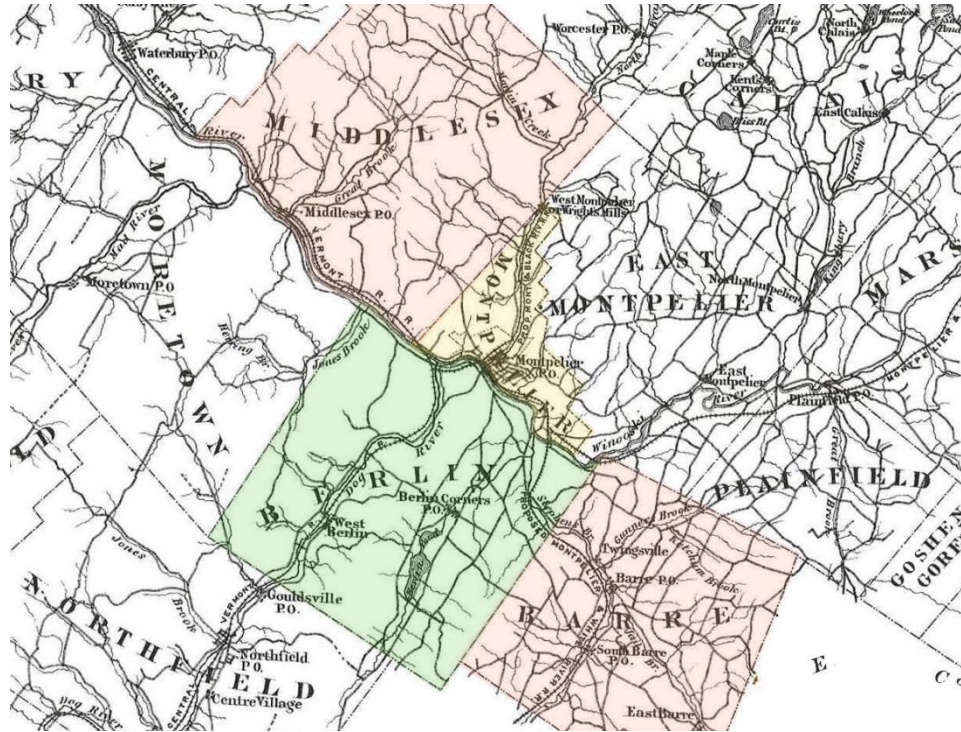


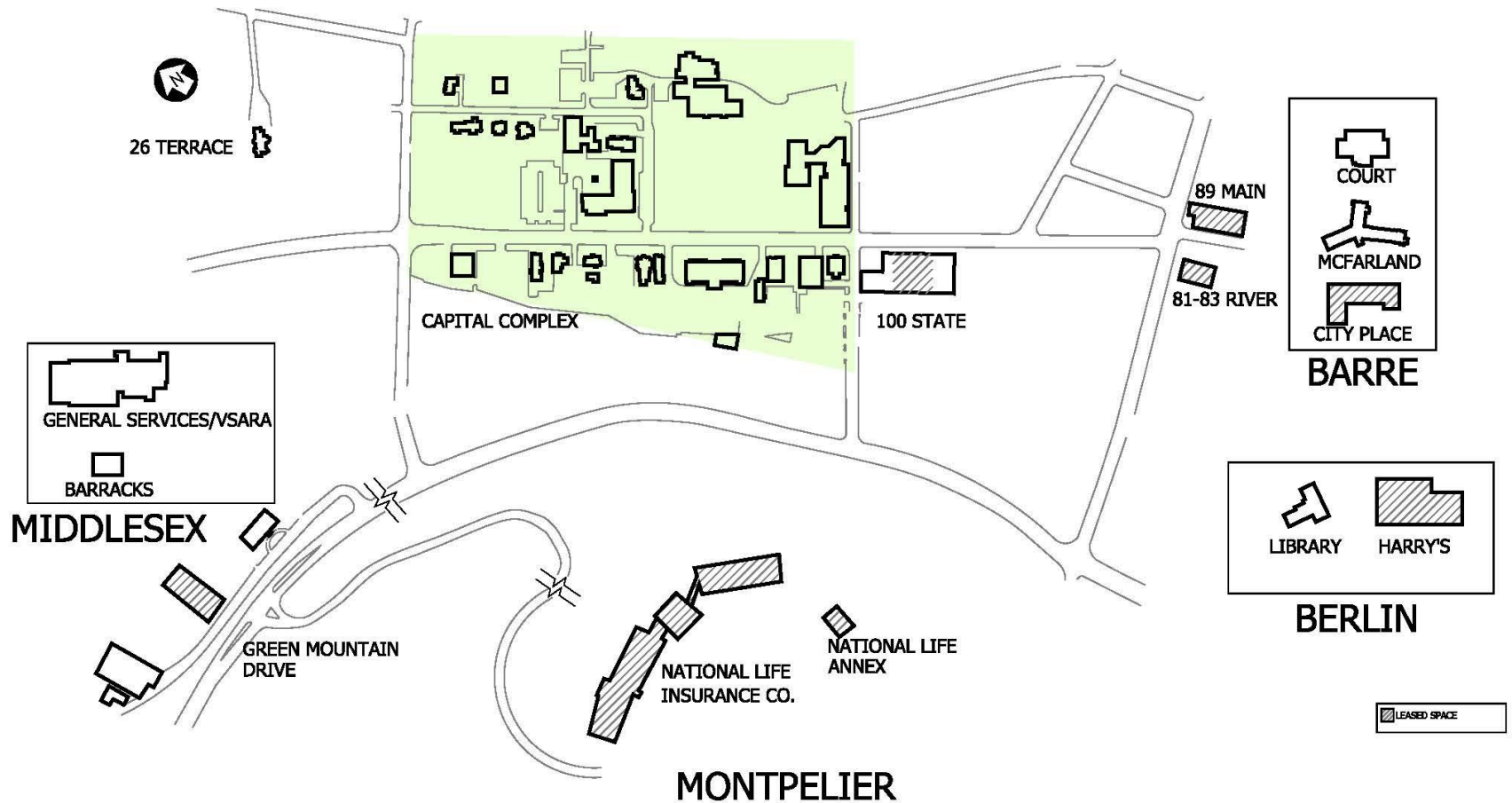
INVENTORY AND EVALUATION OF STATE OF VERMONT BUILDING OCCUPANCY IN THE CAPITAL DISTRICT



FEBRUARY 11, 2016



BUILDINGS IN THE CAPITAL DISTRICT



PURPOSE

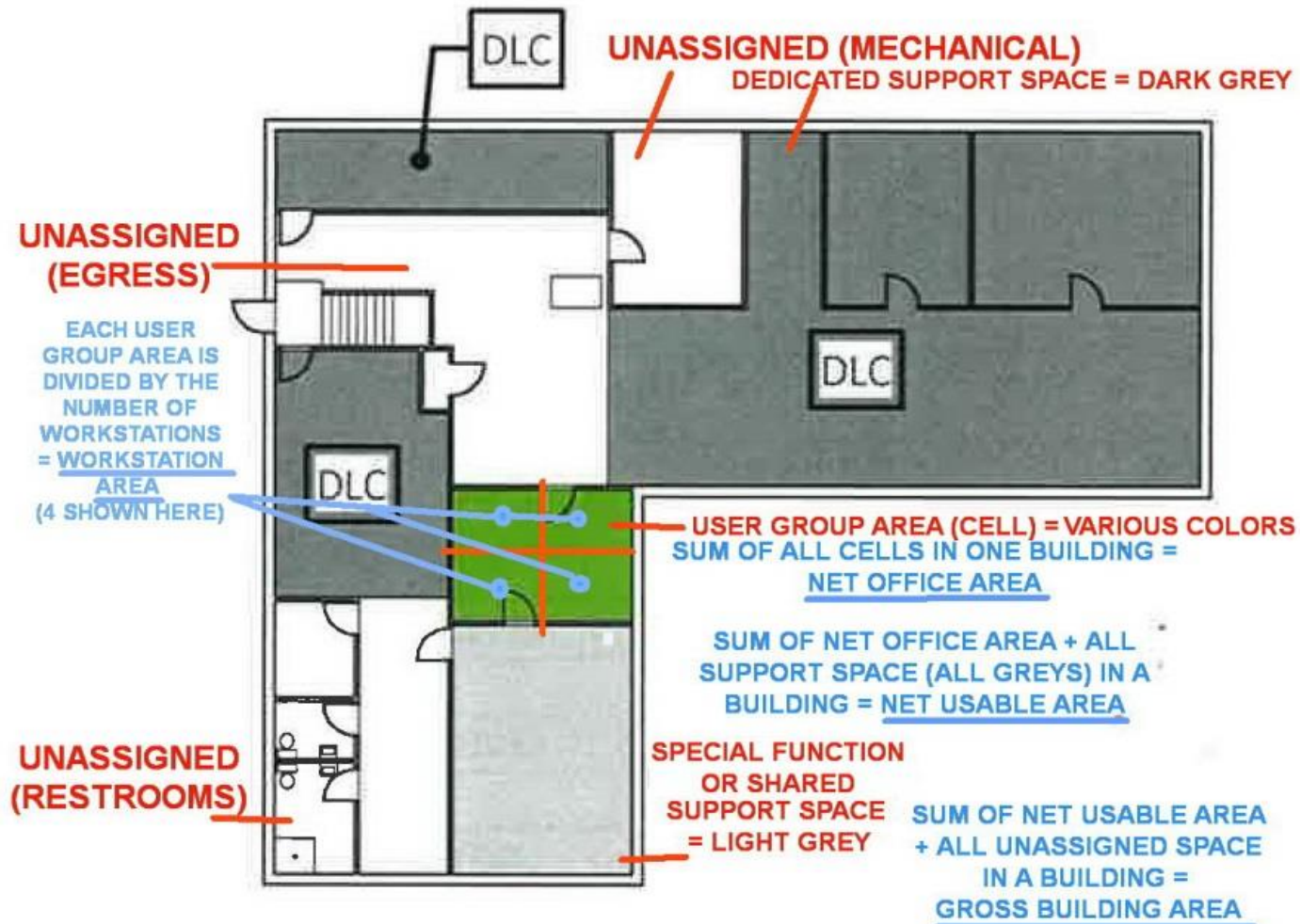
“Develop a long-term capital plan for space utilization in...(Montpelier), Barre, Berlin and Middlesex. The plan shall include an evaluation of the full and efficient occupancy of State-owned and leased buildings.”

