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CITY OF URBANA

// CITY OF URBANA, MASTER FACILITIES PLAN PHASES 2 AND 3

Final Recommendations: July 8, 2020

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ACKNOWLEDGEMENTS

Thank you to all City of Urbana employees, elected officials, and staff who provided input and feedback throughout the project process.

CITY COUNCIL

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MASTER FACILITIES PLAN: BY THE NUMBERS

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The City of Urbana Master Facilities Plan consists of 3 phases of work over the course of approximately 18 months. This report delivers recommendations built on outcomes and findings from all three phases. Findings from each phase were presented to City Council following the conclusion of that phase's scope of work. The resulting Phase 3 Masterplan recommendations were included in the 2020 City of Urbana Capital Improvement Plan (CIP).

PHASE 1: Facility Assessment

December 2018– February 2019

A facility assessment and condition report was prepared for 12 facilities within the City of Urbana. Each facility was given a score based on a detailed building condition assessment and then organized by priority.

Facilities:

- Fire Station #2
- Fire Station #3
- Landfill Pump House
- Landscape Recycling Center / Arbor Shop
- Landscape Recycling Center Ticket Booth
- Urbana City Building
- Urbana Civic Center
- Urbana Police Firing Range
- Urbana Public Works
- Urbana Public Works / Paint Shed
- Urbana Public Works / Storage Sheds
- Urbana Storage Facility

City Council Presentation:

- 1 presentation to share project outcomes and collect feedback

PHASE 2: Workplace Strategy of the Future

September 2019 – December 2019

Future workplace strategy and planning work consisted of site assessments, interviews, focus groups, and a workplace survey. The resulting findings were utilized to develop workplace strategies and future state planning scenarios.

Visioning Session:

- 11 Steering Committee Participants

Focus Groups:

- 4 focus groups with 31 total staff

Leadership Interviews:

- 3 interviews with senior City leadership

Workplace Survey:

- 129 responses to work habits and preferences survey

Steering Committee Meetings:

- 2 meetings to share project updates and collect feedback

City Council Presentation:

- 1 presentation to share project outcomes and collect feedback

PHASE 3: Masterplan

January 2020 – June 2020

Building on the findings from Phases 1 and 2, a comprehensive 10-year masterplan was developed to guide the City of Urbana through the budgeting and planning process.

High-Level Proposed Masterplan Activities:

- 2 New Fire Stations
- City Building Reconfiguration
- City Building Major Reconstruction + Addition
- Public Works City-wide Storage Facility
- Public Works Staff Space Reconfiguration
- Public Works Major Reconstruction + Reconfiguration
- ADA/Life Safety Implementation
- City-wide Security Improvements
- Civic Center Site RFP

Steering Committee Meetings:

- 2 meetings to share project updates and collect feedback

City Council Presentation:

- Project recommendation included as part of the 2020 City of Urbana Capital Improvement Planning presentations

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EXECUTIVE SUMMARY:

URBANA FACILITIES VISION 2030

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Long-term, strategic investments in the future of the city **benefit both current and future citizens and city employees.** A phased, multi-year approach addresses current outstanding needs while budgeting for as-needed improvements along the way.



Citizens will have a **noticeably easier and more satisfying City Building experience.** Improved wayfinding and circulation patterns will physically improve the space, while workspace improvements will allow city employees to better serve visitors.



Facilities improvements and shifted departmental placements will **improve collaboration and communication among city employees.** More communal space and opportunities for flexible working will help to create a desirable workplace culture.



Security and safety concerns are addressed. Outdated facilities that have passed their useful lives are replaced, and budgets for minor cosmetic improvements are in place. Employees and citizens have safer, updated facilities to work in and visit.



Dedicated and organized storage space houses equipment, vehicles, and records. City vehicles are sheltered properly, eliminating the damage previously caused by poor storage conditions. Files and records are moved out of the City Building, eliminating clutter and creating more usable space in meeting rooms, offices, and workstations.



New fire and police facilities replace outdated, unsafe stations, allowing public safety officials to better serve their community. A redesigned police reporting window provides privacy for citizens. Revamped fire station living quarters improve the employee experience.

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EXECUTIVE SUMMARY:

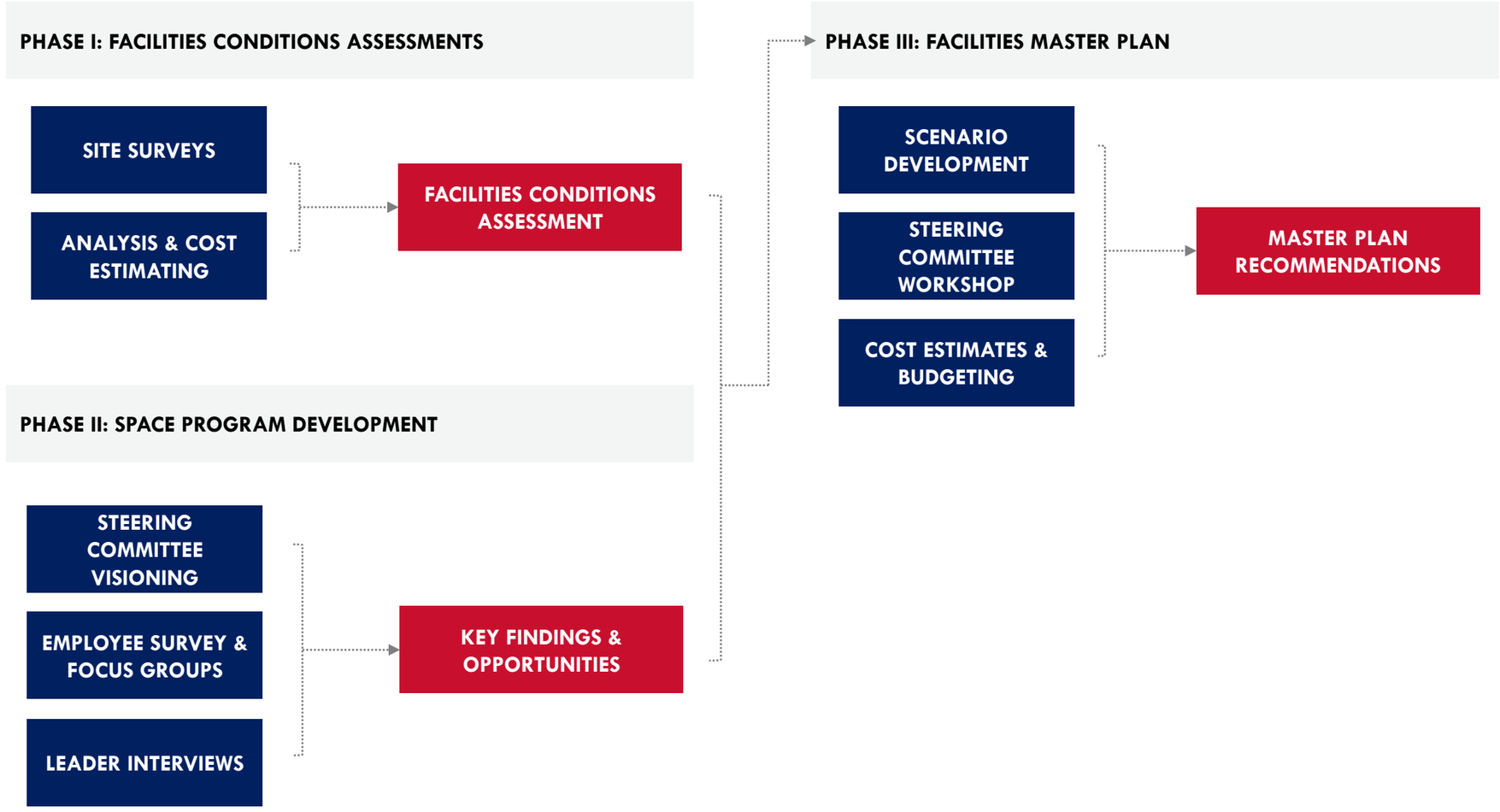
THE MASTERPLAN PROCESS

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BACKGROUND

In 2018, the City of Urbana hired CannonDesign to support their vision to develop a **sound, actionable, and fiscally responsible facilities master plan** for over **195,000 square feet across 14 city facilities.**

Included in the scope of the project were three major phases, outlined in the diagram to the right.



KEY

PROCESS

DELIVERABLE & CITY COUNCIL PRESENTATION

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FACILITIES & PUBLIC ASSETS

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Phase I & II Findings		Phase III Recommendations
The existing fire sub-stations 2 and 3 are past their useful life, have reached functional obsolescence and have FCI scores that indicate action within the next five years.	→	Design and build new sub-stations, accommodating for downtime to ensure existing stations remain in-use during construction periods.
To meet both citizen and employee needs, the Urbana City Building requires capital improvements, which should be phased over time to reorganize and increase efficiency.	→	Maintain an ongoing budget for capital improvements year to year. Address key security and life safety issues, as well as minor cosmetic concerns.
Maintenance and storage of City equipment – particularly the vehicle fleet on the Public Works Building campus – **is insufficient** and should be addressed in the near-term to protect the value of these assets.	→	Build a storage facility to house long-term paper and non-paper items, as well as fleet vehicles.
The Civic Center site has value for the City of Urbana because of its central location and should be evaluated for alternative uses in the medium- and long-term.	→	Release an RFP for redevelopment of the City Center site.

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OPERATIONS & WORKPLACE

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Phase I & II Findings		Phase III Recommendations
City of Urbana employees report challenges with the physical condition of the work environment.	→	Address security and safety measures immediately. Make physical improvements to ensure appropriate occupancy of spaces (e.g. relocating teams from windowless or below-grade spaces)
Current facilities do not support desired ways of working or promote collaborative efforts.	→	Increase technology investments, including mobile work and collaboration tools for both field employees and administration, to enable more efficient, cross-functional communication across City facilities and public spaces.
To help unlock occupiable space within the City Building and Public Works campus, City of Urbana should make document retention and storage policies a near-term priority.	→	Develop policies and protocol for document retention, including digitizing files where possible. Utilize the new city storage facility for long-term storage.

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URBANA FACILITIES VISION 2030

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A NOTE ABOUT THE IMPACT OF COVID-19

While much of the space needs assessment and facilities master planning activities occurred in 2019, the recommendations in this report also bear the impact of the global pandemic caused by the spread of the novel coronavirus COVID-19.

During the first half of 2020, the City has allocated resources to ensuring the health and safety of its residents and City employees. The pandemic has already begun to shock City finances and will continue to do so for the foreseeable near-term future.

As a result, the City's priority investments persist, but this final plan posits a somewhat more protracted timeline for implementing capital-intensive projects. Over this coming decade, executing on the policy and facilities changes proposed in this report are designed to make the City of Urbana more responsive to the needs of the City and its citizens and resilient to address the prospect of major changes in the future.



Long-term, strategic investments in the future of the city **benefit both current and future citizens and city employees.** A phased, multi-year approach addresses current outstanding needs while budgeting for as-needed improvements along the way.



Citizens will have a **noticeably easier and more satisfying City Building experience.** Improved wayfinding and circulation patterns will physically improve the space, while workspace improvements will allow city employees to better serve visitors.



Facilities improvements and shifted departmental placements will **improve collaboration and communication among city employees.** More communal space and opportunities for flexible working will help to create a desirable workplace culture.



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New fire and police facilities replace outdated, unsafe stations, allowing public safety officials to better serve their community. A redesigned police reporting window provides privacy for citizens, while revamped living quarters improve the employee experience.

