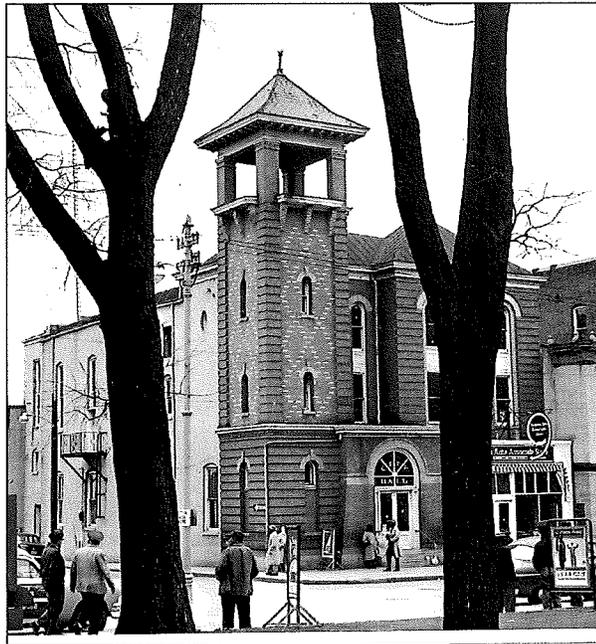


SPACE NEEDS STUDY

Provided for the

City of Concord

July 2011



Prepared by

adwarchitects
environmentsforlife

architecture planning interiors

1401 West Morehead Street
Suite 100
Charlotte, NC 28208
ADW Project Number 10039

Concord
NORTH CAROLINA
High Performance Living





COVER SHEET	1
TABLE OF CONTENTS	3
1.0 EXECUTIVE SUMMARY	5
2.0 SPACE NEEDS ASSESSMENT	9
3.0 SPACE NEEDS STUDY SKETCHES	17
4.0 PROJECT SCHEDULE	25
5.0 PROGRAM BUDGET	29
6.0 APPENDIX/REFERENCE MATERIALS	35
CITY HALL PROGRAMMING WORKSHEETS	
CULTURAL & RECREATIONAL	36
ECONOMIC DEVELOPMENT	40
ENTERPRISE FUNDS	46
GENERAL GOVERNMENT	62
INTERNAL SERVICES	80
PUBLIC SAFETY	116
PUBLIC WORKS	128
ROOM AREA DIAGRAMS	132
CODE SUMMARY	134
EXISTING BUILDING PLANS AND PHOTOS	
MUNICIPAL BUILDING	136
ANNEX BUILDING	138
POLICE DEPARTMENT	142
MARKET STREET BUILDING	144
CALL CENTER	146

1.0

1.0 EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

1.0

EXECUTIVE SUMMARY

Task and Process

The City of Concord North Carolina commissioned ADW Architects to provide a study to accomplish the following tasks: 1. Review and assess the space needs for each department to be located in the New City Hall. 2. Analyze the proposed site located on the empty lot on Cabarrus Avenue next to the new Police building. 3. Provide a conceptual design for the building and site. 4. Provide a construction cost estimate for the future construction of the project.

A series of meetings and tours were performed by ADW Architects and Concord City Engineering staff. The first meeting introduced the various City Department heads to the process that was ahead. Throughout the process it was discussed that the goal was to identify the REALISTIC space needs, both current and future. A continual theme of looking for the "IDEAL MINIMUM" was discussed. The needs identified in this study are not a "wish list" from each Department. They are based on the current and future activities and job tasks that are performed by each Department. At the same time, the department heads were advised not to under estimate the future needs for their departments. City leadership made it clear that they would not want to construct a new building that was undersized within a short time period, and that the new building should be designed to last well into the future. Next, ADW completed facility tours and were accompanied by the Department heads. These tours aided ADW in identifying the existing space conditions and problem areas. Several follow-up meetings were held with ADW and the Department heads to review the space needs and masterplan options.

Conclusions

Space Needs

There is a significant need for more space within the City Hall Departments. All of the Departments have done a good job of performing their work tasks with the physical facilities they have had to work with, but there are space needs with most of the Departments.

The departments that make up City Hall are currently located in 4 separate buildings and include the Municipal Building, Annex Building, Market Street Building and the existing call center located at Fire Station No. 3. Inefficiencies exist with these departments being located in separate buildings. The space needs study shows that there is a need for more space as the current total square footage of all 4 buildings being used equals approximately 43,000 sf and the results of the study indicate that 75,288 sf is needed (this includes about 5% future growth space over what is currently needed).

Proposed Site

The proposed site which is located next to the new Police building and fronts Cabarrus

Avenue appears to be adequate in size to locate the new City Hall building. The building, however, will cover virtually the entire lot and require 4 levels to include all of the identified space needs. Based on the lack of available land, the site stormwater requirements will have to be met off site. This would require that the Market Street building (old police building) be demolished and the storm water be addressed in this location. This study includes an option to accomplish this task with an underground stormwater detention system with new surface parking located above.

Proposed Building Layout

As previously mentioned, the New City Hall building would need to be organized into 4 levels. The first level would be located below Cabarrus Avenue and be on grade at the rear of the building, similar to the new Police Building. This level could include some secure parking, several service spaces and amenities as well as the Billing department. The main level would be on grade with Cabarrus Avenue. This level could have a large lobby space as the main entrance for the public. The Departments that interact with the public the most have been located directly off this lobby. These Departments include the Utility Collection and Tax Department, Customer Service and Call Center, as well as the Planning Development & Community Services Department. The third floor could house the Council meeting chambers as well as the City Manager's office and Legal Department. Finally, the fourth floor could have the HR Department, Finance Department and Data Services Department. There are many different ways to organize the future City Hall, but for the purposes of this study the organization/layout noted above provides a plausible approach to designing a New City Hall on this site.

Construction Cost

The following is an estimate of the overall construction costs for the New City Hall, including off-site stormwater work:

Construction cost in 2011 \$15,373,713

Construction cost in 2013 \$16,296,136

Construction cost in 2015 \$17,599,827

(Note: These costs do not include owner's soft costs.)

The information contained in this report is intended to help City leadership make informed decisions on how to address the current and future space needs of the various City Hall Departments and provides budget information needed to implement this future project. The following pages provide greater detail for each of the items discussed above as well as other reference materials.

2.0 SPACE NEEDS ASSESSMENT

CITY HALL

SPACE NEEDS SUMMARY



architecture planning interiors

Concord City Hall Space Needs Summary

DRAFT

19-Jan-11

Minimum Base Building (current and 5 year needs)

Rooms Room Size

Area (s.f.)

Shared Use Space

Public Entry Lobby / Vestibule	1	30 x 60	1,800
Men / Women Restrooms	4	22 x 28	2,464
Council Meeting Chamber (seating for 154 + 11 @ desk)	1	44 x 60	2,640
Council AV Room	1	8 x 10	80
Council Closed Session Meeting Room (seating for 30)	1	20 x 30	600
Council Meeting Chamber Storage	2	10 x 16	320
Council Workroom (mail box's, bathroom, worktable, computers)	1	14 x 22	308
Large Conference Room (seating for 60, EOC capabilities)	1	30 x 40	1,200
Large Conference Room Storage (tables and chairs)	1	8 x 20	160
Glassed-in Conference Room (seating for 10)	1	14 x 22	308
Break Room (kitchenette, vending, tables/chairs)	1		530
Flex Use Cubicle Workstations (for visiting departments)	2	10 x 10	200
General Storage	2	10 x 16	320
General Mailroom	1	10 x 16	160
Bike Storage/Parking	1	10 x 16	160
Secure Parking (11 spaces)	1		6,000
Loading Dock	1	18 x 36	648
Break / Coffee Alcoves	4	8 x 10	320
Wellness Center Exercise Room	1	24 x 50	1,200
Showers / Lockerrooms	2	20 x 30	1,200
Mechanical / Sprinkler / Electrical	6	12 x 20	1,440
Bld. IT Communications Room	4	10 x 10	400
Janitor / Storage	4	8 x 10	320
Vertical Circulation (stairs / Elevators)	12	14 x 28	4,704
Miscellaneous Circulation, Walls, Etc. (30%)			8,245

Shared Use Space Subtotal

35,727

City Managers Office (CMO)

CMO Sub Lobby Waiting Area (seating for 6)	1	12 x 14	168
Executive Assistant Workspace (open to lobby)	1	10 x 10	100
City Managers Office	1	14 x 22	308
Managers Bathroom	1	7 x 8	56
Managers Storage	1	7 x 8	56
Assistant Managers Office	2	14 x 18	504
Mayor's Office	1	14 x 18	252
City Clerk's Office	1	12 x 14	168

Economic Development Director Office	1	12 x 14	168
Public Relations Manager Office	1	12 x 14	168
Future Office	1	12 x 14	168
Future Cubicle Workstations	2	10 x 10	200
Conference Room (seating for 10-next to managers office)	1	14 x 22	308
Copy Workroom	1	10 x 16	160
General CMO Storage (fire resistant)	2	10 x 16	320
<i>*Breakroom (see shared use)</i>			
<i>*Large Conference Room (see shared use)</i>			
<i>*Restrooms (see shared use)</i>			
Miscellaneous Circulation, Walls, Etc. (30%)			931
City Managers Office (CMO) Subtotal			4,035

Finance Department

Finance Director Office	1	14 x 18	252
Budget Manager's Office	1	12 x 14	168
Budget Analyst's Cubicle Workstations	2	10 x 10	200
Accounting Manager's Offices	2	12 x 14	336
Accounts Payable, Accounting and Payroll Offices	5	12 x 12	720
Accounts Payable, Accounting and Payroll Cubicle	5	10 x 10	500
Budget Interns Cubicle Workstation	1	10 x 10	100
Future Offices	2	12 x 12	288
Conference Room (seating for 6)	1	12 x 16	192
Copy Workroom (large color copier/ report assembly)	1	12 x 16	192
Payroll/Payable Storage	1	14 x 24	336
Budget Storage	1	10 x 16	160
Financial Records Storage	1	30 x 30	900
General Storage	1	10 x 16	160
<i>*Breakroom (see shared use)</i>			
<i>*Conference Room (see shared use)</i>			
<i>*Restrooms (see shared use)</i>			
<i>Finance Department</i>			
Miscellaneous Circulation, Walls, Etc. (30%)			1,351
Finance Department Subtotal			5,855

Customer Service / Call Center

Sub Lobby Waiting Area (seating for 6)	1	12 x 14	168
Customer Service Director Office	1	14 x 18	252
Customer Service Manager Office	1	12 x 14	168
Sr. Customer Service Representative Office	2	12 x 12	288
Customer Service Cubicle Workstations	8	10 x 10	800
Customer Service Cubicle Workstations (future)	2	10 x 10	200
Call Center Manager Office	1	12 x 14	168
Call Center Cubicle Workstations	8	10 x 10	800
Call Center Cubicle Workstations (future)	2	10 x 10	200
Utility Service Specialist Cubicle	1	10 x 10	100
Meter Tech. Cubicle Workstations (shared)	2	10 x 10	200

CITY HALL

SPACE NEEDS SUMMARY

2.0

SPACE NEEDS ASSESSMENT

Utility Workshop Room	1	10 x 16	160
Utility Storage	1	10 x 16	160
Copy Workroom	1	10 x 16	160
Customer Service File Storage (100 banker box's)	1	20 x 25	500
General Customer Service / Call Center Storage	1	10 x 16	160
<i>*Breakroom (see shared use)</i>			
<i>*Conference Room (see shared use)</i>			
<i>*Restrooms (see shared use)</i>			
Miscellaneous Circulation, Walls, Etc. (30%)			1,345
Customer Service / Call Center Subtotal			5,829

Utility Collections / Tax Department

Managers Office	1	12 x 14	168
Cubical Workstations	3	10 x 10	300
5-Station Payment Counter	1	10 x 30	300
File Room	1	10 x 16	160
General Collections / Tax Storage (fire/security safe room)	1	10 x 16	160
<i>*Workroom (shared with customer service)</i>			
<i>*Breakroom (see shared use)</i>			
<i>*Conference Room (see shared use)</i>			
<i>*Restrooms (see shared use)</i>			
Miscellaneous Circulation, Walls, Etc. (30%)			326
Utility Collections / Tax Department Subtotal			1,414

Billing Department (BD)

Billing Managers Office	1	12 x 14	168
Cubicle Workstations	6	10 x 10	600
Future Cubicle Workstations	2	10 x 10	200
Bill Printing Room	1	12 x 26	312
Bill Stuffing Room (sound resistant room)	1	14 x 18	252
Copy Workroom	1	10 x 16	160
Meter Reading Equipment Storage (counter with workstation)	1	10 x 16	160
Envelopes/Bill Storage	1	10 x 16	160
Carton/Sleeve Storage	1	10 x 16	160
Personnel locker storage (8 lockers)	1	10 x 16	160
Uniform Storage	1	6 x 8	48
Report Storage (50 box's)	1	14 x 18	252
General Billing Storage	1	10 x 16	160
<i>*Breakroom (see shared use)</i>			
<i>*Conference Room (see shared use)</i>			
<i>*Restrooms (see shared use)</i>			
Miscellaneous Circulation, Walls, Etc. (30%)			838
Billing Department (BD) Subtotal			3,630

Planning & Neighborhood Services Department

Sub Lobby Waiting Area (with app. table)	1	16 x 20	320
Reception / Welcome Counter	1	10 x 10	100

Conference Room (seating for 16)	1	14 x 28	392
Planning & Comm. Devel. Director's Office	1	14 x 18	252
Executive Assistant Workspace (central location)	1	10 x 10	100
Deputy Planning & Comm. Devel. Director's Office	1	14 x 16	224
Construction Coordinator's Office	1	12 x 14	168
Executive Assistant Cubicle Workstation	1	10 x 10	100
Planning & Development Manager's Office	1	12 x 14	168
Neighborhood Program Manager	1	12 x 14	168
Planner's Office	1	12 x 14	168
Senior Planner's Office	1	12 x 14	168
GIS Large Cubicle Workstation	2	10 x 12	240
Open Office Team Area	1	10 x 12	120
Comm. Development Managers Office	1	12 x 14	168
Comm. Development Large Cubicle Workstation	3	10 x 12	360
Reception / Welcome Counter	1	10 x 10	100
Development Review Administration Offices (by lobby)	2	12 x 14	336
Development Review Large Cubicle Workstations (by lobby)	2	10 x 12	240
Fire Review Office	1	12 x 14	168
Fire Review Large Cubicle Workstations	2	10 x 12	240
Fire Inspectors Shared Cubicle Workstations	2	10 x 12	240
Future Office	2	12 x 14	336
Future Large Cubicle Workstations	4	10 x 12	480
Copy Workroom (room for plotters/flat files)	1	14 x 16	224
General Storage	3	10 x 16	480
<i>*Larger Conference Room (see shared use)</i>			
<i>*Breakroom (see shared use)</i>			
<i>*Restrooms (see shared use)</i>			
Miscellaneous Circulation, Walls, Etc. (30%)			1,818
Planning & Neighborhood Services Department Subtotal			7,878
<u>Legal Department (LD)</u>			
City Attorney's Office (6 seat table)	1	14 x 20	280
Conference Room (adjacent to CA office - seating for 10)	1	14 x 22	308
Deputy City Attorney's Office	1	12 x 14	168
Contract Attorney's Office	1	12 x 14	168
Paralegal / Assistant Offices	3	12 x 12	432
Future Office	1	12 x 14	168
Future Office	1	12 x 12	144
Future Storage Room	1	12 x 14	168
Copy Workroom (scanner/copiers)	1	12 x 18	216
Legal File Storage (secure)	1	20 x 30	600
General Legal Storage	1	10 x 16	160
<i>*Breakroom (see shared use)</i>			
<i>*Restrooms (see shared use)</i>			
Miscellaneous Circulation, Walls, Etc. (30%)			844
Legal Department (LD) Subtotal			3,656

CITY HALL

SPACE NEEDS SUMMARY

Human Resources Department (HR)			
HR Sub Lobby (with applications table, seating 8-10)	1	16 x 20	320
HR Director Office	1	14 x 18	252
HR Director Secure Storage Closet	1	6 x 8	48
Assistant HR Director Office	1	12 x 14	168
HR Specialist Office	2	12 x 14	336
HR Resources Analyst Office	1	12 x 14	168
HR Coordinator Office	2	12 x 14	336
Future Office	1	12 x 12	144
HR Conference Room (seating for 12)	1	14 x 22	308
Copy Workroom	1	10 x 16	160
Badge Laminating Room	1	10 x 12	120
Secure Storage	1	10 x 16	160
General HR Storage	1	10 x 16	160
<i>*Breakroom (see shared use)</i>			
<i>*Restrooms (see shared use)</i>			
Miscellaneous Circulation, Walls, Etc. (30%)			804
Human Resources Department (HR) Subtotal			3,484

Data Services Department (DS)			
Computer Training Lab	1	20 x 30	600
Computer Training Storage	1	10 x 16	160
City Server Room	1	20 x 30	600
Server Storage Room	1	10 x 16	160
DS Director's Office	1	14 x 18	252
DS Manager's Office	1	12 x 12	144
DS Senior Network Engineer's Office	1	12 x 12	144
DS User Support Administrator's Office	1	12 x 12	144
DS Software Support Office	1	12 x 12	144
DS Cubicle Workstations	4	10 x 10	400
DS General Storage	1	10 x 16	160
<i>*Breakroom (see shared use)</i>			
<i>*Conference Room (see shared use)</i>			
<i>*Restrooms (see shared use)</i>			
Miscellaneous Circulation, Walls, Etc. (30%)			872
Data Services Department (DS) Subtotal			3,780

Department Subtotals

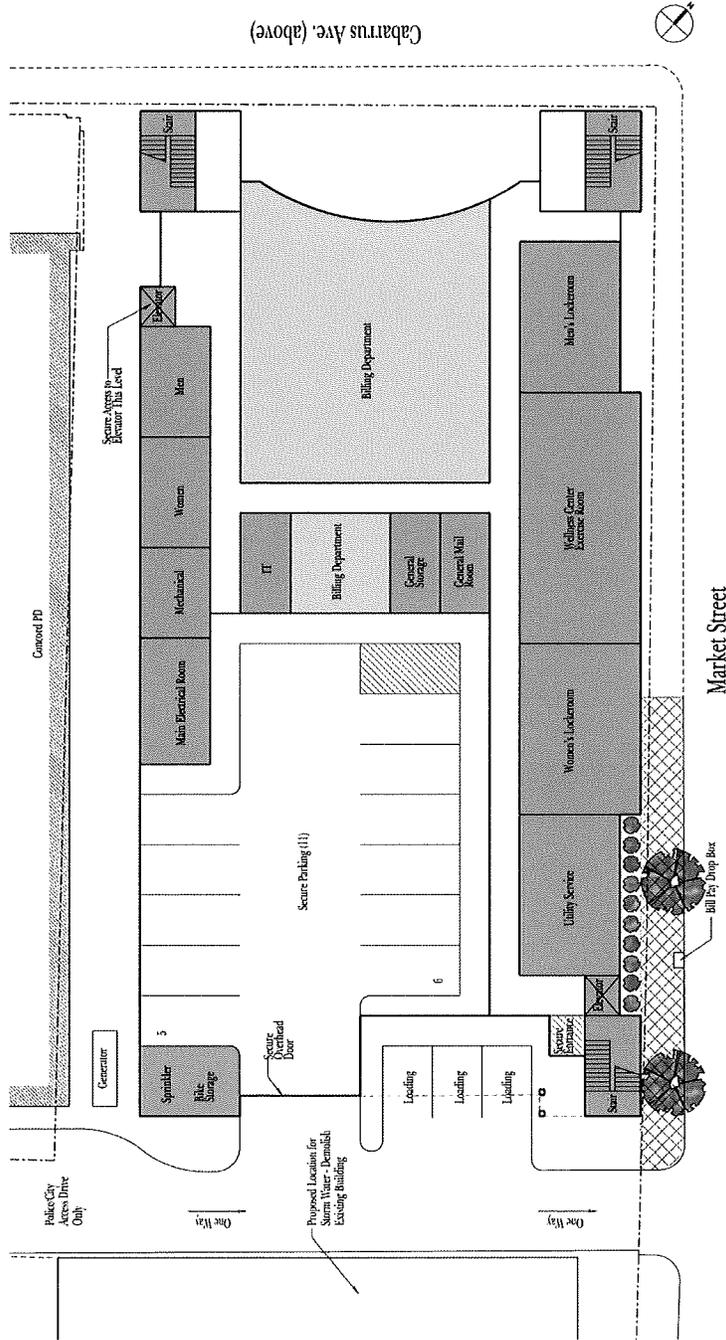
Shared Use Space Subtotal	35,727
City Managers Office (CMO) Subtotal	4,035
Finance Department Subtotal	5,855
Customer Service / Call Center Subtotal	5,829
Utility Collections / Tax Department Subtotal	1,414
Billing Department (BD) Subtotal	3,630
Planning & Neighborhood Services Department Subtotal	7,878
Legal Department (LD) Subtotal	3,656
Human Resources Department (HR) Subtotal	3,484

Data Services Department (DS) Subtotal	3,780
Total Building Floor Area	75,288
Existing Municipal Building	19,475
Existing Annex Building	14,815
Existing 30 Market Street Building (main floor only, add. 8,160 sf in basement used by traffic)	8,160
Total Existing (without basement of 30 market street)	42,450
Total Existing (with basement of 30 market street)	50,610
33% Increase in square footage (counting basement of 30 Mkt. bld.)	
Area provided for future growth (5% of total building)***	3,505
*** Many areas increased for base use could be considered future growth	

