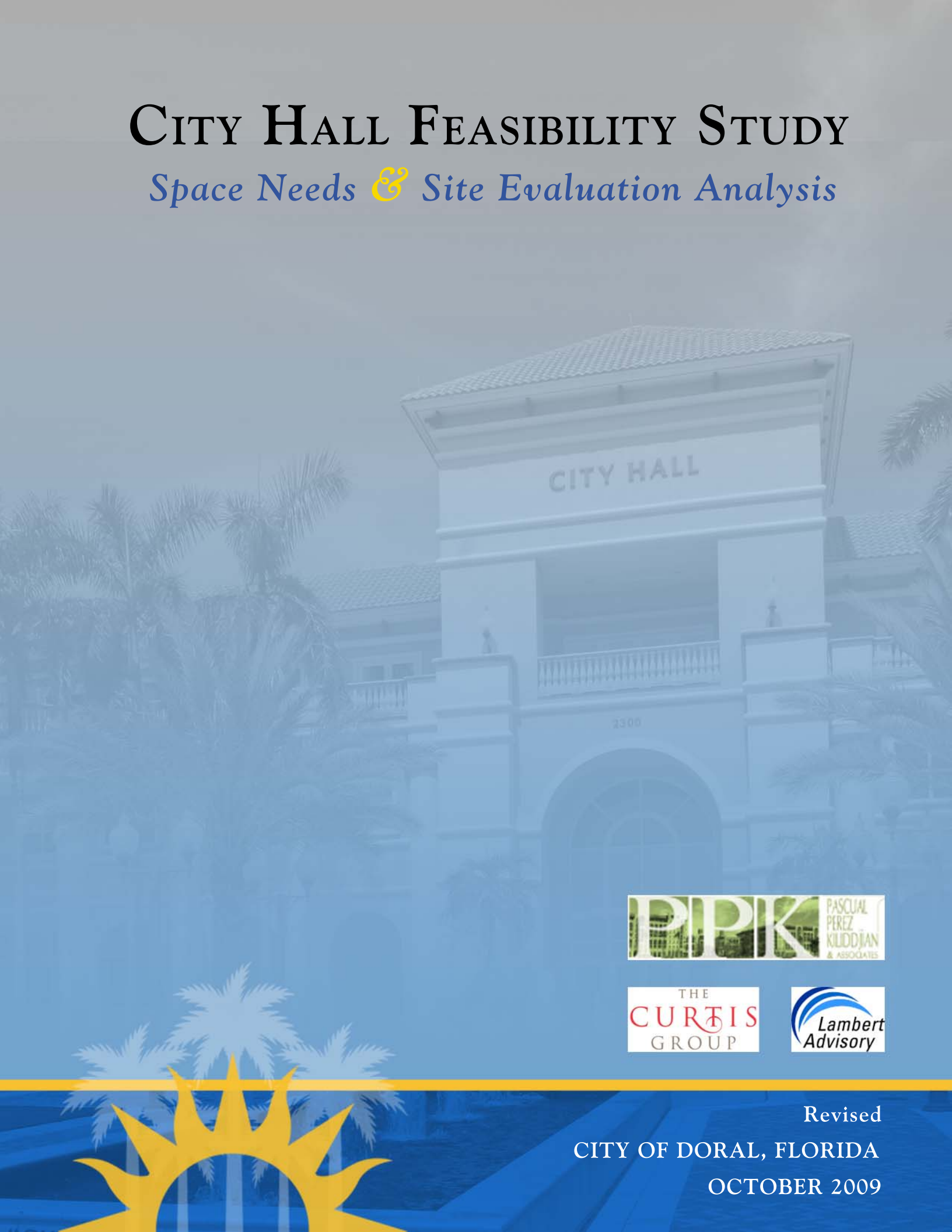


CITY HALL FEASIBILITY STUDY

Space Needs & Site Evaluation Analysis



Revised
CITY OF DORAL, FLORIDA
OCTOBER 2009



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Introduction

This study serves as the foundation for the City of Doral to begin its process of envisioning a City Hall that is:

- a symbol of the City for both residents and visitors,
- an efficient and desirable work place for its staff, and
- a well-organized and accessible government facility for the public.

This study is guided by extensive research, in-person interviews, comparative studies, site visits and comments and input received from the City of Doral. This has served to focus the analysis of relevant information, identifying needs and concerns, and developing parameters by which a future City Hall can be envisioned.

Location

The City of Doral, an incorporated municipality since 2003, is located in Miami-Dade County in the State of Florida. The City occupies a land area of 15 square miles bordered on the west by the Ronald Reagan Turnpike (SR 821), to the north by the Town of Medley, to the east by the Palmetto Expressway (SR 826) and to the south by the City of Sweetwater. It is located approximately one mile west of the Miami International Airport and about 12 miles west of Downtown Miami. The City is currently home to approximately 36,000 residents and regularly hosts in excess of 100,000 people who work within the City.

Goals

The goals of this study are to:

1. Identify space needs and provide a framework for space and circulation design,
2. Identify site selection criteria and conduct preliminary evaluation of sample sites.

Accordingly, this study is divided into two primary sections.

Section I includes a space needs analysis and recommendations. This is based on research, site visits, interviews with City departments, and case studies of comparable municipalities in the area.

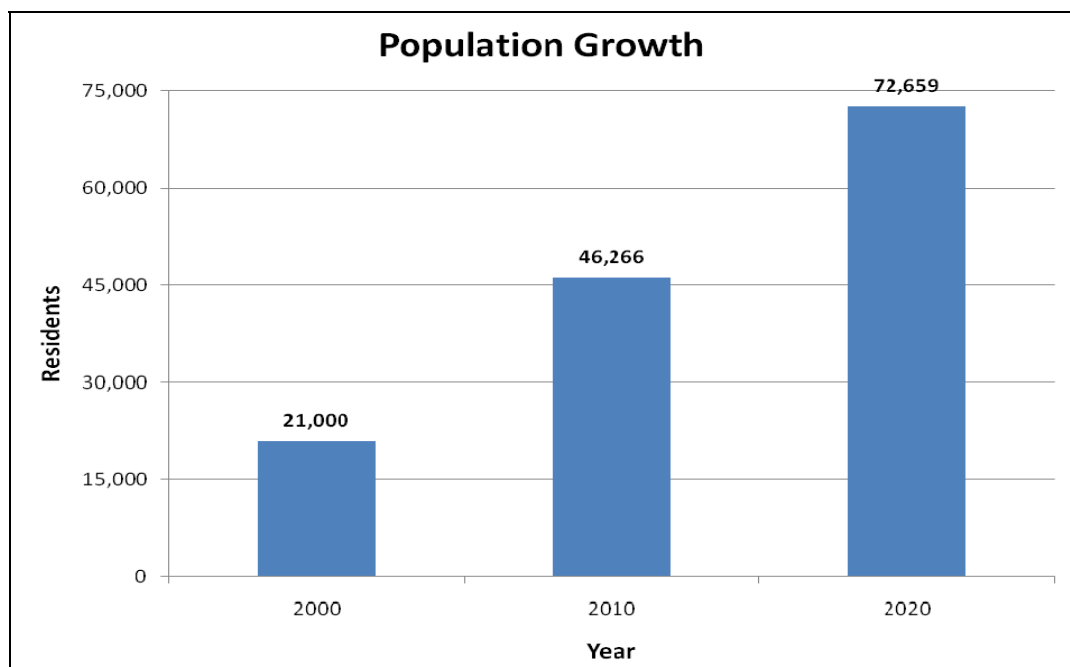
Section II includes criteria by which sites should be selected. The criteria have been divided based on planning, economic, fiscal, building and site design parameters. Based on these criteria, preliminary evaluation of six sample sites, identified by City staff, was conducted. The methodology and format of site selection process was developed such that it could be applied to any site that the City may be interested in reviewing in the future.

Planning Context

A review of the City's Comprehensive Plan, demographic, land use, annexations and other data is essential to understanding the City's vision and direction as a whole. This in turn, informs and establishes the need, quality and quantity of space for the various components that a well functioning City Hall should have.

Population characteristics

As of the 2000 Census, the population of the City of Doral was 21,000 with a projected growth of 45 percent in 2010 and 64 percent in 2020, and a total resident population of 46,266 and 72,659, respectively (see **Exhibit 1** below).

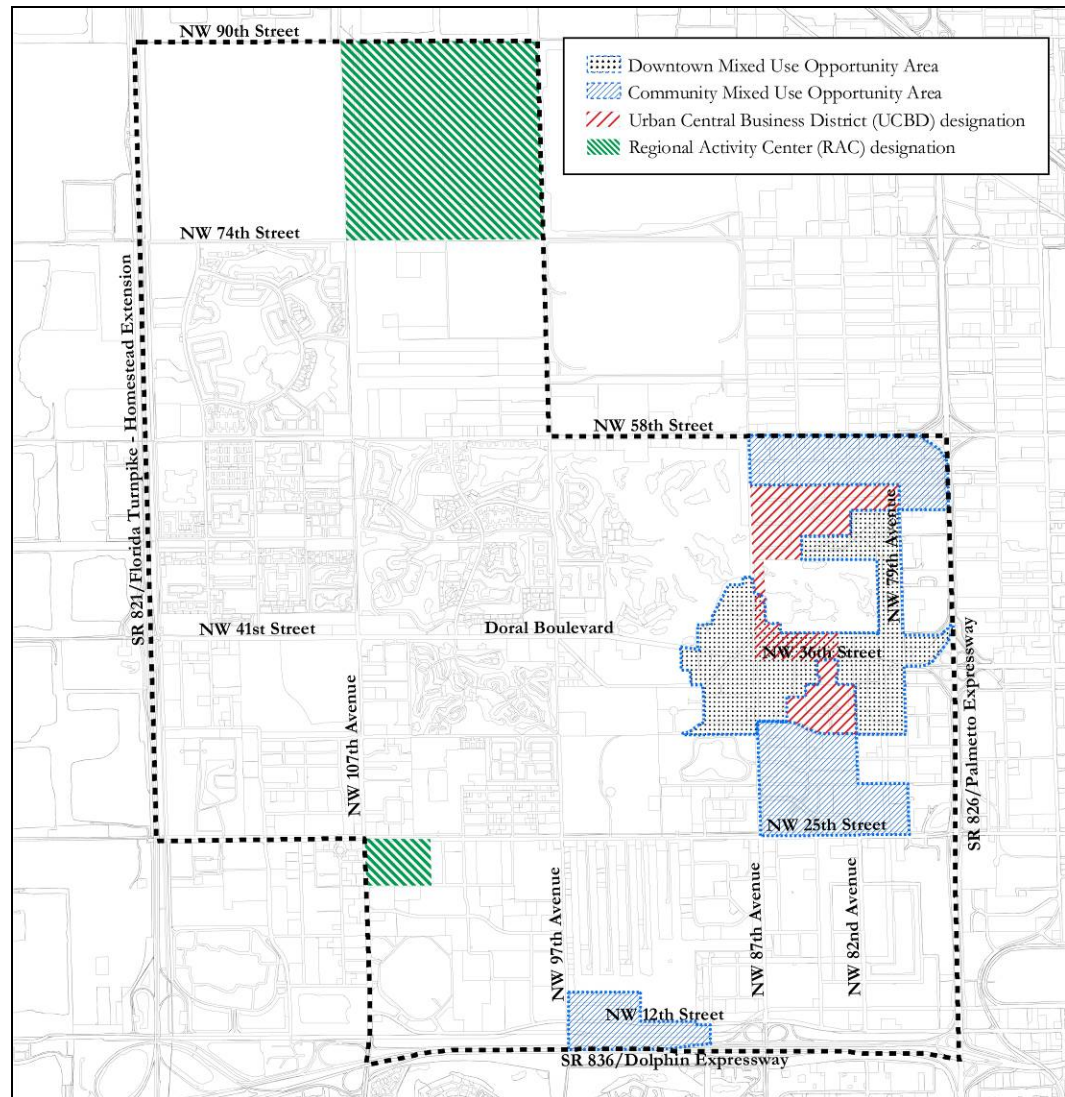


Source: City of Doral Comprehensive Plan 2006

Exhibit 1
Population growth in Doral

Comprehensive Plan

To promote redevelopment and mixed use development in the more urbanized sectors of the City, the City has identified designated overlays including Opportunity Areas, Regional Activity Centers and an Urban Central Business District. These would encourage more development of housing, retail and business in these areas (see **Exhibit 2**).

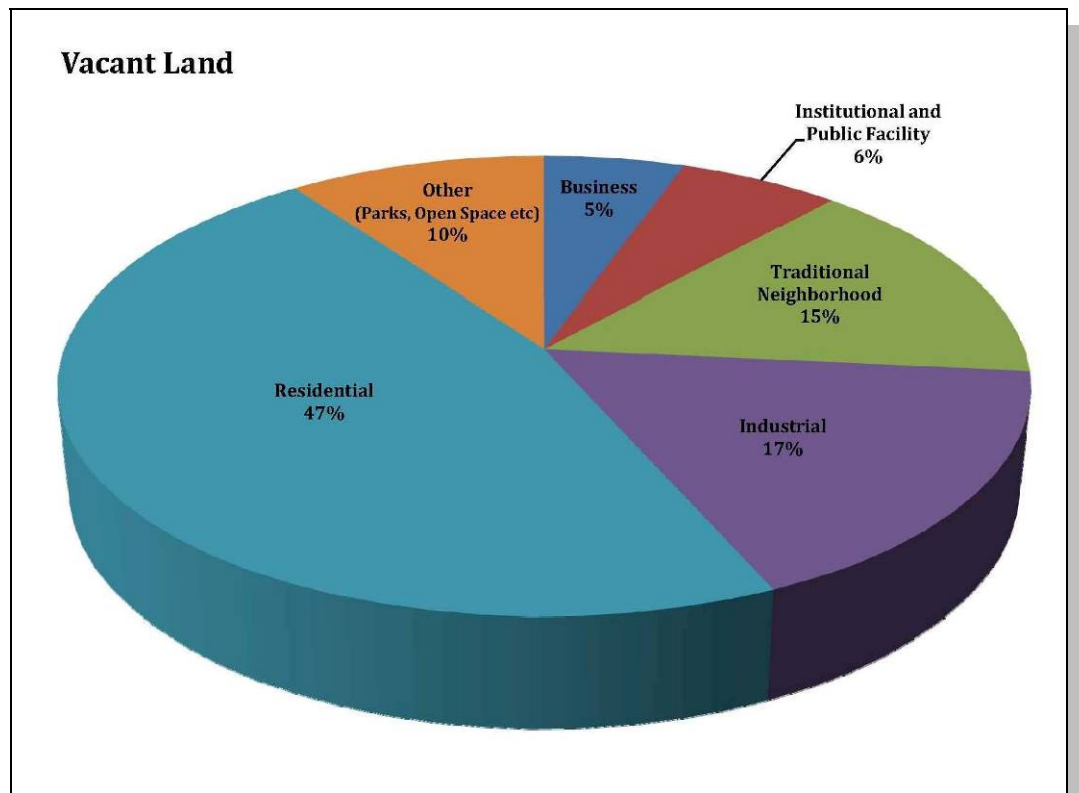


Source: City of Doral Comprehensive Plan 2006

Exhibit 2
Development opportunity areas in Doral

Vacant Land

There is an estimated 1,946 acres of vacant or undeveloped land within the City of Doral, amounting to approximately 20 percent of the total land mass. Residential land comprises about 905 acres (46.5%), industrial areas comprise 16.76%, while Traditional Neighborhood land uses make up an estimated 14.72% of available vacant property. The vacant Institutional and Public Facility lands in the City total 121 acres or 6.25% of the total unbuilt area, owing largely to the large federal land parcels in the center of the City which are not developed. The City has an estimated 106 acres (5.43 %) of private undeveloped Business tracts currently (see **Exhibit 3**).



Source: City of Doral Comprehensive Plan 2006

Exhibit 3
Vacant land distribution in Doral

Annexations

The City of Doral is currently working on annexations of Section 6 (T53, R40) located along the northwest corner of the City boundary, Section 16 (T53, R40) located along the northeast corner of the City boundary and containing the Dolphin Mall, and Section 31 (T53, R40) located along the southwest corner of the City boundary in Miami-Dade County. The area west of the Turnpike is also being considered as potential future annexation. See **Exhibit 4** for annexation areas.



Source: Miami-Dade GIS 2008

Exhibit 4
Annexation lands

SECTION I. SPACE REQUIREMENT ANALYSIS AND RESULTS

Identification and analysis of space needs methodology

The methodology used for identification of space needs is as follows:

1. Conduct an analysis of existing city hall location and space.
2. Conduct in-person interviews with staff of all departments to better understand needs and concerns unique to the department. The building program was developed based on input received.
3. Conduct extensive research including historical and annual reports from the City, plans of existing buildings, surveys of the operations in each area and noted space usage, equipment, and other factors.
4. Conduct an assessment of the functions and space needs
5. Conduct an analysis of location and space standards of other comparable local municipalities
6. Develop assumptions standards and calculations behind the space requirements
7. Identify and projected City Hall staffing and growth which support the space requirement calculations.

This section is sub-divided into the following subsections:

- Projection Parameters
- Current and Projected Staff by Department
- Space Requirement by Department
- Summary of Space Projections
- Space standards

IA Projection Parameters

The projection of space needs is based on two growth parameters. The first parameter is the population projections in the Comprehensive Plan. The second parameter is based on the annexations planned.

I.A.1 Year 2010 (Current requirements)

Based on FTE data provided by the City and in person interviews conducted, staff projections for the year 2010 were obtained. This is used as the current present requirements for the City and provides the base space quantity for this study.

I.A.2 Year 2020

Year 2020 requirements are computed as a ten percent increase over the base year 2010 quantity.

I.A.3 Year 2030

Year 2030 requirements are computed as an incremental five percent over the Year 2020, and an additional 15 percent to account for annexations that will have occurred since.

I.A.4 Department Work Areas

The calculation of space requirements for each of the functions and operations in City Hall is accomplished mainly by applying space standards to the staff levels and to the support areas which each division or department requires to perform its function. For equipment areas, the existing count of files and other items is used as the baseline, and this square footage is increased in future projection periods based on identified growth factors.

I.A.5 Special Areas

Greater attention to space and design were allowed for uses specific to City Hall. These include Council Chambers, a common service area for development related services referred to as a 'One-stop Shop' area, meeting, training and conference rooms, and storage.

I.A.6 Adjacency Computations

Non-quantitative space requirements were analyzed, including proximity, functionality and adjacency requirements for security, day-lighting, power, and other systems.

Adjacency needs on a department by department basis will be presented using graphic bubble diagrams that show the adjacency needs of each department in relation to a 2-story, and 3-story building scenario. These diagrams are used to show which departments need to be in proximity to each other and to give an overall impression of building layout. This exercise will allow the City to analyze and visualize possibilities of building layout.

I.B Case Studies

Other local municipalities' City Hall facilities were toured and evaluated, when establishing standards for the City of Doral. The municipalities visited were Miramar, Medley, Village of Key Biscayne, and Coral Gables. Data gathered included pictures and sketches of the facilities, along with technical information such as land area, population, number of employees, and square footages for uses provided **Appendix A** includes all case study information gathered for each of these municipalities. A summary is listed below.

I.B.1 City of Miramar

- Part of overall master plan (retail, residential, civic, office uses)
- City Hall part of a campus plan (performing arts center, plaza, library, community college)
- City Hall has civic presence on civic plaza
- Courtyards featuring public art
- Council Chambers at grade with theater style seating and double height ceilings
- Double height entry lobby
- Three story administration building has Mayor, Council, and Manager's offices on third floor
- Community Development building has "One-Stop-Shop" permitting area

I.B.2 Town of Medley

- Town Hall located on central axis
- Covered parking provided for Town of Medley employees (can work towards gaining LEED credits)
- Triple height entry lobby with open stair
- Council Chambers with seating for 120
- Private access to chambers for Council and Mayor
- Expansive terrace on second floor overlooking park for receptions
- Training rooms and computer rooms available for use by residents
- Shelter for use by residents after hurricanes
- Job placement center

I.B.3 Village of Key Biscayne

- Part of campus plan (fire hall, community center)
- Organized around central courtyard to allow light into departments
- Central courtyard can also be used for receptions
- Chambers had separate room for staff to work and observe hearings
- Coastal elevation character accents vernacular architecture style already found on the island

I.B.4 City of Coral Gables

- City Hall provides great civic image (iconic)
- City Hall has historical precedent (Merchant's Exchange Building in Philadelphia)
- Use of local materials (oolitic lime rock)
- High end interior finishes (marble)
- High ceilings throughout building create comfortable spaces
- Because it is a historical structure, the building is unable to provide flexibility

I.C Current and Projected Staff by Department

I.C.1 Full-Time Equivalent Employee (FTE) Projections

The Comprehensive Annual Financial Report for the Fiscal Year 2008 indicates a continual growth in Full-Time Equivalent Employees (FTE) for the City of Doral. This can be attributed both in part to population growth and annexations identified.

Based on FTE data provided by the City and in person interviews conducted, staff projections for the year 2010 were obtained. The Year 2010 information is used as the current present requirements in the City.

This upward trend is expected to continue with approximately 170 + employees working in the City in the year 2010, and more than 200 employees if the annexations were completed by the years identified see **Exhibit I-1**. This data was further corroborated through in-person department interviews.

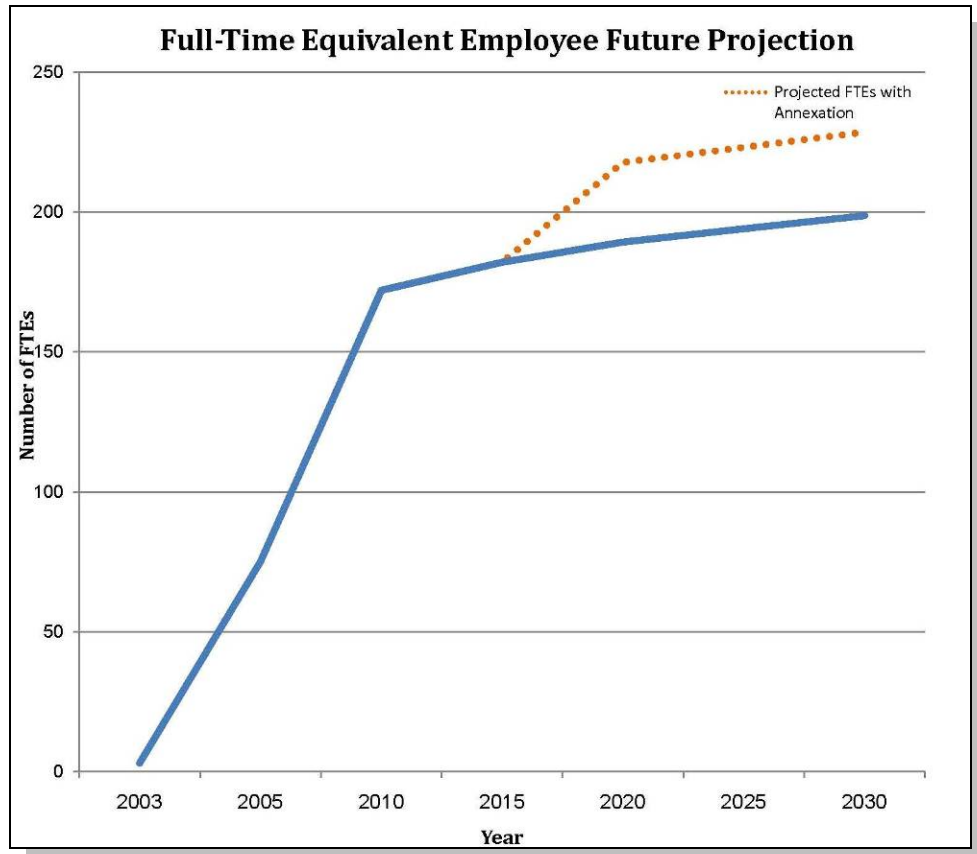


Exhibit I-1
Full-time equivalent (FTE) employee projections

Based on the employee data from the Comprehensive Annual Financial Report for the Fiscal Year 2008 and departmental interviews, **Table I-1** below projects the number of employees by department. Space allocation analysis is based on this information.

