

Request for Proposals



City of Minneapolis
Finance and Property Services

Pre-Design and Program Development Services
for
The New Downtown Office Building Project
RFP 2016-122 Issue Date: August 23, 2016

Proposals Due by: Wednesday, September 14, 2016 at 4:00 PM (Minneapolis Time)

August 23, 2016

To whom it may concern:

Attached is a Request for Proposal for Pre-Design and Program Development Services. These services are needed for the New Downtown Office Building project. Please consider submitting a proposal for providing these services if your firm meets the qualifications and is available. Please review the RFP for details.

Proposals are due by 4:00 PM (Minneapolis Time), on September 14, 2016. A pre-proposal conference will be held at 9:00AM Minneapolis Time, on August 30, 2016 in the 1st Floor Training Room at 330 2nd Avenue South, Minneapolis, MN 55401.

Thank you for your consideration.

Sincerely,



Greg Goeke, Director of Property Services
Finance and Property Services Department

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REQUEST FOR PROPOSALS
FOR
PRE-DESIGN AND PROGRAM DEVELOPMENT SERVICES

- I. INVITATION:** The City of Minneapolis intends to construct a new multi-purpose office building on the City owned parking ramp site at 415 South 5th Street, in Minneapolis. The new building, in combination with the existing City Hall building located at 350 South 5th Street, would create a centralized campus to meet all of the City’s office space needs for the downtown Campus. The new building is planned to be approximately 250,000 square feet. It is the intention of the City to solicit proposals for Pre-Design and Program Development services.

The City of Minneapolis (hereinafter referred to as the City) makes this Request for Proposals (hereinafter referred to as the RFP) in order to select a qualified Consulting Firm (hereinafter referred to as the Consultant) for providing Pre-Design and Program Development services (hereinafter called the Project). The Project is generally described in the “Scope of Services” (Attachment B), contained within this RFP, including descriptions of roles, responsibilities and relationship of the Consultant, City, and other parties involved in the Project.

- II. PRE-PROPOSAL CONFERENCE:** A pre-proposal conference will be held at 9:00 AM **(Minneapolis Time), August 30, 2016** in the 1st Floor Training Room at 330 2nd Avenue South, Minneapolis, MN 55401. All potential Consultants are encouraged to attend this conference.

- III. PROPOSAL DUE DATE and LOCATION:** The Consultant shall submit one electronic copy by e-mail to RFP.Responses@minneapolismn.gov and **ten (10) printed copies** of its proposals to the City of Minneapolis Procurement Office, labeled:

City of Minneapolis - Procurement
Request for Proposals for:
Pre-Design and Program Development Services
330 2nd Avenue South, Suite 552
Minneapolis, MN 55401

The submittal shall be made at or before **4:00 P.M. (Minneapolis Time), September 14, 2016.**

NOTE: Late Proposals may not be accepted.

- IV. PROPOSAL FORMAT:** The Consultant shall provide the appropriate information in sufficient detail to demonstrate that the evaluation criteria has been satisfied as specified in Section V – “EVALUATION OF PROPOSALS”.

To allow for easier comparison of proposals during evaluation, proposals should contain the following sections and appendices and be arranged in consecutive order.

1. Executive Summary - The Executive Summary should include a clear statement of the Consultant’s understanding of the RFP including a brief summary of the Scope of Work. Include, at a minimum, an outline of the contents of the proposal, an identification of the proposed project team, a description of the responsibilities of the project team, and a summary of the proposed services.

2. Scope of Services - Describe in detail how services will be provided. Include a detailed listing and description of tasks and deliverables.
3. Experience and Capacity - Describe background and related experience demonstrating ability to provide required services.
4. References - List references from contracts similar in size and scope.
5. Personnel Listing - Show individuals to be assigned to the project with resumes and specific applicable experience. Sub-consultants should also be listed, including the identification of previous team experience and any that are certified in the City of Minneapolis Small & Underutilized Business Program.
6. Cost/Fees - Indicate proposed cost of service including a description of how costs were determined; hourly rates; direct costs and payment billing schedule; list of charges per classification of employee. Prepare a cost estimate for each of the 12 tasks in the Scope of Services found in Attachment B.

V. EVALUATION OF PROPOSALS – SELECTION OF *CONSULTANT*: Proposals will be reviewed by an Evaluation Panel made up of representatives of the City of Minneapolis, Departments of the City Coordinator, Public Works, City Attorney’s Office, Finance and Property Services Department, and other City staff assistance as they might require. The Evaluation Panel will select a "short list" of qualified Consultants who will be formally interviewed as part of the final selection, as deemed necessary by the City. Evaluations will be based on the required information listed in Section IV “PROPOSAL FORMAT”, and the following:

- A. Quality, thoroughness, and clarity of proposal.
- B. Consultant’s previous and current experience with similar projects and record of past performance during past 10 years (include references).
- C. Qualifications and experience of staff (including specialized expertise & technical qualifications).
- D. How well the Scope of Services detail offered meets the City’s objectives.
- E. Consultant’s vision and approach for a successful project.
- F. Small & Underutilized Business participation.
- G. Cost of services proposed.
- H. Insurance coverage as defined for the services.

Respondents to the Request for Proposals are encouraged to indicate additional value added services that they feel may be needed for this Project or are typically needed for pre-design and programming of a new office building of this size and nature not included in the City’s Scope of Services. The proposal should indicate (and estimate costs for) these services as “Additional Optional Services,” considered as above and beyond base Project requirements.

A formal Presentation/Interview will be requested of the “short list” Consultant/s. Specifically, the City requests that the Consultant’s Project Manager assigned to the proposed project team lead the Presentation and that actual members of the project team (including any sub-consultants) participate in the formal presentation/interview.

The Presentation/Interview of the “short listed” Consultant’s will include but in not limited to the following elements:

1. Discussion of the Consultant’s approach to providing services for this Project based upon the Scope of Services described herein.
2. Overview of the Consultant’s experience as related to the Scope of Services, including qualifications and experience of assigned staff.
3. Assessment of project schedule.
4. Methodology and management techniques to meet project requirements of budget, scope & schedule.
5. Approach to collaborating and interacting with the entire project team, including the City Executive Committee, Owner’s Project Representative, and end users.
6. Overview of proposed Fee Structure.
7. Discussion of value added Additional Optional Services.

The Evaluation Panel will schedule and arrange for the presentations.

VI. SCHEDULE: The following is a listing of key Proposal and Project milestones:

RFP Release	August 23, 2016
Pre-Proposal Conference	August 30, 2016
Questions on RFP Due by	September 6, 2016
Responses to Questions posted by	September 9, 2016
Proposals due by	4:00 PM Minneapolis Time on September 14, 2016
Short List Interview (week of)	September 26, 2016
Estimated Consultant selection	October 21, 2016
Estimated services start date	November 1, 2016
Estimated services end date	May, 2017

VII. CONTRACT: The contracting parties will be the City of Minneapolis and the Consultant selected to provide the services as described herein. The selected proposal, along with the RFP and any counter proposal will be incorporated into a formal agreement after negotiations. It is the intent of the City to award a single contract for a term of one (1) year with the option to extend the contract, at the sole discretion of the City, for two (2) additional years.

VIII. DEPARTMENT CONTACT/REQUESTS FOR CLARIFICATION: The Consultant’s primary interface with the City will be with the Contract Manager who will act as the City’s designated representative for the Project. Prospective responders shall direct inquiries/questions *in writing only* to:

Contract Manager: Greg Goeke, Finance and Property Services
 350 South 5th Street, #223
 Minneapolis, MN 55415
 greg.goeke@minneapolismn.gov

All questions are due no later than 4:00 PM (**Minneapolis Time**), **September 6, 2016**. Responses to the Questions will be posted by September 9, 2016, on City's RFP website at: <http://www.minneapolismn.gov/finance/procurement/rfp>

The Contract Manager is the only individual who can be contacted regarding the Project before proposals are submitted. No respondent shall have discussions regarding this RFP or the Project with anyone else in City government until after the completion of the selection process.

IX. REJECTION OF PROPOSALS: The City reserves the right to reject any Consultant on the basis of the proposals submitted. The City reserves the right to reject all proposals or any Consultant on the basis of the proposal submitted.

X. RIGHTS RESERVED: Notwithstanding anything to the contrary, the City reserves the right to:

1. Have unlimited rights to duplicate all materials submitted for purposes of RFP evaluation, and duplicate all public information in response to data requests regarding the Proposal.
2. In the event that successful negotiations cannot be reached with the proposer receiving the highest evaluation score, the City may, in its sole discretion, commence negotiations with the second proposer in the rankings. The City may, in its sole discretion, continue this process with additional proposers until an agreement acceptable to the City is reached.
3. At its sole discretion, to waive any non-material deviations from the requirements and procedures of this RFP and to waive irregularities contained in the RFP.
4. Negotiate as to any aspect of the Proposal with the selected Respondent including asking for a Respondent's "Best and Final" offer.
5. Cancel the Request for Proposal at any time with no cost or penalty to the City.

All costs incurred in responding to this RFP will be borne by the Respondent. This RFP does not obligate the City to award a contract or complete the project, and the City reserves the right to cancel the solicitation if, in its sole discretion, it is considered to be in the City's best interest.

X. ADDENDUM TO THE RFP: If any addendum is issued for this RFP, it will be posted on the City of Minneapolis web site at: <http://www.minneapolismn.gov/finance/procurement/rfp>
The City reserves the right to cancel or amend the RFP at any time.

ATTACHMENT A

RFP Terms & Conditions

General Conditions for Request for Proposals (RFP)

(Revised: Dec, 2015)

The General Conditions are terms and conditions that the City expects all of its Consultants to meet. The Consultant agrees to be bound by these requirements unless otherwise noted in the Proposal. The Consultant may suggest alternative language to any section at the time it submits its response to this RFP. Some negotiation is possible to accommodate the Consultant's suggestions.

1. City's Rights

The City reserves the right to reject any or all proposals or parts of proposals, to accept part or all of proposals on the basis of considerations other than lowest cost, and to create a project of lesser or greater expense and reimbursement than described in the Request for Proposal, or the respondent's reply based on the component prices submitted.

2. Equal Opportunity Statement

The Consultant agrees to comply with applicable provisions of applicable federal, state and city regulations, statutes and ordinances pertaining to the civil rights and non-discrimination in the application for and employment of applicants, employees, subcontractors and suppliers of the Consultant. Among the federal, state and city statutes and ordinances to which the Consultant shall be subject under the terms of this Contract include, without limitation, Minnesota Statutes, section 181.59 and Chapter 363A, Minneapolis Code of Ordinances Chapter 139, 42 U.S.C Section 2000e, et. seq. (Title VII of the Civil Rights Act of 1964), 29 U.S.C Sections 621-624 (the Age Discrimination in Employment Act), 42 U.S.C Sections 12101-12213 (the Americans with Disability Act or ADA), 29 U.S.C Section 206(d) (the Equal Pay Act), 8 U.S.C Section 1324 (the Immigration Reform and Control Act of 1986) and all regulations and policies promulgated to enforce these laws. The Consultant shall have submitted and had an "affirmative action plan" approved by the City prior to entering into a Contract.

3. Insurance

Insurance secured by the Consultant shall be issued by insurance companies acceptable to the City and admitted in Minnesota. The insurance specified may be in a policy or policies of insurance, primary or excess. Such insurance shall be in force on the date of execution of the Contract and shall remain continuously in force for the duration of the Contract.

Acceptance of the insurance by the City shall not relieve, limit or decrease the liability of the Consultant. Any policy deductibles or retention shall be the responsibility of the Consultant. The Consultant shall control any special or unusual hazards and be responsible for any damages that result from those hazards. The City does not represent that the insurance requirements are sufficient to protect the Consultant's interest or provide adequate coverage. Evidence of coverage is

to be provided on a current ACORD Form. A thirty (30) day written notice is required if the policy is canceled, not renewed or materially changed. The Consultant shall require any of its subcontractors, if sub-contracting is allowable under this Contract, to comply with these provisions, or the Consultant will assume full liability of the subcontractors.

The Consultant and its subcontractors shall secure and maintain the following insurance:

- a) **Workers Compensation** insurance that meets the statutory obligations with Coverage B-Employers Liability limits of at least \$100,000 each accident, \$500,000 disease - policy limit and \$100,000 disease each employee.
- b) **Commercial General Liability** insurance with limits of at least \$2,000,000 general aggregate, \$2,000,000 products - completed operations \$2,000,000 personal and advertising injury, \$100,000 each occurrence fire damage and \$10,000 medical expense any one person. The policy shall be on an "occurrence" basis, shall include contractual liability coverage and the City shall be named an additional insured. The amount of coverage will be automatically increased if the project amount is expected to exceed \$2,000,000 or involves potentially high risk activity.
- c) **Commercial Automobile Liability** insurance covering all owned non-owned and hired automobiles with limits of at least \$1,000,000 per accident.

4. **Hold Harmless**

The Consultant will defend, indemnify and hold harmless the City and its officers and employees from all liabilities, claims, damages, costs, judgments, lawsuits and expenses, including court costs and reasonable attorney's fees regardless of the Consultant's insurance coverage, arising directly from any negligent act or omission of the Consultant, its employees, agents, by any sub-contractor or sub-consultant, and by any employees of the sub-contractors and sub-consultants of the Consultant, in the performance of work and delivery of services provided by or through this Contract or by reason of the failure of the Consultant to perform, in any respect, any of its obligations under this Contract.

The City will defend, indemnify and hold harmless the Consultant and its employees from all liabilities, claims, damages, costs, judgments, lawsuits and expenses including court costs and reasonable attorney's fees arising directly from the negligent acts and omissions of the City by reason of the failure of the City to perform its obligations under this Contract. The provisions of the Minnesota Statutes, Chapter 466 shall apply to any tort claims brought against the City as a result of this Contract.

Except as provided in the section titled Data Practices, neither party will be responsible for or be required to defend any consequential, indirect or punitive damage claims brought against the other party.

5. **Subcontracting**

The Consultant shall provide written notice to the City and obtain the City's authorization to sub-contract any work or services to be provided to the City pursuant to this Contract. As required by Minnesota Statutes, Section 471.425, the Consultant shall pay all subcontractors for subcontractor's undisputed, completed work, within ten (10) days after the Consultant has received payment from the City.

6. Assignment or Transfer of Interest

The Consultant shall not assign any interest in the Contract, and shall not transfer any interest in the same either by assignment or novation without the prior written approval of the City. The Consultant shall not subcontract any services under this Contract without prior written approval of the City Department Contract Manager designated herein.

7. General Compliance

The Consultant agrees to comply with all applicable Federal, State and local laws and regulations governing funds provided under the Contract.

8. Performance Monitoring

The City will monitor the performance of the Consultant against goals and performance standards required herein. Substandard performance as determined by the City will constitute non-compliance with this Contract. If action to correct such substandard performance is not taken by the Consultant within a reasonable period of time to cure such substantial performance after being notified by the City, Contract termination procedures will be initiated. All work submitted by Consultant shall be subject to the approval and acceptance by the City Department Contract Manager designated herein. The City Department Contract Manager designated herein shall review each portion of the work when certified as complete and submitted by the Consultant and shall inform the Consultant of any apparent deficiencies, defects, or incomplete work, at any stage of the project.

9. Prior Uncured Defaults

Pursuant to Section 18.115 of the City's Code of Ordinances, the City may not contract with persons or entities that have defaulted under a previous contract or agreement with the City and have failed to cure the default.

10. Independent Consultant

Nothing contained in this Contract is intended to, or shall be construed in any manner, as creating or establishing the relationship of employer/employee between the parties. The Consultant shall at all times remain an independent Consultant with respect to the work and/or services to be performed under this Contract. Any and all employees of Consultant or other persons engaged in the performance of any work or services required by Consultant under this Contract shall be considered employees or subcontractors of the Consultant only and not of the City; and any and all claims that might arise, including Worker's Compensation claims under the Worker's Compensation Act of the State of Minnesota or any other state, on behalf of said employees or other persons while so engaged in any of the work or services to be rendered or provided herein, shall be the sole obligation and responsibility of the Consultant.

11. Accounting Standards

The Consultant agrees to maintain the necessary source documentation and enforce sufficient internal controls as dictated by generally accepted accounting practices (GAAP) to properly account for expenses incurred under this Contract.

12. Retention of Records

The Consultant shall retain all records pertinent to expenditures incurred under this Contract in a legible form for a period of six years commencing after the later of contract close-out or resolution of all audit findings. Records for non-expendable property acquired with funds under this Contract shall be retained for six years after final disposition of such property.

13. Data Practices

The Consultant agrees to comply with the Minnesota Government Data Practices Act (Minnesota Statutes, Chapter 13) and all other applicable state and federal laws relating to data privacy or confidentiality. The Consultant and any of the Consultant's sub-consultants or sub-contractors retained to provide services under this Contract shall comply with the Act and be subject to penalties for non-compliance as though they were a "governmental entity." The Consultant must immediately report to the City any requests from third parties for information relating to this Contract. The City agrees to promptly respond to inquiries from the Consultant concerning data requests. The Consultant agrees to hold the City, its officers, and employees harmless from any claims resulting from the Consultant's unlawful disclosure or use of data protected under state and federal laws.

All Proposals shall be treated as non-public information until the Proposals are opened for review by the City. At that time, the names of the responders become public data. All other data is private or non-public until the City has completed negotiating the Contract with the selected Consultant(s). At that time, the proposals and their contents become public data under the provisions of the Minnesota Government Data Practices Act, Minnesota Statutes, Chapter 13 and as such are open for public review.

14. Inspection of Records

Pursuant to Minnesota Statutes, Section 16C.05, all Consultant payroll and expense records with respect to any matters covered by this Contract shall be made available to the City and the State of Minnesota, Office of the State Auditor, or their designees upon notice, at any time during normal business hours, as often as the City deems necessary, to audit, examine, and make excerpts or transcripts of all relevant data.

15. Living Wage Ordinance

The Consultant may be required to comply with the "[Minneapolis Living Wage and Responsible Public Spending Ordinance](http://www.minneapolismn.gov/www/groups/public/@finance/documents/webcontent/convert_255695.pdf)" (http://www.minneapolismn.gov/www/groups/public/@finance/documents/webcontent/convert_255695.pdf), Chapter 38 of the City's Code of Ordinances (the "Ordinance"). Unless otherwise exempt from the ordinance as provided in Section 38.40 (c), any City contract for services valued at \$100,000 or more or any City financial assistance or subsidy valued at \$100,000 or more will be subject to the Ordinance's requirement that the Consultant and its subcontractors pay their employees a "living wage" as defined and provided for in the Ordinance.

16. Applicable Law

The laws of the State of Minnesota shall govern all interpretations of this Contract, and the appropriate venue and jurisdiction for any litigation which may arise hereunder will be in those

courts located within the County of Hennepin, State of Minnesota, regardless of the place of business, residence or incorporation of the Consultant.

17. Conflict and Priority

In the event that a conflict is found between provisions in this Contract, the Consultant's Proposal or the City's Request for Proposals, the provisions in the following rank order shall take precedence: 1) Contract; 2) Proposal; and last 3) Request for Proposals (only for Contracts awarded using RFP).

18. Travel

If travel by the Consultant is allowable and approved for this Contract, then Consultant travel expenses shall be reimbursed in accordance with the City's [Consultant Travel Reimbursement Conditions](http://www.minneapolismn.gov/www/groups/public/@finance/documents/webcontent/wcms1p-096175.pdf) (<http://www.minneapolismn.gov/www/groups/public/@finance/documents/webcontent/wcms1p-096175.pdf>).

19. Billboard Advertising

City Code of Ordinance 544.120, prohibits the use of City and City-derived funds to pay for billboard advertising as a part of a City project or undertaking.

20. Conflict of Interest/Code of Ethics

Pursuant to Section 15.250 of the City's Code of Ordinances, both the City and the Consultant are required to comply with the City's Code of Ethics. Chapter 15 of the Code of Ordinances requires City officials and the Consultant to avoid any situation that may give rise to a "conflict of interest." A "conflict of interest" will arise if Consultant represents any other party or other client whose interests are adverse to the interests of the City.

As it applies to the Consultant, the City's Code of Ethics will also apply to the Consultant in its role as an "interested person" since Consultant has a direct financial interest in this Agreement. The City's Code of Ethics prevents "interested persons" from giving certain gifts to employees and elected officials.

21. Termination, Default and Remedies

The City may cancel this Contract for any reason without cause upon thirty (30) days' written notice. Both the City and the Consultant may terminate this Contract upon sixty (60) days' written notice if either party fails to fulfill its obligations under the Contract in a proper and timely manner, or otherwise violates the terms of this Contract. The non-defaulting party shall have the right to terminate this Contract, if the default has not been cured after ten (10) days' written notice or such other reasonable time period to cure the default has been provided. If termination shall be without cause, the City shall pay Consultant all compensation earned to the date of termination. If the termination shall be for breach of this Contract by Consultant, the City shall pay Consultant all compensation earned prior to the date of termination minus any damages and costs incurred by the City as a result of the breach. If the Contract is canceled or terminated, all finished or unfinished documents, data, studies, surveys, maps, models, photographs, reports or other materials prepared by the Consultant under this Contract shall, at the option of the City, become the property of the

City, and the Consultant shall be entitled to receive just and equitable compensation for any satisfactory work completed on such documents or materials prior to the termination.

Notwithstanding the above, the Consultant shall not be relieved of liability to the City for damages sustained by the City as a result of any breach of this Contract by the Consultant. The City may, in such event, withhold payments due to the Consultant for the purpose of set-off until such time as the exact amount of damages due to the City is determined. The rights or remedies provided for herein shall not limit the City, in case of any default by the Consultant, from asserting any other right or remedy allowed by law, equity, or by statute. The Consultant has not waived any rights or defenses in seeking any amounts withheld by the City or any damages due the Consultant.

22. Ownership of Materials

All finished or unfinished documents, data, studies, surveys, maps, models, photographs, reports or other materials resulting from this Contract shall become the property of the City upon the City's payment for and final approval of the final report or upon payment and request by the City at any time before then. The City at its own risk, may use, extend, or enlarge any document produced under this Contract without the consent, permission of, or further compensation to the Consultant.

23. Intellectual Property

All Work produced by the Consultant under this Contract is classified as "work for hire" and upon payment by the City to the Consultant will be the exclusive property of the City and will be surrendered to the City immediately upon completion, expiration, or cancellation of this Contract. "Work" covered includes all reports, notes, studies, photographs, designs, drawings, specifications, materials, tapes or other media and any databases established to store or retain the Work. The Consultant may retain a copy of the work for its files in order to engage in future consultation with the City and to satisfy professional records retention standards. The Consultant represents and warrants that the Work does not and will not infringe upon any intellectual property rights of other persons or entities.

Each party acknowledges and agrees that each party is the sole and exclusive owner of all right, title, and interest in and to its services, products, software, source and object code, specifications, designs, techniques, concepts, improvements, discoveries and inventions including all intellectual property rights thereto, including without limitations any modifications, improvements, or derivative works thereof, created prior to, or independently, during the terms of this Contract. This Contract does not affect the ownership of each party's pre-existing, intellectual property. Each party further acknowledges that it acquires no rights under this Contract to the other party's pre-existing intellectual property, other than any limited right explicitly granted in this Contract.

24. Equal Benefits Ordinance

Minneapolis Code of Ordinances, Section 18.200, relating to equal benefits for domestic partners, applies to each Consultant and subcontractor with 21 or more employees that enters into a "contract", as defined by the ordinance that exceeds \$100,000. The categories to which the ordinance applies are personal services; the sale or purchase of supplies, materials, equipment or the rental thereof; and the construction, alteration, repair or maintenance of personal property. The categories to which the ordinance does not apply include real property and development contracts.

Please be aware that if a “contract”, as defined by the ordinance, initially does not exceed \$100,000, but is later modified so the Contract does exceed \$100,000, the ordinance will then apply to the Contract. A complete text of the ordinance is available at:
http://www.minneapolismn.gov/www/groups/public/@finance/documents/webcontent/convert_261694.pdf

It is the Consultant’s and subcontractor’s responsibility to review and understand the requirements and applicability of this ordinance.

25. City Ownership and Use of Data

The City has adopted an Open Data Policy (“Policy”). The City owns all Data Sets as part of its compliance with this Policy. Data Sets means statistical or factual information: (a) contained in structural data sets; and (b) regularly created or maintained by or on behalf of the City or a City department which supports or contributes to the delivery of services, programs, and functions. The City shall not only retain ownership of all City Data Sets, but also all information or data created through the City’s use of the software and /or software applications licensed by the Consultant (or any subcontractor of sub-consultant of the Consultant) to the City.

The City shall also retain the right to publish all data, information and Data Sets independently of this Contract with the Consultant and any of Consultant’s subcontractors or sub-consultants involved in providing the Services, using whatever means the City deems appropriate.

The City shall have the right to access all data, regardless of which party created the content and for whatever purpose it was created. The Consultant shall provide bulk extracts that meet the public release criteria for use in and within an open data solution. The Consultant shall permit and allow free access to City information and Data Sets by using a method that is automatic and repeatable. The Data Sets shall permit classification at the field level in order to exclude certain data.

26. Cardholder Data and Security Standards

Should the Consultant collect revenue on behalf of the City through the acceptance of credit cards offered by cardholders to pay for services offered under the terms of this Contract, then Consultant represents and acknowledges that the Consultant will comply with Payment Card Industry (PCI) regulatory standards including the Data Security Standards (DSS). Consultant represents that it will protect cardholder data. Consultant will be annually certified as a PCI compliant service provider and agrees to provide evidence of said certification to the City upon request. Consultant agrees at reasonable times to provide to the City or to its assigns, the audit rights contained herein for all physical locations, systems or networks that process credit cards on behalf of the City. Consultant also agrees to provide written notice to the City of any breach of a system owned, operated or maintained by the Consultant that contains cardholder data or information.

27. Small & Underutilized Business Program (SUBP) Requirements

I. Overview

The City of Minneapolis policy is to provide equal opportunities to all businesses, with an effort to redress discrimination in the City’s marketplace and in public contracting against Minority-owned business enterprises (MBEs) and Women-owned business enterprises (WBEs). Therefore, the City has set SUBP goals to facilitate participation of qualified and available MBEs and WBEs (MBEs/WBEs) on this contract.

The goals on this contract will be 6% MBE and 8% WBE.

A list of qualified and available MBEs/WBEs¹ within the scope of services is attached. However, this list is updated periodically and may not be exhaustive. Please visit the Minnesota Uniform Certification Program (MnUCP) directory for more information (<http://mnucp.metc.state.mn.us/>).² This is the only certification accepted by the program.

Consultants must make a Good Faith Effort to meet the SUBP goals prior to submitting their proposal. This means that Consultants must make *every necessary and reasonable effort* to subcontract with MBEs/WBEs³ prior to submitting their proposal. **Commitment to use MBEs/WBEs, Good Faith Efforts to include MBEs/WBEs participation, and compliance with SUBP will be a factor in the selection of proposal(s).**

II. GOOD FAITH EFFORTS EVALUATION

If a Consultant does not meet the project SUBP goals, the Consultant shall demonstrate its good faith efforts to do so. To determine if the Consultant solicited MBEs/WBEs in good faith, following list of actions may be considered:

1. Soliciting through all reasonable and available means (attendance at pre-proposal meetings, advertising and/or written notices) the interest of all MBEs/WBEs certified in the scopes of work of the contract. The Consultant must solicit MBEs/WBEs in sufficient time prior to proposal submission or to allow MBEs/WBEs to respond to solicitations. The Consultant must determine with reasonable certainty if the MBEs/WBEs are interested by taking appropriate steps to follow up on initial solicitations.
2. Selecting portions of the work to be performed by MBEs/WBEs in order to increase the likelihood that the project goals will be achieved. This includes, where appropriate, breaking out contract work into smaller units to facilitate MBE/WBE participation, even when a contractor might otherwise prefer to perform these work items with its own forces.
3. Providing interested MBEs/WBEs with adequate information about the scope, specifications, design criteria, and technical requirements of the contract in a timely manner to assist them in responding to a solicitation.
4. The Consultant must negotiate in good faith with interested MBEs/WBEs and provide written documentation of such negotiation with each such business. In determining whether the Consultant negotiated in good faith, the Evaluation Panel may consider a number of factors including price, scheduling and capabilities as well as the contract goal.
5. The fact that there may be some additional costs involved in finding and using MBEs/WBEs is not itself sufficient reason for a Consultant's failure to meet the project goals as long as such costs are reasonable.