3.0 SPACE NEEDS STUDY SKETCHES

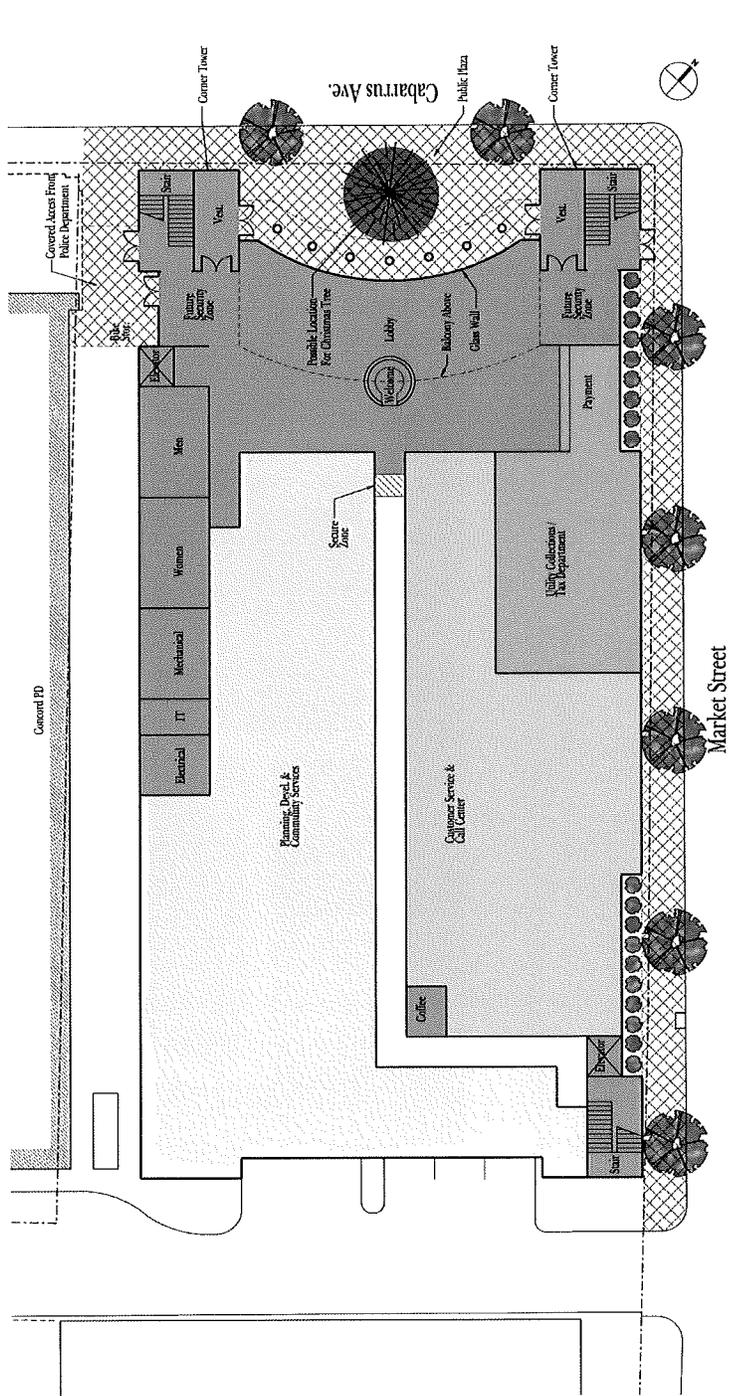
SPACE NEEDS STUDY: LOWER LEVEL

- LEGEND**
- SHARED/SUPPORT
 - BILLING
 - CITY MANAGER
 - LEGAL
 - PLANNING, DEVELOPMENT & COMMUNITY RESOURCES
 - HR
 - UTILITY COLL./TAX
 - DATA SERVICES
 - FINANCE
 - CUSTOMER SERVICE/ CALL CENTER



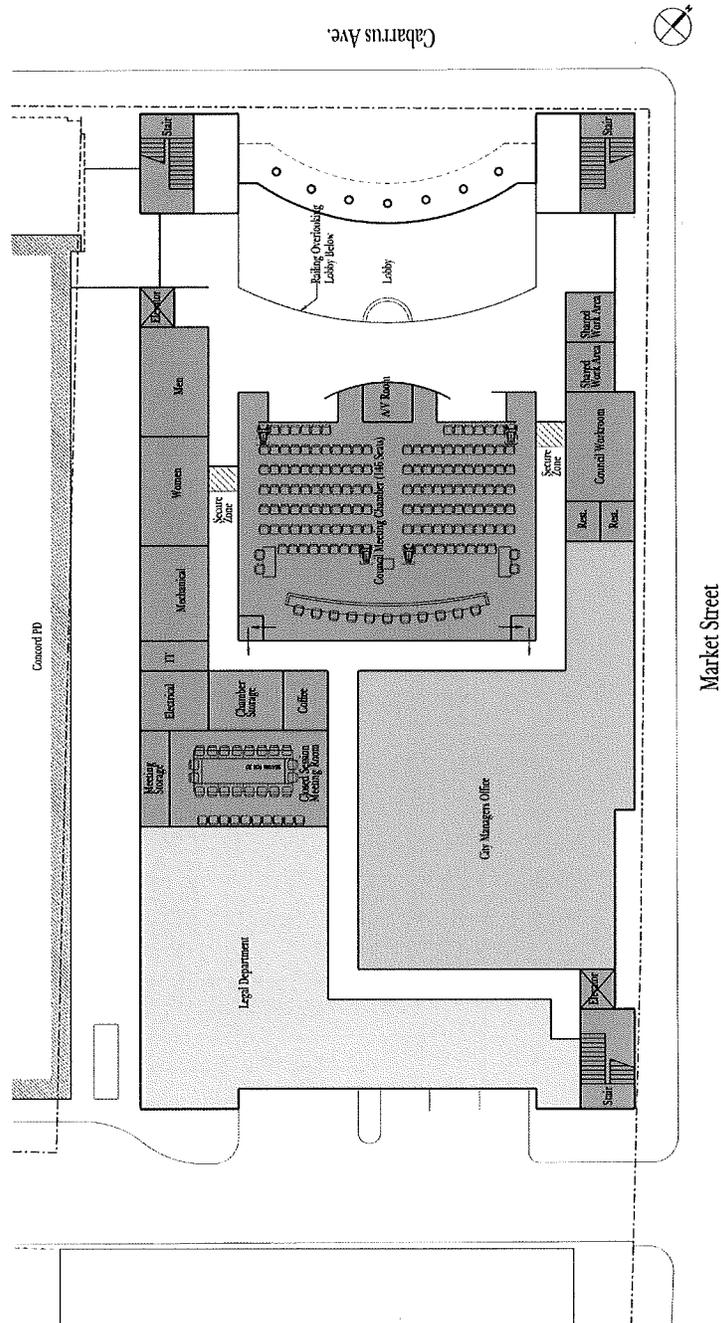
SPACE NEEDS STUDY: FIRST LEVEL

- LEGEND**
- SHARED/SUPPORT
 - BILLING
 - CITY MANAGER
 - LEGAL
 - PLANNING, DEVELOPMENT & COMMUNITY RESOURCES
 - HR
 - UTILITY COLL./TAX
 - DATA SERVICES
 - FINANCE
 - CUSTOMER SERVICE/ CALL CENTER

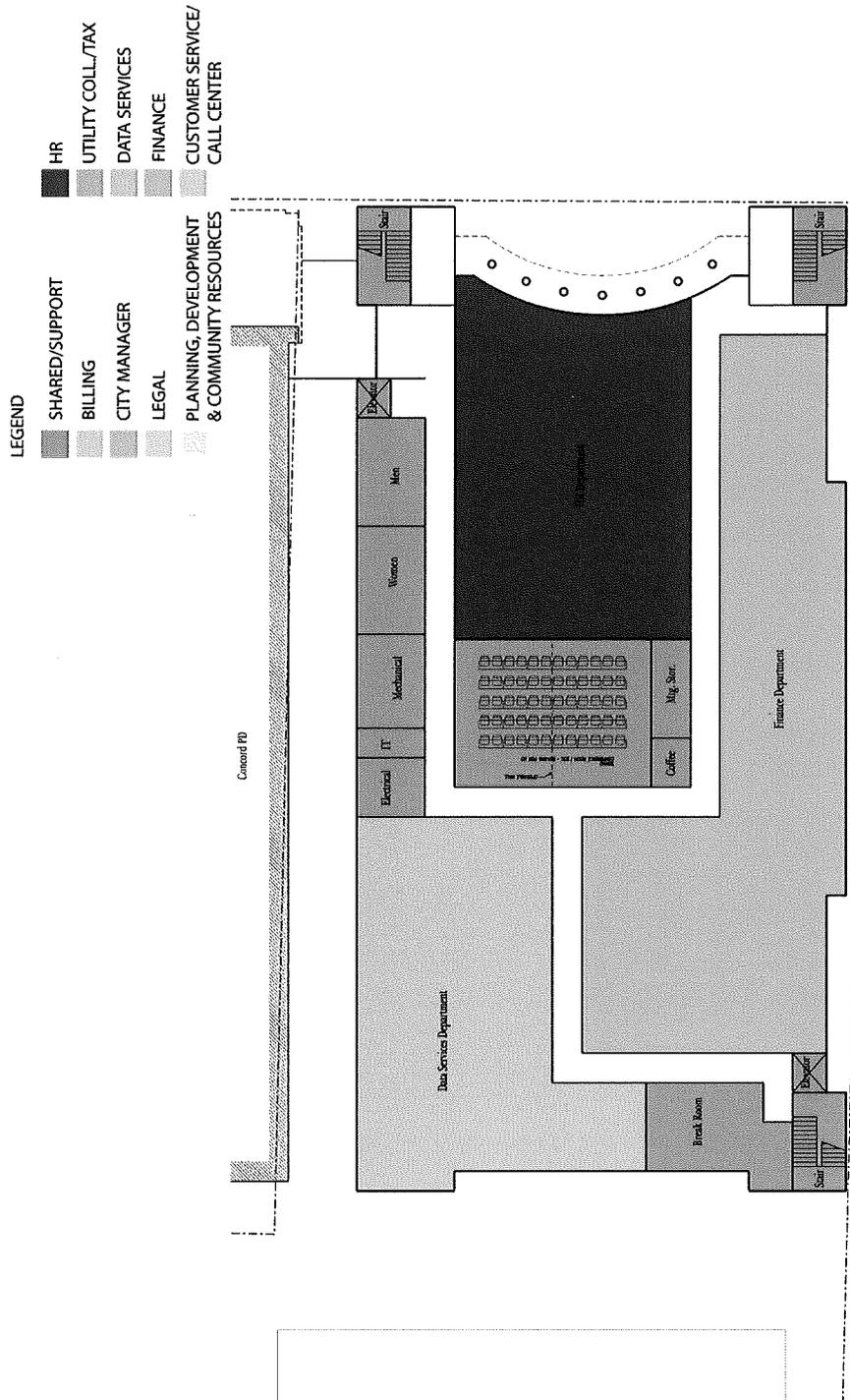


SPACE NEEDS STUDY: SECOND LEVEL

- LEGEND**
- SHARED/SUPPORT
 - BILLING
 - CITY MANAGER
 - LEGAL
 - PLANNING, DEVELOPMENT & COMMUNITY RESOURCES
 - HR
 - UTILITY COLL./TAX
 - DATA SERVICES
 - FINANCE
 - CUSTOMER SERVICE CALL CENTER



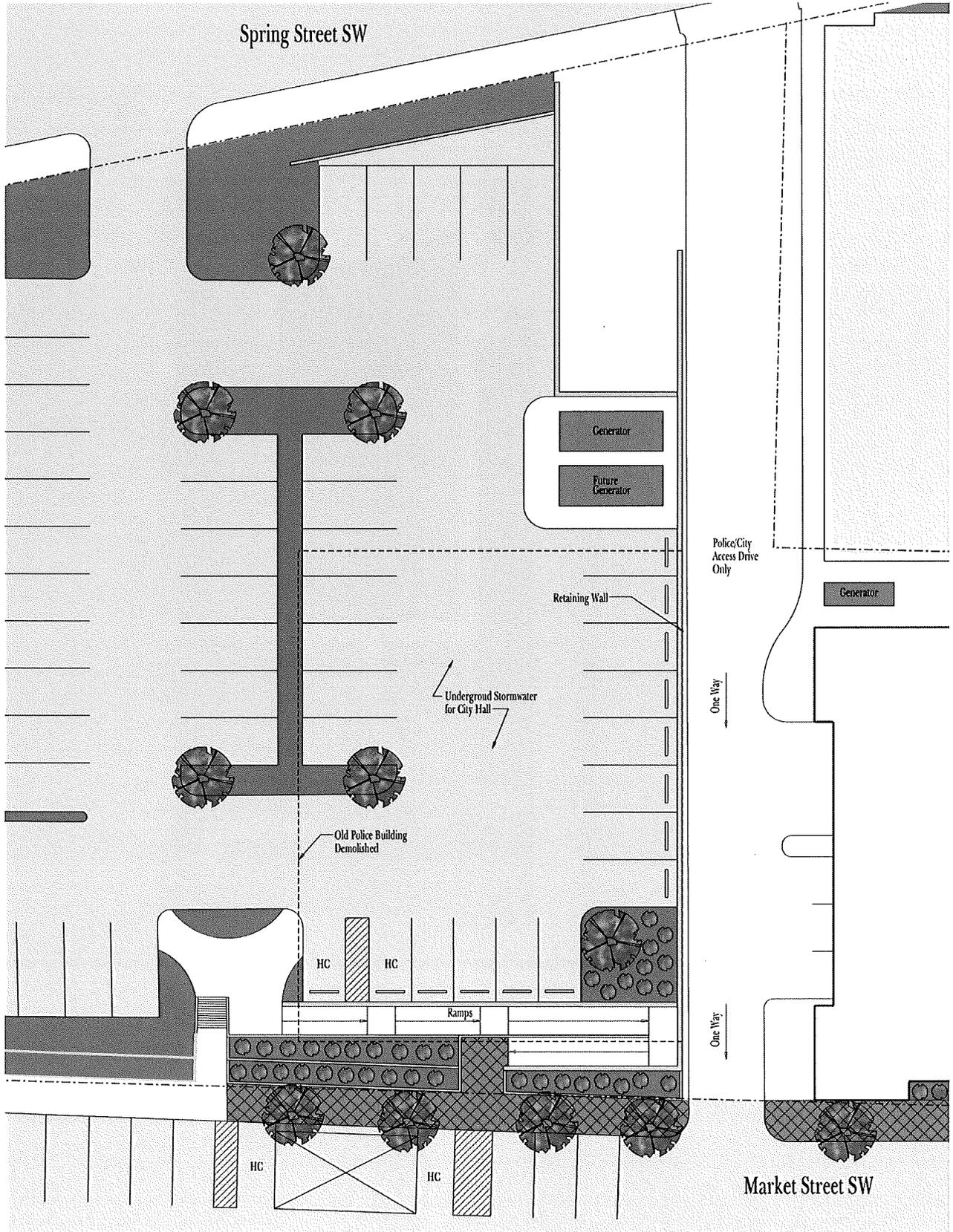
SPACE NEEDS STUDY: THIRD LEVEL

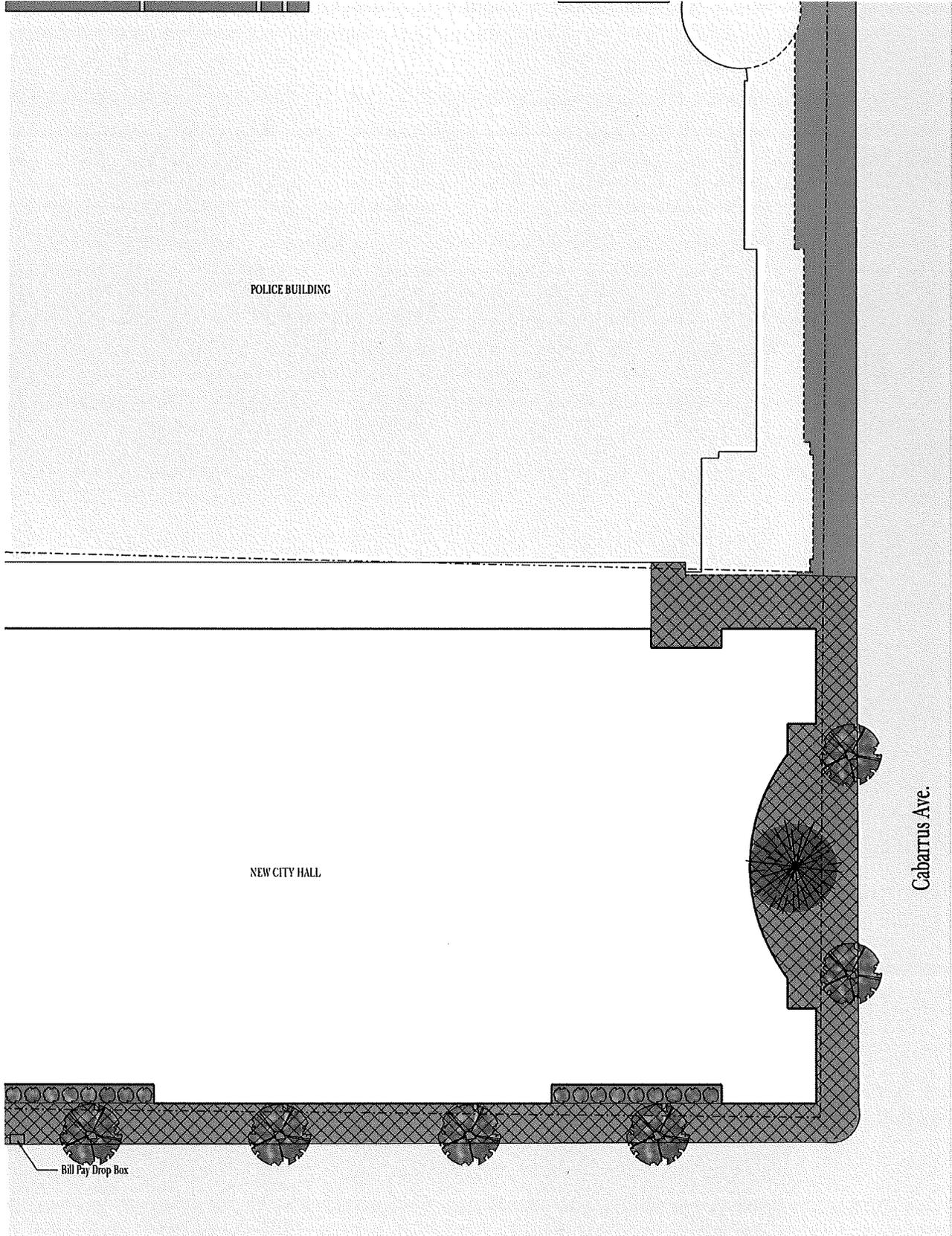


SPACE NEEDS STUDY: SITE PLAN

3.0

SPACE NEEDS STUDY SKETCHES







4.0 PROJECT SCHEDULE

CITY HALL

PROJECT SCHEDULE

Schematic Design (SD) Phase	16 weeks
Design Development (DD) Phase	12 weeks
<u>Construction Document (CD) Phase</u>	<u>16 weeks</u>
Total Design	11 Months
Permitting	8 weeks
Bidding / Contracts	8 weeks
<u>Construction</u>	<u>18-24 Months</u>
Total Permitting / Bidding and Construction	22-28 Months
Total Project (3 years)	33-39 Months

Project Start Date	2012	Project Completion Date	2015
Project Start Date	2013	Project Completion Date	2016
Project Start Date	2014	Project Completion Date	2017

5.0



5.0 PROGRAM BUDGET

CITY HALL

PROGRAM BUDGET

5.0

**PROGRAM BUDGET FOR CONCORD CITY HALL
CONCORD, NORTH CAROLINA**

PROGRAM BUDGET

SITE AND SHELL BUILDING CONSTRUCTION

SITE GRADING/STORM DRAINAGE	\$370,446
SITE UTILITIES	\$83,449
SITE IMPROVEMENTS	\$116,914
FOUNDATIONS/SLAB ON GRADE	\$682,059
EXTERIOR WALL CONSTRUCTION	\$2,225,599
STRUCTURE	\$2,026,734
ROOFING	\$172,971
CONVEYING SYSTEMS - SEE SHARED USE	\$0
MECHANICAL AND ELECTRICAL	\$6,010,438
UNDERGROUND DETENTION/PARKING AREA	\$479,934

SUB-TOTAL SITE AND SHELL BUILDING

\$12,168,542

INTERIOR CONSTRUCTION AND FINISHES

SHARED USE SPACE

PUBLIC ENTRY LOBBY/VESTIBULE	\$176,570
RESTROOMS /SHOWERS/LOCKEROOMS	\$385,946
COUNCIL AREA	\$312,098
CONFERENCE ROOMS	\$92,474
BREAK ROOM	\$50,589
STORAGE	\$13,860
FLEX USE	\$4,620
MAIL ROOM	\$12,382
SECURE PARKING/LOADING DOCK	\$121,315
WELLNESS/EXERCISE	\$37,773
MECHANICAL/ELECTRICAL/SPRINKLER	\$24,948
IT/COMMUNICATIONS	\$10,626
VERTICAL CIRCULATION	\$526,195
HORIZONTAL CIRCULATION	\$219,028

SUB-TOTAL SHARED USE SPACE

\$1,988,424

CITY MANAGER'S OFFICE

SUB LOBBY WAITING/EXEC ASSISTANT WORKSPACE	\$9,905
CITY MANAGER	\$28,884
MAYOR	\$18,554
STAFF OFFICES	\$34,964
CONFERENCE	\$17,431
WORKROOM	\$8,131
STORAGE	\$9,240
CIRCULATION	\$24,732

