

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
ph 517 772 2537  
December 21, 1994

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

From: Ralph J. Stephenson, P. E.

Enclosed is the Kalamazoo Justice Center report. It is a relatively complete document and should allow the City and its staff to make some basic decisions about the Center by late January, 1995. In the network model and bar chart schedule (Appendixes L and M) I have shown the start of active planning and program design work on the project at February 1, 1995.

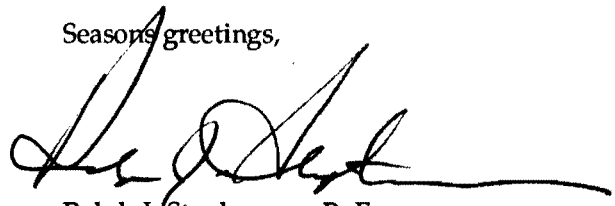
The model continues the project through the various phases to completion in accordance with the recommended course of action. This course of action is described in Recommendation #06. on page four of the first section of the report. I suggest you review the suggested plan and schedule of work carefully, since the job is a long range project demanding good forward planning.

I hope you find the report and the Appendixes interesting and helpful. They contain a sizable amount of data and related Justice Center information.

I'd like to thank both along with your staff for the help you provided, and the courtesy you all extended in the use of the office facilities at City Hall during our work.

May you both have a merry Christmas, and a fine and prosperous New Year!

Season's greetings,



Ralph J. Stephenson, P. E.

Kalamazoo Justice Center  
Report #3

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
ph 517 772 2537  
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.

### **Table of Contents**

Pages 01 to 06 - Recommendations.

### **Appendix to Report #3**

Page 01 - Appendix A - Overview of Justice Center program.  
Page 06 - Appendix B - Those assisting in the study.  
Page 07 - Appendix C - Full list of sites considered in study.  
Page 09 - Appendix D - Possible courses of development action.  
Page 11 - Appendix E - Summary site selection criteria  
Page 12 - Appendix F - Justice Center area considerations and assumptions.  
Page 14 - Appendix G - Selected Unit Cost Estimating Ranges.  
Page 15 - Appendix H - Financing considerations.  
Page 17 - Appendix I - Glossary of terms.  
Page 20 - Appendix J - Summary of task force meetings  
Appendix K - Justice Center Relation chart  
Appendix L - Summary network model for project.  
Appendix M - Summary bar chart of project.  
Appendix N - Steering committee meeting notes - unedited.  
Appendix P- Task force meeting notes - unedited.

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

as the following<sup>1</sup> :

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

**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**

---

<sup>1</sup> 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.

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

<sup>3</sup> 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:<sup>4</sup>

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:<sup>5</sup>**

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

---

<sup>4</sup> 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

<sup>5</sup> 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.



This is a detailed street map of Kalamazoo, Michigan. The map shows a grid of streets including V. Main St., N. Vestmède Ave., S. Burdick St., and others. Major roads like I-94 and I-131 are also depicted. The Kalamazoo River is shown flowing through the city. Several parks are marked with green areas, including Stadium Park and Parkview. A scale bar at the bottom right indicates distances up to 4000 feet. The map is dated 1/82.

2.8 acres).

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 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 D<sup>6</sup> 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 locations<sup>7</sup> 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.

---

<sup>6</sup> See Appendix D for details of other move combinations considered.

<sup>7</sup> 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 locations<sup>8</sup> 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. <sup>9</sup>**

**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. <sup>10</sup>**

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

---

<sup>8</sup> Present location includes sites A, B, C, D, J, and K.

<sup>9</sup> See Appendix H for further discussion of financing by Keith Overly.

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

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.<sup>11</sup>

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.

---

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

### **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.

### **Appendix Table of Contents**

Page 01 - Appendix A - Overview of Justice Center program.  
Page 06 - Appendix B - Those assisting in the study.  
Page 07 - Appendix C - Full list of sites considered in study.  
Page 09 - Appendix D - Possible courses of development action.  
Page 11 - Appendix E - Summary site selection criteria  
Page 12 - Appendix F - Justice Center area considerations and assumptions.  
Page 14 - Appendix G - Selected Unit Cost Estimating Ranges.  
Page 15 - Appendix H - Financing considerations.  
Page 17 - Appendix I - Glossary of terms.  
Page 20 - Appendix J - Summary of task force meetings  
Appendix K - Justice Center Relation chart  
Appendix L - Summary network model for project.  
Appendix M - Summary bar chart of project.  
Appendix N - Steering committee meeting notes - unedited.  
Appendix P- Task force meeting notes - unedited.

#### **• 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:<sup>1</sup>

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.<sup>2</sup>
  - 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.<sup>3</sup>
- 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

---

<sup>1</sup> See Appendix N - Steering Committee meeting notes.

<sup>2</sup> See appendix I - Glossary of Terms

<sup>3</sup> 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.<sup>4</sup> 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 Overly - 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

---

<sup>4</sup> See appendix B - Task force meeting notes - unedited

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 locations<sup>5</sup>.
- 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

---

<sup>5</sup> 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 locations<sup>6</sup> 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

---

<sup>6</sup> 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.<sup>7</sup> These sites were critical elements in the courses of action proposed.

• **Appendix F - Justice Center area considerations and assumptions.**<sup>8</sup>

Court building areas:

Existing building area =  $\pm$  15,000 square feet gross

---

<sup>7</sup> See Appendix C for brief descriptions of these sites.

<sup>8</sup> 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 =  $\pm 210$  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 =  $\pm 154$  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.<sup>9</sup>**

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.

---

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

Land - not included in cost estimates  
Design and planning fees - assume 7%  
Other fees - assume 10%  
Contingencies - assume 10%

## Training Center

Construction - \$70 per square foot - could vary from \$50 to \$80 per square foot.  
Furnishings - \$20 per square foot - could vary from \$15 to \$40 per square foot.  
Land - not included.  
Design and planning fees - assume 6%  
Other fees - assume 5%  
Contingencies -assume 5%

### Asphalt parking lots

Paving - ranges from \$15 to \$19 per square yard of paving - subbase, base course, wearing course and striping only.

- **Appendix H - Financing considerations.**

Keith Overly, Director of Finance and Administration for the City of Kalamazoo has provided some basic information concerning funding for the project. This material is contained in an interoffice memo from Mr. Overly dated November 8, 1994. I have abstracted the information below from this memo.

- The cost impact on a homeowner assuming \$1 million in construction is as follows:

\$1 million in construction = \$100,000 in annual debt service.  
 \$100,000 for debt service can be achieved with .0896 mills  
 Home with \$100,000 market value will have SEV of \$50,000

SEV	\$50,000
times mills	x .0896
Tax on \$1 million construction =	\$4.48
Tax on \$15 million construction =	\$67.20 annually

- General fund revenues - City of Kalamazoo - 1994 budget

**Total revenue =** \$38,451,781 100%

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 I - 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.

<b><u>Task force avg. rating</u></b>	<b><u>Program Item</u></b>
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.<sup>10</sup>**

- 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

---

<sup>10</sup> 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) 05/01/95 - 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

	001	002	003	004	005	006	007	008	009	010	011	012
	courts	public safety hq	city attny's off	jail	public safety trng	central intake	central comm	disp resoltn ctr	evid stor	forensic lab	k city hall	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												

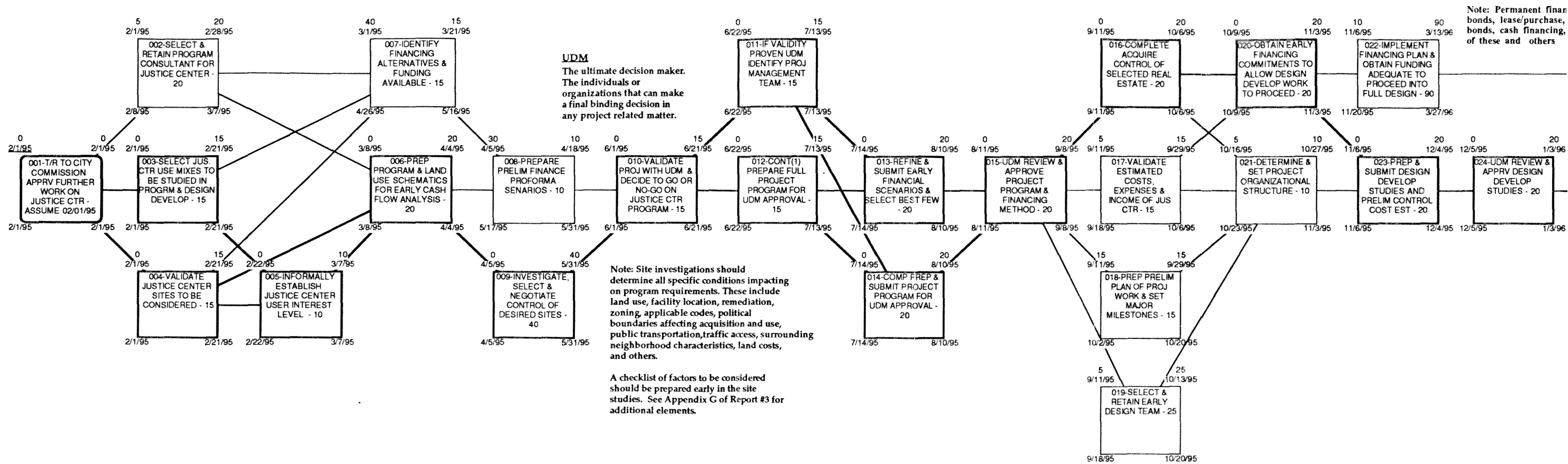
Importance of being geographically close