1 The MBE/WBE must be located within the Minnesota counties of Anoka, Carver, Chisago, Dakota, Hennepin, Isanti, Ramsey, Scott, Sherburne, Washington, and Wright.

2 If a Consultant identifies a business that is not yet certified, but may qualify for certification as MBE/WBE, the Consultant should encourage the business to immediately begin the application process for certification with the MNUCP. The Consultant should include this in their Good Faith Efforts.

3 The MBE/WBE must be certified within in the scope of work and must perform a commercially useful function.

6. If requested by a solicited MBE/WBE, the Consultant must make reasonable efforts to assist such MBEs/WBEs in obtaining bonding, lines of credit or insurance as required by the city or by the Consultant, provided that the Consultant need not provide financial assistance toward this effort.
7. Effectively using the services of minority/woman community organizations; local, state and federal business assistance offices; and other organizations as allowed on a case-by-case basis to provide assistance in the solicitation and placement of MBEs/WBEs. A list of organizations can be found here: http://www.ci.minneapolis.mn.us/civilrights/contractcompliance/subp/subp_minbusres or http://www.ci.minneapolis.mn.us/civilrights/contractcompliance/subp/subp_wmnbusres.

Consultants must thoroughly document their efforts to solicit to and include MBEs/WBEs participation. Please completely and accurately fill out the attached forms. The City will monitor compliance of SUBP throughout the contract. Compliance with the MBE/WBE goal and other SUBP requirements will be a material condition of the contract and failure to comply may be deemed a breach of contract.

Please review Minneapolis Code of Ordinances Chapter 423 for more information or the contact the City of Minneapolis Civil Rights Department (612.673.2086).

ATTACHMENT B

SCOPE OF SERVICES

The City of Minneapolis (the “City”) intends to construct a new multi-purpose office and public safety building on a City-owned parking ramp site at 415 South 5th Street, in Minneapolis. The new building, in combination with the existing City Hall building located at 350 South 5th Street, would create a downtown campus to meet the City’s office space needs (the “Project”).

The City is interested in an outside evaluation of needs from multiple perspectives. The overall goal is to facilitate a decision-making process that will document (for formal approval) the City pre-design and programmatic needs for the new building and re-stacked City Hall that can become the basis of space design for the formal architectural and engineering design processes that is within the City-allocated funding for the Project.

It is the intent of this document to outline a general description of the Project, the extent of services required, and the relationship of this Project to other work, and the agencies or other parties that will interact with the Consultant. The contents of this document are considered representative of the Project as a whole, but are by no means conclusive.

Respondents to the Request for Proposals are encouraged to indicate additional, value-added services that they feel may be beneficial for this Project or are typically needed for Pre-Design and Program Development services for a new office building and reconfiguration of existing office space in City Hall of this size and scope. The proposal should indicate (and estimate costs for) these services as “Additional Optional Services,” considered as above and beyond base Project requirements.

Proposers for this scope of services will not be excluded from submitting a proposal for the building design, expected to be bid in the spring of 2017.

Background on Current City Facilities

The City faces issues that hamper the efficiency and quality of the services provided to citizens. The City’s offices in the downtown area (referred to as the Downtown Campus) are located in seven separate buildings. It is difficult for citizens to find city staff and conveniently conduct business with different offices. In addition, the distance between staffs (within and between departments) hinders coordination and response times. Outside of City Hall, the City-owned buildings are aging and are functionally obsolete. The City’s buildings lack many of the characteristics that modern public buildings require. Therefore, the City has decided to meet its long term space needs with a combination of a newly constructed facility and the historic (fully renovated) City Hall.

Employees would be relocated from leased and owned space outside of City Hall as well as from City Hall. In addition, a new Fire Station No. 1 (to include the Fire Chief and Fire Administration) is expected to be constructed on the same site. The majority of the Police department activities in City Hall are expected to be relocated to the new building as well. With these public safety functions and relocated employees from other space downtown, the new building is planned to be approximately 250,000 square feet. To date, it has been anticipated that most of the administrative functions in the new building will be those that regularly interact with citizens and the business community on a transaction basis (such as issuance of permits, utility billing, etc.) and on a collaborative basis (such as Community Planning and Economic Development and Neighborhood and Community Relations). Construction is expected to commence in early 2018 with relocation of the staff completed by 2020 (including the restacking of City Hall).

The City completed a Functional Relationships and Adjacency Study (Attachment D) in 2015.

Predesign and Program Development Potential Tasks

The main objectives in predesign and program development are:

1. Identify key issues that will influence the Project's success;
2. Define the building program;
3. Establish internal and external responsibilities for the Project;
4. Reconcile the programmatic desires of the user groups with the financial resources of the project;
5. To develop a framework for receiving approval for the Project from the client's leadership group.

The City envisions the predesign/program development process to establish the project goals, collect and analyze the appropriate facts, uncover and test conceptual ideas, and determine the needs. Building projects are, by their nature, detail and coordination intensive. The City hopes to identify and organize key project details to help produce a more successful final building solution.

The Consultant is expected to work in partnership with the City's Owner's Project Representative, City staff and City elected officials to prepare an optimal program for the design and construction of the downtown campus including the new office building and reconfiguring of staff within the historic City Hall.

The Consultant is further expected to build upon and expand the work completed to date by other consultants and City staff that inventories City staff current locations, space required, type and frequency of each department's interaction with the public. Expansion of such work would include meetings with the majority of department heads and their staff and formal presentations as needed.

With a program clearly stated and defined, the design/client team can undertake the process of design to satisfy the project's functional requirements and image goals within the Project's economic resources and schedule.

The Consultant will be expected to assist the City with the following tasks:

1. REVIEW AND REFINE PROJECT GOALS
 - a. Building image
 - b. Level of quality of materials and systems including LEED components
 - c. Flexibility of space to adapt to changing needs
 - d. Site image and public space
 - e. Potential for shared space with other entities

2. REVIEW BROADER ORGANIZATIONAL DEVELOPMENT OPPORTUNITIES
 - a. Review Attachment I – Minneapolis Vision, Values, Goals and Strategies.
 - b. Work as a resource for the City's internal organizational development team to assess inter-relationships of departments which jointly provide services today and make recommendations for improving productivity. For example, should the City consider

looking across departments in order to make call center operations more efficient across departments?

- c. Craft recommendations which recognize the distinctive culture of our workforce. Our focus is largely on delivering essential services to our citizens resulting in quality and safety. We embody the value of public service, making a difference to citizen's lives and believing that every city worker can make a difference. The practical nature of our work is reflected in our symbols, rituals, behaviors, values and beliefs. Our workspaces should reflect this unique culture.
 - d. Identify strategies for collaborating across departments, carrying out work in more effective and efficient ways that are unimaginable today. For example, how can our workspaces encourage these new forms of human interaction, naturally leading to innovative ways of working? Ideally, the workspaces will help spur these transformations, even for employees who are initially resistant to change. Help to answer the question how hoteling, small and large conference room space and alternative office options help to enhance interaction and reduce unused spaces.
3. REVIEW CONCEPTS AND RECOMMEND METHODS OF INPUT FOR IMPROVING PUBLIC SERVICE and EXPERIENCE
- a. Determine needs for elements such as size of public lobbies, entrances, department access points, and lobby staffing/technology that improve the public's experience with City departments. Currently, businesses seeking permits may have to visit two or three different buildings for one project.
 - b. Determine and implement appropriate data gathering methodology from the public, businesses, elected officials, other governmental entities, and city employees including surveys, small group meetings, and individual meetings.
 - c. Identify and lead visits to at least two similar "public facing" newly constructed city office buildings in other major metropolitan areas that have consolidated offices and services.
4. PLAN FOR THE FUTURE
- a. Recommend how the space can be designed to allow for flexibility as City services and employment needs change over the next 50 years. The City is continually changing its business model and services. The facility will be adjacent to a light rail line station and near major bus routes. Both working from home and on-line services to citizens and customers are in the early stages of development at the City but will likely increase over time, reducing the need for office space. Other services, such as workforce training, may require more space over time. With these and other trends in mind, identify and recommend building and structural systems appropriate to support future flexibility in space planning.
 - b. Offer recommendations for an increasingly diverse staff, leveraging new technologies and collaborating in new ways. We are a growing city, serving citizens who increasingly demand the highest quality customer service, delivered 24/7 via technology. This requires new offerings, strategies, systems, skills, governance, policies and practices. Our facility should support us in creating and implementing these organizational shifts. Identify strategies to support and improve staff satisfaction and retention while recognizing these organizational shifts.
 - c. Work with City staff to forecast services that may expand or contract with changes in the City's demographics, development patterns, and regulatory environment.

5. REVIEW FUNCTIONAL RELATIONSHIPS AND ADJACENCIES

- a. This new building will be an important element for the City's office and public safety services but will continue to complement the historic City Hall and facilities located in the City's neighborhoods outside of downtown. Re-assess the City's 2015 consultant study to better determine if relocating, co-locating or embedding employees is required to achieve improved service to the public. The pre-design/program consultant should identify opportunities to not only serve the public more effectively, but to reduce overall space requirements and make suggestions on potential operational efficiencies.
- b. Make recommendations on which portions of departments should be located in the new building and which should remain or be relocated to the City Hall. Currently, many departments are split into several facilities or may be located outside of City Hall due to historical practices which have changed. For example, it is no longer necessary for the Human Resources department to be located in a place visible to the public when most applications and information is accomplished electronically.
- c. Work with City staff to develop and recommend new office space planning standards including size of typical work spaces for various job functions.
- d. Analyze records storage and retrieval needs.
- e. Work with the police department to determine which functions should be moved from City Hall and other police precincts to a new office building and determine the functions which need to be accessible to the public and which functions require restricted access. With assistance from the City's Security Manager and the Accreditation Officer of the Police Department, identify accreditation requirements that need to be included in the requirements the Project.
- f. Work with the fire department to determine space needs and functionality of a new Fire Station No. 1 to replace an aging facility a few blocks north of the site.

6. REVIEW BUILDING COMPONENTS' FLOW, FUNCTION and FLEXIBILITY

- a. Identify ingress and egress components necessary to accommodate the public safety components of the facility. Locating a fire station on the site introduces certain constraints on the first floor of the building. In addition, certain police functions may be better served with separate entrances from general public access points.
- b. Identify and recommend strategies for handling multiple points of entry, via vehicle or pedestrian, street, underground and skyway; for City staff, public servicing and conference center meetings.
- c. Relationship to adjacent buildings including skyway access.
- d. Review vertical transportation challenges and opportunities.
- e. Review and recommend appropriate barrier-free accommodations.
- f. Provide three stacking options for the new building that focus on scenarios that provide for easy access for the public and business community that interact with certain city departments both on a transactional and collaborative basis.

7. REVIEW THE SITE AND APPLICABLE CODES FOR THE NEW BUILDING

- a. Review site survey, soil borings and boring history, planning and zoning issues and make recommendations. Review soil/groundwater contamination (if any) or other environmental issues (if identified by independent testing by the City) that will require specialized attention and possible action; identify likely action required and governmental agencies involved.
- b. Develop an understanding of site characteristics and needs and make recommendations, taking into account City and public vehicular and pedestrian needs. Partner with the City's

- parking services staff to determine the appropriate mix of city employee parking, public parking, and dedicated short-term parking for building visitors.
- c. Review storm water detention/retention/treatment requirements, greenspace percentage, etc.
 - d. Examine available site services availability, capacity, quality, quantity, pressure, etc. - Water Service, Sanitary and Storm Systems, Electrical Service, Natural Gas, District Energy and Fire Protection
 - e. Make recommendations as to setbacks, occupancies, construction type and classification.
 - f. Make determination if the building will be classified as high rise.
8. REVIEW TECHNOLOGY OPPORTUNITIES
- a. Make recommendation on what type of information technology (IT) backbone is critical for a new facility like this including communications and security improvements.
 - b. Work with the City's information technology (IT) staff and any IT contractors to determine space needs and design elements critical to City.
9. REVIEW SUSTAINABLE AND UNIQUE DESIGN STRATEGIES
- a. Examine opportunities, associated costs and estimated Life Cycle savings, and recommend an appropriate LEED certification level.
 - b. Examine potential for utilizing district heating and cooling.
 - c. Engage City in discussion of additional requirements that may be included in the project for demonstration purposes such as Bird Safe Glass.
 - d. A description of any special technical requirements in the new facility with special attention to how those requirements would affect early conceptual design.
 - e. A description of any special equipment to be installed in the new building with special attention given to how the solution for that equipment will influence early conceptual design and or building systems. Separate meetings will be conducted to identify and review special equipment needs of the Police and Fire departments.
10. REVIEW AND PROVIDE OPTIONS FOR OFFICE AMENITIES
- a. Make recommendations of types of amenities for workers and the public that are typical in buildings of this size and nature.
 - b. Identify unmet needs and (amenities) of City Hall occupants that can be met in the new building. Identify and quantify shared space needs, including training facilities, conference rooms, and kitchen/dining facilities for the building and to compensate for lack of certain facilities in the existing City Hall. The City does not have access to adequate training facilities and small conference room space common in newer office buildings.
 - c. Make recommendation for enhanced facilities support services that typical in buildings of this size and nature.
11. WORK IN PARTNERSHIP WITH CITY AND OTHER CONSULTANTS ON COST ESTIMATING AND SCHEDULING
- a. Program-based cost estimate for various types of building elements with appropriate contingencies.
 - b. Collaborate with the Owner's Project Representative to develop a Statement of a preliminary Project cost budget for the entire project, which would include construction costs and client and process soft costs, with appropriate contingencies for all areas.

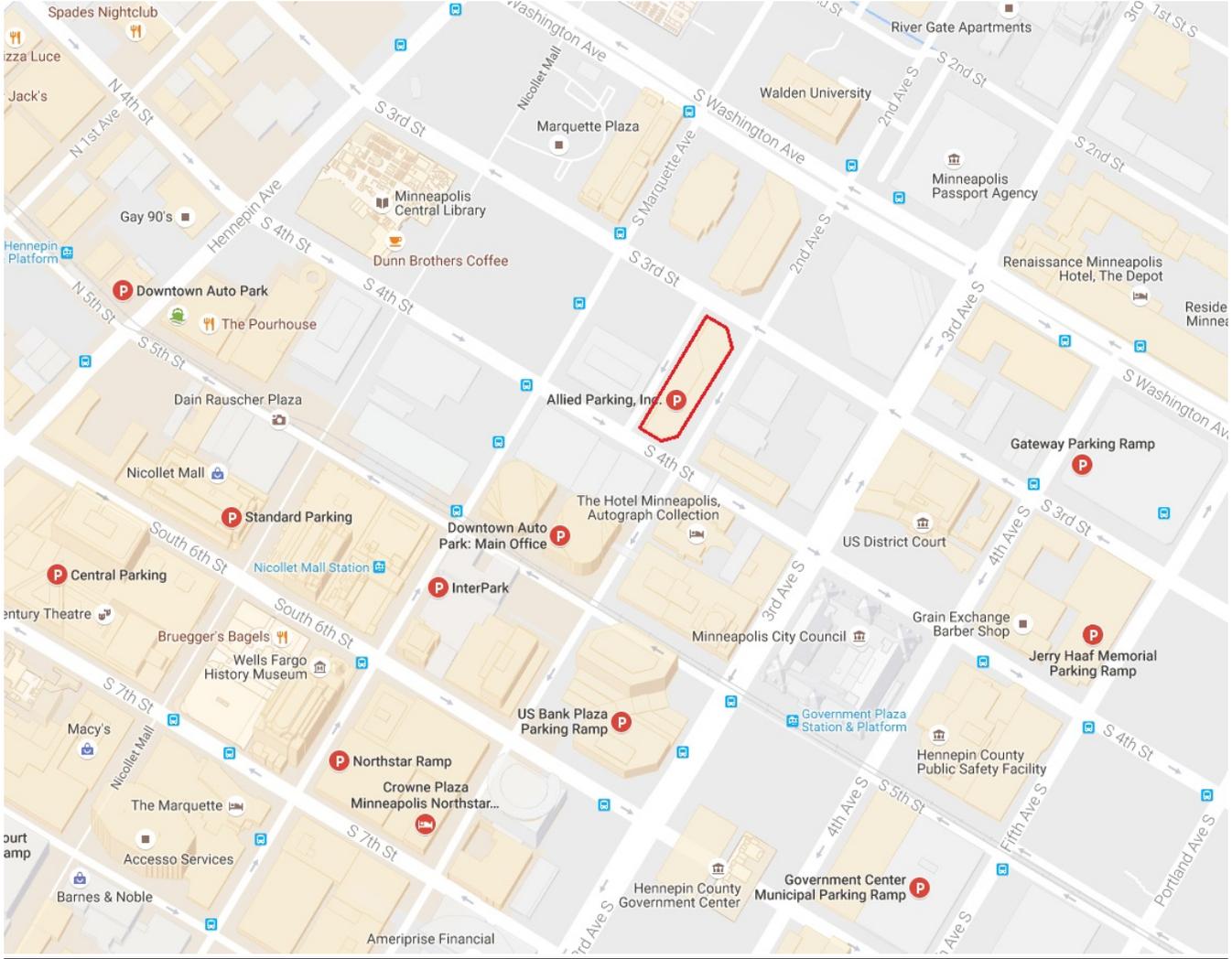
- c. Collaborate with the Owner's Project Representative to develop a master project schedule, which incorporates the real time implications of governmental processes, client processes, construction method and funding approval.
- d. In coordination with that master schedule, identify the delivery strategy concept for the project.

12. SYNTHESIZE INFORMATION INTO A FINAL REPORT AND PRESENTATIONS

- a. Provide written documentation and visual illustration required to provide accurate and transparent information for informed decision making.
- b. Consultant will be expected to make two formal presentations.

ATTACHMENT C

Pre-Proposal Conference Location



ATTACHMENT D

Functional Relationships and Adjacencies

City Hall traditionally forms the symbolic core of the city government offices. It is a beautiful historic building well located in the ‘government sector’ of the downtown. The Mayor and City Council are housed in City Hall as well as the Mayor’s charter departments’ leadership.

Certain functions are expected to remain within the historic City Hall including but not limited to:

- Mayor’s office
- City Council chambers and City Council offices
- City Coordinator’s including the majority of its functions such as Communications, Special Projects, Sustainability, etc.
- Internal Audit
- City Clerk
- Police Chief’s administrative offices
- Majority of the Civil Rights office
- Majority of City finance and property services staff
- Public Works Director and certain department administrative staff
- Majority of City Attorney’s office
- Intergovernmental Relations office

Several functions currently reside outside of the historic City Hall and may move into the City Hall including:

- Majority of Human Resources staff
- Majority of Information Technology staff

Select functions are expected to move from the historic City Hall to the new building are:

- Several divisions of the Police Department
- Fire Chief and Fire Administration
- Business Licensing (a division of Community Planning and Economic Development)

Several City functions occupy space outside the historic City Hall and are expected to be located in the new office building including, but not exclusively, those departments that regularly interact with the public:

- Community Planning and Economic Development
- Neighborhood and Community Relations
- Health Department
- Regulatory Services
- Utility billing portion of the Finance and Property Services department
- Procurement portion of the Finance and Property Services department

- 311 city information operators
- Assessor's offices

The categories listed above are current operating assumptions only. A significant purpose of the Pre-Design and Program Development phase of the new facility is to examine City operations to determine if organizational development and public service can be enhanced by additional interactions among and within certain departments.

Functional Relationships & Adjacency Planning Activities

Conducted initial (November 2014) and follow-up (January 2015) Department Head interviews to gather detail on what type of work various departments are engaged in and who they interact with (City and Public).

Walked through the Customer Service Center to better understand the public's interaction with the City.

Mapped out primary and secondary Functional Relationships of Downtown Campus Departments.

Outlined Adjacency Requirements pertinent to the identified Functional Relationships



Functional Relationship & Adjacency Requirements



The **Functional Relationships translate into Adjacency Requirements**, depending on several key interactions.

- "Elected Officials" & "Enterprise Support" share key interactions with the Mayor & City Council. An adjacency requirement at City Hall is identified here.
- "Transactional Services" & "Community Collaboration & Programming" share key interactions with the public, and an adjacency requirement into a shared space near City Hall is identified.
- "Public Safety" groups also interact daily with the public, in addition to other City departments and the Elected Officials. These groups expressed a need to be near City Hall, but in their own facility.
- "Operations Support" groups focus on the day to day physical functioning of the City. These are mostly Public Works and Regulatory Services groups. Several of these groups may be located outside of Downtown.





Stronger Adjacency
Requirement

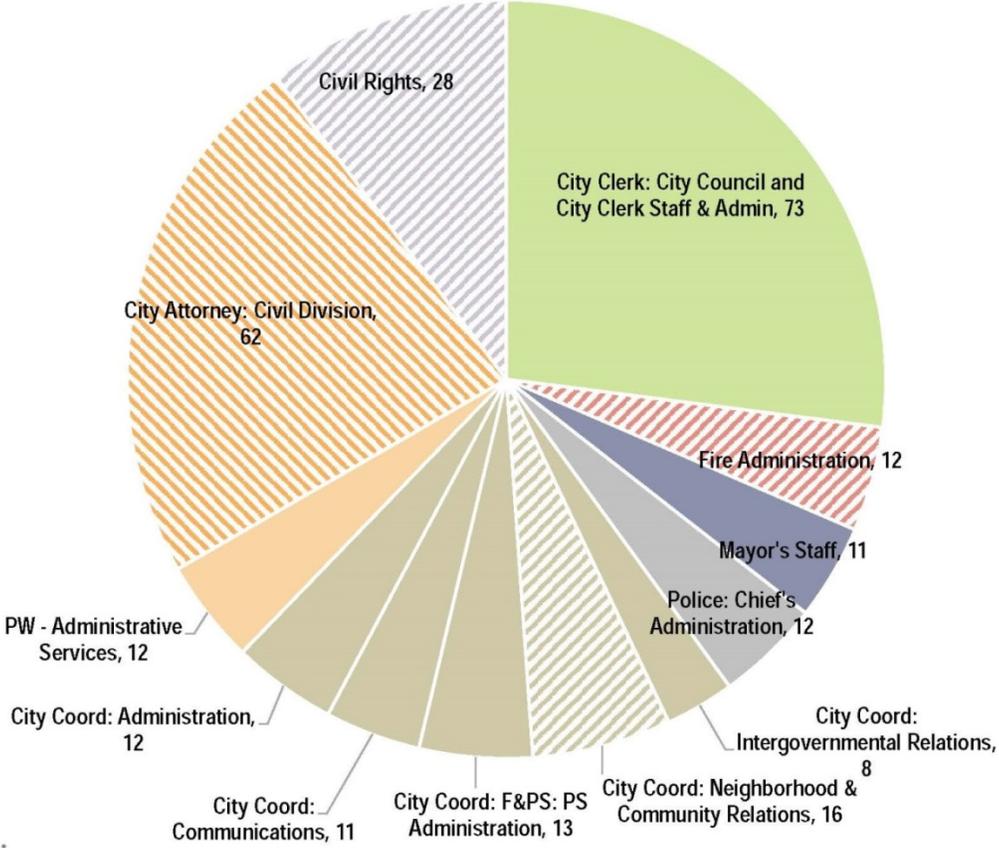


Weaker Adjacency
Requirement

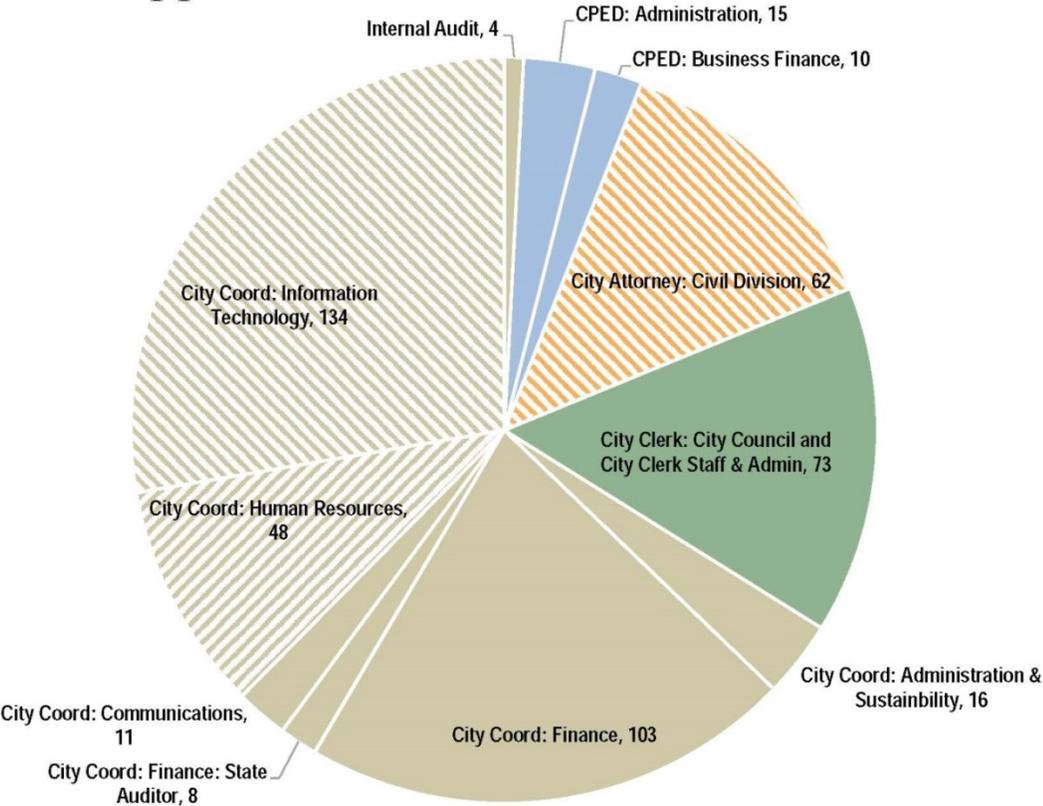
- Departments may have a **STRONG Functional Relationship** tie in, but may have a **WEAKER Adjacency Requirement**.
- For example, Human Resources and Information Technology are key elements of the Enterprise Support Function. However, these groups may not necessarily have a strong adjacency requirement with other 'Enterprise Support' functions. They may not need to be co-located at City Hall in order to do their work.
- Groups that may have a weaker 'Adjacency Requirement' within their Functional Relationship will be denoted with a hatched marking on the Functional Relationships wheels.
- **Understanding the final Adjacency Requirements (City Hall vs. Building Near City Hall) will help to establish the space requirements for the real estate scenarios that will be evaluated.**



