

Kalamazoo Justice Center
Report #3

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December 21, 1994

Report #3: Kalamazoo Justice Center
Kalamazoo, Michigan

To: Mr. Marc Ott, City Manager, City of Kalamazoo
Mr. Pat DiGiovanni, Deputy City Manager, City of Kalamazoo

From: Ralph J. Stephenson, P. E. - Consultant

Re: Recommendations and report on Kalamazoo Justice Center program.

This report presents recommendations for proceeding with development of the new Kalamazoo Justice Center. It also includes a summary of the work done on the project which led to formulation of the recommendations.

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Recommendation 01) - That the key components of the Justice Center be considered

as the following¹ :

- Court Facility.
- Public Safety Headquarters.
- Central Communications.
- Evidence Storage.
- Forensic Laboratory.
- Criminal Investigation Division (CID)
- Jail.²
- Central Intake.
- Public Safety Training.
- City Attorney's offices.³

Recommendation 02) - That, for current planning purposes, the key components of the Justice Center be functionally grouped as follows:

Court Facility.

- All court room and court support facilities

Public Safety Headquarters.

- Central Communications.
- Evidence Storage.
- Forensic Laboratory.
- Criminal Investigation Division.

Jail.

- Jail facilities
- Central Intake.

Public Safety Training.

Recommendation 03) - That, for current planning purposes, the gross building areas

¹ Component listed are broad categories that contain many sub functional units. For a preliminary listing of the sub functional elements as proposed presently, refer to Eckert/Wordell program report, dated October 1, 1993.

² The actual location of jail facilities in the Justice Center will be determined as project and operational planning proceeds for the Center.

³ It is assumed for preliminary planning purposes that the City's Attorney's offices will remain in the City Hall South facility on Cedar Street.

of the proposed Justice Center facility be considered as follows:⁴

Court Facility - approximately 46,000 square feet (does not include City Attorney's offices).

Public Safety headquarters - approximately 48,000 square feet (includes about 5,000 square feet of jail space).

Public Safety Training - approximately 18,000 square feet.

City Attorney's offices - approximately 5,000 square feet..

Recommendation 04) - That the proposed building areas in recommendation 03 be validated, revised, and confirmed as detailed planning proceeds for the new Justice Center facility.

Recommendation 05) - That possible sites to consider for Justice Center facilities be as follows:⁵

Site A - District Court 9-1 building - Rose and Lovell - downtown Kalamazoo (total size with Public Safety about 2.3 acres)

Site B - Department of Public Safety building - Rose & Lovell - downtown Kalamazoo (total size with Court facilities about 2.3 acres).

Site C - Office building, known as City Hall South, located in middle of block on north side of Cedar Street between Rose and Park (total size about 0.3 acres).

Site D - Public Safety Training Center and adjacent parking (total size about 0.9 acres).

Site F - Empty Spearflex building and parking on north side of E. Kalamazoo Avenue between North Edwards Street and North Pitcher Street (total size about

⁴ Areas shown are derived from the area summaries recommended in the Eckert/Wordell program report, dated October 1, 1993. These areas are to be revised or validated as cost parameters are established, and the program and design studies proceed

⁵ Sites listed here were derived from a group of approximately 25 locations listed in Appendix C. The evaluation process was made through the joint efforts of the site selection committee, the steering committee, and the consultant. See Appendix E for some of the criteria used.

2.8 acres).

Site J - Parking lot located on west side of Rose in middle of block between Cedar and Lovell Streets (total size about 0.13 acres).

Site K - Office building and parking (3 sites) at northeast corner of South Rose and West Cedar (total size about 0.2 acres).

Site M - Sites adjacent county jail and county fairgrounds, and on Lamont Street between Lake Street and I-94 (total size about 1.5 acres for south site and 6.0 acres for north site).

Site N - Old Consumer Power site on E. Michigan Ave. (total size about 3.5 acres).

Site P - Site adjacent old Consumers Power site along the Kalamazoo River and extending to Gull Road. Separated from site N by railroad (total size about 6 acres).

Recommendation 06) - That action D as outlined in Appendix D⁶ be followed as the current recommended combination of Justice Center facilities. The elements of this action are:

- Keep some Justice Center facilities at or adjacent to their present locations⁷ and move others to site M adjacent to the County jail.
- Construct new Court Building adjacent County Jail on site M.
- Remodel or reconstruct existing Public Service Headquarters building at present location, minus jail if merged with County jail.
- Reconstruct or remodel existing Public Safety parking facilities.
- Keep City Attorney's offices in City Hall South

Recommendation 07) - That action C and E as outlined in Appendix D, be considered in that order, as current alternative combinations of Justice Center facilities to action D recommended in #06 above.

Course of action C - Alternative #1

- Keep all Justice Center facilities at or adjacent to their present locations.

⁶ See Appendix D for details of other move combinations considered.

⁷ Present location includes sites A, B, C, D, J, and K.

- Construct new Public Safety Headquarters on the northeast corner of Cedar and Rose Streets minus jail if merged with County jail.
- Construct new Court Building on the northwest corner of Cedar and Rose Streets.
- Reconstruct or remodel existing parking facilities (may include some decked parking).
- Keep City Attorney's offices in City Hall South or incorporate into new Court facility building.
- Demolish existing Court and Public Safety Building when new facilities are occupied.

Course of action E - Alternative #2

- Keep some Justice Center facilities at or adjacent to their present locations⁸ and move others to sites under consideration.
- Construct new Court Building on old Consumers Power site N. May also utilize property north of the railroad tracks, site P.
- Remodel or reconstruct existing Public Safety and Court building to all Public Safety at present location, minus jail if merged with County jail.
- Reconstruct or remodel existing parking facilities for Public Safety facilities (may include some decked parking).
- Keep City Attorney's offices in City Hall South.

Recommendation 07) - That the City of Kalamazoo prepare three capital and operating cost financial models for the new Justice Center. These should anticipate capital expenditures of \$15 , \$20, and \$25 million. The models should identify details of the financing plan most feasible, and most likely to provide the funding needed for permanent and interim financing of the project. ⁹

Recommendation 08) - That, if the Kalamazoo City Commission decides to proceed with further work on the Kalamazoo Justice Center development, they appoint a single point of responsibility for its direction by the City. Further that they review and revise as necessary, the plan of action in Appendix L to reflect the current plan of work for the program. ¹⁰

Recommendation 09) - That the two existing task forces be discharged with

⁸ Present location includes sites A, B, C, D, J, and K.

⁹ See Appendix H for further discussion of financing by Keith Overly.

¹⁰ See Appendixes L and M for preliminary network model and bar chart of the project sequence recommended.

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commendation. If the Justice Center work is to be continued, the task forces should be reappointed or reformed to continue their work into the next phase of the project.¹¹

Recommendation 10) - That the existing steering committee be discharged with commendation. If the Justice Center work is to be continued, the steering committee should be reappointed to continue their work into the next phase of the project.

¹¹ See Appendix B for a list of those participating in the Justice Center study.

Kalamazoo Justice Center
Report #3 Appendix

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Appendix to Report #3

Subject: Kalamazoo Justice Center
Kalamazoo, Michigan

To: Mr. Marc Ott, City Manager, City of Kalamazoo
Mr. Pat DiGiovanni, Deputy City Manager, City of Kalamazoo

From: Ralph J. Stephenson, P. E. - Consultant

This appendix is a part of Report #3, for the Kalamazoo Justice Center project and provides supplementary information referred to in Report #3 and in other Appendixes.

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Appendix N - Steering committee meeting notes - unedited.
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• Appendix A - Overview of Justice Center program.

This Kalamazoo Justice project study was initiated by Mr. Ott, City Manager, and Mr. Pat DiGiovanni, Deputy City Manager, acting in accordance with a request of the Kalamazoo City Commission. In their meeting of January 12, 1994 the Commissions proposed the following motion:

"Commissioner Jackson, supported by Commissioner Larson, moved to establish a new Public Safety/Court facility as a high priority and directed the City Manager to work with District Court officials and Public Safety representatives in 1994 to develop alternatives and fashion a recommendation."

"The motion carried unanimously."

My assignment on the Justice Center project has been to assist Mr. Ott and Mr. DiGiovanni in the work needed to implement the Commissioner's motion. In this effort, Mr. Ott, Mr. DiGiovanni and I agreed that the project would benefit from the help of a Steering Committee composed of those close to the justice, safety, and financial functions in Kalamazoo.

Those selected for the Steering Committee represented a broad range of ideas and interest that would bring balance and reason to a critical urban planning program for the City of Kalamazoo. Its members include:

Quinn Benson - Judge - District Court 9-1
Pat DiGiovanni - Deputy City Manager
Chief Ed Edwardson - Chief of Public Safety
Lee Kirk - Deputy City Attorney
Nick Lam - Director of Purchasing
Marc Ott - City Manager
Keith Overley - Director of Administration and Finance
Ralph J. Stephenson, P. E. - Consultant

A particular need to be filled by the Steering Committee was to help broaden the total concept of the project. This was done by reexamining the facilities needed and their functional relationships in light of justice and safety needs for the next 10 to 20 years.

Some groundwork had been laid for such an approach in an investigation by Eckert/Wordell and Richard Sharpe Associates entitled *A Program Report for Kalamazoo District 9-1 Court and Public Safety Complex* dated October 1, 1993. This document was based on the assumption that the site for the project would include substantially the same properties as are presently in the Justice Center complex plus some small, but important adjoining properties.

Initial efforts of the Steering Committee were aimed at determining whether a new Justice Center complex with the same functional components on the same site would be necessary or desirable in the future. Several planning considerations prompted the Committee to look at relocation and recombination of some functions. These included, among others:

- 01) Potential for district court consolidation in the Kalamazoo District.
- 02) Potential for court reorganization in the State of Michigan.
- 03) Increased use of remote television in the processing of prisoners.
- 04) The expense of transporting prisoners between jail facilities and courts.
- 05) Value of the present location if returned to the City tax rolls.
- 06) Condition and extent of rehabilitation needed in the present Court and Public Safety buildings.
- 07) Disruption of ongoing operations at the present buildings and grounds as construction and remodeling proceeded.
- 08) Cost of a full rehabilitation and remodeling program at the present site, compared to a similar program carried out at other locations.
- 09) Security during a remodeling program being conducted while the existing facilities were under full operation.
- 10) Time required to remodel and construct at the present site compared to that at other locations.
- 11) Desires of key people on the Steering Committee to reexamine the methods by which the elements of the Justice Center would interact with each other.
- 11) Trend of municipalities to shed the responsibility and liability for jail operations, other than minimal and temporary,

The responsibility of the Steering Committee was to provide a source of authentic information, and reliable guidance to the City Manager, his staff, and the consultant in collecting, preparing, analyzing and presenting recommendations to the City Commissioners.

My responsibility was to generate a plan of action for locating, designing, and constructing the Justice Center from the present to its completion and occupancy. The materials prepared to help meet this responsibility are shown in these appendices to Report #3.

In our work we have considered that the Justice Center is the generic name for functions presently contained in the Kalamazoo Court, Public Safety, and Legal

facility, presently located in downtown Kalamazoo at Rose and Lovell Streets. It was further recognized during the study that a physical relocation of Justice Center functions apart from other functions in the present facilities should be considered in our reanalysis of the Center's operation.

Steering committee conferences were held on:¹

- Meeting #1 - Wednesday, July 20, 1994,
- Meeting #2 - Tuesday, July 26, 1994,
- Meeting #3 - Monday, August 8, 1994.
- Meeting #4 - Monday, October 24, 1994

Members initially concentrated on key planning elements of the Justice Center complex including:

- Definition of terms to be used in the study.²
 - Functional components.
 - Groupings of the components.
 - Locations of the components.
 - Interrelationships between the components.
 - Suitable sites for the components.
 - Community group involvement.
 - Planning and implementation steps to be taken.
 - Identification of project stakeholders.³
- and others as the discussions proceeded.

The committee elected to gain community support and provide information about the proposed project by inviting about 60 community leaders or stakeholders to a briefing meeting to discuss the Justice Center and its planning. The purpose of the briefing was to provide a forum in which the stakeholders could comment and discuss ideas with potential to help implement this very important community project.

The briefing meeting was held the afternoon of Thursday, August 18, 1994 in the

¹ See Appendix N - Steering Committee meeting notes.

² See appendix I - Glossary of Terms

³ Those involved and perhaps at risk (impacted) who might be able to provide input of value to the task force.

downtown Court and Public Safety building. Mr. Marc Ott chaired the meeting, and solicited assistance from all attending in the complex work ahead.

The Steering Committee had defined four areas of help and the related questions to be answered by community and stakeholder participation.

- 1) **Program needs** - What operating and organizational components should be included in the Justice Center?
- 2) **Financing** - How should the program be financed?
- 3) **Site selection** - Where should the facilities be located?
- 4) **Facility design** - What should be the design features of the facility?

From those attending we received 21 expressions of interest. Those responding a were assigned to specific task forces. The Program Needs and the Financing task forces were combined because of the low response to this activity. The Site Selection task force was of great interest to many attending and we were able to assemble seven people for this work.

The Facility Design task force organization was deferred temporarily until more work had been accomplished on defining program needs, financing, and evaluating sites.

