

TEMPLETON DEVELOPMENTAL CENTER –  
TEMPLETON MASSACHUSETTS

***REQUEST FOR INTEREST***



**2021**

COMMONWEALTH OF MASSACHUSETTS  
DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE  
EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS  
DEPARTMENT OF AGRICULTURAL RESOURCES  
DEPARTMENT OF DEVELOPMENTAL SERVICES

# **REQUEST FOR INTEREST**

Submission due date: January 10, 2022

DCAMM Contact: Rayna Rubin, Project Manager  
Office of Real Estate Management  
Dept. of Capital Asset Management and Maintenance, 15<sup>th</sup> Floor  
Rayna.rubin@mass.gov  
(617) 429-1717

## **1.0 PURPOSE**

The Commonwealth of Massachusetts Division of Capital Maintenance and Management (DCAMM), in conjunction with the Executive Office of Energy and Environmental Affairs (EOEEA) and the Department of Agricultural Resources (MDAR) is soliciting letters of interest for the potential future purchase of four (4) different areas (including land and buildings), described on the following pages and depicted on the attached maps as license areas, located at the former Templeton Developmental Center (TDC) in Templeton, Massachusetts.

In addition to the 4 MDAR agricultural facilities, a building under the Department Development Services (DDS) that is planned to be vacated in 2022 is included. This facility is available for non-agricultural uses as well as agricultural uses.

The purpose of this Request for Interest (RFI), then, is to enhance the Commonwealth's understanding of the level of interest from private parties in using/occupying agricultural and DDS buildings and associated areas of the TDC to identify those most likely to receive positive responses to a solicitation for sale of these properties. Authorizing legislation will be required prior to implementation of any disposition.

### **MDAR Areas**

The MDAR areas include agricultural buildings and infrastructure within the license areas, as well as farm fields.

- Area 1 (License Area 1) is located at Eliot Hill and consists of 2 barns (Eliot Horse Barn and Eliot Upper Barn) which have been used for hay and equipment storage as well as the Eliot Office. This area also includes 24 +/- acres of open agricultural land.
- Area 2 (License Area 2) contains the Brook Horse Barn which has been used for hay storage. This area also includes 22.4 +/- acres of open agricultural land.
- Area 3 (License Area 5) consists of 2 barns (Old Cow Barn and Horse Barn), and a Morton Building. This area also includes 29 +/- of open agricultural land.
- Area 4 (License Area 3) was the site of a demolished dairy barn and is just under 8 acres in size. A full inventory of available fields, buildings and equipment is included in this RFI. These license areas and the buildings they contain can be purchased in combination with the surrounding agricultural fields, all of which would be governed by a permanent agricultural preservation restriction held by the Department of Agricultural Resources.

## **DDS Building**

The DDS Eliot House is a residential building containing approximately 2,700 square feet. It is located adjacent to the Eliot Hill agricultural facilities on Eliot Road.

## **Other**

As the land and structures are owned by the Commonwealth, legislation will be necessary to transfer ownership, and the conditions of the transfer will need to be described in the legislation.

Comment on these draft selection criteria for potential future land purchase is also invited.

The preparation and submission of any proposal is totally at the expense of the respondent.

The Commonwealth reserves the right to reject all proposals which it might receive, and the right to negotiate with all respondents.

## **2.0 PROCESS AND INSTRUCTIONS**

### **2.1 Schedule Summary**

Below is the schedule summary:

- RFI Issued (posted on the DCAMM and MDAR website): November 10, 2021
- Site Tour sign-up (Optional): November 19, 2021
- Site Tour (Optional): December 1, 2021
- Questions Due (Email): December 8, 2021
- Answers (posted on the DCAMM website): December 15, 2021
- Responses Due (email/mail/delivery): January 10, 2022

### **2.2 Request For Letters of Interest**

The RFI package is available:

For download from the DCAMM website:

<https://www.mass.gov/service-details/purchasing-commonwealth-owned-real-estate-assets>

For download from the MDAR website:

<https://www.mass.gov/service-details/state-owned-farmland-licensing-program>

By request through contacting

Rayna Rubin at [Rayna.rubin@mass.gov](mailto:Rayna.rubin@mass.gov) .

Please use **“RFI Templeton Developmental Center – RFI Request”** in the subject line.

## 2.3 Site Tour Information

An optional site tour will take place on **December 1, 2021 @ 11:00 AM.** Meeting at 212 Fuller Drive, Baldwinville, MA (GPS address). To attend the site tour, contact:

Rayna Rubin by email: [Rayna.rubin@mass.gov](mailto:Rayna.rubin@mass.gov) .

Please use **“RFI Templeton Developmental Center – Site Tour”** in the subject line.

Note: All participants in the site tour will be required to sign a risk indemnification agreement prior to the tour.

## 2.4 Questions and Answers

Questions and comments may be submitted by email to:

Rayna Rubin at [Rayna.rubin@mass.gov](mailto:Rayna.rubin@mass.gov) .

Please use **“RFI Templeton Developmental Center – Questions”** in the subject line.

Answers will be posted on the websites.

DCAMM website:

<https://www.mass.gov/service-details/purchasing-commonwealth-owned-real-estate-assets>

MDAR website:

<https://www.mass.gov/service-details/state-owned-farmland-licensing-program>

## 2.5 Submission Instructions

Responses to this RFI are due on **January 10, 2022, by 5:00 PM.**

They may be emailed to Rayna Rubin in PDF format: [Rayna.rubin@mass.gov](mailto:Rayna.rubin@mass.gov) or mailed to:

Ms. Rayna Rubin, Project Manager  
Office of Real Estate Management  
Division of Capital Asset Management and Maintenance  
One Ashburton Place, 15<sup>th</sup> Floor  
Boston, MA 02108

## 2.6 Letter of Interest

Letter of Interest should include the following:

- **Facilities of interest:** Please identify which buildings / fields are of interest to you.
- **Business Description:** Please provide a short description of who you are – length of time in business, single or multiple entity, type of agricultural business
- **Planned Uses** for each facility of interest:

Feel free to include any added ideas and information.