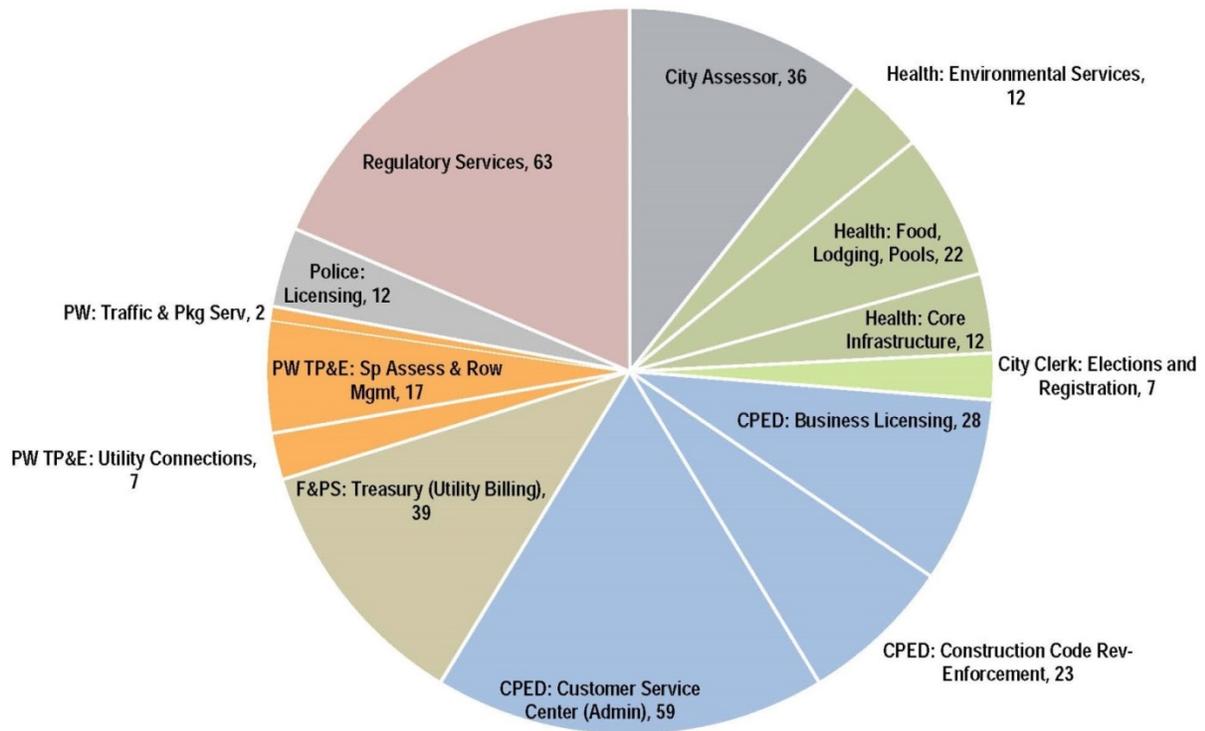
Elected Officials



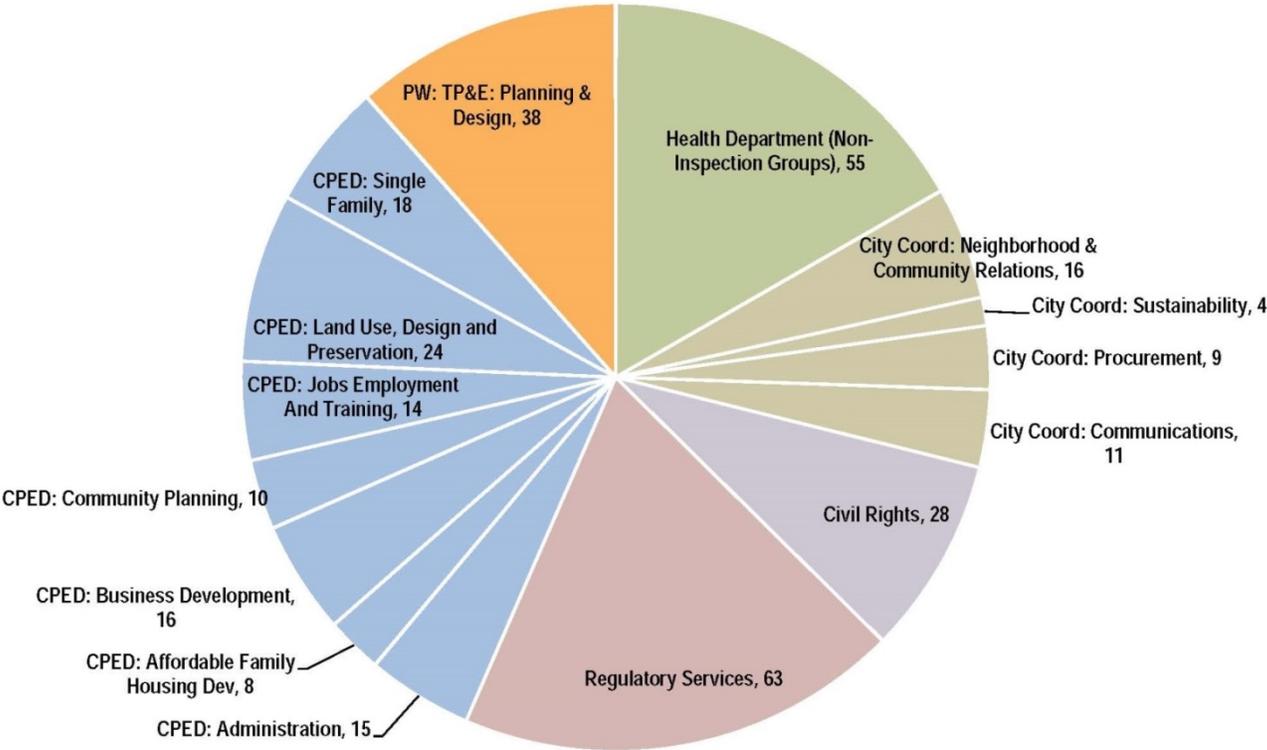
Enterprise Support



Transactional Services



Community Collaboration & Programming

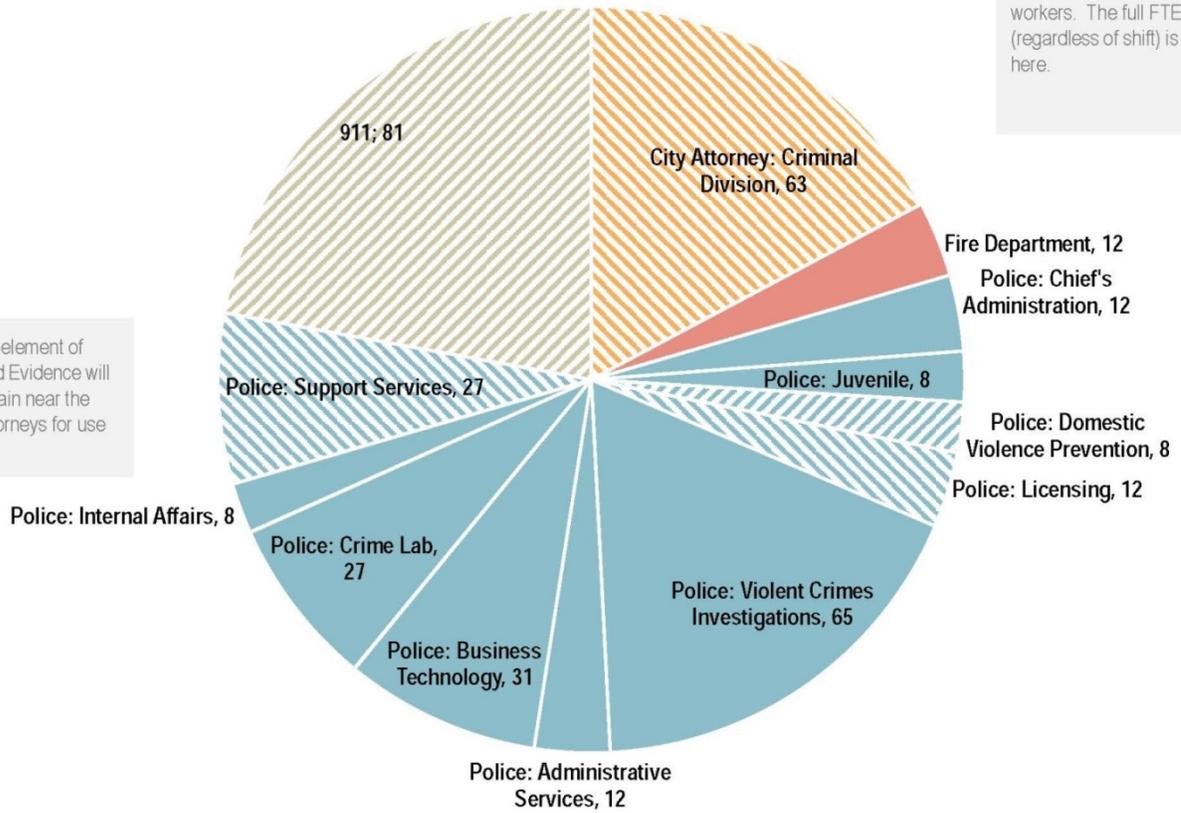


Public Safety

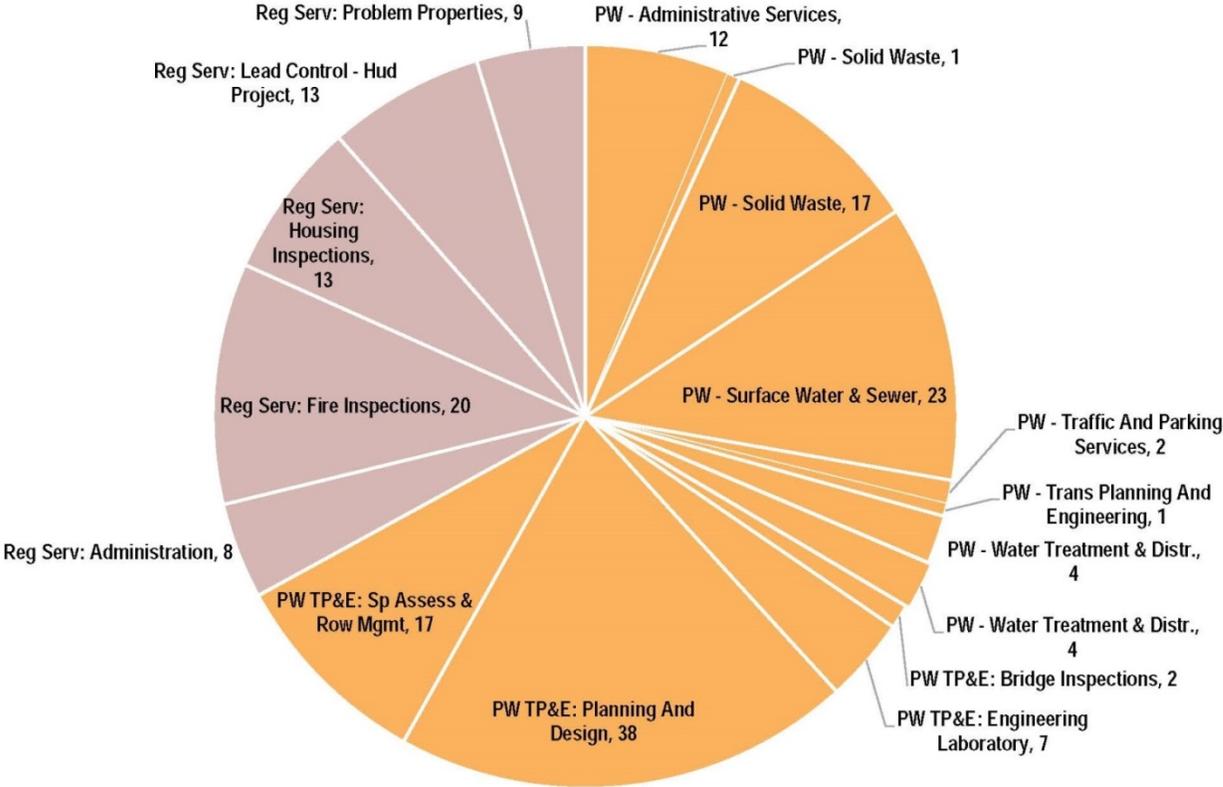
Functional Relationships / Adjacency Requirements

Note: Police and 911 typically have a large amount of shift workers. The full FTE count (regardless of shift) is represented here.

Note: Some element of Property and Evidence will need to remain near the Criminal Attorneys for use during trials.



Operations Support



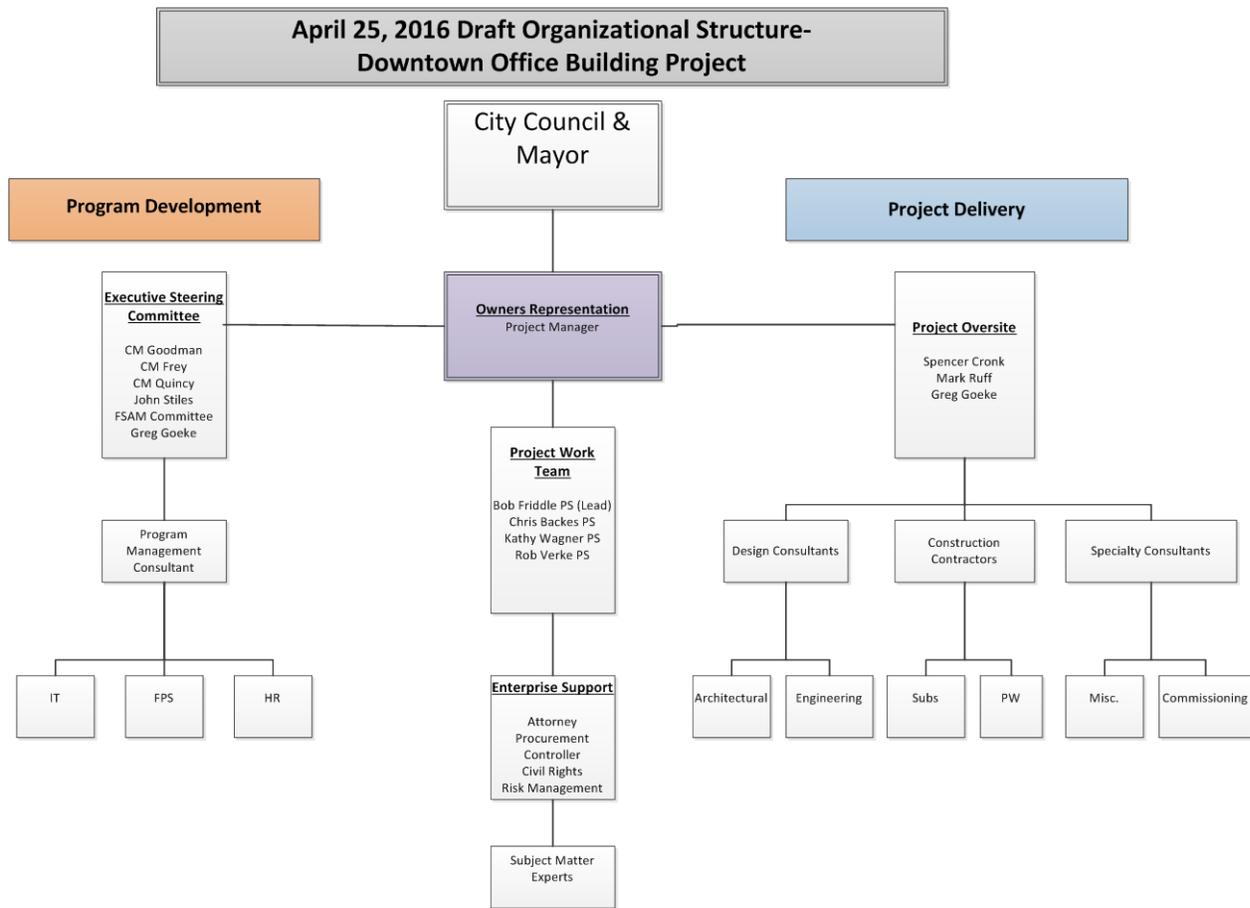
ATTACHMENT E



ATTACHMENT F

June 27, 2016 <u>Draft</u> - Downtown Real Estate Consolidation Project Timeline			
2016 - 3rd Quarter	Project Planning and Organization	Project Organization Communication Plan Finance Plan RCA- Approvals Draft RFP for Owners Representative	
2016 - 3rd and 4th Quarter		Community Engagement and Planning	Issue RFP/Contract for Owners Representative Draft RFP for Program Development Parking Study Business/ Community/Labor Engagement: Police Service, Parking
2016 - 4th Quarter and 1st Quarter of 2017		Program Development, Cost Estimating and Methodology	Organizational Development Program Development Cost Estimates Site Options Construction Delivery
2017 - 1st Quarter		Contracting for Services	RFP Design-Build or Construction Management Architectural-Engineering Commissioning
2nd Quarter 2017 to 4th Quarter 2019		Design and Construction	Design Demolition Environmental Bid Build Commissioning
2020		Occupancy	FFE, IT installations Moves Re-stack City Hall Dispose of PSC & COL.

ATTACHMENT G



ATTACHMENT H

Security Requirements

Access Requirements for Contractors Working Within Restricted Areas

1. Supplementary Conditions

These Supplementary Conditions amend or supplement the Standard General Conditions of the Construction, or (Service) Contract and other provisions of the Contract Documents as indicated below.

2. Security Requirements

The City of Minneapolis requires all Contractor or Sub-Contractor personnel who will have the need or opportunity to access any restricted facility or space within to submit to a criminal background investigation prior to being granted access privileges to perform contract related work.

3. Criminal Background Investigations

Personal criminal background information will be acquired through the Local Law Enforcement Agencies and/or an independent third party investigator that is licensed, insured and under contract with the City to perform said investigations.

3.1 Persons submitting to a background investigation will do so via a signed consent form. This form includes disclosure of the following information.

- a. Full legal name.
- b. Current address.
- c. Social Security number.
- d. All past addresses for previous seven years.
- e. Any known aliases.

3.2 The background investigation will consist of searching, verifying and reporting information for all disclosed and discovered criminal history information accessed through the following sources:

- a. County
- b. State
- c. Federal
- d. Global Watch Agencies.

3.3 Personal credit history information **will not** be collected nor reviewed as part of this investigation.

3.4 All history gathered will be forwarded to the City for review and approval. The City reserves the right to deny access to its facilities and information as it deems appropriate. **Note: Under Data Privacy Act Laws, specific details of the investigation will not be released to anyone other than the person (upon request) being investigated. The City will simply report findings as either “Pass or Fail”.**

3.5 Under the Fair Credit and Reporting Act Federal Law, the City is required to notify individuals they have been denied employment based on information found in their background check. Individuals will be sent a pre-adverse action notice along with a copy of the background check report and a copy of the summary of your rights under the FCRA before any action is taken.

If the individual believes there is false information in the report the City will re-investigate and provide an updated report. The final determination will be made after the second report is reviewed.

4. Submittal Process for Criminal Background Checks

4.1 The Contractor will provide the Project Manager with the following information on all individuals who require access to the work site:

- a. First, middle and last name
- b. Individual's personal e-mail address (cannot be company e-mail)
- c. Work site location

4.1.1 The Project Manager will forward the individual's information above to the City Security Division who will enter the information into the database of the City's Background Investigation Service Provider (herein BGI Service Provider).

4.1.2 The BGI Service Provider will contact each individual via their personal email and provide them with an authorization consent form to sign electronically and instructions to enter their personal information. Once the individual completes this form and emails it back to the BGI Service Provider, the background investigation process will begin. **Note: To prevent any delays this information must be completed and returned to the Provider as soon as possible – the background investigation process cannot begin until this step is complete.**

4.1.3 City Security Division will be alerted by the BGI Service Provider when individual background investigations have been completed. Security will review the reports and make a determination on access privileges based on the contents of the report. A simple pass or fail will be communicated to the Project Manager, who in turn will notify the Contractor.

4.1.4 Once the BGI consent form has been forwarded by the individual to the BGI Service Provider, the Contractor shall allow **10 working days** for the City to review and make a determination on the individual's site access privileges.

4.2 All Contract personnel approved by the City will be issued work identification (ID) badges. These badges must be worn at all times while on City property. ID badges allow access to the work site; identify the person, the activity and the area of the facility where personnel are allowed to be. Any persons not wearing their ID badges or frequenting unapproved areas will be escorted.

5. Criminal Background Check Exceptions

Short – Term Contract Workers are not required to submit to a background investigation; however they must be under escort when working within restricted areas. Short –Term Contract Workers do not need a background check when they are:

- a. Performing work in the exterior of, or public spaces within facilities
- b. Performing short-term work in restricted areas under the escort of an authorized escort official. **Note: Short-term contract work is defined as work conducted during normal business hours, not to exceed a period of 10 working days and cannot be intermittent.**

6. Escort Authority

City employees who have completed the Minneapolis Police Department's Mid-level criminal background investigation requirement are authorized to perform escort duties for MPD facilities. For all other restricted

city facilities or areas, city department Liaisons, and contractors who have completed a background investigation conducted by Property Services Security are authorized to perform escort duties.

7. Escort Official Responsibilities

- a. Ensure the restricted boundaries of the work area(s) are clearly defined and communicated to all persons under escort.
- b. Ensure that all persons under escort within their area of responsibility are properly identified, and currently employed by the vendor contracted to perform work in the area.
- c. Ensure that a check/sign in with the on-site Department Liaison occurs each day prior to work being performed by persons under escort, and check/sign out at the end of the work day.
- d. Ensure that all assigned persons under escort within their area of responsibility are properly guided and closely monitored for the duration of the visit.
- e. Report lost, stolen or damaged contactor ID Cards to the Project Manager for disposition or replacement.

ATTACHMENT I

Minneapolis Vision

Minneapolis is a growing and vibrant world-class city with a flourishing economy and a pristine environment, where all people are safe, healthy and have equitable opportunities for success and happiness.

Minneapolis Values

We will be a city of...

Equity - Fair and just opportunities and outcomes for all people.

Safety - People feel safe and are safe.

Health - We are focused on the well-being of people and our environment.

Vitality - Minneapolis is a world class city, proud of its diversity and full of life with amenities and activities.

Connectedness - People are connected with their community, are connected to all parts of the city and can influence government.

Growth - While preserving the city's character, more people and businesses lead to a growing and thriving economy.

We work by...

Innovating and being creative - New ideas drive continuous improvement.

Driving toward results - Our efficient, effective work meets measurable goals for today and tomorrow.

Engaging the community - All have a voice and are heard.

Valuing employees - Employees are supported and take pride in public service.

Building public trust - All have access to services and information. We work in an open, ethical and transparent manner.

Collaborating - We work better together as one team.
We are a valued partner in the community.

Minneapolis Goals & Strategic Directions

Living well: Minneapolis is safe and livable and has an active and connected way of life

- [All neighborhoods are safe, healthy and uniquely inviting.](#)
- [High-quality, affordable housing choices exist for all ages, incomes and circumstances.](#)
- [Neighborhoods have amenities to meet daily needs and live a healthy life.](#)
- [High-quality and convenient transportation options connect every corner of the city.](#)
- [Residents and visitors have ample arts, cultural, entertainment and recreational opportunities.](#)
- [The city grows with density done well.](#)

One Minneapolis: Disparities are eliminated so all Minneapolis residents can participate and prosper

- [Racial inequities \(including in housing, education, income and health\) are addressed and eliminated.](#)
- [All people, regardless of circumstance, have opportunities for success at every stage of life.](#)
- [Equitable systems and policies lead to a high quality of life for all.](#)
- [All people have access to quality essentials, such as housing, education, food, child care and transportation.](#)
- [Residents are informed, see themselves represented in City government and have the opportunity to influence decision-making.](#)

A hub of economic activity and innovation: Businesses – big and small – start, move, stay and grow here

- [Regulations, policies and programs are efficient and reliable while protecting the public's interests.](#)
- [The workforce is diverse, well-educated and equipped with in-demand skills.](#)
- [We support entrepreneurship while building on sector \(such as arts, green, tourism, health, education and high-tech\) strengths.](#)
- [We focus on areas of greatest need and seize promising opportunities.](#)
- [Infrastructure, public services and community assets support businesses and commerce.](#)
- [Strategies with our City and regional partners are aligned, leading to economic success.](#)

Great Places: Natural and built spaces work together and our environment is protected

- [All Minneapolis residents, visitors and employees have a safe and healthy environment.](#)
- [We sustain resources for future generations by reducing consumption, minimizing waste and using less energy.](#)
- [The City restores and protects land, water, air and other natural resources.](#)
- [We manage and improve the city's infrastructure for current and future needs.](#)
- [Iconic, inviting streets, spaces and buildings create a sense of place.](#)
- [We welcome our growing and diversifying population with thoughtful planning and design.](#)

A City that works: City government runs well and connects to the community it serves

- [Decisions bring City values to life and put City goals into action.](#)
- [Engaged and talented employees reflect our community, have the resources they need to succeed and are empowered to improve our efficiency and effectiveness.](#)
- [Departments work seamlessly and strategically with each other and with the community.](#)
- [City operations are efficient, effective, results driven and customer focused.](#)
- [Transparency, accountability and ethics establish public trust.](#)
- [Responsible tax policy and sound financial management provide short-term stability and long-term fiscal health.](#)

ATTACHMENT J

This attachment has been imported under different formatting. Each page represented two PowerPoint slides.



City of Minneapolis

Workplace Strategic Brief & Diagnostics

February and March 2015



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Engagement Summary

The City of Minneapolis engaged JLL to assist in a study for the City's current workplace and future workplace state. All the data presented in this document is reflective of the findings and the detail is currently located in the Appendix section.

Data Point	Purpose
Workstyle Survey February 11 - 23, 2015 (9 days) – 35% response rate	Hear what Employees Say
Workplace Utilization Study February 18 - 24, 2015 (5 days)	See what Employees Do (quantitative)
Workplace Observation Study February 17 & 18, 2015 (2 days)	See what Employees Do (qualitative)



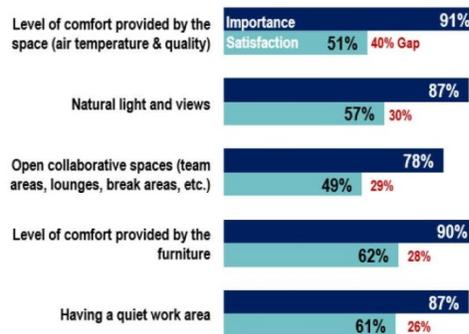
Workplace Survey Findings (What Employees Say)

Key area's for improvement:

- Employee collaboration is critical; the future workplace should improve upon what is currently working
 - Employees **collaborate frequently, 47% of the time** (50/50 split in-person vs. virtual)
- Only **Half** of all shared file cabinets are being used
- Respondents desire a work environment that has **access to quiet and private spaces** to collaborate and work in
- 46%** of respondents **DO NOT** believe their workspace is better than other organizations'

Top 5 largest productivity gaps for employees are...

Gaps of 25%+ are of items to improve



41% of respondents regularly go to meetings in other buildings. 60% of these trips take 5+ minutes each time. Amounts to **significant loss in productive time**

(500 people losing 30 mins./wk going to and from meetings amounts to 250 hrs/wk.)



Workplace Survey Findings *(What Employees Say)*

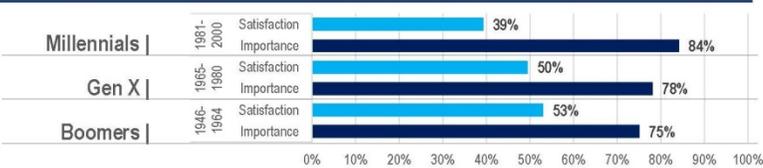
Level of satisfaction in the work environment varies greatly by building

- Response rates by building provided on page 16.
- Red boxes indicate relatively low agreement.

