traffic signal as the Master Plan is implemented.

Parking

Proposed parking at the East Campus is designed to adapt flexibly to current, interim and proposed final uses. The Master Plan envisions a 'strengthened core' of State office uses at the campus and the parking plan reflects this direction. A system of structured parking, supplemented by large and small surface parking lots distributed around the Campus, is recommended.

1. Parking Demand

Parking demand is calculated based on the number of potential employees plus the number of service vehicle and visitor parking spaces required for the campus. Planned employment at the campus is 1,210 employees. Requirements for visitor and service vehicle parking were developed through the state agency programming process. Estimated demand for East Campus visitor parking is approximately 50 spaces (SMRT, 10/4/99). The service vehicle parking requirement is documented as approximately 45 vehicles (SMRT, 10/4/99).

For planning purposes, a factor of 0.9 spaces per employees has been adopted. This accounts for employee absences due to vacation, illness and for employees commuting to work by carpool/vanpool, bus, walking and biking (currently at 17% (Augusta TDM and TSM Study, TY Lin, 1995)). This factor should be considered the upper limit for the amount of parking provided. A lower factor is desirable to encourage more alternative commuting, reduce infrastructure costs and reduce the amount of space dedicated to parking. Supporting transportation options need to be provided. As new buildings are built or buildings rehabilitated, this factor should be adjusted to account for changes in commuting habits or can be modified to directly influence commuting habits.

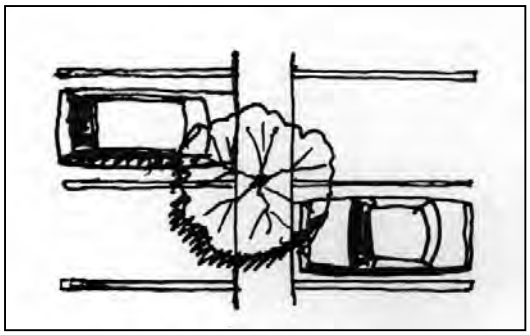
Parking Category	Number	Parking Spaces	Comment
Employee	1,210	1,090	At 0.90 spaces/employee
Visitor		50	
Service Vehicles		45	
Total:		***1,185***	

Source: SMRT, 1999.

2. Proposed Parking Plan

On the East Campus, the heart of the parking component for the Master Plan is the construction of a 4-level 820 space parking structure to be built on the site of the Greenlaw Building. A structure with this capacity can meet the majority (approximately 70 percent) of the parking demand for the planned campus population of 1210.

The structure is proposed to be constructed in two phases. The first phase is planned adjacent to the Greenlaw Building. The second phase would require the demolition of the Greenlaw Building.



Landscaping improves the "parking environment."

3. Surface Parking

The surface parking plan responds to a campus evolving over time. Proposed changes that will impact the plan include:

- Preliminary plans to locate the Psychiatric Treatment Facility on the south end of the campus which will result in the displacement of existing large surface lots
- Plans for the rehabilitation of the Stone Building that will intensify use of this large building (approximately 700 employees)
- Proposed removal of several buildings in the long term (Greenlaw, Marquardt and Deering Buildings) that will provide space for the parking garage and new, long-term surface parking lots, and
- Establishing a contiguous open space on the north end of the campus between the Stone Building/Tyson Building complex and the Arsenal/Public Safety Complex.

Small lots adjacent to buildings are proposed to provide the bulk of visitor and handicapped parking spaces. Larger surface lots are proposed to provide parking for employees and agency service vehicles. The parking spaces in the larger lots closest to buildings should be reserved for 'preferential parking' for those participating in carpool and vanpool programs.

Surface lots are to be improved to provide:

- Lighting within the lots
- Pedestrian connections within the lots, and
- Pedestrian connections from the lots to campus destinations.

As shown in the Master Plan, a surface lot (approximately 250 spaces) is proposed where the Marquardt and Deering Buildings currently stand. Over the long term, the newly constructed surface lot north of the Marquardt and Deering Buildings should be phased out and removed to re-establish the proposed State of Maine Park.

Alternative Transportation

Enhanced support for and use of alternative modes of transportation can contribute significantly to the reduction in traffic and in parking demand in and around the East and West Campuses. Reduced parking demand will translate into reduced need for parking at the campuses, reduced

land consumption and reduced capital and operating costs for the State.

Efforts to coordinate parking supply, parking management and alternative modes programs should continue to be coordinated by State (Capitol Security, MDOT, GO AUGUSTA) and local (City of Augusta and the Augusta Parking District) entities. A second option would be to create a single entity to manage parking and travel demand management programs.

1. Alternative Modes and Parking Supply Relationship

The amount of parking supplied at the two campuses should directly reflect the existing and planned support for and use of alternative modes by State employees, downtown employees and the public.

2. Carpool and Vanpool

Recommendations for additional support for carpool and vanpool parking include the provision of preferential parking spaces at all State worksites for those in registered GO AUGUSTA carpools and vanpools. Preferential parking consists of reserved/designated parking in advantageous locations.

The City and the State should continue support for GO AUGUSTA (beyond January 2001) with closer coordination of the program with the Augusta Parking District and KV Transit.

3. Walking and Biking

Walking should be encouraged by improving sidewalks, crosswalks and lighting for pedestrians. The State and City resources should be combined to supplement existing track networks and create new recreational and community trails linking the downtown with the East and West Campuses and surrounding neighborhoods. Recommended bicycle improvements include better bikeways and bicycle storage at work, support and recreation sites. The streetscape recommendations identify a set of pedestrian improvements. All roadway improvements should explicitly consider including bicycle facilities. This may include wider curb lanes, bicycle lanes (lanes for the exclusive use of bicyclists) or paved shoulders (as currently provided on Capitol Street west of Sewall Street).

Other facilities such as showers and lockers also provide needed support for commuter bicyclists and walkers. They also support employee wellness programs for those that wish to exercise during lunchtime.

4. Bus Transit and Shuttle

As discussed in the Existing Conditions section, bus service for commuters in the Augusta area ranges from fair to poor. This is due to the service hours, service frequency and, to a much lesser degree, the route structure. The service hours, in general, do not start early enough or end late enough to serve commuters. Service frequency is generally hourly, not frequent enough to encourage commuter use of the service. Routes are structured so that they use the Depot, at the corner of Water and Winthrop Streets downtown, as their hub. This facilitates easy transfers between routes. Several of the routes use long loops which extend the coverage of the system but at the expense of efficiency.

City, State, County and Regional governments should jointly participate in a fixed-route transit system study to identify the most cost-effective ways to increase the utility of the bus system for commuting, which would likely involve:

- Extend the service hours of the service
- Increase the frequency of service during peak hours
- Restructure routes to increase route efficiency
- Print more legible/comprehensive route maps and timetables.

5. Shuttle Service

In conjunction with the fixed-route bus system, a shuttle system can serve two primary purposes:

- To supplement constrained parking by serving peripheral parking lots and
- To circulate among a high concentration of employment and businesses.

Shuttles can also be used to provide service for extraordinary events such as legislative hearings as was done during the Winter 2000 legislative session. The term shuttle generally implies smaller, distinctive vehicles (GO AUGUSTA currently uses open air trolleys, for example), and shorter routes than typical fixed-route bus service providing higher service frequencies.

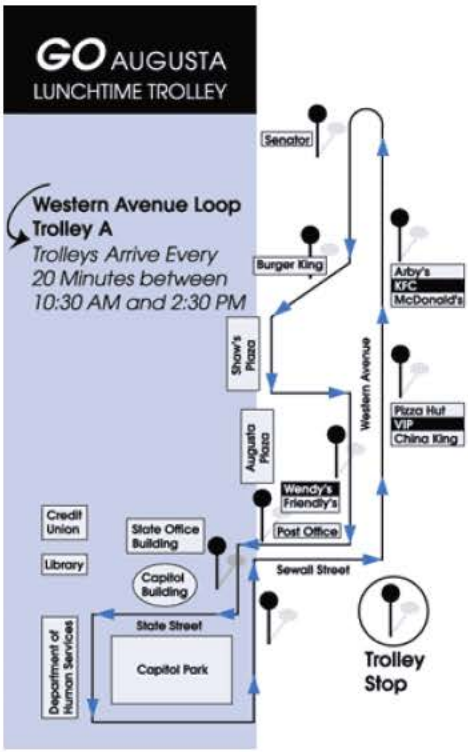
To make peripheral parking work, experience nationwide with shuttle systems indicates several 'preconditions' for shuttles to be most successful. These are:

- Constrained parking supply
- High cost for parking
- High frequency shuttle and/or bus service
- Adequate capacity in the transit system to handle shuttle riders.

Currently, parking is free for campus visitors and employees alike. During peak parking demand periods (during legislative sessions), parking is constrained.

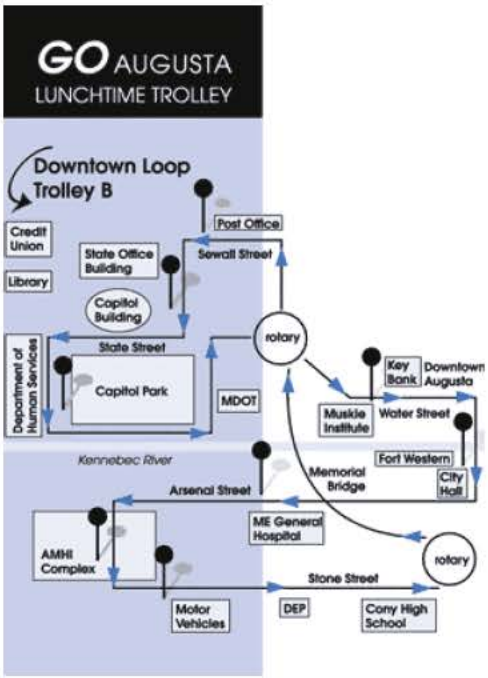
6. Peripheral Parking Shuttle

To supplement parking at the two state office campuses, shuttles are recommended to be used to provide connections from peripheral parking lots to the campus. To be most effective, this shuttle system should be integrated with the parking management plan and transit planning for downtown Augusta as well -- connecting the peripheral lots, the West Campus, the East Campus and the downtown. Shuttles should connect to the existing downtown transit hub, the Depot. This would make shuttle users able to transfer to the KVCAP fixed-route system.



In the short term, peripheral lots should be established in parking lots where there is existing excess weekday parking capacity. Two locations that show promise for immediate use are the shopping plazas located off Western Avenue near Exit 30 and the Augusta Civic Center/Augusta Mall area near Exit 31. The necessary improved service levels could be provided by a combination of new shuttle and existing fixed-route services.

Parking planning for the two campuses should provide parking to meet typical off-peak parking demands with peak demands met through operation of the peripheral parking shuttle system. This type of system can generally only be successful if operated continuously with long-term commitment. For this reason, it should be considered and implemented as an integral part of downtown parking planning to meet downtown parking needs as well. Implementation only during legislative sessions would be much less effective and more resistance to use.



In the intermediate to longer term, peripheral lots should be constructed in conjunction with the planned Third Bridge project. Parking lots would be located at major interchanges and road crossings, potentially at the new Exit 32 and at the intersection with the Third Bridge roadways and routes 104, 201/100, 202/3, 105 and 17. These latter two locations would be longer-term projects done in conjunction with a potential extension of the project from routes 202/3 to route 17.

7. Circulator Shuttle

The existing circulator shuttle service employing two routes should be extended to year-round to link the East and West Campuses and the downtown. This shuttle should be closely integrated with the peripheral parking shuttle plan. The program should be extended to year-round operation. Programs of this type need to be consistently marketed and operated to build a ridership.

The circulator shuttle will provide a convenient way for those participating in the carpool or vanpool program travel during lunch-time and reduce the need for State employees to use their cars to run mid-day errands and to attend off-site meetings. Routes for the existing shuttles are provided to the left.

8. Rail and Water Taxi

Rail and water transportation, historically of great importance to Maine's transportation network, are once again being considered to ease the state's modern-day dependence on the automobile and the resulting waste of people's time and the degradation of the natural environment. Amtrak rail service is slated to return to Maine with trains from Boston to Portland. Maine transportation planners envision rail service on Amtrak and other providers eventually serving Freeport, Brunswick, Lewiston/Auburn, Augusta, Bangor, Bar Harbor, and the midcoast. Limited excursion trains have been operated along the Maine Coast Railroad from Richmond to Gardiner, Hallowell and Augusta. Train travel may eventually be possible from Portland to Montreal in the not-too-distant future.

Water taxi service is being proposed to ply Maine's major rivers and connect with revived ferry routes that would link Boston and Portland with Bar Harbor and ports in between.

A summer water taxi route has been implemented from Bath to Richmond, Gardiner and Augusta. A number of special excursions have been offered with rail travel in one direction with water taxi on the return trip.

The Maine Department of Transportation is devoting considerable energy and resources to the study of rail and water transit, as well as alternative highway options. Efforts such as the Strategic Transportation Plan and the Explore Maine Vision rely to a large extent on rail and water modes to entice tourists off the highways and into mass transit. Commuter rail and water routes are also being studied.

The Capital Riverfront Improvement District Master Plan includes recommendations for intermodal transportation facilities in downtown Augusta. The combination of rail and water transportation options, if realized, will provide new choices for Maine state employees as they move throughout the state on government business; and they will also make Augusta a more desirable place to live and an easier place to visit.

Vehicular and Pedestrian Circulation

Primary traffic access to the East Campus is via Hospital Street, supplemented by Hospital Avenue. Major influences on traffic to and from the East Campus and its character are:

- Number and location of access drives and roadways provided on the East Campus;
- Outcome of the NEPA process in the evaluation of rehabilitating/replacing the Memorial Bridge and bridge access;
- Location, configuration (surface vs. structured parking), and amount (size, number and character of lots) of on-site parking provided;
- Redevelopment of the Arsenal property and other potential public-private ventures.

Primary access from Hospital Street/Route 9 would continue as today with two primary access points. The first connects to Hospital Avenue at the south end of the East Campus and the second is opposite Piggery Road.

In the Master Plan, the bulk of parking is envisioned north of the Stone Complex, with primary access opposite Piggery Road. This would further concentrate access at

this point and likely lead to the need to install a traffic signal. Piggery Road also provides primary access to and from the DMV building and is a logical point to concentrate traffic movements. A Traffic Signal Warrant Analysis is recommended to assess the need for a traffic signal.

The current configuration of Hospital Street (with one through travel lane in each direction and center left turning lanes) can accommodate forecasted traffic volume as projected to 2015.

Pedestrian improvements on the East Campus take the form of campus connections and on-site circulation improvements.

'Campus connection' improvements connect the East Campus to adjacent neighborhoods and are recommended for all City streets. Most of these segments require improved sidewalks, planted esplanades, and lighting where appropriate. Strong connections to the Greenway along the Kennebec River and open spaces, most notably the Arboretum, are also required.

Pedestrian segments targeted for improvement include:

- Hospital Street – sidewalk separated from the street edge with a planted esplanade and pedestrian-scaled lighting
- Hospital Avenue – sidewalk separated from the street edge with a planted esplanade and pedestrian-scaled lighting, and
- Campus driveways – new sidewalks separated from the street edge with a planted esplanade and pedestrian-scaled lighting.

On-site circulation improvements include:

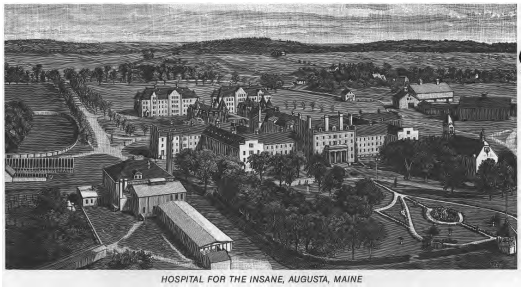
- Pedestrian connections from parking lots to building entrances and streets;
- Pedestrian safety within parking lots by providing dedicated pedestrian ways in the interior of lots;
- New lighting in parking lots to improve pedestrian safety; and
- Enhanced aesthetics in the lots including planted islands.

Open Space

The Augusta State Facilities Master Planning Committee has been concerned with the preservation and creation of open space since the beginning of its deliberations. From the first meeting of the group, the desire for maintaining or improving views, providing active and passive recreational opportunities, and providing an aesthetically-pleasing landscape in which to work and conduct government business has been expressed by its members. This interest is also based on the desire to enhance, restore and preserve historic landscapes and campuses.

The important open spaces on the East Campus that have been identified during the planning process include:

- The Augusta Mental Health Institute Campus
- The Kennebec Arsenal



Late 19th century panoramic view of the Augusta Mental Health Institute.

1. The Augusta Mental Health Institute Campus (AMHI)

In 1834, the Maine Legislature passed a resolution to establish the Maine Insane Hospital, and appropriated half the funds necessary (the other half was raised through private donations) to construct the first building, begun in 1837 and completed in 1840. In the ensuing 166 years, the institution grew to encompass over 30 structures and almost 500 acres. Today AMHI occupies roughly 140 acres on the west side of Hospital Street. The 326 acres of land that used to comprise pastures, woodlots and cultivated fields that were part of the institution's farming operations are now used for other purposes, though most of the land remains open and undeveloped. While the core AMHI campus has been densely developed with buildings dating from the 1840's to the 1980's, there remains substantial open space between and around the buildings, and especially between the core campus and the Kennebec River and the Kennebec Arsenal, to the west and north, respectively.

The large expanses of open space recall, to some extent, the original pastoral vision of the 19th century mental health treatment hospital. More importantly, the open lawns and rolling hills provide important views from Hospital Street and from within the campus across the river to the State House, Capitol Park, the buildings of downtown, the houses and churches on the hillsides, and the river itself. Views from the State House and Capitol Hill back across the river to the east are equally important, providing a sense

of a rural and pastoral past that provides an appropriate setting for the East Campus. These attributes are equally important for residents and visitors, for employees and customers of State Government.

The most sensitive area is the 25 acres of former agricultural fields that separate the core AMHI campus from the Arsenal grounds. This expanse of sloping ground is defined by the original stone boundary wall which still exists along the southern property line of the Arsenal and a road, formerly a farm lane and now called Blossom Avenue, that runs perpendicularly from Hospital Street to Arsenal Street. There is one major structure located within this space, the Nurses' Home, built in the early 1920's to house both nurses in training and staff nurses who worked in the hospital wards. This building is not listed within the AMHI National Register Historic District, and though serviceable, is considered expendable in the interest of enhancing the appearance and usefulness of the open space. Also considered an intrusion in this space is a new paved parking area now being developed to provide needed parking for State office employees being housed in converted AMHI buildings. The long-range campus plan calls for the removal of this lot once other parking accommodations are made in the core campus, and the return of this area to green space.

East Campus open space between the AMHI core campus and the Arsenal.

The significance of this open space is that it is directly opposite Capitol Park across the Kennebec, and provides those driving Hospital Street or walking the grounds with grand views of the State House and Capitol Park. It also allows those looking across the river to the east from the State House a remarkable glimpse of an AMHI campus that is not much different than it was at the beginning of the 20th Century.

In addition, this area has historical significance in that it was specifically identified by the Trustees of the hospital in the *Report of the Commissioners of Investigation of the Insane Asylum made to the Governor and Council* of 1868 and the *Reports of the Trustees and Superintendent of the Maine Insane Hospital* of 1869 as having value as open space. The earlier report noted that "it is the decided opinion of the commissions that a park of ample size for exercise and amusements, properly fenced and ornamented, and suitably arranged with walks, etc., for the use of the

patients, should be immediately provided. This arrangement would enable a large class of patients, and more especially the females, to be very much more in the open air than they now possibly can be, thereby contributing vastly to their health and happiness." The commissions favored this location over the walks that existed at the time that were limited "to the public streets, thereby needlessly exposing the patients to the idle gaze and curiosity of the public, which to a sensitive nature, is often very annoying."

The 1869 document continues in this vein and notes that the Trustees had taken preliminary steps towards

> "...having the hospital grounds laid out in a scientific and artistic style - that an engineer had been employed to make the necessary topographical survey in order that a landscape gardener could make a working plan to be carried out at some future time… We are now happy to say that such a plan has been made. The services of Robert Morris Copeland, Esq., of Boston, were secured for the purpose, and he has given us… a working plan of great merit.
>
> … Could the plan be carried out as contemplated… great advantage would arise to the inmates of the Hospital in a hygienic point of view. It would afford one of the most pleasant and picturesque spots in all the land, where they could resort for amusement and recreation away from the gaze and stare of the idle and the curious."

The grounds are ample and spacious for the purpose designed. Extending from the Arsenal on the north to the boundary line on the south, and lying between the river and the road, they embrace a territory of a hundred acres or more which with its undulating surface, its hills and hillocks, its dales and slopes, its ravines and water courses, charmingly fit for winding drive-ways, serpentine paths and plantation of ornamental trees and shrubs . . ."

It is the strong recommendation of the Master Planning Committee that this area remain as an open landscape; and that long-range planning (in the 20-year scenario) be directed toward removing the existing building and all parking lots to provide additional opportunities for framing views and for passive outdoor recreational opportunities.

Early view of the Arsenal parade ground, which can still be seen from Arsenal Street.

2. Kennebec Arsenal

Nowhere in Maine, and perhaps nowhere else in the U. S., can one find a better-preserved pre-Civil War military compound than the Kennebec Arsenal. Indeed, the Arsenal was recently recognized as a National Historic Landmark in light of its history and integrity. A bill to establish an arsenal in Augusta was passed by the U. S. Senate in 1827; and a year later, the first of eight simple, elegant granite buildings to be built between 1828 and 1831 was under construction. The entire 40-acre parcel was enclosed with an iron fence built on a granite base. Much of this fence still exists along the north and south boundaries. Additional site features such as the arsenal wharf and riverfront retaining wall remain in place, while others, such as original roadways and a trout pond, have disappeared.
Some of the original 40 acres has been turned over to State agencies such as the Department of Public Safety (along Hospital Street) and the Department of Human Services, which occupies a non-Arsenal granite building (the "Old Max," constructed in 1908 and renovated in 1983), located on the hillside overlooking the Arsenal buildings and grounds and the river.

The Burleigh Building and the two Officers' Quarters houses of the Kennebec Arsenal as they look today.

By virtue of its listing on the National Register of Historic Places and as a National Historic Landmark, the preservation of the Arsenal is an important goal of the Augusta community. The State of Maine may transfer the Arsenal compound to the City of Augusta, the Capitol Riverfront Improvement District, or some other City-related entity. The City intends to encourage a public/private partnership to preserve the buildings and develop the site for mixed uses, such as offices, museums, restaurant, and other possibilities. The development of the Arsenal is expected to result in buildings preserved according to established preservation guidelines and standards, and in the site remaining open, and perhaps restored to some extent, to further recall the military history of the site. The Master Planning Committee encourages the City to proceed with its plans but with preservation and design standards in place to assure the preservation of these remarkable buildings and the spaces that surround them. New construction should not interfere with views from Hospital Street or the AMHI Campus over and through the Arsenal grounds. Development of the proposed Public Safety Campus along Hospital Street should be designed to be sensitive to the architectural and landscape character of

the Arsenal and should seek to preserve and enhance the aforementioned views

Utilities and Lighting

Adequate water, sanitary sewer, and electrical (under current development) services are available to support the proposed development on the East Campus. The following requirements will need to be addressed:

1. Water Service:
Temporary measures and improvements may be necessary during interim implementation of the Master Plan to provide adequate water supply to renovated buildings slated for demolition. This may include basic life-safety related improvements to the Marquardt, Deering, and Greenlaw Buildings. For those areas in the Campus Core Zone being fully renovated, or expanded, new water supply will be required. Should new construction take place soon in the western portion of the Campbell Barn Zone, the opportunity would exist to extend a new water supply main down Hospital Avenue from Hospital Street. Service to new development north and south could then be branched off. This shared service strategy could contribute site construction savings to both projects.

New service will be required for development of the Public Safety "mini-campus" and is available directly into the site from Hospital Street.

2. Stormwater Management:
Though there are many surface improvements proposed for the Campus, the actual additional stormwater runoff would be somewhat close to the amount that is presently generated. This is due to the large amounts of currently built areas proposed for removal. When viewed from an overall watershed perspective, the net affect may be minimal. A comprehensive phased stormwater management plan is suggested that will accommodate interim development through the final plan. Accommodation of more concentrated flows in the Campus Core, Public Safety/Arsenal, and Campbell Barn zones will be required. This will involve stormwater quantity control through detention ponds, and stormwater quality control through use of oil/sediment separation devices in line with piped drainage systems. Separation of any existing combined

sanitary and storm sewer lines remaining on campus will be required, also.

3. Sanitary Sewer Service:
As discussed above, separation of existing sanitary and storm drain lines will be required as part of any improvements in the Campus Core Zone. As with the water service, some economy may be possible by co-development of a new connection in conjunction with work in the Campbell Barn Zone. As with other underground utilities, work in and around existing buried lines in the core will be difficult.

4. Electrical Service and Communications:
Efforts are ongoing to upgrade the current primary electrical supply system for the entire campus in response to the general deterioration of the system over time and the increasing demands represented by the intensification of office use on the campus. The upgrade is being designed according to the employment and use projections of the master plan.

New distribution is proposed from Hospital Street underground along Hospital Avenue to a new switching station located adjacent to the existing AMHI Gymnasium. This small – approximately 15' by 30' – structure will be built as an addition to the gym's east face. Through design and materials selection, the structure will blend into façade improvements to the gym, making it visually unobtrusive. Location of the new distribution in this area will allow easy access to future development within the core, and in the Campbell Barn Zone.

The existing distribution system cannot support the recommenced mechanical upgrades without increasing the system capacity. With the addition of air conditioning equipment to the campus will require that the capacity of the distribution system be increased.

The existing emergency power system is not suitable for the current hospital occupancy. However, because the use of the buildings will change to entirely office space, an emergency power source will no longer be required. In an office environment the generator set could be used to allow certain agencies to remain open during long power outages.

Fire alarm systems in all buildings should be replaced with new systems that include: notification devices, pull stations, area smoke detectors, duct smoke detectors and a master control panel that meet current NFPA and ADA requirements.

Lighting should be upgraded in all buildings to fluorescent fixtures with energy efficient T8 lamps and electronic ballasts. Lighting should be recessed in locations were ceilings are being lowered for mechanical equipment. All incandescent exit signs should be upgraded to energy efficient LED type. Emergency lighting should also be upgraded to meet current NFPA Life Safety Code requirements.

Recommendations are based on the following premises:

- All buildings being considered for office occupancy will have a high concentration of computers and will be air conditioned,
- Work will be performed in accordance with NFPA, state, local and all other applicable codes.

The building electrical systems on the campus were originally designed for use as hospital or hospital support spaces and do not easily convert to office use. Most switchboards, main distribution panels and sub-panels are functionally obsolete. Finding spare breakers to use has become a cumbersome and expensive task for the facility electricians. Due to the extent of mechanical demolition for new systems and the age of existing electrical equipment, the removal and replacement of all building wiring and electrical systems and devices to suit office use is recommended.

5. *Mechanical Systems (HVAC & Plumbing)*

As part of the AMHI Master Plan work of 1997, SMRT engineers conducted a preliminary evaluation of the mechanical systems on the AMHI Campus. The evaluations were done on a purely visual basis; and in many cases the engineers were unable to get into mechanical rooms or electrical closets and vaults. Concept-level recommendations were prepared, with order-of-magnitude costs assigned to the proposed improvements. The cost figures were in 1997 dollars, and did not reflect campus-wide infrastructure upgrades.

The decision as to whether the East Campus should continue with a central heating plant, with or without the addition of central cooling, is an important one that deserves much more detailed analysis than has been done to date. Preliminary recommendations point toward retaining the boiler plant, and adding central cooling, to take advantage of economies of scale and to avoid the need for individual cooling towers and other mechanical equipment scattered over the historic core campus. However, there are many factors to be considered in making this decision.

Cooling plant options boil down to the question of centralization vs. decentralization. If cooling is to be provided for many or all of the main buildings on campus, a decision must be made whether to build a central cooling plant or to install decentralized cooling equipment.

Whichever the choice, there are many system types and options to consider, including such possibilities as ice storage and cogerneration. Three possibilities are evaluated below:

a. Central Chiller Plant

This system consists of multiple chillers, cooling towers if water cooled chillers are used, primary chilled water distribution loop, and individual building secondary chilled water loops. Energy saving features include: unequal sized chillers used for better turndown efficiency, and variable speed pumping on primary and secondary loops. Where cooling towers are used, it is possible to install 'free cooling' with heat exchanged between tower water and chilled water during cool weather operation. If chiller plant loading is to ramp up over an extended period of time, a modular approach could be taken, adding chillers, cooling towers, and pumps as needed.

Advantages of this type of system include:

- Higher thermal efficiencies are possible. A large central plant can operate more efficiently than several smaller units. When loads are clustered in a campus setting, the savings from better efficiency can more than offset the distribution costs.
- Load diversity can be factored in when sizing equipment. "Typically, diversity factors for commercial

and institutional buildings vary between 70 and 90 percent of combined peak loads."

- Centralized maintenance and less equipment to maintain. Often, central plant equipment is better maintained than numerous scattered equipment because of their importance as 'the heart of the system' and the ability to more easily monitor them.
- Noise of compressors and cooling towers can be located away from sensitive areas.
- Aesthetically, a central plant, strategically located, is likely to be more pleasing than numerous pieces of equipment scattered throughout the campus.
- System can provide partial redundancy if the load is spread over multiple units.
- Refrigerant leaks are confined to a single location. Less refrigerant piping and equipment associated with a central system make it less susceptible to leakage.

Disadvantages include:

- Large initial capital investment may not be reasonable if installation of cooling is to be phased over a lengthy period of time. Efficiency may be compromised if the plant is continuously operated at very low loads. However, a modular approach to installation of equipment, helping to spread investment out over time, is an effective way to address these issues.
- A sizable space to locate a central chiller plant must be found.

b. Chilled Water Loop with Decentralized Chillers

This system consists of individual chillers at various locations throughout the campus. A central chilled water distribution loop connecting these units can be added at any time allowing the system to operate in a manner similar to a central plant. Individual buildings would be served by secondary pumping systems. Variable speed pumping on primary and secondary loops provides energy savings. Chillers can be either water cooled or air cooled. If water cooled chillers are used, 'free cooling' is possible.

Advantages of this type of system include:

- Installation can be phased in over time more easily than a central plant. Capital investment may be spread out more evenly as cooling capacity is added.
- System provides partial redundancy through multiple chillers.

- Most efficient equipment can be sequenced with the load to provide better part load efficiency.
- Load diversity can be factored in when sizing equipment.

Disadvantages include:
- Less opportunity to locate equipment away from noise sensitive areas.
- More equipment to be maintained. Maintenance locations are scattered.
- More difficult to monitor refrigerant leaks than central system.
- Campus aesthetics are compromised by scattered outdoor equipment. Cooling towers and the 'plumes' they sometimes produce can be objectionable.

c. Decentralized Cooling Equipment to Serve Independent Systems

Individual systems provide cooling to each building, building section, or group of buildings. The exact system configuration would depend on factors such as size of load and system installation considerations. Possibilities include: packaged chillers with cooling towers, packaged air cooled chillers, direct expansion (DX) split systems. While there are less energy savings opportunities than with central systems, 'free cooling' can be used where water cooled chillers are used.

Advantages of this type of system include:
- Easy to phase in over time. Each system is independent of the others so the capital investment is made as each building is updated.
- No central distribution piping is required.

Disadvantages include:
- Less energy efficient overall than a central chiller plant.
- Less opportunity to locate equipment away from noise sensitive areas.
- More equipment to be maintained. Maintenance locations are scattered.
- More difficult to monitor refrigerant leaks than central system.
- System sizing cannot take advantage of camps load diversity.
- Campus esthetics are compromised by scattered outdoor equipment. Cooling towers and the 'plumes' they sometimes produce can be objectionable.

From the above analysis, it is clear that phasing of renovations and the availability of funding will be key considerations in cooling plant design. Evaluation of chiller plant options must be done as part of a more detailed overall master plan. The following analytical approach can be used:

- Establish sequencing and a time frame for building renovations.
- Determine cooling load requirements throughout this time frame, adjusting for additional loading as buildings are renovated.
- Perform a life cycle analysis over an extended time, such as 20 years, using annual capital investment and operating costs for each chiller plant option.
- Apart from the return on investment, additional considerations must be factored in, such as esthetics, reliability, and maintenance logistics.

A full engineering analysis, involving BGS and consulting engineers, should be a part of the next stage of planning for the East Campus.

d. Recommendations for Mechanical Renovations of Existing Buildings

General

1. Recommendations are made on the following premises:
   - All buildings being considered for office occupancy will be air conditioned.
   - New and renovated systems should comply with all applicable code requirements such as ASHRAE Standard 62 - Ventilation for Acceptable Indoor Air Quality, and NFPA.

2. New air handling systems are necessary for all buildings or portions of buildings requiring air conditioning. This includes: Stone North, Stone South, Administration, Central Building except kitchen areas, Williams Pavillion, Tyson, Harlow, Ray, and Old Max Offices.

3. *Preliminary* system design recommendations will be influenced by the following issues:
   - Design options for older buildings undergoing renovations are more limited than for new buildings due to numerous factors. For example, most of these buildings, some over 100 years old, were not

designed to accommodate the extent of ductwork typically associated with modern ventilation systems. Floor to structure heights are often too low to allow for installation of ducts in ceiling space. Some buildings have structural floor slabs that limit the ability to run main ducts vertically.
- Many of the buildings are long and narrow, meaning that they have a lot of "perimeter" space. This means that the heating and cooling loads are highly influenced by the building envelope and will vary throughout the building according to orientation and time of day.
- Systems should be straightforward and easy to maintain. Where applicable, repetitive system types may help simplify maintenance issues.
- Central monitoring and/or control may be desirable, especially for this type of campus setting where mechanical rooms are scattered and facilities personnel must cover a number of buildings.

4. *Final* system design will be influenced by the following additional issues:
   - The owner's needs and expectations, budget constraints, and phasing of renovations.
   - Most of the buildings are currently occupied or partially occupied. Decisions must be made as to whether occupants remain and parts of the building kept operational during renovations.

e. HVAC System Options

Mechanical system recommendations generally fall into two categories:

- Fan coil system. This is recommended where floor to structure heights are low or central corridors are narrow, making installation of large trunk ducts difficult or impossible. Four pipe fan coil units are used for heating and cooling individual rooms/spaces. A central air handling unit provides the proper quantity of outdoor air required for ventilation. This air is tempered at the central unit and ducted to each fan coil unit. A heat exchanger using steam from the central boiler plant provides heating hot water. An air cooled chiller with remote evaporator provides chilled water. Both are piped to the central air handler and each of the fan coil units.

Advantages of this type of system include:
- Individual room temperature control to accommodate load variations;
- Both heating and cooling available year round;
- Smaller ductwork to fit in limited ceiling spaces.

Disadvantages include:
- More maintenance than all-air systems;
- Maintenance must be done in occupied spaces;
- Air side economizer cooling is not possible;
- Fan noise is a possible issue.

Variable Air Volume (VAV) Systems. These systems are possible where ceiling space will accommodate large ductwork and VAV box installation. Central air handler unit(s) provide heating and cooling, outside air ventilation, economizer cooling, and variable air flow via variable frequency drives. VAV boxes with hot water reheat serve individual rooms/spaces. A heat exchanger using steam from the central boiler plant provides heating hot water for the central air handler unit(s) and VAV boxes. An air cooled chiller with remote evaporator provides chilled water for the central air handler only.

Advantages of this system include:
- Individual room temperature control to accommodate load variations;
- Both heating and cooling available year round;
- Reheat insures that proper air distribution can be maintained;
- Economizer cooling is possible.
- Disadvantages include:
- Space for ductwork will require dropped ceilings.

6. Lighting

New site lighting will be installed to insure safe lighting levels for pedestrian and vehicular access ways, and parking areas. Fixtures will be chosen that are compatible and suitable for application in specific areas of the campus. An overall lighting palette will be developed that can be utilized for both the East and West Campuses. The plan will incorporate municipal guidelines and requirements for exterior lighting applications.

The palette will include:
- General site lighting: Used for large parking areas and roadway lighting, pole mounted fixtures will be chosen

that are highly efficient and minimize glare on adjoining properties. Fixture style will be simple and unobtrusive, seeking to blend in rather than stand out in their setting. Pole heights will be in the 25-foot to 30-foot range.