When the Commonwealth subsequently invites proposals, it envisions selecting successful proposers based on criteria that might include:

- Local ownership;
- Proposed use of the property and contribution to the local economy - agricultural and/or other;
- Demonstrated skills associated with proposed uses agricultural or other;
- Commitment to use of climate and soil friendly agricultural techniques (for agricultural facilities);
- Financial Benefit to the Commonwealth (purchase price; other);
- Potential secondary benefits – employment, etc.;
- Commitment to retention/utilization of existing structures; and
- Commitment to renewable energy use.
- Ability to close on the transaction(s) in an expeditious manner

SINGLE OR MULTIPLE DEPARTMENT: This document is for the use of DCAMM, EOEEA, MDAR and DDS.

## **2.7 Conditions/Restrictions/Special Considerations**

This RFI is intended to identify interested parties and uses solely for agricultural activities in the 4 MDAR Areas. For the purposes of this RFI agricultural uses encompass both agricultural and horticultural as defined in in MGL Chapter 61A: Assessment and Taxation of Agricultural Land. These restrictions do not apply to the DDS building and associated area.

Prospective businesses on the TDC property need to be cognizant of the safety and welfare of the individuals and staff supported in this program. They will need to work in cooperation with DDS to ensure that their activities are not in conflict with the specific needs and considerations associated with the individuals supported in the DDS program on site. This is further discussed in the Appendix B.

## **3.0 BACKGROUND CURRENT USES**

### **3.1 Background**

The TDC property was purchased in segments starting in 1899 to establish an agricultural-based therapeutic environment for those with disabilities who could not live independently. A founding principle of the Templeton campus was the goal of using agricultural work as a form of rehabilitation and therapy for institutional residents. The Department of Developmental Services (“DDS”) continues to operate both residential and administrative facilities throughout the site. TDC is listed on both the National Historic Register and Massachusetts Historic Register.

Today the TDC campus contains approximately 2,200 acres of land in the town of Templeton and extends into the towns of Phillipston to the west and Royalston to the north. Four state agencies share care and control of the property: Department of Capital Asset Management and Maintenance, Department of Developmental Services, Fish and Game and the Department of Agriculture.

### **3.2 Current Uses On Campus**

In 2015 most of the DDS facilities on campus were closed and care and control was transferred to **DCAMM**. DCAMM is responsible for maintaining un-used facilities and roads at TDC as well as providing security

**MDAR** continues to oversee leasing of the 370± acres of agricultural land and associated facilities on the campus. MDAR currently oversees 8 agricultural licenses at TDC. These areas are distinct and separate from the areas described in the RFI but may be adjacent to them. Responding to this RFI is compatible with the existing licenses. Parties under agricultural licenses on the TDC campus are welcome to respond to this RFI.

The **DDS** is dedicated to creating, in partnership with others, innovative and genuine opportunities for individuals with intellectual disabilities to participate fully and meaningfully in, and contribute to, their communities as valued members. The DDS operates a community based residential program, Templeton Community Services, on the TDC property. DDS currently has 9 homes and 1 Administration Office Building located throughout TDC campus. One of these residences is planned for closure in 2022 and will be available for other uses as provided in this RFI.

**The Department of Fish and Game (DFG)** is responsible for conserving the Commonwealth's natural resources while also providing outdoor recreation opportunities to the public. On the TDC campus, DFG oversees the wooded areas and some agricultural fields. None of the DFG areas are the subject of this RFI.

