

# Allegan County Courthouse Square

## *Master Plan Charrette Report*

### *Draft Executive Summary*



*Date: August 4, 2014*

*Prepared By:*



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# Executive Summary

## A. Introduction

### 1. Charrette Goals and Objectives

- a. The primary goals and objectives of the Allegan County Courthouse Square Master Plan Charrette can generally be summarized as follows:
  - Define the future space needs of the sixteen (16) departments that currently occupy space in the existing Courthouse, seven (7) departments at the County Services Complex, as well as the Parks Department and the Michigan Secretary of State's office.
  - Conceptually define a means to address the immediate, short and long term space needs.
  - Define the impact of relocating seven (7) administrative related departments from the existing County Services Complex back to the Courthouse, as well as the Parks Department and Michigan Secretary of State's Office
  - Obtain an understanding of the County, City of Allegan and Community Stakeholders opinions of conceptual options to address the long term space needs of the County at the Courthouse Square.
  - Define the potential cost of the conceptual master plan options

### 2. Approach and Methodology

- a. The strategy to accomplish these goals and objectives was structured into three phases as defined by the Approach and Methodology below and included in Appendix A:

Allegan County Courthouse Square Master Plan Charrette Approach and Methodology																																																																		
<b>PHASE 1: PRE-CHARRETTE</b>	▶	<b>PHASE 2: CHARRETTE</b>																																																																
<ul style="list-style-type: none"> <li>• Pre-Charrette Input Session Meeting                             <ul style="list-style-type: none"> <li>- Communicate/Confirm Scope Study</li> <li>- Internal Issues Input</li> <li>- External Issues Input</li> <li>- Determine review and approval process</li> <li>- Discuss Charrette location and logistics</li> <li>- Confirm schedule and deliverables</li> </ul> </li> <li>• Obtain and review previous related studies</li> <li>• Obtain and review applicable information of the City Of Allegan Comprehensive/Strategic Plans</li> <li>• Obtain any population/case load projections and/or collect available data and complete space and staff projection models (2024 &amp; 2034)</li> <li>• Develop and issue User/Department Questionnaires</li> <li>• Obtain User/Department staffing information and complete staffing projections</li> <li>• Define space standards and complete existing space analysis including ratings and adjustments</li> <li>• Document relevant existing facility system/component deficiencies</li> <li>• Develop plan base sheets for existing space analysis and communication of study information</li> <li>• Create space allocation blocks for use during Charrette</li> <li>• Develop bases of cost estimating format/table</li> <li>• Develop bases of Charrette Power Point Presentations</li> </ul>		<ul style="list-style-type: none"> <li>• Define Critical Adjacencies</li> <li>• Explore Occupancy Scenarios</li> <li>• Develop Space and Site Utilization Diagrams/Plans</li> <li>• Develop a Statement of Probable Project Cost for the selected Option</li> <li>• Develop Anticipated Project Schedule</li> <li>• Develop Implementation Plan</li> <li>• Prepare draft of Master Planning Study Report</li> </ul> <p><b>Day 1</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 150px;">8:00am-8:10am</td> <td>Meet and Greet/Introductions</td> <td>Joe</td> </tr> <tr> <td>8:10am-8:15am</td> <td>Recap Of Input Session</td> <td>Joe</td> </tr> <tr> <td>8:15am-8:30am</td> <td>Outline Charette Objectives/Process</td> <td>Joe</td> </tr> <tr> <td>8:30am-9:30am</td> <td>Presentation of Charette tools</td> <td>Bret</td> </tr> <tr> <td>9:30am-10:00am</td> <td>Roundtable discussion of what the Courthouse should be</td> <td>Joe</td> </tr> <tr> <td colspan="3"><b>10:00am -10:15am Break</b></td> </tr> <tr> <td>10:15am-12:00Noon</td> <td>Conceptual Master Plan Development</td> <td>Joe/ Bret</td> </tr> <tr> <td colspan="3"><b>12:00Noon-1:00pm Lunch</b></td> </tr> <tr> <td>1:00pm-3:00pm</td> <td>Conceptual Master Plan Development</td> <td>Joe/ Bret</td> </tr> <tr> <td colspan="3"><b>3:00pm -3:30pm Break</b></td> </tr> <tr> <td>3:30pm-4:30pm</td> <td>Conceptual Master Plan Development</td> <td>Joe/ Bret</td> </tr> <tr> <td>4:30pm-5:00pm</td> <td>Recap Day 1</td> <td>Joe</td> </tr> <tr> <td>5:00pm</td> <td>Adjourn</td> <td></td> </tr> <p><b>Day 2</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 150px;">8:00am-8:15am</td> <td>Coffee and Doughnuts</td> <td></td> </tr> <tr> <td>8:15am-8:30am</td> <td>Summary of Master Plans Explored</td> <td>Joe</td> </tr> <tr> <td>8:30am-10:00am</td> <td>Presentation of Master Plan Information</td> <td>Joe/ Bret</td> </tr> <tr> <td colspan="3"><b>10:00am-10:15am Break</b></td> </tr> <tr> <td>10:15am-11:15am</td> <td>Discussion of Implementation Plan and Schedule</td> <td>Bret</td> </tr> <tr> <td>11:15am-11:30pm</td> <td>Discussion of Next Steps</td> <td>Joe</td> </tr> <tr> <td>11:30pm-12:00pm</td> <td>Charrette Recap</td> <td>Joe</td> </tr> <tr> <td>12:00pm</td> <td>Adjourn</td> <td></td> </tr> </table> </table>	8:00am-8:10am	Meet and Greet/Introductions	Joe	8:10am-8:15am	Recap Of Input Session	Joe	8:15am-8:30am	Outline Charette Objectives/Process	Joe	8:30am-9:30am	Presentation of Charette tools	Bret	9:30am-10:00am	Roundtable discussion of what the Courthouse should be	Joe	<b>10:00am -10:15am Break</b>			10:15am-12:00Noon	Conceptual Master Plan Development	Joe/ Bret	<b>12:00Noon-1:00pm Lunch</b>			1:00pm-3:00pm	Conceptual Master Plan Development	Joe/ Bret	<b>3:00pm -3:30pm Break</b>			3:30pm-4:30pm	Conceptual Master Plan Development	Joe/ Bret	4:30pm-5:00pm	Recap Day 1	Joe	5:00pm	Adjourn		8:00am-8:15am	Coffee and Doughnuts		8:15am-8:30am	Summary of Master Plans Explored	Joe	8:30am-10:00am	Presentation of Master Plan Information	Joe/ Bret	<b>10:00am-10:15am Break</b>			10:15am-11:15am	Discussion of Implementation Plan and Schedule	Bret	11:15am-11:30pm	Discussion of Next Steps	Joe	11:30pm-12:00pm	Charrette Recap	Joe	12:00pm	Adjourn		
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<ul style="list-style-type: none"> <li>• Review, confirm and edit Charrette information</li> <li>• Prepare and/or refine additional graphics and related information to communicate the design options</li> <li>• Review and confirm the Statement of Probable of the selected design option</li> <li>• Prepare the Final Master Planning Study Report and present to the County Administrator/Planning Committee and Commissioners</li> </ul>																																																																		