- Pedestrian area lighting: Used for pedestrian walkways and general building approaches, pole mounted fixtures will be chosen to provide increased illumination for pedestrian safety and security. Fixtures will be chosen in a style that will be compatible with the historic architectural character of the East Campus buildings. Pole heights will be in the 10-foot to 12-foot range.
- Lighting for special emphasis: Lighting of areas of high pedestrian importance and use may be provided in the form of bollard lights. These short (36-inch to 42-inch height), decorative fixtures serve to call attention to important pedestrian circulation areas, such as bus stops or mini-plazas, or building entrances. They are used where additional light at a lower height is required and would be of a style that will be compatible with the architectural character of the East Campus and Capitol area buildings.

7. Signage

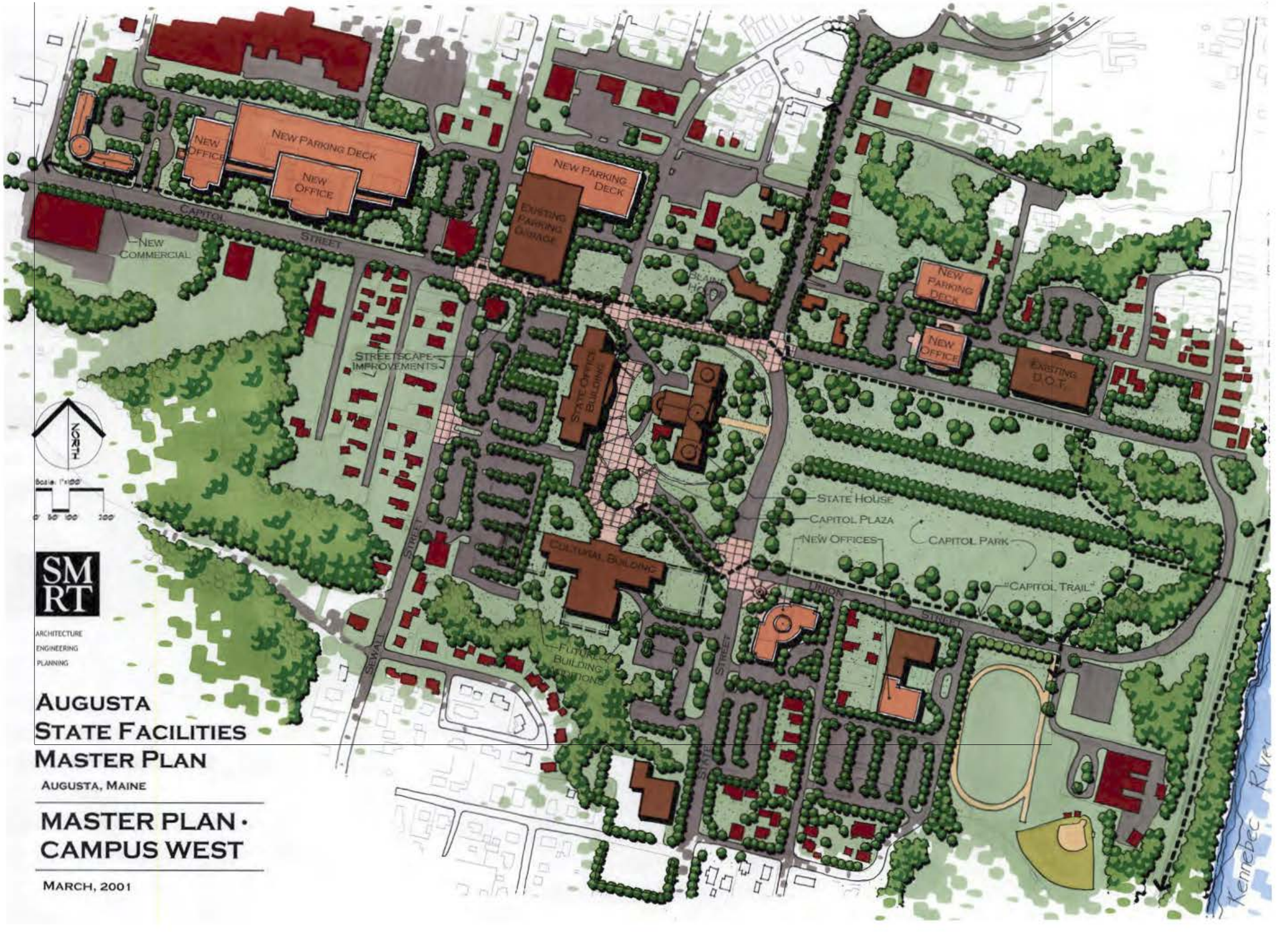
Informative and attractive signage and wayfinding systems are essential to making the campus more navigable to visitors. Integrated but distinct systems should be provided for both vehicles and pedestrians. Each system needs to be scaled and designed appropriately to its specific purposes. Both must recognize the unique setting of the East Campus and its architectural and historical precedents, notably the Arsenal and the National Register-listed AMHI buildings and grounds.

A vehicle signage system consists of hierarchies of signs:

- Signage to guide visitors from the interstate or larger highways to the correct exit
- Signs directing motorists at appropriate intervals and at decision points, and
- On-campus signs directing vehicles to the appropriate parking lot and spaces.

A sign's scale must be related to the speed and amount of information that can be assimilated by the motorist.

A pedestrian signage system must reflect the distinct needs of pedestrians. They have much more opportunity to absorb a larger amount of information due to their slower travel speed. Signs can be smaller per unit of information and contain much more total information. These signs will be used primarily to direct pedestrians from streets edges and parking areas to the correct building entrances. Signs can take the form of standalone signs, kiosks with maps and other interpretive information and signs with building names mounted on buildings.



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AUGUSTA STATE FACILITIES MASTER PLAN

AUGUSTA, MAINE

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MARCH, 2001

B. West Campus

On the west side of the river, the Master Plan includes projects reflecting the same goals: consolidation, preservation, and enhancement. Consolidation will be accomplished through several important actions. Within the overall context of the plan, the Stevens School in Hallowell will no longer be needed for State agencies. Thus the plan recommends that the State and the City of Hallowell jointly undertake a planning effort to study re-use opportunities for the campus. Agencies currently housed at the Stevens School would be relocated to various East and West Campus and downtown locations.

Land Use and Acquisitions

Proposed use of the West Campus includes the following four major areas. *(Refer to Master Plan Campus West on following page):*

- The Capitol Hill Complex
- Capitol Street South
- State / Union Street
- MDOT Garage

The center of the West Campus is, and will remain, the State House and Capitol Hill Complex. Current State uses flanking Capitol Park will be intensified. New development will be located on the site of the MDOT Garage facility, which will be relocated. Each area and its relation to the larger campus is described below.

1. The Capitol Hill Complex:

Both the symbolic and functional center of State government, the Capitol Hill Complex is comprised of the State House, State Office Building and Cultural Building. These buildings form the core of the West Campus.

Currently, the State House and State Office Building are undergoing extensive renovations that will address issues of space utilization, access, code compliance, and systems maintenance and upgrade. Minor site improvements at the State Office Building will include a new plaza at the East Entry Addition; a new, relocated, loading dock; and new water service for fire protection. State House renovations will include a new underground connector to the State Office Building, and new pedestrian access to the west and

south entrances. Part of the site renovations will include the demolition of the existing Education Building. The vacated area will be given over to green space, in partial realization of the master plan goal of creating a new green public focus and arrival space for Capitol Hill.

Cultural Building

The cultural Building, until recently obscured by the Education Building.

Other elements of the plan relating to the West Campus include the expansion of the Cultural Building to provide the State Library, State Archives, State Museum, and possibly the Law and Legislative Reference Library, with the additional space required to allow these agencies to continue to fulfill their mandates to the Legislature and the people of Maine. The Master Plan suggests that the Cultural Building would be extended to the east, south and west (an addition to the south was anticipated in the original design). This project would include the final steps in the creation of an important public open space that was first visualized when the Cultural Building was planned in the 1960's. This plaza would provide a landscaped courtyard with visitor drop-off and pedestrian links between the State House, the Burton M. Cross Office Building, and the Cultural Building, and eliminate the blight of unorganized surface parking lots that currently exists in these areas. In conjunction with aesthetic and management improvements for those surface lots to remain around the Cultural Building and the Burton M. Cross Office Building, the Cultural Building site development will be the final major element of the “greening” of the Capitol Complex visualized by the committee.

Further "greening," and attention to the Capitol Hill environment, is called for. At present, the visitor to the Capitol is confronted with a sea of parking, ill-defined pedestrian and vehicular circulation, and an unsafe and unfriendly pedestrian environment. There is little sense of arrival to the complex, and little that guides the visitor from point of site entry to a desired destination.

A revitalization of the Capitol Hill site is proposed in future design phases. A new major arrival plaza will be located between the Cultural Building, State Office Building, and State House. Envisioned as the Capitol visitor's first stop, the plaza will accommodate busses and passenger vehicles, with parking space available for temporary use and persons with disabilities only. The plaza will be accessed from State Street opposite Union Street along a new parkway-like entrance drive. Parking in this area will be relocated to the west and south sides of the site. Open, landscaped areas will be installed in place, on the current paved parking lot, emphasizing the approach as the symbolic "front door" to Capitol Hill. Through-site access to Sewall Street will be discontinued.

The vast parking areas on the west side of the site will be reconstructed from below ground up. Site utilities, paving, parking layout, pedestrian access, lighting, and plantings will be renovated and improved. Emphasis will be placed on the accommodation of the visitor and, when in session, the legislator. As a result, the increased green space, efficiency of movement, and aesthetic improvement will contribute to the overall rejuvenation of the Capitol environment.

Displaced parking will be accommodated in an expanded Capitol Street Parking Garage facility. The two-block section of Capitol Street between Sewall and State Streets will be narrowed to the minimum necessary to accommodate projected vehicular flows. The street frontage gained will be incorporated into an improved pedestrian streetscape and include mid-block crossings, special paving, benches, lighting, and planting.

Capitol Park from the State House balcony. The East Campus is in the distance.

Capitol Park Area and Surrounding Neighborhoods

Additional West Campus plan components include the recognition of the grouping of historic houses clustered at the corner of State and Capital Streets, including the Blaine House, Gannett House, Merrill House, Smith House, MacLean House, with Dashlager House. All of these houses are currently occupied by State agencies, and all represent a unique historical glimpse of what State Street used to be, Augusta's primary residential street. The plan calls for the Blaine, Dashlager, MacLean and Gannett Houses to remain in State use, though a new use would be found for the Gannett House once the State Planning Office is consolidated. The Smith and Merrill Houses have the potential to be turned over to the private sector with protective covenants attached to assure their preservation according to design standards.

Proposed Streetscape Improvements

The plan commits the State to preservation and restoration of Capitol Park itself, and to the protection of its edges from encroachment by inappropriate development. Potential new development sites are identified along the north side of the park to the west of the MDOT building for a small office building; and along the south boundary, at the corner of State and Union Streets, for open space, monuments or a small, signature building. The south edge could be further improved when 20 Union Street is renovated and expanded, and new surface and structured parking is provided behind 20 Union and the corner site.

The plan envisions streetscape improvements along State Street, Union Street, Capital Street, and Sewall Street, to include pedestrian-scaled lighting, new pavement treatments, new landscaping and street furniture, and traffic-calming features to enhance the pedestrian environment along Capital Street between State and Sewall Streets. Reduction in surface parking spaces will be made possible by the enlargement of the State's Sewall Street Parking Garage and the implementation of an enhanced parking demand management plan. Surface lots that remain will be subject to zoning for specific users (visitors, service vehicles, Legislators, etc.), as well as improved paving and curbing, landscaping, pedestrian routes, lighting and security.

Columbia Street neighborhood.

Finally, the committee recognized the importance of the neighborhoods surrounding the Capitol Complex. In most cases, the State would have no need to acquire additional property in these neighborhoods, and the master plan will become a tool to advise property owners in these neighborhoods of the State's long-term plans, if any, for these areas. Only in the areas directly to the north and south of Capitol Park is there a recommendation for further acquisition in residential areas, and this is in response to the need for additional parking and/or infill construction for developments along the park, and a recognition that State encroachment into these areas has rendered these properties less desirable for residential use.

Federal Street neighborhood.

The committee expressed interest in the nature of the Federal Street neighborhood located between Howard Hill to the west and Sewall Street to the east, but did not recommend that the State acquire property in this area. The plan does call for State control, through purchase or easements, of the Howard Hill open space to protect views to and from the State House; and for the study of the conversion of the existing building at 8 Federal Street, now occupied by Inland Fish and Wildlife, to a privately-run day care facility for children of State employees.

As this report is being printed, the State is negotiating to acquire the branch bank property at the corner of Capitol Street and Grove Street. The acquisition by the State of this parcel, which is surrounded by State-owned property, would further the goals of the Master Plan.

2. Capitol Street South:

This area incorporates the existing MDOT office building and adjoining parking areas. The area is proposed to be reserved for future development, and can accommodate approximately 50,000 square feet of new building.

New construction would be similar in scale to the existing MDOT building, and would be designed to minimize impact on the street pedestrian environment, yet contribute to the architectural edge that defines Capitol Park. Parking for the new building, and parking displaced by construction, would be accommodated by a proposed parking structure located across Child Street. An existing, un-improved surface parking lot behind the MDOT building would be improved.

Proposed new office building and site improvements for 221 State Street and 20 Union Street.

3. State / Union Street:

As with the development on the north side of Capitol Park, the buildings flanking the south side form an important architectural edge that defines the space.

The relocation of DHS to this new building would result in the current DHS central administration building and public health laboratory located at the corner of State and Union Streets being surplus property. The master plan recommends that the existing building be removed and the site used as a location for monuments, as open space to compliment Capitol Park, as a site for a small building (about 20,000 sq. ft.), or a combination of these uses.

Immediately adjacent, the existing Department of Labor building on Union Street is proposed for renovation and expansion, adding approximately 40,000 square feet to the structure. The final major step in the consolidation of State departments to be accomplished under the plan would be to

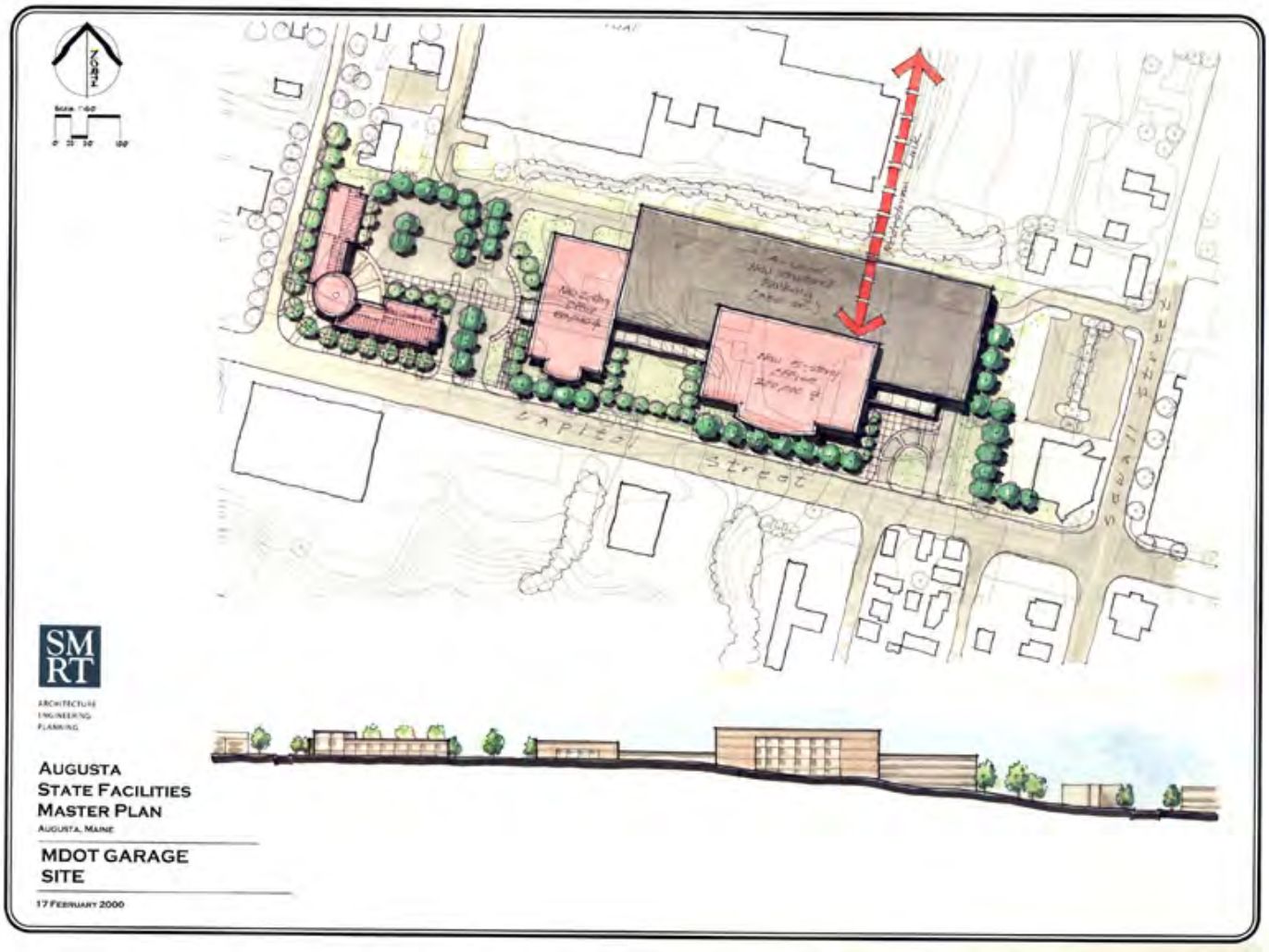
bring all Department of Labor offices to the West Campus. This element would include the relocation of DOL bureaus now located at the Stevens School in Hallowell to an expanded version of the department's current administrative headquarters at 20 Union Street on the south side of Capitol Park. Additional DOL units would be brought to 20 Union Street from leased space elsewhere in Augusta. The department's innovative One Stop Center, now in leased space on Anthony Avenue, may be suitable for 20 Union Street or for placement in leased, storefront space on Water Street in downtown Augusta.

Emphasis will be placed on development and improvement of the street edges by creating architecturally sympathetic building facades, and pedestrian friendly streetscapes. Parking for State facilities will be accommodated through re-designed and enlarged surface parking lots behind 20 Union Street. New surface parking will be constructed to be screened from public view. This parking will serve State offices during the day, and can be used for public overflow for the adjoining recreation area in off-hours. Projects in this area will include the relocation of the BGS Fleet Garage on Columbia Street (to be replaced by the aforementioned parking areas buffered from neighboring houses by landscaping) and pedestrian–oriented improvements along Columbia Street to include sidewalks, pedestrian-scaled lighting, tree lawns and restricted on-street parking. Properties at the corner of Union and Columbia Streets to be acquired as they become available.

4. Motor Transport Site:

The Master Plan builds on the projects currently underway to rehabilitate the State House and the Burton Cross State Office Building by recommending several building, site, and infrastructure projects for the West Campus. Most significant of these is the redevelopment of the existing MDOT Motor Transport Garage and associated buildings located on the north side of Capital Street. This large, strategically-located site offers tremendous opportunities, and would result in the removal of an industrial use from a prominent in-town site, conveniently located near the Capitol. The site offers excellent access to the City's roadway system, and exceptional views across the State House grounds and Capitol Park to the river and the East Campus.

MDOT Motor Transport site on Capitol Street.



Proposed new public/private sector development on Motor Transport site.

The topography of the site, which was formerly a stone quarry, offers the opportunity to provide enough parking for a major building to be placed largely underground, invisible from surrounding streets. The plan recommends the construction of a significant office building, perhaps as large as 250,000 sq. ft. housing 1,000 or more employees. Such a building would leave a sufficient area of the site for the construction of a second, smaller structure at the west end of the property that could house retail, office or service tenants in a private sector development or a joint public/private project.

Recommended Individual Building Renovation and Construction Projects:

1. 8 Federal Street

Location:	8 Federal Street
Inventory number:	AUG123
Gross area/expansion, if any:	11,252 sf
Proposed occupant/use:	state or contractor/child care center, support

The two-story wood-frame building occupying this site could be turned over to another public use or a private use if Inland Fish and Wildlife is consolidated with other natural resources-based departments at another location. The site could be used for parking if required to serve a proposed development on the DOT site across Capitol Street, or it could be turned into open space to gain public access to the nearby Howard Hill open area that may become public open space in the future. Another possible use that would retain the building would be as a child-care center, conveniently located near the Capitol Complex and the potential new office building proposed for the DOT site across Capitol Street.

2. 20 Union Street

Location:	20 Union Street, on Capitol Park south
Inventory number:	AUG023
Gross area/expansion, if any:	40,362 sf/40,000 sf
Proposed occupant/use:	Department of Labor/offices

The Department of Labor headquarters building sits on a prime site along Union Street fronting on Capitol Park and city-owned open space. It has surface parking adjacent to it, but additional parking is required to meet current requirements. Depending on the solution to parking requirements, the building could be expanded, perhaps to the extent required to house existing occupants plus other DOL bureaus and divisions that are currently housed in one other Augusta location and at the Stevens School in Hallowell.

3. 221 State Street

Location:	221 State Street, corner at Capitol Street
Inventory number:	AUG039
Gross area/expansion, if any:	79,200 sf
Proposed occupant/use:	state offices and laboratories/ removal long-term

This facility consists of administrative offices for DHS and the public health laboratory. While the office areas have been reasonably well-adapted to changing conditions over time, the laboratory spaces are inadequate by contemporary standards and there is little possibility of expansion. Both buildings are currently undergoing renovation to continue serving in their present functions. The question can be asked as to whether the laboratory spaces meet contemporary requirements, especially considering the agency's prediction that its public health role will be expanding significantly with time. Add to this the desire of DHS to consolidate its administrative functions in as few buildings as possible, and the need for significant expenditures for continued office use at 221 State Street, and a case can be made for providing DHS with a new, consolidated office space and a new, flexible laboratory space on another site. In addition, parking is a problem at the site. Consideration should be given to redevelopment of this site, which is a very important site in the Capitol Complex, on a prominent corner of Capitol Park. Topography would allow the construction of a two or three story building, with perhaps two levels of structured parking underneath.

4. 242 State Street

Location:	242 State Street
Inventory number:	AUG058
Gross area/expansion, if any:	26800 sf
Proposed occupant/use:	state offices and meeting space/ removal long-term

The building now occupied by the Public Utilities Commission and the Ethics Commission is located just south of the State House on State Street. It has been renovated several times and serves its purpose adequately, but its lack of design or functional distinction may make the site, with its favorable location and topography, more appropriate for redevelopment. The topography would

make under-building parking a possibility, while providing the opportunity for having a new north entrance that would be at grade adjacent to the Cultural Building. A significant amount of surface parking would be available on the lot to the south.

5. Burton Cross State Office Building

Location:	Capitol Complex 9 Jackson Street
Inventory number:	AUG043
Gross area/expansion, if any:	233,814
Proposed occupant/use:	state offices/services/ conferences & hearings

The former State Office Building, now known as the Burton Cross Office Building, now represents the State's best office and meeting space. The second floor now accommodates a number of Legislative hearing rooms. Much of the work of the previous master planning effort that resulted in the Space Planning Standards Manual and reprogramming of most state agencies is now embodied in the renovated building. It now sets the standard for the renovation projects that will result from the Augusta State Facilities Master Plan.

6. Cultural Building

Location:	Capitol Complex
Inventory number:	AUG065
Gross area/expansion, if any:	109,884 sf
Proposed occupant/use:	State Library, State Archives, State Museum

All three agencies located in the Cultural Building (the State Museum, the State Archives, and the State Library) are short of space, and all three are, by legislative mandate, in the business of expanding their collections. In addition, although the building is generally in good condition and has been well-maintained, there are some significant problems associated with the structural system, roofs, and windows. For these reasons, the State has embarked on a master planning project to investigate renovation and expansion issues. It is possible that the building will be expanded. It was originally designed to be expanded to the south, but has the potential to support additions on the east and west ends as well. A rethinking of the area in front of the building, connecting it with the State Office Building

and the State House, has been ongoing as the renovations of these two neighboring structures have been planned. The removal of the Education Building opens up many possibilities that remain to be fully explored.

7. Department of Transportation Building

Location:	1 Child Street
Inventory number:	AUG038
Gross area/expansion, if any:	115,620 sf
Proposed occupant/use:	DOT/offices and services

The DOT building is one of Maine's best examples of an open-plan "Modern" office building of the mainstream modern architectural movement of the 1960's and 1970's. It is now in need of significant renovation. Any proposals for renovation should be subject to design guidelines, as the building is one of the few buildings built for the State between 1950 and the present that could be considered a candidate for future National Register of Historic Places designation. Its site plan was innovative and handsome as originally conceived, and to a large extent it was constructed as designed. However, site improvements, including paving, landscaping, and retaining walls, have not been well-maintained. The site improvements should be rehabilitated as part of a major renovation project; and once brought back to original specifications, they should be maintained.

8. DOT Warehouse

Location:	DOT Motor Transport, Capitol Street
Inventory number:	AUG027
Gross area/expansion, if any:	7,812 sf
Proposed occupant/use:	removal

This metal industrial-type storage building occupies part of a significant site in an old granite quarry on Capitol Street. The site is a central one, with potential for substantial parking at grade and/or under new construction due to the topography of the old quarry. Along with the other DOT buildings on this site, removal of this building and replacement with a State office building, perhaps combined with some private-sector development, is recommended.

9. DOT Sign & Tire Shops

Location:	DOT Motor Transport, Capitol Street
Inventory number:	AUG028
Gross area/expansion, if any:	Not available
Proposed occupant/use:	removal

This wood industrial building is in poor condition and occupies part of a significant site in an old granite quarry on Capitol Street. The site is an important one, with potential for substantial parking at grade and/or under new construction due to the topography of the old quarry. Along with the other DOT buildings on this site, removal of this building and replacement with a State office building, perhaps with some private support uses such as retail or a restaurant, is recommended.

10. Gannett House

Location:	184 State Street
Inventory number:	AUG040
Gross area/expansion, if any:	7,735 sf/5,000 sf
Proposed occupant/use:	State Planning Office/offices

The Gannett House now serves as one of three office locations for the State Planning Office. The building is not suitable for the high-intensity office use presently housed there, and even with expansion, it could not house all of the State Planning Office. It is recommended that a less-intense office use be found. A rehabilitation project is recommended to restore key elements, make up for deferred maintenance, and perhaps expand the building for continued office use by a smaller agency or to function as a welcoming/visitor center for Blaine House/Capitol Complex visitors.

11. Gannett House Garage

Location:	184 State Street (rear)
Inventory number:	AUG127
Gross area/expansion, if any:	1,500 sf
Primary occupant/use:	state/offices and/or support space

The Gannett House Garage, a former carriage house, has potential for re-use as an office annex to the main house, or as an office for a small agency. It has three floors, two of them accessible at grade, with about 1,500 sf. It is in fair

condition but is architecturally significant and deserving of preservation. It is currently used by BGS for storage. Any work on the Gannett House, the Garage, or the site, should be subject to design guidelines to be developed as part of the establishment of the proposed historic district to encompass the several remaining historic residences along State Street north of the Capitol.

12. Merrill House

Location:	189 State Street
Inventory number:	AUG120
Gross area/expansion, if any:	4,024 sf
Proposed occupant/use:	private sector/office space

The Merrill House is one of three contiguous houses occupied by the offices of the State Planning Office. The house is in need of sensitive renovation, which may include the removal of the modern link between it and the Smith House. If the SPO is, as recommended, consolidated in one location, the Smith House would become surplus property. Consideration should be given to selling the property to a private entity, most likely for continued office use. There is a large, dirt-surfaced parking area behind the two houses that could be developed as paved parking, or perhaps as a building site. The preservation of the two houses, however, should be a high priority as they, along with the Gannett House, the Blaine House, the McLean House and the Dashlager House, represent a significant historic district in Augusta.

13. Gage-Lemont House

Location:	55 Capitol Street
Inventory number:	AUG010
Gross area/expansion, if any:	7,348 sf
Proposed occupant/use:	Maine Historic Preservation Commission

Another in the group of historic houses near the Blaine House, the Gage-Lemont House should be maintained, with minor renovations, as office and laboratory space for the Maine Historic Preservation Commission. Changes to the house should be in keeping with its architectural character and historic importance.

14. McLean House

Location:	193 State Street
Inventory number:	AUG056
Gross area/expansion, if any:	5,645 sf
Proposed occupant/use:	state offices

The MacLean House, part of the group of historic houses at the corners of State Street and Capitol Street (other houses include the Blaine House and the Gannett House) has suffered its conversion to office use gracefully but continues to be overcrowded. It can remain an appropriate, dignified home for a small agency such as the Maine Arts Commission or the Public Advocate, but those in charge of its care should resist the urge to overpopulate the building. There is no potential for expansion. Any renovation of the house should be subject to historic preservation rehabilitation standards.

15. Motor Transport Services

Location:	105 Capitol Street
Inventory number:	AUG093
Gross area/expansion, if any:	37,540 sf
Proposed occupant/use:	removal and replacement with new DOT Motor Transport Services facility at a different site, possibly in combination with new state fleet service center

This industrial-type building occupies part of a significant site in an old granite quarry on Capitol Street. It houses offices on its upper level and shops and warehouse space at the lower level. The site is a central one, with potential for substantial parking at grade and/or under new construction due to the topography of the old quarry. Removal of this building (and the other DOT buildings on the site) and replacement with a State office building and possibly some private-sector support facilities is recommended.

16. Nash School

Location:	103 Sewall Street
Inventory number:	AUG042
Gross area/expansion, if any:	8,226 sf
Proposed occupant/use:	state offices

This historic former school has been rehabilitated for office use. It offers some expansion potential to the south and east, into the State Office Building parking lot. Consideration should be given to reactivating the main entrance on Capitol Street. The building should be maintained according to historic preservation standards.

17. New Sign Shop

Location:	Capitol Street, MDOT Complex
Inventory number:	AUG057
Gross area/expansion, if any:	18,760 sf
Proposed occupant/use:	removal

This metal industrial-type storage building occupies part of the MDOT site on Capitol Street. The location is a central one, with potential for substantial parking at grade and/or under new construction due to the topography of the old quarry. Along with the other DOT buildings on this site, removal of this building and replacement with a large State office building should be seriously investigated. A new, more appropriate, site for the DOT functions now housed on Capitol Street should be investigated as part of the master planning process.

18. Smith House

Location:	187 State Street
Inventory number:	AUG026
Gross area/expansion, if any:	4,571 sf
Proposed occupant/use:	private sector/offices

The Smith House is a former residence, now one of three contiguous houses occupied by the offices of the State Planning Office. The house is in need of sensitive renovation, which may include the removal of the modern link between it and the Merrill House, also occupied by the SPO, next door. If the SPO can be consolidated in one location, which is the wish of the agency, the Smith House would become surplus property. Consideration should be given to selling the property to a private entity, most likely for continued office use. When sold, it should have protective covenants attached to assure that the exterior is sensitively restored in keeping with the objective of creating a district of historic former residences at the corner of State and Capitol Streets to properly frame this major approach to the Capitol Complex.

19. State House

Location:	210 State Street at Capitol Park
Inventory number:	AUG066
Gross area/expansion, if any:	109,884 sf
Proposed occupant/use:	Legislature, Legislative Support, State Law Library, Governor's Office/office and meeting space

The State's most significant building is currently undergoing extensive rehabilitation. There is no opportunity for expansion except underground; in fact, the building should be less-intensively-used than it is now. The simultaneous renovation of the State Office Building, has resulted in the creation of new space for support of the Legislature, which should relieve some of the pressure on the State House and allow the Capitol to be returned to its original spaciousness and grandeur.

Parking, Traffic and Transportation

Transportation improvements on the West Campus are designed to improve access to the campus, streetscape aesthetics, and pedestrian facilities; and to provide parking responsive to widely varying demands.

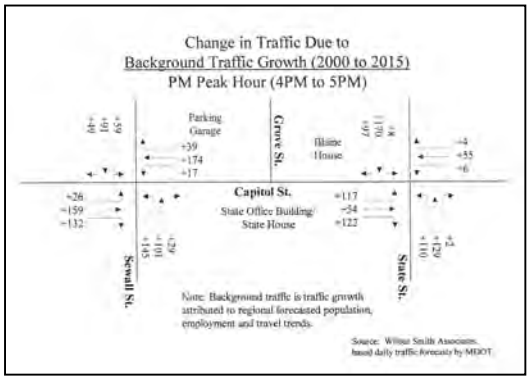
Key recommendations include:

- Flexible parking system that responds to peak parking demands during Legislative sessions through established parking zones (assigning parking spaces for Legislators, state employees and the public through flexibility designated spaces and time periods) and through use of off-site parking to meet peak demand;
- Enhanced support for alternative transportation modes through the State's travel demand management (TDM) program that includes increased support for: carpooling/vanpooling; shuttles serving off-site parking and circulation between the East and West campuses and the downtown; commuting to work by bicycling and walking; and connection to potential rail and water transit routes;
- Expansion of existing parking structure, adding 500 spaces to reduce the use of surface parking;
- Improved surface parking lots to include paving and striping, planted islands, screening from streets, better

internal and external pedestrian connections, and lighting;
- Improved streetscape aesthetics with new or rehabilitated sidewalks, street trees, esplanades, pedestrian-scale lighting, and traffic-calming;
- Improved pedestrian crossings at intersections; and,
- New signage/wayfinding system geared to those in vehicles and on foot.

Parking

The parking plan recommendations for the West Campus include a combination of structured parking and surface parking, intended to strike a balance between the amount and the configuration of land devoted to surface parking and green space. Recommendations will need to respond to the parking demand according to Legislative sessions and to changing demands as new buildings are built and existing buildings rehabilitated.



Change in traffic due to background traffic growth.

Primary parking recommendations for the West Campus include:
- Expansion of the existing parking garage to the north and east to add approximately 500 additional parking spaces to the existing 443 space garage.
- Reconfiguration/redesign of the parking lot west of the State Office Building to improve aesthetics, increase pedestrian safety/friendliness and assign zones for various uses (visitors, legislators, service vehicles, etc.).
- Improvements at all parking lots to improve aesthetics, pedestrian safety and connections, lighting, and user security.
- High capacity parking structure at the 105 Capitol Street (MDOT transport services site) location to accommodate the large (up to 1,000 employees) capacity of the site.
- High capacity parking structure on Child Street to support new office development next to the MDOT Office site.

The following details parking considerations in the Master Plan:

1. Parking Demand: The Master Plan

Parking demand is calculated based on the number of employees, service vehicles, and visitor parking spaces required for the campus. Planned employment at the West

Campus is approximately 3180 as shown below. Using a 0.9 space per employee parking factor totals approximately 2860 parking spaces required for employees, including Legislators.

Location	Employee Number	Parking Spaces	Comment
Capitol Complex	1,100 *	990	
20 Union/221 State.	490	440	Expanded/Renovated
MDOT	595	535	
105 Capitol Street	960	865	New Building
55 Capitol & 193 State	35	30	
Total:	***3,180***	***2,860***	Assumes 0.9 space/emp.

* Assumes 180 employees located at renovated 221 State Street rather than State Office Building.
Source: SMRT, 1999.

West Campus Master Plan includes additional structural parking and improved parking lot landscaping, circulation and utilization.

According to BGS and Capitol security, demand for visitor/public parking during legislative sessions has been estimated to be from 200-300 spaces with a higher number required during public hearings with high attendance.

When the Legislature is not in session, visitor/public parking demand is estimated to be approximately 100 spaces. This includes an estimated demand for visitor parking of forty spaces for the State Library and State Museum *(Source: Agency Interviews, SMRT, 1999).*

2. Parking Garage

A five-level parking garage with approximately 500 spaces is recommended to be constructed to the north and east of the existing 443-space Capitol Street Garage. This will increase the combined structured parking in this block to approximately 950 spaces.

3. Surface Parking

A major site planning goal of the Master Plan is to reduce the negative impacts of surface parking on the West Campus. This will be accomplished by increased use of structured parking and the "greening" of existing surface lots. This will include buffering and screening of surface lots from streets, enhanced landscaping, designated pedestrian walkways, and improved lighting within the lots. The capacity of the lots will be reduced due to more space being devoted to plantings and pedestrian facilities, however this will be offset by new structural parking.

The described improvements are recommended for all current and new surface lots. The City of Augusta's landscaping standard is a useful guide. Existing unpaved lots are to be paved, striped and landscaped.

4. Capitol Complex

A site-specific parking plan should be developed for the Capitol Complex in the near term to correspond to the re-opening of the renovated State Office Building and State House. This plan should allocate specific parking areas to Legislators (during the session), visitors (with time limits), persons with disabilities, press and service vehicles. Legislator parking should be oriented to the south entrance of the State House to correspond to current renovation efforts.

Short–term landscaping improvements should be made. A signage system that reflects Legislative sessions and public hearings should be developed to respond to the varying parking demands.