# Figure 1 Campus Overview

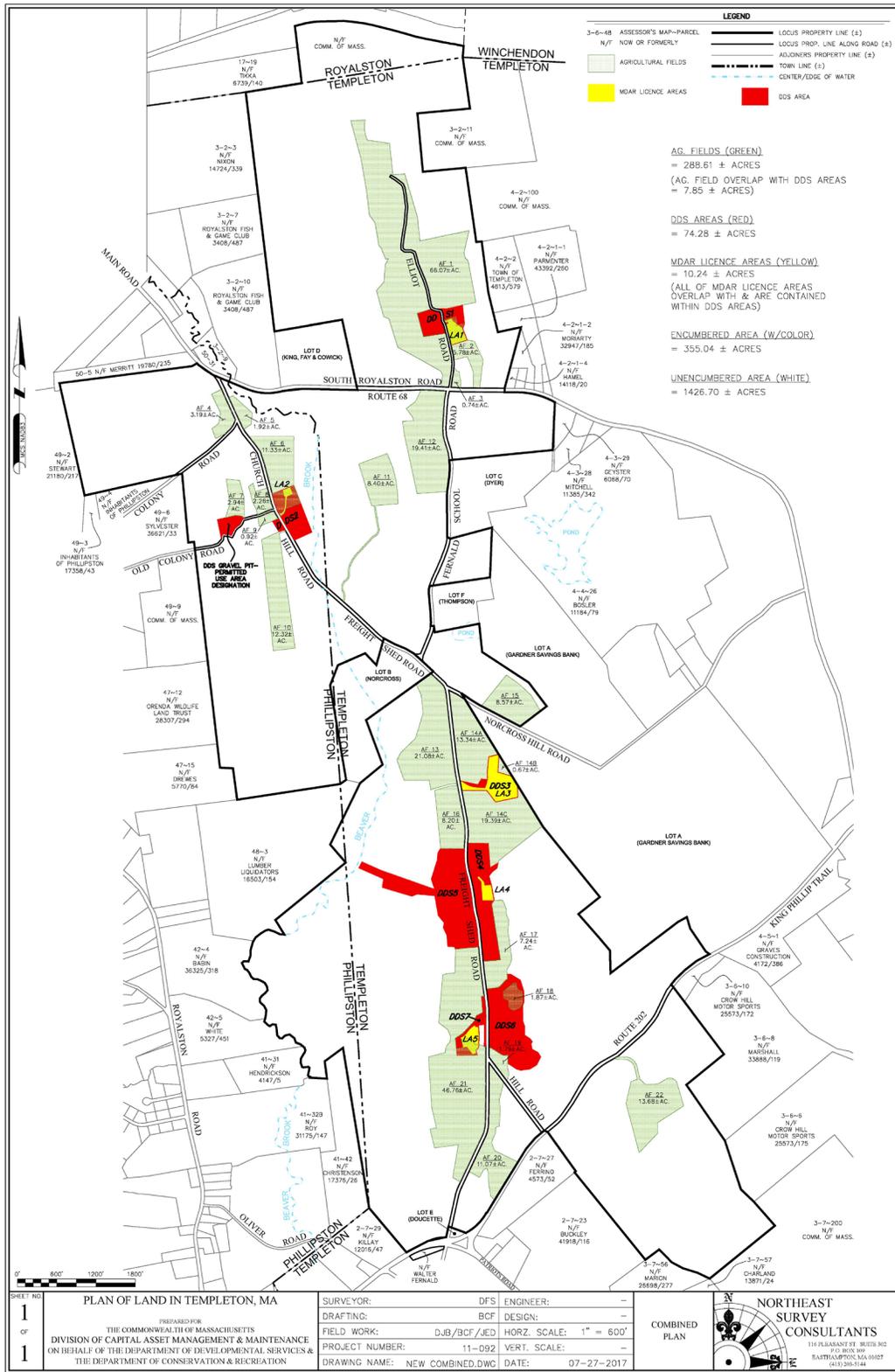
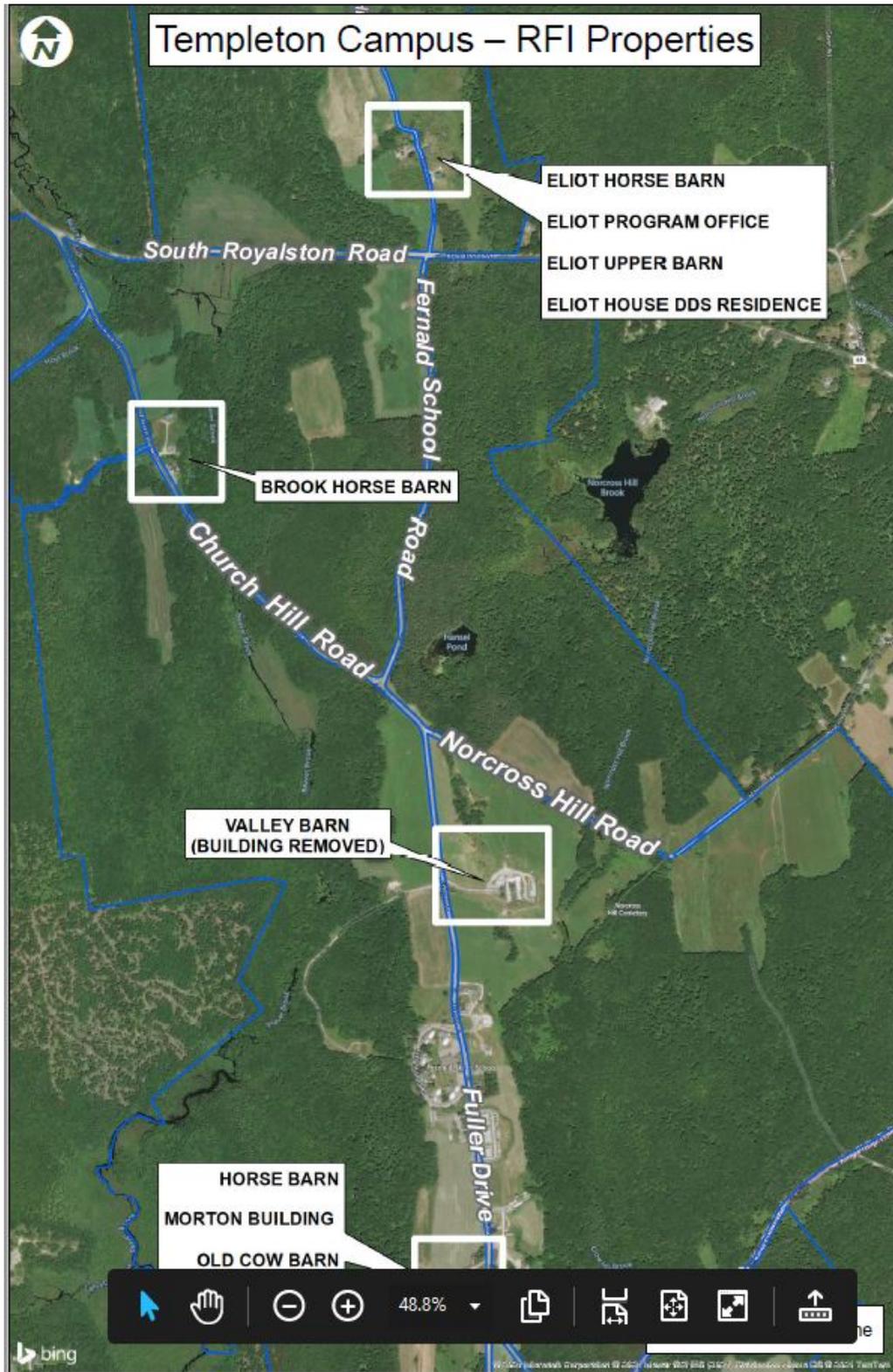




Figure 3

Subject Properties



## 4.0 AGRICULTURAL AREAS AND BUILDINGS

Regarding the agricultural buildings, to better inform itself and prospective buyers, the Commonwealth commissioned a structural assessment of the buildings to be offered for sale. The results of that assessment are summarized for each structure. The full report including plans and pictures is attached as Appendix A. DCAMM desires to determine whether parties are interested in the buildings as grouped, in a different combination, or in concert with some or all the surrounding fields. The fields potentially available for purchase are listed with the license area to which they are most logically matched, but proposals may reconfigure the license areas and fields.

