

Memorandum

To: Honorable Mayor and Members of the City Council
From: Lara Biggs, Bureau Chief - Capital Planning/City Engineer
CC: Edgar Cano, Acting Public Works Agency Director
Subject: Approval of Contract Award with AECOM for the Civic Center and Police/Fire Headquarters Relocation Feasibility Study (RFP 21-27)
Date: October 25, 2021

Recommended Action:

Staff recommends that the City Council authorize the Interim City Manager to execute a contract with AECOM (303 East Wacker Drive, Suite 1400, Chicago, Illinois 60601) for the Civic Center and Police/Fire Headquarters Relocation Feasibility Study (RFP 21-27) in the amount of \$367,249.30. Background information on the Civic Center and Police/Fire Headquarters will be presented for discussion.

Funding Source:

Funding will be from the Capital Improvement Fund 2020 General Obligation bond in the amount of \$180,000 (Account 415.40.4120.62145 - 621012) and from the 2021 General Obligation Bond (Account 415.40.4121.62145 - 621012) in the amount of \$187,249.30. A detailed funding summary is attached.

Council Action:

For Action

Summary:

The Lorraine H. Morton Civic Center was constructed in two phases beginning with the east-west wing in 1901 as a catholic parish boarding school. In 1915, the building was sold to the Sisters of Providence who named the school the Marywood Academy. In 1924 the north-south wing was constructed and the school continued in operation until 1970. The City of Evanston acquired the building in the 1970's, and relocated the city hall from downtown Evanston to the location at 2100 Ridge Avenue following a minimal rehabilitation of the building. In 1997, the cost of needed improvements became apparent, as a number of the building systems required improvements. This began a community discussion over the relocation of city hall and the repurposing of the property versus the cost of rehabilitation, which continued until approximately 2009, when a decision was made to continue to occupy the building. In 2010, the roof was replaced for approximately \$1.7 million. The 3rd and 4th floor men's washrooms were remodeled in 2013 at a cost of \$345,000. In 2019, the elevators

were modernized at a cost of \$400,000. A number of additional interior renovation projects have been completed, mostly by facilities management staff. No other renovations of major building systems have occurred in decades.

On July 9, 2018, City Council approved a contract with Grumman/Butkus to analyze the lifecycle costs of different options for overhauling the building's HVAC system. During the study, several critical issues were identified:

- Multiple components of the HVAC heating and cooling systems are failing, including a substantial portion of the distribution system piping which has corroded out from the inside and needs to be replaced
- The existing layout and design of the cooling system is maintenance intensive and takes a substantial amount of staff time to keep in operation, far more than would be expected for a building of this size
- The building's electrical system is undersized for its current demand and the main switchgear is at the end of its useful life, and the layout of the switchgear and distribution panels do not comply with current building code. Any upgrade of the HVAC system will require the electrical system to be rehabilitated in order to supply adequate power

The estimated capital cost for the replacement HVAC and electrical system in 2019 dollars is more than \$10M.

Two items have been identified that were not addressed in the Grumman/Butkus Study, which

may substantially change the recommended design of the HVAC and electrical systems:

1. On 12/10/18, the City Council adopted Resolution 105-R-18, the Evanston Climate Action Resiliency Plan (CARP). CARP contains a goal to require net zero greenhouse gas emissions building codes for residential and commercial new construction retrofits by 2030. The options for the replacement of the Civic Center HVAC need to be re-evaluated considering this goal.
2. The pandemic has raised awareness of the importance of proper ventilation and air filtration in commercial buildings. This should also be considered when choosing the replacement technology for the new HVAC system.

Both of the options have the potential for changing the recommended alternative and increasing the estimated cost for the HVAC and electrical systems.

Civic Center Emergency Repairs:

Since the HVAC Study, two emergency repair projects on the boiler system have been completed to keep the building in operation: replacement of the feedwater tank in 2019 (\$109,000) and replacement of the boiler burner system in 2020 (\$113,197). Neither project substantially changes the ultimate rehabilitation cost for the HVAC and electrical systems.

In addition, water leaking into some 3rd and 4th floor offices is currently under investigation - City Council awarded a contract on 9/13/21 for emergency repairs (\$200,000) and staff is currently getting proposals for architectural investigation of the source of the water leaks and potential repair solutions (cost unknown). In addition, a remediation contractor will need to dry out any wet building materials once the source of the water is stopped. This contractor

will also need to do any cleanup necessary to prevent or mitigate mold growth (cost unknown).

Security:

Security at the Civic Center has been a concern for many years. Theft has been a recurrent problem. There is very little control on which building areas are easily accessed by the public. In addition to general concerns about safety of staff and community members exacerbated by the lack of access control, the layout and lack of a central lobby with a receptionist has resulted in a poor customer service experience for community members. Unless a person has previously visited the office that is their destination, they often cannot find it without assistance. Staff are frequently interrupted by people who need directions to get to the right place within the building. Community members will often have a concern and will drop-in for a discussion without an appointment. These interruptions adversely affect staff productivity. The ongoing pandemic and the lack of control over who can access private office spaces has further heightened concerns about safety.

Because of the layout of the building, it is difficult to retrofit the building with standard security measures. In order to channel the public into those areas intended as public spaces, some changing of walls and door locations is required. Because moving walls typically involves modifications to the HVAC and electrical systems, it is recommended to complete this work simultaneously with work on the HVAC and electrical system.