During Legislative sessions, a satellite parking and shuttle system can be implemented to accommodate longer term parking off-site. The amount of parking provided on the campus should correspond to the amount of parking required during typical, off-peak times to reduce infrastructure costs and reduce the space and aesthetic impacts of parking on the campus.

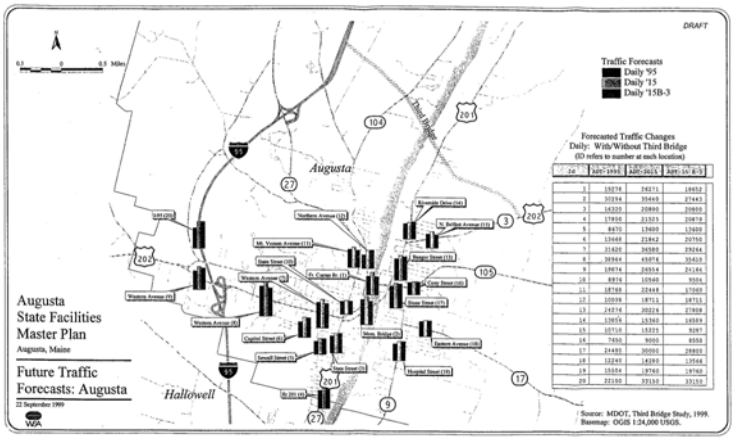
Alternative Transportation

(See this heading in East Campus section 6.)

Vehicular and Pedestrian Circulation

1. Vehicle Circulation

Primary intersections of interest on the West Campus are Capitol Street - Sewall Street and Capitol Street - State Street. These streets and intersections handle the vast majority of traffic destined for the West Campus. Current primary routes of access are via Western Avenue, State Street, Capitol Street and Sewall Street. Intersections highlighted below are the stress points in the roadway network.



a. Capitol Street – Sewall Street Intersection

This intersection serves as a major gateway to the West Campus. Major influences on the operation of this intersection are:

- Potential location of expanded structured parking on the site of the current parking garage;
- Large forecasted growth in background traffic;
- Increased use of Sewall Street as a north-south bypass of State Street;
- Potential redevelopment of the MDOT Transport Services complex.

Preliminary forecasted growth in traffic at this intersection ranges from 36% to 40% at the legs of the intersection for the period 2000 to 2015. The implications of this level of growth are the need for dedicated turn lanes to accommodate high turn volumes at each intersection approach. These can make intersections very large and more difficult to cross for pedestrians, undesirable traits for major pedestrian crossing point at a campus entry.

Pedestrian refuge islands can improve large intersections.

b. Capitol Street – State Street Intersection

This intersection plays a major role in regional Augusta traffic patterns and serves as a gateway to the West Campus. Major influences on the operation of this intersection are:

- Current high volumes of north-south through-traffic and large forecasted growth background traffic on State and Capitol Streets;
- Large numbers of turns to and from Capitol Street;
- Constraints presented by the historic properties abutting Capitol and State Streets;

- Outcome of the NEPA process in the evaluation of rehabilitating/replacing the Memorial Bridge and bridge access;
- Solutions to the significant safety and capacity problems at the Memorial Circle.

Preliminary forecasted growth in traffic at this intersection ranges from 25% to 33% at the three major legs of this intersection for the period 2000 to 2015. The implications for this level of growth are similar to those for the Capitol Street – Sewall Street intersection – the need for dedicated turn lanes at many intersection legs to accommodate high turn volumes. This intersection also requires two through lanes to handle the forecasted levels of traffic. This implies a much larger intersection in an area with sensitive abutting uses to operate acceptably.

c. Capitol Street: Sewall Street to State Street

These two blocks of Capitol Street are critical for establishing a pedestrian-scaled environment on the West Campus. Traffic is forecasted to grow significantly from 2000 to 2015 according to MDOT traffic forecasts (over 50%). The proposed expanded parking structure (500 additional parking spaces) on the north side of Capitol Street will add significantly to the pedestrian crossings within this area and shift traffic flows. It is recommended that a pedestrian refuge island be constructed at the Grove Street/Capitol Street intersection to improve pedestrian crossings of Capitol Street and to 'calm' traffic.

Through-truck traffic (except for local deliveries) should be banned from this section of roadway.

d. Upper Capitol Street

This section of Capitol Street west of Sewall Street is an important gateway approach to the Capitol. It has adequate capacity for the planning horizon but lacks the desired level of streetscape improvements. Shoulders to accommodate bicyclists should be maintained in conjunction with any improvements. Design standards should be developed for this approach to the Capitol and applied in the areas of access management, pedestrian facilities (lighting, planted tree lawns, sidewalk separated from the roadway), building design and orientation.

e. Lower Capitol Street
This section of Capitol Street borders Capitol Park. It has degraded street edges primarily due to lack of quality sidewalks and no/poor curbing. The City of Augusta and the State are planning a major upgrade. New curbing, tree lawns, pedestrian-scaled lighting and designated on-street parking will be provided for this block.

f. State Street
State Street is the primary approach to the West Campus. It has four travel lanes and is characterized by generally poor roadside aesthetics. Adjacent sidewalks on the west side of State Street south of the State House are continuous but in poor condition. Design standards should be developed for both the north and south approaches to the Capitol and applied in the areas of access management, pedestrian facilities (lighting, planted esplanades, sidewalk separated from the roadway), building design and orientation.

An important consideration in the future design of this road is the outcome of the NEPA study evaluating rehabilitation or replacement of the Memorial Bridge.

g. Union Street
This street forms the south edge of Capitol Park. Similar to Lower Capitol Street, it suffers from poor street aesthetics and maintenance. Recommendations include improved sidewalks, pedestrian-scaled lighting, granite curbing along the Park's edge and re-evaluation of the need for on-street parking.

2. Pedestrian Circulation
Pedestrian improvements on the West Campus take the form of campus connections and on-site circulation improvements.

"Campus connection" improvements connect the Campus to adjacent neighborhoods and the downtown and are recommended for all City streets on the West Campus. Most of these segments require improved sidewalks, planted tree lawns, and pedestrian-scaled lighting where appropriate. Strong connections to the Kennebec River Trail and open space are also required. The three signalized intersections within the campus do currently have pedestrian signal equipment but the aesthetics at these crossings are lacking. Landscaping improvements at intersections are required.

Pedestrian segments targeted for improvement include:

- State Street (both approaches to Capitol Street) – improved streetscape landscaping, sidewalk separated from the street edge with a planted tree lawn (south of the State House), and crosswalks delineated with contrasting pavement treatments.
- Capitol Street - sidewalk separated from the street edge with a planted tree lawn west of Sewall Street and on Lower Capitol Street, pedestrian-scaled lighting along its entire length, and crosswalks delineated with contrasting pavement treatments.
- Grove Street - sidewalk separated from the street edge with a planted tree lawn on both sides of the street with pedestrian-scaled lighting from Wade Street to Capitol Street, and crosswalks delineated with contrasting pavement treatments.
- Sewall Street - sidewalk separated from the street edge with a planted tree lawn on east side of the street with pedestrian-scaled lighting from Western Avenue to Capitol Street, and crosswalks delineated with contrasting pavement treatments.

Open Space

The Augusta State Facilities Master Planning Committee has been concerned with the preservation and creation of open space since the beginning of its deliberations. From the first meeting of the group, the desire for maintaining or improving views, providing active and passive recreational opportunities, connecting with completed or future elements of the City's open space and greenway plans, and providing an aesthetically-pleasing landscape in which to work and conduct government business has been expressed by its members. This interest is also based on the desire to preserve historic landscapes and campuses.

The important open spaces on the West Campus that have been identified during the planning process include:

- Capitol Park
- Capitol Hill (including areas surrounding the State House, the Cultural Building, the State Office Building, the Blaine House and the Gannett House)
- Howard Hill

Capitol Park from the State House balcony. The East Campus is in the background across the Kennebec River.

Capitol Park, bounded by State Street to the west, the river to the east, Capitol Street on the north and Union Street on the south.

1. Capitol Park

Early views of the Maine State House show the original Bulfinch-designed building surrounded by agricultural fields and bare hillsides, with a few early houses scattered at its base to the north. Photos from the 1860's show a stone wall along the east side of State Street, and roads running perpendicular and to the sides of the State House to the river. The area bounded by State Street, the Kennebec, Capitol Street and Union Street remained essentially an open field (often used as a parade ground) until 1920, when the Olmsted Brothers of Boston, perhaps the most famous landscape architects in the country, were commissioned to prepare a new landscape plan for this area, to be known as Capitol Park. The Olmsted firm did prepare such a plan to transform the mall into a designed landscape of carefully-placed trees, curving walkways, and planned vistas, with some recreational uses located to the sides. Bulfinch had envisioned the expanse of land between the State House and the Kennebec River as a tree-lined mall, and his vision had been implemented to some extent. The Olmsted plan led to additional plantings and the construction of pathways, and although never fully realized, resulted in the transformation of the unpretentious mall into a picturesque public park.

Capitol Park has continued to evolve as tastes and uses change. It is still primarily an open space for passive recreation, but it has come to house monuments and to provide visual relief for government buildings constructed along its north and south boundaries (the DOT Building to the north in 1975, and the Department of Labor and Department of Human Services buildings from the 1950's and 1960's to the south). Efforts are underway to restore the park to the original Olmsted design. Even in its current state, however, the park provides a suitable setting for the State House and assures that views from the State House across the river to the Arsenal and AMHI remain. In fact, the views back and forth between these three architectural settings are remarkably similar to what they would have been 100 or more years ago.

It is the Master Planning Committee's recommendation that efforts to preserve and restore Capitol Park continue; and that efforts to define and enhance its edges, through high-quality street treatments, landscape development and architectural elements along Union and Capitol streets,

continue as well. Design standards for any construction along the Park, including parking lots, memorials, building renovation and new construction, should be developed. Such standards should be coordinated with the development of streetscape and preservation standards for adjacent historic and view corridors such as north and south State Street, Union Street, and Capitol Street.

2. Capitol Hill

Plans now being executed for the renovations of the State Office Building and the State House include significant site improvements on Capitol Hill. The immediate grounds of the State House are being restored to the Olmsted plans, including the recreation of the circular granite-based iron fence that surrounded the building. The area immediately in front of the new east entrance to the State Office Building, formerly a poorly-marked and poorly-maintained parking area and loading dock, is to be paved with decorative materials and converted to a pedestrian zone with limited parking for persons with disabilities and emergency access. This improvement will result in a more appropriate setting for both the State Office Building and the west entrance to the State House.

At the time of the Cultural Building's construction, there were grand plans put forward for erecting a public plaza, underground parking, and other amenities in the space created by the new museum, the State Office Building, and the State House, presuming that the Education Building would be demolished. Subsequently, there have been additional planning efforts in this area, including most recently the New Capitol Area Master Plan, created under the auspices of the Special Committee on the New Capitol Area Master Plan in 1990-91.

New east entrance to the Burton M. Cross State Office Building.

Today, with the renovation of the State Office Building nearly completed, the physical connection to the State House, both above and below ground, is being redesigned; and the open space to be reclaimed once the Education Building is removed is to become green again. Efforts to alleviate the overcrowding of all three cultural agencies housed in the Cultural Building, also a high priority to emerge from the master planning process, may result in additional public open space and potentially underground support facilities. The current master planning process has led to the rethinking of open spaces on Capitol Hill. The

Committee was in agreement that the emphasis in these areas should be placed on a friendly pedestrian environment that is respectful of the buildings of the Capitol Complex, rather than on the accommodation of automobiles. As current construction projects conclude, and future building construction projects and parking improvements are undertaken, the open spaces between the structures should contribute to the public spirit of the original vision of the State House on the Hill and the Olmsted plans.

Utilities and Lighting

Adequate utilities are available for the development proposed on the West Campus. The following specific requirements will need to be addressed.

1. Water Service:
New construction will utilize existing water mains in place in the streets. New supplies for domestic and fire suppression system use will be required. Connections will be straightforward and will involve standard tapping and metering requirements as stipulated by the Augusta Water District.

2. Stormwater Management:
Storm drain lines exist in adjoining streets and are available for tie-in by proposed site development. Watershed analysis will be required to determine best stormwater quantity and quality management practices. Because the West Campus is largely developed, new construction is not expected to require extraordinary management measures beyond installation of oil/sediment separation devices.

The expansion of the Capitol Street Parking Garage will require reconstruction of the existing 60-inch storm drain that currently runs behind the structure. The topography of the surrounding area will not allow relocation of the line into Wade and Grove Streets adjoining the site because adequate soil cover could not be maintained. Construction of a below ground conduit or chase running underneath the new structure is proposed. This will allow placement of new pipe in close to its current alignment and profile. It will allow ease of connection to the existing line, and ease of access for maintenance or replacement under the building. This approach will require some additional internal building structure in the ground floor level. These

recommendations have been reviewed and approved in concept by the Augusta Sanitary District.

3. Sanitary Sewer Service:
Sanitary sewer lines are available in adjoining streets and are available for tie in by proposed building development. Usual and customary requirements are expected for compliance with Augusta Sanitary District standards for new system design and tapping procedures.

4. Electrical Service and Communications:
Existing electrical and communications services exist in the adjoining street and are available for tie in by proposed site development. Usual and customary requirements are expected for compliance with Central Maine Power and local telecommunications concerns for compliance with standards for new system design and splicing procedures.

5. HVAC:
Heating, ventilating and plumbing systems are generally associated with each individual building, unlike on the East Campus where campus infrastructure may allow multiple buildings to be served by central systems. Other than the State Office Building and the State House, which share some HVAC systems (for example, the boilers in the State Office Building supply steam for heating the Capitol as well as the office structure), all West Campus buildings have their own heating, cooling and plumbing systems.

6. Lighting:
Street lighting in the Capitol approach zones as defined will comply with design guidelines to be developed to insure compatibility with the surrounding architecture and pedestrian environment. Lighting will be designed to provide safe levels of illumination for pedestrian and vehicular circulation. The plan will incorporate municipal guidelines and requirements for exterior lighting applications.

7. Signage:
A signage system on the West Campus must recognize its unique setting and its architectural and historical precedents, notably the State House, the Blaine House, and numerous other historic buildings and Capitol Park.

A vehicle signage system consists of hierarchies of signs:

- signage to guide visitors from the interstate or larger highways to the correct exit or to a satellite parking lot linked to the campus by shuttle;
- signs at appropriate intervals and at decision points; and,
- on-campus signs directing motorists to the appropriate parking lot and spaces.

A sign's scale must be related to the speed and amount of information that can be assimilated by the driver.

On the West Campus, important distinctions should be made between different users: State Employees, visitors, tourists, and the public attending hearings or legislative sessions. A flexible parking management system is recommended that adapts to peak parking demand. A legible signage system is essential to making this parking management system work effectively.

The pedestrian signage system must reflect the distinct needs of pedestrians. They have much more opportunity to absorb a larger amount of information due to their slower travel speed. Signs can be smaller per unit of information and contain much more total information. These signs will be used primarily to direct pedestrians from streets edges and parking areas to the correct building entrances. Signs can take the form of standalone signs, kiosks with maps, and other interpretive information and signs with building names mounted on buildings.

C. Other Locations

Stevens Campus:

The Erskine Building is the oldest building on the Stevens School Campus.

Due to the determination that the State will likely no longer need to locate agencies on the Stevens School campus once the consolidation of these agencies on the East and West campuses is achieved, the Master Plan includes the recommendation that the Stevens School Campus, in whole or in part, be turned over to the Town of Hallowell and/or the private sector for conversion to new uses. It is recognized that the redevelopment of the site should be a joint effort and include State resources to facilitate the changeover from State to other uses. The State and the Town will cooperate in an effort to find uses that will benefit the Town while preserving the historic character of the campus and its buildings.

1. Administration Building (Stevens School)

Location:	Stevens School Campus, Winthrop St., Hallowell
Inventory number:	AUG087
Gross area/expansion, if any:	6,219 sf
Proposed occupant/use:	private sector/office and/or residential

The former Stevens School Administration Building occupies a prominent site on the hillside at the main entrance to the campus. The Greek Revival building requires sensitive renovation if it is to continue in office use and should not be expanded except perhaps for a minimal addition to house code-required stairway(s), an elevator, and an accessible entrance. Rehabilitation standards should be put in place prior to the disposition of the property to assure the preservation of this building and its surroundings.

2. Baker Building

Location:	Stevens School Campus, Hallowell
Inventory number:	AUG089
Gross area/expansion, if any:	18,536 sf
Proposed occupant/use:	private sector/offices and/or residential

Situated on the prow of a hill with fine views of the Kennebec and the buildings of Hallowell, the Baker Building is one of the historically-significant original Stevens School buildings. It needs rehabilitation, especially at the interior; and has some expansion potential. Parking is a problem on the campus now, and would be exacerbated by any building expansions.

3. Central Building

Location:	Stevens School Campus, Hallowell
Inventory number:	AUG094
Gross area/expansion, if any:	33,785 sf
Proposed occupant/use:	private sector/offices and/or residential

This handsome brick structure is one of the older, more significant Stevens School buildings. The interior has been extensively renovated since its use as a classroom building was discontinued. The exterior requires significant renovation. There may be some expansion possibilities. Again, parking needs would need to be addressed if expansion or increased intensity of use is proposed.

4. Cleveland Building

Location:	Stevens School Campus, Hallowell
Inventory number:	AUG095
Gross area/expansion, if any:	6,420 sf
Proposed occupant/use:	private sector/offices and/or residential

If the Stevens School were to be restored as an architecturally-cohesive campus, this building should be removed. Its site could be developed with another, more sensitively-designed building, or it could be used for parking if properly screened from the historic central campus. However, if the campus is privatized, new owners may want to retain this building for continued use.

5. Erskine Building

Location:	Stevens School Campus, Hallowell
Inventory number:	AUG097
Gross area/expansion, if any:	19,296 sf
Proposed occupant/use:	private sector/offices and/or residential

If the Stevens School is to remain in State hands and be looked upon as a campus for State use, the restoration of the Erskine Building would rescue a landmark building and provide a good-sized office building for a moderately-sized governmental agency or a group of small agencies. If the campus is privatized, sale documents should require the retention and restoration of this building.

6. 61 Winthrop Street

Location:	Stevens School Campus, Hallowell
Inventory number:	AUG098
Gross area/expansion, if any:	3,513 sf
Proposed occupant/use:	private sector/offices and/or residential

61 Winthrop Street, a historic residence on the edge of the Stevens School complex, could serve as office space for a small administrative unit, or could be sold for private use. If it continues to be used by state agencies, it should be renovated to capitalize on its historic character while bringing it up to current standards of codes and function. If it is sold, sale documents should include covenants requiring the retention and restoration of this building.

7. Flagg-Drummer Building

Location:	Stevens School Campus, Hallowell
Inventory number:	AUG099
Gross area/expansion, if any:	8,850 sf
Proposed occupant/use:	private sector/office and/or residential

If the Stevens School were to be restored as an architecturally-cohesive campus, this building should be removed. Its site could be developed with another, more sensitively-designed building, or it could be used for parking if properly screened from the historic central

campus. If the campus is privatized, however, the new owner may want to retain this building.

8. Garage

Location:	Stevens School Campus, Hallowell
Inventory number:	AUG088
Gross area/expansion, if any:	450 sf
Proposed occupant/use:	removal

This Stevens School outbuilding has no historic or architectural significance and should be considered dispensable if it is no longer needed as part of a Stevens School re-use plan.

9. Hayden Hall

Location:	Stevens School Campus, Hallowell
Inventory number:	AUG100
Gross area/expansion, if any:	5,985 sf
Proposed occupant/use:	private sector/office and/or residential

This undistinguished contemporary building is similar in character to the Flagg-Drummer Building and should be considered in a similar way. However, it is relatively remote from the historic main campus area, and is used by a local mental health service provider. Thus this building may be a more appropriate candidate to remain on the campus, though if the campus is more intensively used for offices, questions of compatibility of use may need to be addressed.

10. Reed Auditorium

Location:	Stevens School Campus, Hallowell
Inventory number:	AUG104
Gross area/expansion, if any:	13,419 sf/10,000 sf
Proposed occupant/use:	private or public sector/auditorium or community use

If the support operations currently housed here are relocated as part of the Master Plan, this facility could be adapted to other uses, or the site could be sold for private sector commercial purposes, or the building could be

removed and the site used for open space or new construction. City of Hallowell officials have suggested the possibility of returning the building to its original use as a performance space, but this time for the community. Due to the relatively minor modifications that were executed to accommodate the State print shop and postal operations, most of the theatrical and gym infrastructure remains in place. Thus a return to original functions would be easily accomplished.

11. Pre-Release Garage

Location:	Stevens School Campus, Hallowell
Inventory number:	AUG107
Gross area/expansion, if any:	800 sf
Proposed occupant/use:	removal

This utilitarian structure should be torn down unless needed by a new owner or the State agency or agencies that occupy the Stevens campus under the new master plan. If it is not needed, the space could be utilized for parking.

12. Stevens Building

Location:	Stevens School Campus, Hallowell
Inventory number:	AUG105
Gross area/expansion, if any:	17,841 sf
Proposed occupant/use:	private sector/office and/or residential

This 1936 classical revival building needs to be renovated, and could support small additions that could provide accessibility, new entrances, and means of egress improvements. It occupies an important position on the campus and should be considered a significant building along with those it faces across the central quadrangle. If the campus is privatized, this building is one that should be protected with a historic facade easement.

13. Supervisor's House

Location:	Stevens School Campus, Hallowell
Inventory number:	AUG101
Gross area/expansion, if any:	2,400 sf
Proposed occupant/use:	private sector/offices and/or residential

If the use of the Stevens School complex by the State is to continue and/or intensify, this building should be restored for office use by a small agency. If not, or even with a continued State presence but no good use candidate for the house, the building should be sold with historic easement protection for private residential or office use.

14. White Cottage

Location:	Stevens School Campus, Hallowell
Inventory number:	AUG106
Gross area/expansion, if any:	2,128 sf
Proposed occupant/use:	private sector/office or residential

With the recommended consolidation of DOL functions, this plain bungalow located adjacent to the Stevens School campus would become surplus property. It could be sold for private use, or turned over to a small agency that might need to be near agencies located in other Stevens School buildings if the campus remains in State hands.

Other Sites

Although the primary thrust of the Master Plan is to bring as much of State Government to the East and West Campuses as possible, there will continue to be the need for satellite spaces for reasons of convenience, function, or necessity (for swing space, for example). Thus it is likely that the use of such facilities as the Old Liquor Warehouse in Hallowell and the Weights and Measures Building on Cony Road will remain in State ownership and use, and the State will continue to lease office space and other types of space in the Augusta area. The primary locations that will remain under lease for well into the master planning period, at least, include 2 Anthony Avenue and 35 Anthony Avenue (occupied by the Department of Labor and the Department of Human Services), as both buildings have been recently renovated and/or expanded, and both contain client service operations that benefit from the Anthony Avenue locations. The Department of Professional & Financial Regulation is likely to remain in its Gardiner location for a similar period.

159 Hospital Street

Location:	159 Hospital Street
Inventory number:	AUG122
Gross area/expansion, if any:	2,360 sf
Proposed occupant/use:	private or public sector/ offices or residential

Once a plan for the consolidation of the Department of Conservation is in place, this property could be turned over to the City for expansion of the arboretum, or sold to a private user.

Agricultural Storage, Weights and Measures

Location:	Cony Road
Inventory number:	AUG121
Gross area/expansion, if any:	19,436 sf
Proposed occupant/use:	state/laboratory, storage, vehicle storage & maintenance space, ancillary office space

Consideration should be given to consolidating the Department of Agriculture operations currently located in this building with remaining DOA functions and declaring the property surplus. It could be turned over to the City for augmenting the recreation complex and/or arboretum or other public use, or it could be sold into the private sector.

Entomology Lab/Garage/Storage

Location:	50 Hospital Street
Inventory number:	AUG084
Gross area/expansion, if any:	6,325 sf
Proposed occupant/use:	removal as part of development of DPS campus

These two wood-frame buildings are located near the Public Safety complex on prime real estate on Hospital Street with fine views across the river to the Capitol Complex. With the consolidation of the Department of Conservation at one location, these buildings should be removed and the site redeveloped as part of the Public Safety Campus.

Entomology Garage/Storage

Location:	50 Hospital Street (rear)
Inventory number:	AUG085
Gross area/expansion, if any:	3,456 sf
Proposed occupant/use:	removal as part of development of DPS campus

The Entomology Garage is a simple two-story wood-frame structure with no inhabited spaces and in only fair condition. Its functions should be combined with other similar needs of the Department of Conservation elsewhere, allowing the removal of the building and the use of its footprint as part of the Public Safety Campus development.

Old Liquor Warehouse

Location:	10-12 Water Street, Hallowell
Inventory number:	AUG102
Gross area/expansion, if any:	61,561 sf/40,000 sf
Proposed occupant/use:	State Museum, State Archives, Law Library / offices, warehouse space

The Lottery Commission occupies the office portion and a small part of the warehouse space of this warehouse building, while the Museum, Archives, and Library use the majority of the space for processing and storage. Much of this space was substantially renovated with climate controls and security for these uses in 1987. The cultural agencies and library could use more space in the building, if another location can be found for the Lottery Commission.

Downtown

While the State does not own any real estate on Water Street or directly adjacent to the central business district, it proposes to have a presence in the downtown area. The committee directed the consultants to include the establishment of an employee base of up to 300 State employees in the downtown. This should be accomplished through leasing space, preferably in one or more of the historic commercial buildings on Water Street, and /or in the Key Bank Tower or perhaps in newly-constructed space resulting from development initiatives promoted by the Capitol Riverfront Improvement District. Ongoing programming efforts will identify State agencies that could benefit from a downtown location, and agencies that would help to revitalize the Water Street area.

D. Agency Locations

One of the most important goals of the Master Plan is to consolidate State agencies in locations that will allow them to function most efficiently and effectively. The outcome of the MPC's efforts in this regard shows the distribution of employees in Greater Augusta that will result from the implementation of the plan.

East Campus

The conversion of parts of the former AMHI engineering complex into appropriate space for the Department of Environmental Protection supports several goals of the Master Plan, including consideration of the State agencies.

The East Campus compliment of State agencies will remain much as it is today. The natural-resource-based agencies, including the departments of Agriculture, Marine Resources, Environmental Protection, Conservation, and Inland Fish & Wildlife, would be consolidated on the core campus, in the to-be-renovated Stone Building complex and other renovated former AMHI buildings such as the Harlow, Tyson, Williams and Ray buildings. The Department of Corrections administrative offices will remain on the core campus, as will the administrative functions of the Department of Behavioral and Developmental Services.

The Bureau of Motor Vehicles of the State Department will remain in its existing building on Hospital Street. The various and scattered units of the Department of Public Safety will be consolidated on the proposed new Public Safety Campus at the northeast corner of the East Campus, to include the existing Medical Examiner's Building and Crime Lab. Lastly, the employees of today's AMHI will remain on campus but move to the new Psychiatric Treatment Facility, to be constructed beginning Spring 2001, at the southwest corner of the campus.

West Campus

The majority of State employees will continue to be located on the west side of the River, in numbers that will not increase appreciably from today's. The largest single group of employees will be housed in the three buildings of the Capitol Complex. The agencies to be housed in the Burton M. Cross Building include:

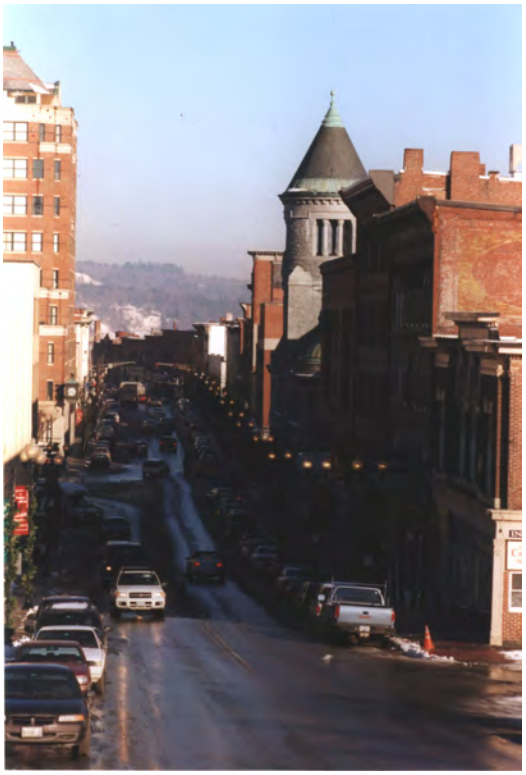
- Department of Administrative and Financial Services (partial)
- Department of Education
- Office of the Attorney General
- Department of Economic and Community Development

- Secretary of State Division of Corporations, Elections and Commissions
- Department of Treasury
- Capitol Security
- Legislative Branch employees (partial)

Groups to be housed in the State House include:
- Governor's Office (partial)
- Legislative Branch (partial)

Agencies to be housed in the Cultural Building are:
- Maine State Museum
- Maine State Library
- Maine State Archives

The second largest concentration on the west side will be in the new office building proposed for the Motor Transport site on Capitol Street. The MPC determined that a possible candidate for using this building is DHS. Between 500 and 1000 employees could be housed here.



Water street should continue to be Augusta's Main Street.

The Department of Transportation and the Department of Labor will remain in their existing buildings fronting Capitol Park, though both buildings will be subject to renovation and/or expansion projects. The remaining West Campus agencies, consisting of the State Planning Office, the Public Utilities Commission, the Secretary of State, and various small agencies such as the Maine Arts Commission and the Maine Historic Preservation Commission, will be housed in smaller buildings clustered around the Capitol Complex. Some of these agencies may be candidates for a downtown location (see *Other Sites* on next page).

Other Sites

The MPC held as a high priority the State's participation in the revitalization of downtown Augusta. The means to this end will be locating one or more agencies that could benefit from a Water Street location, and that could in turn benefit the downtown, in leased space on Augusta's historic main street. Although no definite candidate for such a location was identified, possibilities include the Department of Labor Career Center or other public-oriented unit, and/or the State Planning Office.

Significant leased space in Augusta will remain in use for the Department of Human Services and Department of

Labor client service functions at Anthony Avenue. DHS is likely to remain there for the duration of the planning period. The DOL Career Center may be relocated to the DOL headquarters at Union Street on Capitol Park, or possibly located in leased space on Water Street in downtown Augusta as discussed above.

The Department of Professional & Financial Regulation is likely to remain in leased space in Gardiner for the foreseeable future.

Additional leased space will be needed to serve as "swing space" during construction projects and for special projects or programs that arise from time to time.

E. Recommendations

During the course of its deliberations, the MPC considered and recommended potential building, site and infrastructure projects. The committee categorized these projects as follows:

- In progress (now underway)
- Near-term (to be implemented within the next 1-5 years)
- Intermediate-term (5-10 years)
- Long-term (10-20 years)

Some of the major projects that, when completed, will contribute to achieving the overall goals of the master plan, are listed below:

In Progress:

- Construct Psychiatric Treatment Center
- Relocate DEP Response building/warehouse
- Parking and alternate transit plans for each campus
- Study Stevens School redevelopment
- Study Cultural Building renovation and expansion options

Near-term (1-5 years):

- Renovate Harlow Building
- Preserve and re-use former residences in State Street/Capitol Street historic area
- Construct West Campus streetscape improvements
- Construct East Campus streetscape and infrastructure improvements
- Expand State parking garage
- Renovate DOT office building
- Study Legislative Law Library space needs and location options
- Renovate and expand 20 Union (DOL offices)
- Work with Gardiner regarding future of leased space

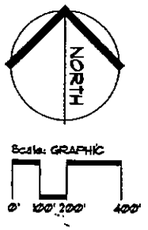
Intermediate-term (5-10 years):

- Renovate Stone Building, Ray Building, Williams Pavilion, and Campbell Barn
- Construct Public Safety Campus
- Relocate DOT Motor Transport, BGS Fleet and Public Safety garage to new State Fleet Garage

- Construct Phase I of East Campus parking garage (north end)
- Study open space design options for East Campus

Long-term (10-20 years):

- Develop DOT Motor Transport site
- Construct Capitol North office building (if required)
- Complete East Campus parking garage
- Demolish 221 State Street and bank site for future use



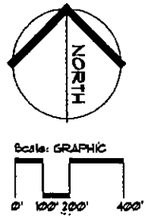
Graphic in progress

AUGUSTA
STATE FACILITIES
MASTER PLAN

AUGUSTA, MAINE

PUBLIC SAFETY SITE

14 MARCH 2000



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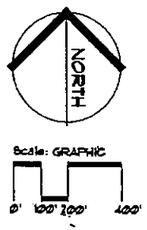
AUGUSTA
STATE FACILITIES
MASTER PLAN

AUGUSTA, MAINE

CAPITOL STREET SOUTH

14 MARCH 2000



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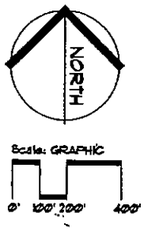
AUGUSTA
STATE FACILITIES
MASTER PLAN

AUGUSTA, MAINE

STATE / UNION STREET

14 MARCH 2000



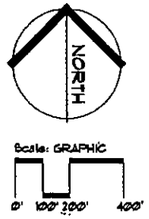
Graphic in progress

AUGUSTA
STATE FACILITIES
MASTER PLAN

AUGUSTA, MAINE

PUBLIC SAFETY SITE

14 MARCH 2000



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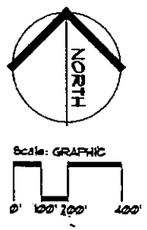
AUGUSTA
STATE FACILITIES
MASTER PLAN

AUGUSTA, MAINE

CAPITOL STREET SOUTH

14 MARCH 2000



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AUGUSTA
STATE FACILITIES
MASTER PLAN

AUGUSTA, MAINE

STATE / UNION STREET

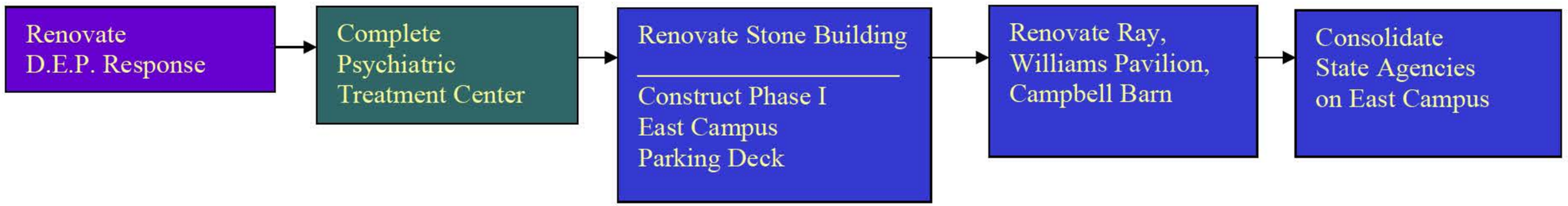
14 MARCH 2000

6. Implementation

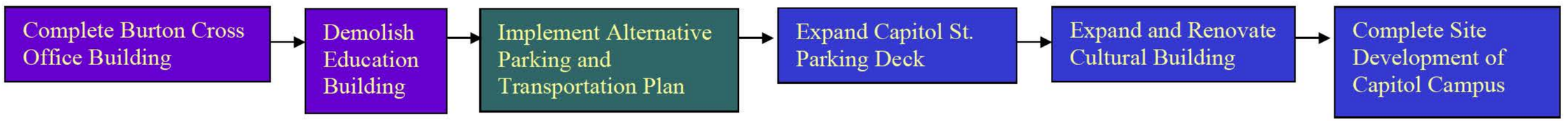
A. Recommended Projects and Project Sequences

Full implementation of the State Facilities Master Plan will take over 20 years to complete. It will be important to reassess the master plan periodically and adjust it to the ever-changing face of State Government. The implementation of this plan requires completing a number of planning projects and stand-alone projects as well as four groups of sequenced projects as indicated below. The sequences can be accomplished concurrently although many of them must be preceded by the appropriate planning studies.

