

Programming and Space Needs for City Hall

Council Workshop



Lexington-Fayette Urban County Government

May 25, 2023

Council workshop objectives:

1. Inform on project findings and recommendations
2. Provide context around approach and analysis
3. Explain how project findings and recommendations can be used
4. Solicit input and reactions

Agenda

1	Team introductions
2	Project overview
3	Space needs
4	Implementation options
5	Next steps

Naming conventions and definitions

Departments, Divisions, Sections or buildings are referred to by the following naming convention throughout the remainder of this document

Department, Division or Section	Naming convention
Building Inspection	BI
Chief Information Officer	CIO
Chief Administrative Officer	CAO
Chief Development Officer	CDO
Downtown Entertainment District	DED
Environmental Quality & Public Works	EQ&PW
Environmental Services	ES
Friends of the Court	FOC
General Services	GS
Housing Advocacy & Community Development	HA&CD
Human Resources	HR
Mayor's Office	MO
Partners for Youth	PFY
Planning & Preservation	P&P
Project Management	PM
Property Value Administration	PVA
Public Information & Engagement	PI&E
Public Information Office	PIO
Public Safety	PS

Department, Division or Section (cont.)	Naming convention
Purchase of Development Rights	PDR
Traffic Engineering	TE
Water Quality	WQ

Other space types	Naming convention
Financial Services Center	FSC
Development Services Center	DSC

Other space users	Definition	Includes
Partner Agency	Groups that work closely with LFUCG and currently occupy space in Government Center, Phoenix or Switow	<ul style="list-style-type: none"> Property Value Administration (PVA) Friends of the Court (FOC) Downtown Entertainment District (DED)
Leasing Partners	Groups that support LFUCG employees and lease space from LFUCG's footprint	<ul style="list-style-type: none"> Metro Credit Union

Building	Naming convention
Government Center	GC
Government Center garage	GC garage

1







Team introductions

Team introductions | steering committee, tactical team and EY team

DRAFT

Steering Committee and Tactical Team were established to provide feedback and guide key decisions throughout the project

LFUCG			
Project Leadership			
Brandi Peacher, Project Lead			
Steering Committee		Tactical Team	
Resource	Role	Resource	Role
Mayor Linda Gorton	Mayor of Lexington	Chris Ford	Commissioner of General Services
Tyler Scott	Mayor's Chief of Staff	Hilary Angelucci	Office of Chief Administrative Officer
Sally Hamilton	Chief Administrative Officer (CAO)	Jamshid Baradaran	Director of Facilities & Fleet Management
Glenn Brown	Deputy CAO	Mark Arnold	Deputy Director for Facilities Management
Chris Ford	Commissioner of General Services	Lisa Grober	Project Manager for Capital Projects Management
Erin Hensley	Commissioner of Finance	Josh Ives	Project Manager for Capital Projects Management
Ken Armstrong	Commissioner of Public Safety	David Pugh	Facilities Superintendent
Aldona Valicenti	Chief Information Officer (CIO)	Chris Litton	Project Program Manager
Chad Cottle	Deputy CIO	Kent Morris	Security Supervisor
Whitney Baxter	Council Member	Eric Hobson	Public Safety
Fred Brown	Council Member	James Bush	Program Manager for Environmental Services
		Mike Nugent	Director of Computer Services
		Stacey Maynard	Council Administrator

EY	
Core Team	
	Catherine von Seggern Engagement Executive
	Marc Held Engagement Manager
	Emily Summers Delivery Lead
	Blair Bosshardt Senior Analyst
	Cheryl Kersey Design Executive (Kersey)
	Aaron Smith Project Architect (Kersey)

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Project overview

Project overview | clarification

The recommendations from this study will provide guidance and direction as LFUCG embarks on the redesign of City Hall

This study is....

