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Proposed City Hall Repair Program: Phase I and Next Steps

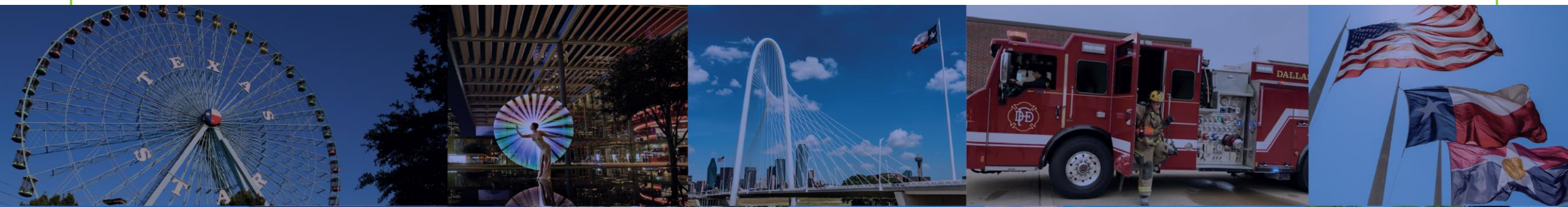
City Council Briefing

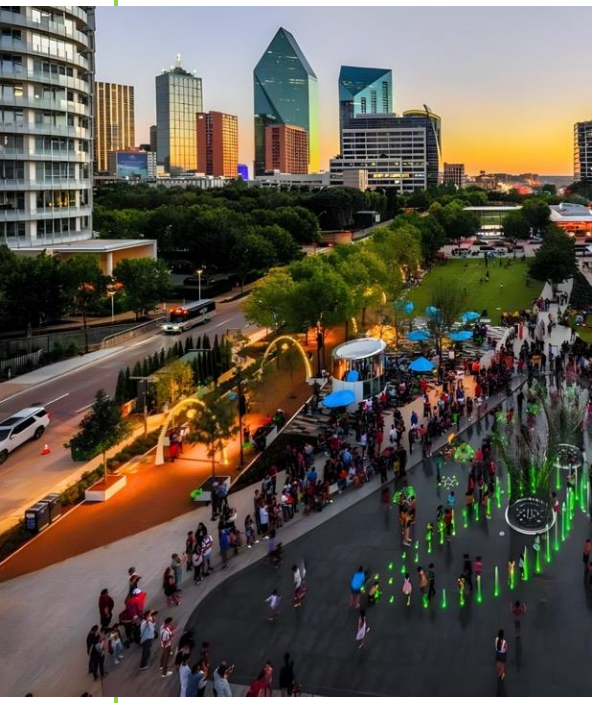
May 20, 2026

John Johnson
Chief of Real Estate
City Manager's Office

Lizzie Gerock
Senior Associate
Gresham Smith

Will Mundinger
President
WM2 Company





Purpose

- Review the Phase I repair planning process
- Introduce the consultant teams and methodologies
- Outline the assumptions, prioritization criteria, and project constraints
- Provide the framework being used to develop the phased repair options and cost estimates
- No repair recommendations or final cost estimates to be presented today

March 4, 2026 Council Resolution

On March 4, 2026, the City Council approved Resolution #26-0499 directing the City Manager to:

- ***(4) develop a repair program that prioritizes the most critical needs for City Hall and City Hall Plaza, with no fewer than two options for phased repairs and replacements over a 10-year period;***

March 4, 2026 Council Resolution

Actions to date in response to Council Resolution:

- City Manager directed that the work be conducted by outside experts in the industry
- Two firms have been engaged
  - Gresham Smith
  - WM2 Company
- Review and assessment of all available documents
- Site visits to review conditions
- Development of methodology and prioritization criteria

Two-Phase Process

Phase I - Today

Methodology and Framework

- Existing conditions review
- Prioritization methodology
- Assumptions and constraints
- Development approach for repair phasing and cost estimates

Phase II – June 3rd

Repair Program Options

- Proposed phased repair scenarios
- Preliminary cost estimates
- Implementation considerations
- Comparison of options
- City Council discussion and feedback

Baseline Information and Technical Inputs

- The repair planning effort utilizes previously completed facility condition data and assessments as a baseline reference point
- Consultants may supplement prior information with additional observations and independent analysis
- The Phase I effort focuses on methodology and prioritization

Evaluation Framework

- Life safety
- Systems reliability
- Operational continuity
- Accessibility and Code considerations
- Addressing deferred maintenance
- Sequencing and constructability
- Cost efficiency
- Impacts to City operations and resident access

Presentation Structure

- Gresham Smith
  - Methodology and Phase I framework
- WM2 Company
  - Peer review, methodology, and Phase I framework
- Questions

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Proposed Dallas City Hall Phased Repair Program

Gresham Smith

ATHENIAN GROUP

IMEG

Phase 1

May 20, 2025

Agenda

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Today's Presenters

This team is independent of the firms that wrote the FCA. We have Texas civic-facility experience, phased-construction and occupied-renovation experience across government operations.

Jen Murphy, LEED AP, NCIDQ
Project Executive | Gresham Smith

Jack Weber, IIDA, MCR, LEED AP
Principal | Gresham Smith

Lizzie Gerock, LEED AP ID+C, NCIDQ, WELL AP
Team Project Manager | Gresham Smith

Chris Koon, AIA
Architectural Studio Design Lead | Gresham Smith

Tanyan Farley
Sr. Vice President of Client Solutions | Athenian Group

Dustin Yates, P.E.
Project Executive | IMEG Corp

Jon Rojas, P.E.
Senior Structural Engineer | IMEG Corp

Your Independent Consultant Team

ATHENIAN GROUP

Program Management

Day-to-day program leadership, City interface, schedule and budget governance, Council and stakeholder coordination.

Gresham Smith

Architecture & Lead A/E

Architectural and interior design lead for the phased strategy and occupied-building constructability.

IMEG

Mechanical, Electrical, Plumbing, Fire Protection & Structural Engineering

MEP and structural review of the FCA; risk evaluation of embedded distribution and 1970s assemblies.

Our Collective Team Metrics

2.5M+ sf
Of City Hall Renovations Across the Country

6
City Hall Projects

180+
Projects Completed with the City of Dallas

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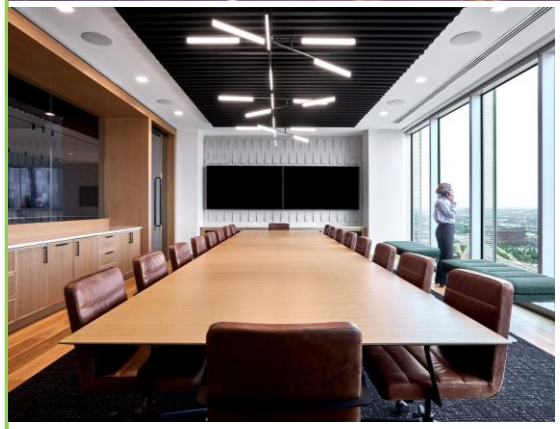
Gresham Smith

We Plan, Design & Consult to Create Healthy & Thriving Communities





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Goals & Objectives

Establishing Shared Direction for the Project

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What this engagement **is**… and is **not.**

An independent review of existing Facility Condition Assessments (FCAs) and supporting technical studies for the Dallas City Hall complex to develop phased repair and replacement strategies for the facility.

