



CHAPTER TEN

BUILDING PRESERVATION, SPACE PROGRAMMING, & NEW FACILITY PHASING

BUILDING PRESERVATION, SPACE PROGRAMMING, & NEW FACILITY PHASING

Importance:

Oakland has seven historic structures on the property that provide storage, house staff, and have interpretive qualities which all support Historic Oakland Foundation (HOF) and the city's collective vision for managing the cemetery.

Introduction

Oakland's seven historic structures have a wide variety of uses and designs, from ornate public buildings to utilitarian maintenance facilities. The oldest, largest and most elaborate is the historic Bell Tower. The smallest is the 100 square foot Guardhouse. A maintenance complex near the Paupers Grounds consists of a Carriage House, Greenhouse and Boiler Room. Two historic Comfort Stations (restrooms) complete the onsite collection of buildings.

The overarching challenge is finding appropriate usage levels. Some structures, such as the Bell Tower, are housing functions far beyond what they were built for and are suffering from overuse. Others, such as the Comfort Stations, are sitting vacant and effectively abandoned. It is imperative to re-evaluate the building uses to ensure that activities are adequately distributed sitewide and that all buildings are used efficiently. This section focuses primarily on the buildings' current uses and conditions and the possibility of constructing new structures such as a storage shed and Visitors Center. By thoughtfully reprogramming its historic buildings and constructing new space, HOF and the City of Atlanta have the opportunity to increase efficiency, improve maintenance efforts, and explore new on-site revenue opportunities.

Key to successful rehabilitation and reuse of buildings is understanding each building as a representation of its time. Built to house the sexton, the Gothic Revival Bell Tower is an excellent example of high architecture in the Victorian period. The tiny Comfort Stations illustrate the introduction of modern running water to the Cemetery. Also key is understanding that building uses change over time. The Carriage House was built to stable a donkey and cart, but quickly converted to house mechanized equipment, which it continues to do today. The Comfort Stations ceased to be used as restrooms and those functions were moved into the Bell Tower. Today, the Bell Tower's restrooms do not meet modern ADA compliance.

BUILDING PRESERVATION, SPACE PROGRAMMING, & NEW FACILITY PHASING

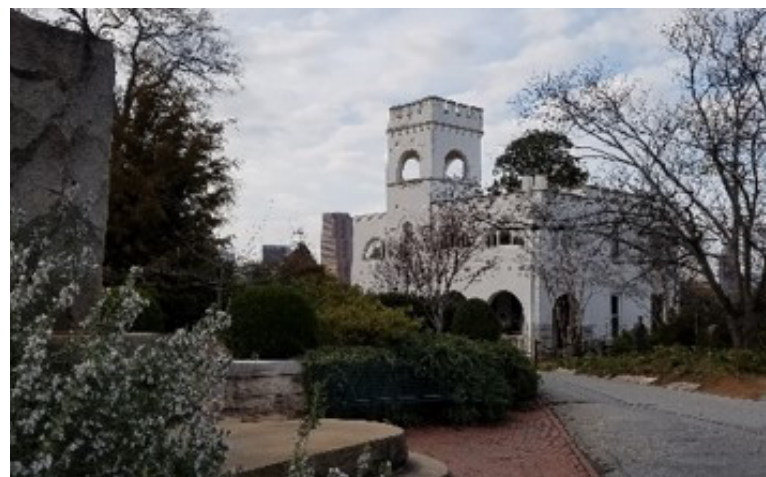
Proposed Strategies

The buildings at Oakland are protected historic properties under city ordinance, reviewed by the Atlanta Urban Design Commission. Therefore all work performed on the exterior must meet City of Atlanta historic regulations. *The Secretary of the Interior's Standards for Rehabilitation* are additional guidelines that should be used to inform rehabilitation efforts on the buildings, both exterior and interior. As HOF is a responsible steward of this historic site, this chapter assumes following the Standards.

The nine strategies in this chapter each correspond to a different building. For ease of comparison, building overview and existing conditions are paired with strategies on facing pages. Strategies are found on pages 135-151.

HOF recently improved the Greenhouse, therefore no specific strategies are outlined for this building.

Strategies for each building and its associated costs are linked through a coordinated three-phase effort, found at the end of this chapter. From planning to implementation, this phasing plan outlines specific actions for each building and its associated costs. (See pages 152-155.)



The new Greenhouse, Boiler Room, and Bell Tower.

BUILDING PRESERVATION, SPACE PROGRAMMING, & NEW FACILITY PHASING

Brick Shed Overview

In 1915, a brick shed was built behind the Carriage House and Greenhouse. It was approximately 1,000 square feet and was used for storage. It has since been demolished, but a foundation remains.

Current Condition: Demolished

- Concrete and brick foundation remains.
- Descriptions of the shed exist in historic documents.
- The building footprint appears in a 1930 topographic map of Atlanta (available through Emory University).
- The building profile appears in a historic aerial photograph from 1949 (available through GSU).