NOT a site study to assess locations for a future city hall

NOT a facilities condition assessment of current buildings

NOT a design for a new or renovated city hall

NOT a funding strategy recommendation for city hall

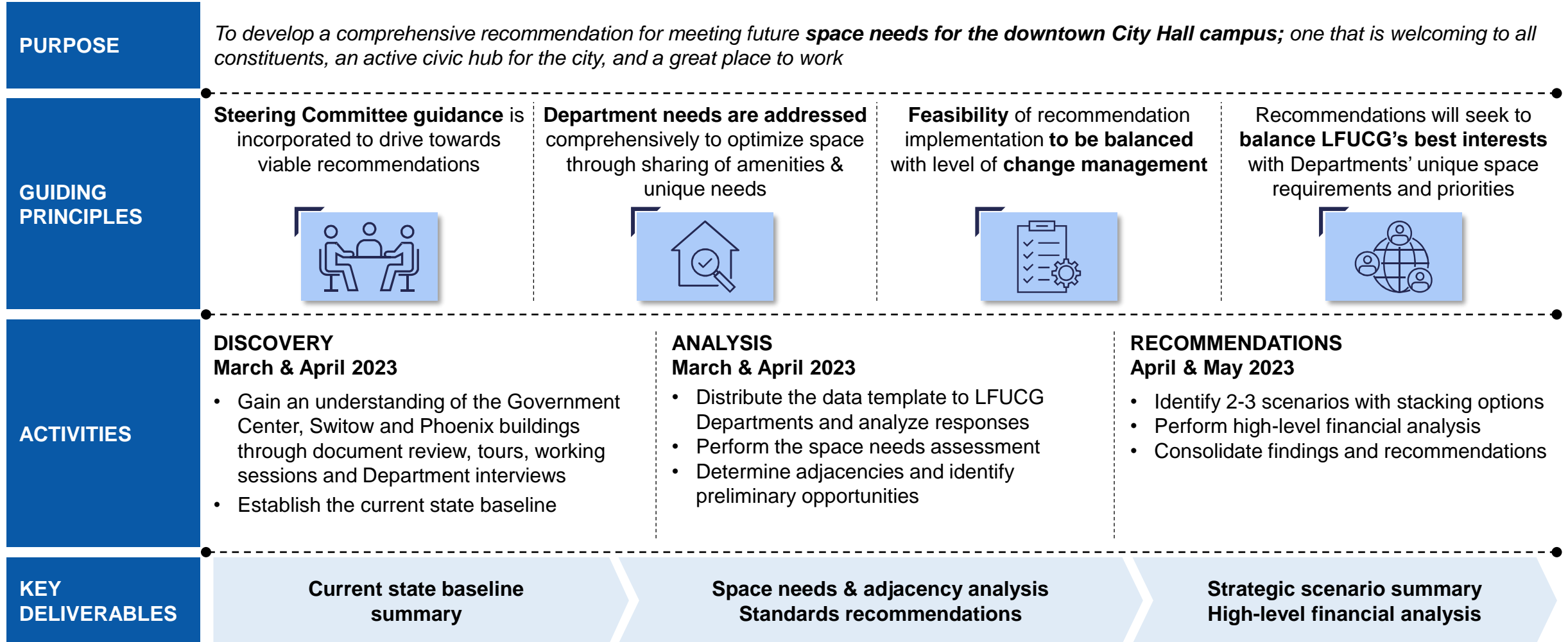
This study will...

be used to guide decisions about a future city hall

provide estimates on future space needs

Project overview | City Hall programming & space needs

LFUCG seeks to understand future space requirements to inform the eventual design of a City Hall that better serves the needs of employees and the general public



Project overview | City Hall ecosystem

LFUCG’s presence in downtown Lexington is paramount to the success of the area; redesign of City Hall can create a more desirable place to work for employees and a destination for constituents



Situation

- LFUCG has occupied the Government Center and Switow buildings for 40+ years and Phoenix building for 20+ years **with minimal changes to existing spaces**
- **Government Center is historic**, with ornate architectural features that are aesthetically appealing yet also creates **challenges for building operations and modifications** (i.e., structural beam placements in center, small elevator shafts, acoustical challenges)
- As Departments, Divisions and Sections have evolved over time and programs have changed, **LFUCG has ‘made do’** within the existing footprint of these three buildings, often driving **inconsistent standards and conditions**
- Building **signage and branding does not optimally serve visitors and the general public**; customers are often confused where to go for services; interconnected buildings have poor flow and can be difficult to navigate



Complications

- **Significant deferred maintenance** (~\$20M) estimated for the three buildings
- Ages of the buildings **introduce health, safety and wellness challenges** requiring remediation (e.g., asbestos mitigation, GC garage structural integrity, others)
- **Various approaches to “ways of working” across Departments, Divisions and Sections** (i.e., on-premise, hybrid and remote); Departments have implemented their own strategies that best serve mission requirements
- Current **floorplans are office-heavy** with **disjointed conference room** spaces
- **Significant IT challenges** spanning hardware (i.e., desktops, laptops), remote access challenges and broader infrastructure needs (i.e., Wi-Fi upgrades, location of critical fiber)
- **Significant challenges with customer / visitor access control** throughout the three buildings potentially posing security risks



