

## Approach – C

09-25-2020

### Background

Through the end of 2019, the Space Programming and Re-Stacking of the Government Center had yielded a Re-Stack Plan. As it neared moving into next step, the impact of COVID-19 stopped all non-essential government activities. Now, several months after, our society is facing a **New Dynamic**. Following the installation of basic protocols and adjusting operations to address the short term, institutions are moving from reacting to COVID-19 to a position of assessing its strategic impact by asking:

- What have we learned from COVID?
- Which lessons will help us grow and deliver better service in the future? (5 years out, 10 years)

SG sees several trends emerging:

- Lowering densities on site and increasing virtual connectivity
- Discerning which functions are optimized through face to face human interaction
- Providing natural lighting
- Improving access to air quality
- Increasing use of exterior spaces by bringing interior functions out.
- Focus on providing quiet / concentration spaces indoor

Within this context, Fulton County wishes to refresh the previous re-stacking effort by examining key metrics, assessing lessons learned, engaging in strategic conversations with leadership and each unit, as appropriate, to discern:

- What is the best way to deliver service
- How to leverage technology.
- What functions are needed on site, in virtual format, or a combination of both (Hybrid).
- The personnel and technology infrastructure needed to support these delivery methods.
- Where will they be located:
  - a. On site,
  - b. Off site
- How will functions on site be accessed, organized and flow
- The amount of space and infrastructure needed

### Preliminary Outline of Scope for Government Center

#### A. Assumptions –

- a. Number of departments involved is the same as what was in place for previous plan. FC will provide updated staff counts and locations. (Ideally onsite versus offsite)  
No other staff will move into Gov. Ctr.
- b. **There will be a 50% reduction in staff onsite at any given time.**
- c. **Apply previous re-stack strategy for space standards and relocations to the new norms related to Function, People on Site and IT**
- d. Move the Tax Assessor into the Government Center. (Please confirm the address of Tax Assessor's office – is it 235 Peachtree or 225 Peachtree?)
- e. There is a "new" expiration date for current Tax Assessor Space. (Please provide this or the target date for moving them into the Government Center)
- f. 137 is NOT in the mix as a final destination in the re-stack.
  - i. Occupants go into the Library.

- ii. The date for moving out of 137 will be provided
  - g. Library
    - i. It will accommodate same users as in the original re-stack. (from 137 and Gov. Ctr.)
    - ii. County will provide earliest date for it to be available for occupancy.
    - iii. County will advise if the Library could be used as swing space if needed.
  - iv. Are there any constraints and or important dates we need to be aware of?
  - h. DA go out of 141 and back into Judicial Center. This portion of the DA's office will be added to the DA scope of work listed in the JC allocation.
  - i. All other building in the previous plan are part of this.
  - j. **Start Date (no later than) September 28 and Completion date December 31, 2020**
- B. Preliminary Outline of Tasks or Components:**
- a. Review COVID Protocol (s)
  - b. Review and Modify Strategic Model (for delivery) and its impact on previous stacking: from organization to space standards
  - c. Modify Space Standards as needed
  - d. Questionnaire – strategy for office use and space types
  - e. Interview Units
  - f. Revise Re-stack - options
  - g. Revise Implementaton:
    - i. Cost
    - ii. Short Term Plan of Action – schedule key activities: move, design, build, furnish
    - iii. Long Term Phasing

## Process

We propose to use a process similar that used in the previous Space Programming and Planning. It is a collaborative and directed effort to engage key stakeholders in strategic programming and planning. Now more than ever, we will strive to open minds to opportunities uncovered thru recent experiences.

We will use the “teaming” concept. The Consultant Team brings the necessary expertise: senior and knowledgeable people who will guide and manage the creative and decision-making process. The county's DREAM unit brings their knowledge of the County's organization, values and operational issues. Key to working collaboratively is the use of work sessions onsite or virtual. This involves the active participation of Fulton County (FC) and the Consultants. We recommend FC set the following teams:

**Core Team** – Key FC and DREAM leaders who monitor the process, provide overall guidance and input, and set the direction for the project. We expect members of the DREAM unit will comprise most of this Team.

Engagement with the Core Team will be more frequent at the beginning as we set the project goals and strategic direction. Once set, they will convene periodically to review progress, provide direction and closure. In addition, certain members will provide day to day presence with the Consultant Team.

**Extended Team** – Leaders of the units or departments previously included in the study. This includes facilities, security and technology. They provide valuable input in their specific area of expertise.

Engagement with the Extended Team will be through questionnaires, interviews and focused meetings.

Overall intent is to foster better idea generation, bring about consensus and expedite decisions. The process flows through several steps, progressively moving toward resolution, continually validating and balancing goals, priorities and constraints developed over the course of work. Following is a breakdown of the tasks by phase.

## 1. Strategic Planning

The purpose of this phase is to mobilize the project, initiate the data gathering process and set the overall direction for the project. This includes a new “Strategic Model” based on COVID-19.

The outcome is a preliminary outline of the number of functions and standards to be applied throughout. This “Strategic Model” will be used as a framework to develop detailed future space requirements, which serve as the basis for stacking.