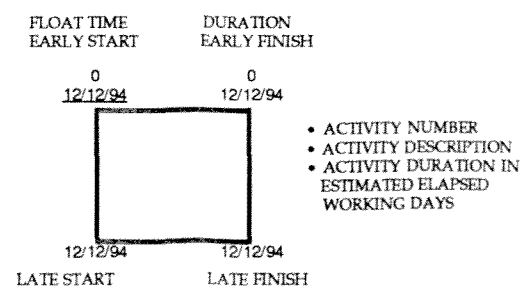
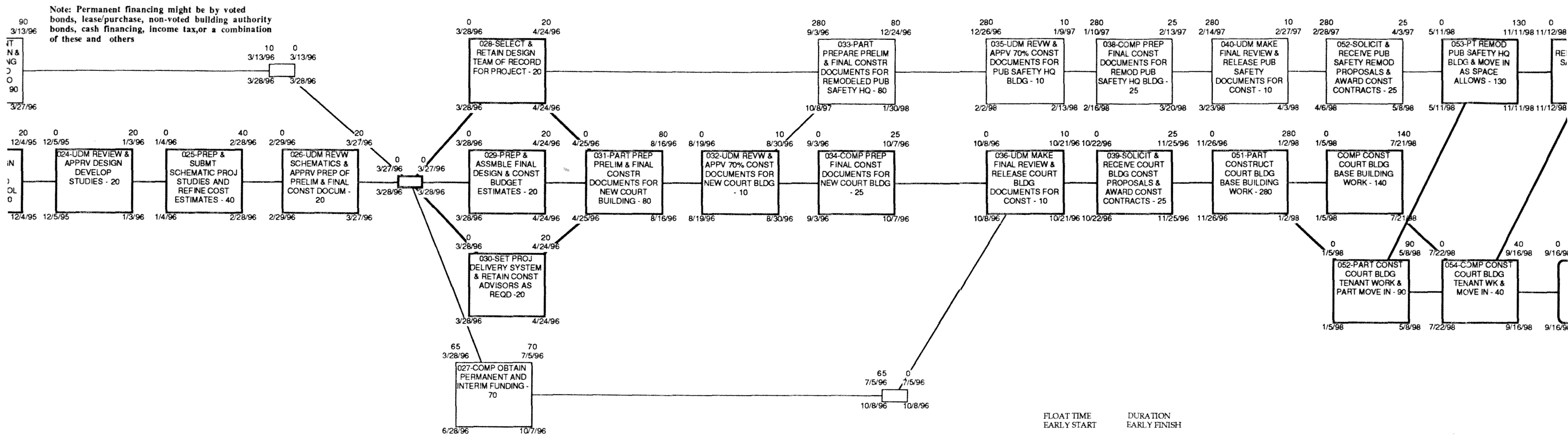
- 1 - of little or no importance
- 2 - of low importance
- 3 - moderately important
- 4 - highly important
- 5 - very important

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.

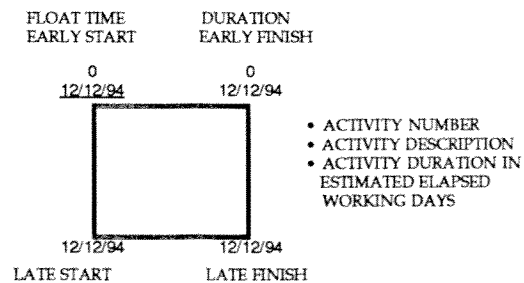
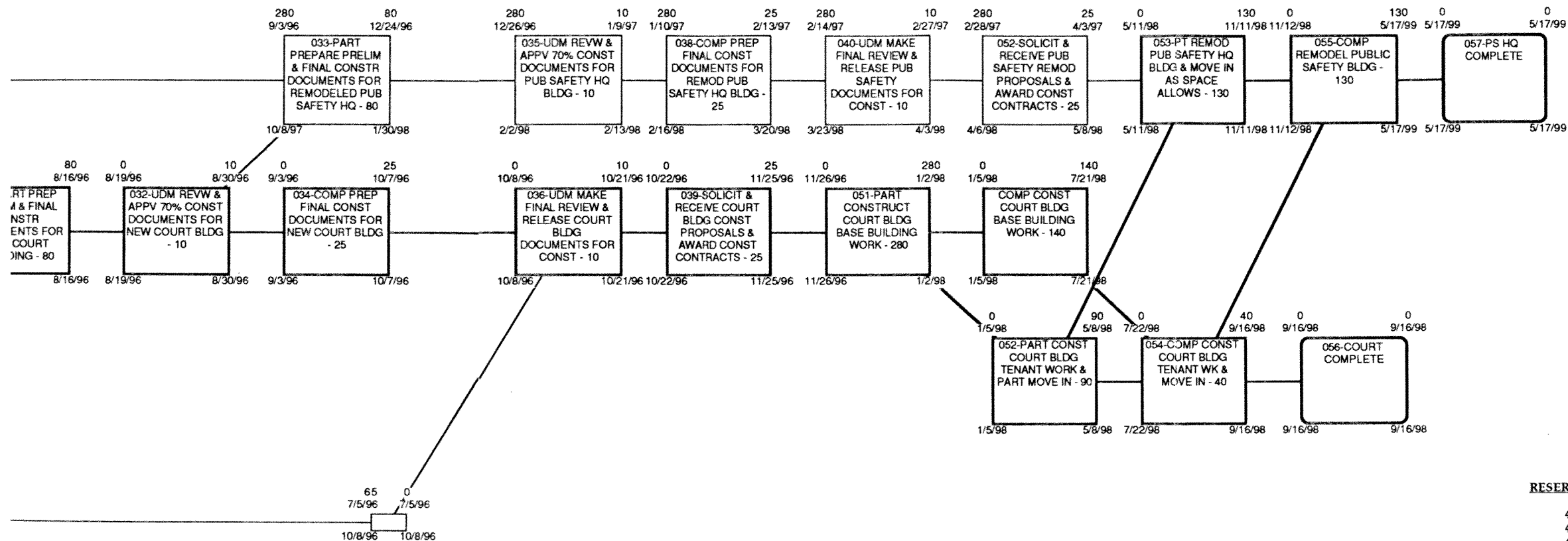
Note: The criminal investigation department was not rated during the initial evaluation.

Date printed: 12/20/94





Note: This plan of work is based on information as outlined in Recommendation #0 dated December 21, 1994. All area assumptions are to be checked and confirmed by the project manager approved to proceed.



ACTIVITY KEY

Note: This plan of work is based on following plan of action D as outlined in Recommendation #06 of Report #3, dated December 21, 1994. All area assumptions and activity durations are to be checked and confirmed when the project has been approved to proceed.

RESERVED ACTIVITY NUMBERS

41	46
42	47
43	48
44	49
45	50

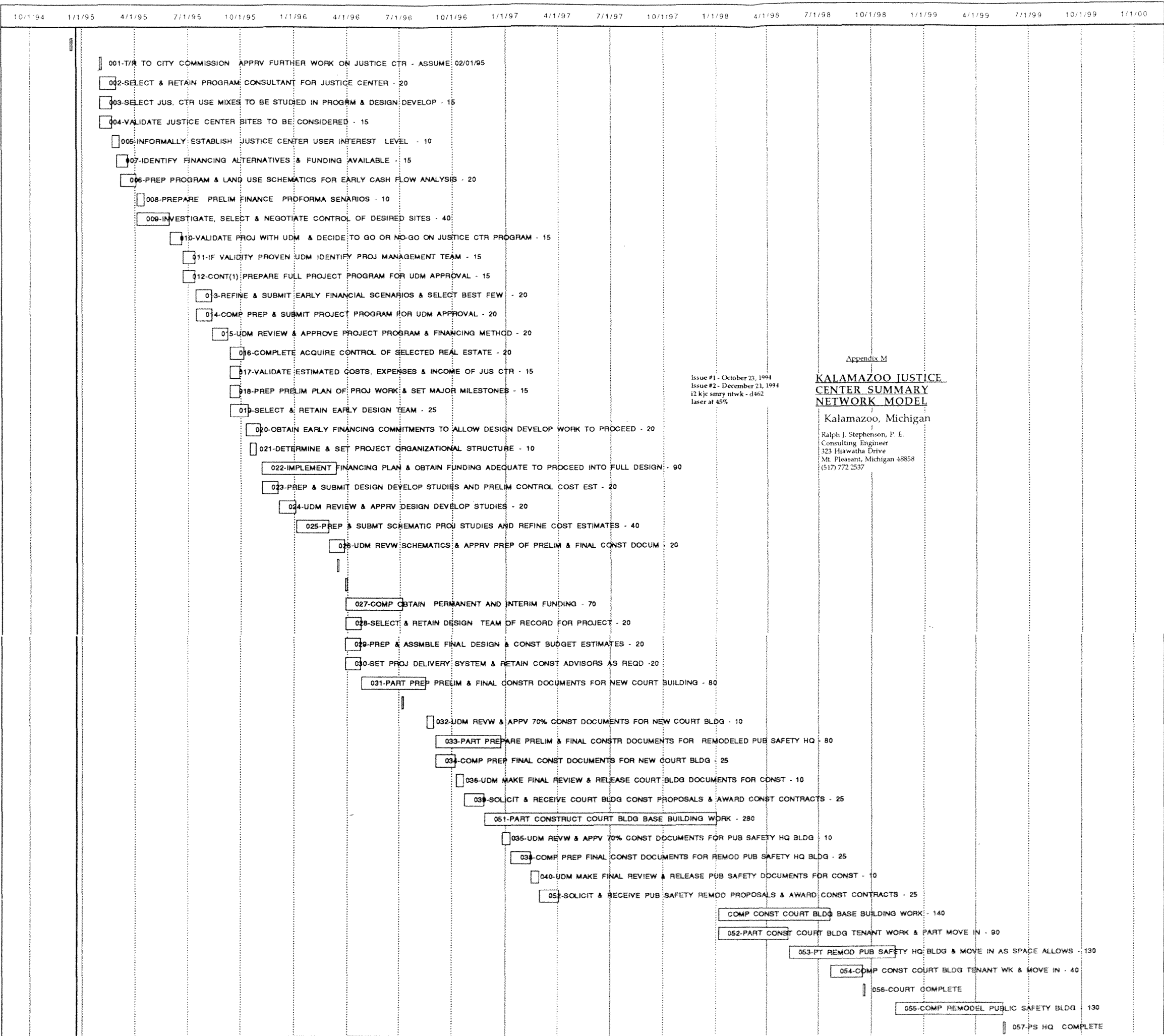
Issue #1 - October 23, 1994  
Issue #2 - December 21, 1994  
i2 kjc smry ntwk - d462  
laser at 50%

Appendix L

**KALAMAZOO JUSTICE  
CENTER SUMMARY  
NETWORK MODEL**

Kalamazoo, Michigan

Ralph J. Stephenson, P. E.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
(517) 772 2537





**OFFICE OF THE CITY MANAGER**

241 W. South Street  
Kalamazoo, Michigan 49007-4796  
(616) 337-8047

February 1, 1995

Mr. Ralph Stephenson, P.E., P.C.  
323 Hiawatha Drive  
Mt. Pleasant, MI 48858

Ralph:

Enclosed please find a series of questions that were articulated at a meeting of the Steering Committee on January 23. The Committee was appreciative of your report and all the work that was put into it. The Committee would like to receive your thoughts and responses to the questions posed.