HOW?

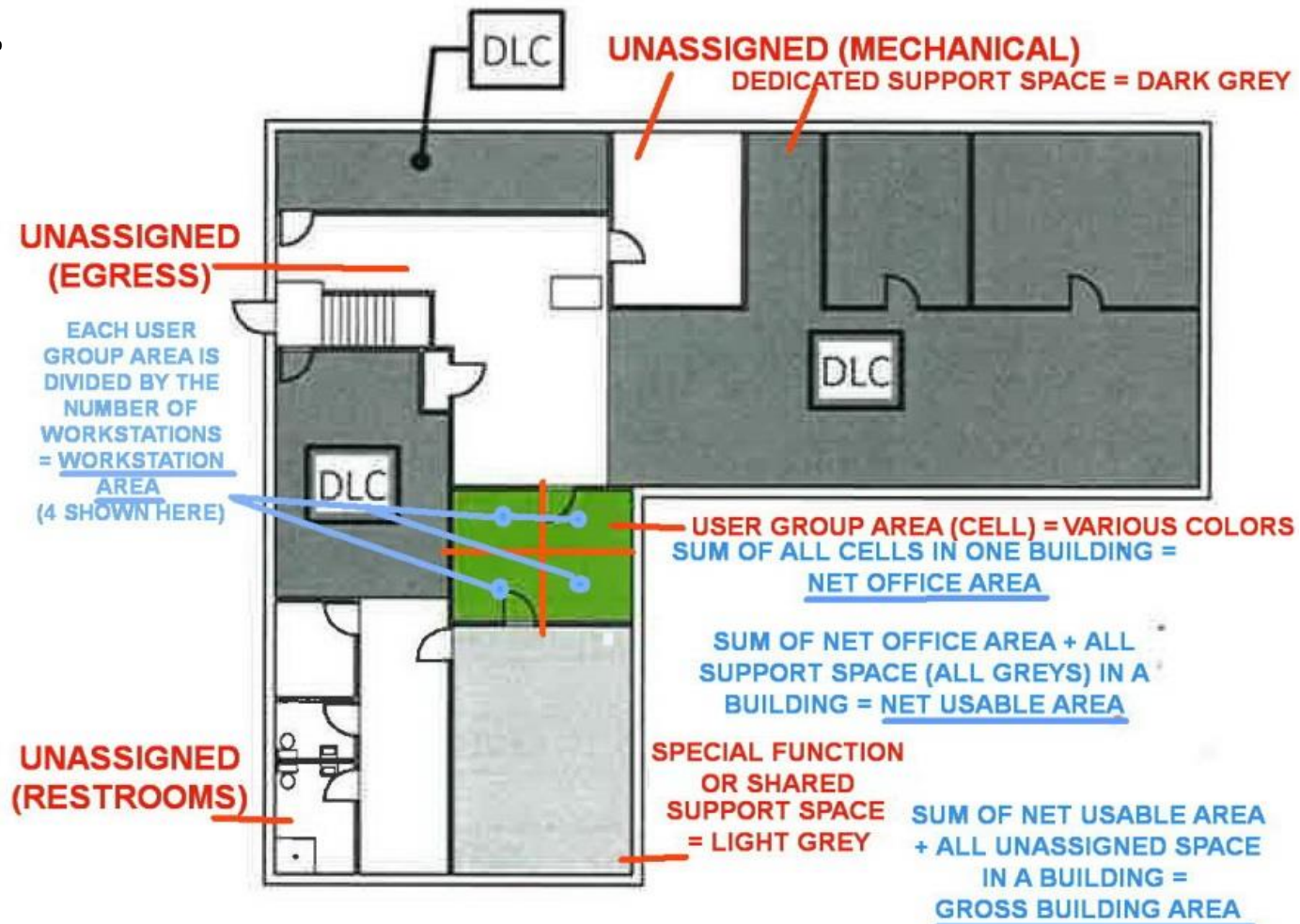
- 1) Inventory spaces with clear terms
- 2) Inventory occupants (workstations and groups)
- 3) Define office space density
- 4) Define building efficiency

METHODOLOGY HIGHLIGHTS

1) Inventory space with “apples to apples” building comparisons

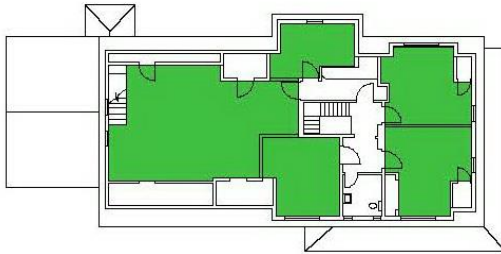


A workstation is the building block of this study. It is one desk or other place a person does work plus a portion of the shared space in an office area.

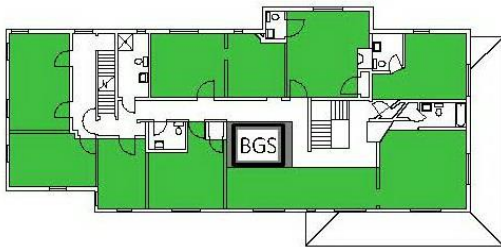


METHODOLOGY HIGHLIGHTS

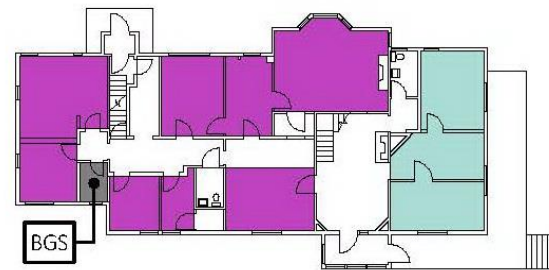
2) Inventory workstations and existing groups



LEVEL 3

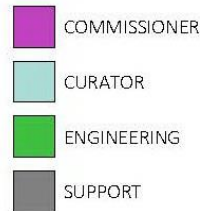


LEVEL 2



LEVEL 1

USER GROUP



Example: 2 Gov. Aiken Avenue

(as of February 2015)

AGENCY/DEPT	USER GROUP	LEVEL	AREA
BGS	COMMISSIONER	LEVEL 1	1295 SF
			1295 SF
BGS	CURATOR	LEVEL 1	465 SF
			465 SF
BGS	ENGINEERING	LEVEL 2	1735 SF
BGS	ENGINEERING	LEVEL 3	1330 SF
			3065 SF
BGS	SUPPORT	LEVEL 1	35 SF
BGS	SUPPORT	LEVEL 2	100 SF
			135 SF