Sequence #1

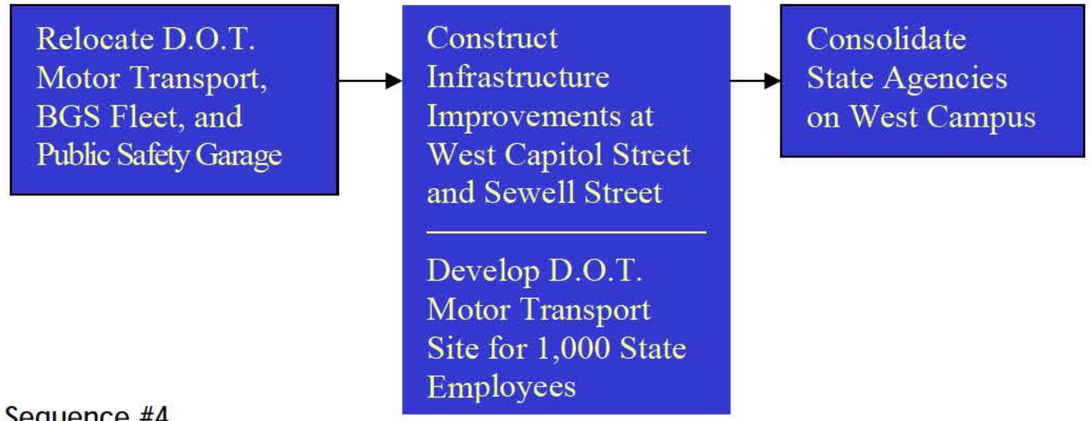


Sequence #2



Key:
- *work completed*
- *work in progress*
- *future*

Sequence #3



Sequence #4

As an adjunct to all projects listed in this section, infrastructure improvements, including road improvements to resolve traffic issues, parking lots and decks, alternative transportation, streetscape improvements including pedestrian-scaled lighting, pedestrian crossings and ramps, and traffic-calming elements should be completed in areas adjacent to proposed construction. In all likelihood, these improvements will be joint City-State efforts.

Planning Studies

- DOT Site
- Cultural Agencies
- Stone Building
- State Street Historic Corridor Plan
- Public Safety Campus
- Stevens Campus Re-Use

Stand-Alone Projects

- Public Safety Campus
- Downtown Presence (300 Employees in Lease Space)
- Participate in Stevens Campus Redevelopment
- Renovate Harlow Building
- Renovate D.O.T. Building
- State Street/Capital Street Histroric Area

B. Design Standards

The Master Plan is based on the continuing use of significant historic buildings on both campuses…

The Master Plan is based on the continuing use of significant historic buildings on both campuses (the State House and Blaine House, among others, on the West Campus; the Stone Complex and other original AMHI buildings on the East Campus). The rehabilitation of these buildings should be accomplished according to the highest standards, in order to preserve them for future visitors and users. Additions to these buildings need to be sensitively designed to compliment them aesthetically and functionally. New buildings should be designed to respond to their historic neighbors while being high-quality, contemporary buildings in their own right.

… the application of design standards is a logical and appropriate way to assure the longevity of these buildings and their surroundings.

In order to assure this level of quality as renovation, expansion and new construction projects come on line, the committee recommends that Design Standards be established to guide all work within the State campuses. Since most of the buildings of the East Campus are within a National Register Historic District, and the primary buildings of the West Campus and much of the open space are listed on the National Register, the application of design standards is a logical and appropriate way to assure the longevity of these buildings and of their surroundings.

These standards should be compiled in the form of a Design Manual that will become a part of the project design and approval process used by BGS, the State House and Capitol Park Commission, and the Capitol Planning Commission (CPC) for any project proposed for construction within the Capitol Planning District. The Manual should include the following basic components:

- A list of designated historic districts, individual historic buildings, historic landscapes, and historic landmarks
- Physical descriptions and statements of significance for each historic resource, accompanied by photographs which illustrate the range, the visual quality, and the history of the resources
- Standards for alterations of historic buildings, including additions. The standards should be applicable to vernacular buildings as well as high-style buildings (for example, they should apply equally to the Boiler House and the Stone Building on the East Campus)

- Standards for the design and construction of new buildings on the campuses, to assure that new construction projects in historic campus and streetscape settings respond to their contexts
- Design guidelines for signs, to apply to all levels of signage from major highway signs to building signs
- Design standards and guidelines for proposed street and walkway improvements within the campuses and along streets bordering the campuses. Lighting standards will be included.

The committee recommends that the Maine Historic Preservation Commission be responsible for creating these standards, and that the Capitol Planning Commission be responsible for applying these standards for major projects, perhaps above a certain construction dollar value. Smaller projects should still adhere to the standards but could be subject to administrative review by BGS and the staff of the Maine Historic Preservation Commission.

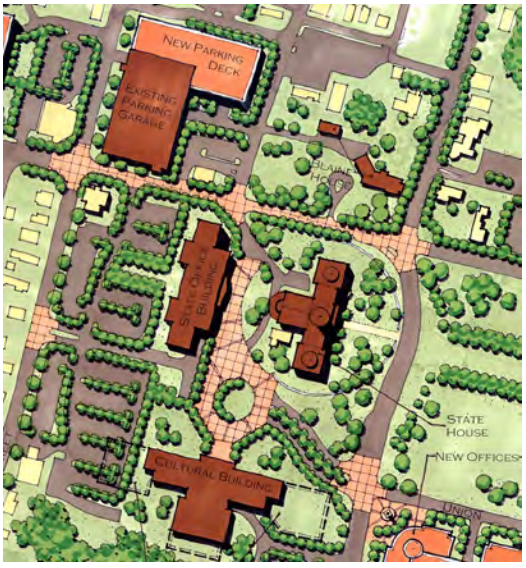
The Capitol Planning Commission should be responsible for applying these standards for major projects.

By putting in place an institutional framework for the evaluation and implementation of projects proposed for the East and West campuses, the Master Plan will assure that future new construction and renovation projects will respect the history of Augusta and its institutions, avoid mistakes of the past, and provide State Government employees and customers with a physical plant that is appropriate for the conduct of State business for years to come.

7. Conclusion

The Capitol and the Kennebec as seen from the Arsenal

With the completion of the Master Plan, its approval by the Capitol Planning Commission, and its acceptance by the Legislature, the work of the MPC will be complete. The task of implementing the plan will fall to the Bureau of General Services under the auspices of the Capitol Planning Commission. The list of master plan-based projects will be supplemented by maintenance and space planning projects proposed by State agencies.



Capitol Complex, West Campus.

The Master Planning Committee and its consultant team are confident that the master plan presented in its entirety in the following pages satisfies the Legislature's statutory requirements (L.D. 1626,1987) for the preparation of a State Master Plan. When fully-implemented, the plan will achieve the goals established at the beginning of the process. When implemented, the plan will result in the following:

- The agency consolidations are accomplished.
- The State's physical plant is concentrated and brought up to appropriate standards.
- The East Campus is preserved, revitalized, and "greened".
- The major open space on the East Campus, between the Arsenal and the main AMHI Campus, is preserved, enhanced, and protected from development.
- The West Campus is "greened" and enhanced as the primary visitor destination in Augusta and the principal address for State government business.

Capitol Complex, East Campus.

- State employees are housed in space that is healthy, safe, productive, and appropriate for State business.
- Use of leased space is concentrated where it is most beneficial for State purposes.
- Parking for employees and visitors of all types is improved, while alternatives to on-campus parking are enhanced.
- The State becomes a partner in the revitalization of downtown Augusta and the riverfronts.
- Improved functional and communicative relationships between State agencies.
- Preservation of significant State-owned historic properties and sites.
- Useful framework for making State facility-related planning decisions for during and beyond the planning period.
- Improved transportation within and between Campuses and throughout adjacent areas of Augusta.

In short, this Master Plan will put the State's facilities on solid ground, and provide a legacy for future Maine residents that speaks to pride in and good stewardship and good management of the State's real estate assets.

8. Appendices

Meeting Minutes

AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE WORKSHOP NO. 1

September 15, 1999

MEETING MINUTES

Attending:
Joel Abromson, Senator*
Bill Bridgeo, City of Augusta*
Elaine Clark, BGS*
Earle Shettleworth, Jr., MHPC*
Janet Waldron, DAFS*
David Madore, Representative*
Patrick Colwell, Representative*
Dr. Owen Cargol, University of Maine*
Charles Jacobs, DAFS
Delaine Nye

*member of Master Planning Committee (MPC)

Consulting Team:
Ellen Belknap, SMRT
Malcolm Collins, SMRT
Mark Johnson, SMRT
Bruce Hyman, Wilbur Smith Associates

Guests:
Brian Kent, Kent Associates
Bruce Keller, City of Augusta
Gary Remal, Kennebec Journal

1. Introductions

Janet Waldron initiated introductions of committee members, consulting staff, and guests. She also provided an overview of the Master Plan project and stressed the importance and significance of cooperation between State Government and the City of Augusta in carrying out the project. She stressed that the Capitol Planning Commission would have statutory authority over the process, while Earle Shettleworth noted that the State House and Capitol Park Commission would also be reviewing the plan.

Bill Bridgeo reviewed past City planning efforts and noted that the Committee could count on the City as an appreciative and enthusiastic participant in the master planning process. Bill also

introduced Brian Kent, whose team has been selected to prepare a Master Plan for the Capital Riverfront Improvement District (CRID), a newly-established district that overlaps the boundaries of the Augusta State Facilities Master Plan project area. He noted that due to this overlap, there would be many common issues, and common membership on the Master Planning Committee and the CRID Board of Governors. Coordination between these two projects is critical and could result in an extraordinary opportunity for the City.

2. Project Objectives

Mac Collins reviewed project objectives, noting that of the six objectives listed, five were those of the initial Moving Maine Forward planning effort begun in 1996. He emphasized that the sixth, new, objective, coordinated planning with the City of Augusta, was new to this project and was in keeping with the desire for coordination and cooperation as expressed by Janet and Brian earlier in the meeting.

3. Scope of Work

Mac Collins walked the group through the scope of work, indicating the project represented a classic urban planning/urban design project. He discussed the project boundaries, which are those of the Capitol Planning Commission's jurisdiction, incorporating the AMHI and Arsenal campuses on the east side of the Kennebec, and the Capitol Complex including the major State Government buildings on the west side. It was noted that areas such as the Arboretum, the Downtown, the Medical Center, and residential neighborhoods abutting the project area, even though not within the boundaries, will be brought into the process by virtue of the fact that the project will affect and be affected by these areas.

Brian Kent expressed great interest in coordinating the work of the CRID master planning team with that of the State project, but indicated that he would like to hold discussions as soon as possible to define scopes of work and responsibilities due to the large degree of overlap of project areas and objectives. Bruce Keller and Mac Collins agreed to meet with Brian prior to the first CRID meeting on October 1st to establish appropriate protocol. They also agreed to share information and base material to the greatest extent possible to stretch limited resources to the fullest.

4. Review of Work Completed to Date

Mac discussed State master planning work already completed, including the Augusta office space inventory, the Space Planning Standards Manual, the initial campus concept for the AMHI Campus, and special projects such as the Campbell Barn Conference Center design and the rehabilitation of the Tyson Building. It was suggested that one of the MPC workshops be held on the AMHI Campus, perhaps in a conference room in the Tyson Building or the Marquardt Building. A tour of the recently renovated Tyson Building was also recommended.

Mac presented a slide show on the inventory process and results. He also spoke to the issue of consolidation of State departments, using SMRT's ongoing work with DHS as an example. He indicated that because one of the objectives of the plan is to consolidate State agencies within State-owned buildings, there would be less reliance on leased space. Janet concurred but noted that there would always be a need for leased space to meet the State's changing office space requirements. Ellen Belknap added that as the plan recommendations are implemented, there will be more need for office space for private-sector uses to support State operations.

Bruce Hyman gave a brief presentation on the traffic, transportation and parking studies being conducted by Wilbur Smith Associates as part of the master plan. This led to a discussion of the third, and possibly fourth, bridge projects and the importance of transportation issues to both the State master plan and the CRID master plan projects.

5. Questions for Committee Discussion

Ellen led the group into a general discussion of issues of concern, beginning with those that had been provided in advance in the Committee members' packets. Comments included:

- both project teams should be involved in high-level discussions with the City and MDOT on the bridges and rotaries.
- a continuing City focus is the return of residents and an increase in available housing stock in the dowtown area. It is currently pursuing this in a pilot revitalization project in the Winthrop Street area. Other opportunities should be considered.
- the Eastern Avenue/Mayfair Area neighborhoods should be included in the planning process.
- opportunities for private sector involvement in the development of the east campus should be a high priority.
- the work of the team planning for the new forensic hospital should be closely-coordinated with the master plan and CRID projects; and the City should be brought into the site selection process for the new facility as early in the process as possible.
- new uses for the "flat iron" building of Cony High School should be a consideration.
- the State should develop guidelines to help in the consideration of properties offered to it for purchase.
- alternative transportation systems should be considered, especially rail.
- as the east campus is developed, any new construction should take preservation of views across the river from Hospital Street into account.
- aesthetic aspects of work on both campuses should be a high priority.
- the City should provide the master planning team with a list of concerns for consideration during the planning process.
- the public should be involved in the process as much as possible, though without any controversial elements, participation may be limited.

6. Review of Project Schedule and Meeting Dates

Mac provided an explanation of the various groups and types of meetings that are being planned for the master planning project. He then reviewed the schedule, indicating that the MPC, in particular, would be working hard to achieve the desired completion date of the end of January, 2000. This led to a discussion of coordination between the master plan schedule and the CRID schedule. Because the CRID process is just getting started, the CRID team may be behind the State's effort. Thus coordinating meetings may not be possible to the extent desired. However, all agreed that combining public meetings to the greatest extent allowed by the schedule should be a goal.

It was agreed that the State project schedule would be adjusted to allow more time for enlisting public participation in the first public workshop, originally scheduled for September 23rd. It was suggested that this workshop be delayed and combined with the initial CRID public meeting. The State team and the CRID team will work with the City Planning Department to determine the feasibility of this and come up with a proposed date. David Madore and Bill Bridgeo agreed to help strategize on the best ways to assure public participation.

It was also agreed that the first Employee Workshop will be delayed to allow for more widespread publicity among State employees.

Earle suggested that SMRT contact Sally Tubessing regarding the first Commission Coordination Meeting scheduled for September 30th, as the State House and Capitol Park Commission meets sporadically and getting that group together so soon may be a problem.

7. Other Business

The MPC will have its second meeting on September 23rd. At this time, SMRT and WSA will present updates on existing conditions and data gathering. SMRT will also present its findings on agency space needs, and Charlie Colgan will speak to the group on economic and policy analysis as well as projections for space use by State Government over the next 20 years.

Note: These minutes were prepared by Mac Collins. Please notify him immediately upon reading these minutes if inaccuracies, errors, or omissions are found.

AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE WORKSHOP NO. 2

September 23, 1999

MEETING MINUTES

Attending:
Joel Abromson, Senator*
Bill Bridgeo, City of Augusta*
Janet Waldron, DAFS*
Erik Carson, City of Augusta/State Planning Office
Patrick Colwell, Representative*
Dr. Owen Cargol, University of Maine*
Charles Jacobs, DAFS
Elaine Fuller, Representative*
Delaine Nye, Augusta City Council

*member of Master Planning Committee (MPC)

Consulting Team:
Ellen Belknap, SMRT
Malcolm Collins, SMRT
Mark Johnson, SMRT
Charlie Colgan, University of Southern Maine
Bruce Hyman, Wilbur Smith Associates

Guests:
Brian Kent, Kent Associates
Gary Remal, Kennebec Journal

I. Introductions

Janet Waldron initiated introductions of committee members, consulting staff, and guests.

II. Economic and Demographic Projections

Charlie Colgan described his work component of the master plan project as being to provide a long-term context for the project. He will study how the roles of State government have changed and will change. He will be forecasting 20 years out, looking specifically at population, employment, and industrial output data for the nine state economic planning regions. This information is typically used by DOT, DECD, Department of Education, and the State Planning Office, in their project planning. Charlie will also be studying the interconnections of regions.

He will pay special attention to the evolving nature of state government in relation to agency strategic plans. Charlie will be looking specifically at:

- improved service to the public
- user-friendly interface in public spaces
- improved use of technology
- more emphasis on employer training and education

Trends and questions he hopes to shed light on include:

- community planning: how can state government fit with Augusta long-term?
- group/conference facility need will grow
- face-to-face customer service may decrease
- space needed for technology equipment will increase
- where will the computer processor be?
- state government will continue to rethink hierarchical organization:
  - team approach?
  - flat structure?

He projects that teams will be increasingly important; that flexible team configurations, cross-training, multi-location and multi-position skills will become more necessary.

Elaine Fuller commented that state agencies should make sure that technology that is used to deliver services to the public must be user friendly.

Pat Colwell urged that the ATM and video-conferencing systems in place or being developed be included in the master plan. Charlie noted that virtual conferencing will become commonplace, taking place 24 hours a day.

Wireless technology is on the horizon, but we must plan for both wired and wireless technologies. Charlie urged that we plan for the ***evolution*** of technology, not for any specific or current technology.

Bill Bridgeo commented that in the realm of conferencing and training, the master planning process should take into account the fact that the Augusta Civic Center plays a major role in this area, and that any change in use patterns should be considered. He noted that the facility is now 25 years old and is the subject of a market analysis at this time. He also said that DECD is conducting a state-wide study of convention facilities. He will provide the MPC with information on the facility and the studies at a future meeting.

Charlie will be looking at organizational and economic gains to be realized from consolidation of state departments; and at how demographic changes will affect competitiveness, labor markets, labor economics, and state government services. Janet Waldron noted that the state government workforce is aging, and that state employees are remaining on the job longer. Charlie agreed and will be taking these factors into account.

Charlie reemphasized the need to examine the role of state government in the region. He feels that state government can be a catalyst for good or ill - for a livable community or for sprawl. He observed that Augusta is now realizing urban/suburban pressures; and that as consolidation and increased densities of government operations occur, urban amenities become more important.

Charlie concluded by saying that population growth in Maine will be very slow, and that labor shortages will be the dominant theme in business management in the near future.

Brian Kent asked that the conflicts between state and local government, such as tax base, be considered. Charlie indicated that this would be a good research topic, but was not within his scope for the master plan. He concluded by saying that his work can be characterized as a clean slate exercise - what should the public sector do, and what should the private sector do?

III. Review of Base Drawings/Data Collection

Mark Johnson reviewed site and planning analysis work to date, and described data collection methods and progress to date. He showed some sample base and analytical drawings and revisited the question of boundaries from the last meeting, showing in more detail where the boundary lines for the project were and what areas beyond the boundaries would be considered.

IV. Review of Traffic and Transportation Issues

Bruce Hyman gave an update on the traffic, transportation and parking studies being conducted by Wilbur Smith Associates as part of the master plan. He presented and discussed a traffic congestion summary; charts and maps showing high-accident intersections and roadway segments; and graphic and chart information on future traffic forecasts. While the graphic for the latter subject showed the proposed third bridge and connector route between routes 201 and 202/3, it did not show the projected extension of that connector from route 202/3 to route 17. Bruce said he would revise the information and present it at the next meeting.

Bill asked that the issue of overweight trucks that must use routes through the city rather than the interstate due to weight limitations be factored into the traffic analysis. He also stressed the importance of providing a river crossing in close proximity to the east and west state government campuses, and that the MPC give some thought to the future of the Togus VA Hospital. He noted that once the north bridge connector reaches Route 17, it will be within 1-2 miles of Togus. Future development will surely be concentrated along the connector; thus Togus may become a prime development area.

V. Building/Site Opportunities

Mac Collins presented a list of "building/site opportunities" arranged according to the Moving

Maine Forward Augusta building inventory system. For approximately half of the state-owned buildings in the inventory, he provided information about those buildings and sites that represent opportunities for expansion or improvement through renovation, addition or replacement. Some buildings were included on the list because they had outlived their usefulness and could be removed and replaced by new construction or be consolidated with other properties to provide sites for larger projects. Buildings and sites representing significant opportunities include all of the historical buildings of the AMHI Campus and the Arsenal; the DOT site on Capitol Street; 20 Union Street (the Department of Labor building); and 242 State Street (housing the Public Utilities Commission, the Employee Relations Board, and the Board of Ethics).

A member of the MPC indicated that one building on the list, the Cony Road Farmhouse, has been demolished and should be removed from the list. However, the site should remain on the list as it may represent an opportunity for the state or the city.

Mac will complete a draft of the entire list by the next meeting. Later in the project, the opportunity buildings and sites will be subject to analysis to determine the exact nature of the opportunity for each one; for example, what would the possible floor area be for a new building on the DOT garage site, and could the site accommodate the parking that would be required for that size building?

V. Departmental Programming Preliminary Findings

Ellen led the group into a general discussion of issues relating to the Augusta State Facilities Programming Study. The study included interviews of personnel in each state agency (except those already programmed under previous projects) to determine the present and future space needs of these agencies. Ellen found that the provision of new space is not the most important issue. Rather, consolidation of those departments that are fragmented by being housed at several different, and often far-flung, locations is the most important issue. She noted that the need for new space is minimal, as agencies use technology to improve service while holding down the need for new positions. The key elements of planning for these agencies are the number and location of offices they occupy.

Bill asked that the planning process take into account the likely disposition of leased space, and also of properties such as the Stevens School in Hallowell that could become surplus property for the state and represent major planning components of the cities or towns they are located in.

Ellen presented summary graphics showing the number of square feet of office space occupied by each agency, broken down into location (Capitol Campus, AMHI Campus, Stevens Campus), leased, and additional future space required.

VI. Other Business

The MPC will have its third meeting on October 7th. At this time, SMRT and WSA will present updates on existing conditions and data gathering, as well as preliminary findings on parking and traffic. SMRT will complete its presentation of the preliminary opportunities list.

The master planning process meeting schedule was modified to move the first public meeting to November 9, 1999, to allow ample time for advertising the meeting to the public. Bill Bridgeo agreed to take the lead in getting the word out to Augusta residents.

Note: *These minutes were prepared by Mac Collins. Please notify him immediately upon reading these minutes if inaccuracies, errors, or omissions are found.*

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AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE WORKSHOP NO. 3

October 7, 1999

MEETING MINUTES

Attending:
Joel Abromson, Senator*
Bill Bridgeo, City of Augusta*
Elaine Clark, BGS*
Roger Katz, Augusta Development Center*
Earle Shettleworth, Jr., MHPC*
Janet Waldron, DAFS*
David Madore, Representative*
Patrick Colwell, Representative*
Dr. Owen Cargol, University of Maine*
Elaine Fuller, Representative*
Charles Jacobs, DAFS
Delaine Nye, Augusta City Council

*member of Master Planning Committee (MPC)

Consulting Team:
Ellen Belknap, SMRT
Malcolm Collins, SMRT
Bruce Hyman, Wilbur Smith Associates

Guests:
Brian Kent, Kent Associates
Susan >>>>>>, Go Augusta
Gary Remal, Kennebec Journal

I. Review of Parking, Traffic and Transportation Issues

Bruce Hyman provided the MPC members with a revised "Future Traffic Forecasts" graphic which included the proposed road connecting routes 3 and 17 as a continuation of the 3rd bridge connector road. He indicated that the extended connector would not have much impact on roads within the project area.

Parking issues were discussed at length. Bruce outlined a number of possibilities for dealing with parking needs that were acknowledged by all. He provided members with a handout on parking management. Of special interest was the concept of satellite parking with shuttle service

to the Capitol Complex and the East Campus. Some of the comments of MPC members are summarized as follows:

- when the legislature is in session, parking is a real problem. What parking there is is dirty, poorly maintained, and aesthetically poor (Bill Bridgeo).
- more green space is needed, especially at the Capitol complex; but legislators need to be able to park close to the State House and State Office Building (Joel Abromson).
- based on observations from both before and after the SOB was emptied, there appears to be a need for 200 - 300 spaces in the SOB/Capitol area (Charlie Jacobs).
- the committee should give consideration to using the demand for parking to raise revenue to improve the parking situation (Bill Bridgeo).
- revenue-raising measures can also be used to control who parks where (visitors vs. employees vs. legislators) (Ellen Belknap).
- is there enough state-owned land to build surface parking lots for satellite/shuttle system (Roger Katz)?
- signage is a big part of the problem (Roger).
- parking problems should be considered from a city-wide basis; the hospital has instituted a successful shuttle system between the state's Arsenal lot and the hospital for hospital employees (Brian Kent).
- a shuttle system would have to account for state employees often staying late during the legislative sessions (Joel).
- parking discussion needs to be coordinated with DOT bridge discussion; and alternative transportation opportunities need to be explored (Bill).
- Go Augusta demand management program of van pooling now has 800 people signed up; program is waiting for master plan process to conclude prior to investigating more aggressive approach (Susan >>>>>).
- if a serious attempt is to be made to resolve the parking issue with meters, satellite lots and shuttles, now is the time while employees are forced out of their normal routines by the SOB renovation process (Charlie Jacobs and others).
- if emphasis is to be on shuttles and satellites, thus separating employees from their cars during their workday, an in-town transit system must be developed to allow those without their cars to get around the city for lunch, errands, etc.
- whatever program is instituted must be flexible and able to change (Susan).
- people coming to testify before the legislature need to be able to park close to the State House and the SOB (Joel).

Janet Waldron asked how to start on a parking proposal. Bruce noted that in a similar situation in the Vermont state capitol of Montpelier, planner brought in the employees union early in the process to find out what employees needed to make the system work. The response included the need for lighting and fending of the satellite lots; call boxes; and a shuttle that ran frequently. Additional discussion ensued:

- the Oregon state capitol complex in Salem put much more emphasis on green space and

public open space around its public buildings complex and much less on convenient above-ground parking (Bill).

- will need to get extensive public input if a major change in parking is to be recommended, but certain small steps, such as providing reserved parking spaces for Go Augusta vans, could be implemented now (Janet).
- employees and visitors should pay for parking, as they would in most other state capitols (Bill).
- the Vermont program has succeeded because employees are given a $65/month parking/transportation allowance which they can use if they see fit. They can pay for close-in parking, and thereby use up their entire allowance; or they can park for free in a satellite lot, pay $30 or so for the shuttle, and pocket the difference (Bruce).
- make satellite parking free, employees would have to buy a pass to park at the Capitol complex. Solution to Augusta problems may require more than one option (Owen Cargol).
- no one wants a sea of asphalt surrounding the Capitol. How many parking spaces are at the Maine Mall? How does this compare with the 4000 to 5000 total parking space demand of state government (WSA to find out) (Owen)?
- planners need to keep in mind that the parking problems are confined mostly to the nine months out of every two years when the legislature is in session. If part of the parking solution is a parking deck, does it make sense to pay several thousand dollars per space to build a parking deck when a significant portion of the spaces will be empty for 15 out of those 24 months? A satellite system with shuttles and meters would seem to be more economical (Charlie Jacobs).
- time is now to make changes, like more green space on the west side of the SOB as part of the SOB and State House renovations (Roger, Charlie, Earle Shettleworth).
- recommend not putting any parking on site of Education Building once it is demolished (Earle).

Note: current SOB renovation project calls for parking on that site; change would have to go through the legislature for approval and funding.

- in Olympia, Washington's state capitol, no one parks "on the hill;" everyone, including legislators, parks in parking garages and/or uses shuttles (Owen).
- if we go to shuttle system, need comfortable waiting rooms, perhaps with amenities like coffee stands.
- could shopping center/shopping mall parking lots be used as satellite lots (Elaine Fuller)?
- DOT now leases park& ride spaces from private shopping centers and other private lots (Elaine Clark).
- CRID can fund parking improvements and transit systems (Bill).
- maintenance standards are needed for parking facilities (Janet).
- as campuses are developed, will need to factor in more people staying "on campus" to eat (Joel).
- employee wellness initiatives could benefit from more green space and less parking on state campuses (Janet).

- better connection to Capitol Park could be a benefit for employees, also (Earle).
- for state parking lot landscape treatment guidelines, look at new parking lot treatment at Shaw's on Western Avenue.

MPC members agreed that a subcommittee on parking should be used to tackle this issue. A balance between incentives and disincentives must be found. The employee unions must be involved in the discussion. The focus should be on what is the most economical, long-run solution? WSA will research the options, and also provide MPC members with copies of the Vermont study. A series of principles should be developed; for example, state parking facilities should be:

- customer-friendly
- convenient
- less asphalt, more green space
- mix of options for employees

SMRT/WSA will develop a list of principles based on today's discussion for circulation and comment at the next meeting.

II. Building/Site Opportunities

Mac Collins presented the remainder of the list of "building/site opportunities," using slides to illustrate the more significant sites and structures. Buildings and sites representing significant opportunities on the second half of the list additional historical buildings of the AMHI Campus and the Arsenal; the DOT site on Capitol Street; 221 State Street (DHS administrative offices), the Public Safety complex on Hospital Street adjacent to the AMHI campus, and the buildings of the Stevens School campus in Hallowell.

Earle indicated that the Cony Road barns have been demolished and should be removed from the list. However, the site should remain on the list as it may represent an opportunity for the state or the city.

Later in the project, the opportunity buildings and sites will be subject to analysis to determine the exact nature of the opportunity for each one; for example, what would the possible floor area be for a new building on the DOT garage site, and could the site accommodate the parking that would be required for that size building?

Janet raised the issue of whether the state was trying to maintain too much property when faced with the demands of a facility like the Stevens School. The master planning process will include recommendations on the future of that facility among its review of all Augusta-area state-owned properties. The committee recommended that a special meeting or meetings be held with Gardiner and Hallowell officials to provide input and discuss impacts.

III. Review of Base Drawings/Preliminary Analysis

Ellen Belknap updated the committee on site and planning analysis work to date. She showed new analytical drawings highlighting land use, zoning, cultural assets, and other study area attributes.

Elaine Fuller suggested integrating Anthony Avenue and other outlying state facilities into the plan. The site for the new forensic mental health facility, wherever it may be, should also be factored in. She asked whether the extensive green space between the original AMHI campus and the river might be considered for private development. Ellen assured her that the planning team would be taking all of these elements into consideration as the plan is prepared. Bill noted that the AMHI open space falls within the CRID district and so recommendations for both private and public uses of that space would be included within the CRID framework.

IV. Review Updated Project Schedule

Ellen passed out a revised project schedule. The new schedule provides for the first employee workshop to take place on November 9th, and the first public meeting, which will be a combined Master Plan/CRID program, will occur on November 10th from 7 to 9 p.m. Bill Bridgeo again volunteered to take responsibility for getting the word out, with assistance from Elaine Clark.

Janet expressed the desire of the committee to get Hallowell and Gardiner involved in the process. Bill will work with Charlie to set up a meeting. It was suggested that the meeting take place on the Stevens School campus and include a tour of that property.

The committee would also like to tour the AMHI campus after an upcoming MPC meeting. Elaine Clark will work on this.

V. Other Business

None.

Note: These minutes were prepared by Mac Collins. Please notify him immediately upon reading these minutes if inaccuracies, errors, or omissions are found.

AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE WORKSHOP NO. 4

October 21, 1999

MEETING MINUTES

Attending:
Joel Abromson, Senator*
Bill Bridgeo, City of Augusta*
Elaine Clark, BGS*
Roger Katz, Augusta Development Center*
Earle Shettleworth, Jr., MHPC*
Janet Waldron, DAFS*
David Madore, Representative*
Patrick Colwell, Representative*
Elaine Fuller, Representative*
Charles Jacobs, DAFS

*member of Master Planning Committee (MPC)

Consulting Team:
Ellen Belknap, SMRT
Malcolm Collins, SMRT
Jessica Martin, SMRT
Mark Johnson, SMRT
Bruce Hyman, Wilbur Smith Associates

Guests:
Brian Kent, Kent Associates
Bruce Keller, City of Augusta
Erik Carson, SPO/City of Augusta
Gary Remal, Kennebec Journal

I. Review of Draft Gniding Principles for Parking/Transportation

Bruce Hyman provided the MPC members with a set of draft Guiding Principles for consideration during the remainder of the planning process (see handout or mailed meeting materials). Some of the comments of MPC members are summarized as follows:

- need to factor in press/TV parking requirements at State House (Joel)
- principals should mention meeting the needs of the handicapped as a goal (Janet)

- need to add safety as a major consideration
- any satellite/shuttle proposal must address the issue of parents with kids or employees with eldercare responsibilities (David); is being addressed by Go Augusta, which provides taxi or rental car in emergencies for program participants (Erik, Bruce H.)
- peak needs must be addressed, including those of state agencies, not just the legislature and the public (Janet)
- security must be a primary consideration (David)
- emphasize energy savings of alternative plans (Janet)
- paying for parking is an important way to organize and allocate parking; coordinate discussions with the Augusta Parking District (Bill)
- need to consider administration of parking programs (Brian)
- union representatives will be asked to attend the meeting on 11/9 to discuss parking issues
- Anthony Avenue campus must be incorporated into parking and transportation planning alternatives

II. Review of Agency/Space Programming Issues

Ellen Belknap presented information on the location, space needs, and employee counts for various state agencies, ending with summaries of which agencies need space and which are using existing space ineffectively (see handout or mailed meeting materials). She also reviewed internal and external departmental adjacencies, and the extent of use of leased space by agency. The need for new space is minimal, with only about 24,000 square feet of additional space need identified through the agency space programming process.

III. Discussion of State Presence in Downtown Augusta

Mac Collins presented four possible levels of state involvement in downtown Augusta, ranging from no presence at all to the creation of a State Government "anchor" downtown, which might incorporate a customer service center and perhaps a visitor/tourist center (see handout or mailed meeting materials). Related issues raised by committee members:

- parking is a critical issue for any of the scenarios involving a State presence (Elaine F.)
- this is where coordination with C.R.I.D. becomes obvious and critical; for downtown to thrive, it must capitalize on State Government (Bill)
- office workers need to have amenities within 1,500 feet; the parking situation downtown is maxed out without some structured parking; structured parking must be addressed as part of any downtown scenario (Erik)
- it is important to have a State presence downtown; level 3 or 4 is preferred (Pat)
- the Maine Housing Authority and the Attorney General are already there (Janet)
- downtown is not full; problems of service centers plus tax exemptions need to be considered; there should be as much office use downtown as possible, and should be in

leased space to help pump up the economics of downtown (Roger)

- parking downtown and on the edges of downtown, and shuttle service connecting the hospital, east campus, west campus and downtown is crucial (Brian)
- the USM Muskie Institute has 100 employees downtown (Brian)
- planning for downtown uses should include recognition of the Governor's executive order concerning location of State offices in downtown areas (Brian)
- State use of downtown should also recognize possibilities at the Edwards Mill site and at the downtown edge of the Sand Hill neighborhood (Brian)
- State uses and the downtown need to be fully integrated (Bruce K.)
- State use of downtown should be for the long term; if an agency is to move downtown, the agency's needs must be fully met for the long haul (Charlie)
- Brian agreed to research upper floor vs. storefront use and parking requirements with the C.R.I.D. real estate development consultant.
- use of downtown upper floor space must take difficulties in upper floor access into account; will need to get some flexibility from state and local code enforcement agencies (David, Erik)
- State-occupied downtown space must provide highest-quality accommodations for the handicapped (Janet)

There appeared to be a consensus that there should be a State presence downtown, with storefront and upper story use representing the minimum level of involvement desired. The anchor concept should be investigated. The general subject should be discussed further at future meetings.

IV. Discussion of Stevens School

Mac presented some alternatives for the use of the Stevens School, ranging from selling the property for private sector use to rehabilitating the existing structures to better house State agencies (see handout or mailed meeting materials). Discussion points included:

- selling this property would be easier than selling Pineland; there would be more options due to a more desirable location and smaller and fewer buildings (Charlie)
- perhaps a combination of public and private uses could be pursued; such a course would be welcomed by and be less intimidating to the town of Hallowell (Charlie, Bill)
- there is enough space on the East Campus to absorb the State agencies currently located at Stevens School (Ellen, in response to question from Joel)
- planning team should coordinate deliberations on Stevens School with the Hallowell comprehensive plan
- the Committee indicated that SMRT should explore the full range of options regarding the use of Stevens School (Bill in response to a question from Janet)

V. Alternative Development Scenarios

Mac presented two development scenarios which, between the two of them, represented most of the themes and issues that have been discussed at previous MPC meetings. One scenario was labeled the "Capitol Scenario," and the other the "Kennebec Scenario" (see handouts or mailed meeting materials). The Capitol Scenario seeks to concentrate State employees on the west side of the river while minimizing further development on the East Campus, and is characterized by:

- extensive new construction and renovation on the West Campus
- no new land acquisition required
- depends on resolving parking and transportation issues
- privatization of Stevens School
- alternative uses to be found for East Campus with private sector or public/private partnership development

The Kennebec Scenario would result in the development of both East and West campuses and in the consolidation of all State offices to these two locations. Attributes would be:

- all future growth would be confined to East and West campuses
- privatization of Stevens School
- improvement of connections between the two campuses
- strengthening of the urban fabric of Augusta
- more equal distribution of employees

Mac emphasized that these scenarios were not intended to be the final plan, but rather should be used to begin the discussion. Features of each could be combined to create the final plan.