We would propose a meeting, as your schedule allows, to review the report and the responses to our questions. Please call me as soon as possible to schedule this meeting.

Sincerely,

Pat DiGiovanni  
Deputy City Manager

ld

Encl.

**FOLLOW-UP CLARIFICATION OF THE KALAMAZOO  
JUSTICE CENTER RECOMMENDATION**

1. What are the underlying reasons supporting the recommendations of this report?
2. What assumptions, caveats and provisos should we be aware of in our testing (reproving) the recommendation?
3. The long-term cost effects seemed to be an important consideration of the recommendation, but we are having difficulty finding them in the report. Please help us.
4. Is the recommended option superior or only marginally better than the other two alternatives?
5. If the assumption of having a central arrest intake facility is shown to not be viable, would that change your recommendation? How so?
6. How would you recommend presenting the City Commission the three options of capital expenditure (\$15, \$20 and \$25 million) in this political climate of less government is better? Can we describe the "grade" of building for these three options?
7. How many court rooms do you believe should be built?
8. Should the Court facility be 46,000 sq. ft. (page 3) or 50,000 sq. ft. (page 13)?
9. Where is the supporting documentation for the recommendation?

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
ph 517 772 2537  
February 14, 1995

To: Mr. Pat DiGiovanni, City of Kalamazoo

From: Ralph J. Stephenson, P. E.

Dear Mr. DiGiovanni:

Briefly outlined below are answers to the questions posed to me in your letter of February 1, 1995.

Question 1. What are the underlying reasons supporting the recommendation of this report?<sup>1</sup>

- Recommendation 01) - Components of the Justice Center were selected in several screening discussions with those who must ultimately occupy and use the completed facility. A major purpose of involving the various task forces in the planning was to obtain this authentic input. The recommendation fit my professional opinion as well as the opinions of those who discussed and reviewed the Justice Center program assumptions. (see meeting notes, reports, and matrixes contained in Appendixes J, K, N, and P.
- Recommendation 02) - Groupings of the key components were determined in several detailed conferences with the program and the site selection task forces. The relationship densities shown in Appendix K give the basic groupings considered by all involved to be the best to accommodate current and future needs.
- Recommendation 03) - Gross building areas initially selected were to a great extent based on the work done by Eckert and Wordell in their program report of October 1, 1993. Reconfirming these areas is a function of the more detailed programming to follow once a course of action is decided upon and full program and design studies are authorized to proceed. In my opinion the rough area estimates by Eckert and Wordell through their work with the Justice Center staff is of adequate scope at this time to set guidelines for proceeding further with detailed program and design studies.
- Recommendation 04) - This is merely an emphasis on the suggested timing for validating and revising as needed the material contained in recommendation 03. In the network model for the work shown in Appendix L, this revisiting of the program assumptions occurs in activities 002, 003, 004, 005, 006, 007, and 008.
- Recommendation 05) - This is an roughly screened list derived from the initial site master list prepared by the task forces and steering committee. Those sites eliminated from the initial list were removed because they were, in the opinion of the study groups, not suitable for the Justice Center. Reasons for eliminating sites included inadequate size, non compatible neighboring facilities, distance from installations and areas the Justice Center must serve, and a variety of other reasons that were identified by the task force and steering committee members. I generally agree with their initial screening conclusions.

---

<sup>1</sup> Recommendation numbers refer to my report dated December 21, 1994.



Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
ph 517 772 2537  
February 14, 1995

- Recommendation 06) - The course of action recommended as the first choice provides an opportunity to move the Justice Center court facilities from their present location as the new facility is being built. This is the least disruptive method of providing new facilities - to complete a new facility and move into it directly from an existing facility.

This process also allows limited progressive remodeling of the existing building to Public Safety facilities as the Court moves out. The site M total size of about 7.5 acres is potentially able to contain both the Court and Public Safety facility. If in the future the City decides to use the land for both public safety and court uses, this alternative can be built into the early site and building planning.

Use of site M would be a relatively quick way to complete the program since new construction would be on a separate site from the existing facilities. In recommendation 07- alternatives) construction of new facilities on an already crowded downtown location would create sizable site access problems, traffic disruptions, ongoing use difficulties, and ultimately take longer and cost more than building on a clean site.

Finally, the course of action suggested in recommendation 06) utilizes a site that appears to be relatively free of major restrictions on building configuration. This freedom normally allows great flexibility in setting the desired functional and financial phasing of the construction and of the moves that must be made as the program proceeds.

- Recommendation 07- alternatives<sup>2</sup>)- Alternative #1, as pointed out above, would require considerable new construction, and extensive remodeling while trying to keep the existing court and public safety facilities in operation. This, at best, is very difficult and costly.

Alternative #2, moving the court to site N and P. the old Consumers Power location would work well if the site was not divided by the railroad tracks. The railroad separation makes effective utilization of site N south of the railroad, very difficult since traffic patterns in that area are complex and the vehicular volume is very high.

A major consideration in the rating was the potential to use both sites N and P to construct a suitable facility. However obtaining access across any railroad easement is usually a long, drawn-out process, and the chances of success are very low. I do not feel the gamble of counting on using one site, either N or P without having easy access from it to the other is a selection I could recommend at this time.

A factor that does make the area of considerable interest is that it is in a key location with high visibility and having the potential for an attractive development on site P the northern six acres. However site P alone does not provide enough advantages to outweigh the use of the first and second recommendations suggested.

---

<sup>2</sup> Please note that I inadvertently labeled two successive recommendations as 07. The first of these I shall call "alternatives", and the second I shall call "finances". Please excuse my error.)

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
ph 517 772 2537  
February 14, 1995

- Recommendation 07 - finances) - The financial model for the Justice Center must be built on what the City of Kalamazoo feels is an adequate return on its investment. At this time I do not know with any certainty what financial justification exists for the new facility. The existing facilities are certainly due either for replacement or for major rehabilitation. This factor is addressed in the Eckert and Wordell study.

It is entirely possible that other forces than cash flow will determine the best financing course of action to take. For instance, if environmental problems make occupancy of the existing building undesirable or impossible, its remodeling may not be possible within the potentially lower cost of a total relocation would require.

Another major factor in the cost model is the price of the intangible public image. A court building and a public safety building are reflections or images of what outsiders see in the community when looking at it as a home or a place to do business.

How important is this facility to the taxpayers? Enough to enable the City to raise \$25 million, \$20 million, or \$15 million by issuing bonds? I suggest that the amount of money needed to do what the city leadership feels is important be determined first. Then the facility design can be best accommodated with some certainty that it will be acceptable to the taxpayer. At this time we do know that whatever monies are available, the chances are we can spend it well and completely on a new Justice Center of which Kalamazoo can be proud. A rough conjecture is that at the least, it will probably take between \$20 and \$25 million in 1994 value funds to build a Justice Center of adequate size, flexibility, and quality for the citizens of Kalamazoo.

- Recommendation 8) - A program of the complexity of the new Justice Center requires a clearly identified representative of the client. This person is the individual through which communications, instructions, clarifications, decisions, and the numerous documents generated can flow during the program, design, approval, and construction periods. Competent, experienced single point responsibility and authority, clearly identified and supported by the owner and the users of the facility, can save tens of thousands of dollars on the job.

Today many professionals are offering their services as construction project and program managers. These people although often difficult to locate are often found in cities like Kalamazoo among the retired ranks of architects, engineers, contractors, and former technical public servants. Such a person might well fit the owner advocate position being described here.

Another source of such talent may be the City's or County's design, construction, and engineering departments such as the Department of Public Works. Often competent individuals in these functional area of public service are delighted to get new assignments of this type, and can do an excellent job for all involved.

- Recommendations 9) and 10) - The main working groups during this phase of the project have done a fine job and have been of great help in formulating the plan of work outlined in the report. They should be officially commended for their efforts.

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
ph 517 772 2537  
February 14, 1995

Those responsible for succeeding phases of the work<sup>3</sup> should be encouraged to take advantage of the knowledge generated in the steering committee, the programming task force, and the site selection task force. However, they should also be allowed to select the methods by which they will proceed. I suggest the previous assignments, which to a large extent will be ongoing needs until the project is sited and active design is in work, be extended and the steering committee and the task forces be reappointed to continue their work.

Question 2. What assumptions, caveats and provisos should we be aware of in our testing (reproving) the recommendations.