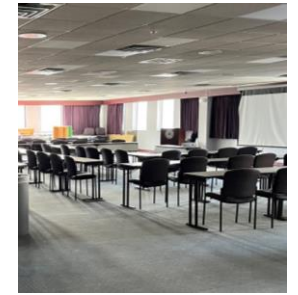
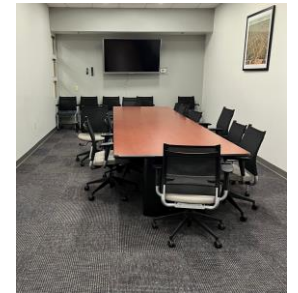
Key Questions

- **What does the future of City Hall look like?**
 - Size of the downtown footprint
 - Types of spaces necessary
 - Allocation of spaces across Departments
- **What strategies should LFUCG employ to make the most value-add building improvements?**
- **What degree of change is acceptable and to what extent will change be driven centrally?**



Project overview | City Hall building overview

The current City Hall complex is comprised of three office buildings: Government Center, Switow and Phoenix



GOVERNMENT CENTER (“GC”)

200 E Main St

153,638 GSF¹

329 total occupants^{2,3,4}

280 workseats^{2,3,4}

SWITOW

212 E Main St

11,820 GSF¹

33 total occupants²

41 workseats²

PHOENIX

101 E Vine St

83,490 GSF¹

199 total occupants²

202 workseats²

The current ~248k GSF City Hall complex houses 561 occupants across 523 workseats (offices plus cubicles) with the majority of support spaces (e.g., break areas, conference rooms) located within individual Department suites

1. Square footage obtained from LFUCG General Services Department; GC square footage includes office, storage and majority of mechanical spaces and admin spaces retrofitted within the GC garage
2. Employee and workseat counts pulled from LFUCG Department Data responses as of 04.27.23; workseat is defined as either an office or cubicle; totals include PVA and FOC but not vacant positions
3. Employees sitting in retrofitted offices within the GC Garage are considered part of GC employee headcount
4. Finance, Revenue division data showed both Government Center and Switow as the location for Compliance/New Accts./LexServ Admin section – employees and totals are included in GC total

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Space needs

Space needs | City Hall future space needs

Through shared seating and introduction of space standards, LFUCG can incorporate common shared amenity spaces within a reduced footprint while still accommodating a similarly sized organization

Current space usage



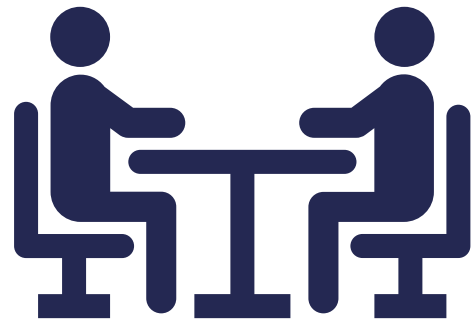
~248k GSF¹

523 workseats²

561 occupants²

~70% office

Future space needs (conceptual, not representative of specific building)



~160k GSF³ ▼ 36%

487 workseats ▼ 7%

575 positions⁴ ▲

~40% office

A new future for LFUCG...

- A **36% smaller future footprint** through:
 - New space standards
 - Desk sharing for hybrid / remote
 - More balanced collaboration and individual space
- **New space types** address existing gaps:
 - ➕ Collaboration rooms with improved technology
 - ➕ Large, central break areas for gathering / socializing
 - ➕ Community spaces that are welcoming to the public
 - ➕ More natural lighting with cubicles on exterior
 - ➕ Purposefully-designed customer service centers

1. Current space usage reflects ~248k GSF (153k GSF GC, 83k GSF Phoenix and 12k GSF Switow)
 2. Occupant and workseat count as provided in LFUCG Department data responses as of 04.17.23; includes PVA (23 occupants, 25 workseats) and FOC (6 occupants, 6 workseats) given currently occupying space within City Hall
 3. Future space needs reflects the outputs from the balanced strategic scenario which applied a 40% office ratio, workseat sharing for hybrid & remote workstyles and moderate collaboration and storage needs
 4. Current positions includes current headcount (532) plus current vacant positions (24) plus future growth projections (19); does not include PVA and FOC given they do not require space within future City Hall, and only Option A includes space for FOC and PVA due to excess SF

Space needs | strategic scenarios overview

Strategic scenario 2 (balanced) was preferred given modest change from today's environment

Three strategic scenarios with differing office-to-cubicle ratios and desk sharing ratios were developed to assess best-fit options for LFUCG

