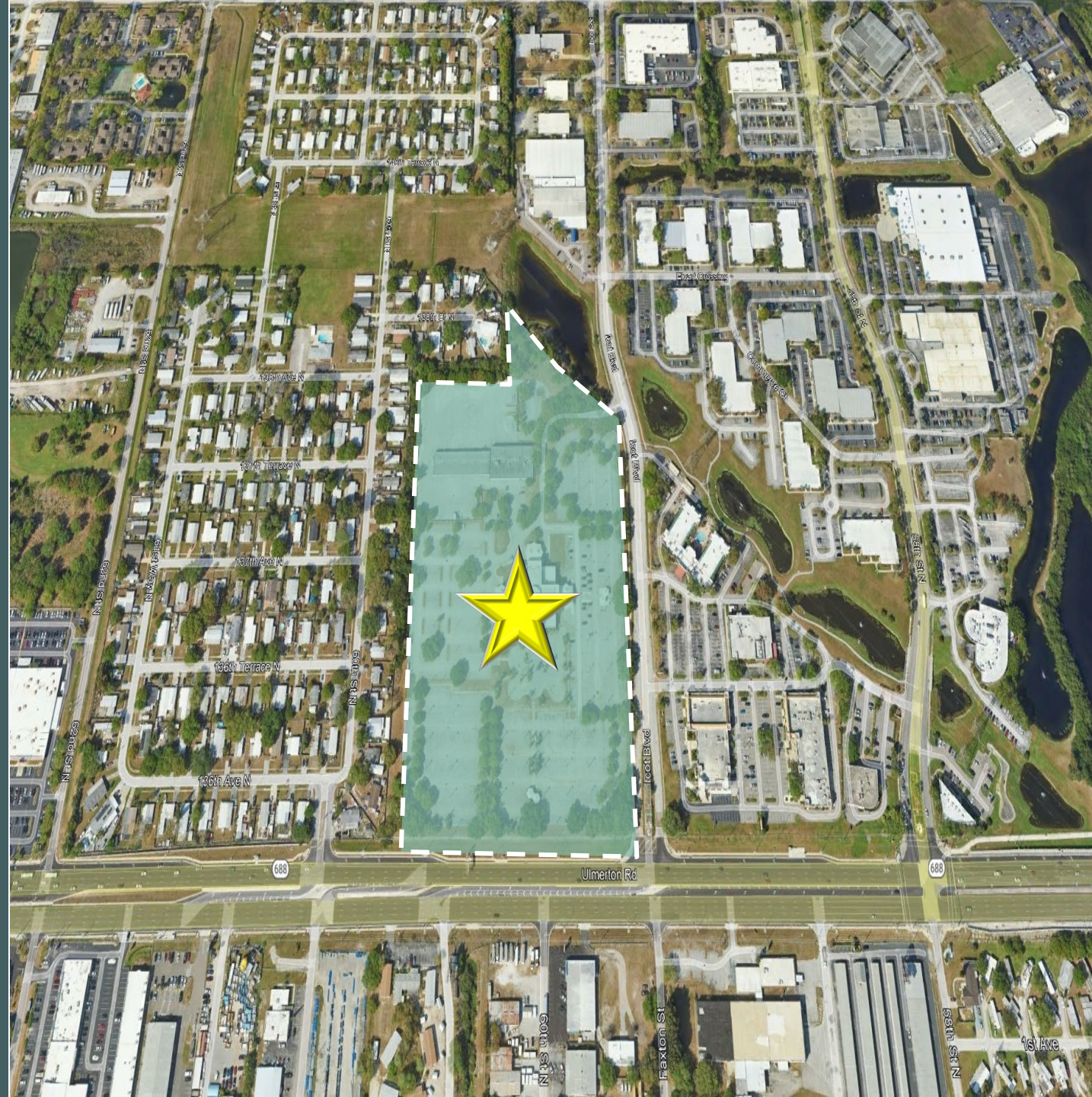


BOARD OF COUNTY
COMMISSIONER
WORK SESSION

AUGUST 29, 2024



Your Core Team



PINELLAS COUNTY STAFF

Barry Burton

- County Administrator

Jill Silverboard

- Deputy County Administrator

Joseph Lauro

- Director of Administrative Services

Diana Sweeney

- Director of Real Property & Asset Management

Crawford Cooke Management, LLC

Owners Representative

Robert Shaw CGC | LEED® AP

- Principal

CBRE

Real Estate Advisory and Transaction

Lee Ann Korst

- Senior Vice President & SE Regional Manager

Michael McShea

- Executive Vice President & National Manager

Kelley Matheson

- First Vice President

Jim Wrich

- Senior Project Management Director

Ross Huber

- Director of Financial Consulting Group

Tess Fleming

- Transaction Manager



Consultant Team



GENSLER

Architecture, Design, and Planning

Robert A. Peck, Hon, AIA, Hon. ASLA

- Principal | Co-Leader, Government + Defense Practice

Bonnie Toland, LEED® GA

- Strategist | SE Regional Inclusive Design Co-Champion

Bryan Anthony Alzati, AIA, NCARB, LEED-AP

- Project Director | Senior Associate

Christopher Rzomp, AICP, LEED-AP

- Urban Planner | Senior Associate

RAFTELIS

Process Review

Julie D. Novak

- Executive Vice President

Michelle Ferguson

- Executive Vice President

SUBJECT MATTER EXPERT CONSULTANTS

Florida Economic Advisors

R. Christopher Jones, Ph.D.

- President & Chief Economist

Kimley-Horn

Becca Bond, P.E. (FL, TX)

