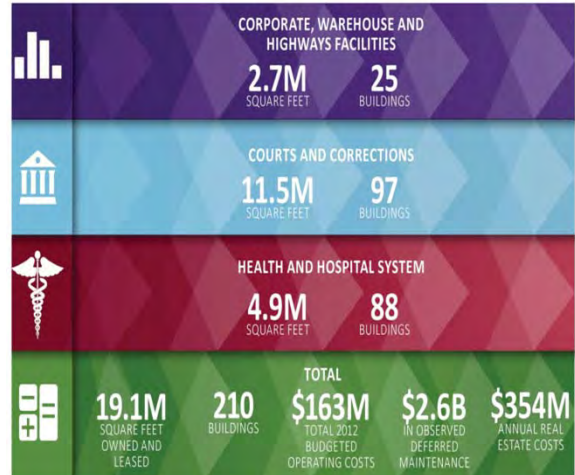




### Purpose of the Study

- Align Cook County real estate assets with the County’s mission
- Create tools for improved, strategic real estate management
  - Facility condition assessments
  - Space use analysis
  - Operating expenses analysis
- Develop a long-range capital plan to better allocate the County’s finite resources
- Develop recommendations to reduce real estate portfolio and costs

### County Portfolio

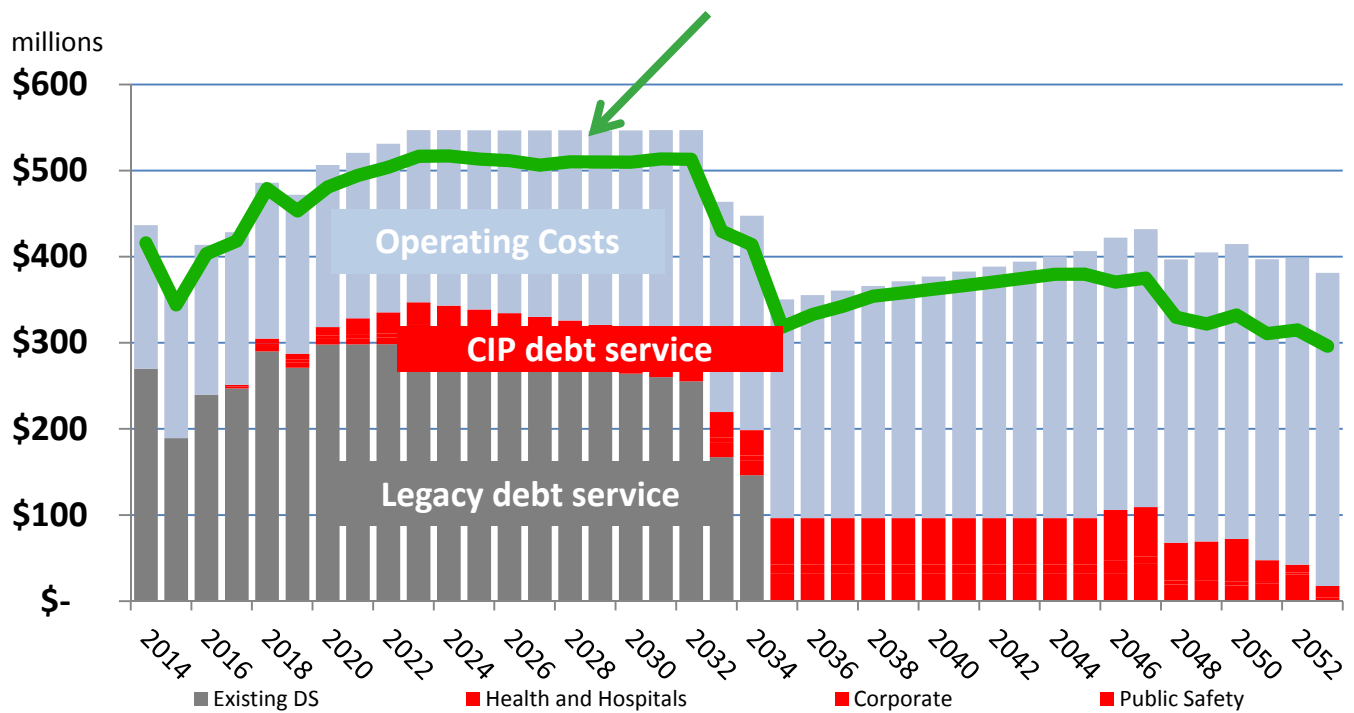


	Before REASRP	Now
<b>Building Drawings</b>	27% of drawings in electronic format; dispersed in multiple locations; not all up to date	<b>100% of drawings in electronic format; immediately accessible; all up to date</b>
<b>Space Use</b>	No tabulation of total space use by agency or department	<b>Floor by floor stacking and blocking diagrams in electronic format; comprehensive accounting of each agency space use by location and in total</b>
<b>Facility Condition Assessments (FCA)</b>	Ad hoc property condition data	<b>Comprehensive building condition assessment for each County-owned property; data is electronic and immediately accessible</b>
<b>Capital Budgeting</b>	No true cost accounting for facilities; ad hoc consideration of capital projects; no estimate of total deferred maintenance	<b>True cost accounting; integrated capital budgeting with coordination between Finance, Capital, Real Estate, Facilities, and Budget; data driven 2015 capital plan</b>
<b>Facilities Management</b>	Dispersed across many County departments and agencies	<b>Property by property accountability necessary to efficiently control utilization, quality, and cost of real estate assets</b>
<b>Operating Expenses</b>	No benchmarking of operating expenses; no property or portfolio operating budgets	<b>Achieving industry benchmarks and using bulk purchasing would significantly reduce annual operating expenses</b>



### Projected Total Debt Service and Operating Costs

**REASRP 10-year Savings of \$192M  
over what the County would have spent**





Record storage methods have become extremely efficient. Using new methods could reduce the County's dedicated storage space by 20-30% and create significant savings.

- The County owns 3 warehouses. With modern methods and proper records management, we could reduce to 2 warehouses.
- Consolidating to 2 could save an additional \$8M over the \$12M capital savings achieved NPV.

20 Year Cost Information		
	Status Quo	Consolidation to 2 Warehouses
OPEX	\$151 M	\$89 M
Capital	\$37 M	\$25 M
Total	\$188 M	\$114 M
Cash savings		<b>\$74 M</b>
NPV of savings (costs)		<b>\$20 M</b>



Apply new space use standards to improve productivity and free up valuable revenue generating space. Use funds from excess space to pay for remodeling County space.

20 Year Cost Information		
	Status Quo	Consolidation
OPEX	\$377 M	\$244 M
Capital	\$22 M	\$82 M
Total	\$399 M	\$327 M
Cash savings		<b>\$72 M</b>
NPV of savings (costs)		<b>\$30 M</b>

- The County currently occupies 1.6M SF of office space in the downtown campus.
- By re-stacking and re-configuring, this could be reduced by 250,000 – 350,000 SF.
- This full consolidation would free up 15 floors at the Dunne Administration Building for leasing.
- Since inception of this project, we have already leased 3 floors of the Dunne Administration Building.



Oak Forest Health Center Campus is vastly underutilized; its buildings are expensive to operate and are generally in need of costly repairs; and the majority of the buildings are far older than is recommended for patient care by current healthcare design standards.

- Oak Forest Health Center occupies 1.1M square feet, incorporating 176 acres.
- Estimated operating expenses over 20 years amount to \$353M.
- Deferred maintenance costs equal \$129M.
- Recommendation: Build right-sized purpose built facility, redevelop remaining campus area for non-County uses.

20 Year Cost Information		
	Status Quo	Repurpose
OPEX	\$353 M	\$136 M
Capital	\$129 M	\$140 M
Total	\$482 M	\$276 M
<b>Cash savings</b>		<b>\$206 M</b>
<b>NPV of savings (costs)</b>		<b>\$77 M</b>



Detailed master planning by Chicago Consultants Studio has resulted in a Strategic Campus Development Plan that will

- Reposition the Stroger Campus to meet the health care needs of Cook County residents, through replacement of the Fantus Clinic, development of new office space, addressing parking and access issues, and redeploying areas of the Stroger Hospital
- Convert underutilized excess property into a vibrant, mixed-use development that will enhance the entire Illinois Medical District and the area as a whole.



- Prioritize Court assets to make effective use of County investments
- Maximize space use and enhance technology to support court efficiency

20 Year Cost Information			
	A: Operate all 5 district Courthouses as-is	B: Close 2 Courthouses & consolidate into 1 new Courthouse	C: Close 1 Courthouse & Distribute Cases
OPEX	\$338 M	\$270 M	\$270 M
Capital	\$248 M	\$386M	\$207 M
Total	\$586 M	\$656 M	\$477 M
Cash savings		<b>(\$70 M)</b>	<b>\$109 M</b>
NPV of savings (costs)		<b>(\$87 M)</b>	<b>\$61 M</b>

### Approach to Consolidation

- Review need and demand for court services at each location
- Identify right size for each courthouse
- Assess caseload
- Consolidate civic services where possible
- Conduct comprehensive site review of access, parking, and building location

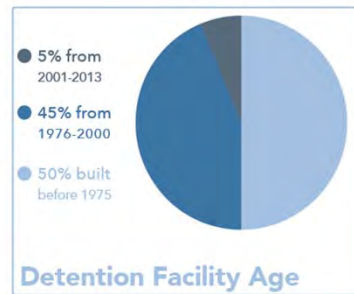
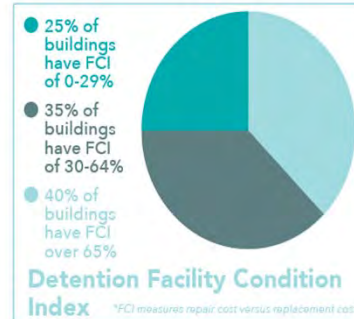
Similar exercise is needed for branch courts

KEY FIGURES	
<b>5.4M</b>	Gross Square Feet (GSF)
<b>2.9M</b>	GSF of Courthouses
<b>22</b>	Total Buildings
<b>14</b>	Courthouses
<b>\$26M</b>	Estimated annual cost to operate & maintain courts
<b>\$518M</b>	Current deferred maintenance, growing to over \$800M



Buildings on DOC campus are old, inefficient and expensive to operate.

KEY FIGURES	
<b>3.9M</b>	Gross square feet
<b>67</b>	Buildings
<b>96</b>	Acres
<b>\$30M</b>	Estimated annual cost to operate and maintain Campus
<b>\$749M</b>	Current deferred maintenance campus wide, growing to more than \$1.1 billion over 15 years



20 Year Cost Information			
Div. II – Dorm I, Div. III, & Div. III Annex	A: Status Quo	B: Replace all 1,178 beds	C: Replace 600 beds
OPEX	\$46 M	\$40 M	\$20 M
Capital	\$55 M	\$126 M	\$66 M
Total	\$101 M	\$166 M	\$86 M
Cash savings	NA	<b>(\$65 M)</b>	<b>\$15 M</b>
NPV of savings (costs)	NA	<b>(\$83 M)</b>	<b>(\$15 M)</b>
Staffing impact	NA	Savings potential	Larger savings potential



Budget and benchmarking analysis shows potential for \$13M - \$31M in annual savings.

## To realize savings a number of steps are needed:

- Create and fill new Director of Asset Management position
- Create individual budgets for all county buildings to collect detailed expense data
- Implement budget data collection to track annual expenses
- Review property budget performance on an annual basis
- Conduct annual business planning by property and across the portfolio to drive savings
- Centralize asset management to better collect data, implement savings programs, and improve service

## Implemented Activities

- Delivery of a **data driven capital plan** that is integrated with analysis of County capital structure
- **New Records Center for Clerk of the Circuit Court** (opened this year)
- **New leases** at 69 W. Washington - \$8.9 M of revenue over 5 years
- Early **renegotiation** of Adult Probation lease at Walnut St., reducing yearly payments
- Continue progress towards full "**Asset Management Approach**" to real estate
- Create **building-by-building** operating and maintenance budgets
- Hire a **Director of Asset Management** to be accountable for all activities and costs related to all County real estate

## Upcoming Activities

- Apply **new office space standards** throughout the portfolio
  - Creating an **action plan for consolidation**, re-stacking, and monetizing the corporate campus
  - Retain **Project Management/Construction Management** for Oak Forest Consolidation, Corporate Campus Restack, Warehouse Restack and Public Safety Implementation Plans.
  - Move forward on next steps for Warehouses & Oak Forest Health Center.
-

# Cook County Real Estate Strategic Realignment Plan

A collaborative approach to building a better Cook County

*Presented by U.S. Equity Realty, Epstein, and Parsons  
in collaboration with the Office of Capital Planning and  
Development, and the Office of Real Estate Management*

*U.S. Equities Realty* **EPSTEIN PARSONS**







# Executive Summary



## LETTER TO THE PRESIDENT

Dear President Preckwinkle,

The Cook County Real Estate Asset Strategic Realignment Plan (REASRP) sets a framework of cost savings for the County's real estate portfolio. The project has compiled, reviewed, assessed and identified strategic initiatives for all types of County property including corporate office, warehouse, hospitals, clinics, courts and corrections facilities.

The recommendations developed through the REASRP call for changes at several of the County's facilities and campuses. Ultimately, the recommendations support more efficient use of the County's properties that lead to significant cost savings for the citizens of the County.

We thank you for the opportunity to present the results of our work to you and we look forward to the County taking the next steps.

Sincerely,  
U.S. Equities Realty



### **Project Oversight Committee**

Anna Ashcraft, Director of Real Estate

John Cooke, Director of Capital Planning

Phil Boothby, Deputy Director of Capital Planning

Alexander Vandyke, Bureau of Administration

Jerry Pray, Bureau of Administration

Jim D'Amico, Director of Facilities Management

### **Project Team Members**

Alan C. Wilson, AIA ACHA

Ardmore Associates, LLC

Callidus International LLC

Chapman and Cutler LLP

Chicago Consultants Studio, Inc.

Construction Cost Systems, Inc.

Environmental Design International, Inc.

Epstein

Ernest R. Sawyer Enterprises, Inc.

Huskey & Associates, Inc.

Johnson & Lee, Ltd.

Milhouse Engineering & Construction Inc.

ONYX Architectural Services, Inc.

Parsons Environment & Infrastructure Group, Inc.

Primera Engineers, Ltd

Public Design Architects, LLC

Public Financial Management

Susan Oldroyd Architect

Tilton, Kelly + Bell, L.L.C.

U. S. Equities Realty, LLC

William Blair & Company

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# Executive Summary



## INTRODUCTION

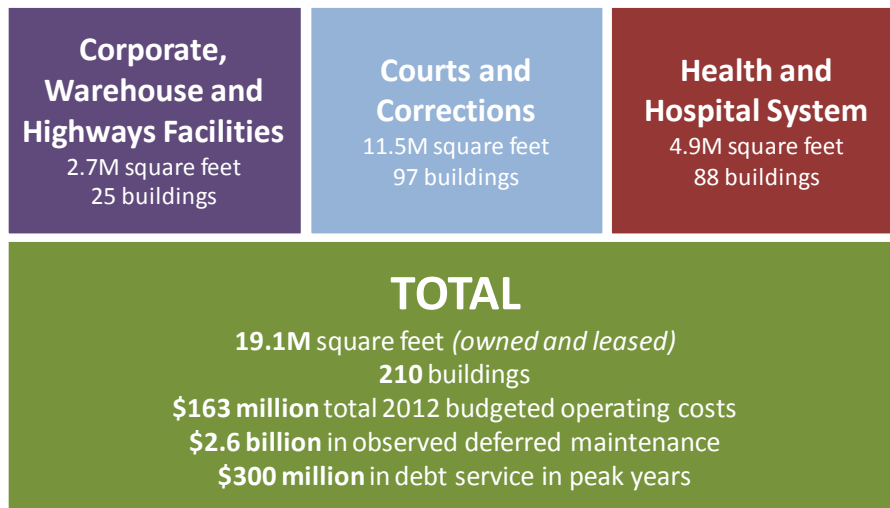
On May 1, 2012, the Cook County Board of Commissioners approved a contract with US Equities for an extensive “Real Estate Asset Strategic Realignment Plan” (REASRP). Under the Bureau of Economic Development and Sponsored by the Department of Real Estate and Department of Capital Planning, this assignment was to perform a countywide real estate inventory, space utilization and programming study, complete facility condition assessment on owned property, and develop a long range capital improvement program and strategic plan for using real estate assets in the most efficient and cost effective manner.

### The Purpose

The purpose of this Project is to provide the County with a Real Estate Asset Strategic Realignment Plan (the “Project”). The goals and objectives of this Project include the following:

- Align Cook County real estate assets with the County’s strategic objectives
- Develop tools, standards, strategies and procedures for the control and allocation of real estate assets, together with a data base and supporting documentation to enable the County to manage its real estate assets on an on-going basis
- Perform a complete facilities condition inventory and assessment
- Develop a long-range capital plan for improvements identified as necessary for strategic assets
- Reduce real estate portfolio and costs in a market-sensitive time frame and in a manner that appropriately protects the public interest.

### Portfolio Summary



Cook County’s real estate portfolio includes 210 unique properties in over 19 million square feet including over 16 million square feet owned by Cook County and 3 million square feet in leased facilities. (See Section E for full property listing.) Site visits and data gathering occurred in 2012. The analysis contained in this report refers to the existing conditions at that time.



## Executive Summary

**Corporate Portfolio** addresses the facilities used for administrative purposes, storage and records, and the facilities used primarily by elected officials such as the Treasurer, Recorder, Assessor, Board of Review and County Clerk.

**Health and Hospitals Portfolio** includes the three Cook County Health and Hospital (CCHHS) campuses, all existing and planned CCHHS primary care and Public Health clinic and public service locations, diagnostic and other special use locations, and all administrative space used by CCHHS.

**Courts and Corrections Portfolio** includes the courthouses, Sheriff's administration buildings and detention facilities. With respect to this portfolio, many operational issues and decisions are under the control of other Elected Officials. The Sheriff is responsible for staffing and detention operations at the adult detention facilities, and the Chief Judge is responsible for court operations. However, the County is responsible for providing the space in which those functions operate.

**Vacant Parcels** are parcels listed as exempt to the County, other than parcels identified by County staff as underlying the roadways.