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CITY PRIORITIES & POTENTIAL OPPORTUNITIES

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Priorities	Example Opportunities	Recommended Metrics
Strategic Growth & Investment • Have a distinct character, personality, and brand as a city ○ Define, articulate, & express who we are as a city • Be unafraid to invest in our future • Attract new businesses and residents • Pursue a strategic growth strategy	• Invest in growing industries (i.e., recreational marijuana) • Consider an assessment of the City's Brand Recognition and public engagement survey	• Engagement with community, businesses, and visitors • Business growth – both new and existing

Serving Our City
• Offer high-quality services
• Continuously improve our internal processes
  ○ Own the narrative
  ○ Familiarize processes, both internally and with citizens
• Be responsive to our community
	• Create a centralized Fire HQ and/or Emergency Command Center
	• Streamline process flows and create visual aids for better understand of roles and responsibilities
	• Improve cross-training between departments
	• Collect citizen feedback on processes & continuously improve
		• Citizen service satisfaction
		• Level of engagement from community

The Employee Experience
• Retain, develop, & inspire our employees
  ○ Improve onboarding and training processes
• Create a culture that allows employees to live our values – supportive, transparent, inclusive
  ○ Freedom for decision making, less hierarchy
  ○ Move away from the "culture of fear"
• Promote mental and physical well-being among employees
  ○ Celebrate employees
  ○ Leadership models behaviors, including talking about mental health
	• Conduct a culture study to better understand gaps between current and desired culture, and develop/implement a roadmap approach to shift culture
	• Continue to offer specialized training opportunities for staff tailored to professional and personal growth
	• Create health and wellness initiatives for employee and public engagement
		• Employee satisfaction
		• Employee turnover rate
		• Employee referral rates

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Opportunities + Recommendations: Narratives

FACILITIES INVENTORY:
CURRENT + FUTURE

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BUILDING	SF CURRENT	SF FUTURE	NOTES
Fire Station #2	5,150 SF	• Stations range between 5,000-7,000 SF each	• New facilities to be LEED certified to local code standards
Fire Station #3	3,447 SF	• Range between 5,000-7,000 SF	• New facilities to be LEED certified to local code standards
City Building	41,140 SF	• New addition: Approx. 5,000 SF (single story)	• New addition: Approx. 5,000 SF (single story) • Interim renovations to approximately 25% of existing building during years 1-2 • Substantial renovation to all existing space years 8-9 • New 5,000 SF addition to be LEED certified to local code standards
Public Works Staff Spaces (2 floors)	5,720 SF	• Interim Interior renovations to existing office space in year 1-2 (2,800 SF)	• Interim Interior renovations to existing office space in year 1-2 (2,800 SF) • Major interior renovations to all existing office space in years 5-6
City-wide Storage facility	n/a	• New pre-fab construction facility: approx. 23,000 SF	• New pre-fab construction facility: approx. 23,000 SF (city-owned land at north of site)
Public Works Fleet Space	9,000	• Renovation of existing storage facility to accommodate relocation of fleet maintenance activities and storage from existing area in 706 Glover.	• Renovation of existing 9,000 SF facility (pre-fab construction) to accommodate relocation of vehicles and equipment from existing fleet space.
Fire HQ (staff) w/in City Building	1,000 SF	• New space for HQ staff is accounted for in the 5,000-7,000 SF estimates for stations #1 and #2	• Relocate staff to either of new Fire Stations (#2 or #3) • New space for HQ staff is accounted for in the 5,000-7,000 SF estimates for stations #1 and #2
Landscape Recycling Center – Ticket Booth	770 SF	• No change in SF	• Updates and improvements to interior, no change in SF

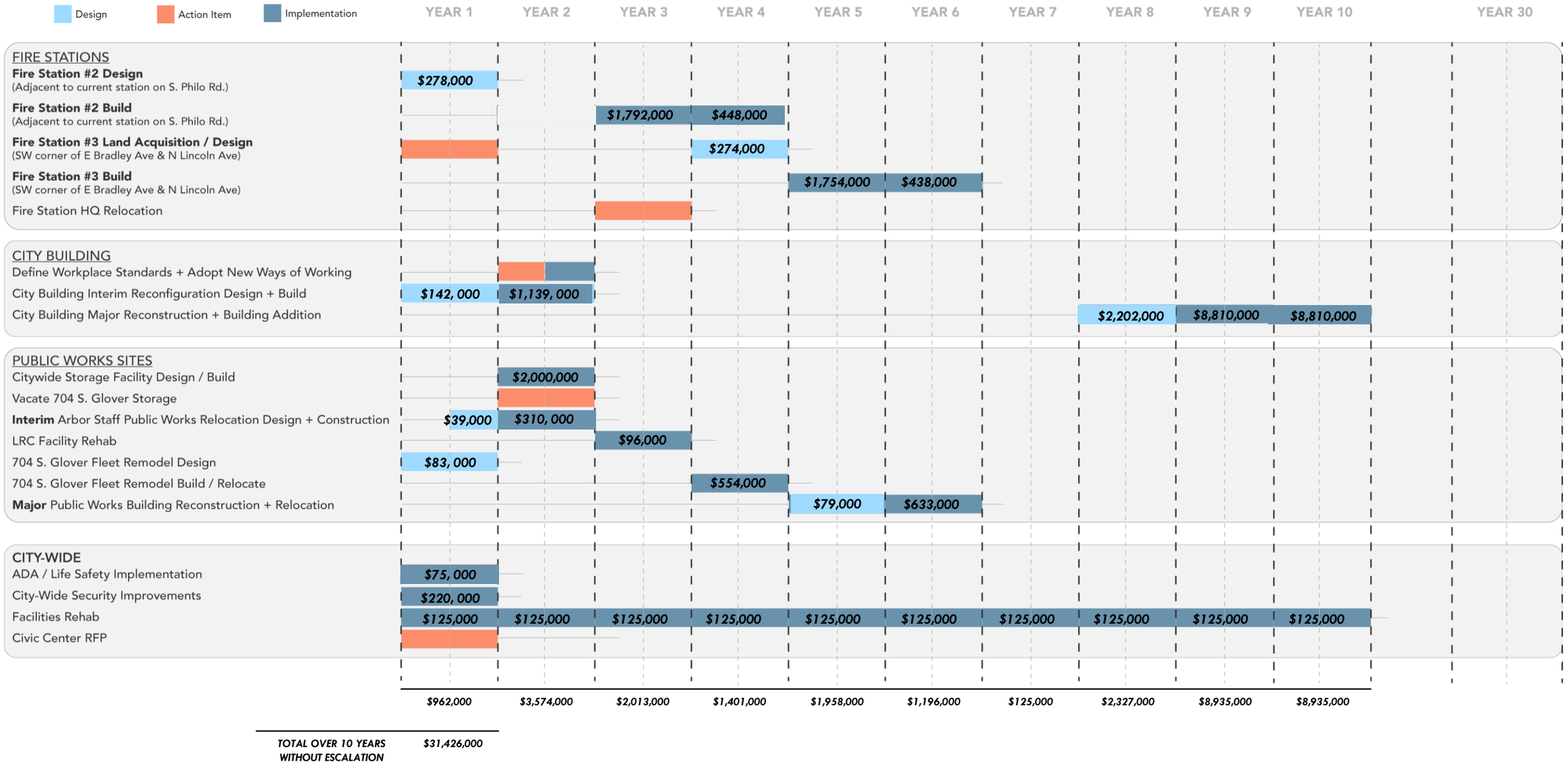
ADDITIONAL ACTIVITIES	SF CURRENT	SF FUTURE	NOTES
Fire Station #1 (currently located within City Building)	8,000 SF	• Estimate cost as new 8,000-10,000 SF Fire Station – location TBD	• Part of years 4-6

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PROPOSED MASTER PLAN TIMELINE

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Cost Estimate - without Escalation. Values rounded to nearest thousand dollars.



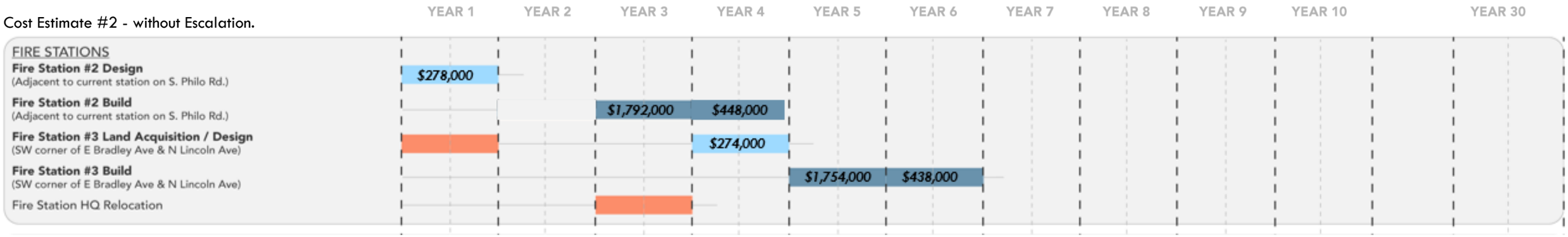
TOTAL OVER 10 YEARS WITHOUT ESCALATION	$31,426,000

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MASTER PLAN NARRATIVE: FIRE STATIONS

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Cost Estimate #2 - without Escalation.



Fire Station #2 Design

New fire station to be adjacent to existing station, existing station to remain operational during design and construction of new station. New station should match or exceed current station capacity.

Consider adding additional space w/in new Station #3 to move Fire HQ from City Building to future Fire Station #2 or new Fire Station #1.

Consider reuse opportunities of land occupied by current station.

Fire Station #2 Build

Phased construction of new station will allow for reuse of land existing station occupies. Once new station is operational previous station can be demolished.

- Existing station will remain fully functional until new station is operational, or a facility for a temporary fire station will be provided.

Fire Station #3 Land Acquisition + Design

City will consider acquiring land in vicinity of new fire station prior to beginning design. Considerations should be made for site improvements and/or remediation. New station should match or exceed current station capacity.

Consider adding space w/in new FS #2 or FS #3 to move Fire HQ from City Building.

Consider reuse opportunities of land occupied by current station or FS #1.

- Land acquisition not to be considered in pricing estimate

Fire Station #3 Land Acquisition + Build

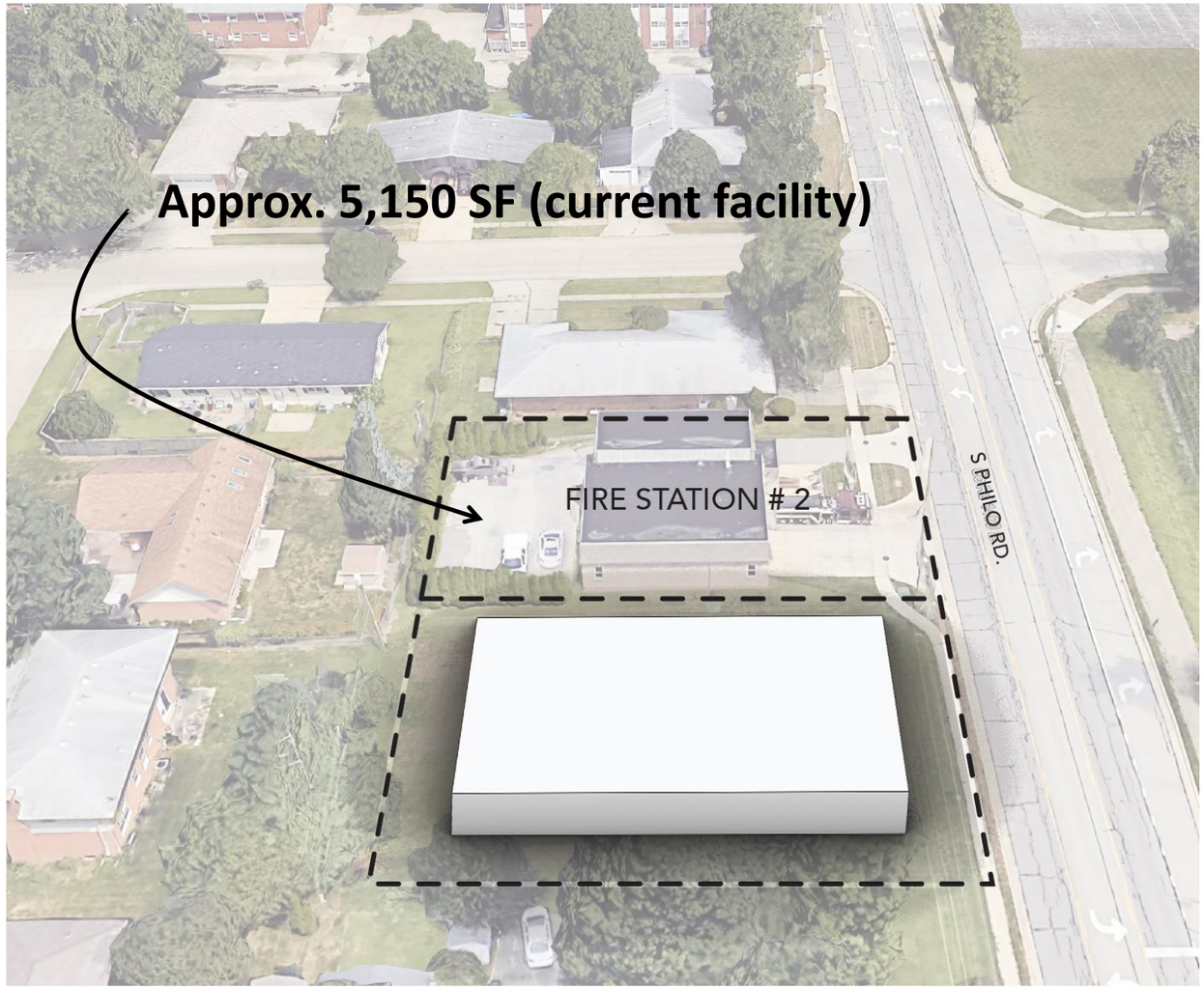
Phased construction of new station will allow for reuse of land existing station occupies. Once new station is operational previous station can be demolished.