Specific tasks include:

- **Mobilization** - Set up client Work Teams and finalize the Work Plan / Schedule.
- **Request for Information** – Issue request for any changes to mission, organization, location of units, buildings in inventory, space, signage or other standards made since previous study. In addition, specific information regarding current COVID-19 Protocols.
- **Conduct Goal Setting Session**, with the CORE TEAM. Purpose is to validate the project goals and objectives. This will include function, facility, timeline, and funding.
- **COVID Trends** - Identify relevant approaches for office and related functions.
- **Gather User Space Information** – Update space use data. Conduct small group session with DREAM and others to review changes in location and use of space.
- **Strategic Model Sessions**– Meet with CORE TEAM in order to establish discuss the Strategic Model, staffing projections, space use and standards for the future. These meetings will cover topics as follows:
  - **Session One** – Review of strategic changes based on:
    - Service delivery
    - Protocol changes (due to COVID-19) that may be permanent
    - Leveraging technology.
    - Functions are needed
      - on site
      - in virtual format
      - combination of both (Hybrid).
    - Order of Magnitude implications on personnel and technology infrastructure needed to support the above.
    - Where will these be located:
      - On site,
      - Off site
  - **Session Two** – Present potential strategic changes to the previous stacking assumptions based on organization, flow, on site needs and revised Space Standards. Discuss any adjustments or areas to further refine as the future needs are projected. Also address any specific parameters for future growth and location.
- **Documentation of project goals**, objectives and Draft General Standards for future space and furniture.

## 2. Inventory

The purpose of this phase is to provide an update to previous existing drawings based on any changes. Key tasks include:

- **Receive Electronic files** – Reflecting any changes.
- **Verify Field Conditions.** Walk thru buildings to verify new layouts, including furnishings used.
- **ASBUILTS Draft** – Input modifications into previous files and submit for FC review.
- **Receive FC comments** – meet to review comments.
- **Final drawings.** ~~Identify available spaces to move in the units from 137 Peachtree location and close that facility.~~

### 3. **Refine Space Standards, Stacking and Concept Design**

We will use the outcomes of Phase One as the basis for updating the space needed **onsite** and the technology required in order to support functions envisioned, whether performed physically or virtually. These will be the filter to assess the merits for the previous stacking plan. Revisions will be outlined, reviewed, and the preferred direction selected will be refined through costing and phasing. Key tasks include:

- **Questionnaire** – Re-cast the previous questionnaire so that it focuses on new strategic thinking about service delivery and other key premises from the Strategic Model. It also provides, as a baseline, the most recent (COVID) people counts provided by FC.
- **Interviews** - Based on the Space Standards, and using questionnaires, we will meet with departments to review future staffing, locational, and functional needs. Assume 80 hours of meeting time.
- **Conduct Gap Analysis Session** - with the CORE TEAM. The intent is to review the impact of the new Strategic Model (adjacencies, organization, access, space standards, staff on site) needed based on the previous stacking model's distribution of units by building and floor. Assess major changes and outline two Stacking Options.
- **Develop Stacking Options** - Key considerations will include:
  - Verifying, based on new Strategic Model, those units that need to be accessible, their new densities and flow requirements, visibility, etc. Intent is to place in the most public parts
  - Overall consolidation of space and potential re-location of departments within the building based on new ideas regarding re-clustering departments / units per floor.
  - Optimize location of shared or common functions

The team will update the departmental space tables and stacking diagrams on a floor by floor basis. Each will illustrate the number of floors, total area accommodated, net to gross ratio and interior organization of the building.

- **Conduct Stacking Options Session** – This will be a one day session to review the two stacking options. A final direction will be selected for Conceptual Design.
- **Identify swing space** to allow for phasing and future staking.
- **Develop Space Standards** – Refine and finalize Space and FFE Standards.
- **Space Standards Session** – Session to review and finalize.
- **Develop 50% Concept Design**
- **50% Concept Design Session** – Present for approval the 50% set. This will serve as basis for cost and phasing.
- **Develop Cost and Phasing** – Develop:

- Preliminary cost estimate of construction and total project cost (fees, moves, contingency, etc.)
- Schedule (broken into phasing packages. Include moves, design, construction)
- **Conduct Implementation Session** – Review Concept, Cost and Schedule with CORE TEAM. Outcome is final Concept, Cost and Schedule.
- **Finalize 100% Concept Design**
- **Conduct Final Session**– Review and approval, by CORE TEAM, of final Schematic to include cost and phasing.
- **Draft Program Document** - Following these sessions the team will finalize deliverable document which will contain, as a minimum:
  - Executive Summary
  - Goals
  - Space Needs Assessment (existing and future space lists)
  - Stacking Options
  - Concept Design
  - Implementation Plan
  - Space and FFE Standards and Design Guidelines
- **Review and Finalize** – Submit to County for Review and incorporate comments
- **Final Document Presentation** – Final presentation of the product.

#### 4. Management

Approximately 6 meetings to review progress, coordination and integration.

**Fee: \$213,300 (includes 20% contingency)**

#### 5. Additional Services, not included in this proposal and cost:

##### a. Parking

**b. Bridging Documents** - Scope of Bridging Documents is comprehensive. **Estimated fee** for this is in the range of \$550,000 to \$600,000

**c. Detailed Furniture Inventory** – record additional features such as materials, files, drawers, data and power management

#### 6. Road map for Executing the Plan C:

- a. Scope of Bridging Documents would illustrate design intent of all allocations including new walls, finishes and approximate location of infrastructure including re-distribution of air flow and lighting in addition to power, data, security.
- b. Scope of CDs that would contain all details associated with the above and essential to secure competitive bids.
- c. Issue for Bid to vendors or contractors (Analyze award capacity)
- d. Move out and clean up
- e. Construction
- f. Move in