# Executive Summary



Through the REASRP, the project team developed a series of tools and benchmarks to support recommendations for use of County real estate. These tools are based on data compiled by team’s work in the field, assessments, interviews, surveys and site visits. The devices, software and databases used for the study will continue to be used as resources for County.

## CAPITAL MARKETS STUDY

*Analyzed Cook County’s real estate and debt service costs to create a true cost accounting of total annual real estate expenses. Analyzed the REASRP savings recommendations to understand how necessary investments would be financed.*

The study included:

- Bond data collection and interpretation to identify how historical bond proceeds were spent,
- refunding lineage tracing to allocate expenditures by department and asset,
- analysis of remediation steps to estimate defeasance costs, where applicable, and
- compilation of consolidated scenario comparisons and identification of debt service constraints to evaluate the REASRP recommendations in the overall context of the County’s financial position.

The team delivered the analysis to the County in a live model that can be used going forward to analyze proposed capital projects. With this tool, the County can quickly see the total cost impact of new projects and conduct scenario testing to select the optimal approach for a proposed project.

### Project Deliverables:

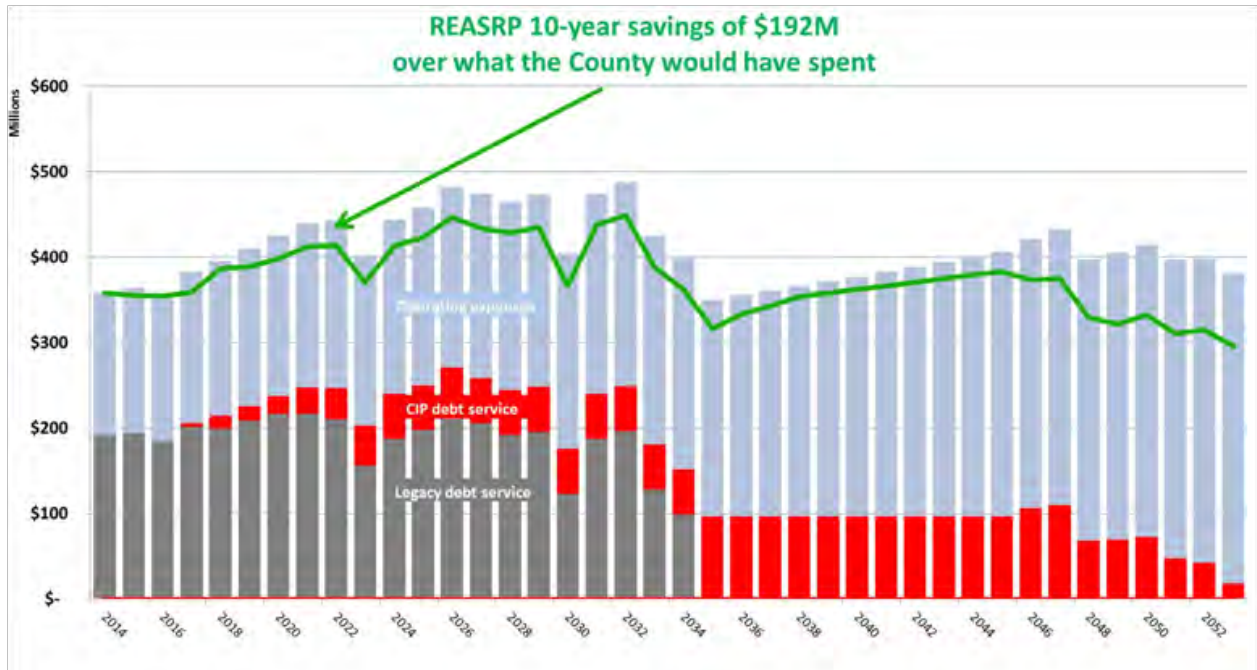
- Bond lineage analysis
- Allocation of expenditures by department and asset
- Estimates of remediation and defeasance costs, where applicable
- Financial analysis and model to calculate total real estate costs, including debt service and operating expenses

### Benefits:

- Creates a true cost accounting for real estate
- Demonstrates how investment for savings projects are financed within current County constraints
- Integrates the analysis of operating costs and debt services costs
- Provides the data and tools for ongoing analysis of County projects

## Executive Summary

The chart below summarizes the capital markets study's evaluation of potential savings. The grey, red, and blue bars represent legacy debt service, capital improvement plan (CIP) debt service, and operating expenses. The green line represents the total costs when the REASRP recommendations are implemented. The resulting savings are \$192 million over 10 years.

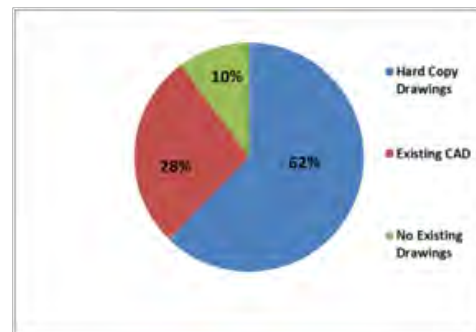


### STACKING PLANS AND SPACE USE DIAGRAMS

Created electronic floor plans, space use diagrams and stacking plans for every County property where previously documents were mainly hard copy. Drawings allow for identification of occupancies, adjacencies and space functions.

Prior to the REASRP, the County had architectural drawings and plans in various locations and in various media. Through the REASRP, the County has a full inventory of drawings in a CAD format for each building the County owns, space use identification for County departments and stacking diagrams for each building.

The team assembled existing drawings as were available and redrew them in a uniform editable format. Where no drawings existed, field measurement teams created the drawings and then performed a field walk-through with quality control personnel.



# Executive Summary



### Project Deliverables:

- Electronic (CAD) space use plans
- Electronic floor plans
- Building stacking diagrams
- Located drawings and plans in an electronic Centralized Document File

The drawings are not as-built record drawings and require verification at the onset of new projects. Update of space plans and floor plans will be required to keep the data current and a pertinent tool for the County's use.

Existing 118 N Clark Stacking Diagram



### Benefits:

These electronic drawings are a resource for the following:

- Space Planning, Space Verification and Space Requests
- Preliminary layouts for new construction or renovation projects
- Enhances timing for project start up and mobilization
- Provides understanding of Department and Agency space occupancy and adjacencies

### SPACE USE DATABASE AND FACILITY WIZARD

*Developed an electronic database capturing department-by-department square foot area calculations, staff counts, storage needs, departmental requirements, and future plans. Added to County's existing management platform with additional modules to manage real estate and capital planning activities. Through Facility Wizard, the information and data compiled in the project can be shared and analyzed.*

Prior to the REASRP, there was no comprehensive list of property occupancy or tenant agency listing by building. There was no tabulation or calculation of total space-usage. Through interviews, surveys and site visits, "tenant" rosters were developed for each of the County's buildings. Some agencies are located in one building; others are spread out at various locations in various county buildings. All major groups were identified along with staff counts and storage use.

### Project Deliverables:

- User surveys providing input on current space use challenges and future plans
- Database compiling space use information to identify and review partial and total space occupancy
- Facility Wizard, an online software for managing real estate operational maintenance and capital planning data

## Executive Summary

### Facility Wizard

Cook County's Department of Facilities Management has been a long time user of Facility Wizard's Performo, used to manage work orders and service request. Through the REASRP, Capital Planning purchased Projecto to manage construction planning and projects and Real Estate procured Reportfolio as a tool to track leases, outside tenants and county department space use.

Currently the CCHHS uses Facility 360 in a similar manner to Performo. It is recommended that the Hospital System migrate to the Facility Wizard platform so that information can be integrated across the various departments addressing the Hospital's real estate.

These three products work off the same platform with the potential for cross management and shared data.

#### Benefits:

The space use database and Facility Wizard will provide:

- Location and occupancy for all Agencies and Departments
- Analysis capabilities
- Sortable and editable data sets
- Comprehensive data for informed decision making

### FACILITY CONDITION ASSESSMENT AND FACILITY CONDITION INDEX

*Performed facility condition assessments (or "FCA") for every County owned property. Created a comprehensive valuation of building systems identifying and documenting deferred maintenance and anticipated future capital renewals.*

As part of the REASRP, the consultant team inventoried designated owned County facility systems and conducted condition assessments of building structures, utilities, equipment, and site systems; rated the facility conditions; and developed comprehensive reports and prioritized capital plan.

Prior to the REASRP, the County's Capital Plan was established in a reactionary mode. There had been no comprehensive building review or prioritization and identification of the magnitude of need of each building.

Each facility was assessed for physical condition, repair, maintenance or replacement needs, and remaining expected life. The data was captured in Parsons' Condition Management Estimation Technology (eCOMET™) software that provides for data capture, analysis, future capital renewal expenditure projections, and reporting. Through these efforts, each facility received a Facility Condition Assessment (FCA) report detailing the deferred maintenance and anticipated future capital renewal needs and a baseline inventory of selected building systems.

# Executive Summary



Using the FCA findings, a comparative matrix can be established. Based on cost of deferred maintenance and building repair needs versus replacement value, a Facility Condition Index (FCI) number was developed. The resulting number is captured as a percentage. The lower the percentage, the better shape the building is in. Higher FCI identifies buildings with that are in disrepair and in need of significant renovation or replacement.

The Facility Condition Index calculation is described below:

### Calculation

$$\text{Condition Index: } \frac{\text{Condition Needs Budget (\$)}}{\text{Current Replacement Value (\$)}} = \text{Facility Condition Index (FCI)}$$

**EXAMPLE:**  $\frac{\text{Needs Budget of 10K}}{\text{CRV of 100K}} = \frac{10,000}{100,000} = 10\% \text{ FCI}$

FCI	Definition
0%	New Building
25% - 35%	Average Existing Building
65% - 75%	Major Renovation or Replacement Needed

By investing in the building to address all of the deferred maintenance and renewal requirements would take a buildings FCI value from its current identified value down to 0%.

The FCI and associated investment costs are key inputs in the project cost analysis. In the REASRP, it was acknowledged that due to funding constraints and other factors the County may not choose to invest the full funds required to bring an existing building FCI down to that of a new building (0%). As a result, the REASRP analysis uses three groupings in the financial analysis that reflect more accurate investment potential by the County.

#### Project Deliverable:

- Condition review of all County owned buildings
- Facility Condition Index to be used for building comparative analysis
- Costs to address the deficiencies

The eCOMET platform is a resource for the County as the database can be updated with current condition status, produce reports to consolidate project work, and assess in establishing short term and long term capital planning strategies.

Updating the reports and adding new buildings will be essential to maintain accuracy and utility of the data.

## Executive Summary

### Benefits:

- Deficiency and Capital Renewal Database
- Physical and financial assessment of each building
- Prioritized Capital Plan
- Ability to compare buildings and critical need for improvement

### SPACE USE STANDARDS

*Proposed corporate space standards for all County departments and agencies performing administrative functions to increase space efficiency, improve workplace performance, improve workplace wellness and standardize furniture to reduce future remodeling costs*

#### Space Allocation Standards

An office space benchmark analysis was completed by the project team and used to develop space allocation standards to be used throughout the County's office spaces. The study shows that governments and corporations are using much less space per employee and are dramatically changing workspace design. The 2013 Cook County useable square feet (USF) per employee is between 280 and 320. The recommended USF per employee based on the study is 190 usf per employee. The 190 square feet includes design for office space with an average occupancy of **190 square feet per person**, including an allocation of shared spaces on the floor.

#### Project Deliverable:

- Modern Office Standards
- Process for application of standards

With the application of the standards, the County can create modern efficient office space. Adhering to these standards will create consistent and clear response to space use requests as all offices will be addressed in coordination with the benchmark recommendations. Offices will be looked at comprehensively within their department and based on adjacent agencies on a floor. Offices will be considered as a **component of the entire floor** and will not function as separate suite.

### Benefits:

- Efficient use of County property in a smaller footprint
- Employee interaction and collaboration
- Improved workplace performance and wellness
- Consistent approach to office space allocation
- Standardized furniture
- Opportunity for consolidation opening revenue generating space in County's buildings

# Executive Summary



## OPERATIONAL EXPENSES

*Captured real estate operational costs and developed cost management tools.*

At the onset of the project, the Team set out to compile the current cost of real estate and compare the cost to industry benchmarks in order to identify areas of potential cost savings for the County.

Inquisition and investigation through the REASRP identified that the County's real estate costs were attributed to various and multiple budget line items in the County budget. There was no single accounting for buildings on a building-by-building basis and thus not a complete understanding of the real cost of county real estate.

### Current vs. Benchmark

The Team's methodology was to compile all the allocated budgeted costs for building management and operations and using an industry standard budget template, allocate those budgeted numbers on a building by building basis so they can be utilized to measure expenses against benchmarks. This total compilation of building costs had never been prepared by the County on a comprehensive basis before. These compiled costs in a baseline budget, spread across the portfolio, are intended to provide a comprehensive view of how to allocate and measure operating costs for each property. This sets a baseline for a zero base budget for each County property.

As a means of comparison, industry benchmarks were paired up with each County facility or groupings of facilities. These benchmarks represent averages of large numbers of like facilities, so the benchmark itself is not prescriptive, but rather a guide or indicator to those areas that might warrant increased study. For this study, the term "benchmark range" means the range of values between the actual benchmark and 125% times that benchmark.

### Industry Standards and Benchmarks for Real Estate Management and Operations

The second part of the budgeting task was to create and provide a budget template that would be populated by industry benchmarks, to be compared to County budgets. Industry benchmark information enables the County to measure costs associated with each line item. The line items in the budget template include administrative, management and asset management costs, repairs and maintenance, engineering and trade staffing, utilities, roads and grounds and security. The template tool results are a comprehensive overview of costs measured to industry standards.

Benchmarking are comparisons created by using industry standard references:

- BOMA (Building Owners Manager's Association)
- IFMA (International Facility Management Association)
- ASHE (American Society for Healthcare Engineering)



## Executive Summary

BOMA is used to evaluate the County's downtown Chicago office buildings. IFMA provides benchmarks for Courthouses, Correctional Facilities, Health organizations, and Warehouses. ASHE is part of a collaborative team of IFMA members as well as ASHE members, which gives a compilation and complete benchmark guide for Hospitals and Health Care Facilities. For some of the portfolios, benchmarks were blended based on the use of the specific buildings. Benchmarking for this effort provides the best operating cost tool, as it demonstrates voluntary information required from a large database of members for BOMA, IFMA, and ASHE and are industry accepted. Escalation was applied to bring costs up to present value.

Summary benchmarks were identified as follows:

<b>Benchmark Summary</b>		
<b>Facility or Facility Grouping</b>	<b>Benchmark Goal</b>	<b>Benchmark Source</b>
County Building	\$8.92/SF	2011 BOMA Office Building 600,000+ SF Commercial Escalated 2%
Rockwell Warehouse	\$4.99/SF	2007/08 IFMA WAREHOUSE Escalated 5%
Hawthorne Warehouse	\$4.99/SF	2007/08 IFMA WAREHOUSE Escalated 5%
Leighton Criminal Courts Building	\$7.47/SF	2011 BOMA Office Building between 300-599,000 SF Escalated 2%
Criminal Court Admin Building	\$7.47/SF	2011 BOMA Office Building between 300-599,000 SF Escalated 2%
DOC Campus	\$6.12/SF	2007/08 IFMA CORRECTIONAL Escalated 5%
Skokie 2nd District Courthouse	\$7.47/SF	2011 BOMA Office Building 300-599,000 SF Escalated 2%
Rolling Meadows 3rd District Courthouse	\$7.47/SF	2011 BOMA Office Building 300-599,000 SF Escalated 2%
Maywood 4th District Courthouse	\$8.87/SF	2011 BOMA Office Building 100-299,000 SF Escalated 2%
Whitcomb, Jefferson & Sheriff's Training at Maywood	\$8.87/SF	2011 BOMA Office Building between 100-299,000 SF Escalated 2%
Bridgeview 5th District Courthouse	\$7.47/SF	2011 BOMA Office Building 300-599,000 SF Escalated 2%
Markham 6th District Courthouse	\$7.47/SF	2011 BOMA Office Building 300-599,000 SF Escalated 2%
Domestic Violence Courthouse	\$8.87/SF	2011 BOMA Office Building 100-299,000 SF Escalated 2%
Juvenile Temporary Detention Center	\$7.22/SF	2011 BOMA/IFMA - BOMA 100-299,000 SF IFMA Correctional
Juvenile West: Courthouse & Offices	\$7.47/SF	2011 BOMA Office Building 300-599,000 SF Escalated 2%
John H. Stroger Jr. Hospital Campus	\$15.79/SF	2008/09 ASHE/IFMA - Acute Hospital Escalated 3%
Provident Hospital Campus	\$16.59/SF	2008/09 ASHE/IFMA - Acute Hospital Escalated 3%
Oak Forest Campus	\$6.06/SF BLENDED	2011 BOMA/IFMA - BOMA 100-299,000SF - IFMA Warehouse and Clinic
Ruth M. Rothstein CORE Center	\$6.89/SF	2007/08 IFMA Medical Clinic, Escalated 5%
ACHN Clinics (Total Of 11 Clinics)	\$6.89/SF	2007/08 IFMA Medical Clinic, Escalated 5%
Rob't J. Stein Institute of Forensic Medicine	6.89/SF	2007/08 IFMA Medical Clinic, Escalated 5%

# Executive Summary



Notes:

1.	Percentage of Use Where Mixed Blended Rate is Used				
		<b>BOMA Office</b>	<b>IFMA Clinic</b>	<b>IFMA Warehouse</b>	<b>Correctional Facility</b>
	Oak Forest:	30.31%	19.20%	50.49%	
	Juvenile Temporary Detention Center	40%			60%
2.	Security allocation is removed from all buildings.				
3.	The BOMA rate for office buildings over 600,000 s.f. applies to the George Dunne Building and the Daley Center. The BOMA 2011 published figure for this category is \$8.92 per SF; it is escalated to 2%.				

Note that that every property is different, and the data listed in the benchmarking does not provide a perfect comparison, but an understanding of how the facility fits into a range of performance. For the purpose of this project the AVERAGE benchmark multiplied by the size of each asset was the method to determine an overall average industry standard costs comparison.