- Existing station will remain fully functional until new station is operational, or a facility for a temporary fire station will be provided.

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FIRE STATION #2 SITE

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CURRENT ISSUES:

- The cost repairs and upgrades needed to bring the Fire Station #2 up to date exceed the current replacement value
- Fire Station # 2 needs to remain operational during replacement

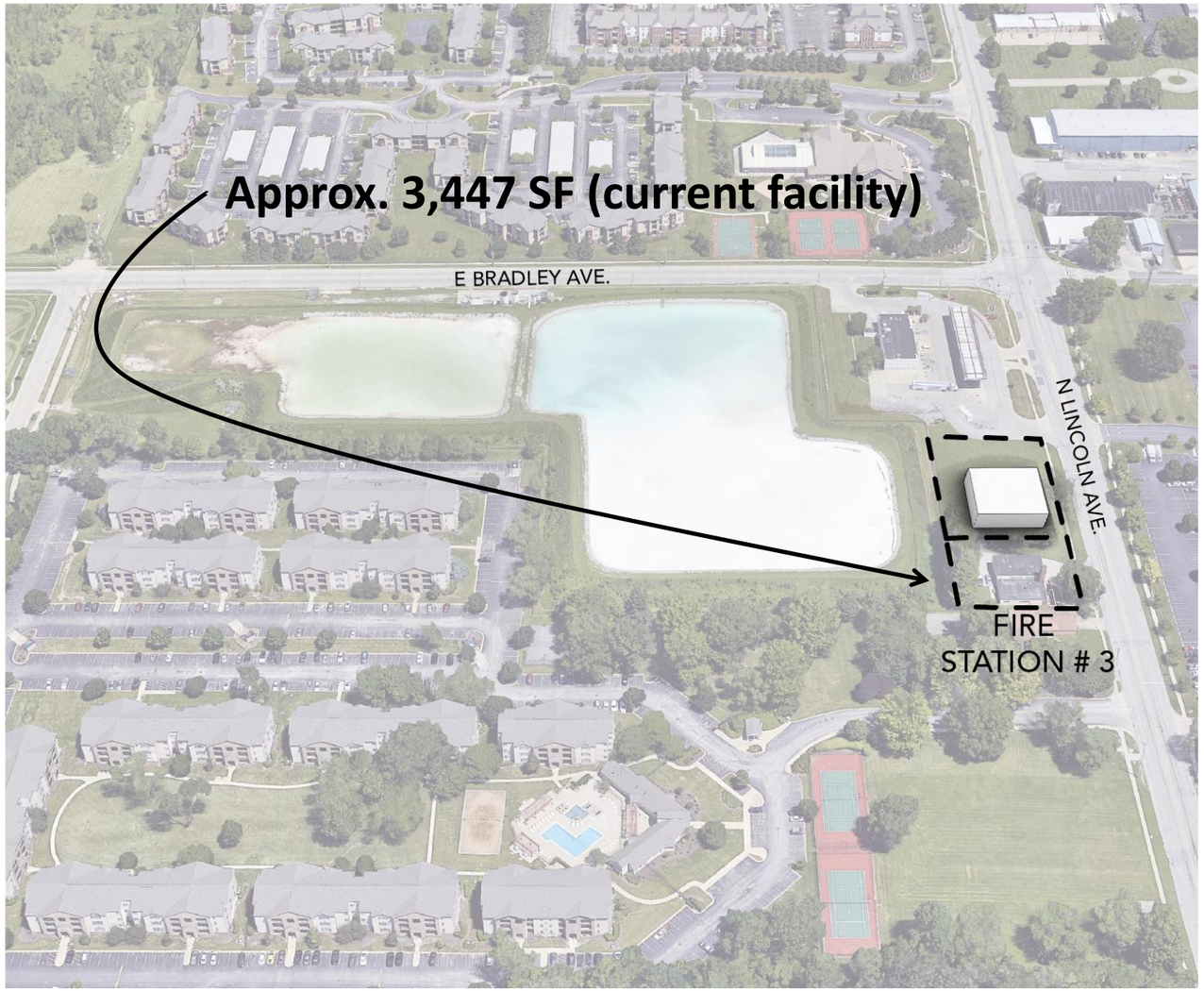
CONSIDERATIONS:

- City owned vacant land directly adjacent to the Fire station #2
- Phased construction can allow for reuse of the land the current Fire Station #2 occupies after it is demolished.

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FIRE STATION #3 SITE

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CURRENT ISSUES:

- The cost repairs and upgrades needed to bring the Fire Station #3 up to date exceed the current replacement value
- Fire Station # 3 needs to remain operational during replacement
- City does not currently own land to build a replacement
- Timeline to acquire adjacent land is uncertain

CONSIDERATIONS:

- Large parcel of adjacent vacant land for potential acquisition
- Potential to develop larger fire station including fire command operations

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MASTER PLAN NARRATIVE: CITY BUILDING

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Cost Estimate #2 - without Escalation.



Security + Access Improvements

Public access to City Building will be restricted to public services only (Council Chambers, Police Reporting Window, unless escorted by an Urbana staff.

All doors that provide access to staff spaces are to be secured by key card access.

Interim Renovations

Interim renovations to the City Building will include a 'welcome station' that will serve as a first-stop for citizens seeking information or service, and assist in wayfinding. In addition to a the staffed welcome station, improved signage

- Create a 'welcome station' desk, staffed by city employee
- New/improved signage and wayfinding (off the shelf system)

Interim renovations at City Building workplace standards & adopt new ways of working

Develop new workplace standards for all City employees and a change management strategy for implementation. New standards should encompass workstyles, technology improvements, shared amenities, policies, storage, etc.

Identify key opportunities within the City Building to begin adopting new ways of working early and prior to full renovation of the building. Priorities will include: moving all storage to basement, moving workspaces out of basement, cross training, remote work policies with technology support, etc.)

- Develop and define new city-wide workplace standards
- Develop implementation and change-management strategies for new workplace standards
- Identify opportunities in years 1-3 to implement new ways of working.

Major Renovations at City Building

Major renovations within the City Building will reprogram entire space and enable most staff workspaces to be on floors 1-2, storage spaces will be relocated to the basement, departments will be co-located between 2 floors with less subdivided spaces (e.g. open workspaces, fewer private offices, shared amenity spaces).

Explore opportunity for all Urbana staff to be located w/in City Building – allowing for Field staff to locate as needed near equipment.

ADDITIONAL ACTIVITIES:
Plan for future state (years 4-6) where Fire Station #1 may relocate out of the City Building. Space formerly occupied by Fire Station #1 would be renovated to publicly accessible services and workspace. **includes non-sprinklered spaces (firefighter dormitories), will need to be renovated to accommodate occupied workspace**

In addition to Fire Station #1's potential relocation out of City Building, a new addition to the City Building could be added to the east (rear) of current Fire Station #1 structure. In this scenario, City Council Chambers could relocate into new addition space, and space formerly occupied by council chambers could be renovated into a city-wide training and support space.

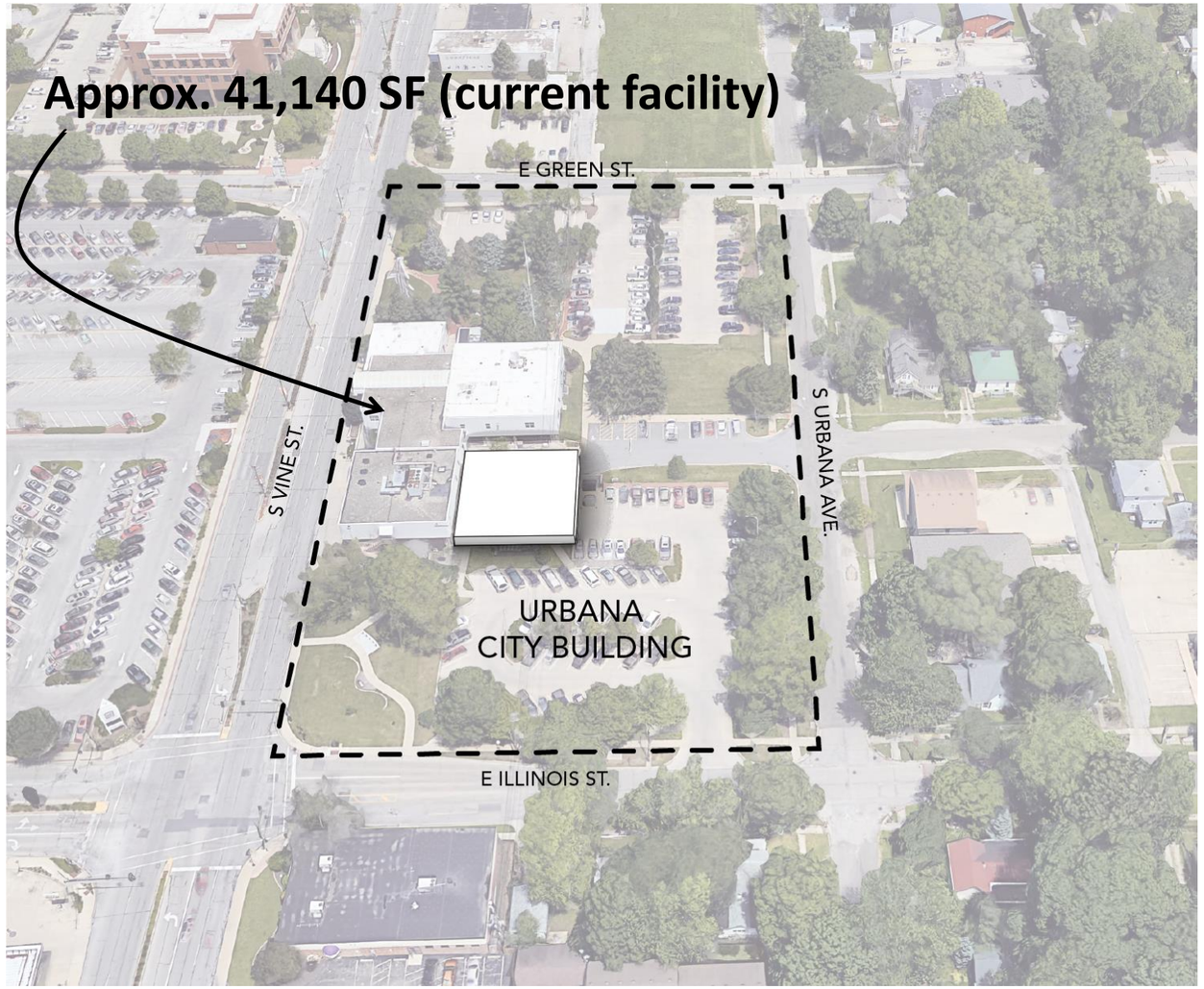
ADDITIONAL ACTIVITIES:
City Building Fire Station 1 Relocation and Renovation of Existing Space

Fire Station #1 potentially vacates City Building space.

If accomplished, Fire Station #1 space to require extensive renovation.

