



ARCHITECTURE

ENGINEERING

INTERIORS

LANDSCAPE ARCHITECTURE

PLANNING



Chatham County Government Complex & Park

Master Planning

Executive Summary

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October 15, 2018 DRAFT

TABLE OF CONTENTS

P 03 INTRODUCTION
PROJECT OVERVIEW

P 06 WORKPLACE ENGAGEMENT
VISIONING SESSION
INTERVIEWS
WORKPLACE WALKTHROUGH

P 11 PROGRAM ANALYSIS
STAFF & COUNTY PROJECTIONS
PROGRAMMING SUMMARY

P 14 SITE ANALYSIS
EXISTING CONDITIONS

P 19 CONCEPTS & SCHEMES
INITIAL CONCEPTS
DEVELOPED SCHEMES

P 40 PRELIMINARY COST ESTIMATE
COSTS FOR SCHEMES 1-3

PROJECT OVERVIEW

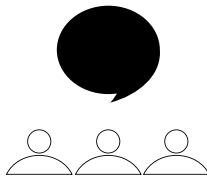



PROJECT OVERVIEW

Workplace Assessment & Engagement

Chatham County engaged O'Brien Atkins Associates in a master planning effort for the future Chatham County Government Complex and Park that covered various levels of employee engagement in order to inform and validate programmatic needs and planning for their new workplace.

The purpose of the engagement was to better understand the current work environment - this included opportunities and constraints of the physical space through user engagement (small group interviews and programming survey) and walkthroughs of the current spaces to understand the nature of work and functional requirements such as growth projections and work styles.

This document represents a summary of the workplace engagement and findings. The workplace strategy developments will allow for informed decision making and scenario planning for a Chatham County Government Complex of the future.

DESCRIPTION / ACTIVITY	PARTICIPANTS / SCHEDULE
<p>VISIONING SESSION</p> <p>4 Hours Group of 15-20 people</p> <p> A guided discussion to gather information on the project goals, culture, brand and structure of the organization, as well as the vision for the future and level of appetite for change.</p>	<p>05/04/18</p> <p>1 Group: > Key Stakeholders</p>
<p>PROGRAMMING SURVEY</p> <p>Individual</p> <p> Electronic workplace survey to gather information on the overall functionality of the workspace and other amenities.</p>	<p>05/07/18 - 05/18/18</p> <p>> To be taken by Department Heads</p>
<p>GROUP INTERVIEWS</p> <p>2 Hours Each 10 Groups</p> <p> Dialogue that covers the qualitative aspects of the work environment, work processes, and mobile profiles; in addition to insight on the nature of the office.</p>	<p>05/23/18 - 06/08/17</p> <p>Multiple Groups: > Key Stakeholders or Department Heads</p>
<p>SPACE OBSERVATION</p> <p>2 Hours Each 10 Groups</p> <p> Walk-throughs of the current office spaces to document existing conditions and discuss areas of opportunity.</p>	<p>05/23/18 - 06/08/17</p> <p>Multiple Groups: > Key Stakeholders or Department Heads</p>

PROJECT OVERVIEW

Government Complex and Park location

The site for the future Chatham County Government Complex is located at 12 East Street in Pittsboro, NC which is the heart of Downtown Pittsboro and within walking distance from the future Chatham Park development.

The 10 departments identified for inclusion in this study and planning for the future Government Complex are currently located in 4 separate buildings:

The Annex Building:

12 East St, Pittsboro, NC 27312

- County Manager's Office (includes HR & Governing Board)
- Finance
- Register of Deeds
- Tax Administration

90 East St, Pittsboro, NC 27312

- Parks & Recreation
- * In the process of relocating to 964 East St, Suite 100

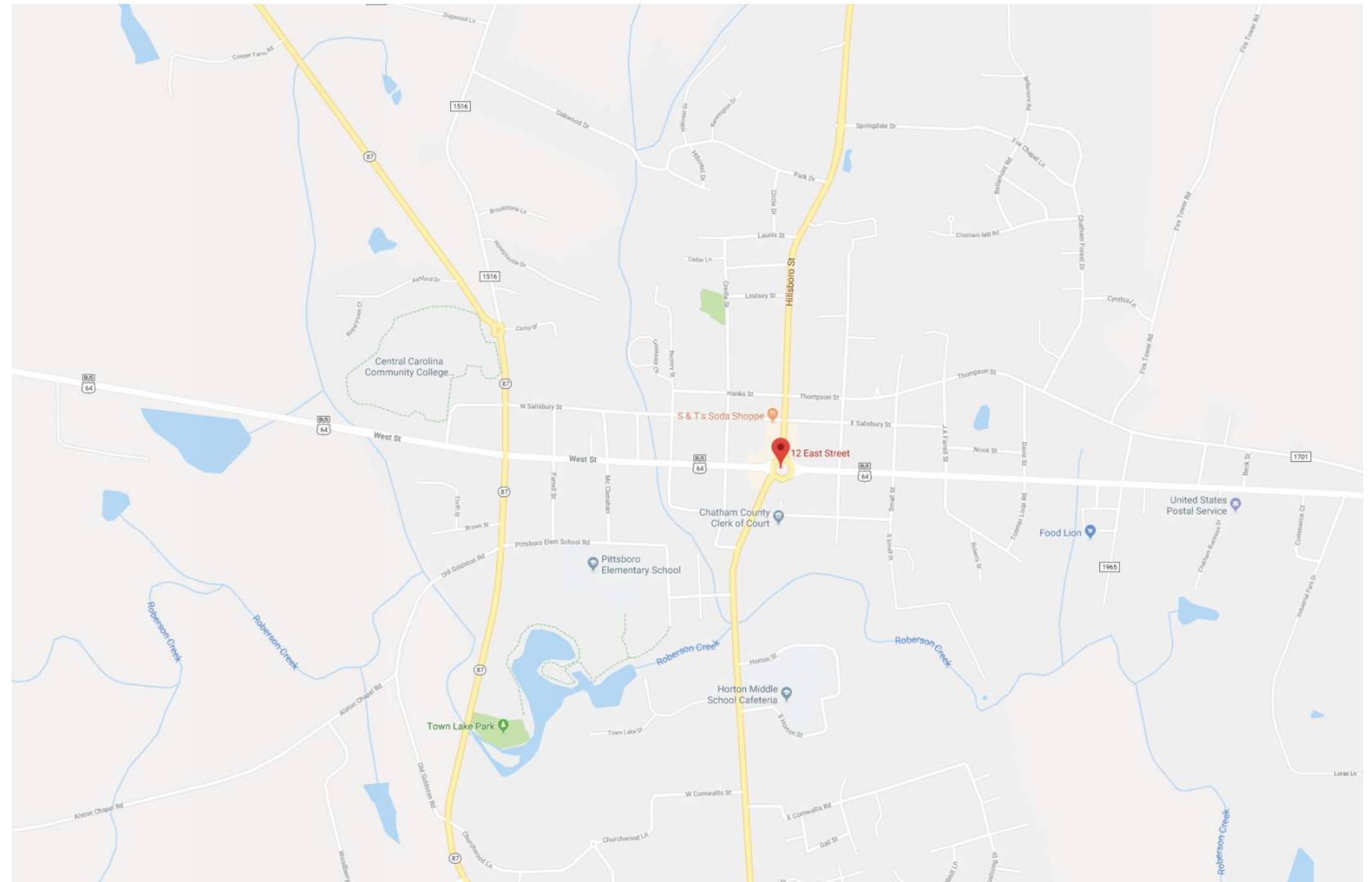
The Dunlap Building:

80 East St, Pittsboro, NC 27312

- Central Permitting/ Bldg Inspections/ Fire Inspections
- Watershed (formerly Environmental Quality)
- Health Admin/Promotion & Environmental Health
- Planning

984-D Thompson St, Pittsboro, NC 27312

- Board of Elections



VISIONING SESSION



VISIONING SESSION

Aspirations Dialogue

A Visioning Session was conducted with representatives from the Chatham County Government. The session helped to facilitate a discussion and gather insights on their vision for the new workplace through a series of visual exercises and verbal dialogues. In the Aspirations Exercise, participants described their vision for the new Government Complex and Park.

- Participants:
- Chatham Co. Brian Stevens
Facilities & Construction
- Vicki McConnell
Finance
- Lunday Riggsbee
Register of Deeds
- Karen Jones
Tax Office
- Jason Sullivan
Planning
- Tracy Burnett
Parks & Recreation
- Racheal Thorn
Environmental Quality
- Pandora Paschal
Board of Elections
- Steve Simos
Board of Elections
- Mike Zelek
Health Admin & Promotion

- Participants:
- OB|A Tim Hillhouse,
Project Manager
- Josh Brady,
Project Architect
- Danielle Hoffmann,
Workplace Strategist &
Interior Designer
- Kailyn Farkas,
Interior Designer

CHATHAM COUNTY GOVERNMENT COMPLEX & PARK - VISIONING

ASPIRATIONS

IDENTITY / PRESENCE	<ul style="list-style-type: none"> - Welcoming - Prepared - Inspiring - Come together as a department and county - Ease of access to office - Easy to find office - We don't work only once a year
PLACEMAKING	<ul style="list-style-type: none"> - Cohesive Government - Woven into existing community fabric - Ease of use for citizens - Inclusive - Participating - Park between old and new courthouse - Attractive new complex
CONNECTIVITY	<ul style="list-style-type: none"> - Physical as well as technological connectivity - Open doors - Building that is connected to culture of community - Pedestrian friendly downtown - Communication among departments - Near other departments that serve the same residents
GROWTH & ADVANCEMENT	<ul style="list-style-type: none"> - Technological improvements to better serve customers - Plans for future growth - Technology Security - Keep providing good services as county grows - Community involvement is key - Build for space into future
AMENITIES	<ul style="list-style-type: none"> - Utility locations modernized - Meeting space and storage - Windows - Community spaces (inside and outside) to build cohesion and lower social isolation - Parking - Wifi inside and outside of building - Public restrooms - Indoor fitness space with showers
COLLABORATION	<ul style="list-style-type: none"> - Inter-departmental community region - Collaborate with them through walking down the hall not driving to their separate building - Continued collaboration with comp plan, depts, and parks plan - Work flow with departments serving people