### Project Deliverable:

- Comparison of County Operational Costs versus Industry Standards
- Template Building Budgets

### Benefits:

- Develops budgets allowing for better understanding of the cost to operate the County’s real estate assets
- Allows the County to identify and focus on savings opportunities

**“You can’t change what you don’t measure”**  
President Preckwinkle

## Executive Summary

### Cook County Real Estate Asset Strategic Realignment Plan

The Cook County Real Estate Asset Strategic Realignment Plan and Recommendations present key project findings and strategic solutions establishing a framework for the County's real estate and asset portfolio. The recommendations include consolidation of functions, relocations, expansions and reductions of space, redesign of functions, disposition of properties identified as excess, and a detailed plan, timeline and cost estimates for necessary improvements and relocations. The Consultant identified what is necessary to adapt County facilities and infrastructure to meet the planned future requirements of the County. The final Plan constitutes an action plan to achieve the goals of this Project.

- Cook County New Office Standards: Increase Space Efficiency, Improve Workplace Performance and Well-being through Modern Office Space Standards
- Cook County's Downtown Campus: New Space for a New Way of Government
- Warehouses: Develop a modern records center for the Clerk of the Circuit Court: Repurpose Hawthorne or Rockwell Warehouse
- Fully Utilized Highway Department Real Estate
- Oak Forest Health Center Campus: Consolidate Uses and Decommission Excess Buildings and Land Use
- Provident: Repurpose to Serve more Effectively and Efficiently
- Stroger Hospital: Repurpose to Serve More Effectively and Efficiently. Address Changes in Delivery of Medical Care
- Courts: Enhance both the Courthouse and the Civic Center Function
- Department of Corrections 26th and California Campus: Systematic Replacement
- Transform Real Estate Operations: Capture Savings and Improve Performance
- Resources and Tools: Developing Tools for a New Asset Management Department

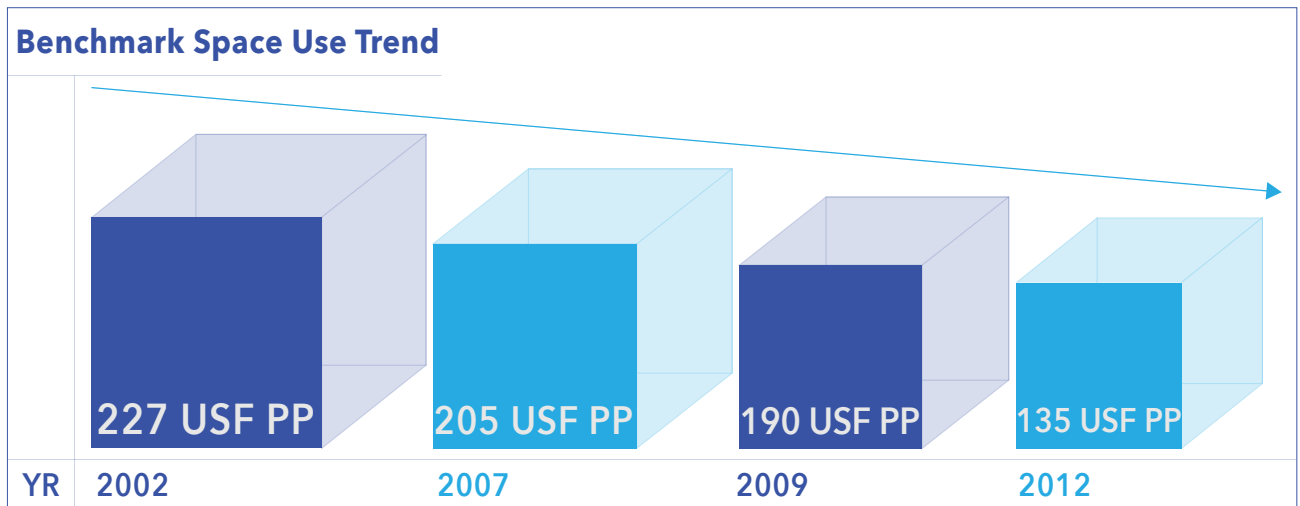


# Cook County New Office Standards

Increase Space Efficiency, Improve Workplace Performance and Well-Being Through Modern Office Space Standards

## County vs Benchmark

Proposed corporate space standards for all County departments and agencies performing administrative functions to increase space efficiency, improve workplace performance, improve workplace wellness and standardize furniture to reduce future remodeling costs.



**Executive Summary**

# Cook County New Office Standards

Increase Space Efficiency, Improve Workplace Performance and Well-Being Through Modern Office Space Standards

## Proposed Standards

The standards to be applied to all future Cook County office projects include the following:

- Provide all workers access to natural daylight by moving offices to the interior and giving them glass walls; workstations will be on the perimeter with the windows
- Create a smaller footprint in the forms of benching and flexible desk systems
- Promote employee interaction and collaboration with an open floor plan
- Acquire technologies that promote efficient, mobile and versatile work styles
- Reduce storage to < 10% of total USF using digital strategies & processes
- Provide group spaces - informal gathering, huddle rooms, small conference rooms on each floor; large conference and training centers for each building
- Increase transparency and accountability



© AllSteel, Interior Office Photo used with permission



© Steelcase Answer Freestanding WS, Photo used with permission

Position Type	Associated Workspace
Bureau Chief/Elected Official	310 SF office
Deputy Bureau Chief	210 SF office
Department Head	210 SF office
Deputy Director/Asst Director/Special Asst	120 SF office
Section Manager Supervisor	48 SF workstation
Professional/Technical	48 SF workstation
Administrative Analyst	48 SF workstation
Clerical/Data Entry	48 SF workstation
Hoteling Space	36 SF workstation

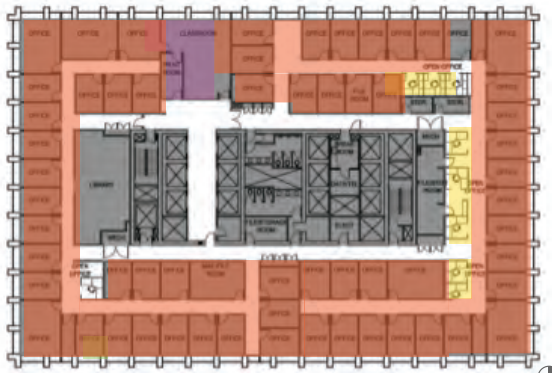


# Cook County New Office Standards

Increase Space Efficiency, Improve Workplace Performance and Well-Being Through Modern Office Space Standards

## Applied Standards

Sample Floor Plan Transformation at Dunne Building

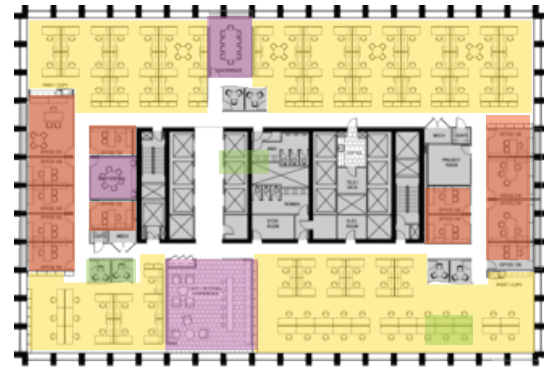


69 W. Washington: Typical upper floor

**Current Use**

- Total staff count on floor: 74
- Number of private offices: 65
- Number of workstations: 9
- Conference rooms: 3
- Huddle rooms: 0

> 34%

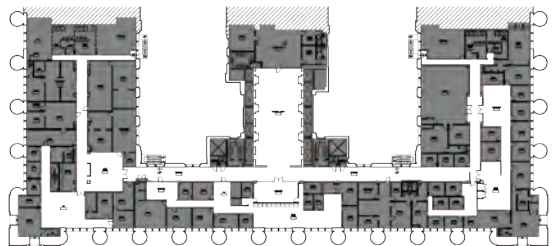


Typical upper floor with applied benchmarks

**Applied Office Space Standards & Planning**

- Total staff count on floor: 101
- Number of private offices: 65
- Number of workstations: 88
- Conference rooms: 3
- Huddle rooms: 6

Sample Floor Plan Transformation at County Building

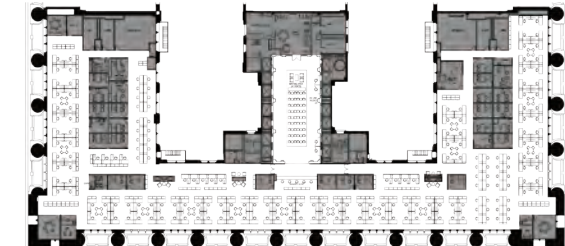


118 N. Clark: Typical floor

**Current Use**

- Total staff count on floor: 68
- Conference rooms: 6
- Huddle rooms: 0

> 32%



Typical floor with applied benchmarks

**Applied Office Space Standards & Planning**

- Total staff count on floor: 211
- Conference rooms: 4
- Huddle rooms: 6

# Cook County's Downtown Campus

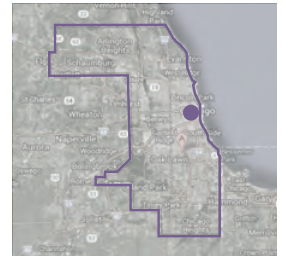
New Space for a New Way of Government

Apply new space use standards to improve productivity and free up valuable revenue generating space. Use funds from excess space to pay for remodeling County space.

## KEY FIGURES

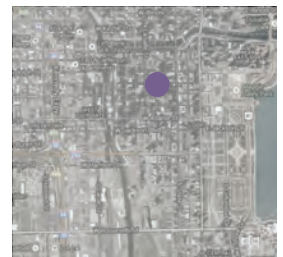
**County Building, 118 N. Clark, Chicago, IL, 60602**

- 638,592** Gross square feet
- 11** Floors
- 1,373** Number of employees
- \$6.7M** Estimated cost to operate & maintain
- \$120.1M** Estimated cost of needed repairs & systems renewal over next 10 years



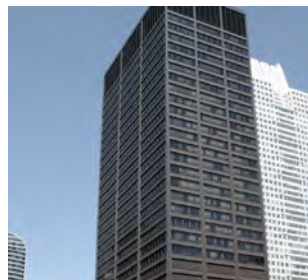
**George W. Dunne Administration Bldg, 69 W. Washington, Chicago, IL, 60602**

- 787,888** Gross square feet
- 36** Floors
- 1,625** Number of employees
- \$7.6M** Estimated cost to operate & maintain
- \$127.7M** Estimated cost of needed repairs & systems renewal over next 10 years



**Richard J. Daley Center, 50 W. Washington, Chicago, IL 60602**

- 1,138,000** Gross square feet
- 938** Number of employees
- \$12.5M** Estimated cost to operate & maintain
- N/A** Estimated cost of needed repairs & systems renewal over next 10 years



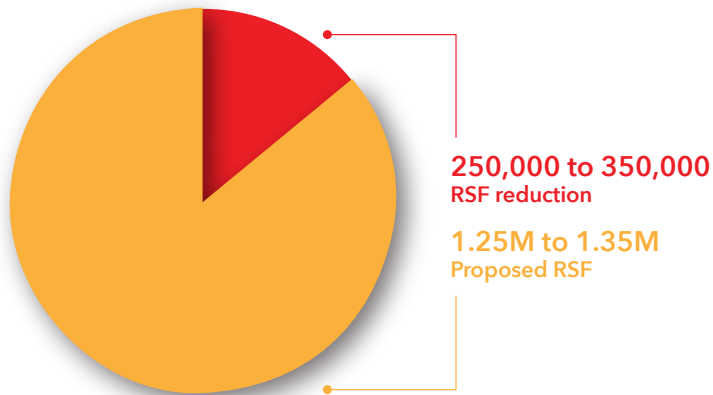


# Cook County's Downtown Campus

New Space for a New Way of Government

## 1. Applying Standards

The County currently occupies approximately 1.6M rentable square feet (RSF) of downtown office space. Applying space use standards would reduce administrative space use at the County's corporate campus by between 16% to 22%.



## 2. Improve Productivity

The concept is more than just 'use less space' and has other benefits including better employee productivity, better employee wellness, more transparency, and better accountability. To capture these benefits, it is essential to include shared, meeting, conferencing, and amenity spaces.

### Shared Spaces on Each Floor

- + Storage/filing
- + Huddle rooms
- + Break rooms
- + Meeting rooms

### Shared Campus Amenities

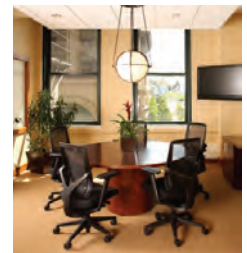
- + Campus conference centers
- + Training rooms
- + Board/hearing rooms



© Steelcase Inc, 2013, Shared Break Rooms  
Photo used with permission



© Steelcase Inc, 2013, Huddle Room  
Photo used with permission



© TKB 2013, Conference Room  
Photo by Leslie Schwartz



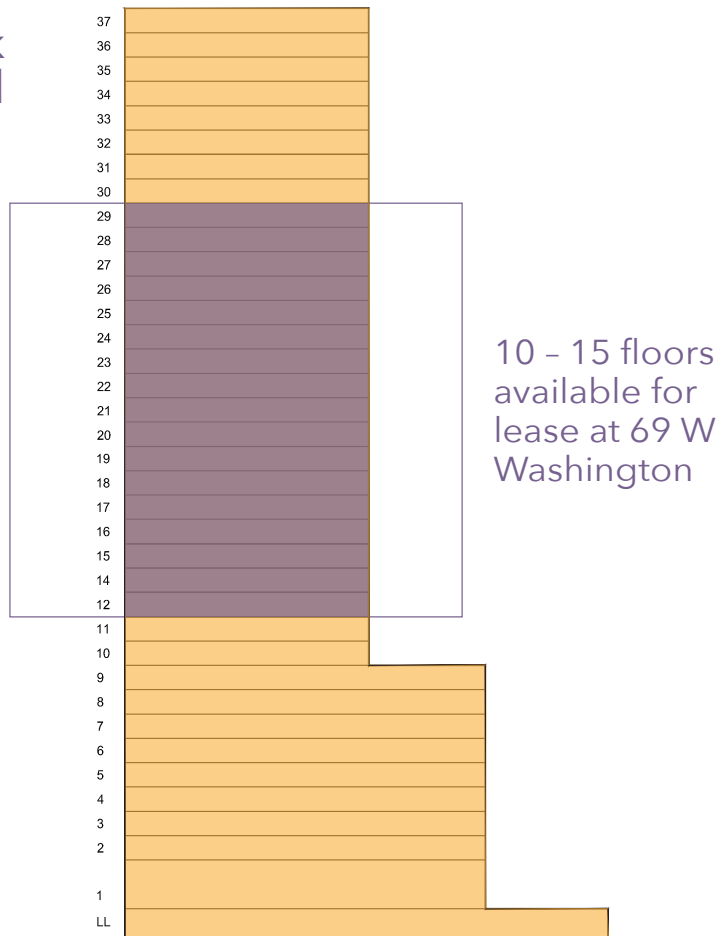
# Cook County's Downtown Campus

New Space for a New Way of Government

**Finding:** Applying the new space standards would allow the County to use 16% to 22% less space at the corporate campus.

**Solution:** Re-stack campus to capture potential to lease 250,000 to 350,000 SF of rentable space. The investment required would be \$80M - \$140M and would have positive net present savings of \$30 - \$50M. In the long term, the re-stack would also allow the County to move out of two leased floors at 28 N. Clark St.

Re-stack  
Proposal





# Cook County's Downtown Campus

New Space for a New Way of Government

## Estimated Costs and Timeline

Scenario	Status Quo	Comprehensive Re-Stack	Limited Re-Stack
Total space used by Cook County at Corporate Campus	1,587,000 SF	1,298,200 SF	1,421,000 SF
New space available for lease	0	373,400 SF	353,400 SF
Space that CC needs to build out	0	560,000 SF	280,000 SF

Cash Flows (in millions)			
Total 20 yr annual operating cost	\$455.5	\$455.5	\$455.5
Less total 20 yr annual revenue	(\$78.3)	(\$283.0)	(\$211.1)
Total capital required	\$22.4	\$141.5	\$82.6
<b>Total of all 20 yr cash flows</b>	<b>\$399.6 M</b>	<b>\$314.0 M</b>	<b>\$327.1 M</b>
<b>SAVINGS OVER STATUS QUO</b>	<b>\$0.0</b>	<b>\$85.6 M</b>	<b>\$72.5 M</b>
<b>NPV BENEFIT OVER STATUS QUO</b>	<b>\$0.0</b>	<b>\$52.6 M</b>	<b>\$30.1 M</b>

IMPLEMENTATION STEP	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
	01	02	03	04	01	02	03	04	01	02	03	04	01	02	03	04	01	02	03	04
Investigate financial approaches	█																			
Programming	█																			
Create re-stacking plan			█																	
Design & engineering					█	█	█	█												
Remodeling									█	█	█	█	█	█	█	█				
Records/Storage purge			█	█	█	█	█	█												
Move users													█	█	█	█	█	█	█	█
Create leasing plan for vacated 69 West Washington space(s)									█	█	█	█								
Market space/execute leases													█	█	█	█	█	█	█	█

## Executive Summary

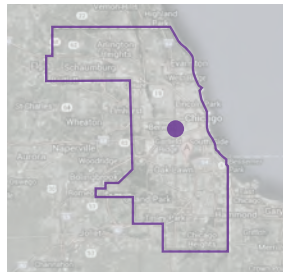
# Warehouses

Develop a Modern Records Center for the Clerk of the Circuit Court and Repurpose Hawthorne or Rockwell Warehouse

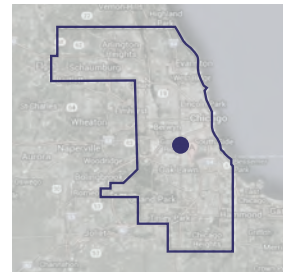
Record storage methods have become extremely efficient. Using new methods would reduce dedicated space by 20 - 30%, creating significant savings for the County.