Left: The 1930 topographic map of Atlanta shows the location of the historic shed (circled in red). Right: the foundations of the shed north of the Greenhouse.



Strategy: Reconstruct Shed

Description:

Reconstructing the shed building will help alleviate critical storage and staffing space needs for the cemetery. Equipment storage could be moved to the shed, or alternately, some HOF staff could be moved to the building. The former is the preferred option but is dependent upon the willingness of the city to relocate staff and equipment.



Steps Required for Implementation:

1. Perform historic and archaeological research to determine the original appearance of the building as closely as possible. Explore usability of existing slab.
2. Develop construction documents.
3. Obtain AUDC approval – the UDC regulations technically do not allow for construction of new buildings. However, since this is a reconstruction of a historic building, there could be an allowance made.
4. Solicit three bids from licensed contractors experienced in historic rehabilitation.
5. Reconstruct the building.



Cost Type:
Capital Improvement



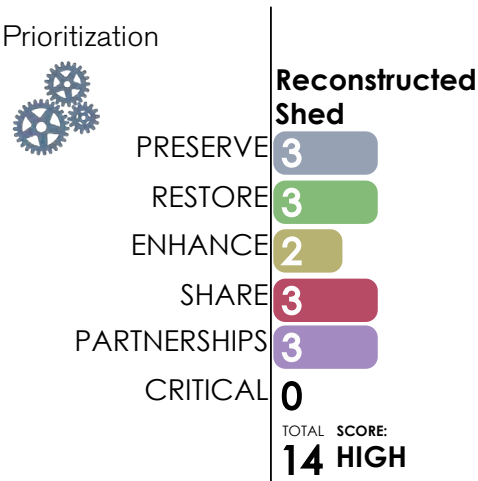
Partners:
Department of Parks and Recreation
Urban Design Commission
Building Contractors
Individual and Corporate Donors



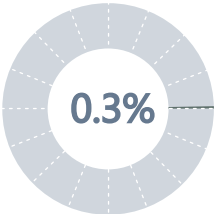
Cost Range:
\$100,000 - \$150,000
(design and construct)



Duration:
2018 - 2019



Reconstruction of Shed



of total

Shown as a percent of the estimated \$43.5M for all strategies

BUILDING PRESERVATION, SPACE PROGRAMMING, & NEW FACILITY PHASING



Boiler Room Overview

The Boiler Room was constructed in 1910 to support the function of the Greenhouse. It is a single story brick building with a flat roof. Its 480 square feet house the HOF's conservation studio and materials storage.

The Boiler Room has had some repairs in recent years, including new utilities.


Current Condition: Fair

- The Boiler Room is structurally sound.
- There is no gutter at the rear of the flat roof.
- Brick on the rear of the building is in poor condition due to water runoff from roof.
- There are new electrical and HVAC systems
- There is improper water runoff at the north wall that is causing soil erosion.
- Restoration staff operate out of this building.

Strategy: Repair Boiler Room


Description:

The Boiler Room is in overall fair condition but requires some maintenance. The primary use of the Boiler Room as the center of restoration activities should remain. Following needed minor repairs, construction of a viewing area for visitors to observe conservation practices should be considered. The benefits of this area would be to educate visitors about Oakland’s preservation and restoration mission.




Steps Required for Implementation:


1. Provide alternate location for storage.
2. Assess building for repairs and develop plans for viewing area.
3. Solicit three bids from licensed contractors experienced in historic rehabilitation.
4. Obtain building permit – this could possibly be a general repairs permit.
5. Perform repairs.




Cost Type:
Capital Improvement



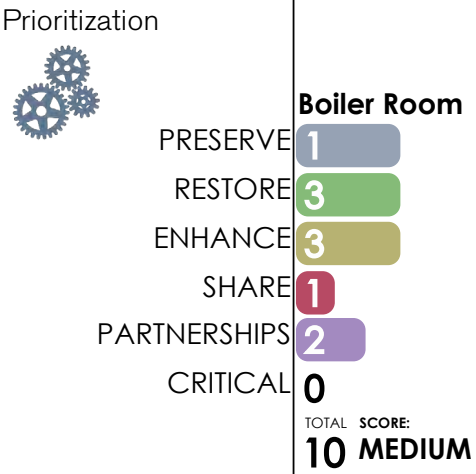
Partners:
Department of Parks and Recreation
Urban Design Commission
Building Contractors
Individual and Corporate Donors



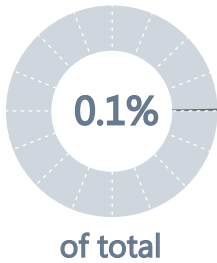
Cost Range:
\$48,000 - \$72,000
(Stabilize: \$50,000)
(Viewing Area: \$22,000)



Duration:
2018 (stabilize); 2025 (viewing area)



Repair Boiler Room



Shown as a percent of the estimated \$43.5M for all strategies

BUILDING PRESERVATION, SPACE PROGRAMMING, & NEW FACILITY PHASING



Carriage House Overview

The Carriage House was constructed in 1908 as a barn. It is a two story brick masonry structure and currently houses city equipment and staff. At 2,100 square feet, it is the second largest building on site. It has the best access for those with disabilities due to the at-grade front door.