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CITY BUILDING SITE



CURRENT ISSUES:

- Lack of security between staff workplace and public visitors
- Departments are separated between floors
- Offices in the basement with no access to natural light or restrooms
- Inefficient use of potential workspace as storage space
- Lack of wayfinding strategy

CONSIDERATIONS:

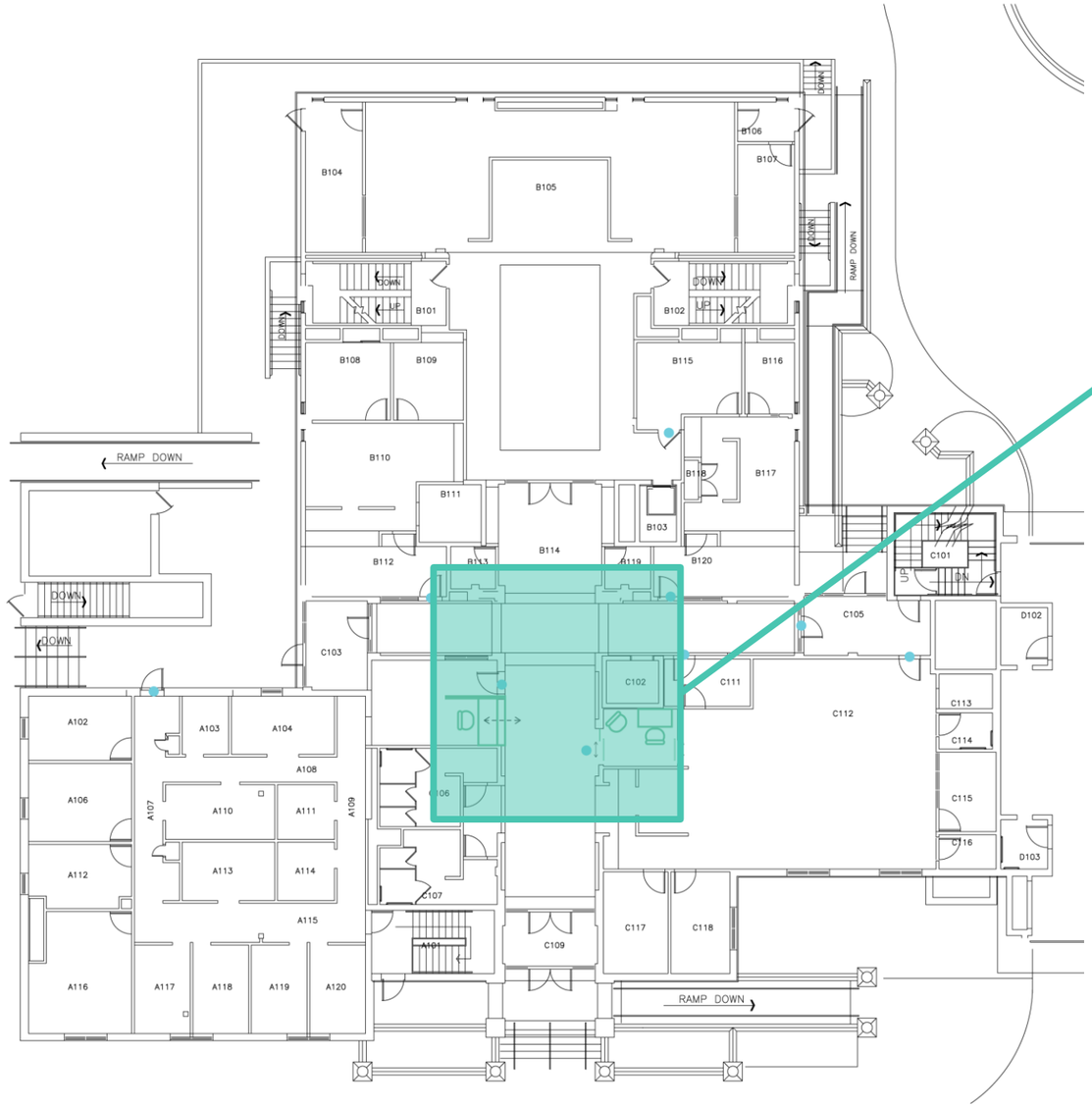
- Relocate fire command operations offsite to allow for relocation of staff currently in the basement
- Provide document storage offsite
- Reconfigure entry to separate public and private functions

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CITY BUILDING PROPOSED FUTURE STATE

REVISED 1ST FLOOR & IMPROVED CIRCULATION (YEARS 1-2)

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FLOOR 01

- Create a ‘welcome station’ desk, staffed by city employees.
- Create a ‘reporting room’ for police reporting window situations that are sensitive in nature. Repurpose and rehab existing interview room for this purpose.
- New/improved signage and wayfinding (off the shelf system).

ALL FLOORS

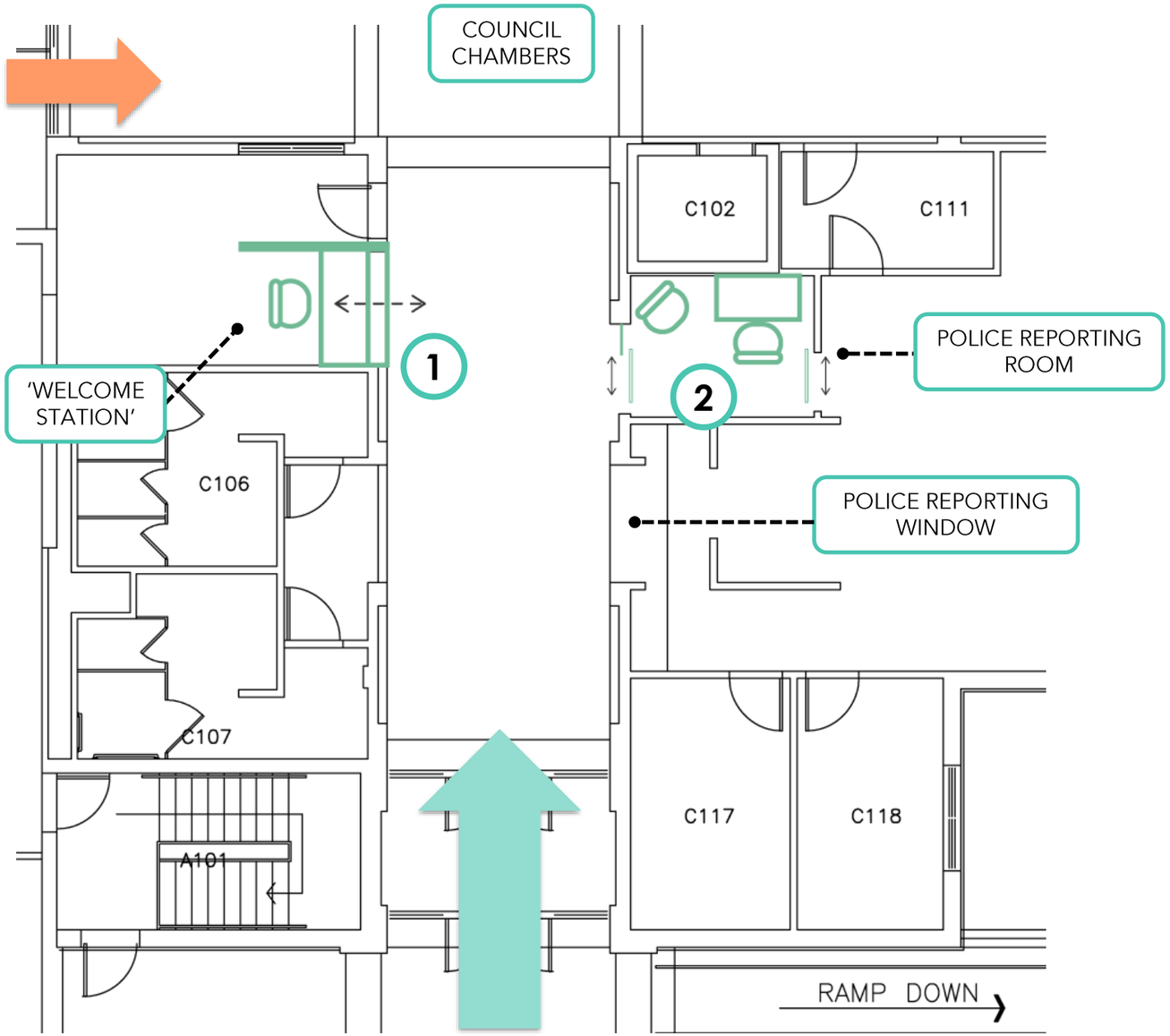
- All doors that provide access to staff spaces are to be secured by key card access.

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CITY BUILDING PROPOSED FUTURE STATE

REVISED 1ST FLOOR & IMPROVED CIRCULATION (YEARS 1-2)

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FLOOR 01

1 Create a 'welcome station' desk, staffed by city employees.

- Requires renovation to current Community Development entry vestibule.
- Serves as an information and service/transaction desk for the public.
- Requires cross-training of city staff to take payments.

2 Create a 'reporting room' for police reporting window situations that are sensitive in nature.

- Repurpose and rehab existing interview room for this purpose.
- Replace solid doors with sliding glass to allow natural light in.
- Update furniture to provide comfortable and welcoming experience for public and police staff.

- Improved signage and wayfinding (off the shelf system) throughout public spaces. Clearly identify public destinations to alleviate staff wayfinding disruptions.

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CITY BUILDING PROPOSED FUTURE STATE

REVISED FIRST FLOOR (YEARS 1-2)

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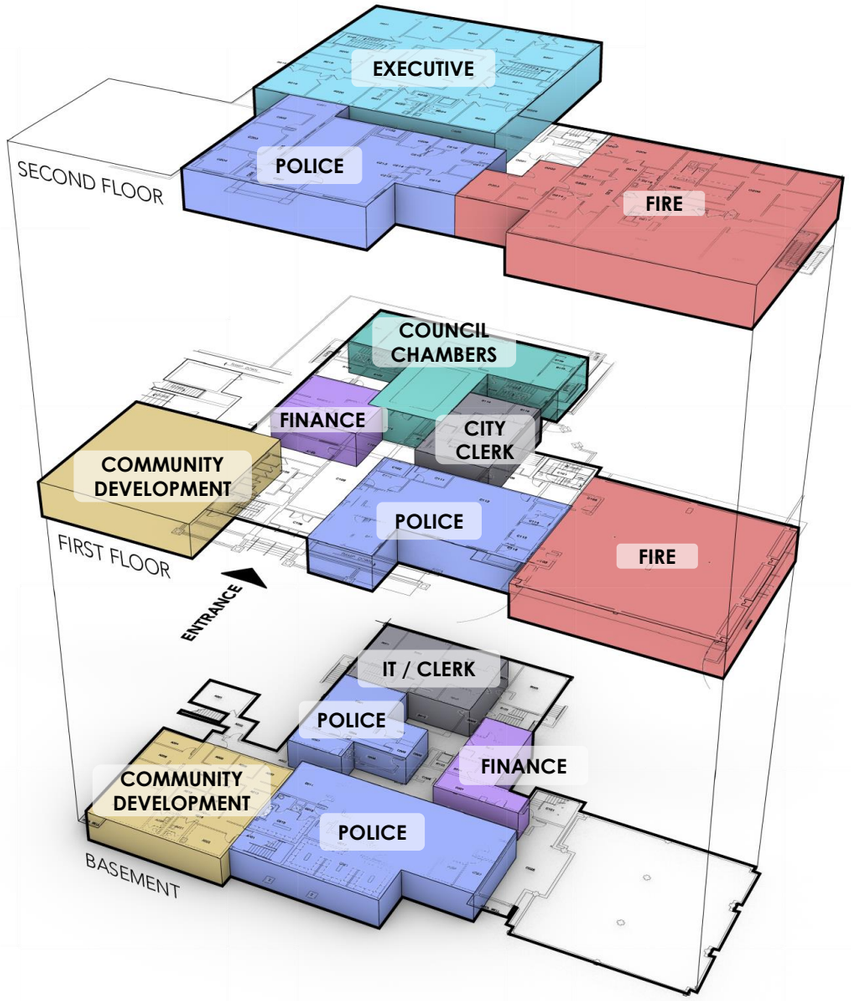