CHATHAM COUNTY GOVERNMENT COMPLEX & PARK - VISIONING

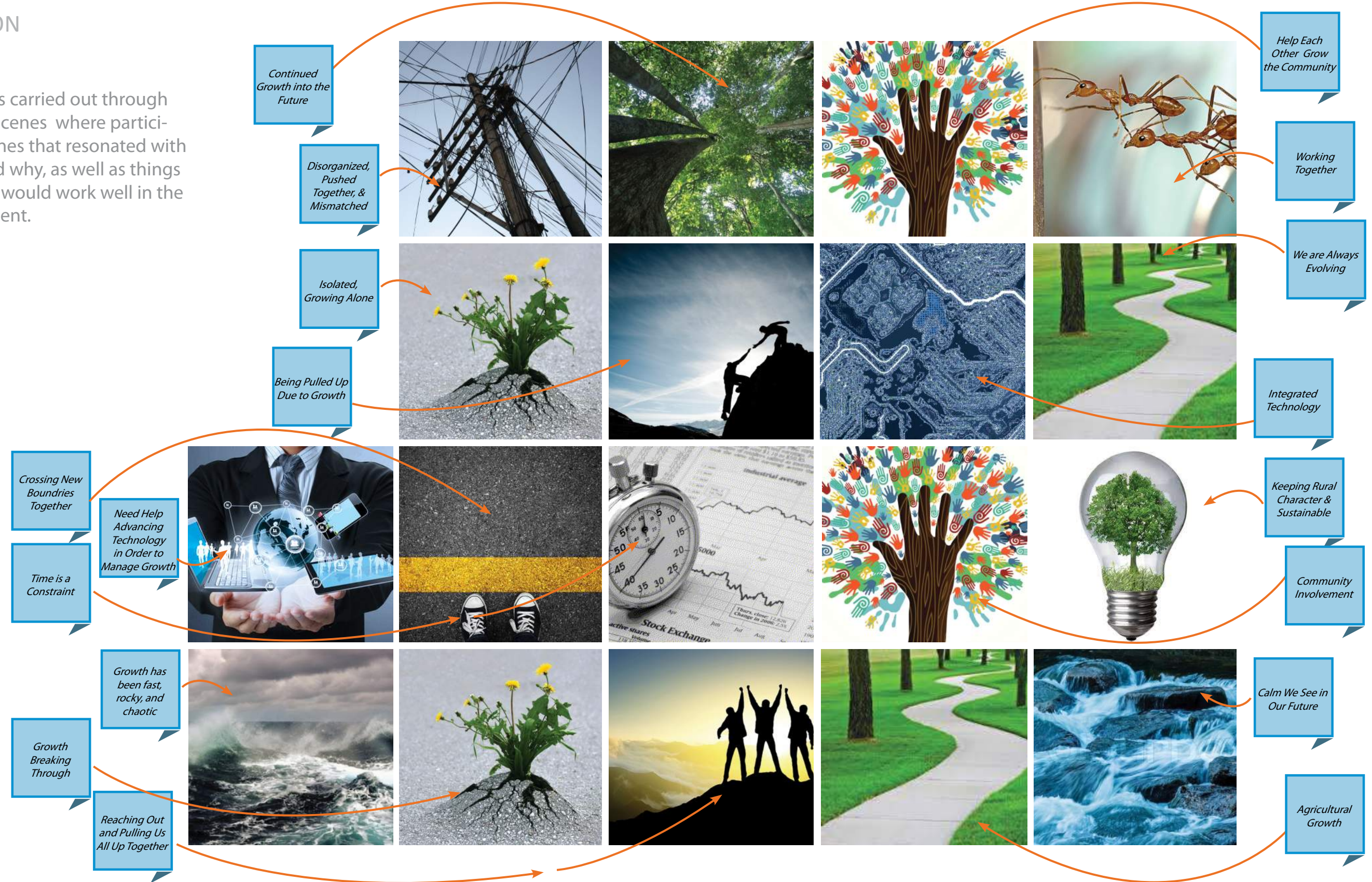
ASPIRATIONS

BUILDING CHARACTER	<ul style="list-style-type: none"> - Feels open (inside and out) - Inspiring confidence in government - Compatible with historical architecture of downtown - Open and welcoming to the staff and public - Reflect culture and history of community - Environmentally sound - Fits old and new courthouse - Bright paint colors - Offices with windows and natural light
CONVENIENCE	<ul style="list-style-type: none"> - Location and ease of going from one department to another - Parking and traffic convenience - Improved pedestrian access between parking, building, and downtown - Usable kitchen space - More connectivity between departments - More space and more centralized - Meeting space on site - ADA
SUSTAINABILITY/ ENVIRONMENT/ HEALTH	<ul style="list-style-type: none"> - Green space and innovative stormwater practices - Park space and grounds are open and well kept - Use of solar and other sustainable energy - Nature Inspired, keep as many old trees as possible - Education in public spaces - Electric vehicle charging station - Community garden - Properly functioning HVAC so there are no space heaters - Natural light throughout the building
MAINTENANCE	<ul style="list-style-type: none"> - We don't want to be responsible for anything - Grounds and landscaping - Good/inviting signage - Keep grounds maintained - Heating and AC systems that work and can be individually set - Wiring so use of more than 1 appliance does not kick breakers and blow computers
SECURITY AND SAFETY	<ul style="list-style-type: none"> - Additional security measures for employees collecting money - Safe for front desk staff - Badge entry/card swipe - On site cameras - Staff security priority (prevent all building access to non-staff) - Bullet proof glass as needed - Maintain separation of staff and guests - Lighting in green space for safety
FLEXIBILITY	<ul style="list-style-type: none"> - Built for future growth, space, type, changing technology - Not have to move again in 5 years - Flexible meeting space, classroom, conference, gathering all in one - Ability to expand office from 6 to 25 member staff - Same cubicles but with the ability to minimize background noise

VISIONING SESSION

Metaphors Exercise

A visual exercise was carried out through imagery of various scenes where participants identified scenes that resonated with them, and explained why, as well as things that they didn't feel would work well in the new work environment.



VISIONING SESSION

Priorities Exercise

During the Visioning Session, a dialogue encompassing the business goals and priorities for the new workplace took place in order to identify the key planning drivers, appetite and level of 'transformation' envisioned.

Amenities

*Identity/
Presence*

Connectivity

*Sustainability/
Environment/
Health*

Convenience

Where we are today

CONSERVATIVE
CAUTIOUS
BORING
GRID LOCK
PERMANENT
UNINSPIRING

Where we want to be in the future

TRANSFORMATIVE
ORGANIZED
COLLABORATIVE
LEADING
PROFESSIONAL
WELCOMING
INNOVATIVE
UNIQUE
SUSTAINABLE

CHATHAM COUNTY GOVERNMENT COMPLEX & PARK - VISIONING

GUIDING PRIORITIES

IDENTITY / PRESENCE	● ● ●
PLACEMAKING	
CONNECTIVITY	● ● ●
GROWTH & ADVANCEMENT	
AMENITIES	● ● ● ●
COLLABORATION	
BUILDING CHARACTER	● ●
CONVENIENCE	● ● ●
SUSTAINABILITY / ENVIRONMENT / HEALTH	● ● ●
MAINTENANCE	
SECURITY AND SAFETY	
FLEXIBILITY	

VISIONING SESSION

Keep / Toss Exercise

A dialogue was conducted in order to analyze what is working in the current workplace environment and what could be improved in the new workplace.

+ Desirable

- + Good Acoustics
(sound masking)
- + Controlled Space
- + Transformative
- + Warm
- + Professional
- + Wayfinding
- + Outdoor Space
- + Fitness Center
- + Conservative/
Progressive Balance
- + Secure
- + ADA Accessible
- + Room for Growth
- + Parking
- + On-site Storage
- + Inclusive
- + Multipurpose
- + Connectivity
- + Conversational
- + Windows & Light
- + Variety
- + Collaboration as
Needed
- + Informal/Formal
Meeting Spaces
- + Balance Open/
Enclosed Space
- + Offices
- + Lounge Area
- + User-Friendly
- + Welcoming

— Undesirable

- Sterile
- Workstation spillover into corridor
- Cube farm
- Too open
- Distractions
- Lack of privacy
- Noise
- Unsafe

INTERVIEWS



INTERVIEW OVERVIEW

Departmental Interviews

Small group interviews were conducted with each department, in conjunction with the programmatic information provided, covering the qualitative aspects of the nature of work, their work style and processes, as well as qualitative insight on the work environment.

Board of Elections
4 ppl

i1

Central Permitting,
Bldg/Fire Inspections
16 ppl

i2

County Manager's
Office
15 ppl

i3

Watershed Protection
(formerly EQ)
4 ppl

i4

Finance
9 ppl

i5

Enviro. Health, Health
Admin/Promotion
29 ppl

i6

Parks & Recreation
4 ppl

i7

Planning
10 ppl

i8

Register of Deeds
6 ppl

i9

Tax Administration
16 ppl

i10

INTERVIEW FINDINGS

Key Interview & Survey Takeaways

A summary of the most common requests that were captured through our various interactions with each department.

Incorporated into Programming

- + Create a shared main lobby
- + Standardize offices and workstation sizes
- + Percentage of offices varies by department. Based on employee position or privacy required
- + Create an outdoor space / park
- + Incorporate reservable shared conference rooms for large meetings
- + Centralized Mail room
- + Departmental coffee areas and a larger, common cafe with vending machines
- + Appropriate storage and filing
- + Copy / Print areas within each department
- + Shared Mother's rooms within the building
- + Parking requirements for visitors, staff and courthouse
- + Incorporated planning standards for circulation and building factor (includes stairs, shafts, elevators, etc.)

To be Incorporated in Planning / Design

- + Clear navigation and wayfinding throughout
- + Department adjacencies
- + Access to natural daylighting and views
- + Improved transparency while managing privacy
- + Address acoustics in open office and between enclosed rooms
- + Integrated technology within meeting rooms
- + Height adjustable desks
- + Improved security in reception / waiting areas while maintaining welcoming feel for visitors (includes card readers to access employee space as well as cameras and glass dividers)
- + Improved phone system and system for receiving/assigning visitors
- + Incorporate a building system override incase the building needs to remain locked (i.e. inclement weather)
- + Improve security around exterior of building - walkways and parking to be well lit and security cameras to be incorporated
- + Encourage movement and wellness (request for internal open stair)

"Require access to reservable large meeting rooms"

"Fitness center with showers and lockers"

"Improve security, but still welcoming"

Was Not Incorporated

- + Request for offices +225 SF
- + Recreational Center for Parks & Rec.
- + Fitness center with lockers and showers
- + Full conferencing center with 100p rooms (However, 50p max room was included)
- + On-site credit union or improved process for money deposits
- + On-site child care
- + Outside vendors incorporated into common cafe

PROGRAM ANALYSIS



STAFF PROJECTIONS

Chatham County Government Employees

Solutions for Local Government, Inc. (SFLG) created three (3) staffing scenarios based on the survey information provided by each department, FTE employee history and the State's baseline projections for resident population. 30-year staff projections were generated for each department and were graphically illustrated in 10-year increments.