- Project Manager



Scope of Services

CBRE

- Overall project coordination
- Analysis of Clearwater-owned assets
- Site selection
- Procurement strategy and development for new site and Clearwater assets
- Construction Management

Raftelis

- Workflow and business process review of County functions
- Identifying opportunities to create efficiencies and eliminate redundancies
- Focused on enhancing the constituent and employee experience

Gensler

New campus:

- Site planning and layout
- Journey mapping (customer and employees)
- Space programming (updated from last year)

Redevelopment of County-owned properties in downtown Clearwater:

- Collaboration with the City regarding downtown goals
- Directional scenarios
- Phasing / timeline

Where we have been

Analysis of owned assets in downtown Clearwater

- Facility Condition Assessments
- Development potential including site value and tax revenue

Reviewed Pinellas County population density

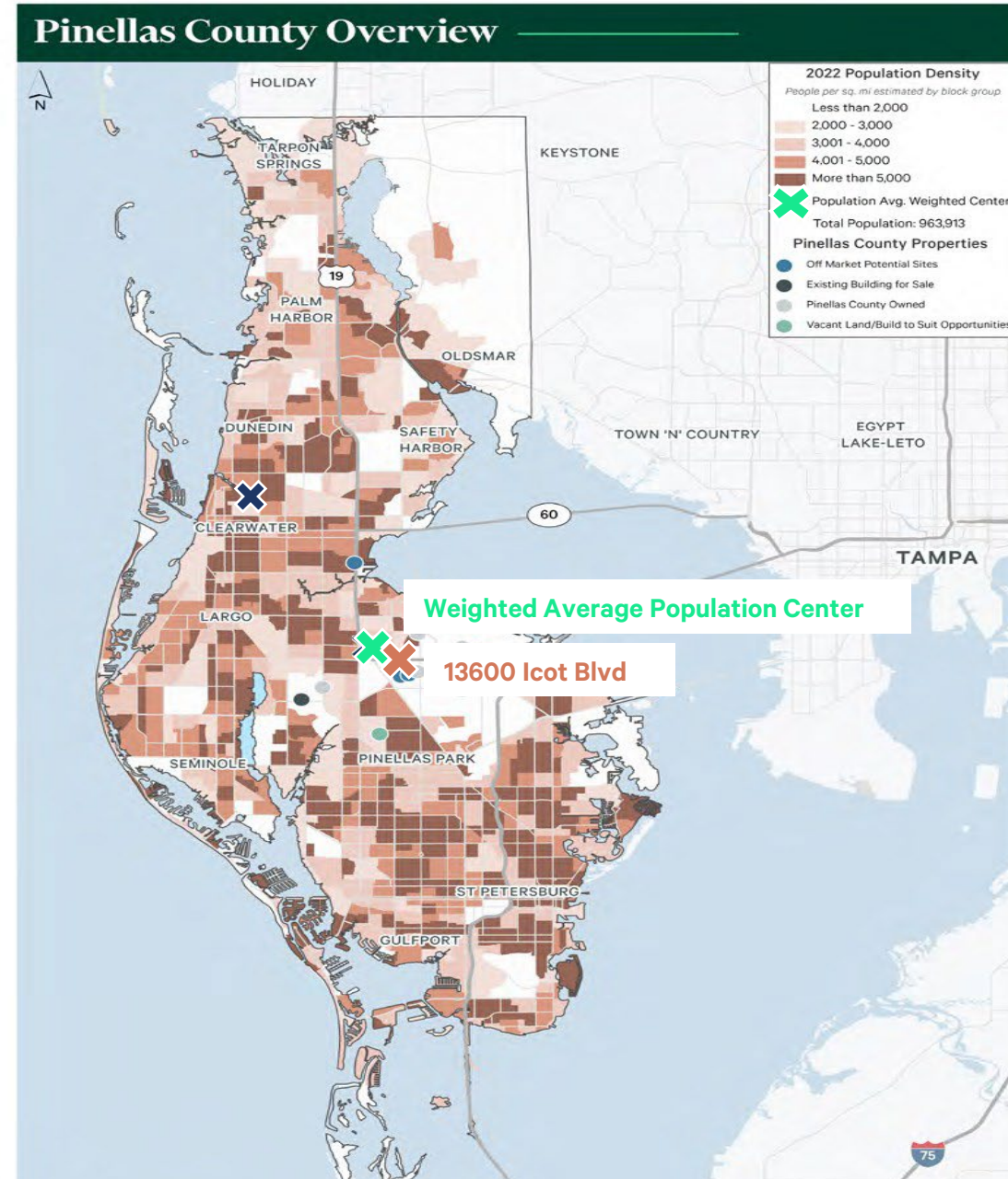
- Informed site selection
- Acquired site located at 13600 Icot Blvd

Process Review

- 21 County Departments interviewed
- 4 Elected Officials interviewed
- Process mapping

City of Largo

- Economic and Fiscal Impact Analysis completed
- Presented to Planning Board and City Commission
- Ordinance changed to allow for government office





PROCESS REVIEW



Work Completed to Date



- Completed site tours of the 14 Clearwater facilities
- Interviewed leadership of departments located in downtown Clearwater facilities



- Conducted follow-up interviews with numerous department staff to map key customer services processes