Issues raised by Committee members during the ensuing discussion:

- former Supreme Court site on the East Campus should be considered a site for a "signature" building but probably not for a court facility; or show it as a significant open space (Janet)
- Sewell Street should be considered a gateway to the West Campus at both north and south entrance points
- the intensity of use of Arsenal Street should be studied for impact on the Arsenal site and on the Eastern Avenue neighborhood
- Maine General Hospital administrators would like to participate in the planning process; consulting team should contact them (Bill)
- the River should be considered a transportation corridor between Waterville and Richmond (and beyond to Bath) (Bill)
- the best elevated river crossing would be at Union Street, not Capitol Street (Bill)
- in considering river crossings, the NEPA process needs to be acknowledged (Bill)

- the Section 106 review process will also need to be taken into account as a separate but parallel review process to assure that historic property issues relating to the State House, Capitol Park, AMHI and the Arsenal are considered (Earle)
- the Committee should be concerned with the possibility of Hospital Street becoming the East Side's Western Avenue (Bill)
- intown housing should be a high priority (Brian)
- lower Capitol Street (east of State Street) is to be reconstructed by the City and MDOT next summer, but this project might be delayed based on the outcome of the master planning process (Bill)

The Committee seemed united in the desire to see any scenario be supportive of downtown revitalization efforts and city-wide livability initiatives.

The consulting team will refine the schemes based on these comments and present modified scenarios at the next meeting. Evaluation criteria will also be discussed at that time.

Note: These minutes were prepared by Mac Collins. Please notify him immediately upon reading these minutes if inaccuracies, errors, or omissions are found.

AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE WORKSHOP NO. 5

November 2, 1999

MEETING MINUTES

Attending:
Joel Abromson, Senator*
Bill Bridgeo, City of Augusta*
Elaine Clark, BGS*
Roger Katz, Augusta Development Center*
Earle Shettleworth, Jr., MHPC*
Patrick Colwell, Representative*
Elaine Fuller, Representative*
Charles Jacobs, DAFS
Delaine Nye, Augusta City Council*
Beverly Daggett, Senator*
Owen Cargol, University of Maine at Augusta*

*member of Master Planning Committee (MPC)

Consulting Team:
Ellen Belknap, SMRT
Malcolm Collins, SMRT
Mark Johnson, SMRT
Bruce Hyman, Wilbur Smith Associates

Prior to the consideration of agenda items, two points were brought to the attention of the consultant team:

1. ***All meeting materials, including agendas, minutes and handouts, should be mailed to all MPC members so that those not in attendance can keep up with the activities of the Committee.***

2. ***Bill Bridgeo requested that the MPC be updated on the Psychiatric Treatment Facility planning work as the process progresses.***

I. Report on Commission Coordination Meeting #1

Mac Collins reported on the Commission Coordination Meeting #1, held on October 28, 1999, primarily to engage in a discussion with the State House and Capitol Park Commission and the Capitol Planning Commission of work completed by the MPC through that date. The agenda

items were as follows:

- Introduction to the Consulting Team and Master Planning Committee (including review of the scope and objectives)
- Discussion of transportation and parking issues
- Review of State agency programming effort
- Review of Building Opportunity List
- Discussion of progress on site selection for new Psychiatric Treatment Facility
- Review of Development Scenarios

Minutes of this meeting will be forthcoming.

II. Discussion and Development of Draft Evaluation Criteria

Ellen Belknap presented a list of potential development scenario evaluation criteria for discussion among Committee members (see handouts or meeting material mailing).

The first potential criteria to be considered was cost. The following issues were raised by Committee members in regard to this criteria and others related to it:

- don't become a prisoner of the evaluation process (Bill)
- over and above cost should be "what do we need?" (Joel)
- don't forget the less tangible costs such as lost efficiencies, commuting costs, and lost employee time (Delaine)
- the basic issue is which secnario is more efficient from the perspective of the State's use of space? Then the Committee should consider the broader perspective of the relationship of the State's use of space to the City of Augusta.
- maintain the dialogue with the C.R.I.D. throughout the process (Bill)
- we should not lose sight of the historic nature of the AMHI campus. The buildings lend themselves to a broad range of uses in addition to State offices; opportunities for public/private partnerships should be explored in keeping with the unique diversity of resources there; the State must act as a good steward of the AMHI property (Beverly)
- there are different needs and different buildings under the State's care; some buildings should have a high priority for preservation and restoration (Owen)
- preservation and redevelopment of AMHI should be a State undertaking; the City will have enough of a challenge to preserve and re-use the Arsenal; taking on AMHI will be a much larger and more difficult task (Bill)
- the Committee should establish the extent of the State's need for additional land in the future; land may be necessary of the State is to focus on the Capitol Complex and increase density on the west side (Beverly)
- preservation of adjacent neighborhoods is important; vital neighborhoods are vital to provide a livable city; housing for State employees should be available in close-in

neighborhoods (Charlie)

- how can we create a model residential neighborhood (on Winthrop Street, for example) through a State/City partnership? The State, as an employer of 6,000 people in the region, should have an interest in providing good housing (Bill)
- key criteria categories should be a) cost; b) economic impact; (c) government efficiency; and (d) transportation (Roger)
- revised categories as follows:
    a. Support State programs
    b. Cost
    c. Transportation
    d. Support for local goals
    e. Cultural, historic and aesthetic attributes
- cost discussion must deal with lease vs. own issue; privately-owned buildings are better-maintained than State-owned buildings (Beverly)
- cost discussion should include consideration of impact on local tax base, whether an action will increase it or decrease it (Elaine F.)
- costs of sprawl should be factored in (Delaine)
- MPC should recommend adoption of a capital planning process (Bill); legislation to do this is already in process (Elaine C.)
- suggest doing a survey of other State capitol cities to see what planning work is being done elsewhere (Bill)
- improving the tax base helps improve the general tone of the city - planning work should result in a city that Mainers can be proud of (Roger)
- one criteria should be the minimization of loss of property tax revenue (Pat)
- master planning process should result in a framework for evaluating land offered to the State for purchase (Charlie)
- such a process would promote good will among owners of property adjacent to State holdings, because they will know what the State's plans are and can adjust to potential impacts (Beverly)
- present situation is lots of intrusions into and disruptions of neighborhoods; Capitol Scenario may have less impact on neighborhoods (Delaine)
- historic buildings should be preserved; other buildings can be disposed of or demolished if necessary (such as Greenlaw, Ray and/or Marquardt on AMHI Campus) in order to promote and better-utilize the better buildings and reduce the State's burden of maintenance (Charlie)
- housing is available in Augusta, but it is mostly in the low-income category; there is not much housing available to attract middle and upper-income people such as the new young State workers that will be needed over the next decades; few upper market rental units available (Beverly/Delaine/Charlie)
- UMA will not be able to participate in redevelopment of AMHI campus; renovation costs are beyond UMA's capabilities, and a new master plan was just completed calling for the continued development of the west side campus; UMA will be happy to participate by

using renovated facilities, but cannot participate in the purchase or development of them (Owen)

The Committee settled on the following breakdown of the five major categories and various subcategories of criteria:

A. Support State Programs
   1. Programming issues
   2. Convenience for employees
   3. Convenience for customers

B. Costs
   1. Capitol costs
   2. Operational costs
   3. Indirect costs

C. Transportation
   1. Parking
   2. Mobility (bridge)
   3. Safety - vehicular
   4. Safety - pedestrian

D. Support Local Goals (C.R.I.D., local gov't, regional gov't, county gov't)
   1. Economic impacts
   2. Downtown economic development
   3. Density/anti-sprawl
   4. Neighborhood impacts
   5. Housing
   6. Tax basis

E. Environmental, Cultural, Historic, Aesthetic
   1. Kennebec River
   2. Historic resources (buildings, sites, structures, landscapes)
   3. Views ("Sense of Capitol")
   4. Parks and open space

The Committee will evaluate the degree to which each scenario meets these five main criteria and 20 subcriteria. SMRT will develop the final list for review and confirmation at the next meeting.

III. Prioritize Draft Criteria

The Committee approved the list as drafted above but elected to do so without prioritizing.

IV. New Business

Bruce Hyman reviewed successful capitol city parking and transportation programs from Montpelier, Vermont, and Salem, Oregon. Both make use of shuttles and satellite lots as well as paid parking for close-in parking.

Note: *These minutes were prepared by Mac Collins. Please notify him immediately upon reading these minutes if inaccuracies, errors, or omissions are found.*

AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE WORKSHOP NO. 6

November 18, 1999

MEETING MINUTES

Attending:
Bill Bridgeo, City of Augusta*
Elaine Clark, BGS*
Earle Shettleworth, Jr., MHPC*
Patrick Colwell, Representative*
Elaine Fuller, Representative*
Charles Jacobs, DAFS
Delaine Nye, Augusta City Council*
Beverly Daggett, Senator*
David Madore, Representative*

*member of Master Planning Committee (MPC)

Consulting Team:
Ellen Belknap, SMRT
Malcolm Collins, SMRT
Mark Johnson, SMRT
Bruce Hyman, Wilbur Smith Associates

Guests:
C. Michael Huston, City Manager, Hallowell
Erik Carson, SPO/City of Augusta

I. Report on Public Forum

Ellen Belknap, Mac Collins and Elaine Clark provided the MPC with an overview of the first Public Forum, held at Augusta City Hall on the evening of Wednesday, November 10, 1999. This meeting was held to provide the public the opportunity to see and discuss the various planning efforts underway in the city, including the Augusta State Facilities Master Plan, the Capitol Riverfront Improvement District planning project, and the MDOT bridge deliberations. Minutes of this meeting will be forthcoming from the City of Augusta..

MPC comments during this discussion included the need of the MPC to consider the bridge clearance problem at the north end of Water Street downtown (MDOT has suggested dropping the grade under this bridge); and Hallowell Town Manager Mike Huston expressed his opinion that the Master Plan should work toward maximizing density on the West Side, including in the

Hallowell area, in order to avoid or minimize river crossing traffic.

II. Report on Employee Forum

Ellen Belknap and Charlie Jacobs provided a review of the discussions that took place at the Employee Forum held on Tuesday, November 9, 1999. Much of the discussion centered on parking. Employees wanted to retain free, convenient, close-in parking; but there was the recognition that some alternatives may be needed to solve acknowledged parking problems. There was agreement that such programs should be based on incentives, not disincentives.

Participants also emphasized the need for daycare facilities and employee amenities such as eating places and shopping, and that these amenities be close enough to the work place to reach by walking or taking a shuttle. Some said that employees will leave their cars at satellite facilities if these amenities and necessities are convenient to them.

III. Slide Show: The History of the Augusta Mental Health Institute

Earle Shettleworth, Jr., presented a slide show on the history of AMHI. MPC members agreed that this show gave them a new perspective on the site and buildings that comprise the campus. The idea of removing some of the more modern buildings from the central core campus, as well as the preservation of as much of the open space surrounding the core as possible, seemed to have broad support among the committee members.

IV. Review of Revised Evaluation Criteria

The planning team presented revised Augusta State Facilities Master Plan Evaluation Criteria (see handout or mailed meeting materials). These were based on the main categories and subcriteria discussed at the last MPC meeting. The criteria were approved as presented and will be used to evaluate master plan scenarios during the final weeks of the project.

The review of these criteria generated discussion among the Committee members. Some of the key points were as follows:

- the site for the new Psychiatric Treatment Facility should be selected prior to the approval of a final master plan scenario (David)
- houses on State Street near the Capitol Complex should be restored to create more attractive gateways to the East Campus (Bill)
- mixed uses with parking should be encouraged on the East Campus (Erik)
- underground parking and transportation should be considered (Delaine)
- put State's financial resources into the historic buildings, not into newer buildings such as Marquardt and Greenlaw (Pat)
- but if these newer buildings are needed to meet the State's office needs, they should be

retained (David)

- the City does not have the capacity to take on the redevelopment of any of the AMHI buildings; it will be difficult enough to tackle the Arsenal (Bill, Charlie)
- conference center needs should be analyzed and coordinated due to the number of possibilities: Campbell Barn, downtown, Civic Center, old Cony High School (Delaine)
- MPC needs to be mindful of planning being done at the Civic Center; should be coordinated with MPC work on conference facilities (Bill)

The Committee then discussed issues that should be considered as consensus items for inclusion in the master plan regardless of which scenario is adopted. What follows are suggestions for this consensus list, *not issues on which a consensus was reached*:

- DOT garage should be relocated to allow for the development of a State office building on the Capitol Street site
- a one-stop State Services Center and other State offices, possibly including a conference center, should be located downtown
- the State should renovate the Stone Building on the East Campus for use as State offices
- the State should renovate the Harlow Building on the East Campus for the same purpose
- parking issues on the East Campus, the West Campus, and downtown, must be addressed as part of the master planning process
- the Department of Public Safety should be consolidated
- consideration should be given to consolidating DOT vehicular shops, BGS Motor Transport, and the Public Safety garage, in one vehicle maintenance facility
- if it is not needed, the Stevens School should be disposed of, with the State providing assistance to the Town of Hallowell to redevelop the property
- the resource-based agencies should be consolidated
- the Department of Labor should be consolidated
- the Department of Human Services should be consolidated
- the State Planning Office should be consolidated, and appropriate alternative uses found for the three State Street houses now occupied by SPO
- the P. U. C. building at 242 State Street should be demolished and the site redeveloped
- the Howard Hill property to the west of the State House should be purchased and protected as open space
- there will be no State use of Piggery Road/Cony Road properties, and these could possibly be turned over to the City for recreational use and/or the Arboretum
- there should be more green space around the Capitol; and existing green space on the East Campus should be retained and enhanced
- the so-called Capitol Street extension to the interstate should be explored
- master planning efforts should enrich surrounding neighborhoods

V. Introduction and Discussion of Alternative Master Plan Solutions

Ellen, Mark and Mac presented three alternative scenarios for the development of the East and West Campuses and the distribution of State employees among these two locations and downtown (see graphs and plans handed out or mailed). As base material, the consulting team handed out a graph and support documentation showing the current distribution of State employees by location. The attributes of each scenario were summarized as follows:

Scenario A

- continue use of Stevens School
- maintains existing East-West balance
- upper story and storefront space leased downtown
- construction of new office buildings on north and south sides of Capitol Park
- Stone Building on East Campus privatized
- new construction and major renovation on AMHI core campus
- Public Safety campus on Hospital Street

Scenario B

- Stevens School privatized
- Stone Building renovated for State use
- Deering, Greenlaw and Marquardt demolished
- new State office building constructed on MDOT Garage site
- Public Safety campus on Hospital Street to be renovated and expanded
- conference center and storefront and upper story space leased downtown

Scenario C

- Stone Building renovated for State use
- opportunity to privatize portions of AMHI core campus
- Stevens School privatized
- One Stop State Government Center developed downtown
- new construction on Capitol Campus
- new State office building on MDOT garage site
- construct new MDOT garage at undetermined location
- Public Safety campus to be renovated and expanded

Each scenario was visually described with a plan and augmented by graphs and charts indicating the distribution of State employees by location.

It was agreed that the three scenarios would be subjected to the approved criteria at the next meeting, and that the consensus items would be discussed, refined and adopted as assumptions

on which to base the final planning scenario.

VI. Schedule

The Committee agreed that an additional meeting should be added to the schedule, to take place on January 6, 2000. Upcoming meetings include December 2, when Charlie Colgan will present his demographic and economic analysis and the revised scenarios will be discussed; and December 16, when the consensus items will be finalized and a final planning direction determined.

Note: *These minutes were prepared by Mac Collins. Please notify him immediately upon reading these minutes if inaccuracies, errors, or omissions are found.*

AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE WORKSHOP NO. 7

December 2, 1999

MEETING MINUTES

Attending:
Elaine Clark, BGS*
Roger Katz, Augusta Development Center*
Earle Shettleworth, Jr., MHPC*
Patrick Colwell, Representative*
Janet Waldron, DAFS
Charles Jacobs, DAFS
David Madore, Representative*

*member of Master Planning Committee (MPC)

Consulting Team:
Ellen Belknap, SMRT
Malcolm Collins, SMRT
Mark Johnson, SMRT
Bruce Hyman, Wilbur Smith Associates
Charlie Colgan, Muskie School of Public Service, USM

Guests:
C. Michael Huston, City Manager, Hallowell
Brian Kent, C. R. I..D.
Gary Remal, Kennebec Journal

I. Report on Economic & Demographic Trends

Charlie Colgan presented his findings regarding the regional economic context of the State master plan and the changing demographic context of State government (see mailed meeting materials). Some of the key findings were:

Demographics

- Maine's population is aging, primarily due to a decrease in young people as a result of low birth rate
- government is currently organized around youth, with the emphasis on schools and education, child care, child welfare, etc.; this emphasis will change, shifting services to older people
- school construction for new schools will stop; consolidation and re-use will be

necessary

- State services will decentralize to regional, county or local service centers; this will have an impact on Augusta
- State service centers will be at demographic centers (policy decision), bringing State agencies more into communities and regions, with perhaps less staff at Augusta "headquarters."
- agencies such as DHS Bureau of Elder and Adult Services will need room to grow, while child-oriented agencies may shrink
- accessibility to all State facilities will become essential
- Maine's State government workforce is aging; only about 2,000 State employees are under 35 (state-wide)
- there will soon be lots of empty nesters who will be looking for different housing circumstances and are mobile
- most services are delivered to non-profit organizations

Augusta Economic Context

- Augusta's biggest employment zones are Western Avenue and the Belgrade exit
- major employment zones are highly-specialized
- employment places are widely scattered
- future of Augusta lies with service industries; will be clustered around Western Avenue and Belgrade exits, and on State Street north and south
- west side will be stronger than east side, but east side will have more development over the next few years as Route 3 becomes a continuously-developed connector with Belfast
- MBNA and spin-off development in Belfast will make Belfast a part of the Augusta economy; businesses in both localities will be competing for the same workforce
- Augusta will have a beltway when 3rd bridge and connector are constructed and if a loop around the south end of the city can be created
- east side will become urbanized, with suburban development in concentric rings
- State development on the east side can set the tone for other development if the State takes the "lead planner" position
- there will continue to be urban development on the west side
- State government interaction with neighborhoods on the east side is vital if those neighborhoods are to remain viable close-in residential zones
- the real Maine east-west highway will be Route 3
- State government employment in Augusta will not increase significantly in the future
- consolidation of State government facilities will be a positive force for the local real estate market in that it will free up space needed by the private sector; there will be a strong market for leased space vacated by the State
- the transportation infrastructure is poor, a condition that is exacerbated by highly-

specialized employment sectors that make it necessary to travel by car from one to another

- for this reason, planners should foster mixed use development to de-specialize employment zones
- development of the hospital and State government facilities on the east side will lead to the development of services, retail and residential on the east side; thus land use and environmental issues will become increasingly important
- the number of State employees on the east side can and should increase because:
    a. efficiency of State government will be improved
    b. east side is where development activity will be centered
    c. Space vacated elsewhere will provide needed private sector space
- there will be 5,000 to 8,000 additional service-sector workers in Augusta over the next two decades
- development on the east side will have a definite impact on the Gardiner bridge
- development pressure on the Belgrade exit will continue
- private redevelopment of the AMHI campus would be considerably riskier and less certain than private sector use of vacated leased space; thus the State should take on the re-use of AMHI resources and not be concerned with vacating leased space
- the Arsenal is a transition zone between the East Campus and downtown; how much of a neighborhood is desirable in this area? Resource preservation, historic preservation, and access to the river are major planning issues here
- the areas between North State Street and Water Street, and this area and the Capitol Complex, are ripe for development and can contribute positively to the character of the West Campus
- these areas could become centers for service businesses and for lobbyists and others who serve or advise State government

II. Psychiatric Treatment Center Site Selection Update

Ellen Belknap reviewed progress on finding a site for the new Psychiatric Treatment Center (see handout or mailed meeting materials). She commented that the Needs Assessment for the facility will be available on December 15th.

Mike Huston suggested the Stevens School as a possible site for the facility.

III. Report on Capitol Riverfront Improvement District Design Workshops

Brian Kent provided and overview of the workshop process and a summary of the key issues to emerge from the two-day public workshops (minutes will be provided by C.R.I.D.). He noted that the focus was on the quality of life in Augusta, and that most everyone agreed that the most important image within that focus was the river.

He noted that another issue that assumed major importance to the development of downtown was that of adequate parking, and he suggested that the MPC should add the State's participation in providing downtown parking to the list of consensus issues.

IV. Discussion of Scenarios A, B & C and Revised Evaluation Criteria

Mac handed out a list of 15 actions nominated for consensus, as well as a list of 10 issues for further discussion. Lack of time, as well as the absence of several committee members, precluded the discussion of these items, the scenarios, or the revised evaluation criteria. These items will be on the major agenda items for the next meeting.

V. Presentation of Draft Re-Use Study of the Harlow Building

Mac reviewed proposed floor plans showing the potential re-use of the Harlow Building. The building is already used for State offices, but the new floor plans show that occupancy of the building could be substantially increased while providing a better and more efficient work environment with more amenities such as conference rooms and storage than the current layout offers. The floor plans will be part of a re-use study that will include a space program, narrative, scope of renovation work and cost estimate.

Mac noted that a similar study has just begun for the Stone complex, also on the AMHI campus.

VI. Schedule

The next meeting will be held on December 16th, when the consensus items will be finalized and a final planning direction determined.

The Committee agreed to schedule an additional MPC meeting to take place on January 6, 2000. That meeting will be followed by the last scheduled MPC workshop on January 13th.

Note: *These minutes were prepared by Mac Collins. Please notify him immediately upon reading these minutes if inaccuracies, errors, or omissions are found.*

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AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE WORKSHOP NO. 8

December 16, 1999

MEETING MINUTES

Attending:
Sharon Treat, Senator*
Earle Shettleworth, Jr., MHPC*
Patrick Colwell, Representative*
Bill Bridgeo, City of Augusta*
Charles Jacobs, DAFS
David Madore, Representative*
Beverly Daggett, Senator*
Elaine Fuller, Representative*
David Smith, Augusta Planning Board*

*member of Master Planning Committee (MPC)

Consulting Team:
Ellen Belknap, SMRT
Malcolm Collins, SMRT
Mark Johnson, SMRT
Bruce Hyman, Wilbur Smith Associates

Guests:
C. Michael Huston, City Manager, Hallowell
Erik Carson, State Planning Office/City of Augusta
Gary Remal, Kennebec Journal
Kirk Mohney, Maine Historic Preservation Commission

I. Discussion of Scenarios A, B & C and Revised Evaluation Criteria

Consideration of these items was postponed in consideration of the importance of agenda item #2.

II. Discussion of Consensus Items and Other Issues

The Committee discussed the 15-item handout from the previous meeting entitled "Augusta State Facilities Master Plan: Nominees for Consensus, and the ten-item list of "Issues for Further Discussion." The following revised list represents that discussion, and is the "official" list of issues on which consensus was reached:

1. **Transportation and parking issues will be resolved in support of other objectives of the Master Plan.**

2. **The Stone Building (AMHI) will be rehabilitated for State use.**

3. **There will be a major State presence downtown.**

4. **D. O. T. Garage site on Capitol Street to be site for new State office building or other appropriate use (requires construction of new D. O. T. Garage facility elsewhere.)**

5. **Harlow Building (AMHI) will be rehabilitated for State use.**

6. **Public Safety Department will be consolidated.**

7. **Departments of Conservation, Marine Resources, Inland Fish & Wildlife, Agriculture, and Environmental Protection will be consolidated.**

8. **Department of Labor will be consolidated.**

9. **Department of Human Services will be consolidated.**

10. **State Planning Office will be consolidated.**

11. **Appropriate new uses will be found for historic houses close by the Blaine House (Gannett and MacLean houses, etc.).**

12. **Current parking needs at West Campus will be addressed with the construction of parking structure(s). West Campus, and in particular, the Capitol Complex, will be the subject of a master landscape plan to "green" the campus.**

13. **The P. U. C. Building site will be redeveloped to a higher use.**

14. **Acquire Howard Hill land to protect as undeveloped green space.**

15. **There should be no State building development on east side of Hospital Street across from East Campus.**

16. **Development of area between Downtown and Capitol Complex (high priority in C. R. I. D. workshops) will be considered in State Facilities Master Plan.**

17. **Relocate State employees from the Stevens School campus; identify re-use options for the Stevens School that benefit and do not burden the City of Hallowell.**

18. **Re-use plan for the AMHI campus will concentrate on the core, historic, buildings.**

Issues from the ten-point list remaining to be resolved include:

A. Specific uses for State downtown space.

B. Future of the Old Max.

C. Extent of land adjacent to campuses designated for purchase by State if and when available.

D. Capitol Street corridor to the Interstate.

E. State's involvement in development of housing near State campuses.

F. Development of green space between the AMHI and Arsenal properties.

The following are specific points of discussion relating to these items. The item is referred to by its number or letter as listed above and by the person responsible for the point.

2. The State's downtown presence should be up to 300 people +/- (several members). Parking and transportation issues relating to increased density downtown need to be resolved as part of any plan to bring more State employees downtown (Bill, Sharon). Investigate a trolley (on rails) along Water Street from Edwards Mill to Capitol Complex (Smith).

3. Consultants should work with MDOT to determine the mechanics of moving MDOT from current maintenance facility on Capitol Street to another site (Charlie).

6. Development of new Public Safety facility on Hospital Street should include the acquisition of the existing city fire station from the City of Augusta (Charlie).

8. If DHS is consolidated into one or two locations, avoid a "mega building" (Sharon).

9. Proximity to the State House is important for SPO (Carson).

12. Greening of the Capitol Complex should be one of the highest, if not the highest, priority of the Master Plan.

17. If the Stevens School is to be privatized, the City of Hallowell suggests the following:

- the State should renovate Reade Auditorium for use by the City as a performing arts center.
- the non-historic buildings should be removed from the Campus by the State.
- the entire site, including the open acreage to the north and west of the core campus, should be included in the deal.
- campus roads should be upgraded to City standards by the State.
- possible alternative uses for the Stevens School include the new psychiatric treatment center, or a conference center.
- the State could remain on the campus in one or two buildings as an "anchor tenant, while the rest would be privately developed; this might speed the redevelopment process.

Erik commented that he thinks the property will be easy to market, but noted that language revolving around the privatization should indicate that the property is to be re-used and redeveloped.

A. The group wants input from Bill Bridgeo on this issue.

C. Consultants should make recommendations, in coordination with the C. R. I. D. planning effort, regarding the identification of areas where the State might want to acquire additional property, both to facilitate State plans and to provide close-in property owners with the ability to plan for the future of their properties with some degree of certainty. The legislature should provide funds for immediate acquisitions to take advantage of opportunities as they arise (Sharon, Elaine).

D. The group wants the Consultants to research past efforts regarding this issue.

E. David noted that the City has directed that any project that results in the reduction of affordable housing units in the City must replace those units at another location.

F. Charlie recommends that the Master Planning Committee's recommendations on this issue be informed by the MDOT bridge-planning process prior to the adoption of a consensus statement.

III. Schedule

The next meeting will be held on January 6, 2000, when a revised plan based on consensus items agreed to thus far will be presented for discussion.

Note: *These minutes were prepared by Mac Collins. Please notify him immediately upon reading these minutes if inaccuracies, errors, or omissions are found.*

AUGUSTA STATE FACILITIES MASTER PLAN

JOINT MEETING WITH MASTER PLANNING COMMITTEE (WORKSHOP NO. 9) AND PSYCHIATRIC TREATMENT FACILITY COMMITTEE

January 6, 2000

MEETING MINUTES

Attending:
Beverly Daggett, Senator*
Bill Bridgeo, City of Augusta*
Bob Corey, Augusta Planning Board/CRID Board
Brian Kent, Kent Associates
Bruce Keller, City of Augusta Planning Office
Charles Jacobs, DAFS*
Charlie Mitchell, Representative/CRID Board
David Smith, Augusta Planning Board*
David Glusker,
David Boulter, City Resident/CRID Board
Delaine Nye, Capitol Planning Commission, CRID, City Council
Elaine Fuller, Representative*
Elaine Clark, BGS
Erik Carson, State Planning Office
Janet Waldron, DAFS*
Joel Abromson, Senator*
Jon Lund, Hallowell City Council
Julie O'Brien, Representative
Katie Fullam Harris, DMHMRSAS
Kirk Mohney, Maine Historic Preservation Commission
Mary Frances Bartlett, City of Augusta/Dir. Health and ?
Michael A. Duguay, City of Augusta/Econ. Dev. & Comm. Dev.
Owen Cargol, University of Maine-Augusta*
Page Daggett, Research/Consultant
Patrick Colwell, Representative*
Paul Harrison, State Planning Office
Roger Katz, Augusta Development Commission*
Richard Dumont
Sam Apgar, Apgar Office Systems
Tom Sotir, Augusta City Council

*member of Master Planning Committee (MPC)

Consulting Team:
Ellen Belknap, SMRT

Malcolm Collins, SMRT
Mark Johnson, SMRT
Jessica Martin, SMRT
Dennis Jud, SMRT
Jane Haddad, PBA, Clinical Psychologist
Bruce Hyman, Wilbur Smith Associates

Guests:
Gary Remal, Kennebec Journal

I. Psychiatric Treatment Center Site Selection Process

1. Site Selection Discussion

SMRT, BGS, DAFS, DMHMRSAS - Developed custom criteria for site selection. Custom Selection Criteria includes:

- Parcel of sufficient size and configuration to support the program needs, both now and for future expansion.
- Proximity to an existing Acute Care Facility
- Proximity to existing workforce
- Proximity to civil client base (based on needs assessment)
- Proximity to Interstate access point
- Proximity to locations offering "independent services" (convenience stores, etc.)
- Proximity to existing transportation services
- Physical buffer to achieve patient privacy
- Federal funding opportunities/constraints

Four possible sites identified and described include:

- Site 1: Route 3 at Church Hill Road (South Side of Rt. 3)
- Site 2: Route 3 at Church Hill Road (North Side of Rt. 3)
- Site 3: Parcel at southern end of existing AMHI Campus
- Site 4: Parcel at Togus VA Hospital

The number of beds to be provided at the new facility is 92 total; 44 of these will be forensic and 48 will be civil. Expansion possibilities for two additional 24 bed units will be part of the design, potentially providing 140 total beds. Currently there are 103 beds, 27 of which are forensic. Of the 48 Civil beds, 24 will be acute care and 24 intermediate care. Acute care beds are for patients staying no more than 30 days. Intermediate care beds are for patients staying longer than 30 days. Of the 44 Forensic beds, 24 will be for intermediate care and 20 will be high-security. Initially, all forensic patients will be admitted to the high security unit. After evaluation, some will go to the lower security intermediate care unit. These patients will be allowed to interact with the civil patients.

Extensive needs assessment has been conducted to arrive at the programmed number of beds. Spring Harbor in South Portland has recently expressed interest in becoming a back up facility to

support patients from southern Maine. Currently, most of the AMHI patients are from the Augusta area and southern Maine.

The new Psychiatric Treatment Center will be more secure than the current Stone Building and will provide patients with the needed facilities under one roof. The perimeter of the site will be secure in an unobtrusive way. Off campus privileges for an individual are granted only after court approval.

The following is a summary of comments on the Site Selection Process:

- Groups passionate about Mental Health need to be listened to. Before a site can be selected, thorough planning needs to be done and services need to be in place. The new site needs to provide room for future expansion for children and adolescents. Currently there is not enough space available for juveniles, and children are put on long waiting lists before receiving treatment. (Julie O'Brien)
- Could part of Stone Building be used for some of the Psychiatric Treatment Facilities? (Owen Cargol)
- Better to have all treatment functions in one location to limit movement of patients. (Jane Haddad)
- How will the reduction in number of civil beds be addressed (David Glusker)
- There is a need for supportive living centers in the community that provide supervised transitional environments for released patients. This is not funded, but a recommendation. (Jane)
- Sites 1 and 2 take taxable land off the tax roles in Augusta. (Sam Apgar)
- Relative construction costs, expansion capabilities, and impact on neighborhoods are factors in determining the best site. (Sam)
- Number of civil beds and services for children and adolescents need to be looked into. (Elaine Fuller)
- New facility must meet the required needs. It is not the State's intent to provide an inadequate facility. (Janet Waldron)
- Extensive needs assessment has been conducted to determine the programmed needs of the facility. Community hospitals are working to serve patients as close to home as possible. The total number of beds provided across the state will actually increase with the new facility. Currently 16 supportive living beds are scatted throughout the state. (Katie Fullam Harris)
- Need to increase taxable property, not decrease. The area where the East Side is to be served by a 3rd bridge extension is an area where prime growth can be expected. Using this land (Sites 1 and 2) for any state purpose would damage the City's economic development goals. (Roger Katz)
- The state should make better use the land it already has. Historically AMHI has been on the east side and Government on the west side. (Richard Dumont)
- What is the appearance of facility? (David Smith)
- Site will be secured with estate fencing; walls, doors and windows will provide the security. High security forensic unit will have secure fence not visible from road. Lighting will be controlled and low-key. (Jane)
- Design will be reviewed by the Planning Board whether it is legally required or not

(Elaine Clark)

- What site is best for the patients and their families? AMHI is centrally located, close to downtown amenities for visiting families, saves costs in transportation and human resources; the Augusta community already accepts the facility being near. The new facility will have improved security. Togus is too far from everything, and the future of what happens is unknown and out of the State's hands. (Delaine Nye)
- Togus has some of the same advantages as AMHI except access to a convenience store. Unused medical facilities already exist on site. (Tom Sotir)
- Alternative to the proposed sites need to be looked at. AMHI site may have a better use. (John Lund)
- Public's image of the Psychiatric Treatment Center must be changed, but it takes time. Are project deadlines pushing the decisions. (Beverly Daggett)
- Master Plan and CRID groups are working together. Encroachment of the facility on the river is of concern to the CRID board. A possible Memorial Bridge replacement location is just coming into discussion. (Brian Kent)
- An overall plan needs to be in place to assure compatible uses of the AMHI Campus if that site is chosen. (Dave Boulter)

Several in attendance expressed concern that site selection is being pushed without taking into consideration the other projects that need to be looked at simultaneously (Augusta Master Planning and CRID). Project deadlines are differing and Psychiatric Treatment Site Selection is a bit ahead of the other two projects. January 14 is the deadline for the Psychiatric Treatment Center Executive Summary. There is not a statuary requirement that the site be chosen by that time.

2. Impact on Master Plan if Psychiatric Treatment Center is on AMHI Campus.

Members of the Master Planning Committee discussed the impact of the Psychiatric Treatment Center possibly being located on the AMHI campus. A summary of comments is as follows:

- Have sites outside Augusta been looked into? AMHI property is prime real estate that may have a better use. (Elaine Fuller)
- Bridge locations, alternate uses for AMHI, future development of existing AMHI buildings and compatibility with Psychiatric Treatment Center need to be looked into before a decision can be made. (Bill Bridgeo)
- If a bridge crossing is to be located on the AMHI campus, it would be small-scale and would be located between AMHI and the Arsenal. (Erik Carson)
- Green Space is important, and the Psychiatric Treatment Facility will reduce the amount of available Green Space. (Charlie Jacobs)
- East Side residents already accept AMHI in its current location. Other neighborhoods will resist this facility. (David Smith)
- Important for state to focus on AMHI campus. Views and vistas are of primary importance. The Stone Building must be re-used to minimize sprawl. (Delaine)

II. Discussion of Scenario D

Mac Collins presented SMRT's revised scheme titled Scenario D. This takes into consideration the consensus points agreed upon by Master Planning Committee. The plan will be presented in

more detail for discussion at the next Master Planning Committee meeting scheduled for January 13th.

Other Agenda items were postponed until the next meeting.

Note: *These minutes were prepared by Jessica Martin and Mac Collins. Please notify Mac immediately upon reading these minutes if inaccuracies, errors, or omissions are found.*

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AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE MEETING(WORKSHOP NO. 10)

January 13, 2000

MEETING MINUTES

Attending:
Beverly Daggett, Senator*
Bill Bridgeo, City of Augusta*
Charles Jacobs, DAFS*
David Smith, Augusta Planning Board*
Earle Shettleworth, State Historic Preservation Office*
Elaine Fuller, Representative*
Erik Carson, State Planning Office
Roger Katz, Augusta Development Commission*
Janet Waldron, DAFS*
Joel Abromson, Senator*

*member of Master Planning Committee (MPC)

Consulting Team:
Malcolm Collins, SMRT
Mark Johnson, SMRT
Bruce Hyman, Wilbur Smith Associates

Guests:
Katie Fullam Harris, DMHMRSAS
Brian Kent, Kent Associates
Gary Remal, Kennebec Journal
Jim Henderson, State Archives
J. R. Phillips, State Museum
Ben Keating, State Library
Paul Harrison, State Planning Office

I Capitol Riverfront Improvement District: Progress Report

Brian Kent gave an overview and slide presentation, presenting the C.R.I.D. group's progress to date.