8 workstations

4 workstations

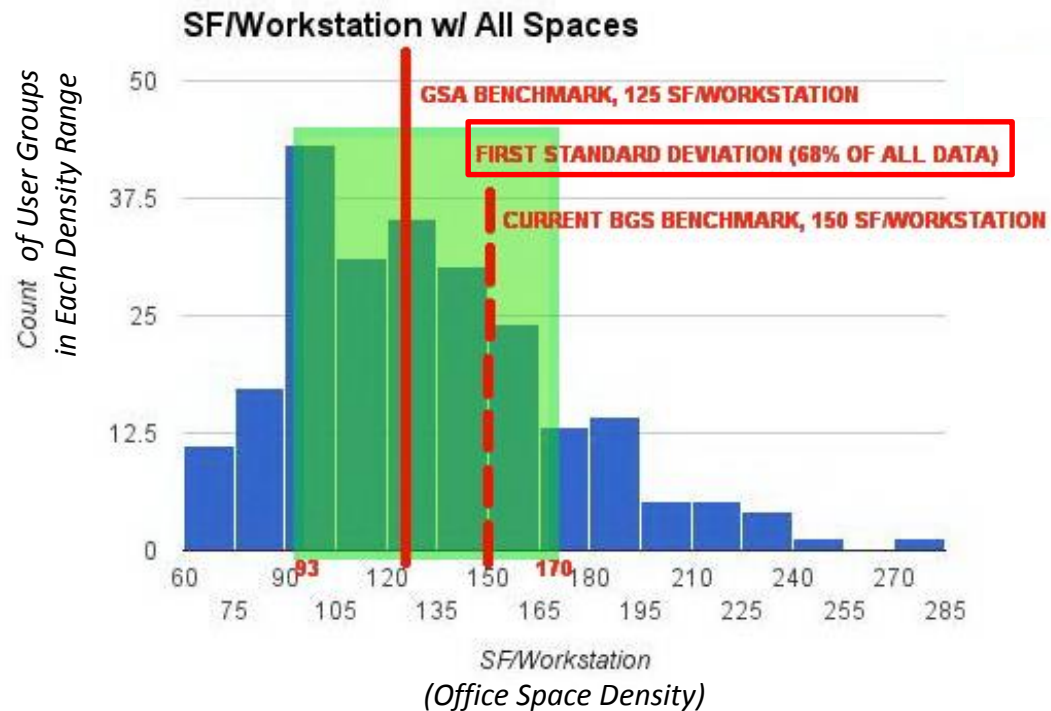
11 workstations

9 workstations

METHODOLOGY HIGHLIGHTS

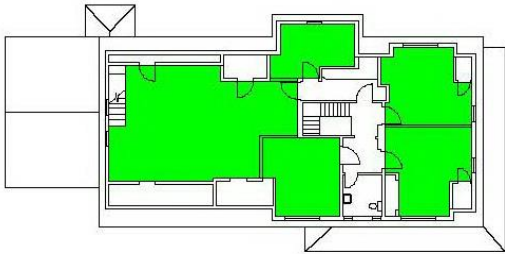
3) Define office space density

We looked for a range of “well-used” office space rather than one target number

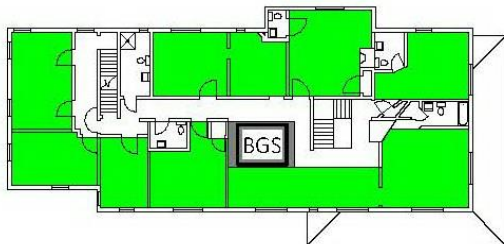


METHODOLOGY HIGHLIGHTS

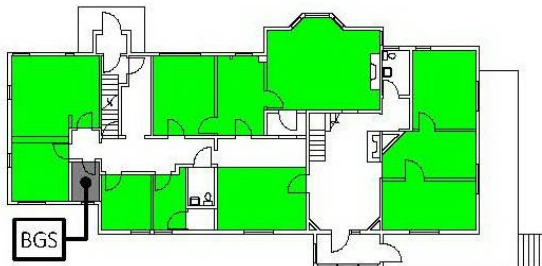
Example: 2 Gov. Aiken Avenue



LEVEL 3



LEVEL 2



LEVEL 1

SPACE UTILIZATION

- OVER UTILIZED
- WELL UTILIZED
- UNDER UTILIZED
- NOT INCLUDED - SUPPORT

< 93 sf/workstation

93-170 sf/workstation

> 170 sf/workstation

AGENCY/DEPT	USER GROUP	LEVEL	SF/WKSTN
BGS	COMMISSIONER	LEVEL 1	162
BGS	CURATOR	LEVEL 1	116
BGS	ENGINEERING	LEVEL 2	158
BGS	ENGINEERING	LEVEL 3	148
BGS	SUPPORT	LEVEL 1	n/a
BGS	SUPPORT	LEVEL 2	n/a

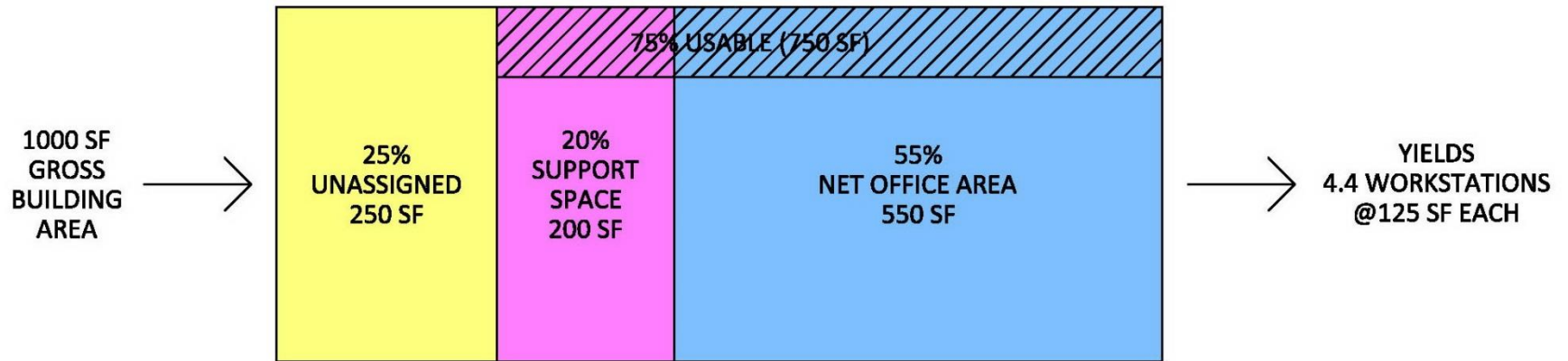
(as of February 2015)

METHODOLOGY HIGHLIGHTS

4) Establish a benchmark for building efficiency

What does a typical new office building look like?

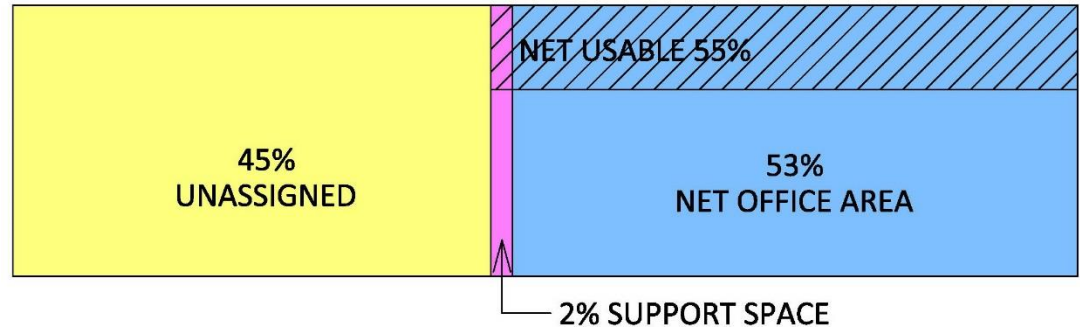
BUILD-OUT "CALCULATOR"



METHODOLOGY: EXAMPLE

What is 2 Gov. Aiken's overall efficiency?

Adjusted GBA: 8,950 sf
 Workstations: 32
 Office area: 4,825 sf
 Support area: 135 sf
 Net usable area: 4,960 sf



For reference, a new building of the same size:

Workstations: 40
 Min. office area: 3,720 sf
 Minimum net usable area: 5,096 sf



(Fails: 136 sf too little net usable area)

	Building is currently as efficient as an equally sized new building.
	Building could be used as efficiently as an equally sized new building within the existing office area.
	Building could be used as efficiently as an equally sized new building if some finished space is converted.
	Building could be used as efficiently as an equally sized new building if some unfinished space is renovated.
	Building requires major renovation or change of use to be used as efficiently as an equally sized new building.



District-Wide Building Efficiency

Compare each existing owned building with a hypothetical modern office building of the same size

PROPERTY	ADJUSTED GBA (SF)	WORKSTATION YIELD OF EQUALLY SIZED NEW BLDG.	CURRENT WORKSTATION COUNT	AVERAGE WORKSTATION SIZE IF USE NEW BUILDING YIELD	NOTES, INCLUDING MINIMUM CHANGE NEEDED TO MATCH NEW BUILDING YIELD
State 112	22,350	99	106	138 sf	
State 132	3,035	13	15	128 sf	
State 144	5,083	23	22	108 sf	
State 120	75,672	336	227	130 sf	
Baldwin 9	2,122	9	10	97 sf	
State 128	7,076	31	26	117 sf	
Gov. Aiken 4	4,722	21	14	118 sf	
Baldwin 14-16	4,940	22	19	102 sf	
Baldwin 1	6,240	28	25	101 sf	
GM Drive 5	41,017	182	152	100 sf	
Baldwin 10	4,567	20	13	95 sf	
State 134	3,048	14	6	93 sf	
Baldwin 13	2,703	12	3	93 sf	
GM Drive 13	9,265	41	25	93 sf	
State 126	6,110	27	12	93 sf	
Taylor 10	4,700	21	9	93 sf	
Baldwin 6	24,186	107	61	93 sf	
Berlin Library	10,544	47	5	93 sf	
State 136	4,070	18	12	99 sf	
Terrace 26	13,757	61	29	94 sf	
Baldwin 12	3,168	14	8	93 sf	
GM Drive 15	34,355	153	3	93 sf	special function
Gov. Aiken 2	8,950	40	32	92 sf	historic circulation
State 109	124,188	552	245	92 sf	special function
Barre Courthouse	42,863	191	77	91 sf	special function
State 116	22,788	101	75	89 sf	historic circulation
State 118	4,394	20	10	87 sf	historic circulation
Barre McFarland	50,524	225	121	82 sf	historic circulation
State 110	10,200	45	23	79 sf	historic circulation
State 133	103,160	458	291	78 sf	historic circulation
State 111	46,672	207	53	n/a	special function
State 115	47,324	210	41	n/a	special function
Middlesex VSARA	54,305	241	29	n/a	special function