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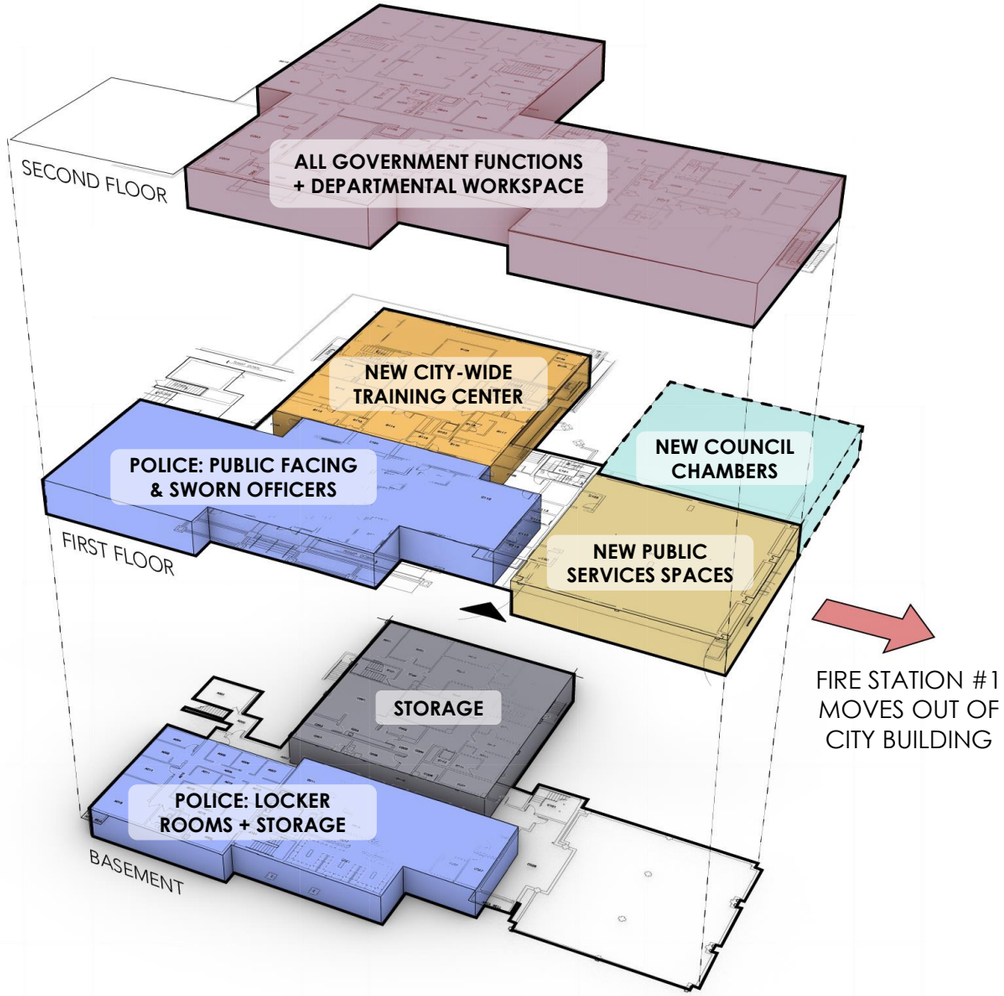
CITY BUILDING PROPOSED FUTURE STATE

OPTION 1: YEARS 8-9

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See following slide for detailed space changes



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CITY BUILDING PROPOSED FUTURE STATE

OPTION 1: YEARS 8-9

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FLOOR 02

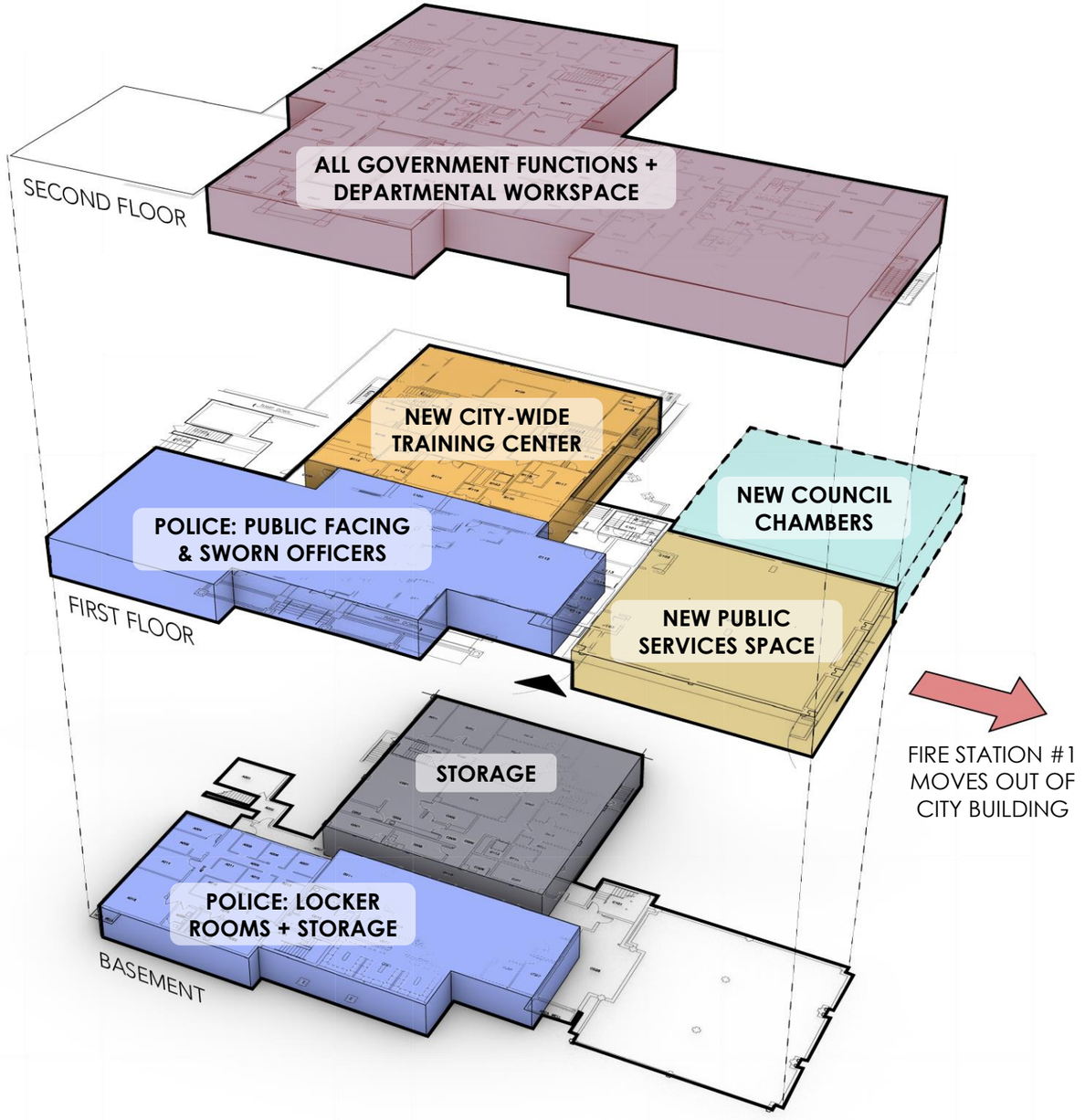
- All government functions and departmental workspaces
- Reorganized to house only departmental staff workspaces & support spaces
- Previously occupied fire station dormitories renovated to workspace

FLOOR 01

- Additional Activity: Fire Station #1 moves out of City Building
- Building addition to rear of former fire station bays - new addition will accommodate new council chambers
- All public services and council chambers relocated to south 'wing'
- Space previously occupied by council chambers becomes city-wide training space
- Police staff and workspace

BASEMENT

- Renovated to storage space & police support spaces



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CITY BUILDING PROPOSED FUTURE STATE

OPTION 1: YEARS 8-9

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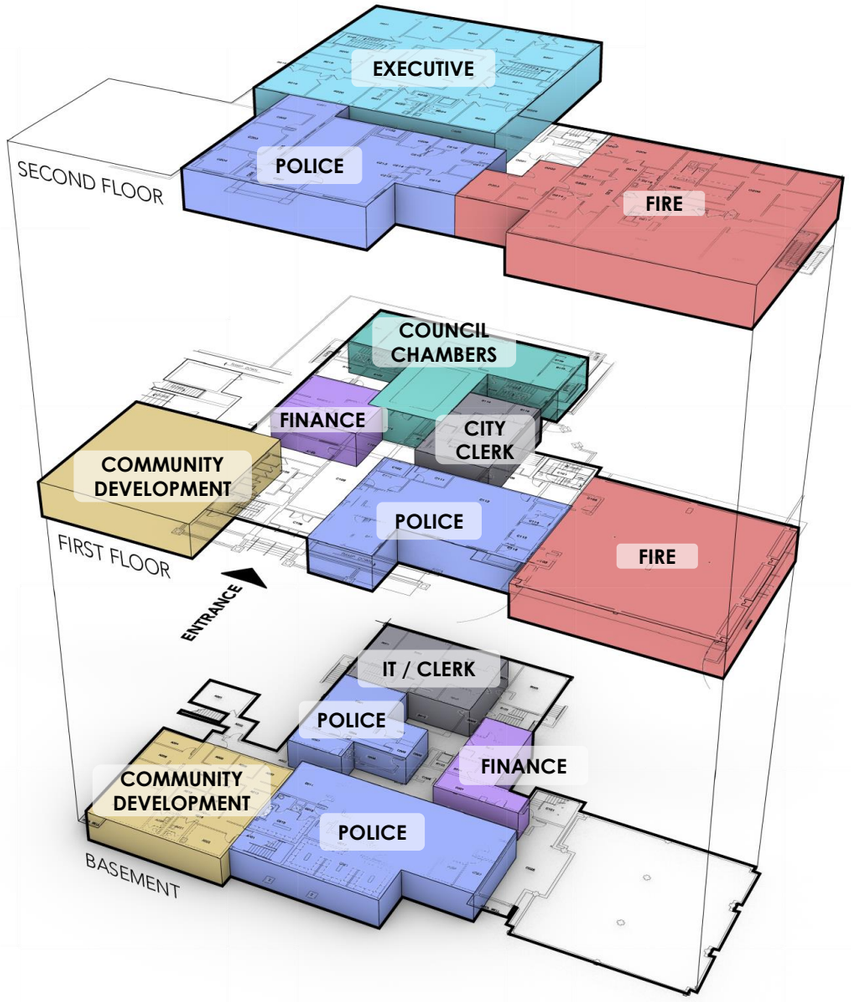


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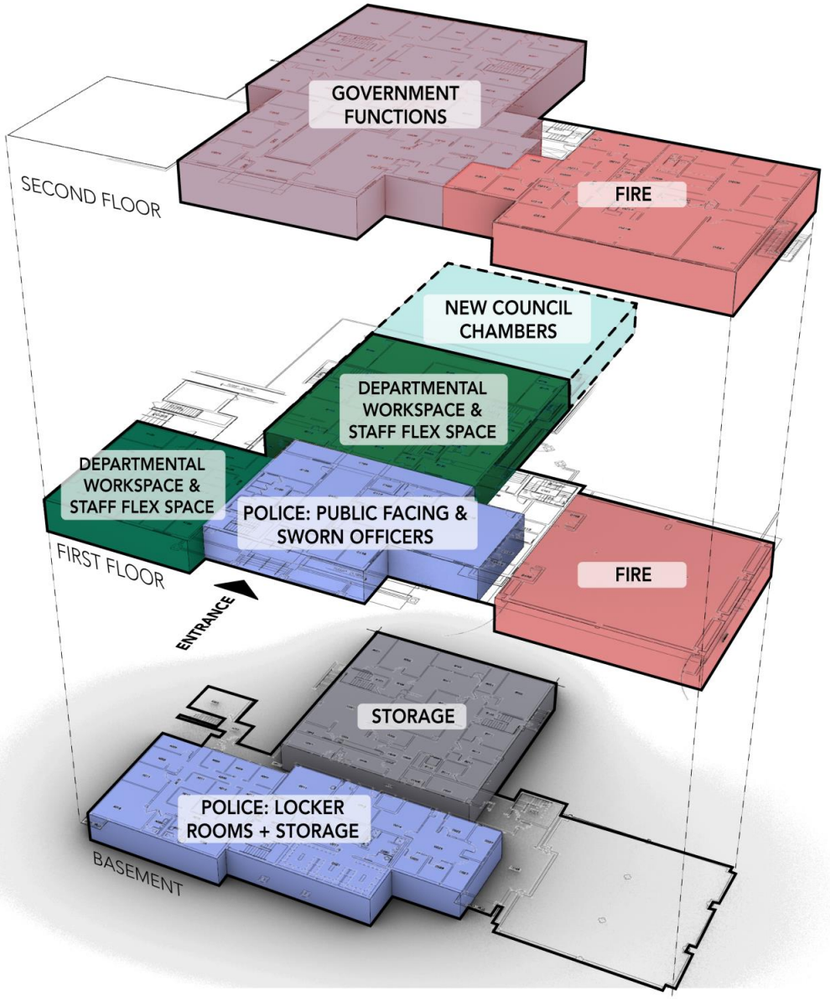
CITY BUILDING PROPOSED FUTURE STATE

OPTION 2: YEARS 8-9

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See following slide for detailed space changes



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CITY BUILDING PROPOSED FUTURE STATE