1. Cross-group Coordination: There has been a real "meeting of minds" throughout the process, especially with other groups whose planning processes are running on parallel tracks. The Augusta State Facilities Master Plan and Psychiatric Treatment Center groups were identified.

2. Master Plan Elements: The major components that will comprise the successful Riverfront plan are:
   - Enhanced riverfront environment
   - Diverse economic development
   - Improved image
   - Good infrastructure
   - Quality housing choices

3. Edwards Mill: Use of the site will be primarily passive recreation with the possible addition of some new residential. The site is in the 100 year flood plain which will restrict its use potential. Strong connections into the adjoining residential areas to the west will be developed.

4. River Access: Emphasis will be placed on development of a strong pedestrian/recreation access along the river running north-south (both sides). East-west laterals will be developed to connect surrounding neighborhoods and business areas.

5. Bridge Options: Alternatives for a replacement (or renovated) Memorial Bridge, or a new low-level ("fourth") bridge are being studied.
   - Five circulation routes are under consideration.
   - Resolution of the traffic problems at the rotaries at the ends of Memorial Bridge is critical.
   - The height of a new bridge purportedly needs to be 80'-100' to give the railroad adequate clearance

6. Housing: There is a need for additional residential development within the District. A housing study and inventory is being commissioned to determine target types and quantities. The area south of Capitol Park was identified as one of a number of areas for potential development.

7. Arsenal Property: Redevelopment of the Arsenal site could include residential, conference center, or hotel uses.

II Cultural Building

The expanding needs of the Cultural Building including Collections, Archives, and the Library were discussed.

1. Space Needs: Space is needed for archival material, artifacts, etc. Representatives from the Cultural Agencies reiterated the need for additional space and the importance of including these needs in the Master Plan process. The current building (ca. 1971) is aging, and requires modification for up-to-date information and technology systems. It handles approximately 90,000 to 100,000 visitors per year. Approximately 30,000 of which are students.

2. Preliminary Plans: Mac gave an overview of the study efforts SMRT has performed recently in this regard. The law library is also being considered as a possibility for inclusion in future plans.

3. Pine State Trading Company: Very preliminary discussions are being conducted concerning the Pine State Trading Company property and its potential for use as off-site storage for the Cultural Agencies. It is available, although nothing definite is planned at this point in time.

4. Taxable Property: There is a concern that purchase of the Pine State property by the State would result in its being taken off the tax rolls. Though possible, other avenues are available. Ownership and redevelopment of the property could remain private, while creating a lease agreement with the State.

5. Archive Space: Temporary archives space should be included in planning for the East Campus. This would be of benefit in addition to the storage facility currently within the Cultural Building for paper storage. And, despite the trend towards the "paperless office", the archiving and storage of paper documents will continue to be necessary until permanent digital storage media are developed (versus magnetic media which have a limited life expectancy).

III Scenario "D"

Concerns held over from the last meeting were raised:

1. Agency Access: Erik Carson mentioned that a connection between the State Planning Office (SPO) and the Governor's office needs to be maintained. Mac mentioned that his conversation with the SPO director indicates a downtown location would be viable.

2. MDOT Garage: Brian Kent raised concern regarding the cost of relocation of the Capitol Street facility, and the desire to return the property to the City tax rolls as a site for private development.

Mac presented the latest plan development options prepared by the consultant team.

3. Employee Placement: State personnel would be located as follows:
   - Capitol Complex: 1,275
   - West Side: 2,410
   - Anthony Avenue: 100
   - Downtown: 295
   - AMHI Campus: 1,210
   - East Side: 520
   - Other Locations: 190

4. Program Development: Renovation and new construction opportunities for the following sites was discussed:

West Side:

- MDOT Garage site: There is new construction opportunity for a large employee population. A multi-story office with structured parking is possible.
- Capitol Street Parking Garage: A garage expansion to the north (towards Wade Street) to accommodate Capitol Hill employees is proposed.
- Capitol Hill: There are Cultural Building expansion possibilities to the east, west, south and north. The Law Library could be placed in an underground addition to the north (Note: Underground construction in this area, between the Cultural Building and the State Office Building / State House connector has been discussed since the development of the Cultural Building). Renovate the Capitol Hill site including a new entry/arrival plaza, parking redevelopment (added greenspace), pedestrian circulation improvements, and site amenities.
- PUC site: Employees occupying this site could be relocated. The site and building will be reserved for future use.
- 20 Union / 22 State sites (Capitol Park south): Opportunities for expansion/renovation, and new construction exist at these sites. Acquisition of properties coming up for sale in this area is recommended. The BGS garage facility south of 20 Union would be relocated. Both structured and surface parking would be developed.
- DOT site (Capitol Park north): Acquisition of properties coming up for sale in this area is recommended. The area should be held in reserve for future use for a possible new building with structured parking to the north.

(Note: Brian Kent stated that development of this area should be given precedence over Capitol Park south or the DOT garage site so the "Link" between the Capitol Complex and the Downtown could be strengthened. Mark commented that State control of both sides of the park is desirable and, if residential development occurred around the existing recreation area south of the park, State facility development could be beneficial. Further, the distance of both this area and the MDOT Garage site from the Downtown (approximately .5 mile) could lead to these areas becoming sub-centers of neighborhood growth and, as such, consideration should be given to method that would allow opportunities for private development of basic services for neighborhood support.)

- Capitol Hill approaches: As in earlier scenarios, a form of design control (overlay district with specific standards) of the State and Capitol street approaches to the area are recommended. This is particularly important in

the historic area around the Blaine House.

- Howard Hill: The Howard Hill site (currently owned by the UMA system) should be preserved as green space, recognizing it's importance as a visual setting for the State House.
- Janet mentioned that funding for various "fix" items is being requested for the Department of Labor building. This includes basic code and environment (air quality, etc.) related items.
- Brian stated that one possible route for a bridge connection would involve a spur from Capitol Street starting west of Sewall Street and following the stream corridor behind the Cultural Building to a new bridge.

East Side:

- Janet stated that the transfer of the Arsenal property from the state to the city will be proposed this session.
- Brian urged the committee to try to keep the plan for the AMHI campus as flexible as possible to accommodate potential bridge crossing locations.
- Earle stated that he, as the state's Historic Preservation Officer, would go on record as opposing any bridge landing in the proposed central green space (between the AMHI complex and the Arsenal).
- Erik seconded Earle's position, stating that any bridge connection in the area should be low, in scale with the surroundings, and not visually dominant.

AMHI (Potential Psychiatric Treatment Center site):

- Dave Smith saw no problem with compatibility of the Center and the redeveloped campus.
- Joel indicated that Senator Daggett had some serious reservations about the AMHI site, specifically about the site selection schedule and some aspects of the program for the new facility; and that he shared some of those reservations.
- Katie Fullam Harris stated that she had spoken with Senator Daggett and had assured her that her concerns regarding the planning schedule had been heard and that every effort would be made to mesh the site selection schedule with other ongoing planning efforts.
- Janet will be requesting that the Center site selection deadline be extended to the end of February (+/-).
- Brian reiterated C.R.I.D. support for the AMHI site location of the Center.

Traffic Issues (Bruce presented traffic implications of Scenario D):

- The numbers presented represent a "worst case" scenario. Good traffic planning practice is to predict and then prevent increases using traffic management techniques.
- There will be a general increase in "background" traffic; ie., that

contributed by increased development and population in the study area.

- The intersections of Capitol Street with Sewall and State will be affected the most. They currently operate at less than optimum efficiency. If traffic increases, modification of the intersections would be necessary, resulting in more street area and a less pedestrian friendly environment and potential negative impact on the historic residences near the State/Capitol intersection, especially the Blaine House.
- Alternative traffic measures are being studied. These would capitalize on under-utilized satellite parking locations (such as the Turnpike Mall and Augusta Civic Center) and establish connections with a shuttle system.

III Stone Building Renovation Potential

Mac presented schematic architectural concept plans:

- The existing building would be renovated and new open-plate space added around the Coburn Building for a potential capacity of 970 employees maximum. This is based on an optimal 250 s.f. per person (space planning standard).
- Phased construction of the building should be possible.
- Bill questioned whether the renovation could be coupled with the more immediate needs of DHS. Mac responded that the current building form (without the open-plate additions) would not lend itself to DHS functions.

IV Schedule

Issues surrounding new building location on the West Campus, and future bridge locations still need to be resolved. Otherwise, the Committee felt comfortable with the direction in which the plan is heading as shown in Scenario D.

Regular meetings of the Master Plan Committee are proposed for the following dates to complete this phase of the planning process.

- January 27: Design review and comment
- February 3: Design review and comment
- February 17: Sign-off on plan for preparation of draft document.

After the February 17 meeting, the consultant team will prepare the draft master plan document for review and comment.

Meeting minutes respectfully submitted by Mark G. Johnson.
Please notify this office regarding errors or omissions

within seven (7) days of receipt.

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AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE MEETING (WORKSHOP NO. 11)

January 27, 2000

MEETING MINUTES

Attending:
Bill Bridgeo, City of Augusta*
Charles Jacobs, DAFS*
David Smith, Augusta Planning Board*
Earle Shettleworth, State Historic Preservation Office*
Elaine Fuller, Representative*
Janet Waldron, DAFS*
David Madore, Representative*
Elaine Clark, BGS*
Owen Cargol, UMA*

*member of Master Planning Committee (MPC)

Consulting Team:
Malcolm Collins, SMRT
Mark Johnson, SMRT
Jessica Martin, SMRT
Bruce Hyman, Wilbur Smith Associates

Guests:
Brian Kent, Kent Associates
Delaine Nye, Capitol Planning Commission
Gary Remal, Kennebec Journal

I. Discussion of Scenario D

Mac Collins noted that he presented Scenario D to the Capitol Planning Commission on Wednesday January 26, 2000. The group was receptive to Scenario D, and had no problems with the ideas generated by the Master Planning Committee.

1. East Side Discussion:
   - The bridge landing location is still unresolved. The NEPA process has begun to determine the best location.
   - Dave Madore does not want to sign off on plan if there is a possibility of bridge landing being on the East Campus.
   - Bill Bridgeo feels that as long as conditions at the two rotaries are improved, the bridge location does not matter, although views and open spaces should be considered when final decision is made.

- Some members felt the committee should make a recommendation as to the best location of the bridge landing. Earle Shettleworth believes the NEPA process will work towards a location that is in line with the committee's wishes. He feels the Committee does not have enough information to make an informed decision on the best location now.
- David Smith suggested that the final Master Plan Document language stating that anything outside the Scenario D plan for the East Campus should be carefully considered and that green space is a part of the committee's vision for the area between the East Campus and the Arsenal.

- There was agreement at the previous meeting that the new Psychiatric Treatment Center would be accepted as part of the East Campus. David Madore still has concerns regarding the meshing of the two campus functions.

- Charlie raised a question regarding the possibility of increased thru traffic on Arsenal Street if it is improved. Bruce Hyman responded that the road treatment and small scale will signal to drivers that it is not a thru road.
- This summer improvements to the Arsenal Street intersection with Cony Road will be made which may cause increased use along Arsenal Street.
- With the potential for increased traffic on the East Campus, Bruce is suggesting the addition of a traffic light at the intersection of Piggery Road and Hospital Street. The need for a traffic light at the southern-most entrance to the East Campus will be investigated once a final decision regarding the location of the Psychiatric Treatment Center is made.

- David Smith remarked that when the parking deck is constructed on the East Campus, removal of the 'new' surface parking lot (currently being constructed) should occur to allow for more green space. This would be 10-20 years down the road, but should be made clear in the final report.
- The parking lots at the Arboretum and the Ray building should be improved.

2. West Side Discussion:
   - SMRT has identified 3 potential development sites for new building construction on the West Side. The DOT garage site, North of Capitol Park and South of Capitol Park (DHS and Labor buildings). SMRT/Wilbur Smith Associates prefers development of the DOT garage site because of traffic and preservation issues revolving around Capitol Park and the State Street/Capitol Street intersection. The site North of Capitol Park should be 'reserved' for future development beyond the scope of this project (20 + years).
   - Several Committee members agree that the DOT Garage should be relocated and the site used for state and/or private sector office space.
   - Elaine Clark prefers expansion/renovation of the South side of Capitol Park to development of the North.
   - Brian Kent mentioned that if it is the goal of the committee to enhance the connection between Downtown and the Capitol Campus, development North of

Capitol Park should be encouraged. There is state-owned land north of the DOT building on Memorial Circle that should be considered a future development site.

- *SMRT will note this site as a fourth development site on the final document.*
- Janet Waldron questioned whether the DHS building at 221 State Street should be green space rather that a future development site.
- Mac and Mark agree that there needs to be an architectural edge to define the corner of the park at that point.
- This site could accommodate one or more memorials, which would provide opportunities for both green space and architectural elements to help define this important corner and the edge of Capitol Park.
- Bill Bridgeo felt DHS site is a good location for a high quality building.
- The BGS fleet garage located just south of the DHS and Labor buildings could be consolidated with the DOT fleet and relocated closer to the interstate.

- Reconstruction of Capitol Street along Capitol park will begin this summer. Granite curbing will be used to define edge. The improvements here should be applied to the whole Capitol Area eventually so there is continuity in design and materials.
- David Madore suggested that we reaffirm the value of Capitol Park in our final document to ensure future development of park will not occur.

- Cultural Building expansion was discussed at the last meeting. Relocation of the Law Library to underground between the Cultural Building and the State House/State Office Building has been a vision for quite some time, but it may not be worth the cost. Janet suggested that 221 State Street may be a good location for the Law Library. Others suggested that the Law Library is not as essential as it used to be because of computers. Books can be stored electronically and accessed from multiple locations.

- Earle Shettleworth summarized what he envisions for the The Blaine House neighborhood. It is a historic area that should be preserved. The Gannett House will be used as an adjunct to the Blaine House (meeting space/guest space), the two framed buildings may be sold to the public sector but with preservation covenants; and the two brick residences will remain as state offices.
- Several Committee members agreed that the section of State Street between the rotary and Capitol Street need historic improvements including sidewalks, street lights, and buried utilities. Mark stated that all street improvements in the Capitol Hill area should be coordinated, utilizing a common palette of materials and methods.
- Bill Bridgeo remarked that some of the committees ideas could begin to occur in 2 years rather than in 10 years. This would show that the state is committed to the Master Plan.

- The Howard Hill site (partially owned by UMA) is a portion of land that should remain green space. If the State does not purchase this land, it should look into

getting easements and visual control of the land to ensure it is not developed in a way that detracts from the views to and from the State House and State Office Building. Bill Bridgeo stated that not all of the hill was owned by UMA. He will research the other property owners.

- The Committee will make it clear to the local residents that there will be minimal impact on their neighborhoods.
- Janet Waldon suggested the possibility of having a child care facility in the neighborhood off Sewall Street below Howard Hill. The neighborhood already has several businesses among the homes.

- The PUC site will be reserved as a potential location for future parking or a building.

3. Transportation:
   - Bruce Hyman presented his analysis of the impacts of Scenario D on traffic, pedestrian, parking, and transit. Several intersections including State St. & Capitol St., Sewall St. & Capitol St., and Hospital St. & Piggery Rd. will see increased traffic and may require intersection improvements.
   - There have been prior discussions about eliminating vehicle access along Capitol Street between the Sewall Street and State Street. Bruce feels circulation will not work if this block is closed to through traffic; but to ensure safety of pedestrians, heavy truck traffic should be limited.
   - The scale and surface treatment of Capitol Street between Sewall Street and State Street should be improved to "calm" traffic.
   - Delaine Nye feels some improvements should be made to Sewall Street because of the residential nature of the area and for the safety of the people that walk and jog there.

   - Pedestrian improvements are needed at Capitol Street, Sewall Street, State Street, and Grove Street. This includes crosswalk improvements, connection to trails, and connection to downtown.
   - Dave Madore suggests that if a new bridge is constructed, a pedestrian way should be included to encourage people to walk. If lockers and showers are provided at peoples' work places, this type of activity will be encouraged.
   - Janet Waldon suggests that resting areas should be provided for walkers along pedestrian routes. Lighting and security should also be provided so pedestrians feel safe enough to walk.

   - Bruce suggests a reduction in the number of parking spaces available. If there are enough spaces for everyone, carpooling will not occur. In order to meet the suggested .8 spaces per employee, there needs to be a 50% increase in the number of people using alternative transportation methods.

- If the number of parking spaces available is reduced, people may tend to park in the local neighborhoods, and not seek alternative transportation modes. The city should enforce parking restriction in neighborhoods to minimize state employees parking in them.
- For carpooling to work, there must be incentives. Closer parking could be reserved for carpools only. For shuttle service to work, the pick up areas need to be convenient and the waiting periods minimized.
- Bike parking should be available at all parking lots and structures.
- Monetary incentives have the most impact on the reduction of traffic and they are the trickiest to implement.
- Bill Bridgeo suggests that paying for parking is the solution. If aesthetics are a high priority, you can not have convenient parking. Surface parking is not pleasing to look at.
- Dave Madore believes that parking fees would be a burden for some State Employees and will be controversial.

II. Schedule

SMRT will attempt to circulate portions of the Draft Report prior to upcoming meetings for Committee review. Regular meetings with the Master Plan Committee are proposed for the following dates to complete this phase of the planning process:

- February 3: Design review and comment
- February 17: Sign-off on plan for preparation of draft document.

Briefings with state employees, legislature, and adjoining municipalities will be scheduled. Review meeting dates will be circulated to Committee once completed.

Meeting minutes respectfully submitted by Jessica Martin.
Please notify this office regarding errors or omissions
within seven (7) days of receipt.

AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE MEETING (WORKSHOP NO. 12)

February 3, 2000

MEETING MINUTES

Attending:
Charles Jacobs, DAFS*
David Smith, Augusta Planning Board*
Earle Shettleworth, State Historic Preservation Office*
Elaine Fuller, Representative*
Janet Waldron, DAFS*
Elaine Clark, BGS*
Owen Cargol, UMA*
Joel Abromson, State Senate*
Pat Colwell, Representative*

*member of Master Planning Committee (MPC)

Consulting Team:
Malcolm Collins, SMRT
Mark Johnson, SMRT
Jessica Martin, SMRT
Bruce Hyman, Wilbur Smith Associates

Guests:
Gary Remal, Kennebec Journal
Scott Cowger, Representative

I. Discussion of Revised Scenario D

Mark Johnson presented the revisions made to Scenario D since the last meeting. These revisions include:

1. The addition of a potential development site to the north of Capitol Park. Potentially, the site could accommodate a building of approximately 40-50,000 SF.
2. The identification of street scape improvements on Capitol Street between Sewall and State Streets. This would include pedestrian enhancements and traffic "calming" measures for safety and aesthetics.
3. The identification of the three critical Capitol approach areas: Capitol Street, west of the Sewall Street intersection; and State Street north of Capitol Street and south of Union Street. Potential improvements to these areas include new curbing, lighting, planting, seating and buried utilities.

Comments regarding Scenario D (continued):

- Earle Shettleworth suggested that SMRT produce elevation graphics showing potential developments for the committee members to better understand how the topography of the sites can work with the buildings, and how the development will impact adjoining areas.
- Pat Colwell suggested that the committee note in the final document areas that are not suggested for future development, in particular the Federal Street neighborhood west of Sewall Street.
- Mac Collins expressed concern that if the Federal Street neighborhood were not contolled by the State, inappropriate development, such as a convenience store, might take place there. Earle noted that this neighborhood is under the auspices of the Capitol Planning Commission and that any approved changes in the neighborhood would be low-impact and appropriate for the location.
- The committee should identify needs for the Federal Street area, such as day care and lobbyist offices, and note that this neighborhood may be a good location for such uses.
- Charlie Jacobs stated that the IFW garage just west of the Federal Street neighborhood, should be relocated.
- The Master Plan should state that no new development is proposed east of Hospital Street.
- The Rail/Trail project currently under way should be acknowledged in the plans.
- Future plans for the Federal Building and associated parking should be discussed with GSA.

II. Review of Draft Green Space Narrative

Mac Collins presented a Draft Narrative for Open Space Issues. The narrative includes the history and the committee's recommendations in regard to 5 areas that should remain as green spaces.

1. *East Campus (AMHI)*
2. *The Kennebec Arsenal*
3. *Capitol Park*
4. *Capitol Hill (including areas surrounding the State House, the Cultural Building, the State Office Building, the Blaine House and the Gannett House.*
5. *Howard Hill*

Comments regarding the Green Space Narrative:

- The proposed Amphitheater, or similar passive use, on the East Campus should be referenced.
- Joel Abromson mentioned that an Amphitheater could be a potential public/private partnership for concerts or events.
- The long-term plans for Capitol Hill should coordinate with the Law Library relocation and Cultural Building expansions.
- Earle suggested the final document point out that the Capitol Planning Commission and the Capitol Park Commission have legislative jurisdiction over the development

of the State House area and Capitol Park.

- David Smith mentioned that the City of August is working on developing lighting standards. All new and future lighting should meet these standards and codes.

III. Two-Year Action Plan

Several projects should be targeted as short-term (two-year) projects to show stakeholders that the Master Plan has momentum and is starting to be implemented. Possible projects include:

1. Streetscape improvements in the Capitol Hill area beginning with the south Capitol Street project.
2. Conversion of the Gannett House to meeting/guest space as a supplement to the Blaine House. Janet Waldron suggested a partnership with a local technical college hospitality program may be a way to defray costs and support the case for the conversion.
3. Improvements to the historic residences lining State Street between Memorial Circle and Capitol Street.
4. Demolition of the Education Building and introduction of green space in its place.
5. Parking management at the West Campus.
6. Law Library relocation.
7. Relocation of DOT garage facilities.
8. Improvements to Capitol Street between Sewall Street and State Street.
9. Public Safety garage relocation (possibly co-located with DOT garage and BGS fleet)
10. Harlow Building renovations.
11. Utility improvements, beginning with the primary underground electrical service, on the East Campus

A narrative, cost analysis, and prioritization of all the potential Master Plan projects will be a part of the final Master Plan document.

IV. Discussion of Parking and Traffic Issues

Bruce Hyman continued the discussion of the issues that arose at the last meeting regarding traffic and parking.

- Charlie Jacobs suggested that the committee make a recommendation as the number of parking spaces per person, and list alternative methods to achieve this.
- Joel Abromson remarked that parking issues can overshadow and disproportionately affect acceptance and approval of the Mast Plan. He thinks the committee should make a suggestion as to where specific parking areas are (such as legislator parking and visitor parking).
- Owen Cargol recommended that the committee make several suggestions on strategies that will work to meet the parking goal.
- In the final document, suggestions for parking changes need to be laid out in stages, such as a 2-year scenario, a 5-year scenario, and a 10-year scenario.

- Elaine Fuller suggested that when the Legislature is in session and parking problems are at their peak, shuttle service be provided to and from the local hotels for legislators and people testifying.
- The South Wing of the State House is designated as the Legislative entrance. Parking designated for the Legislators should take this into consideration, but a decision should be made as to whether close parking or green space is more important on the Capitol Complex.
- Charlie noted that the real parking issues are only a problem when the Legislature is in session. It may not be worth the money to provide enough parking for the peak needs. Instead, the committee should seek to meet the demand when the Legislature is not in session, and provide shuttle and satellite parking service at peak times. Currently the garage is not controlled and many people other that state employees use the garage. Control of this would alleviate the problem.
- Elaine Clark mentioned that if satellite parking and shuttle service is provided, it could pose a problem for people with strict personal schedules due to dependent care. Employers would need to offer options to help employees interested in alternatives to close-in parking with logistics.
- Operating costs of the shuttles is about $15 per hour. Bruce Hyman believes that during peak times, 6 shuttles running continuously would be needed to keep up the 10 minute intervals and provide transportation that would reduce parking demand by 400 spaces.
- It was suggested that the Armory parking lot be a potential satellite parking area.
- The proposed expansion of the Capitol Street parking garage needs to be adjusted to reflect the recommended parking ratio policy.
- The consultant will have a draft parking requirement plan prepared for presentation and review at the next meeting.

V. Future Planning Effort/Implementation Strategies

Discussion regarding what should occur after completion of the Master Plan Document.

- Rather than establishing another committee to oversee the implementation of the Master Plan, the final document can be turned over to the Capitol Planning Commission. This commission includes members from the City of Augusta as well as members of State Government.
- Briefings will be scheduled with the local neighborhoods, Legislative committees, state employees, and the cities of Hallowell, Gardiner, and Augusta to discuss the Master Plan. Any comments from these meetings will be integrated into the final document. DAFS will bring a suggested list of groups to be briefed and a proposed schedule to the next meeting.
- Charlie suggested that it be a part of the BGS statute that any proposed projects on the East and West campuses be checked against the Master Plan document. This will ensure that all future changes are in keeping with the Master Plan.

VI. Schedule

SMRT will attempt to circulate portions of the Draft report prior to the final meeting for committee review.

The final Master Planning Committee meeting is scheduled for *February 17, 2000.*

One additional session will be added to discuss comments from the local briefings and review a Draft of the final document.

Meeting minutes respectfully submitted by Jessica Martin.
Please notify this office regarding errors or omissions
within seven (7) days of receipt.

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AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE MEETING (WORKSHOP NO. 13)

February 17, 2000

MEETING MINUTES

Attending:
Beverly Daggett, State Senate*
Bill Bridgeo, City of Augusta*
Charles Jacobs, DAFS*
David Smith, Augusta Planning Board*
David Madore, Representative*
Earle Shettleworth, State Historic Preservation Office*
Elaine Fuller, Representative*
Joel Abromson, State Senate*

*member of Master Planning Committee (MPC)

Consulting Team:
Malcolm Collins, SMRT
Mark Johnson, SMRT
Jessica Martin, SMRT
Bruce Hyman, Wilbur Smith Associates

Guests:
Gary Remal, Kennebec Journal
Delaine Nye, Augusta City Council, CRID
Carl Smith,
Chuck Roundy
Brian Kent

I. Discussion of Revised Scenario D

Mark Johnson presented the changes made to the East Campus Scenario D since the last meeting. These changes include the addition of a "State of Maine Park" on the East Campus. This would entail demolition of the Nurses Building and the recently constructed surface parking lot.

The Committee was receptive of the revisions and felt the park reinforced the committee's statement regarding the need for greenspace and its position regarding the location of the potential bridge landing.

II. Review of Streetscape Massing Elevations

Mark Johnson also presented massing elevations developed by SMRT to represent the potential development sites on the West Campus. The three sites presented were the DOT garage site, Capitol Park North, and Capitol Park South.

1. The DOT garage site could potentially accommodate 250,000 SF of office space, a parking garage for these employees, and retail/commercial space.
2. The Capitol Park North site could potentially accommodate a 50,000 SF building and a parking garage for these employees.
3. The Capitol Park South site could potentially accommodate a 40,000 SF addition to 20 Union and a new 50,000 SF building at the corner of State Street and Union Street, as well as parking for these employees and retail/commercial/residential space along State Street.

Committee Comments regarding the massing elevations were as follows:

- Beverly Daggett expressed some concern regarding the development of the DOT site because it is not directing development of sites towards downtown. Mark Johnson noted that the size of the site is ideal for a DHS size agency and there are no other buildings/sites on the West Campus to accommodate such a large group. Having the large building located outside of the heaviest traffic areas alleviates a lot of potential traffic at the busiest intersections. Entrances to the parking garage are located before the Sewall Street/Capitol Street and State Street/Capitol Street intersections.
- Elaine Fuller thinks that having DHS near the legislature is a good idea.
- Bill Bridgeo is concerned that if a new building is built for DHS, the Stone Building will be empty. Mac Collins noted that both projects are a priority in order to get employees out of leased space and off the Stevens Campus.
- Brian Kent feels it should be made clear that these are just concepts for the potential development sites and suggested the final document have several options for each site. He also noted that in the final CRID document, there may be a recommendation that the traffic around Capitol Park be redirected. This may impact how the Capitol Park North and South sites are developed in the future.
- David Smith suggested that the final document note the need for structured parking, as opposed to surface parking, in order to maximize greenspace.

III. Discussion of Comments on Open Space Issues Narrative

At the last meeting Mac Collins presented a draft Open Space Narrative. There were no suggested modifications to the narrative from the committee.

IV. Parking and Traffic Issues

Bruce Hyman presented revised Guiding Principals and Parking Management time line handouts. He will be adding the committee's recommendation to minimize surface parking to free-up greenspace to the Guiding Principals handout. Comments regarding the time line are as follows:

- The expansion of the current garage is in the 3-5 year time frame. Bill Bridgeo recommends that be bumped up to the 0-2 year time frame because the Legislature may be willing to do that soon.
- Charlie Jacobs recommends that under the two year plan, designation of visitor parking take place. This should include several timed parking areas such as 15 minute, 30 minute, and 1 hour lots. Don Suitter has suggested that no timed spaces over one hour be used.
- Dave Madore questioned what impact the increased employee numbers on the East Campus will have on the Mayfield neighborhood traffic. Bruce noted that the estimated employee count will not be much higher that it is today, but at some point the total employees may peak above the estimate depending on the phasing of projects. In the long run, Bruce does not anticipate an increase in traffic in the neighborhood.
- Brian Kent noted that to discourage people from driving though neighborhoods, the traffic needs to flow continuously.
- Several committee members commented on the need for increased security in parking areas. This would include the addition of lighting, cameras, call-boxes, etc.

V. Schedule and Briefings and Meetings

SMRT will have one month to produce a final draft document. After completion of the draft, the committee will review. Briefings and meetings will be scheduled for comments and evaluation of the document. One final committee meeting will be scheduled to discuss comments from the local briefings.

The Capitol Riverfront Improvement District should have a draft of its plan for review prior to the completion of the final Master Plan Document.
The committee and its consultants will endeavor to coordinate critical issues with the CRID effort.

VI. Old Business

The Legislature is not required to approve the Master Plan. The Capitol Planning Commission will adopt the plan and review annually.

Bill Bridgeo confirmed UMA is the only owner of the Howard Hill green space.

The future status of the Federal Building will be researched.

Meeting minutes respectfully submitted by Jessica Martin.
Please notify this office regarding errors or omissions
within seven (7) days of receipt.

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9. Harlow – Supporting Investigations

Case Study

The Stone Building
Supporting Investigations

Section 10

Augusta State Facilities Master Plan

August, 2001

Prepared by SMRT Inc.

10. Stone – Supporting Investigations

Case Study

Section 1: Introduction

Section 2: History

Section 3: Existing Conditions

Section 4: General Recommendations

Section 5: Proposed Space Plans

Tab 6: Appendix 1 – National Register Nomination

Tab 7: Appendix 2 – Augusta Building Inventory Forms

Turn of the century view of the AMHI campus with the Stone Complex at center right.

Introduction

The building group known as the Stone Building is actually comprised of six different connected structures built between 1836 and 1876, with alterations of varying levels of significance being made right up to the present day. The imposing three- and four-story structures enclose about 262,000 square feet of space. These buildings make up the original core of the Augusta Mental Health Institute. Much of the space within them is still used for psychiatric treament.

The Stone Building is significant both for its architecture and its association with Maine history and with the different psychiatric treatment methodologies that have come into use and then been displaced by newer thinking. In recognition of this, the Stone Building and several of the other older AMHI buildings have been listed on the National Register of Historic Places as the Augusta Mental Health Institute Historic District. This district is listed in the Register at the State level of significance.

Over the last several years, SMRT has examined the buildings of AMHI as part of several different master

planning and building evaluation projects. The most important of these are the Moving Maine Forward effort, which included a complete inventory of all of State Government's real estate holdings in the Augusta area, and the Augusta State Facilities Master Plan, completed in March of 2001, which took advantage of information compiled previously to look at concepts for the future State use of the AMHI campus and its buildings.

The Stone Building emerged as one of the key elements of the Master Plan. With the completion of a replacement psychiatric treatment facility directly to the south scheduled for fall of 2003, the Stone Building will be vacated. The Master Planning Committee (MPC) recognized from early in the planning process that the re-use of such a large and significant building presented an important challenge and a great opportunity. The committee concluded that the rehabilitation and re-use of the Stone Building was one of the highest priorities to result from the master planning process.

The master planning effort focused on how to make the best use of the State's real estate. A major focus was to determine how much office and support space the State would need over the next ten years, and to see whether that space could be provided in buildings already owned by the State, without the need for substantial new construction or leased space. The MPC concluded that with the construction of one significant new building on the west side of the river and the re-use of the significant, historic AMHI buildings on the east side, State Government could consolidate all of its Augusta-area employees in State-owned buildings on the East (AMHI) and West (Capitol Complex) campuses. The Stone Building, capable of housing close to 1,000 people while providing ample amenities such as conference and training facilities and a cafeteria for the entire campus, will play a major role in this consolidation effort.

Mid-19th century artist's rendering of the Stone Building.

As part of the master plan, SMRT was asked to study the Stone Building to determine whether it could be successfully re-used as a major state office facility. To that end, SMRT compiled all of the information collected in previous planning efforts, including drawings, existing condition architectural and engineering reports, the Moving Maine Forward inventory information, and historical information such as the National Register nomination and historic

photographs. New information consists of a general architectural history of AMHI and a specific architectural analysis of the Stone Building, written by architectural historian Roger Reed for the Maine Historic Preservation Commission (this material is provided here in draft form – it will be the basis for a book on AMHI), as well as floor plans showing a proposed State office use of the entire building group. This last component represents the bulk of our work on the Stone Building under the auspices of the master plan project. SMRT prepared existing condition floor plans, which are included in this report. Then we looked at several space plans to determine the best way to use the various elements of the building for typical State government office purposes. The result is two prototypical plans for the rehabilitation, expansion and continued use of the Stone Building, indicating that the building can be functionally and appropriately adapted for another 100 years of use.

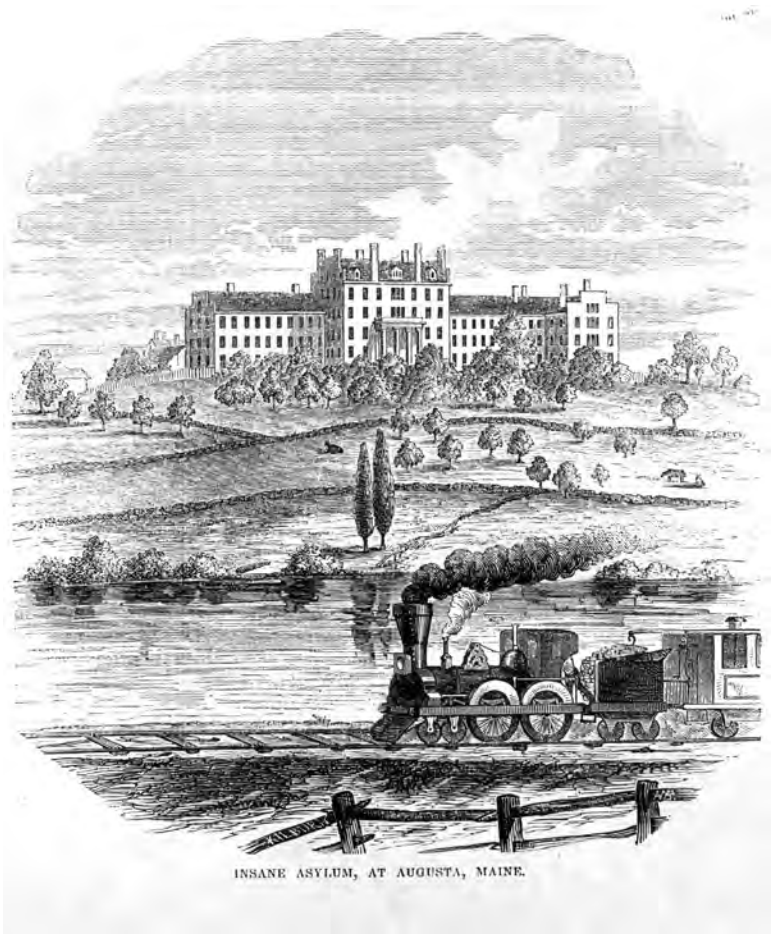
It is our belief that the Stone Building, if treated to a restoration of its exterior elements, a creative adaptive re-use of its interior spaces, and a complete upgrade of its building systems and infrastructure, can become a modern, comfortable, safe, healthy, efficient, and functional office building for Maine State Government, in the same manner that the State House, the Burton Cross State Office Building, and the Tyson Building have been successfully rehabilitated. There is no question that to do so will take creativity, knowledge of historic building materials and systems, and financial resources. To restore the exterior, for example, which is constructed of high quality materials and methods that are expensive to use on new construction today, such as granite and slate, will require a major financial commitment. On the other hand, the building has served its purpose well for over 160 years with little in the way of major repairs to its exterior. To repair the granite walls, address the hundreds of windows, and bring the slate roofs back to original condition will be expensive, but will result in a building that will last another 100+ years without another major investment.