	% of Agreement by Building					
	City Hall	City of Lakes Building	Crown Roller Mill	Flour Exchange	Public Service Building	Towle Building
I am satisfied with my current work environment.	51%	48%	71%	75%	59%	90%
The work environment allows my group to make the most effective use of our time	45%	43%	64%	38%	57%	90%
I believe that our work environment is better than other organizations.	19%	22%	47%	25%	32%	80%

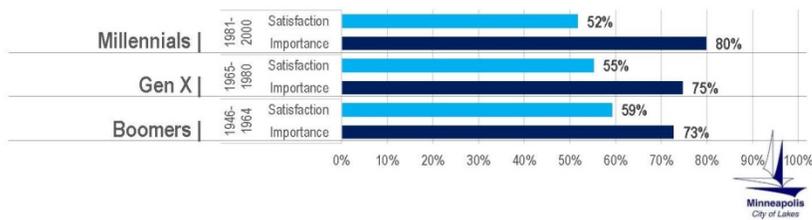
Open Collaborative Spaces

(Open work areas / group tables)



Shared Public Spaces

(Café areas, lounge areas)



Utilization Study Findings *(What Employees Do)*

53% average out/away

40% average in

7% Other*

- On average, workstations (assigned desks, dedicated offices) are not actively utilized (out or away) 53% of the time
- The space utilization study indicates that employees are at their desks 40% of the time
- There may be opportunities to implement mobility programs or desk sharing to improve overall utilization

Workspaces were observed as either In, Away, or Out:

- Out:** Space observed is unoccupied
- Away:** Space observed is unoccupied but there are 'signs of life' and the occupant may return
- In:** Space observed is occupied with one or more people
- Other:** Listed a N/A (not an actual space) or Vacant

Target Utilization: 75% to 80%

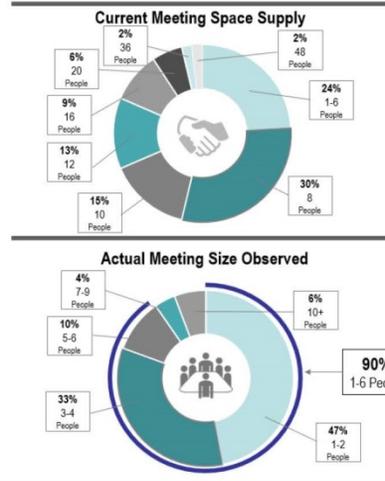


Utilization & Observation Study Findings *(What Employees Do)*

- Meeting space **supply is misaligned** with the demand
 - Shared spaces are only utilized 46% of the time, **yet 68% of employees report they cannot find a meeting space when necessary**
 - 86% of shared spaces, when in use, were occupied by 1 to 4 people
 - Yet only 24% of the City's rooms are fit-out for <6 seats
- While at their workspace, employees spend **75% of their day doing computer work**, which is right in line with what we thought they would be doing

Key Observations

- Employees don't have adequate storage for large personal items like coats, boots, duffel bags, etc.
- Ad-hoc collaboration is occurring mainly in the workspace, and in the kitchen spaces and hallways
- Enhanced technology in meeting spaces is highly utilized and well received
- Private **offices sit mostly unused** throughout the week



Conference Rooms are utilized only 30% of the time, which means employees are collaborating in their workspace and in the hallways



Opportunities & Considerations





Opportunities + Considerations

Individual space and mobility

The time that employees must spend going from building to building has increased the time spend away from their workspace. We know that 29% of employees spend up to 10 minutes per day walking to a meeting in a different location (e.g. another floor or building) per the survey results

- Opportunity to improve utilization of individual square footage by downsizing workstations/office space and converting to more community and collaborative spaces
- Opportunity to increase the amount of employees that share a workspace, and/or reduce the footprint of current workstations and offices

Collaboration

- The 1-6 person meeting spaces make up only 24% of total supply, yet 90% of observed meetings had 6 participants or less
- Consider right-sizing the conference rooms to increase occupancy up to 80% for smaller conference rooms
- Opportunity to increase the impromptu collaboration spaces within the open office environment

Technology

- Explore more effective and efficient technologies in conference rooms and future community spaces to enhance collaboration and productivity
- Several respondents commented on desire to have reliable VPN accessibility to be able to work remotely

Opportunity to reduce file storage

- Only 46% of file storage is used on a daily basis, the total amount of physical file storage should be reduced by +20-30% based on industry best practices

Space Fundamentals – Target Parameters

The 'Kit of Parts' outlined on the next two pages illustrates some target program parameters that the City may be able to achieve to better allocate space usages, as informed by the utilization study.

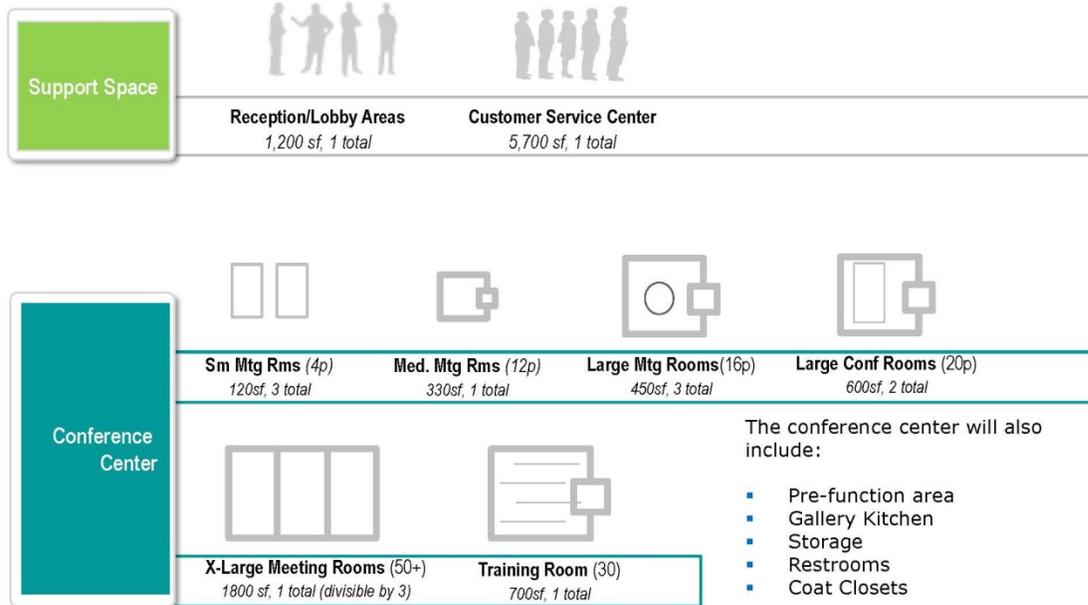
Individual						
	Exec/ Dept Head 260sf	Director 180sf	Aux. Prof Staff. 120sf	Manager 180sf	Most Workstations 48sf	New Standard 36sf
Working Space						
	Focus Rooms (1-2p) 60sf, 1:25	Sm Mtg Rms (4p) 120sf, 1:25	Med. Mtg Rms (8p) 240sf, 1:75	Open Mt Area 150sf, 1:25	Project Rooms (8p) 240sf, 1:100	
Amenity						
	Social Hub/Cafe 500sf, 1: 100	Central Cafe 4,500 sf, 1 total	Central Supply Room 300sf, 1 total	Shared Printers 30sf, 1:150 (+ additional)		



* Full program parameters provided in separate program documents



Space Fundamentals – Target Parameters



* Full program parameters provided in separate program documents



Reports

Workplace Survey Findings Report
Utilization/Observation Study Findings Report





City of Minneapolis Workplace Experience Survey Findings

February 2015



Workforce Survey Findings

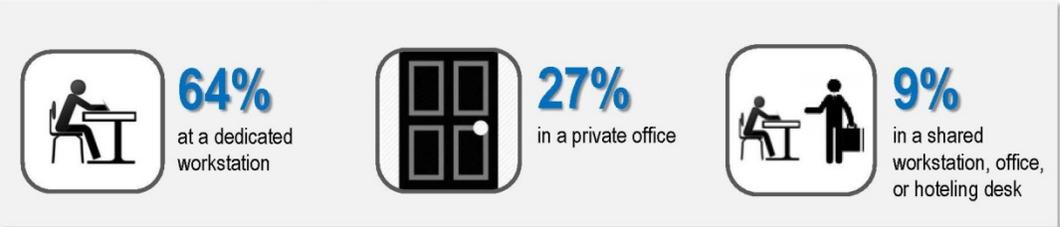
Background

On February 11, 2015, the City of Minneapolis deployed an online Workplace Experience Survey to 1,286 city employees in the downtown location. The Survey closed on February 20, with a 35% response rate (454 respondents).

Purpose & Value:

- Understand what employees say about their work styles and collaboration patterns as well as satisfaction with resources, technology tools and the physical work environment.
- Create smart recommendations around office and support space that aligns supply with demand.

Where people are working:



Key Findings

Overall, 57% of employees are satisfied with the current work environment.

Current Nature of Work:

- Employees spend more than ¾ of their time in their primary workspace
- 91% of employees are working from a dedicated or private workspace
- Employees spend more than half their time performing individual work
- 60% of respondents take more than 5 minutes to walk to meetings at different locations, causing significant loss in productive time

Collaboration:

- Employees spend 44% of their time collaborating with others, with more than half of that time collaborating with their immediate team
- Millennials value collaborative open spaces and public shared spaces more than other generational groups, but are the least satisfied with these type of spaces in their current work environment

Work Environment:

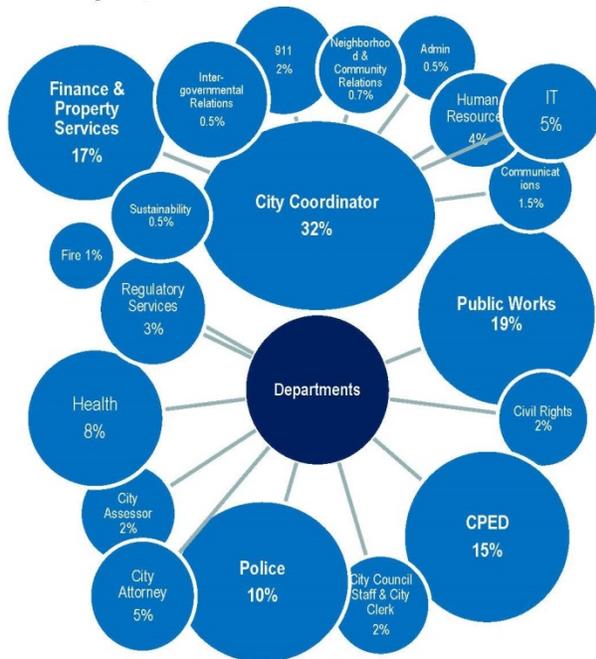
- 46% of respondents do not believe their workspace is better than other organizations'
- Respondents are more satisfied with the work environment in the City's leased spaces than in its owned buildings
- Temperature, air quality, and furniture are all causing discomfort and are hindering productivity
- Lack of natural light is a huge issue
- By far the employees located in the City Hall and the City of Lakes buildings were the least satisfied with their work environment

Technology & Mobility:

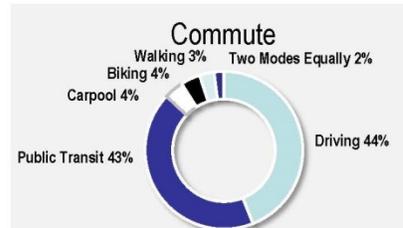
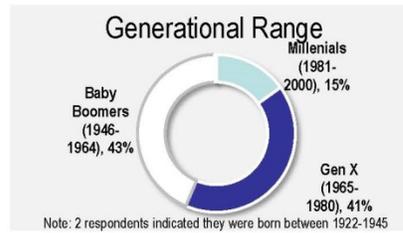
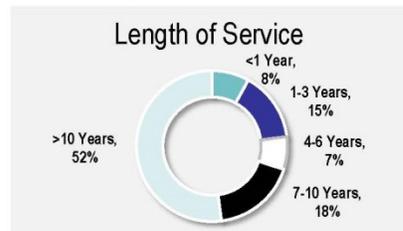
- Lack of VPN availability, laptops, and remote access to files will hinder mobility



Demographics



Workforce Survey Findings

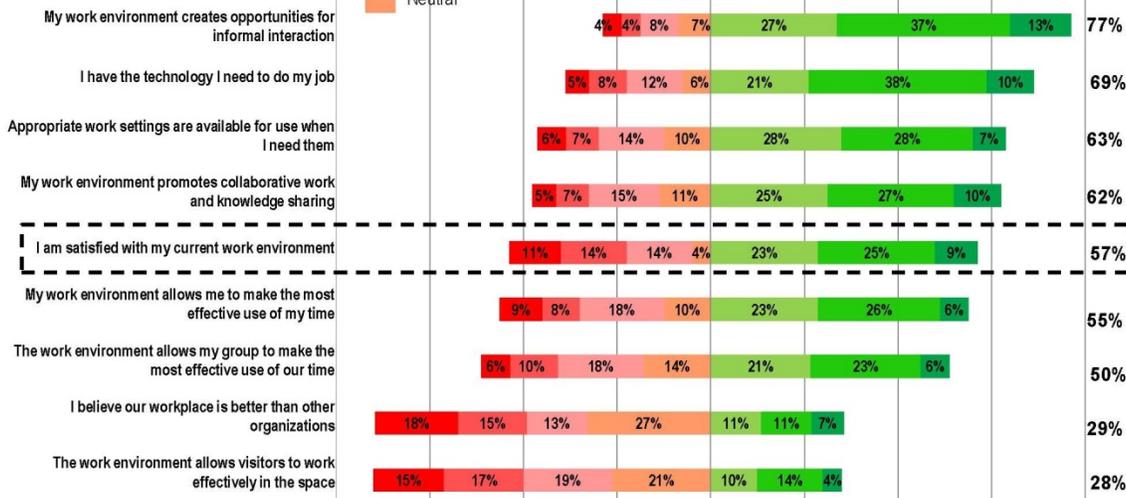
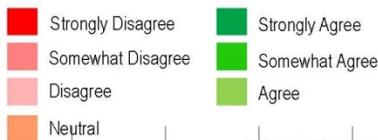


Respondent Primary Locations



Overall Summary

Best Place to Work Values



- Only 28% of employees believe that their workspace is better than other organizations. Most employees do not
- 1 out of 2 employees believe that their space doesn't provide the right type of space for visitors
- Overall, 57% of respondents are satisfied with their current work environment



Overall Summary

Best Place to Work Values

	% of Agreement by Building					
	City Hall	City of Lakes Building	Crown Roller Mill	Flour Exchange	Public Service Building	Towle Building
I am satisfied with my current work environment.	51%	48%	71%	75%	59%	90%
My work environment creates opportunities for informal interaction.	76%	77%	80%	67%	83%	70%
My work environment promotes collaborative work and knowledge sharing.	59%	58%	73%	50%	64%	80%
I have the technology I need to do my job.	63%	70%	71%	88%	71%	90%
Appropriate work settings are available for use when I need them.	57%	48%	78%	54%	71%	90%
The work environment allows visitors to work effectively in the space.	22%	30%	44%	4%	32%	40%
My work environment allows me to make the most effective use of my time.	49%	45%	71%	54%	59%	70%
The work environment allows my group to make the most effective use of our time	45%	43%	64%	38%	57%	90%
I believe that our work environment is better than other organizations.	19%	22%	47%	25%	32%	80%

- About half the respondents at the City's owned assets (City Hall, City of Lakes Building, and Public Service Building) are dissatisfied with their current work environment
- Respondents are notably more satisfied with their work environment in the City's leased space
- Less than half of respondents in City Hall, City of Lakes Building, and Flour Exchange believe the work environment allows making the most effective use of time
- Less than a third of respondents in City Hall, City of Lakes Building, Flour Exchange, and Public Service Building believe their work environment is better than other organizations

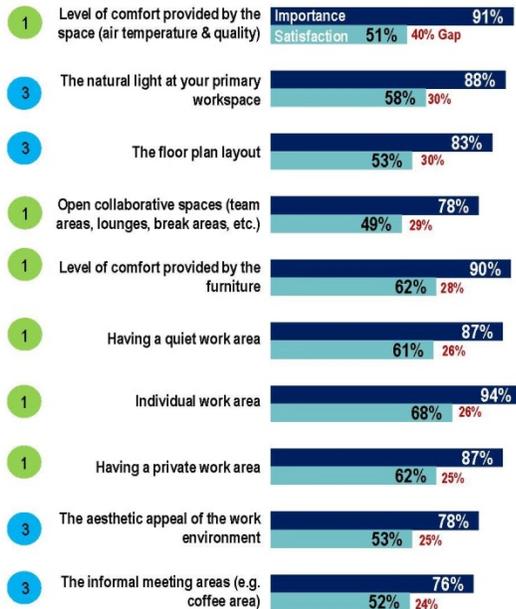


 Red boxes indicate relatively low agreement.



Workplace Performance Summary

Top 10 Performance Gaps*



The Top 10 biggest gaps (between most important and most underperforming criteria) suggests that their every day work practices can improve with better support by the following items:

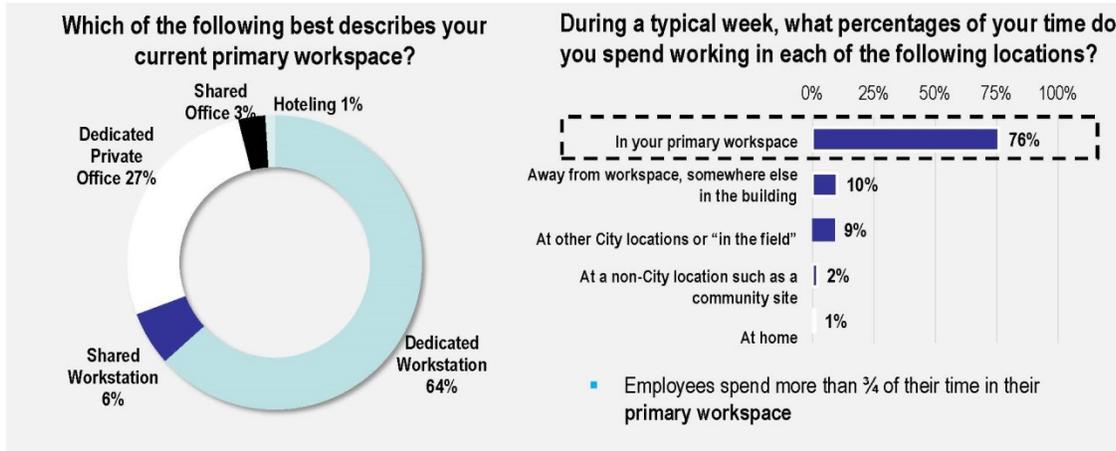
- More comfortable and attractive work environment (air temperature and quality, furniture, space)
- Improved natural lighting
- Better floor plan layout
- Open spaces that foster collaboration
- Having a quiet, more private work area

- 1 Productivity
- 2 Collaboration & Innovation
- 3 Work Environment

* Performance gaps reflect the difference between the scores of importance and the scores of satisfaction



Work Locations



62%

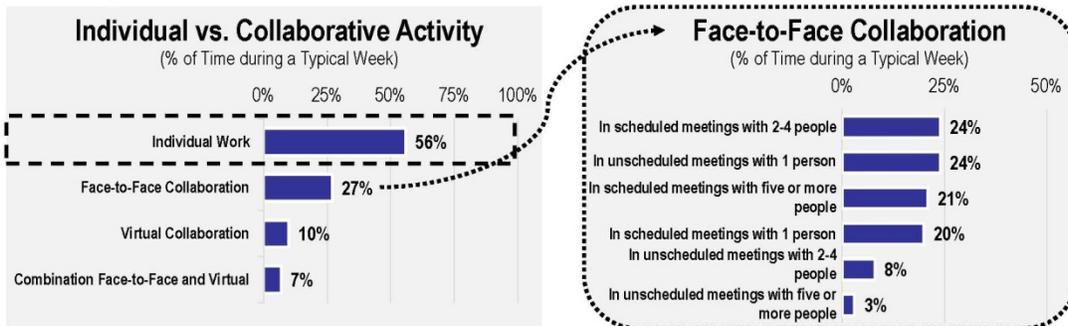
of employees would take advantage of working in **different spaces** within their primary location if better supported

32%

of the time employees would prefer to work from a location **other than their primary work location**



Activity and Collaboration

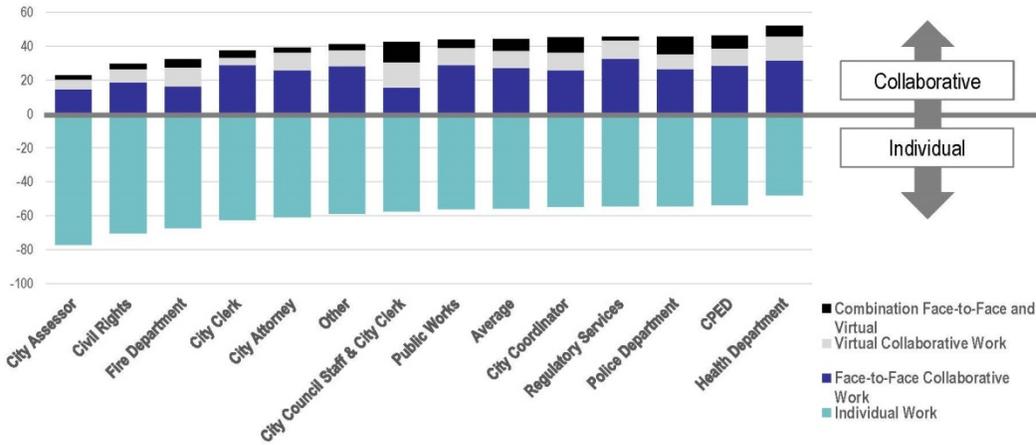


- Employees spend more than half their time performing **individual work**
- When collaborating face-to-face, 44% of meetings are conducted with **just one other person**
- More than half the time employees collaborate with colleagues from their **immediate team**, while 35% of the time employees engage with **others** outside of their immediate team or department



Activity by Department

During a typical week, what percentage of your time is spent engaged in the following activities? (responses must equal 100; please use whole numbers, do not enter a % sign)

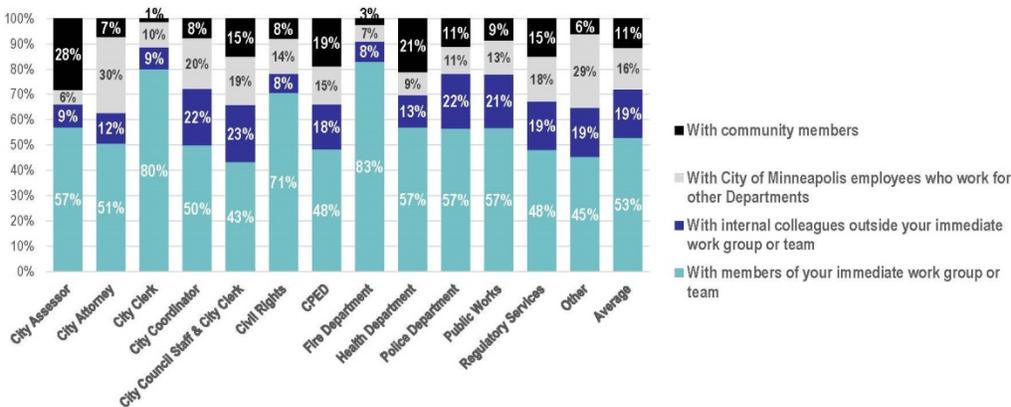


- The City Assessor does the most amount of individual work out of all the groups with close to 80%.
- The Health Department has the highest usage of virtual collaboration with 14% and a total of 52% total collaboration overall.



Collaboration by Department

During a typical week, what percentage of your total collaborative time (Face-to-Face AND Virtual) is spent interacting with each of the following groups: (responses must equal 100; please use whole numbers, do not enter a % sign)

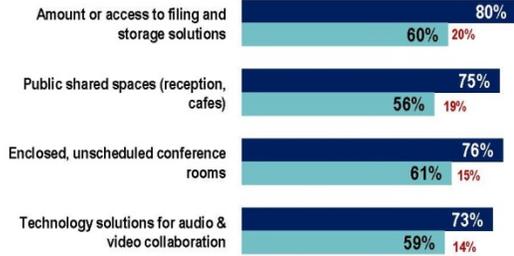
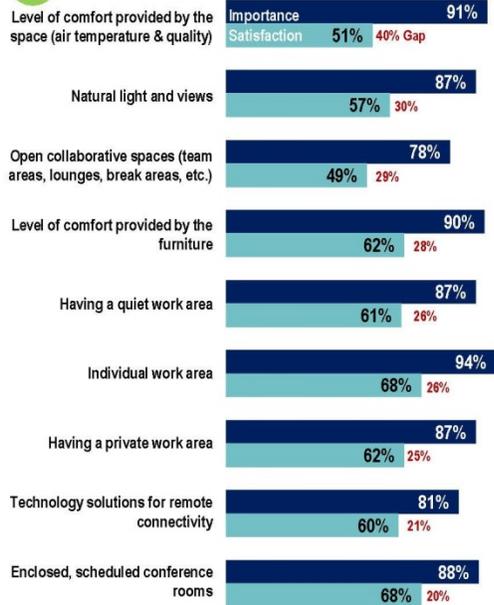


- The City Assessor is by the far the group that collaborates mostly with community members at 28% of their time, followed by the Health Department with 21%.
- The Fire Department and the City Clerk are the most internally collaborative departments with more than 80% of their time.



Workplace Performance

1 Productivity

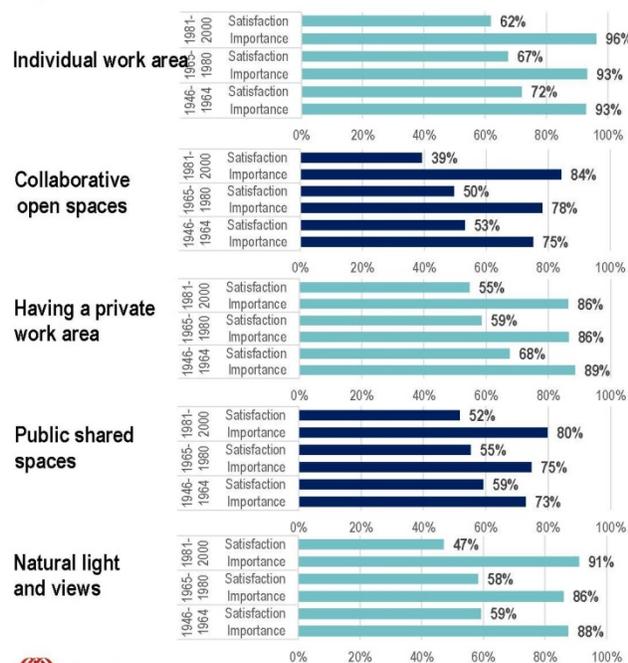


- Overwhelmingly, employees find that their workspace is lacking. Both with temperature, air quality and access to natural daylight and views to the outdoors.
- Since employees spend more than half their time performing individual work, they highly value their work area. Employees believe **current volume levels** and **lack of privacy** are hindering their productivity
- Employees find **scheduled conference rooms lacking**
- Respondents are dissatisfied with their **open collaborative spaces and public areas**



Workplace Performance

Top 5 Generational Differences

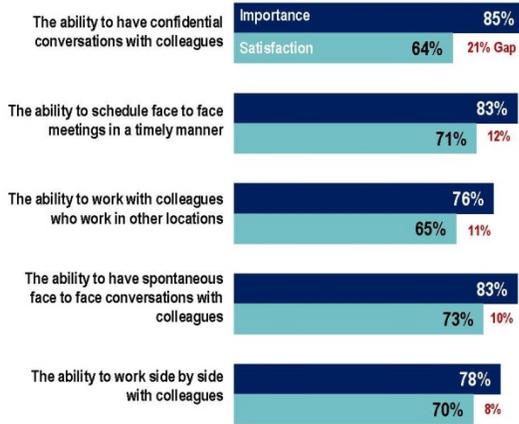


- Individual work area:** Although all generations equally value having an individual work area, results found Baby Boomers are most satisfied than other groups.
- Collaborative open spaces:** Millennials value collaborative open spaces more than other groups, but are the most unsatisfied with these spaces currently.
- Having a private work area:** All generational groups value confidentiality in their work area, but results have found Baby Boomers are most satisfied with the privacy in their work area.
- Public shared spaces:** While Millennials view public shared spaces more importantly than other groups, they are the least satisfied with these spaces.
- Natural light and views:** All groups desire natural light and views, but Millennials are the least satisfied.



Workplace Performance

2 Collaboration & Innovation

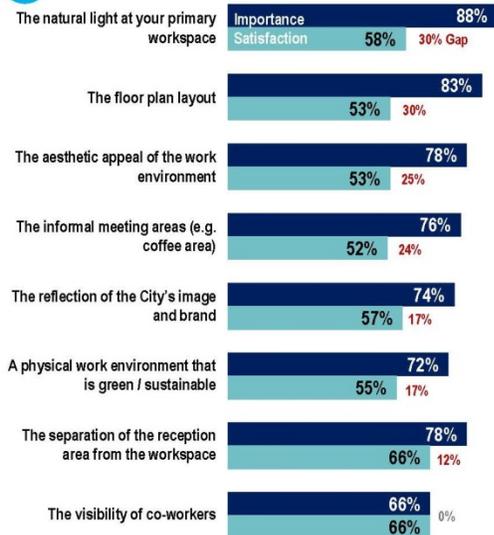


- Employees highly value their **confidentiality** and wishes to have **better privacy** when collaborating with colleagues
- Employees believe there could be better collaboration with **colleagues who work in other locations**
- Productivity can increase if face-to-face meetings were scheduled in a **more timely manner**



Workplace Performance

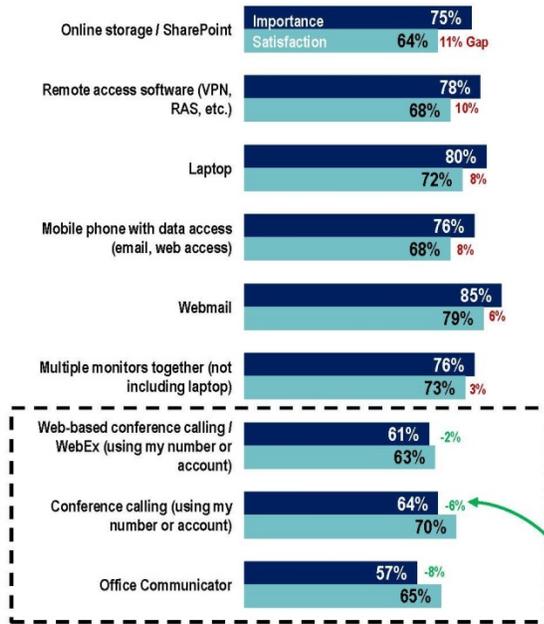
3 Work Environment



- Natural light is very important to City employees, however current access to **natural light is lacking**
- Respondents believe the **floor plan layout needs to improve** for a better work environment
- Employees would like to see their work environment refreshed to look **more appealing**
- Respondents would be more satisfied if **break rooms and other informal meetings areas are better**



Technology



- Most respondents are **satisfied with the technological tools** provided to perform their jobs
- Items that can improve include **online storage / SharePoint** and **remote access software when working off-site**
- Employees would like to see **more updated technology and training** on available technology resources

Desired technology resources:



Technology

Respondent Comments

It would be nice to have a conference room with the ability to do a conference call. Right now I use my cell phone to bring in remote participants. It would be nice to have an overhead projector and the capabilities to just bring a flashdrive to a meeting.