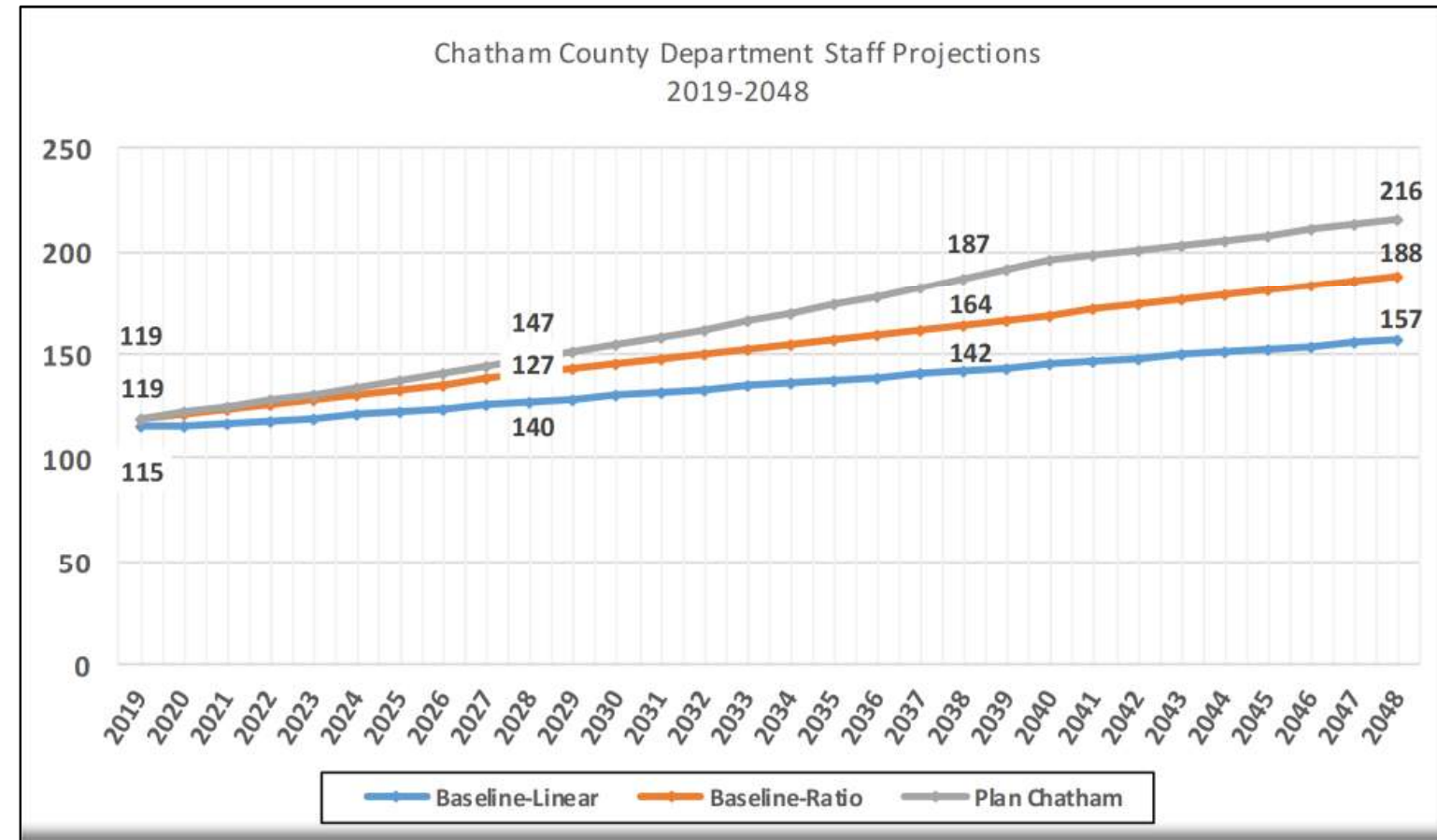
The scenarios were as follows:

Baseline-Linear Forecast

Baseline-Ratio

Plan Chatham

Each department reviewed SFLG's findings and selected their preferred growth model. The program numbers are a representation of their selections along with information gathered in departmental surveys and interviews.



Scenario	Year				2019-2048 Increase	
	2019	2028	2038	2048	Percentage	No. Employees
Linear	115	140	142	157	36.5%	42
Ratio	115	127	164	188	63.5%	73
Plan Chatham	119	147	187	216	81.5%	97

PROGRAM SUMMARY

Chatham County Government Complex

* Refer to the full program PDF for specific departmental and support space breakdowns

Utilizes 140 SF Offices

Retains 48 SF (6' x 8') Workstations

	Space Requirements							
	Staff Growth Projections				Proposed Area			
	2018	2028	2038	2048	2018	2028	2038	2048
Workplace Departments								
Board of Elections	4	5	6	7	3,162	4,296	4,361	5,152
Central Permitting/Bldg Inspections/Fire Inspection	16	21	27	31	2,279	5,378	5,891	6,772
County Manager's Office (Incl. HR & Governing Board)	15	16	18	21	6,083	6,693	7,170	8,440
Watershed Protection (formerly EQ)	4	10	12	15	1,315	3,297	3,551	3,918
Finance	9	11	13	15	2,371	3,632	4,010	4,388
Enviro. Health and Health Admin/Promotion	29	41	48	55	5,607	6,858	8,100	8,802
Parks and Recreation	4	9	11	13	1,720	3,667	3,796	4,147
Planning	10	12	16	19	2,341	4,196	4,552	5,195
Register of Deeds	6	8	10	12	2,411	4,072	4,201	4,320
Tax Administration	16	22	26	29	3,993	5,870	6,367	6,685
Subtotal FTE Workplace	113	155	187	217	31,281	47,957	51,998	57,818
NUSF/PP Workplace					277	309	278	266
Shared Support Space								
Conference					900	6,600	7,625	7,625
Departmental Support					3,312	5,203	5,281	5,361
Facility Support					6,345	9,734	9,734	10,409
Subtotal Shared Support Space					10,557	21,536	22,639	23,394
NUSF/PP Support Spaces					93	139	121	108
Total Program Area					41,838	69,494	74,637	81,212
+ 35% Building Factor (This is an estimate. Includes restrooms, exit stairs, shafts, etc. Exact % TBD)					56,481	93,817	100,760	109,636

	2018 (Current)	2028	2038	2048
Total Private Offices:	54	64	73	88
Total Shared Offices:	1	0	0	0
Total Staff in Offices:	56	64	73	88
Total Workstations:	57	91	114	129

Office to Workstation Ratio	50% : 50%	42% : 58%	40% : 60%	41% : 59%

General Notes

Office to Wkst Ratio of **41% : 59%**

Staff vehicles + 30 county vehicles require spots in parking deck. Prefer staff vehicles to be separate/secure from public parking.

Standard Office Size: 140 SF

Standard Workstation Size: 48 SF

SUPPORT SPACES (WITHIN EACH DEPARTMENT)

REQUESTED BY EACH DEPARTMENT

Includes:
 5% Hotelling/Touch-down Areas
 Copy/Print/Supply Room
 Coffee/Break Areas
 Coat Closet

	Space Requirements												COMMENTS
	CURRENT 2018			YE2028			YE2038			YE2048			
	QTY	SF	SF	QTY	SF	SF	QTY	SF	SF	QTY	SF	SF	
Special Areas													
Hotelling/Touch-down Areas (5%)	6	36	203	8	36	279	9	36	337	11	36	396	
Copy/Print/Supply	7	150	1,050	11	150	1,650	11	150	1,650	11	150	1,650	(1) per Dpt. (2) for Health Groups.
Coffee/Break	8	150	1,200	11	150	1,650	11	150	1,650	11	150	1,650	
Coat Closet	0	25	0	11	25	275	11	25	275	11	25	275	
Subtotal Special Areas		2,453		3,854			3,912			3,971			
Subtotal		2,453		3,854			3,912			3,971			
Planning Factor (35%)		859		1,349			1,369			1,390			
Total NUSF		3,312		5,203			5,281			5,361			

DEPARTMENTAL SUPPORT

Notes

SUPPORT SPACES (THROUGHOUT BUILDING)

SHARED BY ALL DEPARTMENTS

Shared Conferencing Includes:
 12-30p Meeting Rooms
 (1) 50p Training Room
 Conferencing Lobby/Common Area
 Pre-Function Area
 Catering Kitchen

Facility Support Includes:
 1st Floor Main Lobby
 Common Cafe/Lounge
 Mail/Shipping/Receiving Area
 General Building Storage
 Mother's/Wellness Rooms
 Server & Equipment Rooms

SHARED CONFERENCING

	Space Requirements												COMMENTS	Notes
	CURRENT 2018			YE2028			YE2038			YE2048				
	QTY	SF	SF	QTY	SF	SF	QTY	SF	SF	QTY	SF	SF		
Shared Conferencing														
Meeting Room (9-12p)	0	400	0	1	400	400	2	400	800	2	400	800		
Meeting Room (13-16p)	0	420	0	2	420	840	3	420	1,260	3	420	1,260		
Meeting Room (17-30p)	0	720	0	2	720	1,440	2	720	1,440	2	720	1,440		
Lg. Training Room (50p)	0	1,200	0	1	1,200	1,200	1	1,200	1,200	1	1,200	1,200	*Can be divisible into 2 smaller 25p rooms	
Dunlap Current Shared 6-8p Conf.	3	240	720	0	240	0	0	240	0	0	240	0	Existing shared conference located off of public waiting area	
Subtotal Special Areas			720			3,880			4,700			4,700		
Facility Support														
Lobby/Common Area	0	400	0	1	200	200	1	200	200	1	200	200		
Pre-Function	0	500	0	1	500	500	1	500	500	1	500	500		
Catering Kitchen	0	300	0	1	300	300	1	300	300	1	300	300		
Server Room/MDF	0	200	0	1	200	200	1	200	200	1	200	200		
IDF	0	200	0	1	200	200	1	200	200	1	200	200		
Subtotal Special Areas			0			1,400			1,400			1,400		
Subtotal			720			5,280			6,100			6,100		
Planning Factor (25%)			180			1,320			1,525			1,525		
Total NUSF			900			6,600			7,625			7,625		