What IS in the Scope?

- ☑ Develop a prioritized list of potential system repairs across the complex.
- ☑ Build no fewer than two phased implementation strategies over ~10 years.
- ☑ Apply a real-world escalation model across the 10-year horizon.
- ☑ Identify operational impacts and mitigations for occupied-building work.
- ☑ Surface risks, exclusions, and assumptions transparently to Council.

What is NOT in the Scope?

- ☒ This effort does NOT re-validate or re-estimate the AECOM $329.4M baseline.
- ☒ This effort does NOT conduct a new facility condition assessment. Our site visits supplement, not replace, the FCA.
- ☒ The scope does NOT include recommending how or when spaces should be vacated, only noting that some level of unoccupied space will be required to complete the work.
- ☒ Our scope of work does NOT include estimates for swing space, relocation, furniture, fixtures, equipment, technology, or moving costs.
- ☒ This effort does NOT replace the City's capital planning process, but our output informs FY27 budget and future budgets and policy decisions.

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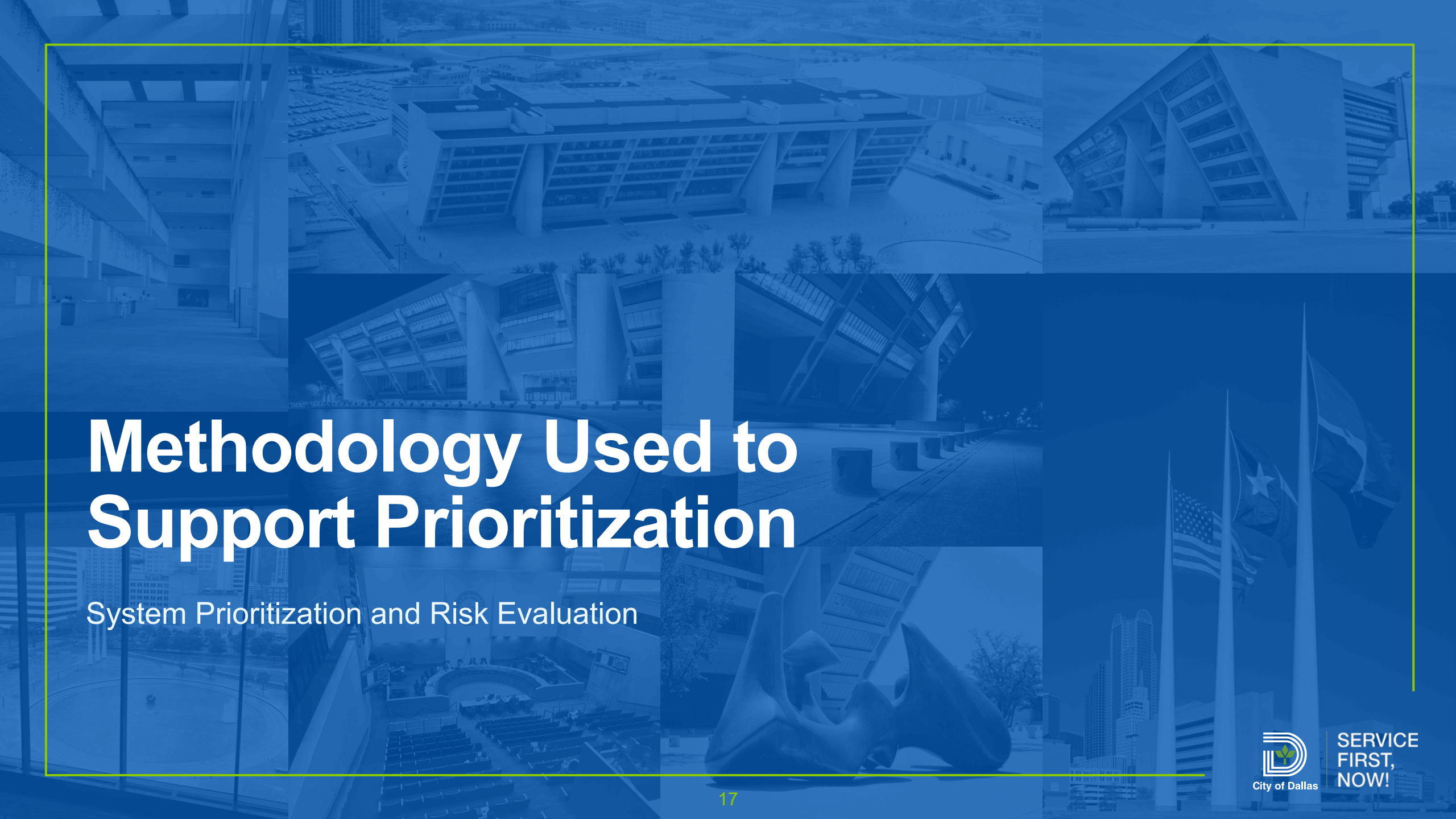

Methodology Used to Support Prioritization

System Prioritization and Risk Evaluation

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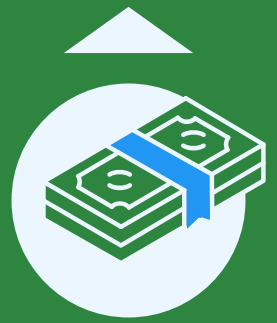
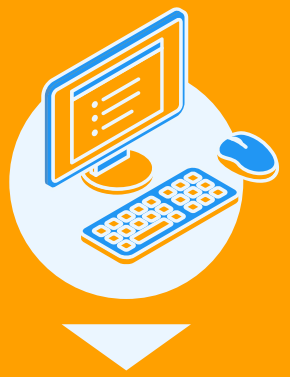
Our Approach to Decision Making