Several such conditions surround my report to the City of Kalamazoo. Perhaps one of the most important is that the project program for each of the components must be constantly reexamined and revised to reflect current condition surrounding the program. The program report by Eckert and Wordell<sup>4</sup> has provided a good start in that it was derived from conversations and conferences with many of the people who will occupy, use, maintain and live in the facility for much of their professional careers. The needs of this work force will probably be reasonably constant and predictable.

However, the changing nature of the political structure, public safety concepts and systems, judicial system functions and organization, and the ongoing demographic shifts that occur in most urban communities, all will influence the ultimate makeup of the new Justice Center. Since the project implementation period may extend over four to six years, changes in these influences must be recognized and accommodated or given direction in the programming and design of the facility. Otherwise the facility stands a chance of being functionally obsolete before its construction is complete.

Another serious part of the reproving is in how cost decisions are made. As you are aware from our steering committee discussions, I believe strongly that the City of Kalamazoo, through its elected officials and its professional staff, must determine the quantity of resources (money, time, property, talent, people and others) can be made available. Then it must program, design, and construct the Justice Center within those resource boundaries. This is no more than the process of living within your means.

My belief in this process has been a strong factor in setting the priority of recommendations in the report. Each configuration permits a high degree of flexibility in how the new facility is brought on line. The new-site concept expressed in recommendation six, and the one I recommend you follow, gives you flexibility of function, design, construction, and use not equaled in recommendation seven - alternatives. In my opinion it is the development plan that best fits the concept of designing to an amount that can be afforded.

Estimating the cost of the facility may or may not be a reproving. Certainly it is a caveat in synch

---

<sup>3</sup> See Appendix L, Summary Network Plan for the succeeding work phases to be done.

<sup>4</sup> See Eckert and Wordell Program report dated October 1, 1993.

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
ph 517 772 2537  
February 14, 1995

with the discussion above. The constant tracking of costs to insure they are within the budget must start at the beginning of the project program and design work, and be ongoing for the full duration of the preoccupancy work. In summary--plan the work and then work the plan. This is a continuous process.

Question 3. The long-term cost effects seemed to be an important consideration of the recommendations, but we are having difficulty finding them in the report. Please help us.

I'm not certain I fully understand what you are asking. However, I have attempted below to answer what I assume is the issue your question addresses.

Long term financing is nearly always a consideration in construction. Financing of most building programs consists of two elements, short term or interim financing, and long term or permanent financing.

Short term financing provides a money pool from which to draw for payments to the programmers, architects, engineers, and contractors as their respective work proceeds. Long term or permanent financing provides a means of repaying the short term financing required. Usually both short and long term financing models are required and should be prepared.

If a project is paid for from funds that are available within the owner's financial resources the owner may choose to self-finance the project without outside funding.

I am not an expert on preparing financing alternatives but resources needed for such an analysis are probably available within the city's staff. If not, financial consultants who specialize in this kind of work are available for consultation. The need for good financial planning is ongoing and such planning must be started early in the project life.

Question 4. Is the recommended option superior or only marginally better than the other two alternatives?

I consider the recommended option considerably superior to the alternatives. It might help clarify the relative merit of the three courses of action if we consider a rating of ten to be an ideal and perfect solution and a rating of one to be a marginal, but workable solution. With such a rating method I consider the course of action suggested in recommendation 06) to have a rating of seven; alternative #1 in recommendation 07 - alternatives) has a rating of five; and alternative #2 in recommendation 07 - alternatives) has a rating of four.

Question 5. If the assumption of having a central arrest intake facility is shown not to be viable, would that change your recommendation? How so?

The central intake is a desirable but not an essential element of any major improvements in the Justice Center program. Therefore I have considered the central intake can be either a present or future consideration in any of the three courses of action. Its main influence on the physical

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
ph 517 772 2537  
February 14, 1995

configuration is on the number and types of cells in the Public Safety building. I believe a decision to proceed with the new Justice Center will stimulate early consideration of a course of central intake action, one that will be formulated and set soon enough to properly consider its impact in the final facility design.

As such I have not made the central intake a major factor in selecting the three courses of action to recommend. The central intake being available or not being available would probably not change my recommendation order.

Question 6. How would you recommend presenting the City Commission the three options of capital expenditures (\$15, \$20, and \$25 million) in this political climate of less government is better? Can we describe the "grade" of building for these three options?

The impact of a total differential of \$10 million dollars in the range of the three capital improvement options was not intended to be a capital cost alternative for building the same three configurations for the three costs specified. It considered differences in areas and configuration as well as in quality. I firmly believe that the City must decide how much they can finance, using some target top figure. The cost estimates in the Eckert and Wordell program study can still be used with some confidence as the cost for one of the more expensive courses of action.

The range of costs shown in Appendix G, on page 14 and 15 of my report to you of December 21, 1994 gives some ranges that you can use to build alternative estimates of total cost. This is a step that should be taken as soon as further action on the new Justice Center is given the go-ahead.

The cost ranges shown in Appendix G encompass a wide range of work scope in each of the major building components. These major components include the substructure, superstructure, exterior skin, interior rough work, interior finish work, systems work, and site work.

For the substructure and superstructure work which may consist of 15% to 25% of the building cost, the various structural systems that can be used do not vary a great deal in cost over a long period of time. Most of the differentials in costs for various structural systems are caused by special load needs such as heavy file requirements on supported decks, speed of construction, and other factors that often are governed by codes and ordinances, and are heavily influenced by current market conditions.

The exterior skin of the building is a very important cost component since it can range from a simple face brick exterior with punched window and door openings, on through to the very expensive stone, curtain wall and glass exteriors that are specially designed and fabricated for the highest grade institutional buildings. Exterior wall pricing is a very heavy influence on the total cost of the building.

Interior rough work consists of the piping, ductwork, masonry walls, wall studs and other elements that can be totally or partially exposed to the weather. For most buildings the cost range of these elements is relatively small for equal mechanical and electrical performance demands. Where

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
ph 517 772 2537  
February 14, 1995

special climate control is required, or special security and public safety demands are imposed the costs for the rough systems to accommodate these increases rapidly. For our preliminary considerations however, the rough work costs can be assumed to fall within narrower ranges than the exterior skin.

Interior finish work is where we experience some of the greatest impacts on costs. For instance if the wall finishes in the offices are walnut and oak paneling, the cost will be considerably more than if we used painted dry wall. If special cherry furniture and fixtures are to be used instead of off-the-shelf veneered furniture and fixtures, you can expect a wide difference in cost.

Other examples of interior cost ranges can be seen in numerous comparative materials and equipment-- resilient tile vs. carpet, gold plated fixtures vs. chrome plated, hollow metal doors vs. wood doors, floor mounted toilet partitions vs. ceiling hung partitions, one coat of paint vs. three coats of paint, marble wainscots in the elevator lobby vs. thin coat painted plaster walls, and a multitude more. The place for this all to be sorted out is when you have your financing availability determined and begin to develop your program and basic cost allocations for the building components.

Question 7. How many court rooms do you believe should be built?

I have no recommendations on this matter since the future of the physical configuration of court facilities is currently in a state of flux. I have assumed the square foot figures given in the Eckert and Wordell program resulted from considerable discussion and study of the court needs. However, we have found in our work on this project that courtroom design is trending toward similar configurations, but with different sizes to accommodate different types of participants, functions, and audience sizes. The major difference in configuration aside from size seems to be the size of the jury box.

In addition, with court consolidation a distinct possibility, considerable flexibility should be built into new court facilities to allow the courtrooms to be used that best fit the nature of the case being heard. Therefore I have not attempted to project the number of courtrooms any further than contained in the Eckert and Wordell program study.

Question 8. Should the Court facility be 46,000 sq. ft. (page 3) or 50,000 sq. ft. (page 13)?

Square foot area allocations used in my report were taken from the Eckert and Wordell program report. On page 14 in their report they suggest that the building gross area of the court facility be assumed at 50,658 square feet. Of this about 4,800 square feet was allocated to the city attorney's office. On page 3 of my report I assumed an area for the new facility of 46,000 square feet.

However when I estimated the site sizes needed for the court facility, I rounded the 46,000 square feet up to 50,000 square feet in the interest of being conservative. Building areas in the report are not exact but are estimates made from information that must be verified as the project is moved into the formal program and design phase. If, in the recommendations you are preparing for the Commission,

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
ph 517 772 2537  
February 14, 1995

you must provide an estimated court facility floor area I suggest you use the more conservative 50,000 square feet. This is close to the number recommended by Eckert and Wordell with the city attorney's office included.

Question 9. Where is the supporting documentation for the recommendation?

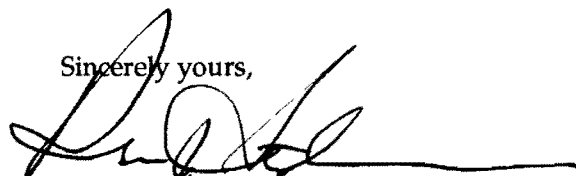
I have provided as much of the supporting documentation for the report in written form in the report and the appendixes. In addition I have used the Eckert and Wordell report as a source of early program work. The written material is of course supplemented by my experience and my opinions about the merits of a course of action. If you would identify the recommendations about which you wish additional backup I will try to provide this information to you.

I hope the questions you and the steering committee posed are answered by the above response. If there is any further information you feel I can provide, please call or write.

I would appreciate some information on the proposed schedule for the presentation of recommendations to the City Commission. As you know I had agreed to be at that meeting if you so desired. My schedule for February and March, 1995 is very full and I need to know soon if and when I may be needed.

Thank you very much for your well written letter and the follow up clarification request that accompanied it. I hope the material above will be of value.

Sincerely yours,



Ralph J. Stephenson, P. E.