SUB-TOTAL CITY MANAGER'S OFFICE

\$151,842

FINANCE DEPARTMENT

FINANCE DIRECTOR	\$14,498
OFFICES	\$58,748
CONFERENCE	\$10,866
WORKROOM	\$9,757
STORAGE	\$26,958
CIRCULATION	\$35,889

SUB-TOTAL FINANCE DEPARTMENT

\$156,716

CUSTOMER SERVICE/CALL CENTER

SUB LOBBY WAITING	\$6,209
DIRECTOR	\$14,498

**PROGRAM BUDGET FOR CONCORD CITY HALL
CONCORD, NORTH CAROLINA**

OFFICES	\$74,299
WORKROOM	\$11,642
STORAGE	\$14,207
CIRCULATION	\$35,730
SUB-TOTAL CUSTOMER SERVICE/CALL CENTER	\$156,585
UTILITY COLLECTIONS/TAX DEPARTMENT	
OFFICES	\$11,892
PAYMENT COUNTERS/DRIVE THRU	\$29,198
STORAGE	\$7,392
CIRCULATION	\$9,457
SUB-TOTAL UTILITY COLLECTIONS/TAX DEPARTMENT	\$57,939
BILLING DEPARTMENT	
OFFICES	\$24,597
PRINTING/STUFFING/WORKROOM	\$37,334
STORAGE	\$24,463
CIRCULATION	\$22,261
SUB-TOTAL BILLING DEPARTMENT	\$108,655
PLANNING & NEIGHBORHOOD SERVICES DEPARTMENT	
SUB LOBBY WAITING/RECEPTION	\$23,839
DIRECTOR	\$14,498
OFFICES	\$106,519
CONFERENCE	\$22,185
WORKROOM	\$11,384
STORAGE	\$8,316
CIRCULATION	\$48,295
SUB-TOTAL PLANNING & NEIGHBORHOOD SERVICES DEPARTMENT	\$196,699
LEGAL DEPARTMENT	
CITY ATTORNEY	\$21,511
OFFICES	\$27,443
CONFERENCE	\$17,431
WORKROOM	\$10,284
STORAGE	\$17,464
CIRCULATION	\$22,421
SUB-TOTAL LEGAL DEPARTMENT	\$116,553
HUMAN RESOURCES DEPARTMENT	
SUB LOBBY WAITING/RECEPTION	\$16,447
DIRECTOR	\$15,939
OFFICES	\$29,272
CONFERENCE	\$17,431
WORKROOM	\$15,385
STORAGE	\$5,544
CIRCULATION	\$21,358
SUB-TOTAL HUMAN RESOURCES DEPARTMENT	\$121,377
DATA SERVICES DEPARTMENT	
DIRECTOR	\$14,498
OFFICES	\$24,800
COMPUTER TRAINING	\$39,501
SERVER ROOM	\$45,646
STORAGE	\$2,772
CIRCULATION	\$23,165

CITY HALL

PROGRAM BUDGET

5.0

PROGRAM BUDGET

**PROGRAM BUDGET FOR CONCORD CITY HALL
CONCORD, NORTH CAROLINA**

SUB-TOTAL DATA SERVICES DEPARTMENT	\$150,381
SUB-TOTAL INTERIOR CONSTRUCTION AND FINISHES	\$3,205,171
TOTAL CONSTRUCTION BUDGET - 2011 CONSTRUCTION COSTS	\$15,373,713
ESTIMATED CONSTRUCTION COSTS - 2013	\$16,296,136
ESTIMATED CONSTRUCTION COSTS - 2015	\$17,599,827

NOTE:

These construction costs do not include owner's soft costs such as, but not limited to, the following: site surveying, geo-technical testing, independent testing during construction, telephone equipment, computer equipment, security systems, furniture, kitchen equipment, A/V equipment, signage, architectural and engineering fees, permitting fees, printing, construction contingency, etc.

10/10/10

10/10/10

10/10/10

10/10/10

6.0 APPENDIX/REFERENCE MATERIALS

CITY HALL PROGRAMMING WORKSHEETS

CULTURAL & RECREATIONAL

PARKS AND RECREATION

Existing Services and Facilities

1. Name of department: *Parks and Recreation*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall?
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies.
4. Introduction:
Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. *The Parks & Recreation Department provides recreation and leisure services for the citizens of Concord. The department currently operates seven city parks, three recreation centers, 6.5 miles of greenways and trails, and one aquatic center.*
5. Personnel:
List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person. *Administrative Assistant (1), Deputy Park and Recreation Director (1), Executive Assistant (1), Master Police Officer (1), Park and Recreation Coordinator (3), Park and Recreation Director (1), Park and Recreation Specialist (2), Park and Recreation Supervisor (7), Part-time Administrative Assistant (1), and Part-time Recreation Center Leader (9).*
6. Physical Facilities / Operations:
 - a. Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.)
 - b. What activities actually take place in the present spaces? *Dept. Head meetings, conferences with the city manager and HR at times.*
 - c. Describe your department's interaction with the public.
 - d. Describe your department's need for private conferencing space.
 - e. Describe any special security needs for your department.

7. Physical Facilities "Character":
How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings)
8. Equipment:
List all major equipment you use and describe its use.
9. Storage:
Describe your department's storage needs.

Future Services and Facilities

1. Changes in Department Structure/Services:
 - a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements?
 - b. What do you foresee the space requirements being for these changes, if any?
2. Growth/Changes in Personnel:
What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years?
3. Future Equipment:
What new or additional equipment should be planned for in the future?
4. Storage:
What new storage needs should be planned for in the future?
5. Special Needs:
What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future?
6. Shared Needs:
What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use.

CITY HALL PROGRAMMING WORKSHEETS
CULTURAL & RECREATIONAL
PARKS AND RECREATION

6.0

APPENDIX/REFERENCE MATERIALS

Spatial Relationships / Adjacencies

1. Desired Space Relationship:

- a. What physical space relationships should you (and your department if applicable) bear to other City Departments?
- b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. Which staff needs to be located adjacent to each other?)
N/A

Comments / Concerns

1. Miscellaneous Comments/Concerns

Any comments or concerns not referred to in the questions above.

CITY HALL PROGRAMMING WORKSHEETS

ECONOMIC DEVELOPMENT

PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Existing Services and Facilities

1. **Name of department:** *Planning, Development and Community Services (formally Business & Neighborhood Services and Development Services)*
2. **Is your department currently located in one of the 3 downtown buildings that comprise City Hall?** *Yes. It is located within the City Hall Annex.*
3. **Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies.** *It is essential for the entire department to be located in one building and would be optimal if all employees were located on the same floor.*
4. **Introduction:**
Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. *The Planning, Development and Community Services department prepares and implements the City's economic, community development, zoning permit and plan review processes. These divisions include including long-range land use planning, small area development planning, geographical information, transportation planning, neighborhood investment and downtown investment, brownfield assistance, development coordination, site inspection, permit issuance, historic preservation, public meeting arrangement and board management. These boards include the Planning and Zoning Commission, Board of Adjustment and the Historic Preservation Commission.*
5. **Personnel:**
List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person.

Department Management

PLANNING AND COMMUNITY DEVELOPMENT DIRECTOR

EXECUTIVE ASSISTANT

Planning, Neighborhoods and Economic Development Support

DEPUTY PLANNING AND COMMUNITY DEVELOPMENT DIRECTOR

CONSTRUCTION COORDINATOR

EXECUTIVE ASSISTANT

PLANNING & DEVELOPMENT MANAGER

NEIGHBORHOOD PROGRAM MANAGER

PLANNER

SENIOR PLANNER

GIS and Data Management

GIS MANAGER

GIS COORDINATOR

Community Development

PLANNING & DEVELOPMENT MANAGER

PLANNING & DEVELOPMENT ASSISTANT

SENIOR PLANNER

PLANNER

DEVELOPMENT AND PERMITTING

DEVELOPMENT REVIEW ADMINISTRATOR

SENIOR PLANNER

DEVELOPMENT SERVICES TECHNICIAN

DEVELOPMENT SERVICES TECHNICIAN

6. Physical Facilities / Operations:

- a. **Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.)** *18 offices, 1 front permit area, 7 cubicles, 2 conference rooms, 1 plotter room, copiers in hallway, 4 vaults for storage and various closets for storage, shared breakroom in basement*
- b. **What activities actually take place in the present spaces?** *Desk/computer work, private meetings in offices and conference rooms, confidential consultations with clients applying for housing rehab assistance, map/plan layouts on tables, permit application submittal and pick up, staff meetings, plan review*
- c. **Describe your department's interaction with the public.** *Office meetings with persons from those in poverty to heads of companies and consulting firms, confidential consultations with one to four persons in offices or conference room, not continuous, but daily frequency throughout the day. Individuals submit plans and permit applications for distribution and review. Citizens request meeting times or on a walk-in basis, to meet with planning staff members concerning zoning and development inquiries.*
- d. **Describe your department's need for private conferencing space.** *Meeting space is essential for the Planning and Community Development because meetings are almost daily and sometimes include multiple City staff members along with multiple citizens. Confidentiality is also needed in meetings with economic*

CITY HALL PROGRAMMING WORKSHEETS

ECONOMIC DEVELOPMENT

PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

development prospects, as well as with disadvantaged persons seeking housing rehab, or purchase assistance. These meetings are often limited in the availability of citizen's schedules or are urgent. In that regard, private conference space is essential to accommodate the departmental needs and to eliminate space needs conflicts.

- e. Describe any special security needs for your department. *Front desk security should be provided to ensure regulated access to staff and confidential materials.*

7. Physical Facilities "Character":

How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings) The outdated appearance, inefficient spatial relationships, etc. indicate that the building is past its prime and in need of an overall update and upgrade. Several offices are well designed and efficient, but in general the building does not present a good appearance to economic development prospects, other business individuals and the general public. The building is currently completely open to walk in citizens with no limitation on office security. With no front desk, this often leads to citizens walking around the building looking for someone who may or may not be located in the City Hall Annex. It also causes citizens to walk into offices unannounced, interrupting staff work and leaving the staff member unprepared to communicate with the citizen.

8. Equipment:

List all major equipment you use and describe its use. Desktop computers, laptops for office use and presentations, color and b&w printer/copier/scanners, map/graphic plotters, light tables, digital cameras.

9. Storage:

Describe your department's storage needs. Typical office supplies for all coworkers, plotter paper and related materials, numerous books, presentation screen, projector, easels, and presentation boards. Due to retention needs, staff also requires several file cabinets for document storage.

Future Services and Facilities

1. Changes in Department Structure/Services:

- a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements?

Short-term: Continued expansion of neighborhood program will necessitate another coworker, federal budget/program changes will impact CDBG and HOME programs and staffing. As growth increases once again unfilled and transferred positions will again be needed in order to maintain appropriate service to citizens. The recent combination of the Business and Neighborhood Services Department with the Development Services Department is a large step towards increasing efficiency. Along with that combination will come newly created structure within the department to ensure resources are best utilized.

Long-term: Concord's growth prospects continue to be strong. That will gradually increase the need for additional staff. In the 15 to 20 year time frame, the population is expected to reach around 126,000 by 2030. Current population is 81,000; updated year-by-year projections and can provided. Additionally, in order to fully meet the standards established by the "benchmark cities" plan review processes, the City will need to first position those departments involved in the plan review process in a central location and will also need to acquire more advanced technology.

- b. What do you foresee the space requirements being for these changes, if any?

50% increase in population will certainly impact staffing levels, even in a reduced economy. Concord and Charlotte city limits actually touch already. As the closest city to Charlotte outside Mecklenburg County, Concord will experience substantial growth in the short and long term as the economy improves. Technology will be changing, as well. Exactly how that will impact of daily functions is difficult to predict, but a larger and increasingly vocal population will require more personnel and work space. With that said, additional personnel will require additional space and better organization of plan review and planning staff member locations. Increased needs requires not only increased staff members but also streamlined lined processes to ensure resources are used to the best ability to ensure efficiency.

CITY HALL PROGRAMMING WORKSHEETS

ECONOMIC DEVELOPMENT

PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

2. Growth/Changes in Personnel:

What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years? *In light of the new normal of doing more with less the following is anticipated.*

5 years: fill frozen positions

10 years: add one professional position

15 years: add one more professional position

3. Future Equipment:

What new or additional equipment should be planned for in the future? *Technology needed in the future will include smart boards (and similar items) along with software that will connect the City and County plan review and permit processes. These are important to ensure a seamless process and coordinated development.*

4. Storage:

What new storage needs should be planned for in the future? *Storage for supplies in a better configuration is needed, perhaps shared with one or more other departments. Individual storage areas for coats, handbags, lunches, walking shoes, etc. with secure compartments for personal valuables would be welcomed. A few staff members have also mentioned secure storage for bicycles.*

5. Special Needs:

What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future? *A/V equipment is used on a regular basis for webinars and presentations. This is needed in the conference room, including broadband internet connections. Even those who work in cubicles in have need for acoustical privacy in serving some customers such as ED prospects, or CDBG clients.*

6. Shared Needs:

What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use. *All of the above are shared needs within the department. In addition, staff would share storage locations and conference room(s).*

Spatial Relationships / Adjacencies

1. Desired Space Relationship:

- a. What physical space relationships should you (and your department if applicable) bear to other City Departments? *The Planning, Development and Community Services department frequently communicates and works with the Engineering Department as well as the City Manager's Office. Establishing a close proximity to these two departments would be helpful.*

- b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. Which staff needs to be located adjacent to each other?) *Director needs accessibility to the Executive Assistants and the Deputy Director. Deputy Director needs accessibility to all, but primarily Planning & Development Managers and the Deputy Review Administrator. One P&D Manager needs direct proximity to the other Community Development coworkers. Neighborhood Program Manager needs proximity to the Deputy Director and Community Development. GIS is flexible. Permit technicians need direct access to be in the front office with direct access to the Deputy Review Administrator and the Senior Planner. The conference room(s) should be in a central location for staff access and customer convenience. All staff should be on one floor and in close proximity to Engineering and the City Managers office. The department needs to be on the lowest floor for customer access to permits.*

Comments / Concerns

1. Miscellaneous Comments/Concerns

Any comments or concerns not referred to in the questions above.

CITY HALL PROGRAMMING WORKSHEETS

ENTERPRISE FUNDS

AVIATION

Existing Services and Facilities

1. Name of department: *Aviation*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall?
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies.
4. Introduction:
Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. *The Aviation Department – Concord Regional Airport – is responsible for operating and maintaining the City's airport facilities for public use in accordance with federal, state, and local regulations, rules, policies, and ordinances. The airport also provides fuel and other aeronautical services and lease space on a long and short-term basis to tenants and transient individuals, firms, and agencies.*
5. Personnel:
List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person. *Accounting Supervisor (1), Accounting Technician II (1), Aviation Assistant Director (1), Aviation Coordinator (1), Aviation Director (1), Aviation Manager (1), Aviation Service Worker (14), Aviation Supervisor (2), Custodian (1), Customer Service Specialist (6), Executive Assistant (1), Part-time Aviation Assistant (5), Sr. Aviation Service Worker (4), and Sr. Customer Service Specialist (1).*
6. Physical Facilities / Operations:
 - a. Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.)
 - b. What activities actually take place in the present spaces?
 - c. Describe your department's interaction with the public. *Aviation is an enterprise fund so the main relationship is the provision of services and product for reasonable fees and payments. We have customers that come from all states of the union*

and beyond. We have local customers, residents that have a stake in the airport, many that take tours (all ages) of the Airport facilities, people who work at the airport, pilots of based and transient aircraft. In the downtown area we would interact with individuals that have an aviation issue on the City Council agenda. Airport staff may meet with City Hall Departments or City Manager when a citizen has an issue that can't be dealt with at the airport. In summary the airport staff would have interaction with the public in the same manner that a private company would.

- d. Describe your department's need for private conferencing space.
- e. Describe any special security needs for your department.

7. Physical Facilities "Character":

How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings) The physical facilities at City Hall limit access by individuals that have mobility problems, some that are obvious and others not. Access for the public is through one door a long ways from parking areas. The back door is OK, but limits access to the elevator in the front of the building. From personal experience changes need to be made. In the Council chambers presentations are made as if the audience was not in the room. Both sides of the room need to see the presentation. Meeting rooms lack equipment for good presentations and are not a good image of a progressive community.

Parking is limited and a problem for some that have mobility problems. Amount of parking has been a problem and limits meetings that can be held in the downtown area.

Many times we are called to or have meetings that are timed so that it would not be possible to return to our departments, but time enough to be productive. Provide work area for visiting co-workers where access to a computer is provided and a small meeting area to provide some private area for a meeting or work. I bet this can increase productivity of those that need to be in the City Hall area.

8. Equipment:

List all major equipment you use and describe its use.

9. Storage:

Describe your department's storage needs.

CITY HALL PROGRAMMING WORKSHEETS

ENTERPRISE FUNDS

AVIATION

Future Services and Facilities

1. Changes in Department Structure/Services:

- a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements?
- b. What do you foresee the space requirements being for these changes, if any?

2. Growth/Changes in Personnel:

What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years?

3. Future Equipment:

What new or additional equipment should be planned for in the future?

4. Storage:

What new storage needs should be planned for in the future?

5. Special Needs:

What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future?

6. Shared Needs:

What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use.

Spatial Relationships / Adjacencies

1. Desired Space Relationship:

- a. What physical space relationships should you (and your department if applicable) bear to other City Departments? *There are numerous relationships between the Airport and all City center Departments. On a daily bases the Airport Accounting Office interacts with the City Finance Department to provide checks and balances. The airport function needs to be at the Airport near the customers in order to*

provide direct customer service. Technology provides the interaction as required. Management of the Airport reports to the City Manager, but is housed at the airport as required to carry out the many responsibilities assigned by City, State, Federal, and Private Regulators.

- b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. Which staff needs to be located adjacent to each other?) *None of the airport staff needs to be located adjacent to other downtown Departments. What needs to be done is to make it convenient for outside Departments to get to the City Hall Area, park, and have a good meeting environment. Install a good video conference center so that remote located Departments do not have to travel for all training programs (save time and money). Establish a convenient parking and loading area to make it easy for departmental couriers to do their jobs.*

Comments / Concerns

- 1. Miscellaneous Comments/Concerns

Any comments or concerns not referred to in the questions above.

CITY HALL PROGRAMMING WORKSHEETS

ENTERPRISE FUNDS

ELECTRIC DEPARTMENT

Existing Services and Facilities

1. Name of department: *Electric Department*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall?
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies.

4. Introduction:

Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. *Electric Systems operates and maintains the City of Concord's electric distribution system. Electric Systems Administration provides leadership, coordination of the maintenance and construction, and financial solvency of the City's electric utility system. Purchased Power accounts for the purchase of wholesale power from Duke Power Co., Southeaster Power Administration, and BFI for retail sale in the City's electrical distribution system. Powerlines Maintenance is responsible for provision of preventive maintenance and emergency repairs of power lines, substations, power delivery stations, peak shaving generation plants, electric metering, and SCADA operations. Tree trimming is responsible for maintaining clearance of trees from power lines in order to minimize the interruption of electric service to customers. Electric Construction is responsible for construction of additions and extension of the electric system's infrastructure as required to meet growing demands for electric services in the City's Electric System service area. Peak Shaving is the arrangement whereby the Electric System generates electricity during periods of time when customer demands for electricity are greatest. The power the City is required to produce during "peak" times is diminished by the amount of power that the City generates through peak shaving. Since purchased power is traditionally more expensive during "peak" power use times, utilization of peak shaving results in a monetary savings for the City. Electric Engineering Services is responsible for all engineering and design functions for the construction, upgrade, and maintenance of the electric system infrastructure. The Division has both internal and external customers. Utility Locate Services is responsible for identifying and marking underground stormwater, water, electric, and wastewater lines.*

5. Personnel:

List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person.

Electric Administration

ELECTRIC SYSTEMS DIRECTOR (1)

EXECUTIVE ASSISTANT (1)

Electric Construction

EDUCATION SPECIALIST (1)

ELECTRIC SYSTEM COORDINATOR II (2)

ELECTRIC SYSTEM CREW SUPERVISOR II (7)

ELECTRIC SYSTEM LINE TECH I (11)

ELECTRIC SYSTEM LINE TECH II (12)

ELECTRIC SYSTEM MANAGER (1)

Electric Engineering

ELECTRIC ENGINEERING TECH (2)

ELECTRICAL ENGINEER (1)

GIS ANALYST (1)

GIS SUPERVISOR (1)

Electric Maintenance Powerlines

ELECTRIC SYSTEM COORDINATOR I (3)

ELECTRIC SYSTEM TECH I (5)

ELECTRIC SYSTEM TECH II (5)

Electric Peak Shaving

ELECTRIC SYSTEM TECH I (2)

Electric Tree Trimming

ELECTRIC SYSTEM CREW SUPERVISOR I (3)

ELECTRIC SYSTEM CREW SUPERVISOR II (1)

ELECTRIC SYSTEM TECHNICIAN I (5)

Electric Utility Locate Services

ELECTRIC SYSTEM CREW SUPERVISOR I (1)

UTILITY LOCATOR (4)

CITY HALL PROGRAMMING WORKSHEETS

ENTERPRISE FUNDS

ELECTRIC DEPARTMENT

6. Physical Facilities / Operations:

- a. Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.)
- b. What activities actually take place in the present spaces?
- c. Describe your department's interaction with the public. *The electric Department interacts with customers in the field mostly. Sometimes depending on the scope of some project we meet with customer in our conference room located in the electric department at the Brown Center.*
- d. Describe your department's need for private conferencing space.
- e. Describe any special security needs for your department.

7. Physical Facilities "Character":

How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings)

8. Equipment:

List all major equipment you use and describe its use.

9. Storage:

Describe your department's storage needs.

Future Services and Facilities

1. Changes in Department Structure/Services:

- a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements?
- b. What do you foresee the space requirements being for these changes, if any?

2. Growth/Changes in Personnel:

What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years?

3. **Future Equipment:**
What new or additional equipment should be planned for in the future?
4. **Storage:**
What new storage needs should be planned for in the future?
5. **Special Needs:**
What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future?
6. **Shared Needs:**
What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use.

Spatial Relationships / Adjacencies

1. **Desired Space Relationship:**
 - a. What physical space relationships should you (and your department if applicable) bear to other City Departments? *Management of the Electric department meets at least once a week with various departments Housed in and around the existing City Hall. These departments include City Managers office, Finance, Billing, IT and Legal.*
 - b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. Which staff needs to be located adjacent to each other?)