The Carriage House was restored in 1978-1980. In 2010 a feasibility study was performed by Surber Barber Choate + Hertlein Architects, and in 2016, GSU students from the Heritage Preservation program developed a historic structures report.


Current Condition: Fair

- The Carriage House is structurally sound.
- The brick is in fair condition.
- There are new windows.
- The Carriage House has drainage problems at the east wall.

Strategy: Rehabilitate Carriage House


Description:

The Carriage House is one of the largest buildings on site, yet has relatively light usage. As shown in the phasing plan, the building can have expanded capacity to include relocation of some HOF staff, reference materials, public ADA restrooms, and meeting space.




Steps Required for Implementation:


1. Address masonry and roof concerns as outlined in the 2016 Carriage House HSR.
2. Coordinate with City regarding equipment and staff relocation.
3. Determine the best use for the building and what specific alterations will be needed.



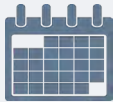
Cost Type:
Capital Improvement



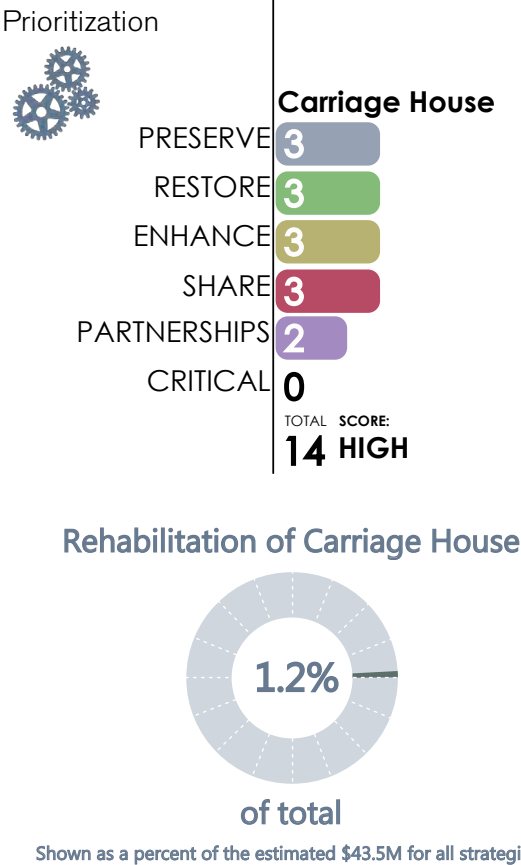
Partners:
Department of Parks and Recreation
Urban Design Commission
Building Contractors
Individual and Corporate Donors



Cost Range:
\$367,500 - \$551,250



Duration:
2018 - 2024



BUILDING PRESERVATION, SPACE PROGRAMMING, & NEW FACILITY PHASING



Bell Tower Overview

The Bell Tower was constructed in 1899 as the sexton's office and public restrooms. It is an ornate 2,800 square foot building that now houses the sexton's office, HOF offices, public restrooms, meeting space, archives, gift shop, snack bar, and storage.

The Bell Tower has had several rounds of repairs, beginning with roof repairs in 1911. In 1978-1980, HOF adapted it for office space. In 1998, the city spent \$330,000 for a thorough rehabilitation. As part of the master plan update, a historic structure report was created for the Bell Tower.

Current Condition: Fair

- The building is structurally sound.
- The roof has significant leakage, especially at the northwest corner.
- Electrical upgrades are needed.
- Plumbing upgrades are needed.
- Brick repointing is needed, especially at the west wall.
- ADA compliance is recommended.

Strategy: Rehabilitation of Bell Tower

Description:

The Bell Tower is overused and ready for another round of maintenance. Full rehabilitation is recommended and roof replacement is a high priority. Relocation of activities out of the building is also recommended, which is dependent on a new Visitors Center facility outside of the gates. As the largest and most ornate historic building on site, it should be considered for

potential revenue generation through events rentals or other functions such as a restaurant or café. It is recommend that the sexton remain in the building, as this employee has historically remained there and requires minimal space. Consideration should be given to restoring the historic vaults as an interpretive space.

Steps Required for Implementation:

1. CRITICAL- coordinate with the city for Roof evaluation and repair. Address masonry failure and window leaks.
2. Discuss relocation of some HOF staff to Carriage House with city – would require relocation of city staff out of Carriage House.
3. Explore feasibility of use as events rental or café.
4. Develop construction documents.
5. Solicit three bids from licensed contractors experienced in historic rehabilitation. Design and permit construction documents – would require AUDC review.
6. Perform rehabilitation.