Strategic Scenarios		Definition	Future USF GSF Needs ¹	% Office ²
1	Traditional	Majority assigned seating and office	220,821 264,985	~70%
2	Balanced ³	Mix of assigned / unassigned and office / cubicle	133,7328 159,994	~40%
3	Aggressive	Majority unassigned seating and cubicles	103,234 123,881	~20%

High-level rationale for strategic scenario 2 selection

- Progresses LFUCG along the maturity curve of space design without forcing a drastic change to aggressive standards (~70% office to ~40% office)
- Enables the new ways of working (i.e., shared seating for hybrid and remote workstyles) while optimizing the footprint
- Enables the introduction of new space types while accommodating a modest 3% growth within a 36% smaller footprint⁴

1. Future space needs derived from space model analysis based on LFUCG department data responses as of 04.17.23 and changes in space levers between the strategic scenarios; USF plus 20% circulation factor to arrive at GSF

2. % office of total individual workseats; remaining % are cubicles; does not include collaboration seats nor reflect size of office

3. Balanced strategic scenario was customized for office and cubicle needs for select departments to align with internal department conversations

4. Smaller footprint calculation reflects a decrease from ~248k GSF today to ~160k GSF

Space needs | space standards overview

Variations in workseat sizes support different work styles, levels, and/or time spent in-office; smaller offices/cubicles and strategic assignment of space allows for additional collaboration, conference and break space

Workseat standards

Bench cubicle

12 SF – 15 SF 2'-6" x 5'-0"
2'-6" x 6'-0"



Standard cubicle

42 SF – 56 SF 6'-0" x 7'-0"
7'-0" x 8'-0"



Standard office1

120 SF 10'-0" x 12'-0"



Medium/large office

175 SF – 225 SF 15'-0" x 15'-0"



Executive office1

350 SF – 400 SF 20'-0" x 20'-0"



Collaboration / conference room standards

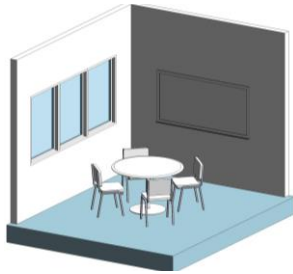
Phone room

35 SF–48 SF 5'-0" x 7'-0"
6'-0" x 8'-0"



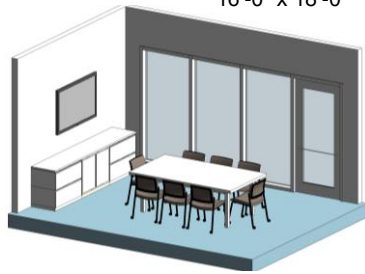
Small conference

120 SF 10'-0" x 12'-0"



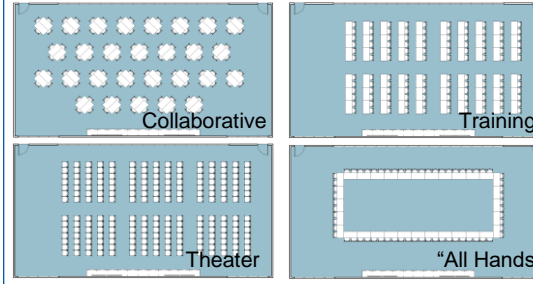
Medium conference

192 SF – 288 SF 12'-0" x 16'-0"
16'-0" x 18'-0"



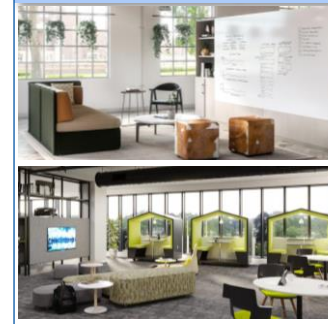
Large conference & multi-purpose²

3,000 SF



Connection space

Open collab. space



Break room/café



1. Standard and Executive office are leveraged within the space model for future space needs
2. Large conference & multipurpose room would be reconfigurable; images show layout options for tables and chairs based on space use

Space needs | future space needs summary

Composition of LFUCG’s future space will be very different from today’s footprint

2 **Balanced:** mix of assigned and unassigned seating; more balanced offices and cubicles; moderate collaboration space **Selected**

	Space Type	Future Space Needs ¹	
		Count	USF % of Total
Department	Workseats	487	54,496 50%
	Office Cubicle	202 285	40,340 14,156
	Collaboration	87 ²	13,987 13%
	Storage	N/A	36,395 34%
	Lobby (in-suite department)	11	3,400 3%
	Total department space		108,278
Common	Lobby (main)		2,000 8%
	Customer Service		6,000 24%
	Other space types		17,050 68%
	Conference center	N/A	3,000
	Council Chambers	N/A	4,100
	Total common space		25,050
Total USF (department + common)		133,328	
Circulation factor		20%	
Total GSF		159,994	