General Notes

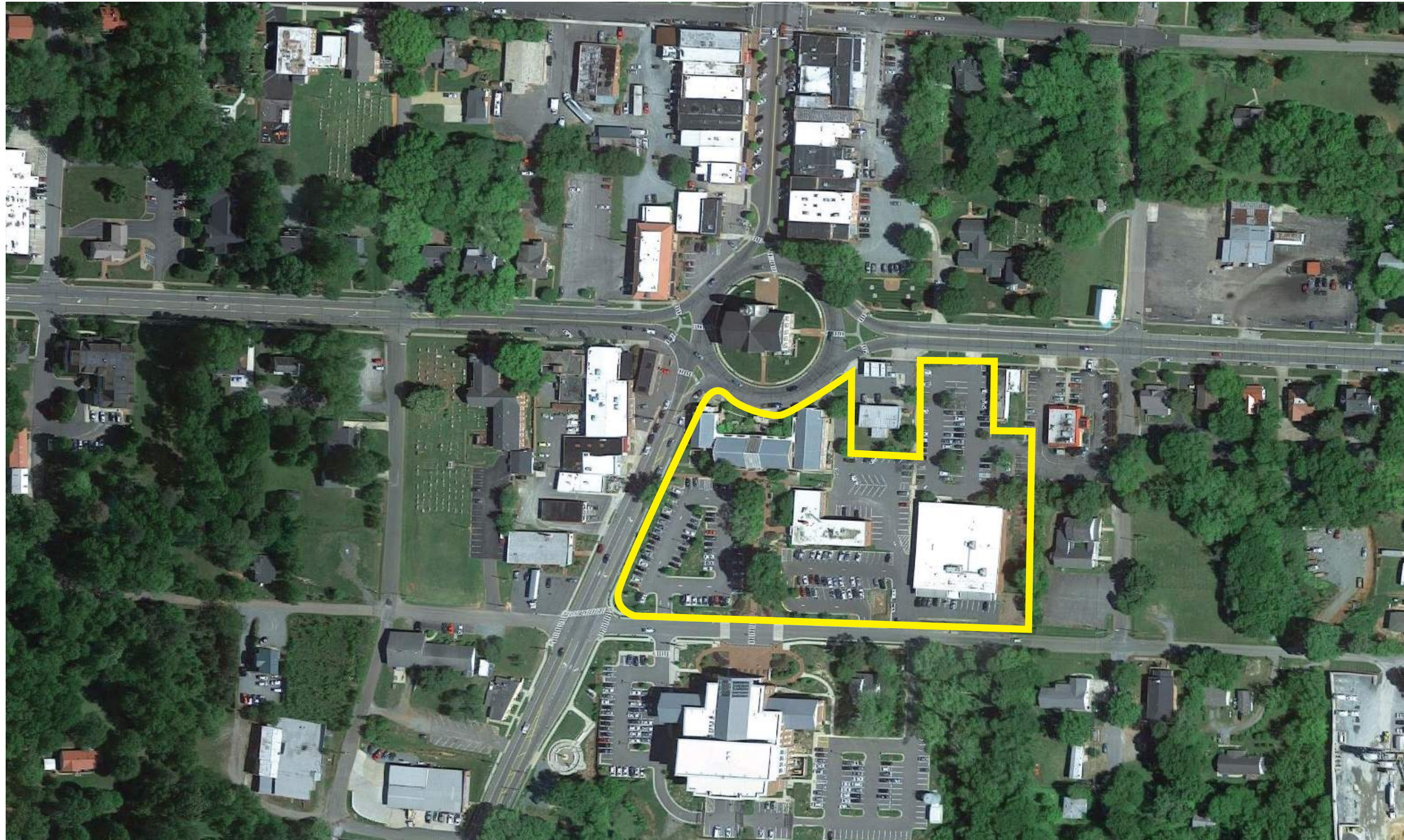
All conference and training rooms to be reservable with the exception of phone rooms.

FACILITY SUPPORT

	Space Requirements												COMMENTS	Function
	CURRENT 2018			YE2028			YE2038			YE2048				
	QTY	SF	Total SF	QTY	SF	Total SF	QTY	SF	SF	QTY	SF	SF		
Special Areas														
Reception/Security Desk at Lobby	1	1,000	1,000	1	1,000	1,000	1	1,000	1,000	1	1,000	1,000		
Common Café/Lounge	0	1,500	0	1	1,500	1,500	1	1,500	1,500	1	1,500	1,500		
Coffee/Break	8	150	1,200	11	150	1,650	11	150	1,650	11	150	1,650	(1) per Dpt. (2) for Health Groups.	
Mail/Shipping/Receiving Area	1	300	300	1	300	300	1	300	300	1	400	400	Currently in Finance Dept.	
General Bldg Storage	0	0	0	3	200	600	3	200	600	5	200	1,000		
Server Room	11	200	2,200	3	200	600	3	200	600	3	200	600		
MDF	0	0	0	3	200	600	3	200	600	3	200	600		
IDF	0	0	0	3	200	600	3	200	600	3	200	600		
Mother's Room	0	0	0	3	120	360	3	120	360	3	120	360		
Other	0	0	0	0	0	0	0	0	0	0	0	0		
Subtotal Special Areas			4,700			7,210			7,210			7,710		
Subtotal			4,700			7,210			7,210			7,710		
Planning Factor (35%)			1,645			2,524			2,524			2,699		
Total NUSF			6,345			9,734			9,734			10,409		

Site Analysis

SITE OVERVIEW



SITE ANALYSIS

Existing Conditions

Acres: 4.5

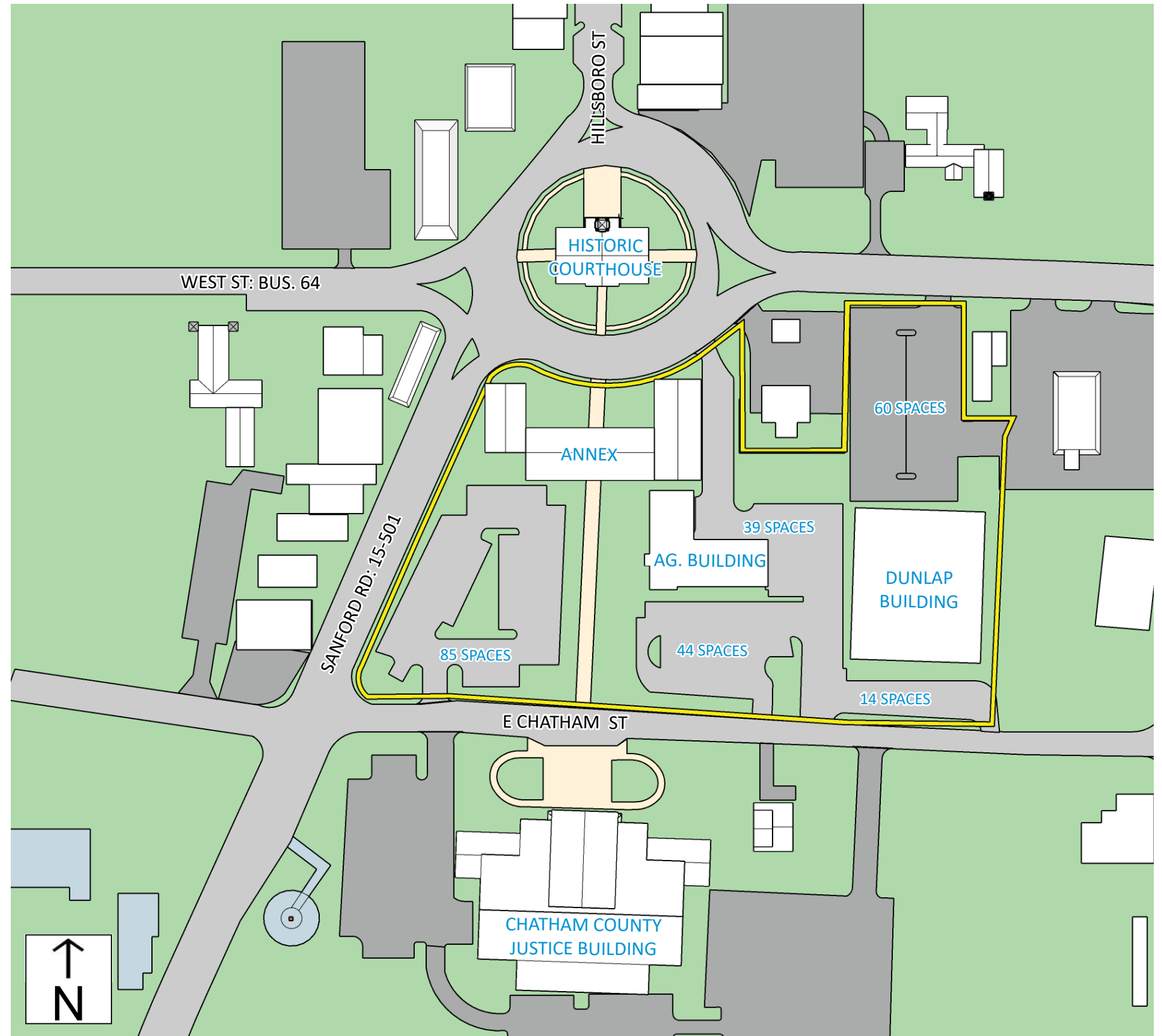
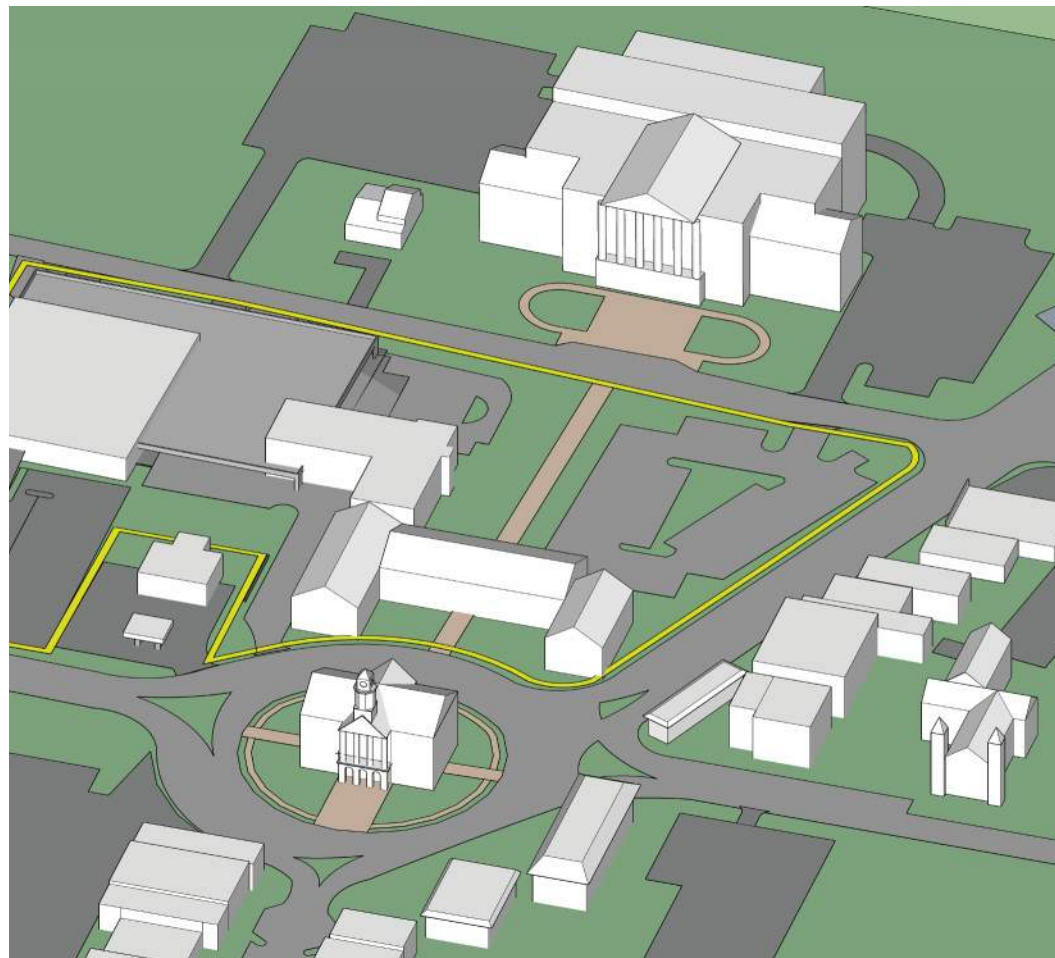
Slope: 12' Fall North to South, Fall 12' West to East

