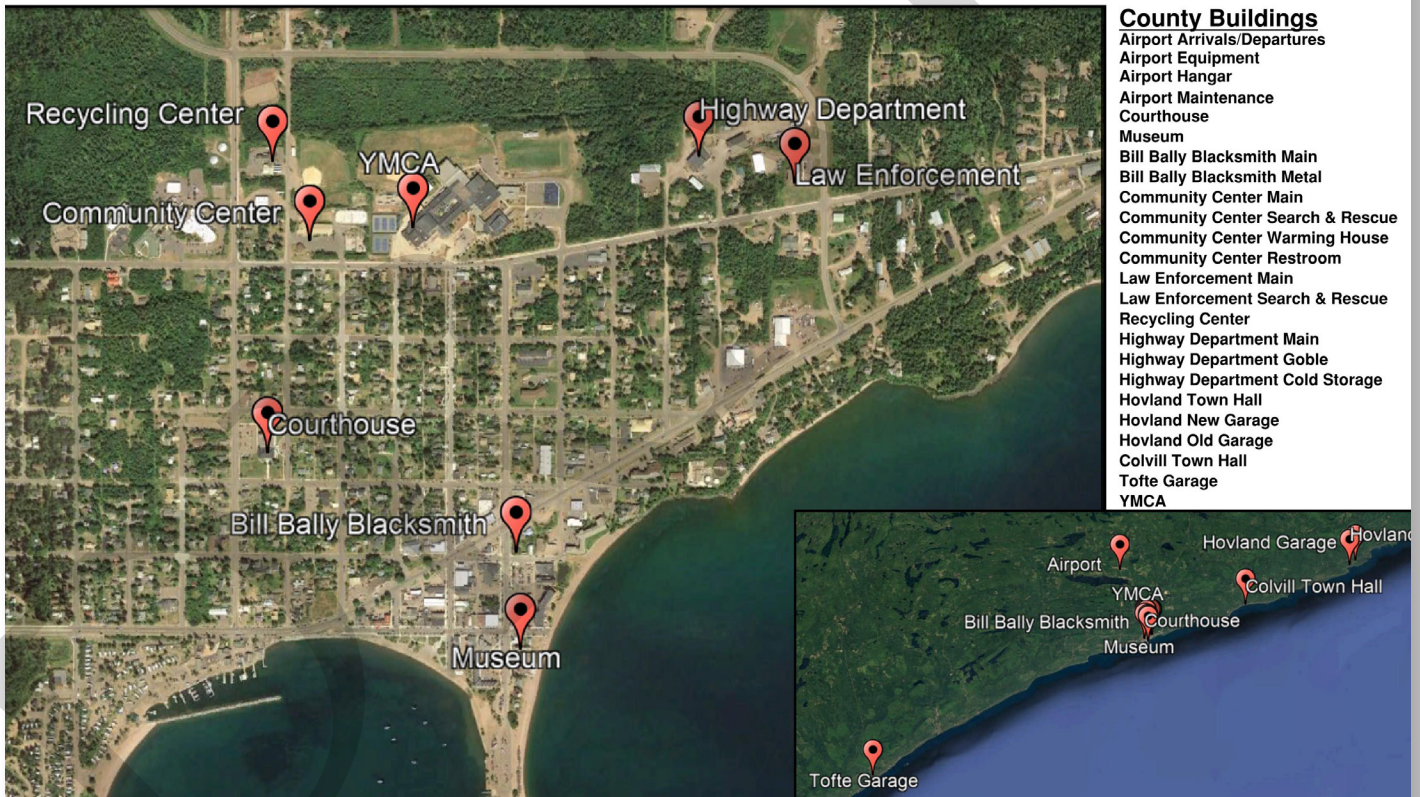


COMPREHENSIVE FACILITY STUDY & CAPITAL IMPROVEMENT PLANNING REPORT

Cook County, Minnesota

May 15, 2023



Chad Rykal, Principal
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715-894-7121

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DRAFT

James Joerke
County Administrator
West 2nd Street
Grand Marais, MN 55604

RE: Cook County, MN
Comprehensive Facilities Study and
Capital Improvement Planning Report

Dear James,

CR-BPS has completed the following Comprehensive Facilities Study and Capital Improvement Planning Report to assist you in making short- and long-term decisions regarding Cook County's facilities.

We realize that a wide range of challenges will affect your decision-making process; hence, our report will allow you to compare multiple options by systematically reviewing each facility and its possible improvements.

CR-BPS understands the impact your decisions will have on Cook County's facilities for years to come. Consequently, analyzing and evaluating all possible impacts and clearly identifying expectations is critical at this stage.

As always, please feel free to call or email me with any questions at crykal@cr-bps.com or 715-894-7121.

Respectfully submitted,



Chad Rykal
Principal
CR-Building Performance Specialists, GBC (CR-BPS)

PROJECT UNDERSTANDING

CR-Building Performance Specialists, GBC (CR-BPS) conducted a Comprehensive Facility Study and Capital Improvement Plan for Cook County, MN, to both evaluate the existing condition of county-owned facilities and for future planning efforts. Our study and subsequent plan provides an in-depth understanding of each facility, the respective building systems, deficiencies, and potential spatial constraints. This information will be also used to evaluate deficiencies since construction, develop recommendations and costs to inform short- and long-term capital planning, and assist maintenance/operations staff in making informed investment decisions regarding their facilities.

The Comprehensive Facility Study and Capital Improvement Plan provides a detailed, non-destructive inspection and evaluation of each facility to identify and prioritize the short- and long-term capital needs of all Cook County structures and sites. The assessment includes the following:

- Evaluation of the condition of building systems and components, remaining useful life (life cycle analysis), and estimated replacement costs
- Regulatory/Compliance review - safety codes and practices - with identified necessary improvements to achieve compliance
- Safety Assessment
- Exterior Assessment
- Interior Assessment
- Site Improvements and Accessibility (attached to building)
- Building Equipment and Systems
- Prioritization of Needs
- Interviews with Department Heads
- Future Growth/Space Needs

GENERAL APPROACH AND METHODOLOGY

CR-BPS employs a data-driven, whole-systems thinking and integrated design approach to Comprehensive Facility Studies and Capital Improvement Plans, providing a platform for making critical decisions regarding facility improvement projects and investments over time.

We use the following industry-standard metrics to benchmark facilities against all other facilities - as well as itself - over time: Current Replacement Value (CRV), Facility Condition Index (FCI), and Requirement Index (RI). Similarly, we evaluate spatial needs through interviews, current metrics, and General Services Administration (GSA) office standards, Metropolitan Council of office standards, and Bureau of Criminal Apprehension.

Our Team followed Uniformat Classification of Systems standards and the project was completed by professionals licensed in construction, engineering and architecture for the respective building systems assessed.

GATHER BACKGROUND DATA AND ON-SITE ASSESSMENT

After reviewing and verifying all available background data (e.g., drawings, past reports, utility bills, etc.), CR-BPS' Facility Assessors conducted an on-

site, physical inspection of the facilities and their respective systems, accompanied by a Client Facility Team Representatives for access and interviews. Additionally, CR-BPS interviewed department heads about current spaces, functionality of work environment, work-from-home practices, and overall staffing.

DATA ENTRY AND DYNAMIC ASSET MANAGEMENT TOOL

Once all building systems and assemblies were inspected, CR-BPS entered all systems and baseline facility and energy data into an Asset and Energy Management software tool. We followed a UniFormat classification of systems, RS Means cost estimating, ASHRAE energy auditing standards and other industry standards, as required. Additionally, we documented and organized systems; documented energy data (if applicable); identified beginning deficiencies; and presented funding needs/scenarios.

For lists of all Asset Systems and Requirements, see the Appendix.

SYSTEM BASELINES - DEFICIENCIES AND CORRECTIVE ACTION

CR-BPS categorized facility systems and deficiencies in several different ways. In addition to detailed specific system and deficiency descriptions, each deficiency was assigned a category, priority, and primary system association. This parallel differentiation allows for multiple queries of the database, facilitating analysis of the data. It is possible, for instance, to query the database for all Priority 1 code deficiencies in the electrical system or all Priority 4 or 5 building integrity improvements in the exterior wall systems.

Priorities

Priority One: Immediate Concerns - Should be undertaken immediately, including violations of life safety, building and electric codes.

Priority Two: Short Term Concerns (1 - 2 years) - Should be corrected in the near future to maintain the integrity of the building, including systems that are functioning improperly or not at all and problems that, if not addressed, will cause additional deterioration.

Priority Three: Long Term Concerns (3 - 5 years) - Should be corrected in the more distant future to maintain the integrity of the building, including systems that have exceeded their expected useful life but are still functioning.

Priority Four: Improvements - Required or desirable to allow the facility to perform as it should, including systems upgrades and aesthetic issues.

Priority Five: New Code Requirements - Does not conform to codes instituted since the construction of the building and, therefore, grandfathered in their existing condition. These should be addressed in any major renovation or remodeling effort, if not before.