**Table I-1
City of Doral Government Employees by Department***

Department	YEAR									
	2003	2004	2005	2006	2007	2008	2009	2010	2020	2030
							Existing	Current		
City Clerk	-	1	2	3	4	3	3	5		
City Manager	1	4	4	5	6	5	3	5		
Finance	1	2	2	2	3	4	6	7		
Human Resources	-	-	-	-	-	3	3	4		
City Attorney	1	1	1	1	1	1	1	1		
Mayor's Office	1	2	2	2	2	2	2	2		
City Council	-	1	1	2	2	3	4	4		
Purchasing	-	-	-	-	-	1	0	2		
Information Technology	-	-	-	-	-	4	7	12		
Building	-	-	-	18	28	31	30	38		
Planning & Zoning	-	-	-	7	5	8	6	8		
Code Compliance	-	-	-	8	10	10	12	13		
Public Works	-	6	6	6	10	15	16	17		
Parks & Recreation	-	29	29	28	27	46	55	56		
Community Development	-	15	29	-	-	-	-	-		
Licensing	-	-	-	2	2	2	2	2		
Administrative Services	-	2	1	1	2	-	-	-		
TOTAL	4	63	77	85	102	138	150	174	192 ⁽¹⁾	201 ⁽¹⁾
TOTAL (including 15% for annexations)									221	232

* Does not include police.

⁽¹⁾ Calculated as a 10% and 5% increase for and 5% increase for Year 2020 and 2030 respectively.

I.C.2 Work Station Projections

Based on department interviews, there is an immediate need for common and support areas including conference rooms, training rooms, file rooms, common work areas, a mail room, and break areas. A need for one to two workstations per department is needed to accommodate any additions. Space for additional workstations should be considered to meet a sudden or unanticipated need in the future. These additional needs are reflected in the projections provided in this document.

I.D Space Requirements by Department

Space requirements by department were determined by establishing the total number of workstations needed and the square footage for each workstation. The estimates were confirmed by site visits of existing City Hall facilities (conducted in July, August and September 2009) and departmental staff interviews. Case studies of other comparable municipalities were conducted to determine common parameters for workstations and departmental space requirements. Case studies of City Hall facilities included City of Miramar, City of Medley, Village of Key Biscayne and City of Coral Gables. Summaries of these studies are included as **Appendix A**.

Space allocations

Space requirements divided into the department groupings are listed below. A recurring concern voiced by departments was the need for common work areas and conference rooms. To address this, a category for Support Areas has been added to the list.

- Office of the City Clerk
- Office of the City Manager
- Finance Department
- Human Resources Department
- Office of the City Attorney
- Office of the Mayor
- City Council Offices
- Council Chambers
- Purchasing Department
- Information Technology Department
- Building Department
- Code Compliance Department
- Planning & Zoning Department
- Public Works Department

- Parks & Recreation Department
- Support Areas

For each department listed, a brief summary is listed outlining the concerns and assessments of each space. A detailed table is included listing the number of current employees, the projected number of employees in 2010, current square footage occupied and projected square footage in 2010. The 2010 data is then used as the present requirements, and used as the base year for projections and calculations in the following sections.

I.D.1 General Allocation of Space Standards

Based on research and case studies of other comparable municipalities, **Table I-2** outlines the general allocation of standard space needed by staff position.

**Table I-2
General Allocation of Space Standards**

Use	Area (square feet)
Mayor	500
City Council	380
City Manager	380
City Attorney	320
Department Head	320
Typical Manager requiring an office	160
Other Offices	120
Large Cubicles	100
Most Cubicles	80
Other Cubicles	60
Field-Based Staff	48

I.D.2 Office of the City Clerk

The City Clerk serves as the Corporate Secretary of the City, the official Secretary of the Legislative body, the Official Records Custodian of the City of Doral, and Supervisor of Elections for all City of Doral municipal elections. The Office of the City Clerk is the most visited City department by residents of the City. Therefore it has the greatest public visibility and interaction.

Space Design - Review and assessment

- Since the department houses official records, storage is a concern. As the City continues to grow, and more business is done at City Hall, storage will be a concern.
Study Recommendation: More storage, exclusive to the use of this department is recommended.
- The department houses one of the few copy machines in City Hall. This causes more foot traffic within staff areas, and can be of concern when staff is working.
Study Recommendation: Separate common and work areas meant for such administrative purposes are recommended, such that they do not interfere with staff work areas.
- Other needs include a larger conference and work area for staff, a dedicated reading space for people accessing public documents, and proximity to the Assistant City Manager office.
Study Recommendation: Recommend as needed.
- The department's archives are often accessed during Council chamber sessions, and present access through the general public space is a concern.
Study Recommendation: Private access to Council Chambers from the City Clerk's office is recommended. This will cause less to no interruption between the other work areas of the department.
- One of the most used facilities of this department is the licensing of marriages, and receives the most amount of public interface.
Study Recommendation: A multi-use space close to the reception area dedicated to this use would be recommended.

Space Requirement – Review and Assessment

The space requirements are included in **Table I-3**.

**Table I-3
Office of the City Clerk**

Room	Notes	Existing		2010 Requirements	
		Number of employees	Sq. ft.	Number of employees	Sq. ft.
Reception	Room Purpose: Point of primary entry, control of building. Furniture: Seating Currently acts as public entry to City Hall Offices. Display area to display public notices. Can be part of a larger grand entry lobby with a receptionist.	N/A	350	N/A	450
Conference Room	Room Purpose: General use. Furniture: Conference Table, Seating, Audio/Video Equipment	N/A	300	N/A	400
Clerk's Office	Space standard: EO-3 ⁽²⁾ Clerk's office and department needs to be adjacent to council chambers, mayor's and council offices.	1	0	1	320
Assistant City Clerk	Space standard: C-1 ⁽²⁾ Needs to be away from high traffic areas. Possibly in private area with Clerical due to sensitive material.	1	60	1	100
Clerical Aide	Space standard: C-2 ⁽²⁾ Needs to be away from high traffic areas. Possibly in private area with Assistant City Clerk due to sensitive material.	1	60	3	340
File Room	Room Purpose: Secure file area for sensitive documents. Furniture: File Cabinets	N/A	160	N/A	500
Reading Room	Room Purpose: Area to read files Furniture: Tables & Seating Needs to be adjacent to file room.	N/A	160	N/A	120
Subtotal		3	1,090	5	2,230
Circulation (15% allowance)			164		335
Walls (10% allowance)			109		223
TOTAL			1,363		2,788

⁽²⁾ Refer to Table I-21

I.D.3 Office of the City Manager

Space Design - Review and assessment

Interviews with the City Manager’s office expressed that current office space is sufficient. Space needs for the Finance and Human Resources Departments were also reviewed.

- A desire for an open office layout for City Hall was expressed.
Study Recommendation: An open plan layout designing rooms with large windows and fewer partitions, a common kitchen and lunch area, and a number of shared conference rooms, shared work areas and shared print rooms located strategically throughout the building is recommended.

- A need for a common mail room for City Hall was expressed.
Study Recommendation: A mail room included as part of the common areas is recommended.

Space Requirement – Review and Assessment

The space requirements for the City Manager’s office, Finance Department and Human Resources Department are included in **Tables I-4, I-5 and I-6**, respectively.

**Table I-4
Office of the City Manager**

Room	Notes	Existing		2010 Requirements	
		Number of employees	Sq. ft.	Number of employees	Sq. ft.
City Manager	Space standard: EO-2 ⁽³⁾	1	380	1	300
Assistant City Manager	Space standard: EO-3 ⁽³⁾	1	240	1	320
Administrative Assistant	Space standard: C-1 ⁽³⁾ Currently in open office area, but right outside of the Manager and Assistant Managers office.	1	60	1	100
Economic Development Coordinator	Space standard: GO-1 ⁽³⁾	-	-	1	120
Public Information Coordinator	Space standard: GO-1 ⁽³⁾	-	-	1	120
Subtotal		3	680	5	1040
Circulation (15% allowance)			102		156
Walls (10% allowance)			68		104
TOTAL			850		1,300

⁽³⁾ Refer to Table I-21

**Table I-5
Finance Department**

Room	Notes	Existing		2010 Requirements	
		Number of employees	Sq. ft.	Number of employees	Sq. ft.
Director	Space standard: EO-3 ⁽⁴⁾	1	260	1	320
Administrative Assistant	Space standard: GO-1 ⁽⁴⁾	1	100	1	160
Staff	Space standard: GO-1 ⁽⁴⁾	4	140	5	800
Subtotal		6	500	7	1,280
Circulation (15% allowance)			75		192
Walls (10% allowance)			50		128
TOTAL			625		1,600

⁽⁴⁾ Refer to Table I-21

**Table I-6
Human Resources Department**

Room	Notes	Existing		2010 Requirements	
		Number of employees	Sq. ft.	Number of employees	Sq. ft.
Director	Space standard: EO-3 ⁽⁵⁾	1	185	1	320
Staff	Space standard: GO-1 ⁽⁵⁾ Must be in private offices.	2	120	3	480
Subtotal		3	305	4	800
Circulation (15% allowance)			46		120
Walls (10% allowance)			31		80
TOTAL			381		1,000

⁽⁵⁾ Refer to Table I-21

I.D.4 Office of the City Attorney

The City Attorney is appointed by the City Council to serve as the chief legal advisor to the Council, the City Manager, and all City departments, offices, and agencies and represents the City in all legal proceedings.

Space Design - Review and assessment

- The Office of the City Attorney works closely with the other departments of City Hall including the City Clerk, City Manager, Mayor and City Council. The need for a meeting area adjacent to the City Attorney’s office for this purpose was expressed.

Study Recommendation: *Recommend as needed.*

- The City Attorney’s office is often consulted during Council Chamber sessions, and a private access to Council Chambers was desired.

Study Recommendation: *Recommend as needed.*

Space Requirement – Review and Assessment

The space requirements are included in **Table I-7**.

**Table I-7
Office of the City Attorney**

Room	Notes	Existing		2010 Requirements	
		Number of employees	Sq. ft.	Number of employees	Sq. ft.
City Attorney	Space standard: EO-2 ⁽⁶⁾	1	160	1	380
Subtotal		1	160	1	380
Circulation (15% allowance)			24		57
Walls (10% allowance)			16		38
TOTAL			200		475

⁽⁶⁾ Refer to Table I-21

I.D.5 Office of the Mayor

Space Design - Review and assessment

- The Office of the Mayor works closely with the other departments of City Hall including the City Manager, City Clerk, and City Attorney. Proximity to these departments is desired.

Study Recommendation: *Space planning that would address this linkage is recommended.*

- The need for more storage, a larger meeting space and a staff work area with computer equipment and copiers within this department was expressed.

Study Recommendation: *Recommend as needed.*

Space Requirement – Review and Assessment

The space requirements are included in **Table I-8**.

**Table I-8
Office of the Mayor**

Room	Notes	Existing		2010 Requirements	
		Number of employees	Sq. ft.	Number of employees	Sq. ft.
Mayor's Office	Space standard: EO-1 ⁽⁷⁾ Proximity to City Manager, City Clerk, & City Attorney Mayor's office should have private restroom	1	350	1	500
Mayor's Assistant	Space standard: GO-1 ⁽⁷⁾	1	150	1	160
Work Area	Purpose: Space for staff work area Furniture: Counters	N/A	0	N/A	120
Subtotal		2	500	2	780
Circulation (15% allowance)			75		117
Walls (10% allowance)			50		78
TOTAL			625		975

⁽⁷⁾ Refer to Table I-21

I.D.6 City Council Offices

Space Design - Review and assessment

- Council office should be in direct proximity to the Mayor’s Office, the City Manager, the City Clerk, and the City Attorney.

Study Recommendation: *Space planning that would address this linkage is recommended.*

- Other needs include private access from the Council offices to the Council Chambers and a central conference room that can be used by Council with the other departments

Study Recommendation: *Recommend as needed.*

Space Requirement – Review and Assessment

The space requirements are included in **Table I-9**.

**Table I-9
City Council Offices**

Room	Notes	Existing		2010 Requirements	
		Number of employees	Sq. ft.	Number of employees	Sq. ft.
City Council Offices	Space standard: EO-1 ⁽⁸⁾ Proximity to Mayor, City Attorney	4	1024	4	1520
Subtotal		4	1,024	4	1,520
Circulation (15% allowance)			154		228
Walls (10% allowance)			102		152
TOTAL			1,280		1,900

⁽⁸⁾ Refer to Table I-21

I.D.7 Council Chambers

The Council Chambers Is one of the most important spaces located within City Hall. It should be located in a place to allow for easy public access. The Chambers should allow for 120 people and contain “state of the art” audio/visual equipment for presentations.

Space Design - Review and assessment

- Seating capacity for 120 persons is desired.
Study Recommendation: Recommend as needed.

- Ease of access to public and staff is desired.
Study Recommendation: Recommend as needed.

- Audio visual equipment, either state of the art or of a higher grade, is desired.
Study Recommendation: Recommend as needed.

- High ceiling for audio visual equipment and clearance between columns to allow for sight lines is desired.
Study Recommendation: Recommend as needed.

Space Requirement – Review and Assessment

The space requirements are included in **Table I-10**.

**Table I-10
Council Chambers**

Room	Notes	Existing		2010 Requirements	
		Number of employees	Sq. ft.	Number of employees	Sq. ft.
Council Chambers	Furniture: Seating Proximity to Mayor's Office, Council, City Attorney, & City Clerk. 120 people. Size depends on occupancy calculation.	N/A	1000	N/A	3000
Lobby	Furniture: Seating Area for people to gather and talk without interrupting council meetings while still being able to observe the meeting for 30 people.	N/A	300	N/A	1000

**Table I-10
Council Chambers**

Room	Notes	Existing		2010 Requirements	
		Number of employees	Sq. ft.	Number of employees	Sq. ft.
Audio Visual Room	Room Purpose: Provide audio/visual support to council chambers Furniture: Desks and Counters View into chambers	N/A	20	N/A	150
Staff Waiting Room	Room Purpose: Room for Staff to observe council Meetings Furniture: Desks & Seating Room for staff to observe council meeting, work & wait to answer questions without being in public area.	N/A	0	N/A	500
Bathrooms	Furniture: Toilets, lavatories Private bathrooms for staff and council to use during breaks without going through the public	N/A	0	N/A	100
Subtotal		0	1,320	0	4,750
Circulation (15% allowance)			198		713
Walls (10% allowance)			132		475
TOTAL			1,650		5,938

I.D.8 Purchasing Department

The Procurement Division is responsible for the purchase of all equipment, supplies, and services and for ensuring that the City's actions are in accordance with the State of Florida statutes, City Ordinances, and NGIP Code of Ethics that govern the Procurement process. Under the general direction of the City Manager, this Division coordinates the processing of Bids, Requests for Proposals (RFP's) and Requests for Qualifications (RFQ's) for applicable goods, services and equipment used in municipal services.

Space Design - Review and assessment

- Presently, purchasing is handled by the City Manager's Assistant. As the City continues to grow, the need for the Purchasing Department will be evident, and accordingly space for this department will be needed.

Study Recommendation: Recommend as needed.

- Ease of access to public and staff is desired.

Study Recommendation: Recommend as needed.

Space Requirement – Review and Assessment

The space requirements are included in **Table I-11**.

**Table I-11
Purchasing Department**

Room	Notes	Existing		2010 Requirements	
		Number of employees	Sq. ft.	Number of employees	Sq. ft.
Director	Space standard: EO-3 ⁽⁹⁾	1	0	1	320
Staff	Space standard: GO-1 ⁽⁹⁾	0	0	1	160
Subtotal		1	0	2	480
Circulation (15% allowance)			0		72
Walls (10% allowance)			0		48
TOTAL			0		600

⁽⁹⁾ Refer to Table I-21

I.D.9 Information Technology Department

The IT Department is in charge of the design, implementation, and support of all the information systems that comprise the government of the City of Doral. Critically, the department is responsible for ensuring that the city’s data is protected from unauthorized modifications (data integrity) and for network security.

Space Design - Review and assessment

- To accommodate growing staff and electronic work load, computer server rooms above ground level and network closets on each floor are needed
Study Recommendation: Recommend as needed.

- A central monitoring area for the City’s dashboard with a workspace for the technician in charge is also needed.
Study Recommendation: Recommend as needed.

Space Requirement – Review and Assessment

The space requirements are included in **Table I-12**.

**Table I-12
Information Technology Department**

Room	Notes	Existing		2010 Requirements	
		Number of employees	Sq. ft.	Number of employees	Sq. ft.
Director	Space standard: EO-3(10)	1	160	1	320
Assistant Director	Space standard: GO-1(10)	1	120	1	160
Administrative Assistant	Space standard: GO-2(10)	1	60	1	120
Developer	Space standard: C-3(10)	2	120	4	240
Network Analyst	Space standard: C-3(10)	1	60	2	120
Technician	Space standard: Counter space for repairs	1	60	1	120
Monitoring Station	Room Purpose: Monitor network on dashboard Furniture: Area with screens that monitors the network	N/A	N/A	0	100
Computer Room	Room Purpose: House computer network equipment Two 240 sf rooms on one floor at min. 150' apart. Provide min. 4" piping between rooms for cabling.	N/A	N/A	0	480
Network Room	Room Purpose: Large closet on each floor for network equipment Network rooms should line up floor to floor. One Network room per floor.	N/A	N/A	0	100
Consultant Area	Room Purpose: Area for consultant to work. Space standard: C-3(10) Can also be used for future expansion of the IT department.	0	2	0	120
Storage	Room Purpose: storage for IT equipment. Furniture: Shelving	N/A	N/A	N/A	400
Subtotal		7	730	12	2,280
Circulation (15% allowance)			110		342
Walls (10% allowance)			73		228
TOTAL			913		2,850

⁽¹⁰⁾ Refer to Table I-21

I.D.10 Building Department

Space Requirement - Review and assessment

The Building Department provided a detailed program for their 2010 requirements which is listed in **Table I-13** below.

**Table I-13
Building Department**

Room	Notes	Existing		2010 Requirements	
		Number of employees	Sq. ft.	Number of employees	Sq. ft.
Lobby	Furniture: Seating Can be combined with Planning & Zoning, & Public Works if a common permit processing area concept is implemented	N/A	340	N/A	1000
Director	Space standard: EO-3 ⁽¹¹⁾	1	240	1	320
Administrative Assistant	Space standard: GO-1 ⁽¹¹⁾	1	120	1	160
Building Project Coordinator	Space standard: GO-1 ⁽¹¹⁾	1	120	1	160
Administrative Coordinator	Space standard: GO-1 ⁽¹¹⁾	1	100	1	160
Chiefs	Space standard: GO-1 ⁽¹¹⁾ Chiefs include: Building, electrical, plumbing & mechanical	4	912	4	640
Plans Processing Clerk	Space standard: C-2 ⁽¹¹⁾ In processing area close to counter.	2	60	2	160
Permit Clerk	Space standard: C-2 ⁽¹¹⁾	4	60	4	320
File Clerk	Space standard: C-1 ⁽¹¹⁾	2	60	2	200
Building Receptionist	Furniture: Reception desk, chair	1	60	1	100
Floodplain Processor	Space standard: GO-1 ⁽¹¹⁾	0	60	1	160
Building Plans Examiner	Space standard: C-1 ⁽¹¹⁾	2	100	2	200

**Table I-13
Building Department**

Room	Notes	Existing		2010 Requirements	
		Number of employees	Sq. ft.	Number of employees	Sq. ft.
Building Inspector	Space standard: C-1 ⁽¹¹⁾	4	240	4	400
Structural Processor	Space standard: C-1 ⁽¹¹⁾	2	120	2	200
Electrical Inspector	Space standard: C-1 ⁽¹¹⁾	2	120	2	200
Plumbing Inspector	Space standard: C-1 ⁽¹¹⁾	2	120	2	200
Mechanical Inspector	Space standard: C-1 ⁽¹¹⁾	1	60	1	100
Files	Furniture: File cabinets	N/A	445	N/A	1000
Plan Review Counter	Furniture: Desk and seating	0	0	1	150
Inspector Counter	Furniture: Desk and seating	0	0	1	150
Cashier	Furniture: Counter, seating	0	0	1	150
Assistant Building Official	Space standard: GO-1 ⁽¹¹⁾	0	0	1	160
Assistant Director	Space standard: GO-1 ⁽¹¹⁾	0	0	1	160
Unsafe Structures	Space standard: GO-1 ⁽¹¹⁾	0	0	1	160
40-Year Recertification	Space standard: GO-1 ⁽¹¹⁾	0	0	1	160
Subtotal		30	5,337	38	6,790
Circulation (15% allowance)			801		1,019
Walls (10% allowance)			534		679
TOTAL			6,672		8,488

⁽¹¹⁾ Refer to Table I-21

I.D.11 Code Compliance Department

The Code Compliance Department's mission is to enforce the City Codes uniformly ensuring the health, safety, welfare, and quality of life for the residents, and businesses of the City of Doral.

Space Design - Review and assessment

- The Department expressed a need for additional storage, file space and meeting areas.
Study Recommendation: Recommend as needed.

Space Requirement – Review and Assessment

The space requirements are included in **Table I-14**.