- b. The major tasks and related products of each phase of the process can be summarized as follows:
- **Phase 1: Pre-Charrette:**
    - *Conduct a Pre-Design Charrette Input Session to obtain general planning information and opinions from Elected Representatives of the County, County Departments, City of Allegan and Community Stakeholders (Summary of input session is included in Appendix H).*
    - *Prepare, forward and obtain completed questionnaires from Department Representatives currently occupying space in the Courthouse to gain insight into staffing, space and operational challenges they are experiencing (Appendix B).*
    - *Conduct interviews with Representatives of the Courthouse Departments to discuss the questionnaires and gain additional insight into the challenges they are experiencing.*
    - *Establish space standards for the each Departmental function in the courthouse (Appendix C).*
    - *Conduct an existing space evaluation to gain an understanding of the existing operations, effectiveness of the space utilization and space deficiencies in order to define the space necessary to achieve minimal operational efficiency in 2014 (Appendix D).*
    - *Complete population, staff and space projections to determine the space that may be needed in ten (2024) and twenty (2034) years by the departments included in the master planning process (Appendix E).*
    - *Translate the defined 2034 space needs of each department into blocks of space that could be utilized during the charrette and develop context, site and floor plan diagrams necessary to explore conceptual master plan options (Appendix F).*
  - **Phase 2: Charrette:**
    - *Conduct a Charrette to explore conceptual master plan options to address the immediate, short term and long term space needs of the County Departments included in the master plan (Appendices G & H).*
    - *Document the options explored (Appendices I-K) and define a Statement of Probable Cost for each Option (Appendix L).*
  - **Phase 3: Post-Charrette:**
    - *Summarize Conclusions*
    - *Develop Recommendations and summarize the next steps in the process to address the space needs of County relative to the departments included in the study.*
    - *Complete a report that summarizes the Allegan County Courthouse Master Plan Charrette*

## **B. Pre-Charrette**

### **1. Questionnaires (Appendix B) and Interviews**

- a. Questionnaires were developed based upon the type of Departments in the Courthouse and issued for completion by each Department. Only a few of the questionnaires were completed and returned, consequently the items to be addressed by the questionnaires were reviewed during the interview process.
- b. Interviews were conducted with each Department including telephone conversations with Mike Day to discuss the Family Court, Friends of the Court and Circuit Court issues (Response to Questionnaire received), as well as Captain Frank Baker to discuss the security issues (Response to Questionnaire received). The representatives of the remaining Departments were interviewed over a two day period. The intent of these interviews was to gain insight into space and operational challenges that each Department was experiencing and obtain information necessary to prepare for the Charrette.

### **2. Space Standards (Appendix C)**

- a. Space standards define the size of an office, workstation and other typical support space necessary to effectively, efficiently and safely perform the duties and tasks of each staff position.
- b. These space standards were initially established based upon RQAW's experience with designing courthouses and other similar governmental office buildings and then adjusted to reflect the space

utilization tendencies of Allegan County. The established space standards were utilized to complete the Existing Space Evaluation and would also serve as a bases to develop an Architectural Space Program during the ensuing design phases.

**3. Existing Space Evaluation (Appendix D)**

a. An existing space evaluation was completed to accomplish the following objectives:

- *Gain further insight into the space and related operational deficiencies currently being experienced.*
- *Quantify the size of space being utilized and its rating on a scale of 0 (Non Existent: Space currently does not exist but is critical to minimum operational efficiency) to 10 (Appropriate: Sufficient quantity of space; good configuration and layout; little, if any improvement required)*

Allegan County Courthouse Square Master Plan										
Existing Space Evaluation Methodology										
Rating	Unacceptable		Unsuitable		Marginal		Adequate		Appropriate	
Score:	1	2	3	4	5	6	7	8	9	10
Score	Rating		Definition							
9 - 10	Appropriate		Sufficient quantity of space; good configuration and layout; little, if any improvement required							
7 - 8	Adequate		Quantity may be barely sufficient; configuration/flow are less than ideal; some renovation or expansion would enhance operations							
5 - 6	Marginal		Lacks sufficient quantity of space, quality of space or both; requires some expansion or renovation to achieve minimum recommended space standards							
3 - 4	Unsuitable		Poor quality and quantity of space; too small, improper layout, urgently requires improvement							
1 - 2	Unacceptable		Very overcrowded; numerous difficulties and inefficiencies; considered fundamentally unacceptable for continued use							
0	None Existent		Space currently does not exist but is critical to minimum operational efficiency							

- *Adjust the space currently being utilized based upon the space standards and other related utilization factors as necessary to achieve minimum operational efficiency in 2014.*

b. The space rating of the sixteen departments and three associated space groupings (Circulation, Shared and Support Space) ranged from a high of 9.19 (Support Space) to a low of 2.5 (Security) with eleven of the departments/space groupings in the 5-6 range (Marginal: *Lacks sufficient quantity of space, quality of space or both; requires some expansion or renovation to achieve minimum recommended space standards*) and six departments/space groupings in the 7-8 range (Adequate: *Quantity may be barely sufficient; configuration/flow are less than ideal; some renovation or expansion would enhance operations*). The overall rating of the Departments currently in the Courthouse was 6.66 (Marginal: *Lacks sufficient quantity of space, quality of space or both; requires some expansion or renovation to achieve minimum recommended space standards*). Furthermore, the currently occupied Net Square Foot (NSF: *Space utilized by a position or function excluding walls and access circulation*) space in the courthouse of 67,065 NSF was adjusted to 90,660 NSF in order to achieve minimum operational efficiency in 2014.