Subsequent to the orientation meeting of stakeholders we held a series of task force meetings as follows:

- Thursday, September 8, 1994 A. M. - Meeting 1 - Task Force on Program Needs and Financing
- Thursday, September 8, 1994 P. M. - Meeting 1 - Task Force on Site Selection
- Monday, September 12, 1994 A. M. - Meeting 2 - Task Force on Program Needs and Financing
- Monday, September 12, 1994 P. M. - Meeting 2 - Task Force on Site Selection

- Monday, September 29, 1994 A. M. - Meeting 3 - Task Force on Site Selection
- Monday, September 29, 1994 P. M. - Meeting 3 - Task Force on Program Needs and Financing

The work done in these meetings is described in the meeting notes of the meetings.⁴ A brief summary of the work is given in Appendix J for reference and further study as desired.

• **Appendix B - Those assisting in the study.**

Steering Committee

Quinn Benson - Judge - District Court 9-1
Pat DiGiovanni - Deputy City Manager
Chief Ed Edwardson - Chief of Public Safety
Lee Kirk - Deputy City Attorney
Nick Lam - Director of Purchasing
Marc Ott - City Manager
Keith Overley - Director of Administration and Finance
Ralph J. Stephenson, P. E. - Consultant

Program and Finance Task Force

Quinn Benson - Judge - District Court 9-1
Neal Davison- Our Redeemer Lutheran Church
Pat DiGiovanni - Deputy City Manager
Ron Fleckenstein - Oshtemo Township
Jim Grigsby - Kalamazoo Dept. of Public Safety
Lee Kirk - Deputy City Attorney
Nick Lam - Director of Purchasing - City of Kalamazoo
Keith Overly - Finance Director - City of Kalamazoo
Susan Scott - Westnedge Hill Association
Ralph J. Stephenson - Consultant

Site Selection Task Force

Jay Boehme - Kalamazoo Department of Public Safety
Tom Edmonds - Sheriff
Chief Ed Edwardson - Chief of Public Safety

⁴See appendix B - Task force meeting notes - unedited

Kalamazoo Justice Center
Report #3 Appendix

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Jim Gregart - Prosecuting attorney - Kalamazoo County
Donald C. Smith - 9-1 District Court
Ralph J. Stephenson - Consultant
Vincent C. Westra - Judge - 8th District Court

Others who contributed to the Justice Center study effort

Gerald L Kienzle - Economic Development and Planning Specialist
Eckert & Wordell - Architects - provided early comments from their studies.
Gail Macdonald - Finance Department - City of Kalamazoo
Tom Speers - Kalamazoo Department of Public Safety

• **Appendix C - Full list of sites considered in study.**

The sites below include those mentioned or discussed by task force members, the City of Kalamazoo staff, and others affected by the program. The final sites listed in recommendation #05 were selected from this list.

Site A - District Court 9-1 building - Rose and Lovell - downtown Kalamazoo (total size with Public Safety about 2.3 acres)

Site B - Department of Public Safety building - Rose & Lovell - downtown Kalamazoo (total size with Court facilities about 2.3 acres).

Site C - Office building, known as City Hall South, located in middle of block on north side of Cedar Street between Rose and Park (total size about 0.3 acres).

Sites A, B, C -Adjoining parking areas to the the District Court 9-1, Public Safety, and legal staff office buildings noted above.

Site D - Public Safety Training Center and adjacent parking (total size about 0.9 acres).

Site E - Undeveloped parcel adjacent east side I94 business loop between M96 and Lake Street and east of existing city yards facility (total size about 7.0 acres).

Site F - Empty Spearflex building and parking on north side of E. Kalamazoo Avenue between North Edwards Street and North Pitcher Street (total size about

2.8 acres).

Site G - Vacant Michigan Department of Mental Health State Hospital facility (northwest unit) bounded by West North Street, South Prairie Avenue, Blakeslee Street, and Denner Street.

Site H - Undeveloped State owned parcel at 2403 South Burdick between E. Alcott and Edgemore.

Site I - Parking lot located on west side of Rose in middle of block between Cedar and Lovell Streets (total size about 0.13 acres).

Site K - Office building and parking (3 sites) at northeast corner of South Rose and West Cedar (total size about 0.2 acres).

Site L - County Court building at Academy and Rose Streets facing Bronson Park.

Site M - Sites adjacent county jail and county fairgrounds, and on Lamont Street between Lake Street and I-94 (total size about 1.5 acres for south site and 6.0 acres for north site).

Site N - Old Consumer Power site on E. Michigan Ave. (total size about 3.5 acres).

Site P - Site adjacent old Consumers Power site along the Kalamazoo River and extending to Gull Road. Separated from site N by railroad (total size about 6 acres).

Site Q - Undeveloped site on Patterson near Walbridge across from the paper company.

Site R - Between Rose and Burdick and just east of where Parsons and Roberson dead end into Burdick.

Site S - Land at southeast corner of Pitcher and E. Dunkley, adjacent and to west of Kalamazoo waste water treatment plant.

Site T - Sutherland Field training area.

Site U - Former Nazareth Campus - Gull Road Campus.

Site V - Existing Public Safety pistol range - Schippers Lane.

Site W - Kalamazoo Public School property - Howard Street.

Site Y - City owned property currently vacant - North & Westnedge. (total size about 1.5 acres).

Site Z - Existing Kalamazoo Regional Psychiatric Hospital - owned by State of Michigan - Howard & Oakland.

Site ZA - Vacant site on east side of 100 block of Portage between Michigan and South Street.

• **Appendix D - Possible courses of action to follow.**

The following courses of Justice Center action describe in broad terms the development sequence for each of the moves deemed appropriate to consider at this phase of the project planning.

Course of action A

- Do nothing

Course of action B

- Keep all Justice Center facilities at or adjacent to their present locations⁵.
- Construct new Court facility building.
- Keep City Attorney's offices in City Hall South, or incorporate into new Court facility building.
- Remodel existing Public Safety Headquarters building and city jail.
- May merge city jail into County Jail facility.
- Remodel existing Public Safety Training facility.
- Reconstruct or remodel parking facilities (may include some decked parking).

Course of action C

⁵ Present and adjacent locations for Justice Center facilities are considered to be comprised of sites A, B, C, D, J, and K as described in Appendix C.

- Keep all Justice Center facilities at or adjacent to their present locations.
- Construct new Public Safety Headquarters on the northeast corner of Cedar and Rose Streets minus jail if merged with County jail.
- Construct new Court Building on the northwest corner of Cedar and Rose Streets.
- Reconstruct or remodel existing parking facilities (may include some decked parking).
- Keep City Attorney's offices in City Hall South or incorporate into new Court facility building.
- Demolish existing Court and Public Safety Building when new facilities are occupied.

Course of action D

- Keep some Justice Center facilities at or adjacent to their present locations⁶ and move others to site M adjacent to the County jail.
- Construct new Court Building adjacent County Jail on site M.
- Remodel or reconstruct existing Public Service Headquarters building at present location, minus jail if merged with County jail.
- Reconstruct or remodel existing Public Safety parking facilities.
- Keep City Attorney's offices in City Hall South

Course of action E

- Keep some Justice Center facilities at or adjacent to their present locations and move others to sites under consideration.
- Construct new Court Building on old Consumers Power site N. May also utilize property north of the railroad tracks, site P.
- Remodel or reconstruct existing Public Safety and Court building to all Public Safety at present location, minus jail if merged with County jail.
- Reconstruct or remodel existing parking facilities for Public Safety facilities (may include some decked parking).
- Keep City Attorney's offices in City Hall South.

Course of action F

- Keep some Justice Center facilities at or adjacent to their present location and move others to sites under consideration.
- Construct new Public Safety Headquarters, minus jail if merged with County jail, on old Consumers Power site N. May also utilize property north

⁶ Includes sites A, B, C, D, J, and K.

of the railroad tracks, site P.

- Remodel or reconstruct existing Public Safety and Court building to all Court facilities at present location.
- Keep City Attorney's offices in City Hall South or incorporate into remodeled Court facility building.
- Reconstruct or remodel existing parking facilities for Court facility (may include some decked parking).

Course of action G

- Construct all new Justice Center facilities at other sites than the existing location.
- Construct new Court building on site M adjacent County jail.
- Construct Public Safety Headquarters, minus jail if merged with County jail, on site M, adjacent County jail.
- Construct Public Safety Training Center on site M adjacent County jail.
- Dispose of existing downtown Public Safety Headquarters and Training, and Court facilities.
- Keep City Attorney's offices in City Hall South.

Course of action H

- Construct all new Justice Center facilities at other sites than the existing location.
- Construct Court building on old Consumers Power location and north property, sites N and P.
- Construct Public Safety Headquarters, minus jail if merged with County jail, on old Consumers Power location and north property, sites N and P.
- Construct Public Safety Training Center on site N and P
- Dispose of existing downtown Public Safety Headquarters and Training, and Court facilities.
- Keep City Attorney's offices in City Hall South.

• Appendix E - Summary site selection factors

In selecting sites to be recommended for the new Justice Center, the Steering Committee, the Task Force, and the consultant considered the following influences on site selection, planning, design and cost.

Access to public transportation.

Site size.
Relation of site to interrelated facilities.
Potential for abatement and remediation action.
Existing improvements.
Traffic access.
Present zoning.
Surrounding neighborhood.
Topography.
Availability of utility service.
Present ownership.
Ease of land acquisition.
Cost.
Shape of parcels.
History of past uses.
Impact on tax base.
Development impact on neighborhood.
Contribution of site toward project funding.
Geographic relation of site to facility users.
Expansion space.
Future trends of the court and justice center operations.

Several members of the Steering Committee and the Site Selection Task Force visited many of the sites and their comments were discussed in the context of the above considerations. No formal weight and value analysis was made of each of the 25 sites, since in most cases elimination of a site for apparent reasons was possible.

As planning proceeds it would be advisable to make further investigations into the relative merits of the sites selected for final consideration. This is particularly the case in evaluating sites M, N, and P.⁷ These sites were critical elements in the courses of action proposed.

• **Appendix F - Justice Center area considerations and assumptions.**⁸

Court building areas:

Existing building area = ± 15,000 square feet gross

⁷ See Appendix C for brief descriptions of these sites.

⁸ This information is derived in part from the Eckert and Wordell Program Report, dated October 1, 1993.

Future facility area projected = $\pm 50,000$ square feet gross
Details (very conservative area estimates have been used):

Assumptions

- 3 stories above grade and buffered areas around building.
- No basement.
- Building foot print = $\pm 25,000$ square feet = 0.57 acres.
- Parking needs = ± 210 spaces at 400 sq. ft. per space = 1.93 acres.
- Totals for Court facility footprint (areas are rounded up to one decimal place).

0.6 acres - building footprint.

2.0 acres - parking.

0.3 acres - for buffering and screening.

1.5 acres - for future expansion.

4.4 acres - total Court facility site size.

Public safety headquarters building areas:

Existing building area = $\pm 30,000$ square feet.

Future facility area projected = $\pm 50,000$ square feet.

Details (very conservative area estimates have been used):

Assumptions:

- 3 stories above grade, full basement, and buffered areas around building,
- Building footprint = $\pm 20,000$ square feet = 0.46 acres.
- Parking needs = ± 154 spaces at 400 square feet per space = 1.42 acres
- Totals for Public Safety foot print (areas are rounded up to one decimal place).

0.5 acres - building footprint.

1.5 acres - parking.

0.2 acres - for buffering and screening

1.0 acres - for future expansion

3.2 acres - total Public Safety Headquarters site size.

Training Center building areas:

Existing building area = $\pm 18,000$ square feet

Future facility area projected = $\pm 18,000$ sq. ft.

Details ((very conservative area estimates have been used):

Assumptions:

- 2 story above grade, full basement, and buffered areas around building.
- Building footprint = \pm 7000 sq. ft. = 0.16 acres.
- Parking needs = 40 spaces at 400 square feet per space = 0.37 acres.
- Totals for Public Safety Training (areas are rounded up to one decimal place).

0.2 acres - building footprint.

0.4 acres - parking.

0.1 acres - for buffering and screening

Future expansion - not considered

0.7 acres - total Public Safety Training Center size.

• **Appendix G - Selected Unit Cost Estimating Ranges.**⁹

The unit cost estimates given below are approximate and should be used only to set a broad range of new construction capital costs to be used in building the capital cost pro forma financial model. Any greater detail of estimated costs at this time should be considered only if needed to set capital funding amounts for the financial model. In the recommendations I have suggested the City of Kalamazoo build financial models for anticipated capital costs of \$15, \$20, and \$25 million. These should then be analyzed to determine their feasibility. Target costs can then be set for design and for use in further analyses.

Court building

Construction - \$125 per square foot - could vary from \$80 to \$150 per square foot.

Furnishings - \$27 per square foot - could vary from \$17 to \$50 per square foot.

Land - not included in cost estimates

Design and planning fees - assume 8%

Other fees - assume 10%

Contingencies - assume 10%

Public Safety Headquarters building

Construction - \$75 per square foot - could vary from \$60 to \$90 per square foot.

Furnishings - \$27 per square foot - could vary from \$17 to \$50 per square foot.

⁹The estimated costs in the Eckert and Wordell program study were used as a reference in setting these unit cost amounts.