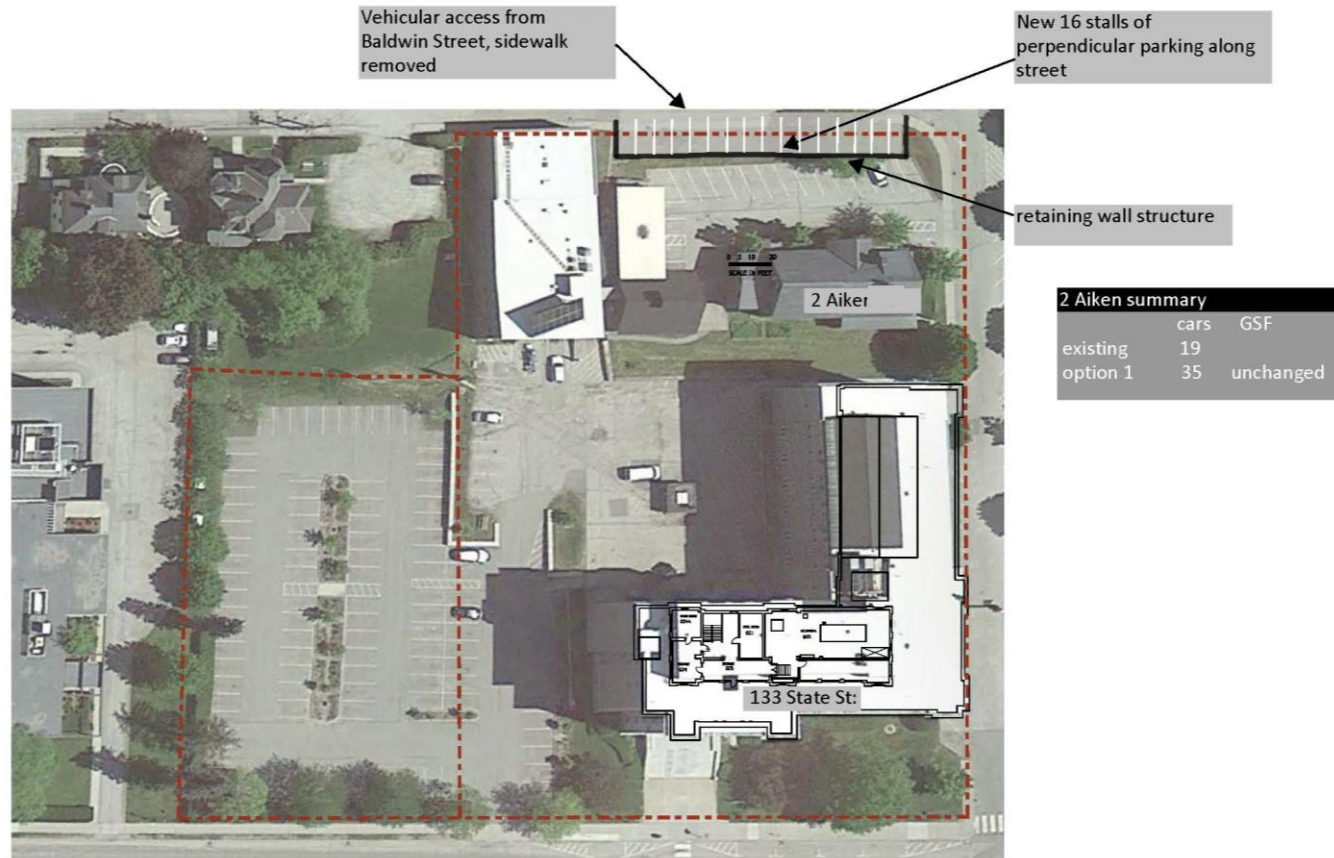
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	Building requires major renovation or change of use to be used as efficiently as an equally sized new building.

METHODOLOGY: EXAMPLE

Are there opportunities to build out this property further?

RAW DATA: CAPITOL COMPLEX - OWNED 97

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METHODOLOGY HIGHLIGHTS

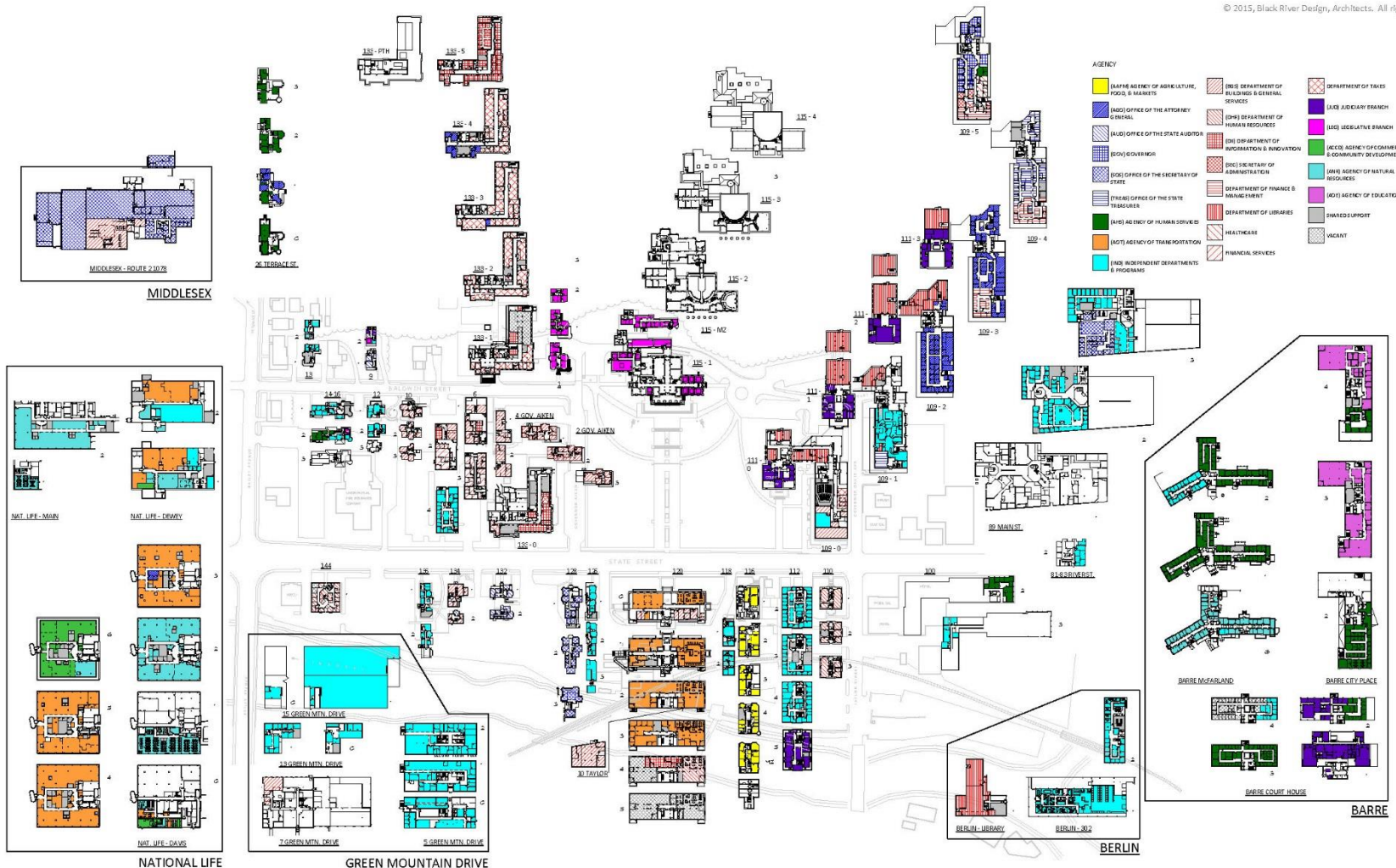
District Map of all User Groups

PROPERTY TABLE & DISTRICT MAPS: AGENCY / DEPARTMENT DISTRICT MAP 15

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north



AGENCY / DEPARTMENT LOCATIONS BY BUILDING

07/31/15 | not to scale

Inventory of and Long-Term Space Utilization for the State of Vermont's Office Space in the Greater Capital District

(as of February 2015)