Key Benefits

Employee focus

- **Space composition shifts** from majority individual to shared amenity & customer areas; **introduces additional space types** missing from today’s City Hall (e.g., break area, press room, conference center, touchdown sitting)
- **Collaboration areas increase** (both closed and open) within department footprints to support the greater open environment (e.g., cubicles) and enable the new ways of working (e.g., hybrid and remote workstyles)
- **Dedicated storage space** is found within department areas to enable more room at individual workseats
- **‘In-suite’ lobbies** provided for those customer-facing departments in-addition to the Main Lobby at the building entrance

Customer/Community focus

- Addition of a Financial Services Center and Development Services Center will **consolidate customer-serving areas**, streamline the customer experience and reduce security needs (e.g., secure payment windows with multiple teller stations for Revenue, private rooms to discuss confidential matters in-person, access to development related functions in single area)
- A larger Council Chamber and addition of community space will enable **greater engagement with the public**

1. Future space needs coming from the space model based on LFUCG department data responses as of 04.17.23; detailed assumptions can be found in the Appendix
 2. Collaboration counts are rounded to nearest whole number as reflect closed rooms or open areas; may impact collaboration usable square footage final totals; conference center is included within the Other space types category and not within collaboration

Space needs | adjacencies & conceptual stacking

While most divisions/sections reported their own departments for primary adjacencies, additional cross-department adjacency benefits were reported, and are accommodated for in the future state stacking plans

Future State stacking plans address LFUCG adjacency benefits¹ by intentionally and efficiently allocating space

✓ All departments consolidated with their own space / floors (all divisions, sections)

✓ Council consolidated and proximate to chambers

✓ Mayor’s Office & CAO co-located

✓ Law consolidated; adjacent to CAO footprint

✓ EQ&PW, HA&CD, and Planning and Preservation² co-located within or near the new Development Service Center

✓ Finance consolidated within the same building as the new Financial Services Center (varies by implementation option)

✓ Additional touchdown seats should be provided for Finance near the Mayor’s Office, CAO, and Law if departments reside in a separate facility within / near the DSC and FSC respectively

1. Adjacency benefits reported in Data Responses from LFUCG departments (as of 4.17.23) and through department interviews

2. Planning & Preservation is a new LFUCG department added based on 5.11.23 and 5.19.23 conversations

4

Implementation options

Implementation options | overview

Relatively similar estimated costs across the four implementation options to deliver the ~160k GSF space requirement

Four implementation options were evaluated to understand how the ~160k GSF space requirement from strategic scenario 2 could be achieved

Implementation Options		High-Level Description	Est. Cost Range ^{1,2}	Est. Total GSF (after projects and dispositions)
A	Essential modifications	Demo GC garage and replace with surface parking; reno GC & Phoenix; exit Switow	\$78M - \$107M	~237k GSF ³
B	Intensive modifications	Demo GC garage and build extension on garage footprint; reno & expand GC; exit Phoenix and Switow	\$94M - \$135M	~214k GSF ⁴
C	Relocation	Purchase existing office facility & reno; exit all current facilities	\$69M - \$107M	TBD ⁵ ; minimum ~160k GSF
D	Ground-up construction	Identify best-fit location and build new; exit all current facilities	\$89M - \$139M	TBD ⁶ ; minimum ~160k GSF

Key implementation considerations

- Modifications to existing City Hall facilities may create significant business disruption; separation of Switow could be complicated
- An exit of GC / downtown could create public / economic challenges if the space remains vacant for an extended time
- Acquisition of a large, downtown office could take a prime office building off the tax rolls
- Ground-up construction could revitalize an area through a largescale project, but may be difficult to attract investors / developers
- Market interest in a public-private partnership agreement to reduce upfront capital to LFUCG would need to be further evaluated

1. Includes all building related costs such as design, FF&E, soft costs, tenant factors, etc.; excludes relocations, temporary space related costs and extra parking; offset by disposition sale proceeds
 2. Sources include *RS Means – Lexington 2023* and large regional general contractor / construction manager with large local project experience; detailed cost assumptions and inputs can be found in the Reference section of this document
 3. Estimated total GSF for Option A includes 153,638 GSF for GC and 83,490 GSF for Phoenix; renovated spaces within the GC garage are included within the GC GSF; engineering study would be necessary to determine ability to retain with garage demo
 4. Estimated total GSF for Option B includes 153,638 GSF for GC and 60,000 GSF for GC extension; renovated spaces within the GC garage are included within the GC GSF; engineering study would be necessary to determine ability to retain with garage demo
 5. Estimated total GSF for Option C is unknown as dependent on size of facility purchased; at minimum ~160k GSF
 6. Estimated total GSF for Option D is unknown; would be custom built to LFUCG's needs with minimum ~160k GSF