Existing Parking: 242 (North of Chatham St.)

Zoning: C-4 (Commercial 4) & O-I (Office & Industrial)

Setbacks: 0 ft. Unless abutting Residential, then 10 ft.

Maximum Building Height: 50'-0"



Initial Concepts (A-F)

ORIGINAL PROGRAMMING SUMMARY (has since been updated)

Office Space Needs

- 100,000 GSF (low end of range for most efficient usage)
- Includes Shared Conferencing for large meeting rooms
- Does not include Recreational Facility
- Programmed office size: 175 sf
- Programmed workstation size: 48 sf

Parking

- 250 spaces – Recreates the existing surface spaces on site today including visitors and county vehicles
- Note – Office Ratio is typically 4 spaces per 1000 SF (100,000 SF bldg. would require 400 spaces not including visitors)

Park

- Park vision discussion

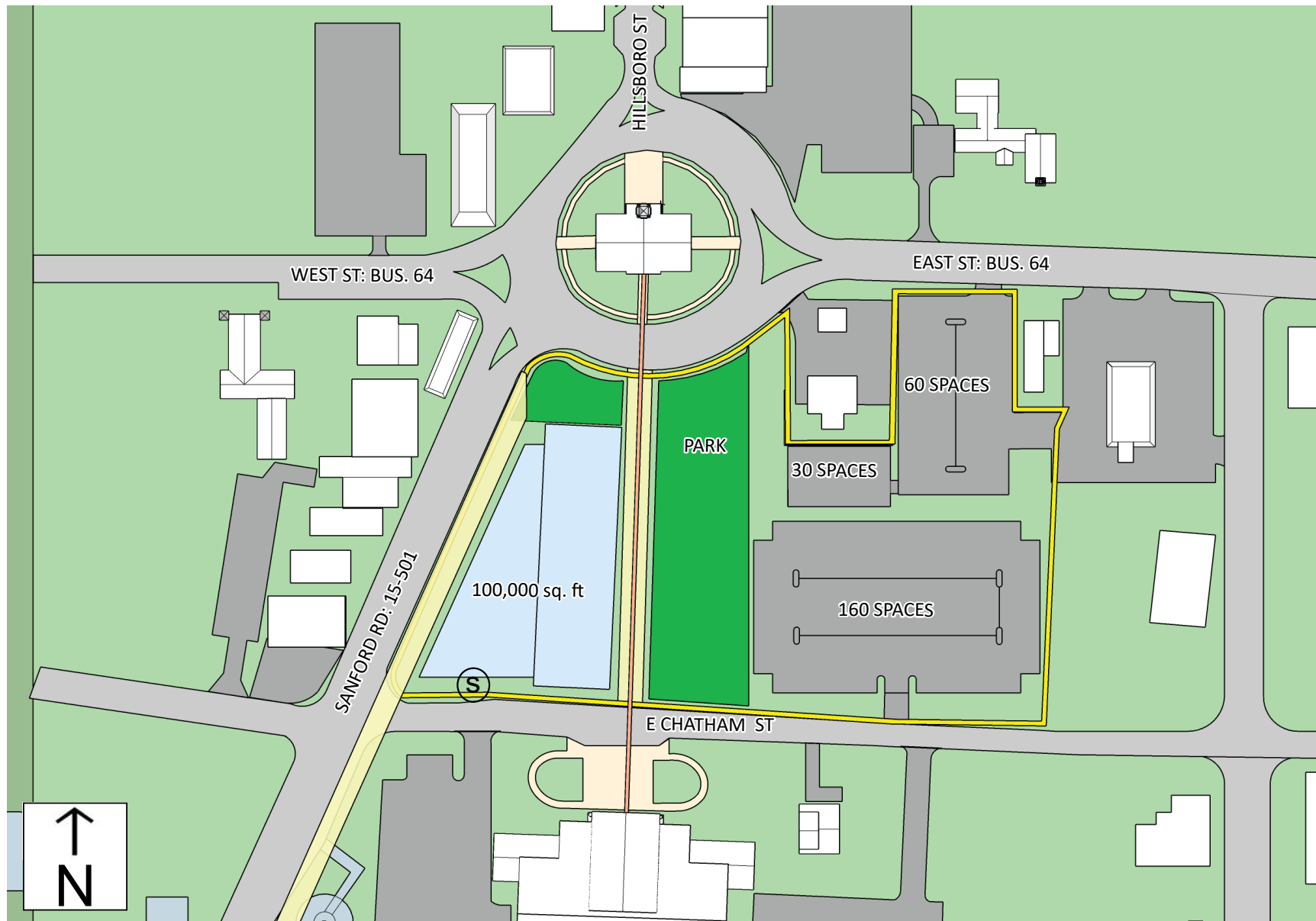
CONCEPT A

PROS

- Open axis between court houses
- Street frontage on 15-501

CONS

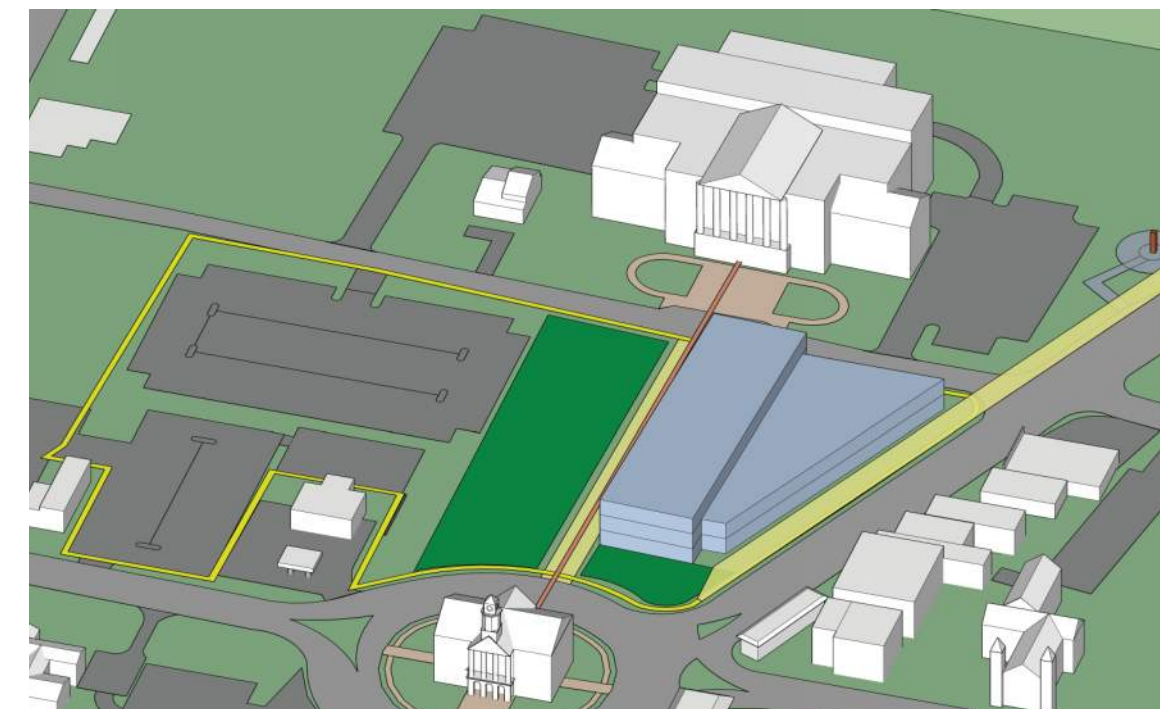
- Must demo the Annex Bldg. 1st (displacement of staff)
- Parking distance for visitors