KEY FIGURES	
<b>985,000</b>	Gross square feet
<b>3</b>	Buildings (2 owned, 1 leased)
<b>\$5,500,000</b>	Costs to operate & maintain ("OPEX")

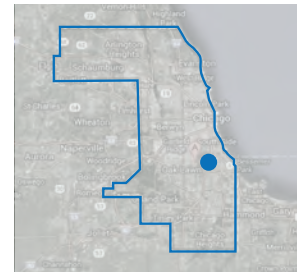
### Current Warehouse Facilities



Hawthorne  
490,000 GSF



Rockwell  
420,000 GSF



89<sup>th</sup> Street  
75,000 GSF

### Modern Records Center

CURRENT USE PROFILE
Original warehouses - Hawthorne, Rockwell, 89 <sup>th</sup> St. Sheriff
County Board of Elections
All county departments use warehouse facilities
<hr/>
Cicero Warehouse Clerk of the Circuit Court



Cicero Warehouse, 1330 South 54<sup>th</sup> St.  
260,000 GSF

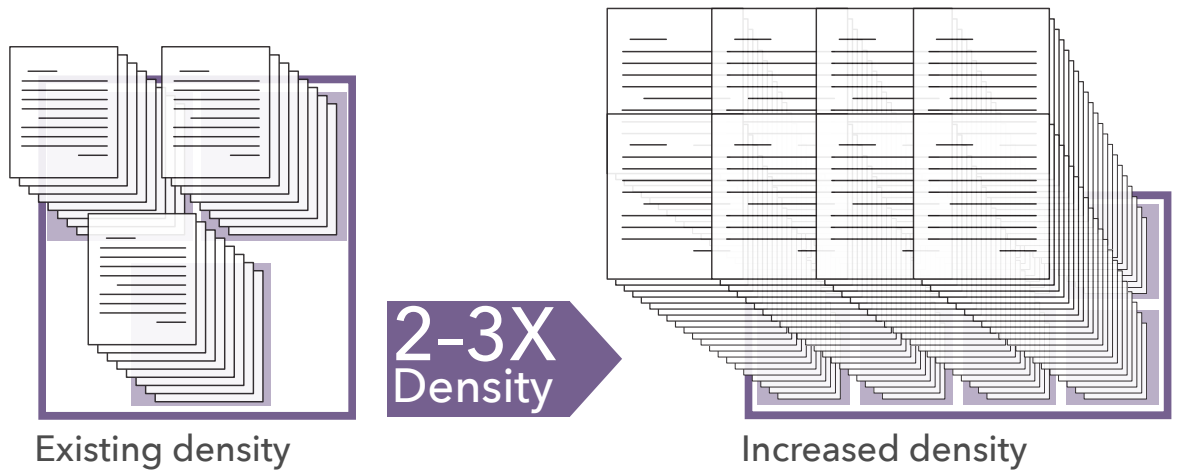


# Warehouses

Develop a Modern Records Center for the Clerk of the Circuit Court and Repurpose Hawthorne or Rockwell Warehouse

## 1. Efficient Methods

Modern storage and current data management practices create a dynamic increase in efficiency. More dense stacking of records and modern retrieval methods increase the boxes per square foot to approximately 8, from the current density of 2-3 boxes per square foot.



## 2. Consolidation of Warehouses

Consolidation of records and storage cuts storage space from 985,000 square feet to as low as 680,000 square feet. This allows the County to go from 3 warehouses to 2 warehouses dedicated to records and storage.

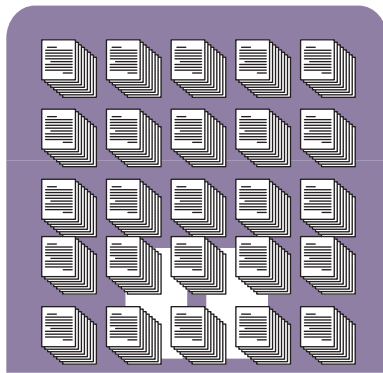


## Warehouses

Develop a Modern Records Center for the Clerk of the Circuit Court and Repurpose Hawthorne or Rockwell Warehouse

### 3. Step 1: Cicero Warehouse

**Step 1** has already been implemented. The purchase of the Cicero warehouse saved \$10 million over the plan to create a records center at the Hawthorne warehouse.



Modern records center at Cicero

=



Renovation of Hawthorne

### 4. Step 2: Further Consolidation & Repurposing of Hawthorne

**Step 2** is needed to realize the full amount of savings. Creating one more centralized warehouse would create another \$10 million in savings through lower capital and operating costs.



=



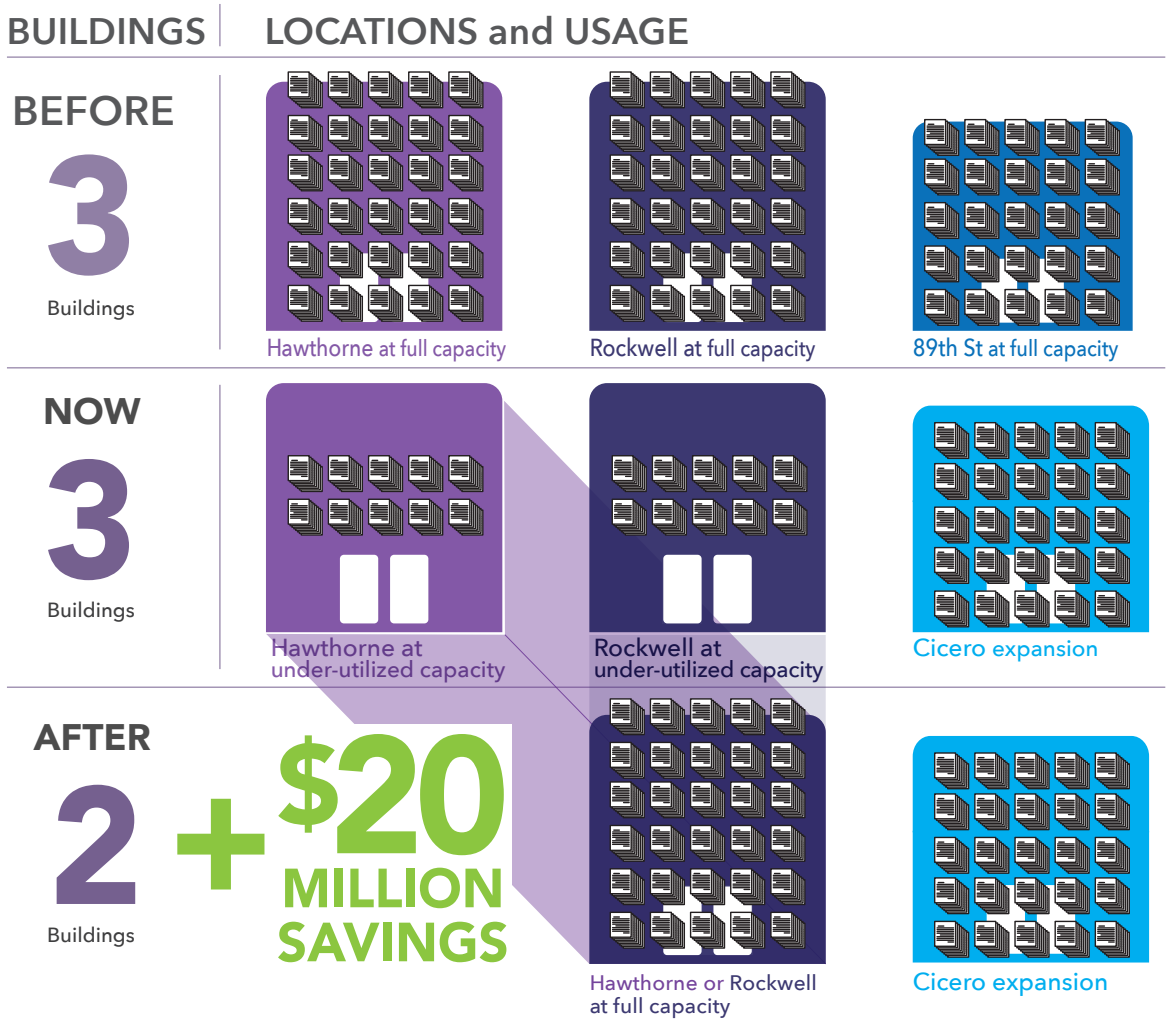


## Warehouses

Develop a Modern Records Center for the Clerk of the Circuit Court and Repurpose Hawthorne or Rockwell Warehouse

**Finding:** Modern records storage methods are surprisingly efficient. Implementation and streamlining would dramatically reduce square footage.

**Recommendation:** Reduce the warehouse space from 1.1M GSF to approximately 680,000 GSF with new, right-sized and efficient buildings that provide improved services and are less costly to operate.



## Executive Summary

# Warehouses

Develop a Modern Records Center for the Clerk of the Circuit Court and Repurpose Hawthorne or Rockwell Warehouse

## Estimated Costs and Timeline

Scenario	(A) Status Quo	(B) with Hawthorne Project	(C) with Cicero & Repurpose of Hawthorne
Buildings occupied	Hawthorne Rockwell 89th Street	Hawthorne Rockwell	Rockwell Cicero
Total square feet	985,000 SF	910,000 SF	680,000 SF
Number of warehouses	3	3	2
Total capital required	\$20.0 M	\$37.4 M	\$28.0 M
Total 20 yr annual operating costs	\$133.9 M	\$151.1 M	\$88.7 M
Total capital required + Total 20 yr annual operating costs	\$153.9 M	\$152.4 M	\$116.7 M
<b>SAVINGS OVER STATUS QUO</b>	<b>\$0.0</b>	<b>\$1.5 M</b>	<b>\$37.2 M</b>

Footnote: \$17.0 million of FCA costs for Rockwell are left out of the analysis since each scenario shows full use of Rockwell implying that the FCA would be treated the same in each case and thus have no impact on the analysis.

IMPLEMENTATION STEP	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
	01	02	03	04	01	02	03	04	01	02	03	04	01	02	03	04	01	02	03	04
Consolidate Clerk of the Circuit Court to cicero warehouse	█																			
Programming for other users	█																			
Identify best consolidation option			█																	
Develop move plan				█																
Records/Storage purge			█		█															
Make improvements as required							█													
Move users								█												
Repurpose vacated facilities											█									



# Highway Department

## Fully Realized Real Estate

Highway maintenance facilities are relatively small and dispersed around the County. However, they do create a series of savings and service improvement opportunities based on location, age and condition of the buildings and maximizing facility use. There are selective opportunities to consolidate these facilities that save the County money.

KEY FIGURES		<p>Highway Facilities Location Map</p>	
<b>CCHD District 1</b>			
<b>55,255</b>	Gross square feet		
<b>6.7</b>	Acres		
<b>3</b>	Office employees		
<b>24</b>	Field employees		
<b>\$276,000</b>	Estimated cost to operate & maintain		
<b>\$8.3M</b>	Estimated cost of needed repairs & systems renewal over next 10 years		
<b>CCHD District 2</b>			
<b>80,397</b>	Gross square feet		
<b>5.75</b>	Acres		
<b>5</b>	Office employees		
<b>24</b>	Field employees		
<b>\$401,000</b>	Estimated cost to operate & maintain		
<b>\$7.3M</b>	Estimated cost of needed repairs & systems renewal over next 10 years		
<b>CCHD District 3</b>		<b>CCHD District 4</b>	
<b>43,262</b>	Gross square feet	<b>80,165</b>	Gross square feet
<b>3.7</b>	Acres	<b>19</b>	Acres
<b>18</b>	Office employees	<b>2</b>	Office employees
<b>10</b>	Field employees	<b>29</b>	Field employees
<b>\$216,000</b>	Estimated cost to operate & maintain	<b>\$400,000</b>	Estimated cost to operate & maintain
<b>\$10M</b>	Estimated cost of needed repairs & systems renewal over next 10 years	<b>\$14.3M</b>	Estimated cost of needed repairs & systems renewal over next 10 years
		<b>CCHD District 5</b>	
		<b>75,849</b>	Gross square feet
		<b>10</b>	Acres
		<b>5</b>	Office employees
		<b>25</b>	Field employees
		<b>\$378,000</b>	Estimated cost to operate & maintain
		<b>\$8.9M</b>	Estimated cost of needed repairs & systems renewal over next 10 years



## Executive Summary

# Highway Department

Fully Realized Real Estate

## 1. District 1 - Consider Moving if the Land & Subsidies Are Sufficient



CCHD Maintenance Facility: District 1

2325 N. Meacham Rd.  
Schaumburg, IL 60173

- **\$13.7M** = new facility estimated cost
- **\$4.3M** = deferred maintenance avoided by building new
- If property could be sold for **\$10M**, County would break even.
- Since the high end of land value is **\$8M**, a \$2M subsidy is needed to break even.

## 2. District 3 - Sell & Consolidate



CCHD Maintenance Facility: District 3

901 W. 26<sup>th</sup> St.  
LaGrange Park, IL 60526

- District 3 can be serviced from adjacent districts.
- Consolidation would cost \$1.1M but save **\$2.3M in OPEX** and **\$6M in deferred maintenance**.
- Combined with land value of \$750,000, **net savings are \$5.9M**.



# Highway Department

Fully Realized Real Estate

## 3. Relocate Sheriff's Impound to District 4's Excess Land & Office Space



CCHD Maintenance Facility: District 4

8900 W. 135<sup>th</sup> St.  
Orland Park, IL 60462

- Sheriff's impound function can be accommodated at District 4.
- Consolidation would cost \$1.8M but would save **\$1M in deferred maintenance.**
- Combined with land value of \$2.1M to \$4.9M, **net savings are \$1.1M to \$3.9M.**

## 4. District 5 - Maximize Office Space Use



CCHD Maintenance Facility: District 5

13600 S. Ashland Ave.  
Riverdale, IL 60827

- District 5 has 8,000 SF of available office space that can accommodate additional Highways Department staff

## Executive Summary

# Highway Department

Fully Realized Real Estate

## Estimated Costs and Timeline

Scenario	DISTRICT 1		DISTRICT 3		SHERIFF'S IMPOUND	
	Status Quo	Sell & Build New	Status Quo	Sell & Consolidate	Status Quo	Relocate to District 4
OPEX - 20yrs	\$7.4M	\$7.4M	\$5.8M	\$3.2M	\$1.0M	\$1.0M
Sales proceeds	\$0.00M	\$4.0M	\$0.0M	\$0.7M	\$0.0M	\$2.1M
Deferred maintenance or capital reserve	\$4.3M	\$1.7M	\$0.5M	\$0.0M	\$0.1M	\$0.0M
Construction costs	\$0.0M	\$13.7M	\$0.0M	\$1.1M	\$0.0M	\$1.8M
Total upfront or capital costs	\$4.3M	\$11.4M	\$0.5M	\$0.3M	\$0.1M	-\$0.3M
Total cash costs - 20yrs	\$12.9M	\$18.8M	\$12.7M	\$3.2M	\$2.2M	\$0.7M
<b>Cash savings over Status quo - low (20yr)</b>	<b>NA</b>	<b>-\$6.0M</b>	<b>NA</b>	<b>\$9.5M</b>	<b>NA</b>	<b>\$1.4M</b>
<b>Cash savings over Status quo - high (20yr)</b>	<b>NA</b>	<b>-\$2.0M</b>	<b>NA</b>	<b>\$10.4M</b>	<b>NA</b>	<b>\$4.3M</b>
<b>NPV savings over Status quo - low (20yr)</b>	<b>NA</b>	<b>-\$6.9M</b>	<b>NA</b>	<b>\$5.9M</b>	<b>NA</b>	<b>\$1.1M</b>
<b>NPV savings over Status quo - low (20yr)</b>	<b>NA</b>	<b>-\$2.9M</b>	<b>NA</b>	<b>\$6.8M</b>	<b>NA</b>	<b>\$3.9M</b>

IMPLEMENTATION STEP	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
	01	02	03	04	01	02	03	04	01	02	03	04	01	02	03	04	01	02	03	04
Impound and District 3 programming	█																			
Design District #4 upgrade & District #3 space			█																	
Construct District #4 upgrade & District #3 space				█																
Appraisals/Property RFPs			█	█																
Sell sites/properties				█	█															



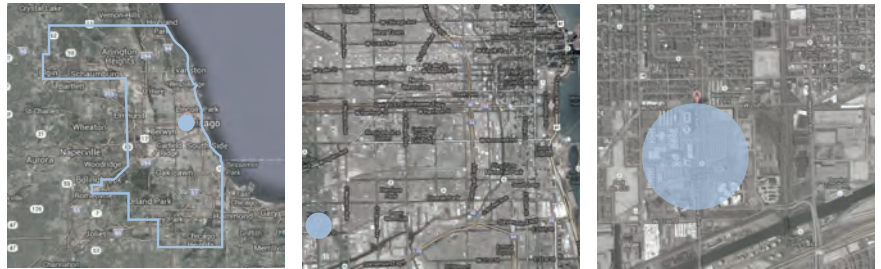
# Public Safety - Department of Correction 26<sup>th</sup> and California Campus

## Systematic Replacement

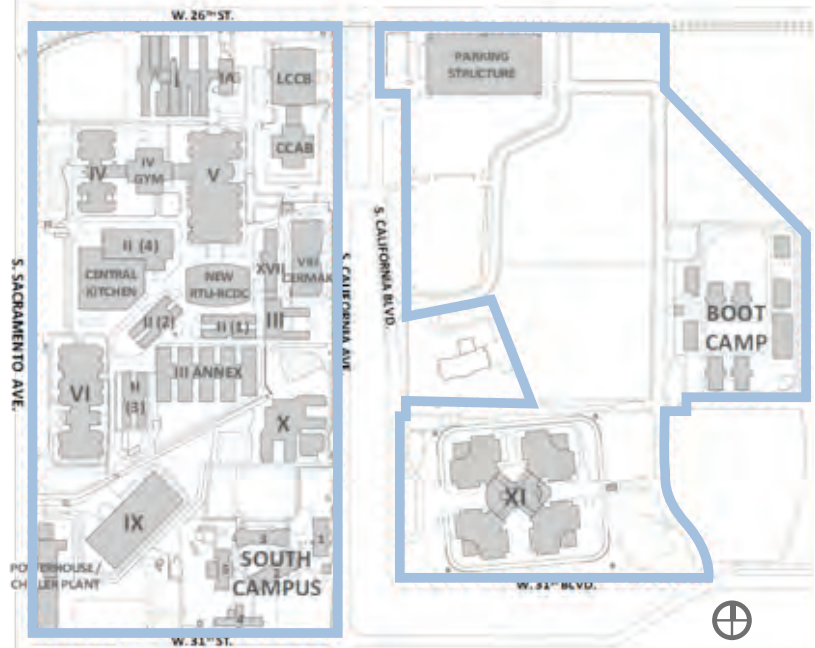
Buildings on the Department of Corrections' 26<sup>th</sup> and California campus are old, inefficient, and expensive to operate. By beginning **systematic demolition and rebuilding** of the most deficient DOC buildings, the County can build modern facilities to meet current detention standards in a more efficient and cost-effective manner.