---

***PUBLIC SAFETY/DISTRICT COURT FACILITY***

***Executive Summary Report***

---

*Prepared By:*

*Public Safety/District Court  
Steering Committee*

*April, 1995*



## **INTRODUCTION**

The following is an executive summary of the Justice Center Report prepared by the City's consultant, Mr. Ralph Stephenson, P.E. It is intended to highlight the approach, analysis and key recommendations for a Public Safety/District Court Facility(ies).

In January, 1994, the Kalamazoo City Commission unanimously established a new Public Safety/Court Facility as a high priority and directed the City Manager to work with Public Safety representatives and District Court officials to develop alternatives and present his recommendations.

The Department of Public Safety and the 9-I District Court have been housed in a facility located at 215 W. Lovell/416 S. Rose Street since 1959. The existing facility is fully depreciated and no longer meets the needs of the Public Safety, District Court and the citizens. A needs assessment study was commissioned in 1993 and conducted by Eckert-Wordell Architects.

This preliminary study identified the deficiencies of the current 45,000 sq. ft. combined Public Safety/Court Facility. The Public Safety Department has outgrown the 30,000 sq. ft. assigned to it. With the changing priorities of the Department during the last 35 years, and consolidation of police and fire services, portions of the building have been remodeled to fit those functions, but it is now inadequate to house this important service into the 21st Century. Court facility deficiencies include the common traffic area in the hallways of District Court for judges, jury, prosecutors, defense attorneys, witnesses, defendants, victims and their friends and family as well as spectators. This mix adversely affects the goal of administering justice with dignity and fairness. The study concluded that 100,000 sq. ft. of facility is required to house the functions of the Public Safety and Court. Once design of the facilities begins, the final needs assessment may show that this estimate is conservative and less space may be required.

## **SCOPE AND METHODOLOGY**

A Steering Committee was formed by City Manager Marc Ott in March, 1994 to identify all issues for planning, financing, and constructing a Public Safety/District Court Facility, prepare a recommendation to address the facility needs, and project a timeline for completing the necessary tasks. The Steering Committee included:

Marc Ott, City Manager  
Pat DiGiovanni, Deputy City Manager  
R. Keith Overly, Administrative & Financial Services Managing Director  
Nicholas Lam, Purchasing Director  
Edward Edwardson, Chief of Public Safety  
Quinn Benson, Ninth District Court Judge  
Lee Kirk, Deputy City Attorney

The Steering Committee selected an engineering consultant, Mr. Ralph Stephenson, P.E., to assist the Committee in accomplishing its mission. The Committee involved individuals in the community who would be impacted by replacing the Public Safety/Court Facility. Invitations to a public meeting were sent to 60 individuals and/or organizations. After a full discussion of the project, all were invited to participate in the planning process. A Programs Needs/Financing Task Force and a Site Selection Task Force were formed, and numerous meetings were held. Ten individuals participated in identifying critical programming needs and possible sites for the Public Safety and District Facilities.

From the work of these task forces, the programming needs and potential facility sites were identified. These groups also wrestled with the changes foreseen in the local and state judicial system and Kalamazoo Public Safety. These issues included:

- Potential consolidation of 8th and 9th District Courts in Kalamazoo County;
- Potential consolidation of intake for suspects arrested by the City and County into one facility;
- Potential one court of justice system (district, circuit, probate) for the State of Michigan;
- Use of video arraignment to reduce prisoner transport;
- Impact of location of District Court and Public Safety Facilities on attorneys, defendants, witnesses, other litigants, the general public, and police/fire staffing requirements; and
- Parking needs of Public Safety and District Court.

## **KEY ASSUMPTIONS**

The Steering Committee reviewed the information and issues, and established key assumptions to help direct the design and location of the Public Safety and District Court Facilities. These assumptions are:

1. The District Court Facility may be located adjacent to, be part of, or separate from the Public Safety Facility. Although there is some geographic correlation between these two programs (Public Safety and District Court) it is not strong enough to require co-placement of the facilities. Also, the public's perception of the independence of the court system may be influenced by juxtaposition of the Court and Public Safety.

2. The District Court Facility should be designed with future court consolidation in mind, both County/City courts and a unified court system. This should not significantly increase costs, but the building should be designed for a possible future addition, and have at least one courtroom with jury space to accommodate circuit court trials.
3. From the discussions, the method for handling suspects arrested and needing to be arraigned in 72 hours proved to be an important consideration. Kent County uses a central intake operated by the County which also serves the City of Grand Rapids. A similar system in Kalamazoo County would be beneficial to the City since the City could reduce the use of lock-up in the Public Safety Headquarters. Locating the District Court near the County Sheriff facilities may encourage the eventual construction of a central intake facility. Such a facility, however, is outside the City's ability to implement and should not be a deciding factor in the facility construction.
4. Prisoner transport is a potential weak link of the Court and Public Safety systems. It presents a real security problem. It is also expensive, interferes with the scheduling of the Court, and makes demands on the allocation of Public Safety personnel. Closed circuit video can do much to eliminate the need for moving prisoners to the courtroom from the City Jail. The location of the Court in relation to the County Jail is also important in dealing with the challenges posed by the need to move County prisoners to the Court.
5. The Public Safety Training Facility located at 116 W. Cedar was included in the study. The facility and location are found to meet the City's current requirements, but renovation and upgrading efforts must continue.

## **SITE SELECTION CRITERIA**

A total of 20 sites were considered for locating the Public Safety/District Court Facility. Criteria used to evaluate the sites included location, size, adjacent land use, topography, availability of utilities, availability of transportation including streets and bus service, and potential for pre-existing environmental contamination.

Mr. Stephenson's report recommends a total of 50,000 sq. ft. be planned for the District Court, plus parking. The site area needed, if the building is multi-storied, would be 4.4 acres. Public Safety should also have a facility of 50,000 sq. ft. plus parking. The site area needed, if the facility is multi-storied with a full basement, would be 3.2 acres.

Constructing the Public Safety/District Court Facility at the current site would require building a parking ramp or acquisition of property for additional surface parking

because a sufficient area is not available to handle an expanded facility and the associated parking requirements.

The Public Safety Headquarters should be located downtown to keep the presence of this important office in central Kalamazoo. The Court does not necessarily have to be located downtown. Given the unique nature of Public Safety and Court operations, it would be too expensive to remodel other existing buildings in the community to fit these requirements, and the final product would not be satisfactory.

No single site satisfied all of the criteria that the Committee identified. However, after visiting all 20 potential sites and applying the criteria to each site, the Committee determined an optimal site with two alternatives.

## **MAJOR RECOMMENDATIONS**

The Committee identified the following key components to the facilities and recommended they be grouped as follows:

- 1) Court Facility - All courtrooms and court support facilities
- 2) Public Safety Headquarters
  - Central Administrative Offices
  - Central Communications
  - Evidence Storage
  - Forensic Laboratory
  - Criminal Investigation Division
  - 72-Hour Lock Up (Minimal Use)
- 3) Jail
  - 72-Hour Lock-up Facilities
  - Central Intake (would require County action)
- 4) Public Safety Training

### **Site Recommendation**

The Committee recommends the following: The District Court Facility should be constructed on 1.5 acres located adjacent to the Kalamazoo County Sheriff Department and Jail on Lamont Street in the City of Kalamazoo. (See site M on Appendix A.) A contiguous 6 acre site owned by Kalamazoo County, in Kalamazoo Township could be used for parking. Public Safety Headquarters should be reconstructed at the present site on the corner of Cedar and Rose Street. Reconstruction of the existing Public Safety/District Court Facility as a Public Safety

Headquarters is recommended rather than a totally new facility. This recommendation is based on the conclusion that the reconstructed facility would be "like new" at a cost savings of \$2.5 to \$3 million. The City Attorney's Office would remain in City Hall South and, in the event that the Recreation Division is relocated at some future date, the Attorney's Office would be expanded and renovated as a permanent facility.

#### **Basis for Recommendation**

- 1) This District Court site would reduce cost and other challenges, such as increasing the efficiency of moving prisoners between the jail and the Court. Closed circuit video and fax machines would minimize the need to transport prisoners between Court and Public Safety.
- 2) There is ample land on Lamont Street (site M) for the Court. Surface parking and the relocation of the Court reduces parking demands at the current downtown site. On the other hand, if the Court Facilities were expanded at the current site, it would require addressing parking constraints. Solutions would be to construct a new parking ramp or require acquisition of land for additional surface parking.
- 3) The District Court site is currently owned by the County and the location of the Court on this site would benefit the County through easing demands on the County Sheriff Department.
- 4) The District Court site would also allow flexibility and good logistics for potential future reorganization and consolidation of the Court systems.
- 5) The Lamont Street site is on a bus route and most of the people in the County are aware of the location of the County Jail. Therefore, this site should not pose a problem to Court users.
- 6) Development of the District Court site would not impact any property currently on the tax rolls.

#### **Drawbacks**

- 1) This site would not be as convenient for those attorneys located downtown who use the Court. It was concluded that this would be only a minor inconvenience and would be more a problem of adjusting to a new location. All attorneys are accustomed to traveling to 9-2 District Court in Portage which is farther away.
- 2) The Courts have traditionally existed in the downtown area. There may be some resistance to the idea of a court being moved to a less central

location, although courts in other cities have been moved to locations outside the downtown area with no problem.

#### **First Alternative Site Recommendation**

Construct a Court Facility on the northwest corner of Rose and Cedar Streets and construct a Public Safety Headquarters Facility on the northeast corner of Rose and Cedar. Construct a parking deck and keep City Attorney's Office in City Hall South.

#### **Basis for Recommendation**

- 1) This would be the most convenient site for attorneys and prosecutors.
- 2) There would be minimum site acquisition costs.
- 3) The Court would remain in a traditional downtown location.
- 4) This development would provide new construction on the south side of downtown with very little use of taxable property.