Comments / Concerns

1. **Miscellaneous Comments/Concerns**

Any comments or concerns not referred to in the questions above.

CITY HALL PROGRAMMING WORKSHEETS

ENTERPRISE FUNDS

WASTEWATER RESOURCES

Existing Services and Facilities

1. Name of department: *Wastewater Resources*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall? *No*
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies. *No since our crews perform daily field operations.*
4. Introduction:
Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. *The Wastewater Resources Department is responsible for managing and maintaining over 530 miles of sewer collection system and 25 pump stations that provide service for over 30,407 customers.*
5. Personnel:
List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person. *Equipment Operator (7), GIS Technician (1), Maintenance Mechanic (1), Maintenance Supervisor (1), Technical Equipment Operator (6), Utility Service Coordinator (2), Utility Service Supervisor (5), Utility Service Worker (5), Wastewater Resources Director (1), Wastewater System Comp. Off. (1).*
6. Physical Facilities / Operations:
 - a. Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.)
 - b. What activities actually take place in the present spaces?
 - c. Describe your department's interaction with the public.

**Operationally, most interaction occurs in the field.*

**We meet weekly at the Development Review meeting at the BOC to review site development plans.*

**We have around five meetings weekly where the public or vendors will come to the BOC to meet with staff members.*

**I meet monthly at City Hall for a staff meeting.*

**Our staff may meet five times per month at City Hall with Finance, Customer Service or Tech Edge.*

- d. Describe your department's need for private conferencing space. *I am on the Accident Review Board and we meet monthly in the Annex for a couple of hours*
 - e. Describe any special security needs for your department.
7. Physical Facilities "Character":
How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings)
8. Equipment:
List all major equipment you use and describe its use.
9. Storage:
Describe your department's storage needs.

Future Services and Facilities

- 1. Changes in Department Structure/Services:
 - a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements?
 - b. What do you foresee the space requirements being for these changes, if any?
- 2. Growth/Changes in Personnel:
What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years?
- 3. Future Equipment:
What new or additional equipment should be planned for in the future?

CITY HALL PROGRAMMING WORKSHEETS

ENTERPRISE FUNDS

WASTEWATER RESOURCES

4. Storage:

What new storage needs should be planned for in the future?

5. Special Needs:

What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future?

6. Shared Needs:

What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use.

Spatial Relationships / Adjacencies

1. Desired Space Relationship:

- a. What physical space relationships should you (and your department if applicable) bear to other City Departments?

**Conference room or office space for meetings described above in 6 – c.*

**There are other space relationships with my department but these are at the BOC.*

- b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. Which staff needs to be located adjacent to each other?)

Comments / Concerns

1. Miscellaneous Comments/Concerns

Any comments or concerns not referred to in the questions above.

CITY HALL PROGRAMMING WORKSHEETS

ENTERPRISE FUNDS

WATER RESOURCES

Existing Services and Facilities

1. Name of department: *Water Resources*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall? *No*
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies. *No.*

4. Introduction:

Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. *Water Resources operates and maintains the City of Concord's water system, providing safe drinking water to the citizens of Concord. Hillgrove Water Treatment Plant provides up to 12,000,000 gallons per day (MGD) of treated drinking water. Coddle Creek Water Treatment Plant provides up to 12,000,000 gallons per day (MGD) of treated drinking water. Waterlines Operations & Maintenance is responsible for the efficient operation and maintenance of 637.9 miles of water lines to 33,654 connections 24 hours a day.*

5. Personnel:

List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person.

Water Resources Coddle Creek Water Plant

MAINTENANCE MECHANIC (3), UTILITY SERVICE COORDINATOR (1), UTILITY SERVICE OPERATOR (8), UTILITY SERVICE TECHNICIAN (1), UTILITY SERVICE WORKER (1), WATER SYSTEM SUPERVISOR (1)

Water Resources Hillgrove Water Plant

LABORATORY COORDINATOR (1), MAINTENANCE MECHANIC (2), UTILITY SERVICE COORDINATOR (1), UTILITY SERVICE OPERATOR (8), UTILITY SERVICE TECHNICIAN (2), UTILITY SERVICE WORKER (1)

Water Resources Waterlines Operations & Maintenance

ADMINISTRATIVE ASSISTANT (1), DEPUTY WATER RESOURCES DIRECTOR (1), EQUIPMENT OPERATOR (5), EXECUTIVE ASSISTANT (1), GIS TECHNICIAN (1), PROJECT ENGINEER (1), SR. CUSTOMER SERVICE SPECIALIST (1), UTILITY SERVICE COORDINATOR (1), UTILITY SERVICE SUPERVISOR (5), UTILITY SERVICE TECHNICIAN (4), UTILITY SERVICE WORKER (11), WATER BACKFLOW PREVENTION ADMIN. (1), WATER METER SERVICE SUPERVISOR (1), WATER RESOURCES DIRECTOR (1)

6. Physical Facilities / Operations:
 - a. Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.)
 - b. What activities actually take place in the present spaces?
 - c. Describe your department's interaction with the public.
 - d. Describe your department's need for private conferencing space.
 - e. Describe any special security needs for your department.
7. Physical Facilities "Character":

How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings)
8. Equipment:

List all major equipment you use and describe its use.
9. Storage:

Describe your department's storage needs.

Future Services and Facilities

1. Changes in Department Structure/Services:
 - a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements?
 - b. What do you foresee the space requirements being for these changes, if any?
2. Growth/Changes in Personnel:

What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years?
3. Future Equipment:

What new or additional equipment should be planned for in the future?

CITY HALL PROGRAMMING WORKSHEETS

ENTERPRISE FUNDS

WATER RESOURCES

4. Storage:

What new storage needs should be planned for in the future?

5. Special Needs:

What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future?

6. Shared Needs:

What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use.

Spatial Relationships / Adjacencies

1. Desired Space Relationship:

- a. What physical space relationships should you (and your department if applicable) bear to other City Departments?
- b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. which staff needs to be located adjacent to each other?)

Comments / Concerns

1. Miscellaneous Comments/Concerns

Any comments or concerns not referred to in the questions above.

CITY HALL PROGRAMMING WORKSHEETS

GENERAL GOVERNMENT

CITY MANAGER'S OFFICE

Existing Services and Facilities

1. Name of department: *City Manager's Office*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall? *Yes.*
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies. *Yes.*
4. Introduction:
Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. *The City Manager's Office serves as the leadership, coordination, planning, and information dissemination body for implementing City Council goals, objectives, and policies.*
5. Personnel:
List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person. *ASSISTANT CITY MANAGER (1), CITY CLERK (1), CITY MANAGER (1), EXECUTIVE ASSISTANT (1), MANAGEMENT ANALYST (1), PUBLIC RELATIONS MANAGER (1)*
6. Physical Facilities / Operations:
 - a. Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.) *The CMO currently occupies a hallway in the Municipal Building, 26 Union St. S. The department has office space for the City Manager, Assistant City Manager, City Clerk, Economic Development Director, Public Relations Manager. The CM office is approximately 14' 6" x 13' 3", and offices for, ACM, CC, and EDD are roughly the same size – 12' x 13' 3". The office for the PRM is approximately 10' x 10'. There is a workspace for the Executive Assistant near the main entrance to the hallway, along with a small waiting area. There is an area approximately 9' x 17' 9" with storage cabinets, file cabinets, printer, and fax machine, and a small walk-in closet at the rear of the hallway with additional storage. There is a remotely-located conference room approximately 11' 8" x 20' in size used for the majority of the City Manager's meetings, departmental staff meetings, and other meetings for 5-10 people as needed.*

- b. What activities actually take place in the present spaces? *Daily work, in-office conferencing (1-2 people), departmental conferencing, City Manager's meeting with staff, elected officials, and external visitors/customers/citizens.*
- c. Describe your department's interaction with the public. *The CMO has moderate interaction with the public in person, and high interaction with the public by e-mail, over the phone, etc. In most cases, public and visitors meet with staff members by appointment, but at times unexpected visitors and guests may be present.*
- d. Describe your department's need for private conferencing space. *Private conferencing space is needed daily, with a varied frequency of meetings. Some days there may be only one meeting, but other days the conference room may be in use all day. The conference room must remain available for the City Manager and staff as necessary for unscheduled use. Non-departmental use should be scheduled with the CMO. The City Manager and other staff members also conduct in-office conferencing.*
- e. Describe any special security needs for your department. *The department has a moderate risk for security as it stores sensitive and historical City documents, and houses the City Manager (our organization's CEO) and his support team.*
7. **Physical Facilities "Character":**
 How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings) *The existing building:*
- *Is located downtown, a convenient and intuitive location for government...*
 - *was not originally designed as a municipal building, and therefore does not contain many of the intuitive and public-oriented customer service features of a modern building. The layout is choppy, redundant, inefficient, and can be confusing.*
 - *does not have access to cable TV, and therefore the only way to monitor press coverage of events is on computers/web streams.*
8. **Equipment:**
 List all major equipment you use and describe its use. *Telephones, computers, printers, scanners, copy machine, fax machine, shredder, laminator, video camera, still camera,*

CITY HALL PROGRAMMING WORKSHEETS

GENERAL GOVERNMENT

CITY MANAGER'S OFFICE

9. Storage:

Describe your department's storage needs. *Three four-drawer lateral file cabinets, three three-drawer lateral file cabinets, one three-drawer fire-proof lateral file cabinet for City Clerk, several storage cabinets.*

Future Services and Facilities

1. Changes in Department Structure/Services:

a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements? *Future changes may include expanded positions to support Public Relations and general staff analysis/support. The Deputy City Manager's office may be located in the City Manager's Office in the future.*

b. What do you foresee the space requirements being for these changes, if any? *An additional fixed office and space for a few cubes may be required.*

2. Growth/Changes in Personnel:

What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years? *5 years – 0-1 positions; 10 years – 1-2 positions; 15 years – 1-3 positions*

3. Future Equipment:

What new or additional equipment should be planned for in the future? *Up-to-date technology, including built-in projectors in conferencing areas, television/teleconferencing.*

4. Storage:

What new storage needs should be planned for in the future?

5. Special Needs:

What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future? *Building should have a room that can accommodate special needs such as staff meetings (department directors and management), other large meetings, or special uses such as EOC, receptions, etc.*

6. Shared Needs:

What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use. *Underground parking for building, substantial employee break area. Galley/food prep area (in concert with Council Chambers and meeting space.*

Spatial Relationships / Adjacencies

1. Desired Space Relationship:

- a. What physical space relationships should you (and your department if applicable) bear to other City Departments? *The Mayor's office should be located in or adjacent to the City Manager's office suite in order to accommodate shared staff support. Finance Director and City Attorney should be in close proximity. As should any space dedicated to the elected officials outside of the Council Chambers and related Closed Session meeting area.*
- b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. Which staff needs to be located adjacent to each other?) *All department members should be in close proximity.*

Comments / Concerns

1. Miscellaneous Comments/Concerns

Any comments or concerns not referred to in the questions above.

CITY HALL PROGRAMMING WORKSHEETS

GENERAL GOVERNMENT

FINANCE

Existing Services and Facilities

1. Name of department: *Finance – Budget, Accounting, Accounts Payable, and Payroll areas*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall? *Yes.*
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) *If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies. Yes, we are an integral part of the Finance staff and have regular/frequent contact with the City Manager's Office on budget issues and special projects. The entire group needs to be located in the New City Hall as we interact frequently and provide support to each other on various tasks.*
4. Introduction:
Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. The Finance Department is responsible for managing all of the fiscal affairs of the City and supporting the financial related operations of other City departments.
5. Personnel:
List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person. ACCOUNTANT (3), ACCOUNTING MANAGER (1), ACCOUNTING TECHNICIAN II (6), BUDGET & PERFORMANCE MANAGER (1), BUDGET ANALYST (1), FINANCE DIRECTOR (1), FINANCE MANAGER (1)
6. Physical Facilities / Operations:
 - a. Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.) *Although most of the Finance staff is located in the Market Street building, Budget staff is located in City Hall.*

Budget staff – 2 office spaces in City Hall (1 closed wall office with door) and another desk set up in a larger room space. There is a cubicle set up on the back side of the partition wall dividing the larger room, although it is not being used at this time (reserved for interns, etc.). There is also meeting space area directly adjacent to the unused cubicle area with a small round table and 4 chairs. We utilize the vault in the back of the larger room for storage, although we do not use much of that space. We share copy room, rest rooms and break rooms with other City Hall staff.

Finance Director – 1 Office space in City Hall. Estimated sq footage 10X14 with 2 small storage closets.

Accounts Payable, Accounting, and Payroll staff – 8 offices spaces in Market Street building – 3 are 12'x12'; 2 are 14'x12', 1 is 8'x10', 1 is 24'x20' (this space has 3 employees as well as file cabinets); and 1 is 18'x18' (this space has 2 employees as well as file cabinets). We also have a conference room, breakroom, and restroom that are shared with the Legal department in the Market Street building. There is a copy/mail area that has a large copier/scanner, printer, typewriter, fax machine, and mail distribution area in the Market Street building. There are also 4 separate storage locations that store 3 years worth of financial records to comply with records retention laws (approximately 40-50 banker boxes each year) as well as office supplies.

- b. What activities actually take place in the present spaces?** *City Hall – Office/desk/computer space for 2 employees. Countertops on the unused cubicle are often used for collating binders and other materials for staff. Small group meeting take place at the table/chairs at the back of the larger room. Storage is in the vault area.*

City Hall – Finance Director (office, desk, computer) small meetings take place in office. Normally 2 chairs work fine.

Market Street – Office/desk/computer space for 10 employees to perform their daily tasks as well as file cabinets and storage. Often use comparative reports, which requires more countertop workspace. We also have a space for checks to be printed.

- c. Describe your department's interaction with the public.** *Very little interaction with the outside public. Regular interaction with other City employees, who can come into our work space area to meet in small groups. Finance Director is also over customer service, tax and collections so there is frequent interaction with the public as well as department heads and City Manager.*
- d. Describe your department's need for private conferencing space.** *Very little interaction with the outside public. Regular interaction with other City employees, who can come into our work space area to meet in small groups. Finance Director is also over customer service, tax and collections so there is frequent interaction with the public as well as department heads and City Manager.*

CITY HALL PROGRAMMING WORKSHEETS

GENERAL GOVERNMENT

FINANCE

e. Describe any special security needs for your department. *None.*

7. Physical Facilities "Character":

How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings) *Finance and Budget Staff is spread out across separate buildings, hindering communications and learning opportunities from each other. Budget staff has to walk across the street almost daily to talk with Finance staff, even to obtain supplies from supply cabinet. Staff in Market Street has to walk across the street to City Hall multiple times a day for mail distribution. City Hall and Market Street buildings are often cold, drafty and definitely not cheerful. Layout of City Hall rooms leads to isolated feeling between Budget staff and remainder of City Hall co-workers. Being in a separate building from the Finance Director restricts the ability of the Accounting staff to provide adequate support.*

8. Equipment:

List all major equipment you use and describe its use. *City Hall - 2 desks being used, 1 cubicle space currently unused, 2 credenza or wall unit pieces that have file stands and binders on top, with binders/books and files below/inside, 1 large horizontal filing cabinet with 3 drawers, large color printer on a wooden printer table, round table with 4 chairs. Finance Director uses the main copier/printer room for large jobs. Finance Director has a small printer, computer, scanner, desk and 3 chairs. 1 large filing cabinet for storage.*

Market Street – Large scanner/copier that is used to make copies of various documents as well as scan items to other departments for approval. Check printer is used to print accounts payable checks and pay stubs. We also have regular office equipment in various offices (fax, printer, typewriter, etc.)

9. Storage:

Describe your department's storage needs. *Budget - Up to 15 long banker boxes at any given time (roughly 3 per year). Large filing cabinet for both (currently we share). Space to store 20-30 bound documents (prior year budgets, CIP's, etc).*

Accounting/Accounts Payable/Payroll – We need room for file cabinets to store accounts payable and payroll records. Accounts Payable currently uses 8 file cabinets and payroll uses 3 file cabinets. These need to be nearby the workspace for these coworkers as they are used frequently. The payroll records also need to be kept in a secure location for confidentiality. We also need room to store 3 years worth of financial records to comply with records retention requirements. Each year has 40-50 banker boxes that must be stored. It is more efficient if these are easily accessible

as they are used frequently. Currently these boxes are stored in multiple areas in our building as there is not one space large enough to keep it all together. It would be more efficient to keep it all in one location. We have 3 file cabinets that are used for files that various employees use. It would be useful to have these in a central location that is easy for everyone to access. Office supplies also need to be kept in a central location that is easily accessible to everyone. Finance Director normally does not require a large amount of storage. A few large file cabinets, bookcase and closet space suffice.

Future Services and Facilities

1. Changes in Department Structure/Services:

- a. *What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements? Budget could undergo reorganization and report to City Manager's Office in the long term or become an individual department of its own. Additional analyst could be hired to expend evaluation and organizational study capacity. Hopefully, some of the accounts payable and payroll processes could become paperless in the future.*
- b. *What do you foresee the space requirements being for these changes, if any? Keep proximity to Finance Director and City Manager's Office. 1 additional office space and still keep an option for intern space during the summer months. Going paperless could potentially reduce the amount of storage space needed to store financial records.*

2. Growth/Changes in Personnel:

What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years? 2 additional staff within 5-10 years. None further.

3. Future Equipment:

What new or additional equipment should be planned for in the future? 2 additional office spaces with filing cabinet capacity, and keep option for intern during summer months. Additional equipment to aid in scanning items if processes are made paperless.

CITY HALL PROGRAMMING WORKSHEETS

GENERAL GOVERNMENT

FINANCE

4. Storage:

What new storage needs should be planned for in the future? *None beyond our current needs/access.*

5. Special Needs:

What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future? *Any conference space shared by Finance/budget staff should have white board, audio/visual capabilities, such as wired overhead projector with laptop connections, and City network access. An L-shaped work surface large enough for computer, calculator, and space to review reports works best for the Accounting tasks.*

6. Shared Needs:

What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use. *Finance staff can share with whomever on each of these needs.*

Spatial Relationships / Adjacencies

1. Desired Space Relationship:

a. What physical space relationships should you (and your department if applicable) bear to other City Departments? *Proximity to Finance Director, Finance staff, other Finance subdivisions, and the City Manager's Office.*

b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. Which staff needs to be located adjacent to each other?) *Budget Manager needs to be adjacent to Budget Analyst. Budget Manager needs an office with a door for personnel issues. Intern or future Budget Analyst space would need to be in close proximity to these 2 office locations, but not necessarily adjacent.*

Accounting/Accounts Payable/Payroll – It is helpful for our staff to be close together. The payroll personnel (2 employees) need to be located in the same office space and need to have a door in case they need to discuss confidential matters. The accounts payable personnel (3 employees) need to be located in the same office space. All accounting personnel need to be located near the

Finance Director, Accounting Manager and Finance Manager need to be located near their staff and need an office with a door for personnel issues.

Comments / Concerns

1. Miscellaneous Comments/Concerns

Any comments or concerns not referred to in the questions above.

CITY HALL PROGRAMMING WORKSHEETS

GENERAL GOVERNMENT

HUMAN RESOURCES

Existing Services and Facilities

1. Name of department: *Human Resources*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall? *Yes.*
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies. *Yes.*

4. Introduction:

Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. *The Human Resources Department manages the strategic and operational workforce related activities of the city. This includes HR Policy Development and implementation, recruitment and selection, benefits, compensation, performance management, training & development, employee relations, employee recognition and wellness.*

5. Personnel:

List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person.

Human Resources Director: Compensation Program Design, Benefits Program Design, FLSA Compliance, Policy Development & Administration, Employee Awards & Recognition, Training & Development, Employee Relations (Disciplinary Process, Workplace Discrimination, Sexual Harassment, Employee Grievances), Unemployment Compensation Claims/Hearings, Performance Management

Assistant Human Resources Director: Policy Administration, Tuition Reimbursement, Longevity, Shared Leave, Leave Transfer Program, Special Separation, Temporary Pool, Exit Interviews, Final Pay, New Employee Orientation

Human Resources Specialist: Employment Verifications, Recruitment, Career Fairs, Ad Placements, Job Postings, Job Web Site, Applicant Tracking & Information, Pre-Employment Drug Testing, Greet & Direct Guests, Records Management (Imaging & Storage), Web Liaison Coordinator, Employee Badges

Human Resources Specialist: Health and Life Insurance, Retirement Withdrawals, Benefits/Beneficiary Changes, New Employee Benefits Sign Up, COBRA, Dental Insurance, Long Term Disability, Short Term Disability, FMLA Program Administration, 401 K Administration, Life Insurance Administration, Retirements

Human Resources Analyst: Classification and Compensation, Performance Appraisal & Merit Processing, Training, EEO/AA Reporting, Salary Surveys, Compensation Reports, Position Management, Military Leave

Human Resources Coordinator: Develops and coordinates wellness programs, Coordinates Wellness Events (i.e. lunch & learns, health fair), Oversees and coordinates activities at the Wellness Center, Develops and Implements citywide training programs, Maintains Training Records, Prepares reports in the area of training and wellness, Health Fair

6. **Physical Facilities / Operations:**
 - a. Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.) *7 Offices – 1 conference room.*
 - b. What activities actually take place in the present spaces? *Work - Meetings*
 - c. Describe your department's interaction with the public. *Constant – Applicants, Walk-ins, etc*
 - d. Describe your department's need for private conferencing space. *Important – Co-worker privacy concerns*
 - e. Describe any special security needs for your department. *Critical – Security is inadequate.*
7. **Physical Facilities "Character":**
How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings) *Inadequate space*
8. **Equipment:**
List all major equipment you use and describe its use. *Computers- Video Equipment, Various Office Equipment*

CITY HALL PROGRAMMING WORKSHEETS

GENERAL GOVERNMENT

HUMAN RESOURCES

9. Storage:

Describe your department's storage needs. *Major problem- Inadequate*

Future Services and Facilities

1. Changes in Department Structure/Services:

a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements? *Unknown*

b. What do you foresee the space requirements being for these changes, if any?