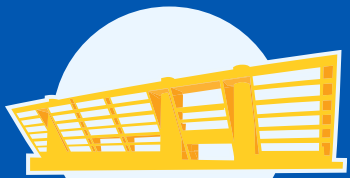
Maximize Use of Taxpayer Dollars



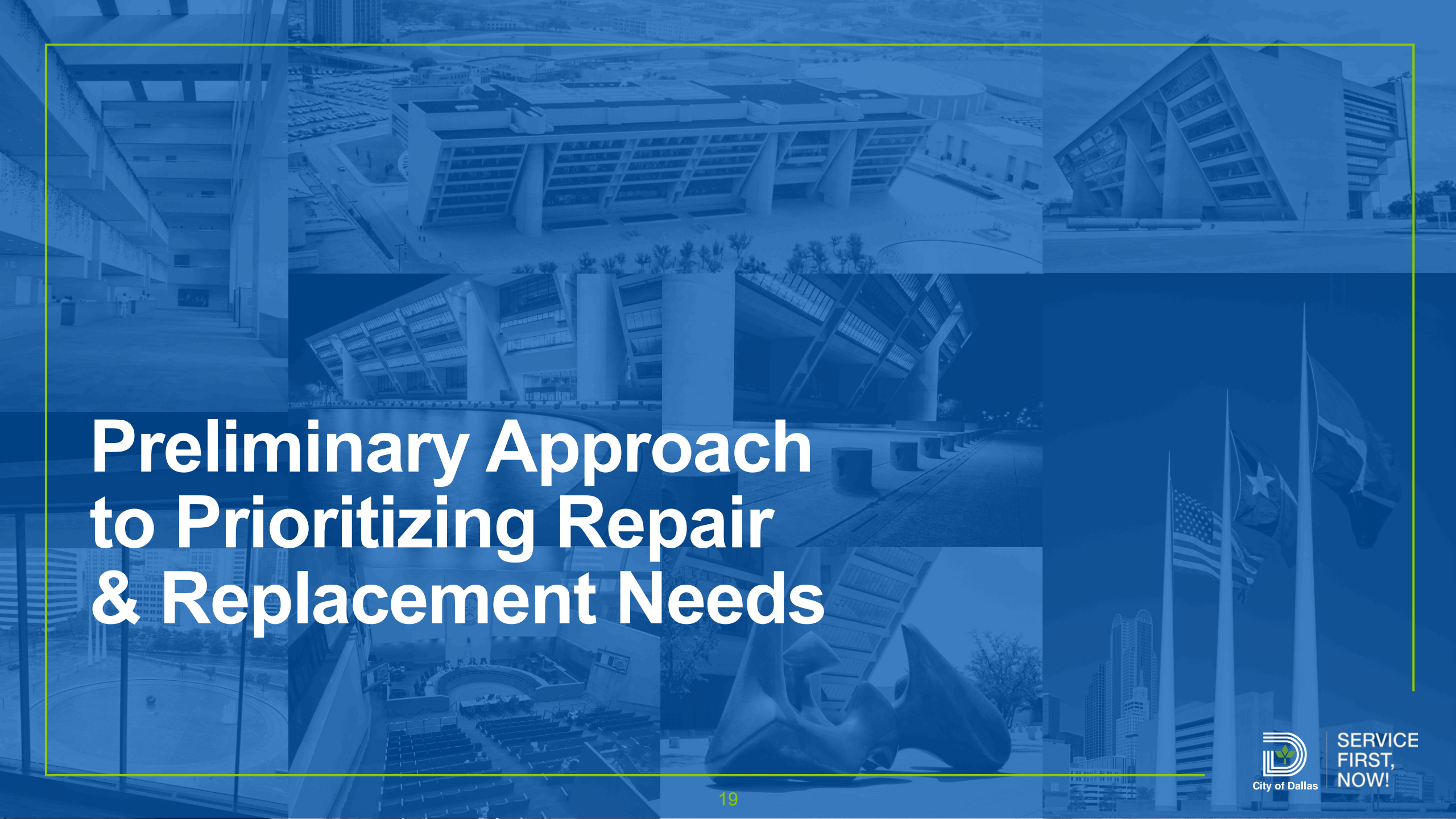
Minimize Operational Disruption

Maximizing Construction Efficiency and Mobilization

Keep an Eye on the Future/ Wholistic Vew



Considering the Building's Historic Highlights



Preliminary Approach to Prioritizing Repair & Replacement Needs

Our Process

1 Review

Independent read of the FCA + all specialty studies. No re-estimation; we start from the established baseline and verify assumptions

2 Prioritize

Risk-based prioritization across life safety, code, structural, operational, and regulatory factors.

3 Sustain Operations

Map repair work against critical municipal services: Council, and 24/7 zone continuity. Identify floors and functions that may need temporary relocation

4 Phase

Develop ≥2 distinct 10-year phasing strategies — different sequencing logic, different operational profiles, comparable scope.

5 Cost & Caveat

Apply real-world escalation across the horizon, layer phasing-inefficiency premium, and document every exclusion in plain language.

Our Starting Point / Existing Conditions

- Review of Existing Assessments & Site Visit

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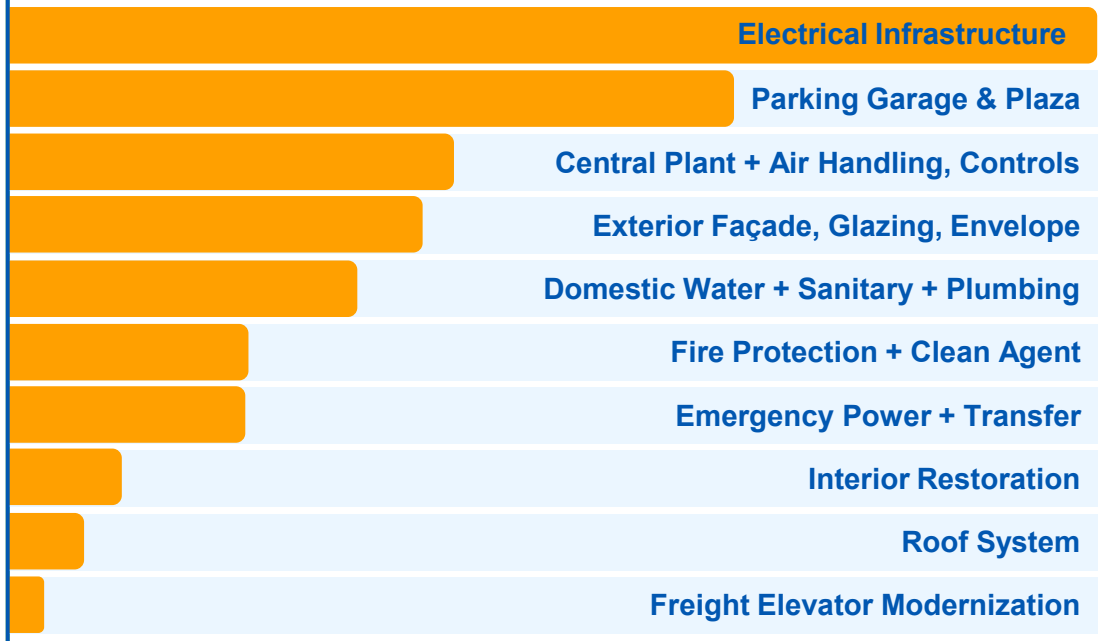
The Starting Point

The $329.4M FCA Baseline — At a Glance

Repair Cost Distribution by System



AACE Class
4/5

Pricing Basis
2028 dollars

Escalation Applied
10% (flat)