KEY FIGURES	
<b>3.9M</b>	Gross square feet
<b>67</b>	Buildings
<b>96</b>	Acres
<b>\$30M</b>	Estimated annual cost to operate and maintain Campus
<b>\$749M</b>	Current deferred maintenance campus wide, growing to more than \$1.1 billion over 15 years

2700 South California Avenue, Chicago, IL 60608



MAJOR REAL ESTATE DRIVERS	
1.	Compliance with federal orders and mandates
2.	Reclassification of non-violent prisoners
3.	New RTU-RCDC add of 979 new beds
4.	Innovative alternative programs to reduce jail populations
5.	Time to trial



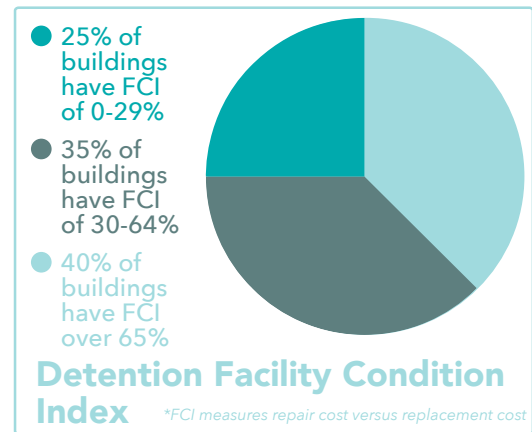
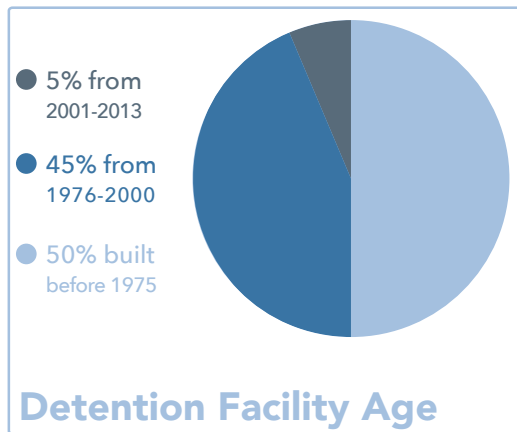
Department of Corrections 26<sup>th</sup> and California Campus site plan

# Public Safety - Department of Correction 26<sup>th</sup> and California Campus

Systematic Replacement

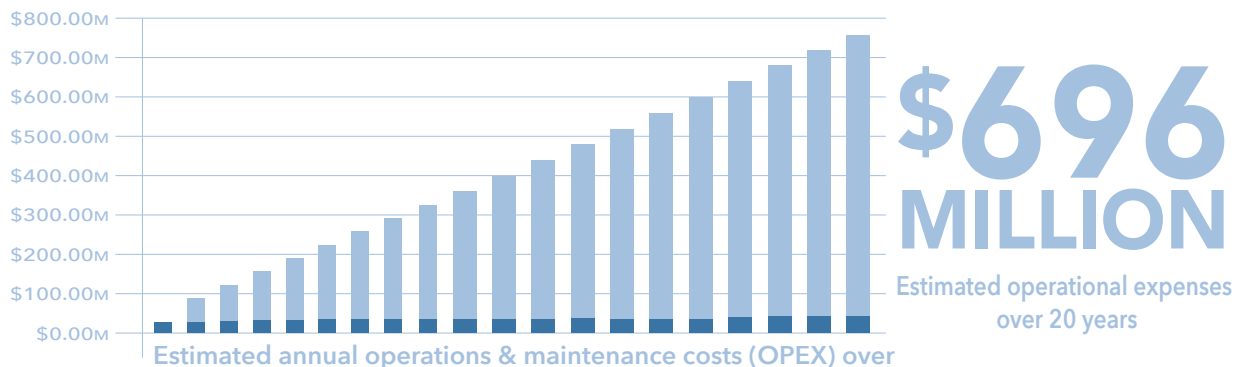
## 1. Age and Condition

The detention facilities on the DOC campus are on average over 42 years old with an average Facility Condition Index of 46%. Buildings with an FCI higher than 65% should be considered for major renovation or replacement. Review of the County's detention facilities reveal that there are a significant portion of building that are old and require substantial repairs.



## 2. Expensive to Operate

As currently estimated the County spends more than \$28 million in building operations at the Campus.





# Public Safety - Department of Correction 26<sup>th</sup> and California Campus

## Systematic Replacement

### 3. Functional Adequacy

Primary detention facilities are graded based on their suitability for purpose functional adequacy based on typical correction facility criteria. Multiple buildings are identified as inadequate based on current standards.

CRITERIA	Division 1	Division 2	Division 3	Division 3 Annex	Division 4	Division 5	Division 6	Division 7	Division 8	Division 9	Division 10	Division 11	Division 17
	D+ GPA	D- 0.9	C- 1.8	D+ 1.3	C+ 2.5	B- 2.8	B- 2.8			B+ 3.2	B- 2.9	A- 3.8	D+ 1.4
1 Adequate sightlines to dayroom	1	2	3	2	3	4	4	Division 1 Annex (Vacant)	Cermak (Medical)	4	3	4	1
2 Adequate sightlines to cells/beds	1	2	3	2	3	4	4			4	3	4	1
3 Adequate programming space	1	1	1	1	3	3	3			1	3	4	1
4 Overcrowding can be accommodated	0	0	1	0	2	2	2			2	2	4	3
5 Adaptable housing units	1	0	2	1	2	3	3			3	3	3	0
6 Meets current operations	3	1	3	2	3	3	3			4	3	4	1
7 Access to recreation	3	0	0	0	2	3	3			4	3	4	1
8 ADA acceptable housing unit	0	0	1	1	2	1	1			3	3	4	1
9 Staff efficient housing	3	3	2	2	2	2	2			2	2	3	2
10 Adequate physical security	2	1	2	2	3	3	3			4	3	4	3
11 Operational flexibility	1	0	2	1	3	3	3			4	4	4	1

A = 4, B = 3, C = 2, D = 1, F = 0

### 4. Targeted and Systematic Approach to Rebuilding

Multiple buildings on the DOC Campus are highlighted based on age, geography, facility condition, functional grade and could be consolidated for replacement.

FACILITY	YEAR BUILT	GSF	BEDS	SF/BED	10-YR FCI	BLDG FUNCT. GRADE
Division I	1929	344,268	1,250	275	79%	D+
Division II, Dorm 1	1955	54,484	384	142	52%	D-
Division II, Dorm 2	1955	54,741	464	118	51%	D-
Division II, Dorm 3	1958	54,717	428	128	51%	D-
Division II, Dorm 4	1972	45,203	684	66	87%	D-
Division III	1973	81,511	360	226	90%	C-
Division III Annex	1985	78,023	434	180	83%	D+
Division XVII (Old Cermak)	1958	54,309	160	339	81%	D+
		<b>767,256</b>	<b>4,164</b>			

# Public Safety - Department of Correction 26<sup>th</sup> and California Campus

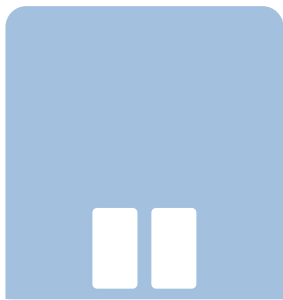
Systematic Replacement

**Finding:** The jail facilities are, on the whole, older, require more capital repairs, and display annual real estate operating costs higher than national peer county benchmarks. Several of the oldest facilities are well beyond their expected lives.

**Recommendation:** Begin a systematic process demolishing and rebuilding facilities versus investing in deteriorating facilities. New, more efficient buildings (efficient in building systems and staffing operations) will ultimately benefit the County.

Example: Identify three buildings in the worst condition, then demolish and rebuild with the following criteria:

- 1) Build right-size facilities
- 2) Build to meet federal requirements
- 3) Improve sheriff's services on site by consolidating three facilities into one



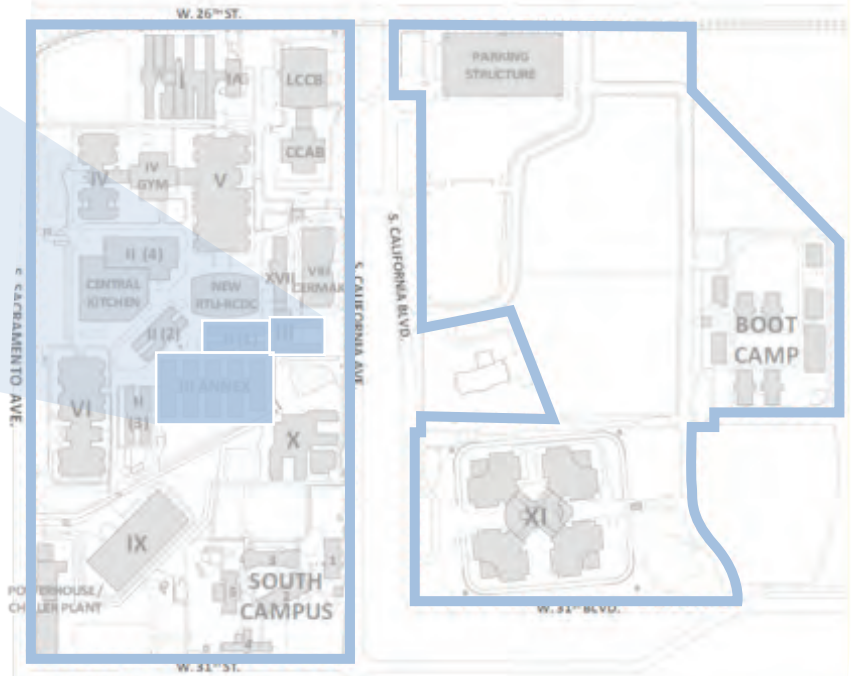
## New Consolidated Replacement Facility

**253,270** GSF

**1,178** Beds

**\$115.79M**

Construction cost





# Public Safety - Department of Correction 26<sup>th</sup> and California Campus

Systematic Replacement

## Estimated Costs

Replacing three facilities with one new facility is not identified as a cost savings to the County. However:

- Consolidation of buildings generates consolidation of operational staffing on site
- One to one replacement of beds versus bed reduction can be considered
- New facilities will meet the federal requirements for detention
- Additional consolidation and rebuilding will need to occur to continue the pathway to a modern and functional DOC detention building system.

SCENARIO	Division II - Dorm I, Division III, and Division III Annex Status Quo	Division II - Dorm I, Division III, and Division III Annex Replace All	Division II - Dorm I, Division III, and Division III Annex Replace 600 Beds
	20-Year Costs	20-Year Costs	20-Year Costs
Bed count	1,178	1,178	600
Square feet	214,018	253,270	129,000
OPEX	\$45.91M	\$39.87M	\$20.31M
Major capital repairs & system renewal - per FCA at 30%	\$45.06M	\$0.00M	\$0.00M
Capital reserves	\$10.00M	\$10.00M	\$6.00M
New construction (inc. demo & site grading)	\$0.00M	\$115.79M	\$59.87M

### Financial Summary - Real Estate Only

Total 20yr cash flows	\$9.14M	\$165.66M	\$86.18M
NPV 7%	\$11.42M	\$141.26M	\$73.32M
Potential cash savings	N/A	(\$156.52M)	(\$77.03M)
NPV savings at 7% discount	N/A	(\$129.84M)	(\$61.90M)

### Financial Summary - With Staffing Included

Operational staffing costs	\$177.90M	\$148.25M	\$84.72M
Total 20yr cash flows with staffing	\$187.05M	\$313.91M	\$170.89M
NPV at 7%	\$101.63M	\$216.44M	\$116.28M
Potential cash savings	N/A	(\$126.87M)	\$16.15M
NPV savings at 7% discount	N/A	(\$114.81M)	(\$14.65M)



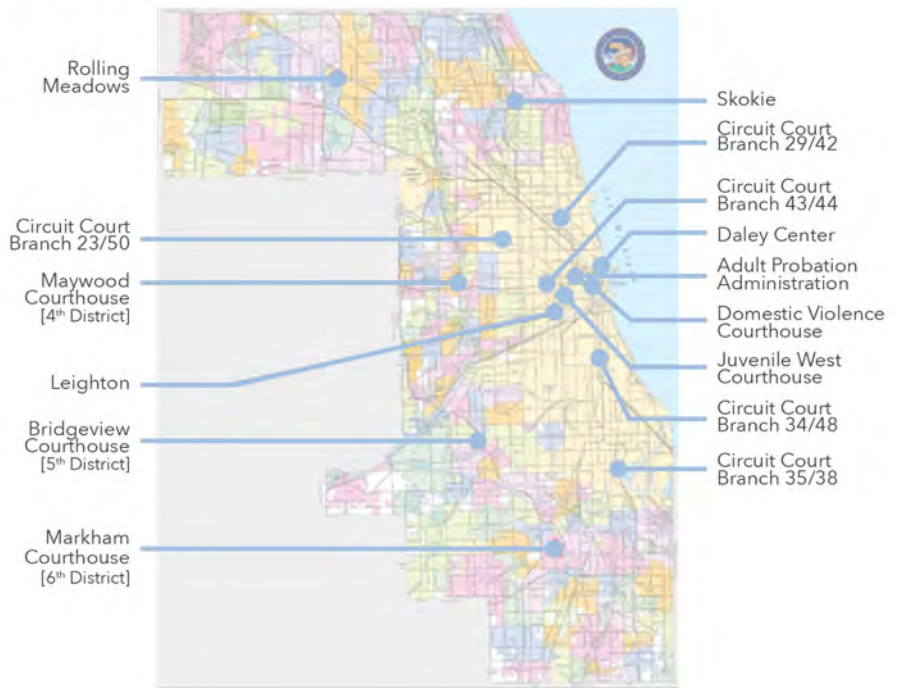
# Public Safety - Courts

Technology and Facility Upgrades to Drive Efficiency

Maximize space use in the Courthouses to enhance both the Courthouse and the Civic Center Function, enhance technology to support court efficiency and prioritize the assets to make effective impact of County investments.

KEY FIGURES	
<b>5.4M</b>	Gross Square Feet (GSF)
<b>2.9M</b>	GSF of Courthouses
<b>22</b>	Total Buildings
<b>9</b>	Courthouses
<b>\$26M</b>	Estimated annual cost to operate & maintain courts
<b>\$518M</b>	Current deferred maintenance, growing to over \$800M

Cook County Courts



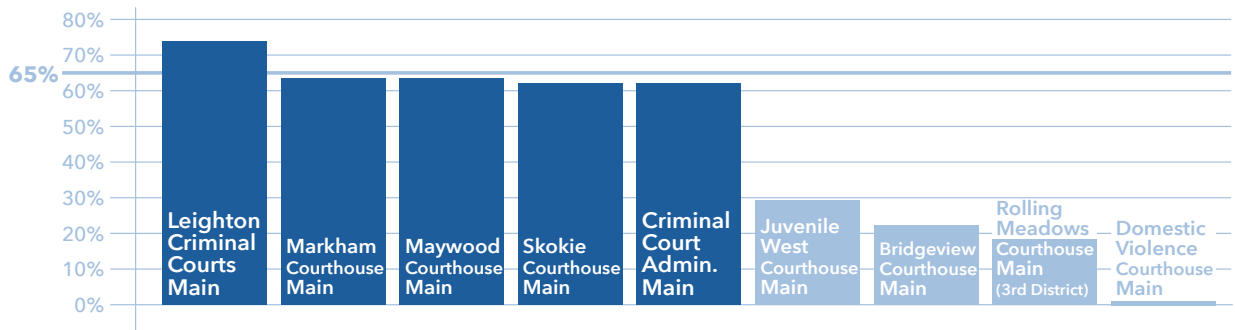


# Public Safety - Courts

Technology and Facility Upgrades to Drive Efficiency

## 1. Facility Condition Index

FCA analysis exhibits the widespread deterioration in conditions and deferred maintenance at the County's court buildings. A number of the County's court buildings are approaching critical point where facility conditions and repair costs are nearly 65% of the rebuilding costs.



## 2. Functional Adequacy

Primary court facilities were graded based on their suitability for purpose functional adequacy based on typical court facilities criteria.

- Multiple buildings are identified as inadequate based on standards
- For all facilities Technology appears as the lowest ranking criteria

CRITERIA	Bridgeview Courthouse (5th District)	Criminal Court Admin. Building	Leighton Criminal Courts	Daley Center	Domestic Violence Courthouse	Juvenile West Courthouse	Markham Courthouse (6th District)	Maywood Courthouse (4th District)	Rolling Meadows Courthouse (3rd District)	Skokie Courthouse (2nd District)
Grade	C+	C+	B-	B-	B+	B-	C+	C-	C+	C
GPA	2.5	2.5	2.6	2.6	3.2	2.6	2.5	1.5	2.5	2.2
Bldg Conditions Adequate for Functional Needs	2.5	2.5	2.5	2	3.5	2.5	2.5	0.5	2.5	2.5
Bldg Conditions Appropriate for Public Image of Courts	2.5	3	3	3	3.5	3	2.5	2	2.5	2.5
Space provides for Operational Flexibility	3	2	2	3	3	3	3	2	3	2
Justice Partners	2	3	3	2	3	3	2	2	2	3
Efficient Use of Overall Building Space	3	3	3.5	4	3.2	3	3	2.5	3	3
Technology	1	1	1.5	1	1.5	1	1	1	1	1
Judge's Safety	2.5	2	1	2.5	3	2	2.5	1	2.5	2
Overall Building Security	2.5	2.5	2.5	2.5	3.5	2.5	2.5	1	2.5	2
Prisoner Circulation and Holding	3	N/A	4	3	4	3	3	1	3	1
Accessibility	2	2	2	3	4	2	2	2	2	1
Parking	2.8	3	3	N/A	2.5	3	2.8	1	2.8	2.8

A = 4, B = 3, C = 2, D = 1, F = 0

# Public Safety - Courts

Technology and Facility Upgrades to Drive Efficiency

## 3. Courthouse AND Civic Center

Each Courthouse houses a combination of users making the facility both Courthouse and Civic Center. These facilities address the community needs of the County constituents as well as being a location for judicial process.