Cost Type:

Capital Improvement

Partners:

Department of Parks and Recreation
 Urban Design Commission
 Building Contractors
 Individual and Corporate Donors

Cost Range:

\$980,000 - \$1,470,000

Duration:

2018 - 2029

Prioritization

	Bell Tower
PRESERVE	3
RESTORE	3
ENHANCE	3
SHARE	3
PARTNERSHIPS	3
CRITICAL	0
TOTAL SCORE:	
	15 HIGH

Rehabilitation of Bell Tower

3.3%

of total

Shown as a percent of the estimated \$43.5M for all strategies

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BUILDING PRESERVATION, SPACE PROGRAMMING, & NEW FACILITY PHASING



Women's Comfort Station Overview

The Women's Comfort Station was constructed in 1908 for use as a women's restroom. It is a 160 square foot single room building. It has been vacant for years and has fallen into disrepair. Additionally, it was severely damaged by a tornado in 2008.

The Women's Comfort Station was restored in 1995. A Historic Structures Report was conducted by GSU students in 2000, and a feasibility study was performed by Surber Barber Choate + Hertlein Architects in 2010.

Current Condition: Critical


- There is structural cracking and separation of brick at southeast and northwest corners.
- There is a deteriorated gable roof installed over flat roof.
- Wood lintels are rotten and failing, leading to brick masonry damage.
- The bent roof made of pressed tin and woodwork were removed and lying on the ground.
- The decorative transom screens are damaged.
- Interior plaster and tile are damaged.

Strategy: Stabilize Women's Comfort Station

Description:

The Women's Comfort Station is in a state of disrepair. This is primarily due to lack of use, which inevitably leads to lack of maintenance. The first step to

maintaining the building is to find an active and ongoing use. Possible uses include exhibit space, event rentals, and food service.



Steps Required for Implementation:


1. CRITICAL: stabilize masonry and roof with help of an individual with woodworking experience.

2. Develop an appropriate use for the building.


3. Develop construction documents.

4. Perform rehabilitation.


5. Lay open conduit for data, electric, and internet so that the comfort station can be used for a number of interpretive and administrative functions.




Cost Type:
Capital Improvement



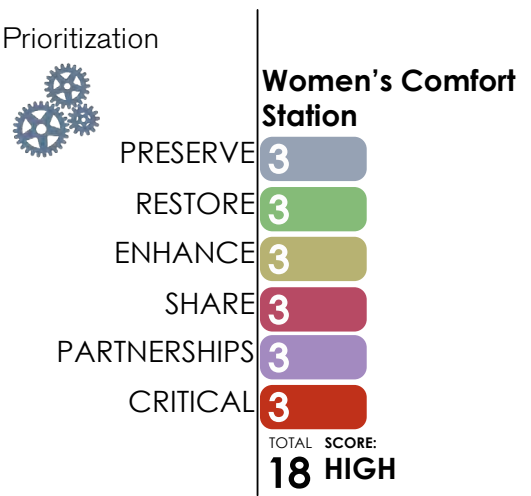
Partners:
Department of Parks and Recreation
Urban Design Commission
Building Contractors
Individual and Corporate Donors



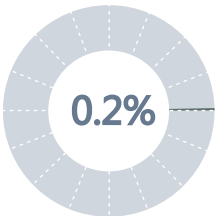
Cost Range:
\$64,000 - \$96,000
(Stabilize: \$65,000)
(Reuse: \$31,000)



Duration:
2018-2019 (stabilize);
2028-2029 (plan for reuse)



Stabilize Women's Comfort Station



of total

Shown as a percent of the estimated \$43.5M for all strategies

BUILDING PRESERVATION, SPACE PROGRAMMING, & NEW FACILITY PHASING



Men's Comfort Station Overview

The Men's Comfort Station was constructed in 1908 for use as a men's restroom. It is 200 square feet and has a separate storage room. It has been vacant for years and has fallen into disrepair.

A historic structures report was conducted by GSU students in 2000, and a feasibility study was performed by Surber Barber Choate + Hertlein Architects in 2010.


Current Condition: Poor

- There is noticeable settling and it is unknown if this is old or continuing.
- There is a door that has fallen off its hinges.
- The bent roof is made of pressed tin, and the woodwork is in disrepair.
- The decorative transom screens are in disrepair.

Strategy: Stabilize Men's Comfort Station


Description:

The Men's Comfort Station is in a state of disrepair. This is primarily due to lack of use, which inevitably leads to lack of maintenance. The first step to maintaining the building is to find an active and ongoing use for the building. Possible uses include exhibit space and food service.




Steps Required for Implementation:


1. Evaluate and monitor settling for 1 year. If it continues, seek an unbiased opinion from a professional engineer to guide a plan for reinforcing the foundation.
2. Develop an appropriate use for the building.
3. Develop construction documents.
4. Solicit three bids from licensed contractors experienced in historic rehabilitation.
5. Perform rehabilitation.