Accuracy Range
20/30% to +30/50%

The FCA Baseline Did NOT Include:

- Technology Upgrades
- Furniture Replacement
- Accessibility Improvements
- New Interior Finishes (Beyond those Required for Repairs)
- Code Compliance & Life Safety Systems Upgrades

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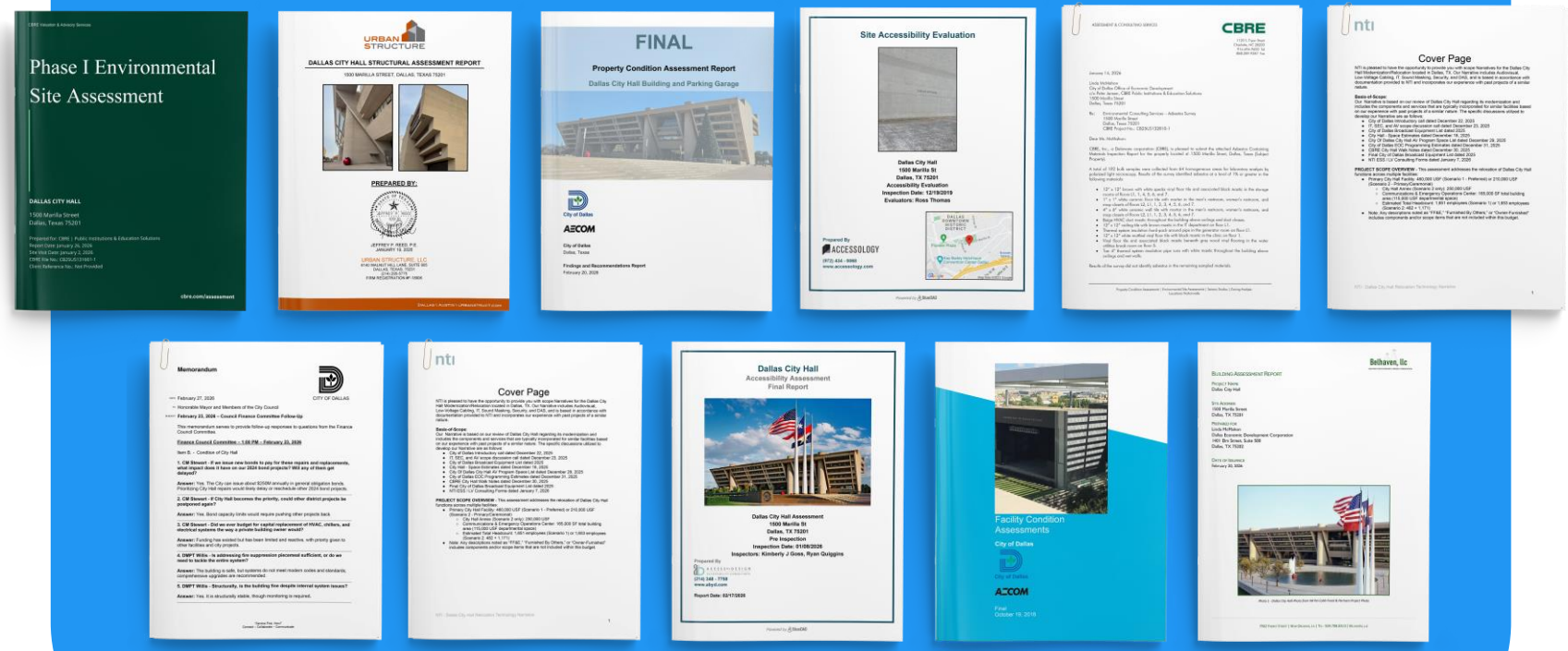
What We Are Reading | 15+ Specialized Building Assessments



2026 Facility Condition Assessment
AECOM, ASTM E2018-24

Estimation Methodology Supplement
AECOM, March 2026

Structural & ADA Evaluations
Specialty Technical Studies

Envelope & Water-infiltration Analyses
Roof, Plaza, And Façade Reports

Hazardous Materials Testing
Asbestos, PCB Transformer, Refrigerant

MEP System Evaluations
Electrical, Mechanical, Plumbing

Corgan Workspace Occupancy Evaluation
Long-term Programming Basis (Feb 2026)

Site Visit Notes & Stakeholder Interviews
Our team's due diligence, April 21st - present

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How We Are Reading It | Our Takeaways

Service-Life Lens
Where is each system on its useful-life curve? What's already past it?

Embeddedness Lens
Distribution buried in 1970s slabs is the cost driver — not just end equipment.

Concealed-Conditions Lens
Asbestos in slab ductwork, PCB transformers, abandoned 2003 gas line. Many of the repairs required are not visible.

Operational Lens
Which systems can be touched without disrupting operations.

Regulatory Lens
ADA, code compliance, refrigerant phaseout, fire suppression coverage gaps.

Breaking the Cycle of Deferred Maintenance

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Initial Planning Considerations

Execution Plans

From a Single Vacant Renovation to a 10-year Occupied Program

Concurrent Execution

PROS

- **Less complexity**: all major systems renewed in one coordinated program
- **Faster Completion**: single mobilization, single restoration
- **Economy of Scale**: this is the Cost basis for the $329.4M figure

CONS

- Building **vacant** during construction
- **Temporary workspace** will be required for 100% of employees and City Hall operations
- **Full funding** required in a limited amount of time

Phased Execution

PROS

- With phased construction, **typically, areas of the building may remain in use.**
- Repair most critical systems first; sequenced over a decade
- More runway time to communicate and implement change management

CONS

- **Longer Overall Duration:** Multiple mobilizations and demobilizations
- **Increased complexity**
- Incurs **additional cost** as work stretches out over time (escalation, multiple mobilizations, more overhead costs, etc.)