Implementation options | department space needs and adjacencies

Space allocation and future stacking plans are determined by department future space needs, recommended space types, and additional requirements discussed with LFUCG

Dept.	Future Department Space Needs				
	Workseat USF	Collab USF	Storage USF	Lobby USF	Total USF
CAO	6,496	1,600	4,026	400	12,522
CDO	1,052	166	408	-	1,626
CIO	2,938	855	2,449	-	6,242
Council	6,080	552	1,122	200	7,954
DED	330	220	775	-	1,325
EQ&PW	9,726	2,841	7,782	200	20,549
Finance	6,996	2,041	3,116	200	12,353
GS	2,850	717	3,978	200	7,745
HA&CD	4,480	1,573	5,398	400	11,851
Law	3,496	607	3,096	200	7,399
Metro Credit	176	-	141	400	717
MO	2,854	1,132	620	600	5,206
Planning & Preservation	4,978	1,186	2,383	200	8,747
PS	934	221	431	200	1,786
SS	1,110	276	670	200	2,256
Total	54,496	13,987	36,395	3,400	108,278

Estimated future space needs for key cross-department adjacencies

- **MO and CAO:** ~18,000 USF
- **EQ&PW, HA&CD, Planning & Preservation:** ~41,000 SF
- **Council offices co-located with chambers:** up to 12,000 USF
- **Public Safety and DED (1st floor):** ~3,000 SF

Placement of additional space types

- **Community and customer service space** on ground floors, allowing for public access while minimizing the need to escort customers throughout the building
- **Public Safety and DED** located on/near the ground floors (security, police)
- **Badge-access** required to enter higher floors and between public and employee spaces; DSC and FSC open to the public
- **Council Chambers** with access to the public with **Council Offices** adjacent to chambers with security infrastructure (badging, physical separation)
- **Smaller break areas** located on multiple floors throughout the building; one larger break area or “**employee hub**” for all bldg. occupants to share and gather
- **Touchdown seating** for LFUCG employees and visitors to plug in and work within City Hall (such as offsite employees visiting downtown for a meeting)
- **Central conference area** for trainings, presentations, and meetings; equipped with technology to be reservable by building occupants
- **De-escalation space** off the main lobby and/or customer service areas; provides private space to address needs or concerns

Implementation options | conceptual stacking & adjacencies (options A and B)

For both options A and B, community-facing and customer-serving areas are consolidated to the ground floors to provide for public access; in Option B, these spaces will be brand new and industry-leading, located within the new extension

Option A: Essential modifications (renovate GC, Phoenix)				
Government Center				Allocated USF ¹
12 th	Mayor's Office		CAO	5,578 SF
11 th	CAO			6,136 SF
10 th	CAO			6,014 SF
9 th	Law		CDO	6,005 SF
8 th	Social Services	Law	Break Touchdown (Fin.)	6,005 SF
7 th	CIO		Server	6,126 SF
6 th	FOC ²		Unallocated ⁴	3,915 SF
5 th	Touchdown seating	Employee Hub	Unallocated ⁴	3,850 SF
4 th	General Services			6,061 SF
3 rd	Council		Unallocated ⁴	4,371 SF
2 nd	Council		Council Chambers	6,141 SF
1 st	TV studio	Metro Credit Union	Conf. center PS & DED ⁵ Coffee shop Private waiting area Press room	12,728 SF
B	General Services		Mail room Unallocated ⁴	2,384 SF
Phoenix				Allocated USF ¹
7 th	Finance		Break area	8,501 SF
6 th	HA&CD		PVA ²	8,610 SF
5 th	EQ&PW			9,069 SF
4 th	EQ&PW			9,069 SF
3 rd	HA&CD		Large training room Server room	9,069 SF
2 nd	P&P ⁶		Break area	8,230 SF
1 st	Financial Services Center (FSC)		Development Services Center (DSC)	7,348 SF

1. Allocated USF is determined by taking future SF needs and placing within individual floor plates; assumes 30% circulation deduction for GC and 20% circulation deduction for Phoenix and GC extension; sum of the Allocated SF by floor equals the sum of the assigned space, not equal to the total floor plate SF
 2. FOC & PVA do not require space within City Hall, however, given available space in Option A, space was allocated within the floor layouts
 3. Circulation space includes mechanical, restrooms, stairwells, etc.