Other Considerations:

The building needs other miscellaneous retrofits. With any substantial construction work, Asbestos Containing Materials (ACM) will need to be remediated. With any substantial building code requirements, it is likely that additional restrooms will require to be located on the 1st or 2nd floor. The building also needs further modifications in order to be fully ADA compliant, such as with the main entrance off of Ridge Avenue, office door replacements and interior building signage.

In addition to the estimated cost of needed improvements, the existing building's use as an office building is not ideal for other reasons. There is no central lobby, nor is there one main entrance. Rooms are non-standard in size, creating inefficiently used office spaces. Men's and women's restrooms are unevenly distributed. Hallways are wider than normal, creating more wasted space. The building wiring was not designed to support modern office electrical needs, and the solid walls make uniform distribution of the building wi-fi system a challenge.

The existing Civic Center is approximately 120,000 sq ft of space. If city hall were to move to a more modern office space that is efficiently laid out, a cursory calculation of space needs by staff indicates a space requirement of approximately 70,000 sq ft. This should be verified by a consultant.

The total estimated cost for needed improvements at the Civic Center exceeds \$23M. The majority of these improvements are linked together, so phasing of the improvements will be difficult.

Police/Fire Headquarters:

The Police/Fire Headquarters building was originally built in 1949 to house the Evanston Police Department, the Municipal Court and a five-bay fire station. It was originally designed for a total of 87 police staff and 10 court personnel. The municipal court was eventually moved to the Civic Center, the fire station portion was repurposed, and the fire headquarters were relocated to this location. In the late 1990's, staff recommended building a new police headquarters with the same square footage on a different site in order to meet the needs at that time, but this recommendation was not acted upon. A renovation of portions of the building was completed in 2002. The building currently houses approximately 220 Police and Fire Department staff. Like the Civic Center, the Police/Fire Headquarters is woefully outdated and does not meet modern standards for holding cells, victim services support and overall security. The Police Fire Headquarters also needs a significant capital improvement investment. Staff has not completed a comprehensive analysis, but the following is a partial list of issues that should be addressed:

- Replacement of HVAC chillers
- Fire prevention system repairs
- Foundation repairs (there is periodic seepage into the basement)
- Security improvements
- ADA improvements
- Locker room renovations
- Fiber network upgrades

The estimated cost of these improvements needed over the next five years is \$5.5 million. If a full study of the police department needs were to be conducted, it is likely that additional needed repairs would result in a higher cost.

There are other challenges with the existing building. There is not sufficient space for current staffing levels. The building is not well laid out for the current use (e.g. locker rooms are spread out on multiple floors including the basement, parking for police vehicles is limited, the data closet is too small for the desired use and needs a better cooling system, the design of the building creates challenges in creating secure areas).

If changes or additions to police department staffing move forward, the building is not set up well to adjust. There is no extra space to convert to additional offices or interview spaces. Collaborations with staff from other city departments is complicated by the police building being located at a different site, particularly when those interactions would benefit from staff being able to collaborate in a shared space.

Civic Center/Police Fire Headquarters Relocation Feasibility Study:

Because of the substantial cost of needed improvements, staff is recommending that a consultant be hired to investigate the cost of relocation of the Civic Center and Police/Fire Headquarters. Once this study is complete, an informed decision can be made on renovation vs. relocation. If renovation is selected as the preferred alternate, the planning and design of the Civic Center renovation should begin promptly, as the HVAC system is unlikely to remain viable in the long-term.

The scope of work for this project is to assess the feasibility of consolidating the Civic Center and Police/Fire Headquarters into a new downtown or near downtown facility, as well as to assess the suitability of integrating this new facility with a Public-Private Partnership (PPP) venture. Specific items to be examined include:

1. Assessment of space needs (interior, site, parking, etc.) for the consolidated facility including development of design recommendations in response to the pandemic.
2. Identification of potential private institutional, educational, commercial, and/or affordable housing partners and feasibility of co-locating those partners through a PPP
3. Identification and evaluation of potential relocation sites.
4. Assessment of estimated costs for the relocation/consolidation and PPP as well as potential cost savings from service consolidation.
5. Evaluation of added community value created by co-locating with private institutional, educational, commercial, and/or affordable housing uses.
6. Estimation of the possible economic benefits of a new facility and its potential to serve as a catalyst to downtown's stability and growth.

On June 17, 2021, the City issued a Request for Proposal. On July 20, 2021, the City received five proposals from the following consulting firms:

Consultant	Address	Proposal Price
AECOM	303 East Wacker Drive, Suite 1400 Chicago, Illinois 60601	\$367,249.30
Jones Lang LaSalle Americas L.P.	200 East Randolph Drive Chicago, Illinois 60601	\$340,034.00
Cushman & Wakefield U.S., Inc.	225 West Wacker Drive, Suite 3000 Chicago, Illinois 60606	\$182,678.00
CBRE, Inc.	321 North Clark Street, Suite 3400 Chicago, Illinois 60654	\$422,911.00
Globetrotters Engineering Corporation	300 South Wacker Drive, Suite 400 Chicago, Illinois 60606	\$427,100

The proposal review and interview team consisted of:

- Lara Biggs – City Engineer
- Shane Cary – Architect/Project Manager
- Kelley Gandurski - Deputy City Manager
- Johanna Nyden – Director of Community Development
- Luke Stowe – Director of Administrative Services
- Linda Thomas – Purchasing Specialist
- Paul Zalmezak – Economic Development Manager

The submittals for the project were reviewed based on firms/sub-consultants: qualifications & expertise; project team, project approach, price/level of effort; willingness to execute agreement, completeness of proposal, and M/W/EBE participation. The proposals were rated and interviews were conducted with the top three firms. After the interviews were completed supplemental information was requested from the top two candidates. Including information from the interviews and supplemental information, the final scoring of the proposals is as follows:

Consultant	Qualifications & Experience	Project Team	Project Approach	Price / Level of Effort	Willingness to Execute the City Contract	Completeness of Proposal	M/W/EBE Participation	Interview	Supplemental Info	Total
Maximum Points	10	15	25	20	10	10	10	10	10	120
AECOM	9	14	23	10	8	10	10	9	9	102
Jones Lang LaSalle	10	13	24	11	9	9	10	8	6	100
Cushman & Wakefield	10	12	24	20	1	10	9	5		91
CBRE, Inc.	10	13	23	2	9	10	10			77
Globetrotters	5	8	6	9	10	8	10			56

AECOM demonstrated the best understanding of the project. Their references have indicated that the quality of their work is satisfactory. An excerpt from their proposal describing their project approach and cost breakdown is attached.

AECOM has indicated that they will meet our M/W/EBE goals. Stefanie Levine, a Senior Project Manager in the Bureau of Capital Planning and Engineering, has a conflict of interest with this consulting firm. She will not oversee the work performed by AECOM on this project. A memo reviewing their compliance is attached.

Detailed Funding Summary:

The following is a detailed breakdown of the funding sources:

Funding Source	Account	Available Budget	Project Cost
2020 General Obligation Bond	415.40.4120.62145 – 621012	\$ 180,000	\$ 180,000.00
2021 General Obligation Bond	415.40.4121.62145 – 621012	\$ 200,000	\$187,249.30
Total		\$ 380,000	\$ 367,249.30

Attachments:

[AECOM Project Approach and Pricing](#)

[MWEBE Memo RFP 21-27 Civic Center PFHQ Relocation Study](#)

Civic Center and Police/Fire Headquarters Relocation Feasibility Study

RFP #21-27

Submitted to: City of Evanston

03 August 2021

Delivering a better world

Project Approach

Project Understanding

Downtown Evanston has experienced significant growth and revitalization, with a mix of residential, retail, entertainment, and office uses, as well as recent investments in public infrastructure and gathering places. The City of Evanston's Civic Center, currently located outside of Downtown, is challenged by deferred maintenance, antiquated systems that do not comply with current standards and City policies, and a size and building layout that is not consistent with an accessible and positive experience for City residents and employees, particularly in consideration of the vast array of services and operations which are managed by staff located in the Civic Center. The Police and Fire Headquarters building also faces aging infrastructure challenges and requires additional space

to accommodate current needs, with 220 employees occupying a building originally designed for approximately 100 employees.

The City of Evanston has been discussing the need to better align the City's needs and the functionality of the Evanston Civic Center building since the mid-1990s and is now interested in evaluating the feasibility of relocating the Civic Center and Police and Fire Headquarters to a new site in Downtown Evanston. A new, consolidated development is an exciting opportunity to create an improved and updated environment for City, police, and fire staff, develop high quality public spaces and amenities for community residents, and leverage public investment in the new facilities to support continued revitalization of Downtown Evanston. We believe that new, relocated, and better designed facilities enhance the ability of City

Trends in Civic Center, Workplace, and Public Safety Design

There are a number of recent trends in workplace and public safety design that are relevant to a new Civic Center and Public Safety Headquarters project. Some of these include:

- Highly flexible office spaces with smaller workstations and greater numbers of conference rooms, breakout areas, and informal and formal meeting spaces
- Casual interaction spaces and zones where staff and/or public may meet informally, similar to "coffeehouse spaces"
- Integration of community amenities, such as multipurpose event and program areas, to allow the facility to generate activity in the evenings and weekends and to serve as a focal point for community gatherings and events.
- Inclusion of healthy building concepts or holistic fitness, such as design that encourage regular use of stairs, and indoor and outdoor courtyard spaces for group fitness such as yoga
- Development of outdoor spaces, from small courtyards to larger public plazas, which can be used a wide range of events, programming, and activities
- Presence of cafés, restaurants, or other private sector amenities and services
- Integrated technology available throughout the facility for staff and public use
- For public safety and other departments with training requirements, reimagined training rooms which allow for more virtual training opportunities.
- Security considerations such as lines of sight, technology, and other operational measures.
- Increased openness and flexibility in design of public and office spaces.
- Campus approach to planning, sometimes including public or private partners or mixed-use developments to enhance activity and increase financial feasibility.

staff across all departments and public safety professionals in the City of Evanston to provide exceptional services in a modern, inspirational environment and elevate the profile of the city as a whole. In a market characterized by an escalating number of retirements and increased recruitment needs, this building project will also help the City of Evanston in attracting and retaining the high caliber individuals needed to support the changing role of local government and public safety in contemporary society.