#### **Drawbacks**

- 1) The expanded footprint for the buildings would require construction of a parking ramp or acquisition of land to maintain adequate parking. This substantially increases the cost of the project. (Approximately \$3 to \$4 million.)
- 2) Cost, inconvenience, and safety issues related to cross-town transportation of prisoners between the jail and Court would not be eliminated.
- 3) This site for the Court would also limit future court expansion related to potential consolidation.

#### **Second Alternative Site Recommendation**

Construct the new Court Facility on an old Consumers Power site on E. Michigan Avenue (site N on Appendix A) and a possible adjacent site (site P on Appendix A); reconstruct a facility for all Public Safety Facilities at present site; and keep City Attorney's Office at City Hall South.

## **FINANCING OPTIONS**

The cost of the proposed facilities could range from \$15 million to \$25 million depending upon site costs, final needs requirements, the final design of the facilities and the type and quality of materials used in the construction, finish work and furnishings. The recommendation to use two separate sites will eliminate the need for a parking deck which will reduce the final costs by \$3 to \$4 million. Reconstruction of the existing Public Safety/District Court Facility for Public Safety will also save \$2.5 to \$3 million.

Financing options for the Public Safety and District Court Facilities include cash financing or a variety of long-term debt financing options. Given the size of the project, cash financing is not a viable option since existing reserves are not available to meet the project costs.

There are several long-term debt financing options, some of which require voter approval and some which do not. Voter approved bonds would include approval for the projects to be funded by bonds and approval for debt service to be paid from special property tax levies. This type of financing could be done on a County-wide or City-wide basis. Non-voter approved bonds can also be issued but, from a practical standpoint, a revenue source would need to be identified for the payment of annual debt service. These bonds could also be issued on a County-wide or City-wide basis.

A more detailed description of these financing options follows:

### **I. Options with Funding**

- 1) City Voted Property Tax Bond Issue - This option requires a ballot issue for City registered voters. The ballot issue would request a "not to exceed" amount for which bonds could be issued. An annual millage would be levied in an amount sufficient to cover the annual debt service for the bonds.
- 2) County Voted Property Tax Bond Issue - This is the same as the previous option except the issue would be County-wide and the resulting millage would be County-wide.
- 3) Separate City and County Voted Bond Issues - This option would require both the City and County to offer ballot issues to cover each entity's share of the project costs. In this case, City residents would be subject to two levies.

### **II. Options Requiring Identification of Funding Sources - These options would provide long-term financing (except the cash financing option), but would not provide a source of revenue to pay for the annual debt service.**

- 1) Lease/Purchase (installment contract)- This is a form of long-term financing involving the City, a single contractor, and a financial institution. This financing is limited to 15 years, and the City's current legal limit for this type of financing is approximately \$6.5 million.
- 2) Non-Voted Building Authority Bonds - The City Building Authority can issue bonds without a vote, but are subject to referendum. These bonds could extend up to 25 or 30 years. The City has sufficient legal debt capacity to issue bonds for these facilities.
- 3) Non-Voted County Building Authority Bonds - This is the same as the prior option except the County would issue the bonds and would be responsible for the debt service costs.
- 4) Joint Non-Voted City/County Building Authority Bonds - Both entities could issue bonds for each share of the project costs.
- 5) Cash Financing - This option requires the build-up of substantial reserves over time equal to the total project costs.

#### **Financing Recommendation**

Determining the best financing option is partially dependent upon whether the County decides to participate in construction of a joint, consolidated Court Facility. The recommended funding option is based on the assumption that the City will proceed, without the County's participation, to construct a new City Court Facility. The facility would be designed to allow for eventual consolidation by the County at a later date. In the event that the County should decide to participate in this project now, the recommended funding option will have to be reconsidered to determine the best "joint funding" option.

The recommended financing option is for the City to proceed to obtain two City voter-approved Property Tax Bond Issues (one for each facility). If the County would decide to consolidate its District Court at a later date, it could proceed with its own financing at that time to construct adjoining facilities.

Assuming that the total project costs are \$20 million, two 25-year bond issues would result in total annual debt service costs of approximately \$1,960,000 which would require a maximum additional millage of 1.66 mills.

The annual property tax cost (1.66 mills) for a home with a market value of \$80,000 (\$40,000 assessed value) would be \$66.00.



## **NEXT STEPS**

The Steering Committee further recommends that the following actions be taken:

1. Select a justice center program consultant.
2. Finalize a financing plan with associated funding sources.
3. Investigate, select, and negotiate control of desired sites.
4. Select a design team and set major milestones.

Given the complexity and necessary staging for this project, it is anticipated that the Court Facility would be completed in 1998 and the Public Safety Facility completed in early 1999. A complete network model for the proposed facilities is attached in Appendix B.

## **SUMMARY/CONCLUSION**

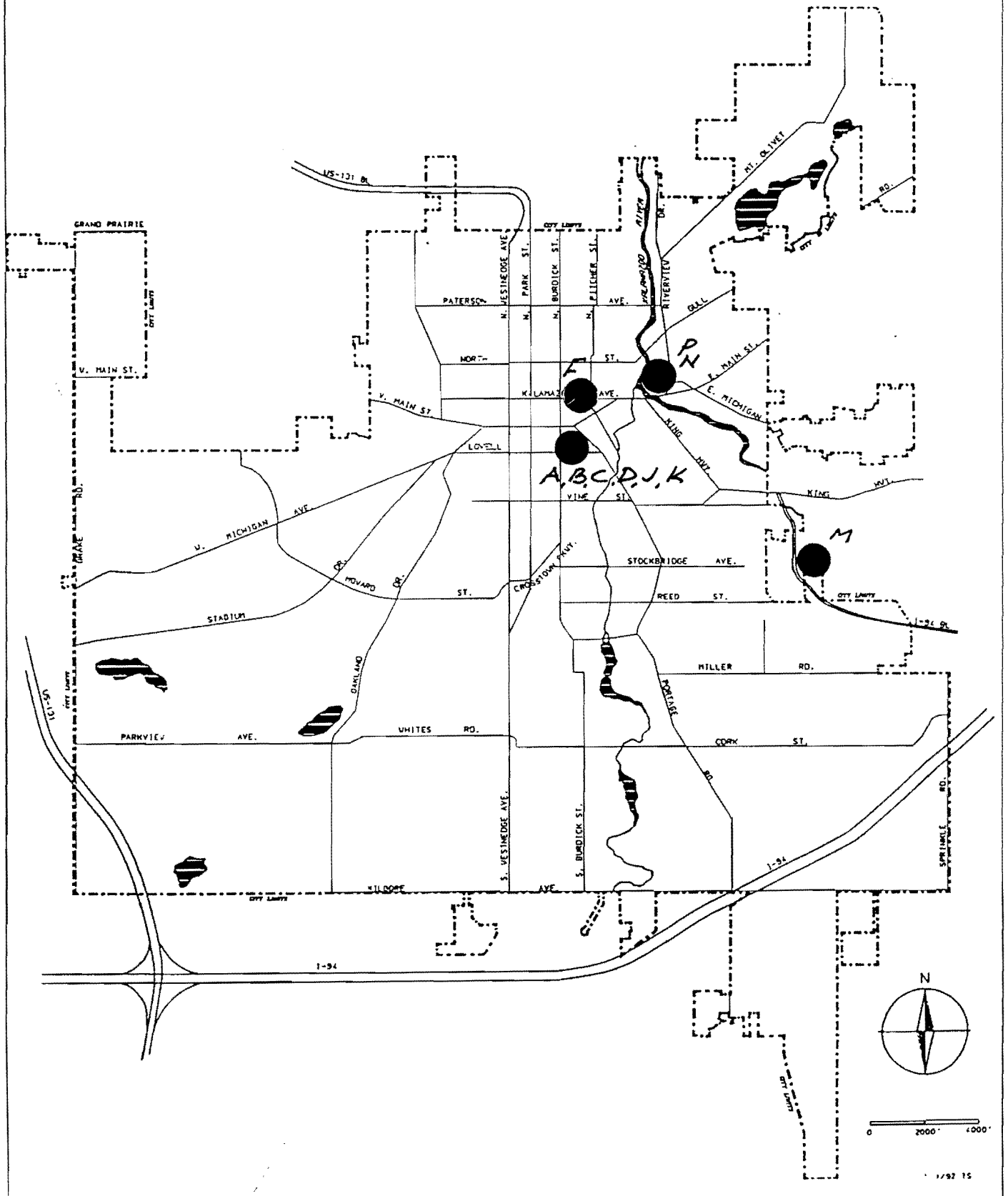
The Public Safety/District Court Facility represents a major public service to the citizens of Kalamazoo. The Kalamazoo City Commission made this facility a major focus area during its 1994 strategic planning sessions. Our present facility is in major disrepair and no longer meets the needs of the community.

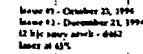
The recommended course of action is for the City to construct a new District Court Facility and reconstruct a Public Safety Facility. A new District Court Facility should be constructed at Lamont Street adjacent to the Kalamazoo County Sheriff Department and the Jail Facility. A Public Safety Facility should be reconstructed at its present location. The Attorney's Office will remain in City Hall South.

The proposed financing plan for these facilities should include two voter-property tax levies approved by Kalamazoo voters. Assuming a \$20 million project cost, the preliminary property tax levy would be 1.66 mills for the next 25 years. This equates to \$66.00 per year for a home market value of \$80,000.

The Steering Committee is pleased to submit its final report. Each member contributed his talents and best thinking toward the final product. Our consultant, Mr. Ralph Stephenson, provided the discipline and expertise to properly assess and analyze this project and assemble the Justice Center Report. The Committee is appreciative of his efforts and final report.

# CITY OF KALAMAZOO





KALAMAZOO JUSTICE  
CENTER SUMMARY  
NETWORK MODEL

Ralph J. Stephenson, P. E.  
Consulting Engineer  
322 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
(517) 772-2537

DS7-79 HQ COMPLETE

**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, 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 structure - 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 City 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 tf#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?