Impacted Buildings



3D Axon View



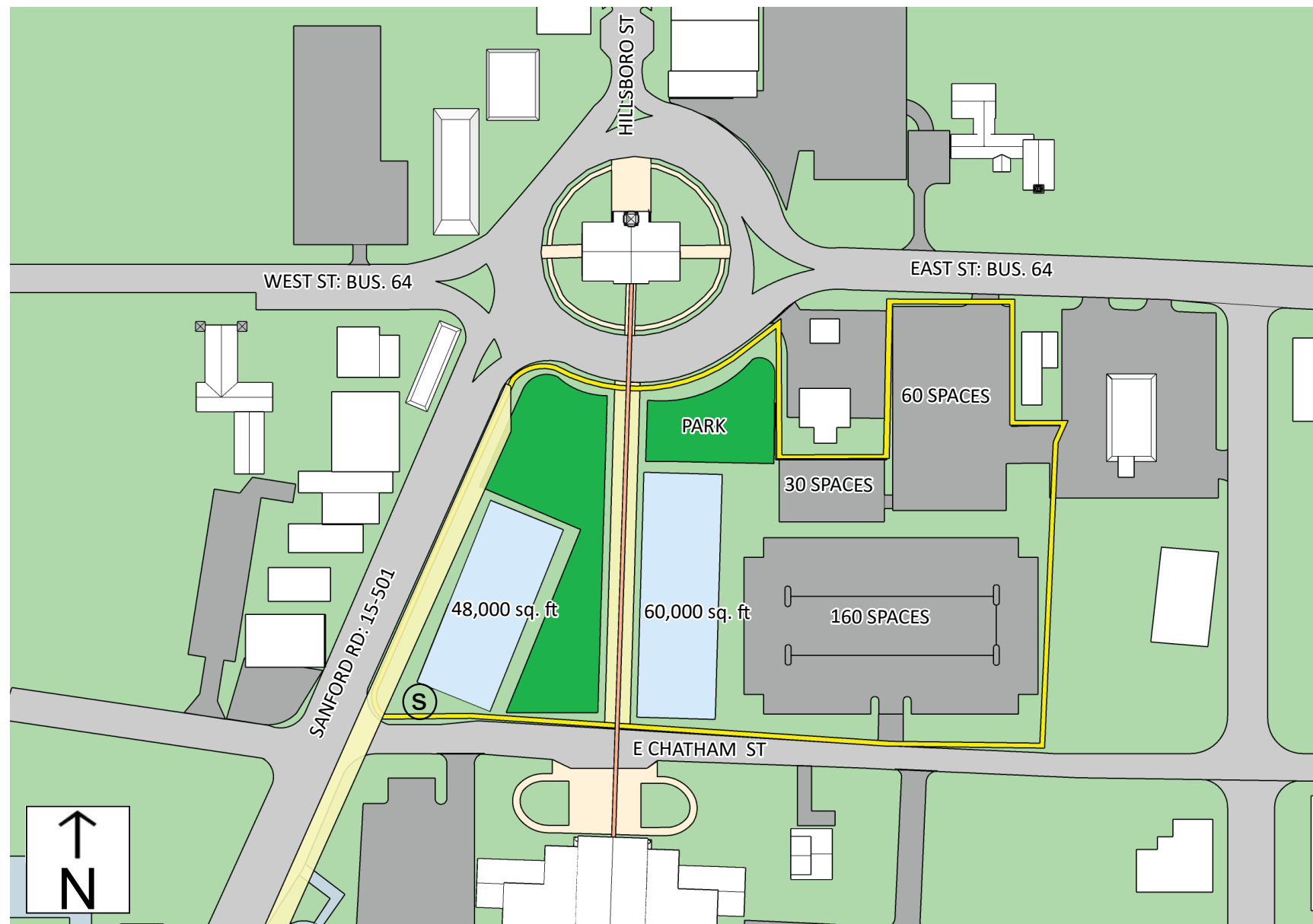
CONCEPT B

PROS

- Phasing allows the Annex Bldg. to stay in place
- Open pedestrian axis framed by buildings
- 15-501 Streetscape

CONS

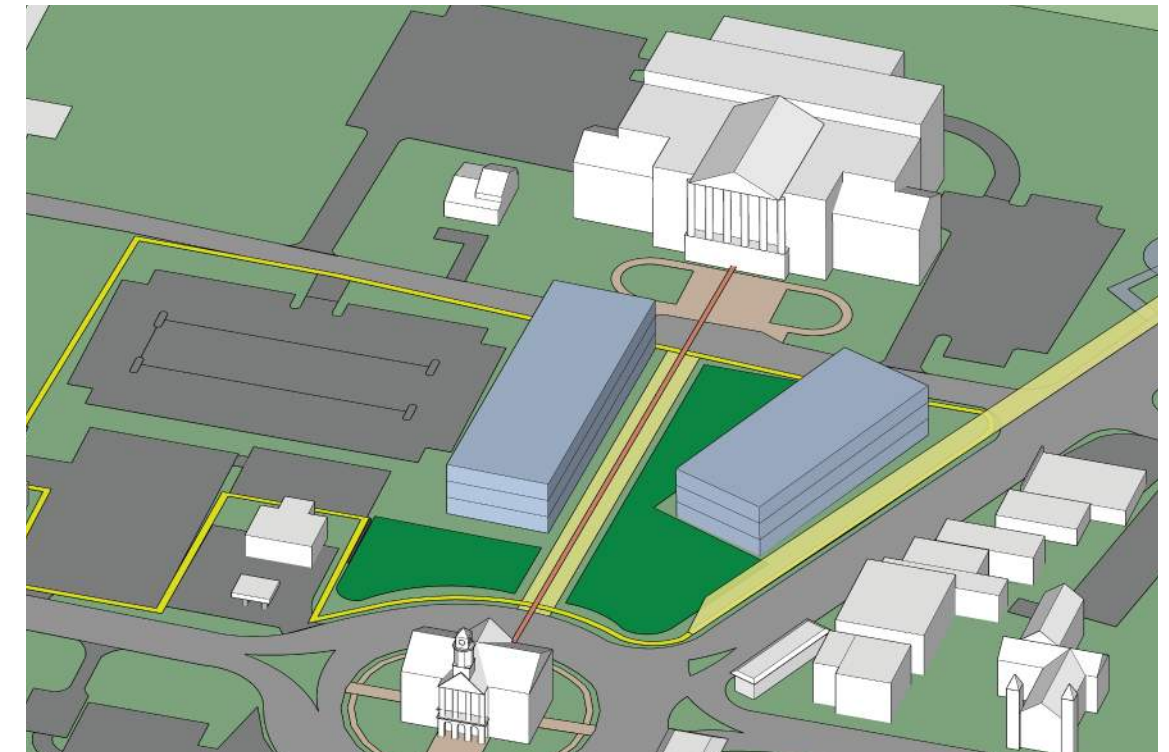
- 2 Building scheme adds cost



Impacted Buildings



3D Axon View



CONCEPT C

PROS

Community Park has address on roundabout
Street Frontage on 15-501
Keeps the Annex in place

CONS

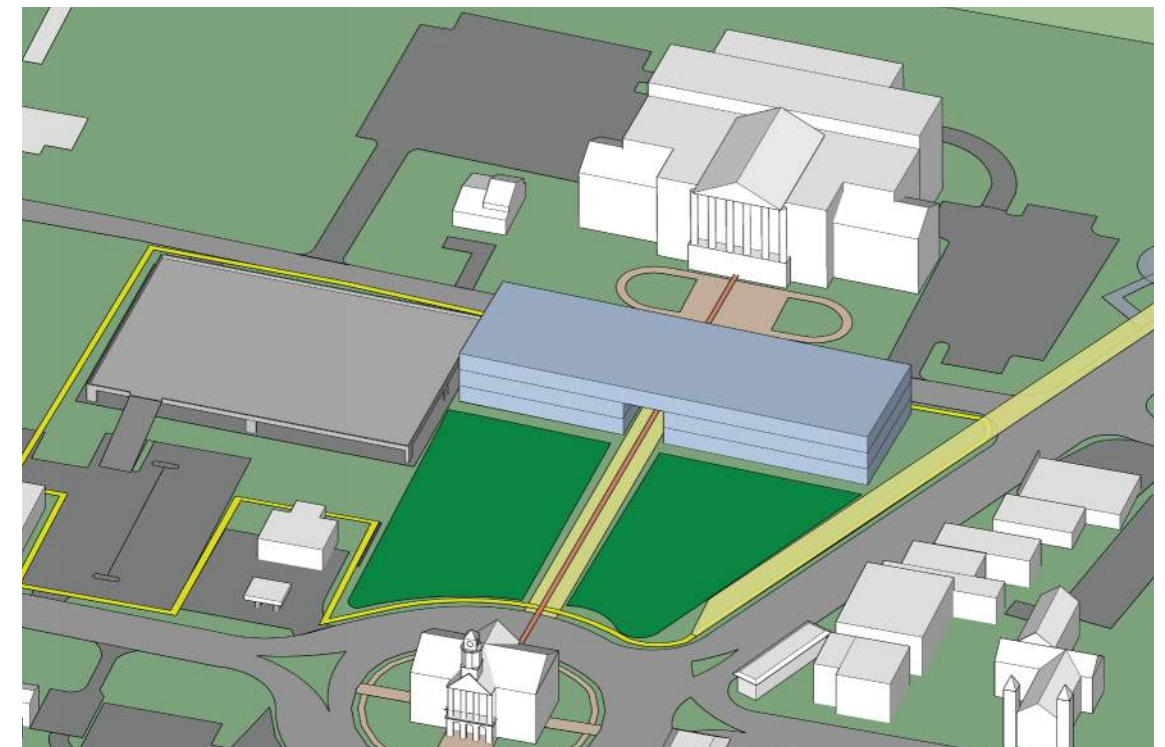
Blocks connecting view between courthouses