Taxes (in 000's) =	\$21,166	55.0%
Interest =	\$ 695	01.8%
Charge for services =	\$ 2,748	07.1%
Licenses and permits =	\$ 683	01.8%
Intergovernmental =	\$10,613	27.6%
Working capital =	\$ 583	01.4%
Other =	\$ 2,009	05.2%
Total expenditures =	\$38,451,781	100%
Public safety (in 000's) =	\$22,474	58.4%
Commission apptmts =	\$ 1,769	04.6%
Admin & finance =	\$ 3,253	08.5%
General services =	\$ 1,136	03.0%
District Court =	\$ 1,973	05.1%
Development services =	\$ 3,532	09.2%
Public services =	\$ 2,902	07.5%
C. I. P. contribution =	\$ 1,412	03.7%

• Capital Improvement Funding

General fund surplus = \$ 1.41 million

Capital Improvement Fund

Major streets

Local streets

Public safety

District court

Parks

Recreation

Cemeteries

Housing and building

Environmental

Administrative departments

- Estimated cost of (new Justice Center) facilities = \$15,000,000
- Estimated annual debt service for bonds = \$ 1,500,000
- Millage equivalent = 1.34 mills

- Financing options
 01. Lease/purchase (no available funding).
 02. Non-voted building authority bonds (no available funding).
 03. Voted bond levy.
 04. Cash financing (no available funding).
 05. Income tax (property tax roll back to 14 mills) and building authority bonds.

- **Appendix I - Glossary of terms.**

Construct - To form by assembling or combining part; to build.

Cost/benefit -- A comparative measure of benefits to be gained at a cost. A cost/benefit analysis usually establishes standards by which the benefits are given a value, and standards by which value-added is measured against what is desired, and what can be afforded. This allows the highest benefit/cost ratios to be identified within the standards adopted.

Court - A person or body of persons whose task is to hear and submit a decision on cases at law.

Guaranteed maximum price (gmp) -- The price for a specified scope of work to be provided by a contractor that contractually binds his performance to a specified guaranteed maximum price. Often the guaranteed maximum price is tied to a time and material performance with the price not to exceed the agreed upon maximum.

Interim financing - Financing provided to pay for the relatively large and rapid cash flow demanded during the design and construction process.

Justice Center - The complex containing court and staff, governmental legal staff, and public safety facilities. The Justice Center may be located in several geographically distant physical locations from each other. Likewise the Justice Center could be located in a single contiguous complex at one location.

Justice Center Steering Committee - A temporary planning and resource group of key representatives from those who contribute help, information, and other items of value to the Kalamazoo Justice Facility program.

Laundry list - A list of items, usually at random, that are to be classified, rearranged and used to build specifically sequenced tabulations, network models, narrative schedules or other systems of which the items in the laundry list are a component.

Life cycle cost - The total cost of a system over its entire defined life.

Logistics - The design and implementation of operations that deal with the procurement, distribution, maintenance, and replacement of material and personnel.

Must list - Those items that must be included in the scope of work to make the project a go. If any of the items in the must list are not able to be included the project is a no-go.

Permanent financing - Financing provided to repay the design and construction interim financing debt over a longer period of time than that covered by the design and construction process.

Project - A set of work actions having identifiable objectives, and a beginning and an end.

Project management - The directing and leading actions that result in establishing objectives generated by a need; producing plans showing how these objectives are to be reached, and assembling and directing the application of available resources to achieve the objectives on one or more projects.

Usually project management is most concerned with supportive actions which bring resources to the point of effective use.

Pro forma - A financial model unusually built early in a design and construction program to show by projecting income and expenses, how the money flow to and from the project will occur. It is often used to establish the capital amount to be allocated to a project based on simulated operating conditions. The term pro forma means according to form.

Project Delivery System - A method of assembling, grouping, organizing &

managing project resources so as to best achieve project goals & objectives.

Reconstruct - To add to, remodel, renovate, and/or retrofit an existing facility to a similar or different use as the existing facility.

Remodel - To renovate, repair, and/or retrofit an existing facility to a similar or different use as the existing facility.

Renovate - To restore to an earlier condition, as by repairing or remodeling.

Stakeholders - Those involved and at risk (impacted) who may be able to provide input of value to the task force. Those who may be impacted (at risk) by the location, design, and function of the new Justice Center.

Task force - A temporary organization of individuals and resources for the accomplishment of a specific objective. Usually the task force is discharged upon the achievement of its objective.

Value - The increase in worth of an open system to which an item of value has been added. Often multiplied by the weight of a factor to give the weight & value rating of a factor to help determine a choice of alternatives.

Value added - The improvement in the worth of anything that results from the efforts, contribution and involvement of specific people, processes, materials and ideas.

Want list - Those items that are wanted and can be included in the scope of work, over and above the must list items, since they provide a definable and acceptable rate of return on their cost.

Weight - The relative importance of a factor being used to help evaluate a choice. The importance is frequently measured by a numeric scale from 1 to 10, in which a very high positive influence is indicated by a rating of 10. A very low influence is indicated by a rating of 01.

The weight of a factor multiplied by the value given the factor by the decision choice being considered, gives a weight & value rating of a factor to help determine a choice of alternatives.

Wish list - Those items that the owner and the user wish they could include but might not be able to due to budgetary or other reasons. Wish list items are best added, not deleted, as the project moves into construction.

• **Appendix J - Summary of task force meetings.**

Thursday, September 8, 1994 A. M. - Meeting #1 - Task Force on Program Needs and Financing

At this meeting the task force established and rated factors they considered of high importance in the planning effort. A list of 37 program considerations was used by task force members to help focus on the needs of the Justice Center. Members rated each item, totaled the individual ratings, and then arrayed them in descending order of importance to identify items of greatest importance to consider in the program. This list should be helpful as a guide to the facilities design task force once the City Commission has decided on a course of action.

Item ratings indicate how important it is that the program and finance task force consider the program items. The ratings do not necessarily indicate the importance of the item to the project. A rating of 1 indicates the task force should give the item very little attention in their work. A rating of 5 indicates the task force should give considerable attention to the item in their work.

Administrative and technical items have been kept separate from the items which can be determined by the task force members.

Program items are listed below in descending order of their average ratings.

<u>Task force avg. rating</u>	<u>Program Item</u>
5.00	Security needs
4.75	Functional needs - what design will make the project behave the way it is supposed to when it is built and in operation?
4.50	Parking needs
4.38	Personnel special needs
4.38	Nature of the project - what is the Justice Center supposed to do

when it is in operation?

Be capable of addressing the needs for the current and future unified court(s) and related conflict resolution systems, public safety headquarters, offices for the prosecutorial staff, with serious consideration given to central processing of all county prisoners, central communication facilities, and central forensic facilities.¹⁰

- 4.38 Location of facilities
- 4.38 Community needs
- 4.25 Surveillance needs
- 4.25 Logistical needs
- 4.13 Employee facilities and amenities
- 4.13 Cost goals - pro forma
- 4.00 Communication needs
- 3.75 Expansion needs
- 3.50 Storage need
- 3.13 Dimensional needs - horizontal and vertical
- 3.00 Aesthetic needs
- 3.00 Advertising needs
- 2.38 Backup needs
- 2.14 Recreational needs
- 2.14 Receiving needs
- 2.13 Public transportation needs
- 2.00 Shipping needs

The task force felt that many technical and administrative items to be addressed as the facility is designed and built, are presently beyond the ability of the task force to consider at this time. These were considered important but not rated.

Codes and ordinances applicable
Handicapped needs
Heating and air conditioning needs
Horizontal transportation needs
Lighting needs
Plumbing needs

¹⁰ Written by the Program and the Site Selection task forces.

Power needs
Project delivery systems to be considered
Special hazard and environmental problems
Standby needs
Structural needs
Trash disposal and recycling needs
Vertical transportation needs

During the session the task force established a preliminary draft of an overview timetable for the Justice Center work.

- (a) January, 1995 - Task force report to commission.
- (b) 02/01/95 - Commission authorize early work on project.
- (c) 04/01/95 - Select and acquire sites.
- (d) 03/01/95 - Acquire design funding.
- (e) 05/01/05 - Select and award design contract.
- (f) 09/01/95 - Acquire construction funding.
- (g) 05/01/96 - Complete program and preparing construction documents
- (h) 07/01/96 - Take construction proposals and award contracts.
- (i) 08/01/98 - Complete construct and occupy facilities.

Thursday, September 8, 1994 P. M. - Meeting #1 - Task Force on Site Selection

At this meeting the task force set their mission, defined their end product, and set preliminary direction as to how to get there. Preliminary site data was discussed and some site selection criteria were provided to the task force.

Monday, September 12, 1994 A. M. - Meeting #2 - Task Force on Program Needs and Financing

During meeting #2 the Program Needs and Financing task force members reviewed the program item tabulation compiled in the first meeting and began considering what would be best included in each component of the Justice Center. The list included the must and want items for the courts and the public safety facilities. The task force also prepared a rough outline of what they felt should be presented to the City Commission in December, 1994. This set of statements is given below with minor editing:

Possible orientation of report to the City Commission in January, 1995.

1. Here are our recommendations about court facilities based on what we know now about court consolidation and reorganization.
 - (a) District Court - primarily
 - (b) Circuit Court - in respect to jury size to which to design.
2. Here are our recommendations about public safety facilities based on what we know now about public safety needs.
 - (a) Public safety headquarters
 - (b) Central forensic facilities
 - (c) Central processing for prisoners - county to process city prisoners - get the city out of the jail business.
 - (d) Central communications
 - (e) Training facility upgrading - Depends on future of Sutherland Field training area. If lost will need additional training sites. Then might consider total replacement of training facilities.
3. Here are our recommendations about Kalamazoo city legal staff facilities based on what we know about their needs.
 - (a) City attorney's offices
4. Here are our recommendations about other than city of Kalamazoo legal staff facilities based on what we know about their needs.
 - (a) Interfacing facilities not for permanent occupancy.

Monday, September 12, 1994 P. M. - Meeting #2 - Task Force on Site Selection

At this meeting the task force members reviewed the material presented and discussed earlier at the Program and Financing task force meeting. Items discussed concerned program needs, priorities, and methods of presenting the results of our work to the Commissioners.

The members also began their functional review of the program to see what geographic interrelations exist between the various proposed components of the Justice Center. This resulted in the Justice Center relational diagram shown in Appendix I.

This diagram formed the basis of much of the site selection and program discussion work to date. It indicated that there may be very few actual close

(dense) geographic ties needed between some functions that in the past had been perceived as needing to be close together. This is critical to site selection, since having the option of selecting separate locations for say, the jail and the public safety headquarters might give added flexibility for locational improvement in the functions of the public safety department.

Another important element is the emerging realization that changes to the court system in Michigan, and consequently to Kalamazoo courts, could impact facility location considerably over the next five to fifteen years.

For these reasons the relational diagrams and matrixes are important analytical tools to be used in the Justice Center facility program and in the site selection process.

Thursday, September 29, 1994 P. M. - Meeting #3 - Task Force on Site Selection

This session of the task force focussed on reviewing information compiled previously about possible sites and functions for the Justice Center facilities. The task force began to mold the information into a model to provide direction for the detailed project planning and scheduling needed for our presentation to the Commission.

The functions list is a tabulation of the Justice Center major activities that occur now and may occur or continue in the future. This list has emerged from the detailed discussions of the Program and Finance Task Force the Site Selections task force.

Functions now being considered as the key components of the Justice Center include the following:

- 01) Courts.
- 02) Public Safety headquarters.
- 03) City Attorney's offices.
- 04) Jail.
- 05) Public Safety Training.
- 06) Central Intake.
- 07) Central Communications.
- 08) Dispute Resolution Center.

- 09) Evidence Storage.
- 10) Forensic Laboratory.
- 11) Kalamazoo City Hall - included to show relationships.
- 12) Criminal Investigation Division (CID)

The task force has made estimates of the importance of the functions being geographically close to each other. This was put into a function/function matrix to determine the most important geographic relations that are perceived by the task force to exist between functions. High relation ratings indicate those functions that, in the opinion of the analyst, should remain in close proximity to each other. Lower relation ratings indicate those functions that can be separated. This is a somewhat simplistic and basic method of analyzing the interrelationships that exist. As such findings should be carefully studied before any recommendations are made.

A list of sites to be considered has been assembled from locations mentioned by City of Kalamazoo staff, task force members, and others affected by the program. These sites have been assigned a code letter and their characteristics entered into a data base file. Judgment as to the appropriateness of a site will be made as the program and financing considerations are fitted into the overall plan of work.

At present we are keeping all sites that come to our attention in the data base. This list is will be expanded as the study proceeds. The list includes:

Site A - District Court 9-1 building - Rose and Lovell - downtown Kalamazoo (total land size with Public Safety about 102, 383 sq. ft. or about 2.35 acres)

Site B - Department of Public Safety building - Rose & Lovell - downtown Kalamazoo (total land size with Public Safety about 102, 383 sq. ft. or about 2.35 acres)

Site C - Office building in middle of block on north side of Cedar Street between Rose and Park. (284 Cedar)

Sites A, B, C -Adjoining parking areas to the the District Court 9-1, Public Safety, and legal staff office buildings noted above.

Site D - Public Safety Training Center and adjacent parking (total land size about

40,144 sq. ft or about 0.92 acres)

Site F - Empty Spearflex building and parking on north side of E. Kalamazoo Avenue between North Edwards Street and North Pitcher Street (site size about 122,839 square feet or about 2.82 acres).

Site I - Parking lot located on west side of Rose in middle of block between Cedar and Lovell Streets. (land size about 0.13 acres)

Site K - Parking lot and office located at northeast corner of Rose and Cedar Streets.

Site L - County Court building at Academy and Rose Streets facing Bronson Park.

Site M - Undeveloped site adjacent county jail, county fairgrounds, and on Lamont Street between Lake Street and I-94. Size about 1.5 acres.

Site N - Old Consumer Power site on E. Michigan Ave. Size about 3.5 acres.

Site P - Area adjacent old Consumers Power site along the Kalamazoo River and extending to Gull Road. Size about 7 acres.

Site Q - Undeveloped site on Patterson near Walbridge across from the paper company.

Site R - Between Rose and Burdick and just east of where Parsons and Roberson dead end into Burdick.