Priority Six: Energy Requirements- energy related systems - Priorities may be customized to the Client's preferences and needs.

Deficiency Categories

Code Compliance - A violation of building codes or other conditions that pose a hazard to building occupants (e.g., emergency lighting, missing guardrails, etc.).

Building Integrity - Components or systems that are broken or in poor condition. The condition of these systems affects the integrity of the building (e.g., leaking roofs, outdated equipment, etc.).

Functionality - Conditions that inhibit the current use of the space but do not necessarily affect the integrity of the building's systems (e.g., poor temperature control, insufficient electrical service, etc.).

Appearance - Problems with the building's appearance that are not functional in nature (e.g., painting, worn carpet, etc.).

Energy - Conditions that adversely affect energy usage (e.g., single pane windows, pipe insulation, etc.).

Air/Water Quality - Conditions that affect the environmental quality of the water or air (e.g., no backflow prevention, insufficient ventilation, etc.).

Hazardous Materials - Visible observations or client-supplied reporting that indicate probable presence of hazardous materials, subject to limitations outlined in contract (e.g., asbestos, CFCs, PCBs, etc.).

Building Code - Accessibility - Compliance with accessibility requirements of building codes and other barrier free access issues.

Primary Systems

Primary systems referenced in the database include the following:

- Sub and Super Structure
- Envelope/Shell
- Mechanical/Electrical Plumbing
- Exterior
- Interiors
- Finishes
- Equipment and Furnishings
- Site

For each deficiency, CR-BPS proposed one or more proposed corrections, with a recommended correction selected. The corrective work was estimated using R.S. Means® Estimating. For work not covered by R.S. Means®, we inserted a lump sum figure, described in the text of the deficiency.

REVIEW AND IDEAS SESSION

CR-BPS and the Cook County's team met to verify all documented facility information and to begin evaluating the collected data in an IDEAS Session forum. We employed a Whole Systems Thinking, Integrative Design approach (including life-cycle analysis) to ensure all facility improvement considerations attain maximum benefits. Review and IDEAS Sessions are valuable to determine the most viable course of action for building improvements, includ-

ing, but not limited to:

1. Identify facility needs and deficiencies
2. Identify spatial constraints
3. Discuss opportunities to gain energy savings
4. Identify functional and programing needs
5. Evaluate funding scenarios
6. Establish capital plans and budgets
7. Identify special project considerations
8. Identify investment opportunities

ESTABLISHED COMPREHENSIVE FACILITY STUDY

A fully populated asset management software tool inclusive of as many facilities as Cook County deems important, provides the backbone of our final deliverable. Because this is a dynamic program (accessible in real-time), reporting capabilities are nearly unlimited. Thus, CR-BPS will collaborate with Cook County to develop a reporting strategy that best meets their long-term goals and requirements. Reporting examples include, but are not limited to:

- Fully populated asset management software tool inclusive of all assets, this is a dynamic program and multiple types of reports may be populated and customized to meet the Client's needs and interests.
- List of all present building systems
- List of beginning deficiencies
- 5/10/20+ year funding needs, as needed.

ESTABLISHED CAPITAL IMPROVEMENT PLAN

CR-BPS incorporated the information gathered from Cook County's Comprehensive Facility Study into a Capital Improvement Plan. Prioritizing the County's requirements, five County facilities were identified as those that require the most attention to ensure that the County functions properly. Additionally, CR-BPS analyzed facility functionality, county demographics, and staff input to identify specific spatial and functionality needs. Based on the information collected and a review of federal standards, future projects were identified, including total project costs and potential funding sources.

CONCLUSION/NEXT STEPS

Based on the Comprehensive Facility Study and Capital Improvement Plan, CR-BPS developed three options, including potential total project costs. The findings below illustrate how these options came to fruition, as well as provide information on all other structures and sites. To ensure the information does not become stagnant, CR-BPS will provide Cook County with ongoing services to assist in the accuracy of the facility condition data and guide schematic design efforts through project requirements and the development of a basis of Design.

Facility-Site Condition Assessment

COMPREHENSIVE FACILITY STUDY

CR-Building Performance Specialists, GBC (CR-BPS) conducted a Comprehensive Facility Study for Cook County, MN to evaluate the existing condition of the County owned facilities and future planning efforts. The goal of this Comprehensive Facility Study was to obtain a firm understanding of each facility, the respective building systems, deficiencies, and potential spatial constraints. This information was used to evaluate deficiencies since construction as well as recommendations and costs to inform short- and long-term capital planning, and to assist maintenance/operations staff in making informed investment decisions regarding their facilities. Standard metrics and findings are below.

Current Replacement Value (CRV)

The Replacement Cost for all the structures is estimated based on what systems are included within the structure. For example; Concrete Masonry Unit walls, wood ceiling, shingle roof, etc. The cost is then totaled after all systems are accounted for. These costs are based on R.S. Means prices similar to a cost estimate of a new structure. The replacement value will not match the cost of a new structure unless all systems are the same. The cost is also cross-referenced with similar building types and sizes to ensure accuracy.

It is important to note this cost is in construction dollars, not total project cost dollars.

*Additional information on CRV and the breakdown of systems/costs are available upon request.

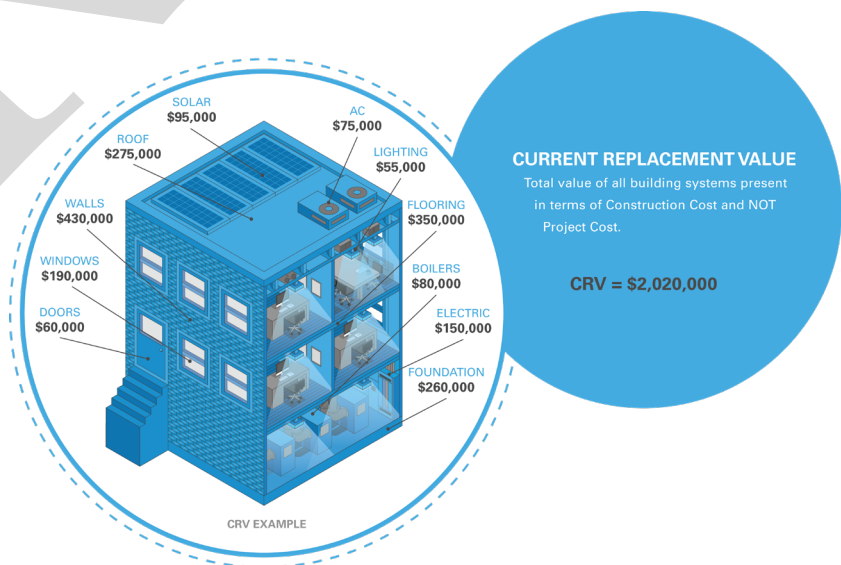


Figure 1 - Graphic Representation of Current Replacement Value

Facility-Site Condition Assessment, continued

Facility Condition Index (FCI)

The FCI is the estimated cost to fix all deferred maintenance deficiencies divided by the Current Replacement Value (CRV). FCI is an industry standard measurement/ metric used to benchmark the relative condition of a building.

The higher the FCI, the poorer the condition of the facility.

For example, if a building with a replacement value of \$1,000,000 had \$100,000 of existing deficiencies, the FCI is \$100,000 / \$1,000,000, or 0.10 (10%).

If a structure has an FCI of 0.50 (50%) or higher the owner may want to wagger the options of a major renovation vs. a new facility as the cost to correct deficiencies over the next five years 50% of the current replacement value.

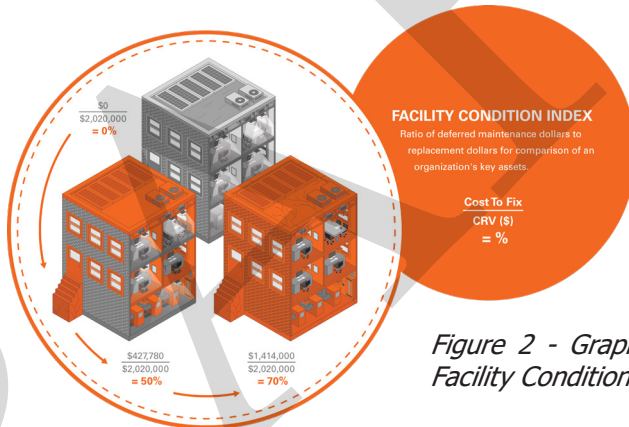


Figure 2 - Graphic Representation of Facility Condition Index (FCI)

Requirement Index (RI)

The RI is the cost to fix ALL deficiencies (FCI deficiencies plus RI deficiencies) divided by the Current Replacement Value (CRV). RI is an industry standard measurement/ metric used to benchmark the relative condition of a building + other issues.

The RI builds upon the FCI and is more inclusive. It includes all deferred maintenance (FCI deficiencies), AND all other deficiencies that need to be measured, but do not necessarily affect condition. RI deficiencies typically include functionality, aesthetics, space needs/issues, energy conservation measures, grandfathered code systems, etc.