2. Growth/Changes in Personnel:

What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years? *One position targeted to be transferred from City Managers' Office*

3. Future Equipment:

What new or additional equipment should be planned for in the future?

4. Storage:

What new storage needs should be planned for in the future? *We have drastically outgrown space for storage*

5. Special Needs:

What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future? *All of the above are major problems*

See excerpt below from recent risk assessment

"The following is the results of the risk assessment conducted on September 13, 2010.

Breakers #7 and #9 in Panel 6 were found to be very warm, bordering on hot to the touch.

The ballast for the light in Jeanne's office appears to be going bad. The light dims and hums all the time. Recommend checking this.

Security is recommended for the front area. The public can easily enter the facility without being noticed. The addition of a doorway at the front of the hallway would create a foyer type area and allow easy monitoring of access.

The "panic button" system was not operative and appeared to be in transition between potential vendors. This should be placed back in service and tested. "

6. Shared Needs:

What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use.

Spatial Relationships / Adjacencies

1. Desired Space Relationship:

- a. What physical space relationships should you (and your department if applicable) bear to other City Departments? *N/A*
- b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. Which staff needs to be located adjacent to each other?)
All need to be located adjacent to each other.

Comments / Concerns

1. Miscellaneous Comments/Concerns

Any comments or concerns not referred to in the questions above.

CITY HALL PROGRAMMING WORKSHEETS

GENERAL GOVERNMENT

LEGAL

Existing Services and Facilities

1. Name of department: *Legal*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall? *Yes.*
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) *If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies. Yes and No. The Legal Department works closely with every department in the City. Based on the organizational chart, the Legal Department is under the City Council/Mayor.*

4. Introduction:

Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. The Legal Department provides legal services to all City departments, the Mayor, City Council, and all City Boards and Commissions. It is responsible for reducing the City's liabilities and damages through legal guidance and support. The Legal Department assists with the resolution of cases involving the City, develops standard and specialized contracts, reviews contracts, assists with the development and revision of City ordinances, provides legal advice related to City business, and trains staff on relevant legal requirements.

5. Personnel:

List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person.

Albert M. Benschhoff, City Attorney / VaLerie Kolczynski, Deputy City Attorney / Robert E. Cansler, Contract Attorney / Ellen C. Thomas, Paralegal / Marie E. Maurer, Paralegal / Vacant, Admin. Assistant/Paralegal

6. Physical Facilities / Operations:

a. Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.) *We have 6 offices, a separate storage closet in the hallway and a file room. 2 of the larger offices (Attorney's) contain "coat" like closets. Of the 2 paralegal offices, one contains a small "coat" closet. The office occupied by the contract attorney is smaller than the paralegal offices and contains no storage. The Admin./Paralegal office contains no storage closets. It also houses the fax machine and large map scanner.*

b. What activities actually take place in the present spaces? *Meetings, depositions, filing, mediations, conference calls, research, writing, document assembly, all office functions.*

- b. What activities actually take place in the present spaces? *Meetings, depositions, filing, mediations, conference calls, research, writing, document assembly, all office functions.*
 - c. Describe your department's interaction with the public. *Different from day to day. Mainly the Legal Department interacts with other internal departments.*
 - d. Describe your department's need for private conferencing space. *Legal has an extreme need for a large secure private conferencing space as a lot of what the Legal Department handles is confidential in nature.*
 - e. Describe any special security needs for your department. *(See above) We also need to have a secure storage place only accessible to Legal Department employees.*
7. Physical Facilities "Character":
How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings) *It is convenient that the Legal Department is located downtown. Legal interacts with other departments on a daily basis. In addition, Legal uses the County facilities such as the Register of Deeds Office and the Courthouse.*
8. Equipment:
List all major equipment you use and describe its use. *Secure Intranet and Secure L drive on the Server. Large Map Scanner, Fax Machine (both currently housed in the Admin. Office), Riotech Copier/Printer/Scanner, HP Laserjet Printer, HP Inkjet Printer / Smaller Scanner (housed in on of the paralegal's office), conference call hub in the conference room, treadmill*
9. Storage:
Describe your department's storage needs. *(See #6e above) Legal needs a large storage space as a lot of the larger files are litigation files housed in boxes. Pursuant to the Records Retention Law all litigation files must be kept forever.*

Future Services and Facilities

1. Changes in Department Structure/Services:
 - a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements? *Additional Staff.*

CITY HALL PROGRAMMING WORKSHEETS

GENERAL GOVERNMENT

LEGAL

- b. What do you foresee the space requirements being for these changes, if any?
Need offices for the staff, especially lawyers.

2. Growth/Changes in Personnel:

What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years? *If Concord has a typical ration of lawyers to citizens, Concord may add another lawyer for each 30,000 to 40,000 persons. Changes in insurance or US of NC laws may also affect staffing levels.*

3. Future Equipment:

What new or additional equipment should be planned for in the future?

4. Storage:

What new storage needs should be planned for in the future? *5 times what we have now. It has grown to more than double in 3 years already.*

5. Special Needs:

What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future? *A conference room with a projector and projector screen set-up. Central area for all scanning/coping equipment. Non- florescent lighting. Climate control that works.*

6. Shared Needs:

What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use. *(See #5) Possibly a larger bathroom with 3+ stalls. We have an abundance of bathrooms in the building we are in now but they are all individual stalls.*

Spatial Relationships / Adjacencies

1. Desired Space Relationship:

- a. What physical space relationships should you (and your department if applicable) bear to other City Departments? *In theory, lawyers should be close to their clients. In practice, because the client is "The City" we can only be close to a few other departments simultaneously.*

- b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. Which staff needs to be located adjacent to each other?)
All of our staff needs to be located close together, with a secured area, or an area that may be secured.

Comments / Concerns

1. Miscellaneous Comments/Concerns

Any comments or concerns not referred to in the questions above.

Who else speaks on behalf of Legal? City Attorney and Deputy City Attorney

City Attorney has a reserved spot beside 30 Market St. Will that be kept?

CITY HALL PROGRAMMING WORKSHEETS

INTERNAL SERVICES

BILLING

Existing Services and Facilities

1. Name of department: *Billing*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall? *Yes*
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies. *Yes, The Billing Dept. works closely at times with Customer Service, providing information about meter readings and customers adjustments.*
4. Introduction:
Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. *Billing is responsible for all meter reading services, which includes electric, water, and wastewater. The Department processes the readings and the billing of more than 44,000 customers.*
5. Personnel:
List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person. *METER TECHNICIAN (4), SR. METER TECHNICIAN (1), UTILITY BILLING MANAGER (1), UTILITY BILLING SPECIALIST (5)*
6. Physical Facilities / Operations:
 - a. Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.) *(2)10x10 cubicles, (3) 9x10 cubicles,(1) 9x12 cubicle and (1) 12x14 office, (1) 19X10 room for meter reading equipment and lockers. (1)26x10 room for 2 bill printers, with tables for sorting bills, (1) 8x10 open spaces in hall ways that we store boxes of envelopes and utility bills,(1) 11x6 area for uniforms (1)8x12 hallway for cartons and sleeves, (1) 13x9 open area where the copier and fax machine are located. (1) 16x14 room with the bill stuffing machine with table for storage and also more storage area for boxes of envelopes. (1) shared break room that is not large enough for employees to eat lunch. Another storage area for reports that are kept for specific time periods.*

- b. **What activities actually take place in the present spaces?** *All meter reading and billing functions, loading and unloading handhelds and drive by units, printing reports, data entry, printing bills, separating bills stuffing bills and storing in cartons.*
 - c. **Describe your department's interaction with the public.** *Occasionally receive phone calls from customers.*
 - d. **Describe your department's need for private conferencing space.** *Monthly meetings*
 - e. **Describe any special security needs for your department.**
7. **Physical Facilities "Character":**
How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings) *(1) One hindrance is that the meter readers that use the Drive by Units have to park at the back entrance in order to carry the units to their vehicles which some times blocks the back entrance. These units weight about 65lbs each. (2) The meter readers really don't have any where to park when bring in their daily work. The street is designated for customers and when parking in the deck it takes up time to walk back and forth to their vehicles. (3) One enhancement is that we are located away (in the basement) from customer service and collections because some of our equipment is really noisy when stuffing bills but also it is very quiet when they are processing and working on routes which they need for concentrating.*
8. **Equipment:**
List all major equipment you use and describe its use. *The Billing Dept. utilizes a number of office machines including, computers, fax, and copiers, (2) bill print printers that are used daily to input information concerning meter readings and to print 43,000 bills per month. We have a bill stuffing machine that stuffs our bills. At this time we have (2) Drive By Data collectors and 8 handheld computers that the meter readers use to collect meter readings.*
9. **Storage:**
Describe your department's storage needs. *We only have a small amount of storage area that we share with 3 other departments. We need an area where we can store our reports that need to be kept for a specific time. We also do our utility bill prints in house so we need an area to store our utility bills and envelopes. Also, if the bill stuffing machine could be located in a room not close to any offices or break room. It*

CITY HALL PROGRAMMING WORKSHEETS

INTERNAL SERVICES

BILLING

is kind of loud. This is another area that will have less storage needs in the future as we move toward electronic storage.

Future Services and Facilities

1. Changes in Department Structure/Services:

- a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements? *In the long term procedures in meter reading will be affected. Instead of meter readers retrieving the readings they will be collected from the office.*
- b. What do you foresee the space requirements being for these changes, if any?

2. Growth/Changes in Personnel:

What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years? *An increase of 1 Billing Tech position but in Meter Reading with technology I feel that positions will be reduced.*

3. Future Equipment:

What new or additional equipment should be planned for in the future? *With technology in electric and water meters additional in house equipment will be required. Additional bill stuffing machines. It is also important to note that the City is going to billing on line. This COULD reduce our "paper billing" depending on how fast this catches on.*

4. Storage:

What new storage needs should be planned for in the future?

5. Special Needs:

What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future?

6. Shared Needs:

What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use. *A central conference room for Customer Service, Collections/Tax and Billing should be designed to hold meetings for staff other than sharing an administrative or Council conference*

room. A break room for the finance area would be a great addition. Currently the break room is outdated and located away from staff.

Spatial Relationships / Adjacencies

1. Desired Space Relationship:

- a. What physical space relationships should you (and your department if applicable) bear to other City Departments? *The Billing staff should be located in the same building but not in the same area.*
- b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. Which staff needs to be located adjacent to each other?) *All staff needs to be located in one central location. The Billing staff works closely with the meter reading staff.*

Comments / Concerns

1. Miscellaneous Comments/Concerns

Any comments or concerns not referred to in the questions above.

CITY HALL PROGRAMMING WORKSHEETS

INTERNAL SERVICES

BUILDING AND GROUNDS MAINTENANCE

Existing Services and Facilities

1. Name of department: *Building Grounds*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall? *Yes*
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies.
4. Introduction:
Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. *The Buildings & Grounds Maintenance Department supports the maintenance operations of City departments. Primary responsibilities include ground maintenance, building maintenance, HVAC/Electrical, custodial, vacant lot mowing, street rights-of-way mowing, and Public Housing grounds maintenance.*
5. Personnel:
List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person. *BUILDING & GROUNDS DIRECTOR (1), CUSTODIAN (15), CUSTODIAN SUPERVISOR (1), MAINTENANCE MECHANIC (4), MAINTENANCE SUPERVISOR (2), UTILITY SERVICE COORDINATOR (2), UTILITY SERVICE SUPERVISOR (4), UTILITY SERVICE WORKER (14)*
6. Physical Facilities / Operations:
 - a. Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.)
 - b. What activities actually take place in the present spaces?
 - c. Describe your department's interaction with the public.
 - d. Describe your department's need for private conferencing space.
 - e. Describe any special security needs for your department.

7. Physical Facilities "Character":

How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings)

8. Equipment:

List all major equipment you use and describe its use.

9. Storage:

Describe your department's storage needs.

Future Services and Facilities

1. Changes in Department Structure/Services:

- a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements?
- b. What do you foresee the space requirements being for these changes, if any?

2. Growth/Changes in Personnel:

What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years?

3. Future Equipment:

What new or additional equipment should be planned for in the future?

4. Storage:

What new storage needs should be planned for in the future?

1) *We need a custodial closet with a mop sink and water supply on each floor. We utilize cubitainers of concentrated cleaning chemicals, and add water at a mixing station on the mop sink.*

2) *We need a general utility area to store light bulbs, ladders, etc for the building. This can be within the electrical riser room, if separated as required.*

3) *We need a general storage area, for seasonal decor and event materials, and City promotional materials. This can be around 10 by 10 total.*

CITY HALL PROGRAMMING WORKSHEETS

INTERNAL SERVICES

BUILDING AND GROUNDS MAINTENANCE

5. Special Needs:

What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future?

We suggest a separate HVAC system (and a back up Liebert system) for the server and telco rooms. We think the telco should be separated from the server room.

We need a place to house the general building equipment: panic alarm panel, fire, intruder alarm panels, door access control equipment panels, etc. We also specify "open source" alarm systems only, no proprietary systems like Grinnell or ADT)

We would like to have stairwell access to the roof top: we would like for the roof access to be on the stairwell, with a locking hatch cover accessible from the top of the stairs, NOT a ladder at the top of the stairs.

Location that is ground level accessible for the generator, and switchgear.

Floor drains in each toilet room

Tile floors in each toilet room

ADA controls on the exterior main doors

Accessible filter replacement locations for ice machine, water fountains, and HVAC equipment

Parking space for City utility vehicle for service calls.

General lighting circuits: We request each even fixture be on one circuit, and every "odd" fixture be on another circuit. This is for ease of changing lamps, and for safety, and for energy conservation.

LEED: we want to emphasize that we are more interested in saving water than in saving energy on water heating, so we do NOT want to utilize on demand water heaters. Instead, we prefer the "high low" method, and timers to save energy on water heaters.

- 6. Shared Needs:
What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use.

Spatial Relationships / Adjacencies

- 1. Desired Space Relationship:
 - a. What physical space relationships should you (and your department if applicable) bear to other City Departments?
 - b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. Which staff needs to be located adjacent to each other?)

Comments / Concerns

- 1. Miscellaneous Comments/Concerns

Any comments or concerns not referred to in the questions above.

CITY HALL PROGRAMMING WORKSHEETS

INTERNAL SERVICES

CUSTOMER SERVICE

Existing Services and Facilities

1. Name of department: *Customer Service*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall? *Yes*
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies. *Yes the Customer Service Department would benefit from being located in a New City Hall because of the availability for increased parking options for customers. This would also benefit shoppers and merchants in the downtown area to allow for more parking for their customers instead of spaces being taken for utility customers.*
4. Introduction:
Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. *Customer Service is responsible for creating new customer utility accounts and answering customer inquiries regarding their utility accounts.*
5. Personnel:
List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person. *CUSTOMER SERVICE SPECIALIST (7), CUSTOMER SERVICE MANAGER (1), METER TECHNICIAN (5), SR. CUSTOMER SERVICE SPECIALIST (2), UTILITY SERVICE SUPERVISOR (1)*
6. Physical Facilities / Operations:
 - a. Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.) *The breakroom is outdated and located in an open area downstairs without adequate space. The break room lacks sufficient seating and no entertainment options such as a TV.*
 - b. What activities actually take place in the present spaces? *In person customer interaction, phone contact with customers.*
 - c. Describe your department's interaction with the public. *We oversee utility accounts for City of Concord customers through in person contact and phone contact. We also have a waiting area/lobby for customers when all representatives are busy.*

- d. Describe your department's need for private conferencing space. *Information exchanged between the customer service representatives and the customer is confidential and privacy is a concern. Private offices or space away from the lobby are necessities.*
- e. Describe any special security needs for your department. *Customers are sometimes upset or may become physically violent and a silent alarm system is utilized when Law Enforcement is needed. There are also cameras used to record activity in the lobby and collections area. A better security system with more cameras would be a great benefit especially at the front desk.*
7. **Physical Facilities "Character":**
How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings) *The exterior of the building is not as visible as it needs to be in relation to other city business. There is only a simple sign to describe our location that can be easily missed. Parking is also lax because of the relation to downtown shops and being on a main street.*
- The interior of City Hall is not adequately designed to assist walk-in customers. The building is laid out still as it was built in the style of an old bank. Offices and work spaces are placed in unusual areas due to lack of space and design.*
- The Utility Technicians are located downstairs in a small, cramped room which was built for storage. The technicians have a relatively small area to get water meters ready for installation.*
8. **Equipment:**
List all major equipment you use and describe its use. *The customer service department utilizes computers, faxes, copiers and other office related equipment. The utility technicians also drive City Trucks, use laptops, safety equipment, meter keys, meter locks, gloves, pliers and other field related equipment.*
9. **Storage:**
Describe your department's storage needs. *Our current storage areas are very limited and not conducive to what we need. We have to retain a lot of paper copies related to customer accounts and these are placed in large boxes. Currently these files are stacked to the ceiling in a hallway located at the bottom of City Hall. Less storage will be needed as we move more toward electronic storage.*

CITY HALL PROGRAMMING WORKSHEETS

INTERNAL SERVICES

CUSTOMER SERVICE

Future Services and Facilities

1. Changes in Department Structure/Services:

- a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements? *A larger customer base in the short term and long term will affect how we deliver services to our customers. More customers walking in or calling would require more space for more employees and a larger customer waiting area.*
- b. What do you foresee the space requirements being for these changes, if any? *More private offices for representatives and overall space for walk in customers.*

2. Growth/Changes in Personnel:

What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years? *I would anticipate a growth of between 1- 3 new positions as the customer base increases over the next 10 years. Thought needs to be placed on expansion, allowing extra work space to be designed even if not utilized immediately.*

3. Future Equipment:

What new or additional equipment should be planned for in the future? *Reliance on technology including additional PC's, scanners, and software to electronically house documents and contracts will be needed in the future. Also systems which can automatically disconnect service from our office instead of in the field should be explored. Electronic storage system software will also need to be utilized to help eliminate the need for paper file retention.*

4. Storage:

What new storage needs should be planned for in the future? *Customer service will need a large repository to store paper files such as a records vault. It needs to be located on-site.*

5. Special Needs:

What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future? *Easily controllable thermostats should be utilized in the New City Hall.*

6. **Shared Needs:**

What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use. *A break room for the finance area would be a great addition. Currently the break room is outdated and located away from staff. A central conference room for Customer Service, Collections/Tax and Billing should be designed to hold meetings for staff other than sharing an administrative or Council conference room.*

Spatial Relationships / Adjacencies

1. **Desired Space Relationship:**

- a. What physical space relationships should you (and your department if applicable) bear to other City Departments? *Customer Service and Collections departments need to be in relatively close proximity for customers to speak with a representative and then make payments*
- b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. Which staff needs to be located adjacent to each other?) *All representatives need to be located together in a common area. Senior Representatives may be removed from this area but need to be within reach.*

Comments / Concerns

1. **Miscellaneous Comments/Concerns**

Any comments or concerns not referred to in the questions above. *There may come a time when the Call Center and the Customer Service Center is together, which would be good.*

CITY HALL PROGRAMMING WORKSHEETS

INTERNAL SERVICES

DATA SERVICES

Existing Services and Facilities

1. Name of department: *Data Services*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall? *Yes. Main Server Room located in the basement of City Hall. Data Services is outsourced to Technologies Edge.*
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies. *This department should be located in the new City Hall. The concentration of data equipment and users in the current City Hall, Annex, Finance, and Police along with the access to network fiber make this a logical site.*
4. Introduction:
Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. *This department is responsible for the IT functions for the city including the installation and maintenance of the servers, routers, and workstations. In the City Hall server room, there are currently 27 servers and numerous network devices. Data Services is responsible for the maintenance of this equipment, support of all city computer and software users.*
5. Personnel:
List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person.
 - a. *Data Services Personnel located at City Hall*
 - i. *Bill Dusch- VP and serves as Data Services department head*
 - ii. *Charlie Bridges- Data Services Manager – Oversees Data Services daily operations, performs project planning and implementation scheduling.*
 - iii. *Martin Belt- Senior Network Engineer- Maintains the city's network operations.*
 - iv. *Gay Myrick- User Support Administrator- First level support of software and Data Services trouble calls*
 - v. *Gary Gilmore- Network Engineer- Field support for Data Services user issues and installs.*
 - b. *Data Services Personnel located outside of City Hall but work in City Hall on a regular basis*
 - i. *Ed Niven- GIS Support Manager- Based at Brown Complex. Primary GIS server located at City Hall.*

- ii. *Garry Washburn- Programming- Programs remote but demos are often preformed at City Hall.*
- iii. *Peter Wakeford- IT Engineer for Fire- Based at Fire Station #3. Also does installs and support for other departments.*
- iv. *Chris Wood- IT Support for Police based at Police Station Server Room.*
- v. *Jerry Laliberte- Software support for Utilities, Tax, and Brown Workorder software.*

6. Physical Facilities / Operations:

- a. **Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.)** *The city hall Data Services staff is located in the basement of City Hall:*
 - i. *2 main server rooms- 20 x 16 and 19 x 10 connected. Included in this space are the 2 desk areas for Department Head and Department Manager.*
 - ii. *Office used by User Support Administrator, (Gay Myrick) 12x8*
 - iii. *Storage and Software Support Office (Jerry Laliberte) 12x8*
 - iv. *Cubicle for Network Engineer (Gary Gilmore)*
 - v. *Cubicle for Senior Network Engineer (Martin Belt)*
 - vi. *Computer Training Lab and Storage area- 30 x 15.*
- b. **What activities actually take place in the present spaces?**
 - i. *Server Room- Maintenance of servers, office duties, and programming*
 - ii. *User Support Admin- Phone support and office work*
 - iii. *Software Support- Office and Programming, computer equipment storage*
 - iv. *Network Engineer cubicle: Setup and installation preparation for workstations being installed at all sites through out the city except Police, Fire, and Communications.*
 - v. *Senior Engineer cubicle: Setup and programming of servers, routers, and other network equipment for deployment throughout the city.*
 - vi. *Computer Training Lab- The lab is setup as a classroom and contains 12 workstations and 1 instructor station. Approximately ¼ of the room is currently used to store surplus computer equipment and is a pass through to non-Data Service storage areas and HVAC equipment.*
- c. **Describe your department's interaction with the public.** *There is limited public interaction with Data Services . This is an internal department for the city.*
- d. **Describe your department's need for private conferencing space.** *There is a daily need for space for up to 5 individuals. This is currently being handled using the*

CITY HALL PROGRAMMING WORKSHEETS

INTERNAL SERVICES

DATA SERVICES

Computer Training Lab or one of the other City conference rooms located in City Hall.