**Table I-14
Code Compliance Department**

Room	Notes	Existing		2010 Requirements	
		Number of employees	Sq. ft.	Number of employees	Sq. ft.
Director	Space standard: EO-3 ⁽¹²⁾	1	150	1	320
Administrative Assistant	Space standard: GO-1 ⁽¹²⁾	1	120	1	160
Chief Code Compliance Officer	Space standard: GO-1 ⁽¹²⁾	1	60	1	160
Code Compliance Outreach Coordinator	Space standard: GO-1 ⁽¹²⁾	4	240	4	640
Code Compliance Officer	Space standard: C-2 ⁽¹²⁾	5	300	6	1200
Files/Storage	Furniture: File Cabinets	N/A	200	N/A	500
Subtotal		12	1,070	13	2,260
Circulation (15% allowance)			161		339
Walls (10% allowance)			107		226
TOTAL			1,338		2,825

⁽¹²⁾ Refer to Table I-21

I.D.12 Planning and Zoning Department

Space Design - Review and assessment

- The main concern within the Planning and Zoning Department is the need for storage space. The Department reviews plans in conjunction with the Building Department and thus proximity to the Building Department and Code Compliance is desired.

Study Recommendation: *Recommend as needed.*

- This proximity would also include a common service area (also known as ‘One-Stop Shop’) where all development related services could be provided to the public was expressed.

Study Recommendation: *Recommend as needed.*

Space Requirement – Review and Assessment

The space requirements are included in **Table I-15**.

**Table I-15
Planning and Zoning Department**

Room	Notes	Existing		2010 Requirements	
		Number of employees	Sq. ft.	Number of employees	Sq. ft.
Director	Space standard: EO-1 ⁽¹³⁾	1	380	1	320
Administrative Assistant	Space standard: GO-2 ⁽¹³⁾	1	85	1	120
Public Hearing Coordinator	Space standard: GO-1 ⁽¹³⁾	1	150	1	160
Senior Planner	Space standard: GO-1 ⁽¹³⁾	1	150	1	160
Planner	Space standard: GO-1 ⁽¹³⁾	1	120	1	160
Chief Licensing Officer	Space standard: GO-1 ⁽¹³⁾	1	120	1	160
Licensing Enforcement Officer	Space standard: GO-1 ⁽¹³⁾	1	100	1	160
Licensing Clerk	Furniture: Reception counter, chair	1	65	1	100
Files/Storage	Furniture: File Cabinets	N/A	350	N/A	1000

**Table I-15
Planning and Zoning Department**

Room	Notes	Existing		2010 Requirements	
		Number of employees	Sq. ft.	Number of employees	Sq. ft.
Open Office	Room Purpose: Area for consultants, part-time employees Space standard: C-2 ⁽¹³⁾	N/A	350	N/A	320
Subtotal		8	1,870	8	2,700
Circulation (15% allowance)			600		405
Walls (10% allowance)			400		270
TOTAL			2,870		3,375

⁽¹³⁾ Refer to Table I-21

I.D.13 Public Works Department

Space Design - Review and assessment

- Since the Department works together with the Building Department and the Planning and Zoning Department, proximity to these departments is desired.
Study Recommendation: Recommend as needed.

- The Public Works Department expressed the need for an area for plotting, printing and copying, as well as file and storage space.
Study Recommendation: Recommend as needed.

Space Requirement – Review and Assessment

The space requirements are included in **Table I-16**.

**Table I-16
Public Works Department**

Room	Notes	Existing		2010 Requirements	
		Number of employees	Sq. ft.	Number of employees	Sq. ft.
Director	Space standard: EO-1 ⁽¹⁴⁾	1	206	1	320
Administrative Assistant	Space standard: GO-2 ⁽¹⁴⁾	1	60	1	120
Public Works Project Coordinator	Space standard: GO-1 ⁽¹⁴⁾	1	175	1	160
Chief of Construction	Space standard: GO-1 ⁽¹⁴⁾	1	195	1	160
Storm Water Utility Manager	Space standard: GO-1 ⁽¹⁴⁾	1	120	1	160
Plans Reviewer	Space standard: GO-1 ⁽¹⁴⁾	1	120	1	160
Permit Clerk	Space standard: C-1 ⁽¹⁴⁾ Window area, close to public lobby	1	100	1	100
Project Inspector	Space standard: GO-1 ⁽¹⁴⁾	1	100	1	160
Crew Supervisor	Space standard: GO-1 ⁽¹⁴⁾	1	200	2	320
Laborer	Space standard: C-1 ⁽¹⁴⁾	6	600	6	600
Janitor		1	60	1	100
Files/Storage	Furniture: File Cabinets	N/A	0	N/A	1000
Subtotal		16	1,936	17	3,360
Circulation (15% allowance)			600		504
Walls (10% allowance)			400		36
TOTAL			2,936		4,200

⁽¹⁴⁾ Refer to Table I-21

I.D.14 Parks and Recreation Department

Space Design - Review and assessment

- A main concern of the Parks and Recreation Department is the storage required to keep uniform, costumes, signs, table, chairs and other related items needed to run park programs.

Study Recommendation: Recommend as needed.

- Other needs included a conference room, meeting room and a training room to train park staff on the various programs.

Study Recommendation: Recommend as needed.

Space Requirement - Review and Assessment

The space requirements are included in **Table I-17**.

**Table I-17
Parks and Recreation Department**

Room	Notes	Existing		2010 Requirements	
		Number of employees	Sq. ft.	Number of employees	Sq. ft.
Director	Space standard: EO-3 ⁽¹⁵⁾	1	186	1	320
Administrative Assistant	Space standard: GO-2 ⁽¹⁵⁾	1	60	1	120
Accounting Clerk	Space standard: GO-1 ⁽¹⁵⁾	0	0	1	160
Superintendent of Parks	Space standard: GO-1 ⁽¹⁵⁾	1	140	1	160
Superintendent of Recreation	Space standard: GO-1 ⁽¹⁵⁾	1	150	1	160
Coordinators	Space standard: C-1 ⁽¹⁵⁾	5	300	5	500
Parks Maintenance Supervisor	Space standard: GO-1 ⁽¹⁵⁾	1	100	1	160
Recreation Facility Supervisor	Space standard: GO-1 ⁽¹⁵⁾	1	100	1	160
Park Service Leader II	Space standard: GO-1 ⁽¹⁵⁾	2	200	2	320
Programs & Events Aide	Space standard: GO-1 ⁽¹⁵⁾	1	100	1	160
Park Service Leader	Space standard: C-2 ⁽¹⁵⁾	7	700	7	560
Park Service Aide	Space standard: C-4 ⁽¹⁵⁾	34	0	34	300
Files/Storage	Furniture: File and storage cabinets	N/A	200	N/A	1,500

**Table I-17
Parks and Recreation Department**

Room	Notes	Existing		2010 Requirements	
		Number of employees	Sq. ft.	Number of employees	Sq. ft.
Subtotal		55	2,236	56	4,280
Circulation (15% allowance)			335		642
Walls (10% allowance)			224		428
TOTAL			2,795		5,350

⁽¹⁵⁾ Refer to Table I-21

I.D.15 Support Areas

Space Design - Review and assessment

- Support areas serving multiple departments and staff was a much expressed need echoed by all the City departments. Therefore, these spaces have been accounted for under a separate category.

Study Recommendation: Recommend as needed.

- Other use spaces such as a recycling room, bicycle storage and shower facilities have also been added to create a user-friendly work environment for City staff.

Study Recommendation: These space will also account towards the LEED accreditation process, if the City desires the City Hall building be a LEED Accredited facility.

Space Requirement – Review and Assessment

The space requirements are included in **Table I-18**.

**Table I-18
Support Areas**

Room	Notes	Existing		2010 Requirements	
		Rooms	Sq. ft.	Rooms	Sq. ft.
Conference Room	Furniture: Conference table, chairs, credenza Strategically located throughout the building with proximity to the departments they serve. Intended to serve multiple departments. Include a minimum of one open conference/work area table with chairs for every two departments.	2	600	8	3200
Server Areas	Furniture: Kitchenette Strategically located throughout the building with proximity to the departments they serve. Located near conference rooms so that kitchenette can serve conference rooms.	0	0	2	120
Training Room	Class room setting for training proposes Furniture: desks, seating 1 per floor, or on the 2nd and 3rd floor in a 3 level layout.	0	0	2	1280
Lunch Room	Furniture: Tables, Seating, Kitchen Centrally located to encourage staff interaction. Important part of employee interaction. Main employee informal meeting area. Should include lounge area.	3	1000	1	1750
Break Areas	Furniture: Kitchenette Strategically located throughout the building with proximity to the departments they serve. Located near conference rooms so that kitchenette can serve conference rooms.	0	0	5	600
Main copy room and copy stations	Centrally located copy area to avoid disturbance to work areas Furniture: Countertops	0	0	6	800

**Table I-18
Support Areas**

Room	Notes	Existing		2010 Requirements	
		Rooms	Sq. ft.	Rooms	Sq. ft.
	Two or more per floor, one main copy room for the building. Strategically located throughout the building with proximity to the departments they serve. There may also be one large copy room for larger jobs.				
Gym	Furniture: Exercise equipment	0	0	1	1500
Locker Rooms	Furniture. Lockers and benches Shower facilities contribute to LEED points.	0	0	2	1000
Bathrooms	Furniture: Toilets, urinals, lavatories, stalls	4	1150	4	1500
Storage	Furniture: Shelves	0	0	4	1000
Maintenance	Furniture: Janitor's closets, sink 1 or 2 per floor depending on size of floor plate	N/A	N/A	2	300
Mechanical Rooms	Dependent on building design	N/A	N/A	2	1200
Recycling Room	Furniture: Bins for separation of materials Contributes to LEED points	N/A	N/A	1	300
Bicycle Storage	Furniture: Bike Racks Secure Bicycle storage to promote alternative transportation. Contributes to LEED points.	N/A	N/A	1	300
Mail Room	Furniture: Countertops and bins Centrally located with proximity to City Clerk	0	N/A	1	300
Subtotal		9	2,750	39	14,550
Circulation (15% allowance)			413		2,183
Walls (10% allowance)			275		1,455
TOTAL			3,438		18,188

IE Summary of Space Projections

Based on the analysis conducted, case studies reviewed, and growth projections included in this report, it is reasonable asserting that the current City Hall is in need of space to continue to function comfortably and efficiently. Also identified, and echoed by many departments, was the lack in the current City Hall of adequate space for common areas such as conference rooms, informal meeting and work areas, break rooms, copy rooms, and mail rooms. Therefore, the space requirements listed below also include space for additional common areas.

Table I-19 below is a program summary listed by department, outlining the amount of space that City Hall would need in the year 2010. **Table I-20** is a space projection over the next 20 year period, with a ten percent increase over the first 10-year phase and a five percent increase over the next 10-year phase. It should be noted that as the parks in the City of Doral are developed, the Parks and Recreation Department may move to those locations for ease of use, access and maintenance. This would create an additional 5,350 square feet of flexible space within City Hall.

**Table I-19
Program Summary**

Department	Existing (2009)		Requirements (2010)	
	Number of employees	Sq. ft.	Number of employees	Sq. ft.
City Clerk	3	1,363	5	2,788
City Manager	3	850	5	1,300
Finance	6	625	7	1,600
Human Resources	3	381	4	1,000
City Attorney	1	200	1	475
Mayor	2	625	2	975
City Council Offices	4	1,280	4	1,900
Council Chambers	N/A	1,650	N/A	5,938
Purchasing	0	0	2	600
IT	7	913	12	2,850
Code Compliance	12	1,338	13	2,825
Planning & Zoning	8	2,870	8	3,375
Public Works	16	2,936	17	4,200
Building	30	6,671	38	8,488
Parks & Recreation	55	2,795	56	5,350
Support Areas	N/A	3,438	N/A	18,188
TOTAL	150	27,935	172	61,852

**Table I-20
Space Projection**

Department	Year		
	2010	2020	2030
Mayor	975		
City Council	1,900		
Council Chambers	5,938		
City Manager	1,300		
City Clerk	2,788		
City Attorney	475		
Purchasing	600		
Finance	1,600		
Building	8,488		
Planning & Zoning	3,375		
Code Compliance	2,825		
Public Works	4,200		
Parks & Recreation	5,350		
Human Resources	1,000		
Information Technology	2,850		
Common Areas	18,188		
TOTAL	61,852	68,037 ⁽¹⁶⁾	71,439 ⁽¹⁶⁾
TOTAL (including 15% for annexation)		78,243	82,155

⁽¹⁶⁾ 10 percent increase for Year 2020 and a 5 percent increase for Year 2030.

I.F ***Space Standards***

A space standard is a specific allocation of square footage allocated to a function area, a workstation area or an equipment area. Once the work description of an employee or area is known, a workstation and a square footage can be assigned to the employee or area.

For the purposes of this study, equipment areas have been calculated based on the equipment's footprint, and workstation areas have been calculated based on the amount of desk surface area. Filing cabinets, bookshelves and other furniture have also been accounted for. For enclosed offices, the space has been computed to include only the area within its walls. Access spaces for offices and workstation areas are computed as percentage of circulation space. It is understood that all interior circulation will be directly connected to major circulation spines, and will be provided throughout all open office areas. Circulation spaces have been calculated as 15 percent of the total area. Likewise, walls and other structural components have been computed as 10 percent of the total area.

I.F.1 Space Layouts

The space layouts presented in **Table I-21** are for the workstation and office spaces described in the earlier sub-sections. These layouts are prototype examples for space computation, and should be used as a guideline for space design. These are intended to help visualize possible layouts for the space requirements identified earlier.

**Table I-21
Space Layouts**

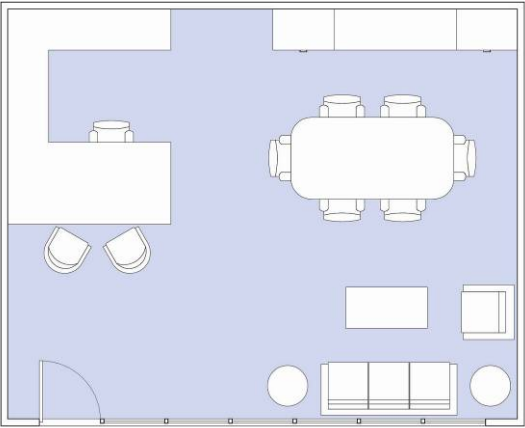
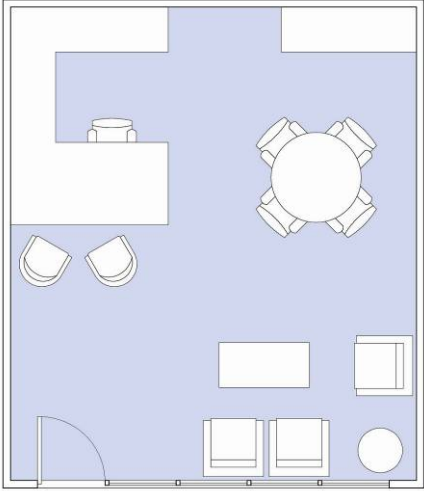
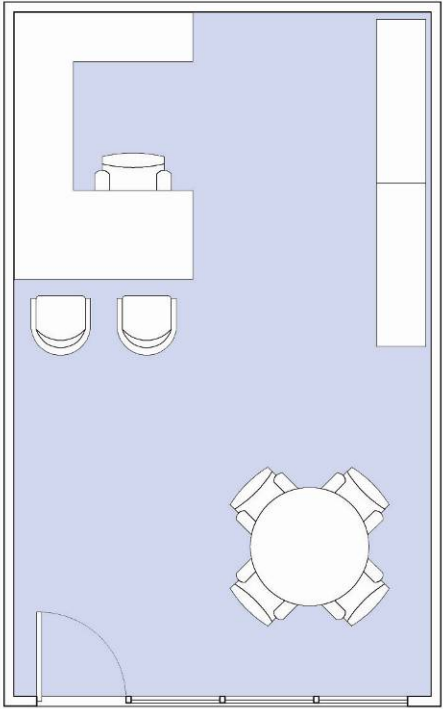
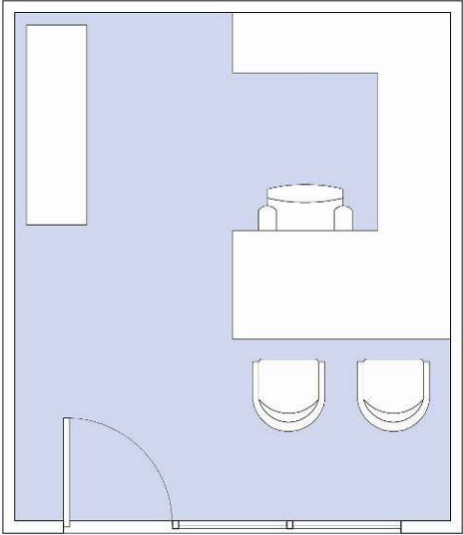
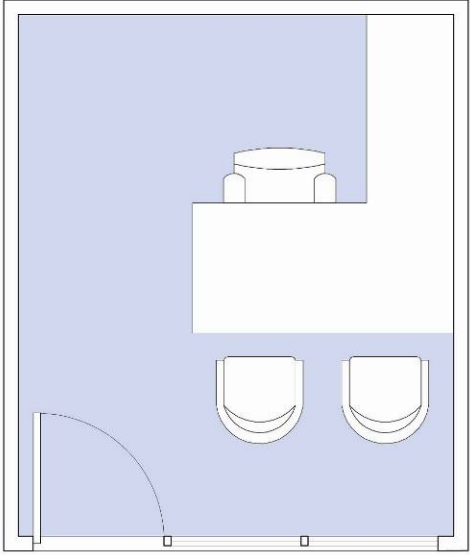
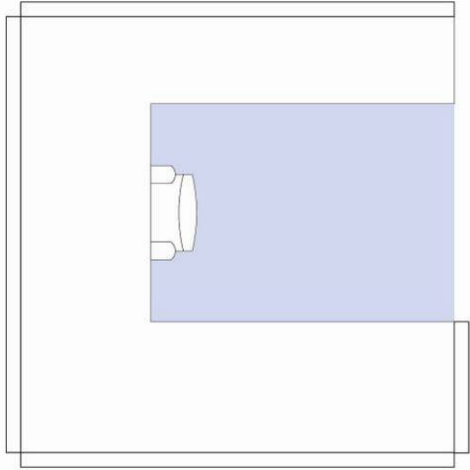
EXECUTIVE OFFICE (EO-1)	
Use: Mayor	 <p>25' X 20', 500 SQFT.</p>
Area: 500 sq.ft.	
Typical Furnishings: Executive Desk and chair, credenza, file, bookshelves, seating for 2 at desk, seating for 6 at conference table	
EXECUTIVE OFFICE (EO-2)	
Use: City Council, City Manager	 <p>20' X 19', 380 SQFT. OFFICE</p>
Area: 380 sq.ft.	
Typical Furnishings: Executive desk and chair, credenza, file, seating for 2 at desk, seating for 4 at table.	

Table I-21
Space Layouts

EXECUTIVE OFFICE (EO-3)	
Use: City Attorney, Department Head	
Area: 320 sq.ft.	
Typical Furnishings: Executive desk and chair, credenza, file, seating for 2 at desk, seating for 4 at table.	
	20' X 16' SQFT OFFICE
GENERAL OFFICE (GO-1)	
Use: Manager, Other requiring an office space	
Area: 160 sq.ft.	
Typical Furnishings: Desk and chair, file, seating for 2 at desk.	
	14' X 12', 160 SQFT. OFFICE

**Table I-21
Space Layouts**

GENERAL OFFICE (GO-2)	
Use: Staff Office	
Area: 120 sq.ft.	
Typical Furnishings: Desk and chair, file, seating for 2.	
12' X 10', 120 SQFT. OFFICE	
CUBICLE (C-1)	
Use: Staff Cubicle (Large)	
Area: 100 sq.ft.	
Typical Furnishings: U-shaped workstation including a desk, work space, and side surface for reference materials. Considered an executive cubicle for senior staff levels.	
10' X 10', 100 SQFT CUBICLE	

**Table I-21
Space Layouts**

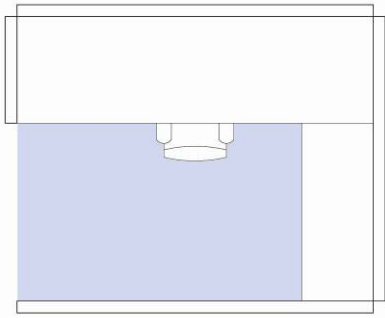
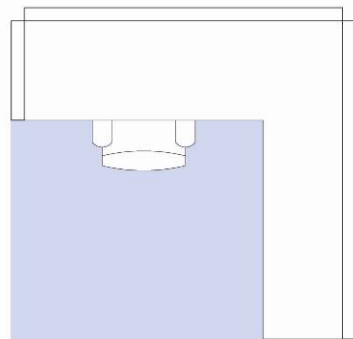
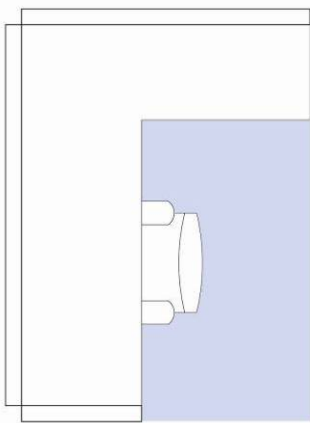
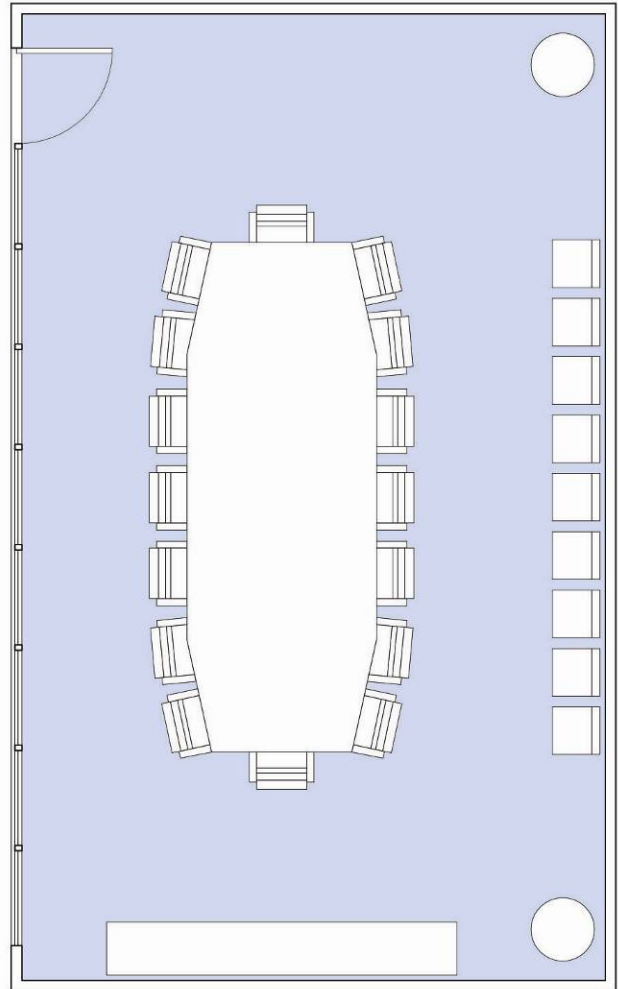
CUBICLE (C-2)	
Use: Staff Cubicle	 <p>8' x 10', 80 SQFT. CUBICLE</p>
Area: 80 sq.ft.	
Typical Furnishings: U-shaped workstation including a desk, work space and side surface for reference materials.	
CUBICLE (C-3)	
Use: Staff Cubicle	 <p>8' X 8', 60 SQFT CUBICLE</p>
Area: 60 sq.ft.	
Typical Furnishings: L-shaped workstation including a desk and side surface for work space or reference materials.	
CUBICLE (C-4)	
Use: Other	 <p>6' X 8', 48 SQFT CUBICLE</p>
Area: 48 sq.ft.	
Typical Furnishings: Small L-Shaped workstation with side work space, intended for part-time or field-based staff and/or consultants.	