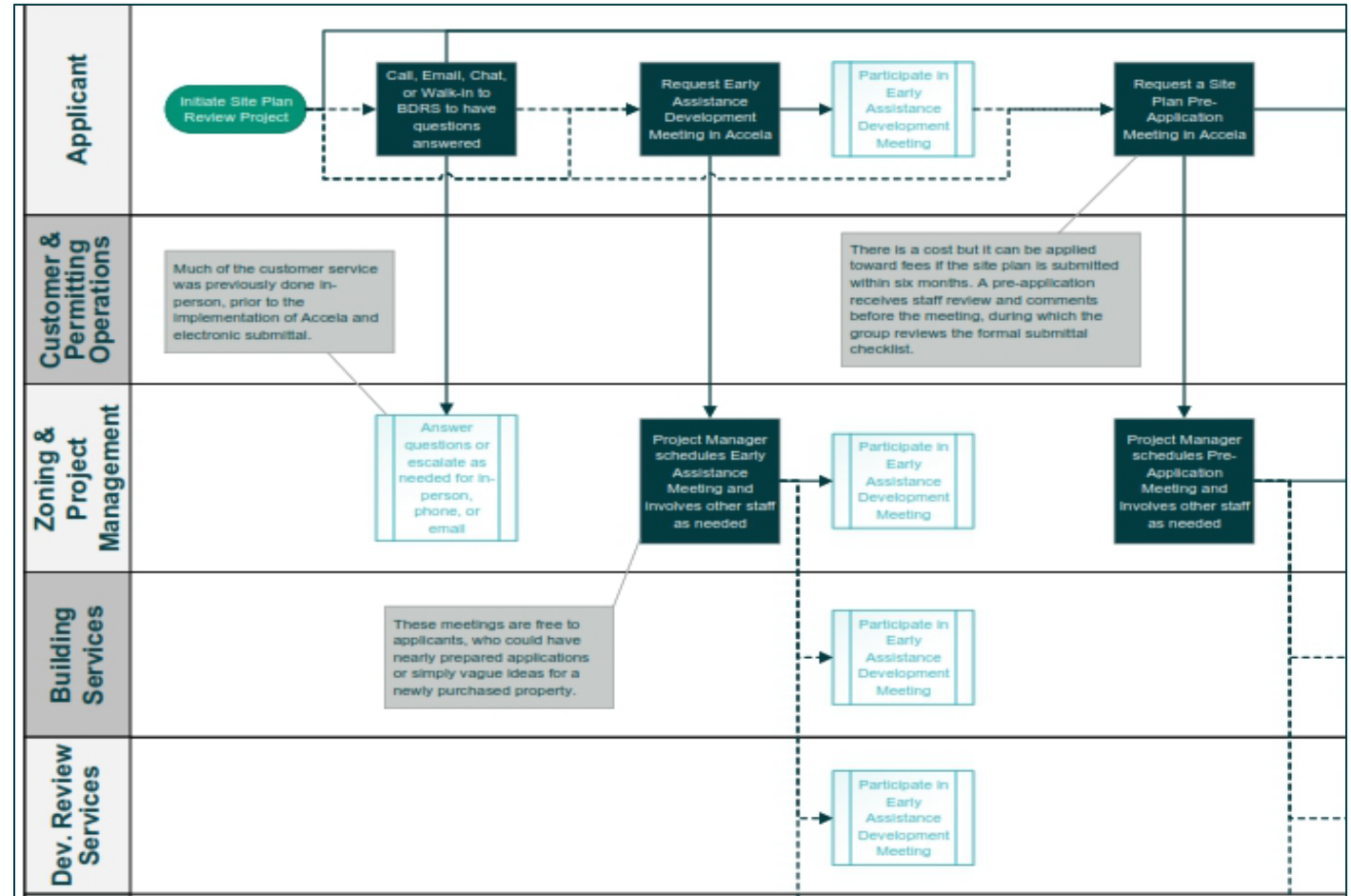


- Developed inventory of Departments, Divisions, and functions in Clearwater facilities