With both the existing Civic Center and the Police and Fire headquarters facing deferred maintenance concerns, there is now an opportunity for a compelling multi-use development that best reflects the community and economic development needs. We understand that if successful, this project will:

- Consolidate and concentrate City functions in Downtown Evanston
- Better connect City services to the community
- Create a consolidated and updated Civic Center that will provide a better workplace environment and community amenity
- Catalyze development in Evanston's core coming out of the COVID-19 pandemic
- Incorporate additional potential private and/or institutional partners into the project for greater community value-add potential

Scope of Services

The development of a new Evanston Civic Center and Police/Fire Headquarters will require a unique approach and a deep commitment to working closely with the City of Evanston and key public/private stakeholders to develop a cohesive and collaborative vision, development program, and clear relationship to Downtown Evanston growth and development. Our proposed approach and methodology are intended to provide clear guidance on the viability, community benefits, and most appropriate site location for a joint facility, as well as to identify the potential for additional public or private partnerships as part of the development model. As highlighted previously the project team is uniquely qualified to:

- Work with the City and community stakeholders to confirm space needs and develop an architectural program for the new Civic Center and Police/Fire Headquarters.
- Identify and evaluate public private partnership opportunities.
- Evaluate the three proposed relocation sites and identify other Downtown site options.

- Assess the costs and benefits and financial implications of the overall project and recommend a development strategy including delivery mechanism and partnership structure.

The AECOM team's approach integrates multiple disciplines and participants to develop analysis and plan that enhance the public domain, solve infrastructure challenges, understand traffic and transit impacts, layer in sustainability practices, and create policies that together promote a dynamic socioeconomic development balance.

Task 0. Project Initiation

The first task will be initiation of the assignment, including a meeting with key Client team members and AECOM team personnel. As part of this task, we will:

- Attend a project initiation meeting with key AECOM team members and Client staff to review: roles, lines of communication, schedule and tasks, research protocol, especially for desk research calls and/or fieldwork.
- Identify and review previous documents, such as background information, prior market studies, feasibility or technical studies, plans, internal projections, etc.
- Tour the project site and current buildings.
- Discuss initial thoughts from City, Police and Fire staff leadership regarding programming needs.
- Prepare a list of data required by the AECOM team, including existing department staff counts, space by department and type, facility operating costs, existing building space allocations, etc.
- Discuss Downtown Evanston trends with City staff, including pre-COVID and COVID-19 development context.
- Work with Client to prepare detailed plan for staff interviews and space needs assessment.

Deliverables:

Summary of Project Orientation Meeting and Project Plan.

Task 1. Evaluation of Space Needs

AECOM will perform the following tasks in order to understand the current operations and space needs for a consolidated Civic Center and Police/Fire Headquarters. The assessment of space needs will respond to design requirements, operational issues, and pandemic response considerations.

Task 1.1. Identification of Civic Center .Space Needs

- **Review of Documents:** Review the City Council strategic plan and General Plan Goals and Policies, as

well as any other relevant City reports, documents. We will also complete a thorough review of existing documents such as building plans, organizational charts, departmental staffing lists, etc.

- **Market and Demographic Overview:** Evaluate historic, current, and projected market characteristics, including population, growth, households, and demographics of Evanston's population.
- **Individual and Small Group Interviews:** Assess existing and future operations, services, and space needs of the Civic Center through individual or small group interviews with City management, facilities staff, department heads, and other key stakeholders as identified by the Client. The assessment will include office space requirements, internal meeting rooms and gathering spaces, public spaces, service areas, outdoor programmable areas, back of house and operational requirements, codes and policies for compliance, sustainability, technology requirements, parking, storage, security considerations, future growth, current capacity constraints, possible partners, and other relevant issues.
- **Workplace Performance Survey:** Distribute a workforce performance survey to relevant employees, designed to understand staff work patterns and capture workplace performance and its impact on productivity, satisfaction and culture. Data on work patterns from the survey will be used to develop and refine hypotheses about work styles, while data on the performance of the workplace will be used to identify key issues that future workplace solutions should address. We will address work patterns in detail, and the value of community and innovation. Larger group workshops can also be conducted to understand any staff concerns related to space usage or workplace.
- **Benchmarking and Review of Civic Center Design Trends:** We will review and evaluate trends nationally in civic center design, including innovations. This could include public and private facilities and services. We will review key physical, operating, and to the extent possible, financial characteristics (i.e. are there any available revenue streams.). This analysis will help inform the program as well as the financial model to ensure that the program developed has the greatest chance of being supportable and sustainable over time.
- **Summary Program:** Based upon the preceding tasks, we will develop a recommended space program for the Civic Center.

Task 1.2 Evaluation of Police and Fire Headquarters Space Needs

In each of our public safety projects we always begin with

the recognition of the fundamental foundations of the Police and Fire Department.

Evanston Police Department: The mission of the Evanston Police Department is to ensure the safety and security of people. In performing this mission, members of the department are mindful that the Constitution guarantees liberty, equality and justice. These principles embodied in the Constitution are the foundation of policing.