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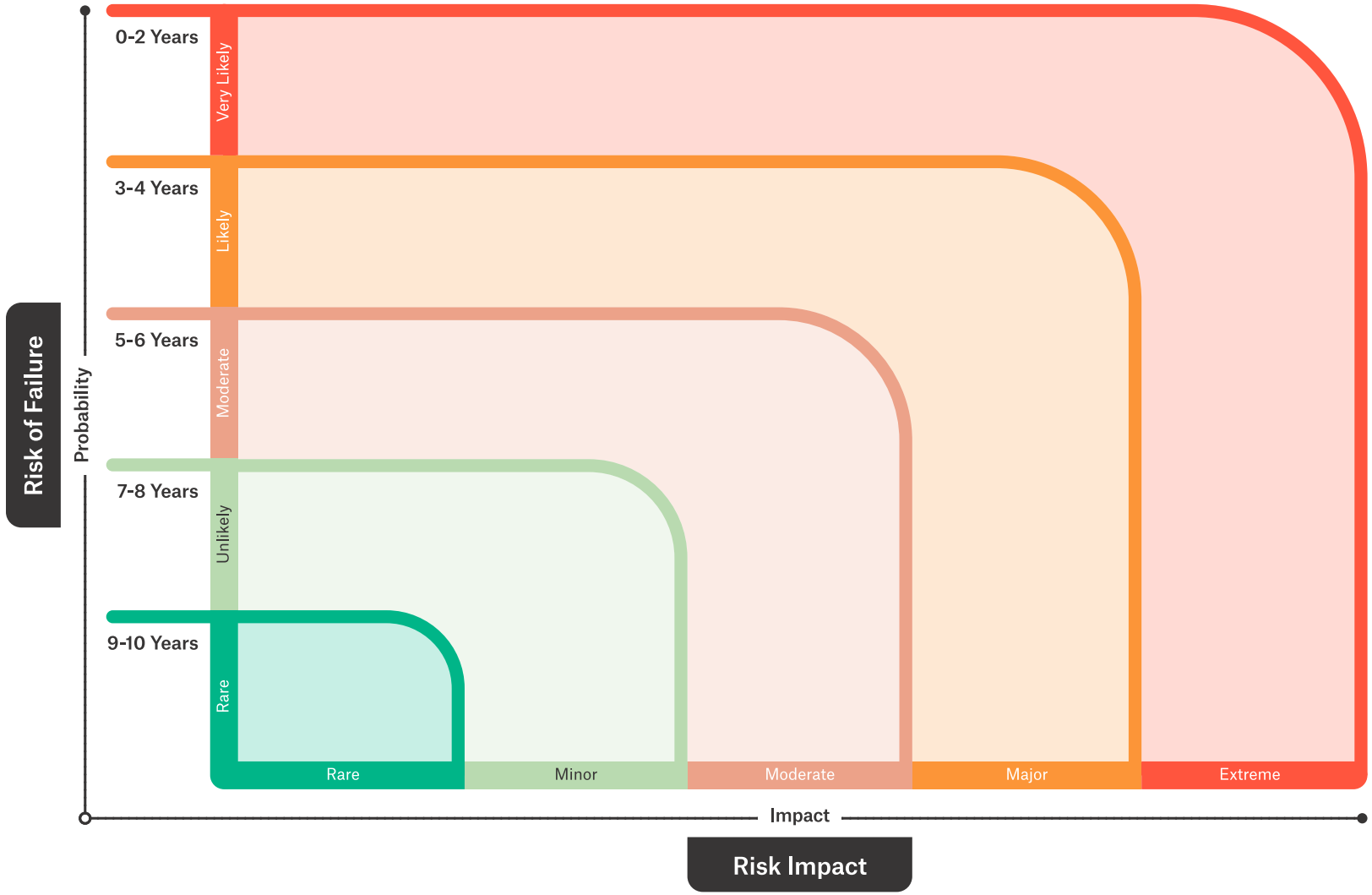
Risk-Based Prioritization Framework



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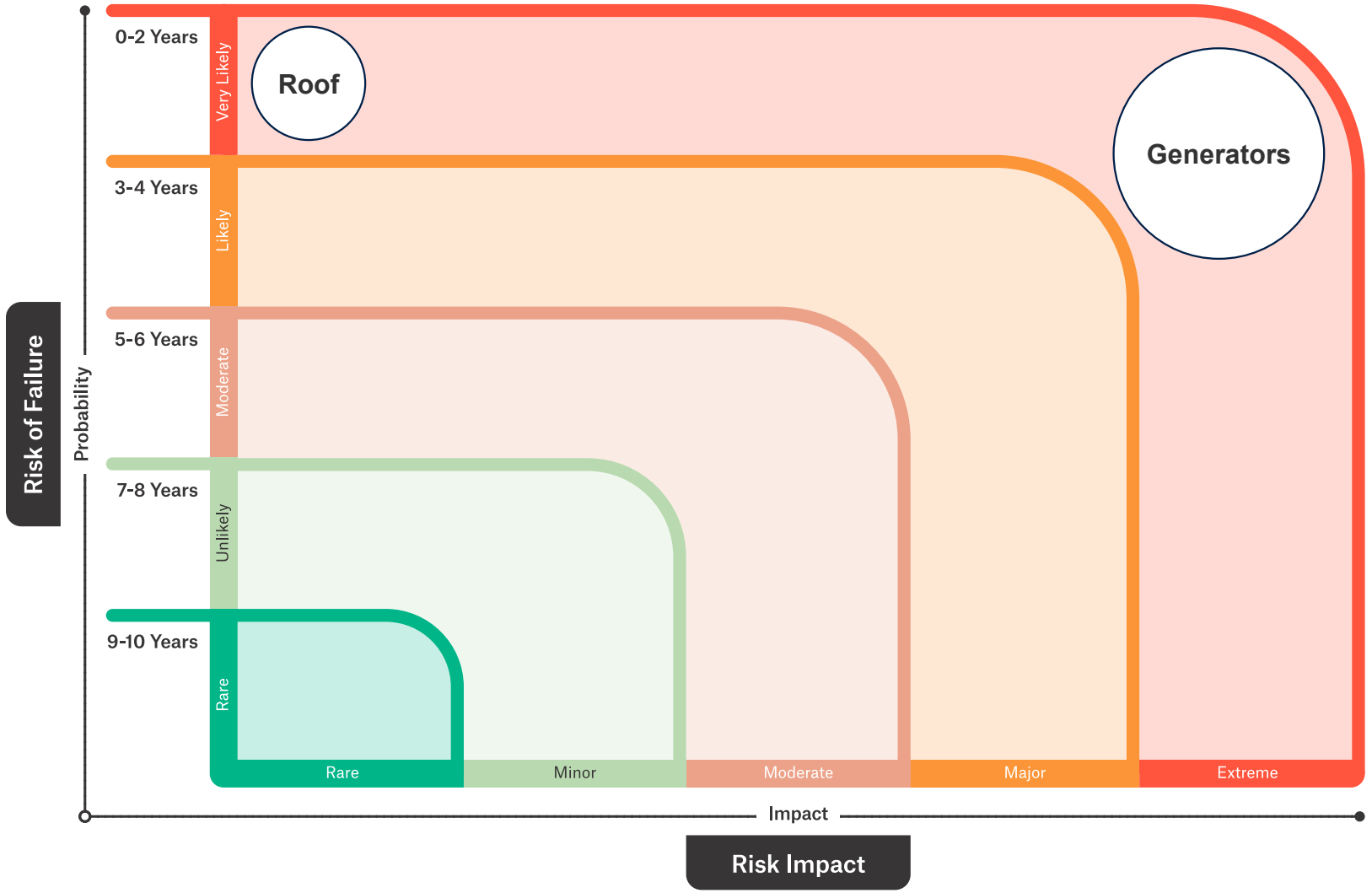
Risk-Based Prioritization Framework/ Example



- Generators are beyond their useful life (past failures and 0-2 years projection to next failure); Generators present extreme risks to operational continuity of critical city operations. The impact of failure could be significant, affecting life safety, emergency response, and the uninterrupted functioning of essential municipal services.
- The Roof has exceeded typical service life and is experiencing failure (leaks); The impact does not effect essential municipal services.