Cost Type:
Capital Improvement



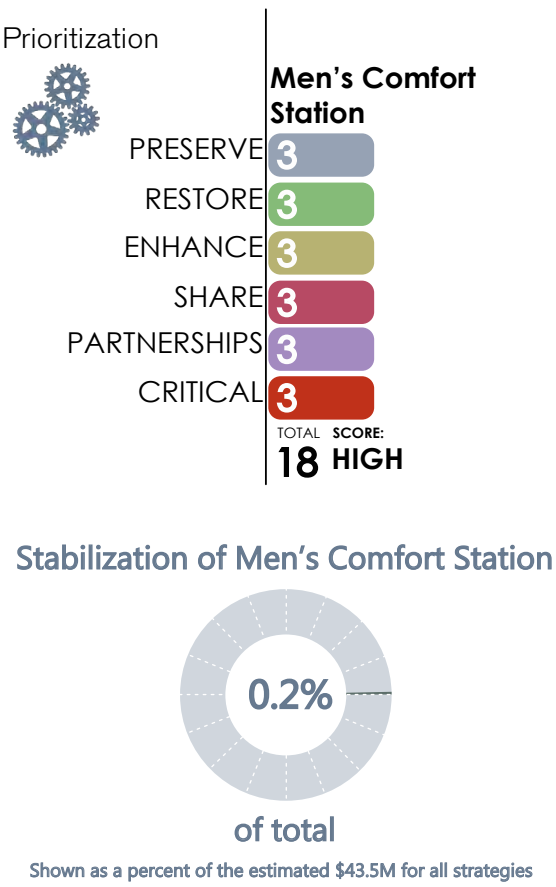
Partners:
Department of Parks and Recreation
Urban Design Commission
Building Contractors
Individual and Corporate Donors



Cost Range:
\$80,000 - \$120,000
(Stabilize: \$50,000)
(Reuse: \$70,000)



Duration:
2018-2019 (stabilize);
2028-2029 (plan for reuse)



BUILDING PRESERVATION, SPACE PROGRAMMING, & NEW FACILITY PHASING



Guardhouse Overview

The Guardhouse was constructed in 1908 as a watch house and continues in limited capacity in that function today. It is an approximately 100 square foot single room brick building. Its distinguishing features are a hexagonal floor plan and a prominent arched entry portico. The Guardhouse was last restored in 1978.

Current Condition: Fair

- The building requires a new roof.
- The brick steps are damaged.
- The plaster ceiling is damaged.
- The old window a/c unit should be relocated to rear.
- There is one broken window.
- There is inappropriate brick replacement and repointing in areas.

Strategy: Rehabilitate Guardhouse

Description:

The Guardhouse is in fair condition. Its last rehabilitation was in 1978, making it due for another round of maintenance. It's visibility near the west entrance and addition of security staff in the near future also require it be functional and up-to-date.



Steps Required for Implementation:

1. Assess building for repairs and develop plans.
2. Solicit three bids from licensed contractors experienced in historic rehabilitation Obtain building permit – this could possibly be a general repairs permit.
3. Perform repairs.



Cost Type:
Capital Improvement



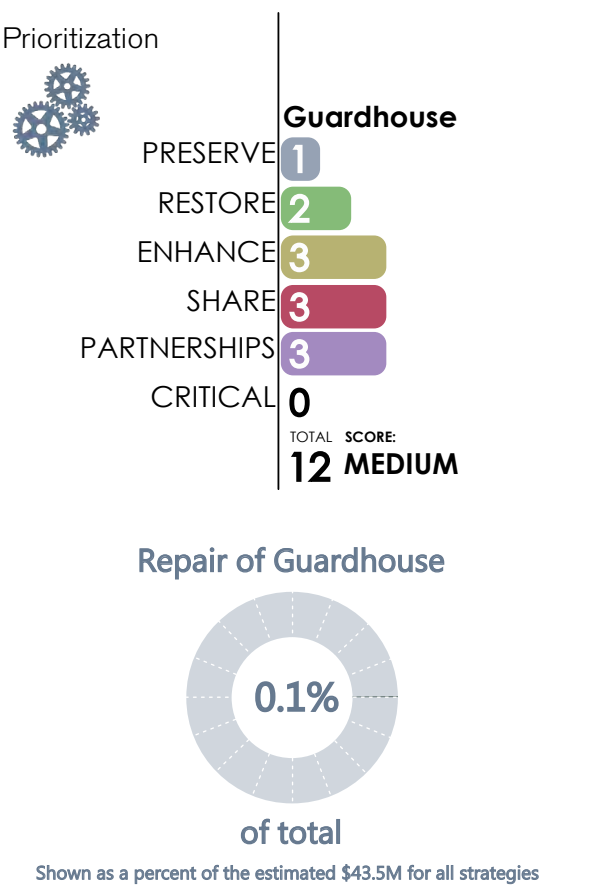
Partners:
Department of Parks and Recreation
Urban Design Commission
Building Contractors
Individual and Corporate Donors



Duration:
2018



Cost Range:
\$30,000 - \$45,000



BUILDING PRESERVATION, SPACE PROGRAMMING, & NEW FACILITY PHASING



Construction of the new Visitors Center outside of the Old Hunter St. Gate is contingent on the acquisition of the parcel above and left. Oakland currently owns the parcel nearest to the cemetery.