Modern view of the Stone Complex, Administration Building.

The order of magnitude of the project will be similar to that of the State Office Building and the State House. The Stone Building is about 20% larger than the State Office Building. The State Office Building has the capacity to house 700 employees, the Stone Building will be able to house between 700 and 1,000 people. The Stone Building will cost more

per square foot to renovate because of the way it is built and the materials of which it is built, and the fact that it is an historic building. However, it should still be in the same cost range or slightly less than new construction, and certainly less than new construction of the same quality as the Stone Building original construction.

The public, and public servants, are asking today that new public buildings be built to last 75 or 100 years. The State Office Building was in use for about 50 years before needing a major overhaul. The Stone Building will have served us for over 160 years without extensive renovation. This speaks to its original quality of construction and good basic maintenance over much of its life. It is the hope of the Master Planning Committee that those responsible for the stewardship of the State's buildings will recognize the value of the Stone Building, and make the necessary commitment to the preservation and continued use of this landmark structure.



An early artist's view of the Kennebec River, with the original Stone Building in the background.

History

The following pages contain a brief general history of the architecture of the Augusta Mental Health Institute, written by architectural historian Roger Reed. Mr. Reed was on the staff of the Maine Historic Preservation Commission for several years and has written extensively on the history of Maine and Augusta-area architecture, including the Kennebec Arsenal. He was commissioned by the MHPC and SMRT to prepare this material for an upcoming book on AMHI architecture to be published by the MHPC and the Kennebec Historical Society.

Existing Conditions

The Administration Building as it appears today. Stone South is at right.

Administration Building

Location: AMHI Central Campus
Inventory number: AUG061
Gross area: 26,550 sf
Primary occupant/use: MHMR&SA/AMHI

The Administration Building, part of the Stone Building Complex, houses AMHI administrative offices. It has been the "front door" of AMHI since its construction in 1839, and is one of the most important of the AMHI buildings. Designed by architect and builder John D. Lord of Hallowell, it was, before expansion, a simple Greek Revival symmetrical building consisting of a four-story central block flanked by a three-story wing to either side. Using today's nomenclature, the Administration Building is actually only the center portion of the original Maine Insane Asylum building. The two flanking wings are now considered parts of Stone North and Stone South (see descriptions below). A two-story portico dignified the main entrance. There were 200 rooms in the completed building, to house 120 patients. The buildings were constructed with massive Hallowell granite block exterior walls, backed up by a separate brick wall. Interior partitions were brick, with floors of southern yellow pine. There is little remaining evidence of the original interior, which has been subject to many renovations almost from the beginning of the building's life. Major wings were added starting in 1846, resulting in internal changes to the original building as well as new construction. A severe fire that gutted the southern half of the building in 1850 led to another round of renovations.

The exterior is little changed from the original with two major exceptions. The first change was the addition of a granite porte cochere to the front portico, designed by George M. Coombs as part of an extensive modernization of the entire Stone complex in 1892. The second is an elevator penthouse that extends above the original roof on the facade (west elevation), dating from 1956.

Even though there is little trace of the original interior of the Administration Building, there are still some remarkable interior features dating from the most extensive renovation of the building that began in 1892 and continued

until 1897. A fine oak staircase constructed in 1893 connects the four floors and attic level with tall paneled wainscot, newel posts and banisters, and includes a second floor window seat. Many rooms that were remodeled at this time, including first floor waiting rooms, second story administrative offices, the third floor Superintendent's Office, and fourth floor lodging rooms, contain elaborate wainscot and paneling, parquet floors, marble fireplace surrounds, mirrors, coffered ceilings with oak beams, and polychromatic embossed decorations on the upper walls. There are two second floor rooms and several fourth floor rooms that are notable for retaining Greek Revival interior details from 1851-52 post-fire renovations.

The Administration Building portion of the Stone Complex is in good condition and is remarkable for having retained so much interior and exterior detail in the face of 160 years of dramatic changes at the institution. Its commanding presence on the hillside above the river, its visibility from the Capitol Complex, its condition and quality of construction, and its historic and architectural significance lend credence to the concept of adapting the Administration Building and the rest of the Stone Complex for another century of usefulness.

The roof structures of all the Stone Complex buildings are similar.

Structural (includes Stone North and Stone South Buildings)
The gable roof framing consisted of 3 "x5 1/4" wood joists spaced at 19 inches on center. The joists supported a 7/8" thick tongue and groove wood deck. The joists were supported on 5 1/2"x10" wood beams spanning between timber frames. In some areas, the joists had been cut or removed. Many of the connections between the columns and beams had separated. Some of the columns were shimmed with brick at the bottom. Some areas of the roof deck showed signs of past water intrusion.

The center area of the building was being reinforced at the time of the inspection in anticipation of a reroofing project. No further inspection of this area was performed.

The floor framing consisted of a series of steel beam supporting a flat arch terra cotta brick floor topped with 2 to 4 inches of concrete. The floor system was supported by interior and exterior brick bearing walls. In most areas, the floor and walls were concealed with finishes. The building currently houses the mental health facility and appears to be adequately supporting this use.

In discussions with maintenance staff and construction personnel, the condition of the floor and brick vary from area to area based on the date of construction and the quality of the workmanship. A contingency should be set aside as part of future construction costs in anticipation of hidden defects.

Much of the infrastructure of the complex utilizes basement tunnels such as this.

Mechanical

The building is heated by steam fed cast iron radiation. There is no fresh air ventilation except for two fan units installed in 1960 to supply untempered outside air to four interior offices on the second floor. Window air conditioners are used in some rooms.

This building has inadequate outdoor air ventilation and areas of poor temperature control.

Electrical

The building has a 200 A main distribution panel fed from a two-pole 200 A breaker in a 600 A distribution panel in the Central Building electrical room. The main distribution panel is fed from a 100 KVA, 120/240 V, single phase transformer in the Central Building vault. The 200 A main distribution panel in the Administration Building feeds lighting and receptacle panelboards located on each floor of the building. The building is currently used as support space for AMHI.

The distribution panel has sufficient capacity for the current building loads, but if air conditioning or other mechanical equipment is added the panel will not have the capacity to handle the load. The panelboards for lighting and receptacles are old but appear to be in fair condition.

Stone Northeast showing sun porch addition.

Stone North

Location: AMHI Central Campus
Inventory number: AUG063
Gross area: 87,200 sf
Primary occupant/use: MHMR&SA/AMHI

One of the wings of the Stone Complex and attached to the Administration Building, the first wing of what is now called Stone North was the original female patient wing constructed along with the Administration Building according to John Lord's 1836 plans. The second extension was erected to the designs of Henry Sawyer, starting in 1850 and completed in 1855, along with a

A somewhat modernized staircase in Stone North.

complete renovation of the original women's wing of the Administration Building. Another wing, and the last extension of the Stone Complex to the north, was designed by Francis Fassett and completed in 1866. The interior spaces have been continuously renovated for general upgrading and to reflect changes in treatment plans over the years, but the exteriors have changed little. The most extensive interior work occurred from 1903 - 1914 during the George Coombs-directed hospital-wide renovations extending from 1892 to 1916. Although mechanical and electrical systems, clinical casework, stairs and elevators have all been upgraded through the years, the basic floor plans have changed little, in part due to the solidity of the original construction.

Structural
(See Administration Building)

Roof ventilators such as these on the roof of Stone South were important parts of the original building ventilation systems.

Mechanical
Each of the three Units are heated and ventilated through separate mechanical systems installed in 1973. Located in the basement of each Unit is: a steam to water heat exchanger, hot water circulating pumps, and an air handler. Hot water from each heat exchanger serves both perimeter radiation located throughout the Unit and the air handler heating coil. The hot water temperature is reset manually. Hot water is supplied to perimeter radiation from the basement of each unit, up through the three floors, to a reverse return loop in the attic. For temperature control, the Units I and II are divided down the middle into two zones. Dining and activity areas are controlled separately in Unit III.

All three air handlers in each unit utilize 100% outside air to provide building ventilation. Supply air is heated and humidified at the unit and ducted up through the original sturdevent system masonry chases to each room. This air flows out of the building through similar chases to the gravity relief system in the attic. Separate exhaust fans serve toilet areas. Air conditioning is provided in localized areas through window air conditioners and water cooled air conditioners.

The air handling systems provide adequate fresh air ventilation. However the mechanical systems as a whole provide poor temperature control. The two zones of

perimeter radiation control in Units I and II can not handle the room to room load variations.

The hot water return piping is located in cold attic space, adding significantly to heat loss.

The masonry chases extending up through all three floors, conveying supply and exhaust air, do not have fire dampers. This is in violation of the NFPA 90-A

The short floor to structure heights severely limits the ability to install horizontal runs of ductwork.

Electrical (Stone North and Stone South)
The Stone buildings are fed from a 300 KVA transformer via a 1200 A switchboard in the Central Building electrical room. Breakers in the switchboard feed lighting, receptacle and air-conditioning panels located throughout each of the three units in the Stone North and South buildings. Each of the Stone buildings also has a single phase 120/240 feed from the same 600 A distribution panel as the Administration Building. The two Stone buildings currently house patients for AMHI.

The current transformer feeding the Stone Buildings is adequate to supply the existing loads, but will not supply the recommended mechanical equipment. The current switchboard has the capacity to handle present loads but may need to be enlarged depending on the amount and size of mechanical equipment used for cooling. The distribution panelboards are old but appear to be in fair condition.

Stone South and Southeast.

Stone South
Location: AMHI Central Campus
Inventory number: AUG064
Gross area: 79,156 sf
Primary occupant/use: MHMR&SA/AMHI

Stone South consists of the original male wing, constructed in 1836-40, and two extensions to the south and southeast. The first of these additions was designed by Henry Sawyer and constructed in 1854-55; the second was designed by Francis Fassett and completed in 1870. The first and second wings were destroyed by the fire of 1850, and were rebuilt in 1851-52. As with Stone North, Stone South has

undergone continuous renovation projects down to the present day. Both Stone North and Stone South contribute to the impressive scale and style of the entire Stone complex and relate the history of the institution to contemporary viewers. The simplicity of their design and quality of construction merit equally large-scale planning efforts to assure their continued use by the State of Maine.

Structural
(See Administration Building)

Mechanical
The mechanical systems in Units I and II were also renovated in 1973 and are similar to those in Stone North. The mechanical system in Unit III was renovated in 1987. Perimeter hot water radiation is valved for individual room control. Ventilation is provided through a unit ventilator located on each floor, supplying air mainly to the dayroom and corridor.

The mechanical system issues for Stone South are similar to Stone North with the exception of Unit III, which has better perimeter radiation control and no air distribution between floors requiring fire dampers.

Electrical
(see Stone North on previous page).

Central Building

Location:	AMHI Central Campus
Inventory number:	AUG062
Gross area:	69,000 sf
Primary occupant/use:	MHMR&SA/offices and support space

The Central Building, originally a smaller, architecturally-significant Victorian structure, has been expanded several times via modern one-story additions to serve as the main food service venue for the mental health facility as well as housing other service functions and amenities. Named Coburn Hall soon after its construction in 1876, it was designed by Francis Fassett, the building contained a chapel/amusement hall, a central kitchen and bakery, and dormitory rooms for the staff at the attic level. The Central Building was built of brick with granite trim, and was originally physically connected to the Administration Building via brick corridors, one at the basement and one at the 2nd floor. Later on, it was tied to other AMHI

The Central Building with 1958 1st floor addition.

buildings via enclosed overhead corridors and underground tunnels. This building was the first to depart from the severe neo-classical, monolithic granite style of the original hospital, instead representing the High Victorian Gothic style for which Fassett was well known.

The building was expanded in 1887 to the east and west along its axis in order to enlarge the kitchen, assembly room and dormitory spaces. It was enlarged again in 1909-10, to the north, east and west sides, leaving little evidence of the original building. George Coombs was the architect for all of these additions, and the later work was at least sympathetic to the original design in terms of materials and architectural details. Subsequent additions, of one and two stories in an institutional modern style executed in 1958, paid no attention to the previous work of either Fassett or Coombs.

The Central Building with Stone Southeast at left.

The interior has been extensively renovated, most recently in 1958 and 1981. Two of the more significant rooms retain their original character: the amusement hall and the library. The theater space remains largely intact from the original Fassett design, as expanded by Coombs, with ceiling trusses, stage and balcony still in place. The library features extensive wood paneling and six windows with colored art glass panels.

The building as it exists today is in generally good condition, but is out of character with the other AMHI central campus buildings because of the extent of anachronistic additions. Early photographs provide ample evidence that a Central Building restored to its 1886 appearance would play a key role in any revitalization plan for the historic AMHI campus.

Interior view of Chapel/Theater.

Structural

This building consisted of a three story center building with one story additions on each side. The roof of the center section consisted of full span wood trusses supported on exterior brick bearing walls.

Both the floor and the roof of the kitchen area have been reinforced and appear to be in good condition.

Mechanical

The service to the center building is adequate for the current use of the building. The addition of HVAC

equipment would require the switchboard and conductors feeding the switchboard to be increased in size along with the transformers feeding the distribution panels. The existing lighting and receptacle panelboards are old but appear to be in fair condition.

A central air handling unit for heating and ventilation was installed with the addition to the first floor in 1957. Located in a penthouse over the kitchen area, the unit has water/glycol preheat and two zones of reheat, each with a separate supply fan. A single return fan is also located in the penthouse. The unit serves the first floor.

Coburn Hall has heating and ventilation as well as cast iron steam radiation. The basement and first floors have hot water perimeter radiation supplied from a steam to water heat exchanger installed in the basement in 1957. The upper floors have cast iron perimeter steam radiation. A first floor smoking room has several particulate filtration units. The first floor café has a large roof mounted exhaust fan directly ducted to a single ceiling grille. Several compressors are located in the kitchen basement which serve cold storage rooms. Window air conditioning units are used in some areas.

The upper floors of this building have no fresh air ventilation and there are many areas with poor temperature control.

The balcony of Coburn hall has loose fiberous insulation and pigeon dropping littering the floor. Although the seating in this space is not used and its location is somewhat remote from main floor, it is likely to effect the general air quality of the room and provides a source of contamination for distribution by the air handling system.

The mechanical rooms in the basement do not have adequate ventilation and cause overheating throughout much of this space.

Electrical

The central building has a 1600 A, 240 V, three phase, three wire switchboard which appears to be an ungrounded system fed from a 300 KVA transformer in the basement electrical room. This switchboard feeds the kitchen equipment, mechanical equipment and elevators in the Central, Stone and Administration Buildings. The Central

Building also has a 600 A 120/240 V single phase distribution panel fed from a 100 KVA transformer. This distribution panel feeds lighting and receptacle panelboards throughout the building. A third 600 A, 240/120, single phase distribution panel fed from a 100 KVA single phase transformer in the vault powers the third floor stage panels, motion picture camera and Tyson and Pavilion Buildings. The central building is now used as support space for AMHI as a kitchen, library and offices.

Postcard view of Administration Building. Note formal planting beds in foreground.

General Recommendations

Architectural Building Renovation and Construction

Administration Building

Location:	AMHI Central Campus
Inventory number:	AUG061
Gross area/expansion, if any:	26,550 sf
Proposed occupant/use:	state office, meeting and exhibit space

The Administration Building, part of the original Insane Asylum/Stone Building Complex, should be considered a prime candidate for preservation and re-use. Expansion of this building itself is unlikely, though it is connected to the remainder of the Stone Complex, containing several hundred thousand square feet of space. It contains some remarkable interior elements that are worth preserving in their own right but that can contribute to a useful and functional State office building. A preservation plan for the building should include the removal of the rather unfortunately-designed 1892 porte cochere and the

restoration of the main entrance. The rehabilitation of the Administration Building, along with the rest of the Stone Complex, should be guided by preservation/design standards to assure the highest quality of restoration/ rehabilitation.

Stone North

Location:	AMHI Central Campus
Inventory number:	AUG063
Gross area/expansion, if any:	87,200 sf
Proposed occupant/use:	state office, meeting and support space

Stone North should be considered a prime candidate for preservation and re-use as part of an overall conversion plan for the entire Stone Building complex. The open space formed by Stone North, Stone South, the Administration Building and the Central Building could be enclosed with a skylit addition to create new offices and support spaces in a pleasant, light-filled atrium space, defined at its outer boundaries by the magnificent granite and brick walls and impressively-scaled windows of the existing architecture.

Stone South

Location:	AMHI Central Campus
Inventory number:	AUG064
Gross area/expansion, if any:	79,156 sf
Proposed occupant/use:	state office, support and meeting space

See discussion of Stone North above.

Central Building

Location:	AMHI Central Campus
Inventory number:	AUG062
Gross area/expansion, if any:	69,000 sf
Proposed occupant/use:	state office, meeting & support space

The Central Building, when it was completed, was a whimsical structure stylistically when compared to the somber grey granite structures of the Stone Complex. Much of its original exterior has been covered by additions beginning in 1887, but there is enough evidence remaining to permit a restoration of the lower walls of the building. A rehabilitation of its extant significant interior spaces,

namely the library and the theater/chapel, both facilities that would be very useful in a modern office campus setting, is also recommended. It is physically, integrally connected to the Administration Building, and tied to other Central Campus buildings via enclosed overhead corridors and underground tunnels. The Central Building should be restored to its original appearance and configuration and incorporated into the preservation and reuse of the Stone Complex. This would require the removal of the modern brick additions but this space could be replaced by enclosing the open space between the original Central Building and its immediate neighbors, the Administration Building, Stone North and Stone South.

Structural – General Recommendations

The structural systems of the Administration Building, Stone North, Stone South, and the Central Building will need to be evaluated in detail as part of the first steps toward rehabilitation of these buildings. Building codes and best practices, as they relate to historic buildings (and new buildings, for that matter) have changed dramatically since these buildings were built, and since they were last renovated. For example, more attention is paid to the abilities of structural systems to withstand seismic forces and snow loads.

Exterior walls will require thorough examination to make sure they are firmly footed and properly connected to floor and roof structures. Roof structures, all of which are wood framing, should be subject to analysis and calculations to confirm their load-carrying capacity. Reinforcement will probably be necessary, particularly where one section of the building abuts another. The conditions and carrying capacities of floor systems must be compared with the proposed occupancy load requirements, and the capabilities of the original structure upgraded if necessary.

We do not expect that any extraordinary efforts, beyond what is typically encountered in historic buildings constructed of these materials and systems, will be required. Bringing the Stone Complex up to contemporary structural standards will assure its continued usefulness and safety for the next century.

Mechanical – General Recommendations

1. Recommendations are made on the following premises:

- All buildings being considered for office occupancy will be air conditioned.
- New and renovated systems should comply with all applicable code requirements such as ASHRAE Standard 62 - Ventilation for Acceptable Indoor Air Quality, and NFPA.

2. New air handling systems are necessary for all buildings or portions of buildings requiring air conditioning. This includes: Stone North, Stone South, Administration, and the Central Building.

3. *Preliminary* system design recommendations will be influenced by the following issues:

- Design options for older buildings undergoing renovations are more limited than for new buildings due to numerous factors. For example, most of these buildings, some over 100 years old, were not designed to accommodate the extent of ductwork typically associated with modern ventilation systems. Floor to structure heights are often too low to allow for installation of ducts in ceiling space. Some buildings have structural floor slabs that limit the ability to run main ducts vertically.
- Many of the buildings are long and narrow, meaning that they have a lot of "perimeter" space. This means that the heating and cooling loads are highly influenced by the building envelope and will vary throughout the building according to orientation and time of day.
- Systems should be straightforward and easy to maintain. Where applicable, repetitive system types may help simplify maintenance issues.
- Central monitoring and/or control may be desirable, especially for this type of campus setting where mechanical rooms are scattered and facilities personnel must cover a number of buildings.

4. *Final* system design will be influenced by the following additional issues:

- The owner's needs and expectations, budget constraints, and phasing of renovations.
- Most of the buildings are currently occupied or partially occupied. Decisions must be made as to whether occupants remain and parts of the building kept operational during renovations.

Mechanical system recommendations generally fall into two categories:

- Fan coil system. This is recommended where floor to structure heights are low or central corridors are narrow, making installation of large trunk ducts difficult or impossible. Four pipe fan coil units are used for heating and cooling individual rooms/spaces. A central air handling unit provides the proper quantity of outdoor air required for ventilation. This air is tempered at the central unit and ducted to each fan coil unit. A heat exchanger using steam from the central boiler plant provides heating hot water. An air cooled chiller with remote evaporator provides chilled water. Both are piped to the central air handler and each of the fan coil units.

Advantages of this type of system include:

- Individual room temperature control to accommodate load variations;
- Both heating and cooling available year round;
- Smaller ductwork to fit in limited ceiling spaces.

Disadvantages include:

- More maintenance than all-air systems;
- Maintenance must be done in occupied spaces;
- Air side economizer cooling is not possible;
- Fan noise is a possible issue.

Variable Air Volume (VAV) Systems. These systems are possible where ceiling space will accommodate large ductwork and VAV box installation. Central air handler unit(s) provide heating and cooling, outside air ventilation, economizer cooling, and variable air flow via variable frequency drives. VAV boxes with hot water reheat serve individual rooms/spaces. A heat exchanger using steam from the central boiler plant provides heating hot water for the central air handler unit(s) and VAV boxes. An air cooled chiller with remote evaporator provides chilled water for the central air handler only.

Advantages of this system include:

- Individual room temperature control to accommodate load variations;
- Both heating and cooling available year round;
- Reheat insures that proper air distribution can be maintained;

- Economizer cooling is possible.
- Disadvantages include:
- Space for ductwork will require dropped ceilings.

Mechanical – Individual Building Recommendations

Administration Building

- Completely remove existing ventilation and perimeter radiation systems.
- Install four pipe fan coil units to provide heating, cooling and ventilation to individual rooms. Units to be ducted with required amount of fresh air ventilation, tempered and distributed from central air handling unit.
- Install a new hot water heat exchanger, hot water and chilled water distribution systems with piping mains in the basement.
- Install a new air handling unit located in the basement t provide tempered 100% outdoor air for ventilation.
- Provide new hot water radiation at entryways.
- Install DDC controls to allow for centralized control and monitoring.

Stone North and Stone South

- Completely remove existing ventilation and perimeter radiation systems.
- Due to the lace of ceiling space, configure distribution systems vertically wherever possible. Install vertical four pipe fan coil units to provide heating, cooling and ventilation to individual rooms. Units to be ductd with required amount of tempered fresh air ventilation, tempered and distributed from a central air handling unit.
- Install a new hot water heat exchanger and hot water distribution system for each of the buildings.
- Install two 175 Ton air cooled chillers with remote evaporators to serve a single chilled water system for the Stone buildings and the Administration building. Pipe mains in basement and branch vertically to fan coil units.
- Install an air handling unit in the basement of each Unit providing tempered 100% outdoor air, sized for minimum required ventilation. Duct supply directly to fan coil units through vertical chases.
- Provide new hot water radiation at entryways.
- Install DDC controls to allow for centralized control and monitoring.

Central Building

- Remove the heating and ventilation systems and perimeter hot water and steam radiation systems.
- Install a dedicated roof-top make-up air unit to serve the kitchen.
- Install four pipe horizontal fan coil units to provide heating, cooling, and ventilation to individual rooms. Units to be ducted with required amount of fresh air ventilation, tempered and distributed from central air handling unit.
- Install a new air handling unit located in the penthouse to provide tempered 100% outdoor air for ventilation.
- Install a 150 Ton air cooled chiller with remote evaporator to serve the chilled water system.
- Install a new hot water heat exchanger, hot water and chilled water distribution systems.
- Provide hot water radiation at entryways and select perimeter locations.
- Install DDC controls to allow for centralized control and monitoring.

Electrical – Individual Building Recommendations

Administration Building

Additional mechanical equipment will require the existing service to be enlarged. A new 150 KVA transformer in the Central Building vault feeding a 400 A main distribution panel in the existing panel location would add enough capacity to add the recommended HVAC equipment to the building. The building should be totally re-wired and existing lighting and receptacle panels replaced.

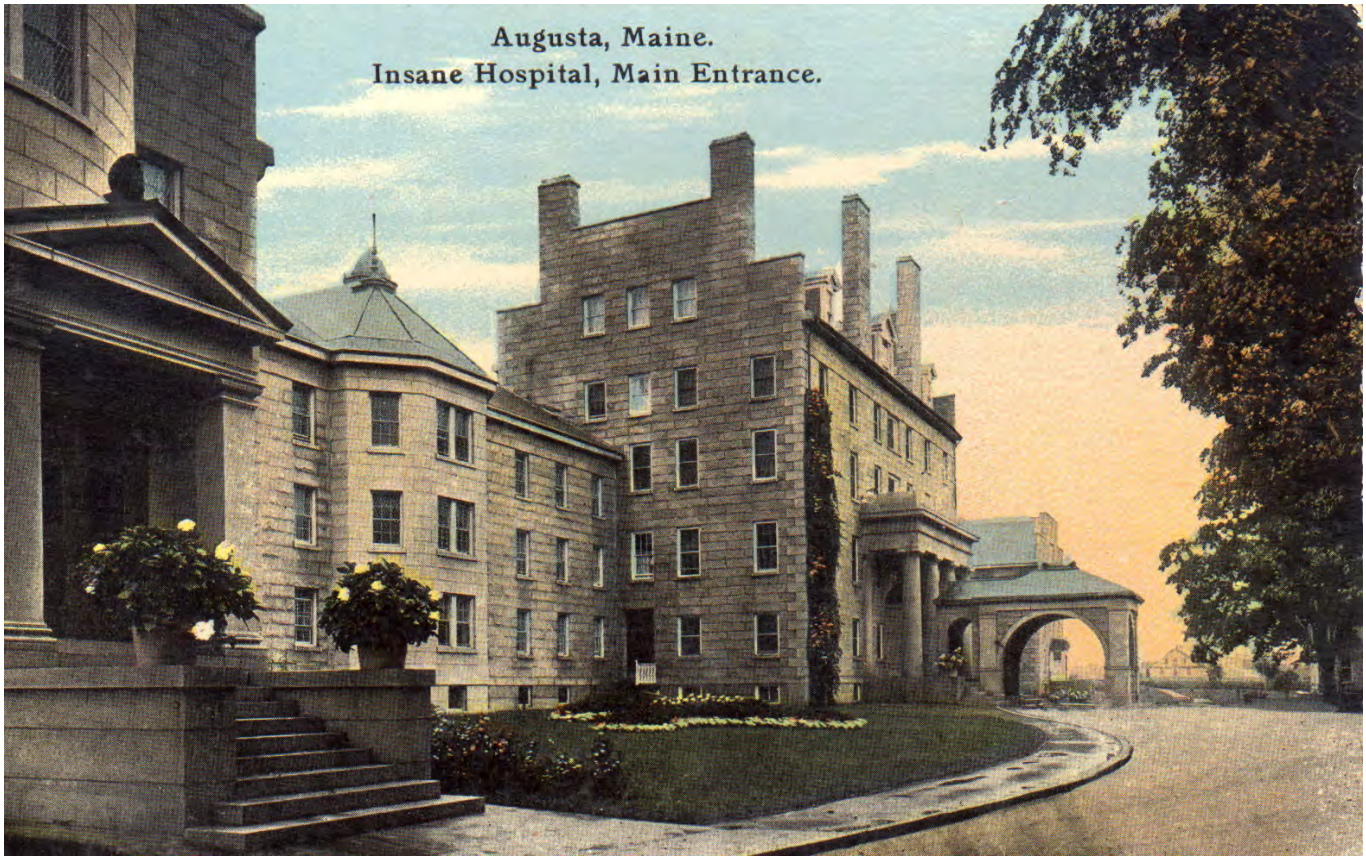
Stone Buildings

The potential addition of two large chillers to service the stone buildings will require upgrade of the existing switchboard or the addition of a second switchboard to feed the mechanical equipment for a new HVAC system. A 1000 A switchboard at 480/277 v fed from a 750 KVA transformer would be adequate to supply the proposed mechanical equipment. The existing switchboard would remain to feed the existing lighting and receptacle panelboards. The buildings should be rewired and lighting and receptacle panels should be replaced. Panels fed from the remaining switchboard should be re-fed.

Central Building

To provide power for the proposed chiller and other mechanical equipment, a 600 A switchboard at 480/277 v fed form a 500 KVA transformer would provide adequate power for the recommended mechanical equipment.

The existing 600 A single phase distribution panel has surpassed its estimated service life and should be replaced. The existing 1200 A switchboard feeding the mechanical equipment and elevators appears to be an ungrounded distribution system and should be replaced with a new three phase 4 wire grounded system. The existing wiring should be upgraded and new distribution panels installed in place of existing lighting and receptacle panelboards.



Administration Building and Stone North in early 1900's postcard view.

Proposed Space Plan Concepts

The Master Planning Committee (MPC) directed SMRT to look at the existing layout of the Stone Building in detail, to generate one or more concepts showing how the building could be re-used as a modern State office building, and to report to the committee on its findings. Through its previous planning projects carried out for the Bureau of General Services, including an existing condition analysis of the Augusta Mental Health Institute (AMHI) campus and its buildings, and a preliminary space program for every State agency occupying State-owned or leased office space in the greater Augusta area, SMRT was able to create a prototypical space program for a single State agency or multiple agencies that could use the amount of space available in the Stone Building complex.

We were directed to consider selective demolition of non-original, recently-constructed additions and to consider new construction as necessary to allow the building to function as a state-of-the-art 21st century office building. In so doing, we were to use the best historic preservation practices so that

the essential character and historic features of the building would be preserved and enhanced.

These three views of the Stone South interior show three types of spaces.

Top: Day room with bay window at end of corridor. Center: Double-loaded corridor with private rooms on either side. Bottom: Open ward.

As already described, the Stone Building actually consists of eight individual but related parts. Three of these were the original Stone Building, now referred to as the Administration Building and the wings to the immediate north and south of it. This was the original hospital building, completed in 1840. Next came the first north and south wings, built in 1848 and 1855, respectively, and constructed perpendicular to the original building. Then came enlargements of the north and south wings, known as the Northeast and Southeast wings, attached at their eastern ends. And last came the Central Building, also known as Coburn Hall, finished in 1875. While the interiors were subject to numerous renovations, some substantial, the exteriors today remain very true to their original appearances, except for the Central Building, which has had its main floor obscured by several modern additions. The total square footage of the complex as renovated and enlarged in 1958, and as it exists today, is 261,900 gross square feet.

As we toured the building and studied floor plans and photographs, it became apparent that the interior spaces would lend themselves readily to modern State office use. In part, this is due to changes in mental health treatment methods over the years. Changes from open wards to individual rooms, with support and amenity spaces such as nursing stations and day rooms scattered at intervals throughout, provide us today with a variety of sizes and shapes of spaces building-wide, on all three usable levels.

This mix of spaces works well with the needs of today's government office workers. The modern office building today consists of individual offices for managers and supervisors who need confidentiality and privacy; larger offices with two or three people dedicated to the same tasks; open office areas for clusters of work stations, ranging from team spaces for 5-6 people to call-center-type ranges of same-function stations for 20-30 employees; conference and training rooms for groups of four to 100 or more; and support spaces such as break rooms, server/telecommunication rooms, recycling stations, reception areas, and other special-purpose spaces. The variety of spaces in the Stone Building allows for all of these

uses, and in the required quantities and locations for the number of employees anticipated to work there. As an added bonus, the linear nature of the building provides for generous daylight through many and large windows around the entire perimeter of the complex. Some of the day rooms feature magnificent bay windows; and the northeast and southeast wings have sunporches that run nearly the entire length of each wing.

Also of benefit is the presence of many stairways throughout the building. Although some of these will need to be upgraded to meet current code, most have been renovated recently enough that they meet today's code requirements for existing buildings. There are elevators in several locations. Again, some may need to be upgraded, others are compliant with today's requirements.

Due to the lack of clearances, the sizes of spaces, and difficulty of access, we have assumed that the basement of the entire complex would be utilized only for storage, mechanical, electrical, and other infrastructural needs. There would be no office space or other "habitable" space in the basement.

The Administration Building, the original structure at the center of the complex, is treated in a special manner due to its unique spaces and finishes. Although no doubt Spartan and simple in its original Greek Revival guise as a self-contained hospital, it was extensively renovated in the 1890's and, reflecting the increasing size of the institution, was converted to a special purpose: housing the hospital's administrative staff, including its superintendent and other managers. Thus stylish woodwork was installed, a new monumental stairway with stained glass windows at the landings was constructed, and elaborate fireplace surrounds and inlaid floors were provided for the benefit of the administrators. All of these features remain, and can be incorporated into the restored building. We propose that these spaces remain executive offices, with the finest spaces becoming conference rooms so that more people will have the opportunity to experience them. At the main floor main entrance, we suggest the creation of a new reception/front office area to the left of the front doors, and customer-oriented library/display/waiting space to the right.

The Central Building, originally known as Coburn Hall, located immediately behind the Administration Building within the "U" formed by the original building and the four wings, is a bit more problematic. It was constructed as specialty space in support of the main hospital building. It contained a library, a theater/chapel, and the original central kitchen and bakery. It also had several rooms to house nurses on the upper floor, and some offices. The library remains in use today in the form that it took after a renovation in the 1920's; and the performance/chapel space is much as it was after it was remodeled and expanded in 1887. The remaining space has been renovated in more recent times, probably during the major expansion of the main floor and basement kitchen and bakery in the 1950's. Our plan calls for the removal of the modern additions and the restoration of the building to its basic shape and exterior appearance of 1887 above proposed new construction.

The open courtyards now in place, formed by the areas between the Central Building and the various wings of the Stone Building, are currently paved with asphalt and are inhospitable, "leftover" spaces. It is our recommendation that, in tandem with the restoration of the exterior of the Central Building, these courtyards be filled in with new construction to allow the development of large open-office floor plans for the first and second floors. At the first floor, we suggest that the office space be supplemented by a glass-walled cafeteria, overlooking the rest of the campus to the east and large enough to serve as the main dining facility for the entire campus. A new kitchen, much smaller than the existing one, and support spaces such as food service offices and storage, restrooms, and vertical circulation, would be placed on the main level of the Central Building.

At the second floor, the original Central Building library would be restored for use as an agency library and meeting room; the remainder of the building would become a conference and training center, with the third floor chapel/theater restored for special presentations and events. The second floor of the new infill construction would be open office space, with conference rooms located along a curved glass exterior wall, again overlooking the campus to the east. These large expanses of open floor plate at the first and second floors would provide the opportunity for flexible layouts of numbers of work stations not available in the original building. The second floor open office areas would

have the benefit of skylights, creating atrium spaces, to bring daylight deep into these areas. The insertion of new construction in these areas also allows us to knit the entire complex together with building systems and infrastructure. By routing HVAC, electrical and telecommunications systems through the new infill, we can feed from the new into the old spaces, minimizing the impact and expense of running these systems through the older buildings.

We have provided two different scenarios, both using the building in similar ways and both featuring the infilling of the courtyards. The first, Option A, shows the most dense population that could be accommodated using good office space planning standards. To establish the number of workers we should use to prepare this scheme, we used a figure of 200 square feet per person. Prior to performing this calculation, we subtracted some specialty areas of the proposed building, such as the cafeteria and kitchen and some of the meeting spaces, as these are proposed to serve functions beyond the needs of the Stone Building. In this fashion, we arrived at a proposed maximum building population of 1000 people. The plans show a population of 970. Although dense, the space plan still provides generous community spaces and amenities appropriate for contemporary office spaces and customer service. Option A adds about 55,000 sq. ft. to the complex, while 15, 700 sq. ft. (the 1958 additions) would be removed, yielding a total building area, existing and proposed, of 301,300 gross square feet.

The second scenario, Option B, presents a more gracious, though still efficient, layout, in response to the need of some agencies for larger workstations and more substantial file storage needs. We also used this option to show some of the most current trends in office space planning for teaming, hoteling, and other new ways of working together. In addition, we created two two-story atrium spaces in the new infill areas to allow the daylight from skylights to penetrate through the second floor to the first, thereby giving those working in the areas of the building furthest from the outside walls daylight from above. This scheme also has a larger cafeteria and additional conference space. This scenario suggests a building population of about 750 employees. Option B adds approximately 48,000 sq. ft. to the building, while again, 15,700 sq. ft. of the existing Central Building

would be demolished. The total area of the renovated and expanded building would be 294,200 gross square feet.