OPTION 2: YEARS 8-9

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FLOOR 02

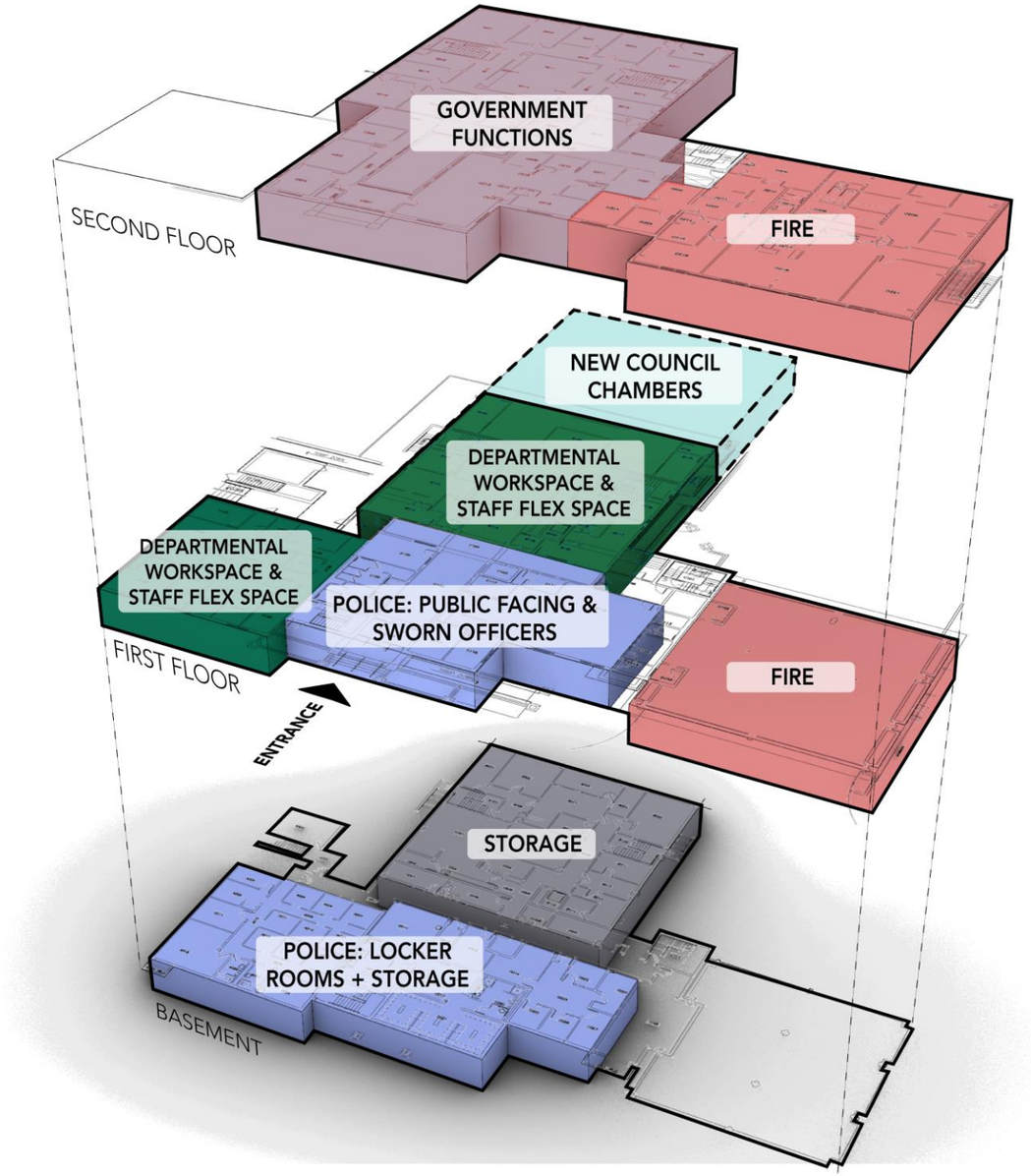
- Government functions and staff workspace
- Fire Station #1 dormitories remain

FLOOR 01

- Fire Station #1 **remains** at City Building
- Building addition to rear of current chambers, new addition will accommodate new council chambers
- Space previously occupied by council chambers becomes departmental workspace and staff flex space
- Police staff and workspace

BASEMENT

- Renovated to storage space & police support spaces



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CITY BUILDING PROPOSED FUTURE STATE

OPTION 2: YEARS 8-9

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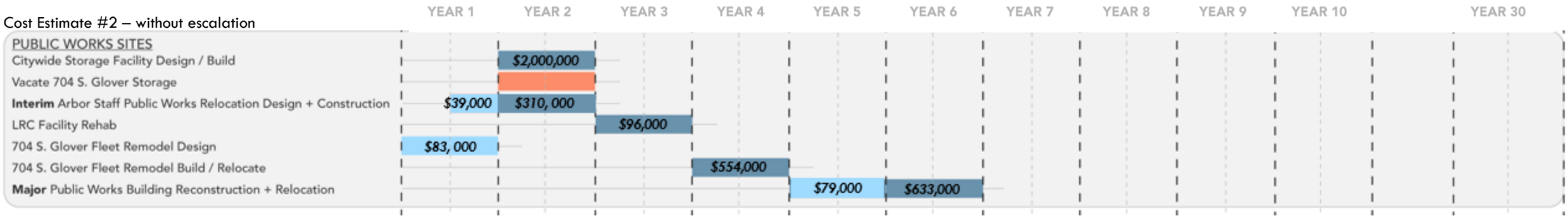


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MASTER PLAN NARRATIVE:
PUBLIC WORKS SITE

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Cost Estimate #2 – without escalation



City Wide Storage Facility Design + Build
A facility with dedicated space for each department will act as a centralized, organized space for long-term storage of both files and non-paper items such as police evidence and vehicle fleets. This facility will be secured with restricted access.

- Assume 23,000 SF pre-fab construction

Vacate 704 S. Glover Storage
Once the City-Wide Storage Facility is completed, the fleet at 704 S. Glover will move to that location temporarily while a more permanent fleet storage facility is designed and built.

(INTERIM) Arbor / Staff Public Works Relocation Design
To eliminate the physical disconnect between Arbor Division employees and Public Works, Arbor Division locker rooms and office facilities will move to the Public Works building. Arbor Division vehicles will move to the future fleet maintenance and storage facilities.

Interim Interior renovations to existing office space in year 1-2. Anticipate renovations to 50% of staff space, approximately

LRC Shop/Employee Space Rehab
Upgrade current LRC facilities to ensure safe and comfortable working conditions for the staff there. Staff will remain assigned to this site both pre- and post-rehab. Assume FFE improvements.

704 S Glover Fleet Remodel Design
Renovation of existing 9,000 SF facility (pre-fab construction) to accommodate relocation of vehicles and equipment from existing fleet space.

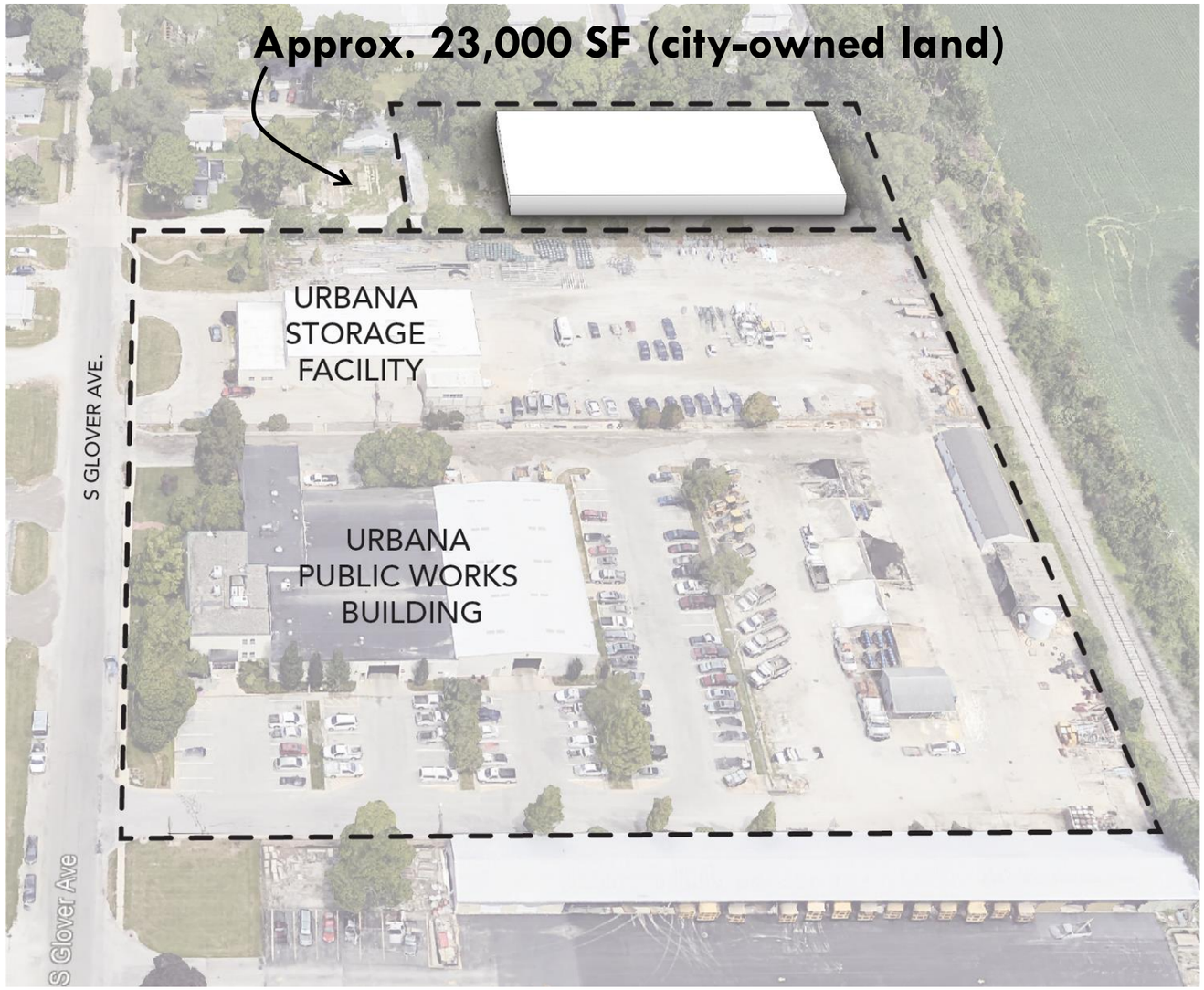
704 S Glover Fleet Remodel Build + Relocate
Renovation of existing 9,000 SF facility (pre-fab construction) to accommodate relocation of vehicles and equipment from existing fleet space.

MAJOR Public Works Building Reconstruction and Relocation
The flexible floorplate of the Public Works Building would allow for renovation of the building to meet updated workplace standards. This renovation will also allow for the Arbor Division staff's assignment to the Public Works building.