Process Mapping Approach

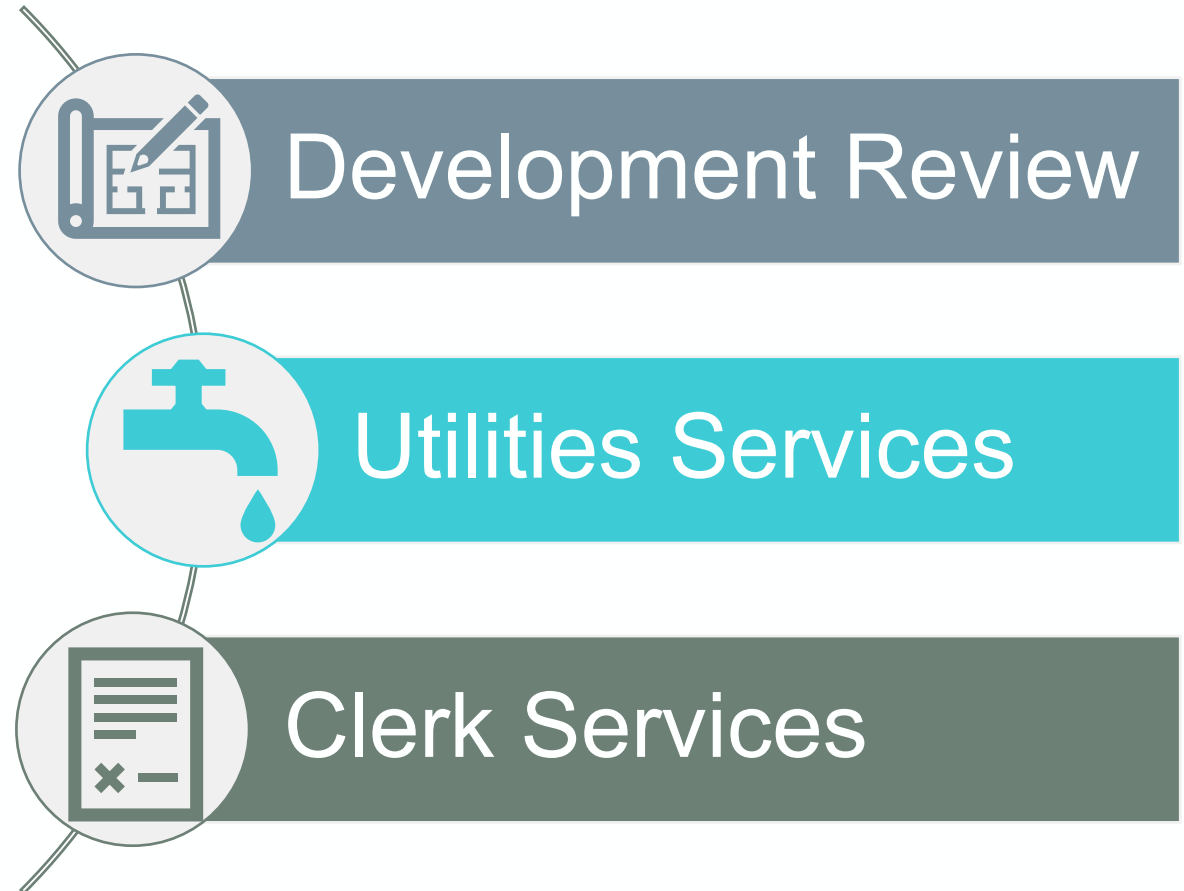


- Visually show the steps and decisions that occur within a given business process
 - › Separate "lanes" for each function
 - › 80/20 rule – what happens most (80%) of the time
- Created based on interviews with staff and maps validated by staff



Process Mapping Observations

- Preliminary observations for mapping high impact customer service functions
- Departments have generally prioritized the customer experience and implemented many best practices
- Customer service is impacted by physical constraints associated with the current facilities



Development Review Process Mapping



- Many best practices in place that have helped reduce review cycles:
 - › Electronic Plan Submittal and Plan Review where appropriate
 - › Parallel Review and Integration of Outside Agencies
 - › Early Assistance and Pre-Application Support
 - › Dedicated Project Management Staff for Complex Projects
 - › Predictable Review Meeting Schedule
 - › Next Day Inspections
- Opportunities for process improvement:
 - › Improved integration of floodplain review
 - › Optimize functionality and usability of Accela software program
 - › Space for in-person reviews in new facility



Utilities Customer Service Process Mapping



- Best practices in place:
 - › Variety of payment options
 - › Online self-service portal
 - › Cross-training of Customer Service staff
 - › Workflow integration with Field Services and Maintenance
- Opportunities for improvement:
 - › Improved integration with work order system
 - › Co-location with development review



Clerk Customer Service Process Mapping



- Clerk services are a driver for in-person visits to County facilities due to nature of services and customer preferences
 - › Many records are available electronically
- Opportunities: 315 Court Street space negatively impacts customer experience. Requires three customer lobbies, which are consolidated in other Clerk facilities



SITE ANALYSIS



Opportunity to Right Size and Modernize

- Assumes three (3) low-rise office structures in a campus type setting
- Groups Departments according to function, citizen service and security requirements



1. CONSTITUENT SERVICE DELIVERY
ONE STOP SHOP APPROACH TO SERVICES

The customer experience improves when customers can address multiple needs during one visit.



2. WORKFORCE ENGAGEMENT & SUPPORT
EMPLOYEE HUB

Flexible workplaces that bring multiple departments under one roof encourage increased collaboration and teaming.

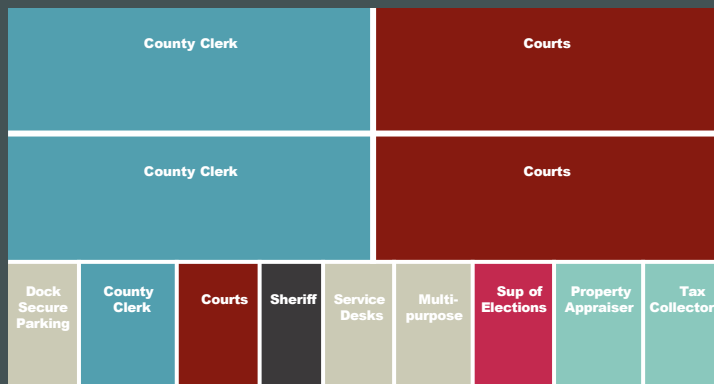


3. EFFICIENCIES
COST SAVING, SQUARE FOOTAGE REDUCTION, AND SHARE RESOURCES

Consolidated departments share resources such as training facilities and meeting spaces. Utility and maintenance costs decrease.