I feel there should be access to tablet devices, especially in my department where I am working with plans/project documents on-site. This is a resource that is used throughout my industry but not at the city.

Video conferencing from desk. Remote access to office files. Ipad. Something that solves me having to carry a laptop, projector, power strip, and extension cord to every meeting where I have to present using the computer.

EASY to use web-based conferencing would be very helpful. Having access to more effective conference calling would be a plus.

smart phone, WebEx, Sharepoint

I would like to have VPN on my laptop so I could work in support spaces from time to time.

help with more basic skills on the computer (shared file storage, etc.)

We should have a City push to use Lync more. MORE! Very powerful and no one wants to use it.

Restore city-issued cell phones for workers who need to be out in the field more

I have never heard of Office Communicator so I couldn't tell you if I would use it. A high quality laptop would be useful. The current City issue laptop is too underpowered to run software I use. Better VPN access. Last time I tried to use it at home it didn't work.

I would love to be able to work from home, if the opportunity became available. That would include VPN access.

BEING ABLE TO SEND FAXES FROM MY DESKTOP. Was supposed to be implemented, complete failure.

I would like to see the City using Microsoft Surfaces in place of Laptops as they are powerful, versatile and very light weight.

If it became possible to work from home at all, I would need a laptop and remote access. I don't know about the availability or how to use Office Communicator, SharePoint, or conference calling. We find out about technology the hard way, usually after we needed to use it.



Workplace Issues

	Frequency					Productive time loss					
	Never	Once a month or less	Two or three times a month	A few times a week	Several times a day	None	<1 minute	1-5 minutes	5-10 minutes	10-20 minutes	>20 minutes
Having trouble tracking down a colleague	16%	26%	26%	25%	7%	17%	7%	40%	24%	7%	6%
Recovering my train of thought after being distracted by loud noise nearby	15%	22%	14%	23%	27%	15%	25%	35%	13%	5%	7%
Recovering my train of thought after being distracted by someone stopping by or calling me unannounced	6%	11%	13%	28%	43%	7%	17%	38%	21%	10%	8%
Recovering my train of thought after being distracted by an incoming email or IM	16%	11%	10%	20%	42%	17%	29%	28%	15%	7%	4%
Walking to a meeting in a different location (e.g. another floor or building)	11%	20%	28%	30%	11%	13%	4%	23%	29%	20%	11%

- About 41% of respondents walk to meetings in a different location at least a few times a week. With 60% of these trips taking more than 5 minutes each time, this causes significant loss in productive time
- Each week, about 60% to 70% of respondents get distracted by others contacting them, resulting in loss of productive time



Red boxes indicate that a large proportion of respondents selected these options



Workplace Issues

	Frequency					Productive time loss					
	Never	Once a month or less	Two or three times a month	A few times a week	Several times a day	None	<1 minute	1-5 minutes	5-10 minutes	10-20 minutes	>20 minutes
Having trouble getting web-conferencing, projectors, teleconferences or other technology to work	50%	34%	10%	5%	1%	50%	3%	13%	17%	11%	6%
Waiting for a meeting to start (e.g. when others are late or when others are trying to resolve technical problems)	15%	35%	32%	14%	3%	17%	4%	28%	38%	11%	3%
Having trouble finding a time for a meeting that works for all participants	23%	26%	28%	19%	4%	26%	4%	22%	26%	15%	7%
Having trouble finding a free room to meet in	26%	34%	25%	13%	3%	29%	7%	22%	25%	12%	6%

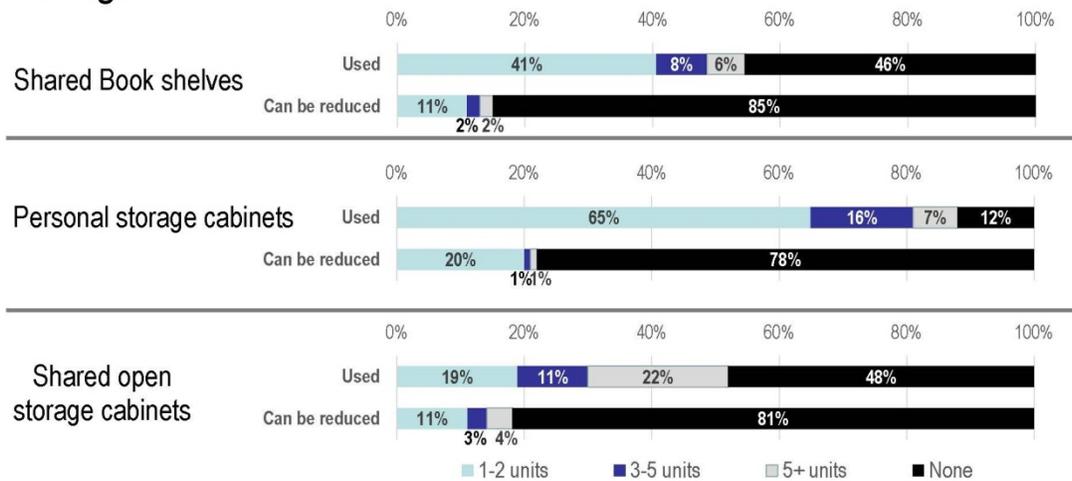
- 1 out of 2 respondents do not have issues with getting conferencing / meeting technologies to work
- Nearly 85% of meetings are delayed by participants being late to the meeting or from technical issues. Over half of these delayed meetings result in 5 or more minutes of productivity loss
- Most employees can lose up to 10 minutes of productive time trying to find meeting times that work for everyone



Red boxes indicate that a large proportion of respondents selected these options



Storage



- Employees report that their most frequently used storage item is the personal storage cabinets located in their workspace. With a total of 88% used.
- When looking at shared book selves and shared storage cabinets employees report only to use about 50% of the time and say that they are not able to reduce even when they're not being used that frequently. Culture and comfort have a large part to play in their answers.



Employee Comments – Received via Email

The question related to minutes of lost productivity from various things that can interrupt the workday. One of those things was having to walk to a meeting outside of the building. The implicit implication of this is that being forced to get up from your desk and walk for a bit results in lost productivity. In fact, many studies show that taking short breaks and getting small amounts of physical activity during the day actually enhance productivity (and also provide some health benefits, since more and more studies are showing that sitting all day is very bad for health, even for people who are otherwise physically active). I understand that this question is also getting at another issue – that having City staff spread across several buildings makes opportunities for cross-department collaboration more difficult – and I think this is an important issue to address and consider. However, I hope that this study and any recommendations that come with it also consider the importance of creating spaces that encourage some movement so that employees are getting up from their desks and moving around a little bit during the day (even if we consolidate City employees into the same physical space). I wanted to make this comment in the survey but didn't see an opportunity for it.

I am in Room 100, and most every other workspace for colleagues at other city locations that I'm aware of, their break room has a sink. Ours has two 1970s-vintage microwaves and a fridge, and is something like 6 feet by 8 feet, but no sink.

What was not addressed in the survey was grouping, my unit is scattered across 2 floors, tough for new people when they get stuck away from the seasoned staff. This might be captured by their responses to the survey, but as a manager it is problem that I notice.

My reason for writing is to request internal bike parking. There are at least 2 others in my department who bike to work and who have brought their bikes to our storage room at times. This isn't really ideal and there aren't rules that expressly support this action. It is important to have internal bike parking for two main reasons: security and maintaining bike quality.

I personally have a bike that I would like to keep in nice condition. In order to do so, it needs to be brought inside so the salt and snow can melt and drip off instead of drying and the salt corroding the frame, gears, chains, and other parts. It would therefore be much appreciated to have an internal space to park bikes.

Our area in City Hall (Room 100) has no sink. While we do use culligan style water dispensers for drinking water, we have no convenient place to wash dishes, hands, etc. I didn't see a place on the survey to convey that, so I wanted to pass it along.





City of Minneapolis

Minneapolis, MN

Workplace Utilization/Observation Study Findings

February 2015



Utilization Study Findings

MAP

OBSERVATION CIRCUITS ON THE PROVIDED FLOOR PLANS

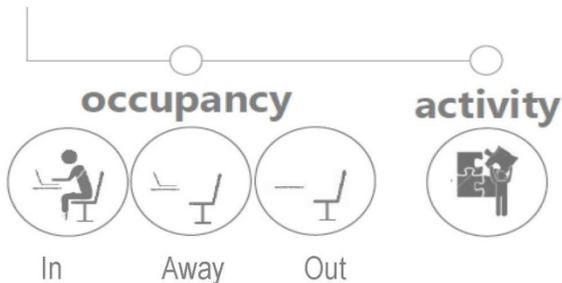
VERIFY

THE CIRCUITS WITH THE FACILITY

TRAIN

TRAINING SESSION FOR HIRED OBSERVERS

OBSERVE



Process

Route mapping

Floor plans obtained from the client are used to map the exact routes including spaces for the survey, and they are then physically verified against the facility to confirm the identified spaces for observations.

Survey setup and training

Based on the scale of the survey, appropriate number of surveyors are hired. A training session is conducted with the surveyors during which the purpose, approach to data collection and specific circuits to be covered is outlined.

Data collection and analysis

Data collection for the utilization study is not only gathered to obtain occupancy, but places focus on activity as well.

In:

An instance where a physical person is observed sitting or using the space

Away: An instance of observation indicates that there is a sign of life but the person appears to be temporarily away from the space at the time of observation

Out:

An instance of observation when the workspace is vacant at the time of observation

There will always be a +/- 10% variance with utilization studies



21 Business Units in 4 Buildings

Office of the Mayor (not observed)	Public Works
City Council (not observed)	Regulatory Services
City Clerk	City Coordinator
Internal Audit	911 (not observed)
City Assessor	Information Technology
City Attorney (not observed)	Communications
Civil Rights	Finance & Property Services
CPED	Human Resources
Fire	Inter-governmental Relations
Health	Neighborhood & Community Relations
Police (not observed)	

Background

Study conducted February 18 – 24, 2015

Observers took 8 hourly observations a day for 5 working days

Data analysis covered Wednesday afternoon, February 18 through the end of the day on Tuesday, February 24.

947 work points observed over 18 floors at 4 buildings:

- City Hall (275 spaces observed)
- City of Lakes Building (183 spaces observed)
- Crown Roller Mill (179 spaces observed)
- Public Service Center (310 spaces observed)



Utilization Findings – What Employees Do

53%
average out/away

40%
average in

7% Other*

- On average, workstations (assigned desks, dedicated offices) are not actively utilized (out or away) 53% of the time
- The space utilization study indicates that employees are at their desks 40% of the time
- There may be opportunities to implement mobility programs or desk sharing to improve overall utilization

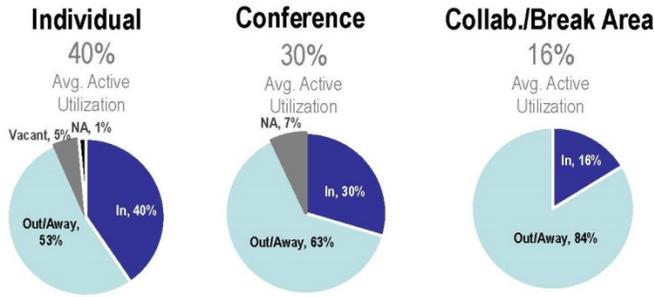
Workspaces were observed as either In, Away, or Out:

- Out:** Space observed is unoccupied
- Away:** Space observed is unoccupied but there are 'signs of life' and the occupant may return
- In:** Space observed is occupied with one or more people
- Other:** Listed as N/A (not accessible to observe) or Vacant (physical workspace, but not fit-out for an employee)

Target Utilization: 75% to 80%



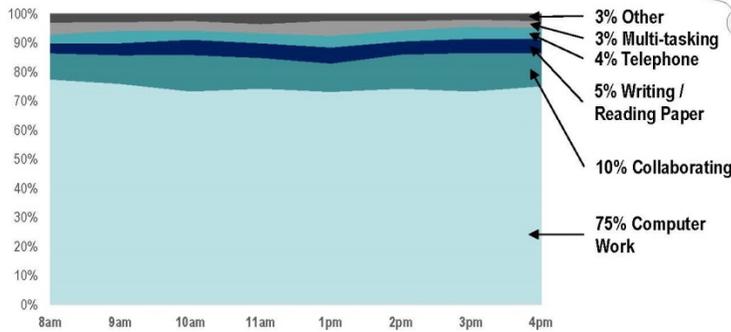
■ In ■ Out/Away ■ Vacant ■ NA



Overall Utilization

Occupancy

During the survey period, workspaces (offices, workstations, and hoteling desks) were actively utilized on average 40% of the time, conference rooms utilized 30%, and collaboration spaces utilized 16% of the time.

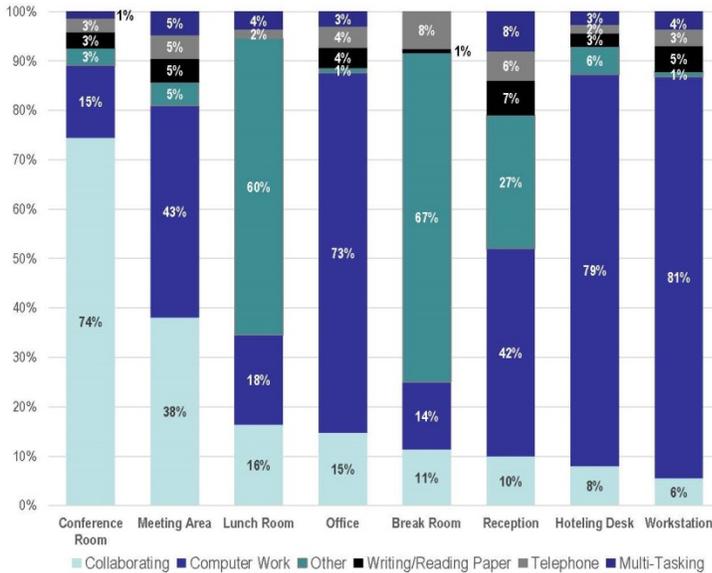


Activity

Findings from the utilization study show that on average, employees are doing computer work 75% of their time throughout their work day, 10% of staff are involved in informal collaboration with others at their desks. 15% of staff are participating in other activities within their workspace.



Activity by Space Type



Overall Utilization

Activity by Space when Utilized

Activity Habits

26% of the time, conference rooms were being used for non-collaborative activity (i.e. computer work).

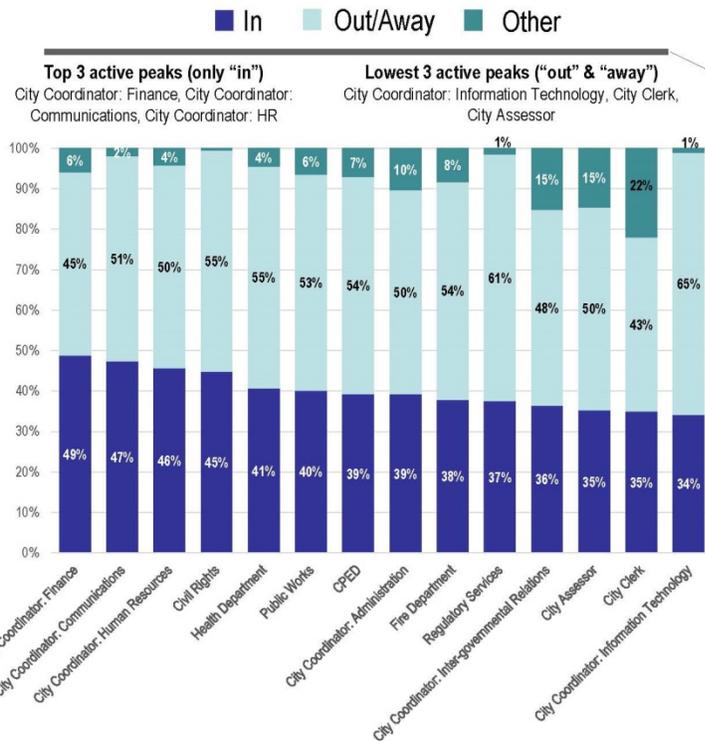
In collaboration spaces, doing computer work ranges from 14% in break rooms to 43% in meeting areas.

Employees are doing focused work on their computers the majority of their week.

81% of observed activity in offices is not internal/external collaboration (collaboration + telephone).

Collaboration – Open sitting spaces for employees to use when collaborating
Other: social networking, eating at desk, etc.





Overall Individual Workspace

By Business Unit

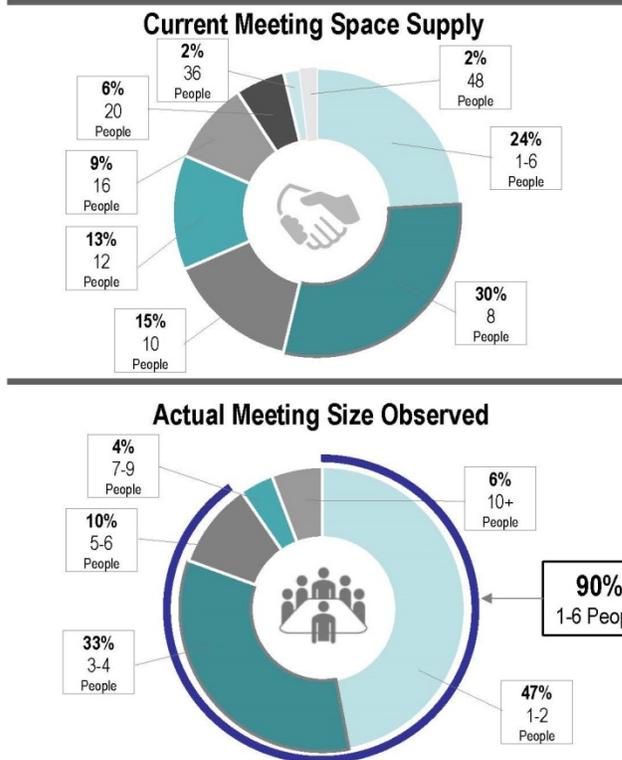
By Business Unit

Our findings indicate that the business units with the highest utilization were City Coordinator: Finance, City Coordinator: Communications, and City Coordinator: HR.

The City Coordinator: Finance business unit had the most amount of time "in" (i.e. sitting at their desks) throughout the observation week at a total of 49%.

The City Coordinator: Information Technology unit had the lowest utilization at 34%.

City Coordinator: Information Technology was out/away the most at 65%.



Overall Conference Space Utilization

By Supply & Demand

Meeting Space Breakdown

Supply vs Demand

On average employees spend 10% of their day collaborating with others.

The 1-6 person meeting spaces make up only 24% of total supply, yet 90% of actual meetings had 6 participants or less.

47% of City of Minneapolis's meeting space supply has the capacity to hold 10+ people, yet only 6% of meetings had 10 or more people in attendance.





City Hall - Utilization Study Findings

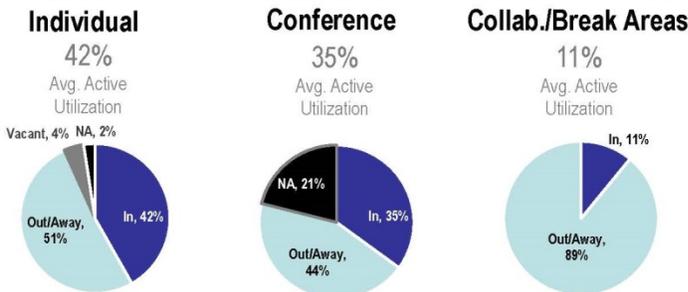


*Due to security and privacy concerns, Police and City Attorney areas were not observed during the utilization study



Utilization Study Findings

■ In ■ Out/Away ■ Vacant ■ NA



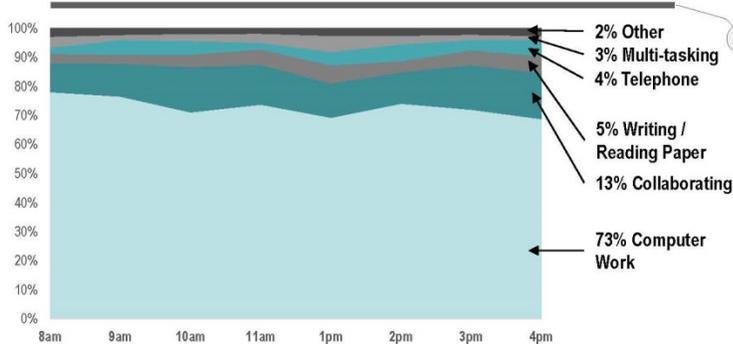
City Hall: Overall Utilization

Occupancy

During the survey period, workspaces (offices, workstations, and hoteling desks) were actively utilized on average 42% of the time, conference rooms 35%, and collaboration spaces 11% of the time.

Activity

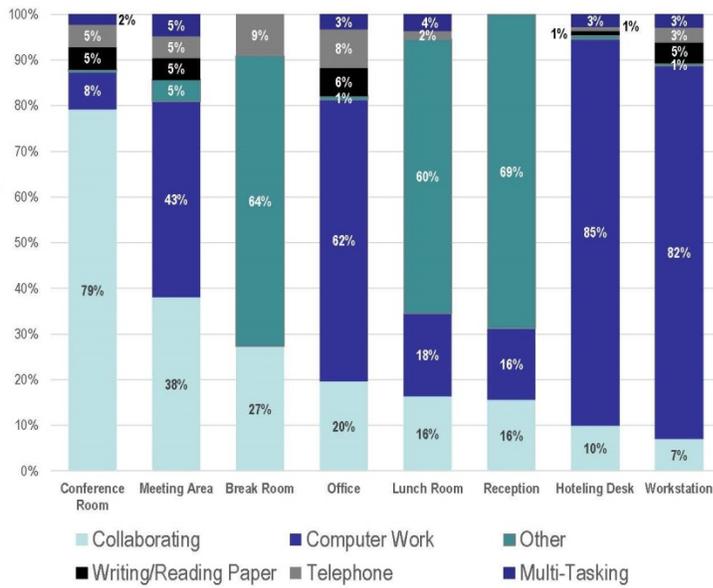
Findings of the utilization study show that on average, 73% of the staff is doing computer work, while 14% of staff are participating in other activities within their workspace. 13% of staff are involved in informal collaboration with others at their desks.



*Due to security and privacy concerns, Police and City Attorney areas were not observed during the utilization study



Activity by Space Type



Collaboration – Open sitting spaces for employees to use when collaborating
 Other: social networking, eating at desk, etc.



*Due to security and privacy concerns, Police and City Attorney areas were not observed during the utilization study



City Hall: Overall Utilization

Activity by Space when Utilized

Activity Habits

Employees are doing focused work on their computers the majority of their week.

21% of the time, conference rooms were being used for non-collaborative activity (i.e. computer work).

In collaboration spaces, doing computer work ranges from 18% in lunch rooms to 43% in meeting areas.

72% of observed activity in offices is not internal/external collaboration (collaboration + telephone).



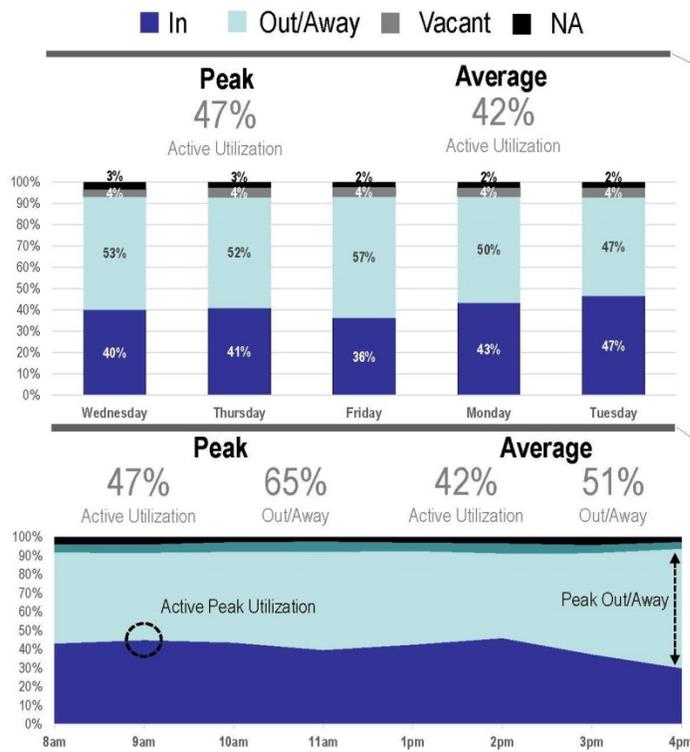
City Hall: Individual Workspace Utilization

- 170 Workstations
- 44 Offices
- 14 Hoteling Desks



*Due to security and privacy concerns, Police and City Attorney areas were not observed during the utilization study





City Hall: Individual Workspace

By Time

By Day

Findings indicate that individual workspace active peak utilization (47%) was reached on Tuesday, February 24th.

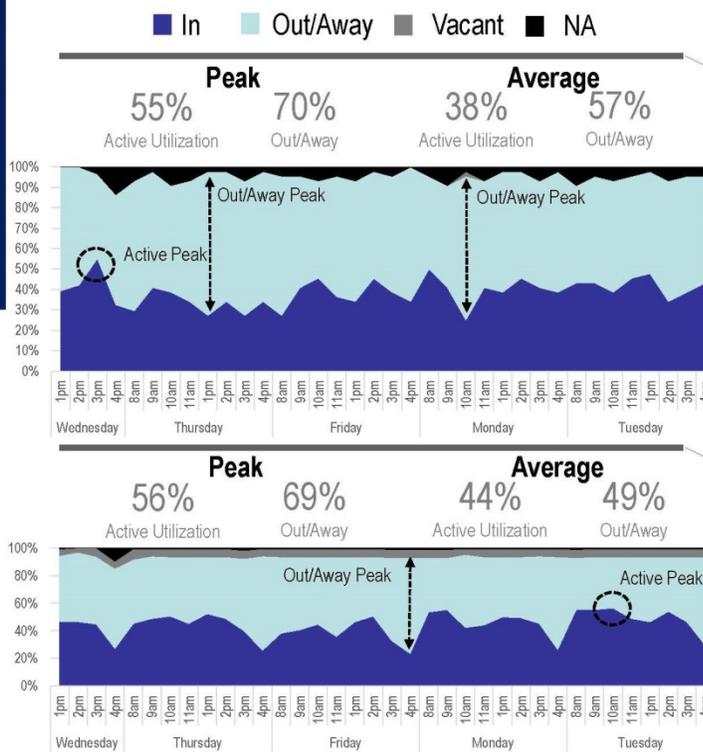
The average out/away over the course of the week was 51%. Out/away ranged between 47% to 57% over the week.

By Hour

During the observation period, 9am experienced active peak utilization (47%). Peak out/away (65%) was experienced at 4pm.