Evanston Fire Department: We exist, 24 hours of every day, to protect life, property and the environment. We will provide superior quality fire suppression, emergency medical services, fire prevention, public

The evaluation of space needs for the Police and Fire Headquarters will largely mirror the Civic Center space assessment activities in Task 1.1, but will be completed by AECOM's public safety design specialists, who regularly work with police and fire departments across the United States on planning, design, operations, and development of all types of public safety facilities. Specific tasks include:

- **Review of Documents:** We will also complete a thorough review of existing documents such as building plans, organizational charts, departmental staffing lists, future needs, etc.
- **Individual and Small Group Interviews:** Assess existing and future operations, services, and space needs of the Headquarters through: one-on-one or small group interviews with Police and Fire management and leadership other key stakeholders as identified by the Client. The assessment will include office space requirements, internal meeting rooms and gathering spaces, public spaces, service areas, outdoor spaces, training rooms and facilities, back of house and operational requirements, codes and policies for compliance, technology requirements, sustainability, future growth, current capacity constraints, parking, storage, separation of public and private spaces, security, impact of trends in policing such as community policing, partnerships, and education, post-COVID impacts, and other specialized requirements.
- **Workplace Performance Survey:** Distribute a workforce performance survey to relevant police and fire employees, designed to understand staff work patterns and capture workplace performance and its impact on productivity, satisfaction and culture. Data on work patterns from the survey will be used to develop and refine hypotheses about work styles, while data on the performance of the workplace will be used to identify key issues that future workplace solutions should address. We will address work patterns in

detail, and the value of community and innovation. Larger group workshops can also be conducted to understand any staff concerns related to space usage or workplace.

- **Benchmarking and Review of Police and Fire Design Trends:** We will summarize key trends in the design of police and fire headquarters facilities, drawing from our more than 40 years of experience in planning and designing more than 75 public safety facilities across North America.
- **Summary Program:** Based upon the preceding tasks, we will develop a recommended space program for the Police and Fire Headquarters.

Task 1.3. Evaluation of Additional Community Amenities

- **Stakeholder Engagement:** We will conduct an online survey, virtual open house, and/or community meeting to understand public interest in various communities amenities typically integrated into contemporary civic center projects. We will develop a specific plan for this task in the project orientation meeting. Typical amenities that will be evaluated include indoor and outdoor multipurpose areas, programmable space for community events and celebrations, informal gathering spaces and workspaces, meeting rooms, classrooms, areas for exhibits about local community history and topics, cafés, etc.
- **Summary:** Based upon the stakeholder engagement, discussion with City staff, and AECOM's understanding of trends in civic center spaces, we will develop a recommended "menu" of public amenities to be included as part of the space program.

Task 1.4. Summary of Space Needs Assessment and Development of Architectural Program

- **Space Needs Report and Client Work Session:** Based upon Tasks 1.1-1.3, we will develop a summary space needs report. The report will include a summary of physical planning requirements for the Civic Center, Police and Fire Headquarters, and any other related community uses, outdoor areas, support facilities, and parking. Public private partnerships space needs will be included in the following task. AECOM will present our findings in a work session with the Client in order to verify the recommended program. Based upon any feedback, we will refine the space assessment.
- **Development of Preliminary Architectural Program:** AECOM's architectural team will translate the space needs assessment into an architectural program. We will prepare conceptual diagram alternatives for Client review that will incorporate design principles,

operational considerations, programmatic needs, specific departmental requirements, adjacencies, public amenities, parking requirements, and other factors.



- **Phasing Development and Continuity of Operations:** As an extension of the programming process, we will identify phasing and continuing of operations issues as relevant.
- **Architectural Program Workshop:** We will conduct a design workshop with the Client to review the architectural conceptual diagram. Client feedback will be incorporated into a final program.

Deliverables:

- Space needs report
- Architectural Conceptual Diagrams
- Two client workshops and additional progress meetings as needed.

Task 2. Identification and Evaluation of PPP Opportunities

The identification and evaluation of Public Private Partnership Opportunities will inform the subsequent site evaluation, project cost/benefit analysis and financial feasibility assessment. Task 2 will look to define the universe of partnership options (including institutional, educational, commercial and affordable housing potential partners) and structures, factoring in market nuances and City goals.

Task 2.1 Real Estate Value Assessment

To inform the decisions around possible partnerships, the ownership and potential leasing structure new facilities, and to assess the project's potential to catalyze downtown growth and stability in response to the COVID-19 impacts, a real estate value assessment will be conducted. AECOM will leverage transaction data and Costar market information to understand the value of land and buildings in relation to rent

potential in Evanston's downtown market. The assessment will include the following:

- Establishment of City goals and relevant policies as it relates to the existing buildings and their possible re-use and/or disposition;
- Review recent land and building transactions in Evanston with a focus on Downtown property and sites;
- Review market factors related to retail, office, and multifamily rents and growth in relation to land and building values pre- COVID-19 and in the current recovery period.

Understanding the value of Downtown real estate in terms of rents and property values will begin to inform the cost implications associated with various development scenarios. In addition, this task will begin to inform the program mix recommendation, define the universe of potential partners and deal structures, as well as directly inform assumptions for the cost/benefit and financial analysis.