- e. Describe any special security needs for your department. *The data processing equipment needs to be located in a secure/limited access area with backup power and backup generation.*

7. Physical Facilities "Character":

How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings)

- i. *The location is good for a server room as it has relatively secure access. The existing server room was designed for a 1980's mainframe server. Until the late 90's, there was only a minimal network with only 25 users at two locations. Now, there are over 50 servers in the city with over 20 sites networks. Servers are distributed throughout the city at over 8 sites primarily connected through a fiber network. The main server room is a patchwork of cables with servers and network equipment squeezed into any free area. The server room also serves as the office for two managers. Heating and Cooling is uncontrollable, however, the temperature is on the cold side so only the humans working in the space suffer. We have a defunct battery backup system which has been superseded by individual APC battery units. This works adequately as a relatively short term (several years) solution and provides adequate protection during outages until the site generator can provide the ongoing backup electrical service. The last issue with this location is storage. There is limited space available for any hardware or software storage.*
- ii. *User Support Admin. Office- The space is used of phone and computer support by one individual. The good part of this location is that it is quiet and away from distractions which is required for this type work. Housed in the location is an office desk, one workstation, two monitors, a printer. The space cannot be used by more than one individual unless they stand outside of the door or sit behind the user's desk.*
- iii. *Software Support Office- This location has two workstations but can really only support one individual. One wall is used for computer hardware storage. Same issues as the User Support Admin. Office.*

iv. *Network Engineer Cubicle-* This is a nice space located deep within the building. The engineer will bring equipment from the back door through the various city employee break and office areas to his cubicle. At any given time, there can be more than 30 workstations in various stages of configuration, repair, decommission, or surplus. This requires the engineer to constantly relocate equipment and work in cramped conditions. Also, the carts used to transport the equipment is stored in the hallway outside of the cubicle.

v. *Senior Engineer Cubicle-* Same conditions as above.

vi. *Computer Training Lab-* The lab is located in the back of the building. The room is long and not very wide which makes it difficult for the students. Also the height of the room is very low making it difficult for students located in the back of the room to see the instructor or screen. The room also has a video camera located next to one of the training stations. Due to the height of the ceiling, a ceiling mounted unit would be quite difficult. The last issue with the room goes back to storage of surplus equipment. No computer hardware is released from the city until the hard drive has been reformatted or destroyed. This is another reason for the storage of hardware in the training lab where it awaits to be properly disposed in a secure manner.

8. Equipment:

List all major equipment you use and describe its use. *Listed above.*

9. Storage:

Describe your department's storage needs. *Listed above.*

Future Services and Facilities

1. Changes in Department Structure/Services:

a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements? *In the 5 year time frame, we do not anticipate a lot of changes in the operation. Initially, there will be a number of additional servers added in the next 2 years as we migrate away from Novell and move to a Microsoft platform. After that, there will most likely be two fundamental changes in the overall Data Services process. The first will be due to the increase in Internet capacity resulting in more "cloud" computing. This will result*

CITY HALL PROGRAMMING WORKSHEETS

INTERNAL SERVICES

DATA SERVICES

in the reduction on on-site servers and a reduction in applications being housed on site or even owned by the city. The second is the increased virtualization of servers. Today, a server might be used by a relatively small number of similar applications. This is in the process of changing where a single server can be user for many dissimilar applications. Both of these changes make the future space required for servers much reduced.

- b. What do you foresee the space requirements being for these changes, if any? *The current space being allocated for servers will need to be able to be reused for administrative functions.*

2. Growth/Changes in Personnel:

What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years? Growth in personnel will be driven by the staff changes in the city. We need approximately 1 tech person per 150 (?) City employees to provide daily support. However, since the majority of increase will most likely be due to Police and Fire, those positions will most likely not be located full time in City Hall.

3. Future Equipment:

What new or additional equipment should be planned for in the future? No significant change in the quantity of equipment is anticipated for the downtown locations.

4. Storage:

What new storage needs should be planned for in the future? The major storage need increase is the unknown of how retired equipment must be disposed in the future. If the equipment must be parted out prior to disposal, an area will need to be designated to handle the 150 units that are surplus each year.

5. Special Needs:

What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future? No future special needs are anticipated.

6. Shared Needs:

What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use. Nearly all of the common areas can be shared with the rest of the departments located in the building.

Spatial Relationships / Adjacencies

1. Desired Space Relationship:

- a. What physical space relationships should you (and your department if applicable) bear to other City Departments? *From the software perspective, Data Services provides daily support and tech services to Utility Billing, Finance, Tax, HR, Payroll and City Managers staff.*
- b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. Which staff needs to be located adjacent to each other?) *Staff that needs to have physical space relationships include all the positions listed in "Existing Services and Facilities" #5 above.*

Comments / Concerns

1. Miscellaneous Comments/Concerns

Any comments or concerns not referred to in the questions above.

1. *Cellular phone repeater system to allow unrestricted phone and wireless data connection anywhere in the building.*
2. *Server Room UPS system to house a backup power system such as Liebert.*
3. *Dedicated dual backup HVAC System for server room.*
4. *Connection to diesel generation system.*

CITY HALL PROGRAMMING WORKSHEETS

INTERNAL SERVICES

ENGINEERING

Existing Services and Facilities

1. Name of department: *Engineering*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall? *No.*
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies.
4. Introduction:
Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. *The Engineering Department provides engineering, technical, and contract management assistance to all City departments. Department's responsibility to schedule, design, prepare specifications, acquire permits, secure rights-of-way, advertise, bid, and manage all capital improvement projects as directed and approved by the City Council and the City Manager. Other engineering responsibilities include plan review, obtaining and holding application permits and encroachment agreements, and observing the construction of new public infrastructure to ensure compliance with local, state, and federal regulations.*
5. Personnel:
List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person. *ADMINISTRATIVE ASSISTANT (1), ASSISTANTSURVEYORSUPERVISOR(1), CADTECHNICIAN(2), CONSTRUCTION INSPECTOR (5), DEPUTY CITY ENGINEER (1), ENGINEER COORDINATOR (1), ENGINEERING CONSTRUCTION MANAGER (1), ENGINEERING CONSTRUCTION SUPERVISOR (1), ENGINEERING DIRECTOR (1), ENGINEERING MANAGER (1), EXECUTIVE ASSISTANT (1), GIS COORDINATOR (1), PROJECT ENGINEER (2), RIGHT OF WAY AGENT (1), STAFF ENGINEER TRAINEE (1),*
6. Physical Facilities / Operations:
 - a. Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.)
 - b. What activities actually take place in the present spaces?

- c. Describe your department's interaction with the public.
 - d. Describe your department's need for private conferencing space.
 - e. Describe any special security needs for your department.
7. Physical Facilities "Character":
How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings)
8. Equipment:
List all major equipment you use and describe its use.
9. Storage:
Describe your department's storage needs.

Future Services and Facilities

1. Changes in Department Structure/Services:
- a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements?
 - b. What do you foresee the space requirements being for these changes, if any?
2. Growth/Changes in Personnel:
What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years?
3. Future Equipment:
What new or additional equipment should be planned for in the future?
4. Storage:
What new storage needs should be planned for in the future?

CITY HALL PROGRAMMING WORKSHEETS

INTERNAL SERVICES

ENGINEERING

5. Special Needs:

What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future?

6. Shared Needs:

What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use.

Spatial Relationships / Adjacencies

1. Desired Space Relationship:

- a. What physical space relationships should you (and your department if applicable) bear to other City Departments?
- b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. which staff needs to be located adjacent to each other?)

Comments / Concerns

1. Miscellaneous Comments/Concerns

Any comments or concerns not referred to in the questions above.

CITY HALL PROGRAMMING WORKSHEETS

INTERNAL SERVICES

FLEET SERVICES

Existing Services and Facilities

1. Name of department: *Fleet Services*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall? *No*
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies. *No.*
4. Introduction:
Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. *Fleet Services provides mechanical support for all of the City's fleet, which consists of over 800 vehicles and medium/heavy duty equipment.*
5. Personnel:
List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person. *AUTOMOTIVE PARTS CLERK (1), AUTOMOTIVE PARTS SUPERVISOR (1), AUTOMOTIVE TECHNICIAN (7), EXECUTIVE ASSISTANT (1), FLEET SERVICES COORDINATOR (1), FLEET SERVICES DIRECTOR (1), FLEET SERVICES SUPERVISOR (1)*
6. Physical Facilities / Operations:
 - a. Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.)
 - b. What activities actually take place in the present spaces?
 - c. Describe your department's interaction with the public. *Fleet Services has minimal contact with the public. Our customers are internal with the exception of parts delivery.*
 - d. Describe your department's need for private conferencing space.
 - e. Describe any special security needs for your department.

7. **Physical Facilities "Character":**
How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings)
8. **Equipment:**
List all major equipment you use and describe its use.
9. **Storage:**
Describe your department's storage needs.

Future Services and Facilities

1. **Changes in Department Structure/Services:**
 - a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements?
 - b. What do you foresee the space requirements being for these changes, if any?
2. **Growth/Changes in Personnel:**
What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years?
3. **Future Equipment:**
What new or additional equipment should be planned for in the future?
4. **Storage:**
What new storage needs should be planned for in the future?
5. **Special Needs:**
What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future?
6. **Shared Needs:**
What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use.

CITY HALL PROGRAMMING WORKSHEETS

INTERNAL SERVICES

FLEET SERVICES

Spatial Relationships / Adjacencies

1. Desired Space Relationship:

- a. What physical space relationships should you (and your department if applicable) bear to other City Departments? *Spatial needs are confined to the Brown Operations Center. However, personnel may occasionally be required to visit the following departments in City Hall: HR, Finance, Manager's Office, Legal, and Budgeting.*
- b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. Which staff needs to be located adjacent to each other?)

Comments / Concerns

1. Miscellaneous Comments/Concerns

Any comments or concerns not referred to in the questions above.

CITY HALL PROGRAMMING WORKSHEETS

INTERNAL SERVICES

PURCHASING

Existing Services and Facilities

1. Name of department: *Purchasing Department*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall? *No.*
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies. *No.*
4. Introduction:
Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. *Purchasing is responsible for the procurement and storage of goods and equipment for all City departments.*
5. Personnel:
List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person. *PURCHASING MANAGER (1), PURCHASING TECHNICIAN (2), WAREHOUSE CLERK (4), WAREHOUSE SUPERVISOR (1)*
6. Physical Facilities / Operations:
 - a. Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.)
 - b. What activities actually take place in the present spaces? *Purchasing will sometimes meet in the upstairs conference room with vendors and other meetings that take place. We also order copy paper for City Hall which has limited space for storage. We also deliver interoffice and post office mail to the downstairs mail room which can be congested in the open area that it is in.*
 - c. Describe your department's interaction with the public.
 - d. Describe your department's need for private conferencing space.
 - e. Describe any special security needs for your department.

7. Physical Facilities "Character":

How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings) *Parking for the Purchasing vehicle can be difficult at the back of City Hall with other trucks in the way when unloading mail and supplies. An elevator could be utilized when transporting heavy supplies to the upstairs floor of the existing City Hall. Parking on Union Street to unload supplies is very difficult at best. The purchasing courier needs a more adequate drop off and pick up area.*

8. Equipment:

List all major equipment you use and describe its use.

9. Storage:

Describe your department's storage needs.

Future Services and Facilities

1. Changes in Department Structure/Services:

a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements?

b. What do you foresee the space requirements being for these changes, if any?

2. Growth/Changes in Personnel:

What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years?

3. Future Equipment:

What new or additional equipment should be planned for in the future?

4. Storage:

What new storage needs should be planned for in the future?

5. Special Needs:

What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future?

CITY HALL PROGRAMMING WORKSHEETS

INTERNAL SERVICES

PURCHASING

6. Shared Needs:

What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use.

Spatial Relationships / Adjacencies

1. Desired Space Relationship:

- a. What physical space relationships should you (and your department if applicable) bear to other City Departments? *Purchasing manages the inventory warehouse which is located at the Brown Operations Center. This works well with the infrastructure departments.*
- b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. Which staff needs to be located adjacent to each other?)
Not Applicable

Comments / Concerns

1. Miscellaneous Comments/Concerns

Any comments or concerns not referred to in the questions above.

CITY HALL PROGRAMMING WORKSHEETS

INTERNAL SERVICES

UTILITY COLLECTIONS / TAX

Existing Services and Facilities

1. Name of department: *Utility Collections, Tax*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall? *Yes.*
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies. *All members of each division should be located at City Hall – they work as a team in their respective divisions; however Business License Officer can be located a short distance away from the rest of the group as this position works mostly in the field*
4. Introduction:
Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. *The Utilities Collections Department is responsible for the collection of all electric, water, sewer, and commercial solid waste payments made to the City. The Collection of utility deposits, reconnect fees, returned checks, and other miscellaneous revenues are also transacted in this department. The Tax Collection Division is responsible for the billing and collection of all current and delinquent property taxes and privilege licenses.*
5. Personnel:
List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person. *ADW will plan to obtain this information from engineering/this year's budget document.*
Utilities Collections
ACCOUNTING TECHNICIAN I (4)

Tax
BUSINESS LICENSE OFFICER (1)
DEPUTY TAX COLLECTOR (3)
TAX COLLECTOR / COLLECTIONS MANAGER (1)

6. Physical Facilities / Operations:

- a. Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.)

4-station payment counter (approx 6'x6.5' each station)

2 back-desk cubical work spaces (approx 7'x5')

Walk space with filing cabinets and copier along the walls (approx 7.5'x20')

Detached Drive Thru w/ bathroom (approx 6'x10')

Business License officer cubical (approx 9'x11')

Manager's office (approx 10'x16')

2nd Floor conference room

Vault w/ shelving (approx 8.25'x12')

Break Room

- b. What activities actually take place in the present spaces?

4-station payment counter: accept customer payments; assist customers with questions

2 back-desk cubical work spaces: prepare bank deposits; add'l exception processes; assist customers via phone

Walk space with filing cabinets and copier along the walls: walkway; copy/scan/fax

Detached Drive Thru: accept customer payments

Business License officer cubical: related paperwork; phone calls

Manager's office: mgr's work tasks; assist customers if needed; small meetings

2nd Floor conf room (used for dept meetings)

Vault w/ shelving (used to store cash drawers, and other documents - from previous years as well as those that cannot be destroyed)

Breakroom: used for lunch time etc.

CITY HALL PROGRAMMING WORKSHEETS

INTERNAL SERVICES

UTILITY COLLECTIONS / TAX

- c. Describe your department's interaction with the public. *Both departments are in constant contact with the public regarding utility and tax account issues/ payments*
- d. Describe your department's need for private conferencing space. *No need for our own space; we can use a shared space*
- e. Describe any special security needs for your department. *Additional Security cameras to get a complete view of the area; panic buttons out of customers' sight; plexiglass windows/wall for payment counter to avoid spreading germs and customers reaching over counter or seeing cash drawers.*

7. Physical Facilities "Character":

How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings) *No reserved handicapped spaces or ramp in front of building for those in wheelchairs; need better visibility – a stand alone building would be easier to see; need to lower payment counters – they are too tall for people less than 5'4" and those in wheelchairs; there is not enough work space for the payment stations or the back-desk workspaces; include a "locker" area for personal belongings i.e. coats, purses because coworkers in this area rotate desks weekly; detached Drive Thru needs major remodel from flooring to counter space and motorized drawer and would like this area to be attached to the building for better efficiency and less risk of theft – more like a bank drive thru; Break room needs more seating, a sink and cabinets for dishes and possibly a TV – more like a kitchen; need an industrial size refrigerator.*

8. Equipment:

List all major equipment you use and describe its use.

PCs: used for recording payment transactions and other related activities; create and save documents; communication via e-mail

Printers: used to print reports, business licenses, bills, letters etc.

Modem: used to connect to lockbox site for download of payment file

Copier: used to make copies, scan documents, send and receive faxes

Currency Counter: used to count currency quickly when preparing bank deposits

Postage printer: used to print postage for Tax certified mail

Laptop: used by Business License officer in the field to look up and note business accounts, e-mail communication etc.

9. Storage:

Describe your department's storage needs. *Would like to keep the same amount of storage that we have now in the Collections and Tax areas:*

(5) 2-door cabinets w/ shelves

(1) 4-drawer filing cabinet

(1) tall 2-door cabinet

Vault space

Drawers connected to desks

Future Services and Facilities

1. Changes in Department Structure/Services:

- a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements?

Short term: add'l payment station at the counter for use during busy times; we've experienced more walk in traffic due to credit card convenience fees that customer's aren't willing to pay

Long term: expansion of drive thru to two lanes for use during busy times

- b. What do you foresee the space requirements being for these changes, if any?

Add'l space added to the payment counter; would need extra lane added in drive thru area

2. Growth/Changes in Personnel:

What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years? *Possibly peak-time position*

3. Future Equipment:

What new or additional equipment should be planned for in the future? *Scanners for payment coupons; envelope opener, currency counter, check endorser*

CITY HALL PROGRAMMING WORKSHEETS

INTERNAL SERVICES

UTILITY COLLECTIONS / TAX

4. Storage:

What new storage needs should be planned for in the future? *Additional server space to house electronic documents*

5. Special Needs:

What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future? *Better control of the A/C & heating for each area; more electrical outlets - not all of them on one side of the wall; better electrical wiring so we don't blow fuses; conference room projector attached to ceiling w/remote screen*

6. Shared Needs:

What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use. *Could share bathrooms, break rooms, conference room(s)*

Spatial Relationships / Adjacencies

1. Desired Space Relationship:

a. What physical space relationships should you (and your department if applicable) bear to other City Departments? *Utility Collections and Tax should be relatively close/adjacent to the Customer Service Dept*

b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. which staff needs to be located adjacent to each other?)

Collections coworkers should be together

Tax coworkers should be together

Both depts. should be adjacent to one another

Comments / Concerns

1. Miscellaneous Comments/Concerns

Any comments or concerns not referred to in the questions above.

We have occupied the current building for many years and have outgrown the space. The building was originally designed for a bank and therefore there are offices in weird places. Even after the small redesign in 2009, the need for more upgrades is still evident. The wallpaper, office decor and cubical fabric are so outdated and worn, that it's not inviting to customers. Security at the front is a major concern for the coworkers up there. There have been a few shooting incidents recently that have really put us on alert. We would like more done to secure this area.

The drive thru hasn't had any major upgrades, with the exception of wallpaper removal and painting done earlier this year. The motorized drawer needs upgrading as well as the inside counter set up – a complete remodel.

This building is not a place where coworkers can be proud to work in. Everything is old. We understand the fact that residents want us to spend their tax dollars wisely, and we don't want to have the perception that we are splurging on unnecessary things. But you have to continually improve in order to keep up with technology, trends and customer needs. You have to spend money! Be good and show an interest in your employees if you want them to perform well, have a good morale, and ultimately be good to and for the company.

CITY HALL PROGRAMMING WORKSHEETS

PUBLIC SAFETY

EMERGENCY COMMUNICATIONS (911)

Existing Services and Facilities

1. Name of department: *Emergency Communications (911)*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall? *No.*
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies. *Probably not*
4. Introduction:
Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. *We are the Public-Safety Answering Point for incoming emergency and service calls for Police and Fire and also receive after-hours requests for other city services.*
5. Personnel:
List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person. *1-Director, 1-Customer Service Manager, 4-Telecommunicator Shift Supervisors, 20-Telecommunicators. We work ten personnel during race events and six during normal peak hours. **Director currently located in another building with Radio Shop***
6. Physical Facilities / Operations:
 - a. Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.) *Customer Service Manager Office – 10'6"X14', Shift Supervisor Office – 9'6"X11, Computer/ Telephone Equipment Room – 22'X11', Operations Room – 23'6"X44'3", Break Room – 7'X10'6" and two single bathrooms all within secured space.*
 - b. What activities actually take place in the present spaces? *Operations room is 24X7 answering point*
 - c. Describe your department's interaction with the public. *Minimal face-to-face because of current security requirements.*

- d. Describe your department's need for private conferencing space. *We currently share a 27X11 room with the Customer CARE Center and Fire Department that is used for training, shift meetings and conferences when more than three personnel are attending. This room is also the City EOC.*
 - e. Describe any special security needs for your department. *State and Federal laws require the operations and computer room be secured from unauthorized personnel. All personnel with access require criminal background checks and fingerprint checks.*
7. Physical Facilities "Character":
How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings) *Existing facilities provide dual electrical feeds from two different power grids and we can share dorm and cooking facilities with Fire to meet several national standards but 90% of our workload is supporting Police so we end up faxing many documents and having officers stop by to pick up data they need.*
8. Equipment:
List all major equipment you use and describe its use. *Multi-Channel radio consoles, multiple monitors, 911 PSAP terminals, logging recorders*
9. Storage:
Describe your department's storage needs. *Record retention requires about 6 cu/ft of storage currently.*

Future Services and Facilities

1. Changes in Department Structure/Services:
 - a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements? *Increase in staffing to support population.*
 - b. What do you foresee the space requirements being for these changes, if any? *Larger operations room.*

CITY HALL PROGRAMMING WORKSHEETS

PUBLIC SAFETY

EMERGENCY COMMUNICATIONS (911)

2. Growth/Changes in Personnel:

What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years?