*Due to security and privacy concerns, Police and City Attorney areas were not observed during the utilization study



City Hall: Office and Workstation Utilization

By Time

Office By Day and Hour

Findings indicate that during the week surveyed, individual offices experienced their active peak (55%) on Wednesday, February 18th at 3pm. The out/away peaks (70%) occurred Thursday, February 19th at 1pm, and Monday, February 23rd at 10am. Overall active utilization was 38%.

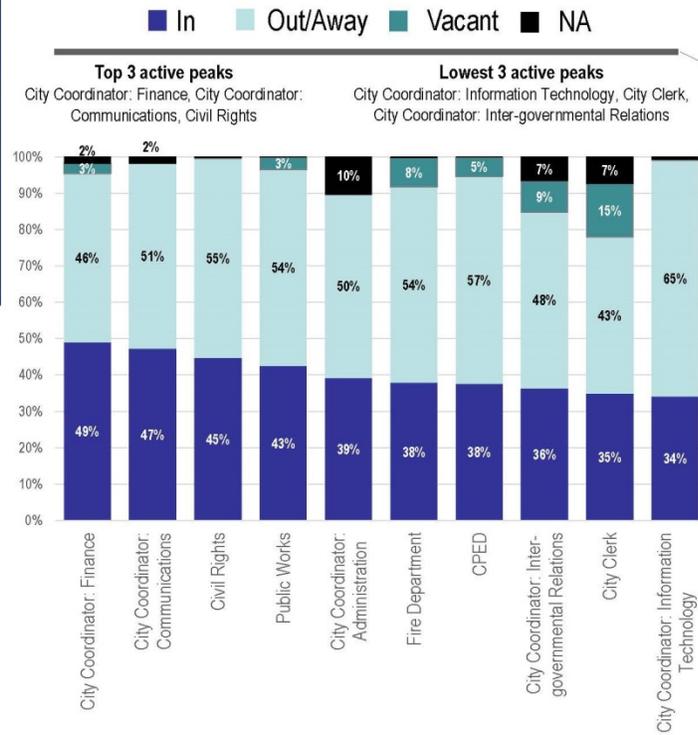
Workstation By Day and Hour

Findings indicate workstations reached their active peak (56%) on Tuesday, February 24th at 10am, and out/away peak (69%) on Friday, February 20th at 4pm. Overall active utilization was 44%.



*Due to security and privacy concerns, Police and City Attorney areas were not observed during the utilization study





City Hall: Individual Workspace

By Business Unit

Our findings indicate that the business units with the highest utilization were City Coordinator: Finance, City Coordinator: Communications, and Civil Rights

The City Coordinator: Finance unit had the most amount of time "in" (i.e. sitting at their desks) throughout the observation week at a total of 49%.

The unit with the highest out/away was City Coordinator: Information Technology at 65%.

The City Coordinator: Information Technology unit at 34% were "in" their workspace the least.



*Due to security and privacy concerns, Police and City Attorney areas were not observed during the utilization study



City Hall: Collaboration Space Utilization

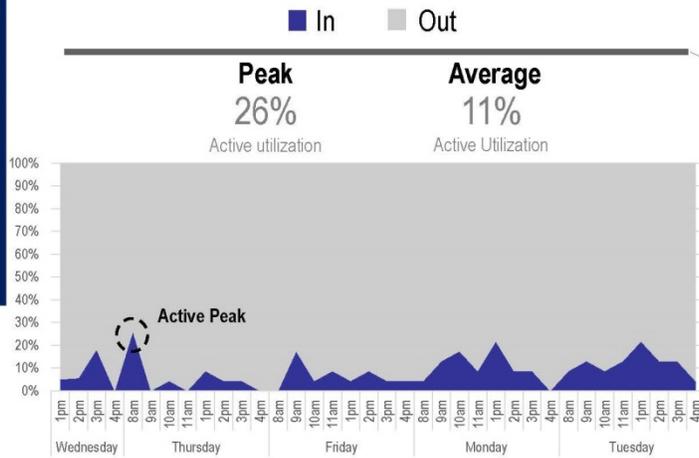
- 11 Open Meeting Areas
- 8 Lunch Rooms
- 4 Break Rooms

Open Meeting Areas	Lunch Rooms	Break Rooms
701-203-D15	701-111-K04	701-201-I08
701-203-B08	701-223-L05	701-210.5-T20A
701-201-K07	701-233-W05	701-210.5-O19
701-201-N09	701-239-AA07B	701-304-C21
701-233-Z04	701-210.5-W17	
701-235-X11	701-210.5-K21	
701-304-B28	701-325M-AA04	
701-300M-C20	701-305M-G05	
701-300M-C21		
701-330M-AE24		
701-325M-Y02		



*Due to security and privacy concerns, Police and City Attorney areas were not observed during the utilization study





City Hall: Collaborative Space Utilization

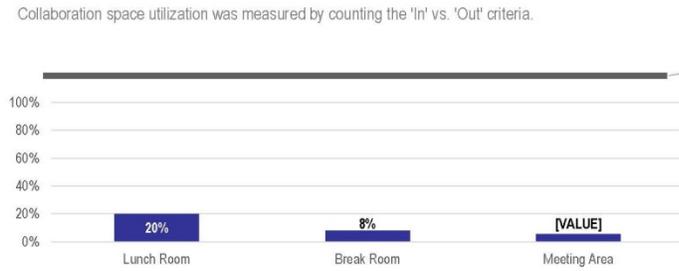
By Time

By Day and Hour

Overall collaboration outside of the workstation is very low with an average utilization of 11%.

The active peak (26%) was witnessed on Thursday, February 19th at 8am.

Data includes meeting area, lunch room, and break room spaces.



By Space Type

Usage is still very low, but the top used type of collaboration space are the lunch rooms and break rooms.



*Due to security and privacy concerns, Police and City Attorney areas were not observed during the utilization study



City Hall: Conference Space Utilization

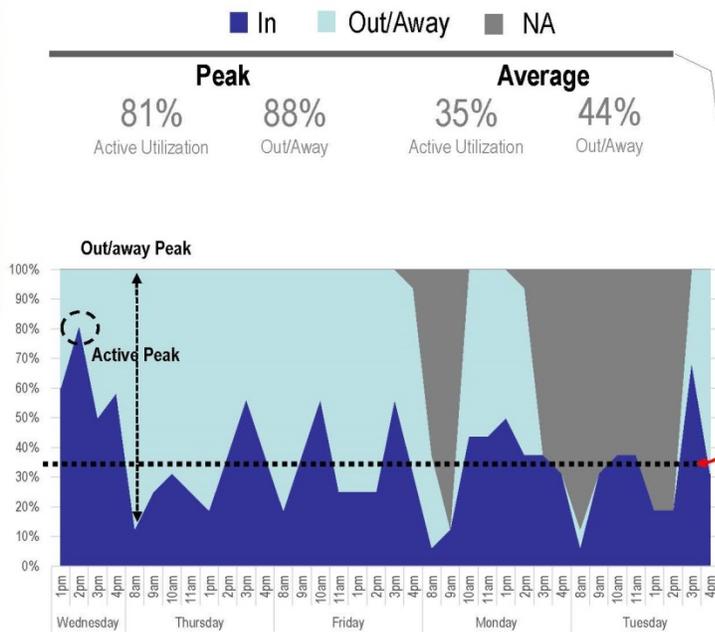
Conference Room

- 701-325M-AB13
- 701-223-P05
- 701-239-AB13
- 701-203-E13
- 701-235-AC04
- 701-210.5-U22
- 701-325M-AA07
- 701-325M-Y05
- 701-203-H05
- 701-301M-E07
- 701-301M-E09
- 701-301M-E10
- 701-111-H04
- 701-203-G02
- 701-229-S07
- 701-241-AC16



*Due to security and privacy concerns, Police and City Attorney areas were not observed during the utilization study





City Hall: Conference Space Utilization

By Time

By Day and Hour

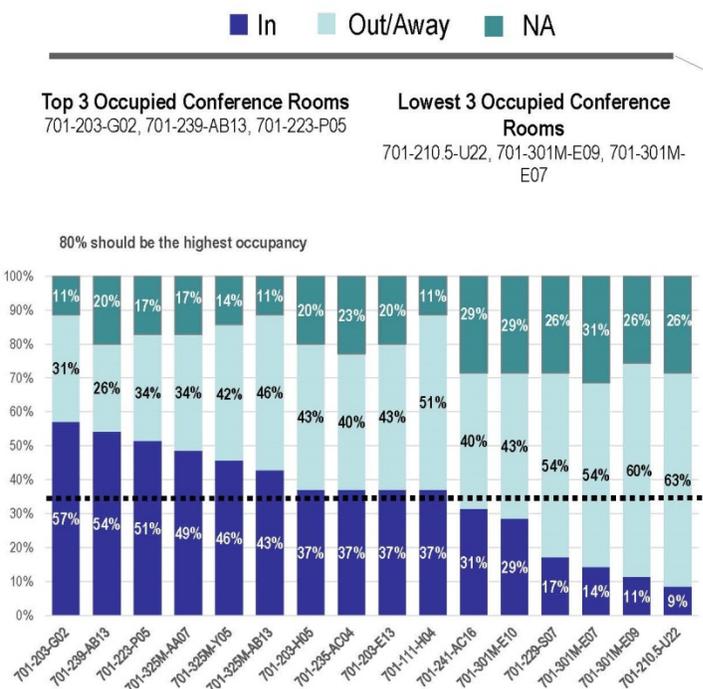
Active peak utilization for conference rooms occurred on Wednesday, February 18th (81%) at 2pm.

Peak out/away occurred on Thursday, February 19th (88%) at 8am.

The average active utilization for conference spaces was 35%.



*Due to security and privacy concerns, Police and City Attorney areas were not observed during the utilization study



City Hall: Conference Space Utilization

By Room

By Conference Room

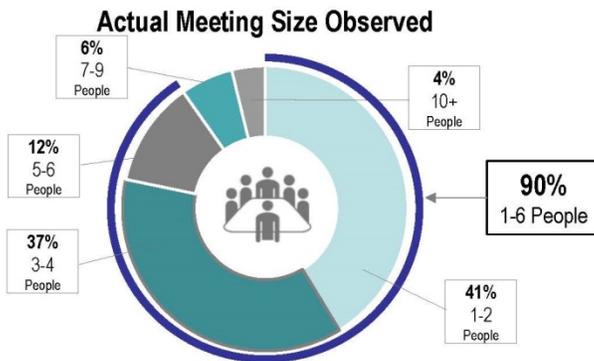
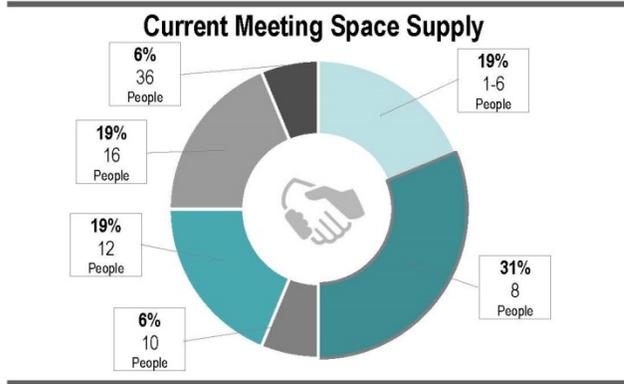
The most utilized conference room was 701-203-G02 with a total active utilization of 57%.

The lowest utilized conference room was 701-210.5-U22 with an active utilization of 9%.



*Due to security and privacy concerns, Police and City Attorney areas were not observed during the utilization study





City Hall: Conference Space Utilization

By Supply & Demand
Meeting Space Breakdown

Supply vs Demand

On average employees spend 13% of their day collaborating with others.

The 1-6 person meeting spaces make up only 19% of total supply, yet 90% of actual meetings had 6 participants or less.

50% of City Hall's meeting space supply has the capacity to hold 10+ people, yet only 4% of meetings had 10 or more people in attendance.

Some capacities were estimated based on a square footage.



*Due to security and privacy concerns, Police and City Attorney areas were not observed during the utilization study



City Hall: Reception / Counter Utilization

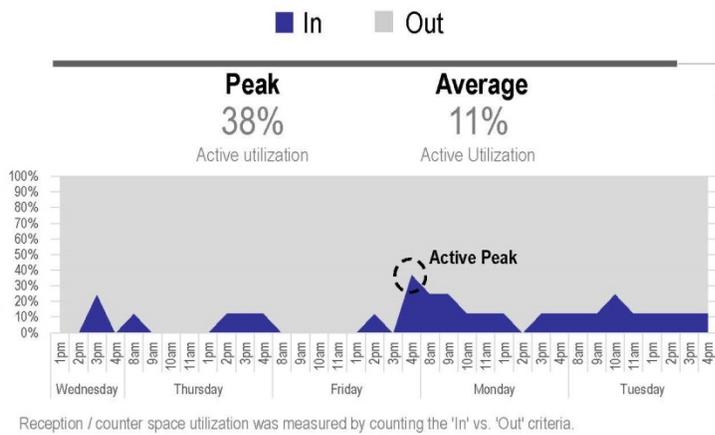
8 Reception/Counter Areas

- 701-107-F04B
- 701-203-F05
- 701-223-O05
- 701-201-G10
- 701-233-Y05
- 701-239-AB12
- 701-325M-Z05
- 701-301M-F11



*Due to security and privacy concerns, Police and City Attorney areas were not observed during the utilization study





City Hall: Reception / Counter Utilization

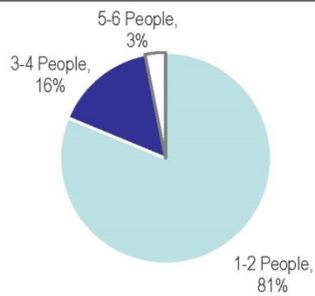
By Day and Hour

During the survey period, reception and counter areas were utilized on average 11% of the time.

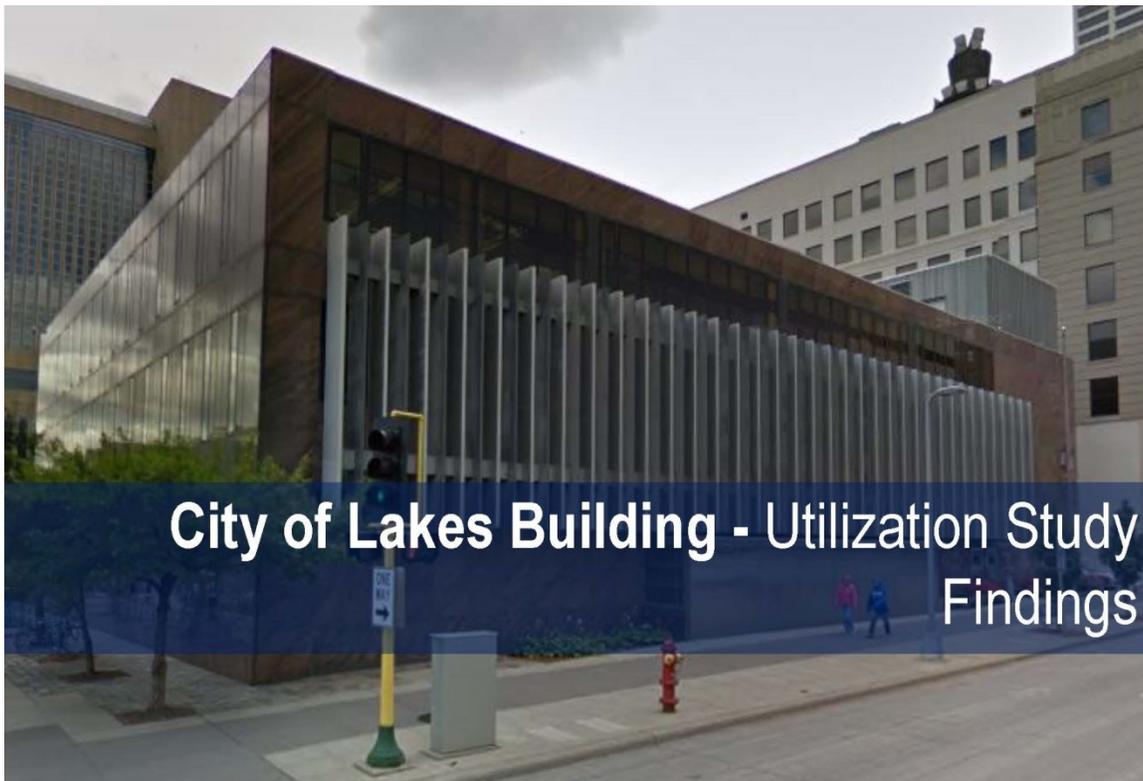
Active peak utilization occurred on Friday, February 20^h at 4pm (38%).

Occupants

Findings of the utilization study show that on average 81% of the number of people in the reception and counter areas were between 1-2 people.

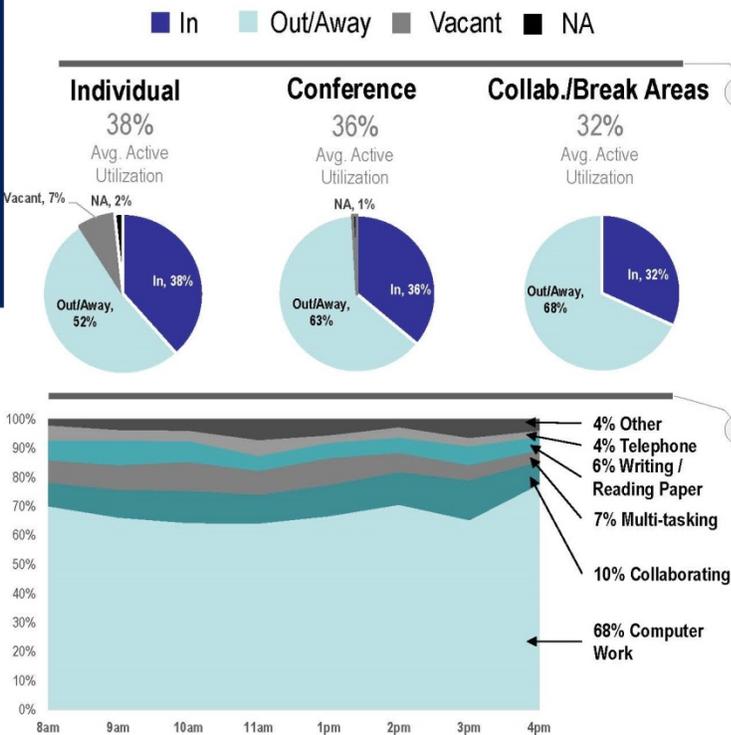


*Due to security and privacy concerns, Police and City Attorney areas were not observed during the utilization study



City of Lakes Building - Utilization Study Findings

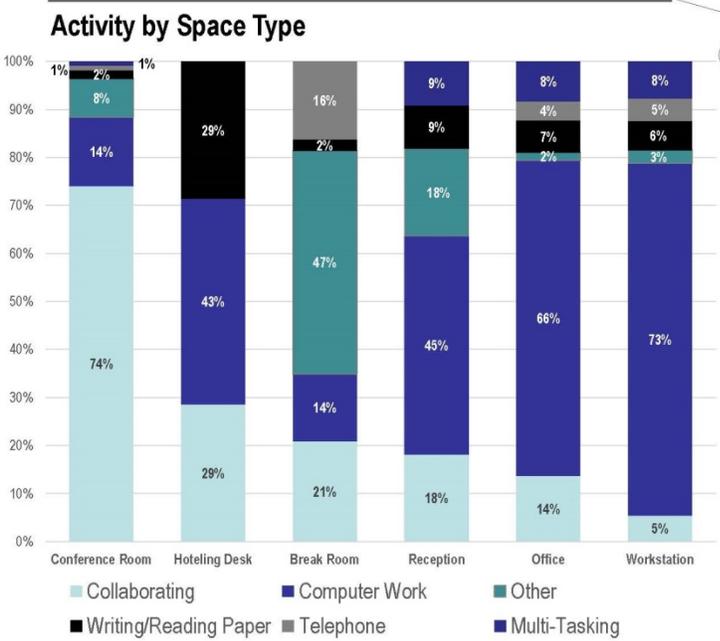




City of Lakes: Overall Utilization

Occupancy
During the survey period, workspaces (offices, workstations, and hoteling desks) were actively utilized on average 38% of the time, conference rooms 36%, and collaboration spaces 32% of the time.

Activity
Findings of the utilization study show that on average, 68% of the staff is doing computer work, while 22% of staff are participating in other activities within their workspace. Lastly, 10% of staff are involved in informal collaboration with others at their desks.



City of Lakes: Overall Utilization

Activity by Space when Utilized

Activity Habits
82% of observed activity in offices is not internal/external collaboration (collaboration + telephone).
26% of the time, conference rooms were being used for non-collaborative activity (i.e. computer work).
At hoteling desks, there is a variety of activity including computer work (43%), writing/reading paper (29%), and collaboration (29%).
Employees are doing focused work on their computers the majority of their week.

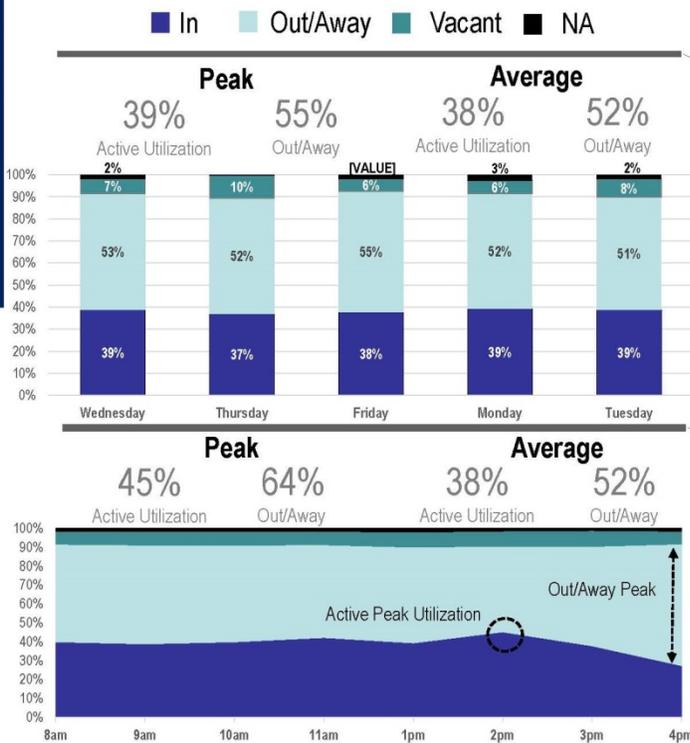
Collaboration – Open sitting spaces for employees to use when collaborating
Other: social networking, eating at desk, etc.





City of Lakes: Individual Workspace Utilization

130 Workstations
31 Offices
4 Hoteling Desks



City of Lakes: Individual Workspace By Time

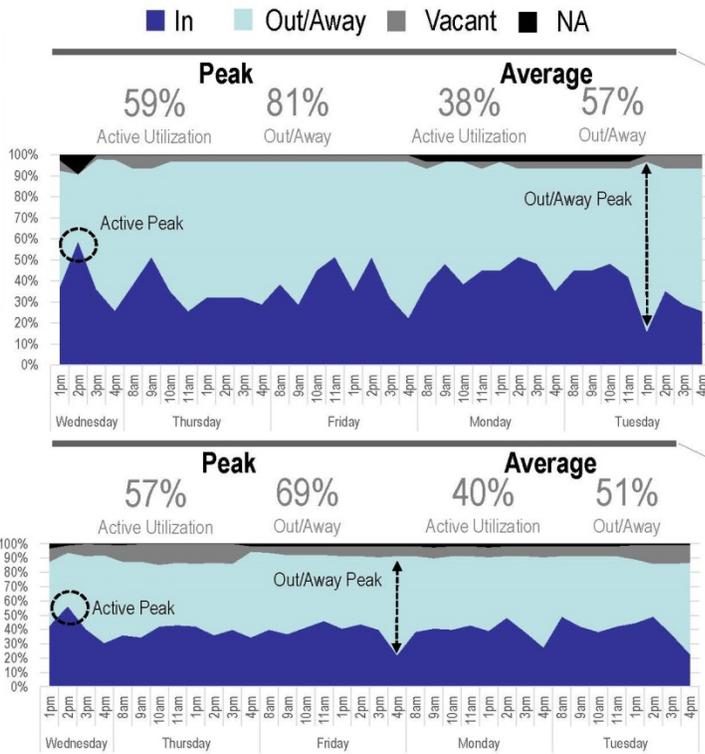
By Day
Findings indicate that individual workspace active peak utilization (39%) was reached on Wednesday, February 18th, Monday, February 23rd, and Tuesday, February 24th.

The average out/away over the course of the week was 52%.

Utilization ranged between 37% and 39% over the week.

By Hour
During the observation period, 2pm experienced active peak utilization (45%). Peak out/away (64%) was experienced at 4pm.

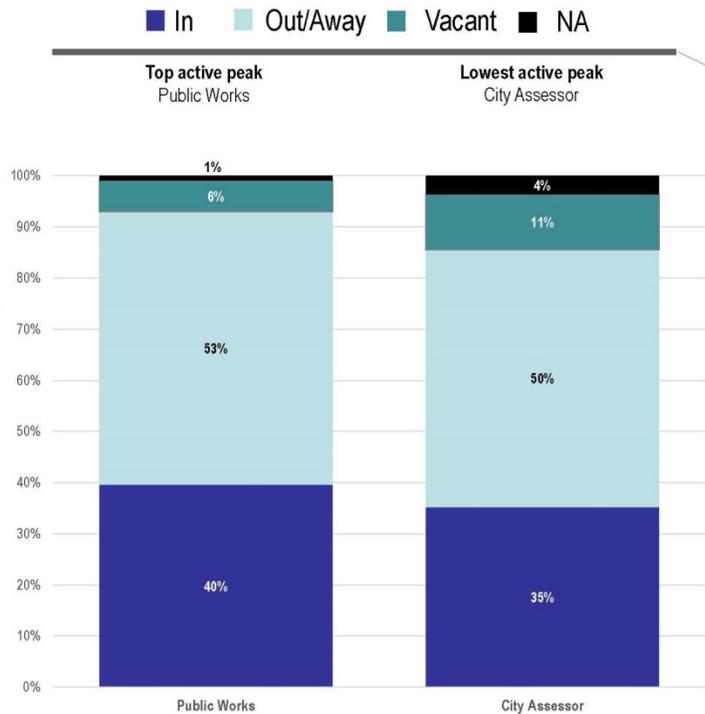




City of Lakes: Office and Workstation Utilization
By Time

Office By Day and Hour
Findings indicate that during the week surveyed, individual offices experienced their active peak (59%) on Wednesday, February 18th at 2pm. The out/away peak (81%) occurred Tuesday, February 24th at 1pm. Overall average active utilization was 38%.

Workstation By Day and Hour
Findings indicate workstations reached their active peak (57%) at 2pm on Wednesday, February 18th, and out/away peak (69%) on Friday, February 20th at 4pm. Workstations experienced an average active utilization of 40%.



City of Lakes: Individual Workspace
By Business Unit

By Business Unit

Public Works had the most amount of time “in” (i.e. sitting at their desks) throughout the observation week at a total of 40%.

City Assessor at 35% were “in” their workspace the least.

The unit with the highest out/away was Public Works at 53%.

City Assessor had the lowest out/away at 50%.

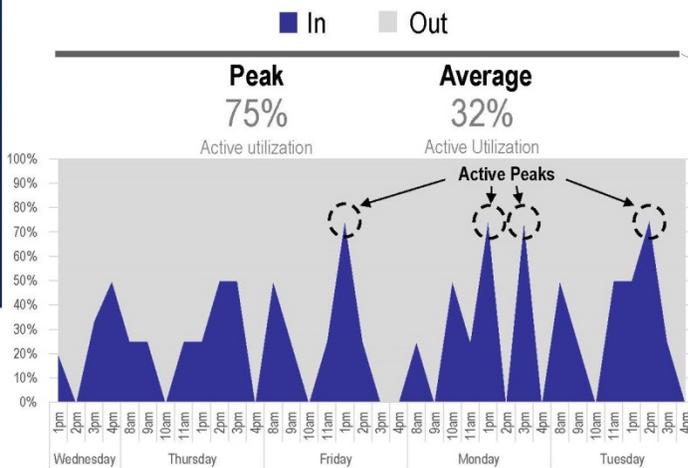




City of Lakes: Collaboration Space Utilization

4 Break Rooms

703-100-H10
703-202A-G10
703-210-B05A
703-301-N10



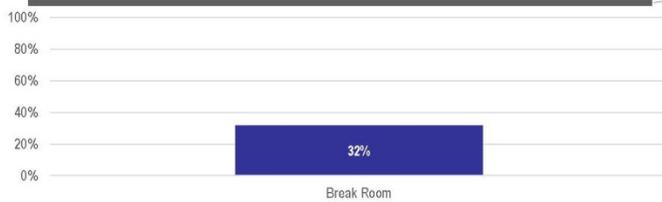
City of Lakes: Collaborative Space Utilization

By Time

By Day and Hour
Collaborating in break rooms had an average active utilization of 32%.