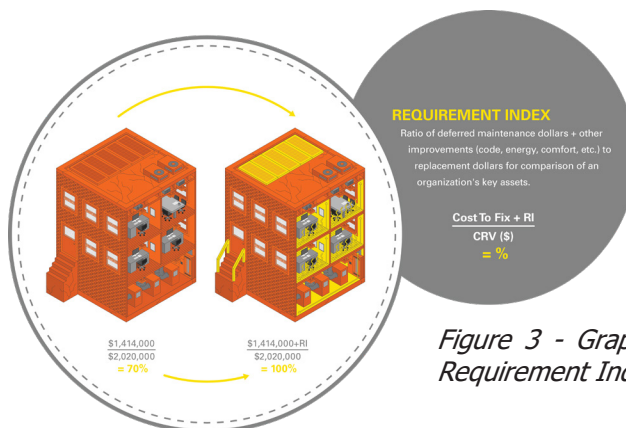


Figure 3 - Graphic Representation of Requirement Index (RI)

Facility-Site Condition Assessment, continued

Facility Condition Index (FCI) Per Asset

Figure 4 represents the FCI of all County owned assets and how they relate to each other while Figure 5 includes other pertinent information (age, condition, cost).

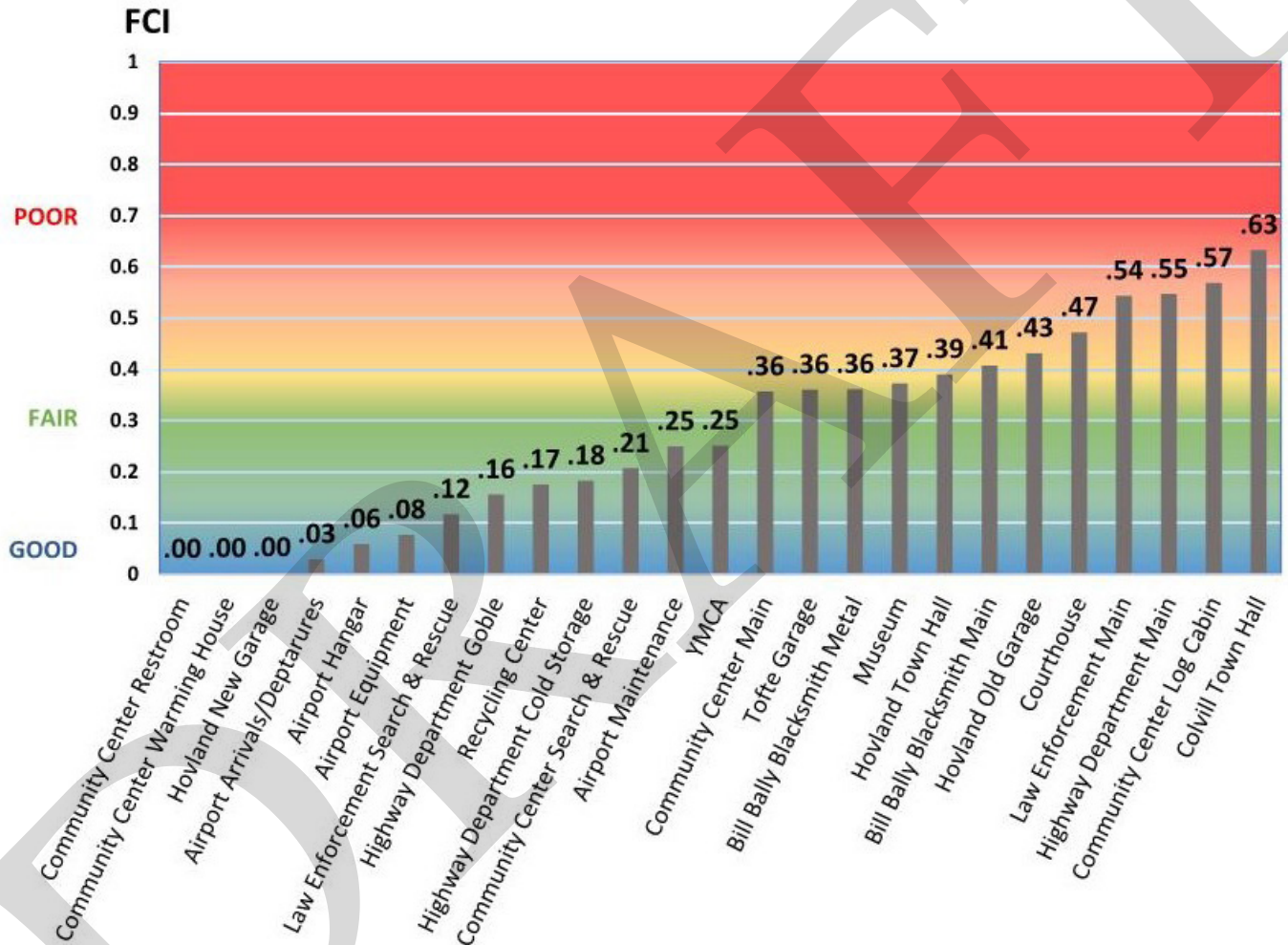


Figure 4 - Graphic Representation of Facility Condition Index (FCI) for all Assets

Facility-Site Condition Assessment, continued

5 Year Maintenance Needs - All Facilities

This figure shows high level data for all of the County’s facilities, sorted by the total replacement value of the asset.

Asset	Year Constructed	Age	Size (sf)	Current Replacement Value	5 Year Maint. Needs	FCI
YMCA Bldg	1951	72	37,264	\$10,498,610	\$2,945,640	0.28
County Courthouse	1903	120	36,302	\$10,018,066	\$3,867,107	0.39
Law Enforcement	1996	27	8,943	\$2,783,402	\$1,692,770	0.61
Community Center - Main Bldg	1993	30	13,966	\$2,671,619	\$792,264	0.30
Hwy Dept - Main	1967	56	10,540	\$1,802,808	\$884,870	0.49
Recycling Center	1987	36	7,245	\$1,522,835	\$318,444	0.21
Airport - Hangar	1998	25	11,284	\$1,456,174	\$519,818	0.36
Hwy Dept - Goble Bldg	2005	18	8,820	\$1,407,876	\$178,042	0.13
Search and Rescue	2004	19	7,415	\$1,184,000	\$191,473	0.16
Hovland Garage New	2020	3	6,138	\$1,113,619	\$3,323	0.00
Airport - Maintenance	1997	26	8,024	\$991,179	\$247,156	0.25
Museum	1896	127	4,448	\$838,559	\$334,676	0.40
Airport - Arr/Dept Bldg	1997	26	1,775	\$617,108	\$31,896	0.05
Hovland Town Hall	1950	73	2,686	\$556,257	\$209,556	0.38
Community Center - Search and Rescue	1965	58	3,070	\$466,935	\$93,868	0.20
Hwy Dept - Cold Storage	1967	56	3,600	\$421,407	\$76,815	0.18
Tofte Garage	1990	33	2,330	\$419,780	\$151,169	0.36
Airport - Equip Bldg	1999	24	2,538	\$416,468	\$31,890	0.08
Hovland Garage Old	1987	36	2,330	\$378,411	\$297,794	0.79
Colvill Town Hall	1950	73	1,471	\$320,490	\$202,772	0.63
Community Center - Warming House	2019	4	1,465	\$281,218	\$361	0.00
Blacksmith Mtl Bldg	1980	43	1,269	\$238,081	\$85,912	0.36
Community Center - Log Cabin	1935	88	1,093	\$198,879	\$112,981	0.57
Bill Bally Blacksmith Bldg	1911	112	1,296	\$159,432	\$64,930	0.41
Community Center - Pit Toilet	2019	4	74	\$102,490	\$0	0.00
Summary			185,386	\$40,865,703	\$13,335,527	0.33

Figure 5 - Table of 5 Year Maintenance Needs - All Facilities

Facility-Site Condition Assessment, continued

Funding Needs per Priority Assets

The following figures show the top requirements for 6 of the County’s facilities. These are not complete lists of all the 5-year maintenance needs. Complete lists and lists for any additional buildings are available upon request.