### **Area 1: Eliot Hill (License Area 1)**

#### A. Eliot Horse Barn

Building Description                      Area: 6,000 gsf                      Dimensions: 61' by 60'6"

The Eliot Horse Barn is a traditional wood framed post and beam structure with horizontal girts supporting vertical board sheathing covered with wood shingles. A replacement metal roof covers wood rafters supported on the walls and wood purlins. The main building has a basement level and is supported on rubble stone foundation walls. The side shed appears to be a concrete slab on grade. The building has been used for hay storage and chickens on the main level, basement and side shed have been occupied by swine and chickens.

#### Repairs Needed

There are no urgent/immediate repairs required. High priority repairs include:

- Strengthen roof purlins
- Add post in shed
- Reinforce 1<sup>st</sup> floor beams
- Replace columns and footings
- Anchor sills
- Replacement of sidewall shingles, window frames and sills
- Repair and reglazing of 6-lite windows, replacement of plexiglass loft windows
- Replacement of wooden door and hardware
- Exterior preparation and painting

#### B. Eliot Office

Building Description    Area: 770 gsf                      Dimensions: 30'6" by 22' Main Structure with  
10' by 8'6" attached entrance way

The Eliot Office is built as a cottage with light wood framed construction. Walls are covered with wood shingles, and the roof is finished with asphalt shingles. The building footprint is a rectangle with a small square vestibule at one gable end. The floor is a concrete slab on grade. At the chimney end, the boiler room steps down two feet.

There are no urgent/immediate repairs required. High priority repairs include:

- Repair or replace six-panel exterior door and frame
- Replace wood door and sill at south end of building
- Replace windowsills and storm windows
- Remove and rebuild top twelve (12) courses of masonry at chimney
- Selective replacement of approximately 5% of wood sidewall shingles
- Remove tree and tree roots from foundation
- Exterior preparation and painting

### C. Eliot Upper Barn

Building Description                      Area: 2,880 gsf                      Dimensions: 35' by 21'6" Main Storage  
30'6" by 22' Storage Garage

The Eliot Upper Barn is comprised of three separate structures. A traditional post and beam wood barn, a tile silo, and a concrete masonry block wall and wood framed wing. The original barn sits upon a rubble wall which at the rear and end toward the Elliot Office is also a retaining wall where grade drops five to ten feet. The floor is a concrete slab on grade which steps down several inches from the central aisle and slopes downward toward the side walls. The slab includes urine troughs on both sides midway from the central aisle and side walls. Below the trough is a tunnel to carry urine toward the Elliot Office end. The barn has been used for hay storage. The silo is slated for removal. The addition is made of eight-inch unreinforced concrete masonry block and capped with a wood framed roof.

#### Repairs Needed

There are no urgent/immediate repairs required. High priority repairs include:

- Replace broken eave ties
  - Patch soffit
  - Add sill anchors
  - Repair and reglaze or replace window sashes and frames
  - Selective replacement of wood sidewall shingles
  - Replace wooden door jambs and doors
  - Exterior preparation and painting
- Consider whether northwest concrete block addition should remain or be removed  
(\*recommendation is to remove)

### D. Agricultural Fields:

The Area 1 buildings are most logically matched with, and potentially sold alongside, the following fields which would be sold subject to a permanent restriction that they be used for agricultural only:

Approximately 24 +/- acres consisting of Eliot Hill Field 4 (Ag. Fields 2 & 3); the lower portion of Eliot Hill Field 2 (Ag. Field 1); the lower portion of Eliot Hill Field 3 (Ag Field 1); and a portion of the open land between Eliot Hill Field 4, License Area 1, and Eliot Hill Field 3. Soils

on the parcel consist primarily of Beckett fine sandy loam 8-15% slopes [State farmland soils], Becket fine sandy loam 8-15% slopes and Beckett-Skerry Association 0-15% slopes.

## **Area 2: Brooks (License Area 2)**

### A. Brook Horse Barn

#### Building Description

Area: 6,180 gsf

Dimensions: 51' by 78'6"

The Brook Horse Barn is a traditional wood framed post and beam structure with horizontal girts supporting vertical board sheathing covered with wood shingles. A replacement metal roof covers wood rafters supported on the walls and wood purlins. The main building has a basement level. The main floor is supported on rubble stone foundation walls and steel or wood posts. The side shed appears to be a concrete slab on grade.

#### Repairs Needed

There are no urgent/immediate repairs required. High priority repairs include:

- Strengthen roof purlins
- Strengthen floor beams
- Replace column footing assemblies
- Add sill anchors
- Replace sidewall shingles, window frames and sills
- Repair and reglaze 6-lite windows
- Replace hay loft sill and door
- Prepare and paint exterior

#### Agricultural Fields:

The Brook Horse Barn is most logically matched with, and potentially sold alongside, the following fields which would be sold subject to a permanent restriction that they be used for agricultural only:

Approximately 22.4 +/- acres consisting of Brook Field 2 (Ag. Field 9), Brook Field 3 (Ag. Field 8), Brook 4 (Ag. Field 7) and Brook Field 5 (Ag. Field 6). Brook Field 3 consists primarily of Prime and State Farmland Soils specifically, Sudbury fine sandy loam 3-8% slopes [Prime], Merrimac fine sandy loam 8-15 slopes [State] and Marlow fine sandy loam 8-15% slopes. Brook Fields 2, 3 and 4 consist almost entirely of Marlow fine sandy loam 8-15% slopes.

### **Area 3: Narragansett (License Area 5)**

#### A. Horse Barn

Building Description

Area: 3,009 gsf

Dimensions: 73'6" by 51'

The Horse Barn is a traditional wood framed post and beam structure with horizontal girts supporting vertical board sheathing covered with wood shingles. A replacement metal roof covers wood rafters supported on the walls and wood purlins. The main building and rear shed have concrete slab-on-grade floors and are supported on rubble stone foundation walls. An open shed roof is attached to the side left of front. A loft covers about one-quarter of the main building. Another loft covers about one-half of the rear shed.