Impacted Buildings



3D Axon View



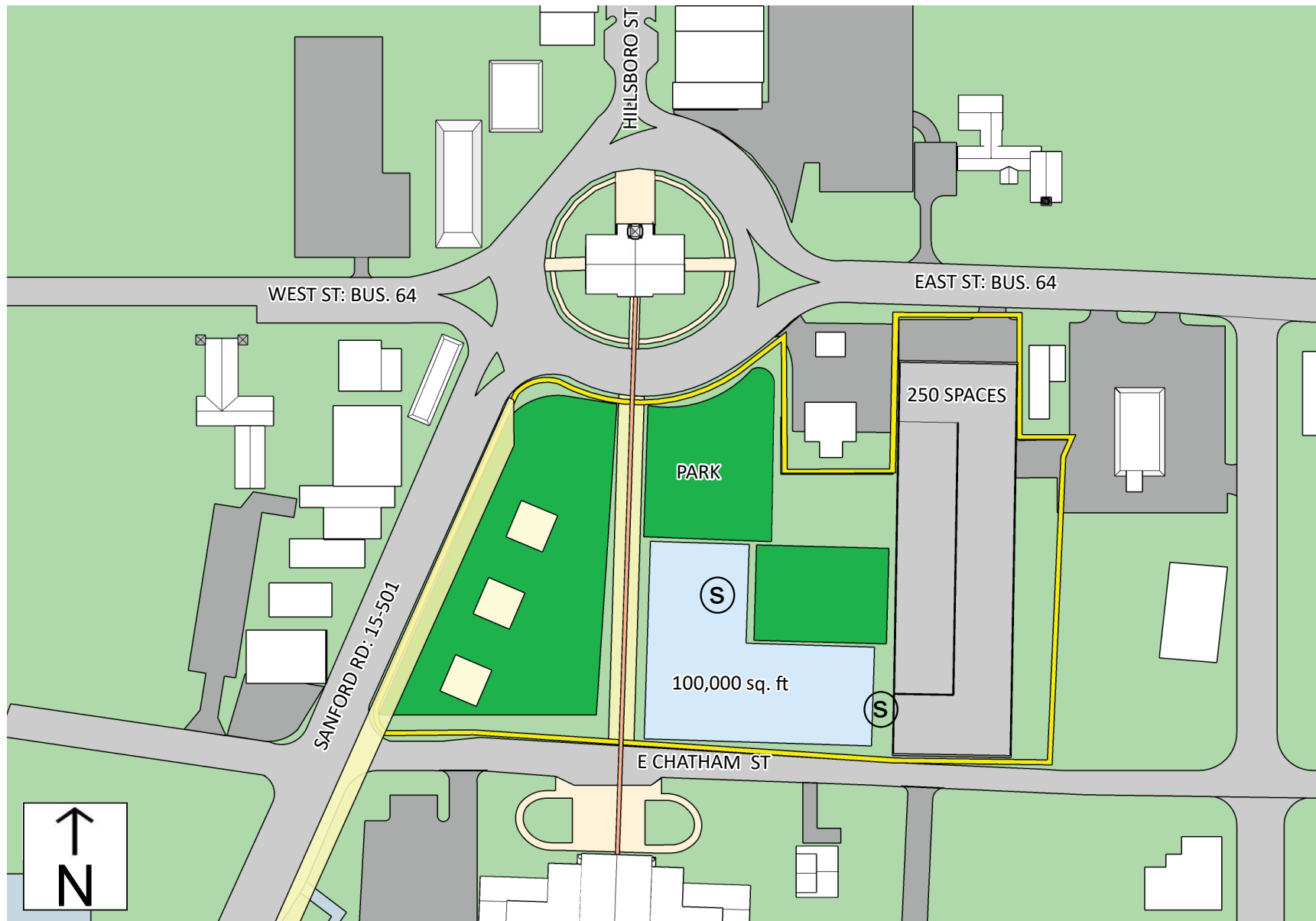
CONCEPT D

PROS

- Keeps existing buildings in place
- Large community park
- Private staff parking
- Keeps open axis between courthouses

CONS

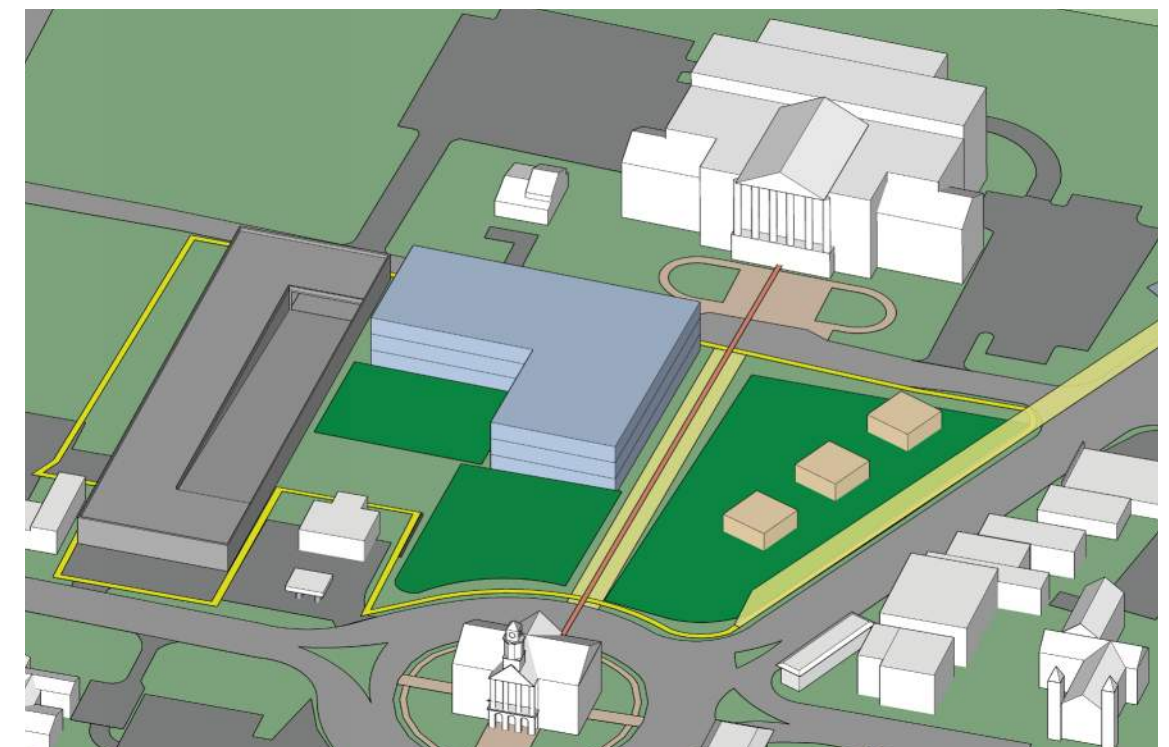
- Parking deck fronts 64
- Lack of civic building presence
- Surface parking replaced with deck parking (higher cost)



Impacted Buildings



3D Axon View



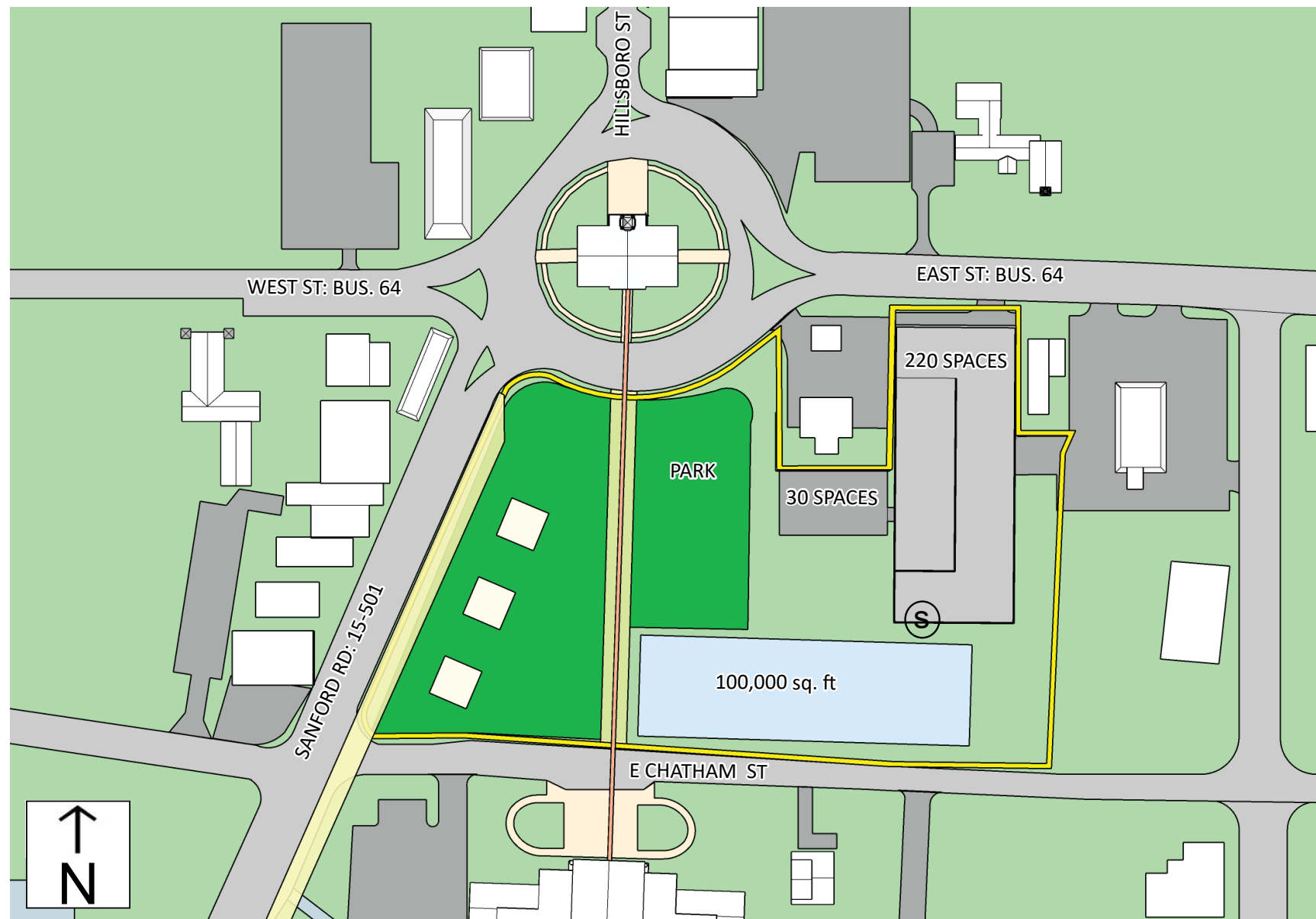
CONCEPT E

PROS

- Keeps existing buildings in place
- Large community park
- 15-501 Streetscape
- Employee Parking