Both schemes are built on our attempt to minimize changes in the original buildings, by allowing the new infill construction to handle systems and infrastructure and provide the large, open floor plates that may be required (these open spaces can always be subdivided into smaller spaces if necessary). The exterior of the existing buildings are virtually unchanged except for in the courtyards and for the restoration of the Central Building exterior walls above the second floor. The main elevation of the complex, facing the river, will be restored to its original Greek Revival appearance through the removal of the rather awkwardly-designed porte cochere added in 1887.

The scope of work for the restoration and re-use of the Stone Building complex would be similar to that of the Burton M. Cross State Office Building project. The interior spaces would be gutted back to the original interior and exterior walls. Removal of original interior masonry walls would be held to a minimum by making the best possible use of the original layout (and we have accomplished this with the space plans shown). Completely new electrical, heating, ventilating, air conditioning, sprinkler, lighting, telecommunications and emergency systems would be installed, requiring creative engineers to find ways to thread these systems through the original masonry structure without excessive expense or damage to character-defining original building fabric. New finishes (flooring, wall covering or painting, ceiling, wood trim) would be similar to those used in the State Office Building.

A thorough review to assure compliance with life safety, building, energy and ADA codes will no doubt lead to upgrading of stairways, corridors, egress systems, and elevators. Access from the exterior will be evaluated to determine if and where accessible ramps will be required and how they will coordinate with internal building circulation. The structural system will be evaluated in light of the appropriate building code. It is anticipated that some upgrading will be required, but overall the building appears to be in fair to reasonably good structural condition. Reinforcement of the existing wood attic framing and a careful evaluation of the terra cotta brick and concrete floor

system and the brick and granite exterior walls to locate hidden defects will be required.

The exterior building envelope will receive a restoration treatment. The existing granite is in good condition but the overall wall system – the granite exterior blocks, the brick backup, and the attachment of the walls to the structure – needs to be evaluated and will probably require restoration over substantial areas of the exterior surface. Those areas of the roof that retain the original slate should be inspected and repaired with special attention paid to flashing and underlayment. Those areas that have been reroofed with asphalt shingles should be returned to slate. By restoring the existing and installing new where necessary, we will be creating a roof that should last for a century.

Window work will be a major component of the exterior restoration. There are over 600 windows in the complex, and all will require either restoration or replacement. The existing windows should be evaluated carefully, as most, if not all, of them may be suitable for repair rather than replacement. There are many routes that can be taken, from consolidation and repair, to sash replacement, to complete replacement of frame and sash. All of these options, and some in between, should be studied by experts in the field and cost estimates developed for each option. Should replacement be necessary, there are several options here as well. The recent window work in the State House should be considered a model for the work that would be done on the Stone Building.

Many of the exterior doors have been replaced. Original doors, and those that remain from the major renovations of the late 19th century, should be retained and restored. Modern, inappropriate doors should be replaced with new ones to match older doors to be retained. All must meet modern code and energy requirements.

Site work will be confined to the grounds immediately surrounding the building, and should include landscaping, walkways, lighting and landscape furniture at building entrances. Our plan for the infilling of the courtyards includes an outdoor eating area adjacent to the new cafeteria and conference spaces. This outdoor room will add a new dimension to and sustain continuity with the existing grass lawns and courtyards formed by the Stone Building group at

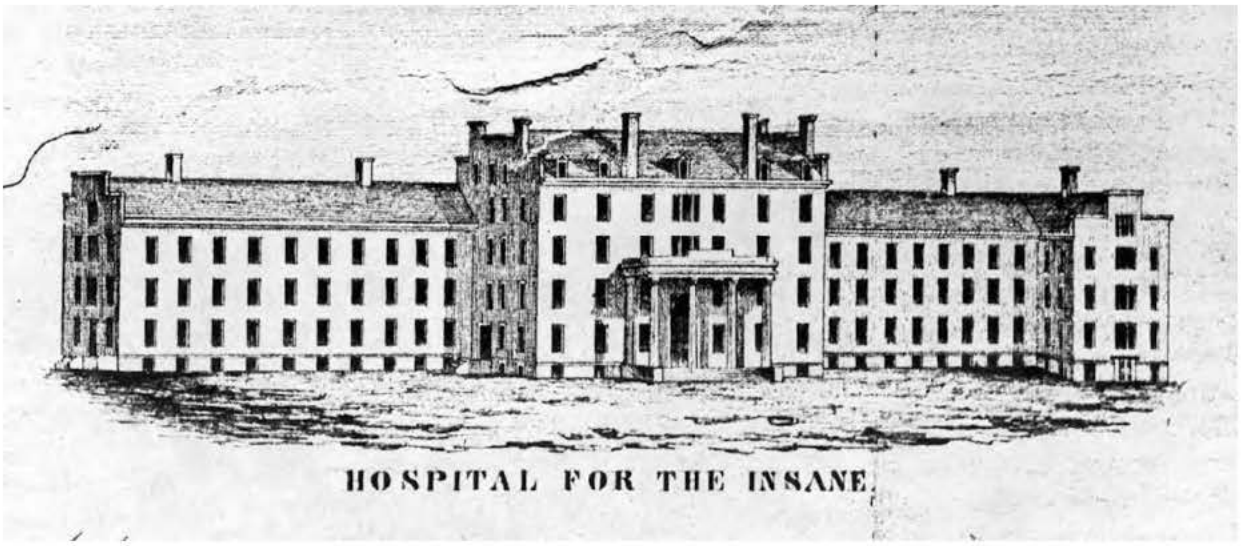
the west end and the Tyson Building, the Williams Pavilion and the Harlow Building at the east end.

Because the Stone Building is listed in the National Register and is considered such an important building, the rehabilitation project should be conducted according to the Secretary of the Interior's Standards for Rehabilitation, and project plans and specifications should be subject to review by the Maine Historic Preservation Commission and the Capitol Planning Commission.

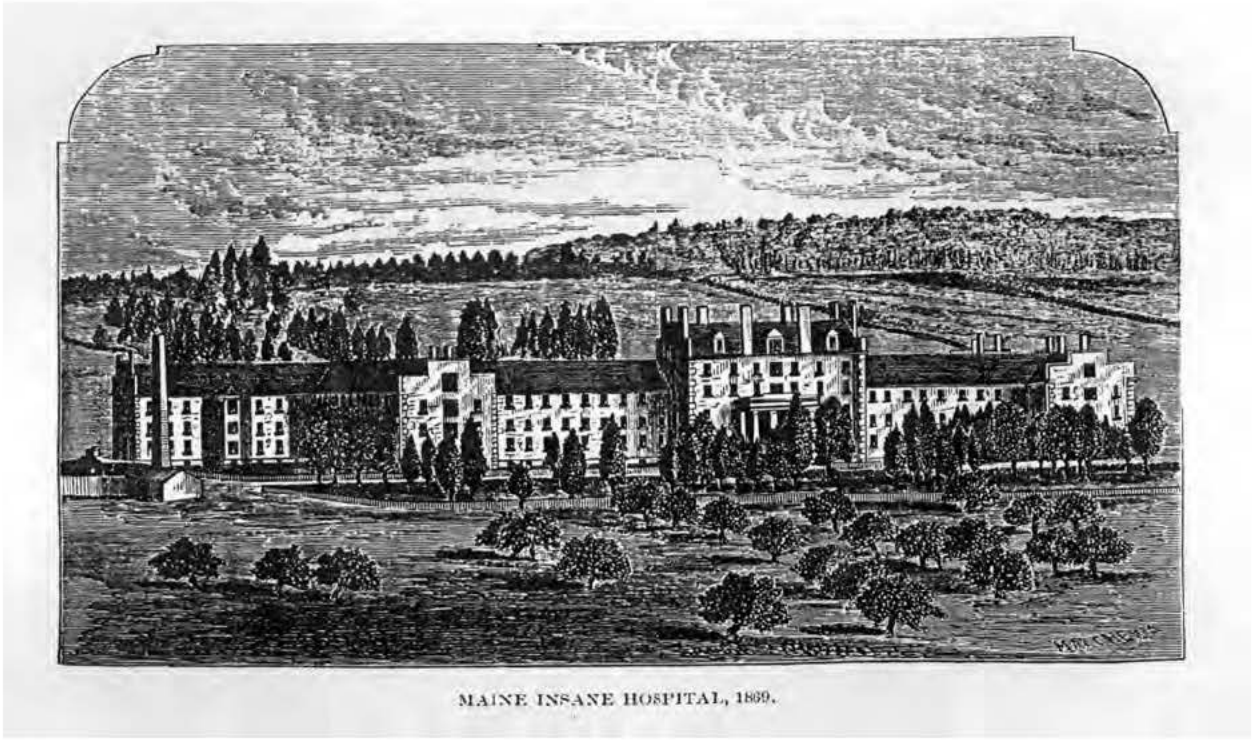
We believe that with a commitment to quality similar to that shown by the Administration and BGS for the State House and the Burton M. Cross State Office Building projects, the revitalization of the Stone Building can continue the State's efforts to manage the State's valuable and significant built resources prudently and responsively, preserving this remarkable building for future generations of Mainers to work in, visit, and experience. The design concept proposed, if implemented, will result in a fully-functional, state-of-the-art State office building that represents the best of modern and historic architecture.

This project would be the single most significant step in the implementation of the Master Plan on the East Campus. Together with the completed re-use of the Tyson Building, the planned rehabilitation of the Harlow Building, the completion of the new psychiatric treatment center, and various other, smaller but still important projects campus-wide, the Stone Building project will result in the transformation of the former Augusta Mental Health Institute into an attractive and economical campus for State employees and customers. We are pleased to be able to present these concepts, and look forward to a public discussion on the merits of the project, and to the ultimate rebirth and new use of the Stone Building.

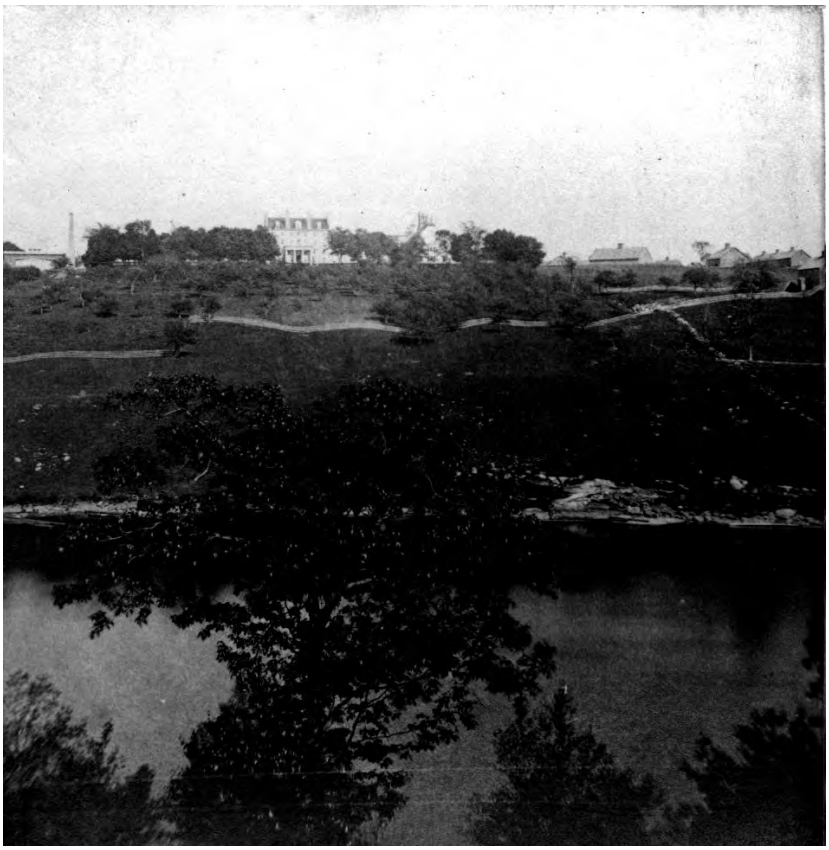
(inserts for another section follow)



Early drawing of Stone Building with Stone South as added in 1846-48.



1869 engraving of the Stone Building showing the South, North and Northeast wings.



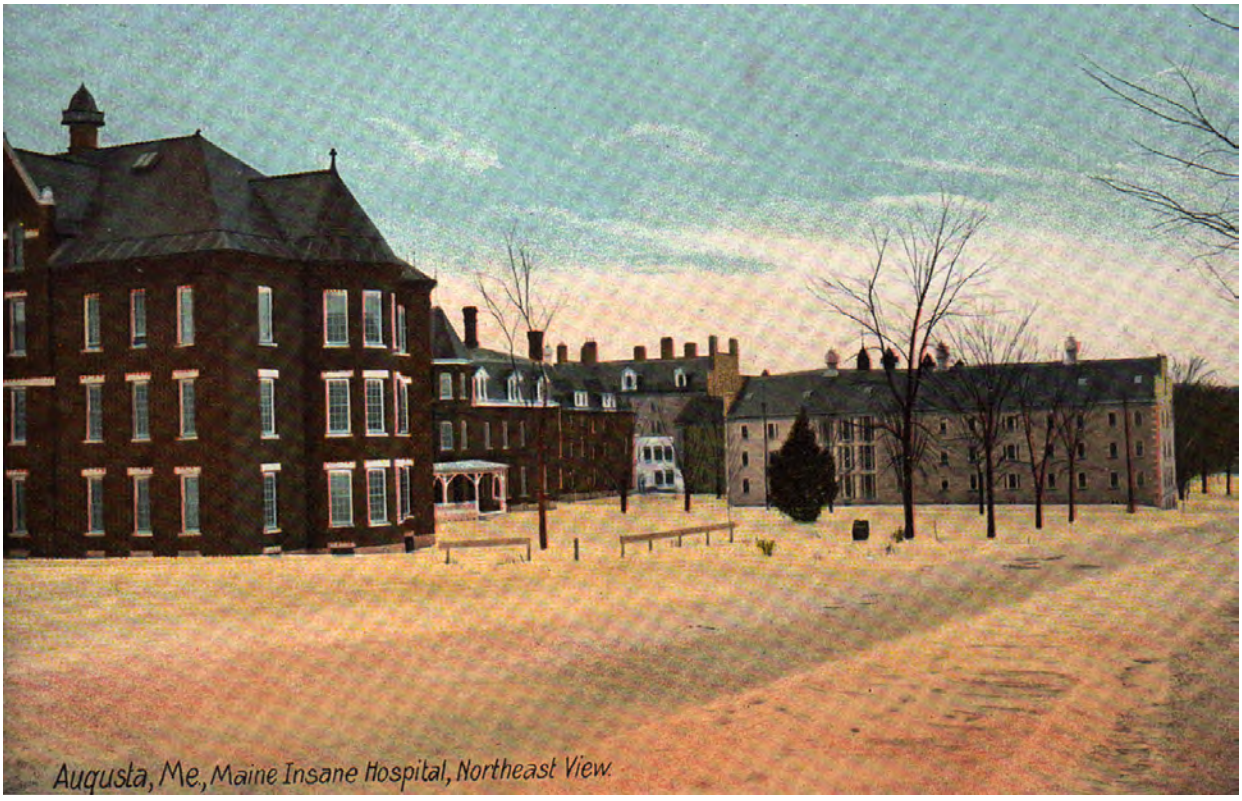
Stone Building in 1880's from across the Kennebec River. Note fences and barns reflecting the use of outdoor activities for patient therapy.

1875 view of Administration Building.

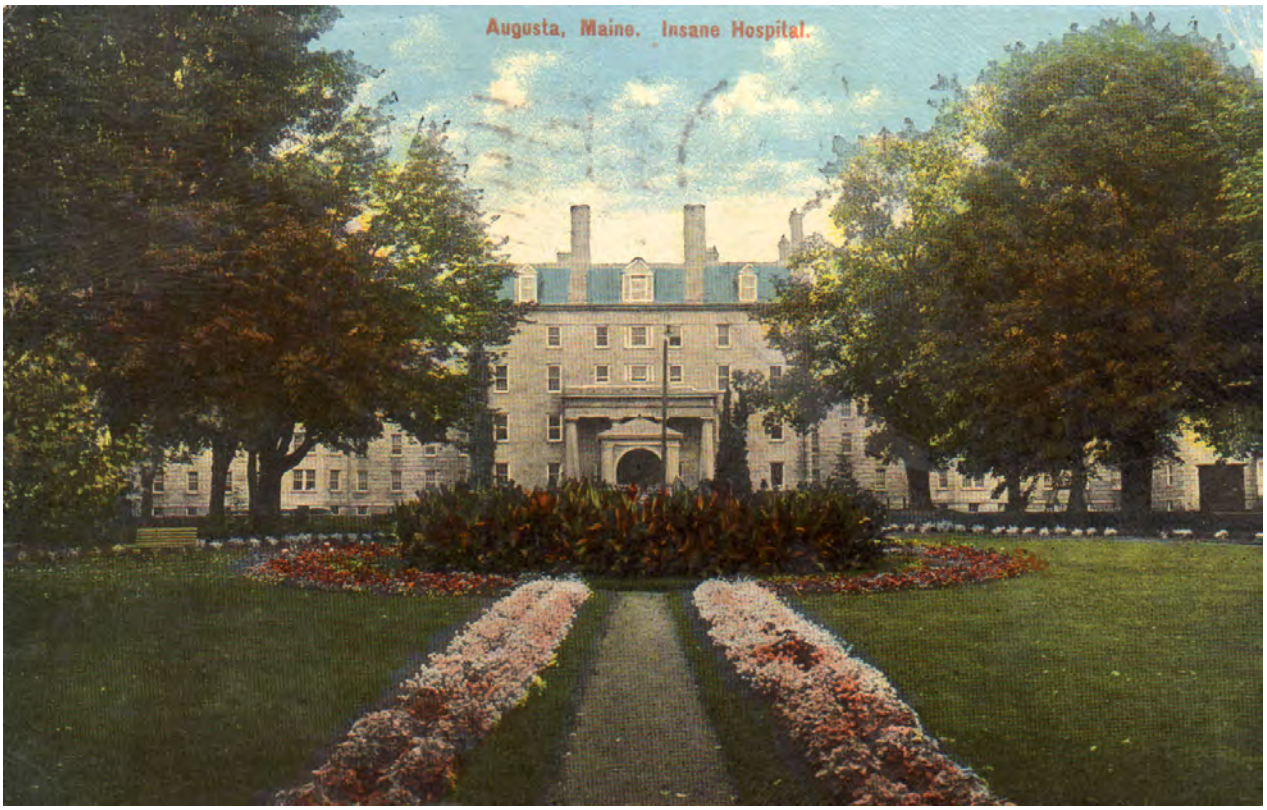
View of Stone South. Note extensive landscaping in the foreground.

Administration Building, Stone North and Northeast in the 1880's.

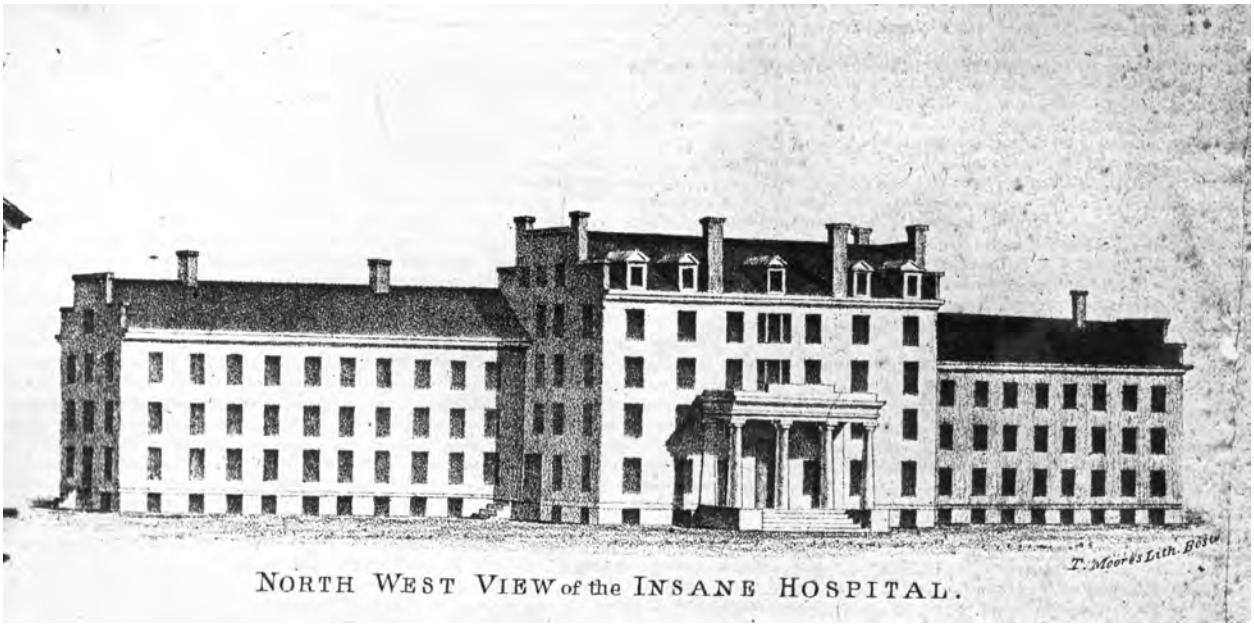
View toward the west showing the Male and Female Pavilions of the early 1880's. The Central Building can be seen between them, while Stone Southeast is to the left.



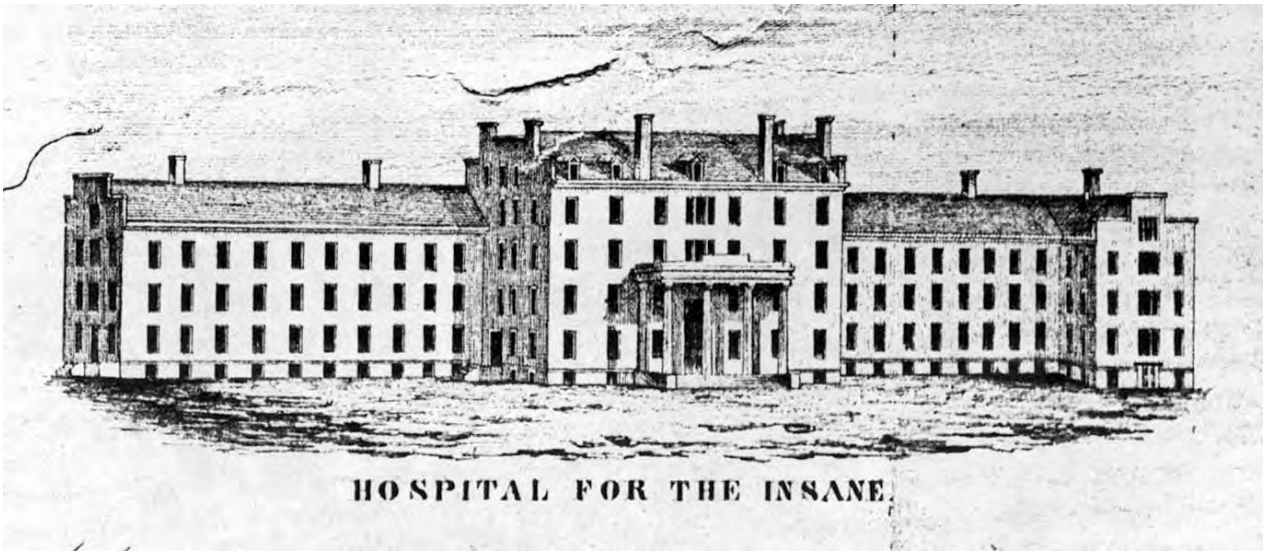
This view shows Stone Northeast and the Sanborn Building to the left, and the Female Pavilion and the Administration Building in the distance.



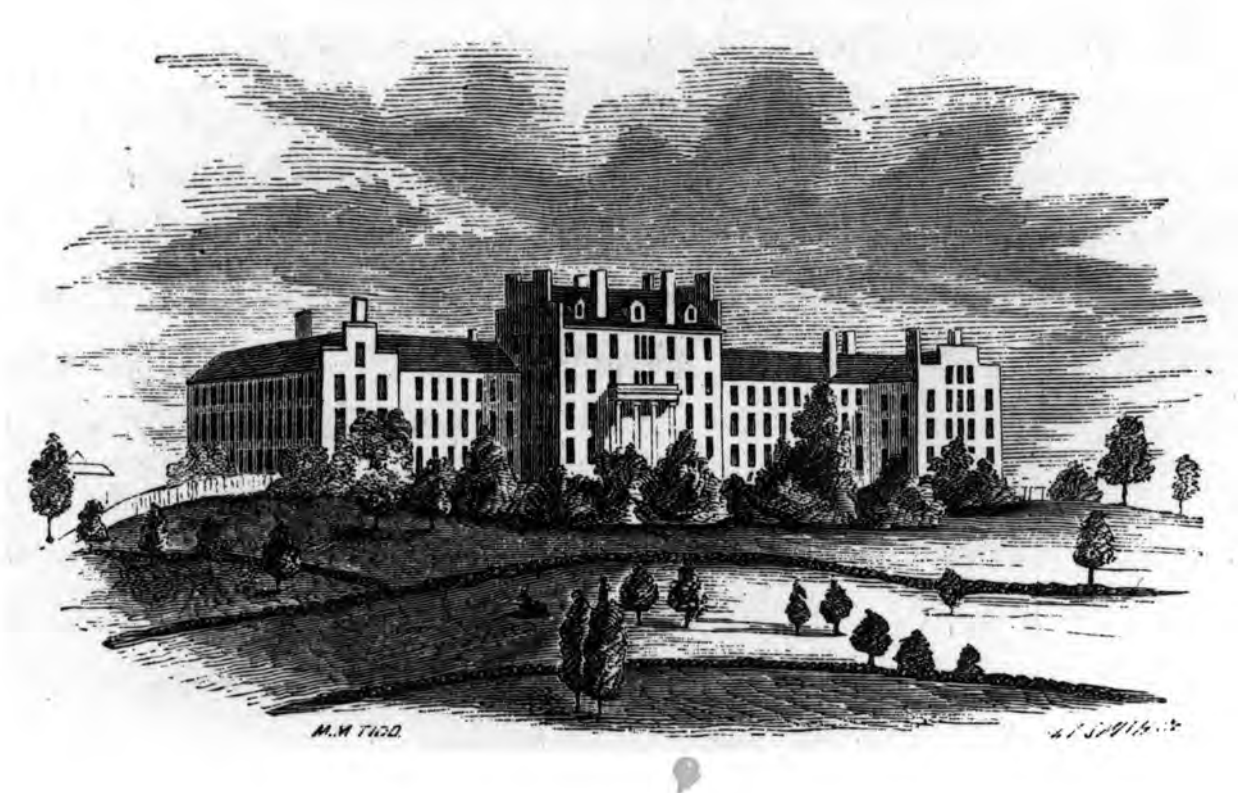
Postcard view of Stone Building showing the immediate grounds in their most developed state.



The Stone Building as it would appear between 1840 and 1846.



This 1851 drawing shows the newly constructed south wing.



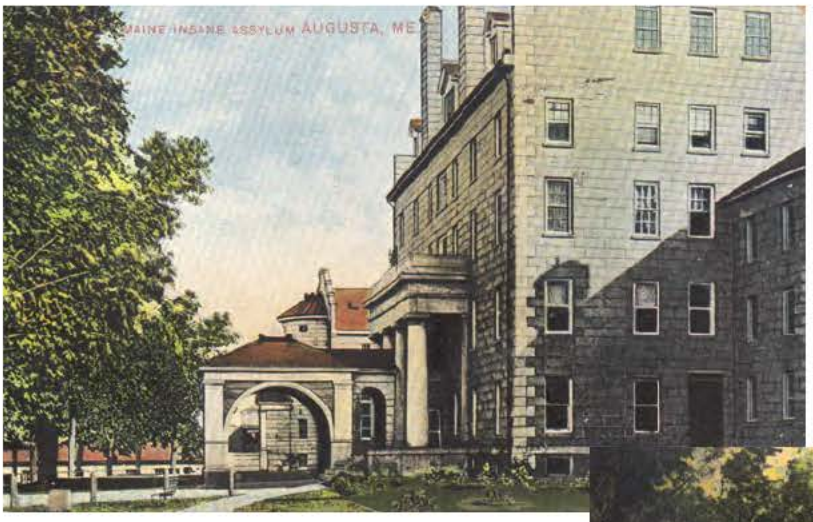
The Stone Building with the North and South Wings in place, probably in 1854-55.

The Stone Building as it appeared in 1865-69 with the newly-constructed Northeast wing.

Photo from circa 1870’s showing Stone North.

View of the North and Northeast wings. Note the bay window, canopy and porch at the end of the North Wing, the result of the extensive renovations of the 1890’s.

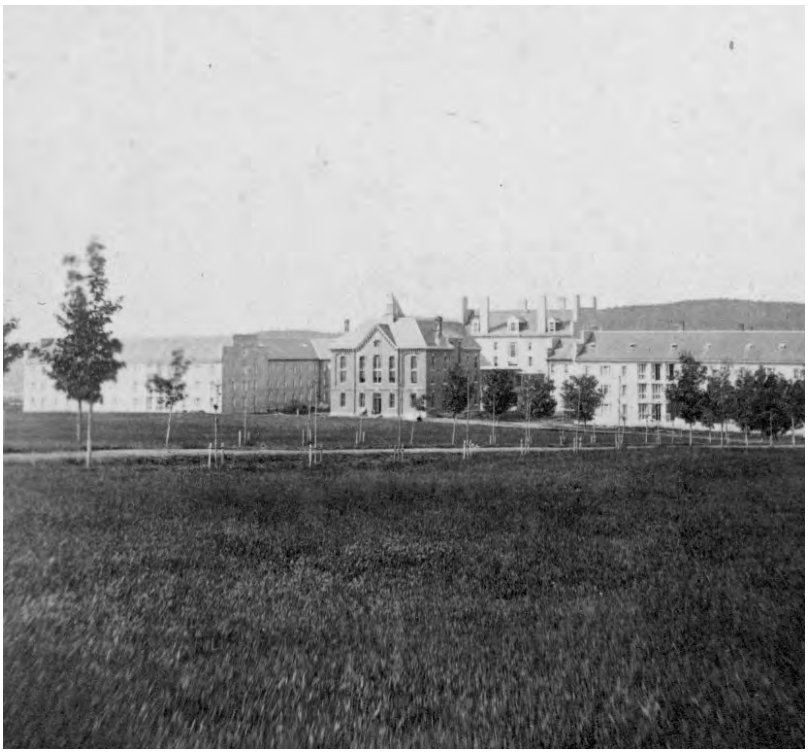
These two views contrast the appearance of the Administration Building as originally designed, and with the 1887 porte cochere addition.



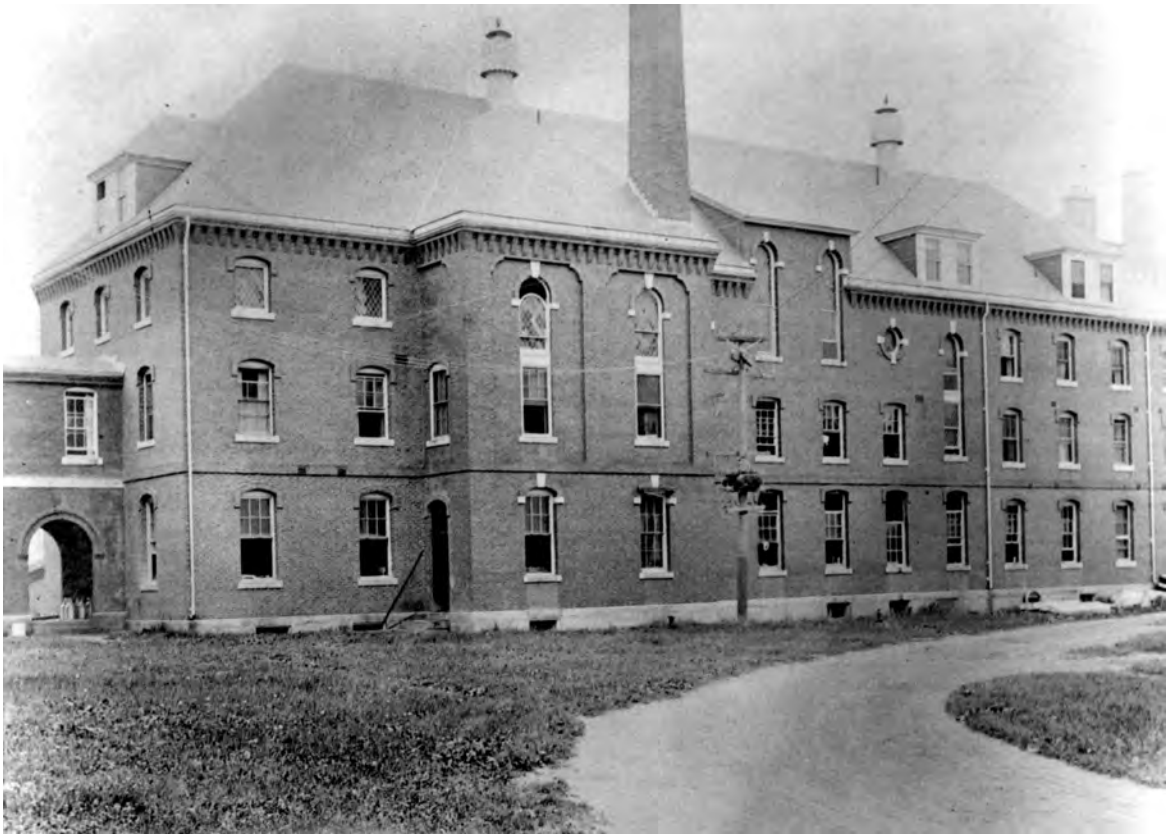
Two postcard views of the main entrance.

The main stair of the Administration Building dating from the 1894-97 interior renovations.

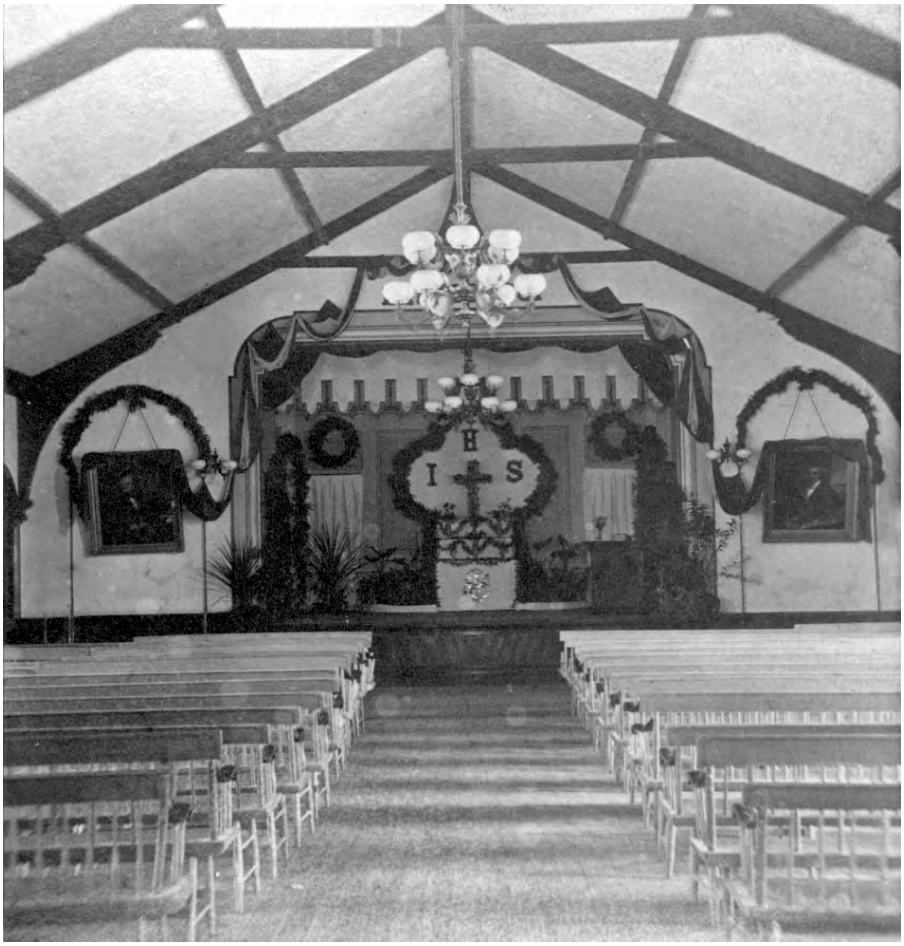
Elaborate wood paneling was added to the administrative offices in the late 1890's.



The Central Building as it originally appeared in 1876. Note the complete Stone Complex surrounding it in the background.



The Central Building as enlarged in 1887.



The Chapel/Theatre on the 2nd floor of the Central Building as it appeared after the 1887 addition.

A stained glass window in the Central Building library.