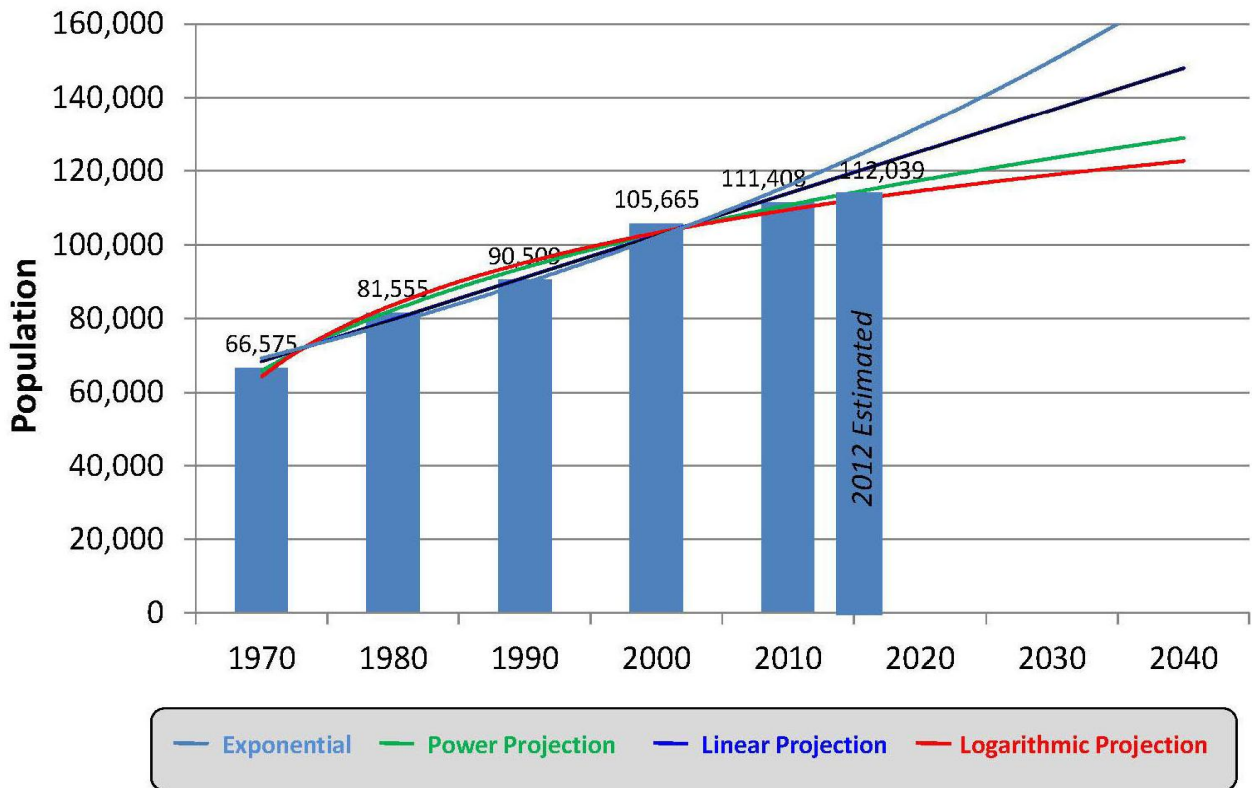


- d. It should be noted that the existing space evaluation, related ratings and adjustments are primarily focused upon defining the quantity of space necessary to achieve minimal operational efficiency and considers operational deficiencies only to the extent they are related to the quantity of space. For example, the Circuit Court Probation with a rating of 6.65 has a higher rating than five other departments but could be considered in worse condition and in need of more immediate attention since they are dispersed and not centralized which adversely affects their operations. Also, this department is an aggressive growth component with little to no opportunity to adequately address their future space needs without potentially compromising the space needs of other Departments. These operational and situational factors should be considered in addition to the ratings in order to establish a priority system of corrective work.

**4. Population, Staff and Space Projections (Appendix E)**

- a. The Population Projection Model was established based upon available US Census data from 1970 to 2010 and includes the estimated 2012 population of Allegan County of 112,039.
- b. The 2012 projected population was adjusted by the linear annual incremental population growth of Allegan County to define a population of 112,670 in 2014.
- c. These fifty years of historic population data was utilized to generate four (Linear, Logarithmic, Power and Exponential) population projection models.
- d. These population projections and an average defined the potential population of Allegan County in ten years (2024) of 115,843 (Logarithmic) to 140,913 (Exponential) and from 121,047 (Logarithmic) to 160,224 (Exponential) in twenty years (2034).

Year	Population
2012 (Estimated)	112,039
2010	111,408
2000	105,665
1990	90,509
1980	81,555
1970	66,575



- e. Since this is a master planning effort that is primarily concerned with defining a direction to address the future space needs of the departments included in this master plan, the population projections were utilized to generate the future staff and space needs instead of direct staffing and space programming which would be completed once a master plan and/or design direction is established.



- f. The adjusted net square footage of each department and space component established by the existing space evaluation was adjusted by a grossing factor to account for walls and internal departmental circulation to establish a Departmental Gross Square Feet or DGSF. This DGSF, along with the existing staff were utilized in ratios of staff to population and staff to space to generate the projected staff and space needs for the ten (2024) and twenty (3024) year milestone periods established for this master planning effort:

Allegan County Courthouse Square Master Plan																						
Population, Staff and Space Projections																						
Component	Existing Adjusted (DGSF)	2024										2034										
		Linear:		Logarithmic:		Power:		Exponential:		Average:		Linear:		Logarithmic:		Power:		Exponential:		Average:		
		112,670	130,714	115,843	122,346	140,913	127,454	142,513	121,047	126,887	160,224	137,668										
Staff	Space	Staff	Space	Staff	Space	Staff	Space	Staff	Space	Staff	Space	Staff	Space	Staff	Space	Staff	Space	Staff	Space			
A. County/Circuit Court Clerk	12	4,552	13.92	5280.999	12.34	4680.193	13.03	4942.922	15.01	5693.05	13.57	5149.2909	15.18	5757.69216	12.89	4890.44061	13.51	5126.38346	17.06	6473.237313	14.66	5561.948487
B. Circuit Court Judicial	9	14,993	10.44	17394.12	9.253	15415.23	9.773	16280.59	11.26	18751.3	10.18	16960.307	11.38	18964.2088	9.669	16107.7276	10.14	16884.8566	12.8	21321.01209	11	18319.48455
C. Circuit Court Probation	14	3,401	16.24	3945.667	14.39	3496.779	15.2	3693.075	17.51	4253.53	15.84	3847.2624	17.71	4301.8258	15.04	3653.86391	15.77	3830.14722	19.91	4836.441147	17.11	4155.577066
D. County Clerk/Register of Deeds	5.5	3,356	6.381	3893.46	5.655	3450.511	5.972	3644.21	6.879	4197.25	6.222	3796.3577	6.957	4244.90661	5.909	3605.51817	6.194	3779.469	7.821	4772.448247	6.72	4100.592953
E. District Court Clerk	13	3,050	15.08	3538.455	13.37	3135.894	14.12	3311.931	16.26	3814.54	14.71	3450.2059	16.44	3857.85613	13.97	3276.76711	14.64	3434.8571	18.49	4337.29653	15.88	3726.700985
F. District Court Judicial	7.5	13,364	8.701	15504.23	7.711	13740.36	8.144	14511.69	9.38	16714	8.484	15117.558	9.487	16903.7342	8.058	14357.6117	8.446	15050.305	10.67	19004.46912	9.164	16329.05966
G. District Court Probation	6	1,623	6.961	1882.922	6.169	1668.707	6.515	1762.382	7.504	2029.84	6.787	1835.962	7.589	2052.88541	6.446	1743.66984	6.757	1827.79445	8.532	2308.01058	7.331	1983.095672
H. Drainage Commissioner	6	2,692	6.961	3123.121	6.169	2767.812	6.515	2923.187	7.504	3366.8	6.787	3045.2309	7.589	3405.03236	6.446	2892.14985	6.757	3031.68371	8.532	3828.197462	7.331	3289.27182
I. Family Court Judicial	12	11,314	13.92	13125.93	12.34	11632.62	13.03	12285.64	15.01	14150.1	13.57	12798.567	15.18	14310.7489	12.89	12155.1944	13.51	12741.6306	17.06	16089.23703	14.66	13824.22785
J. Family Court Probation (Juv)	9	1,974	10.44	2290.134	9.253	2029.592	9.773	2143.525	11.26	2468.82	10.18	2233.0185	11.38	2496.85508	9.669	2120.76665	10.14	2223.08457	12.8	2807.155197	11	2411.969752
K. Friends of the Court	19	5,214	22.04	6049.017	19.54	5360.836	20.63	5661.774	23.76	6520.99	21.49	5898.1553	24.03	6595.03667	20.41	5601.66023	21.4	5871.91638	27.02	7414.643969	23.22	6370.825881
L. Information Technology (IT)	2	1,620	2.32	1879.442	2.056	1665.622	2.172	1759.124	2.501	2026.09	2.262	1832.5684	2.53	2049.0908	2.149	1740.44679	2.252	1824.4159	2.844	2303.744386	2.444	1979.428064
M. Maintenance	0	1,782	0	2067.386	0	1832.184	0	1935.037	0	2228.69	0	2015.8252	0	2253.99988	0	1914.49147	0	2006.8575	0	2534.118825	0	2177.370871
N. Prosecuting Attorney	17	5,925	19.72	6873.883	17.48	6091.859	18.46	6433.834	21.26	7410.22	19.23	6702.4492	21.5	7494.35986	18.26	6365.52299	19.15	6672.63224	24.18	8425.731783	20.77	7239.574865
O. Security	4	4,995	4.641	5794.945	4.113	5135.669	4.344	5423.966	5.003	6247.1	4.525	5650.4192	5.059	6318.02995	4.297	5366.37761	4.505	5625.28237	5.688	7103.211858	4.887	6103.236531
P. Treasurer	10	3,510	11.6	4072.123	10.28	3608.848	10.86	3811.436	12.51	4389.85	11.31	3970.5648	12.65	4439.69672	10.74	3770.96805	11.26	3952.90113	14.22	4991.44617	12.22	4288.760806
Q. Shared Space	0	4,056	0	4705.565	0	4170.225	0	4404.326	0	5072.72	0	4588.2083	0	5130.31622	0	4357.56308	0	4567.79686	0	5767.893352	0	4955.901376
R. Support Space	0	5,258	0	6100.064	0	5406.075	0	5709.552	0	6576.02	0	5947.9287	0	6650.69099	0	5648.93162	0	5921.46841	0	7477.214804	0	6424.588125
S. Circulation	0	24,354	0	28254.27	0	25039.85	0	26445.5	0	30458.8	0	27549.611	0	30804.665	0	26164.7168	0	27427.0524	0	34632.95727	0	29757.4019
Subtotal	146	117,033	169.4	135775.7	150.1	120328.9	158.5	127083.7	182.6	146370	165.2	132389.49	184.7	148031.632	156.9	125734.388	164.4	131800.535	207.6	166428.4671	178.4	142999.0152
1. Administration	2	720	2.32	835.3074	2.056	740.2766	2.172	781.833	2.501	900.482	2.262	814.47484	2.53	910.707021	2.149	773.531907	2.252	810.851513	2.844	1023.886394	2.444	879.7458063
2. Board of Commissioners	7	1,426	7	1654.373	7	1654.373	7	1654.373	7	1654.37	7	1654.3726	7	1654.37263	7	1654.37263	7	1654.37263	7	2089.025668	7	1794.936999
3. Equalization	6	1,730	6.961	2007.058	6.169	1778.72	6.515	1878.571	7.504	2163.66	6.787	1957.002	7.589	2188.22659	6.446	1858.62528	6.757	1948.296	8.532	2460.171474	7.331	2113.833674
4. Finance	5	889	5.801	1031.373	5.141	914.0359	5.429	965.3465	6.253	1111.85	5.656	1005.6502	6.324	1124.4702	5.372	955.097036	5.631	1001.17638	7.11	1264.215284	6.109	1086.241697
5. Facilities Management	2	1,700	2.32	1972.253	2.056	1747.875	2.172	1845.994	2.501	2126.14	2.262	1923.0656	2.53	2150.28047	2.149	1826.39478	2.252	1914.51052	2.844	2417.509541	2.444	2077.177598
6. Human Resources	5	858	5.801	995.4079	5.141	882.1629	5.429	931.6843	6.253	1073.07	5.656	970.58252	6.324	1085.2592	5.372	921.79219	5.631	966.26472	7.11	1220.131286	6.109	1048.363753
7. Informational Services	12	2,611	13.92	3029.149	12.34	2684.531	13.03	2835.23	15.01	3265.5	13.57	2953.6025	15.18	3302.57782	12.89	2805.12751	13.51	2940.46292	17.06	3713.010242	14.66	3190.300417
8. Parks	2	800	2.32	928.1193	2.056	822.5295	2.172	868.7033	2.501	1000.54	2.262	904.97204	2.53	1011.89669	2.149	859.479897	2.252	900.946128	2.844	1137.651549	2.444	977.4953404
9. Michigan Secretary of State		2,500		2,500		2,500		2,500		2,500		2,500		2,500		2,500		2,500		2,500		2,500
10. Support/Shared Space	0	1,195	0	1353.704	0	1222.908	0	1280.104	0	1443.41	0	1325.0309	0	1457.48056	0	1268.67891	0	1320.04394	0	1613.255562	0	1414.866941
Subtotal	41	14,429	46.45	16306.74	41.96	14947.41	43.92	15541.84	49.52	17239	45.46	16008.753	50.01	17385.2712	43.53	15423.1001	45.29	15956.9247	55.35	19438.857	48.54	17082.96223
Total	187	131,462	215.8	152082.5	192.1	135276.3	202.5	142625.5	232.1	163609	210.6	148398.24	234.7	165416.903	200.4	141157.489	209.7	147757.46	263	185867.3241	226.9	160081.9774