Repairs Needed

There are no urgent/immediate repairs required. High priority repairs include:

- Replace wood door "awning" over sliding barn hardware
- Repair and reglaze windows
- Replace wood sidewall shingles and sheeting
- Add tie rod
- Add footing for interior columns
- Add rafter ledger and rafter ties
- Add sill anchors
- Apply preservative

#### B. Morton Building

Building Description

Area: 576 gsf

Dimensions: 12' by 48'

The Morton Building is a shed with one wall completely open. It is framed with pressure treated dimensional lumber. Four 12-foot square bays make the 12 X 48-foot footprint. The end and rear side walls are sheathed with vertical metal siding full height. An additional layer of board siding oriented horizontally is on the interior lower half of the walls. Ganged 3-2X6 posts support truss frames which in turn support rafters. The rafters are sheathed with metal roofing. The floor is earth.

Repairs Needed

There are no urgent/immediate repairs required. High priority repairs include:

- Strengthen the rafters by sistering them with 2X6's
- Reinforce the truss frame by sistering with pressure treated 2X14's on each side. Add connectors or wood cleats to post sides to support reaction forces.
- Scrape, prepare and paint all wood trim and siding (clapboards and/or shingles)

### C. Old Cow Barn

#### Building Description

Area: 1,944 gsf

Dimensions: 81' by 24'

The Old Cow Barn is a hybrid construction of steel, concrete, and light wood framing. The upper level is on a reinforced concrete slab with a wood framed roof supported on concrete and wood stud walls. Metal roofing covers board sheathing. The upper level covers a lower level of regularly spaced stalls. The upper level is supported on concrete encased steel beams which are carried by concrete piers and rubble foundation walls. These piers are supported on concrete grade beams.

#### Repairs Needed

There are no urgent/immediate repairs required. High priority repairs include:

- Replace sliding barn door and hardware
- At original four windows, remove all existing wood and install either new windows and frames or install solid wood panels
- Replace windowsills, sash, brick mold and flash casing as required
- Reglaze and replace missing glass
- Replace board and batten siding on north elevation
- Add ceiling joists
- Patch grade beam cracks
- Rebuild concrete foundation wall top
- Add galvanized steel lintel.

#### Agricultural Fields:

The Area 3 buildings are most logically matched with, and potentially sold alongside, the following fields which would be sold subject to a permanent restriction that they be used for agricultural only:

Approximately 29 +/- acres consisting of the southern portion of Narragansett Field 2 (Ag Field 21). Soils on the parcel consist primarily of Beckett-Monadnock Association, Lyman-Tunbridge-Berkshire Association and Tunbridge-Lyman-Berkshire Association.

#### **Area 4: Valley Barn (License Area 3)**

The Valley Barn structure has been demolished. The entire parcel is approximately 7.917 acres in size. The parcel has 500' of frontage on Freight Shed Road with interior access via a paved driveway. The cement pad, where the original dairy facility was located, is approximately 9,386 square feet. The entire parcel has level topography and consists almost entirely of prime and state farmland soils specifically; Adams loamy sand 0-3% slopes [Prime], Skerry fine sandy loam 3-8% slopes [Prime], and Beckett fine sandy loam 8-15% slopes [State].

## 5.0 DEPARTMENT OF DEVELOPMENTAL SERVICES BUILDING

### Eliot House

Building Description                      Area: 2,700 gsf                      Dimensions: 26'by 48',  
Attached family room 16' by 13''