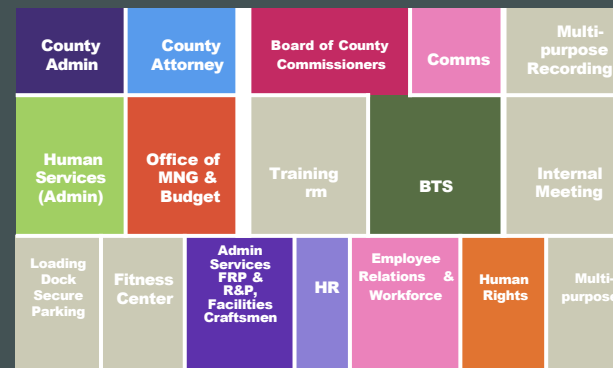
Justice & Recording

HEAD COUNT: 459
GSF: 135,000



Administration

HEAD COUNT: 490
GSF: 120,500



Development Services

HEAD COUNT: 321
GSF: 62,000



Site Attributes

13600 Icot Boulevard, crossroads of US19 North, Ulmerton, and 49th Street North



- **Well connected** to the wider Pinellas County region
- **Ulmerton Road** frontage provides for identification and branding
- **21 acres** accommodates current programming with growth options
- **Public transportation** access including bus and bike trail

Site Orientation Options

- 2 site entries off Icot
- Bus stop on Icot
- Surface parking
- Admin & Justice Recording on Ulmerton Development on Icot
- Potential convenience amenity
- Small recreation



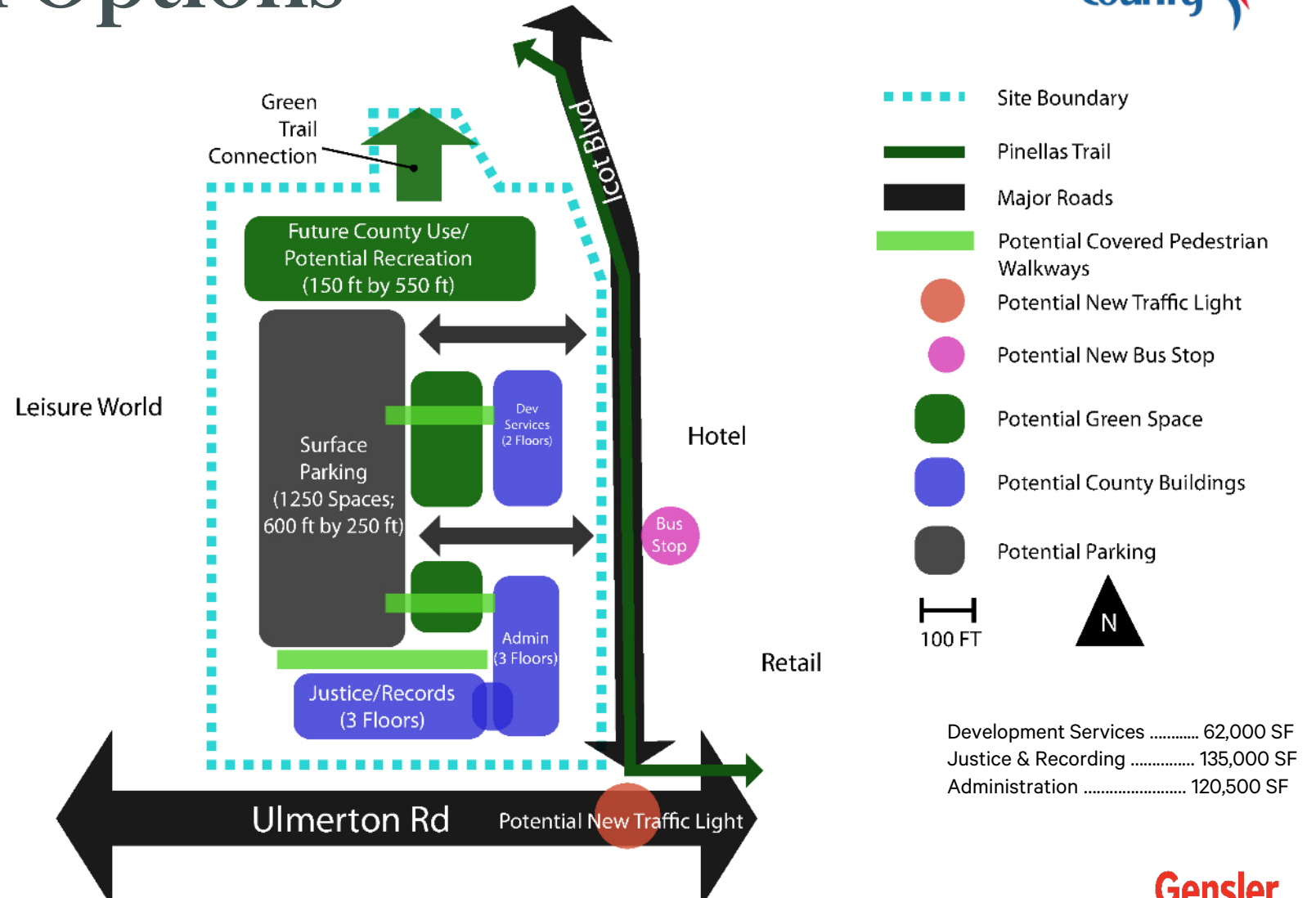
PROS

- Surface parking costs less than structured parking
- Green spaces connect with nature/trail
- Amenity could bring revenue and traffic



CONS

- Walk from parking less accessible
- Limited consideration for community connectivity



Site Orientation Options

- 1 site entry off Icot
- Bus stop on Ulmerton
- Surface and structured parking
- Admin & Justice Recording on Ulmerton Development on Icot
- Biking and walking paths
- Multipurpose fields and small green plazas