Site S - Land at southeast corner of Pitcher and E. Dunkley, adjacent and to west of Kalamazoo waste water treatment plant.

Site T - Sutherland Field training area.

Site U - Former Nazareth Campus - Gull Road Campus.

Site V - Existing Public Safety pistol range - Schippers Lane.

Site W - Kalamazoo Public School property - Howard Street.

Site Y - City owned property currently vacant - North & Westnedge. Size approximately 1.50 acres

Site Z - Existing Kalamazoo Regional Psychiatric Hospital - owned by State of Michigan - Howard & Oakland

Thursday - September 29, 1994 P. M. - Meeting #3 - Task Force on Program Needs and Financing

The work done in this task force meeting repeated much of the work done in the Site Selection task force meeting earlier, only with a programming emphasis. In addition Keith Overly briefed the group on methods of financing the project. He will distribute a write up on the financing considerations needed to bring the project into reality. A brief review of Mr. Overly's discussion is given in the meeting minutes.

Function/Function Matrix
Kalamazoo Justice Center
Kalamazoo, Michigan

Rated by Task Force #1
Site Selection

Exhibit K - page 1

Ralph J. Stephenson, P. E., P. C.
Consulting Engineer

	oen	function	001 courts	002 public safety hq	003 city attny's off	004 jail	005 public safety trng	006 central intake	007 central comm	008 disp resoltn ctr	009 evid stor	010 forensic lab	011 k city hall	012 criminal invest dept
1	001	Courts		3.67	3.83	4.00	1.33	3.67	1.17	3.67	2.50	2.33	2.00	
2	002	Public Safety Headquarters			3.83	2.83	3.67	3.00	3.83	1.50	4.00	3.83	3.67	
3	003	City Attorney's Office				2.17	1.33	1.00	1.00	1.83	1.33	1.33	4.33	
4	004	Jail					1.17	4.33	2.00	1.50	3.17	3.83	1.00	
5	005	Public Safety Training						1.17	1.17	1.00	1.17	1.17	2.00	
6	006	Central Intake							1.50	1.50	2.83	3.00	1.00	
7	007	Central Communications								1.00	1.50	1.50	1.17	
8	008	Dispute Resolution Center									1.00	1.00	1.17	
9	009	Evidence Storage										4.33	1.00	
10	010	Forensic Lab											1.00	
11	011	Kalamazoo City Hall												
12	12	Criminal Investigation Department (CID)												
13														
14														

Importance of being geographically close

- 1 - of little or no importance
- 2 - of low importance
- 3 - moderately important
- 4 - highly important
- 5 - very important

Ratings shown at intersections indicate the average of ratings by Task Force #2 indicating the importance of the functions shown on the horizontal line being geographically close to the functions shown in the vertical columns. 6 people rated the relations.

Note: The criminal investigation department was not rated during the initial evaluation.

Date printed: 12/20/94

Function/Function Matrix
Kalamazoo Justice Center
Kalamazoo, Michigan

Rated by Task Force #2
Site Selection

Exhibit K - page 2

Ralph J. Stephenson, P. E., P. C.
Consulting Engineer

	oen	function	001 courts	002 public safety hq	003 city attny's off	004 jail	005 public safety trng	006 central intake	007 central comm	008 disp resoltn ctr	009 evid stor	010 forensic lab	011 k city hall	012 criminal invest dept
1	001	Courts		3.43	4.14	4.00	1.00	3.57	1.86	2.43	2.57	2.29	2.14	
2	002	Public Safety Headquarters			3.86	2.43	3.86	2.43	2.43	1.00	4.00	3.71	3.43	
3	003	City Attorney's Office				2.00	1.29	1.86	1.00	1.14	1.86	1.86	4.29	
4	004	Jail					1.14	4.43	2.00	1.00	3.57	4.43	1.00	
5	005	Public Safety Training						1.14	1.14	1.00	1.29	1.71	1.14	
6	006	Central Intake							1.86	1.00	3.86	4.00	1.00	
7	007	Central Communications								1.00	1.57	1.43	1.00	
8	008	Dispute Resolution Center									1.57	1.14	1.00	
9	009	Evidence Storage										4.43	1.00	
10	010	Forensic Lab											1.00	
11	011	Kalamazoo City Hall												
12	12	Criminal Investigation Department (CID)												
13														
14														

Importance of being geographically close

- 1 - of little or no importance
- 2 - of low importance
- 3 - moderately important
- 4 - highly important
- 5 - very important

Ratings shown at intersections indicate the average of ratings by Task Force #2 indicating the importance of the functions shown on the horizontal line being geographically close to the functions shown in the vertical columns. 7 people rated the relations.

Note: The criminal investigation department was not rated during the initial evaluation.

Date printed: 12/20/94

II. 07/20/94 - steering committee meeting #1 - Appendix N

A. Date of meeting - Wednesday, July 20, 1994 - 9:59:40 AM

B. Those attending

1. Marc Ott - City Manager
2. Pat DiGiovanni - Deputy City Manager
3. Lee Kirk - Deputy Attorney
4. Chief Ed Edwardson - Chief of Public Safety
5. Gail Macdonald - Finance
6. Nick Lam - Purchasing
7. Judge Quinn Benson
8. Ralph J. Stephenson, P. E. - Consultant

C. Agenda

1. Identify those who will be planning the project work with rjs. (those who represent the views of the functional department)

D. Name of project - Kalamazoo Justice Facility

E. Those involved who may have input of value to the task force.

1. Bar Association - interests deal with location
2. Chamber of Commerce
3. Citizens of Kalamazoo
4. City Attorney
5. Community Dispute Resolution Center
6. Council for Economic Opportunity (CEO)
7. Council of Governments
Representatives of most of the cities, villages and towns around Kalamazoo
8. District Court
 - a) 9-1 -- Kalamazoo
 - b) 9-2 --Portage
 - c) 8 -- Kalamazoo County outside of the cities of Kalamazoo & Portage
9. Downtown Kalamazoo, Inc.
 - a) Downtown Development Authority
10. Foundations
 - a) ?
 - b) ?
 - c) ?
11. Kalamazoo City Commission
12. Kalamazoo City Manager
13. Kalamazoo County
 - a) Sheriff
 - b) Prosecutor
 - c) County Administrator
14. Neighborhood associations
15. Portage City Commission
16. Portage City Manager
17. Public Safety
18. Michigan State Court Administrator

F. Glossary

1. **Stakeholders**
2. **Kalamazoo Justice Facility task force**
A temporary planning and resource group of representatives from those who may be able to contribute help, information and other items of value to the Kalamazoo Justice Facility program.
3. **Project**
4. **Project management**

G. Probable major components of the total proposed facility

1. **Kalamazoo District 9-1 Court**
2. **Kalamazoo Department of Public Safety**
 - a) HQ operations
 - b) Essential to be in the central business district
 - c) May implement a satellite system.
 - d) Proximity to court facilities may not be essential (controlled or selective). (discuss in task force meetings)
3. **Kalamazoo City Attorney's office**
 - a) Proximity to City Hall is critical to the inclusion of this function.

H. Laundry list

1. **Financing**
 - a) Set proforma target cost
 - b) Determine what factors dictate allowable costs
 - c) Determine must, want & wish list
 - d) Determine methods of financing the project
 - (1) Private donations
 - (2) Grants
 - (3) Capital improvement budget
 - (4) Privatization
 - (5) Bonding
 - (6) Lease purchase
 - (7) etc.
 - e) Set evaluation system

I. General notes

1. **Need dialogue with the stakeholders**
 - a) There is an input time for stakeholders.
 - b) The participants in this project must be brought into the process early and we must make time for this to happen.
 - c) This is a public house and we must reach out to the community to see what they want in the house.
 - d) We must find a way to involve the people identified as stakeholders and
 - e) How do the stakeholders input
 - (1) Some people input ideas.
 - (2) Some people input opinions.
 - (3) Some people input decisions.
 - (4) Some people do things.
2. **Pays me now or you pays me later**

3. **Research park case study?**
4. **Should we get the process side of the work up front.**
5. **Must integrate the ideas and the process.**
6. **Arcadia project as an example**
 - a) Who was it that did the work on the various parts of the project.
 - b) Participants do have a role in the design and construction of the facility.
7. **Who, where & how are the questions that pop up immediately (Iki)**
8. **Need an overarching framework to work within to start with.**
9. **What do we do next?**
 - a) Identify the stakeholders
 - b) Brief the stakeholders
 - c) Form sub groups from the stakeholders
 - d) Sub groups report back to the core group
10. **Do the tasks define the group or does the group define the tasks?**
11. **Commission wants a recommendation about how to proceed with the project.**
12. **Are we constrained by the need to combine court and justice and attorney.**
13. **Project is still an open system.**
14. **What is the product of the initial step?**
 - a) The product is an opportunity presented to those identified as adding value to the project to contribute to the location, financing, planning, design, construction and use of the Kalamazoo Justice Facility.

III. 07/26/94 - steering committee meeting #2 - Appendix N

A. Date of meeting - Tuesday, July 26, 1994 - 10:02:07 AM

B. Those attending

1. Marc Ott - City Manager
2. Pat DiGiovanni - Deputy City Manager
3. Lee Kirk - Deputy Attorney
4. Chief Ed Edwardson - Chief of Public Safety
5. Keith Overly - Finance
6. Judge Quinn Benson
7. Ralph J. Stephenson, P. E. - Consultant

C. Agenda

1. Review items that require further study (from page 149 E/W report.
 - a)
 - b)
 - c)
 - d)
 - e)
 - f)
 - g)
2. √Plan and outline stakeholder briefing meeting
3. √Extend list of organizations and individuals who may have input of value to the task force.
4. √Identify those who are to do the planning
5. √Identify the events to be planned
6. √Identify the milestones to be achieved - today only the stakeholder's meeting.

D. Stakeholder briefing meeting #1 - major topic outline

1. Kalamazoo Justice Center - stakeholder meeting #1
2. **Those to be invited:**
 - a) Estimated number of people attending - 59 people + core group not listed (1) = 60
 - b) Who?
 - (1) Bar Association - interests deal with location (2)
 - (2) Chamber of Commerce (1)
 - (3) City Attorney (2)
 - (4) Community Dispute Resolution Center (1)
 - (5) Council for Economic Opportunity (CEO) (2)
 - (6) Council of Governments - chair of full group (1)
Representatives of most of the cities, villages and towns around Kalamazoo. (±15 people)
 - (7) District Court representatives (4)
 - (a) 9-1 -- Kalamazoo
 - (b) 9-2 -- Portage
 - (c) 8 -- Kalamazoo County outside of the cities of Kalamazoo & Portage
 - (8) Downtown Kalamazoo, Inc. (2)
 - (a) Downtown Development Authority
 - (9) Representative employees of the public safety, court, justice, and legal divisions. (5)

- (10) Kalamazoo City Manager's office (4)
 - (11) Kalamazoo County Sheriff (1)
 - (12) Kalamazoo County Administrator (1)
 - (13) Kalamazoo County Circuit Judges (1)
 - (14) Kalamazoo County Prosecutor (1)
 - (15) Kalamazoo Township Association representative (1)
 - (16) Media (7)
 - (17) Michigan State Police District Commander (1)
 - (18) Neighborhood associations representatives - 16 of these (16)
 - (a) Vine neighborhood
 - (b) Edison neighborhood
 - (c) Etc.
 - (19) Portage City Manager (1)
 - (20) Public Safety Chief and staff (4)
3. **Location:**
- a) City Commission chambers - hold about 75 people
 - b) Kalamazoo Foundation Board Room - holds 20 people
 - c) Radisson - holds ?
 - d) Judge Benson's courtroom
4. **Date:**
- a) Wednesday, August 17, 1994 or
 - b) Thursday, August 18, 1994
5. **Time: Start at 5:00 P. M. and quit at 6 :00P. M.**
6. **Invitations to be sent out by August 5, 1994**
- a) Prepared by
 - (1) Judge Benson
 - (2) Ed Edwardson
 - b) Sent out over Marc Ott's signature
7. **Chair - Marc Ott**
8. **Other possible participants**
- a) Ann Hannon
 - b) Quinn Benson
 - c) Ralph J. Stephenson - introduce as consultant to City of Kalamazoo
9. **Audio visual equipment required:**
- a) ?
10. **Handouts required:**
- a) ?
11. **Outline of presentation:**
- a) "Good day and welcome to the first meeting of the stakeholders "
 - b) Who are stakeholders?
 - (1) Those who may be affected by the new Justice Center, and who may be able to provide input of value in the location, design, and function of the new facilities.
 - c) Introduction of people
 - (1) Core group
 - (2) Others

- d) Introduction to meeting
 - (1) Assumption - That the delivery of justice in Kalamazoo County is impeded by shortcomings in the present police/court facilities, and these shortcomings must be addressed to insure our citizens receive the level of justice and police service to which they are entitled.
 - (2) Therefore on January 12, 1994. The Kalamazoo City Commission "moved to establish a new Public Safety/Court facility as a high priority and directed the City Manager to work with the District Court officials and Public Safety representatives in 1994 to develop alternatives and fashion a recommendation."
 - (3) In an effort to carry out this Commission mandate, a core committee chaired by the City Manager, concluded that it was appropriate to investigate the possibility that consolidation of the 8th and 9-1 District Courts would greatly enhance the delivery of justice for all of Kalamazoo County.
 - (4) To arrive at the best possible recommendation the core committee concluded that input should be solicited from all groups, entities, and citizens impacted by the court and public safety.
 - (5) We are here today to begin the process of securing this input.
 - (6) It is critical to understand that this is a very early point in the planning of the new police/court facility and that:
 - (a) Nothing is fixed in the plan.
 - (b) We want your help in the very complex planning of this facility or facilities.
 - (c) We want all interested people to know what we are doing.
 - (7) A goal of our discussions with you is to gain your thoughts and ideas about such questions as:
 - (a) Where should the facility(ies) be located?
 - (b) How should the facility(ies) be funded?
 - (c) Who is to occupy the facility(ies)?
 - (d) What problems or deficiencies do you see in the functioning of the court and police that would be solved by improved facilities.
 - (8) We are here today to begin planning how best to do this.
- e) Goals of the first stakeholder meeting.
 - (1) To develop an understanding of the need for a new Justice facility.
 - (2) To insure all interested parties have accurate and complete information about this proposed facility.
 - (3) To inform the stakeholders of the proposed plan of action and timetable leading to the submission of recommendations to the City Commission.
 - (4) To establish a framework for the stakeholders to contribute ideas, opinions, talent, and resources to the location, financing, planning, design, construction and use of the Kalamazoo City/County Justice Facility.
- f) End product of the first stakeholder meeting
 - (1) An informed, enthusiastic, participatory, gung ho group of stakeholders.
- g) General notes for consideration as discussion points.
 - (1) How open is the project system to input from the stakeholders?
 - (a) 1 Totally closed
 - (b) 10 Totally open
 - (c) Keep the discussion open so there is minimal feeling as a stakeholder, that everything has been decided.