Task 2.2 Evaluation of Public Private Partnership Opportunities and Use Case Assessment

The AECOM team will identify and assess possible partners for the Civic Center and Police and Fire Headquarters consolidation project. This will include Oakton Community College (for their potential satellite location) as well as other private commercial, institutional, educational, residential, and/or affordable housing partners. These partners need to align with the City's goals for the project in addition to the City's ultimate space needs and use schedule. As a part of this effort the team will:

- **Identification and Evaluation of Possible Partners:** Conduct market sounding interviews with potential partners. Topics of discussion will include space requirements, programming and activities, time frame, parking, criteria for site characteristics and location, rental price tolerance vs. appetite for development stake, risk tolerance, etc. We will supplement this process with a preliminary due diligence review of partners who, based upon interviews, appear to have the greatest potential to be viable partners.
- **Summary of Development Partnership Opportunities:** Based on the market sounding interviews and subsequent due diligence research, we will begin to estimate various development partnership opportunities, their revenue potential and additional community value by co-locating with the Civic Center and Police/Fire Headquarters (e.g. lease potential, capital contributions, community services, etc.).

Task 2.3 Delivery Mechanism & Partnership Framework Review

AECOM will review risk profiles and core benefits of varying delivery methods and partnership structures with the City to understand their suitability with the City's risk tolerance, capacity, and schedule. While documenting the relative benefits of potential delivery mechanisms, the team will also consider how the project scale, complexity, and revenue potential influences the suitability of different types of private partners. We will summarize how different scenarios align with different categories of target partners (e.g. other institutional users, P3 investment funds, real estate developers, design-build contractors, etc.) compared to a more traditional City ownership/financing structure.

Task 2.4 Development and Refinement of Program Alternatives and Client Workshop

- **Program Alternatives Development:** The AECOM team, in coordination with the City, will develop preliminary program options for the multi-use Civic Center/Police and Fire Headquarters project considering stakeholder interview insights, space needs, potential partnership use case assessment findings, case study research, city and potential partners' risk tolerance and goals. This will build on the program developed as part of Task 1 and will include public private partnership alternatives. The preliminary program options will be the foundation for the site evaluations as well as the financial and cost/benefit analysis in the next tasks.
- **Client Workshop:** We will conduct a working session with the Client to review public private partnership opportunities, risks, delivery mechanisms, financing, and the development program for use in site evaluation.

Deliverables:

- Market Sounding Public Private Partner Report, summarizing potential partners, interviews, space use case, development partnership considerations and their overall potential benefits
- Program recommendation for optimal mix of public/private uses to be considered as part of site evaluation.

Task 3. Identification and Evaluation of Relocation Sites

Task 3.1 Development of Evaluation Criteria and Framework

- **Selection of Evaluation Criteria:** The AECOM team, including Teska Associates, will develop evaluation criteria regarding suitability of potential relocation sites. Criteria will include ability to accommodate the

program, site physical characteristics, economic and financial factors, PPP considerations, ability to support Downtown economic revitalization through drawing spending and visitation to the area and inducement of additional development, and others as identified working with the Client (examples often include access, visibility, transit, etc.).

- **Downtown Economic Development Interviews:** We will interview downtown stakeholders, City officials and staff, and others that can help to define economic engine benefit desired from the relocated facility. These discussions will be used to develop site evaluation criteria that are much more than a generic standard, but truly reflect the City's objectives for downtown.
- **Development of Evaluation Matrix / Framework:** We will create an evaluation matrix / framework that will allow for the weighting of criteria to reflect relative importance and associated scoring matrix assigning quantitative values to qualitative and quantitative factors aligned with each criteria.
- **Site Identification:** We will confirm the 5 sites to be analyzed with the Client, including three already identified sites and two that will be identified as part of this process.
- **Client Meeting:** We will meet with the Client to confirm evaluation criteria, relative weighting / scoring of criteria, and sites for evaluation.

Task 3.2 Site Capacity and Test Fit

The AECOM team will conduct a site capacity analysis of the five sites. This analysis will consider how the anticipated building(s) and parking fit on each of the sites, including City and possible partner space needs. Understanding that each of the sites may require different building configurations or orientations, the team will work with City officials to ensure that building utilization needs are maintained.

In each case, capacity for site enhancements will also be considered and may include but not be limited to: public spaces that can be created, orientation to nearby buildings, comfortable pedestrian access, safe parking access and layout, and specific use requirements of the City.

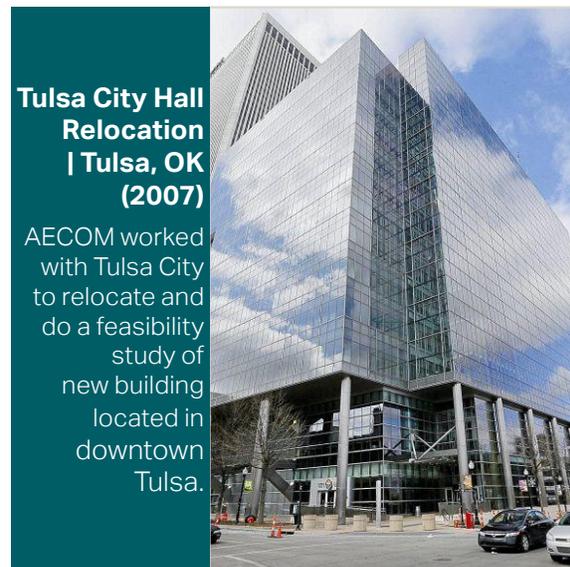
We will integrate civil engineering assessments covering site grading, utility coordination / planning, preliminary engineering, traffic analysis, and a review of environmental records on each site. These technical inputs will help identify major obstacles for each site as well as provide an initial cost estimate for site works which may influence the overall evaluation and comparison among sites.