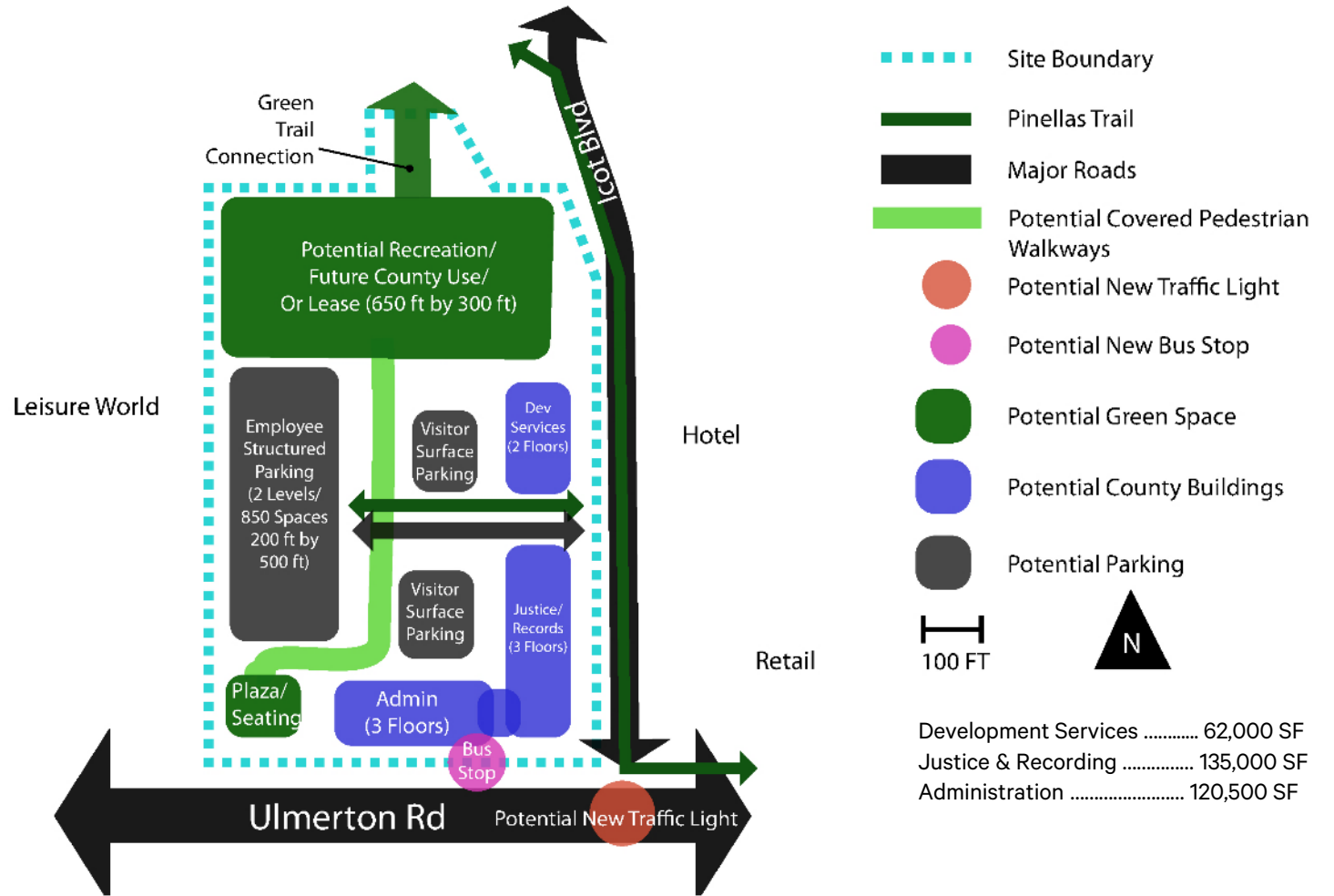
PROS

- Green space
- Potential future use
- Connection with trails/nature
- Health/fitness support
- Visitor parking adjacent to entries



CONS

- Structured parking costs more than surface parking
- No direct revenue producing amenity



Site Orientation Options

- 2 site entries off Icot
- Bus stop on site
- Surface and structured parking
- Admin & Justice Recording on Ulmerton Development central
- Partner with other community service
- Central plaza