Justice Center  
Kalamazoo, Michigan  
Meeting and working notes

Ralph J. Stephenson, P. E.  
Consulting Engineer

- 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 & 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.
- 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.
- (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 & 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.

Kalamazoo Justice Center  
Report #1

Ralph J. Stephenson, P. E., P. C  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
ph 517 772 2537  
October 7, 1994

**Report #1:** 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:** Summary of work to date on new Justice Center.

Below is summarized the study, discussion, and planning work done to date on an improved Public Safety/Court facility to serve the Kalamazoo area. The project was initiated at the request of the Kalamazoo City Commission in their motion of January 12, 1994.

"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."

On April 26, 1994, I met with Mr. Ott, the City Manager and Mr. DiGiovanni, the Deputy City Manager to discuss an approach to implementing the project as assigned by the City Commission. This meeting resulted in my being asked to assist the Kalamazoo City management to fulfill the Commission's request.

We began our work on July 20, 1994 by reviewing past work on the project with a special group having considerable knowledge of and interest in the program. This group is known as the Core Group or Steering Committee. Its members include:

Judge Quinn Benson - 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

The purpose and responsibility of this Steering Committee is to provide a source of authentic information, and knowledgeable guidance to the City Manager, his staff, and the consultant in collecting, preparing, analyzing and presenting recommendations to the City Commissioners in late 1994.

In our meetings with the Steering Committee it has been established that a desirable target date for the presentation to the Commissioners would be at their meeting on Monday, December 5, 1994.

My work in the Justice Center program is to provide Mr. Ott and his staff the material as outlined in my proposal of May 9, 1994. On page one of this proposal I defined my major assignment as being to "plan the implementation of the this job from where it is at present to where it must be when it is successfully completed and occupied. It is to develop a macro, and selective micro view of the job ahead for the City and the facility users."

On page two of the proposal I suggested we concentrate on four products to be derived from the study and used to prepare the recommendations to the Commission.

These were:

- A. Network models for the actions required to:
  - 1. Complete preparation of the building and site program of needs.
  - 2. Establish target costs for the facility through pro forma cost analyses.
  - 3. Establish major milestones including.
    - a. Building program approvals.
    - b. Selection of participants for planning, design, and construction actions.
    - c. Site evaluation and location processes.
    - d. Real estate acquisition as needed.
    - e. Land use planning.
    - f. Schematic design and approval.
    - g. Design development and approval.
    - h. Working drawing production and approval.
    - i. Selection of a project delivery system for the entire facility.
    - j. Award of construction contracts.
    - k. Construction of the facility.
    - l. Move in to the facility.
- B. Reports on the various planning, programming, and scheduling meetings and resulting actions during work on my assignment.
- C. Details of major implementation phases of the project.
- D. Suggestions relative to the project delivery systems that might best fit the conditions surrounding the project and its implementation needs.

Our work to date has been directed along the courses of action as defined above. We held Steering Committee meetings on Wednesday, July 20, 1994, Tuesday, July 26, 1994, Monday, and August 8, 1994. At these meetings several important items were accomplished. Among the work done the Steering Committee:

Kalamazoo Justice Center  
Report #1

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
ph 517 772 2537  
October 7, 1994

- 1) Laid out the general pattern of work over next four months.
- 2) Defined those who were considered as having a stake in the success of the Justice Center program.
- 3) Planned and implemented a stakeholder's orientation meeting to present and discuss the proposed course of action.

On August 8, 1994 I was given a tour of the existing court and public safety building, along with a brief visit to other related facilities in the Kalamazoo area by Captain Tom Speers of the Kalamazoo Department of Public Safety. This inspection provided a good overview of the facility use and condition.

In the early afternoon of Thursday, August 18, 1994 I met with Judge Benson and the principals of the firm of Eckert/Wordell, Architects at Judge Benson's office. This meeting provided me with additional information regarding the basis of their program report of October 1, 1994. In this report they established a considerable base of data and design suggestions for replacement of the existing court and public safety complex done by them for the City.

In the late afternoon on Thursday, August 18, 1994 an invitational stakeholder's meeting was held at the Court building. Mr. Ott chaired this meeting and in his presentation he solicited assistance from all attending in the work ahead. The Steering Committee had defined four basic areas of help needed in their work at this stage of the program. These were:

- 1) Program needs
- 2) Financing
- 3) Site selection
- 4) Facility design

From those attending the meeting we received about 21 expressions of interest. The respondents were assigned to task forces as outlined in my letter of August 23, 1994 to Pat DiGiovanni.

The Program Needs and 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 could be accomplished on defining program needs, financing, and evaluating sites.

Subsequent to the orientation meeting of stakeholders we have held a series of task force meetings from which many ideas and suggestions have been obtained. Below is listed the dates on which the various task force sessions have been held. Meeting minutes have been produced and distributed by Nick Lam for each of these task force meetings.

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

- Thursday, September 8, 1994 P. M. - Task Force #2 - Site Selection
- Monday, September 12, 1994 A. M. - Task Force #1 - Program Needs and Financing
- Monday, September 12, 1994 P. M. - Task Force #2 - Site Selection
- Monday, September 29, 1994 A. M. - Task Force #2 - Site Selection
- Monday, September 29, 1994 P. M. - Task Force #1 - Program Needs and Financing

The work done in these meetings is described in detail in each of the meeting notes resulting from the meeting. This work is summarized below.

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

One of the major work items done at this meeting was establishing and rating program factors of importance for the task force to consider in their work. A list of 37 program considerations was used by the task force members to help focus on the needs of the total facility being planned. Each member rated the items and these were arrayed in descending order of importance to give the task force a feeling for the items of greatest importance to consider in the program.

The program items are listed below as abstracted from the second meeting Task Force #1 agenda. This list should be helpful as a guide to the work of the facilities design task force once the Commission has decided on a course of action in December, 1994.

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 and the users of the facilities.

Program items are listed in descending order of their average ratings. The average rating is given first.

- 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 it 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.
- 4.38 - Location of project
- 4.38 - Community needs
- 4.25 - Surveillance needs
- 4.25 - Logistical needs



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

- 4.13 - Employee facilities and amenities
- 4.13 - Cost goals - pro forma

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.

- 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

In addition to the above, the task force felt that there are many technical and administrative items to be addressed as the facility is designed and built. These were considered beyond the ability of the task force to consider at this time.

- Codes and ordinances applicable
- Handicapped needs
- Heating and air conditioning needs
- Horizontal transportation needs
- Lighting needs
- Plumbing needs
- Power needs
- Project delivery systems to be considered
  - A method of assembling, grouping, organizing & managing project resources so as to best achieve project goals & objectives.
- Special hazard and environmental problems
- Standby needs
- Structural needs
- Trash disposal and recycling needs
- Vertical transportation needs

• Thursday, September 8, 1994 P.M. - Task Force #2 - Site Selection

The main work at this meeting involved working with the task force to set their mission, define their end product, and set preliminary direction as to how to get there. Some preliminary site data was

discussed and site selection criteria were provided for the task force information file. This information is contained in the meeting minutes and in the agenda for the meeting.

Monday, September 12, 1994 A. M. - Task Force #1 - Program Needs and Financing

At this meeting the 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 content of presentation to the City Commission in December, 1994.**

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 or replacement - prefer updating? 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.

Monday, September 12, 1994 P. M. - Task Force #2 - 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 kind of geographic

interrelations existed between the various proposed components of the Justice Center. This resulted in the Justice Center Good Guess relational diagram printed and enclosed with the meeting #2 notes.

This diagram has formed the basis of much of our site selection and program discussion work to date. It indicated that there may be very few actual close geographic ties needed between certain functions that in the past had been perceived as having to be close together. This is critical to site selection, since the option of selecting different 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 emerging element is the apparent realization that changes to the court system in Michigan, and consequently to Kalamazoo, could impact facility location considerably over the next five to fifteen years.

Thus the relational diagrams and matrixes are important analytical tools to be used in both the Justice Center facility program and in the site selection(s).

Monday, September 29, 1994 A. M.- Task Force #2 - 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 additional 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 would tend to indicate those functions that should remain in close proximity to each other. The lower relation ratings indicate those functions that can be separated. This is a very simple and basic method of analyzing the interrelationships that exist. As such the results will be carefully studied before any recommendations can be made.

The potential site list included all locations that have been mentioned by City of Kalamazoo staff, task force members, or others affected by the program. The judgment as to the appropriateness of a site will be made later as the program and financing considerations are fitted into the overall plan of work.

At present we are keeping all sites mentioned in the data base for reference. 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 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

Monday, September 12, 1994 P. M. - Task Force #1 - 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.

General Observations

We are now at a point where much of the Justice Center work will be prepared individually and made available for comment by the task forces. A meeting of the Steering Committee is scheduled for late October, 1994. At that meeting we should plan to review and discuss the source material produced to date. From this discussion we should prepare the desired agenda goals and objectives for the Commission meeting in December, 1994.

Between now and the next Steering Committee meeting I shall attempt to complete several items for discussion. These include:

01. Tabulate and inspect all potential sites suggested by those involved in the planning process.
02. Prepare selected alternative courses of action to show in a decision tree or other tabular format.
03. Prepare a preliminary network model for the work processes needed to bring the project on line, given the assumptions that seem most desirable at this time.

Kalamazoo Justice Center  
Report #1

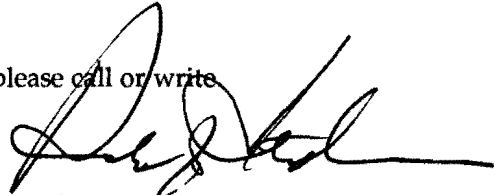
Ralph J. Stephenson, P. E., P. C  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
ph 517 772 2537  
October 7, 1994

04. Establish guidelines for site selection and grouping of functions to be contained. This will form the base of the presentation to the City Commission.