Acquisition of Parcel Overview

In 2008 the City of Atlanta, Historic Oakland Foundation, and the Woodruff Foundation collectively purchased what is now visitor parking just northwest of the Old Hunter Street Gate. This one-acre parcel was originally seen as a potential location for a future Visitors Center. Recent development threatening the viewshed in and out of the cemetery have caused HOF to consider acquisition of the one-acre block immediately to the west. The majority of the site is owned by a developer while the smaller southwest parcel is owned by Crown Candy Lofts. Currently the block is undeveloped.

Current Condition: Undeveloped

- The land has two separate parcels.
- The property has a prominent location along Grant Street.
- The MARTA lot to the north is being redeveloped.
- Acquiring this parcel would expand open space outside the cemetery gates.

Strategy: Land Acquisition

Description:

As space for HOF and city staff becomes scarce within the cemetery, exploring new space for offices and the Visitors Center is necessary. The Bell Tower has served as HOF staff offices, the Visitors Center, and sexton office for many years. There are opportunities for increased visibility in relocating the Visitors Center and staff offices outside of the gates, while using the Bell Tower for a greater variety of hosted events. Oakland should acquire the parcel bounded by George Street, Martin Luther King Jr. Dr., Grant Street, and Biggers Street.



- Steps Required for Implementation:
1. Increase visibility and promotion of this parcel as the new Visitors Center Site.
 2. Seek funding from individual or corporate donors.
 3. Acquire parcel and begin design process for new Visitors Center.



Cost Type:
Capital Improvement



Partners:
Department of Parks and Recreation
Individual and Corporate Donors



Cost Range:
\$2,000,000 - \$3,000,000

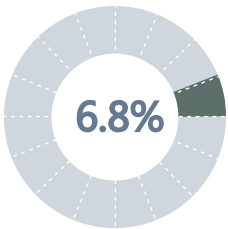


Duration:
2018-2019

Prioritization



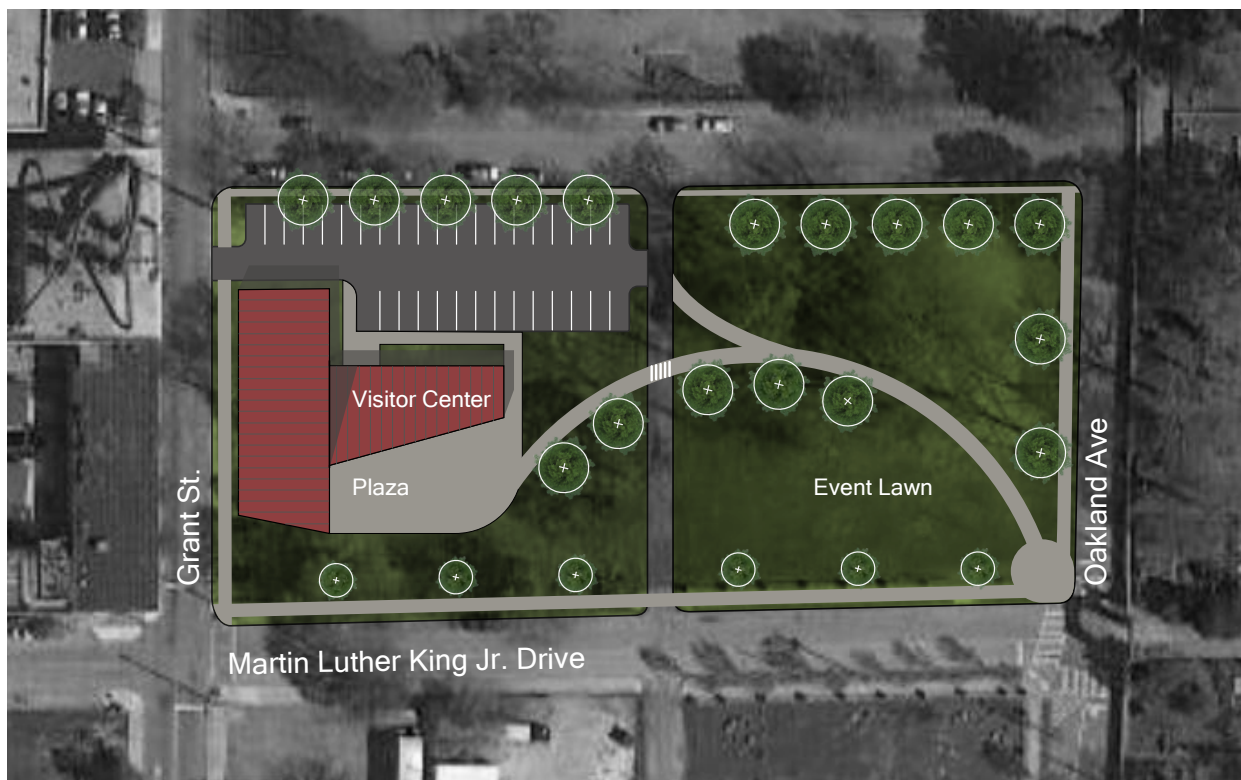
Acquisition of Parcel



of total

Shown as a percent of the estimated \$43.5M for all strategies

BUILDING PRESERVATION, SPACE PROGRAMMING, & NEW FACILITY PHASING



A design concept showing the potential Visitors Center with surrounding plaza, and greenspace connection to Oakland for gatherings and events.