(2) Might present a suggested structure by which the process of the planning and implementation can be accomplished.

h) Should make it clear in the invitation that we truly want the input of the stakeholders in this process and plan.

E. General notes - to be reviewed by Mr. Ott for possible inclusion in the first stakeholder's meeting.

1. **City Commission is charged with the ultimate decision making on the project -- the task forces are powerful advisory and working resources to shape these decisions.**
 - a) Advising the Commission is critical to success.
2. **What can we expect the milestones to be?**
 - a) Should we have this for the meeting?
3. **Is the stakeholder's meeting to view the process?**
4. **State the needs - what is the basis for considering a new facility**
5. **What are some of the deficiencies in the existing building?**
6. **Make certain that the group understands that we will be working through stakeholder task forces that are action oriented, and must produce a specific product by the end of their organizational life.**
7. **What if we extended an invitation to the stakeholders meeting or the task force meetings, to the local newspaper?**
 - a) Would they be interested?
 - b) Would you maintain an agenda similar to that you would follow if they were not invited?
 - c) Printed media is very powerful and can help greatly with good reporting fairly written.
 - d) Keep media informed.
 - e) We recognize the media as an important partner (stakeholder) in this entire process.
 - f) Visual or oral media is heavily current affairs oriented.
 - g) Good media coverage does not happen casually.
 - h) Good media relations should be planned and cultivated well.
8. **Might be good to consider a short series of meeting.**
 - a) Does it weaken the impact of the meeting purpose?
9. **The Bar Association is currently studying the new justice facility and how to bring it into being.**
10. **Current duties of core group**
 - a) Prepare invitations
 - (1) Judge Benson
 - (2) Ed Edwardson

IV. 08/08/94 - steering committee meeting #3 - Appendix N

A. Date of meeting - Monday, August 8, 1994 - 12:59:58 PM

B. Those attending

1. Marc Ott - City Manager
2. Chief Ed Edwardson - Chief of Public Safety
3. Gail Macdonald - Finance
4. Judge Quinn Benson
5. Keith Overly - Finance
6. Lee Kirk - Deputy Attorney
7. Nick Lam - Purchasing
8. Ralph J. Stephenson, P. E. - Consultant

C. Agenda

1. Set date for stakeholders meeting
 - a) August 18, 1994 - 5:00 pm to 6:00 pm
2. Location
 - a) Courtroom B - Judge Benson's court

D. General notes

1. Comments on invitation letter
 - a) Need to unscramble paragraph 3 of invitation letter.
 - b) We strongly feel that involvement of potential stakeholders is essential to the ultimate success of this important project. Input from you and your organization, as well as input received from the groups listed on the attachment to this letter will be vital on many issues, including program needs, site selection, financing, and design. Other related issues may include court consolidation dialogue, shared radio and other communications operations, separate or shared facilities, and central prisoner processing.
2. Comments on return form
 - a) What should we add a space for other functional areas to the list of task force areas.
 - b) Should court consolidation be included. No.
 - c) Add organization line for identification.
 - d) Take out the word predesign from introduction of the form.
 - e) Add design disciplines to the design category.
 - f) Eliminate the community relations task force.
 - g) How do we meet the challenge of costing and explain it to the community groups.
 - h) Marc Ott mentioned general obligation bonds or other.
 - i) Will mail out a list of the stakeholders invited to the meeting.
 - j) How do we keep people on stakeholder group interested in the project.
 - k) Might include a question such as "how do you feel we can best keep this entire group of stakeholders interested and involved in the Justice Center program?"
 - l) If someone who could be involved does not choose to be involved those who are should have the say so.
 - m) Suggested check box to consider - "I would like periodic updates of progress being made in the core committee and the task forces."
 - (1) Send out informational piece to all attending. Might not solicit requests for involvement.

- n) Critical to the project
 - (1) Be up front with all.
 - (2) Make certain that the stakeholders understand that this is not a project which can be input to at all times in the future. The input must be in a timely, usable manner
- 3. **Structure of the presentation**
 - a) Welcome - Marc Ott
 - b) Definition of a stakeholder
 - (1) Those who may be impacted by this project.
 - c) People introductions by Marc Ott
 - (1) Ann Hannon - quick overview of court strucure - 4 minutes
 - (2) Chief Edwardson - overview of police and fire department structure.
 - (3) Introduce core committee
 - (4) Introduce rjs
 - d) Background
 - e) Purpose of meeting
 - f) Core committee charge
 - (1) The charge is to the core group.
 - (2) The need is for you to help us address the charge.
 - g) Discussion
 - h)
- 4. **Invitation letter draft**

Dear -----

On January 12, 1994, the Kalamazoo City Commission directed the City Manager to work with both District Court and Public Safety officials to thoroughly review their present facilities, consider alternatives, and make a recommendation for construction of new or remodeled facilities. A written recommendation must be presented to the City Commission in time for its 1995 budget deliberations which will begin in December, 1994.

Since the City Commission's directive, a team comprised of Ciy and District Court staff and their consultants have conducted a preliminary needs analysis for Public Safety and District Court operations.

We strongly feel that involvement of potential stakeholders is essential to the ultimate success of this important project. Input from you and your organization, as well as input received from the groups listed on the attachment to this letter will be vital on many issues, including program needs, site selection, financing, and design. Other related issues may include court consolidation dialogue, shared radio and other communications operations, separate or shared facilities, and central prisoner processing.

We are extending this opportunity for you to become more informed about the project, share your thoughts and participate on one of the task forces that will be established to assist in the successful completion of this important community project.

Therefore we are inviting you or your designated representative to come to an introductory meeting to learn of our efforts, identify areas of concern and, hopefully accept

Justice Center
Kalamazoo, Michigan
Meeting and working notes

Ralph J. Stephenson, P. E.
Consulting Engineer

our invitation to participate. **This meeting will be held on Thursday, August 18, 1994 , from 5:00 p. m. in Courtroom B of the 9-1 District Court located at 416 S. Lovell Street, Kalamazoo, Michigan.**

Please R. S. V. P. to my secretary, Karen Suglia, at 517-337-8047 by August 15, 1994. We look forward to hearing from you.

Sincerely yours,

Marc A. Ott
City Manager

VIII. 09/08/94 - task force meeting #1 notes - Appendix P

A. Meeting #1 - Program and Finance Task Force - September 8, 1994

1. Time of meeting - 09:00 A. M. to 12:00 noon
2. Location of meeting - City Manager's conference room
3. Those attending - listed alphabetically
 - a) Quinn Benson - Judge 9-1 District Court - in meeting part time
 - b) Neal Davison- Our Redeemer Lutheran Church
 - c) Pat DiGiovanni - Deputy City Manager - introduction only
 - d) Ron Fleckenstein - Oshtemo Township - in meeting part time
 - e) Jim Grigsby - Kalamazoo Dept. of Public Safety
 - f) Lee Kirk - Deputy City Attorney
 - g) Nick Lam - Director of Purchasing - City of Kalamazoo
 - h) Keith Overly - Finance Director - City of Kalamazoo
 - i) Susan Scott - Westnedge Hill Association
 - j) Ralph J. Stephenson - Consultant
4. Agenda - see separate agenda sheet distributed at meeting
5. Action items - items to be done by individuals or groups - listed at random - initials of responsible party follows item.
 - a) Publish list of all participants - nla
 - b) Take bus tour of Kalamazoo area court & justice facilities - jgr will manage entire trip.
 - (1) Who sets facilities to visit?
 - (a) Possible facilities to visit and inspect.
 - i) Kalamazoo City
 - ii) Kalamazoo County
 - iii) Circuit Court - Kalamazoo Court
 - iv) St. Joe County
 - v) Kent County
 - vi) Allegan County
 - vii) Calhoun County
 - viii) Battle Creek
 - (b) Date of tour - ?
 - (c) Travel arrangements - ?
 - (d) Facility arrangements - ?
 - (e) Who is to go - rjs to recommend
 - i) Task force #1
 - ii) Task force #2
 - iii) Steering committee
 - iv) Others?
 - c) Briefings on special matters - kov
 - (1) Topics
 - (a) Overview of setting target costs (pro forma)
 - (b) Keith give overview on bonding and funding - kov
 - (c) Bring in bond counsel for briefing on financing - kov
 - (d) Have briefing on court consolidation
 - (e) Have briefing on court reorganization

- (2) Date of briefings
 - (3) Where to be held
 - (4) Those to attend
 - d) Need alternate for each member of the task force - all
 - (1) Will bring backup names to meeting #2
 - e) Keith is to be the central clearing house for all Task Force communications - kov
 - f) Meeting details
 - (1) Determine dates of each type meeting at session #2
 - (2) Set milestone meetings as formal reviews of task force work
 - (3) Set working meetings as sessions where a work product is produced
 - (4) Use a rotating chair for each of the various meetings that the Task Force will have
 - g) Set and define output of task force #1 in meeting #2
 - h) Start active planning of the work in session #2 - agenda items G, H, and I.
6. **General notes**
- a) Current starter list of items to be included in content of commission report
 - (1) Recommendations on the full set of actions from presentation to the project being up and running.
 - (2) How does the task force work continue?
 - (3) Discharge task force.
 - (4) To be continued at subsequent meetings of the task force.
 - b) Item ratings
 - (1) Ratings on program factors from agenda - see program reference numbers in agenda. ratings indicate how important it is that the program and finance task force consider the program items. It does indicate the importance, necessarily, of the item to the project.
 - a - administrative
 - t - technical
 - (a) 01 - a
 - (b) 02 - 4, 3, 4, 3, 4, 1, 4 = 23
 - (c) 03 - 4, 2, 4, 4, 2, 1, 4 = 21
 - (d) 04 - 2, 4, 2, 2, 1, 1, 3 = 15
 - (e) 05 - a
 - (f) 06 - 4, 4, 2, 5, 5, 4, 4 = 28
 - (g) 07 - 5, 5, 5, 2, 5, 5, 5 = 32
 - (h) 08 - 5, 4, 5, 5, 4, 5, 5 = 33
 - (i) 09 - 3, 3, 4, 3, 2, 5, 3 = 23
 - (j) 10 - 4, 4, 4, 2, 4, 5, 4 = 27
 - (k) 11 - 5, 4, 5, 5, 5, 4, 5 = 33
 - (l) 12 - a
 - (m) 13 - t
 - (n) 14 - t
 - (o) 15 - t
 - (p) 16 - 4, 5, 5, 5, 4, 4, 3 = 30
 - (q) 17 - 5, 4, 5, 5, 5, 5, 4 = 33
- Logistics - The procurement, distribution, maintenance, and replacement of material and personnel. Change name of 17 to Internal and External

Logistics.