### CORE COURT FUNCTIONS

#### Court Set

Judiciary

#### Essential Court Administration

Adult Probation • Clerk of the Circuit Court  
 • Office of the Clerk • Court Services Division  
 Administrative • Forensic Clinical Services •  
 Juvenile Probation & Court Services • Office of  
 the Chief Judge • Court Reporters • Interpreters  
 • Jury Administration • Office of the Clerk of  
 the Court • Public Defender • Public Guardian  
 • Social Service • State’s Attorney

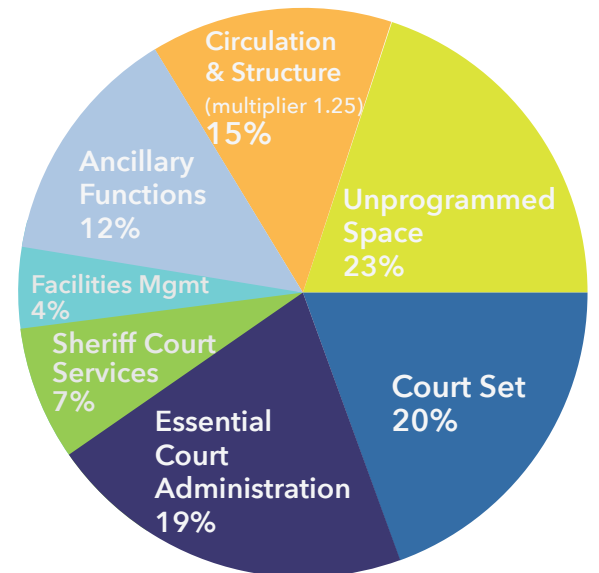
#### Facilities Management

Custodian • Facilities Management

#### Sheriff Court Services

Court Services Division • Courtroom  
 Attendees & Holding

EXAMPLE: MARKHAM COURTHOUSE  
(6<sup>TH</sup> DISTRICT)



### ANCILLARY FUNCTIONS

Animal Control • Board of Review • Building & Zoning • Children’s Waiting Room  
 • Clerk of the Court Child Support Enforcement • County Assessor  
 • County Clerk • Department of Administrative Hearings • Environmental Control  
 • Law Library • Police Department • Public Health • Public Health IDHS Supplemental Nutrition WIC  
 • Recorder of Deeds • Re-entry & Diversion Programs • Sheriff’s Women’s Justice Program  
 • State’s Attorney Child Support Enforcement • Tenant - Government Use • Tenant - Private Use  
 • Tenant - Related Private Use • Vacant • Vital Statistics



## Public Safety - Courts

Technology and Facility Upgrades to Drive Efficiency

**Finding:** Overall the County's courthouses currently function to meet both the needs of the court and the civic functions for the citizens of the county. However, attention to these buildings is required before the facility condition index increase dictates replacement and the buildings functionally obsolete to meet their intended goals.

**Recommendation:** Maximize Space use in the Courthouses to enhance both the Courthouse and the Civic Center function, enhance technology to support court efficiency and prioritize the assets to make effective impact of County investments.

### Prioritize the assets to make effective impact in investments:

- 1) Upgrade technology
- 2) Capital Funding Priorities
  - a. Leighton
  - b. Maywood
  - c. Markham
  - d. Skokie
- 3) Consolidate Regional Courthouses distributing case load and maintaining courtrooms. Develop a more efficient and modern regional courthouse.

### Prior to Consolidation:

- Review need and demand for current services at this location
- Identify right size of the courthouse
- Assess caseload and court demand
- Consolidate needed civic services
- Complete comprehensive site review, access, parking and building location

**Option A:** Status Quo- 5 Courthouses

**Option B:** 4 Courthouses - Close Two Existing District Courthouses and Construct A Single New District Courthouse, Distributing Caseload as Necessary

**Option C:** 4 Courthouses Close One Existing District Courthouses, Distributing Caseload as Necessary

## Executive Summary

# Public Safety - Courts

Technology and Facility Upgrades to Drive Efficiency

## Estimated Cost

SCENARIO	A: Operate all 5 District Courthouses As-Is Status Quo	B: Close 2 Existing District Courthouses; Construct New Single District Courthouse Consolidation	C: Close 1 Existing District Courthouse Closure
	20-Year Costs	20-Year Costs	20-Year Costs
Total number of district courthouses in court system	5	4	4
Total number of courtrooms in court system	333	324	315
Percent change, total number of courtrooms in court system		-(2.70%)	-(5.41%)
OPEX	\$337.86M	\$270.40M	\$270.29M
Estimated cost of repairs & system renewals required to obtain target Facility Condition Index (FCI) of 30% within next 10 yrs at existing or remaining courthouses	\$247.95M	\$148.77M	\$198.36M
Construct new district courthouse		\$205.28M	
Capital reserve for minor repairs for new construction		\$16.42M	
Costs related to vacating & making preparations to dispose of existing courthouse		\$16.99M	\$8.50M
Net of marketing/commissions costs & land disposition proceeds		\$0M	\$0M
Estimated cost of outstanding bond defeasance		To be determined	To be determined
<b>Total cost to Cook County over specified time period</b>	<b>\$585.81M</b>	<b>\$657.86M</b>	<b>\$477.14M</b>
Potential cash savings: comparison of Scenario A		-\$72.05M	\$108.66M
Potential savings at 7% discount: comparison to Scenario B		-\$84.68M	\$61.29M



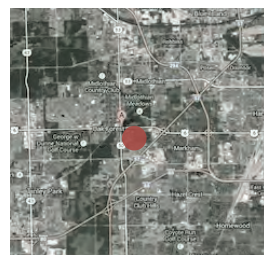
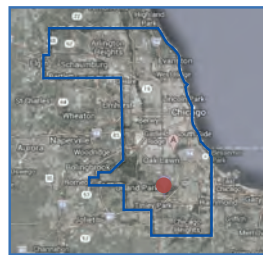
# Oak Forest Health Center Campus

Consolidate Uses and Decommission Excess Buildings and Land Use

Oak Forest Health Center Campus is vastly underutilized; its buildings are expensive to operate and are generally in need of costly repairs; and the majority of the buildings are far older than is recommended by current healthcare design standards.

15900 S. Cicero Ave. Oak Forest, IL 60452

KEY FIGURES	
<b>1.1M</b>	Gross square feet
<b>53</b>	Buildings
<b>176</b>	Acres
<b>\$13.96M</b>	Amount budgeted in 2012 to operate and maintain Campus
<b>\$287M</b>	Observed deferred maintenance
<b>\$129M</b>	Likely capital expenditures over next 20 years



CURRENT USE PROFILE
CCHHS: Patient Care
CCHHS: Administrative & Active Storage
CCHHS: Mail-Order Pharmacy
Dept. of Public Health
Clerk of the Circuit Court
Office of the Sheriff
Dept of Homeland Security
Non-County Entities
Central Plant, Utilities



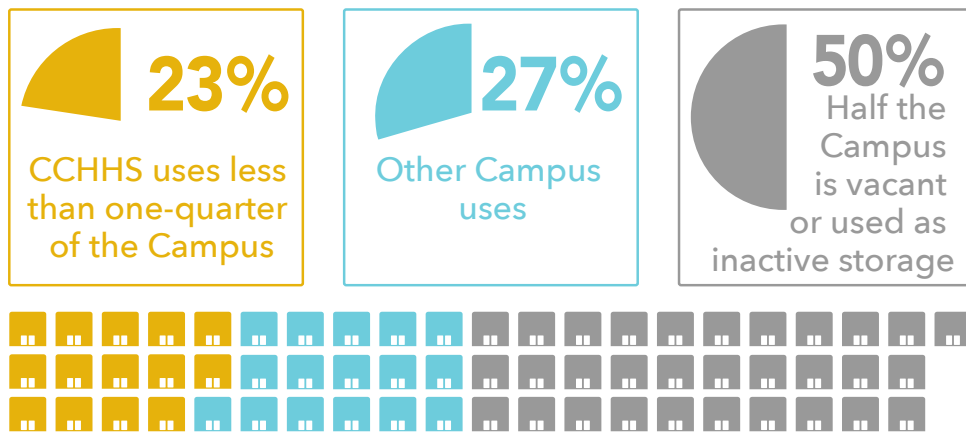
Oak Forest Health Center Campus site plan

# Oak Forest Health Center Campus

Consolidate Uses and Decommission Excess Buildings and Land Use

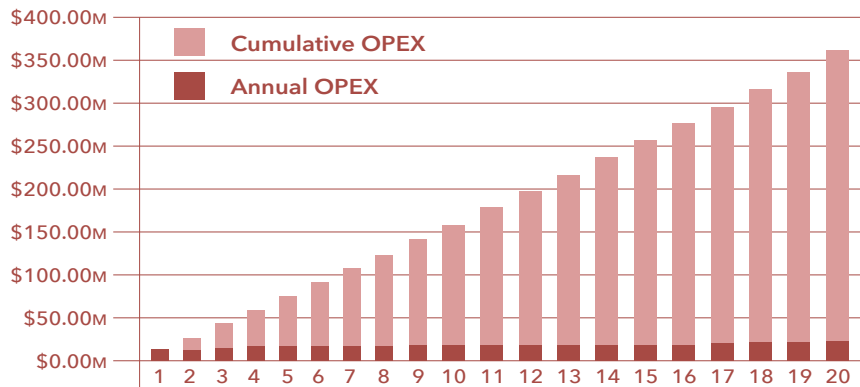
## 1. Underutilized

Oak Forest Health Center Campus is vastly underutilized. Occupied areas are used inefficiently. CCHHS' operations are spread over six different buildings and other County space users occupy more space than needed.



## 2. Expensive to Operate

The Campus is expensive to operate and maintain because of the large site and number and age of the buildings.



Estimated annual operations & maintenance costs (OPEX) over next 20 years based on continued as-is operation of Campus

**\$353 MILLION**  
 Estimated operational expenses over 20 years



# Oak Forest Health Center Campus

Consolidate Uses and Decommission Excess Buildings and Land Use

## 3. Costly Repairs Needed

The buildings comprising the Oak Forest Health Center Campus are generally in need of costly repairs because of the large number and age of the structures.

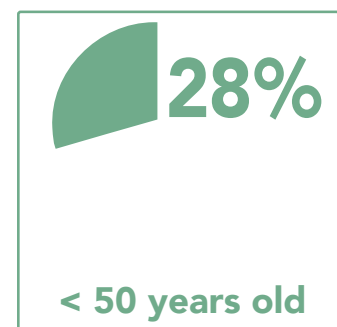
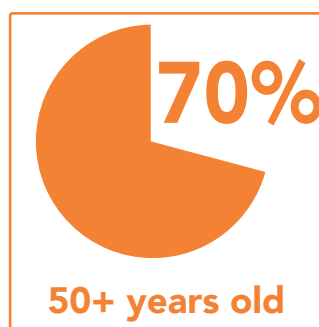
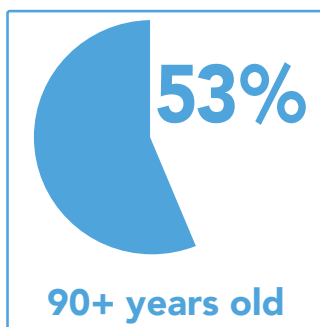
Uniformat	System Description	Unit Price	UoM	Lifes	Install Year	Call Next Renewal	Next Renewal	RSL #	RSL%	DCR	FCPS	Current Repair Amt.	Current Replacement Amt.
A1010	Standard Foundations	\$3.30	S.F.	1910	NR						0.00	\$0	\$360,037
A1030	Slab on Grade	\$3.14	S.F.	1910	NR						0.00	\$0	\$342,330
A2010	Basement Excav	\$0.11	S.F.	1910	NR						0.00	\$0	\$11,604
A2020	Basement Walls	\$	S.F.	1910	NR						0.21	\$34,183	\$180,836
B1010	Floor Construction	\$28.23	S.F.	1910	NR						0.00	\$0	\$3,075,069
B1020	Roof Construction	\$11.39	S.F.	1910	NR						0.00	\$0	\$1,240,947
B2010	Exterior Walls	\$28.07	S.F.	1910	NR						0.01	\$40,944	\$2,041,830
B2020	Exterior Window	\$3.22	S.F.	1986	NR			14	35.00		0.00	\$0	\$351,184
B2030	Exterior Doors	\$0.84	S.F.	1986	NR			14	35.00		0.00	\$0	\$69,351
B3010	Roof Coverings	\$3.53	S.F.	1986	NR			0	0		1	\$437,442	\$385,121
C1010	Partitions	\$17.29	S.F.	1986	NR			14	35.00		0.00	\$0	\$1,884,291
C1020	Interior Doors	\$25.07	S.F.	80	1986	2019		4	38.53		0.00	\$0	\$2,732,739
C1030	Fittings	\$3.33	S.F.	20	1986	2006		4	0.00		1	\$214,698	\$180,018
C2010	Stair Construct	\$7.83	S.F.	75	1986	2055		2	37.33		0.00	\$0	\$283,308
C3010	Wall Finishes	\$4.33	S.F.	15	1986	2001		0	39.00		1	\$1,847,814	\$1,549,339
C3020	Floor Finishes	\$6.33	S.F.	15	1986	2001		0	39.00		1	\$2,474,143	\$1,980,203
C3030	Ceiling Finishes	\$2.53	S.F.	20	1986	2006		0	0.00		1	\$1,720,101	\$1,375,098
D1010	Elevators and L	\$5.13	S.F.	15	1986	2001		0	13.33		0.00	\$0	\$677,959
D1090	Other Conve	\$0.65	S.F.	40	1986	2026		14	35.00		0.00	\$0	\$70,627

Estimate of likely capital expenditures over 20 years

**\$129 MILLION**

## 4. Buildings No Longer Suitable for Desired Use

Current best practice healthcare design does not recommend locating patient care services in buildings more than 50 years old.



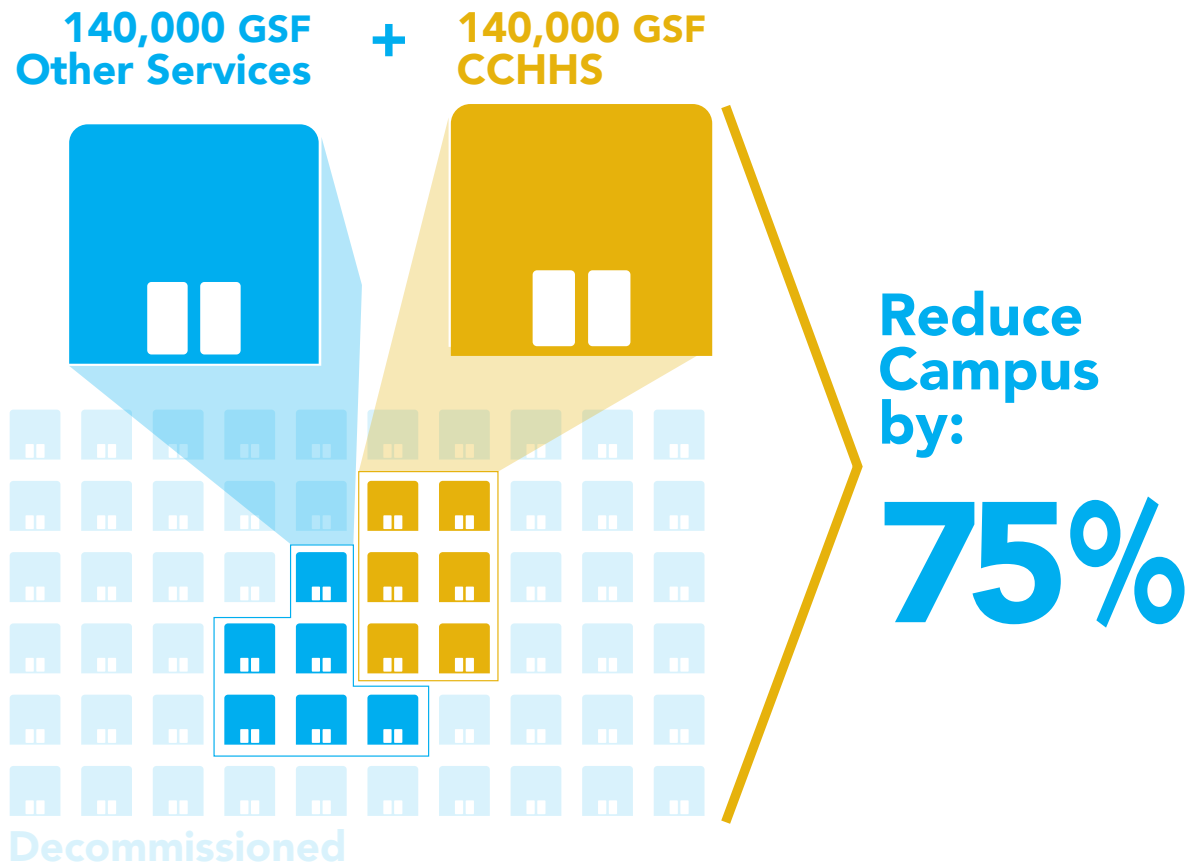


## Oak Forest Health Center Campus

Consolidate Uses and Decommission Excess Buildings and Land Use

**Finding:** The Campus is not returning fair value to the County: it is too big, its buildings are too old and inefficient, and its costs too high for the services provided.

**Recommendation:** Reduce the Campus from 1.1M GSF to approximately 280,000 GSF with new, right-sized and efficient buildings that provide improved services and are less costly to operate.