CONS

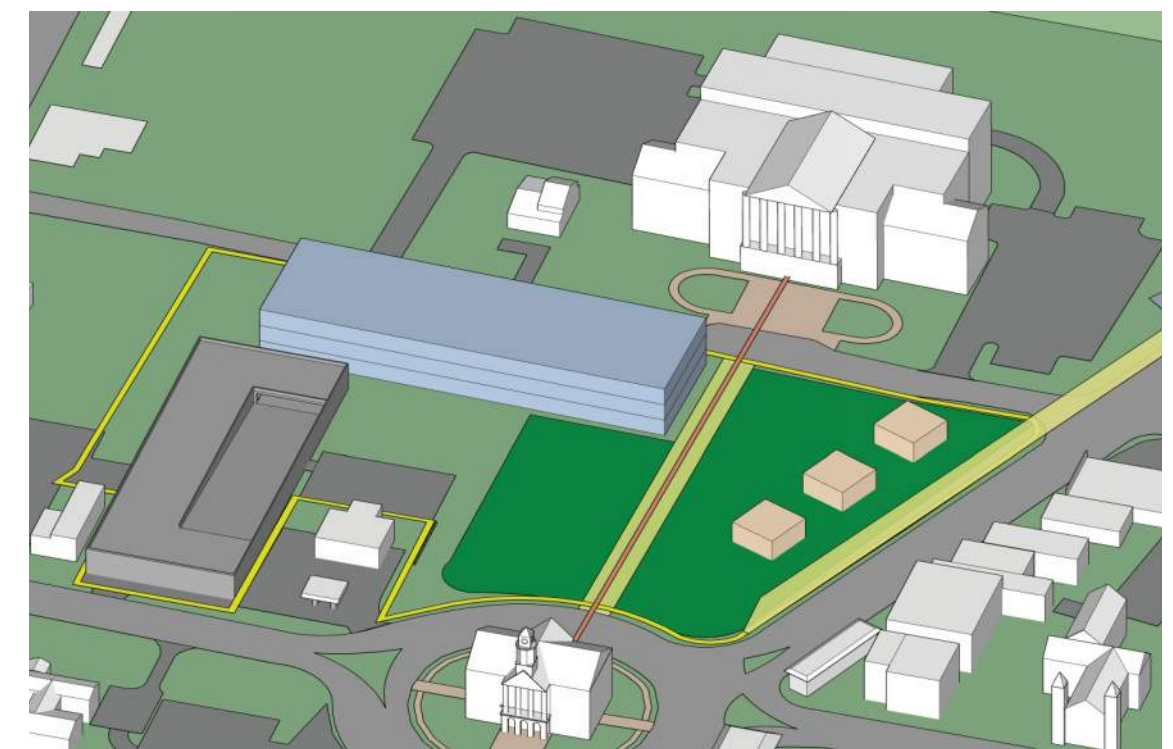
- Lack of civic building presence
- Parking deck cost
- Parking deck presence on 65



Impacted Buildings



3D Axon View



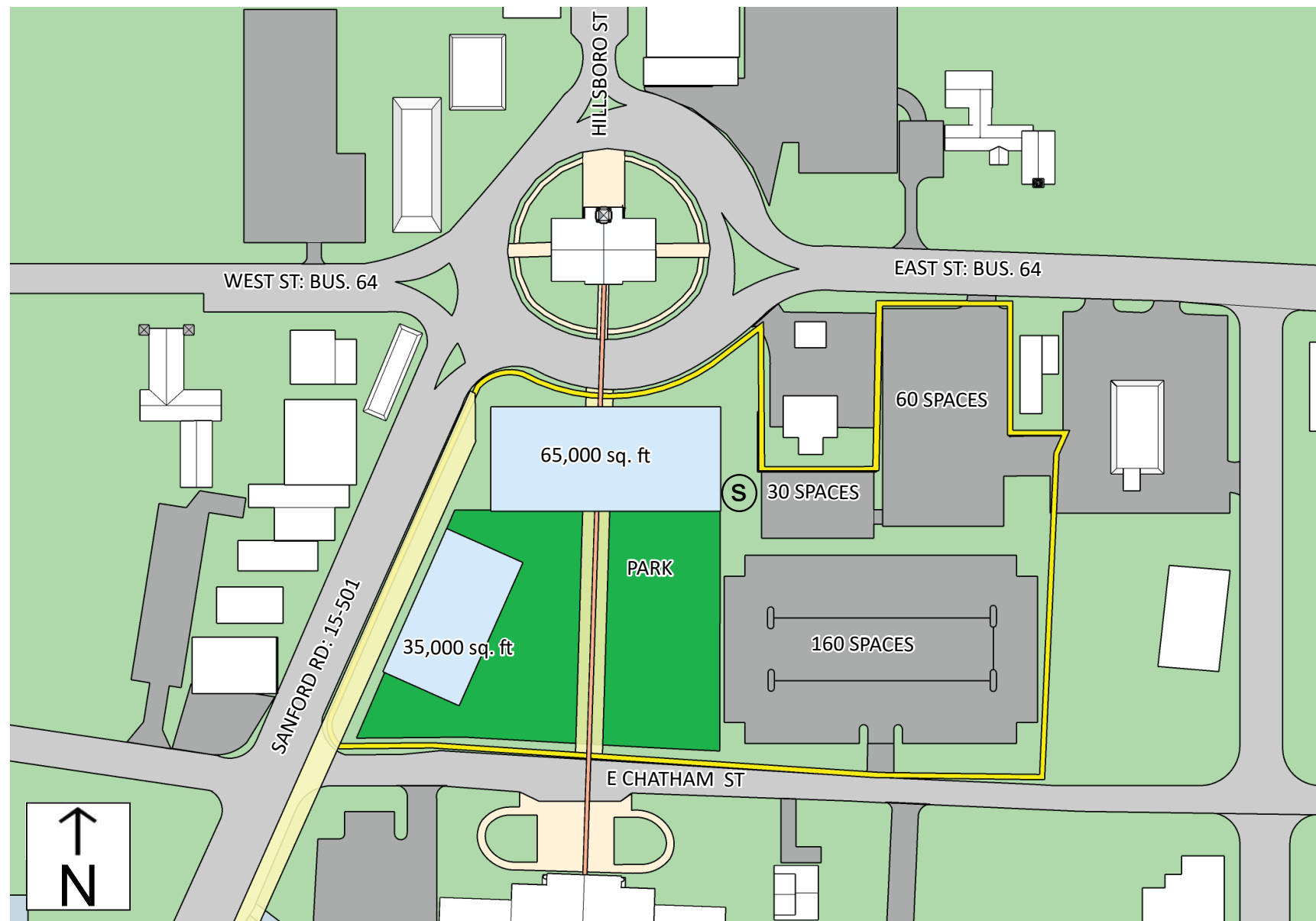
CONCEPT F

PROS

- Allows existing building to remain during phase 1 of construction
- Building address on roundabout
- Streetscape on 15-501

CONS

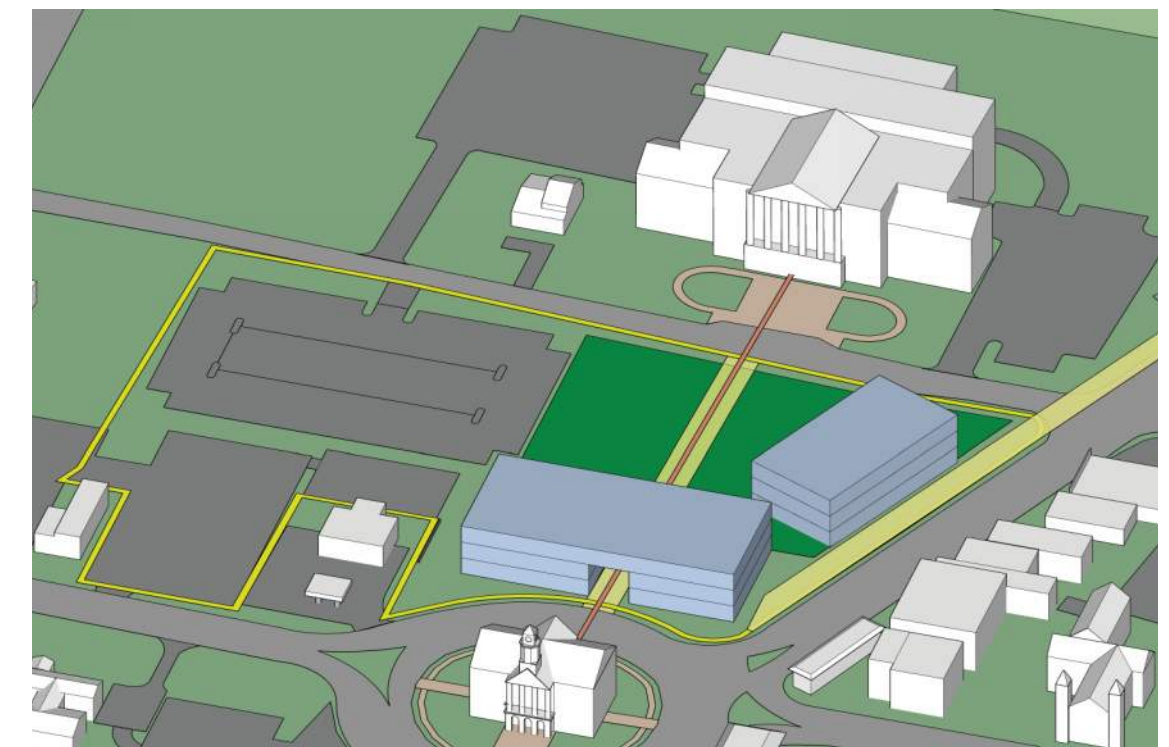
- Blocks connecting view between courthouses
- 2 Building scheme adds cost
- Park is less open to the public



Impacted Buildings



3D Axon View



SCHEME 1



SCHEME 1



SCHEME 1

100,000 SF Total

3 Floors

33,300 SF Per Floor

357 Parking Spaces

Open Space Oriented Along 15-501 and Roundabout

Pervious Parking Plaza



SCHEME 2



SCHEME 2



SCHEME 2

100,000 SF Total

3 Floors

33,300 SF Per Floor

330 Parking Spaces

Open Space Oriented Toward Roundabout

Pervious Parking Plaza



SCHEME 3



SCHEME 3



SCHEME 3

- 108,000 SF Total
- 3 Floors
- 2 Buildings
- 36,000 sf Per Floor
- 306 Parking Spaces
- Open Space Oriented Along 15-501 and Roundabout



Preliminary Cost Estimate

PRELIMINARY COST ESTIMATE

Generated for Schemes 1-3

	Hard Costs	Soft Costs				Escalation Per year	
	Construction Cost	Design Fees	FFE-Technology	Misc Services	Contingency		Total Project Cost
		10% of construction	15% of construction	2% of construction	5% of Soft & Hard		
Scheme 1	\$ 41,978,218.00	\$ 4,197,821.80	\$ 6,296,732.70	\$ 839,564.36	\$ 2,665,616.84	\$ 55,977,953.70	\$ 2,821,288.87
Scheme 2	\$ 42,492,891.00	\$ 4,249,289.10	\$ 6,373,933.65	\$ 849,857.82	\$ 2,698,298.58	\$ 56,664,270.15	\$ 2,855,879.22
Scheme 3	\$ 43,103,883.00	\$ 4,310,388.30	\$ 6,465,582.45	\$ 862,077.66	\$ 2,737,096.57	\$ 57,479,027.98	\$ 2,896,943.01

Discussion...