Table I-21
Space Layouts

LARGE CONFERENCE ROOM

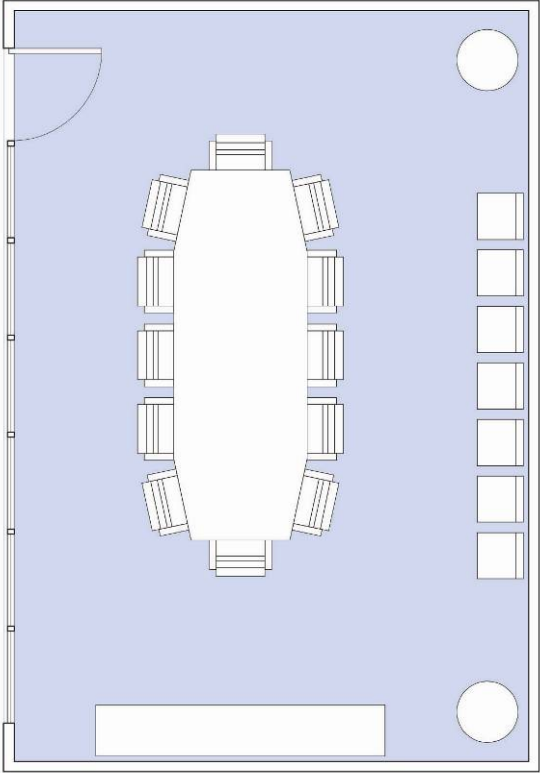
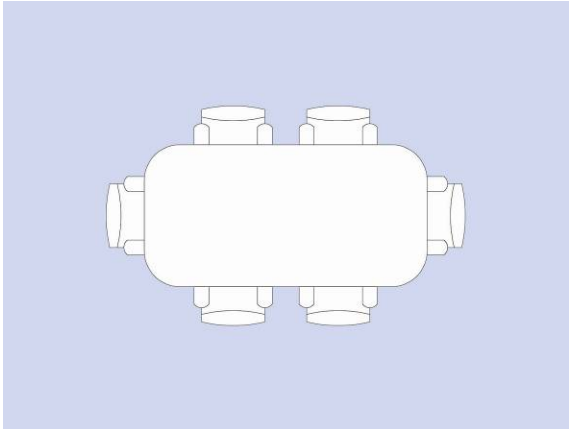
Area: 550 sq.ft.

Typical Furnishings: Large conference room to seat 16, with 9+ overflow seats. Includes a credenza and coffee tables.

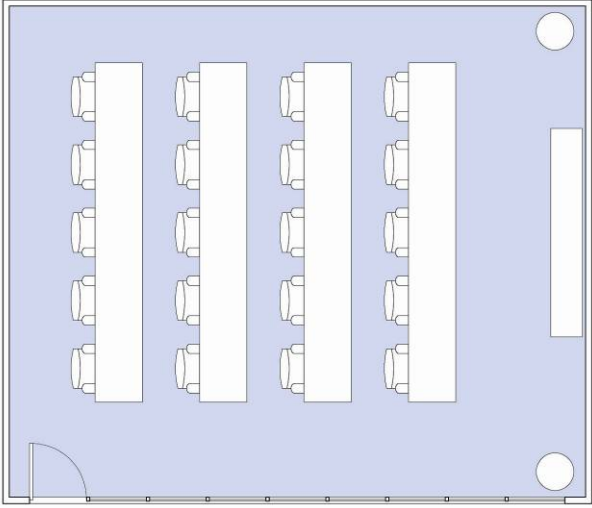


30' X 18', 550 SQFT LARGE CONFERENCE ROOM

**Table I-21
Space Layouts**

MEDIUM CONFERENCE ROOM	
<p>Area: 400 sq.ft.</p> <hr/> <p>Typical Furnishings: Large conference room to seat 16, with 9+ overflow seats. Includes a credenza and coffee tables.</p>	 <p>24' X 16', 400 SQFT CONFERENCE ROOM</p>
WORK AREA	
<p>Area: 200 sq.ft.</p> <hr/> <p>Typical Furnishings: Small work area with seating for 6. Work areas are intended to be strategically placed throughout the open office areas for informal meetings..</p>	 <p>16' X 12', 200 SQFT CONFERENCE ROOM</p>

**Table I-21
Space Layouts**

TRAINING ROOM	
Area: 750 sq.ft.	 <p>30' X 26', 750 SQFT TRAINING ROOM</p>
Typical Furnishings: Seating for 20 with tables for computer workstations. Training room should be arranged in a classroom type setting.	

I.G Conclusions

Space requirement analysis results

In conclusion of the steps identified in Section I. Identification and analysis of space needs methodology, recommendations and strategies have been developed in the following categories. These can form the basic design guideline framework for Doral's new City Hall.

- Adjacency Requirements
- Open Office Layout
- "One-Stop-Shop"
- Green Building Features
- Conceptual layout

I.G.1 Adjacency Requirements

Adjacency requirements have been established for the departments through information gained from department interviews, site visits to other city halls, existing record information such as department layouts and other research. Through this process, several critical adjacencies have been established. These adjacencies have been listed below and shown in **Exhibits I-2** and **I-3**.

The City Clerk should be adjacent to the following departments:

- City Attorney
- Mayor
- City Council
- City Manager

It should be noted that the above group forms a nucleus that should have private access to the Council Chambers.

The City Manager should be adjacent to the following departments:

- Human Resources Department
- Finance Department

The following departments should be adjacent because they work together on many processes including reviewing of plans.

- Building Department
- Planning and Zoning Department
- Public Works Department
- Code Compliance Department

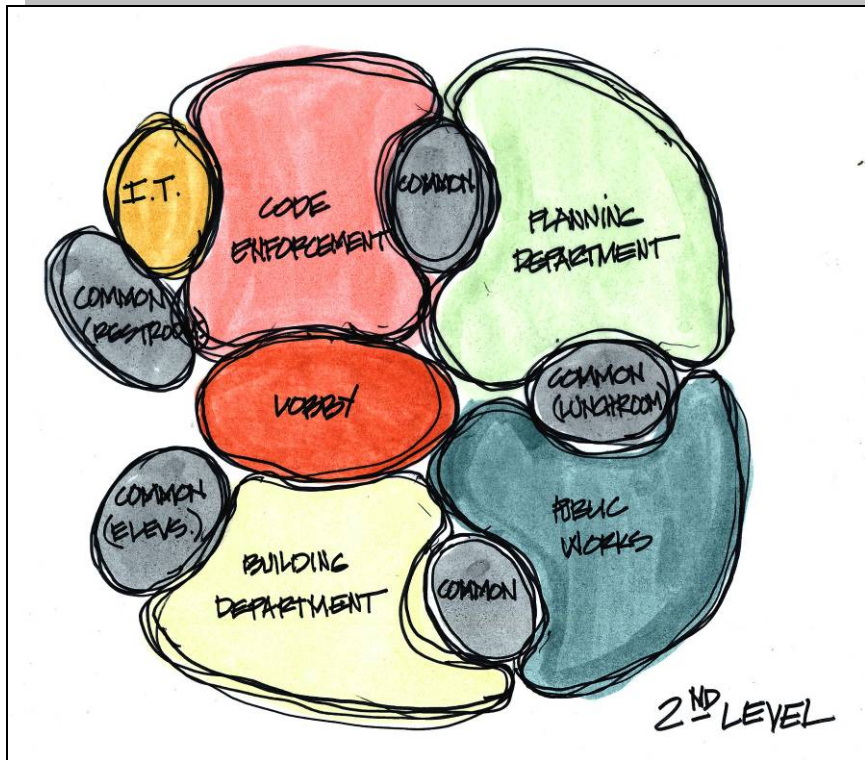
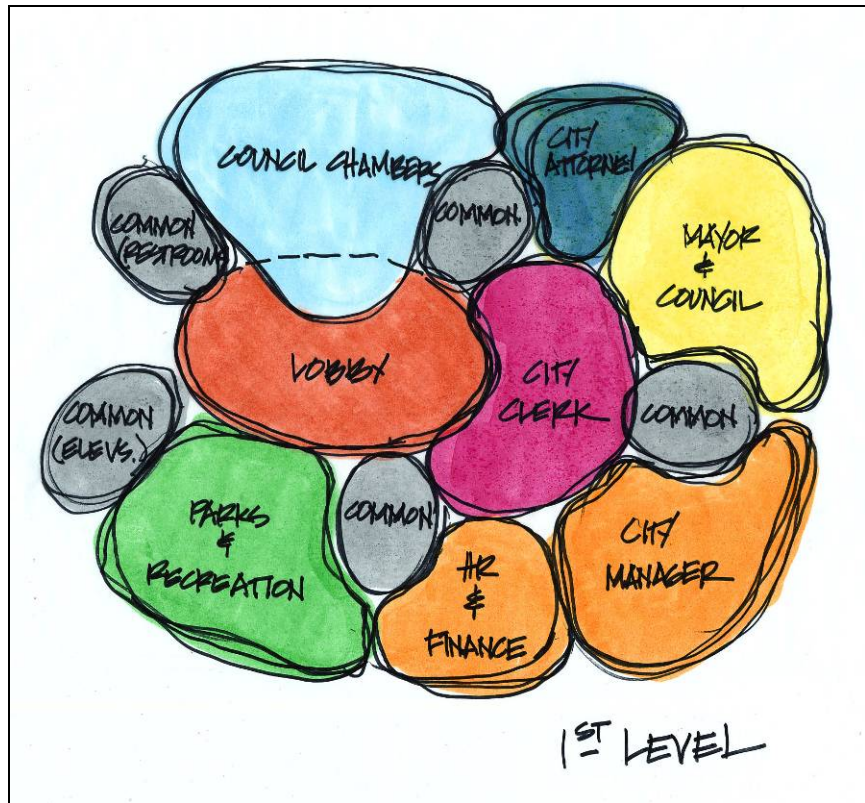


Exhibit I-2
Adjacency computation for a two-story building

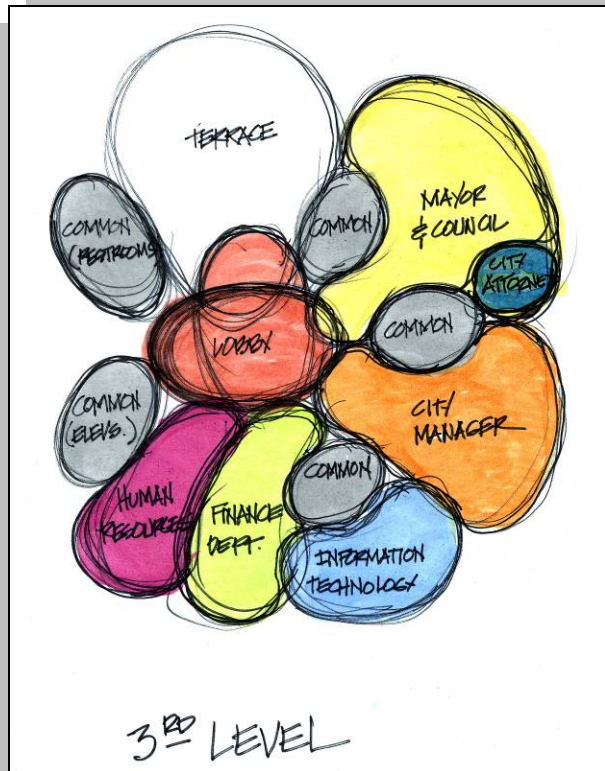
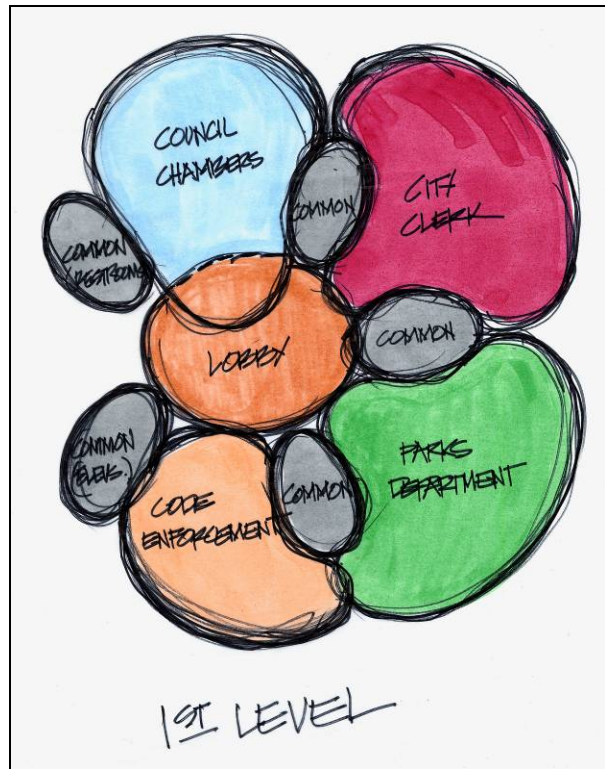


Exhibit I-3
Adjacency computation for a three-story building

I.G.2 Open Office Layout

One of the current trends in office interiors is the use of an open plan with open office areas along the perimeter, to allow for natural light to enter the interior of the floor plate, and thereby reducing electric consumption through light fixtures. This has also shown to improve employee productivity, and wellbeing.

The following are main elements of the open office layout:

- High ceilings allow for natural light to enter deep into floor plate.
- Low cubicles allow for natural light to enter and for transparency of business.
- Fewer enclosed office spaces reduce a hierarchical feeling.
- Glass/ transparent walls and partitions for enclosed spaces allows for natural light to enter and transparency of business.
- Core elements include:
 - Greater number of conference rooms, in various size configurations, which are strategically located throughout the office and designed for different types of meetings.
 - Greater number of copy, print room, and work areas that are readily accessible to employees
 - Mechanical and electrical rooms.
 - Mail Room
- Central Lunch Room for entire office
 - Glass wall for transparency of business
 - Full Kitchen
 - Cafeteria style seating area
 - Lounge style seating area
 - Located as core of floor plate



I.G.3 “One-Stop-Shop” Area

A trend observed from case studies and research is the idea of a “One-Stop-Shop” area. This area is designed such that the building, planning and zoning, and public works departments share a common lobby. Part of this lobby is designed as counter space for public to interact with staff and clerks from the various departments. This ease of use allows the public to come to a single area for all of their development needs. Behind the counter area is a large open office area, allowing all departments to work together and without the burden of having to transport plans around the building. The ‘one-stop-shop’ area works efficiently and is aimed at streamlining the zoning and permitting process for both the public and the City.



I.G.4 “Green” Building

The City of Doral has an established Green Master Plan, elements of which should be included in the design of the new City Hall. **Table I-22** below includes green building design features, and its associated benefits, that the City should consider including in its new facility. These are some of the main and basic features of green building design that would need to be considered if pursuing LEED certification.

**Table I-22
Green building features and benefits**

Feature	Benefits
LEED Silver	City Hall could be one of Doral’s first projects developed under the US Green Building Council’s LEED certification standards. The new City Hall could set the standard for future green building development within the City and embody the community’s interest in sustainable development.
Stormwater Management	The project should include rain gardens and permeable paving to manage and minimize stormwater run-off, and increase on-site filtration. Increasing on-site filtration can help remove pollutants from stormwater run-off as well as reduce the demands on the City’s stormwater infrastructure.
Minimize Impervious Surface	Minimizing impervious surface can increase green areas and reduce a heat island effect. A heat island is an area that has consistently higher temperatures than its surrounding areas because of a greater retention of heat, as by buildings, concrete, and asphalt.

**Table I-22
Green building features and benefits**

Feature	Benefits
Permeable Pavement	Using permeable paving for surface parking lots helps recharge ground water, and helps minimize stormwater run-off and on-site detention requirements.
Daylighting	<p>To reduce energy demands related to lighting, the design should maximize daylighting with generous and thoughtfully located windows. Daylighting is the practice of placing windows or other openings and reflective surfaces so that during the day natural light provides effective internal lighting.</p> <p>Extended canopies and sunscreens will help control the sunlight and prevent direct solar heat gain from entering the offices. This can also be achieved through the use of an “eco-corridor” which creates a circulation area along the outside wall, keeping cubicles and offices out of direct sunlight. The use of light colored flooring allows for light to bounce off corridor floors deep within the floor plate.</p>
Low off-gassing (VOC) Materials	Low off-gassing (VOC) materials such as carpets, paints, sealants, and other interior finishes should be used. Increased indoor air quality is good for the health and wellbeing of staff and users of the building.
Energy Efficient Lighting & Controls	Lighting should be set on occupancy sensors that turn lights off when spaces are not occupied. Daylight sensors can dim lights when there is adequate daylight to illuminate a room. Combined with energy efficient lighting, these measures will lower energy costs.
Natural Ventilation and Energy & Energy Efficient HVAC	<p>Mixed-mode (natural ventilation that shuts off mechanical cooling) and indicator lights linked to the mechanical system will let staff know when exterior conditions are right to open windows and when air conditioning will be turned off. The use of natural ventilation will lower energy costs associated with air conditioning.</p> <p>Operable windows and adjustable air diffusers will allow staff control to their environment.</p>
Regional & Recycled Materials	Materials should meet LEED benchmarks for recycled content and regional sources. This supports local and regional businesses while minimizing the costs and pollutions associated with transport of materials.
Water Efficient Plumbing Fixtures	Fixtures such as low flow urinals and dual flush toilets will help minimize water usage and utility costs.

Table I-22
Green building features and benefits

Feature	Benefits
Reduced Construction Waste	A minimum of 75 percent of construction waste should be aimed to be diverted from local landfills to be recycled. This reduces demand on regional landfills.
Enhanced Commissioning	An independent, third party commissioning agent helps ensure that the mechanical and lighting control designs are properly implemented.

I.G.5 Conceptual Layout

The conceptual layout for a two-story building, illustrated in **Exhibits I-4** and **I-5**, is a graphic interpretation of the information and data gathered throughout the analysis. These illustrate the prescribed adjacencies between the departments and their relationship to common areas, circulation, Council chambers and the main lobby.

Planning concepts such as open plan, transparency, hierarchy of common spaces, flexible working areas, and shared meeting areas are the recommended favorable conditions. Elements of green design such as daylighting, views, ventilation, interior circulation that could potentially award LEED points are depicted in the form of Eco corridors, rain gardens, and shading.

This conceptual layout is only one of the many possibilities that could be formulated from this study and is intended as a framework for further analysis.