BLACK RIVER DESIGN ARCHITECTS

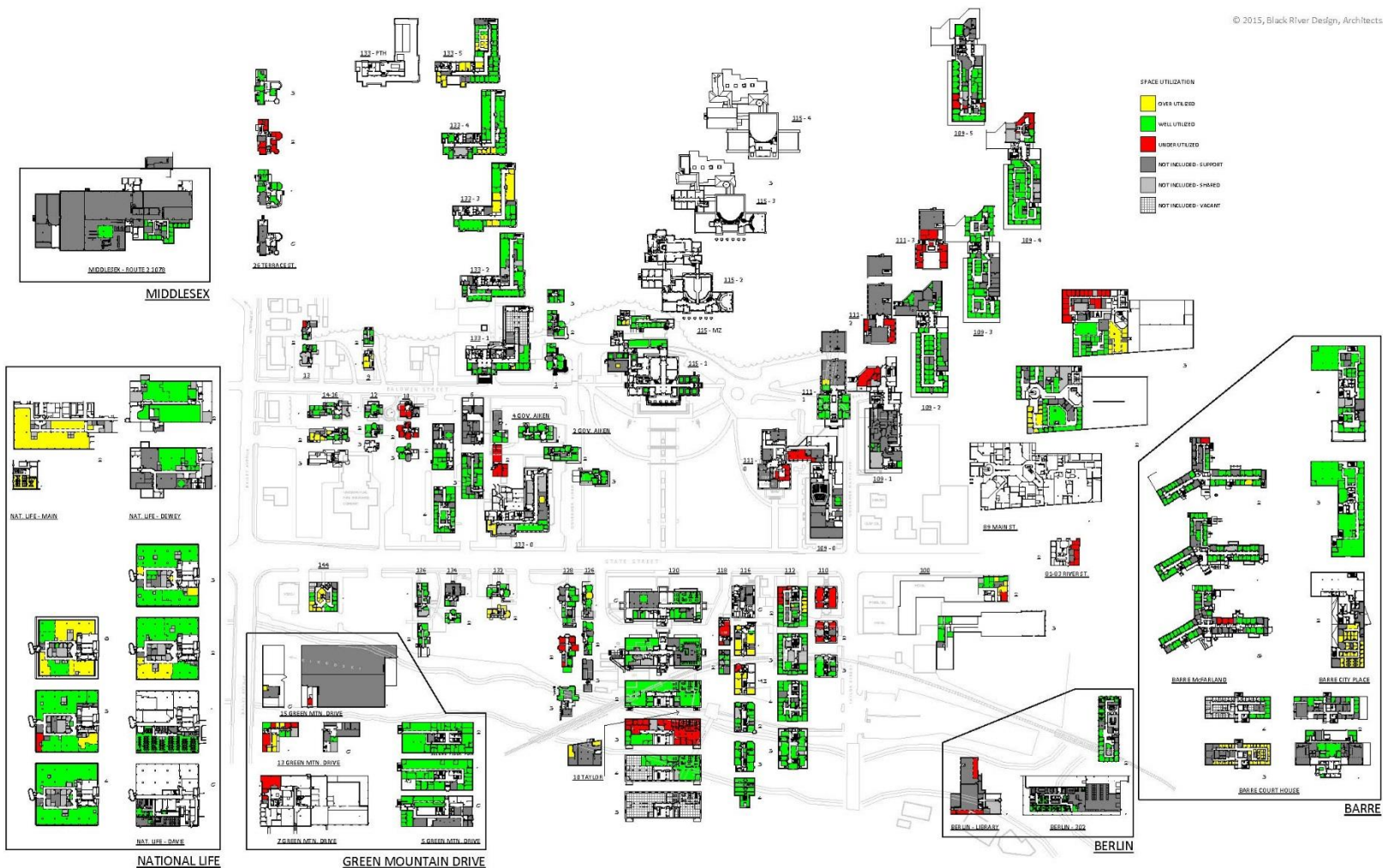


METHODOLOGY HIGHLIGHTS

District Map of all Office Space Density

PROPERTY & DISTRICT MAPS: UTILIZATION DISTRICT MAP 17

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AGENCY SPACE UTILIZATION
07/31/15 | not to scale

Inventory of and Long-Term Space Utilization for the State of Vermont's Office Space in the Greater Capital District

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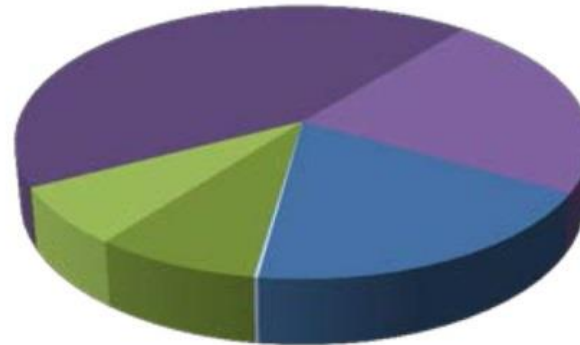


FINDINGS

Percentages of owned and leased State office space

Not included:

- Storage buildings
- Prisons
- Laboratories
- Non-BGS buildings



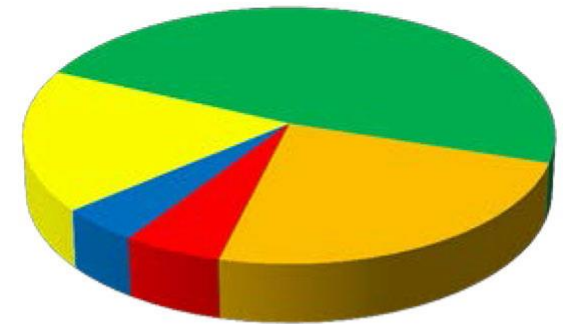
19%	Complex Owned	596,475 sf	99%
	Complex Leased	3,560 sf	1%
15%	Rest of District Owned	256,630 sf	54%
	Rest of District Leased	221,630 sf	46%
66%	All Other State Properties Owned	1,378,620 sf	66%
	All Other State Properties Leased	713,959 sf	34%

FINDINGS

Existing office area efficiency

In the Capital District, there were a total of 3,321 workstations as of February 2015.

If all existing office space were to be reconfigured, up to 152 additional workstations could be created in this district.



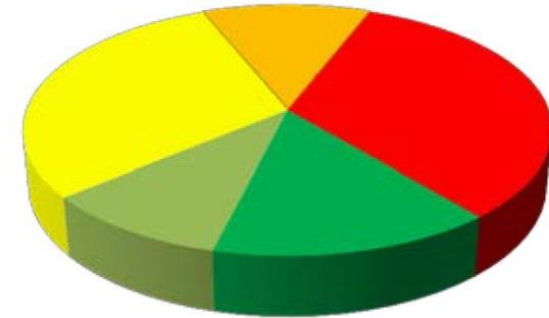
Current Inventory

19%	65 sf - 92 sf 642 Workstations
48%	93sf - 125sf 1669 Workstations
24%	126 sf - 170 sf 821 Workstations
5%	170 sf - 358 sf 189 Workstations
4%	Potentially Available 152 Workstations

FINDINGS

Existing building efficiency

PROPERTY	ADJUSTED GBA (SF)	WORKSTATION YIELD OF EQUALLY SIZED NEW BLDG.	CURRENT WORKSTATION COUNT	AVERAGE WORKSTATION SIZE IF USE NEW BUILDING YIELD	NOTES, INCLUDING MINIMUM CHANGE NEEDED TO MATCH NEW BUILDING YIELD
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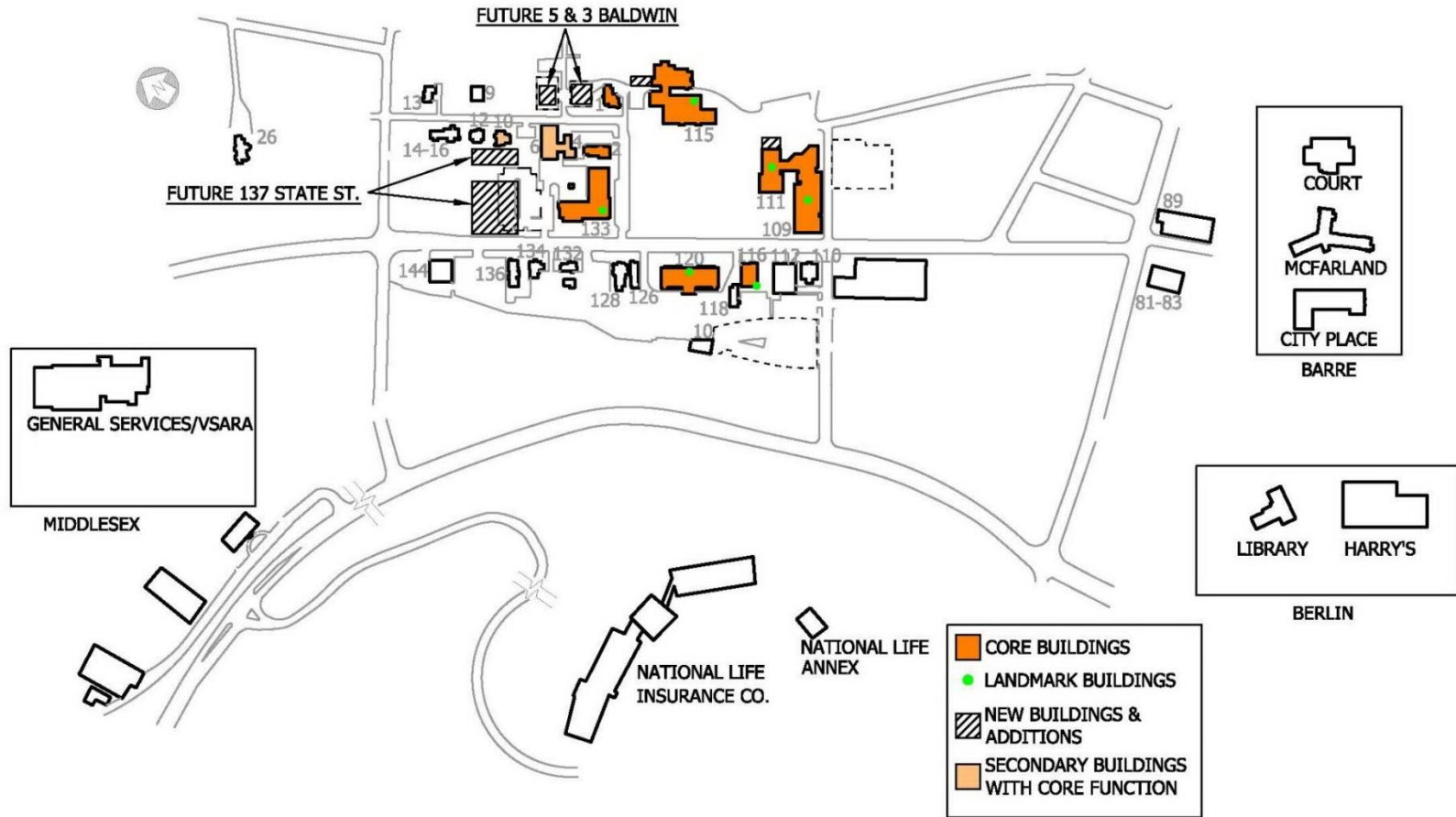