3. Future Equipment:

What new or additional equipment should be planned for in the future? *Additional workstations to support more operating positions.*

4. Storage:

What new storage needs should be planned for in the future? *No expansion needs anticipated*

5. Special Needs:

What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future? *NFPA recommends dedicated HVAC systems for the operations room and redundant UPS systems. We would also use individual controlled lighting for each position.*

6. Shared Needs:

What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use. *Our break room, toilets, storage and conference areas can be shared. NFPA recommends break room and toilets to be adjacent to the Operations Room.*

Spatial Relationships / Adjacencies

1. Desired Space Relationship:

- a. What physical space relationships should you (and your department if applicable) bear to other City Departments? *Unable to determine any specific requirements.*
- b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. Which staff needs to be located adjacent to each other?) *Shift Supervisor Office needs to be close to the Operations Room so they can monitor activity in the room and return to a workstation if needed.*

Comments / Concerns

1. Miscellaneous Comments/Concerns

Any comments or concerns not referred to in the questions above.

CITY HALL PROGRAMMING WORKSHEETS

PUBLIC SAFETY

FIRE AND LIFE SAFETY

Existing Services and Facilities

1. Name of department: *Fire and Life Safety*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall? *The Fire Prevention Division has personnel working at the City Hall Annex.*
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies. *No.*
4. Introduction:
Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. *The Fire Prevention Division has the responsibility of plans review for all non-residential construction in the City. Currently there are two personnel assigned to work with the Development Services Personnel on construction permits, etc. In the future when space is available it would work well for the entire Fire Prevention Division to be in one location in the same area of Development Services to ensure effective customer service.*
5. Personnel:
List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person. *Currently there are two Assistant Fire Marshals that work in the City Hall Annex. They are responsible for plans review and permitting construction projects.*
6. Physical Facilities / Operations:
 - a. Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.) *Two small offices with limited storage space with access to a copier and a workroom with a large table for plans review.*
 - b. What activities actually take place in the present spaces? *Plans review and consultation with customers on construction projects.*
 - c. Describe your department's interaction with the public. *Daily*

- d. Describe your department's need for private conferencing space. *Need an area to have a private conference for difficult construction projects.*
 - e. Describe any special security needs for your department. *No special security needs at this time.*
7. Physical Facilities "Character":
How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings)
8. Equipment:
List all major equipment you use and describe its use. *No major equipment needs.*
9. Storage:
Describe your department's storage needs. *Limited storage needs.*

Future Services and Facilities

1. Changes in Department Structure/Services:
 - a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements? *Long term the entire Fire Prevention Division should all work in the same area. The Division has six personnel at this time and may increase to one additional co-worker each five years for the next 5-20 years.*
 - b. What do you foresee the space requirements being for these changes, if any? *Additional office space and general storage.*
2. Growth/Changes in Personnel:
What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years? *Currently have six. Anticipate one additional employee each 5 year period.*
3. Future Equipment:
What new or additional equipment should be planned for in the future? *No special equipment needs.*

CITY HALL PROGRAMMING WORKSHEETS

PUBLIC SAFETY

FIRE AND LIFE SAFETY

4. Storage:

What new storage needs should be planned for in the future? *General storage.*

5. Special Needs:

What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future? *Large work area for plans review.*

6. Shared Needs:

What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use. *No issues with shared facilities.*

Spatial Relationships / Adjacencies

1. Desired Space Relationship:

- a. What physical space relationships should you (and your department if applicable) bear to other City Departments? *Should be near the Development Services Department.*
- b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. Which staff needs to be located adjacent to each other?) *No special needs.*

Comments / Concerns

1. Miscellaneous Comments/Concerns

Any comments or concerns not referred to in the questions above.

CITY HALL PROGRAMMING WORKSHEETS

PUBLIC SAFETY

POLICE DEPARTMENT

Existing Services and Facilities

1. Name of department: *Police Department*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall? *No.*
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies. *No.*
4. Introduction:
Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. *The Police Department is responsible for the safety of citizens and charged with enforcing federal, state, and local laws.*
5. Personnel:
List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person. *ADMINISTRATIVE ASSISTANT (5), CUSTOMER SERVICE SPECIALIST (12), DEPUTY POLICE CHIEF (1), EXECUTIVE ASSISTANT (1), GIS ANALYST (1), MASTER POLICE OFFICER (43), PARKING ENFORCEMENT TECH (1), POLICE CAPTAIN (8), POLICE CHIEF (1), POLICE MAJOR (2), POLICE OFFICER (77), POLICE SERGEANT (25)*
6. Physical Facilities / Operations:
 - a. Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.)
 - b. What activities actually take place in the present spaces? *Interactions with City Hall staff mainly by Senior Police Management. This interaction includes either group or individual meetings. Occasionally, officers need to respond due to conflicts with customers due to the lack of security of the building.*
 - c. Describe your department's interaction with the public.
 - d. Describe your department's need for private conferencing space.
 - e. Describe any special security needs for your department.

7. Physical Facilities "Character":

How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings) *Lack of security of the building creates potentially violent situations both with staff and with elected officials. Consideration needs to be given if parking for the building will be included in the design or not due to requirements for the Parking Deck.*

8. Equipment:

List all major equipment you use and describe its use.

9. Storage:

Describe your department's storage needs.

Future Services and Facilities

1. Changes in Department Structure/Services:

a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements?

b. What do you foresee the space requirements being for these changes, if any?

2. Growth/Changes in Personnel:

What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years?

3. Future Equipment:

What new or additional equipment should be planned for in the future?

4. Storage:

What new storage needs should be planned for in the future?

5. Special Needs:

What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future?

CITY HALL PROGRAMMING WORKSHEETS

PUBLIC SAFETY

POLICE DEPARTMENT

6. Shared Needs:

What shared or “common” needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use.

Spatial Relationships / Adjacencies

1. Desired Space Relationship:

- a. What physical space relationships should you (and your department if applicable) bear to other City Departments? *Police Department should be located close to City hall as customers often go from one to the other to get information or service. Within the building, critical management and elected officials need to have a secure location to function. The building should be designed to provide natural barriers in addition to traditional security. Council Chambers should be located to provide physical security.*
- b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. Which staff needs to be located adjacent to each other?)

Comments / Concerns

1. Miscellaneous Comments/Concerns

Any comments or concerns not referred to in the questions above. While the Police Department relies a great deal on information collected by City Hall staff, personal contact is rare other than Senior Police Staff. This would hold true unless Human Resources was moved in to the new building. If that is the case, Police staff would need an easy access to Human Resources as would other City departments. Consideration of security of the building is critical and needs to be included early on in the process. Other City Departments that might be included in this building require easy access from the public, but also need a physical security component. Future potential security requirements for Council meetings need to be considered even if Council is not prepared to take certain security steps at this time.

CITY HALL PROGRAMMING WORKSHEETS

PUBLIC WORKS

TRANSPORTATION

Existing Services and Facilities

1. Name of department: *Transportation- (Streets, Traffic Services and Signals)*
2. Is your department currently located in one of the 3 downtown buildings that comprise City Hall? *No.*
3. Would it be best for (part or all) of your department to be located in the New City Hall? (Explain) If not, focus your responses to questions 6c below and 1a under the spatial relationships / adjacencies.

4. Introduction:

Write a paragraph or two to introduce and state the purpose and operational procedures of your department and the services it provides. *The Streets & Traffic Division is responsible for the management of traffic and transportation engineering, project inspection, preventive maintenance, and repair of over 323 miles of city streets with more than 414 miles of curb and gutter, over 199 miles of sidewalk , and 16 bridges. The Signal Division is responsible for the installation, maintenance, and operation of traffic control signals, intersection control beacons, and school zone flashers owned by the City of Concord. Traffic Services is responsible for maintaining and installing all traffic-control signs, markings, delineators, and warning devices on City streets. In addition, Traffic Services provides traffic control for special events / projects and fabricates specialty signs and decals for other City departments as a team service.*

5. Personnel:

List all current personnel in your department. Give job title or position and list major duties and responsibilities for each person.

Streets

CAD TECHNICIAN (1), CONSTRUCTION INSPECTOR (2), ENGINEERING MANAGER (1), EQUIPMENT OPERATOR (10), GIS ANALYST (1), STAFF ENGINEER (1), TRANSPORTATION DIRECTOR (1), UTILITY SERVICE COORDINATOR (1), UTILITY SERVICE SUPERVISOR (4), UTILITY SERVICE WORKER (5)

Traffic Services

TRANSPORT TECHNICIAN I (2), TRANSPORT TECHNICIAN II (2), TRANSPORTATION COORDINATOR (1)

Traffic Signal Division

TRAFFIC ENGINEER (1), TRANSPORT TECHNICIAN II (3)

6. Physical Facilities / Operations:

- a. Describe the present physical facilities used by your Department (Be as specific as possible, i.e. How many offices and what size they are, storage spaces, meeting space that you use, copy workroom, breakroom, etc.)
- b. What activities actually take place in the present spaces? *Transportation Director and Staff just attend meetings at the uptown City facilities. These are mostly meetings reference the uptown department's role in the organization and a few generated by Transportation. We visit HR average 2 times per week, Development Services 1 time per week, Legal 1 time per week, Finance 2 times per week, Tech Edge 1 time per week and the Managers Office 4 times per week. These are mostly walk in meetings to perform business. Additionally, we attend the Council meetings ETC in the Council Chambers.*

Our Signal Shop is on the basement floor of the 30 Market Facilities and given the building is eliminated. We will have to have a comparable facility to relocate to. There is a traffic management center ion that facility and a significant volume of fiber optic lines are feeding the facility. However, it is not desired to have signals in the New City Hall Facility due to the nature of that function.

- c. Describe your department's interaction with the public.
 - d. Describe your department's need for private conferencing space.
 - e. Describe any special security needs for your department.
7. Physical Facilities "Character":
How do the existing facilities enhance or hinder your operation? (This includes both the interior and exterior of facilities, and their location in relationship to other City departments/buildings)
8. Equipment:
List all major equipment you use and describe its use.
9. Storage:
Describe your department's storage needs.

CITY HALL PROGRAMMING WORKSHEETS

PUBLIC WORKS

TRANSPORTATION

Future Services and Facilities

1. Changes in Department Structure/Services:
 - a. What changes in Department services, structure, methods, organization, and/or procedures might appear in the short-term (5-10 years) and long-term (15-20 years +) which may affect facility requirements?
 - b. What do you foresee the space requirements being for these changes, if any?
2. Growth/Changes in Personnel:

What is the anticipated growth of existing personnel/positions in your Department for the next 5, 10, 15 years?
3. Future Equipment:

What new or additional equipment should be planned for in the future?
4. Storage:

What new storage needs should be planned for in the future?
5. Special Needs:

What special needs, such as extra ventilation, acoustical treatment, special lighting, audio/visual capabilities, utility or electrical requirements should be considered in the future?
6. Shared Needs:

What shared or "common" needs, such as toilets, break rooms, conference rooms, and workrooms (copier, fax, etc.) can you identify that staff could share use.

Spatial Relationships / Adjacencies

1. Desired Space Relationship:
 - a. What physical space relationships should you (and your department if applicable) bear to other City Departments? *Transportation needs to have access to the departments housed in the City Hall but not be located in the same facility. Basically the administrative personnel are the only ones that frequently have business in City Hall.*

- b. What physical space relationships should the personnel listed in your Department bear to each other? (i.e. which staff needs to be located adjacent to each other?)

Comments / Concerns

1. Miscellaneous Comments/Concerns

Any comments or concerns not referred to in the questions above.

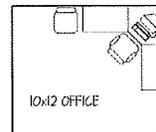
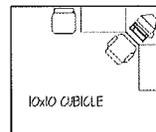
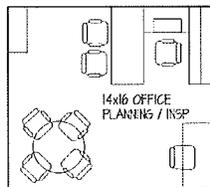
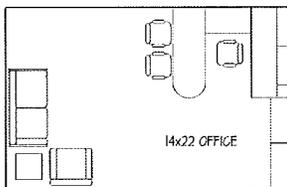
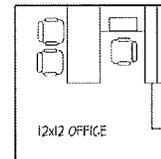
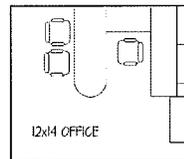
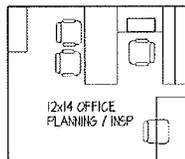
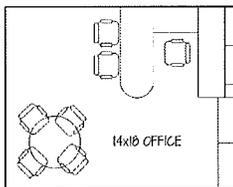
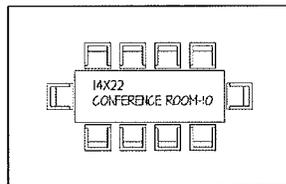
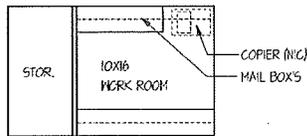
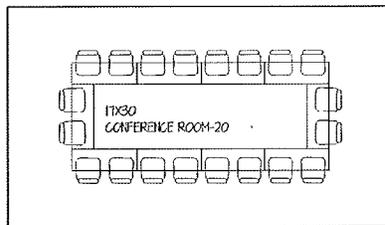
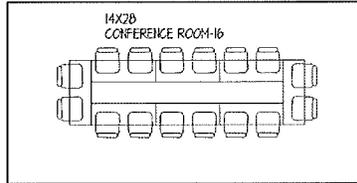
If the generator for City Hall is established other than the one for the current Police Station, it would be good to allow Signals building to share. Transportation would like to be actively involved with traffic circulation, ADA accommodations and parking when the building design/footprint is being considered.

ROOM AREA DIAGRAMS

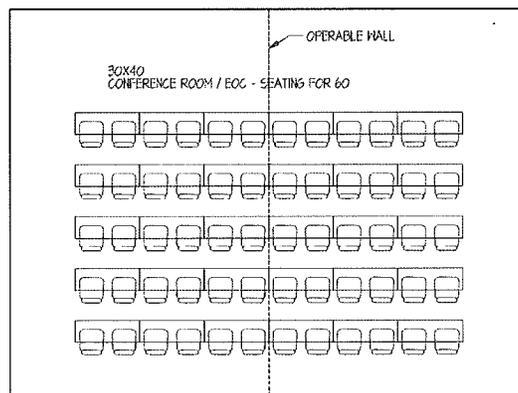
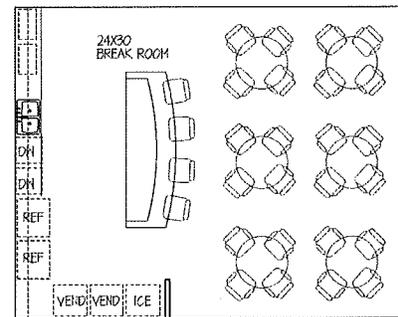
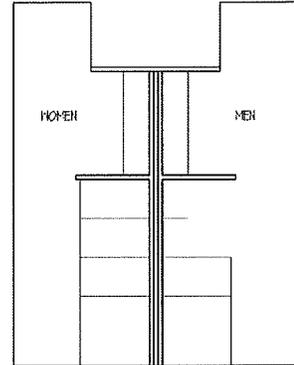
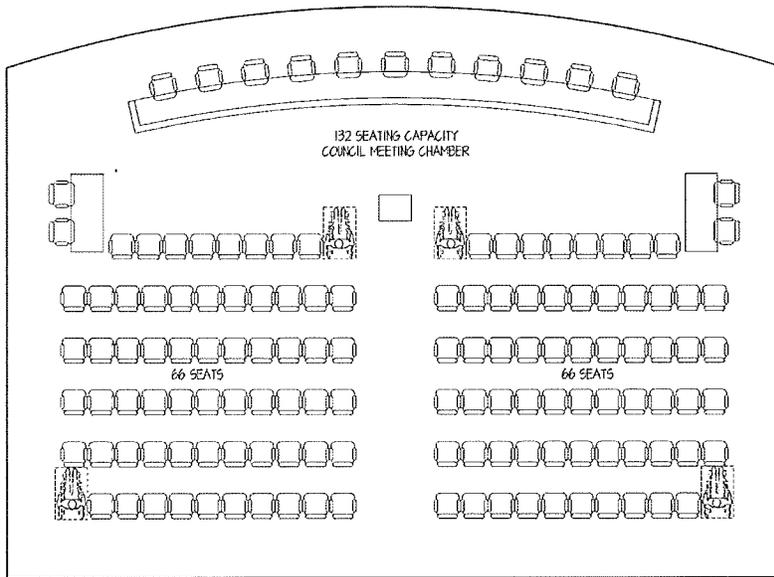
CITY HALL

6.0

APPENDIX/REFERENCE MATERIALS



Diagrams related to Space Needs Studies



Diagrams related to Space Needs Studies

BUILDING CODE / ZONING RESEARCH

CITY HALL

Governing Code: 2009 NC State Building Code (2006 IBC w/ NC Amendments)
ICC/ANSI A117.1-2003
2009 NC State Plumbing Code (2006 IPC w/ NC Amendments)
2009 NC State Mechanical Code (2006 IMC w/ NC Amendments)
2009 NC State Energy Code (2006 IECC w/ NC Amendments)
2009 NC State Fire Code (2006 IFC w/ NC Amendments)
City of Concord Zoning Ordinance/Planning Department

Jurisdiction: City of Concord, North Carolina

Note: The new structure will be fully sprinklered as per Section 903.2.1.3 IFC & NFPA 13.
Fire Extinguishers will be provided as per Section 906.0 IFC & NFPA 10.

Zoning:

Address:

Parcel ID Number : 56208775890000

Town: Concord City Limits

Zoning: CC (Center City District)

Acreage: 2.22

Minimum Setbacks: None

Maximum Front Setback: 10'

Required Materials: Brick and Stucco is preferred. Splitface block may only be used as an accent as long as it does not cover more than 20% of the total building surfaces. Under no circumstances shall metal siding, unfinished concrete block, precast concrete, splitfaced block, or vinyl siding be allowed for any building surface.

Required Fenestration: Not less than 50% of the length and 25% of the surface of the structure shall be in public entrances or windows. Aluminum colored windows or door frames are not permitted. Reflective or tinted windows (reflectivity in excess of 36%) is not permitted. Doors and windows shall be recessed.

Zoning Maximum Height:72', but for every 1 foot of additional setback, can add 1 foot of height

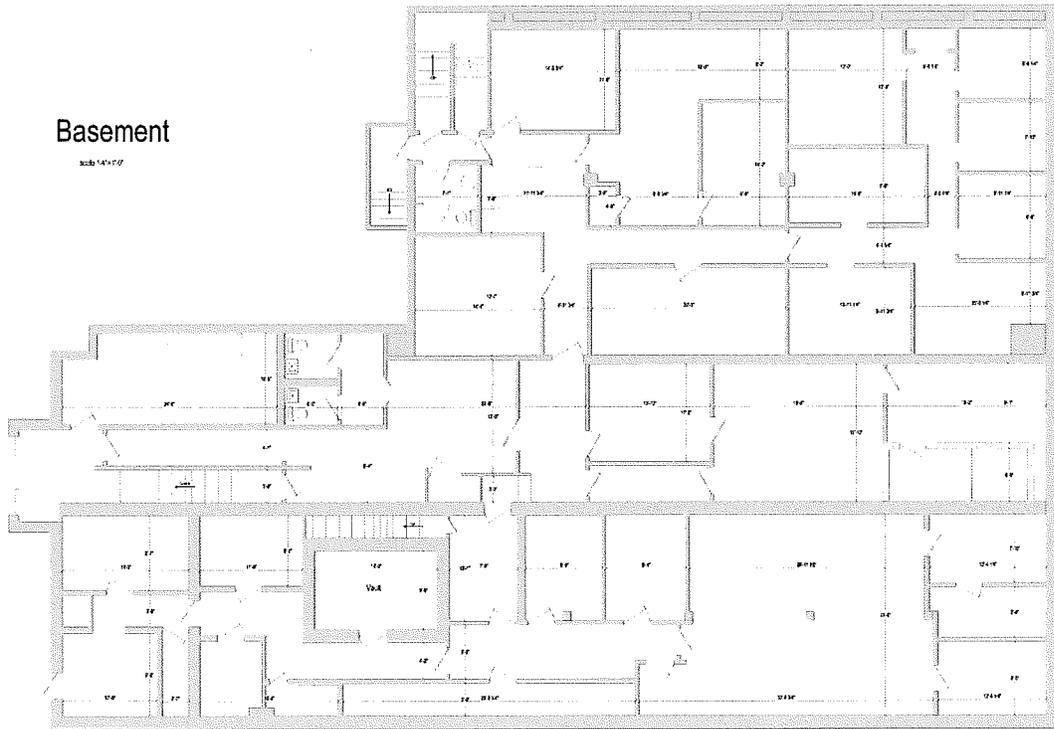
EXISTING BUILDING PLANS AND PHOTOS

MUNICIPAL BUILDING

6.0

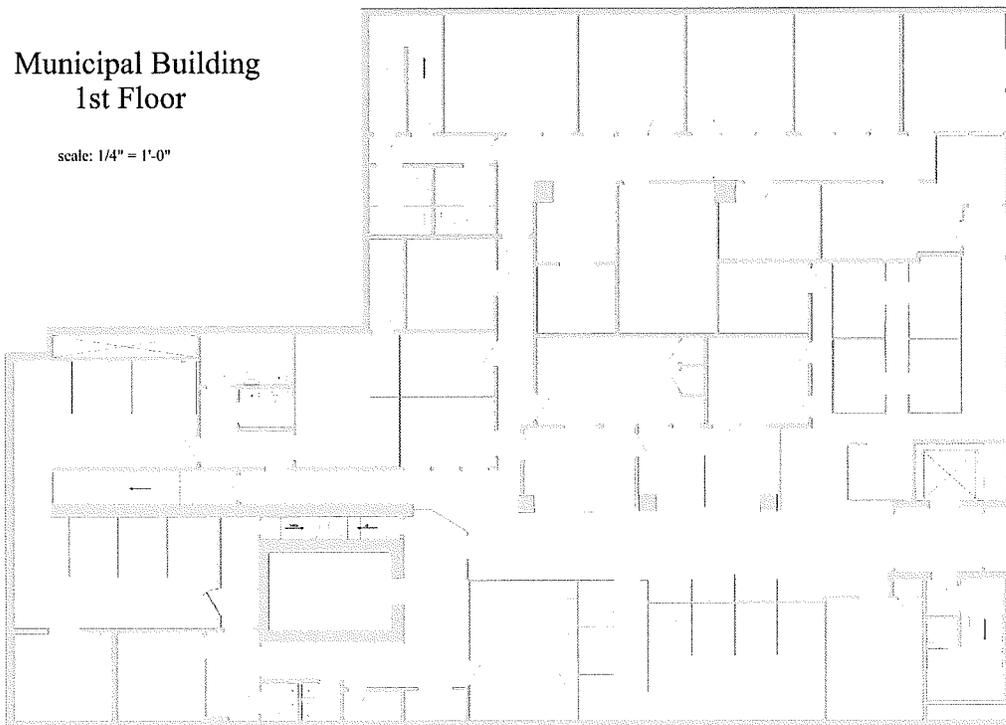
APPENDIX/REFERENCE MATERIALS

Basement



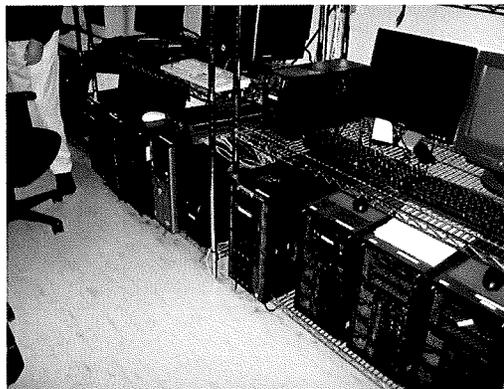
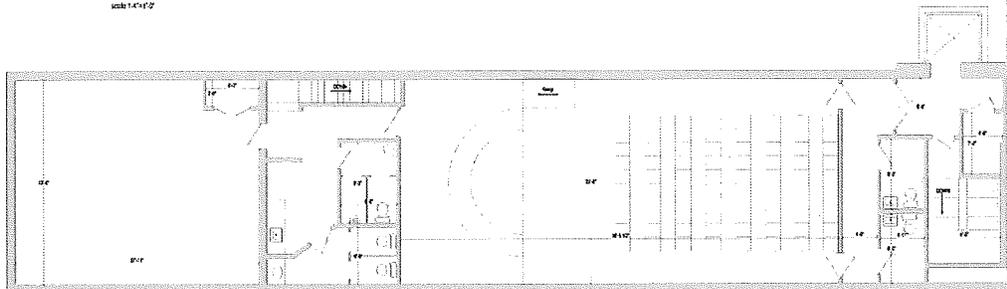
Municipal Building 1st Floor

scale: 1/4" = 1'-0"