- (r) 18 - a
- (s) 19 - 5, 5, 2, 4, 5, 5, 5 = 31
- (t) 20 - 4, 3, 5, 5, 5, 5, 4 = 31
- (u) 21 - a
- (v) 22 - 5, 4, 5, 5, 5, 4, 5 = 33
- (w) 23 - t
- (x) 24 - t
- (y) 25 - t
- (z) 26 - 1, 3, 2, 1, 1, 1, 4 = 13
Most felt this should be considered in the site selection task force and the facility design group.
- (aa) 27 - 3, 2, 2, 1, 2, 2, 3 = 15

- (ab) 28 - 1, 2, 1, 2, 3, 1, 2 = 12
- (ac) 29 - 5, 5, 5, 5, 5, 5, 5 = 35
- (ad) 30 - 3, 2, 2, 1, 2, 2, 3 = 15

- (ae) 31 - t
- (af) 32 - t
- (ag) 33 - 4, 4, 4, 4, 3, 3, 3 = 21
- (ah) 34 - t
- (ai) 35 - 5, 5, 5, 1, 5, 4, 4 = 29
- (aj) 36 - t
- (ak) 37 - t
- (al) 38 - 4, 4, 5, 4, 5, 4, 4 = 29 - Employee facilities and amenities - to be added.

c) Timing

- (1) Must consider interim improvement plan to existing facilities to allow good personnel relations and proper functions to be maintained.
- (2) Overview timetable for expansion in the macro - **PRELIMINARY PRELIMINARY DRAFT # 00 - TO BE REVIEWED AND COMMENTED ON DURING SEPTEMBER, AND OCTOBER, 1994**
 - (a) Task force report - to commission 12/06/94
 - (b) Commission authorize work on project - 02/01/95
 - (c) Select and acquire sites - 04/01/95
 - (d) Acquire design funding - 03/01/95
 - (e) Select and award design contract - 05/01/95
 - (f) Acquire construction funding - September 1, 1995
 - (g) Complete program and preparing construction documents - 05/01/96?
 - (h) Take construction proposals and award contracts for entire expansion and new facility (project delivery system to be selected) - 07/01/96
 - (i) Construct and occupy facility - 08/01/98

7. **Agenda for meeting #2 - Monday, 09/12/94 - 09:00 A. M . to 12:00 noon**

- a) Introductions
- b) Distribute materials
- c) Alternates for each member of the task force.
- d) Inventory of task force abilities and interests

- e) Discuss bus tour of Kalamazoo area court & justice facilities - jgr will manage entire trip. (see meeting #1 notes)
- f) Set and define output of task force #1
 - (1) Review program list tabulation - rjs
 - (2) Future activities of the Program and Financing task force.
 - (a) Future meetings
 - i) Set milestone meetings as formal reviews of task force work
 - ii) Set working meetings as sessions where a work product is produced
 - iii) Determine dates of each type meeting at session #2
 - (b) Content
 - (3) Briefings on special matters - kov
 - (a) Topics
 - i) Overview of setting target costs (pro forma
 - ii) Keith give overview on bonding and funding - kov
 - iii) Bring in bond council for briefing on financing - kov
 - (b) Dates of briefings
 - (c) Where to be held
 - (d) Those to attend
- g) Begin preparing network models for program definition and funding.
 - (1) Begin preparation of laundry list of tasks necessary to prepare a funding plan of work.
 - (2) Begin preparation of laundry list of tasks necessary to prepare a program need plan of work.
 - (3) Begin network modeling.

B. Meeting #1 - Site Selection Task Force - September 8, 1994

1. Time of meeting - 01:30 P. M. to 4:30 P. M.
2. Location of meeting - City Manager's conference room
3. Those attending - listed alphabetically
 - a) Jay Boehme - Kalamazoo Department of Public Safety
 - b) Tom Edmonds - Sheriff
 - c) Chief Ed Edwardson - Chief of Public Safety
 - d) Jim Gregart - Prosecuting attorney - Kalamazoo County - in meeting part time
 - e) Donald C. Smith - 9-1 District Court
 - f) Ralph J. Stephenson - Consultant
 - g) Vincent C. Westra - 8th District Court - in meeting part time
4. Agenda items - see separate agenda sheet distributed at meeting
5. What is the project supposed to do when it is built and in operation as defined by task force #2. Must be reviewed, approved and used by all task forces.
 - a) Be capable of addressing the needs for the current and future unified court(s) and related conflict resolution systems, public safety headquarters, offices for the prosecutorial staff, with serious consideration given to central processing of all county prisoners, central communication facilities, and central forensic facilities.
6. Meeting details - approved by task force #2 members
 - a) Determine dates of each type meeting at session #2
 - b) Set milestone meetings as formal reviews of task force work

- c) Set working meetings as sessions where a work product is produced
 - d) Use a rotating chair for each of the various meetings that the Task Force will have
7. **Agenda item discussions**
- a) Brief Site Selection task force on mission, end product, and planning methodology.
 - (1) Change wording in assumption "The assumption upon which the work of the task forces are being initiated is that the delivery of justice in Kalamazoo County is impeded by shortcomings in the present police/court facilities, and these shortcomings must be addressed to insure our citizens receive the level of justice and law enforcement services to which they are entitled.
 - (2) Mission - Prepare and make recommendations to the City Commission regarding the location(s) of the Justice Center.
 - b) Overview - complete with this group - may have to be done as others attend meetings.
 - c) Inventory of talents and desires.
 - (1) Should be self evident.
 - (2) Not traditional.
 - (3) Will be determined informally.
8. **General notes**
- a) Must have cross communications between task force #1 and #2.
 - (1) Ed Edwardson and Jim Grigsby will provide an information bridge between tf#1 and tf#2.
 - b) Current starter list of items to be included in content of commission report - Task force #2
 - (1) Recommendations on alternative sites?
 - (a) Must be done carefully.
 - (b) How to rank them?
 - (2) How does the task force work continue after commission report?
 - (3) Recommendations on the full set of site selection actions from presentation to the project being up and running.
 - (4) Discharge task force.
 - (5) To be continued at subsequent meetings of the task force.
 - c) Timing - prepared in task force #1 meeting - task force #2 agreed tentatively with the timetable.
 - (1) Must consider interim improvement plan to existing facilities to allow good personnel relations and proper functions to be maintained.
 - (2) Overview timetable for expansion in the macro - **PRELIMINARY PRELIMINARY DRAFT # 00 - TO BE REVIEWED AND COMMENTED ON DURING SEPTEMBER, AND OCTOBER, 1994**
 - (a) Task force report - to commission 12/06/94
 - (b) Commission authorize work on project - 02/01/95
 - (c) Select and acquire sites - 04/01/95
 - (d) Acquire design funding - 03/01/95
 - (e) Select and award design contract - 05/01/95
 - (f) Acquire construction funding - September 1, 1995
 - (g) Complete program and preparing construction documents - 05/01/96?

- (h) Take construction proposals and award contracts for entire expansion and new facility (project delivery system to be selected) - 07/01/96
- (i) Construct and occupy facility - 08/01/98
- d) General site selection considerations - listed at random
 - (1) Must establish method of maintaining confidentiality of potential sites pending presentation to City Commission.
 - (2) May have multiple locations.
 - (3) Components of the total project that impact on site selection
 - (a) Courts
 - (b) City legal offices
 - (c) Jails
 - (d) Related legal offices
 - (e) Public safety
 - (f) Michigan State Police Crime Laboratory/Central Forensic
 - (g) Central prisoner processing for entire county
 - (h) Employee parking
 - (i) Public transportation
 - (j) Public parking
 - (k) Center for alternative dispute resolution
 - (4) What is the relation of the Justice Center to fire suppression operations? - not necessary to consider now.
 - (5) Must consider the location of public safety headquarters in relation to the training center on Cedar Street.
 - (a) If to be relocated could add as much as 12,000 square feet to the Justice Center.
 - (6) The issue of closed circuit television has to be considered an integral part of the early site selection process.
 - (a) Court security
 - (b) Transport security
 - (7) Study the subject of central processing.
 - (a) Kent County - good example of central processing
 - (b) Battle Creek - not using central processing
 - (8) May not be advisable to build another lockup for Kalamazoo Public Safety.
- e) Glossary corrections
 - (1) Circuit court
Court of general jurisdiction, civil jurisdiction over \$10,000; felony trial jurisdiction; equity jurisdiction.
 - (2) District court
Civil jurisdiction under \$10,000; criminal jurisdiction includes trial jurisdiction for misdemeanors; and preliminary felony jurisdictions. Also has jurisdiction over civil infractions, small claims and landlord/tenant issues.
- 9. **Action items - items to be done by individuals or groups related to activities of task force #2 - listed at random - initials of responsible party follows item.**
 - a) Conduct briefings on special matters - kov
 - (1) Topics
 - (a) Overview of setting target costs (pro forma)

- (b) Briefing on court unification
 - i) National Center for Court Unification meets in Kalamazoo in October, 1994
 - ii) Courts may not be unified in this century.
 - iii) Will the district courts be consolidated? Answer does impact on site selection.
 - (1) Central location?
 - (2) Decentralized locations?
 - iv) Kalamazoo Board of Realtors
 - (2) Date of briefings
 - (3) Where to be held
 - (4) Those to attend
 - b) Keith Overly is to be the central clearing house for all task force communications - kov
 - c) Publish list of all participants - nla
 - d) Appoint alternate for each member of the task force - all
 - (1) Will bring backup names to meeting #2
 - e) Set and define output of task force #2 in meeting #2 - all
 - f) Start active planning of the work in session #2 - agenda items G, H, and I - all
 - g) Retrieve work done on Consolidation agreement - vwe & qbe
 - h) Distribute copies of extracted E/W report - nla
 - i) Review court definitions - all
 - j) Begin preparing site evaluation check lists - all
 - k) Begin preparing weight value system for site selection factors - all
10. **Agenda for meeting #2 - Monday, 09/12/94 - 01:30 P. M. to 04:30 P. M.**
- a) Introductions
 - b) Distribute materials
 - c) Alternates for each member of the task force.
 - d) Set and define output of task force #2.
 - e) Bifurcate process of site selection - decide on how to proceed with the early screening of sites.
 - f) Continue discuss impacts of components on site work
 - g) Prepare preliminary site evaluation check lists - all
 - h) Begin planning site selection process.

XI. 09/12/94 - task force meeting #2 notes - Appendix P

A. Meeting #2 - Program and Finance - Task Force #1 - September 12, 1994

1. Time of meeting - 09:00 A. M. to 12:00 noon - September 12, 1994
2. Location of meeting - City Manager's conference room
3. Those attending - listed alphabetically
 - a) Neal Davison- Our Redeemer Lutheran Church
 - b) Jim Grigsby - Kalamazoo Dept. of Public Safety
 - c) Lee Kirk - Deputy City Attorney
 - d) Nick Lam - Director of Purchasing - City of Kalamazoo
 - e) Keith Overly - Finance Director - City of Kalamazoo
 - f) Ralph J. Stephenson - Consultant
4. Agenda for meeting #2 of task force #1 - Monday, 09/12/94 - 09:00 A. M. to 12:00 noon
 - a) √Introductions
 - b) √Distribute materials
 - c) √Alternates for each member of the task force.
 - d) √Inventory of task force abilities and interests
 - e) √Discuss bus tour of Kalamazoo area court & justice facilities - jgr will manage entire trip. (see meeting #1 notes)
 - f) Set and define output of task force #1
 - (1) Review program list tabulation - rjs
 - (2) Future activities of the Program and Financing task force.
 - (a) Future meetings
 - i) Set milestone meetings as formal reviews of task force work
 - ii) Set working meetings as sessions where a work product is produced
 - iii) Determine dates of each type meeting at session #2
 - (b) Content
 - (3) √Briefings on special matters - kov
 - (a) Topics
 - i) Financing
 - ii) Overview of setting target costs (pro forma
 - iii) Keith give overview on bonding and funding - kov
 - iv) Bring in bond council for briefing on financing - kov
 - (b) Dates of briefings
 - (c) Where to be held
 - (d) Those to attend
 - g) Begin preparing network models for program definition and funding.
 - (1) Begin preparation of laundry list of tasks necessary to prepare a funding plan of work.
 - (2) Begin preparation of laundry list of tasks necessary to prepare a program need plan of work.
 - (3) Begin network modeling.
 - h) Discuss methods of collecting information and getting input from the task forces.
5. Action items from meeting #1
 - a) √Publish list of all participants - nla

- b) √Take bus tour of Kalamazoo area court & justice facilities - jgr will manage entire trip.
 - (1) Who sets facilities to visit?
 - (a) Possible facilities to visit and inspect.
 - i) Kalamazoo City
 - ii) Kalamazoo County
 - iii) Circuit Court - Kalamazoo Court
 - iv) St. Joe County
 - v) Kent County
 - vi) Allegan County
 - vii) Calhoun County
 - viii) Battle Creek
 - (b) Date of tour - ?
 - (c) Travel arrangements - ?
 - (d) Facility arrangements - ?
 - (e) Who is to go - rjs to recommend
 - i) Task force #1
 - ii) Task force #2
 - iii) Steering committee
 - iv) Others?
 - c) √Briefings on special matters - kov
 - (1) Topics
 - (a) Overview of setting target costs (pro forma)
 - (b) Keith give overview on bonding and funding - kov
 - (c) Bring in bond counsel for briefing on financing - kov
 - (d) Have briefing on court consolidation
 - (e) Have briefing on court reorganization
 - (2) Date of briefings
 - (3) Where to be held
 - (4) Those to attend
 - d) √Need alternate for each member of the task force - all
 - (1) Will bring backup names to meeting #2
 - e) Keith is to be the central clearing house for all Task Force communications - kov
 - f) √Meeting details
 - (1) Determine dates of each type meeting at session #2
 - (2) Set milestone meetings as formal reviews of task force work
 - (3) Set working meetings as sessions where a work product is produced
 - (4) Use a rotating chair for each of the various meetings that the Task Force will have
 - g) √Set and define output of task force #1 in meeting #2
 - h) Start active planning of the work in session #2 - agenda items G, H, and I.
6. **General notes**
- a) Started meeting at 09:10 A. M.
 - b) Alternates for members
 - (1) Assistant Chief Gary Hetrick for Jim Grigsby.
 - (2) Gail Macdonald for Keith Overly
 - (3) Joe Todd for Nick Lam