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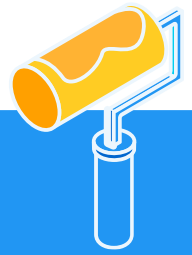
Two Prioritization Options

Diverse Approaches, Shared Goal



Best Practice Repairs & Updates,

Phased over 10 years

- Facility and operations strategies consistently shown to perform with efficacy and efficiency; maximizing construction mobilizations. Plan to ensure quality, minimize risk and maximize value.

Least Disruptive Approach to Operations,

Phased over 10 years

- Focused on minimizing disruptions to the building's regular functions; involving carefully phased strategies to support building occupants, limit impact to productivity, and maintain continuity of services.

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Other Considerations

This full-building renovation will result in a warm-lit shell. In addition to the baseline scope, the project may include additional work and costs such as:

- ADA / Accessibility Upgrades
- Historical Preservation Requirements

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Assumptions & Clarifications

Historical preservation is not within the AECOM FCA report, nor is this within our Proposed Phased Repair Program

We have provided supplemental observations and professional analysis to support previous building assessments

Phasing, strategy and cost estimates for swing space, relocations, etc. are being completed by a separate consultant.

Major renovation to the building will trigger updated building code and life safety requirements, which will add cost to the project

A **repaired** system may require multiple repairs over 10 years due to recurring issues.

vs.

A full system **replacement** often starts with a warranty and generally lasts longer with fewer maintenance needs.

Proposed Dallas City Hall Phased Repair Program – Phase 1

May 20, 2026

WM2 Company FIDELIS STRUCTURE TONE Southwest

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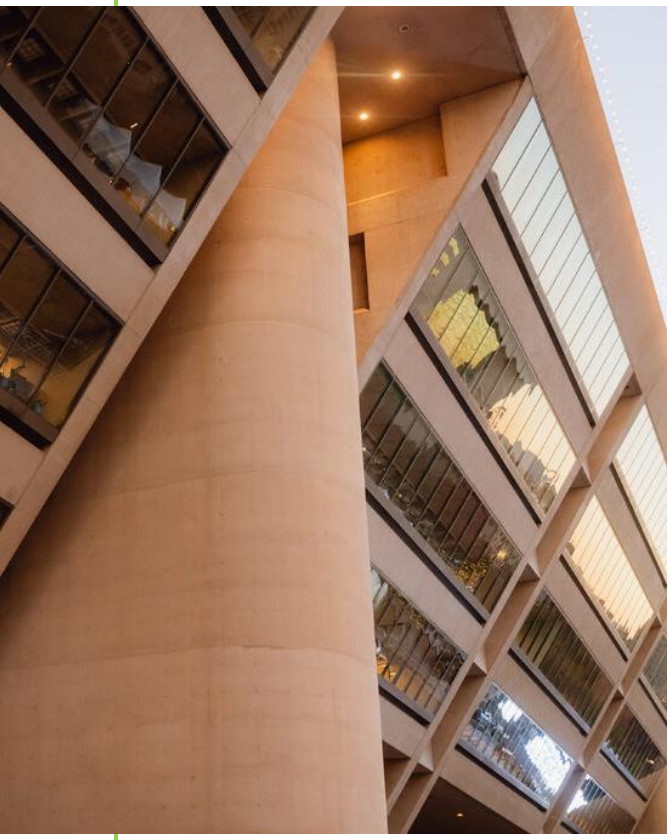
WM2 Company | Program Manager

Mr. Mundinger formed WM2 Company upon his retirement from Goldman Sachs, to provide consulting services for Goldman as well as future clients: Royal Bank of Canada, Lone Star Funds, Pioneer Natural Resources, City of Dallas and Singerman Company. **Notable activities include project development, construction oversight, and strategic review and execution.**

Mr. Mundinger joined Archon Group, a subsidiary of Goldman Sachs, in 1994 as a Senior Vice President. He served as the National Director of Development, Environmental, and Construction Services. In this capacity, he oversaw groups located in Los Angeles, Dallas, Boston, Chicago, and Washington D.C., along with providing development and oversight services for the firm internationally. These groups were responsible for direct development, due diligence and project oversight for both Archon and Goldman Sachs **related projects, including new development, reconstruction, and loan oversight and administration**.

The types of properties in the Goldman portfolio included: retail, industrial, office, hotel, multi-family, and condominiums. **These involved over 250 projects with dollar expenditures of over $5 billion.** Throughout his career, Mr. Mundinger has assisted or been directly responsible for new construction, renovation, and problem solving involving almost any issue in the development process.

Fidelis + Don Powell, FAIA | Architecture & Engineering



Fidelis Realty Partners, Ltd. (FRP), is a **full-service real estate development and property management firm** specializing in corporate build-to-suit, medical office, industrial, mixed-use retail and aerospace projects totaling more than 20 million square feet.

Don Powell serves as Executive Vice President of Architecture & Planning at FRP. Prior to joining Fidelis in 2024, Don was a founding partner and principal of BOKA Powell Architects, one of Dallas' most respected planning and design firms. Throughout his career, Powell has been **recognized for his ability to bridge architecture, engineering, construction, and ownership perspectives in evaluating major facilities and capital investments.**

Powell's experience includes **oversight of large multidisciplinary teams, selection and specification of highly technical building systems.** His portfolio includes the Omni Dallas Convention Center Hotel, CHRISTUS Health Headquarters in Las Colinas, the Westin Irving Convention Center Hotel, and NASA's Space Station Mission Control at Johnson Space Center Houston.

Structure Tone Southwest | General Contractor

Structure Tone Southwest is a full-service general contractor **serving the Texas and Dallas community for over 48 years**. Our strength and global reach is amplified by being a part of the STO Building Group (STOBG) family of builders.

The STOBG family is comprised of 14 builders spanning the U.S., Canada, U.K., Ireland, and the Netherlands with more than 5,700 employees, 54 offices, annual revenues exceeding $18 billion.

We have a total bonding capacity of $5 billion, a strong safety rating, and internal resources to support economical procurement strategies, subject matter expertise, and integrated design and construction delivery models.

Structure Tone Southwest specializes in complex interior renovations, occupied retrofits, and MEP infrastructure upgrades, supported by 300+ Texas-based professionals, and a dedicated preconstruction team **focused on delivering projects with certainty of outcome**.