- g. The linear projection model was identified as the Planning Model which represents a staff and space needs slightly above the average of the four models but below the high range. The Conclusion of the Staff and Space definition efforts can be summarized as follows:

Component	2014 Existing Conditions (112,670)				Projections (Planning Model)			
	Staff	Department NSF	Adjusted NSF	Adjusted DGSF	Staff	Space	Staff	Space
Departments in the Courthouse	146	67,065	90,660	117,033	169	135,776	185	148,032
Departments at the County Services Complex that may be relocated to Courthouse	41	14,429	14,429	14,429	46	16,307	50	17,305
<b>Total</b>	<b>187</b>	<b>81,494</b>	<b>105,089</b>	<b>131,462</b>	<b>216</b>	<b>152,082</b>	<b>235</b>	<b>165,417</b>

Existing Courthouse Building Gross Square Feet Summary:

- ❖ Lower Level: 31,569 BGSF
- ❖ First Floor: 30,282 BGSF
- ❖ Second Floor: 21,881 BGSF
- Total 83,732 BGSF**



- h. The twenty year Planning Model (2034) defines a space needs of the departments currently in the Courthouse as 148,032, the departments at the County Services Complex that may return to the Courthouse (includes Parks Department and Secretary of State's Office) as 17,305 for a total projected space need of 165,417 BGSF (Building Gross Square Feet: *includes the DGSF and accounts for miscellaneous mechanical, circulation and width of exterior walls*).

This total projected space need exceeds the existing Courthouse BGSF of 83,732 by 81,685 BGSF or approximately double the current space in the existing Courthouse.

- i. This projection modeling method of staff and space represents how the County has delivered services over an approximately fifty year period relative to the population served. This form of staff and space definition assumes the County will continue to deliver services in a similar manner in the next twenty years. Since this projection model included fifty years of historical data, it accounts for the many influences that have occurred between 1970 and 2014. However, it may not fully account for unforeseen influences or factors that may alter how the County delivers services in the future. Consequently, the conclusions of these projections should be analyzed in greater detail to consider possible unforeseen influences, policy changes affecting how the County delivers services, utilizes its staff or the potential benefits of technology that have not been fully realized. Furthermore, it has been the experience of RQAW that projection modeling typically represents a high range of probable staff and space needs, direct staff and architectural space programming typically realizes reduced quantities and detailed design could possibly reduce the amount of space even more through beneficial adjacencies and shared space scenarios.

## 5. Charrette Tools (Appendix F)

- a. A number of tools including context, site and floor plan diagrams were developed to assist with the Courthouse Master Plan Charrette. Also, the projected twenty year space needs (2034) were defined as a series of space blocks representing each Department and/or Agency included in the master plan Charrette.

## C. Charrette

### 1. Charrette Attendance (Appendix G)

- a. The Charrette was advertised and personal invitations extended by the County to those who attended the Pre-Charrette In-Put Session on November 14<sup>th</sup>, 2014.
- b. The Charrette was conducted over a one and one half day period on July 30<sup>th</sup> and 31<sup>st</sup>, 2014 with approximately eighteen (18) people representing the County, City of Allegan and Community in attendance the first day and twenty three (23) in attendance the second day.














### 2. Charrette (Appendix H)

- a. The Charrette was generally structured in four sessions:
  - **Session 1:** *The morning session on Wednesday July 30<sup>th</sup> focused on presenting the information utilized to define the future space needs of the departments and/or agencies included in the master plan Charrette (Appendices A-F).*
  - **Session 2:** *The second session was initiated after the 10:00 am break and focused upon developing conceptual master plan options. There were six options explored prior to the lunch break (A-F). During the lunch break, RQAW imported images of the six options explored for discussion at the onset of the afternoon session.*
  - **Session 3:** *The afternoon of Wednesday July 30<sup>th</sup> was initiated with a review of the conceptual options explored in the morning session and four additional options (G-J) were developed. Three of these options were similar to those developed in the morning except the Circuit Court Probation Office was located to the approximately 14,000 square feet of space available at the new jail. The fourth option was a variation on previous options and located an addition immediately adjacent to the west side of the Courthouse thus reducing the amount of site area to the west allocated to a new building structure.*

- **Session 4:** The fourth session occurred the morning of Thursday July 31<sup>st</sup> with a primary focus on presenting the ten conceptual master plan options including work that was completed by RQAW Wednesday evening. The fourth session concluded with a discussion on the next steps in the process.

**3. Conceptual Master Plan Options (Appendix I)**

a. The ten conceptual master plan options explored can generally be described as follows:

<p><b>Option A:</b> <i>New Courts Building Addition to West, Renovate Courthouse and bring back County Services</i></p>	<p>❖ <b>Conceptual Master Plan</b></p>  <p>Site/ First Floor Plan</p>  <p>Lower Level Plan</p>  <p>Second Floor Plan</p>
<p><b>Option B:</b> <i>New Courts Building Addition to North, Renovate Courthouse and bring back County Services</i></p>	<p>❖ <b>Conceptual Master Plan</b></p>  <p>Site/ First Floor Plan</p>  <p>Lower Level Plan</p>  <p>Second Floor Plan</p>
<p><b>Option C:</b> <i>Relocate Courts and Related Functions to New Jail, Renovate Existing Courthouse and bring back County Services</i></p>	<p>❖ <b>Conceptual Master Plan</b></p>  <p>Site/ First Floor Plan</p>  <p>Lower Level Plan</p>  <p>Second Floor Plan</p>  <p>Remote Site Addition</p>
<p><b>Option D:</b> <i>Addition to West for Non-Related Court Departments, Renovate the Courthouse for Courts and related Functions and do not bring back County Services</i></p>	<p>❖ <b>Conceptual Master Plan</b></p>  <p>Site/ First Floor Plan</p>  <p>Lower Level Plan</p>  <p>Second Floor Plan</p>

**Option E:** Addition to West/North for Non-Related Court Departments, Renovate the Courthouse for Courts and related Functions and bring back County Services

❖ **Conceptual Master Plan**



Site/ First Floor Plan



Lower Level Plan



Second Floor Plan

**Option F:** Addition to West/North for Non-Related Court Departments, Renovate the Courthouse for Courts and related Functions and bring back County Services

❖ **Conceptual Master Plan**



Site/ First Floor Plan



Lower Level Plan



Second Floor Plan

**Option G:** Addition to West for Non-Related Court Departments, Renovate the Courthouse for Courts and related Functions, do not bring back County Services and relocate Circuit Court Probation to New Jail