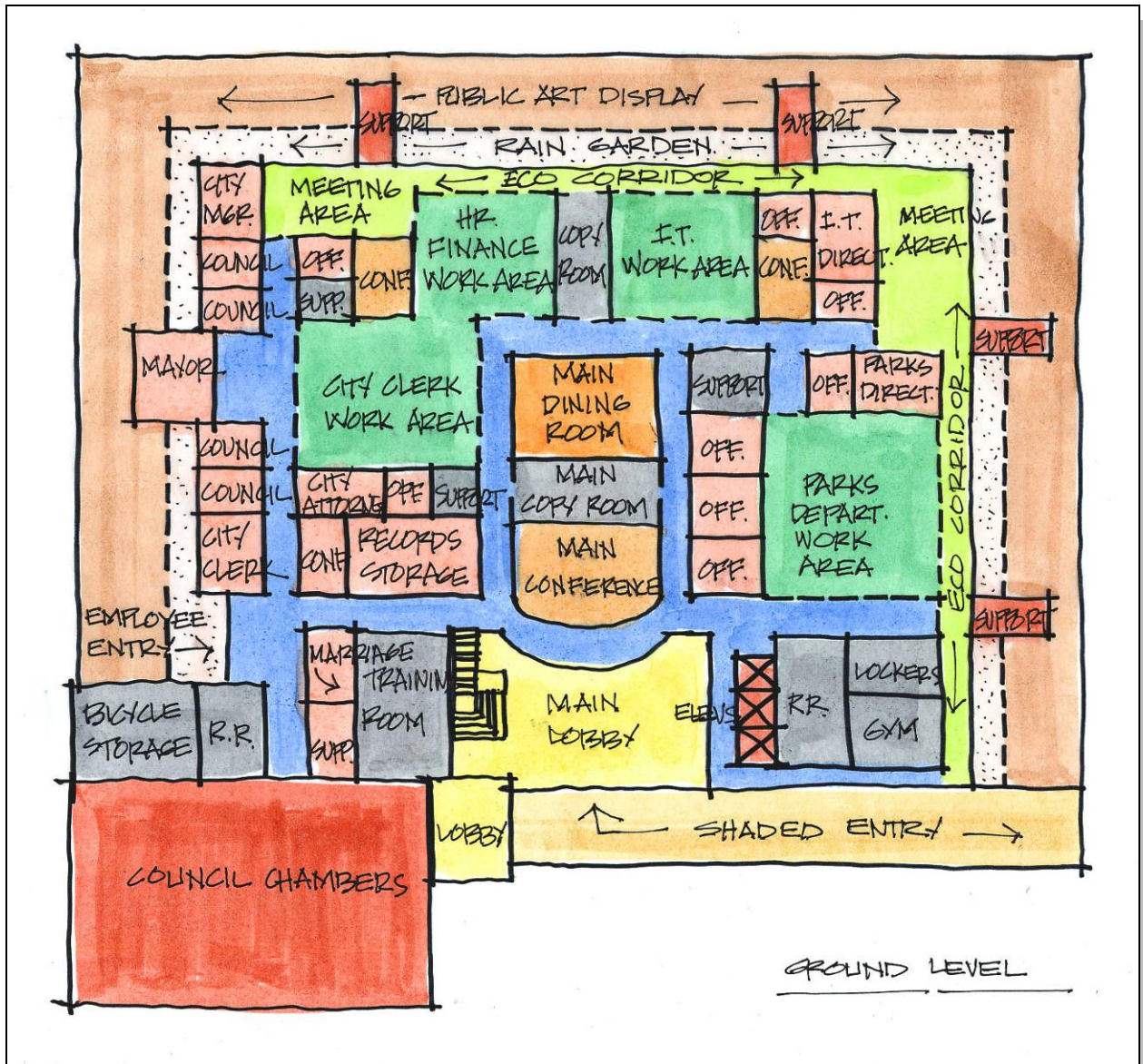


Exhibit I-4
Conceptual layout for a two-story building - Ground Level

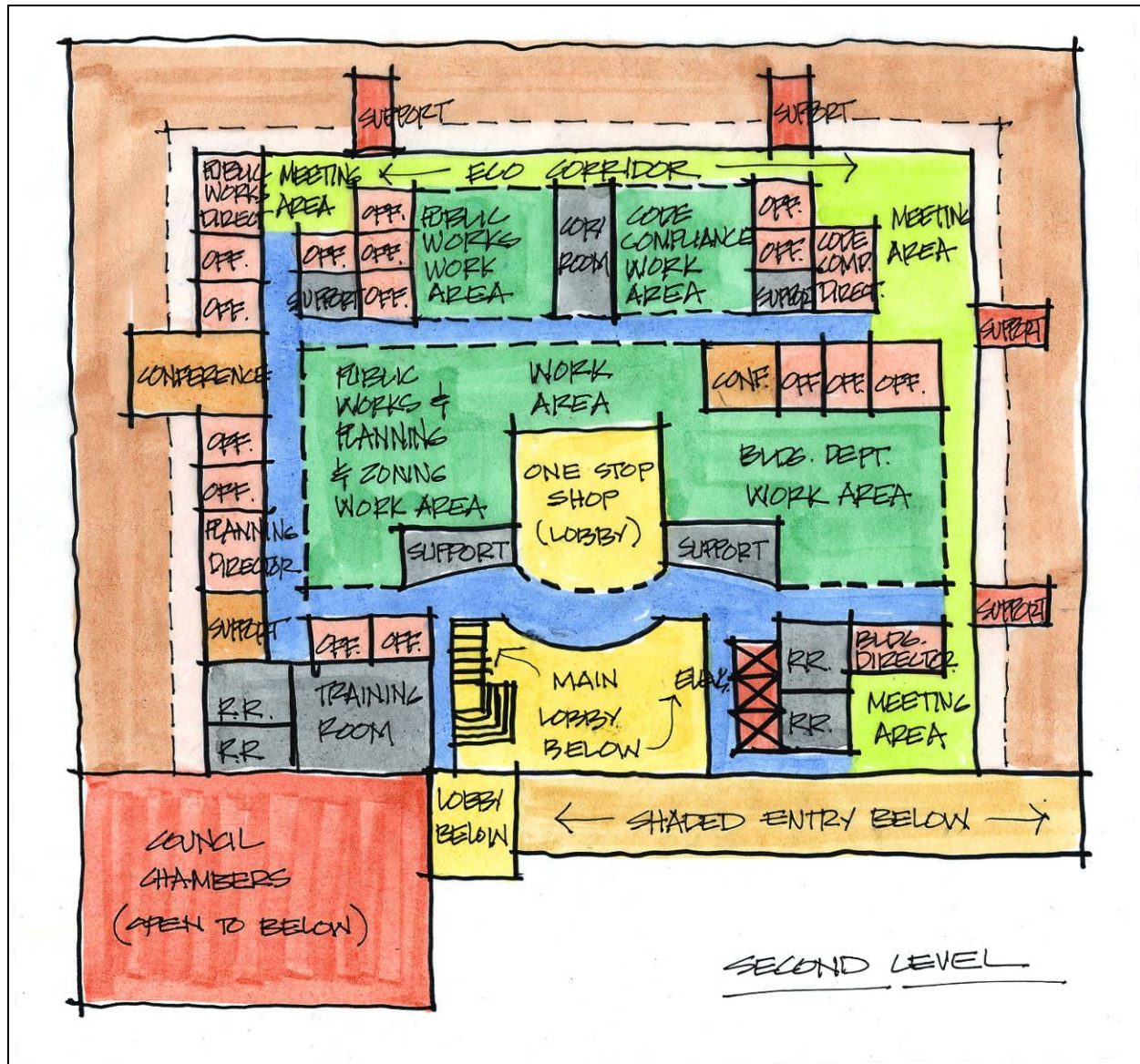


Exhibit I-5
Conceptual layout for a two-story building- Second Level

SECTION II. SITE SELECTION CRITERIA AND EVALUATION

Site selection criteria and evaluation methodology

The methodology followed in this section is as follows:

1. Developed a set of criteria that should be considered in the site selection process. The criteria were based on planning, economic, fiscal, building and site design parameters.
2. Identified site categories that the City may encounter as part of the site selection process. The City may or may not decide to pursue a select category in the future.
3. Developed a standard economic and fiscal information questionnaire that each site owner/developer answered.
4. Identified and evaluated sample sites based on the criteria and questionnaire identified above.
5. Developed an evaluation matrix, using the sample sites. The City can use the matrix to evaluate any future potential sites, if needed.

II.A Planning Criteria

II.A.1 Location

Landmark Site:

A preferred site will be easily identifiable by residents and visitors to the City of Doral. Higher ranking sites will have the greatest exposure to the community, along major thoroughfares and in close proximity to other identifiable features of the City

Visibility:

A desirable characteristic of a City Hall includes high visibility in order to be identified both by visitors and residents. High visibility is one way of ensuring that a City Hall is identified as a locational landmark. Therefore, when comparing the subject sites higher ranking will be given to those sites which would afford the City Hall a high degree of visibility.



Land Use Compatibility:

A preferred site will either be free from adjacent incompatible uses or will be large enough to allow sufficient buffering to/from those uses. An example of a potentially incompatible land uses include heavy industrial. Compatibility with surrounding land uses is expected to simplify site planning and use of the site.

Relationship to Other Facilities and Amenities:

A preferred site will promote interaction between the public and City government. Higher ranking sites will have complementing uses (existing and future) on and in the immediate environment, for both users and visitors to City Hall. Proximity to services would also contribute towards LEED points.

Potential for Future Development:

A preferred site will have high- to medium-density development surrounding the site. Alternatively, the site will be surrounded by vacant or under-utilized land which indicates potential for development or redevelopment. Positive consideration will be given to those sites which have the potential for the addition and expansion of City Hall facilities and associated ancillary uses.

II.A.2 Multimodal Transportation Access

Vehicular Access:

A preferred site will be located along a functionally classified arterial or collector roadway to allow easier vehicular access. Typically arterial and collector roadways carry more vehicular traffic and therefore afford an opportunity for higher visibility. Clearly marked ingress and egress to the site is important to allow citizens to efficiently access City Hall.



Transit Potential:

A preferred site for City Hall will allow a direct transit connection. Currently, the City is served by Miami-Dade Transit (MDT) Metrobus and the City's local shuttle service. An agreement with MDT may be needed if the site does not have a Metrobus stop or bus route within a quarter-mile radius. A Memorandum of Understanding (MOU) may also be needed if a bus stop is located on site. The MOU will address liability and access related issues. A higher ranking site may include considerations for transit such as easy access and egress, a potential stop location on or close to the site, and availability or potential for providing bus stop amenities such as shelter, bench, and lighting. Transit stops would also contribute towards LEED points.



Bicycle and Pedestrian Access:

A preferred site will be accessible by Americans with Disability (ADA) compatible sidewalk access. If the access does not presently exist, pedestrian improvement should either be planned in the County's Transportation Improvement Program or in the City's Capital Improvement Program. Similarly, a preferred site will be accessible by existing or planned designated bicycle lane.



Available Parking Facilities:

A preferred site will include, at a minimum, the amount of parking required by the applicable zoning code. However, additional parking facilities may be necessary for peak use of the City Hall. A preferred site should allow opportunities for shared parking, access to existing public or private parking lot/ garage within a quarter-mile radius of the site and / or other opportunities to fulfill overflow parking needs.

II.A.3 Infrastructure Availability and Capacity

Infrastructure Availability:

A preferred site will have existing infrastructure facilities and urban-level services including water, sewer, power and telecommunications. This infrastructure and amenities are required to a successful and smooth functioning of a City Hall.

Infrastructure Development Costs:

The sites will be rated according to the estimated cost of providing connection to off-site infrastructure. A preferred site will have minimized these costs.

II.A.4 Regulatory Issues

Comprehensive Plan Consistent:

All development within a local jurisdiction is governed by the adopted comprehensive plan. Sites that will score the highest in this category are those for which the development of a City Hall will be consistent with the City's adopted comprehensive plan.

Existing Zoning:

In order to gain regulatory approval, the City Hall will also have to be shown to be consistent with the existing zoning patterns in the area. High ranking sites will have this compatibility.

Influence on the Development Pattern:

The City Hall should be located to encourage a compact urban development pattern and thus discourage urban sprawl. The highest scoring sites in this category will be those that will foster an efficient development pattern in accordance with the local comprehensive plan.

II.A.5 Physical Characteristics

Time Frame:

A site may have existing development plans that may impact the City Hall construction schedule. Sites will also differ in the ease with which the necessary parcels can be assembled. Another factor affecting the development time frame is the presence of existing uses or infrastructure which may need to be removed or relocated. The highest ranking sites in this category are those that are unencumbered by existing plans and uses, and can be readily assembled, allowing the sites to be available immediately upon completion of the City Hall design and permitting.

Site 'Constructability':

Sites will vary according to their ability to accommodate the City Hall development program. The highest ranking sites in this category will be those that are configured and of sufficient size to allow the construction of City Hall and all on-site support facilities. Consideration will also be given to sites that either have sufficient land area to accommodate City Hall or which lend themselves to quick and ready land assembly.

II.B Building and Site Plan Design Criteria

II.B.1 Building Design

Landmark Qualities:

City Hall as a landmark can create an image, anchor a neighborhood, and spur future development in the City. Location, scale, architecture and imageability are some of the factors that contribute towards making a landmark. It should be easily identifiable by both residents and visitors to the City of Doral. Existing buildings and sites will be evaluated on their ability to create an enduring image for the City.



Adaptability to Program and Space Requirements:

Adaptability is a very important characteristic of a modern City Hall. Space needs are constantly changing with legislative action and population changes. New departments are being created in response to these demands. Planning for the ability to be flexible will allow the City to meet the ever changing demands of its residents and businesses. Buildings and sites will be rated based on their ability to adapt to changing programs and space requirements including the ability to accommodate growth, and the ability for mixed uses, both public and private.

City Hall Uses

An important component of any office or civic building is its entry and gathering spaces. Consideration will be given to an existing building’s ability to provide a state of the art council chambers with modern amenities, and lobby areas that create a sense of arrival and help to establish a formal presence for the City.



Building Systems

Building systems are a very important component of a building. They allow the building to function by providing comfort, security, and protection. Consideration will be given to existing buildings where current building systems include higher standards of hurricane protection, power, emergency power, security, HVAC systems and lighting. Buildings with more efficient systems will receive higher marks.

Green Design

The City of Doral has an established Green Master Plan which affirms that all new City construction should be either US Green Building Council’s Leadership in Energy and Environmental Design (LEED) or Florida Green Building Code (FGBC) certified. The Plan includes goals of conserving natural resources, enhancing the quality of life, bolstering economic vitality, and leaving a sustainable legacy to future generations of City residents.

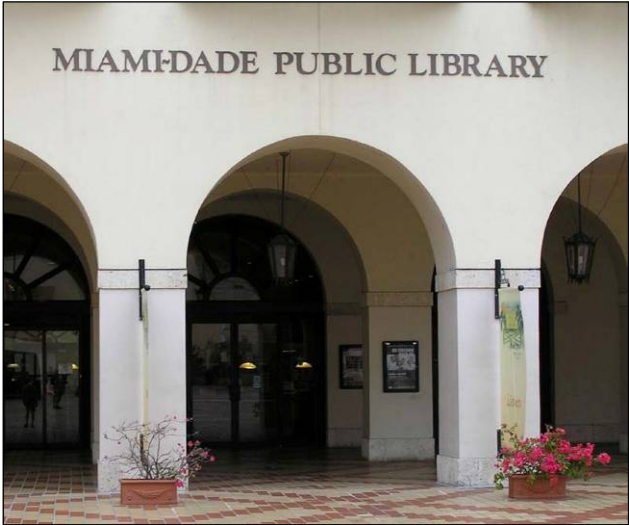


Using the parameters outlined in this document, sites will be evaluated based on the LEED sustainable sites (SS) criteria. Existing buildings will be evaluated on the extent of building retrofit needed to meet either designation.

II.B.2 Site Plan Design

Potential for Future Phases:

If additional phases of development in addition to the City Hall are included in the development program, consideration will be given to sites which can accommodate these future phases. These could include expansion of facilities and/ or addition of complementary uses such as a library, community college extension programs, and community halls.



Open Space and Landscaping

A preferred site will have the ability to provide more open space than the code requirements. Also, the site’s ability to provide a xeriscape landscape to shade a majority of the parking areas will be evaluated. These elements are crucial to the LEED accreditation process, help to provide a better pedestrian experience, and enhance the aesthetics of the site and building.

Orientation and View

The sites and building will be evaluated on the view it can provide both from the street and to the building occupants. A preferred site will have a north - south orientation so as to minimize the façade area facing the harsh South Florida sun.



Utilities

A preferred site will have the capacity to provide the new City Hall building will all essential utilities. Consideration will be given to sites that can provide natural gas to run generators during emergencies.

Drainage

A preferred site will withstand the strong summer thunderstorms common to South Florida without flooding.

Emergency Vehicle Access

A preferred site will allow easy access for emergency vehicles. Sites will provide the necessary right of ways and turning radii.

Access and Circulation

Consideration will be given to a sites ability to provide clear and safe circulation both vehicular and pedestrian. Site lighting will be evaluated as an important safety factor.

Public Plaza

A preferred site will have the ability to provide a public plaza at the entry to City Hall large enough to hold public gatherings such as a tree lighting ceremony.



II.C Economic and Fiscal Criteria

In addition to the programming and space needs analysis supporting the City Hall redevelopment effort, the City will also contemplate the economic and fiscal impacts associated with acquiring or building a new facility as part of the City Hall site selection process.

For this analysis, a number of economic and fiscal evaluation components are introduced to help guide the evaluation process. To the extent possible, these factors cover a range of criteria that are important elements of the decision making process.

The following is a profile of the evaluation criteria that should be considered as part of economic and fiscal evaluation process. It includes a description of the specific economic / fiscal evaluation criteria, followed by a profile of independent observations from the consulting team aimed at assisting the City with an understanding of the impact to both quantitative and qualitative variables associated with these criteria. It also considers both qualitative and quantitative impacts the relocation / redevelopment of a new City Hall may have on the City. These impacts may accrue directly or indirectly to the City from a number of opportunities.

Depending on how the City collectively prioritizes various criteria supporting their site evaluations, the emergence of a select site and development opportunity (or alternative option for that matter) should become clear. It is important to recognize that at this point, information provided by most owners / property representatives is general in nature. This is largely due to the fact that, at this early stage of the process, it is very difficult for developers / owners to provide meaningful acquisition / development options without having a better understanding of the City's requirements for location, construction type, design, build-out, and other relevant factors that will define City Hall. To that, the analysis herein is aimed to help the City more clearly evaluate and define some of these requirements and objectives.

Summarized below are five economic / fiscal related evaluation criteria followed by a more in-depth discussion and analysis for each:

II.C.1 Catalytic Development:

The relocation / development of City Hall presents notable economic development opportunities, both short- and long-term. It is important to judge the level of economic development opportunity for each and determine which options are better suited for short-term development, long-term development, or both based on their current attributes and plans.

II.C.2 Business Support:

One of the qualitative components of an analysis is to determine the new City Hall's potential impact on local business within proximity to the potential site. The level of impact will certainly vary, but there may be options with greater short-term impacts and others that will have greater influence on the long-term business development goals of the City.

II.C.3 Development / Investment Cost:

The acquisition and/ or development of a new City Hall is considered to represent a substantial long term investment by the City. The level of investment, and on-going operating costs associated with the investment, may be one of the most important factors in the decision making process. The City has a wide array of development / investment options; however, detailed information regarding development options and related costs are premature.

II.C.4 Real Estate Tax Impacts:

The development of City Hall will likely result in the removal of tax revenue potential from the respective site, therefore this issue and its corresponding impacts should be considered as part of the evaluation process.

II.C.5 Operating Costs:

In conjunction with the investment decisions associated with acquiring and / or developing a new City Hall, the City is committed to building an energy efficient facility that promotes sustainability and reduces annual building operating costs (largely through energy conservation). There are certain factors that the City should consider in its site / development evaluation process related to cost benefit of providing varying levels of sustainable building. This evaluation criteria may be premature at this time due to the fact that it likely requires more detailed input on development cost factors, and will be an important factor as the site selection process continues.

II.D Site Categories

Six sites, identified by the City, were chosen to represent six categories of land use development. These categories include the following:

- Redevelopment sites
- Land use change sites
- Tax exempt sites
- Adaptive reuse sites
- Inline use sites
- Infill sites

These categories are not mutually exclusive, and some overlap is expected. For example, a redevelopment site could also be an adaptive reuse, while an infill site could be tax exempt. Primary characteristics of land use development types have been identified that may be of interest to the City. The City may or may not decide to pursue a select category in the future and similarly, there may be other categories that exist that the City may consider in the future.

Redevelopment sites

Sites that have a demolition, an overall floor area that has been increased, or a use that has been changed, or both, irrespective of whether a change occurs in the permitted land uses.

Land use change sites

Sites that involve a land use change that is compatible with its surroundings. For example, a commercial use changed to an institutional use or a recreational use changed to an institutional use.

Tax exempt sites

Sites, vacant, built or underutilized, that are exempt from all or certain taxes that would normally be collected from an individual or an organization.

Adaptive reuse sites

Sites with existing buildings or structures that can be rehabilitated, renovated or converted from any use other than its present use. For example, an office use converted to an institutional use.

Inline use sites

Development of land, limited to building footprint, built as part of a larger structure. Typically, the structure will share the property with other commercial or non-commercial uses. For example, an institutional use, adjacent to a retail store in a shopping plaza or an office park.

Infill sites

Development of skipped-over parcels that have been bypassed, remained vacant, and/or are underused, in otherwise built-up areas, as a result of a continuing urban development process. These sites are usually served by or are readily accessible to infrastructure (services and facilities) provided by the applicable local governmental entity.

The categories and selected sample sites are listed below in **Table II-1** and shown in **Exhibit II-1**.

**Table II-1
Sites**

Category	Sample site
Redevelopment site	Downtown Doral
Land use change site	White Course
Adaptive reuse site	Royal Palm
Tax exempt site	Southern Command
Inline use site	Park Square
Infill site	Transal

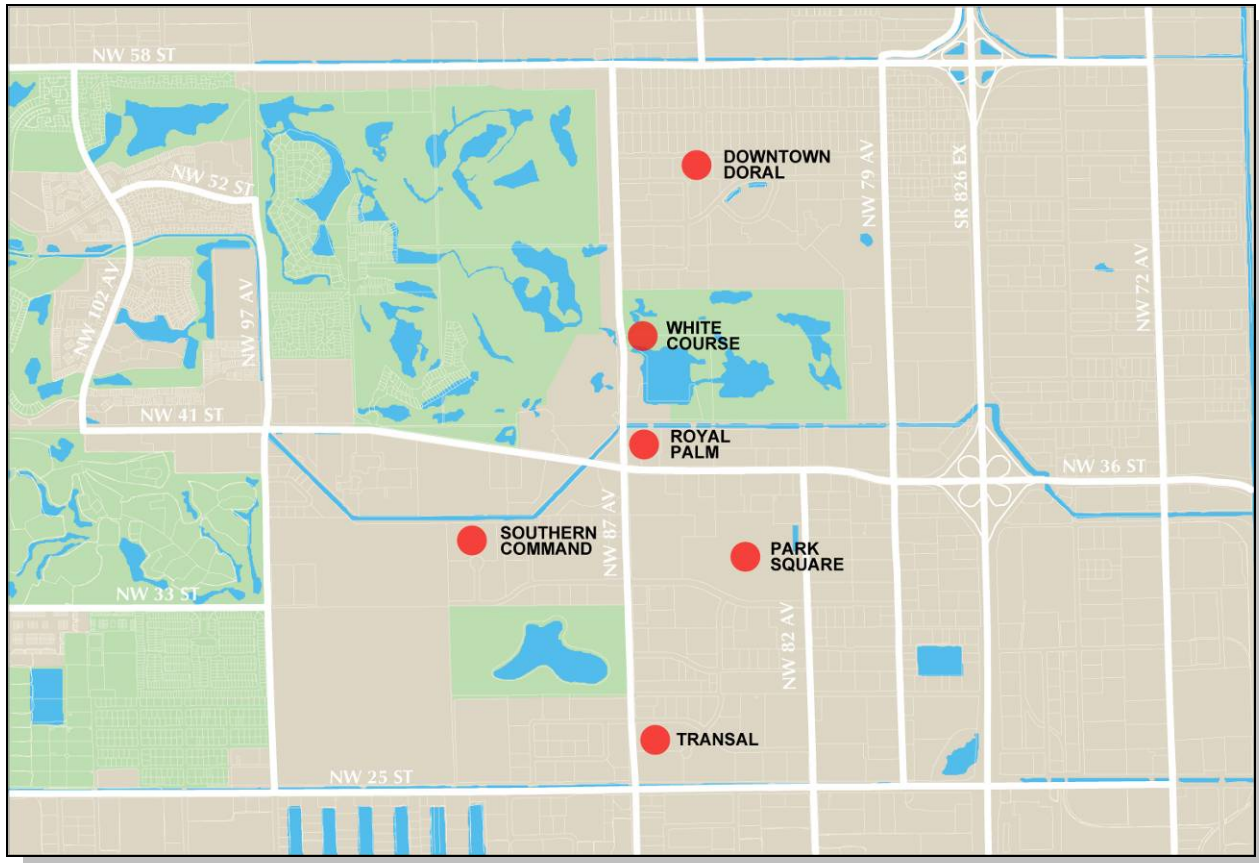


Exhibit II-1
Location of sample sites

If the City of Doral decides to pursue a campus style City Hall, **Exhibit II-4** presents a possible schematic, intended to help visualize this concept within the master plan.