Space Utilization

- 15% ■ Properties currently meeting target
- 9% ■ Properties that can potentially meet target w/ existing office area
- 31% ■ Properties that can potentially meet target w/ conversion of finished space
- 12% ■ Properties that require minimal renovations or change of use to meet target
- 33% ■ Properties that require major renovations or change of use to meet target

OBSERVATIONS & STRATEGIES

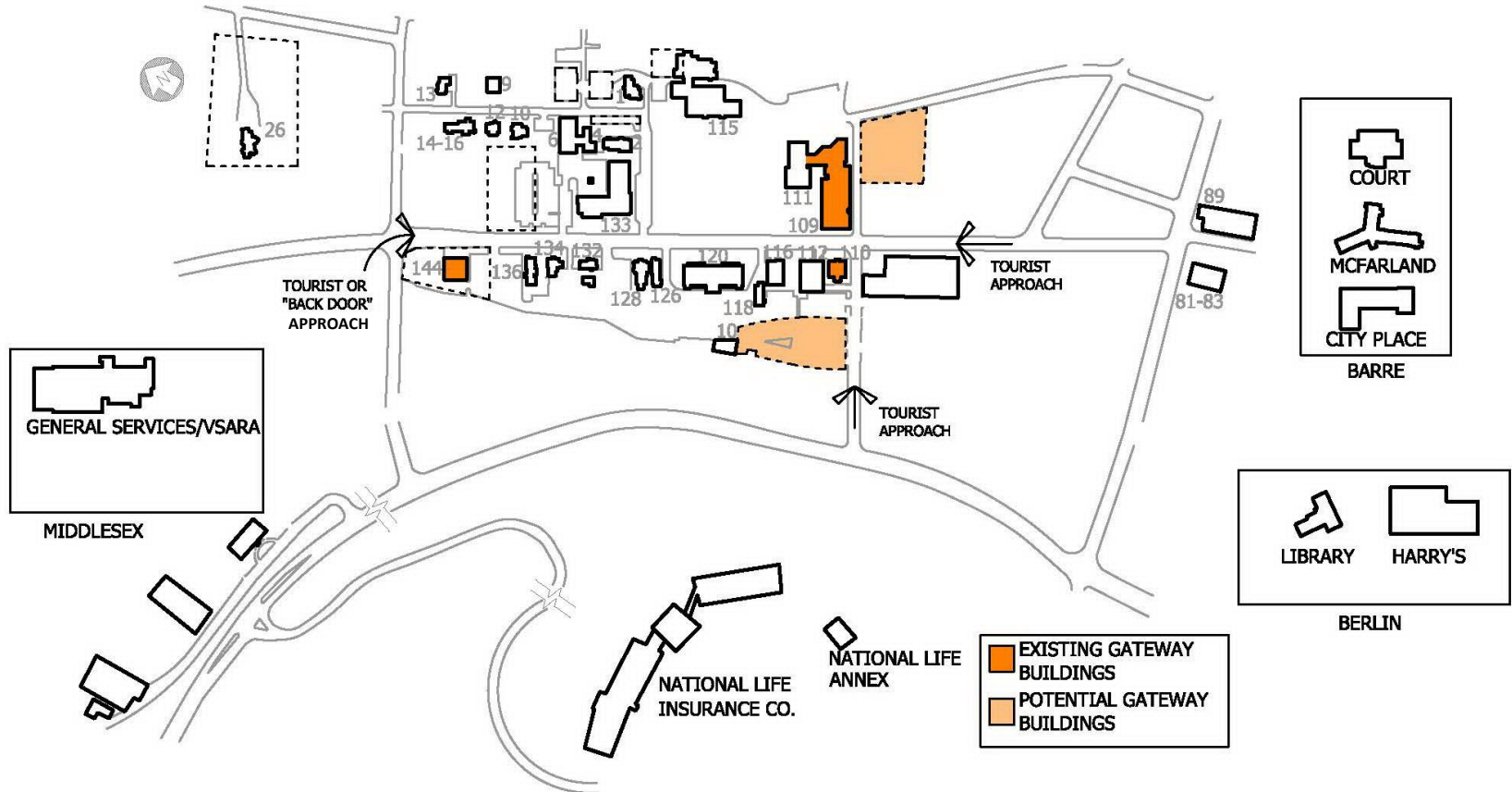
Complex: Core Buildings



These buildings have monumental significance, providing the immediate setting for the State House. They will be cared for in perpetuity, and the State must determine their best use.

OBSERVATIONS & STRATEGIES

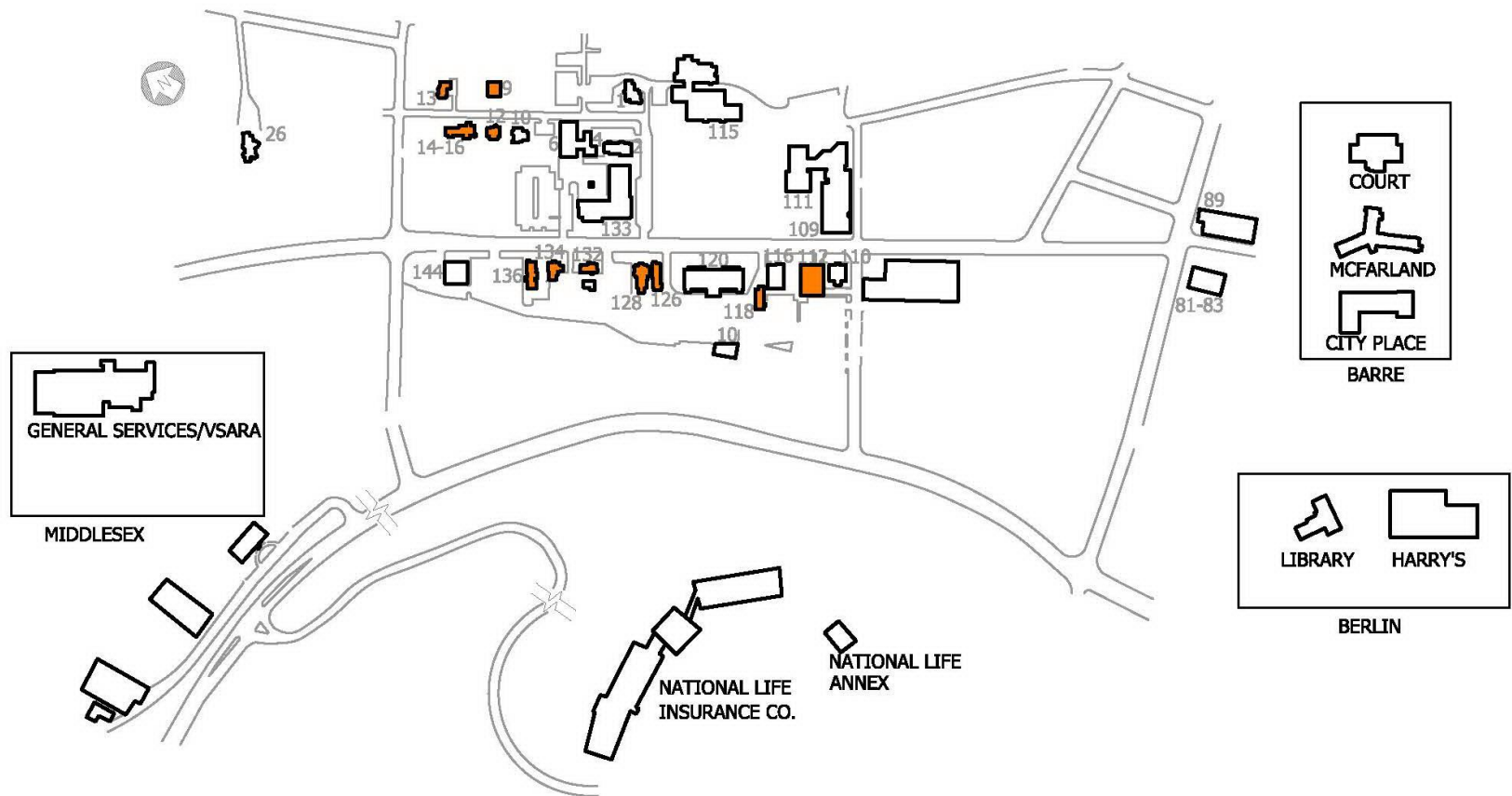
Complex: East and West "Gateways"



These properties define the edges of the Capitol Complex, and they establish the sequence leading to the State House. The western edge is less defined and could be shifted towards the State House.