❖ **Conceptual Master Plan**



Site/ First Floor Plan



Lower Level Plan



Second Floor Plan

**Option H:** Addition to West for Non-Related Court Departments, Renovate the Courthouse for Courts and related Functions, bring back County Services and relocate Circuit Court Probation to New Jail

❖ **Conceptual Master Plan**



Site/ First Floor Plan





Lower Level Plan



Second Floor Plan



<p><b>Option I:</b> Relocate Courts and Related Functions and Circuit Court Probation to New Jail, Renovate Existing Courthouse and bring back County Services</p>	<p>❖ <b>Conceptual Master Plan</b></p>  <p>Site/ First Floor Plan</p> <p>Lower Level Plan</p> <p>Second Floor Plan</p> <p>Remote Site Addition</p>
<p><b>Option J:</b> Addition to West (Immediately adjacent to Courthouse) for Non-Related Court Departments, Renovate the Courthouse for Courts and related Functions, bring back County Services and relocate Circuit Court Probation to New Jail</p>	<p>❖ <b>Conceptual Master Plan</b></p>  <p>Site/ First Floor Plan</p> <p>Lower Level Plan</p> <p>Second Floor Plan</p>

b. The ten conceptual master plan options explored during the Charente were defined into four major concept groupings established by the County as follows:

<p align="center"><b>Allegan County Courthouse Square Master Plan Charrette</b> <i>Options Concept Grouping</i></p>			
<p><b>I. Status Quo-Current Occupants</b></p>	<p><b>II. Move Departments Out of Existing Building But Still Not Add Any Other Departments</b></p>	<p><b>III. Build New Building Downtown For Just Downtown Services</b></p>	<p><b>IV. Build New Building Downtown and Bring Back Some County Services</b></p>
	<p><b>Option D:</b> Addition to West for Non-Related Court Departments, Renovate the Courthouse for Courts and related Functions and do not bring back County Services</p>	<p><b>Option D:</b> Addition to West for Non-Related Court Departments, Renovate the Courthouse for Courts and related Functions and do not bring back County Services</p>	<p><b>Option A:</b> New Courts Building Addition to West, Renovate Courthouse and bring back County Services</p>
	<p><b>Option G:</b> Addition to West for Non-Related Court Departments, Renovate the Courthouse for Courts and related Functions, do not bring back County Services and relocate Circuit Court Probation to New Jail</p>	<p><b>Option G:</b> Addition to West for Non-Related Court Departments, Renovate the Courthouse for Courts and related Functions, do not bring back County Services and relocate Circuit Court Probation to New Jail</p>	<p><b>Option B:</b> New Courts Building Addition to North, Renovate Courthouse and bring back County Services</p>
			<p><b>Option C:</b> Relocate Courts and Related Functions to New Jail, Renovate Existing Courthouse and bring back County Services</p>
			<p><b>Option E &amp; F:</b> Addition to West/North for Non-Related Court Departments, Renovate the Courthouse for Courts and related Functions and bring back County Services</p>
			<p><b>Option H:</b> Addition to West for Non-Related Court Departments, Renovate the Courthouse for Courts and related Functions, bring back County Services and relocate Circuit Court Probation to New Jail</p>
			<p><b>Option I:</b> Relocate Courts and Related Functions and Circuit Court Probation to New Jail, Renovate Existing Courthouse and bring back County Services</p>
			<p><b>Option J:</b> Addition to West (Immediately adjacent to Courthouse) for Non-Related Court Departments, Renovate the Courthouse for Courts and related Functions, bring back County Services and relocate Circuit Court Probation to New Jail</p>

- c. The majority of the concepts explored addressed relocating the County Services from the County Services Complex back to the courthouse including adding the Parks Department and Michigan Secretary of State's Office (Conceptual Options A-C, E & F and H-J). Two of the conceptual options that did not include relocation of the County Services from the County Services Complex back to the courthouse or adding the Parks Department and Michigan Secretary of State's Office fell into two of the four major concept groupings (Conceptual Options D & G). Given the extreme discrepancy of the 2034 projected space needs (148,032 BGSF to 165,417BGSF) relative to the existing courthouse Building Gross Square Feet of 83,732BGSF, no conceptual options were explored in "I. Status-Quo Current Occupants" concept grouping category.
- d. Representatives of the County in attendance did not express a preference for a conceptual master plan. The City of Allegan did state a preference for the master plan options that minimized the amount of space to the west of the site that would be dedicated to the construction of a new building/addition (master plan options B, C, F and I and J). Also, representatives of the Library in attendance preferred options that did not include construction of a façade across from the library that would be larger in scale than the existing courthouse (all master plan options could accomplish this design preference).

**4. Conceptual Master Plan Descriptions (Appendix J)**

- a. The conceptual master plan options explored were described in terms of the department's potential location by renovation (existing courthouse) or addition (new construction/building) and by the floor or level they were initially assigned.
- b. These descriptions, related departmental locations and assigned areas will need to be evaluated in greater detail during the ensuing design phases to explore beneficial adjacency relationships and operational efficiencies. Also, 2034 projected space needs of conceptual options that explored renovation of the courthouse for the court related functions (conceptual options D-H and J) exceeded the available space in the courthouse. Consequently, these options will need a more detailed architectural programming and design study to confirm the viability of these conceptual options.
- c. Conceptual Options C and I that relocate the Courts and related functions to the new jail will need to be further evaluated relative to the logistical conditions of co-habitation of court and jail operations and available property.
- d. The following are examples of a conceptual master plan description which are included in Appendix J:

Allegan County Courthouse Square Charrette: Option Summary			
Option A: New Courts Building Addition to West, Renovate Courthouse and bring back County Services			
Floor	Component	DGSF	
<b>Renovation</b>			
Lower Level	L. Information Technology (IT)	2,049	
	M. Maintenance	2,354	
	Q. Shared Space: Lower Level	1,710	
	Q. Shared Space: Second Level	1,710	
	R. Support Space: Lower Level	1,378	
	R. Support Space: Main Mechanical/Building Supply	1,644	
	R. Support Space: Second Floor	1,378	
	7. Informational Services	3,303	
	10. Support/ Shared Space	1,457	
		<b>Subtotal</b>	<b>16,983</b>
First Floor	D. County Clerk/ Register of Deeds	4,245	
	H. Drain Commissioner	3,405	
	P. Treasurer	4,440	
	Q. Shared Space: First Floor	1,710	
	R. Support Space: First Floor	1,378	
	2. Board of Commissioners	1,654	
	3. Equalization	2,188	
	5. Facilities Management	2,150	
	6. Human Resources	1,085	
	8. Parks	1,011	
9. Michigan Secretary of State	2,500		
	<b>Subtotal</b>	<b>25,766</b>	
Second Level	A. County/Circuit Court Clerk	5,758	
	C. Circuit Court Probation	4,302	
	G. District Court Probation	2,053	
	J. Family Court Probation (Juv)	2,497	
	I. Administration	911	
	4. Finance	1,124	
		<b>Subtotal</b>	<b>16,645</b>
		<b>Renovation Total DGSF</b>	<b>89,394</b>
		<b>Circulation(Public/Staff/Secure)/Building Crossing Factor</b>	<b>24,338</b>
		<b>Renovation Total BGSF</b>	<b>83,732</b>
<b>Addition</b>			
Lower Level	B. Circuit Court Judicial	18,964	
	O. Security: Holding Lower Level	625	
	<b>Subtotal</b>	<b>19,589</b>	
First Floor	F. Family Court Judicial	14,311	
	O. Security: Office/Support Space	496	
	O. Security: Sallyport	1,400	
	O. Security: Screening	506	
	O. Security: Holding First Floor	625	
	<b>Subtotal</b>	<b>17,338</b>	
Second Floor	F. District Court Judicial	16,904	
	O. Security: Holding Second Floor	625	
	<b>Subtotal</b>	<b>17,529</b>	
Third Floor	N. Prosecuting Attorney	7,494	
	K. Friends of the Court	6,595	
	E. District Courts Clerk	3,858	
		<b>Subtotal</b>	<b>17,947</b>
		<b>Addition Total DGSF</b>	<b>72,403</b>
	<b>Circulation(Public/Staff/Secure)/Building Crossing Factor</b>	<b>9,282</b>	
	<b>Addition Total BGSF</b>	<b>81,685</b>	
Remote (Existing Jail/Site)	N/A	0	
	<b>Total Renovation and Addition DGSF</b>	<b>165,417</b>	

Allegan County Courthouse Square Charrette: Option Summary		
Option C: Relocate Courts and Related Functions to New Jail, Renovate Existing Courthouse and bring back County Services		
Floor	Component	DGSF
<b>Renovation</b>		
Lower Level	L. Information Technology (IT)	2,049
	M. Maintenance	2,354
	Q. Shared Space: Lower Level	1,710
	Q. Shared Space: Second Level	1,710
	R. Support Space: Lower Level	1,378
	R. Support Space: Main Mechanical/Building Supply	1,644
	R. Support Space: Second Floor	1,378
	7. Informational Services	3,303
	10. Support/ Shared Space	1,457
		<b>Subtotal</b>
First Floor	D. County Clerk/ Register of Deeds	4,245
	H. Drain Commissioner	3,405
	P. Treasurer	4,440
	Q. Shared Space: First Floor	1,710
	R. Support Space: First Floor	1,378
	1. Administration	911
	2. Board of Commissioners	1,654
	3. Equalization	2,188
	4. Finance	1,124
	5. Facilities Management	2,150
6. Human Resources	1,085	
8. Parks	1,011	
9. Michigan Secretary of State	2,500	
	<b>Subtotal</b>	<b>27,801</b>
Second Level	C. Circuit Court Probation	4,302
	Unused Space	15,000
	<b>Subtotal</b>	<b>19,302</b>
	<b>Renovation Total DGSF</b>	<b>64,086</b>
	<b>Circulation(Public/Staff/Secure)/Building Crossing Factor</b>	<b>19,646</b>
	<b>Renovation Total BGSF</b>	<b>83,732</b>
<b>Remote (New Jail)</b>		
Lower Level	B. Circuit Court Judicial	18,964
	O. Security: Holding Lower Level	625
	<b>Subtotal</b>	<b>19,589</b>
First Floor	F. District Court Judicial	16,904
	O. Security: Office/Support Space	496
	O. Security: Screening	506
	O. Security: Holding First Floor	625
	J. Family Court Probation (Juv) (In Jail)	2,497
	<b>Subtotal</b>	<b>21,028</b>
Second Floor	E. District Courts Clerk	3,858
	G. District Court Probation	2,053
	I. Family Court Judicial	14,311
O. Security: Holding Second Floor	625	
	<b>Subtotal</b>	<b>20,847</b>
Third Floor	A. County/Circuit Court Clerk	5,758
	N. Prosecuting Attorney	7,494
	K. Friends of the Court	6,595
	E. District Courts Clerk	3,858
	<b>Subtotal</b>	<b>19,847</b>
	<b>Addition Total DGSF</b>	<b>81,311</b>
	<b>Circulation(Public/Staff/Secure)/Building Crossing Factor</b>	<b>374</b>
	<b>Addition Total BGSF</b>	<b>81,685</b>
Addition (Old Jail)	N/A	0
	<b>Total Renovation and Addition DGSF</b>	<b>165,417</b>

**5. Conceptual Master Plan Advantages and Disadvantages (Appendix K)**

- a. Advantages and Disadvantages were developed for each of the ten conceptual master plan options explored. These advantages and disadvantages reflect the RQAW perspective of the conceptual options based upon design experience and discussions with the Charente participants during the Charente process and are not weighted to reflect the priority system of the County or the impact of the cost factor.
- b. The general goal is to select an option that has greater advantages than disadvantages and can be feasible achieved.
- c. The following is an example of an Advantages and Disadvantages Summary which are included in Appendix K:

<b>Allegan County Courthouse Square Charrette</b> <i>Advantages and Disadvantages Summary</i>	
<b>Option A: New Courts Building Addition To West, Renovate Courthouse And Bring Back County Services</b>	
Advantages	Disadvantages
<ul style="list-style-type: none"> <li>Allows For Opportunity Of Green Space/Landscaping</li> <li>Accommodates 10 And 20 Year Space Plans</li> <li>Fully Utilizes Existing Space Available In Courthouse</li> <li>Option Can Accommodate Future Expansion</li> <li>Project Can Be Phased In A Logical Sequence To Minimize Operational Disruptions</li> <li>Can be logically implemented through multiple Phases</li> <li>Addition Can Be Constructed With Minimal Adverse Affect On Daily Operations</li> <li>Renovation Can Be Accomplished With Minimal Adverse Affect On Daily Operations</li> <li>Less Expensive Renovation Square Foot Costs</li> <li>Affords The Opportunity To Redefine The Architectural Character Of The Existing Courthouse</li> <li>Could Potentially Increase Contribution To Downtown Merchants' Revenues</li> <li>Concept Allows for some opportunity to separate secure, public and staff parking</li> <li>Does Not Require All Public to go through security screening</li> <li>Opportunity to reopen south east historic public entrance</li> </ul>	<ul style="list-style-type: none"> <li>Does Not Accommodate Current And Future Parking Space Needs On Site, Requires Remote Parking And/Or Parking Garage</li> <li>May Require Additional Property Acquisition for parking</li> <li>More Expensive New Construction Square Foot Cost</li> <li>More Expensive Renovation Square Foot Costs</li> <li>Longer Construction/Renovation Duration Than Other Options</li> <li>Massing is not compatible with adjacent architectural context</li> <li>Requires all public to go through security screening</li> <li>Does not allow for Opportunity to reopen south east historic public entrance</li> </ul>

**6. Conceptual Master Plan Statement of Probable Cost (Appendix L)**

- a. A Statement of Probable Cost that is defined in three major cost groupings was developed for each of the conceptual design concepts:
  - “Hard Construction Cost”** which can be defined as *“bricks and mortar”* or the actual cost of the construction.
  - “Soft Costs Construction Related”** which includes costs necessary to design, bid and construct the project such as professional design fees, surveys, geotechnical explorations/reports, permits, etc.
  - “Soft Costs Occupancy Related”** which include items necessary to occupy the building including telephones, furniture, information technology, etc.