Second Floor

scale 1/4"=1'-0"



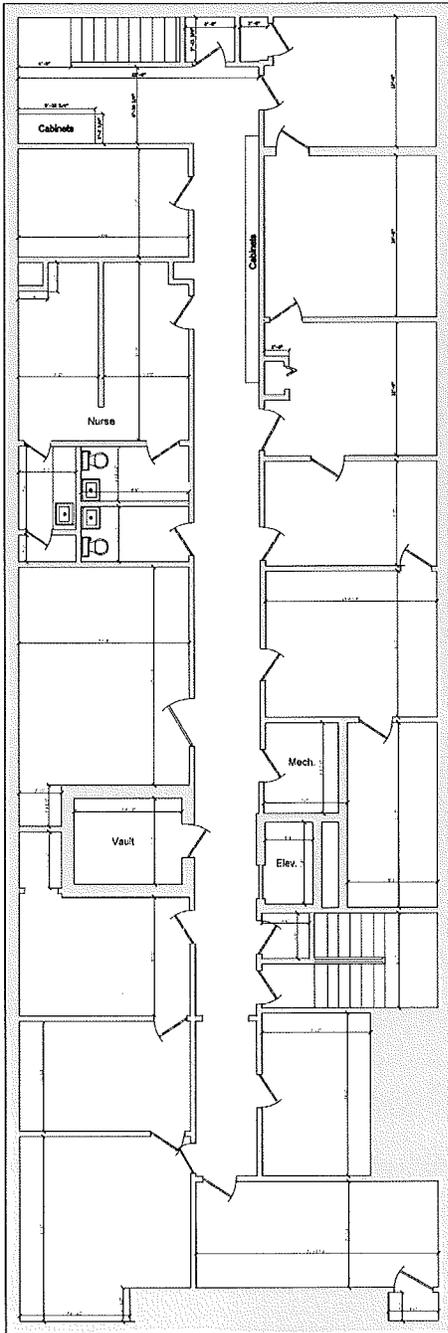
EXISTING BUILDING PLANS AND PHOTOS

ANNEX BUILDING

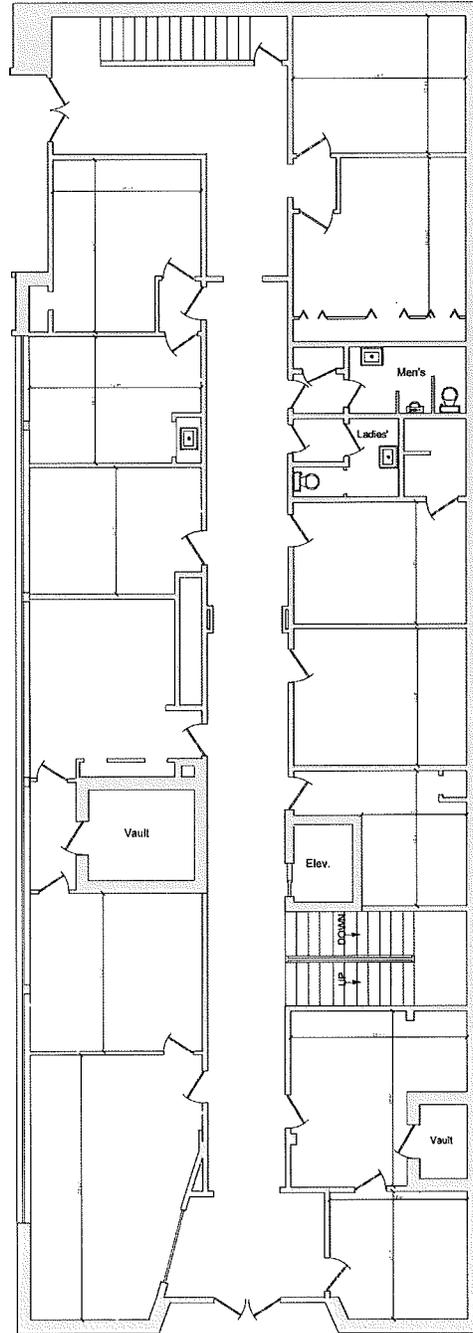
6.0

APPENDIX/REFERENCE MATERIALS

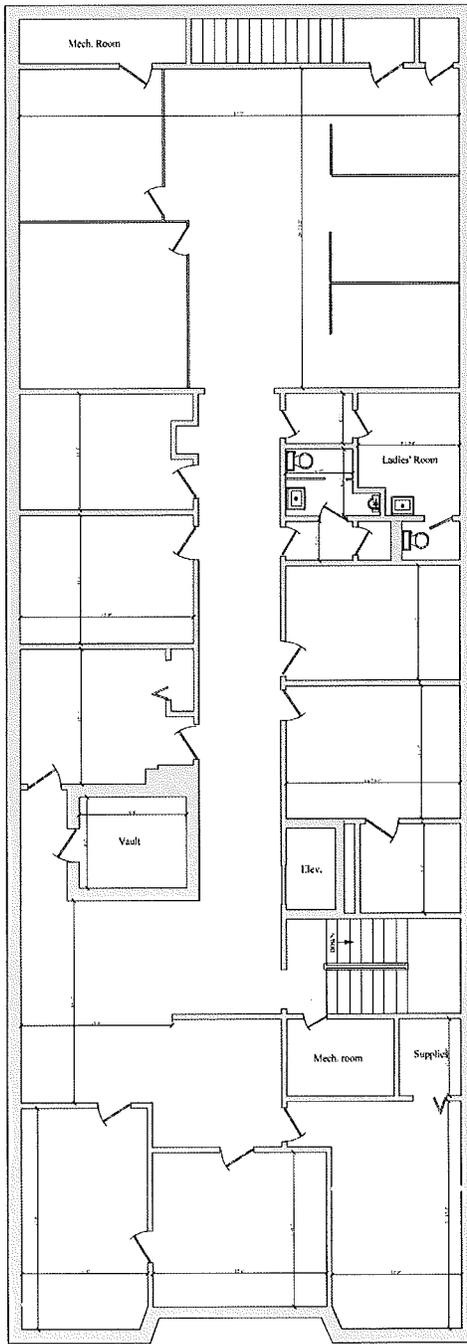
City Hall Annex Basement



City Hall Annex First Floor



City Hall Annex
Second Floor

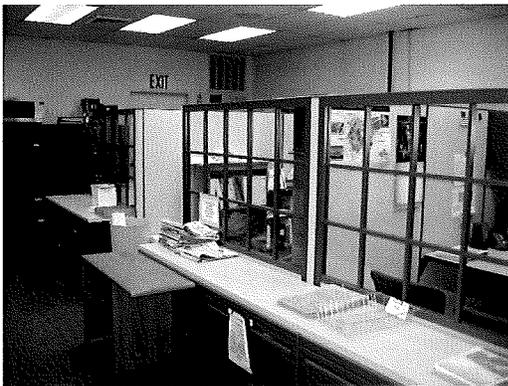
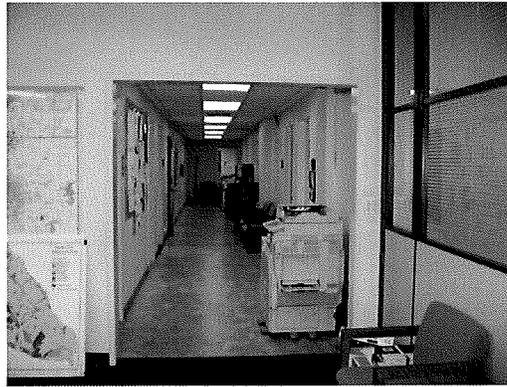
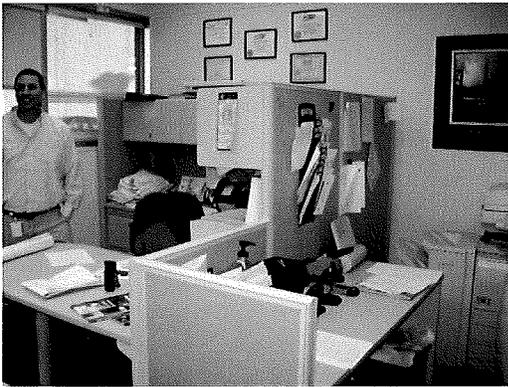
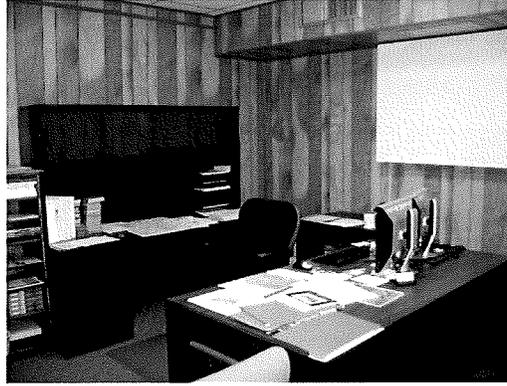


EXISTING BUILDING PLANS AND PHOTOS

ANNEX BUILDING

6.0

APPENDIX/REFERENCE MATERIALS

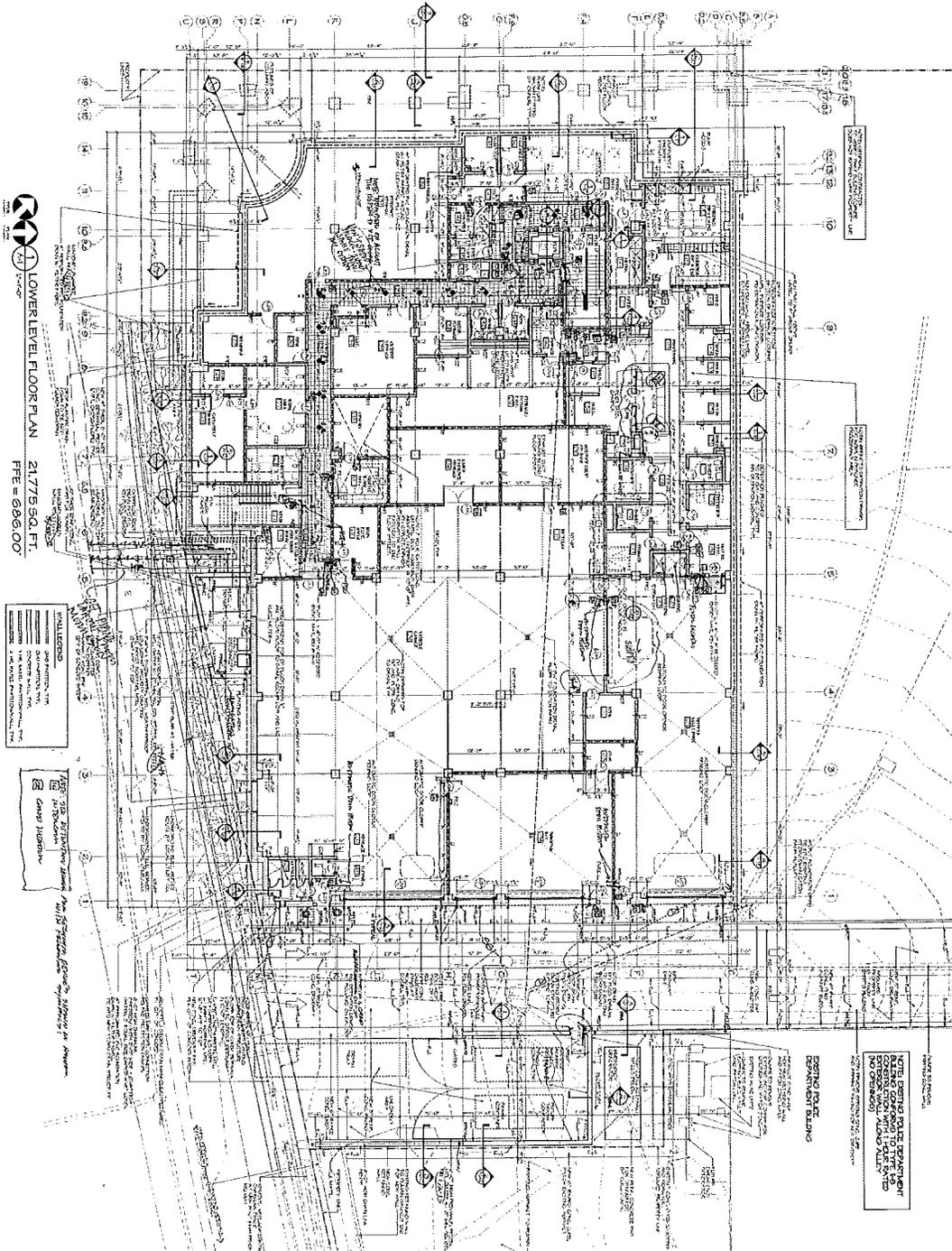


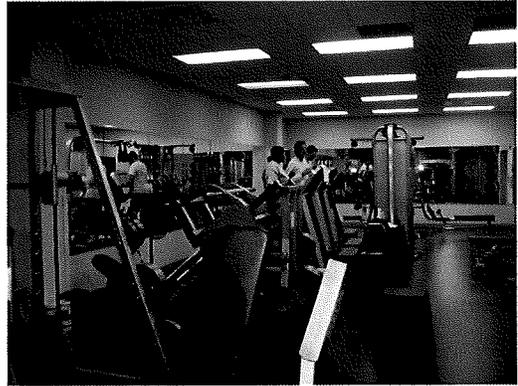
EXISTING BUILDING PLANS AND PHOTOS

POLICE DEPARTMENT

6.0

APPENDIX/REFERENCE MATERIALS



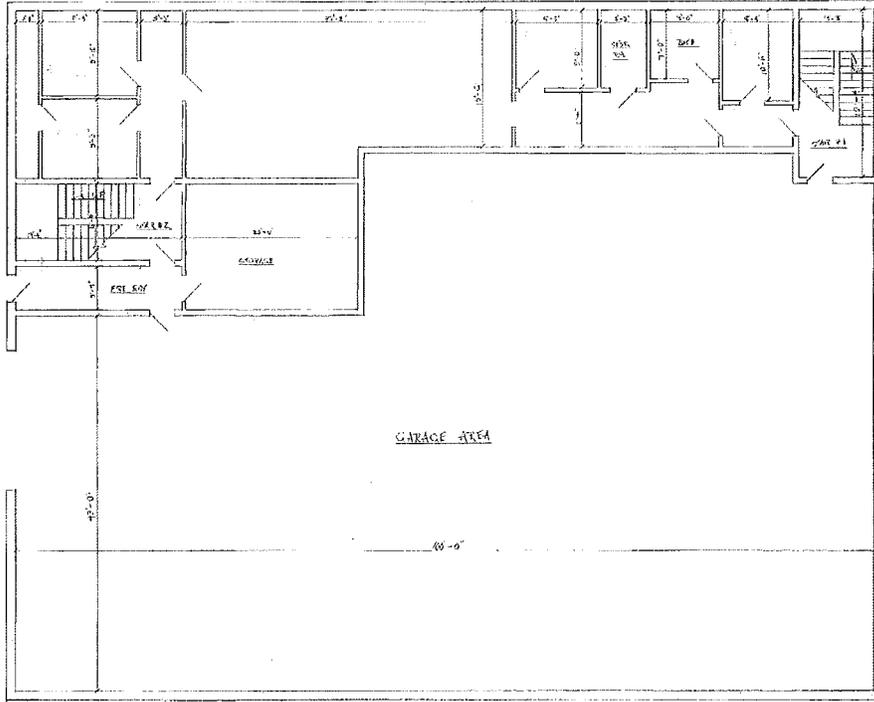


EXISTING BUILDING PLANS AND PHOTOS

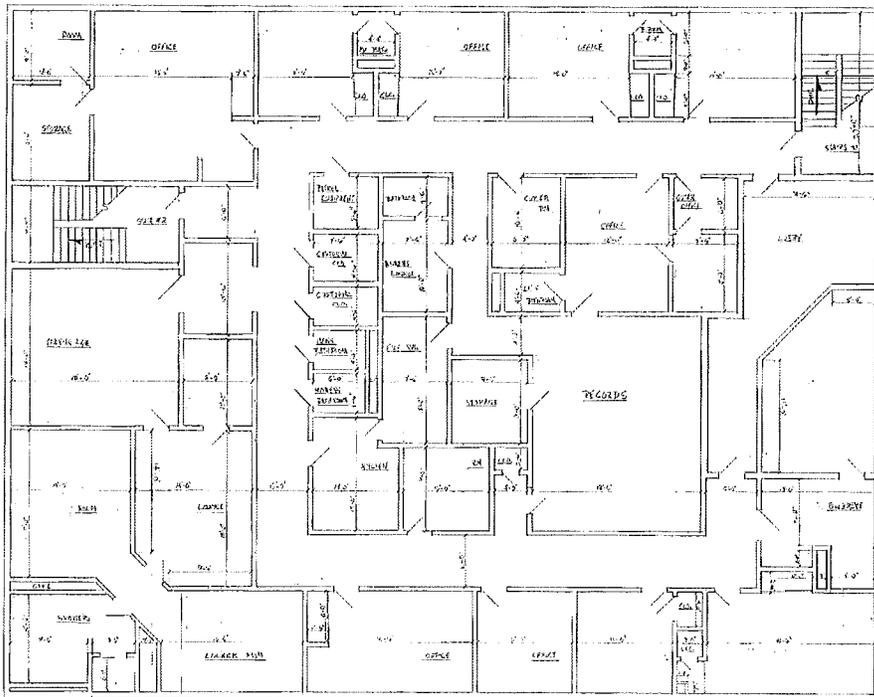
MARKET STREET BUILDING

6.0

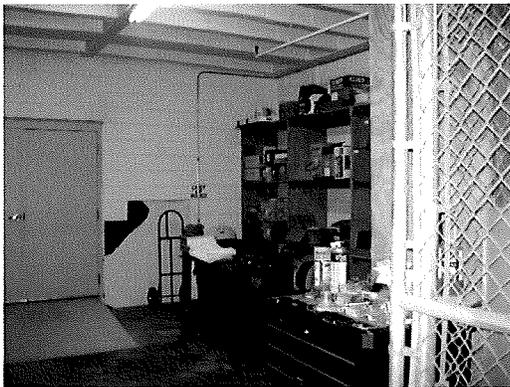
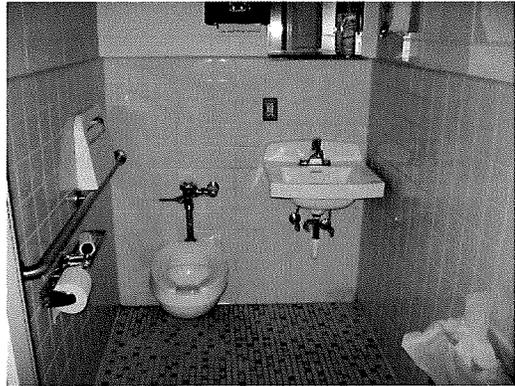
APPENDIX/REFERENCE MATERIALS



BASEMENT LEVEL



FIRST FLOOR LEVEL



EXISTING BUILDING PLANS AND PHOTOS

CALL CENTER

6.0

APPENDIX/REFERENCE MATERIALS