- Assume FFE improvements to Public Works Building

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PUBLIC WORKS SITE



CURRENT ISSUES:

- Public works engineering staff disconnected from staff at the city building
- Vehicle maintenance and storage facilities are undersized for current needs
- Storage Facility lacks departmental separation and secure storage for police evidence
- Underutilized city owned land

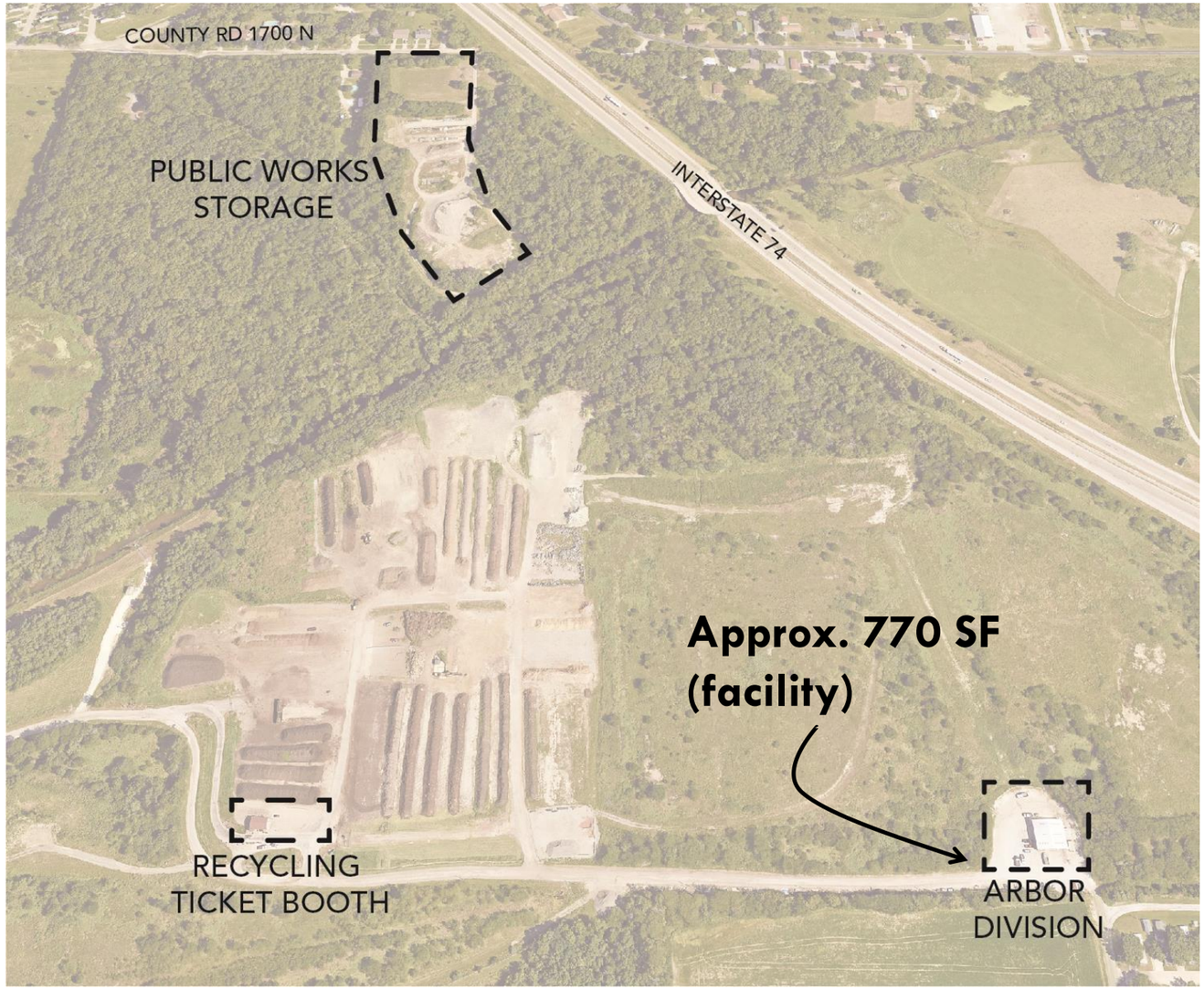
CONSIDERATIONS:

- Public works building has a flexible floorplate for reconfiguration
- City-Owned vacant land open for development

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LANDSCAPE RECYCLING CENTER + ARBOR DIVISION SITE

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CURRENT ISSUES:

- Arbor Division and LRC staff are disconnected from other city departments
- Arbor Division vehicles do not have covered storage
- Maintenance and security upgrades are needed

CONSIDERATIONS:

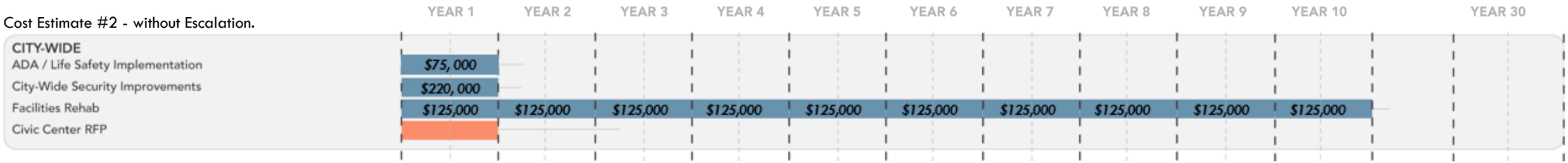
- Relocate Arbor Division locker rooms and office facilities to the Public Works Building
- Relocate Arbor Division vehicles to future fleet maintenance and storage facility
- Rehab existing Landscape Recycling Center facilities for staff to remain on site
- Land is currently being utilized at its highest and best use

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MASTER PLAN NARRATIVE:
CITY-WIDE INITIATIVES

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Cost Estimate #2 - without Escalation.



ADA / Life-Safety Implementation

Assessments of current facilities identified a number of necessary improvements related to accessibility and life safety. Addressing these is a top priority and will be completed in year 1 across all facilities. These will address items such as restrooms, doors, walkways, and parking areas.

City-Wide Security Improvements

Current city facilities have multiple unsecured entrance points and limited in-building security, providing unrestricted access to anyone who enters. Suggested security improvements include secured badging, reduced public access points, and restrictions on public/private spaces in the City Building.

- Security improvements to include: key card access at all non-publicly accessible doors within City of Urbana buildings

Facilities Rehab

This budget represents ongoing improvements to city facilities, both structural and aesthetic. This may include improving meeting rooms, improving interior fixtures and finishes, creating usable break and outdoor spaces, etc. This process is flexible and will operate based on yearly needs and priorities.

Civic Center RFP

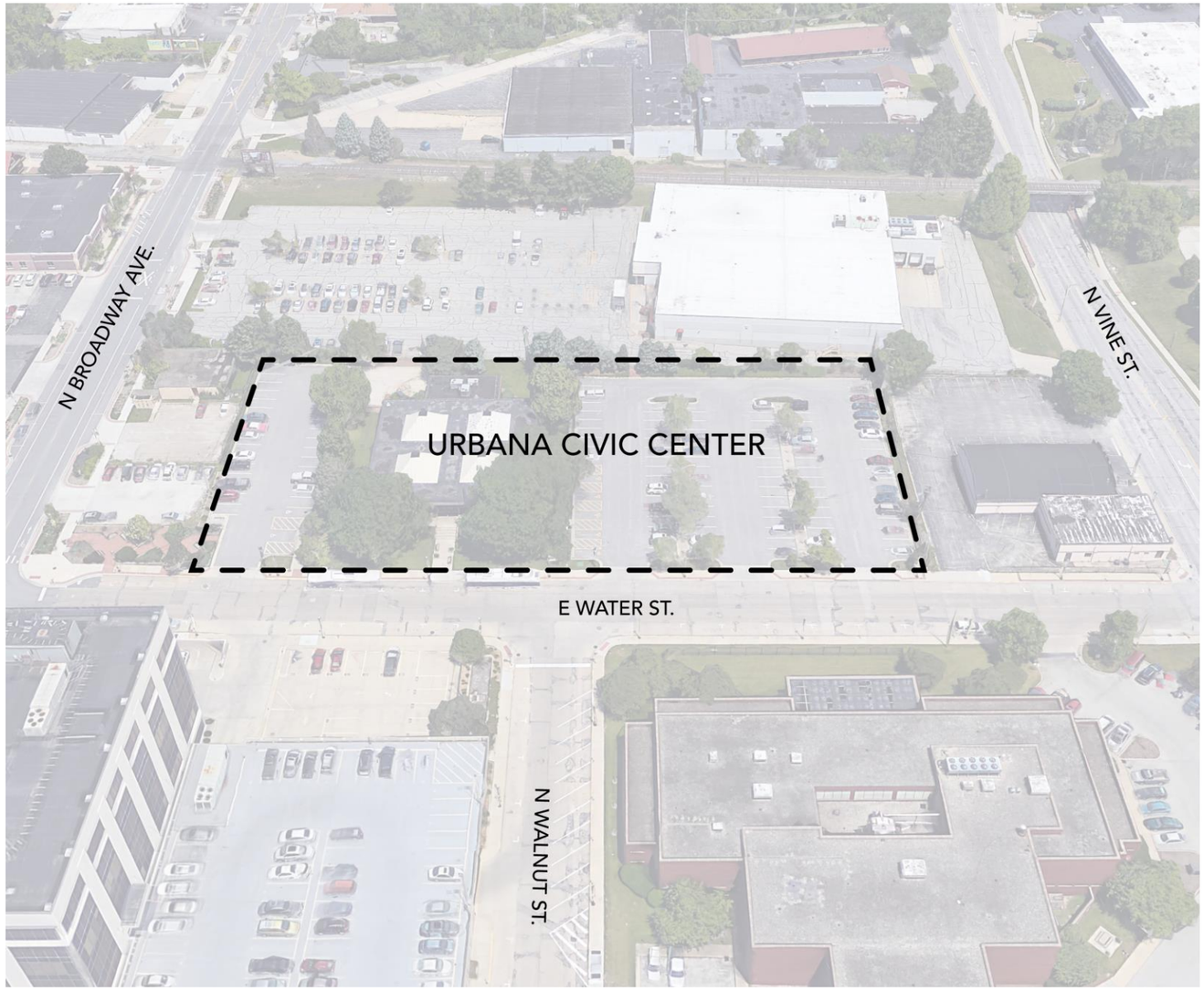
Given that the costs of renovating the Civic Center exceed its replacement value, consider outside input for future usage, construction, or repurposing. This location is of high value and presents a significant opportunity for mixed-use redevelopment.

Redevelopment could include new Fire Station #1 (possible relocation out of current City Building site)

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URBANA CIVIC CENTER SITE

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CURRENT ISSUES:

- The cost repairs and upgrades needed to bring the civic center up to date greatly exceed the current replacement value
- The public would like to see this building reopened or repurposed
- High value property that currently does not have a use

CONSIDERATIONS:

- Divest land from city ownership through public RFP
- Largest parcel of land owned by the city in downtown for redevelopment
- Reuse site for centrally located combined Police Command and Fire Command Station
- Reuse for possible public/private redevelopment in conjunction with one or more sites

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Appendix:

Phases I & II Conclusions

Phase I Recap

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ADDRESSED 4 MAIN QUESTIONS

- What facilities are owned?
- What is each asset's condition?
- What needs exist in the next 10 years?
- What strategy or approach should be used?

PROCESS

1. Observed field conditions (including facilities, systems, and components)
2. Used industry metric to rank and benchmark each facility based on current conditions, estimated value and costs
3. Prioritized replacements based on calculations

FINDINGS

- Overall, facilities were found to be in **poor condition**.
- Five-year direct cost needs are estimated at **$5 million**
- Ten-year direct cost needs are estimated at **$8.2 million** (this includes the five-year costs)
- Facilities are predicted to degrade, but remain in poor condition if the above needs are not addressed.

PHASE I RECOMMENDATION: Address at-risk buildings (see next slide)

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AT-RISK PRIORITIZED BUILDINGS



1. Urbana Civic Center



2. Landfill Pump House



3. Urbana Public Works / Paint Shed



4. Fire Station #3



5. Urbana Storage Facility



6. Landscape Recycling Center / Arbor Division Shop



7. Urbana Police Firing Range



8. Fire Station #2

CONSIDERATIONS FOR PHASE II/III

Location

Function

Capacity

Proximity to Related Facilities

Renovation vs. New Construction

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KEY FINDING 1

Distractions and unclear protocol detract from time spent on defined responsibilities

WHAT WE FOUND

- **Interruptions and distractions are commonplace**, hindering focus and productivity. During the focus group Day in the Life exercise, many employees commented that they struggle to stick to a schedule because they are frequently interrupted by fellow employees, citizens, or distractions. As a result, employees are working before or after hours in order to achieve the focus they need.
- Due to a lack of available meeting spaces, **employees have conversations at workstations or in walkways; this sound carries** and poses a distraction to others.
- **A lack of defined processes or protocol** also causes employees to waste time throughout their days developing workarounds, tracking down the correct information or person, or duplicating work that another individual may have already done. Examples of this include finding an item in storage, connecting a citizen's call to the correct department, or booking the Executive Conference room.

THE OPPORTUNITY

Restore focus on key job responsibilities

Develop etiquette and policies surrounding different spaces and space types

- Designate areas in the office for quiet, heads down work to provide relief from interruptions

Refine information sharing processes

- Improve onboarding process to create awareness of protocol/processes

FROM THE FOCUS GROUPS

Describing the **current** work environment…



This image was selected to represent how employees are **balancing daily tasks** and feel that **everything they do is tactical.**



This image was selected to represent how employees feel **things are coming from all directions.**

FROM THE SURVEY

Identified Workplace Hotspots

Noise from surrounding people	57%
Access to private individual space	54%
Interruptions	48%

*"The current workplace is kind of stressful and wears on people. People have a great attitude and work hard but **some of our work is unnecessary or wrong due to disorganization**"*

Two-thirds of employees surveyed overcome distractions in order to concentrate on a task at least once daily.