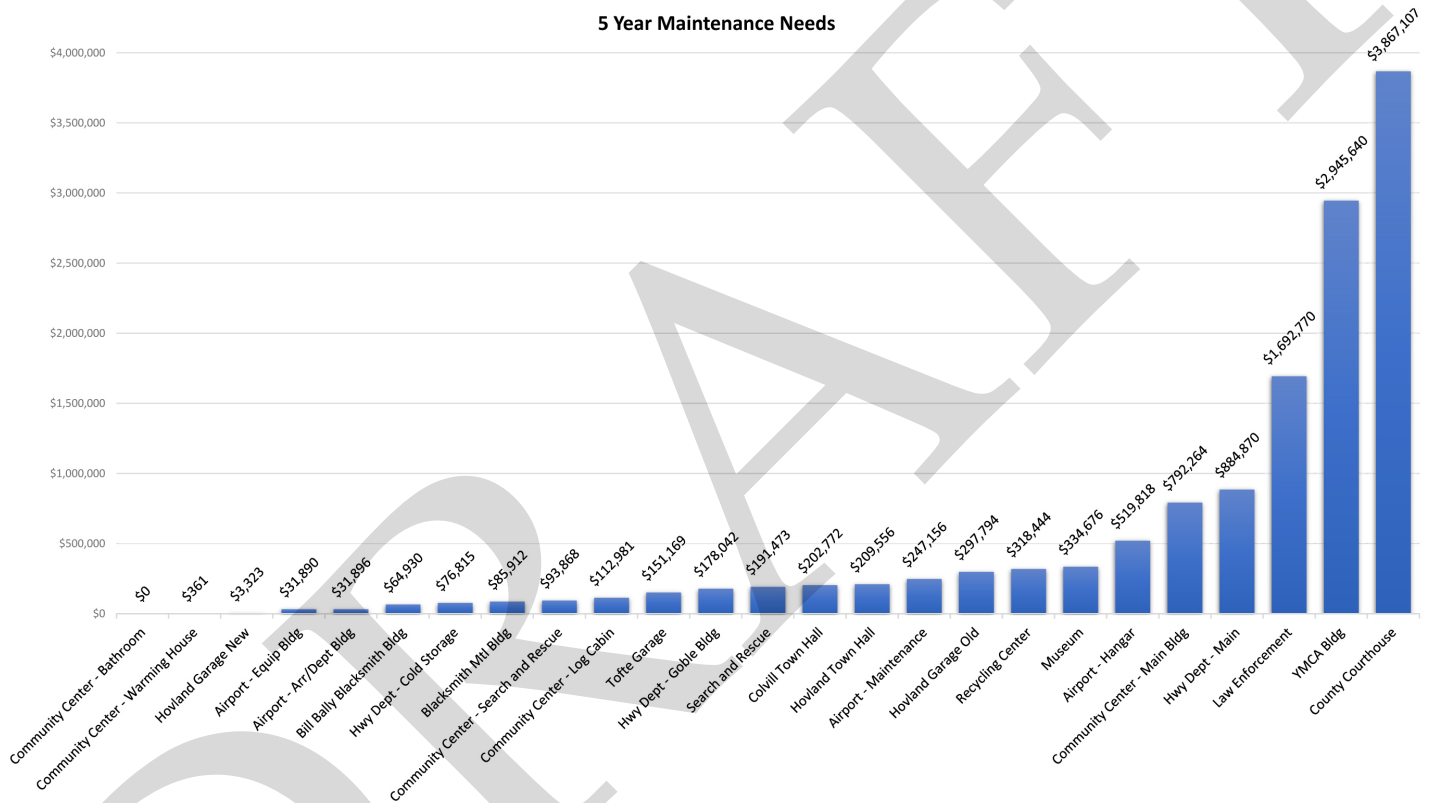


Figure 6.0 - Chart of 5 Year Maintenance Needs - All Facilities

Facility-Site Condition Assessment, continued

Requirements - Priority Facilities

The following charts show the top requirements for 6 of the County’s facilities. These are not complete lists of all of the the 5 year maintenance needs. Complete lists and lists for any additional buildings are available upon request.

Figure 6.1 - Chart of 5 Year Maintenance Needs - Community Center

Community Center- Main Building				
Prime System	Priority	System Group	Action Year	Requirement Cost
D5010 - Electrical Service and Distribution	1- Currently Critical	Electrical System	2023	\$177,552
B30 - Roofing	1- Currently Critical	Exterior Enclosure	2023	\$111,357
C3030 - Ceiling Finishes	3- Necessary - Not Yet Critical	Interior Construction and Conveyance	2028	\$99,076
D5037 - Fire Alarm Systems	1- Currently Critical	Electrical System	2023	\$79,709
D5010 - Electrical Service and Distribution	3- Necessary - Not Yet Critical	Electrical System	2027	\$33,937
B2030 - Exterior Doors	3- Necessary - Not Yet Critical	Exterior Enclosure	2027	\$33,699
D2020 - Domestic Water Distribution	3- Necessary - Not Yet Critical	Plumbing System	2027	\$33,286
D5022 - Lighting Equipment	1- Currently Critical	Electrical System	2023	\$23,892

Figure 6.2 - Chart of 5 Year Maintenance Needs - Courthouse

County Courthouse				
Prime System	Priority	System Group	Action Year	Requirement Cost
D3040 - Distribution Systems	1- Currently Critical	HVAC System	2023	\$484,135
D5010 - Electrical Service and Distribution	3- Necessary - Not Yet Critical	Electrical System	2028	\$283,669
D3040 - Distribution Systems	3- Necessary - Not Yet Critical	HVAC System	2025	\$228,118
D5037 - Fire Alarm Systems	3- Necessary - Not Yet Critical	Electrical System	2028	\$207,189
B2020 - Exterior Windows	2- Potentially Critical	Exterior Enclosure	2024	\$206,393
B30 - Roofing	3- Necessary - Not Yet Critical	Exterior Enclosure	2027	\$187,354
D5022 - Lighting Equipment	1- Currently Critical	Electrical System	2023	\$149,622
D3020 - Heat Generating Systems	2- Potentially Critical	HVAC System	2024	\$140,703
D3060 - Controls and Instrumentation	3- Necessary - Not Yet Critical	HVAC System	2027	\$132,785
D3040 - Distribution Systems	1- Currently Critical	HVAC System	2023	\$114,059
C3030 - Ceiling Finishes	3- Necessary - Not Yet Critical	Interior Construction and Conveyance	2028	\$100,791

Facility-Site Condition Assessment, continued

Requirements - Priority Facilities

The following charts show the top requirements for 6 of the County’s facilities. These are not complete lists of all of the the 5 year maintenance needs. Complete lists and lists for any additional buildings are available upon request.

Highway Department - Main Building

Figure 6.3- Chart of 5 Year Maintenance Needs - Highway Dept - Main Building

Prime System	Priority	System Group	Action Year	Requirement Cost
D5010 - Electrical Service and Distribution	1- Currently Critical	Electrical System	2023	\$137,270
E1090 - Other Equipment	3- Necessary - Not Yet Critical	Equipment	2025	\$58,537
D5022 - Lighting Equipment	3- Necessary - Not Yet Critical	Electrical System	2026	\$50,820
D2030 - Sanitary Waste	3- Necessary - Not Yet Critical	Plumbing System	2025	\$36,250
B2030 - Exterior Doors	3- Necessary - Not Yet Critical	Exterior Enclosure	2025	\$33,699
C1020 - Interior Doors	3- Necessary - Not Yet Critical	Interior Construction and Conveyance	2027	\$33,069
E1090 - Other Equipment	3- Necessary - Not Yet Critical	Equipment	2027	\$31,878
D3040 - Distribution Systems	1- Currently Critical	HVAC System	2023	\$30,861
D3040 - Distribution Systems	1- Currently Critical	HVAC System	2023	\$27,952

Law Enforcement Center

Figure 6.4 - Chart of 5 Year Maintenance Needs - Law Enforcement Center

Prime System	Priority	System Group	Action Year	Requirement Cost
C1020 - Interior Doors	3- Necessary - Not Yet Critical	Interior Construction and Conveyance	2026	\$250,981
B30 - Roofing	3- Necessary - Not Yet Critical	Exterior Enclosure	2025	\$178,718
D3040 - Distribution Systems	3- Necessary - Not Yet Critical	HVAC System	2027	\$156,958
D3020 - Heat Generating Systems	3- Necessary - Not Yet Critical	HVAC System	2028	\$127,617
D5010 - Electrical Service and Distribution	3- Necessary - Not Yet Critical	Electrical System	2028	\$116,471
D3040 - Distribution Systems	3- Necessary - Not Yet Critical	HVAC System	2028	\$94,719
D2010 - Plumbing Fixtures	3- Necessary - Not Yet Critical	Plumbing System	2026	\$70,800
D3040 - Distribution Systems	3- Necessary - Not Yet Critical	HVAC System	2028	\$61,782
D5037 - Fire Alarm Systems	3- Necessary - Not Yet Critical	Electrical System	2027	\$51,041
D5038 - Security and Detection Systems	1- Currently Critical	Electrical System	2023	\$40,365

Facility-Site Condition Assessment, continued

Requirements - Priority Facilities

The following charts show the top requirements for 6 of the County’s facilities. These are not complete lists of all of the the 5 year maintenance needs. Complete lists and lists for any additional buildings are available upon request.