GOALS & OBJECTIVES

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Team Focus and Objectives

01 Perform a peer review style assessment of the approach, direction, and methodology of the Gresham Smith Report.

02 Review the variety of existing reports available to assess City Hall's condition and challenges.

03 Prioritize a repair strategy focusing on operating needs and employee work environment.

04 Orderly implementation of a 10-year time horizon.

Project Overview

Constructability Review

Evaluate the AECOM Property Condition Assessment Report (dated 2/20/26) including supplementary reports for constructability considerations.

Identify potential construction challenges, long-lead items, and sequencing constraints.

Provide written constructability feedback to support informed decision-making on renovation approach.

Phasing and Logistics Planning

Develop a minimum of two renovation approaches.

Each approach will include phasing and logistics plans tailored to the specific sequencing strategy.

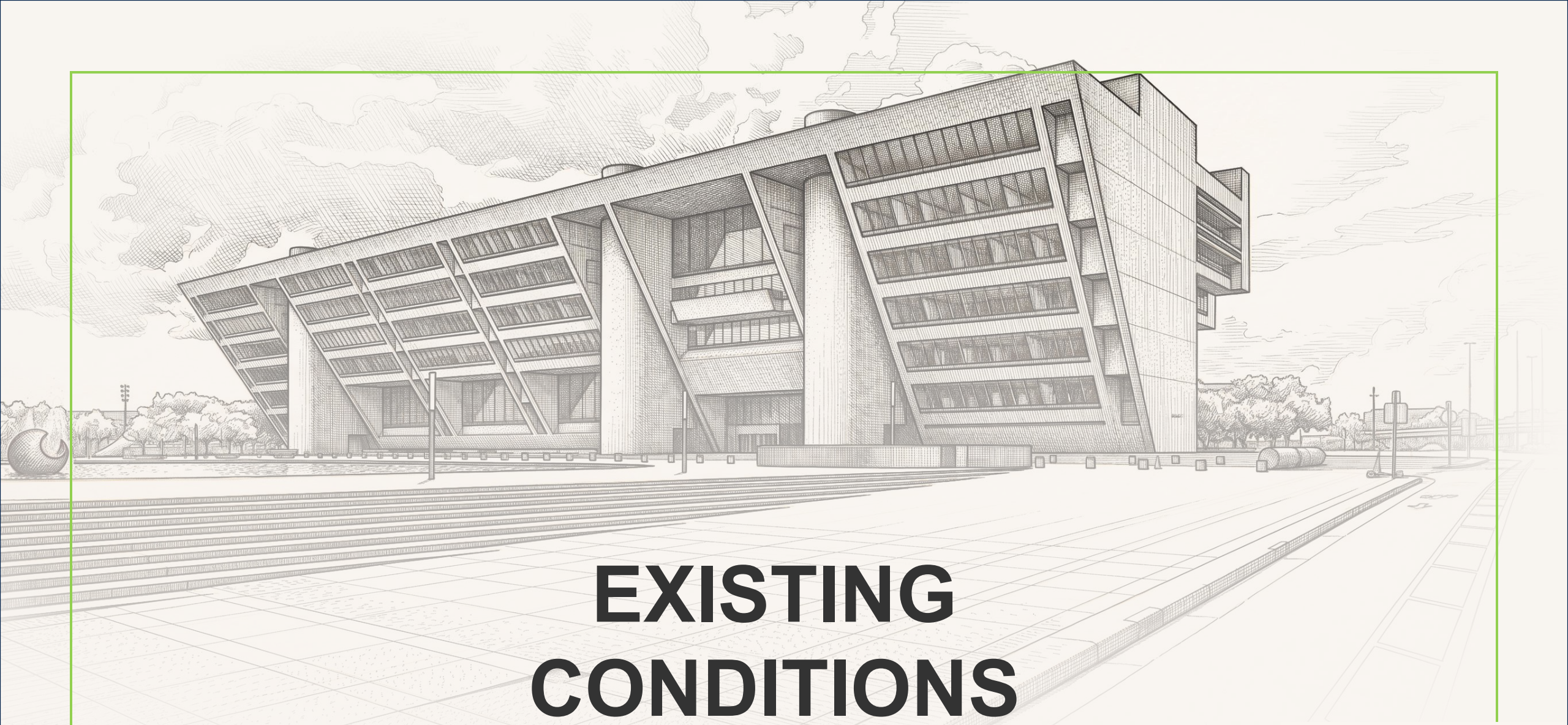
Plans will address occupancy continuity, temporary facilities, material staging, access management and coordination with City operation.

Budgetary Estimating

Prepare a construction budget for each renovation approach developed.

Budgets will be developed by the Director of Estimating and Senior Estimator with support estimators as required.

Estimates will incorporate input from Structure Tone Southwest's operations teams to ensure constructability alignment.



EXISTING CONDITIONS

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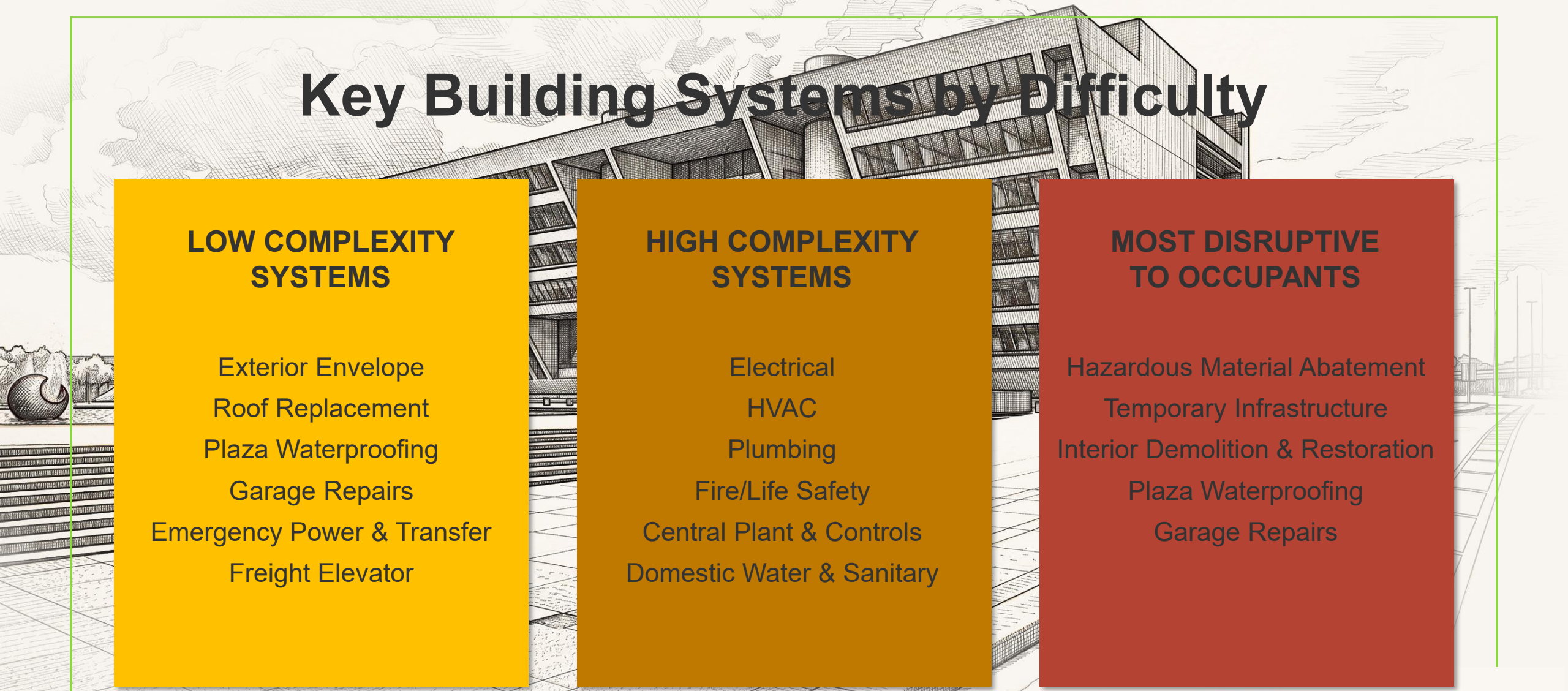
Key Building Systems by Difficulty