Task 3.3 Site Evaluation

Site Evaluation and Report: We will collect data for the five sites related to each evaluation metric and apply the evaluation framework to the five sites, including the site capacity studies. A summary of economic development interviews and findings, evaluation criteria and framework, and site evaluation will be compiled into a report for Client review. We will present the findings to the City in a working session and refine our analysis based upon City input.

Deliverables:

- Site Evaluation Matrix, Summary of Site Evaluation, and Site Capacity / Test Fit Studies



Task 4. Cost/Benefit Evaluation and Recommendations

The cost/benefit and financial analysis of the development and site options will consider the combination of potential existing property disposition, capital expenditures, operating expenses and revenue potential as well as market forces. The goal of this analysis is to understand both the Civic Center/Police & Fire Headquarters component as well as the financial viability of PPP opportunities to analyze and develop a recommended real estate strategy regarding program, delivery mechanism, and site. Specific emphasis will be placed on the role the new project may play as an economic engine for Downtown Evanston.

Task 4.1 Scenario Modeling

AECOM will develop a financial model to facilitate scenario modeling that will include both the relocation of uses as well as the delivery and continuity of operations.

The pro forma is intended to test the different joint development strategies in terms of using a P3 to bring together the two public uses plus other possible tenants or a private developer. The model will evaluate key development considerations including the costs and savings of consolidation to the City, the project's operational impact, relative feasibility of procuring via a PPP that takes into account PPP scenarios that align with City goals, risk tolerance and the project program and site options discussed in earlier tasks.

Task 4.2 Cost Benefit Analysis

Leveraging the outputs from the scenario model, AECOM will look at the net change in the fiscal consequences (i.e. property tax, sales tax, and new downtown employee implications) of the City disposing the Civic Center and Police/Fire properties and in turn developing on a new downtown site. The cost/benefit analysis will also incorporate feedback and insights from Task 3's community engagement work and stakeholder interviews for a comprehensive understanding of project's cost to the city versus the economic and community benefits of the varying development options.

Task 4.3 Recommended Relocation Site Strategy and PPP Mechanism

Based on all of the preceding tasks, we will work with the City to recommend the best suited PPP delivery mechanism and relocation site strategy that best aligns with the final program concept.

Task 4.4 Final Deliverables and Presentation

AECOM will summarize the information, analysis and decisions made during each of the previous tasks to provide the City with the following:

- a. Summary of cost benefit analysis
- b. Integrated financial model showcasing the development, ownership/partnership structure, and operation of the final program options
- c. Final report summarizing the final recommended development strategy and relocation site including all supporting analysis

AECOM will prepare supporting presentations of findings that we will review with the City. Once feedback has been reviewed and incorporated, we will prepare a final recommendations document with core findings and recommendations which is comprised of a combination of data, narrative, visuals, and infographics to present findings in a clear and concise format. The final recommendations document will utilize AECOM's design capabilities, including an executive summary for non-technical audiences.

We will present our findings to the Client and/or City Council based upon Client preference.

Deliverables:

- Cost Benefit Analysis and Pro Forma Models
- Draft and Final Reports summarizing recommended strategy and all research, analysis, and architectural planning.

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Fees



St. Petersburg Police HQ | St. Petersburg, FL

D. Fees

**Exhibit J
PROPOSAL COST TABLE
RFP 21-27**

Task	Consultant / Sub-consultant	Cost
Task 1 – Space Needs		
Programming summary report	AECOM	\$36,796.10
Space needs report	AECOM	\$28,624.63
Staff meetings/interviews	AECOM / Teska	\$22,152.83
Task 2 – Identification and Evaluation of PPP Opportunities		
Partnership opportunities report	AECOM	\$24,886.68
PPP integration recommendations	AECOM	\$34,944.00
Staff meetings/interviews	AECOM	\$12,962.04
Task 3 – Identification and Evaluation of Relocation Sites		
Site identification and evaluation report	AECOM / Teska / IEI	\$64,867.18
Staff meetings/interviews	AECOM / Teska / IEI	\$11,620.13
Task 4 – Cost/Benefit Evaluation and Recommendations		
Cost benefit analysis and pro forma models	AECOM / Teska / IEI	\$44,456.63
Recommended relocation site and PPP strategy	AECOM / Teska / IEI	\$56,603.35
Staff meetings	AECOM / Teska / IEI	\$18,535.74
Subtotal		\$ 356,449.30
Reimbursable Expenses		\$10,800.00
Grand Total		\$367,249.30