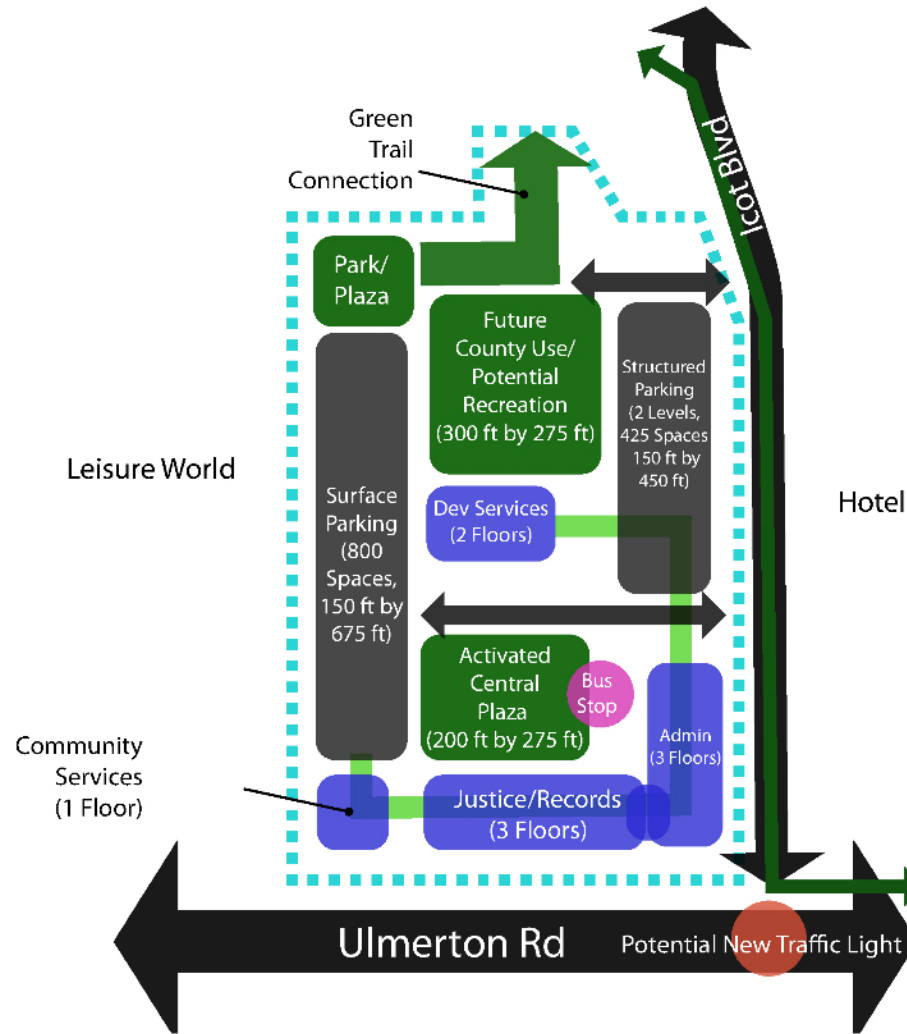
PROS

- Bus stop on site for accessibility
- Surface parking near entries
- Community connection
- Green spaces
- Strong trail connection



CONS

- Structured parking costs more than surface parking
- No revenue producing amenity



- Site Boundary
- Pinellas Trail
- Major Roads
- Potential Covered Pedestrian Walkways
- Potential New Traffic Light
- Potential New Bus Stop
- Potential Green Space
- Potential County Buildings
- Potential Parking
- 100 FT
- N

Development Services	62,000 SF
Justice & Recording	135,000 SF
Administration	120,500 SF

New Campus Naming Opportunity



Pinellas County Government Plaza (PCGP)

Pinellas County Plaza (PCP)

Pinellas County Government Center (PCGC)

Other ideas and options?



DOWNTOWN CLEARWATER REDEVELOPMENT



Downtown Clearwater Redevelopment



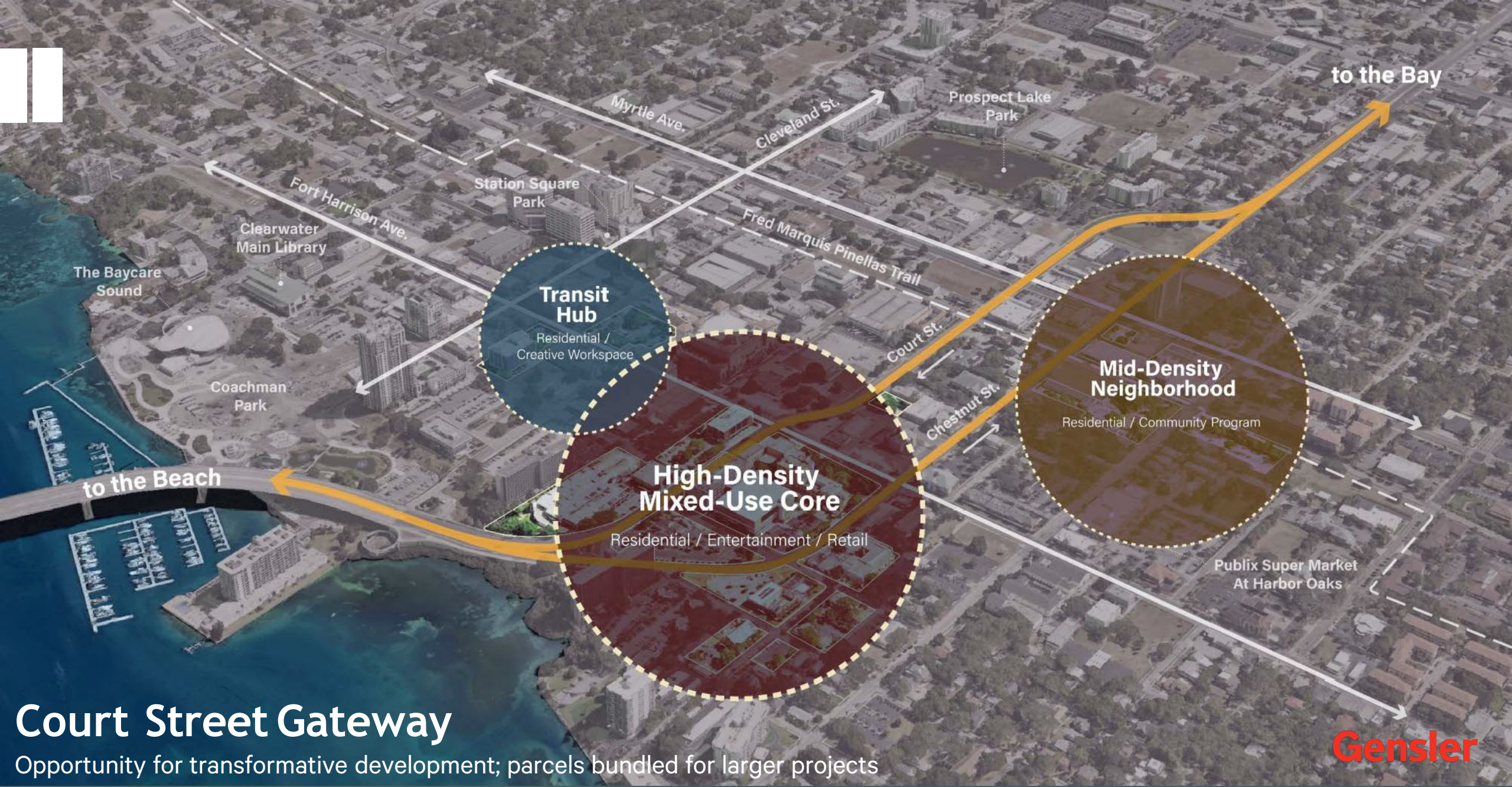
Multiple meetings with the City to:

- Tour downtown
- Understand downtown priorities
- Review the 2045 Vision Taskforce
- Inform directional scenarios

Phasing of County move:

- Timeline
- Market conditions





Transit Hub
Residential / Creative Workspace

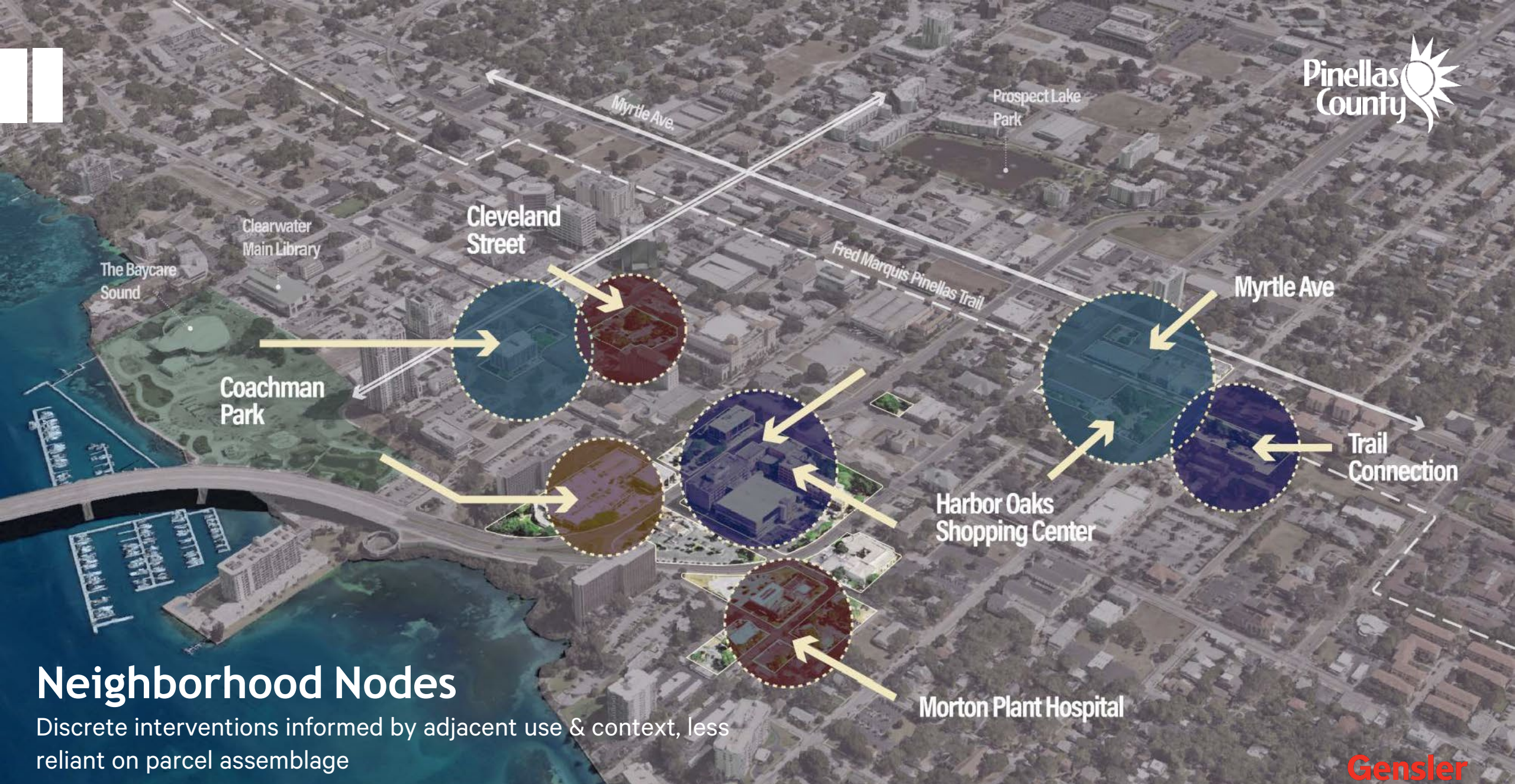
High-Density Mixed-Use Core
Residential / Entertainment / Retail

Mid-Density Neighborhood
Residential / Community Program

Court Street Gateway

Opportunity for transformative development; parcels bundled for larger projects





Neighborhood Nodes

Discrete interventions informed by adjacent use & context, less reliant on parcel assemblage

Preliminary Timeline - Headquarters Construction



	2023	2024				2025				2026				2027				2028
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
CLOSE ON ICOT PURCHASE																		
VISIONING AND PROCESS REVIEW																		
DESIGN & PERMITTING																		
CONSTRUCTION																		
OCCUPANCY																		

Next Steps



- **Additional stakeholder collaboration (e.g., PSTA, EAC, Forward Pinellas)**
- **Complete process review**
- **Finalize programming for new campus**
- **New campus delivery options**
- **Downtown Clearwater disposition strategy and timing**

Thank you



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