Only **38%** of employees indicated that the systems and processes help them get their work done efficiently and effectively.

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KEY FINDING 2

Current facilities hinder collaboration efforts

WHAT WE FOUND

- **A desire to collaborate more exists**, but current facilities do not support increased collaboration. There are **too few meeting spaces** to support the number of employees wishing to use them. In some cases, staff resort to meeting off-site because rooms are not available.
- Spaces for ad hoc, informal, or smaller (3-4 people) meetings are also unavailable to employees without private offices. As a result, these conversations are occurring at workstations or in spontaneous collision areas like hallways, posing a distraction to other employees.
- **Current departmental adjacencies do not logically align with business operations**. Functions that do work closely together are not physically near each other, and individual departments are split between floors.
- The several block divide between Public Works and the City Building requires employees to drive between sites frequently – sometimes daily or even multiple times per day. This distance is inconvenient and inefficient.

THE OPPORTUNITY

Evaluate current meeting space sizes, locations, and reservation processes

- Consider a mix of both reservable and ad hoc touchdown spaces
- Clarify reservation processes

Examine departmental placement to maximize efficiency and collaboration opportunities

Create infrastructure for digital collaboration to minimize unnecessary travel

FROM THE FOCUS GROUPS

Describing the **current** work environment…



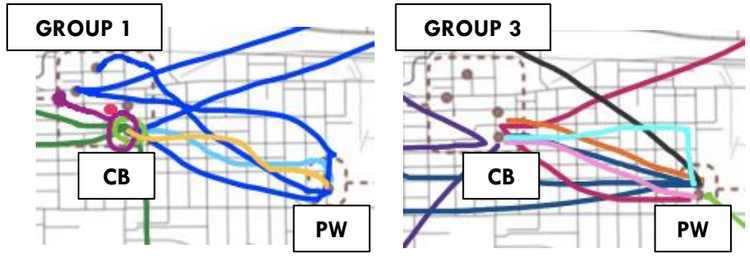
This image was selected to represent the **departmental separation.**

Describing the **desired** work environment…



This image was selected to represent a **desire to work together towards a common goal.**

In the Day in the Life activity, Focus Group participants mapped their daily mobility between Urbana sites (as indicated by the colored routes below). Many individuals reported frequently traveling between the City Building and Public Works.



FROM THE SURVEY

56% of respondents indicated that **they do not have awareness of what colleagues in other departments are working on**

55% of respondents indicated that **accessing appropriately sized meeting rooms is an issue for them**

*"The **current layout is very divided and does not lend itself well to collaborative efforts.** We don't need fewer walls or offices, but the way things are grouped creates barriers. Also, the several block barrier between the Public Works building and the City building makes informal communication more difficult."*

"No spaces exist for good interdepartmental teaming"

*"We **need more room options for meetings and calls** that offer quiet, privacy, and a dedicated space"*

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KEY FINDING 3

Unsafe and unenjoyable working conditions impact employee morale

WHAT WE FOUND

- Workstations are uncomfortable and placement for some is problematic (i.e., little access to natural light at the workstation, working in a basement, having to travel upstairs to use the restroom).
- There are **few spaces to decompress and/or socialize.** Break room spaces are limited and do not offer sufficient seating, causing some employees to eat lunch at their desks and/or work through lunch. Living quarters in fire facilities are inadequate.
- In some cases, **facilities pose safety concerns** (i.e., no sprinklers in fire stations, lack of covered space for vehicle maintenance in Public Works, limited security in all buildings).
- Employees report feeling like they are frequently doing more with less in their jobs. The outdated work environment may serve as a physical reminder of this and contribute to the frustration.

THE OPPORTUNITY

Improve physical facilities where possible

- Separate break/social spaces from working spaces
- Create usable outdoor space
- Address critical safety concerns

Boost morale by showing employees you're dedicated to improving their workplace experience in other ways

- Consider implementing employee recognition programs and offering more professional development opportunities
- Empower staff to make their own decisions where possible (i.e., chance to work remotely, different working environments on-site)

FROM THE FOCUS GROUPS

Describing the **current** work environment…

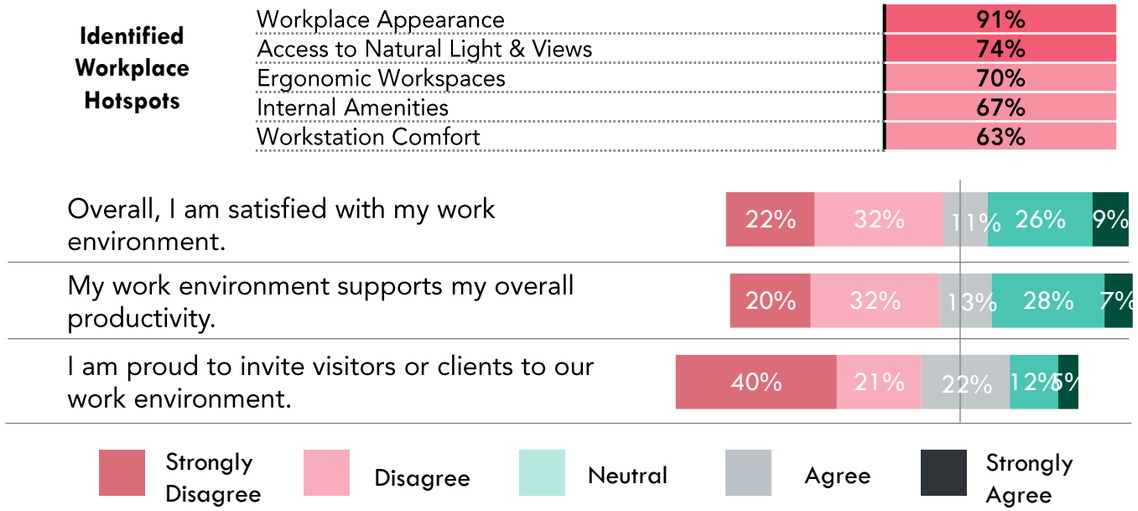


This image was selected to represent how **physical facilities are crumbling and feel "like a jail cell".**



This image was selected to represent the **lack of natural light** and **dark, basement-like environments.**

FROM THE SURVEY



"We take a ton of pride in where we stay and constantly keep the place clean. It feels like an effort that is not worth it sometimes. The floors are atrocious, there is not a wall in this place with out a scratch, scuff, or paint peeling. This is our house; we live in this place 33% of the time. There is no way anyone would let their house look like this. When the house is clean or something is maintained correctly at home, you are less stressed and quality time improves. This is how it should be here."

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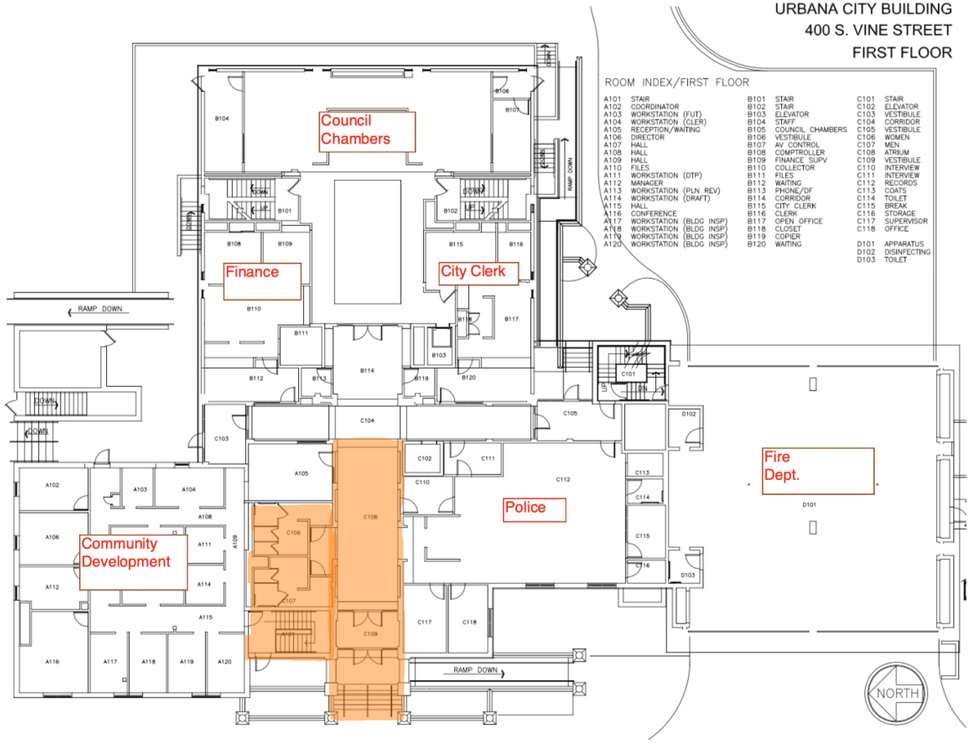
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KEY FINDING 4

Limited delineation between public & private space affects both employee and citizen experiences

WHAT WE FOUND

- In the City Building specifically, anyone who enters the building has access to all spaces, including office areas and the City Council Chambers. **There is currently no welcome desk or wayfinding help in place,** meaning citizens often wander the building until they find someone to ask for help. This process is inconvenient for staff and confusing for citizens.
- Police services placement limits confidentiality for citizens and causes employee discomfort. **The highlighted areas on the floorplan to the right show current collision zones where staff and citizens are likely to encounter individuals utilizing the police reporting window or other services.**
- Current security measures are ineffective and difficult to maintain as employees exit the organization. **The lack of security creates a feeling of unease for city employees and their families; in fact, every single focus group expressed their desire for better security measures.**



FROM THE SURVEY

*"Once the public gains access into the building, there really is not much of a barrier between them and us, and there are **those that do not respect the professional and physical boundaries**."*

THE OPPORTUNITY

Align facilities with the desired City of Urbana brand

- Create an environment that is inviting to citizens, while maintaining safety and privacy for employees

Refine the greeting and wayfinding process for citizens

Consider circulation patterns of citizens and employees when planning departmental placement

FROM INTERVIEWS

*"The City Building lobby is **ridiculous**. We're sharing space with police and investigations, and we have no security whatsoever."*

*"One of my priorities is getting rid of our keys in favor of an improved security system. The **public access to the building is an issue**. There's no security or separation between areas."*

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KEY FINDING 5

Poorly maintained storage causes the work environment to feel crowded

WHAT WE FOUND

- The City has a large amount of space dedicated to storage, but employees frequently report having difficulty finding storage space for new items. As a result, **storage has overflowed into extra spaces like conference rooms and empty desks, contributing to the overcrowded feeling.**
- **Awareness of document retention policies and responsibilities is limited**, so **many departments are currently storing more files than they are required to, taking up more space than necessary**. Employees with awareness of policies also feel they don't have enough time to manage files.
- The **IT infrastructure for digital file storage is limited**, leading to a reliance on physical paper files.
- **Storage in field facilities is insufficient** – as equipment sizes have increased, facilities have remained the same size, presenting a challenge for these employees, particularly in the winter.

THE OPPORTUNITY

Create awareness of document retention and storage policies

- Develop protocol for managing storage both in the short-term (to try and reduce the unnecessary backlog) and long-term (to stay on top of things moving forward)

Create accountability among departments for storage maintenance

Consider evolving storage needs in future planning

- Develop spaces for modern equipment in field facilities
- Convert to digital file storage

FROM CITY FLOORPLANS

In the Public Works and City Buildings…

13,958	sq. feet dedicated to people (i.e., workstations, offices, reception areas)
10,409	sq. feet dedicated to support (i.e., conference rooms, restrooms, breakrooms, etc.)
8,870	sq. feet dedicated to storage

Roughly **18%** of space is dedicated to storage

FROM THE FOCUS GROUPS

Describing the **current** work environment…



This image was selected to represent the **tight quarters and feeling of lots of people being crammed into one space.**



This image was selected to represent the feeling of **having no room to breathe or move things.**

FROM THE SURVEY

*"Nothing has been updated. There is a **tremendous lacking of large vehicle and equipment storage.** The fleet facilities to maintain all sizes and varieties of equip. are lacking. Winter operations are a challenge in the limited garage space."*

81%

of respondents said their department **does not have sufficient storage for work-related items**

"Centralized document and agreement management would eliminate many redundant (mostly paper) record keeping across multiple departments."

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