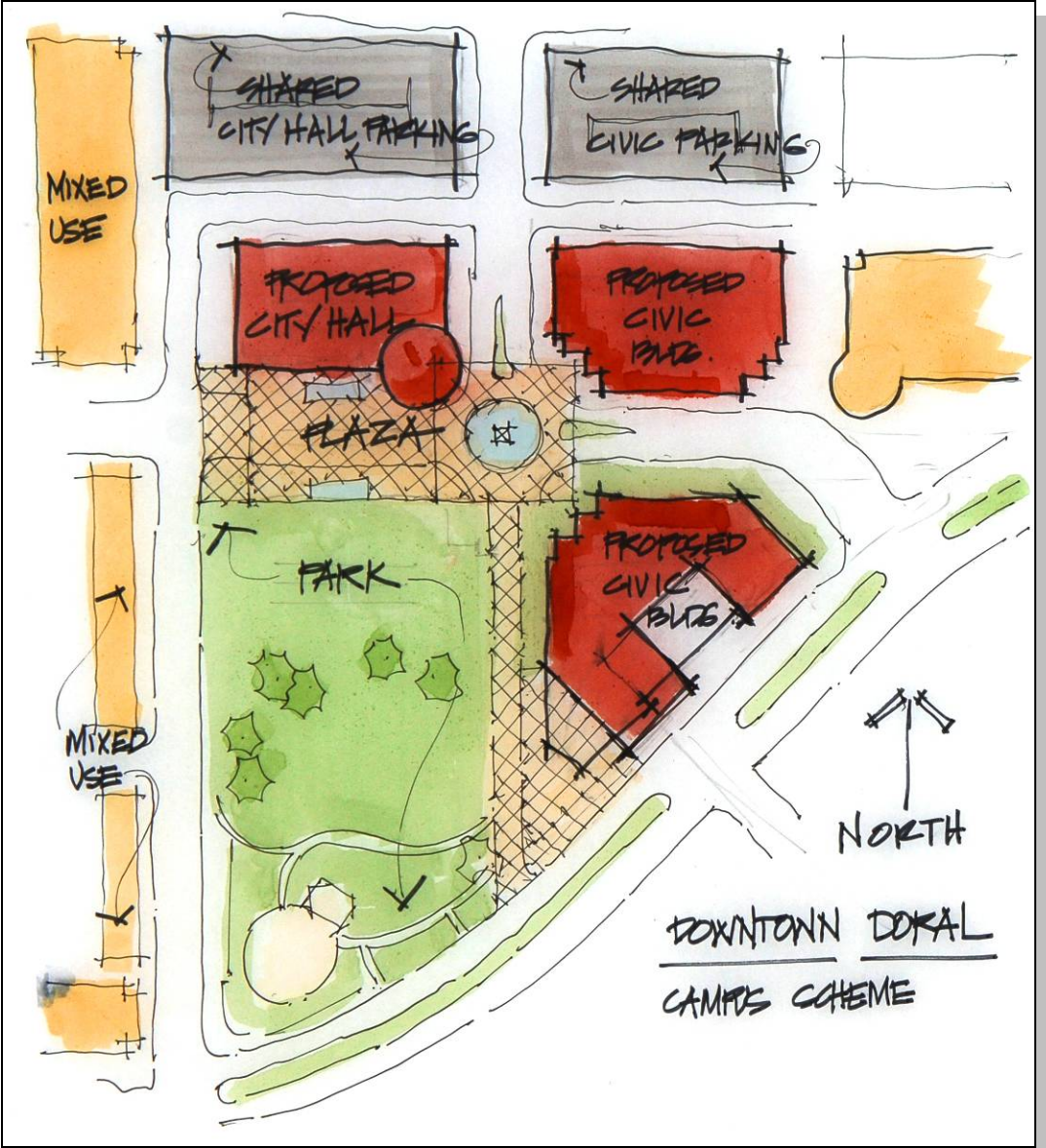


Exhibit II-4
Possible schematic campus plan for the Downtown Doral site

II.E.2 White Course



Source: Miami-Dade GIS

Exhibit II-5
Aerial of White Course site



Source: Gensler

Exhibit II-6
Conceptual White Course Master Plan

The White Course site, categorized as land use change site, is located just south of Downtown Doral at NW 87 Avenue and NW 41 Street, and as highlighted in **Exhibit II-5**. The site is industrial land that currently has a golf course use. The proposed master plan (see **Exhibit II-6**) for the 130-acre site provides for 2,700 residential units, 850,000 square feet of Class A office, and 160,000 square feet of retail. As currently envisioned, City Hall is proposed to be built as an anchor development within a mixed use commercial complex located on the western section of the site (the east side of NW 87 Avenue), mid-way between NW 41 Street and NW 52 Street. The commercial complex will be built with views to the existing lake. Prospective infrastructure improvements in the master plan provide for greater connectivity to Downtown Doral. There is currently no development taking place on the site as a result of pending litigation. Nonetheless, given its location and connectivity to Downtown Doral, this site has good location and visibility, and presents a strong opportunity for economic growth within a core sector of the City and, though longer-term in nature, provides a strong compliment to the Downtown master plan.

*If the City of Doral decides to pursue a campus style City Hall, **Exhibit II-7** presents a possible schematic, intended to help visualize this concept within the master plan.*

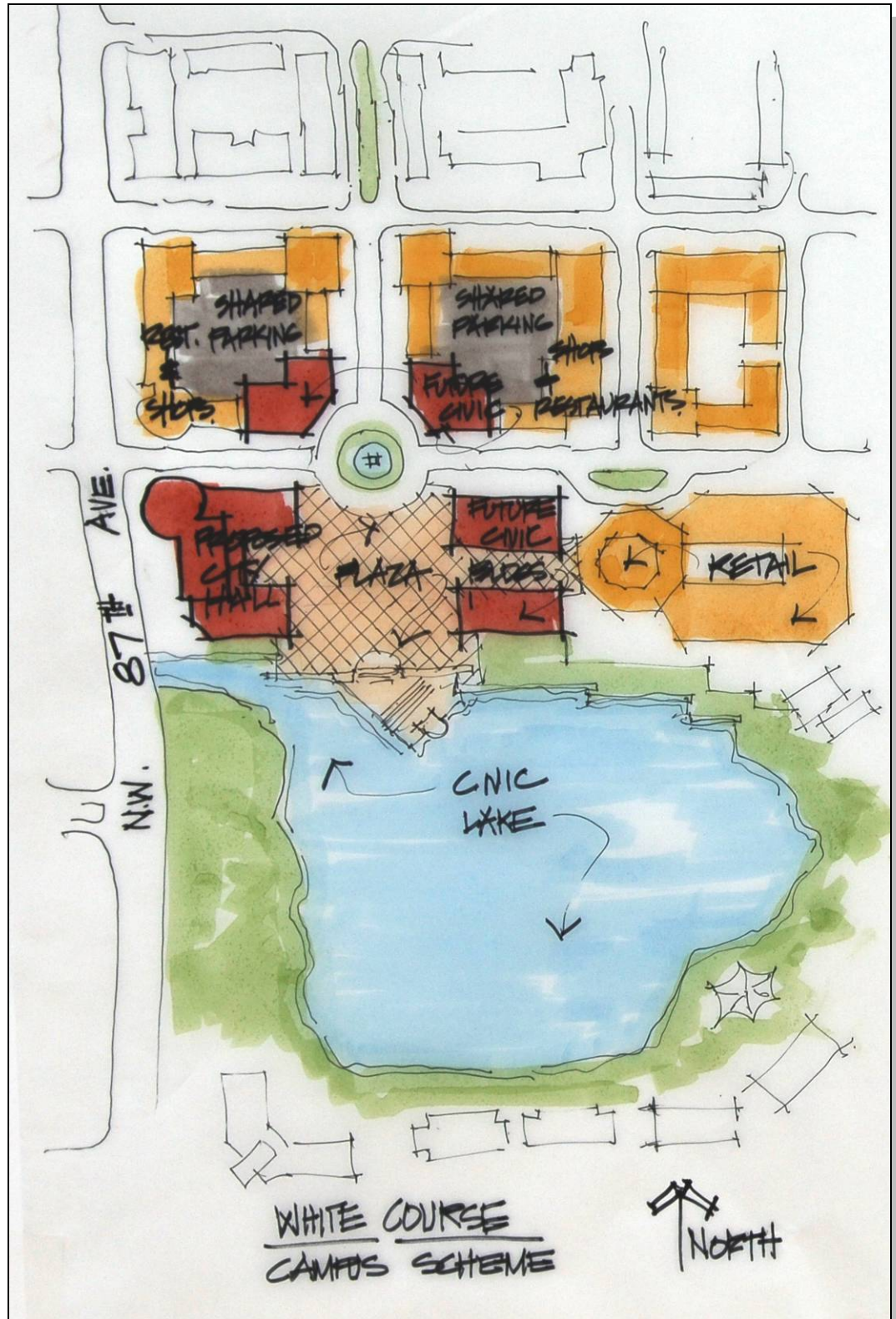


Exhibit II-7
Possible schematic campus plan for the White Course site

II.E.3 Royal Palm



Source: Miami-Dade GIS

Exhibit II-8
Aerial of Royal Palm site



Source: Civica

Exhibit II-9
Existing and proposed Royal Palm

The Royal Palm site, located on an approximately 5 acre lot, is an existing five story office building built in 1972. It is located just east of the intersection of NW 36 Street and NW 87 Avenue, and highlighted in **Exhibit II-8**. The site has excellent location and visibility, and good access to the Palmetto Expressway, leaving potential for greater economic development opportunities once anchored by City Hall. The existing building with a total of approximately 122,500 square feet of office space is currently occupied by four tenants utilizing between 8,000 and 9,000 square feet and is adjacent to the 350,600 square foot Symbiosis Corporation (recently bought by Boston Scientific) building, which has access rights to parking at Royal Palm. The building was remodeled more recently in the mid-90s with improvements to the common areas, and the interior made Americans with Disabilities Act (ADA) compliant. There is no pending litigation on the site and the building is free of any encumbrances. The property is located on a transit route and has vehicular access from both NW 87th Avenue and NW 36th Street. Traffic entering and exiting the site can be mitigated easily. Additionally, there is available land for a new building on the site as a parking garage. However, since there is no ownership of adjacent properties, expansion of facilities may be constricted. The location, vehicular and transit accessibility, an existing building for immediate occupancy as well as additional land for a new building presents Royal Palm as a strong opportunity site for near term economic development for the City.

*If the City of Doral decides to pursue a campus style City Hall within this site, **Exhibit II-10** presents a possible schematic, intended to help visualize this concept.*

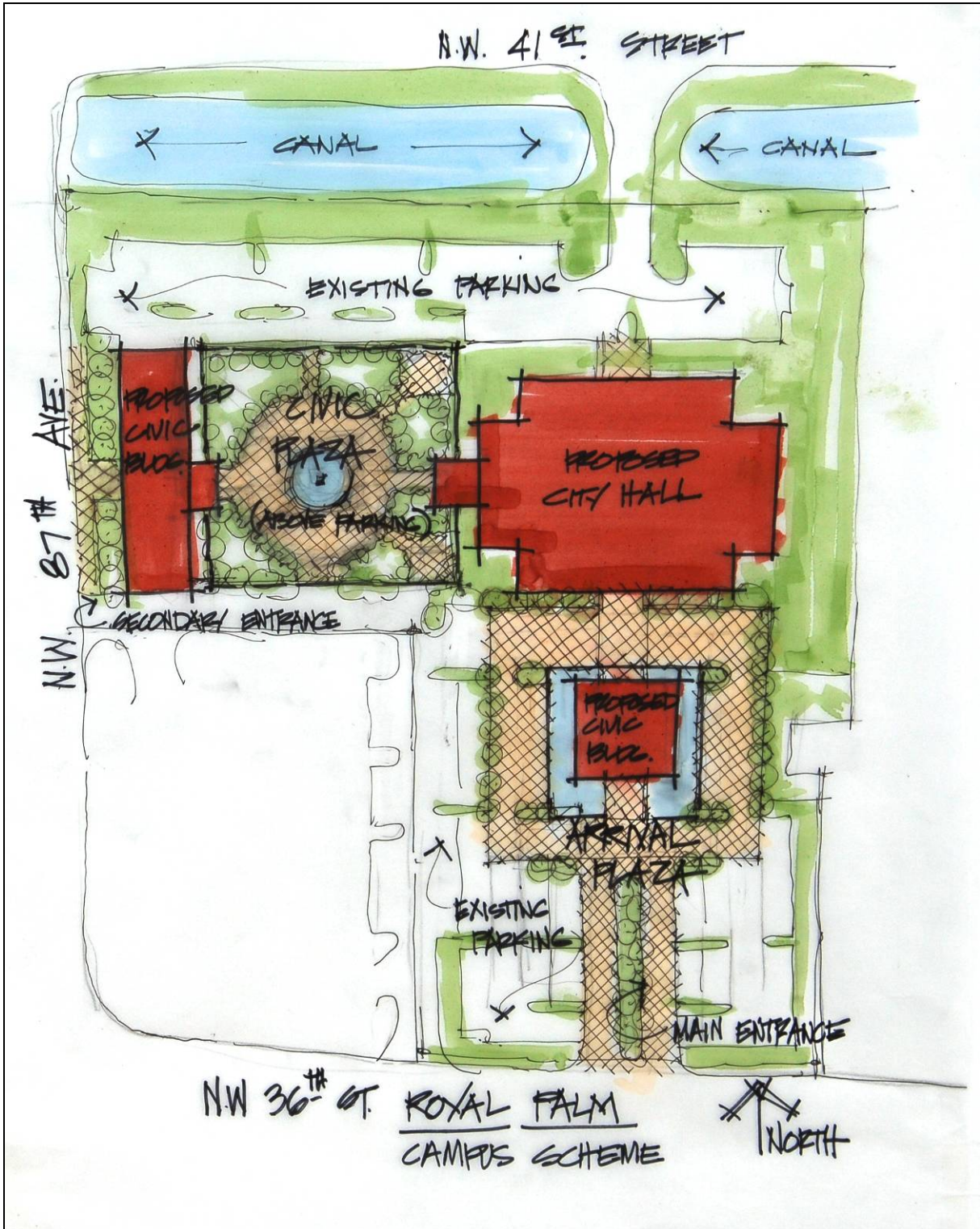


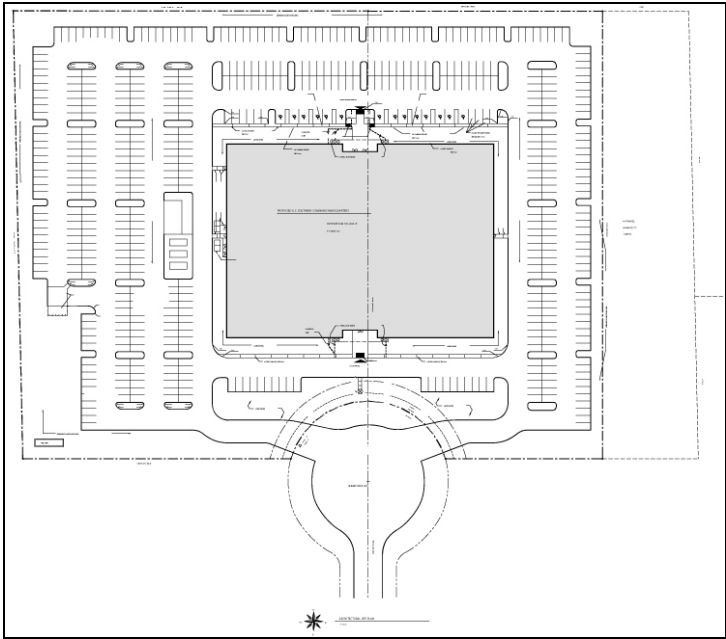
Exhibit II-10
Possible schematic campus plan for the Royal Palm site

II.E.4 Southern Command



Source: Miami-Dade GIS

Exhibit II-11
Aerial of Southern Command site

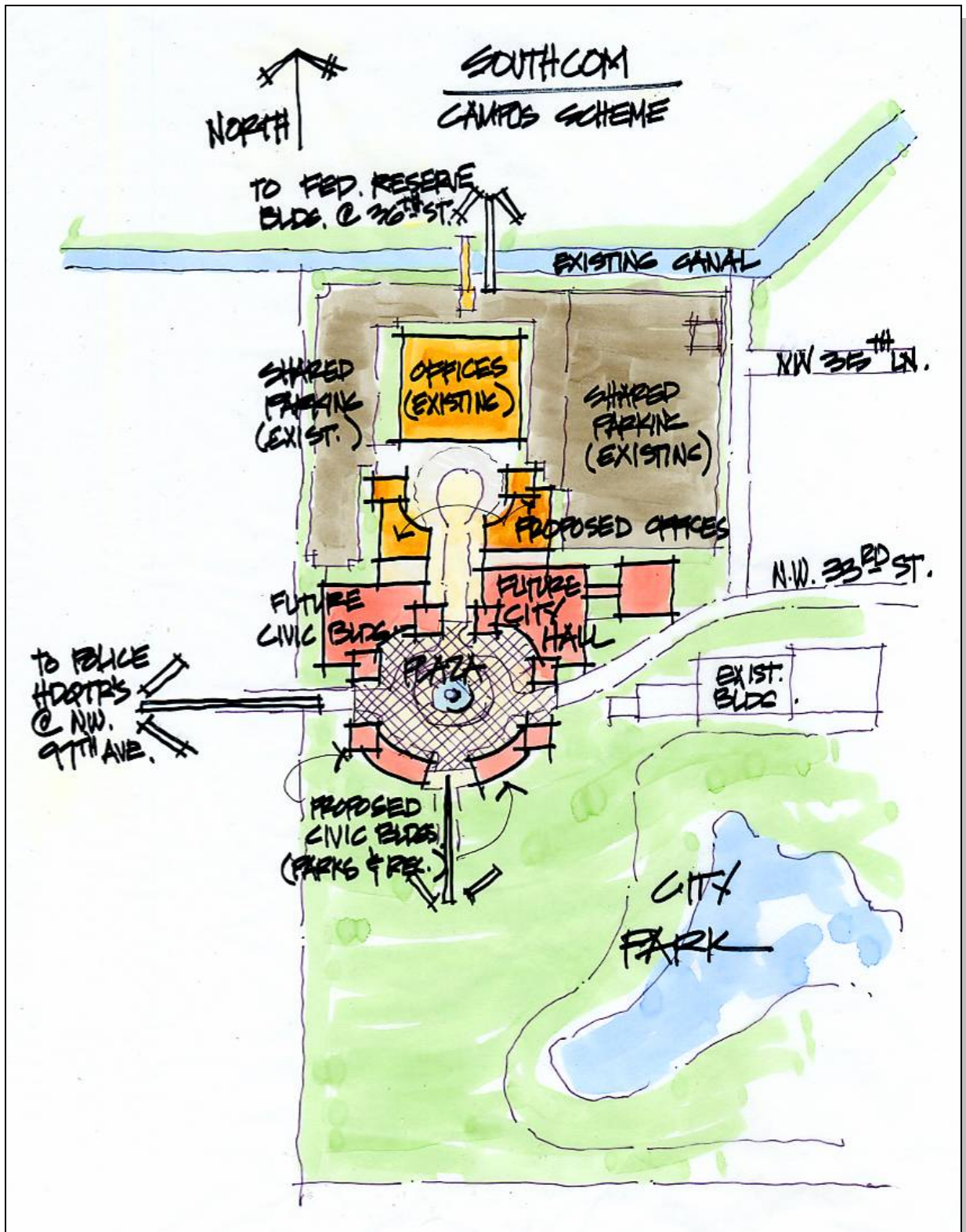


Source: Southern Command

Exhibit II-12
Southern Command site plan

Southern Command (SouthCom), a five-acre site is part of the West Pointe Business Park DRI, and is located in the southwest corner of the City on NW 33 Street and NW 91 Avenue, highlighted in **Exhibit II-11**. Since the closest major roadway (NW 87 Avenue) is approx. 0.5 miles to the east, the site has low visibility in the general community. The property is located directly north of the JC Bermudez Park and is approximately a quarter-mile west of the City’s proposed police facility. The building, approximately 150,000 square feet, is currently occupied by the United States Southern Command, a state-of-the-art facility built to be resistant to major disasters of attacks and comprises. Presently, Southern Command is building a new facility immediately west of the current property; and will vacate its current premise within the next 12 to 18 months. In addition to the potential acquisition/ lease within existing building, there is an opportunity to build a new City Hall facility on a 7-acre site immediately south of the existing SouthCom building with options for the City to either lease or own the land. Given the close proximity of other public facilities in the area, the site presents an opportunity to create a campus style civic master plan. This allows the ability to incorporate a public park in a City Hall master plan, and the site creating strong economic growth opportunities for the surrounding areas. However, connectivity to other nodes of commercial (such as office and retail) activity is somewhat limited.

*If the City of Doral decides to pursue a campus style City Hall, **Exhibit II-13** presents a possible schematic, intended to help visualize this concept.*



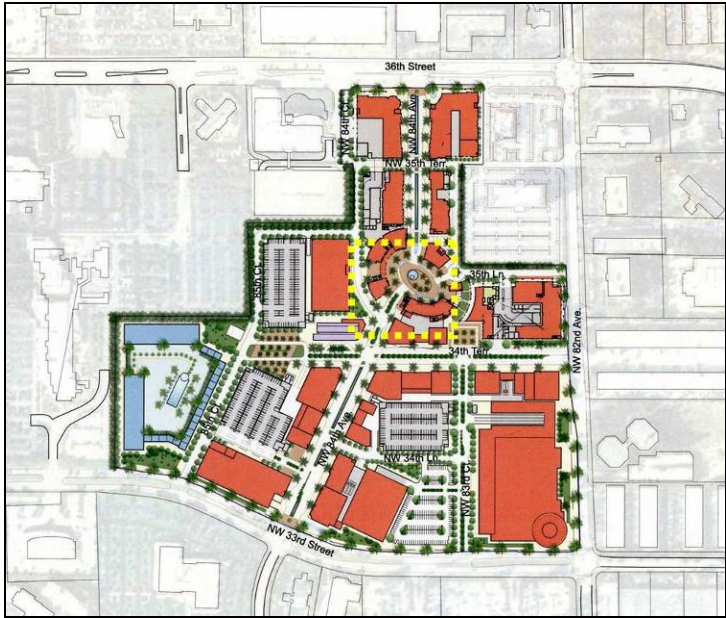
*Exhibit II-13
Possible schematic campus plan for the Southern Command site*

II.E.5 Park Square



Source: Miami-Dade GIS

Exhibit II-14
Aerial of Park Square site



Source: Zyscovich Architects

Exhibit II-15
Park Square Master Plan

The Park Square site, highlighted in **Exhibit II-14**, is located just west of NW 82 Avenue, and south of NW 36 Street, giving it good accessibility to the highway and major surface streets. The site is categorized as an inline use and as shown in **Exhibit II-15**. As proposed within the master plan for the area, City Hall would anchor a mixed use development comprised of 400 residential units, 800,000 square feet of commercial (office and retail) space and hotel. The proposed plan places City Hall in the center of the development giving it good visibility within the master plan; however, the surrounding area is not directly adjacent to major roads, limiting access in this regard. The Park Square master development plan will provide a strong long term economic support for the City, and City Hall as an anchor would only help to expedite the plan. However, this site is somewhat set back from the City’s core retail and office activity nodes and thoroughfares and is not perceived to have the same level of impact on surrounding properties.