By Space Type
Break rooms were the only observed type of collaborative space. Employees were actively utilizing these rooms 32% of the time during the week.

Collaboration space utilization was measured by counting the 'In' vs. 'Out' criteria.



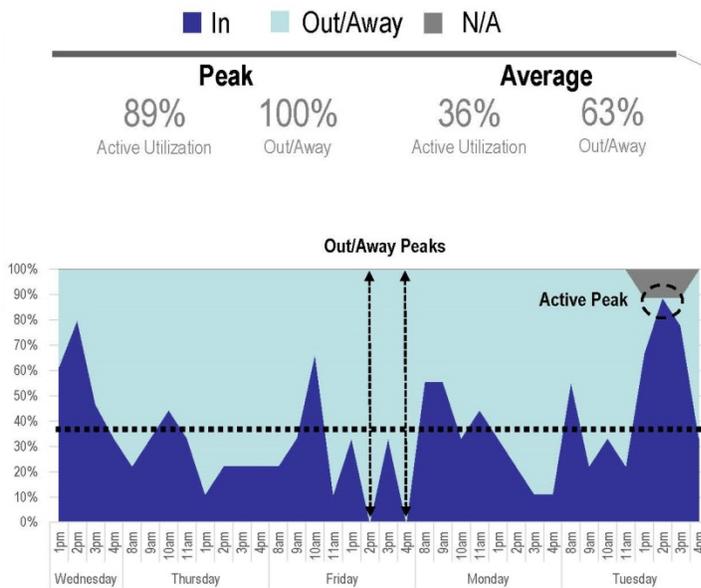


City of Lakes: Conference Space Utilization

Conference Room

- 703-100-A06
- 703-202-F10
- 703-301-F11
- 703-210-B04
- 703-301-H04
- 703-108-J08
- 703-203-D10
- 703-101-M06

Some capacities were estimated based on a square footage.



City of Lakes: Conference Space Utilization

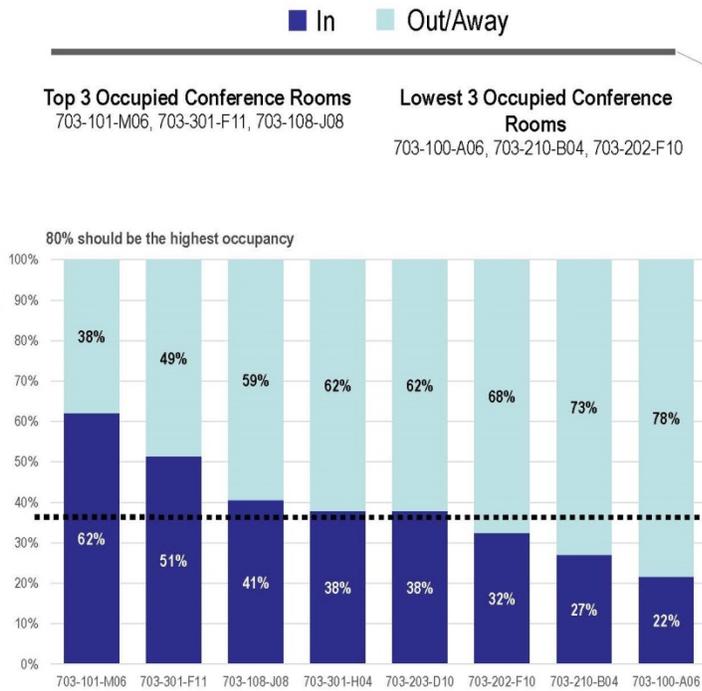
By Time

By Day and Hour

Active peak utilization for conference rooms occurred on Tuesday, February 24th (89%) at 2pm. Out/away peaks (100%) occurred Friday, February 20th at 2pm and 4pm.

The average active utilization for conference spaces was 36%.





City of Lakes: Conference Space Utilization

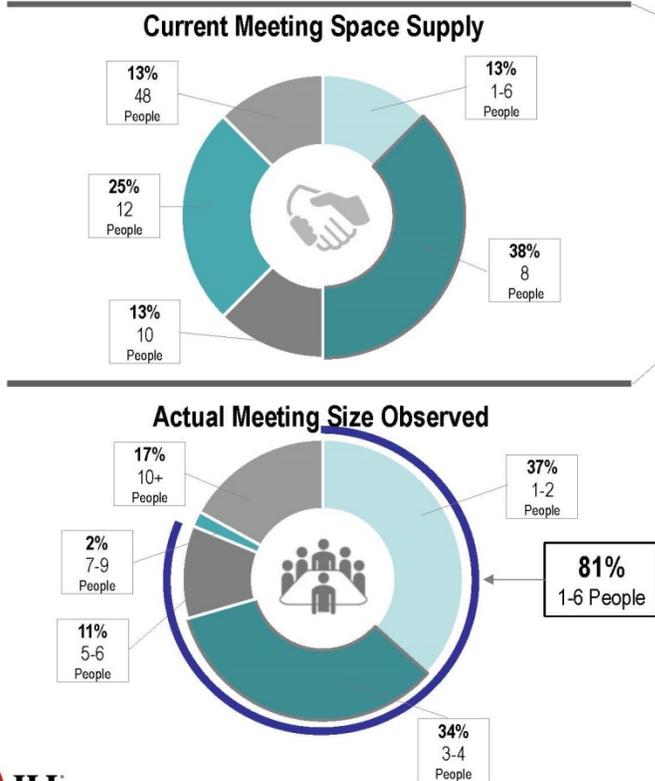
By Room

By Conference Room

The most utilized conference room was 703-101-M06 with an active utilization of 62%.

The lowest utilized conference room was 701-100-A06 with 22% active utilization.

Some capacities were estimated based on square footage.



City of Lakes: Conference Space Utilization

By Supply & Demand

Meeting Space Breakdown

Supply vs Demand

On average employees spend 10% of their day collaborating with others.

The 1-6 person meeting spaces make up only 13% of total supply, yet 81% of actual meetings had 6 participants or less.

51% of City of Lakes Building's meeting space supply has the capacity to hold 10+ people, yet only 17% of meetings had 10 or more people in attendance.

Some capacities were estimated based on square footage.

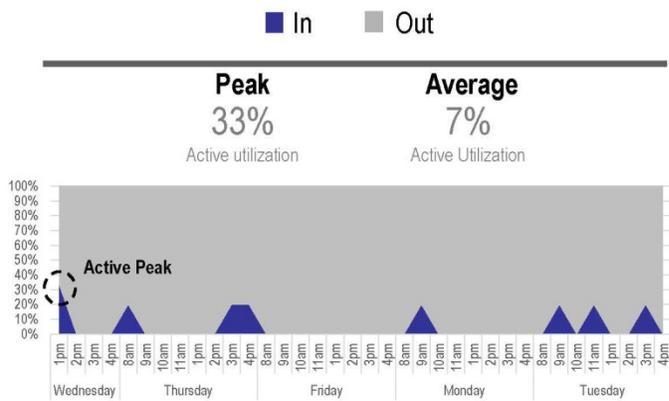




City of Lakes: Reception / Counter Utilization

5 Reception Areas

703-100-J03
703-209-J07
703-210-J05
703-200-J03
703-300-L03



Reception / counter space utilization was measured by counting the 'In' vs. 'Out' criteria.

City of Lakes: Reception / Counter Utilization

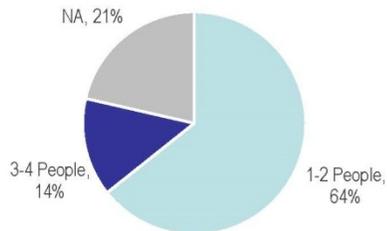
By Day and Hour

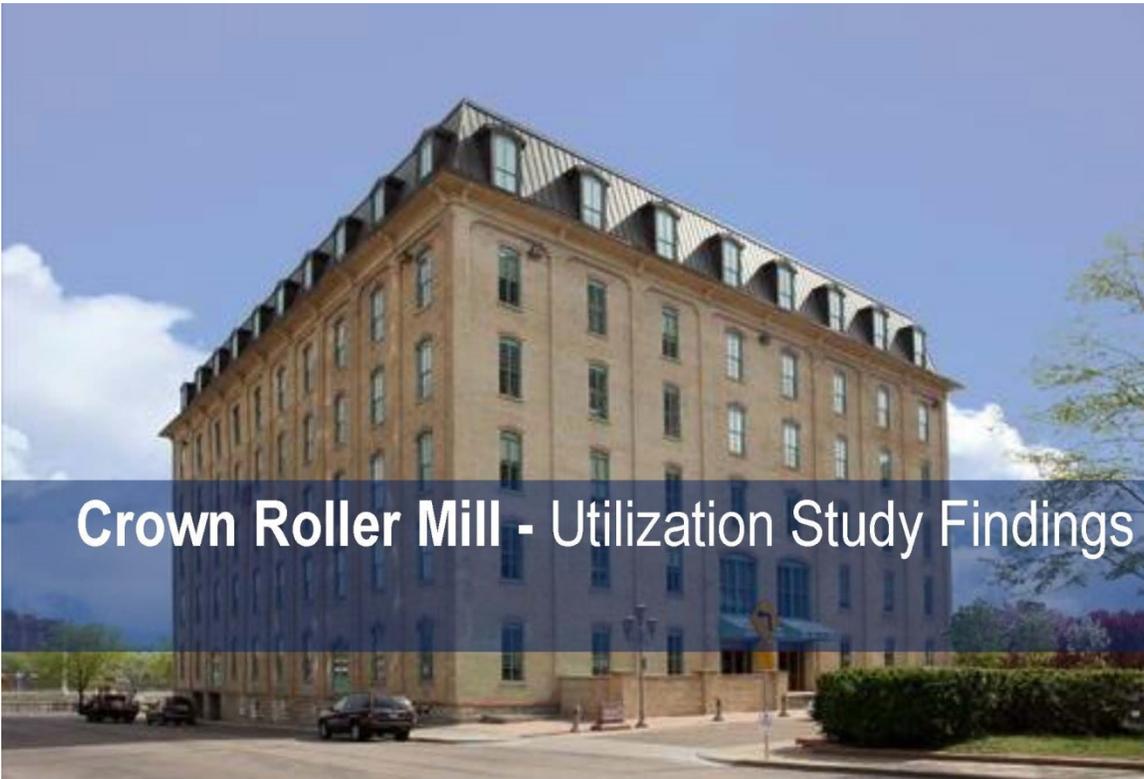
During the survey period, reception and counter areas were utilized on average 7% of the time.

Active peak utilization occurred on Wednesday, February 18th at 1pm (33%).

Occupants

Findings of the utilization study show that on average 64% of the number of people in the reception and counter areas were between 1-2 people.



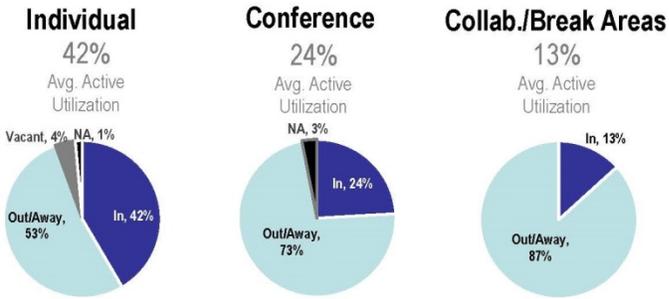


Crown Roller Mill - Utilization Study Findings



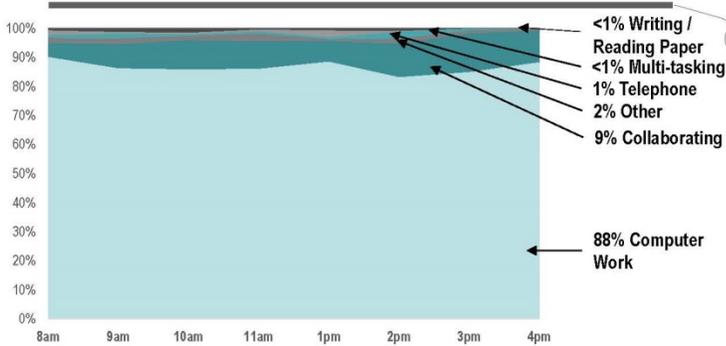
Utilization Study Findings

■ In ■ Out/Away ■ Vacant ■ NA



Crown Roller Mill: Overall Utilization

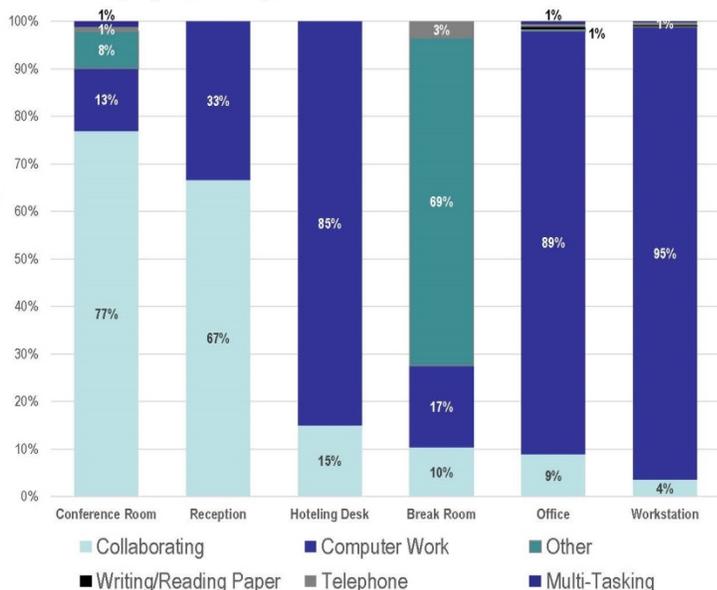
Occupancy
 During the survey period, workspaces (offices, workstations, and hoteling desks) were actively utilized on average 42% of the time, conference rooms 24%, and collaboration spaces 13% of the time.



Activity
 Findings of the utilization study show that on average, 88% of the staff is doing computer work, while 3% of staff are participating in other activities within their workspace. Lastly, 9% of staff are involved in informal collaboration with others at their desks.



Activity by Space Type



Crown Roller Mill: Overall Utilization

Activity by Space when Utilized

Activity Habits

90% of observed activity in offices is not internal/external collaboration (collaboration + telephone).

23% of the time, conference rooms were being used for non-collaborative activity (i.e. computer work).

In collaboration spaces, computer work made up 17% of observed activity.

Employees are doing focused work on their computers the majority of their week.

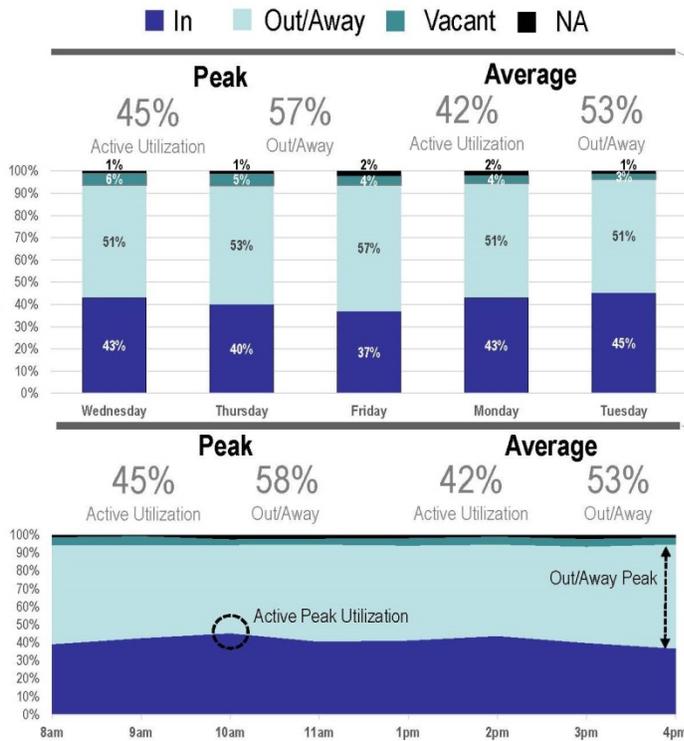
Collaboration – Open sitting spaces for employees to use when collaborating
Other: social networking, eating at desk, etc.



Crown Roller Mill: Individual Workspace Utilization

- 80 Workstations
- 72 Offices
- 4 Hoteling Desks





Crown Roller Mill: Individual Workspace

By Time

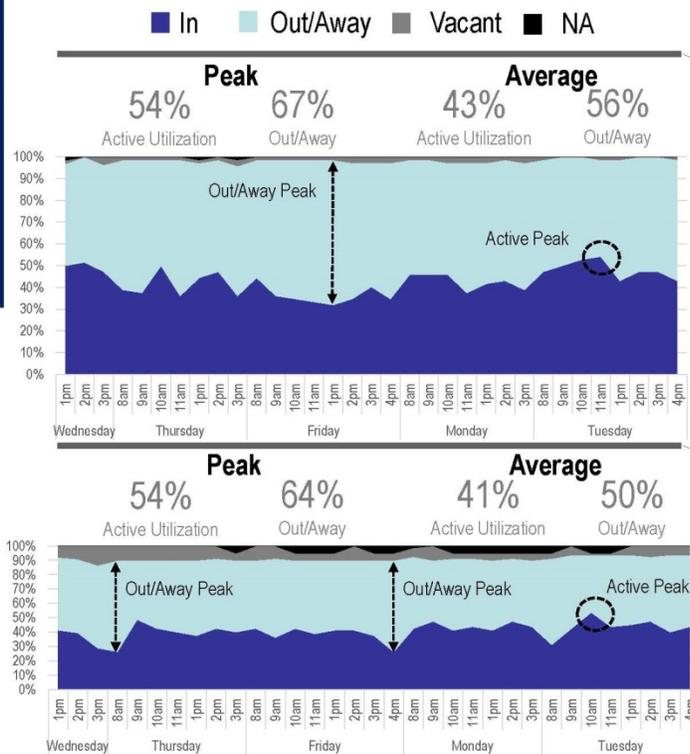
By Day

Findings indicate that individual workspace active peak utilization (45%) was reached on Tuesday, February 24th.

The average active utilization over the course of the week was 42%. Average out/away ranged from 51% to 57% over the week.

By Hour

During the observation period, 10am experienced active peak utilization (45%). Peak out/away (58%) was experienced at 4pm.



Crown Roller Mill: Office and Workstation Utilization

By Time

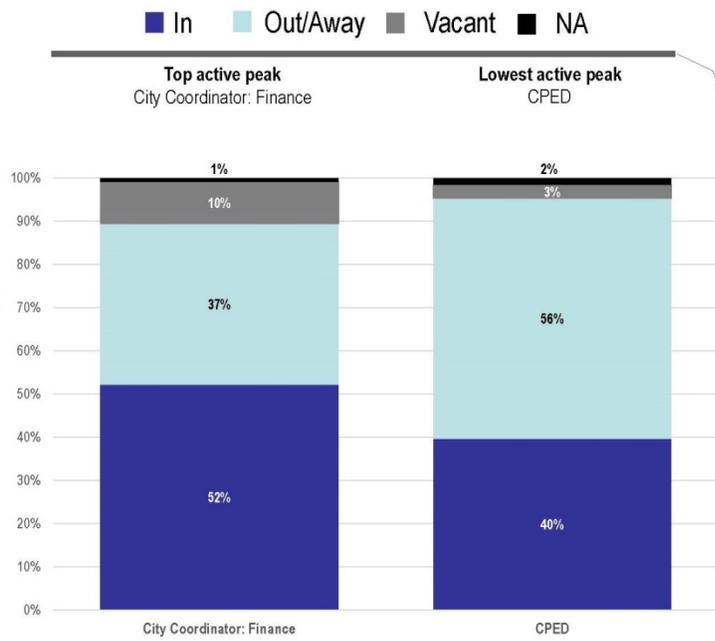
Office By Day and Hour

Findings indicate that during the week surveyed, individual offices experienced their active peak (54%) on Tuesday, February 24th at 11am. The out/away peak (67%) occurred Friday, February 20th at 1pm. Overall average active utilization was 43%.

Workstation By Day and Hour

Findings indicate workstations reached their active peak (54%) on Tuesday, February 24th at 10am. Out/away reached its peak at 64% on Thursday, February 19th at 8am, and Friday, February 20th at 4pm. Overall average active utilization was 41%.





Crown Roller Mill: Individual Workspace

By Business Unit

By Business Unit

City Coordinator: Finance had the most amount of time "in" (i.e. sitting at their desks) throughout the observation week at a total of 52%.

CPED had the lowest active utilization at 40%, and were out/away from their workspace the most at 56%.



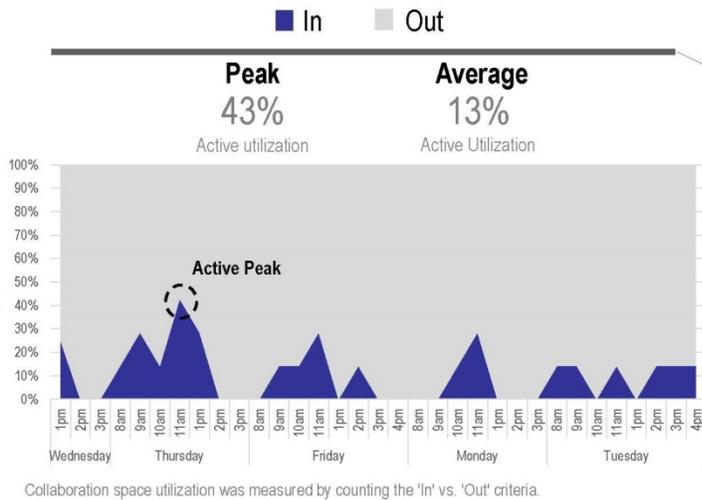
Crown Roller Mill: Collaboration Space & Innovation Center Utilization

7 Break Rooms
1 Innovation Center

Break Rooms
909-205-L07
909-313-M07
909-425-C05
909-511-N07
909-614-H04
909-712-K07
909-724A-G03

Innovation Center





Crown Roller Mill: Collaborative Space Utilization

By Time

By Day and Hour

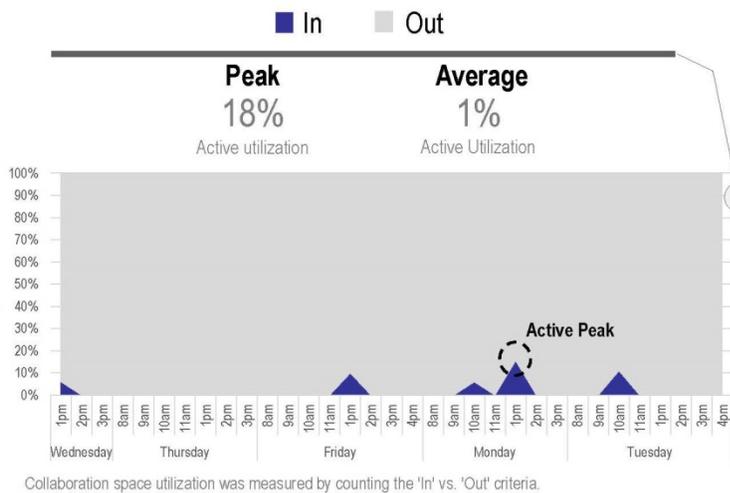
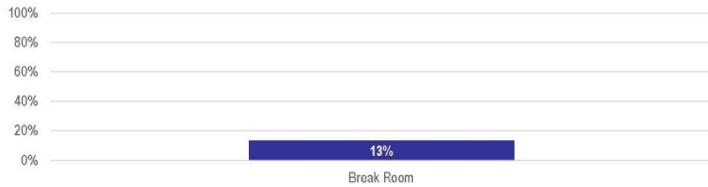
Overall collaboration outside of the workstation is very low with an average utilization of 13%.

The average peak (43%) was witnessed on Thursday, February 19th at 11am.

Data includes break rooms.

By Space Type

Break rooms were the only observed type of collaborative space. Employees were actively utilizing these rooms 13% of the time during the week.



Crown Roller Mill: Innovation Center Utilization

By Time

By Day and Hour

Overall use of the Innovation Center is extremely low with an average utilization of 1% in the 5 days of observations.

The peak (18%) was witnessed on Monday, February 23rd at 1pm.

When observed the space was observed as one space and not individual spaces.

The highest number of people observed at one given time using the space was 3.

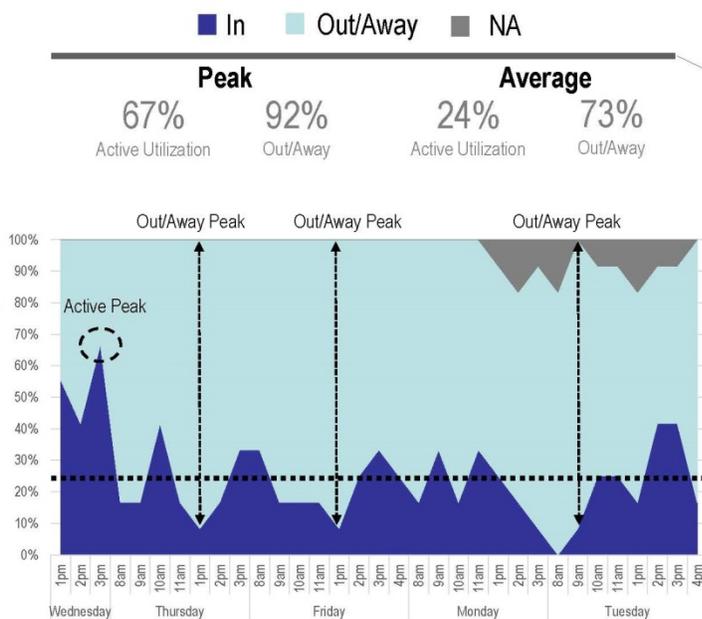




Crown Roller Mill: Conference Space Utilization

Conference Room

- 909-216-F02
- 909-651-L10
- 909-626-D03
- 909-634-C10
- 909-617-M04
- 909-615-J04
- 909-240-C04
- 909-512-N08
- 909-725-J03
- 909-425-B06
- 909-217-I02



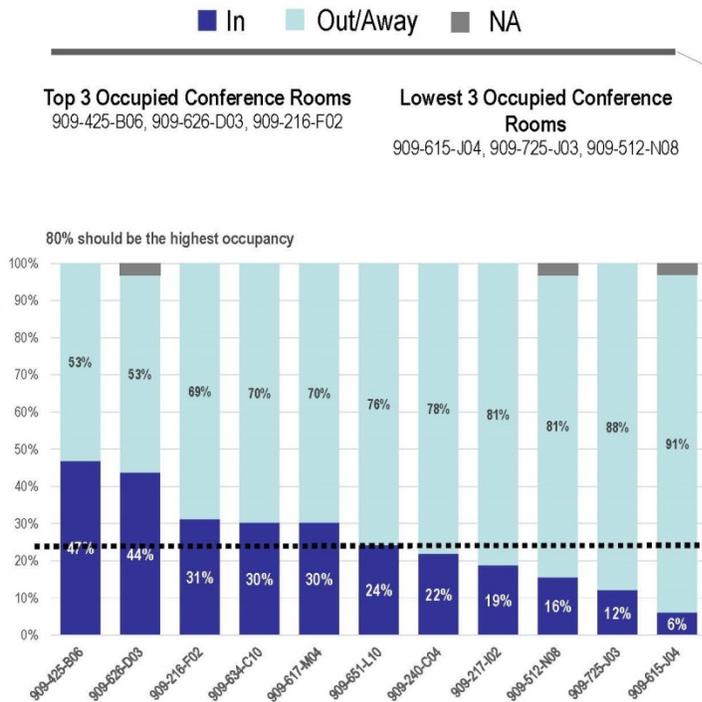
Crown Roller Mill: Conference Space Utilization

By Time

By Day and Hour
 Active peak utilization for conference rooms occurred on Wednesday, February 18th (67%) at 3pm. The out/away peaks (92%) occurred on Thursday, February 19th at 1pm, Friday, February 20th at 1pm, and Tuesday, February 24th at 9am.