# Oak Forest Health Center Campus

Consolidate Uses and Decommission Excess Buildings and Land Use

Estimated Costs and Timeline	Estimated Cost To: Continue To Operate Campus As-is	Estimated Cost To: Consolidate Uses & Decommission Excess Buildings & Land
	20-Year Costs	20-Year Costs
Estimated costs to operate & maintain campus ("OPEX")	\$352.95M	\$136.05M
Estimated cost of repairs & system renewals required to obtain target Facility Condition Index ("FCI") of 50% within next 10 years	\$129.34M	\$0.0M
Construct new 140,000 SF CCHHS outpatient facility		\$72.10M
Construct new 140,000 SF multi-use & homeland security facility		\$21.0M
Associated soft & hard costs relative to campus transformation		\$47.12M
Land disposition costs		\$0.48M
Estimated cost of outstanding bond defeasance		To be determined
<b>Total Estimated cost to county over specified time period</b>	<b>\$482.29M</b>	<b>\$276.76M</b>
<b>Potential cash savings: Comparison of Scenario 1 To Scenario 2</b>		<b>\$205.53M</b>
<b>Potential savings at 7% discount: Comparison of Scenario 1 To Scenario 2</b>		<b>\$77.24M</b>

IMPLEMENTATION STEP	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
	01	02	03	04	01	02	03	04	01	02	03	04	01	02	03	04	01	02	03	04
CCCHHS programming																				
Non-CCCHHS programming																				
Records/Storage purge																				
Environmental studies																				
Gauge interest in property																				
Community engagement																				
Engage capital markets																				
Design CCCHHS facility																				
Design non-CCCHHS facility																				
Construct CCCHHS facility																				
Construct non-CCCHHS facility																				
Abate & demolish bldgs																				
Appraisal/Market property																				
Sell buildings/ropery																				

## Executive Summary

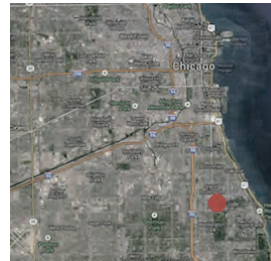
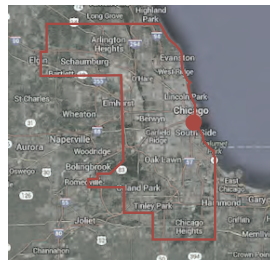
# Provident Hospital and Related Facilities

Repurpose to Serve More Effectively and Efficiently

Provident Hospital is twice as large as currently needed to serve its community. The campus itself is expensive to operate and will require significant capital investment in the coming years to repair and replace outdated systems.

500 E. 51<sup>st</sup> St., Chicago, IL 60615

KEY FIGURES	
<b>604,000</b>	Gross Square Feet
<b>4</b>	Buildings
<b>96</b>	Acres
<b>\$7.68M</b>	Amount budgeted in 2012 to operate & maintain campus
<b>\$138M</b>	Observed deferred maintenance
<b>\$103M</b>	Likely capital expenditures over next 20 years



CURRENT USE PROFILE
Cardiac Diagnostics
Clinical Outpatient Services
Diagnostics/Imaging
Emergency
Laboratories
Medical/Surgical Nursing Unit (25 Beds Active)
Pharmacy
Surgery
Administrative
Central Sterile
Doctor's Offices
Food Service
Mechanical
Misc. Medical
Orthopedics & Rehabilitation (PT/OT)



Provident Hospital and Related Facilities Campus site plan



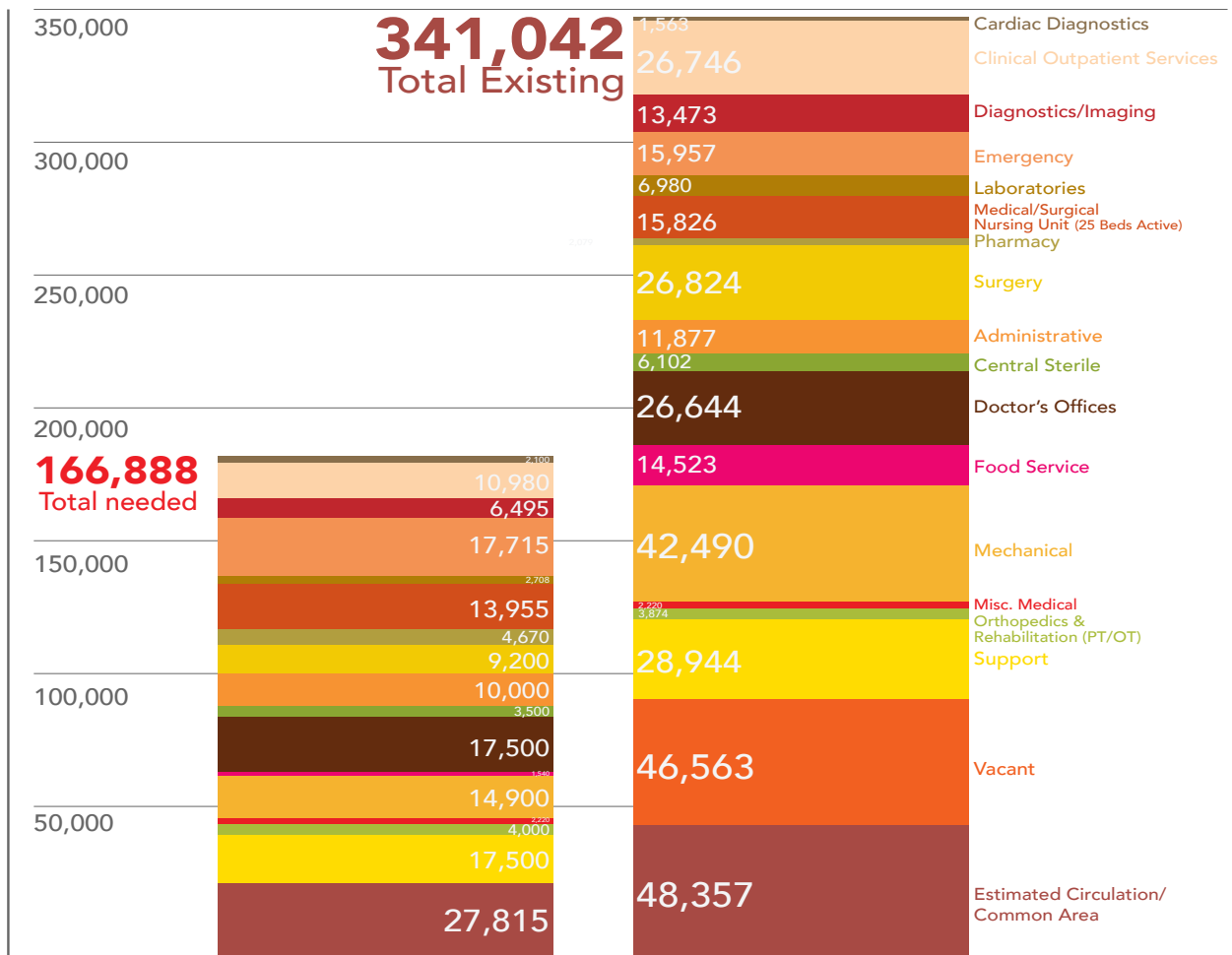


# Provident Hospital and Related Facilities

Repurpose to Serve More Effectively and Efficiently

## 1. Underutilized

Provident Hospital is, on the whole, significantly underutilized. Based on recent patient volumes and national healthcare benchmarking, Provident Hospital is twice as big as necessary. The Provident Hospital campus also includes a 10,000 GSF vacant building (the former Sengstacke Clinic) and a highly underutilized garage.

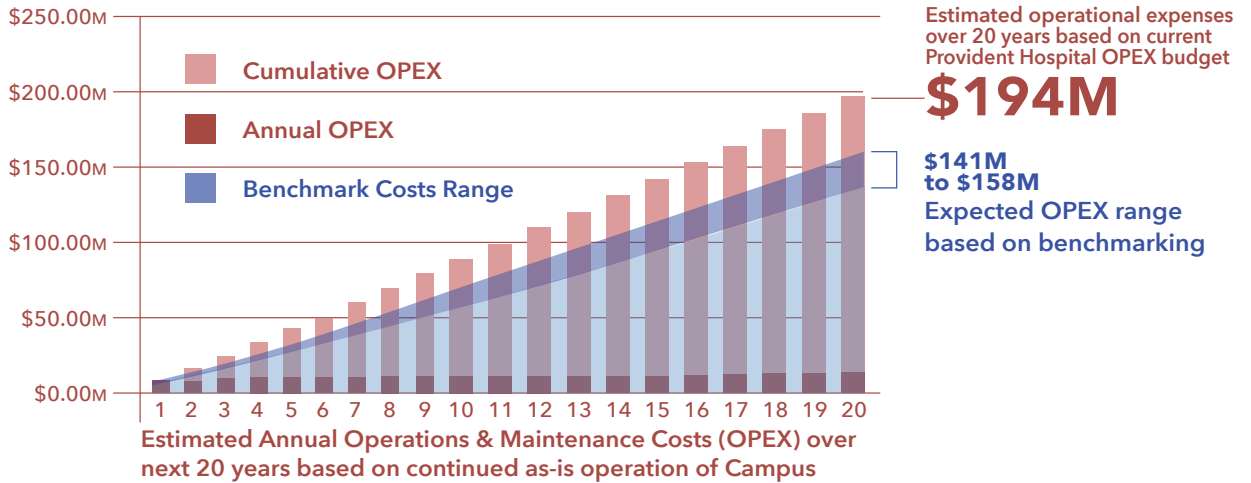


# Provident Hospital and Related Facilities

Repurpose to Serve More Effectively and Efficiently

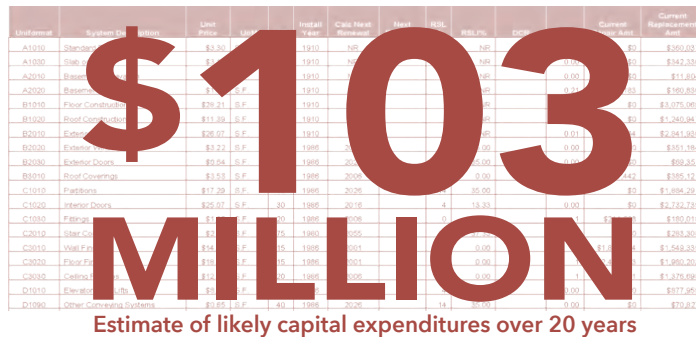
## 2. Expensive to Operate

Even though Provident Hospital is underutilized, it is still more expensive to operate and maintain than equivalently sized benchmarked facilities.



## 3. Costly Repairs Needed in the Future

Provident Hospital was renovated and re-opened by the County in 1993. It is now 20 years since that major renovation and major building components and systems are approaching the limits of their useful life. Many of those components and systems will require replacement or significant upgrades over the next decade.



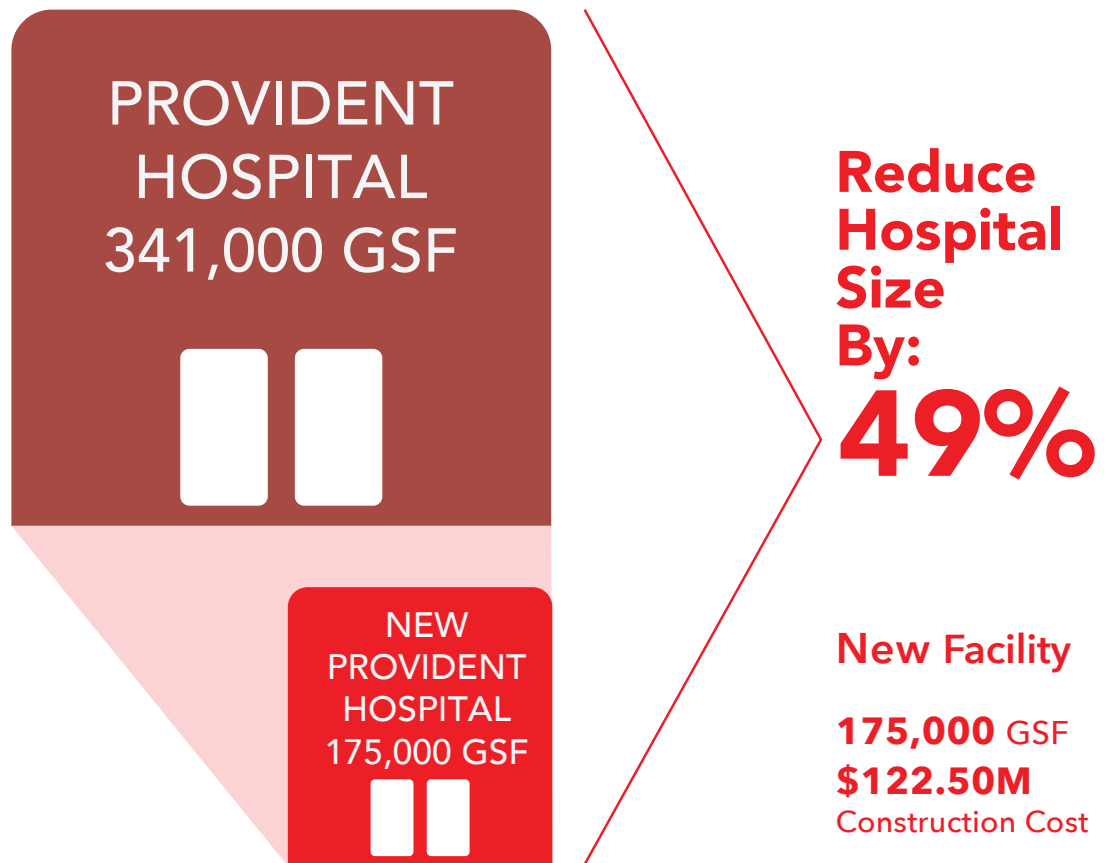


## Provident Hospital and Related Facilities

Repurpose to Serve More Effectively and Efficiently

**Finding:** Provident Hospital is much larger than needed, costs more to operate than it should and will require significant capital re-investment over the next twenty years simply to maintain the status quo.

**Recommendation:** Replace Provident Hospital with a new 175,000 GSF facility that will provide improved and more efficient service to its community.



# Provident Hospital and Related Facilities

Repurpose to Serve More Effectively and Efficiently

## Estimated Cost and Timeline

	Scenario 1: Estimated Cost To Continue To Operate Hospital & Related Facilities As-is	Scenario 2: Estimated Cost To Re-purpose To Serve More Effectively & Efficiently
	20-Year Costs	20-Year Costs
Estimated costs to operate & maintain Hospital & related facilities ("OPEX")	\$194.06M	\$77.94M
Estimated cost of repairs & system renewals required to obtain Target facility condition index ("FCI") of 50% within next 10 years	\$103.47M	\$0.00M
Construct new 175,000 SF CCHHS facility		\$122.50M
Other associated soft & hard costs relative to Campus transformation		\$42.05M
Net land disposition costs/proceeds		Assume land banking
Estimated cost of outstanding bond defeasance		To be determined
<b>Total estimated cost to county over specified time period</b>	<b>\$297.54M</b>	<b>\$242.48M</b>
<b>Potential cash savings: Comparison of Scenario 1 to Scenario 2</b>		<b>\$55.06M</b>
<b>Potential savings at 7% discount: Comparison of Scenario 1 to Scenario 2</b>		<b>-\$3.78M</b>

IMPLEMENTATION STEP	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
	01	02	03	04	01	02	03	04	01	02	03	04	01	02	03	04	01	02	03	04
CCCHHS programming	█																			
Community engagement			█	█	█	█														
Engage capital markets			█	█																
Design CCCHHS facility					█	█	█	█												
Construct CCCHHS facility									█	█	█	█	█	█	█	█				
Abate and demolish hospital																	█	█	█	█



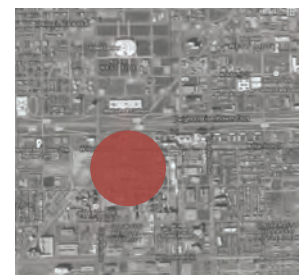
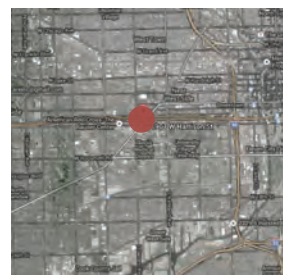
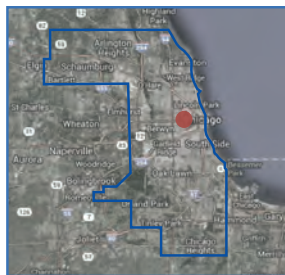
# John H. Stroger Jr. Hospital Campus

## Transform for the Future

The hospital itself is in good condition, but several of the other buildings on the Campus require transformation.

KEY FIGURES	
<b>2.7M</b>	Gross square feet
<b>8</b>	Buildings
<b>\$43.72M</b>	Amount budgeted in 2012 to operate and maintain Campus
<b>\$136M</b>	Observed deferred maintenance
<b>\$229M</b>	Likely capital expenditures over next 20 years

1901 W. Harrison St. Chicago, IL 60612



BUILDINGS	
1.	John H. Stroger Jr. Hospital
2.	CCHHS Administrative Building
3.	Hektoen Building
4.	Durand Building
5.	Fantus Health Center
6.	Former Cook County Hospital
7.	Parking structure
8.	JHS power plant (not marked)



John H. Stroger Jr. Campus site plan





# John H. Stroger Jr. Hospital Campus

Transform for the Future

## 1. Not Keeping Pace with Changing Healthcare

Several Campus facilities are now inefficient and/or ineffective:



### Fantus Health Center

- Building is functionally obsolete
- Building is significantly oversized for the type and number of procedures performed as compared to more modern, better planned facilities



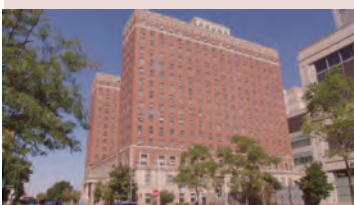
### Durand Building

- Building is vacant and there is no current CCHHS plan or need for its use



### Hektoen Building

- Building is highly inefficient. Only 60% of the building's footage is useable space



### CCHHS Administration Building

- Building requires \$20 - \$25M to repair existing City of Chicago building violations
- Building's conversion from a nurse's dormitory to office use is inefficient



### Campus Parking Garage

- Lack of parking on Campus is presenting problems for patients and staff alike



# John H. Stroger Jr. Hospital Campus

Transform for the Future

## 2. Lack of Adaptability

CountyCare is helping to transform CCHHS into a patient-centered continuum of care. Many of the Campus' legacy buildings cannot be adapted to support this transformation. They cost millions of dollars each year to repair and operate.