Option B: Intensive modifications (renovate GC, GC extension)				
Government Center				Allocated USF ¹
12 th	Mayor's Office		CAO	5,578 SF
11 th	CAO			6,136 SF
10 th	CAO			6,014 SF
9 th	Law		CDO	6,005 SF
8 th	Law		HA&CD	5,914 SF
7 th	CIO		Server	6,126 SF
6 th	Social Services	Touchdown seating	Break Server	5,106 SF
5 th	General Services			6,003 SF
4 th	HA&CD			6,060 SF
3 rd	P&P ⁶		HA&CD	9,451 SF
2 nd	EQ&PW		P&P ⁶ Employee Hub	6,141 SF
1 st	Metro Credit Union	Conf. center	PS & DED ⁵ Coffee shop Private waiting area Press room	10,128 SF
B	General Services		Mail room Unallocated ⁴	2,443 SF
GC extension (garage footprint)				Allocated USF ¹
3 rd	EQ&PW			16,000 SF
2 nd	Finance		Council	15,955 SF
1 st	FSC	DSC	TV studio Council Chambers Comm. space	15,852 SF

Legend	
 	LFUCG department
 	Other space user
 	Amenity or required space
 	Customer service spaces
 	Community space
 	Circulation space ³
 	Unallocated space ⁴

4. Unallocated space is space that can be assigned, but currently is not due to excess SF within the footprint; it is available to be assigned; identified on stacking plans if 2,000 SF or more
 5. DED and Public Safety were moved to the 1st floor in both options based on Steering Committee #3 feedback
 6. Planning & Preservation is a new LFUCG department added based on 5.11.23 and 5.19.23 conversations

Implementation options | high-level benefits & challenges

All options provide space to meet future needs and deliver department adjacencies; tradeoff is location and new vs. renovated

A Essential modifications	B Intensive modifications	C Relocation	D Ground-up construction
<p>Demo GC garage for surface parking, renovate GC & Phoenix</p>	<p>Demo GC garage & build extension, renovate GC</p>	<p>Purchase existing facility and relocate; renovate to meet needs</p>	<p>Locate new parcel; build new facility and relocate</p>
<p>Benefits</p> <ul style="list-style-type: none"> • Maintains the current footprint (except Switow) with no acquisition or complicated extension needs • Consolidates departments onto single and/or contiguous floors • Offers the most flex space for future growth / unanticipated needs • Accommodates PVA / FOC (other options do not) <p>Challenges</p> <ul style="list-style-type: none"> • Multiple facilities (although departments would be better situated) • Constrained to current facility footprints / structural columns • Significant business disruption • May not be perceived as a landmark project or as a “permanent” solution 	<p>Benefits</p> <ul style="list-style-type: none"> • Duality of architecture can create bold results (historic & modern) • Combining the tradition with the new could be thought of as resembling Lexington itself • Potential to incorporate greenways, recreation and new streetscapes • GC extension serves as new public / civic activation center; introduces leading practice spaces (e.g., state-of-the-art Chambers, leading practice DSC / FSC) • Separates entrances (public, LFUCG) <p>Challenges</p> <ul style="list-style-type: none"> • Technically complicated building separation and extension • Significant business disruption 	<p>Benefits</p> <ul style="list-style-type: none"> • Potential for lower renovation costs than renovation of current facilities • Potential lease-to-own structure • Minimal business disruption <p>Challenges</p> <ul style="list-style-type: none"> • Identification of facility that fits need without requiring significant renovation downtown • Significant vacancy added to an already high vacancy market • Adverse impact to businesses / stakeholders on Main St. • Timeframe for completion (including site selection, transaction, programming, renovations, etc.) 	<p>Benefits</p> <ul style="list-style-type: none"> • Landmark project • Size of facility optimally aligned to future needs • Facility fully customized to needs • Potential lease-to-own structure • Minimal business disruption <p>Challenges</p> <ul style="list-style-type: none"> • Difficulty in finding investor / developer • Significant vacancy added to an already high vacancy market • Identification of a best-fit parcel • Timeframe for completion (including site selection, transaction, programming, renovations, etc.)