- (4) None for Lee Kirk
- (5) None for Neal Davison
- c) Resumes received from
 - (1) Jim G.
 - (2) Keith O.
 - (3) Nick L.
- d) Bus tour of Kalamazoo area court & justice facilities
 - (1) Facility to be toured first should be the Public Safety Facility, Courts and County jail - 3 hours
 - (2) Details
 - (a) Sept. 16, 1994
 - i) Meet at 1:30 pm at west entry to lobby of public safety headquarters - 215 South Lovell
 - ii) Purpose of tour - to familiarize the task forces and steering committee with the strengths and shortcomings of each facility.
 - (1) Use E/W study
 - (2) Jim will be the tour guide and MC.
 - (3) Jim will prepare a synopsis of the two tours.
 - (b) Sept. 26, 1994
 - i) Meet at 1:00 pm at west entry to lobby of public safety headquarters - 215 South Lovell
 - ii) Purpose of tour - to familiarize the task forces and steering committee with the strengths and shortcomings of each facility.
 - (1) Use E/W study
 - (2) Jim will be the tour guide and MC.
 - (3) Jim will prepare a synopsis of the two tours.
 - (3) Tentative dates for tour
 - (a) ok for task force #1
 - i) Sept 16, 1994 - 1:30 to 4:30 pm Kalamazoo public safety and training, the 9-1 court, and the County jail.
 - ii) Sept 26, 1994 - 1:00 pm - 5:00 pm for bus tour of Kent County courts, jail, consolidated intake.
 - (b) dates not acceptable
 - i) xSept 15 all day
 - ii) xSept 21 all day
 - iii) xSept 27 pm
 - iv) xSept 28 pm
 - v) xSept 29 all day
 - vi) xSept 30 all day
 - (4) nla will send out notices
 - (5) jgr - in charge.
- e) Nature of the project - tf# 1 generally agree that the statement below paints an accurate picture of what the Justice Center will do when completed. (slightly altered from previous definition from tf# 2)
Be capable of addressing the needs for the current and future district courts, public safety headquarters, offices for the city attorney staff, with serious consideration

- given to related conflict resolution systems, central processing of all county prisoners, central communication facilities, training facilities, and central forensic facilities.
- f) Justice Center includes the functions below. These facilities might not all be located at the same site, or in the same building.
- (1) Mandatory - must list
 - (a) Courts
 - i) District Court
 - ii) Parking
 - (b) City Attorney's staff
 - i) Offices
 - ii) Parking
 - (c) Public Safety
 - i) Headquarters facilities
 - ii) If no central processing, prisoner processing and jail facilities are considered mandatory.
 - iii) Parking
 - (2) To be considered - want list
 - (a) Courts
 - i) Circuit Court - in connection with jury size.
 - ii) Dispute resolution center
 - (b) City Attorney staff
 - (c) Public Safety - in general order of desires.
 - i) Central processing for prisoners - county to process city prisoners - get the city out of the jail business.
 - ii) Central communications
 - iii) Central forensic facilities
 - iv) Training facility upgrading or replacement - prefer updating?
 - (1) Depends on future of Sutherland Field training area. If lost will need additional training sites. Then could consider total replacement of training facilities.
- g) Possible content of the presentation to the City Commission on December 6, 1994.
- (1) Here are our recommendations about the court facilities based on what we know now about court consolidation and reorganization.
 - (a) District Court - primarily
 - (b) Circuit Court - in respect to jury size?
 - (2) Here are our recommendations about public safety facilities based on what we know now about public safety needs.
 - (a) Public safety headquarters
 - (b) Central forensic facilities
 - (c) Central processing for prisoners - county to process city prisoners - get the city out of the jail business.
 - (d) Central communications
 - (e) Training facility upgrading or replacement - prefer updating?
 - i) Depends on future of Sutherland Field training area. If lost will need additional training sites. Then could consider total replacement of training facilities.

- (3) Here are our recommendations about Kalamazoo city legal staff facilities based on what we know about their needs.
 - (a) City attorney's offices
 - (4) Here are our recommendations about other than city of Kalamazoo legal staff facilities based on what we know about their needs.
 - (a) Interfacing facilities not for permanent occupancy.
 - h) Briefings on special matters - to be managed by Lee Kirk and Keith Overly
 - (1) Topics
 - (a) Financing (kov) - should be in September, 1994 - could kov do early briefing during the bus trip to Kent County?
 - i) Overview of setting target costs (pro forma)
 - ii) Keith give overview on bonding and funding - kov
 - iii) Bring in bond council for briefing on financing - kov
 - (b) Court matters (lki)
 - i) Consolidation - 8th and 9th District Court (lki)
 - (1) Date to be first milestone meeting of t#1 in October, 1994.
 - (2) Details
 - (a) Dates of briefings?
 - (b) Where to be held?
 - (c) Those to attend?
 - i) Future meetings
 - (1) Set milestone meetings as formal reviews of task force work
 - (a) September 29, 1994 - 1:30 pm - tentative
 - (2) Set working meetings as sessions where a work product is produced
7. **Action items from meeting #2**
 - a) nla will send out notices for bus tour.
 - b) Decide on how many sites might be required for the must and want list program items.
 - (1) How should this be done?
 - (a) In conjunction with the site selection task force?
 - (b) Should we move ahead assuming there is not going to be any court consolidation?
 - (c) Are there any functions that we don't know about now to be included?
 - c) Prepare decision trees relative to number of sites, and the facilities to be located on them.

B. Meeting #2 - Site Selection - Task Force #2 - September 12, 1994

- 1. **Time of meeting - 01:30 P. M. to 04:30 P. M.**
- 2. **Location of meeting - City Manager's conference room**
- 3. **Those attending - listed alphabetically**
 - a) Jay Boehme - Kalamazoo Department of Public Safety
 - b) Phyllis Cleveland - Kalamazoo Township - in meeting part time
 - c) Ed Edwardson - Chief - Public Safety Department
 - d) Clayton Johnston - Downtown Kalamazoo, Inc. - in meeting part time
 - e) Donald C. Smith - 9-1 District Court
 - f) Roger Snell - Kalamazoo Bar Association

- g) Ralph J. Stephenson - Consultant
- h) Vincent C. Westra - 8th District Court - in meeting part time
- 4. **Agenda for meeting #2 of task force #2 - Monday, 09/12/94 - 01:30 P. M. to 04:30 P. M.**
 - a) ✓Introductions
 - b) ✓Distribute materials
 - c) ✓Alternates for each member of the task force.
 - (1) Assistant chief Raymond Ampey for Ed Edwardson
 - (2) William Redmond for Roger Snell
 - (3) Ken Nacci for Clayton Johnston
 - d) ✓Set and define output of task force #2.
 - e) Decide on how to proceed with the early screening of sites.
 - f) Continue discuss impacts of components on site work
 - g) Prepare preliminary site evaluation check lists - all
 - h) Begin planning site selection process.
 - i) ✓Announce details of tours on September 16, and 26, 1994 - will be contacted - How many will be going?
- 5. **Action items from meeting #1**
 - a) ✓Conduct briefings on special matters - kov
 - (1) Topics
 - (a) Overview of setting target costs (pro forma)
 - (b) Briefing on court unification
 - i) National Center for Court Unification meets in Kalamazoo in October, 1994
 - ii) Courts may not be unified in this century.
 - iii) Will the district courts be consolidated? Answer does impact on site selection.
 - (1) Central location?
 - (2) Decentralized locations?
 - iv) Kalamazoo Board of Realtors
 - (2) Date of briefings
 - (3) Where to be held
 - (4) Those to attend
 - b) ✓Keith Overly is to be the central clearing house for all task force communications - kov
 - c) ✓Publish list of all participants - nla
 - d) ✓Appoint alternates for each member of the task force - all
 - (1) Will bring backup names to meeting #2
 - e) Set and define output of task force #2 in meeting #2 - all
 - f) Start active planning of the work in session #2 - agenda items G, H, and I - all
 - g) Retrieve work done on Consolidation agreement - vwe & qbe
 - h) ✓Distribute copies of extracted E/W report - nla
 - i) Review court definitions - all
 - j) Begin preparing site evaluation check lists - all
 - k) Begin preparing weight value system for site selection factors - all
 - 6. **General notes**
 - a) Judge Westra discussed the concepts of unified courts, court consolidation, and other considerations for new members of task force #2

- b) Nature of the project - tf# 2 generally agree that the statement below paints an accurate picture of what the Justice Center will do when completed. (slightly altered from previous definition from tf# 2)
Be capable of addressing the needs for the current and future district courts, public safety headquarters, offices for the city attorney staff, with serious consideration given to related conflict resolution systems, central processing of all county prisoners, central communication facilities, training facilities, and central forensic facilities.
 - c) Set milestone meetings as formal reviews of task force #2 work
 - (1) September 29, 1994 - 9:00 am. to 12:00 noon.
 - (2) Check for possible evening meetings - after 5:00 pm
 - (3) Avoid Monday night meetings if possible.
 - (4) Check if court consolidation meeting is on Sept. 29, 1994
 - d) Alternates for each member of the task force.
 - (1) Assistant chief Raymond Ampey for Ed Edwardson
 - (2) William Redmond for Roger Snell
 - (3) Ken Nacci for Clayton Johnston
 - e) Possible content of our presentation to the City Commission
 - (1) Here are our recommendations about the court facilities based on what we know now about court consolidation and reorganization.
 - (a) District Court - primarily
 - (b) Circuit Court - in respect to jury size?
 - (2) Here are our recommendations about public safety facilities based on what we know now about public safety needs.
 - (a) Public safety headquarters
 - (b) Central forensic facilities
 - (c) Central processing for prisoners - county to process city prisoners - get the city out of the jail business.
 - (d) Central communications
 - (e) Training facility upgrading or replacement - prefer updating?
 - i) Depends on future of Sutherland Field training area. If lost will need additional training sites. Then could consider total replacement of training facilities.
 - (3) Here are our recommendations about Kalamazoo city legal staff facilities based on what we know about their needs.
 - (a) City attorney's offices
 - (4) Here are our recommendations about other than city of Kalamazoo legal staff facilities based on what we know about their needs.
 - (a) Interfacing facilities not for permanent occupancy.
 - f) Discussed relations between various Justice Center functions - see attached geographic relations chart.
- 7. Action items from meeting #2**
- a) Obtain hard data from the program task force
 - (1) Could get the material needed from Tom? (sheriff)
 - (2) Data needed
 - (a) Prisoner transport data
 - i) Who's being transported?
 - ii) For what reason are they being transported?

- iii) What manpower is being used to transport prisoners?
- iv) What vehicles are required for transport?
 - v) Cost of transport?
- vi) Cost of closed circuit arraignment installation - already known.
- vii) Savings due to closed circuit arraignment?

XIII. 09/29/94 - task force meeting #3 notes - Appendix P

A. Meeting #3 - Site Selection - Task Force #2 - September 29, 1994

1. Time of meeting - 09:00 A. M. to 12:00 noon
2. Location of meeting - South conference room 2nd floor City Hall
3. Those attending - listed alphabetically
 - a) Jay Boehme - Kalamazoo Department of Public Safety
 - b) Pat DiGiovanni - Deputy City Manager - in meeting part time
 - c) Tom Edmonds - County Sheriff
 - d) Ed Edwardson - Chief - Public Safety Department
 - e) Lee Kirk - Deputy City Attorney
 - f) Mary Lovelace - Oakwood Neighborhood
 - g) Donald C. Smith - 9-1 District Court
 - h) Roger Snell - Kalamazoo Bar Association
 - i) Ralph J. Stephenson - Consultant
 - j) Cheryl Stewart - 8th District Court
4. **Agenda**
 - a) ✓ Obtain comments on trips to justice facilities.
 - b) ✓ Discuss court related material.
 - (1) Review court definitions
 - (2) Retrieve work done on Consolidation agreement - vwe & qbe
 - c) ✓ Review matrix work.
 - (1) ✓ Identify all functions that might be included in the matrix
 - (2) Decide on how many sites might be required for the must and want list program items.
 - (3) ✓ Identify all known potential sites that might be appropriate and could be used for all functions - to be included in matrix.
 - d) Begin site evaluation work.
 - (1) Begin preparing site evaluation check lists - all
 - (2) Begin preparing weight value system for site selection factors - all
 - (3) Prepare decision trees relative to number of sites, and the facilities to be located on them.
 - e) ✓ Background data discussion
 - (1) ✓ Obtain prisoner transport data from the program task force
 - (2) ✓ Discuss special briefings on financing, court unification, and court consolidation.
 - f) ✓ Name for complex we are studying
 - g) ✓ Start active planning of the work.
5. **General notes**
 - a) Trips to facilities
 - (1) 2 attended local tour.
 - (2) Nobody attended Kent County tour.
 - (3) Trips not to be rescheduled at this time.
 - b) Court definitions - revised 09/29/94 by task force #2
Court - A person or body of persons whose task is to hear and submit a decision on cases at law.