Civic Center and Police/Fire Headquarters
Relocation Feasibility Study

Project Task	Project Manager (Task 3 lead)	Deputy PM (Task 2 Lead)	Project Admin	PIC (Task 4 Lead)	Space Program & Feasibility Lead	Public Safety SME	Junior Designer	
Task 1 - Space Needs (Sum of sub-tasks)	48	120	4	8	60	48	160	
Stakeholder Engagement Meetings	16	16	0	4	24	16	0	
Programming Summary Report	20	60	4	2	24	16	80	
Space Needs Report	12	44	0	2	12	16	80	
Task 2 - Identification and Evaluation of PPP Opportunities (Sum of sub-tasks)	12	264	4	12	32			
Partnership Opportunities Report	4	100	4	4	12	0	0	
PPP Integration Recommendations	4	104	0	4	16	0	0	
Staff Meetings/Interviews	4	60	0	4	4	0	0	
Task 3 - Identification and Evaluation of Relocation Sites (Sum of sub-tasks)	48	9	0	4	4	5	60	
Staff Meetings/Interviews	8	4	0	2	2	0	0	
Site Identification and Evaluation Report	40	5	0	2	2	5	60	
Task 4 - Cost/Benefit Evaluation and Recommendations (Sum of sub-tasks)	44	124	4	56	16	8	120	
Staff meetings	16	12	0	8	4	0	0	
Recommended Relocation Site and PPP Strategy	24	80	0	24	4	8	120	
Cost Benefit Analysis and Pro Forma Models	4	32	4	24	8	0	0	
Total Hours	152	517	12	80	112	61	340	
Proposed Bill Rate	\$ 207.48	\$ 131.04	\$ 114.66	\$ 234.78	\$ 232.05	\$ 232.05	\$ 103.74	\$
Proposed Fee	\$ 31,536.96	\$ 67,747.68	\$ 1,375.92	\$ 18,782.40	\$ 25,989.60	\$ 14,155.05	\$ 35,271.60	\$
Total Fee for Proposed Services	\$ 356,449.30							
Reimbursable Costs	\$ 10,800.00							
Total Proposed Fees	\$ 367,249.30							

Proposed Staff	Louis, Frank	Hansen, Katelyn	Brizgys, Carolyn	Brewer, Chris	Cheu, Linda	Loomis, Steve	Stopak, Kelsie	M
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P3 SME	Econ/Financial Analyst	Sites (Teska - EBE)	Sites (Teska - EBE)	Engagement (Teska - EBE)	Engagement (Teska - EBE)	Civil Engineering Principal (EI - MBE)	Civil Engineering Project Manager (EI - MBE)	Civil Engineering Project Engineer (EI - MBE)	Hours Per Task	Fee Per Task
0	80	0	0	32	37	0	0	0	597	\$ 87,573.56
0	0	0	0	20	25	0	0	0	121	\$ 22,152.83
0	40	0	0	8	8	0	0	0	262	\$ 36,796.10
0	40	0	0	4	4	0	0	0	214	\$ 28,624.63
44	120	0	0	0	0	0	0	0	488	\$ 72,792.72
16	20	0	0	0	0	0	0	0	160	\$ 24,886.68
20	100	0	0	0	0	0	0	0	248	\$ 34,944.00
8	0	0	0	0	0	0	0	0	80	\$ 12,962.04
0	0	22	104	22	14	16	84	104	496	\$ 76,487.31
0	0	4	4	4	4	4	16	16	68	\$ 11,620.13
0	0	18	100	18	10	12	68	88	428	\$ 64,867.18
12	200	20	40	44	18	8	48	76	838	\$ 119,595.71
4	0	8	8	16	18	4	4	4	106	\$ 18,535.74
4	40	8	10	24	0	2	20	32	400	\$ 56,603.35
4	160	4	22	4	0	2	24	40	332	\$ 44,456.63
56	400	42	144	98	69	24	132	180	2,419	\$ 356,449.30
300.30	\$ 98.28	\$ 176.78	\$ 126.25	\$ 161.61	\$ 131.33	\$ 244.13	\$ 182.31	\$ 139.07		
16,816.80	\$ 39,312.00	\$ 7,424.64	\$ 18,180.58	\$ 15,837.73	\$ 9,061.63	\$ 5,859.06	\$ 24,064.77	\$ 25,032.88		

orris, Peter	Young, Skylet	Patera, Nick	O'Brian, Danny	Blue, Michael	Cigliano, Erin	Ferguson, Clint	Goyal, Harish	Schnell, Christa
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Memorandum

To: David Stoneback, Director Public Works
 Lara Biggs, P.E. Bureau Chief – Capital Planning / City Engineer
 Stefanie Levine, Senior Project Manager
 Shane Cary, Architect / Project Manager

From: Tammi Nunez, Purchasing Manager

Subject: Civic Center Police Fire Headquarters Relocation Feasibility Study
 RFP 21-27

Date: October 11, 2021

The goal of the Minority, Women and Evanston Business Enterprise Program (M/W/EBE) is to assist such businesses with opportunities to grow. In order to help ensure such growth, the City's goal is to have general contractors utilize M/W/EBEs to perform no less than 25% of the awarded contract.

With regard to the recommendation for the Civic Center Police Fire Headquarters Relocation Feasibility Study RFP 21-27, AECOM, total base bid is \$367,249.30 and they are found to be in compliance with the City's goal. They will receive credit for 28.71% M/W/EBE participation.

Name of M/W/EBE	Scope of Work	Contract Amount	%	MBE	WBE	EBE
Teska Associates, Inc. 627 Grove Street Evanston, IL 60201	Community Engagement	\$50,504.58	13.75%			X
Infrastructure Engineering, Inc. One South Wacker Drive Suite 2650 Chicago, IL 60606	Civil Engineering	\$54,956.71	14.96%	X		
Total M/W/EBE		\$105,461.29	28.71%			

cc: Hitesh Desai, Chief Financial Officer