*If the City of Doral decides to pursue a campus style City Hall, **Exhibit II-16** presents a possible schematic, intended to help visualize this concept within this plan.*

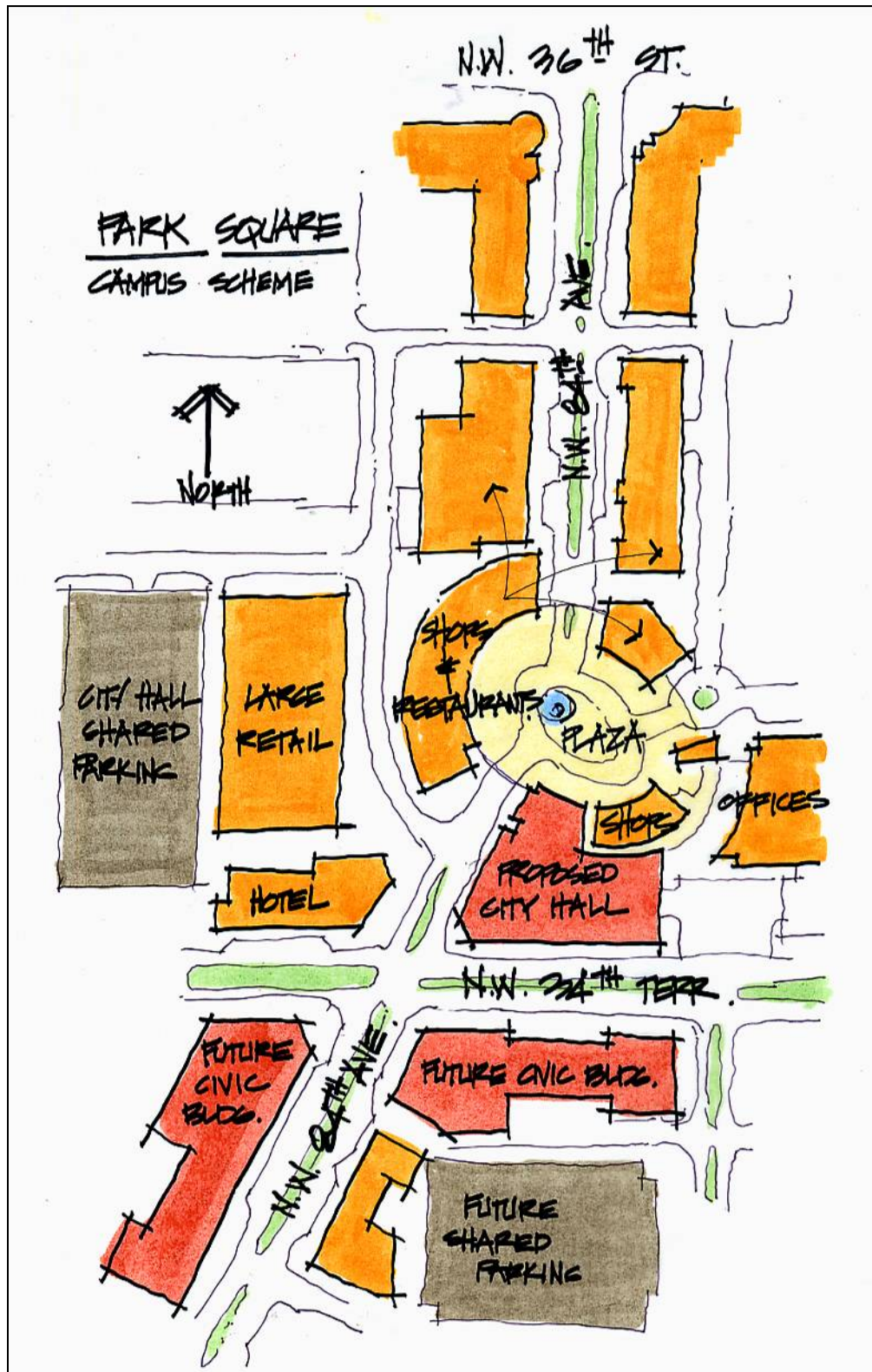


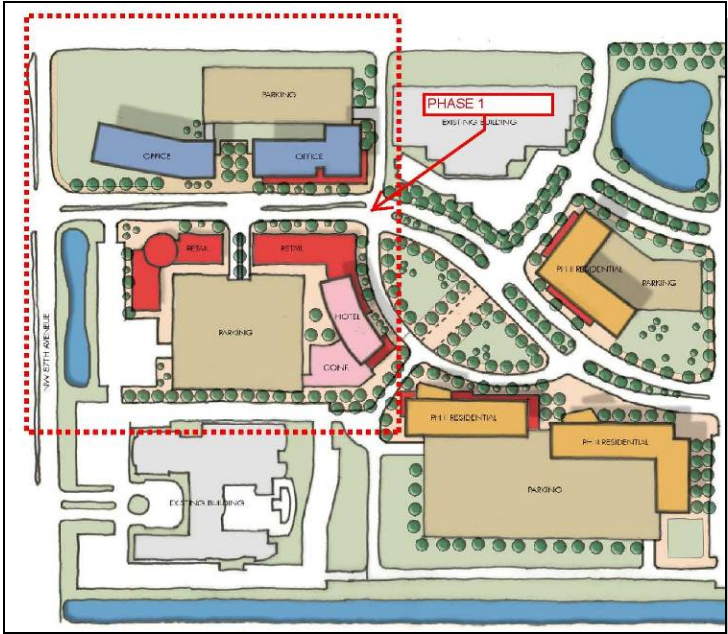
Exhibit II-16
Possible schematic for the Park Square site

II.E.6 Transal



Source: Miami-Dade GIS

Exhibit II-17
Aerial of Transal site



Source: Zyscovich Architects

Exhibit II-18
Transal Master Plan

The Transal site(s), highlighted in Exhibit II-17, is the southernmost site being considered herein and is located on the corner of NW 87 Avenue and NW 27 Street. The site is located furthest from what is commonly regarded as central Doral. Transal is part of the 75 acre World of Industry and Commerce Master Plan with vested rights for retail, office and industrial uses. This site presents the opportunity of a few alternative City Hall site locations in the master plan including an eight-acre parcel on the south side of NW 27 Street along 87 Avenue, and four one-acre parcels on the north side of NW 27 Street. The site has ready infrastructure in place and good location potential with easy access to the Palmetto Expressway. The opportunity to incorporate City Hall within one of the Transal sites would certainly have a positive impact on expanded (re)development potential within the area, including the vacant sites within the immediate surroundings. However, the existing industrial/ commerce park environment may not be considered as the best compatible surrounding for a City Hall.

*If the City of Doral decides to pursue a campus style City Hall within this plan, **Exhibit II-19** presents a possible schematic, intended to help visualize this concept.*

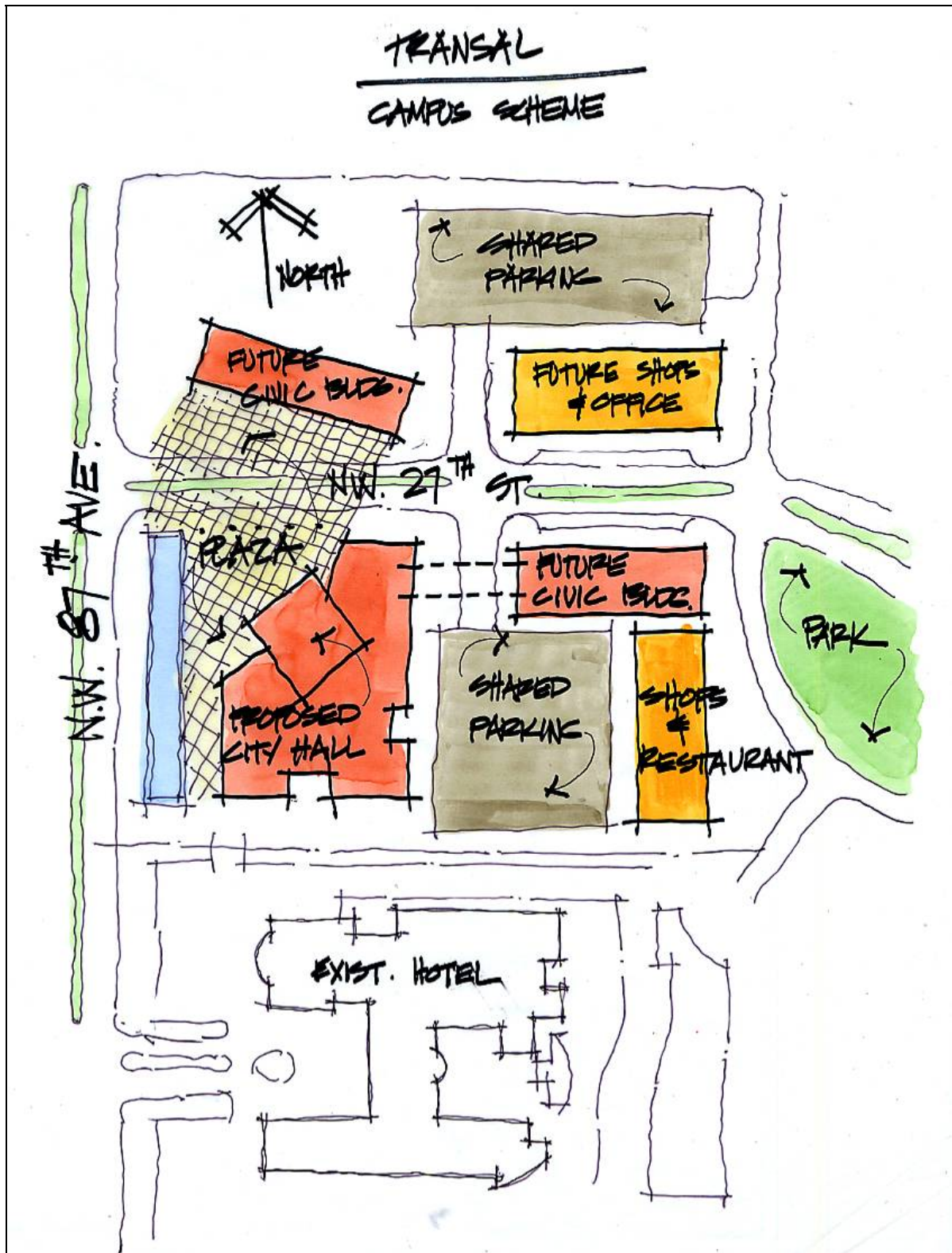


Exhibit II-19
Possible schematic campus plan for the Transal site

II.F Economic and Fiscal Evaluation

II.F.1 Catalytic Development Opportunities

For Doral, City Hall presents a range of opportunities from anchoring redevelopment within the central core to providing the catalyst for new development in less dense areas to the south and western portions of the City. Each of the sample sites herein comprises a unique opportunity for the City to serve as a catalyst for (re)development and economic growth. Therefore, the primary consideration the City should evaluate in terms of catalytic development is two-fold. On one hand, there are certain sites for which City Hall will be an anchor within a mixed use development in a more centralized location within the City. For instance, the four sites along and/or north of NW 36th Street provide excellent opportunity for catalytic development because these sights are more visible and centrally located to what is generally considered (or envisioned) to be the “core” area of Doral. The central area is planning for strong redevelopment and, in spite of current economic conditions, momentum is underway with projects such as Downtown Doral and reinvestment in the resort property. As such, City Hall would serve as a strong anchor to sites at or near “main and main” and provide considerable economic support to redevelopment within the City’s central sector.

On the other hand, properties such as Transal and Southern Command are considered to be on the periphery of the City’s central district. However, these particular sites are either proximate to (or will eventually serve as) key properties within evolving commercial and mixed-use business sectors during the next several years. As such, City Hall may be positioned as a strong catalyst toward effectuating (re)development within these non-central areas.

Therefore, as it relates to catalytic development, the evaluation criteria for City Hall is a function of where the City would like to see this municipal facility (eg. central district versus periphery locations) and what role the facility will play in promoting redevelopment of the central area or new development in outlying areas.

II.F.2 Business Support and Sustainability

With an estimated 200+ employees and numerous daily visitors, the development of City Hall will greatly affect traffic patterns and retail establishments, particularly restaurants, pharmacy, grocery, and convenience. The influence of the additional office workers will also attract additional retail demand for existing retailers, and will help attract on-going businesses development in the future. Regardless of where the site is located, retail demand will be a driving force for economic development, and that applies to sites that are either closer to the City center or those to the south with longer term growth potential. Additionally, the ability to more easily access these services through mass transit or “walk-ability,” only enhances the opportunity for mixed use development and at the same time maximizes sustainability.

In the effort to assess the impact that the development of a new City Hall would have on local business, it is important to understand expenditure patterns for daytime office workers. Based on the Office Worker Retail Spending Patterns: A Downtown and Suburban Area Study (ICSC 2003), and Dollars & Cents of Shopping Centers (Urban Land Institute), it is estimated that retail expenditure from day time

office workers is roughly \$2,800 per employee in 2005, or about \$54 per average five day work week, broken down by retail category as follows:

**Table II-2
Estimated Annual Office Worker Expenditure (by Type of Good)**

Use	Amount
Lunches	\$1,286
Shoppers Goods	\$785
Convenience Goods	\$559
Dinner/Drinks after work	\$157
TOTAL	\$2,786

Source: ICSC; ULI; Lambert Advisory

Given the number of employees working at City Hall, this represents nearly \$600,000 in spending by City Hall employees alone; moreover, visitor expenditures would increase this figure significantly.

The objective of this analysis is not to directly measure the impact the development of a new City Hall would have on surrounding business; the fact is, there is no “net new” demand as expenditure the City jobs already exist and dollars are currently being expended in the market. Instead, the goal is to help support concentrations of retail services that in many cases require support from both residents and daytime workers. Moreover, thought to a smaller degree, it is important that these expenditure dollars stay in the City considering the fact that if adequate retail support in terms of restaurants, convenience and related services is within close proximity of the workplace and easily accessible during work hours, workers and visitors alike will be more inclined to utilize these establishments. In contrast, the further away the work place is from restaurants and retail services, the more likely this expenditure may be lost from leakage, as workers may purchase goods and services further away from the place of business including outside of the City. Importantly, it is recognized that the amount of potential leakage from City Hall workers alone is marginal. Nonetheless, from the standpoint of supporting retail/business establishments within a concentrated area that can effectively encourage on-going investment, as well as promote sustainable development, there is a mechanism for evaluating the select sites.

Based upon current development enveloping the selected sites, Royal Palm and Transal are situated in areas with relatively intense commercial development; therefore, at this point in time, these sites best support surrounding business and sustainability as defined herein. The Downtown, White Course and Park Square sites have significant potential to promote sustainability, though, it is likely tied to occur a longer term horizon. The Southern Command provides the least opportunity for promoting mixed use development/business cluster and development sustainability given its relative remoteness from surrounding commercial activity.

II.F.3 Development/Investment Cost

The development cost primarily represents an analysis of the cost to acquire and/or build a new City Hall. As noted, the six sites identified herein provide a number of options the City may consider as it relates to building a new facility, acquiring an existing facility, or leasing instead of building or owning. Therefore, for this analysis, generic evaluations have been prepared under each option to provide the City with an understanding as to the level of investment required under varying opportunities. Importantly, the development costs (and other build-out and/or operating assumptions) outlined herein are based upon estimates of development cost from Pascual Perez Kiliddjian & Associates. Furthermore, assumptions for additional land factors, and other operating assumptions provided herein are based entirely on general market indices not supported by independent analysis. Therefore, these assumptions are not related to any specific site included herein and changes to these costs may have a material impact on the investment parameters made a part of this analysis. Additionally, the analysis below assumes that all sites provide the City with adequate on-site parking and control of its parking area.

To establish parameters for potentially large variations in development/acquisition costs, both a “low” and “high” case scenario was prepared for each development option. Following is a summary of primary assumptions associated with the select acquisition and/or development options:

A. Acquire Existing Building (72,000 square feet)

The City has been (and likely will continue to be) presented with opportunities to acquire existing buildings. At this point, the available buildings presented to the City have been considerably larger than their space requirements; and, the availability of desirable buildings in this range is probably limited. We also recognize that in acquiring an existing building of this size, it may prove difficult for the City to find a building that can adequately accommodate all (if not most) of its space needs, less from a quality of construction/build-out standard, but more from a design perspective in terms of public/common area, building access, security, elevator capacity, open area space for council chambers and a host of other relevant items. Nonetheless, in an effort to provide cost, the analysis includes the acquisition of existing buildings that adequately addresses the current and prospective space needs. Based upon a cursory profile of office building listings and sales transactions within the Doral market, the estimate of acquisition costs of available Class A and B office buildings range from \$135 to \$200 per square foot. Though very difficult to assess at this stage, it is assumed that any building the City acquires for City Hall will require at least \$40 per square foot to rehabilitate to a “standard” level, and as much as (or possibly more than) \$75 per square foot to raise to a high quality standard that can adequately accommodate City Hall functions and space needs. Based upon these acquisition and improvement cost estimates, the City’s investment in this option is estimated to range from \$12 million to \$20 million.

B. Build a New City Hall (72,000 square feet)

If the City elects to build a new City Hall to generally meet its current and prospective space needs, we assume the development of a new 72,000 square foot facility. Construction estimates indicate that at the lower end (representing a standard, “no frills” Class B+ office building), total development costs may be as low as \$200 per square foot; and, at the high end

(or a uniquely designed, high quality Class A building), the costs can be as high as \$300 per square foot. These development costs are net of land cost; therefore, an additional 15 percent development cost factor is added to this estimate which is generally supported by industry standards. This land factor generally represents land cost at \$35± to \$45± per square foot (or, \$25 to \$40 per square foot based upon building area). Considering this, development of a new 72,000 square foot City Hall can range from roughly \$17 million to \$25 million.

C. Acquire an Existing Building (130,000 square feet)

As currently presented by two potential site locations, the City will have an opportunity to purchase a building larger than what is required for City Hall with the ability to lease space to either public or private sector tenants as preferred. Utilizing the same land and development cost factors outlined above, the cost of this larger facility ranges from approximately \$22 million to \$35 million. However, the City will be required to carry the operating cost for the excess 72,000+ square feet as well as recapture its investment in the excess space. Covering the carrying costs can be accomplished through lease revenue, which in this case, we estimated would generally require gross rents for the excess space to be in the range of \$27+ to \$37+ per square foot (full-service).

D. Lease City Hall Building (72,000 square feet)

As an alternative to acquiring a new building or building a new City Hall, the City may consider leasing space - as is currently the case. Under this option, it is assumed the City will lease the amount of space it currently requires. Furthermore, it is assumed the landlord will provide turn-key space, the cost of which will presumably be reflected in the rent. It is also assumed the City will commit to a long term lease, and the lease rate will be full service (the City has no additional pass through costs) and all required parking will be provided and included in rent. Considering this, rent for a building considered to be Class B+ to Class A in the Doral market, with build-out specifications required by the City is estimated to range from \$25 to \$35 per square foot, or an annual lease of roughly \$1.8 million to \$2.5 million. To put this lease rate in perspective, and for illustrative purposes only, if the City were to finance 100 percent of the development cost for a new building as noted in Option A above (assuming a 7.0 percent interest rate and 25 year amortization term), the City's cost to carry on an annual basis would be in the same range as annual leasing costs, without the benefits of ownership which has both physical/management and economic benefits.

Based upon the analysis above, there are clear distinctions within the various options the City has relative to the acquisition and/or development of a new facility. Naturally, this evaluation becomes significantly more refined as the details of each specific development option are presented. Nonetheless, the City can grasp the investment parameters required for a new City Hall given a wide range of acquisition/development alternatives. As illustrated herein, the City can acquire and rehabilitate a 72,000+ existing building in the range of \$15+ million, build a brand new 72,000+ square foot building with superior design, build-out and energy efficiency for \$22+ million, or purchase and rehabilitate a larger building with the opportunity to recapture its investment and mitigate operating costs by leasing to third party tenants. As an alternative to acquiring or owning, the City may consider

leasing space for City Hall; however, if the City is in a strong enough financial position and the right opportunity is presented, acquiring or building is recommended.

**Table II-3
Summary of Estimated City Hall Acquisition/Development Scenarios**

	A		B		C		D	
	Low	High	Low	High	Low	High	Low	High
Building Size	72,000	72,000	72,000	72,000	130,000	130,000	72,000	72,000
Build / Acquisition Cost	\$135	\$200	\$200	\$300	\$135	\$200	\$25	\$35
Land Factor / Rehab Cost	\$40	\$75	1.15	1.15	1.15	1.15	n/a	n/a
Total Cost	\$12,600,000	\$19,800,000	\$16,560,000	\$24,840,000	\$20,182,500	\$29,900,000	\$1,800,000	\$2,520,000
Total Cost / SF	\$175	\$275	\$230	\$345	\$155	\$230	\$25	\$35

Source: Lambert Advisory; PPK

As the site selection process continues, the City will likely have a number of alternative redevelopment options; however, the scenarios above provide key insight into general evaluation consideration the City should undertake; specifically, as it relates to acquiring excess office space, which we consider to be more than 10,000+ square feet above what the City currently and/or potentially requires. This is largely due to the fact that:

- Acquiring or building a new facility requires the City to be a landlord and get into the real estate business. From a management perspective, it may not be viewed as too intensive; rather, it may simply be a question of whether or not the City wants to deal with asset management for space it is not occupying.
- In the case where the City acquires/builds excess space, there is an opportunity to lease the excess space to third party tenants (public or private sector) and recapture its investment (perhaps with a positive return), as well as mitigate operating costs within the building through shared expense recapture. However, there are also significant risks associated with being a landlord. Today's market conditions provide good insight into the risks involved. According to CB Richard Ellis¹, the Airport West office submarket (which includes Doral) is 13 percent vacant; however, it is reporting office space availability of nearly 20 percent,

¹ CB Richard Ellis Market View – Miami Office (2nd Quarter 2009)

which primarily represents space vacated by businesses that for which rent is being paid but likely to be returned to the market within the near term. Based upon this, there is nearly 2 million square feet of space available in the market, with nearly 500,000 square feet estimated to be delivered within 12 months. There is naturally a corresponding effect of soft market conditions on lease rates, which may seriously impact the City's ability to achieve lease rates that cover carrying costs.

- There is consideration for City Hall to be built with excess space in hopes of attracting State (or other public) agencies. This would be a natural fit for these types of tenants. However, the City should investigate further the depth of the market niche, as it could take several tenants/agencies to occupy more than 5,000 square feet of space. Furthermore, in this case (as with private tenants as well) the City becomes a competitor to the private office market, which during the next few years may not be viewed as a positive initiative.
- The acquisition or development of a new City Hall provides the City with a landmark building, with expectations to be branded as such. While many prospective public or private sector tenants would not have an issue with a branded building, there are a number of tenants (particularly high profile and desirable businesses) that are reluctant to locate within a building with periodic high levels of visitor traffic, media presence and/or potentially be unable to place signage on the exterior of the building. The larger the excess space, the greater this issue will become.

Overall, based upon the Development Cost analysis above, an opportunity for the City to acquire and/or build within close range of their current and prospective parameters would be an excellent option, as would be the case in Downtown Doral, White Course, Transal, and Park Square. As it relates to the evaluation criteria set forth herein, Royal Palm and Southern Command rank lower as they have more space than the City requires and the cost to carry this space present more risk.