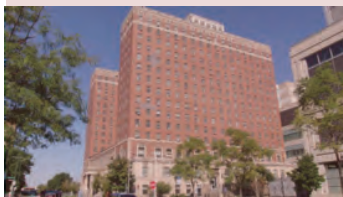
Fantus Health Center



Durand Building [currently vacant]



Hektoen Building



CCHHS Administration Building



20 YR Estimated OPEX

20 YR Estimate of likely capital expenditure

Estimated 20-year total costs to operate and maintain 4 current buildings that don't fit into CCHHS' plans

**\$241 M**  
**TOTAL**

# John H. Stroger Jr. Hospital Campus

Transform for the Future

**Finding:** Several Campus buildings cannot effectively be a part of CCHHS' ongoing transition to a more patient-centered continuum of care.

## Recommendations:

1. Conduct detailed Campus master plan
2. Replace Fantus Health Center with a modern outpatient care facility, reducing the size of this facility from its current 205,000 GSF to 140,000 GSF
3. Demolish and dispose of the Durand and Hektoen Buildings, moving current Hektoen functions into the new Fantus Building
4. Relocate CCHHS Administration Building to one of four options:
  - Developer build to suit (County would lease space)
  - Lease space in an existing developer-owned office building
  - County to build its own office building
  - County to renovate old Cook County Hospital for this purpose
5. Construct new 760 car parking garage



# John H. Stroger Jr. Hospital Campus

Transform for the Future

## Estimated Costs and Timeline

	Estimated Cost To Continue To Operate Campus As-is	Estimated Cost To Create and Operate Transformed Campus
	20-Year Costs	20-Year Costs
Estimated costs to operate & maintain campus ("OPEX")	\$1,015.15M	\$969.40M
Estimated cost of repairs & system renewals required to obtain target facility condition index ("FCI")	\$252.40M	\$160.00M
Construct new 140,000 SF Fantus replacement facility	\$0.00M	\$91.00M
Construct new 760-car parking structure	\$0.00M	\$16.88M
Lease 200,000 SF new CCHHS administrative office space (Incl. OPEX for leased space)	\$0.00M	\$115.00M
Associated project costs for the above	\$0.00M	\$49.73M
<b>Total Estimated cost to County over specified time period</b>	<b>\$1,357.55M</b>	<b>\$1,402.01M</b>
<b>Potential cash savings: Comparison of Scenario 1 To Scenario 2</b>		<b>-\$44.46M</b>
<b>Potential savings at 7% discount: Comparison of Scenario 1 To Scenario 2</b>		<b>-\$53.30M</b>

IMPLEMENTATION STEP	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5				YEAR 6			
	01	02	03	04	01	02	03	04	01	02	03	04	01	02	03	04	01	02	03	04	01	02	03	04
Master planning	█																							
Community engagement																								
Investigate private sector interest/RFPs																								
Engage capital markets																								
Design & construct Fantus replacement health center																								
Design & construct Campus phase II parking garage																								
Demolish and dispose of Hektoen and Durand*																								
Design & relocate CCHHS administrative offices																								

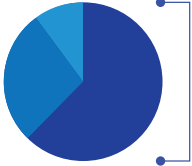
\*Timing depends on whether or not existing Hektoen uses can be moved prior to construction of Fantus Replacement Health Center

# Resources and Tools

Develop Tools for a New Asset Management Department

## Project deliverables

Previously, Cook County did not have a clear and comprehensive inventory of owned and occupied buildings, building conditions, and building occupants. Data compiled establish both the detailed and strategic view of the County's real estate to better plan, combine, and/or prioritize space requests and new capital projects.

	BEFORE	AFTER CCREASRP
<b>Building Drawings</b>	<p>10% of buildings had no documentation</p> <p>27% of drawings in CAD</p> <p>63% of drawings in hard copy</p>	 <p><b>100% of building drawings in CAD</b></p> <ul style="list-style-type: none"> <li>Hard copy drawings translated to CAD</li> <li>Existing CAD drawings</li> <li>No drawings</li> </ul>
<b>Space Use</b>	<p>No comprehensive list of property occupancy</p> <p>No tabulation or calculation of total space usage by department or agency</p>	<p>Floor by floor stacking and blocking diagrams</p> <p>Comprehensive accounting of each agency space use and locations</p>
<b>FCA Facility Condition Assessment</b>	<p>Ad hoc and as needed property condition data</p>	<p>Comprehensive building system inventory and assessment for each County-owned property</p>



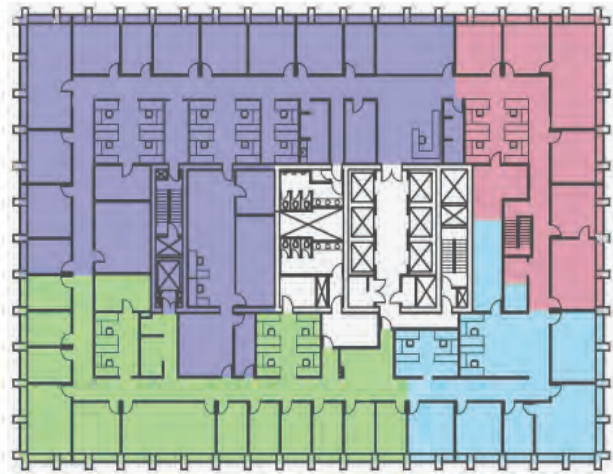
# Resources and Tools

Develop Tools for a New Asset Management Department

## Space Use and Drawings

Created electronic floor plans, space use diagrams and stacking plans for every County property where previously documents were mainly hard copy. Drawings allow for identification of occupancies, adjacencies and space functions.

- Capital Planning & Policy  
7,772 USF
- Office of Economic Development & Real Estate  
2,813 USF
- Human Rights, Ethics & Women  
4,108 USF
- Facilities Management  
2,459 USF

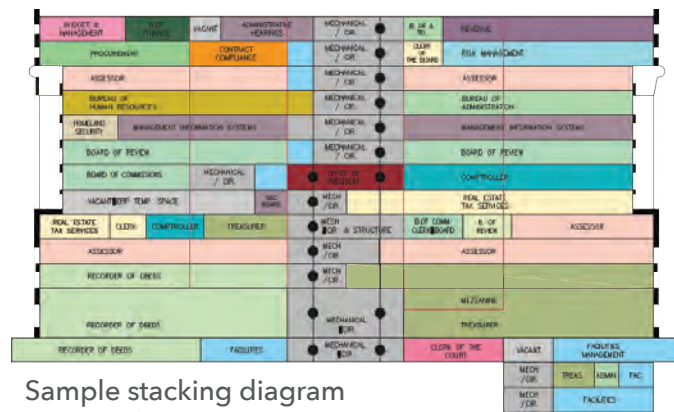


Sample space use diagram  
69 W. Washington Ave. 30<sup>th</sup> floor - existing

### List of Sample SF and Locations

Bureau of Economic Development  
George W. Dunne Administrative Building

FLOOR	DEPARTMENT	USF
29	013 - Planning and Development	15,300
30	027 - Office of Economic Development	1,813
30	027 - Office of Economic Development - Real Estate Mgmt Offices	1,000
30	031 - Capital Planning and Policy	7,772
28	160 - Building and Zoning	11,631
28	170 - Zoning Board of Appeals	1,856
Bureau of Economic Development Total		39,372



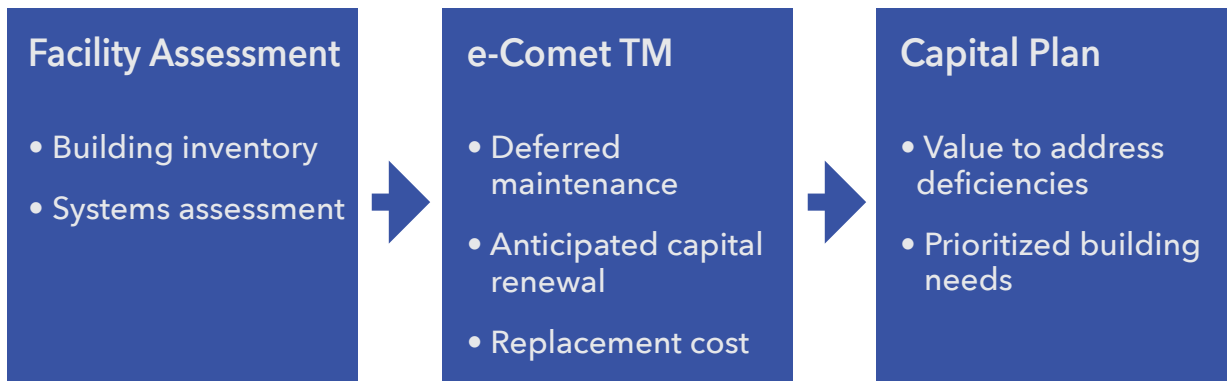
Sample stacking diagram  
118 N. Clark St.

## Resources and Tools

Develop Tools for a New Asset Management Department

### Facility Condition Assessment

Perform facility condition assessments (or "FCA") for every County-owned property. Create a comprehensive valuation of building systems, identifying and documenting deferred maintenance and anticipated future capital renewals.



### Facility Condition Index

$$\frac{\text{Condition needs budget (\$)}}{\text{Current replacement value (\$)}} = \text{Facility Condition Index (FCI)}$$

#### EXAMPLE

$$\frac{\text{Building X needs budget of 10K}}{\text{Current replacement value of 100K}} = \frac{10,000}{100,000} = 10\% \text{ FCI}$$

#### CONDITION

25% - 35% = average existing

65% - 70% = flag to consider major renovation or replacement



## Resources and Tools

Develop Tools for a New Asset Management Department

### Example: Improved Space Request Process



- Faster cycle
- Clearer data foundation
- Easier for Space Committee to address space needs and implement policies

### Benefits

ability to privatize capital planning  
**Faster** coordination and continuity  
PLANNING  
MOBILIZATION **Better**  
project startup allocation of space  
decision-making

- Faster project startup and mobilization
- Better planning, decision-making, communication
- Ability to privatize capital planning
- Better coordination and continuity
- Better allocation of space to departments and agencies



# Transform Real Estate Operations

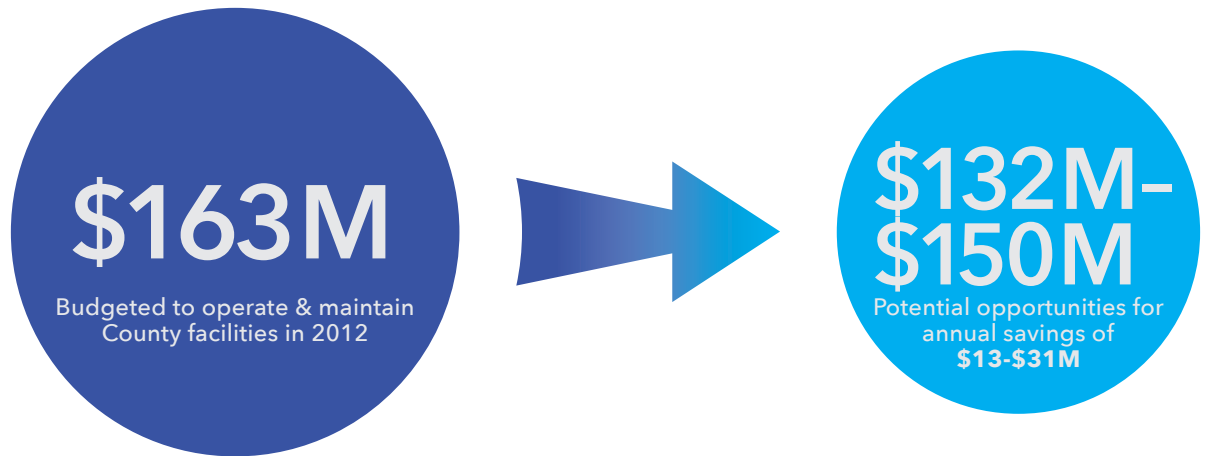
To Capture Savings and Improve Performance

## Analysis

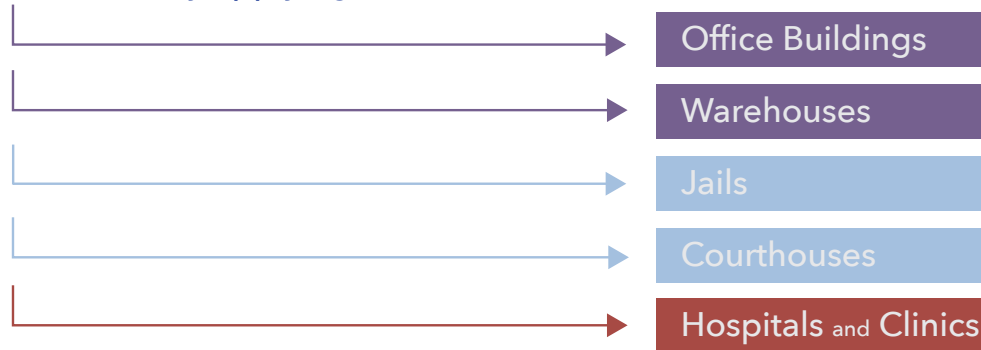
Budget and benchmarking analysis shows potential for **\$13 - 31M in savings**

## Recommended Steps

- Create individual budgets for all County buildings to collect detailed expense data
- Centralize asset management to better collect data, implement savings programs, and improve service



Achieved by applying relevant benchmarks to





# Transform Real Estate Operations

To Capture Savings and Improve Performance

## Realization

Building by building budgets are the key to making these improvements.  
**The results are significant savings and improved operations.**

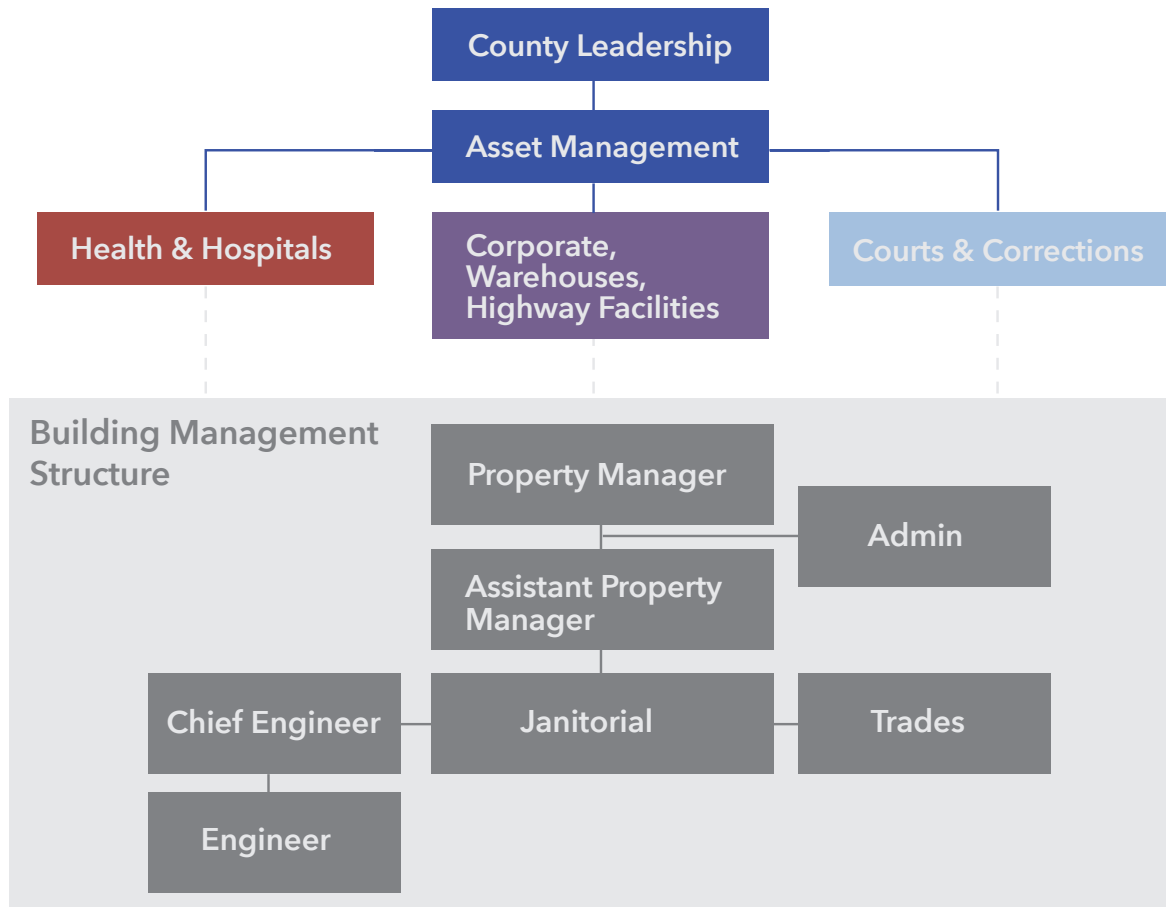


# Transform Real Estate Operations

To Capture Savings and Improve Performance

## New Asset Management Department

Staff and structure the consolidated department in a “property management-type” model that assigns administrators and makes them accountable for all activity and all costs at a specific facility or grouping of facilities. Command and control from top to bottom is vastly improved.





# Transform Real Estate Operations

To Capture Savings and Improve Performance

## Implementation

1. Set up accounting system and building reporting to capture data by building

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2. Create a budget for each building

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3. Reorganize asset management
  - create vertical structure
  - re-assign, retrain, and redefine
  - allocate staff to building

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IMPLEMENTATION STEP	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
	01	02	03	04	01	02	03	04	01	02	03	04	01	02	03	04	01	02	03	04
Hire director	█																			
Setup accounting system & capture data	█	█	█																	
Create new budgets				█	█	█	█													
Re-organize department				█	█	█	█	█												