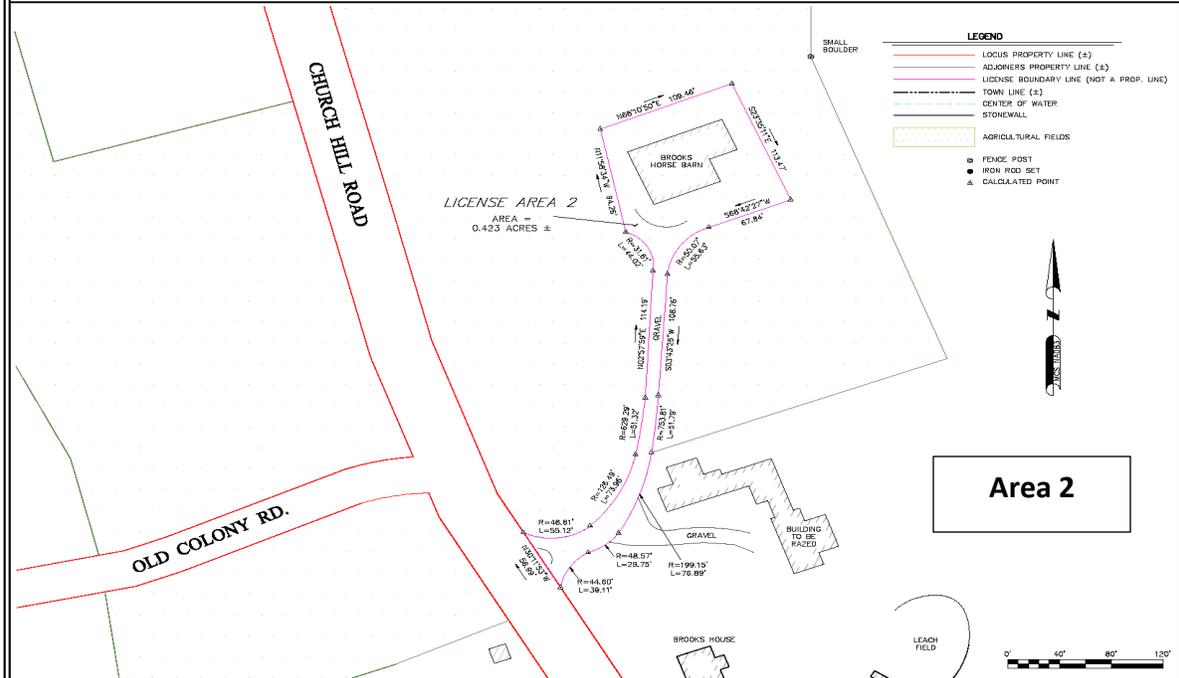
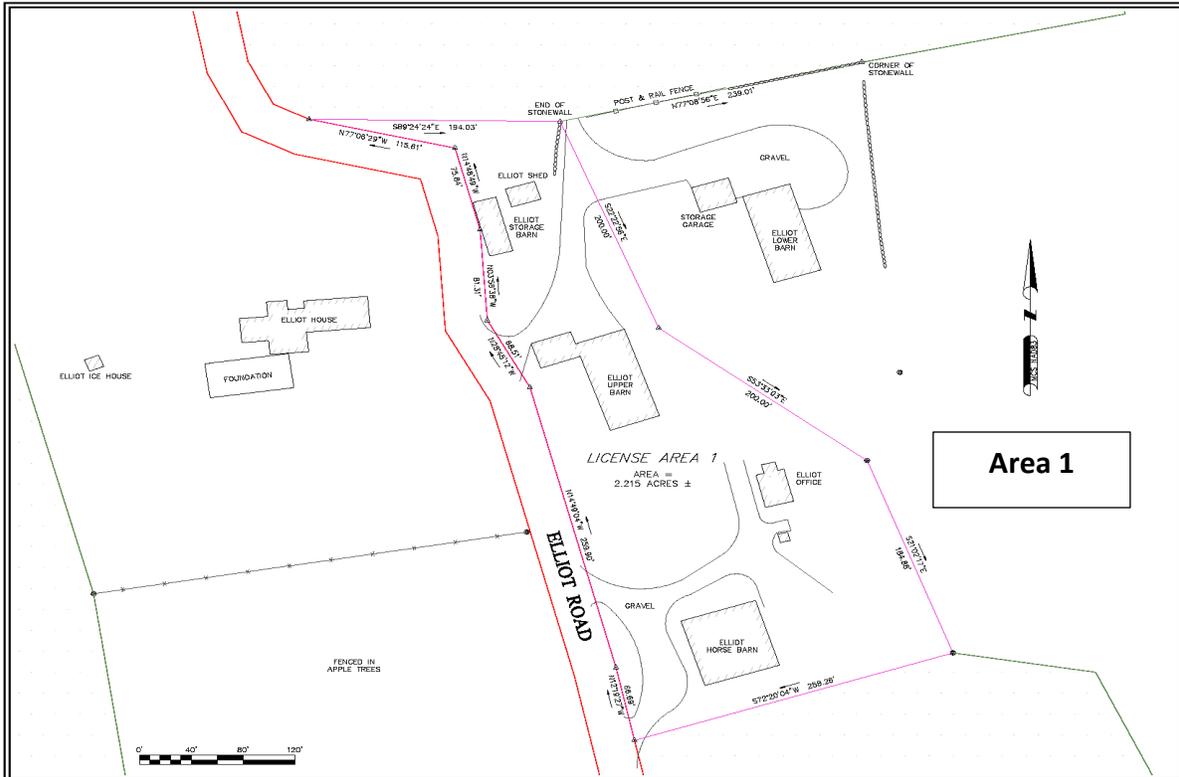
Eliot House is currently used as a DDS residential home that can accommodate up to five residents. The facility is scheduled to be vacated in 2022. The house has a driveway and parking area off Eliot Road.

The house is an 1898 post and beam two story farmhouse plus an attached family room. The house has a stone foundation. The main floor consists of a kitchen/dining room, bathroom and laundry facilities, living room and a bedroom. There is an attached step down family room. The second floor includes five bedrooms and bathroom. There is an attic and a stone cellar.