II.F.4 Real Estate Tax Impact

As a public use, City Hall may be exempt from ad valorem taxes, notably County and City assessments that can be significant considering the level of investment proposed. As it relates to the select sites herein, the acquisition and/or development of a new City Hall will potentially remove current ad valorem tax revenue from the City's budget, which in the 2008 tax year represented 2.44700 mills (per \$1,000 of assessed value). Following is a summary of 2008 ad valorem taxes for each site reported by the Miami-Dade County Property Appraiser (miamidade.gov), breaking out the City's [Operating Budget] portion separate from County and other sources (such as School Board Operating, and Children's Trust Authority, Florida Inland Navigation and the South Florida Water Management District):

**Table II-4
2008 Lost Ad Valorem Tax Summary**

Site	City Taxes	County/Other Taxes	Total Tax
Downtown Doral	\$15,385	\$99,636	\$115,188
White Course	\$2,031	\$13,157	\$15,188
Royal Palm	\$29,119	\$197,646	\$226,765
Park Square	N/A	N/A	N/A
SouthCom (all)	\$0	\$0	\$0
Transal (8-acre site)	\$15,063	\$97,832	\$112,895

Source: Miami Dade County Property Appraiser (miamidade.gov)

As illustrated above, the loss in revenue to the City is relatively marginal among the selected sites; particularly in light of the City’s total annual operating budget which is in excess of \$50 million. The Southern Command property (in aggregate) is the only property that has been exempt from ad valorem taxes, and this would remain as such with the development of City Hall. Therefore, this site in particular would have the least impact on tax revenue loss to the City. Accordingly, the White Course site currently has a nominal effect on tax revenue to the City. For the Downtown Doral and Transal sites, the tax revenue is, in relative terms, more notable; however, it is important to recognize that the tax assessment for these two properties includes area’s in excess of the site requirements for City Hall; therefore, not all of the current tax revenue base identified above would theoretically be lost. Royal Palm, which the County assesses at \$11.9 million, would have the greatest revenue loss impact to the City at nearly \$30,000 per year. Again, this is marginal in the context of the City’s annual budget, but relative to the loss factor of the other sites, the revenue loss is notably larger.

II.F.5 Operating Cost Assessment – “Green Building”

The development of an energy efficient (LEED Certified) City Hall building is important to the City of Doral. Not only does this development standard promote sustainability, but it may produce a direct impact to the City Hall annual operating cost, largely in the form of lower utility (energy) costs.

Based upon discussion with property owners/representatives, to the extent that they are involved in producing an energy efficient building, they are interested in working with the City to meet certain LEED standards. However, at this stage of the site selection process, an evaluation of the sites as it relates to the prospective cost of operations based upon the proposed development plan is not warranted considering: a.) the city has not established it’s criteria for building requirements and, namely, LEED certification requirements; and, b.) more formalized development plans, deal terms, or transaction structures have yet to be produced and the City’s LEED requirements may have a considerable impact on a site owner’s proposal.

Nonetheless, establishing the impact of development cost relative to operations may be an important component to the City's evaluation criteria as the site selection process moves further along. As such, the City may want to assess the cost of constructing a LEED certified building, particularly as it pertains to the goal of achieving higher LEED standards such as silver, gold and platinum standards.

As the green building initiative continues to evolve, there is increasing documentation supporting the positive investment return of building energy efficient buildings. According to reports and documents from the US Green Building Council (USGBC) and information published by architects/planners (web-based research), the premium on building costs to achieve LEED status for commercial buildings generally ranges from 2 percent to 6 percent of costs. Accordingly, the net savings in annual energy and other utility operating costs for these buildings is in the range of 30 percent. Considering energy costs are generally in the range of 20 to 25 percent of total operating costs, this represents a net savings of 5 to 10 percent of total operating costs which would indicate a solid investment return on the premium construction cost expended. For example, if we assume a traditional Class A office building costs \$225 per square foot to build, then according to USBGC, the cost to develop the same building to LEED standard would be as much as \$15 per square foot more. Accordingly, if the net savings on annual operating expenses is as much as \$3+ per square foot per year, then the cost recovery is within a 5+ year period, yielding a strong return on investment. However, based upon conversations with local architects and planners, USBG's reported cost premium to develop LEED buildings may be somewhat understated. Some architects believe the premium cost is more in the range of 10 percent, and possibly more than 15 percent higher for higher classifications of LEED certification, for which one contributing factor is the added cost of installing energy efficient systems which reportedly requires a higher level of skilled worker. In this case, the return on premium costs extends beyond 10 years and the return is less significant. Moreover, if the net effect to operating efficiency is not as pronounced as \$3+ per square foot per year, then the additional investment is further impacted.

Importantly, we recognize the City's motivation to produce a highly energy efficient City Hall building and promote "green" and sustainable development, even if it means paying a premium to support the plan. However, as the site selection process continues, the City should consider in its evaluation and potential agreement with developers the cost benefit of delivering a energy efficient building among varying levels of LEED certification.

II.G Evaluation Matrix

The following **Tables II-5, II-6, and II-7** is a qualitative comparison of the six sites. The sites are graded as low (red), medium (yellow) or high (green) for each of the criteria presented above. Brief reasoning for each grade is presented, as appropriate.

**Table II-5
Evaluation Matrix: Planning Criteria**

Legend

LOW
MEDIUM
HIGH

	Downtown Doral	White Course	Royal Palm	Southern Command		Park Square	Transal
				Existing Building	Vacant Land		
LOCATION							
Visibility	Approx. 550' north of NW 53 St	Along NW 87 Ave	Highest visibility (NW 36 St and NW 87 Ave)	Very low visibility. Approx. 0.5 mile west of NW 87 Ave	Very low visibility. Approx. 0.5 mile west of NW 87 Ave	Access from NW 36 Street and NW 82 Avenue	Location assumed to be along NW 87 Ave
Landmark Sites	Landmark in context to existing surrounding. Close to NW 53 Street	Adjacent to golf course (Doral Resort)	Site is good, bldg. is not iconic	Surrounding does not lend itself to a landmark site. Too far set back from arterial road.	Surrounding does not lend itself to a landmark site. Too far set back from arterial road.	Landmark in context to immediate surrounding	Location assumed to be along NW 87 Ave
Land Use Compatibility	Offices, hi-density residential	Golf course, hotel, high density residential	Offices, retail	Park to south, govt. to north, police to west	Park to south, govt. to north, police to west	Offices, retail	Offices, hotel, retail
Potential for Future Development	Land available	Land available	Constricted site	Land available	Land available	Land available	Land available

**Table II-5
Evaluation Matrix: Planning Criteria**

Legend

LOW
MEDIUM
HIGH

	Downtown Doral	White Course	Royal Palm	Southern Command		Park Square	Transal
				Existing Building	Vacant Land		
Relationship to existing facilities and amenities	Planned park	Park, golf course	Golf course, hotel	Proximate to park, surrounded by parking	Proximate to park, surrounded by parking	Planned retail, restaurants	Hotel, park, restaurants, retail
Relationship to future facilities and amenities	Park, office, high density residential, other amenities planned as part of master plan	Park, golf course, other amenities planned as part of master plan	Same as existing	Land available for any future proposed facilities and amenities	Land available for any future proposed facilities and amenities	Office, retail, mixed use as part of master plan	Hotel, park, restaurants, retail
TRANSPORTATION							
Vehicular	Access from NW 53 Street	Direct access from NW 87 Avenue	Direct access from NW 36 Street and NW 87 Avenue	Access approx. 0.5 mile east from NW 87 Avenue	Access approx. 0.5 mile east from NW 87 Avenue	Access from NW 36 Street and NW 82 Avenue	Direct access from NW 87 Avenue
Transit	On transit route	On transit route	On transit route	No existing transit	Potential for transit	On transit route	On transit route
Bike and Pedestrian	Proposed bikeway	Proposed bikeway	Bikeway and trails	Trail	Trail	Proposed bikeway	Trail

**Table II-5
Evaluation Matrix: Planning Criteria**

Legend

LOW
MEDIUM
HIGH

	Downtown Doral	White Course	Royal Palm	Southern Command		Park Square	Transal
				Existing Building	Vacant Land		
Parking	Parking garage proposed	Parking not close to proposed City Hall	Parking available	Parking available	Parking available	Parking located in garages throughout master plan	Parking available
INFRASTRUCTURE							
Availability	All infrastructure in place	Proximate to existing infrastructure	Existing building	Existing building	Existing building	All infrastructure in place	Vacant site. All infrastructure in place
REGULATORY							
Comprehensive Plan	Office, residential	Encumbered	Office, residential	Industrial, office	Industrial, office	Industrial, office	Industrial, office
Zoning	Existing PUD	Encumbered	Existing PUD	Existing PUD	Existing PUD	Existing PUD	Existing PUD
PHYSICAL							
Time Frame	Shovel ready project	Encumbered	Existing building with all infrastructure	Existing building with all infrastructure	Shovel ready project	In process of revising approved master plan	Office area vested, all infrastructure available

**Table II-6
Evaluation Matrix: Building and Site Design Criteria**

Legend

LOW
MEDIUM
HIGH

	Downtown Doral	White Course	Royal Palm	Southern Command		Park Square	Transal
				Existing Building	Vacant Land		
BUILDING DESIGN							
Iconic Qualities	New building built to City specifications	New building built to City specifications	Existing office building, good massing, lacks architectural details	Existing building for specific functions, lacks architectural detailing and fenestrations	New building built to City specifications	Shared presence on plaza, part of complex	New building built to City specifications
Adaptability to Program and Space Requirements	New building built to City specifications	New building built to City specifications	Extensive retrofit required	Extensive retrofit required	New building built to City specifications	Part of planned building complex	New building built to City specifications
Council Chambers and Lobby	New building built to City specifications	New building built to City specifications	Low ceiling and existing column grid	Poor lobby, excellent chambers	New building built to City specifications	Part of planned building complex	New building built to City specifications
Building Systems	New building built to City specifications	New building built to City specifications	Replace glazing, chillers etc.	High tech systems and generators	New building built to City specifications	New building complex	New building built to City specifications

**Table II-6
Evaluation Matrix: Building and Site Design Criteria**

Legend

LOW
MEDIUM
HIGH

	Downtown Doral	White Course	Royal Palm	Southern Command		Park Square	Transal
				Existing Building	Vacant Land		
Green Design	New building built to City specifications	New building built to City specifications	Retrofit, replace HVAC system, glazing, etc.	Adjustments needed	New building built to City specifications	New building built to City specifications	New building built to City specifications
SITE PLAN DESIGN							
Potential for future phases	Potential to acquire land or plots	Potential to acquire land or plots	Would need parking garage	Adjacent land available	Adjacent land available	Potential to acquire more building within plan	Potential to acquire land or plots
Open Space and Landscaping	Planned park	Planned plaza, existing lake	Would need parking garage to gain open space	Proximity to existing park, adjacent land available	Proximity to existing park. Potential for civic plaza	Existing plaza and entry feature built	Planned plaza
Orientation and View	Planned park	Planned plaza, existing lake	High vantage point, partial view of golf courses	Proximity to existing park, lacks proper glazing to take advantage of view	Proximity to existing park	Existing plaza	Planned plaza
Utilities	Utilities infrastructure in place	In proximity to available infrastructure	Utilities infrastructure in place	Utilities infrastructure in place	Utilities infrastructure in place	Utilities infrastructure in place	Utilities infrastructure in place

**Table II-6
Evaluation Matrix: Building and Site Design Criteria**

Legend

LOW
MEDIUM
HIGH

	Downtown Doral	White Course	Royal Palm	Southern Command		Park Square	Transal
				Existing Building	Vacant Land		
Drainage	Drainage infrastructure in place	Drainage infrastructure can easily be met	Drainage infrastructure in place	Drainage infrastructure in place	Drainage infrastructure in place	Drainage infrastructure in place	Drainage infrastructure can easily be met
Access and Circulation	New site planned to City specifications	New site planned to City specifications	Pedestrian access through parking	Pedestrian access through parking	New site planned to City specifications	Part of approved master plan office complex	New site planned to City specifications
Public Plaza	Planned park	Planned park	No existing plaza	No existing plaza	New site planned to City specifications	Existing plaza and entry feature	Planned plaza

**Table II-7
Evaluation Matrix: Economic and Fiscal Criteria**

Legend

LOW
MEDIUM
HIGH

	Downtown Doral	White Course	Royal Palm	Southern Command		Park Square	Transal
				Existing Building	Vacant Land		
Catalytic Development	Strong anchor for DT development in progress	Strong anchor for longer-term master plan	Strong use for prime, central location	Strong anchor for longer-term master plan	Strong anchor for longer-term master plan	Strong anchor, use compatibility consideration	Solid anchor, use compatibility consideration
Business Support	Strong support to proposed mixed-use	Strong support to surrounding density	Strong support to surrounding mixed-use	Limitation to support/sustain given remoteness	Limitation to support/sustain given remoteness	Strong support to surrounding mixed-use	Strong support to surrounding mixed-use
Development / Investment Cost	Options to control design/cost	Options to control design/cost	Lack of design control	Existing – medium, New dev. - high	Options to control design / cost	Options to control design / cost	Options to control design / cost
Property Tax Impact	Marginal impact	Marginal impact	Marginal impact	No impact	No impact	Marginal impact	Marginal impact
Operating Cost	N/A	N/A	N/A	N/A	N/A	N/A	N/A

APPENDIX A
Case Studies

City of Miramar

Date of Visit: August, 24 2009

Location: City of Miramar
2300 Civic Center Place
Miramar, FL 33025

Contact(s): Romeo Lavarias
Pubic Information Officer
Phone: (954) 602-3773

Population	112,000 Residents
Land Area	38.2 Sq Miles
# of City Employees	694 FTEs
City Hall Sqft.	87,000 Sqft
Completion Date	December, 2004
Cost	16 Million

In August 2009, the consultants conducted a site visit to the City of Miramar to tour its new City Hall facility. Located in southern Broward County, the City of Miramar is 14 miles in length from east to west and 2.5 miles in width. It is the third largest city in Broward County in terms of land size and the 5th largest city in terms of population. The team conducted this visit and research to gain a better understanding of new trends in City Hall buildings. The research included understanding the size and scale of the building, construction costs, and how this might relate to the City's land area, population, and number of City Hall Employees.



Miramar's new City Hall facility is the center piece of a master plan that includes a performing arts center, library, community college, retail, parking garage and future residential. . The campus is well laid out around a useful public plaza. The City Hall itself forms a campus with the performing arts center around a public plaza, which is used for public gatherings such as tree lighting ceremonies. Located on a central axis, the Administration building contains the city administration on the first two floors, with the executive offices on the third floor overlooking a lake to the rear. The entry to City Hall is aligned with the center of this plaza. These, along with the entry tower, give the City Hall a grand presence on the plaza. Upon entering the building, one arrives at a two-story public lobby with an information desk. A spacious double height Council Chambers with seating for 300 people is located off the lobby. Adjacent to the administration building, is the Economic and Community Development building. Housed here are the Building, Planning and Zoning, and Engineering departments.

As part of a master plan, Miramar's City Hall commands civic presence. Courtyards formed in between buildings have been enhanced with public art. The performing arts center is a use not typically associated with City Hall buildings in many South Florida cities. Thus, Miramar City Hall serves as a good example of a campus within a master plan, with great public/civic uses.

Town of Medley

Date of Visit: September, 21 2009

Location: Town of Medley
7777 N.W. 72nd Avenue
Medley, FL 33166

Contact(s): Roberto Martell
Councilperson
Phone: (305) 887-9541

Mary Y. Taylor
Assistant Town Clerk
Phone: (305) 887-9451 ext. 166

Ramon Rodriguez
Mayor
Phone: (305) 887-9451

<i>Population</i>	<i>1,200 Residents</i>
<i>Land Area</i>	<i>8 Sq Miles</i>
<i>City Hall Sqft.</i>	<i>36,000 Sqft</i>
<i>Completion Date</i>	<i>May, 2009</i>
<i>Cost</i>	<i>14 Million</i>

The Town of Medley occupies eight square mile in northwest Miami-Dade County and is home to over 1,800 businesses and 1,200 residents. Medley is one of the fastest growing industrial communities in Miami-Dade. The purpose of the visit was to gain an understanding of the size and scale of the City's town hall in relation to the Town's land area and population. Also observed during this visit were the overall trends in City Hall design, and the building layout itself to further inform recommendations for the City of Doral.

Upon arrival, one of the first impressions is the building's size and scale for a small town. The entrance to the building is on a central axis around which there is ample parking. Parking for Town of Medley Employees is located in the rear. After passing through the Porte-cochere, one enters a grand three-story lobby with elevators and open stairs. The main information desk is located on the second floor with the Building, Water, and Finance department. Also located on the second floor is the Council Chambers which provide seating for 120 people, with a raised dais for the council. The Chambers are comfortable with a generous ceiling height and private access for the Council and Mayor. A large terrace is also located on the second floor which overlooks a park. The third floor contains the executive offices of the Mayor, Town Clerk, and Town Attorney. Training rooms and computer rooms for community use are located throughout the building. The Town Hall also houses a shelter for residents to use after a hurricane and operates as an Emergency Operations Center.



Village of Key Biscayne

Date of Visit: July, 21 2009

Location: Village of Key Biscayne
88 W. McIntyre Street
Key Biscayne, FL 33149

Contact(s): Genaro "Chip" Iglesias
Village Manager
Phone: (305) 365-5514

Population	10,507 Residents
Land Area	1.25 Sq Miles
# of City Employees	162 FTEs
City Hall Sqft.	33,120 Sqft*
Completion Date	October, 2002
Cost	10 Million
*Does not include Council Chambers, which is in another building.	

Jud Kurlancheek, AICP
Building, Zoning and Planning Director
Phone: (305) 365-8908

Key Biscayne, a village in Miami-Dade County is located on the barrier island of Key Biscayne. The island lies to the south of Miami Beach and to the east of Miami. The Village is connected to Miami via the Rickenbacker Causeway. The purpose of visiting the Village Hall was to gain an understanding of current trends in City Hall layouts and design, and if there is a relationship between the size of the City Hall building and the land area and population of the Village.



The Village Hall is easily accessible from Crandon Boulevard and is part of a campus with the Fire Hall and Community Center. The central courtyard is the main organizing element in the floor plan of Village Hall. This allows ample light and fresh air to enter every department. The Village Hall contains ample storage space for records and a dedicated copy room. The Chambers have private access and restrooms for the Council, Mayor and staff. There is also a vestibule between the Chambers and public lobby to reduce noise during hearings. Public restrooms were located off of the public lobby. Also, unique to the chambers was a room for city staff to work and observe a meeting without having to be seated with the public.

Overall, the Village Hall at Key Biscayne is a good example of a campus style City Hall. However, the Chambers is uniquely located across the street in the Fire Hall. The Village Hall is situated around a central courtyard which is a good reception space and provides good natural daylight and ventilation, which could prove useful to achieving LEED certification. The Coastal elevation character of the Village Hall accents the style of architecture already found on the island.

City of Coral Gables

Date of Visit: July, 21 2009

Location: City of Coral Gables
405 Biltmore Way
Coral Gables, FL 33134

Contact(s): Evelyn Paz
Administrative Assistant to the Mayor
Phone: (305) 460-5220

Population	43,000 Residents
Land Area	14 Sq Miles
# of City Employees	838 FTEs

Coral Gables, known as City Beautiful, is a cohesive master planned community built on a grand scale centrally located in Miami-Dade County. The purpose of visiting the Coral Gables City Hall was to gain an understanding of current trends in City Hall layouts and design, and if there is a relationship between the size of the City Hall building and the land area and population of the City. Compared to the City of Doral, the City of Coral Gables has a very similar population and land area.



The City Hall of Coral Gables is perhaps the most recognizable city hall facility in South Florida. The building is patterned after the Merchant's Exchange Building in Philadelphia and is clad in local oolitic lime rock. The City Hall offices are laid out on three floors. The second floor houses the double height council chambers, which has a very small capacity. Since the building is relatively small and Coral Gables has not built an addition or adjacent building, many of the departments are not located within the City Hall building.

Architecturally, the building has a civic presence and is iconic to Coral Gables. High ceilings and finishes such as marble give the interiors a richness hard to obtain in today's market. Also, Coral Gables City Hall is a historic structure and thus does not give the city any flexibility for expansion. The building also lacks the flexibility to provide for a modern open office layout. Overall the City of Coral Gables City Hall provides an important image and civic presence for the City.

APPENDIX B
Space requirements by Department – Commercial Model

Space Requirements by Department - Commercial Model

Space requirements by department were determined as discussed in Section I.D of this document. As the process progressed it became evident because of fiscal and other considerations that space standard requirements may need to be considered from a commercial model perspective. This appendix addresses this issue and gives the City of Doral a comparison between a municipal and a commercial model for space planning. The space requirements were determined by establishing the total number of workstations and offices needed and the square footage for each work station or office. The space requirements decrease about 15 percent or about 9,187 square feet under this model.

Space allocations

Space requirements divided into the department groupings are listed below and are equivalent to Section I.D of this document. Note that the public or common areas of the building have remained unchanged and are not listed because there is a clear need for them currently.

- Office of the City Clerk
- Office of the City Manager
- Finance Department
- Human Resources Department
- Office of the City Attorney
- Office of the Mayor
- City Council Offices
- Purchasing Department
- Information Technology Department
- Building Department
- Code Compliance Department
- Planning & Zoning Department
- Public Works Department
- Parks & Recreation Department

General Allocation of Space Standards

Based on research of corporate space standards, **Table B-1** outlines the general allocation of standard space needed by staff position.

**Table B-1
General Allocation of Space Standards**

Use	Area (square feet)
Mayor	300
City Council	250
City Manager	250
City Attorney	200
Department Head	200
Other Offices	120
All Cubicles	48

Summary of Space Projections

Table B-2 below is a program summary listed by department, outlining the amount of space that City Hall would need in the year 2010. **Table B-3** is a space projection over the next 20 year period, with a ten percent increase over the first 10-year phase and a five percent increase over the next 10-year phase.

**Table B-2
Program Summary**

Department	Requirements (2010)	
	Number of employees	Sq. ft.
City Clerk	5	2,688
City Manager	5	1,013
Finance	7	1,150
Human Resources	4	700
City Attorney	1	250
Mayor	2	738
City Council Offices	4	1,250
Council Chambers	N/A	5,938*
Purchasing	2	400

**Table B-2
Program Summary**

Department	Requirements (2010)	
	Number of employees	Sq. ft.
IT	12	2,560
Code Compliance	13	1,510
Planning & Zoning	8	2,885
Public Works	17	3,310
Building	38	6,373
Parks & Recreation	56	4,405
Support Areas	N/A	18,188*
TOTAL	172	52,665

**Numbers for public, common and support area are carried over from Section I.D.*

**Table B-3
Space Projection**

Department	Year		
	2010	2020	2030
TOTAL	52,665	57,932 ⁽¹⁶⁾	60,829 ⁽¹⁶⁾
TOTAL (including 15% for annexation)		66,622	69,954

⁽¹⁶⁾ 10 percent increase for Year 2020 and a 5 percent increase for Year 2030.