Implementation options | high-level impact assessment

Options B, C and D have similar assessment ratings; evaluators should prioritize factors most important to LFUCG’s long-term vision

	A Essential modifications	B Intensive modifications	C Relocation	D Ground-up construction
	Optimize current spaces through renovations in GC and Phoenix	Build new leading practice space in extension; renovate GC	Relocate to new, existing facility; renovate to fit needs	Build new City Hall development in new location; relocate all employees
Downtown location	<ul style="list-style-type: none"> Maintain Main St. location; access to public transportation 	<ul style="list-style-type: none"> Maintain Main St location; access to public transportation 	<ul style="list-style-type: none"> Potential for downtown location & public transportation access 	<ul style="list-style-type: none"> Potential for downtown location & public transportation access
Public-private partnership (3P) / alternative financial arrangement	<ul style="list-style-type: none"> Limited opportunity for 3P 	<ul style="list-style-type: none"> Potential for 3P 	<ul style="list-style-type: none"> Greater potential for 3P 	<ul style="list-style-type: none"> Greater potential for 3P
Timeframe to implement	<ul style="list-style-type: none"> Majority interior renovations 	<ul style="list-style-type: none"> Includes new construction 	<ul style="list-style-type: none"> Unknown timing to locate property and level of renovations 	<ul style="list-style-type: none"> Includes new construction and potential for infrastructure needs
Space improvements	<ul style="list-style-type: none"> Improved space but within existing facilities 	<ul style="list-style-type: none"> Leading practice, state-of-the art spaces 	<ul style="list-style-type: none"> Leading practice, state-of-the art spaces 	<ul style="list-style-type: none"> Leading practice, state-of-the art spaces
Ability to customize space	<ul style="list-style-type: none"> Within existing footprint 	<ul style="list-style-type: none"> Customizable within extension 	<ul style="list-style-type: none"> Unknown; dependent on facility 	<ul style="list-style-type: none"> Very customizable
Impact to public property	<ul style="list-style-type: none"> Minimal with return of Switow to tax revenue through disposition 	<ul style="list-style-type: none"> Significant improvements to GC; anchor occupier on Main St. 	<ul style="list-style-type: none"> Property removed from tax revenue but replaced by City Hall 	<ul style="list-style-type: none"> Potential to create a new, mixed-use destination
Public / cultural impact	<ul style="list-style-type: none"> Community space off existing GC lobby 	<ul style="list-style-type: none"> Custom designed community space in extension 	<ul style="list-style-type: none"> Custom designed community space; new destination space 	<ul style="list-style-type: none"> Custom designed community space; new destination space
Degree of business disruption	<ul style="list-style-type: none"> Temporary employee relocations during construction 	<ul style="list-style-type: none"> Temporary employee relocations during construction 	<ul style="list-style-type: none"> One-time employee relocation 	<ul style="list-style-type: none"> One-time employee relocation
Additional space types	<ul style="list-style-type: none"> FSC & DSC dedicated space 	<ul style="list-style-type: none"> Larger Council Chambers FSC & DSC dedicated space 	<ul style="list-style-type: none"> Larger Council Chambers FSC & DSC dedicated space 	<ul style="list-style-type: none"> Larger Council Chambers FSC & DSC dedicated space
Parking availability	<ul style="list-style-type: none"> Distributed parking; surface parking in previous GC garage footprint 	<ul style="list-style-type: none"> Distributed parking with garage demo 	<ul style="list-style-type: none"> May require purchase or additional parking rental to address 	<ul style="list-style-type: none"> May require construction or additional parking rental to address
Urban planning impact	<ul style="list-style-type: none"> Meaningful presence along Main St.; activates and engages 	<ul style="list-style-type: none"> Meaningful presence along Main St.; activates and engages 	<ul style="list-style-type: none"> Unknown, dependent on location; potential to be impactful 	<ul style="list-style-type: none"> Unknown, dependent on location; potential to be impactful

LFUCG impact assessment | Favorable | Neutral | Unfavorable

5

Next steps

Next steps | key questions for LFUCG

LFUCG should consider the following when moving from future space need recommendations to implementation



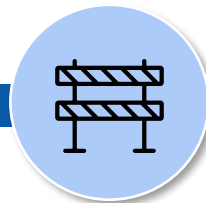
General

- Who will champion the **change management approach** for the new ways of working and transition to a greater open environment?
- Will LFUCG move forward with **technology investments** to allow enhanced remote work and hybrid collaboration?



Implementation

- Is LFUCG **willing to leave GC**, considering this could create public / economic challenges if the space remains vacant for an extended time period?
- Is LFUCG **willing to pursue an acquisition** of a large, downtown office building, thereby taking a subject property off the tax rolls?
- If considering ground-up construction, are there certain parts of town that LFUCG could seek to **revitalize through a largescale development project**?
- Is LFUCG willing to **explore a public-private partnership agreement** if it can reduce upfront capital for Options B, C or D?





Thank you!