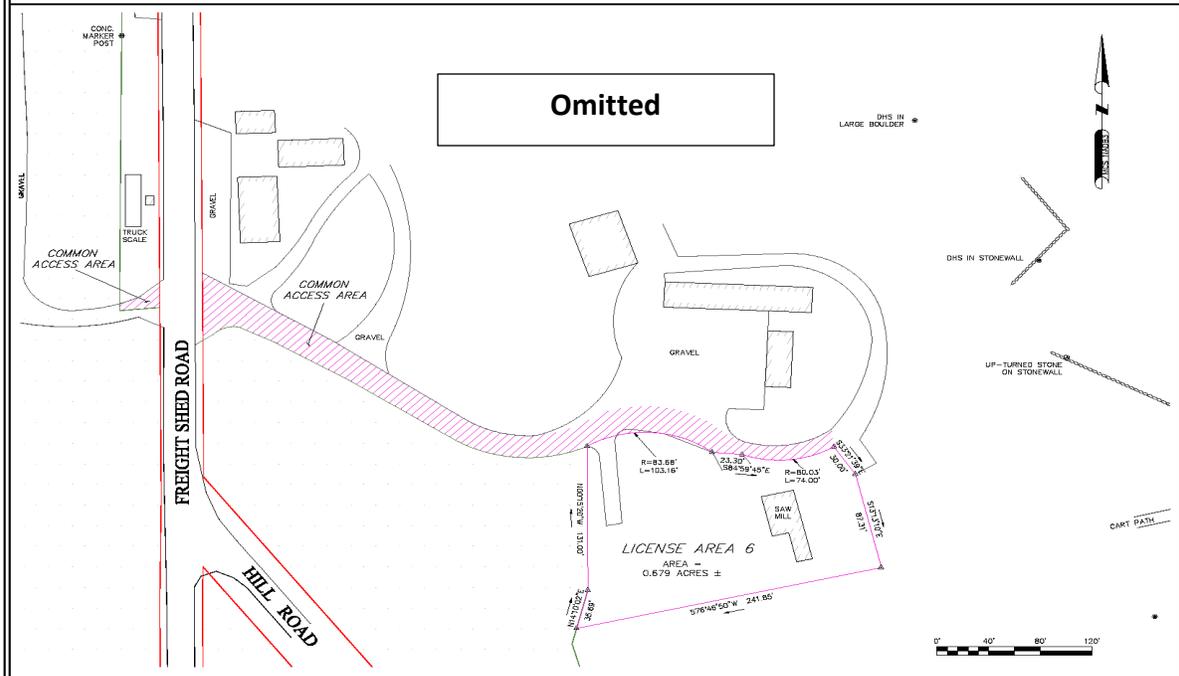
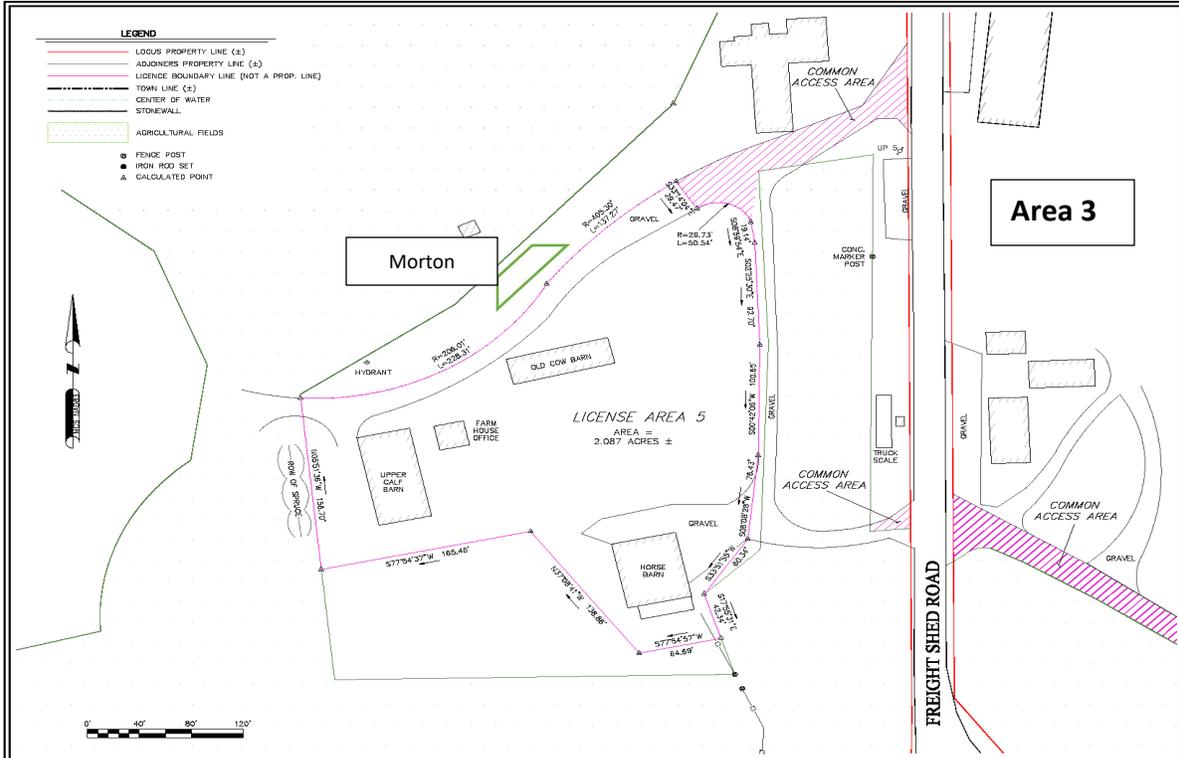
The interior of the house is in good condition. Vinyl laminate plank flooring has been installed. Bathrooms are retiled and painted has been maintained on a regular basis. Kitchen cabinets require repair. The house was painted 10 years ago. The roof has been repaired numerous times and may warrant replacement.

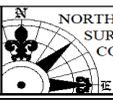
The back room has deteriorated to a point where demolition is recommended. A capped foundation adjacent to the house is also recommended for demolition .