05. Prepare suggestions as to the course of action to be followed in utilizing the task forces and other stakeholders in an ongoing program of work that could result from favorable City Commission reaction.

It is still too early to project work over the next month and a half beyond the points noted above. The course of action from here out to the Commission presentation will flow from the results of our additional study and analysis.

If you have questions about any of the points covered above, please call or write

A handwritten signature in black ink, appearing to read 'Ralph J. Stephenson', with a long horizontal line extending to the right.

Ralph J. Stephenson, P. E.

**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.
- (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 & 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.

Function/Function Matrix  
Kalamazoo Justice Center  
Kalamazoo, Michigan

Rated by Task Force #1  
Site Selection

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: 10/7/9

Function/Site Matrix  
Kalamazoo Justice Center  
Kalamazoo, Michigan

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

oen	site	approx site size	courts	public safety hq	city attny's off	jail	public safety trng	central intake	central comm	disp resoltn ctr	evid stor	forensic lab	criminal invest dept
1	001	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)	2.35 acres										
2	002	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)	2.35 acres										
3	003	Site C - Office building in middle of block on north side of Cedar Street between Rose and Park. (284 Cedar)											
4	004	Sites A, B, C -Adjoining parking areas to the the District Court 9-1, Public Safety, and legal staff office buildings noted above.											
5	005	Site D - Public Safety Training Center and adjacent parking (total land size about 40,144 sq ft or about 0.92 acres)	0.92 acres										
6	006	Site J - Parking lot located on west side of Rose in middle of block between Cedar and Lovell Streets. (land size about 0.13 acres)	0.13 acres										
7	007	Site K - Parking lot and office located at northeast corner of Rose and Cedar Streets.											
8	008	Site L - County Court building at Acadamy and Rose Streets facing Bronson Park.											
9	009	Site M - Undeveloped site adjacent county jail, county fairgrounds, and on Lamont Street between Lake Street and I-94. Size about 1.5 acres.	1.5 acres										
10	010	Site N - Old Consumer Power site on E. Michigan Ave. Size about 3.5 acres.	3.5 acres										
11	011	Site P - Area adjacent old Consumers Power site along the Kalamazoo River and extending to Gull Road. Size about 7 acres.	7 acres										
12	012	Site Q - Undeveloped site on Patterson near Walbridge across from the paper company.											

Function/Site Matrix  
Kalamazoo Justice Center  
Kalamazoo, Michigan

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

oen	site	approx site size	courts	public safety hq	city attny's off	jail	public safety trng	central intake	central comm	disp resoltn ctr	evid stor	forensic lab	criminal invest dept
13	013	Site R - Between Rose and Burdick and just east of where Parsons and Roberson dead end into Burdick											
14	014	Site S - Land at southeast corner of Pitcher and E. Dunkley, adjacent and to west of Kalamazoo waste water treatment plant.											
15	015	Site T - Sutherland Field training area.											
16	016	Site U - Former Nazareth Campus - Gull Road Campus											
17	017	Site V - Existing Public Safety pistol range - Schippers Lane											
18	018	Site W - Kalamazoo Public School property - Howard Street											
19	019	Site Y - City owned property currently vacant - North & Westnedge	1.50 acres										
20	020	Site Z - Existing Kalamazoo Regional Psychiatric Hospital - owned by State of Michigan - Howard & Oakland											

**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 & 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.
- 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.

Function/Function Matrix  
Kalamazoo Justice Center  
Kalamazoo, Michigan

Rated by Task Force #2  
Site Selection

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

			001	002	003	004	005	006	007	008	009	010	011	012
	oen	function	courts	public safety hq	city attny's off	jail	public safety trng	central intake	central comm	disp resoltn ctr	evid stor	forensic lab	k city hall	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: 10/7/9

Function/Site Matrix  
Kalamazoo Justice Center  
Kalamazoo, Michigan

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

oen	site	approx site size	courts	public safety hq	city attny's off	jail	public safety trng	central intake	central comm	disp resoltn ctr	evid stor	forensic lab	criminal invest dept
1	001	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)	2.35 acres										
2	002	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)	2.35 acres										
3	003	Site C - Office building in middle of block on north side of Cedar Street between Rose and Park. (284 Cedar)											
4	004	Sites A, B, C -Adjoining parking areas to the the District Court 9-1, Public Safety, and legal staff office buildings noted above.											
5	005	Site D - Public Safety Training Center and adjacent parking (total land size about 40,144 sq ft or about 0.92 acres)	0.92 acres										
6	006	Site J - Parking lot located on west side of Rose in middle of block between Cedar and Lovell Streets. (land size about 0.13 acres)	0.13 acres										
7	007	Site K - Parking lot and office located at northeast corner of Rose and Cedar Streets.											
8	008	Site L - County Court building at Acadamy and Rose Streets facing Bronson Park.											
9	009	Site M - Undeveloped site adjacent county jail, county fairgrounds, and on Lamont Street between Lake Street and I-94. Size about 1.5 acres.	1.5 acres										
10	010	Site N - Old Consumer Power site on E. Michigan Ave. Size about 3.5 acres.	3.5 acres										
11	011	Site P - Area adjacent old Consumers Power site along the Kalamazoo River and extending to Gull Road. Size about 7 acres.	7 acres										
12	012	Site Q - Undeveloped site on Patterson near Walbridge across from the paper company.											

Function/Site Matrix  
Kalamazoo Justice Center  
Kalamazoo, Michigan

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

	oen	site	approx site size	courts	public safety hq	city attny's off	jail	public safety trng	central intake	central comm	disp resoltn ctr	evid stor	forensic lab	criminal invest dept
13	013	Site R - Between Rose and Burdick and just east of where Parsons and Roberson dead end into Burdick												
14	014	Site S - Land at southeast corner of Pitcher and E. Dunkley, adjacent and to west of Kalamazoo waste water treatment plant.												
15	015	Site T - Sutherland Field training area.												
16	016	Site U - Former Nazareth Campus - Gull Road Campus												
17	017	Site V - Existing Public Safety pistol range - Schippers Lane												
18	018	Site W - Kalamazoo Public School property - Howard Street												
19	019	Site Y - City owned property currently vacant - North & Westnedge	1.50 acres											
20	020	Site Z - Existing Kalamazoo Regional Phychiatric Hospital - owned by State of Michigan - Howard & Oakland												

Function/Function Matrix  
Kalamazoo Justice Center  
Kalamazoo, Michigan

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
1	001	Courts		22	23	24	8	22	7	22	15	14	12
2	002	Public Safety Headquarters			23	17	22	18	23	9	24	23	22
3	003	City Attorney's Office				13	8	6	26	11	8	8	20
4	004	Jail					7	20	12	9	19	23	6
5	005	Public Safety Training						7	7	6	7	7	12
6	006	Central Intake							9	9	17	18	6
7	007	Central Communications								6	9	9	7
8	008	Dispute Resolution Center									6	6	7
9	009	Evidence Storage										26	6
10	010	Forensic Lab											6
11	011	Kalamazoo City Hall											
12													
13													
14													

TF #1

22 - 30

6 - 10

6 people

9/29/94

Importance of being geographically close

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

Date printed: 9/27/94



# Function/Function Matrix Kalamazoo Justice Center Kalamazoo, Michigan

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

7-41

	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) <i>Division</i>												
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.

*people rated the relation.*

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

Date printed: 10/6/9

Function/Function Matrix  
Kalamazoo Justice Center  
Kalamazoo, Michigan

*Flow chart of material flow*  
*Ed Edwards*  
*v.11*

*Lot of discussion on control forms*  
*Band on closed circuit*  
*Consolidate jail & ES*

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
1	001 Courts	X	24	29	28	7	25	13	17	18	16	15
2	002 Public Safety Headquarters		X	27	17	27	27	17	7	28	26	24
3	003 City Attorney's Office			X	14	9	13	7	8	13	13	30
4	004 Jail				X	8	31	14	7	25	31	7
5	005 Public Safety Training					X	8	8	7	9	12	8
6	006 Central Intake						X	13	7	27	28	7
7	007 Central Communications							X	7	11	10	7
8	008 Dispute Resolution Center								X	11	8	7
9	009 Evidence Storage									X	31	7
10	010 Forensic Lab										X	7
11	011 Kalamazoo City Hall											X
12												
13												
14												

25-35 10

7-10

*Need*  
*Site evaluation*  
*check l.h.*

*TF #2*

*7 people*

*Physical*  
*Political reality*  
*Environment*

Importance of being geographically close

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

9/29/94

Date printed: 9/28/94

TF #2

Function/Function Matrix  
Kalamazoo Justice Center  
Kalamazoo, Michigan

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	<del>X</del>
2	002	Public Safety Headquarters			3.86	2.43	3.86	2.43	2.43	1.00	4.00	3.71	3.43	<del>X</del>
3	003	City Attorney's Office				2.00	1.29	1.86	<del>1.00</del>	1.14	1.86	1.86	4.29	<del>X</del>
4	004	Jail					1.14	4.43	2.00	1.00	3.57	4.43	1.00	<del>X</del>
5	005	Public Safety Training						1.14	1.14	1.00	1.29	1.71	1.14	<del>X</del>
6	006	Central Intake							1.86	1.00	3.86	4.00	1.00	<del>X</del>
7	007	Central Communications								1.00	1.57	1.43	1.00	<del>X</del>
8	008	Dispute Resolution Center									1.57	<del>1.14</del>	1.00	<del>X</del>
9	009	Evidence Storage										4.43	1.00	<del>X</del>
10	010	Forensic Lab											1.00	<del>X</del>
11	011	Kalamazoo City Hall												<del>X</del>
12	012	Criminal Investigation Department (CID) <i>Division</i>												
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 functions relative.*

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

Date printed: 10/6/9