Figure 6.4- Chart of 5 Year Maintenance Needs - Highway Dept - Recycling Center

Recycling Center				
Prime System	Priority	System Group	Action Year	Requirement Cost
C3030 - Ceiling Finishes	3- Necessary - Not Yet Critical	Interior Construction and Conveyance	2028	\$67,480
C3030 - Ceiling Finishes	3- Necessary - Not Yet Critical	Interior Construction and Conveyance	2028	\$33,602
C3010 - Wall Finishes	3- Necessary - Not Yet Critical	Interior Construction and Conveyance	2028	\$29,210
D5022 - Lighting Equipment	3- Necessary - Not Yet Critical	Electrical System	2025	\$25,692
B2020 - Exterior Windows	2- Potentially Critical	Exterior Enclosure	2024	\$24,767
D5010 - Electrical Service and Distribution	3- Necessary - Not Yet Critical	Electrical System	2027	\$17,566

Figure 6.5 - Chart of 5 Year Maintenance Needs - YMCA

YMCA				
Prime System	Priority	System Group	Action Year	Requirement Cost
C3030 - Ceiling Finishes	3- Necessary - Not Yet Critical	Interior Construction and Conveyance	2028	\$294,404
D3040 - Distribution Systems	3- Necessary - Not Yet Critical	HVAC System	2025	\$271,350
D40 - Fire Protection	3- Necessary - Not Yet Critical	Fire Protection	2027	\$238,939
D3040 - Distribution Systems	3- Necessary - Not Yet Critical	HVAC System	2027	\$233,234
D5010 - Electrical Service and Distribution	3- Necessary - Not Yet Critical	Electrical System	2027	\$166,716
D5037 - Fire Alarm Systems	3- Necessary - Not Yet Critical	Electrical System	2027	\$125,682
D5036 - Clock and Program Systems	3- Necessary - Not Yet Critical	Electrical System	2025	\$108,614
D2020 - Domestic Water Distribution	3- Necessary - Not Yet Critical	Plumbing System	2028	\$91,982
D5037 - Fire Alarm Systems	3- Necessary - Not Yet Critical	Electrical System	2027	\$86,997

Facility-Site Condition Assessment, continued

Priority Assets

Over the next five years, focusing on the Courthouse and Law Enforcement Center will have the largest Return on Investment. Of the 25 buildings assessed, these two assets make up 41% of the \$13.4 million deferred maintenance costs.

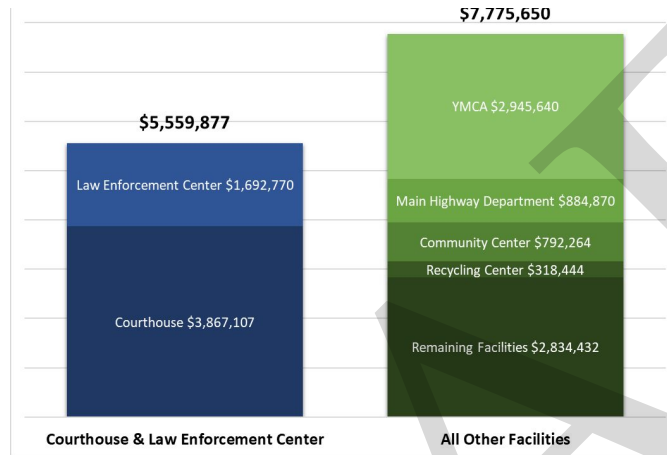


Figure 7.1- Chart of 5 Year Maintenance Needs - Priority Assets

Asset	Year Constructed	Age	Size (sf)	Current Replacement Value	5 Year Maint. Needs	FCI
YMCA Bldg	1951	72	37,264	\$10,498,610	\$2,945,640	0.28
County Courthouse	1903	120	36,302	\$10,018,066	\$3,867,107	0.39
Law Enforcement	1996	27	8,943	\$2,783,402	\$1,692,770	0.61
Community Center - Main Bldg	1993	30	13,966	\$2,671,619	\$792,264	0.30
Hwy Dept - Main	1967	56	10,540	\$1,802,808	\$884,870	0.49
Recycling Center	1987	36	7,245	\$1,522,835	\$318,444	0.21
Airport - Hangar	1998	25	11,284	\$1,456,174	\$519,818	0.36
Hwy Dept - Goble Bldg	2005	18	8,820	\$1,407,876	\$178,042	0.13
Search and Rescue	2004	19	7,415	\$1,184,000	\$191,473	0.16
Hovland Garage New	2020	3	6,138	\$1,113,619	\$3,323	0.00
Airport - Maintenance	1997	26	8,024	\$991,179	\$247,156	0.25
Museum	1896	127	4,448	\$838,559	\$334,676	0.40
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Community Center - Search and Rescue	1965	58	3,070	\$466,935	\$93,868	0.20
Hwy Dept - Cold Storage	1967	56	3,600	\$421,407	\$76,815	0.18
Tofte Garage	1990	33	2,330	\$419,780	\$151,169	0.36
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Hovland Garage Old	1987	36	2,330	\$378,411	\$297,794	0.79
Colvill Town Hall	1950	73	1,471	\$320,490	\$202,772	0.63
Community Center - Warming House	2019	4	1,465	\$281,218	\$361	0.00

Figure 7.2 - Chart of 5 Year Maintenance Needs - Priority Asset Detail

METHODOLOGY

CR-BPS incorporated the information gathered from Cook County's Comprehensive Facility Study into a Capital Improvement Plan. Two County facilities were identified as those that require the most attention to ensure that the County functions properly. Additionally, CR-BPS analyzed facility functionality, county demographics, and staff input to identify specific spatial and functionality needs. Based on the information collected and a review of General Services Administration (GSA) office standards, Metropolitan Council office standards, and Bureau of Criminal Apprehension. CR-BPS identified future projects, including total project costs and potential funding sources for three options.

Because Cook County has experienced rapid growth, it is important to answer the question: How will population growth and office and facility space needs drive facility planning? To best serve the community, those functions and departments that interact with the public received precedence in the Comprehensive Facility Study. We identified the Department of Public Health and Human Services (PHHS) and Law Enforcement as the two departments in particular that are currently least able to serve Cook County citizens due to inadequate facilities and spaces.

According to USA FACTS (Census Bureau's Population Estimates Program), the population of Cook County, Minnesota, increased nine out of 11 years between 2010 and 2021, growing by an average of 0.8% per year. As a result of both the county's rapid growth and work-from-home strategies introduced during the Covid pandemic, prioritizing a facility's spatial adjustments is challenging. Hence, CR-BPS applied the following standards to determine the future size of office space at PHHS: 1.) Trends/changing expectations for office space due to Covid; 2.) Analysis of office space that is currently provided.

Prior to Covid, smaller office spaces were becoming the norm. Then, as a result of changing practices during the pandemic, employees accustomed to working from home began to expect working spaces that are larger, afford more privacy, and provide better indoor air quality and air filtration. Additionally, CR-BPS considered in making its recommendations the office space that is currently provided at the Cook County Courthouse. Based on both of these considerations, we determined that the Director offices should average 175 SF, Supervisor Offices should average 150 SF, and all other offices should average 100 SF.

The U.S. Dept of Justice – National Institute of Corrections, has established guidelines for space allocation that apply to the Law Enforcement Center (LEC), particularly when it comes to inmate spaces like jail cells. Because there is currently no proposal to expand the existing jail, any inadequacies are “grandfathered in.”

INTERVIEWS

During the Capital Improvement Planning interview process, CR-BPS discussed with department staff their specific needs and challenges, including

the public's ability to easily access services; adaptable standardization to meet department needs; healthy, effective, and efficient workspaces; security, day-lighting, and energy efficient systems. Based on our discussions, the following challenges emerged:

Public Health and Human Services (PHHS)

- PHHS is very short on all types of spaces: offices, storage, and meeting spaces.
- Current offices house multiple staff, which is problematic for confidential phone calls and private meetings. Cubicles will not work for this department--private offices are a necessity.
- The need for additional PHHS services may grow, based on an analysis of current trends and population growth. Flexibility is important as growth occurs.
- Additional storage space is needed for PPE, equipment, clothing, and emergency backpacks.
- Safety and security are high priorities and needs to be ensured with the addition of bulletproof glass, Duress Buttons, and card swipe access to some rooms/areas.
- A large conference room is desired for team meetings and all staff meetings.
- A dedicated private toilet for urinalysis is required (coordinated with the Probation Department).
- Additional, adequate space is required for outpatient programs and meeting spaces.
- Two intake rooms are needed for receiving clients in crisis.
- A separate, secure area is required for children to wait and play or rest.
- Recruitment and retention of quality staff is very important.

Emergency Management and Emergency Operations Center (EOC)

- Currently the only space provided for Emergency Manager is in an open corner of the Auditor's Office space.
- Privacy and noise control is currently a problem.
- The Emergency Manager would ideally have a private office that includes a meeting table that will seat 3- 4 people.
- Office space may be needed to accommodate future growth (E.g., adding an assistant with a workstation or cubicle).
- Dedicated storage space is needed to centralize the various storage spaces currently spread out.
- Need access to a large meeting space for 15-20 people for bimonthly Emergency Preparedness Committee meetings.