- (1) Appellate Court
A court having the power to hear appeals and to review other court decisions. This function is filled by the Circuit Court in Kalamazoo County.
 - (2) Children's Court
A court of law that deals with such children's matters as abuse, neglect, guardianship, paternity, custody, and commitments. In Kalamazoo this function is part of Probate Court except custody, which is handled by the Circuit Court.
 - (3) Circuit Court
A state court of general jurisdiction.
 - (4) Civil Court
A court of law that deals with the rights of private individuals, and legal proceedings concerning these rights as distinguished from criminal, military, or international regulations or proceedings. This court is not specifically identified in Michigan.
 - (5) Criminal Court
A court of law that deals with the administration of penal law. and prescribing punishment, for breaking the law. In Kalamazoo this function is handled by District and Circuit Courts
 - (6) District Courts 8, 9-1, 9-2
State trial courts of general jurisdiction serving a judicial district.
 - (7) Probate Court
A court having responsibility for probating wills, administering estates, and handling juvenile matters and mental health.
- c) Courtroom design considerations
- (1) All courtroom layouts could be substantially alike except for security levels and jury box size.
 - (2) Courtroom sizes could vary to accommodate different numbers of occupants.
 - (3) Criminal courts - must have high security
 - (4) Courtrooms should have single point of access for public.
 - (5) Courtrooms should have controlled, private, single point of access for prisoners.
 - (6) Jury box area should accommodate a variety of sizes from 0 to 14 jurors.
- d) Review available court consolidation, organization, unification, and location material.
- (1) Letter dated 03/02/94 from Judge Quinn E. Benson to Marc Ott on status of new court facility efforts.
 - (2) Memo dated 09/27/94 from Michael Stampfler, Marc Ott, and Wes Freeland on District Court Consolidation.
 - (3) Article dated 09/28/94 in Kalamazoo Gazette and entitled "Portage official endorses court consolidation".
- e) Site selection matrix.
- (1) Potential sites that might be used for Justice Center functions - all to be further studied.
 - (a) Site A - District Court 9-1 building - Rose and Lovell - downtown Kalamazoo (total land size with Public Safety about 102, 383 sq ft. or about

- 2.35 acres)
- (b) Site B - Department of Public Safety building - Rose & Lovell - downtown Kalamazoo (total land size with Public Safety about 102, 383 sq ft. or about 2.35 acres)
 - (c) Site C - Office building in middle of block on north side of Cedar Street between Rose and Park. (284 Cedar)
 - (d) Sites A, B, C -Adjoining parking areas to the the District Court 9-1, Public Safety, and legal staff office buildings noted above.
 - (e) Site D - Public Safety Training Center and adjacent parking (total land size about 40,144 sq ft or about 0.92 acres)
 - (f) Site I - Parking lot located on west side of Rose in middle of block between Cedar and Lovell Streets. (land size about 0.13 acres)
 - (g) Site K - Parking lot and office located at northeast corner of Rose and Cedar Streets.
 - (h) Site L - County Court building at Academy and Rose Streets facing Bronson Park.
 - (i) Site M - Undeveloped site adjacent county jail, county fairgrounds, and on Lamont Street between Lake Street and I-94. Size about 1.5 acres.
 - (j) Site N - Old Consumer Power site on E. Michigan Ave. Size about 3.5 acres.
 - (k) Site P - Area adjacent old Consumers Power site along the Kalamazoo River and extending to Gull Road. Size about 7 acres.
 - (l) Site Q - Undeveloped site on Patterson near Walbridge across from the paper company.
 - (m) Site R - Between Rose and Burdick and just east of where Parsons and Roberson dead end into Burdick.
 - (n) Site S - Land at southeast corner of Pitcher and E. Dunkley, adjacent and to west of Kalamazoo waste water treatment plant.
 - (o) Site T - Sutherland Field training area.
 - (p) Site U - Former Nazareth Campus - Gull Road Campus.
 - (q) Site V - Existing Public Safety pistol range - Schippers Lane.
 - (r) Site W - Kalamazoo Public School property - Howard Street.
 - (s) Site Y - City owned property currently vacant - North & Westmedge - Approx. 1.50 acres
 - (t) Site Z - Existing Kalamazoo Regional Psychiatric Hospital - owned by State of Michigan - Howard & Oakland 020
- (2) Site evaluation - discussed function/site matrix briefly
 - (3) Individual task force members should study sites listed in matrix.
 - (4) Site evaluation work.
 - (a) No detailed work on evaluation factors done as of September 29, 1994.
- f) Functional interrelations of Justice Center facilities
- (1) Functions to be considered for Justice Center - those known to date.
 - (a) Courts.
 - (b) Public Safety headquarters.
 - (c) City Attorney's offices.
 - (d) Jail.
 - (e) Public Safety Training.

- (f) Central Intake.
- (g) Central Communications.
- (h) Dispute Resolution Center.
- (i) Evidence Storage.
- (j) Forensic Laboratory.
- (k) Criminal Investigation Division (CID) - to be added to matrix.
- (l) Kalamazoo City Hall - added to matrix to show relationships.
- (2) Prepared a matrix analysis of the currently perceived density of desired geographic proximity of functions. This density chart is shown in the matrix attached to this set of meeting notes.
 - (a) Geographic nearness ratings used
 - i) 1 - of little or no importance
 - ii) 2 - of low importance
 - iii) 3 - moderately important
 - iv) 4 - highly important
 - v) 5 - very important
 - (b) Task force established average density ratings - see attached function/function matrix
 - (c) General notes for ratings
 - i) Central intake column ratings are based on having closed circuit television in operation.
 - ii) It was generally assumed that the jail facility and evidence storage would be consolidated.
- g) Prisoner transport data
 - (1) Sheriff Thomas Edmonds prepared a preliminary analysis report dated 09/28/94 and entitled Preliminary Transport Data, to Judge Kenneth Long. This report was distributed at the task force meeting.
- h) Discuss special briefings on financing, court unification, and court consolidation.
 - (1) Task force agenda discussions covered some of the special matters of interest to the task force. Need to summarize the material as it is presented.
- i) Name for complex we are studying
 - (1) Task force decided to retain the name for the total operation as the Justice Center for the time being.
- j) Action items - to be accomplished by those designated
 - (1) **Chief Edwardson** will begin preparation of a master flow chart for all items that move through the present public safety department facilities. - eed
 - (2) **Sheriff Edmonds** continue transport data study - ted
 - (3) **Task force members** should visit and become familiar with the sites listed in the function/site matrix enclosed with this set of meeting notes.

B. Meeting #3 - Program and Finance - Task Force #1 - September 29, 1994

1. Time of meeting - 02:00 P. M. to 04:10 P. M.
2. Location of meeting - South conference room 2nd floor City Hall
3. Those attending - listed alphabetically
 - a) Quinn Benson - Judge 9-1
 - b) Pat DiGiovanni - Deputy City Manager - City of Kalamazoo
 - c) Jim Grigsby - Deputy Chief - Kalamazoo Dept. of Public Safety

- d) Lee Kirk - Deputy City Attorney
- e) Nick Lam - Purchasing Manager - City of Kalamazoo
- f) Keith Overly - Director of Administration and Finances - City of Kalamazoo
- g) Ralph J. Stephenson - Consultant

4. Agenda

- a) ✓ Obtain comments on trips to justice facilities.
- b) ✓ Discuss court related material.
 - (1) ✓ Review court definitions
 - (2) ✓ Retrieve work done on Consolidation agreement
- c) ✓ Review matrix work.
 - (1) ✓ Identify all functions that might be included in the matrix
 - (2) Decide on how many sites might be required for the must and want list program items.
 - (3) ✓ Identify all known potential sites that might be appropriate and could be used for all functions - to be included in matrix.
- d) ✓ Identify financing methods
- e) ✓ Discuss site evaluation work.
- f) ✓ Background data discussion
 - (1) ✓ Prepare prisoner transport data for use by TF#1 and TF#2.
 - (2) ✓ Discuss special briefings on financing, court unification, and court consolidation.
- g) ✓ Name for complex we are studying
- h) Start active planning of the work.

5. General notes

- a) Trips to facilities
 - (1) 2 attended local tour.
 - (2) Nobody attended Kent County tour.
 - (3) Trips not to be rescheduled at this time.
- b) Court definitions - revised 09/29/94 by task force #2
Court - A person or body of persons whose task is to hear and submit a decision on cases at law.
 - (1) Appellate Court
A court having the power to hear appeals and to review other court decisions. This function is filled by the Circuit Court in Kalamazoo County.
 - (2) Children's Court
A court of law that deals with such children's matters as abuse, neglect, guardianship, paternity, custody, and commitments. In Kalamazoo this function is part of Probate Court except custody, which is handled by the Circuit Court.
 - (3) Circuit Court
A state court of general jurisdiction.
 - (4) Civil Court
A court of law that deals with the rights of private individuals, and legal proceedings concerning these rights as distinguished from criminal, military, or international regulations or proceedings. This court is not specifically identified in Michigan.

- (5) Criminal Court
A court of law that deals with the administration of penal law. and prescribing punishment, for breaking the law. In Kalamazoo this function is handled by District and Circuit Courts
 - (6) District Courts 8, 9-1, 9-2
State trial courts of general jurisdiction serving a judicial district.
 - (7) Probate Court
A court having responsibility for probating wills, administering estates, and handling juvenile matters and mental health.
- c) Review available court consolidation, organization, unification, and location material.
- (1) Letter dated 03/02/94 from Judge Quinn E. Benson to Marc Ott on status of new court facility efforts.
 - (2) Memo dated 09/27/94 from Michael Stampfler, Marc Ott, and Wes Freeland on District Court Consolidation.
 - (3) Article dated 09/28/94 in Kalamazoo Gazette and entitled "Portage official endorses court consolidation".
- d) Site selection matrix.
- (1) Potential sites that might be used for Justice Center functions - all to be further studied.
 - (a) Site A - District Court 9-1 building - Rose and Lovell - downtown Kalamazoo (total land size with Public Safety about 102, 383 sq ft. or about 2.35 acres)
 - (b) Site B - Department of Public Safety building - Rose & Lovell - downtown Kalamazoo (total land size with Public Safety about 102, 383 sq ft. or about 2.35 acres)
 - (c) Site C - Office building in middle of block on north side of Cedar Street between Rose and Park. (284 Cedar)
 - (d) Sites A, B, C - Adjoining parking areas to the the District Court 9-1, Public Safety, and legal staff office buildings noted above.
 - (e) Site D - Public Safety Training Center and adjacent parking (total land size about 40,144 sq ft or about 0.92 acres)
 - (f) Site I - Parking lot located on west side of Rose in middle of block between Cedar and Lovell Streets. (land size about 0.13 acres)
 - (g) Site K - Parking lot and office located at northeast corner of Rose and Cedar Streets.
 - (h) Site L - County Court building at Academy and Rose Streets facing Bronson Park.
 - (i) Site M - Undeveloped site adjacent county jail, county fairgrounds, and on Lamont Street between Lake Street and I-94. Size about 1.5 acres.
 - (j) Site N - Old Consumer Power site on E. Michigan Ave. Size about 3.5 acres.
 - (k) Site P - Area adjacent old Consumers Power site along the Kalamazoo River and extending to Gull Road. Size about 7 acres.
 - (l) Site Q - Undeveloped site on Patterson near Walbridge across from the paper company.

- (m) Site R - Between Rose and Burdick and just east of where Parsons and Roberson dead end into Burdick.
 - (n) Site S - Land at southeast corner of Pitcher and E. Dunkley, adjacent and to west of Kalamazoo waste water treatment plant.
 - (o) Site T - Sutherland Field training area.
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 - (r) Site W - Kalamazoo Public School property - Howard Street.
 - (s) Site Y - City owned property currently vacant - North & Westnedge - Approx. 1.50 acres
 - (t) Site Z - Existing Kalamazoo Regional Psychiatric Hospital - owned by State of Michigan - Howard & Oakland 020
- (2) Site evaluation - discussed function/site matrix briefly
 - (3) Individual task force members should study sites listed in matrix.
 - (4) Site evaluation work.
 - (a) No detailed work on evaluation factors done as of September 29, 1994.
- e) Functional interrelations of Justice Center facilities
- (1) Functions to be considered for Justice Center - those known to date.
 - (a) Courts.
 - (b) Public Safety headquarters.
 - (c) City Attorney's offices.
 - (d) Jail.
 - (e) Public Safety Training.
 - (f) Central Intake.
 - (g) Central Communications.
 - (h) Dispute Resolution Center.
 - (i) Evidence Storage.
 - (j) Forensic Laboratory.
 - (k) Criminal Investigation Division (CID) - to be added to matrix.
 - (l) Kalamazoo City Hall - added to matrix to show relationships.
 - (2) Prepared a matrix analysis of the currently perceived density of desired geographic proximity of functions. This density chart is shown in the matrix attached to this set of meeting notes.
 - (a) Geographic nearness ratings used
 - i) 1 - of little or no importance
 - ii) 2 - of low importance
 - iii) 3 - moderately important
 - iv) 4 - highly important
 - v) 5 - very important
 - (b) Task force established average density ratings - see attached function/function matrix
 - (c) General notes for ratings
 - i) Central intake column ratings are based on having closed circuit television in operation.
 - ii) It was generally assumed that the jail facility and evidence storage would be consolidated.

- f) Prisoner transport data
 - (1) Sheriff Thomas Edmonds prepared a preliminary analysis report dated 09/28/94 and entitled Preliminary Transport Data, to Judge Kenneth Long. This report was distributed at the task force meeting.
- g) Site evaluation - discussed function/site matrix briefly
 - (1) Individual task force members should study sites listed in matrix.
- h) Financing - a discussion by Keith Overly
 - (1) Keith Overly presented a review of the various methods by which the Justice Center facilities might be financed. He will summarize this discussion and it will be distributed to task force #1, task force #2, and the steering committee. Some of the points covered include:
 - (a) There is no surplus in the City capital improvement budget.
 - (b) The techniques of financing a Justice Center include use of lease/purchase, building authority, and voted general obligation bonds.
 - (c) Appears it might be necessary to use a voted general obligation bond.
 - (d) Will try to find methods by which costs and operating expenses could be equitably spread among the users of the facilities.
 - (e) We should try to tie financing to one specific project.
 - (f) Mr. Overly mentioned that about 40% of the land in the city is tax free.
- i) Name for complex we are studying
 - (1) Task force decided to retain the name for the total operation as the Justice Center for the time being.
- j) Project network modeling to be done - detailed modeling to begin in near future.
- k) Action items - to be accomplished by those designated
 - (1) **Keith Overly** to summarize this financing discussion. **Nick Lam** will distribute to task force #1, task force #2, and the steering committee
 - (2) **Task force members** should visit and become familiar with the sites listed in the function/site matrix enclosed with this set of meeting notes.