The average active utilization for conference spaces was 24%.





Crown Roller Mill: Conference Space Utilization

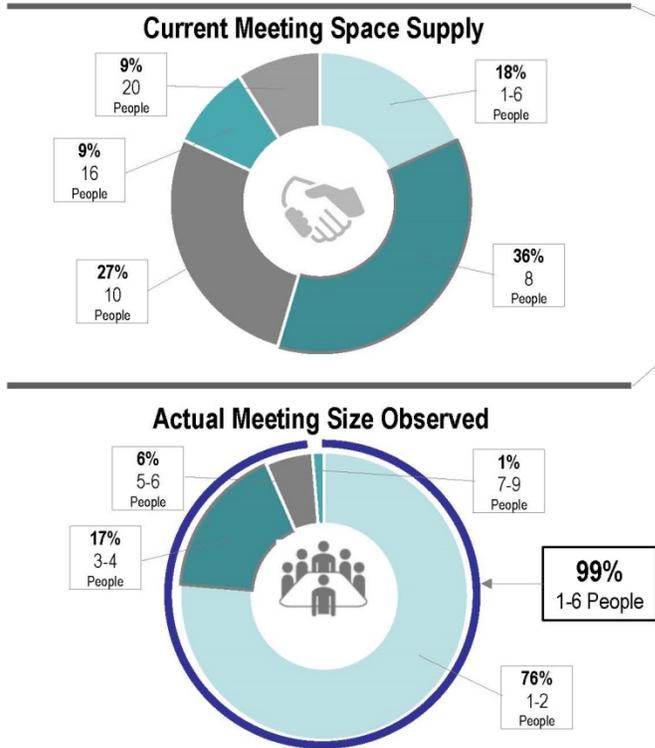
By Room

By Conference Room

The most utilized conference room was 909-425-B06 with a total active utilization of 47%.

The lowest utilized conference room was 909-615-J04 with only a 6% utilization.

The average utilization of conference rooms was 24%.



Crown Roller Mill: Conference Space Utilization

By Supply & Demand

Meeting Space Breakdown

Supply vs Demand

On average employees spend 9% of their day collaborating with others.

The 1-6 person meeting spaces make up only 18% of total supply, yet 99% of actual meetings had 6 participants or less.

45% of Crown Roller Mill's meeting space supply has the capacity to hold 10+ people, yet 0% of meetings had 10 or more people in attendance.

Some capacities were estimated based on a square footage.

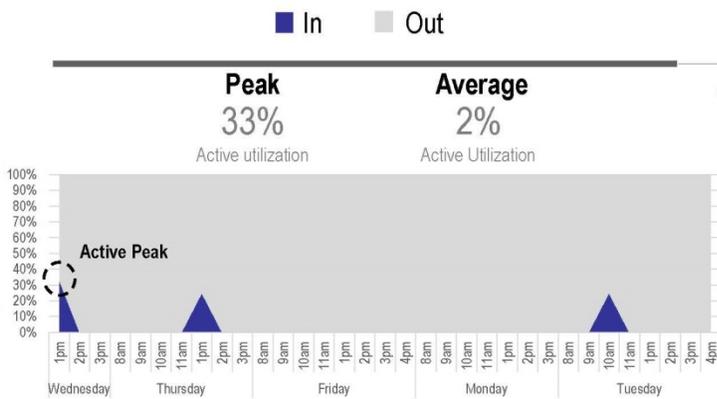




Crown Roller Mill: Reception / Counter Utilization

4 Reception Areas

909-200-G04
909-425-G04B
909-425-H03
909-500-L07



Reception / counter space utilization was measured by counting the 'In' vs. 'Out' criteria.

Crown Roller Mill: Reception / Counter Utilization

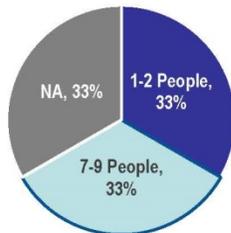
By Day and Hour

During the survey period, reception and counter areas were utilized on average 2% of the time, and were only observed being used 3 of the 5 days.

Active peak utilization (33%) occurred on Wednesday, February 18th at 1pm.

Occupants

Findings of the utilization study show that on average 33% of the number of people in the reception and counter areas were between 1-2 people.





Public Service Center - Utilization Study Findings

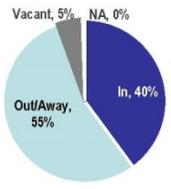


Utilization Study Findings

■ In ■ Out/Away ■ Vacant ■ NA

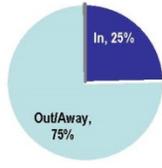
Individual

40%
Avg. Active Utilization



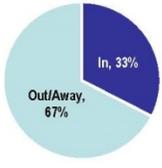
Conference

25%
Avg. Active Utilization



Collab./Break Areas

33%
Avg. Active Utilization



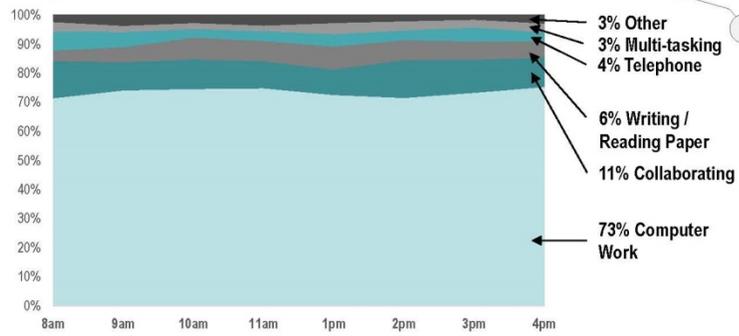
Public Service Center: Overall Utilization

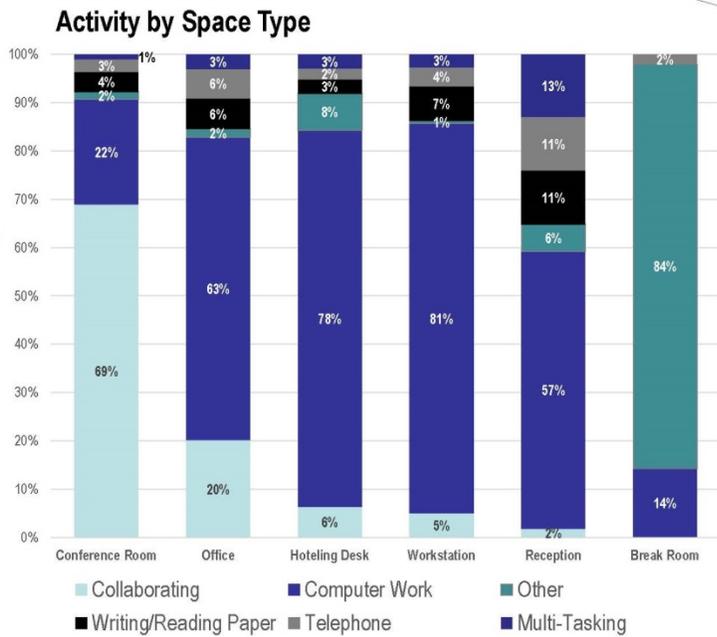
Occupancy

During the survey period, workspaces (offices, workstations, and hoteling desks) were actively utilized on average 40% of the time, conference rooms 25%, and collaboration spaces 33% of the time.

Activity

Findings of the utilization study show that on average, 73% of the staff is doing computer work, while 16% of staff are participating in other activities within their workspace. 11% of staff are involved in informal collaboration with others at their desks.





Collaboration – Open sitting spaces for employees to use when collaborating
 Other: social networking, eating at desk, etc.



Public Service Center: Overall Utilization

Activity by Space when Utilized

Activity Habits

74% of observed activity in offices is not internal/external collaboration (collaboration + telephone).

31% of the time, conference rooms were being used for non-collaborative activity (i.e. computer work).

There were no collaboration observed at collaboration areas (break rooms).

Employees are doing focused work on their computers the majority of their week.



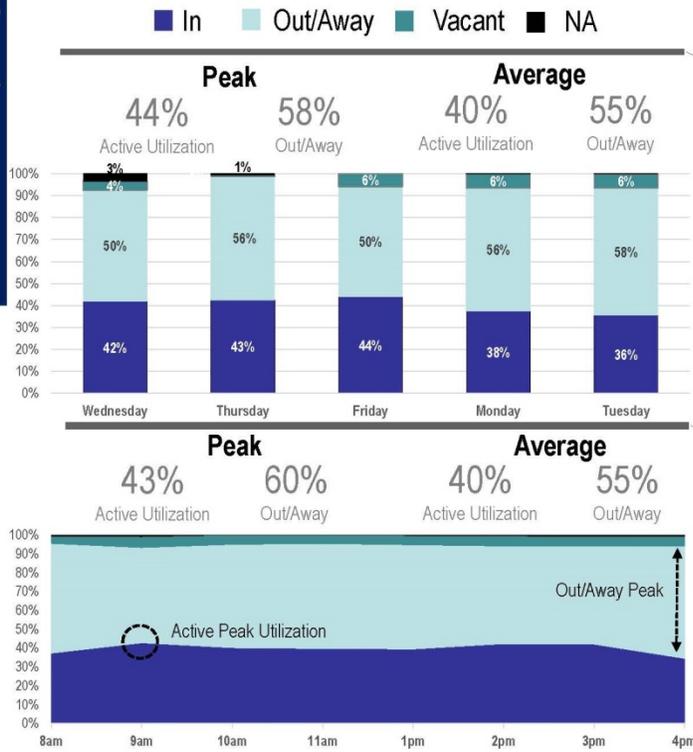
Public Service Center: Individual Workspace Utilization

193 Workstations

49 Offices

37 Hoteling Desks





Public Service Center: Individual Workspace

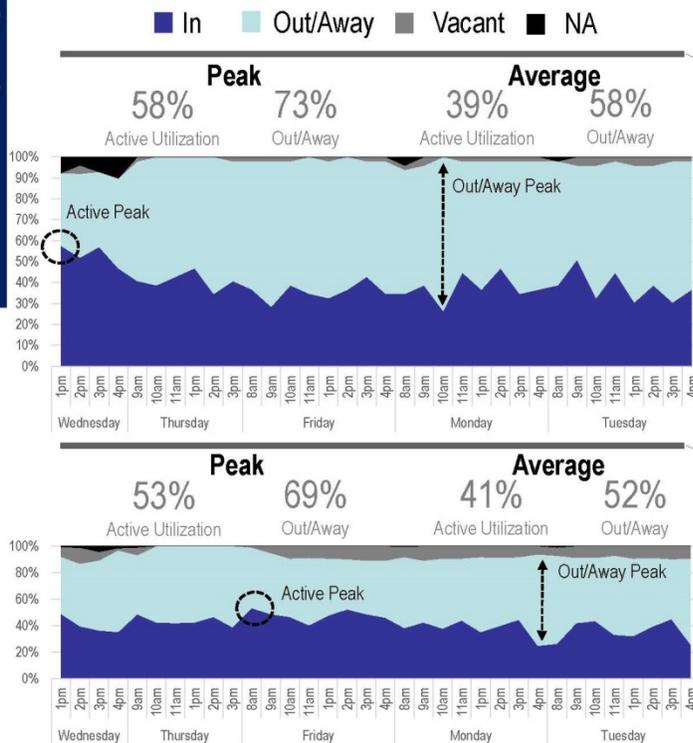
By Time

By Day

Findings indicate that individual workspace active peak utilization (44%) was reached on Friday, February 20th. The average active utilization over the course of the week was 40%. Out/Away ranged from 50% to 58% over the week.

By Hour

During the observation period, 9am experienced active peak utilization (43%). Out/Away peak (60%) was experienced at 4pm.



Public Service Center: Office and Workstation Utilization

By Time

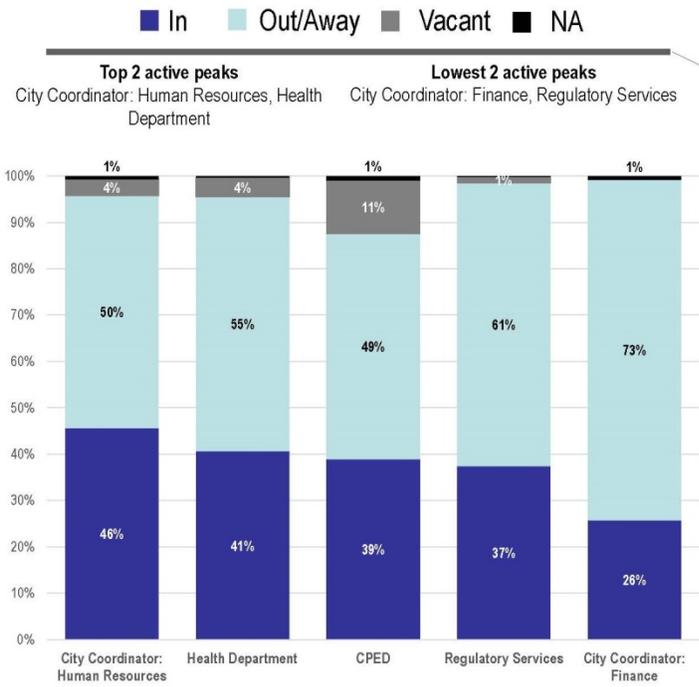
Office By Day and Hour

Findings indicate that during the week surveyed, individual offices experienced their active peak (58%) on Wednesday, February 18th at 1pm. The out/away peak (73%) occurred Monday, February 23rd at 10am. Overall average active utilization was 39%.

Workstation By Day and Hour

Findings indicate workstations reached their active peak (53%) on Friday, February 20th at 8am. Peak out/away (69%) was reached on Monday, February 23rd at 4pm. Overall average active utilization was 41%.





Public Service Center: Individual Workspace

By Business Unit

By Business Unit

Our findings indicate that the business units with the highest utilization were City Coordinator: Human Resources and Health Department.

City Coordinator: Human Resources had the most amount of time "in" (i.e. sitting at their desks) throughout the observation week at a total of 46%.

City Coordinator: Finance at 26% were "in" their workspace the least.

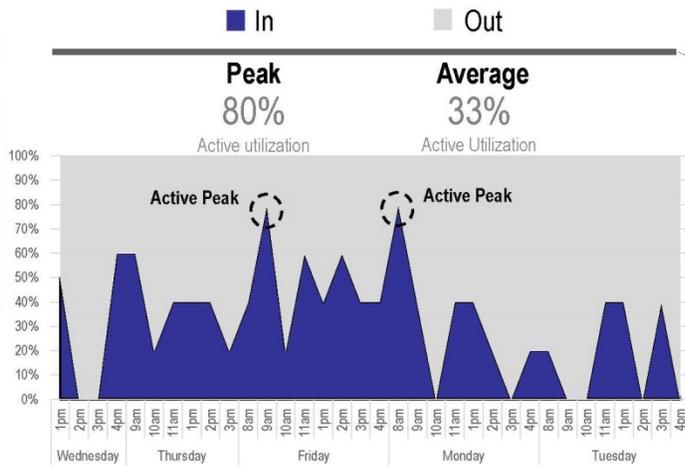


Public Service Center: Collaboration Space Utilization

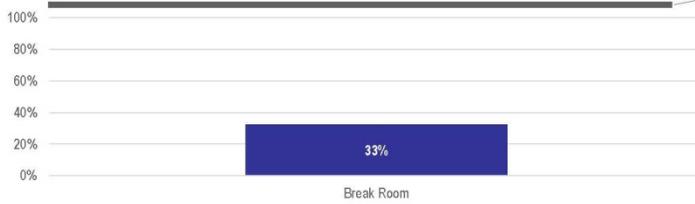
5 Break Rooms

- 702-100-A01
- 702-110-X02
- 702-414-J05
- 702-401-Y03
- 702-510-K06





Collaboration space utilization was measured by counting the 'In' vs. 'Out' criteria.



Public Service Center: Collaborative Space Utilization

By Time

By Day and Hour

Collaborative space (break rooms) experienced peak utilization of 80% on Friday, February 20th at 9am, and Monday, February 23rd at 8am.

Over the week, collaborative space had an average utilization of 33%.

Data only includes break rooms.

By Space Type

Break rooms were the only observed type of collaborative space. Employees were actively utilizing these rooms 33% of the time during the week.

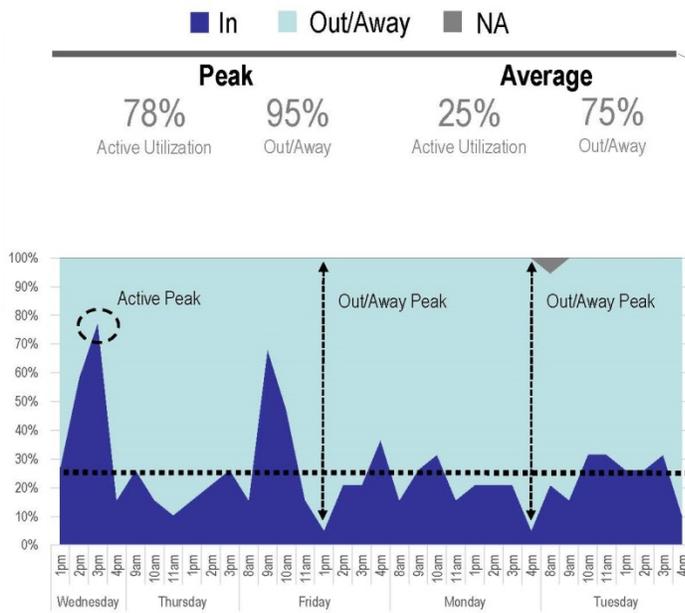


Public Service Center: Conference Space Utilization

Conference Room

- 702-100-C01
- 702-401-N06
- 702-510-S05
- 702-100-G01
- 702-110-R07
- 702-412-K04
- 702-510-S04
- 702-300-H01
- 702-300-G01
- 702-300-E01
- 702-510-D01
- 702-100-M07
- 702-100-A08
- 702-110-Z07
- 702-411-L05
- 702-411-L05
- 702-300-D01
- 702-414-H02
- 702-525-K02





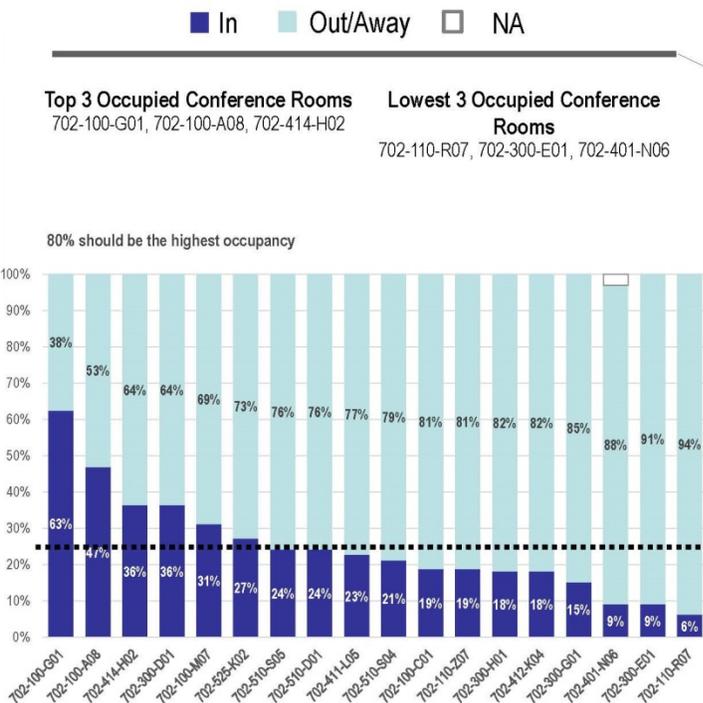
Public Service Center: Conference Space Utilization

By Time

By Day and Hour

Active peak utilization for conference rooms occurred on Wednesday, February 18th (78%) at 3pm. Peak out/away (95%) occurred Friday, February 20th at 1pm and Monday, February 23rd at 4pm.

The average active utilization for conference spaces was 25%.



Public Service Center: Conference Space Utilization

By Room

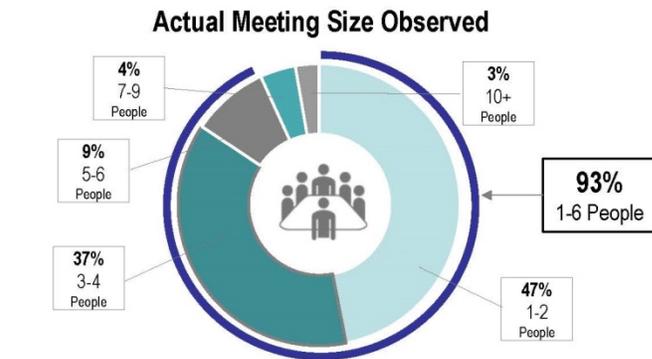
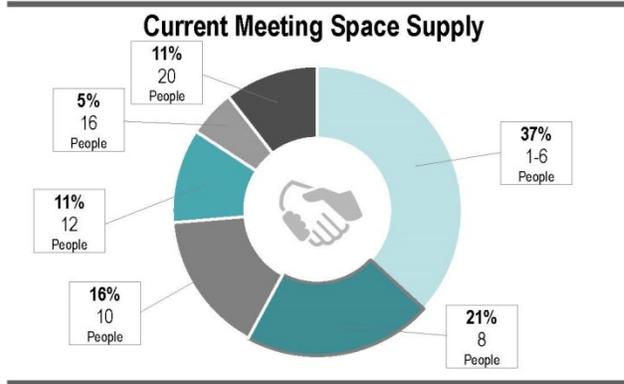
By Conference Room

By far the most utilized conference room was 702-100-G01 with a total active utilization of 63%.

The lowest utilized conference room was 702-110-R07 with a total of 6% active utilization.

The average active utilization for conference spaces was 25%.





Public Service Center: Conference Space Utilization

By Supply & Demand

Meeting Space Breakdown

Supply vs Demand

On average employees spend 11% of their day collaborating with others.

The 1-6 person meeting spaces make up only 37% of total supply, yet 93% of actual meetings had 6 participants or less.

43% of Public Service Center's meeting space supply has the capacity to hold 10+ people, yet only 3% of meetings had 10 or more people in attendance.

Some capacities were estimated based on a square footage.



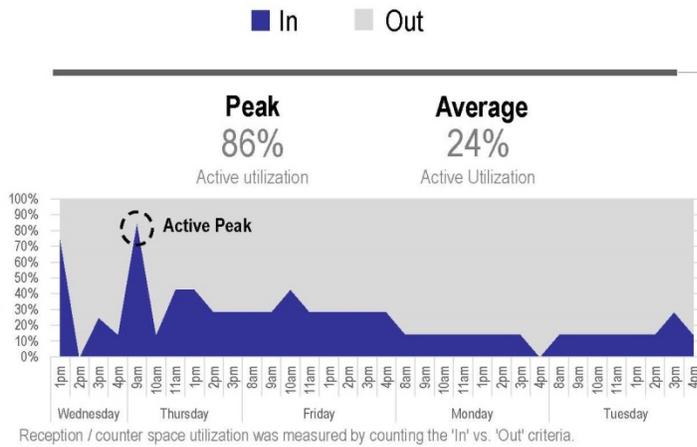
Public Service Center: Reception / Counter Utilization

8 Reception Areas
 Treasury Counters (floor 2)
 MDR Counters (floor 3)

Reception Areas

- 702-100-N06
- 702-110-R05
- 702-300-F06
- 702-414-H03
- 702-401-Y03
- 702-401-S04
- 702-510-E07
- 702-510-P04



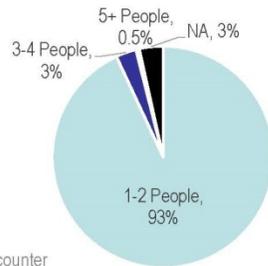


Public Service Center: Overall Reception / Counter Utilization

By Day and Hour

During the survey period, reception and counter areas were utilized on average 24% of the time.

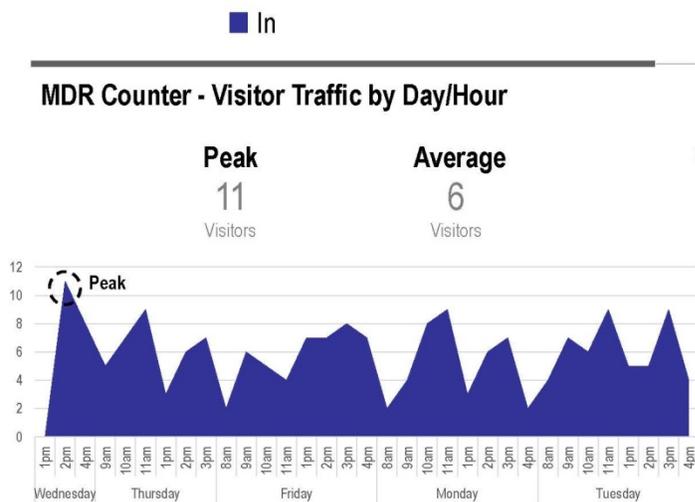
A spike in visitors to the space occurred on Thursday, February 19th at 9am (86%).



Visitors/Public

Findings of the utilization study show that on average 93% of the time, the number of visitors in the counter areas were between 1-2 people.

This data includes the public counter space on floor 2 and floor 3



Public Service Center: MDR Counter Utilization

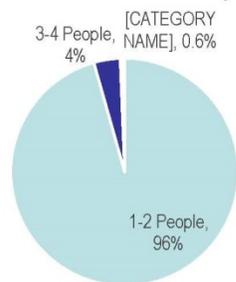
By Day and Hour

During the survey period, the MDR counters witnessed an average of 6 visitors per hour.

A spike in visitors to the counters occurred on Wednesday, February 18th at 2pm (11 visitors).

On any given day during the observations the counter never had more than 11 visitors meeting with an employee.

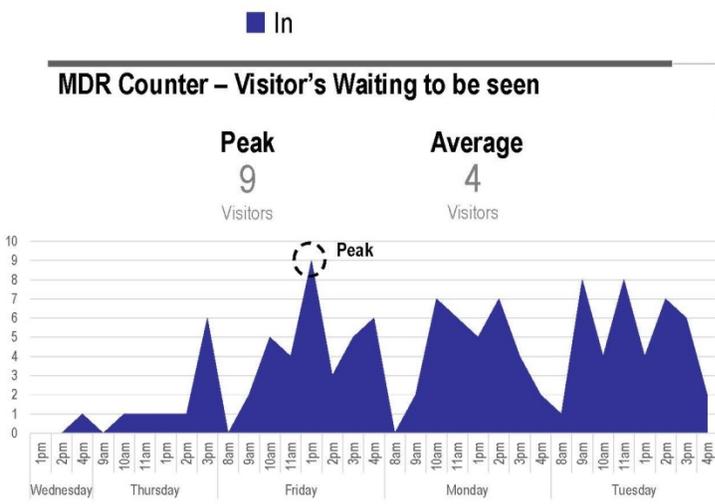
MDR Counter - Number of Visitors (average)



Visitors/Public

Findings show that almost all (96%) of the people visiting the counters is between one and two people.





Public Service Center: MDR Waiting Area Usage

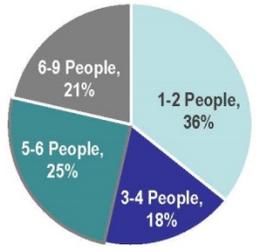
By Day and Hour

During the survey period, the MDR waiting area witnessed an average of 4 visitors per hour.

A spike in visitors at the reception area occurred on Friday, February 20th at 1pm (9 visitors).

On any given day during the observations the waiting area by the MDR counter never had more than 9 visitors waiting to see an employee.

MDR Counter – Number of Visitors Waiting (average)



Visitors/Public

The study shows that 36% of the time, there were 1 to 2 people in the reception area. 46% of the time, there were more than 5 people waiting in reception.



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