- Co-locating the EOC with the Sheriff's Office would provide operational advantages
- The EOC requires that staff from other groups come together to respond to a disaster, quickly setting up shop and making plans to address a disaster.
- The EOC requires significant IT infrastructure with emergency backup and redundancy.
- The EOC requires high speed Wi-Fi internet connection to support each responding participant's lap top computer. At least three large monitors are needed: One monitor for vital informational forms, another monitor for planning out the next 12 hours, and a third monitor with live television broadcasting to monitor national and local news. Two dedicated land line phones with separate phone numbers are necessary in addition to cell phones.
- When not in use during disaster, the EOC could be used as a dedicated training room for Emergency Management and Sheriffs.
- The current EOC at the Community Center lacks security: should not be accessible to the public or media without an escort.
- Emergency Management partners include the Northern Arrowhead Region of 11 counties, 5 tribal communities, and the City of Duluth.
- EOC partners include the U.S. Forest Service (wildfires), all area fire chiefs, DNR, Homeland Security, the Commissioner of Public Safety, and local to County to State leadership - up to the governor. Also, the National Weather Service, Coast Guard, U.S. and Canadian Border Patrol, area municipal Police, regional County Sheriffs, and Minnesota State Patrol.

• **Soil and Water Conservation District (SWCD)**

- Dedicated offices are important for phone call privacy.
- A private office is needed for the District Manager: five permanent staff need workspaces that allow multiple people to be on the phone simultaneously without interrupting one another.
- SWCD hires five to 11 seasonal staff, depending on the projects. No office space is needed for seasonal staff because they are out of the office most of the time.
- A small storage space is necessary to consolidate paper files and smaller items.
- A larger storage space is necessary to house bulky items such as fencing, tools, and equipment.
- In the summer, SWCD stores on the first level of the Court House under the stairs approximately 20 coolers for water samples.
- The boat is stored in the Search and Rescue building.
- A large meeting/flex space is needed for staff meetings and training sessions.
- All staff meet in the office—then some staff go out in the field. Depending on the projects, staff will sometimes be out of the office for a week at

a time.

- A dedicated breakroom is not necessary as staff take breaks in the shared lunchroom in the basement of the Court House.
- SWCD interacts with Land Services across the hall. They also communicate with the Highway Department, some Assessors, and MIS. Co-location with other departments is a plus.
- Other agency partners include Federal and State departments e.g., DNR, PCA) community service groups, conservation groups, private landowners, and non-profits, etc.

Human Resources (HR)

- There is currently no dedicated space for the full-time HR Manager or the half time HR Generalist.
- The HR Manager's office moves around, depending on where an open spot is available in the Court House.
- The HR Generalist works from home because there is no office space for that position.
- The confidential nature of the HR Director's work requires her to have a private office with a small meeting area to accommodate one or two people.
- A cubicle for the HR Generalist located near the HR Manager is needed.
- A separate dedicated meeting area to accommodate up to five people is needed.
- Confidential files need to be stored in close proximity and consolidated in one area.
- HR works best within the Court House, adjacent to the MIS Department for onboarding/offboarding, in terms of IT needs.
- HR partners include Administration, MIS, and the Auditor/Treasurer staff.

Court Functions

- County attorney plans to request an additional full-time staff person in 2024 budget.
- Courtroom and courtroom services would be better served within a centralized, dedicated Justice Center concept, along with the Law Enforcement Center.
- All Courtroom functions need to address active shooter protection and provide a second means of egress.
- The Court Administration does not anticipate any immediate future growth in staffing.
- Safety and security are high priorities and need to be addressed with bulletproof glass, Duress Buttons, and card swipe access to some rooms/areas.

Law Enforcement Center (LEC)

- Sally Port expansion is necessary to allow for proper protocols for inmate delivery and processing. The current Sally Port is not large enough and will

not accommodate a Sheriff's vehicle or an ambulance. Two larger bays are needed.

- Office expansion is required to allow for staff privacy.
- Storage expansion is needed for general materials and equipment, including uniforms, firearms, PPE and officer-issued equipment.
- Evidence processing does not currently meet BCA protocol requirements and needs a dedicated space. Evidence is currently processed in an area that is jointly used as a locker room, lunchroom, and meeting space. This is not appropriate for processing drugs (e.g., narcotics, fentanyl) or items covered with blood or other bodily fluids.
- Dedicated EOC Space to be available for large meetings and training when not in use (referenced previously).

Community Center

- The kitchen is poorly laid out, ineffective, and should be enlarged and updated.
- The kitchen needs better sound attenuation from other meeting spaces and offices.
- Dedicated, secure storage is necessary for the various user groups that use the Community Center.
- Entry is confusing for the public and it is not clear where they need to go upon entering the building.
- Offices are adequately sized but not efficiently laid out.
- The building is not fully accessible.
- The quality of the construction is inadequate and may not be worth salvaging. For example, the roof leaks, carpeting is wearing out, refrigerators are at the end of their lives.
- Safety and security are high priorities and need to be addressed with a second means of egress, Duress Buttons, and card swipe access to some rooms/areas.

Recycling Center

- Retail shop needs a visual barrier from other functions in building.
- Poor traffic flow, lack of security controls.
- Inefficient layout.
- Lacks adequate climate controls.
- Building is inadequate and should be replaced; same site or elsewhere.
- Requires dedicated breakroom/meeting room.
- Requires code compliant toilet rooms for use by staff and public.

Highway Department

- Needs more storage space for files, equipment and materials.
- Offices are too cramped and need more space.
- Not enough space for people or equipment.
- Restrooms need to be improved and made accessible.
- Needs men and women locker rooms.
- Requires a conference room/breakroom with IT communications for virtual meetings.
- Not fully ADA/accessibility compliant.
- Heating issues.
- Requires better exhaust system in the bays.
- Needs more space for future plow trucks and other large equipment.
- Needs more space for storage of materials .
- The public come in with questions and have no place to sit and wait for service.
- Would like to see replacement of all the separate buildings by one large all encompassing building that meets their needs.

Land Services (Planning and Zoning, within the Court-house)

- Air handling controls are poor; issues of uneven climate control.
- Lacks a meeting space to meet with contractors and public customers.
- Requires cubicle space for future addition of staff.
- Front area is not welcoming or security controlled.
- Requires a proper waiting area and reception area.
- Customer/property owners are coming to the service window, but required to wait in hallway.
- Contractors come with water testing kits and also wait in the hallway with limited space.
- Summer is the busy season and customers/contractors are often waiting for too long.
- Currently they have to utilize meeting spaces wherever available in the building.
- Their original dedicated space has been slowly chipped away over time and quite inadequate.
- Requires retention of records, but not provided adequate space for this; needs storage space.
- Scanning of materials takes time and not all materials are able to be scanned.
- Need dedicated space for copy room.

Auditor

- Biggest challenge is working within an older building with new electronic needs
- Need better, larger space for holding elections in the building
- Requires locked space for election equipment and materials
- Current print area is functional but could be larger to fit their needs
- Requires room for processing large quantities of registrations, ballots, mailers, etc.
- Requires flexibility for possible future scenarios of reorganization, combining departments, expanding staff and expanding space demands
- Shares water fountain with other departments

County Recorder / Assessor

- Climate control issues
- Would like more windows
- Currently has adequate space in good location in building
- Window barrier with public should be bulletproof
- Security concerns for when court is in session

Management Information Systems

- Temperature control issues
- Leaking issues at the bridge
- Good location for proximity to other departments
- Needs better security and access control
- Requires better accessibility and ADA compliance
- Utilizes storage in basement of buildings for radio equipment and other electronics
- Needs more space to bring storage into adjacent secure area

CURRENT SPACE AND FUTURE NEEDS

Below you will find a comparison table of three facility options, based on current and future space needs, staff interviews, an office space planning guide from the Metropolitan Council in St. Paul, and Federal requirements for law enforcement.