OBSERVATIONS & STRATEGIES

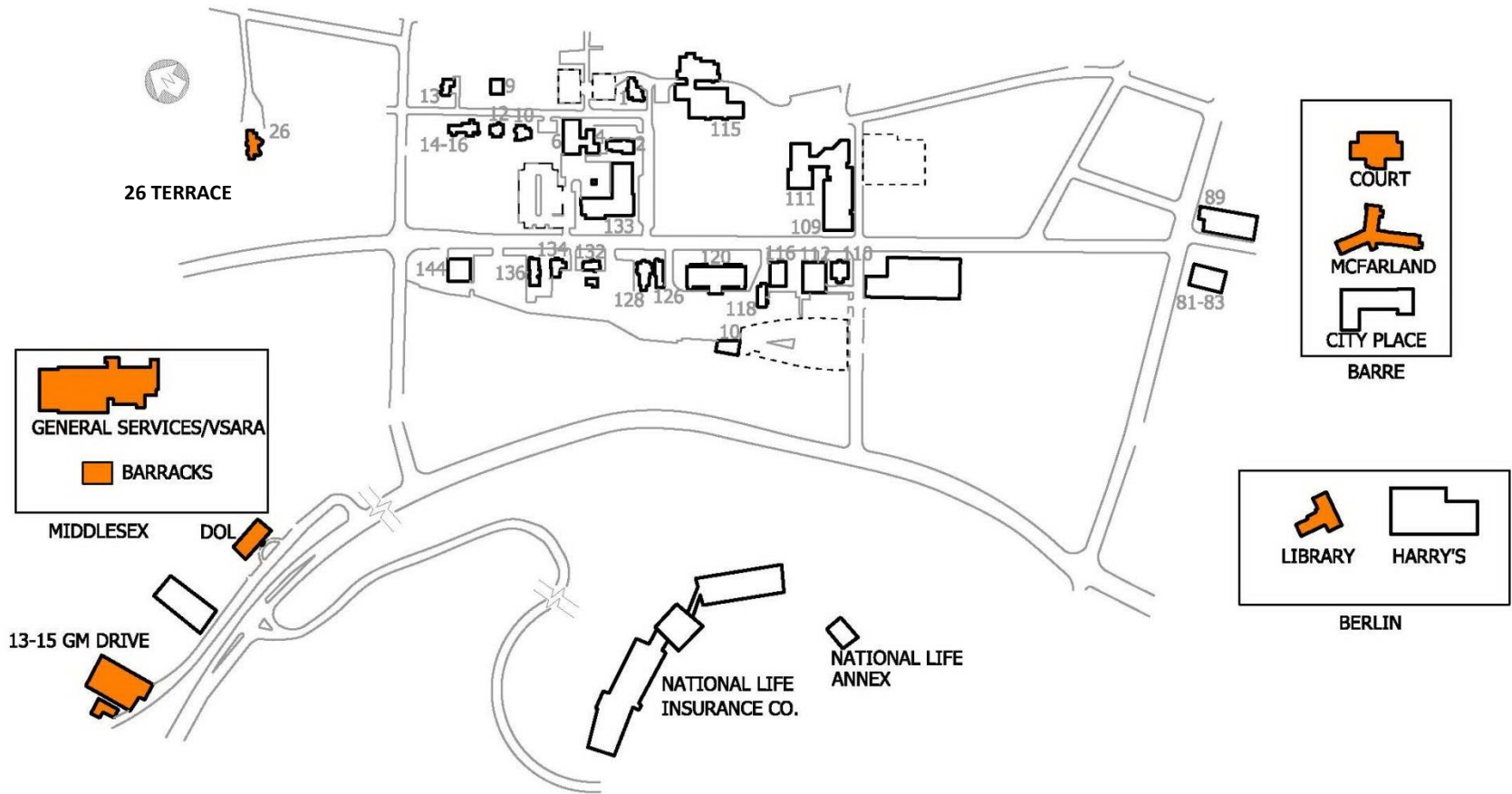
Complex: Peripheral Buildings



These buildings are infill. Most are historic and contribute to the Complex, but some may not be essential to the State. If not fully usable by essential Complex functions, the State could consider divesting them.

OBSERVATIONS & STRATEGIES

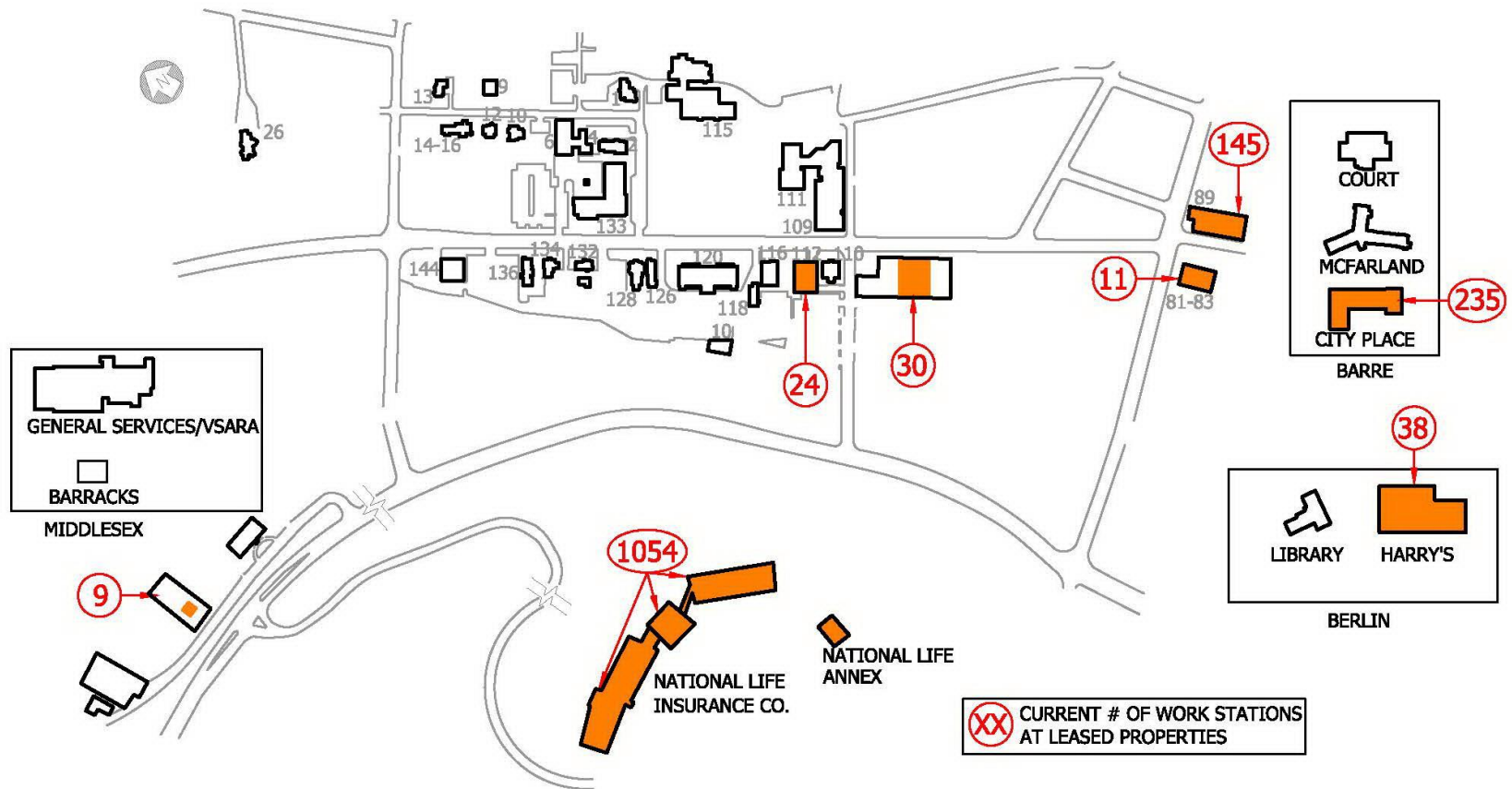
District: Stand-Alone Buildings



Some of these properties are fully used with appropriate functions. Some offer opportunities for improved function.