LOW COMPLEXITY SYSTEMS

Exterior Envelope
Roof Replacement
Plaza Waterproofing
Garage Repairs
Emergency Power & Transfer
Freight Elevator

HIGH COMPLEXITY SYSTEMS

Electrical
HVAC
Plumbing
Fire/Life Safety
Central Plant & Controls
Domestic Water & Sanitary

MOST DISRUPTIVE TO OCCUPANTS

Hazardous Material Abatement
Temporary Infrastructure
Interior Demolition & Restoration
Plaza Waterproofing
Garage Repairs

PLANNING COORDINATION

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Feasibility Challenges & Consequences

10-year plan scheduling

Hidden conditions

Code requirement upgrades

Maintaining full/partial occupancy

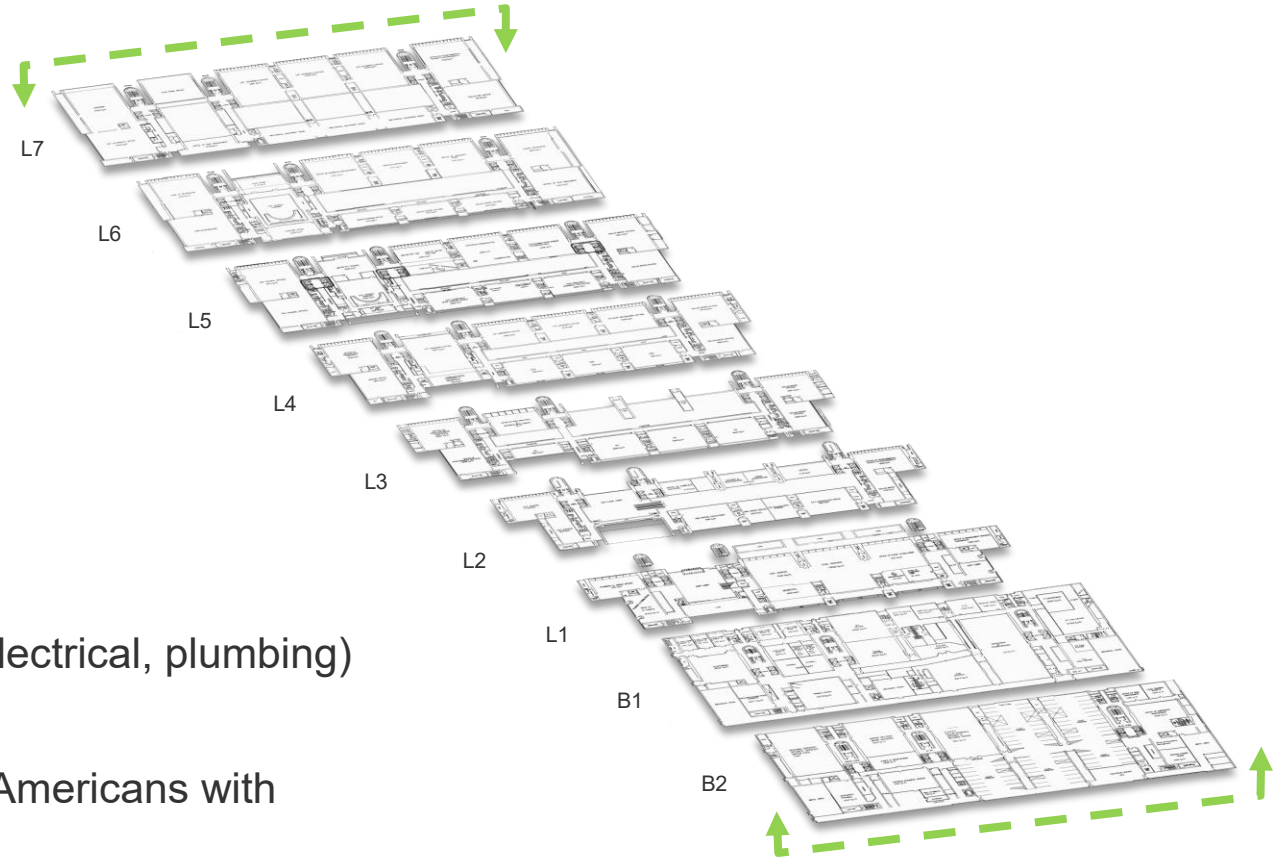
Incomplete construction documents

Sequencing critical system replacements

Sensitivity to maintaining building operations

Utilizing temporary systems (i.e., mechanical, electrical, plumbing) during construction

TAS (Texas Accessibility Standards) and ADA (Americans with Disabilities Act) compliance



PRELIMINARY APPROACH

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Our Process

Next Steps

01 Provide a program order of magnitude probable cost opinion over a 10-year procurement/ capital plan.

02 Provide a detailed phasing plan based on desired approach.

03 Conduct constructability analysis by systems, components, and logistics.

04 Deliver preconstruction and site findings report.

Documents Used for Assessment

2026 Facility Condition Assessment
AECOM, ASTM E2018-24

Estimation Methodology Supplement
AECOM, March 2026

Structural & ADA Evaluations
Specialty Technical Studies

Envelope & Water-infiltration Analyses
Roof, Plaza, And Façade Reports

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Asbestos, PCB Transformer, Refrigerant

MEP System Evaluations
Electrical, Mechanical, Plumbing

Corgan Workspace Occupancy Evaluation
Long-term Programming Basis (Feb 2026)

Site Visit Notes & Stakeholder Interviews
Our team's due diligence, April 21st - present

Next Steps

- Gresham Smith and WM2 Company will complete their analysis and proposed repair plans
- Presentations to City Council with their findings are scheduled for June 3, 2026

Q&A

- Questions

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