Courthouse

Department	Level	Sub Department Name	Room #*	Room Name*	Current SF	# of Occupants	Additional SF	Proposed SF	Dept Total
Assessor					701				701
	Level 1	Assessor	109	ASSESSOR	486			486	
	Level 1	Assessor	110	COUNTY ASSESSOR	215			215	
Auditors					1,123				1,123
	Level 1	Auditor/Treasurer	X107	AUDITOR	929			929	
	Level 1	Auditor/Treasurer	X108	OFFICE	194			194	
Commisioners Meeting Room					1,347				1,347
Commissioners Meet	Level 1	Commisioners Meeting Room	122	COMMISSIONERS MTG RM	1,347	90		1,347	
County Admin					353				353
County Admin	Level 1	County Administrator	X111	OFFICE	169			169	
County Admin	Level 1	County Administrator	X112	ADMINISTRATOR	184			184	
Court					3,867				3,867
Court	Level 2	County Attorney	X187	CONFERENCE	219			219	
Court	Level 2	County Attorney	X212	COUNTY ATTORNEY	156			156	
Court	Level 2	County Attorney	X213	COUNTY ATTORNEY	340			340	
Court	Level 2	County Attorney	X214	LAW LIBRARY	144			144	
Court	Level 2	County Attorney	X225	OFFICE	209			209	
Court	Level 2	Court Admin	X204	OFFICE	700			700	
Court	Level 2	Court Admin	X206	JUDGE	274			274	
Court	Level 2	Court Admin	X220	JUDGE	142			142	
Court	Level 2	Court Admin	X221	JURY	239			239	
Court	Level 2	Courtroom	X201A	CONF	147			147	
Court	Level 2	Courtroom	X202	HOLDING	143			143	
Court	Level 2	Courtroom	X210	COURTROOM	1,154	77		1,154	
Emergency Management					416				416
Emergency Manager	Level 1	Emergency Management	X133	Emergency Management	416			416	
Incidental/Common Space					7,181				7,181
Incidental		BSMNT	2	CORR	185			185	
Incidental		BSMNT	3	STAIR	188			188	
Incidental		BSMNT	4	ELEV LOBBY	95			95	
Incidental		BSMNT	X008	CORR	997			997	
Incidental		BSMNT	Z001	MEN	100			100	
Incidental		BSMNT	Z002	WOMEN	99			99	
Incidental		BSMNT	1	AH/ELEC	1,043			1,043	
Incidental		BSMNT	5	ELEV EQUIP	38			38	
Incidental		BSMNT	X005	BOILER	461			461	
Incidental		BSMNT	X006	WATER HEATER	216			216	
Incidental		BSMNT	X007	MECH	74			74	
Incidental		BSMNT	X215	SUMP ROOM	38			38	
Incidental	Level 1	Circulation	102X	STAIR B	202			202	
Incidental	Level 1	Circulation	103	CORR	813			813	
Incidental	Level 1	Common	106	MEN	205			205	
Incidental	Level 1	Common	107	WOMEN	214			214	
Incidental	Level 1	Maintenance	X218	JANITOR	68			68	
Incidental	Level 2	Circulation	238A	STAIR B	204			204	
Incidental	Level 2	Circulation	X200	CORR	512			512	
Incidental	Level 2	Common	206	MEN	204			204	
Incidental	Level 2	Common	207	WOMEN	214			214	
Incidental	Level 2	County Attorney	X224	CORR	97			97	
Incidental	Level 2	Court Admin	X222	BATH	43			43	
Incidental	Level 2	Maintenance	Z235	JANITOR	21			21	
Incidental	Level 2	PHHS	208	CORR	428			428	
Incidental	Level 2	PHHS	218	VEST	59			59	
Incidental	Level 2	PHHS	226	CORR	363			363	

Courthouse, continued

Department	Level	Sub Department Name	Room #*	Room Name*	Current SF	# of Occupants	Additional SF	Proposed SF	Dept Total
Land Services					1,150				1,150
Land Services	Level 1	Land Services	111	OFFICE	127			127	
Land Services	Level 1	Land Services	112	OFFICE	191			191	
Land Services	Level 1	Land Services	113	OFFICE	113			113	
Land Services	Level 1	Land Services	114	OFFICE	113			113	
Land Services	Level 1	Land Services	115	LAND SERVICES	480			480	
Land Services	Level 1	Land Services	X219	OFFICE	126			126	
Maintenance					1,128				1,128
Maintenance	BSMNT	Maintenance	X010	Break Room	576			576	
Maintenance	BSMNT	Maintenance	X017	MAINTENANCE	291			291	
Maintenance	BSMNT	Maintenance	Z010	Office	141			141	
Maintenance	BSMNT	Maintenance	Z011	Office	120			120	
MIS					1,085				1,085
MIS	Level 1	Management Information Systems	116	IT	403			403	
MIS	Level 1	Management Information Systems	118	SERVER ROOM	75			75	
MIS	Level 1	Management Information Systems	119	OFFICE	102			102	
MIS	Level 1	Management Information Systems	120	OFFICE	270			270	
MIS	Level 1	Management Information Systems	121	PERSONEL	188			188	
MIS	Level 2	Management Information Systems	235	DATA	47			47	
PHHS					4,934		4,747		9,681
PHHS	BSMNT	PHHS	X016	PUBLIC HEALTH STORAGE	203			203	
PHHS	Level 2	PHHS	202	CONFERENCE	166		200	366	
PHHS	Level 2	PHHS	203	OFFICE	118	2	82	200	
PHHS	Level 2	PHHS	204	OFFICE	99	1	-	99	
PHHS	Level 2	PHHS	209	OFFICE	99	1	-	99	
PHHS	Level 2	PHHS	210	OFFICE	100	1	-	100	
PHHS	Level 2	PHHS	211	SUPERIOR	100	1	50	150	
PHHS	Level 2	PHHS	212	DIRECTOR	101	1	75	176	
PHHS	Level 2	PHHS	213	SUPERVISOR	101	1	50	151	
PHHS	Level 2	PHHS	214	SW LICENSOR	160	1	140	300	
PHHS	Level 2	PHHS	215	OFFICE	137	2	65	202	
PHHS	Level 2	PHHS	216	BH SUPERVISOR	98	1	50	148	
PHHS	Level 2	PHHS	217	OFFICE	205	3	95	300	
PHHS	Level 2	PHHS	220	SS / HEALTH LOBBY	545		200	745	
PHHS	Level 2	PHHS	221	SERVICE	412	5	95	507	
PHHS	Level 2	PHHS	222	COPY	165		200	365	
PHHS	Level 2	PHHS	223	CONFERENCE	402		400	802	
PHHS	Level 2	PHHS	224	FILE STORAGE	85		100	185	
PHHS	Level 2	PHHS	225	INTAKE ROOM 1	125		-	125	
PHHS	Level 2	PHHS	227	OFFICE	266	2	-	266	
PHHS	Level 2	PHHS	228	OFFICE	194	2	-	194	
PHHS	Level 2	PHHS	229	SUPERVISOR	114	1	40	154	
PHHS	Level 2	PHHS	230	OFFICE	178	2	25	203	
PHHS	Level 2	PHHS	231	INTAKE ROOM 2	125		-	125	
PHHS	Level 2	PHHS	232	OFFICE	125	1	-	125	
PHHS	Level 2	PHHS	233	BREAK ROOM	96		100	196	
PHHS	Level 2	PHHS	X226	OFFICE	151	2	50	201	
PHHS	Level 2	PHHS	X227	FORENSIC	159		150	309	
PHHS	Level 2	PHHS	X228	SUPERVISOR	98	1	50	148	
PHHS	Level 2	PHHS	X230	STORAGE	7			7	
PHHS				OUT SOURCED SPACE		11	230	2,530	

Courthouse, continued

Department	Level	Sub Department Name	Room #*	Room Name*	Current SF	# of Occupants	Additional SF	Proposed SF	Dept Total
Probation					428		30		458
Probation	Level 2	Probation	236	SUPERVISOR	119	1	30	149	
Probation	Level 2	Probation	237	PROBATION	224			224	
Probation	Level 2	Probation	X229	OFFICE	85			85	
Recorder					1,214				1,214
Recorder	Level 1	Recorder	X113	OFFICE	137			137	
Recorder	Level 1	Recorder	X114	RECORDER	353			353	
Recorder	Level 1	Recorder	X115	VAULT	724			724	
Shared					4,965				4,965
Shared	Level 1	Circulation	100	VEST	58			58	
Shared	Level 1	Circulation	101	VEST	59			59	
Shared	Level 1	Circulation	102	LOBBY	1,524			1,524	
Shared	Level 1	Circulation	X102	LOBBY	920			920	
Shared	Level 1	Circulation	Z102	VEST	32			32	
Shared	Level 1	ITV Meeting Room	108	ITV	443			443	
Shared	Level 1	Land Services	117	COPY	86			86	
Shared	Level 1	Mail	103	MAIL	157			157	
Shared	Level 2	Circulation	200	LOBBY	1,686			1,686	
Storage					1,441				1,441
Storage	BSMNT	Basement	X001	DEPT STORAGE	277			277	
Storage	BSMNT	Basement	X002	DEPT STOR	137			137	
Storage	BSMNT	Basement	X013	DEPT STOR	221			221	
Storage	BSMNT	Basement	X014	DEPT STOR	228			228	
Storage	BSMNT	Basement	X015	DEPT STOR	232			232	
Storage	BSMNT	Maintenance	7	OLD VAULT	23			23	
Storage	Level 1	Emergency Management	X131	STORAGE	60			60	
Storage	Level 1	Emergency Management	X132	STORAGE	106			106	
Storage	Level 2	County Attorney	X186	VAULT	27			27	
Storage	Level 2	Court Admin	X203	FILES	130			130	
SWCD					273		1,727		2,000
SWCD	Level 1	Soil & Water Conservation District	X217	OFFICES	273	4	427	700	
SWCD	Level 1	Soil & Water Conservation District		CUBICLE SPACE		Seasonal Staff	600	600	
SWCD	Level 1	Soil & Water Conservation District		SMALL STORAGE			100	100	
SWCD	Level 1	Soil & Water Conservation District		LARGE STORAGE			200	200	
SWCD	Level 1	Soil & Water Conservation District		LARGE MEET/FLEX			400	400	
Human Resources					-		300		300
HR	Level 1	Human Resources		OFFICES		2	300	300	
Veterans Services					193				193
Veterans Services	Level 1	Veteran Services	X101	VETERANS SERVICES	193			193	
					31,799		6,804		38,603