The total of these costs including contingencies appropriate to a conceptual level of development and overall Owner project contingency define a total probable project budget.



- b. Since the means of financing and delivering this project were unknown at the time of the Charente, the project budget summarized below does not include the cost of financing, County Attorney or Construction Manager fees. This statement of probable cost defines a range of probable cost (low, mean and high) to address the potential variables in the bidding, material and labor markets that may be experienced at the time of bidding the selected project. The general goal is to plan for the “Mean” cost, work towards the “Low” cost but be prepared for the “High” cost. Also, these costs are based upon 2014 construction costs and will need to be adjusted to account for annual inflationary factors (typically 2.2% to 5% annually) for every year the project is delayed
- c. The following is a summary of the Statement of Probable Cost Total Project Budget:

Allegan County Courthouse Square Master Plan Charrette Statement Of Probable Cost Summary			
Master Plan Concept Option	Statement Of Probable Cost Summary: Total Project Budget		
	Low	Mean	High
Option A: <i>New Courts Building Addition to West, Renovate Courthouse and bring back County Services</i>	\$38,854,339.71	\$42,044,691.58	\$45,155,043.45
Option B: <i>New Courts Building Addition to North, Renovate Courthouse and bring back County Services</i>	\$38,854,339.71	\$42,044,691.58	\$45,155,043.45
Option C: <i>Relocate Courts and Related Functions to New Jail, Renovate Existing Courthouse and bring back County Services</i>	\$37,950,628.74	\$41,027,706.75	\$44,104,784.75
Option D: <i>Addition to West for Non-Related Court Departments, Renovate the Courthouse for Courts and related Functions and do not bring back County Services</i>	\$26,104,557.45	\$28,221,143.19	\$30,337,728.93
Option E: <i>Addition to West for Non-Related Court Departments, Renovate the Courthouse for Courts and related Functions and bring back County Services</i>	\$29,294,747.92	\$31,669,997.75	\$34,045,247.58
Option F: <i>Addition to North for Non-Related Court Departments, Renovate the Courthouse for Courts and related Functions and bring back County Services</i>	\$28,942,230.34	\$31,288,897.66	\$33,635,564.99
Option G: <i>Addition to West for Non-Related Court Departments, Renovate the Courthouse for Courts and related Functions, do not bring back County Services and relocate Circuit Court Probation to New Jail</i>	\$25,762,943.17	\$27,851,830.45	\$29,940,717.74
Option H: <i>Addition to West for Non-Related Court Departments, Renovate the Courthouse for Courts and related Functions, bring back County Services and relocate Circuit Court Probation to New Jail</i>	\$29,738,974.84	\$32,150,243.07	\$34,561,511.30
Option I: <i>Relocate Courts and Related Functions and Circuit Court Probation to New Jail, Renovate Existing Courthouse and bring back County Services</i>	\$37,146,487.08	\$40,158,364.41	\$43,170,241.75
Option J: <i>Addition to West (Immediately adjacent to Courthouse) for Non-Related Court Departments, Renovate the Courthouse for Courts and related Functions, bring back County Services and relocate Circuit Court Probation to New Jail</i>	\$29,294,747.92	\$31,669,997.75	\$34,045,247.58

## 7. Conceptual Master Plan, Immediate, Short Term and Long Term Needs

- a. The primary focus of the Charente effort was defining a means to address the long term needs and a master plan option to address the long term needs was not selected at the conclusion of the Charente.
- b. The selection of a master plan option is paramount to determining a means to address the immediate and short term needs, as well as other related implementation factors such as financing, phasing and schedules. Once a master plan option is selected, logical parameters of incremental projects, including immediate and short term, necessary to efficiently and cost effectively achieve the master plan can be developed.

### D. Post Charrette

#### 1. Recommendations/Next Steps

- a. Select a preferred master plan option.
- b. Evaluate potential changing trends related to technology and alternative staff utilization policies that may influence how Allegan County is providing services in the future and define the potential affect on the amount of staff and space anticipated by the master plan Charente.
- c. Complete a Preliminary Design of the selected master plan to achieve the following goals, objectives and products:
  - *Complete a Staffing and Architectural Space Program to potentially reduce the amount of square footage assumed by the master plan projection methodology and incorporate conclusions of the evaluation of changing trends discussed above.*
  - *Complete preliminary floor plans*
    - *Potentially further reduce the necessary square footage through beneficial adjacencies and shared space.*
    - *Clearly define a means to address the space and operational issues.*
  - *Complete a preliminary site plan to define the potential improvements to the site, determine a means to address immediate, short and long term parking needs and define potential green space, as well as other amenities.*
  - *Complete exterior elevations and renderings necessary to define an image for the building and communicate the concept to the Decision Makers, County Departments, City of Allegan and Community Stakeholders.*
  - *Complete an evaluation of the existing building systems to determine their contributions to the design and related cost impact.*
  - *Complete a summary of the proposed new building systems to define the potential structural, architectural and mechanical, electrical, plumbing and fire protection systems characteristics.*
  - *Refine the Statement of Probable Cost based upon the preliminary design and systems descriptions to realize a more accurate and complete cost estimate.*
  - *Define an implementation plan and related costs to address the immediate, short term and long term needs and/or implementation phasing options.*
  - *Determine a project and/or phasing plan delivery system which includes a means to finance the project(s) and schedule.*
  - *Create tools necessary to communicate the proposed project(s) and build consensus between the County Decision Makers, County Departments, City of Allegan and Community Stakeholders for the selected master plan and means to realize it.*
- d. Build consensus with the County Decision Makers, County Departments, City of Allegan and Community Stakeholders for the selected master plan.
- e. Demolish the existing jail once the improvements of the vacated area are defined by the Preliminary Design Phase.