New Visitors Center Overview

HOF previously explored developing a Visitors Center on the one-acre block outside the Old Hunter Street Gate. With the recommendation for acquisition of the block to the immediate west, new opportunities arise for a Visitors Center with a prominent location and offering a better experience.

The current Visitors Center is located at the Bell Tower. The following is a condition rating of the Bell Tower as a Visitors Center.

Current Condition: Poor


- The current Visitors Center is located in the middle of the cemetery and is hard to find.
- The current Visitors Center is not ADA compliant.
- There is currently insufficient meeting space for large groups.
- There is currently no gift shop storage.
- The existing plumbing and electrical utilities are overtaxed.
- The current bathrooms are not ADA compliant.

Strategy: Construction of New Visitors Center and Offices

Description:

Building a new Visitors Center would allow the Cemetery to accommodate more visitors and large groups, (up to 100 people indoors). It would also allow for some of HOF staff to relocate directly outside the gate, freeing up space

in the overcrowded Bell Tower. The final size and design will be determined by HOF's space needs and by final land acquisitions. If all space reallocation in this document is achievable, 10,000 square feet should be sufficient for a Visitors Center.



Steps Required for Implementation:

1.

Acquire additional property outside of Oakland Cemetery's west gate (see Land Strategy).

2.

Determine feasible and desirable space allocation with Oakland's existing buildings, including the proposed shed. These needs depend on whether or not HOF has acquired use of the Carriage House and upon the amount of new staff that will be hired leading up to and after construction. Also determine parking needs.

3.

Consult with a licensed architect who will help design and develop construction documents based on space programing needs.

4.


Solicit a minimum of three bids from licensed contractors with a minimum 10 years experience constructing multipurpose structures.

5.

Obtain necessary permits from the City of Atlanta. This includes a land disturbance permit, building permit, and contingent on design may include others.


6.

Construct building. The construction phase of this strategy can take from 12 to 15 months.




Cost Type:

Capital Improvement




Cost Range:

\$4,000,000 - \$6,000,000
(refer to the appendix for further cost breakdown)



Partners:


Department of Parks and Recreation; Urban Design Commission; Building Contractors
Individual and Corporate Donors



Duration:

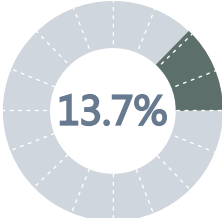
2020-2026

Prioritization



	Visitor Center
PRESERVE	3
RESTORE	1
ENHANCE	3
SHARE	3
PARTNERSHIPS	3
CRITICAL	0
TOTAL SCORE: 13 HIGH	

Construction of Visitor Center




13.7%









of total

Shown as a percent of the estimated \$43.5M for all strategies

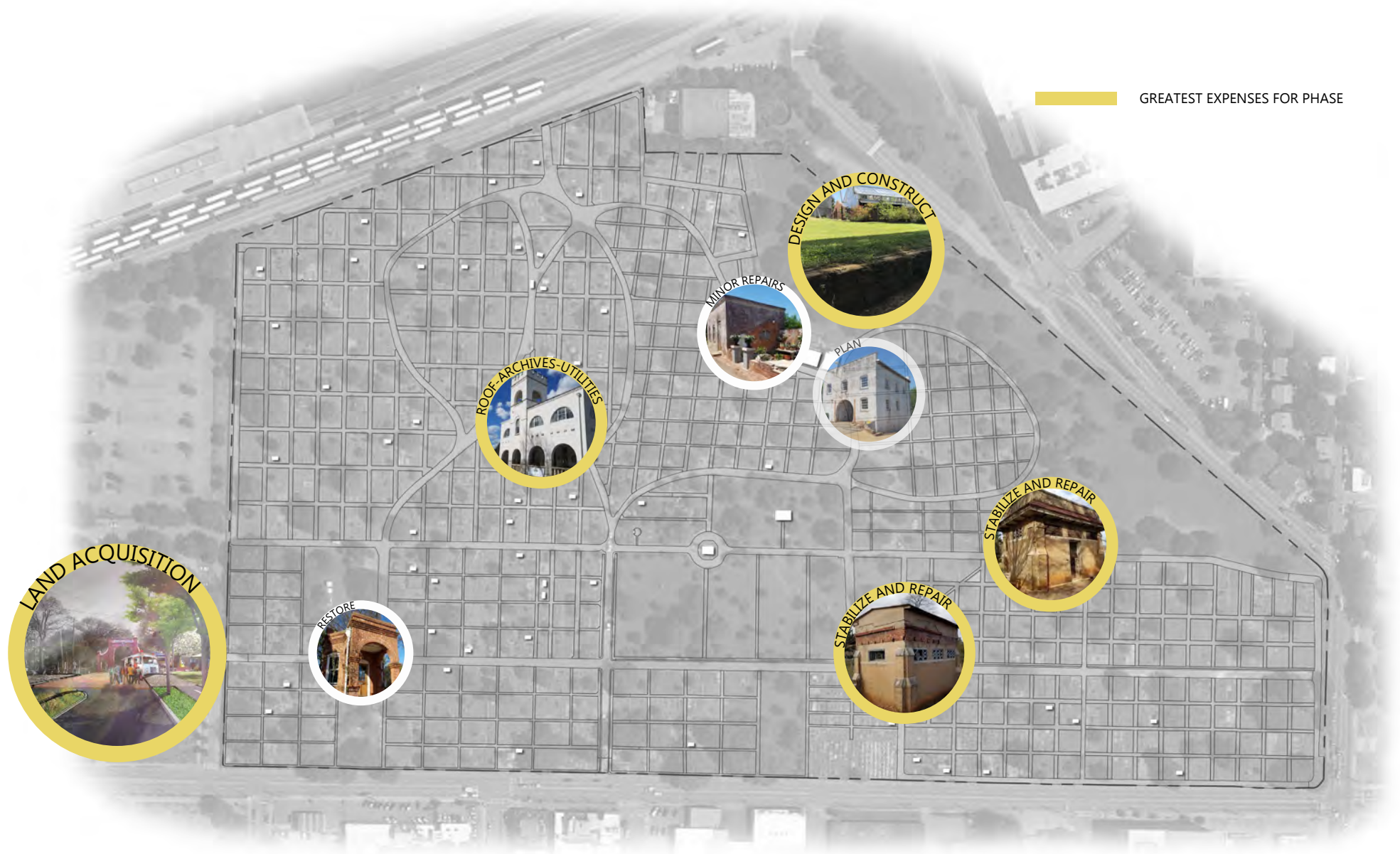
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		PHASE 1	PHASE 2	PHASE 3
		PLANNING + POSITIONING (1-4 YEARS)	REPROGRAMMING RESTORATION 5-7 YEARS	FULL IMPLEMENTATION 8-12 YEARS
RECONSTRUCTED SHED		Design and construct based on historic descriptions. This work includes brick veneer, concrete, HVAC, electrical, and bathrooms. (\$150,000)	Relocate equipment, City, or HOF staff, and storage	
BOILER ROOM		Make minor updates and repairs to rear brick work, rear gutter, and eroding ground at north wall. (\$50,000)	Relocate restoration staff offices to Carriage House second floor. Retain Boiler Room as workspace for restoration staff.	Create viewing area for visitors to observe restoration work. Build shelter awning at back or indoor platform. (\$22,000)
CARRIAGE HOUSE		Design for office and meeting space.	Relocate first floor equipment and second floor break space to new shed. Reprogram second floor for restoration and garden staff. Work includes interior redesign, brick and roof repair. and new ADA restrooms. (\$551,250)	
BELL TOWER		Replace roof. Relocate archives to AHC or Emory. Repoint exterior brick work. Utilities update. (\$300,000)	Relocate Gift Shop and Welcome Center, (temporary structure at new land acquisition.) Rehabilitate first floor for revenue-generating events. Restore basement and historic vaults. Sexton remains in Bell Tower. (\$800,000)	Second floor restroom. Relocate HOF staff to new Visitor Center. Restoration staff to Carriage House second floor. Program events. (\$370,000)
WOMEN'S COMFORT STATION		Stabilize and repair. Rebuild roof, brick structure, windows, and door. (\$65,000)		Plan for reuse as exhibit or flexible event space. This work includes interior tile and plaster work, electrical, HVAC, and exhibit space.(\$31,000)
MEN'S COMFORT STATION		Stabilize and repair. Rebuild roof, brick structure, windows, and door. (\$50,000)		Plan for reuse as exhibit or flexible event space. This work includes interior tile and plaster work, electrical, HVAC, plumbing, exhibit space, preparations for catering equipment, and bathroom. (\$70,000)
GUARDHOUSE		Make updates and repairs to roof, stairs, plaster ceilings, and broken window. (\$45,000)		
NEW VISITOR CENTER & OFFICES		Land acquisition. Conceptual design. (\$3,000,000)	Complete design.	Construct Visitor Center. (\$6,000,000)
PHASE TOTAL architecture and engineering costs variable		\$3,660,000	\$1,351,250	\$6,493,000

OCCUPANCY PHASING MATRIX



OCCUPANCY PROGRAMMING PHASE 1



OCCUPANCY PROGRAMMING PHASE 3

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