OBSERVATIONS & STRATEGIES

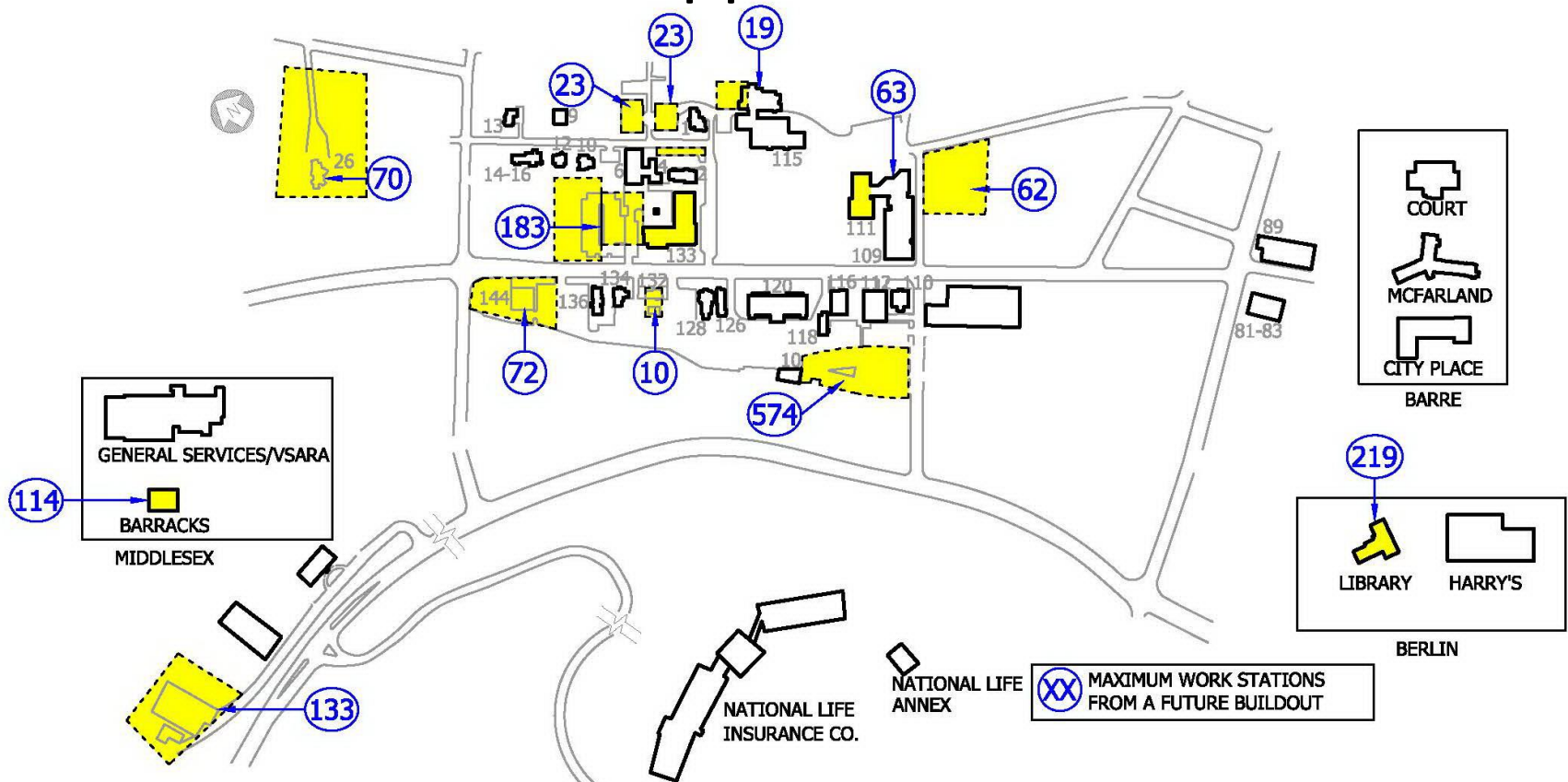
District: Leased Buildings



Two thirds of all leases in this district are 19% to 31% higher than the State's cost to own and operate similar space. One third are roughly equivalent to the State's cost to own.

OBSERVATIONS & STRATEGIES

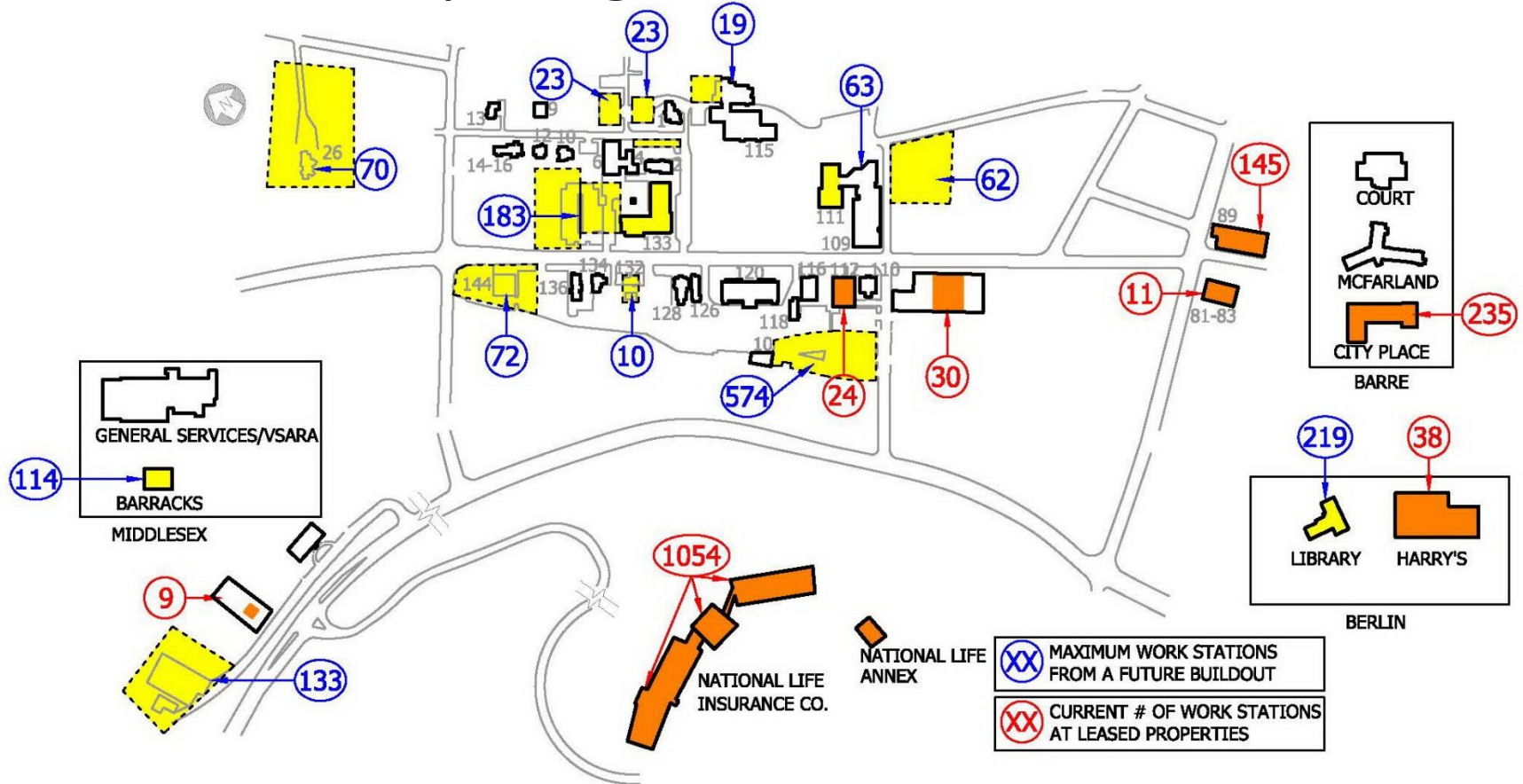
District: Build-Out Opportunities



Theoretically 1,099 workstations could be added by building out underused property in the Capitol Complex. Taking parking into account, a realistic maximum for additional Complex workstations is more like 400. Up to 466 additional workstations could be built out in the rest of the district.

OBSERVATIONS & STRATEGIES

District: Comparing Leased & Build Outs



It is interesting to compare the leased workstations and theoretical build-out workstations in the Capital District.

Guiding Principles & Action Steps

1) START WITH THE CORE BUILDINGS OF THE CAPITOL COMPLEX AND ESSENTIAL STATE FUNCTIONS.

- Conduct advanced programming for 109, 110, 111, 116 and 144 State Street to determine their best use, including:
 - 1) Evaluate how best to improve the adjacency and efficiency of AOA user groups;
 - 2) Evaluate the location of all special functions in the Complex, optimizing each special function and also the Complex's overall efficiency.
 - 3) Explore opportunities to co-locate similar functions wherever possible (for instance, conference areas and independent boards).
- Produce a conceptual design for 111 State Street's renovation.
- Produce a conceptual design to consolidate BGS Maintenance functions and workspace in the Capitol Complex.
- Ensure all essential State functions' office areas meet BGS Design Guidelines.

2) DETERMINE WHICH OTHER CAPITAL DISTRICT PROPERTIES CAN BE FULLY USABLE, AND WHAT CAPITAL INVESTMENT IS REQUIRED TO ACHIEVE OPTIMAL USE.

3) DIVEST OF DISTRICT BUILDINGS AND LANDS THAT ARE NOT FULLY USABLE.

- Do a market analysis (appraisal) of each property.
- Determine how much land and parking must be conveyed for each State Street property if sold.
- Determine what covenants and easements are recommended (and their cost) for each property if sold.

Other Guiding Principles

CLARIFY THE STATE'S STRATEGY FOR THE GATEWAYS OF THE COMPLEX.

SEPARATE VERMONT PRINCIPLES OF DEMOCRACY, SUCH AS A SIMPLE GOVERNMENT THAT IS EASILY VIEWED, FROM NOSTALGIA AND HABIT.

WHEREVER POSSIBLE, SHARE SUPPORT SPACES

CO-LOCATE ALLIED USER GROUPS WHEREVER POSSIBLE.

DEVELOP A CLEAR LONG TERM POLICY SO THAT SHORT TERM DECISIONS SUPPORT IT.

OVER TIME, MOVE LONG-TERM LEASED SPACE OCCUPANTS INTO OWNED SPACE.

IMPLEMENT NEW TECHNOLOGIES FOR UTILITIES, MAINTENANCE, AND LONG-TERM (CAPITAL) PLANNING.

INTEGRATE LIFE EXPECTANCY AND LIFE CYCLE COST INTO LONG-TERM (CAPITAL) PLANNING.