# MDAR Facilities



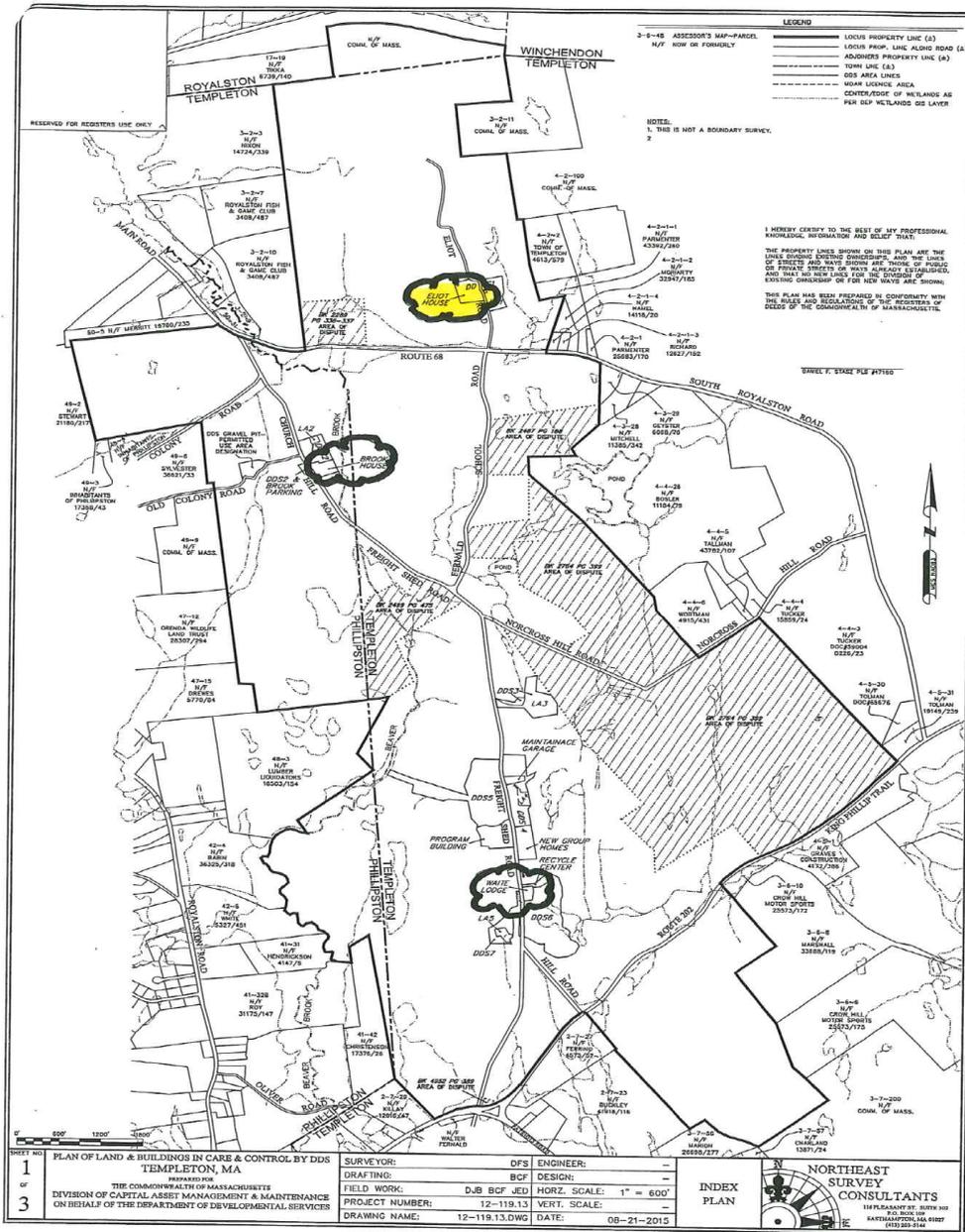
|   |   |   |  |   |  |
|---|---|---|--|---|--|
| SHEET NO.<br><b>2</b><br>OF<br><b>4</b> | PLAN OF LAND IN TEMPLETON, MA<br>WORCESTER REGISTRY<br>PREPARED FOR<br>THE COMMONWEALTH OF MASSACHUSETTS<br>DIVISION OF CAPITAL ASSET MANAGEMENT & MAINTENANCE<br>ON BEHALF OF THE DEPARTMENT OF DEVELOPMENTAL SERVICES &<br>MASSACHUSETTS DEPARTMENT OF AGRICULTURAL RESOURCES | SURVEYOR: DFS<br>DRAFTING: BCF<br>FIELD WORK: DJB/BCF/JED<br>PROJECT NUMBER: 12-119.3<br>DRAWING NAME: 12-119.3.DWG | ENGINEER: --<br>DESIGN: --<br>HORZ. SCALE: 1" = 40'<br>VERT. SCALE: --<br>DATE: 10-03-2012 | AG. BUILDINGS<br>LICENSE AREAS<br>1 & 2 | NORTHEAST SURVEY CONSULTANTS<br>114 PLEASANT ST., SUITE 302<br>P.O. BOX 109<br>EASTHAFFORD, MA 01027<br>(413) 263-3144 |
|---|---|---|--|---|--|



|  |   |                 |             |              |          |   |
|--|---|-----------------|-------------|--------------|----------|---|
| SHEET NO<br><b>4</b><br>OF<br><b>4</b> | PLAN OF LAND IN TEMPLETON, MA   | SURVEYOR:       | DFS         | ENGINEER:    | ---      | <br><b>NORTHEAST SURVEY CONSULTANTS</b><br>114 PLEASANT ST. SUITE 302<br>P.O. BOX 100<br>EASTHAMPTON, MA 01027<br>(413) 263-5446 |
|  | PREPARED FOR  | DRAFTING:       | BCF         | DESIGN:      | ---      |   |
|  | THE COMMONWEALTH OF MASSACHUSETTS   | FIELD WORK:     | DJB/BCF/JED | HORZ. SCALE: | 1" = 40' |   |
|  | DIVISION OF CAPITAL ASSET MANAGEMENT & MAINTENANCE<br>ON BEHALF OF THE DEPARTMENT OF DEVELOPMENTAL SERVICES &<br>MASSACHUSETTS DEPARTMENT OF AGRICULTURAL RESOURCES | PROJECT NUMBER: | 12-119.3    | VERT. SCALE: | ---      |   |
|  | DRAWING NAME:   | 12-119.3.DWG    | DATE:       | 10-03-2012   |          |   |



# DDS Eliot House



1  
of  
3

PLAN OF LAND & BUILDINGS IN CARE & CONTROL BY DDS  
 TEMPLETON, MA

PREPARED FOR  
 THE COMMONWEALTH OF MASSACHUSETTS  
 DIVISION OF CAPITAL ASSET MANAGEMENT & MAINTENANCE  
 ON BEHALF OF THE DEPARTMENT OF DEVELOPMENTAL SERVICES

SURVEYOR: DJS BCF  
 DRAFTING: DJS BCF JED  
 FIELD WORK: DJS BCF JED  
 PROJECT NUMBER: 12-119.13  
 DRAWING NAME: 12-119.13.DWG

DFS ENGINEER: BCF  
 DESIGN: BCF  
 HORIZ. SCALE: 1" = 600'  
 VERT. SCALE: ---  
 DATE: 08-21-2015

MASS 2656/177

**DDS Eliot House**



## Kitchen



## Living Room



**Den**



**Bedroom**



**Appendix A (Posted separately)**

- A-1 MDAR Building Assessment Report and Plans**
- A-2 Matrix Summary**

## **Appendix B DDS Supplemental Information (Use restrictions)**

The Department of Developmental Services (DDS) is dedicated to creating, in partnership with others, innovative and genuine opportunities for individuals with intellectual disabilities to participate fully and meaningfully in, and contribute to, their communities as valued members. The DDS operates a community based residential program, Templeton Community Services (TCS), on the former property of the Templeton Developmental Center. Much of this property is available for reuse and the Department of Capital Assessment Management is seeking parties interested in using this property to work in cooperation with the DDS to ensure that all reuse is compatible with the specific needs and considerations associated with the individuals supported in the TCS program.

Prospective reuse candidates would need to be cognizant of the safety and welfare of the individuals and staff supported in this program. Limitations on reuse would include: child and adolescent focused services and services/business that increase the speed and create excess traffic through the property. The TCS program would welcome services and businesses that would provide the individuals supported by this program with opportunities for integrated employment, possibilities for forming and making personal connections, and developing partnerships to enhance the individuals' ability to contribute to their local community.