Law Enforcement Center

Department	Level	Sub Department Name	Room #*	Room Name*	Current SF	# of Occupants	Additional SF	Proposed SF	Dept Total
Secure/Common Space (Incidental)					2,033				2,033
Secure		Incidental	118 Bath		125			125	
Secure		Incidental	110 Toilet		54			54	
Secure		Incidental	130 Corridor		134			134	
Secure		Incidental	132 Corridor		368			368	
Secure		Incidental	131 Vest		85			85	
Secure		Incidental	135 Toilet		43			43	
Secure		Incidental	134 Jan		10			10	
Secure		Incidental	128A Mech		13			13	
Secure		Incidental	100 Mech/Elec		523			523	
Secure		Incidental	109 Corridor		277			277	
Secure		Incidental	119 Vest		80			80	
Secure		Incidental	107 Corridor		99			99	
Secure		Incidental	126 Vest		81			81	
Secure		Incidental	100A Server		141			141	
Public/Shared					386				386
Public		Public	101 Entry		102			102	
Public		Public	117 Toilet		47			47	
Public		Public	116 Lobby		181			181	
Public		Public	115A Visitation		26			26	
Public		Public	115 Visitation		30			30	
Law Enforcement Admin					4,837		2,150		6,987
Secure		Law Enforcement	133 Dispatch		570			570	
Secure		Law Enforcement	138 Pre-Trial Cell		64			64	
Secure		Law Enforcement	141B Shower		28			28	
Secure		Law Enforcement	122 Evidence		233		550	783	
Secure		Law Enforcement	102 EMS		124			124	
Secure		Law Enforcement	103 Sheriff		194			194	
Secure		Law Enforcement	104 Police Chief		145			145	
Secure		Law Enforcement	105 Deputy		133			133	
Secure		Law Enforcement	112 Interr/Deputy		75			75	
Secure		Law Enforcement	123 Conference		403			403	
Secure		Law Enforcement	125 Linen/Inmate Property Storang		115			115	
Secure		Law Enforcement	127 Intake Shower		36			36	
Secure		Law Enforcement	124 Sally Port		392		850	1,242	
Secure		Law Enforcement	128 Booking		404			404	
Secure		Law Enforcement	113 Break/Evidence Processing		129		250	379	
Secure		Law Enforcement	121 Video Visit		88			88	
Secure		Law Enforcement	142B Shower		22			22	
Secure		Law Enforcement	142 Dayroom		205			205	
Secure		Law Enforcement	141 Dayroom		169			169	
Secure		Law Enforcement	139 Women		55			55	
Secure		Law Enforcement	137 Trial Cell		61			61	
Secure		Law Enforcement	136 Holding Cell		87			87	
Secure		Law Enforcement	106 Office		117		500	617	
Secure		Law Enforcement	140 HC Women		94			94	
Secure		Law Enforcement	144 Work Release		391			391	
Secure		Law Enforcement	143 Dayroom		347			347	
Secure		Law Enforcement	120 Clerk/Records		84			84	
Secure		Law Enforcement	114 Visitation		30			30	
Secure		Law Enforcement	114A Visitation		26			26	
Secure		Law Enforcement	142C Data Closet		16			16	
Emergency Management					0		2,250		2,250
Secure		Emergency Mgmt	EOC			116	1,750	1,750	
Secure		Emergency Mgmt	Director Office			1	200	200	
Secure		Emergency Mgmt	Deputy Director Office			1	200	200	
Secure		Emergency Mgmt	Storage				100	100	
Storage					35		250		285
Secure		Storage	133A Closet		15		250	265	
Secure		Storage	142A Closet		10			10	
Secure		Storage	141A Closet		10			10	
					7,291		4,650		11,941

Community Center

Department	Level	Sub Department Name	Room #*	Room Name*	Current SF	# of Occupants	Additional SF	Proposed SF	Dept Total
Non-Arena					3,579		2,675		6,254
Community Center		Non-Arena	1	Front Vestibule				0	0
Community Center		Non-Arena	4	Common Space/Meeting Room	1,761		1,500	3,261	3,261
Community Center		Non-Arena	5	Back Vestibule	55			55	55
Community Center		Non-Arena	6	Storage	262		300	562	562
Community Center		Non-Arena	7	IT Closet	40			40	40
Community Center		Non-Arena	8	Kitchen	379		250	629	629
Community Center		Non-Arena	9	Hall	114			114	114
Community Center		Non-Arena	10	Janitors	126		125	251	251
Community Center		Non-Arena	11	Womens	113		125	238	238
Community Center		Non-Arena	12	Mens	108		125	233	233
Community Center		Non-Arena	13	Office	296			296	296
Community Center		Non-Arena	14	Office	216			216	216
Community Center		Non-Arena	15	Office	109		250	359	359
Arena					10,138				10,138
Community Center		Arena	3	Mechanical	440			440	440
Community Center		Arena	2	Arena	9,698			9,698	9,698
					13,717		2,675		16,392

Option 1: Courthouse & Law Enforcement Center

Option 1

Courthouse:

- Existing footprint remains as is.
- Relocate court functions to an expanded Law Enforcement Center and backfill the vacated 5,160 SF of Courthouse space.
- Expansion of PHHS by 4,500 SF, includes adding the Public Health Educator from the Community Center and providing flexibility if service delivery models change.
- Courtroom becomes the Commissioner’s meeting room.

Law Enforcement Center:

- Add on to the existing 7,290 SF building: 3,500 SF for a Law Enforcement Addition and 7,650 SF for the court functions for a total building footprint of 18,440 SF.
- Court Functions move from the Courthouse, including Court Administration (1,260 SF), Courtroom and Courtroom Services (2,500 SF), Attorney Offices (1,240 SF), and Circulation (2,505 SF).
- Create a dedicated space for an Emergency Operations Center (EOC) (2,250 SF).
- Corrects current shortcomings by expanding the Sally Port (850 SF) and adding additional
- Evidence Processing/Evidence Storage (1,150 SF) and Office Spaces (1,000 SF).

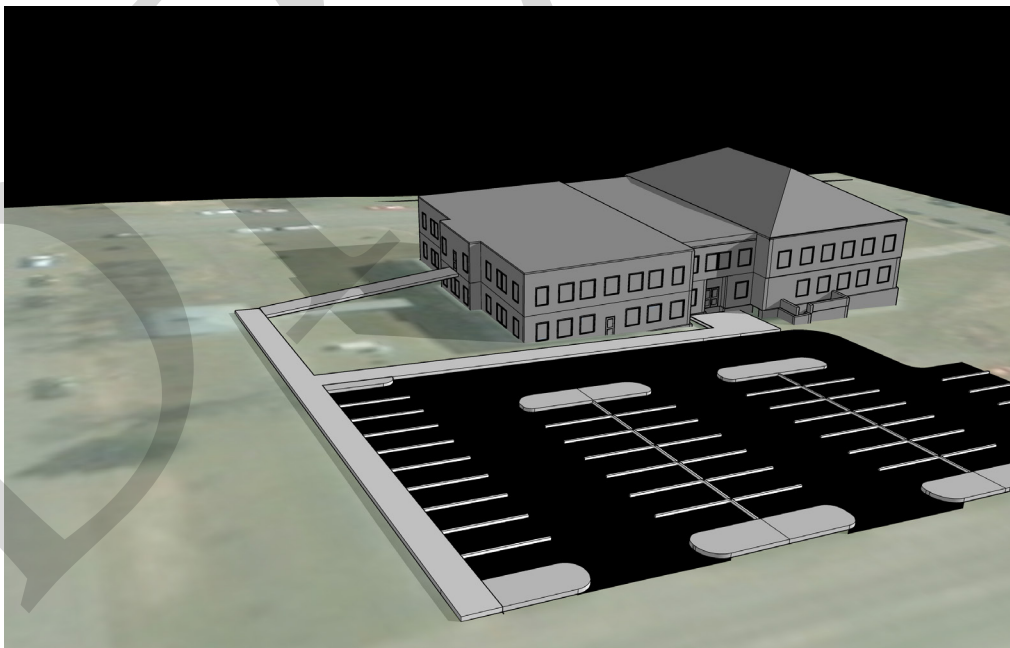


Figure xx - Graphic Representation of Courthouse for Option 1

Option 1: Courthouse & Law Enforcement Center, continued

Option 1, continued

Law Enforcement Center:

- Add on to the existing 7,290 SF building: 3,500 SF for a Law Enforcement Addition and 7,650 SF for the court functions for a total building footprint of 18,440 SF.
- Court Functions move from the Courthouse, including Court Administration (1,260 SF), Courtroom and Courtroom Services (2,500 SF), Attorney Offices (1,240 SF), and Circulation (2,505 SF).
- Create a dedicated space for an Emergency Operations Center (EOC) (2,250 SF).
- Corrects current shortcomings by expanding the Sally Port (850 SF) and adding additional
- Evidence Processing/Evidence Storage (1,150 SF) and Office Spaces (1,000 SF).

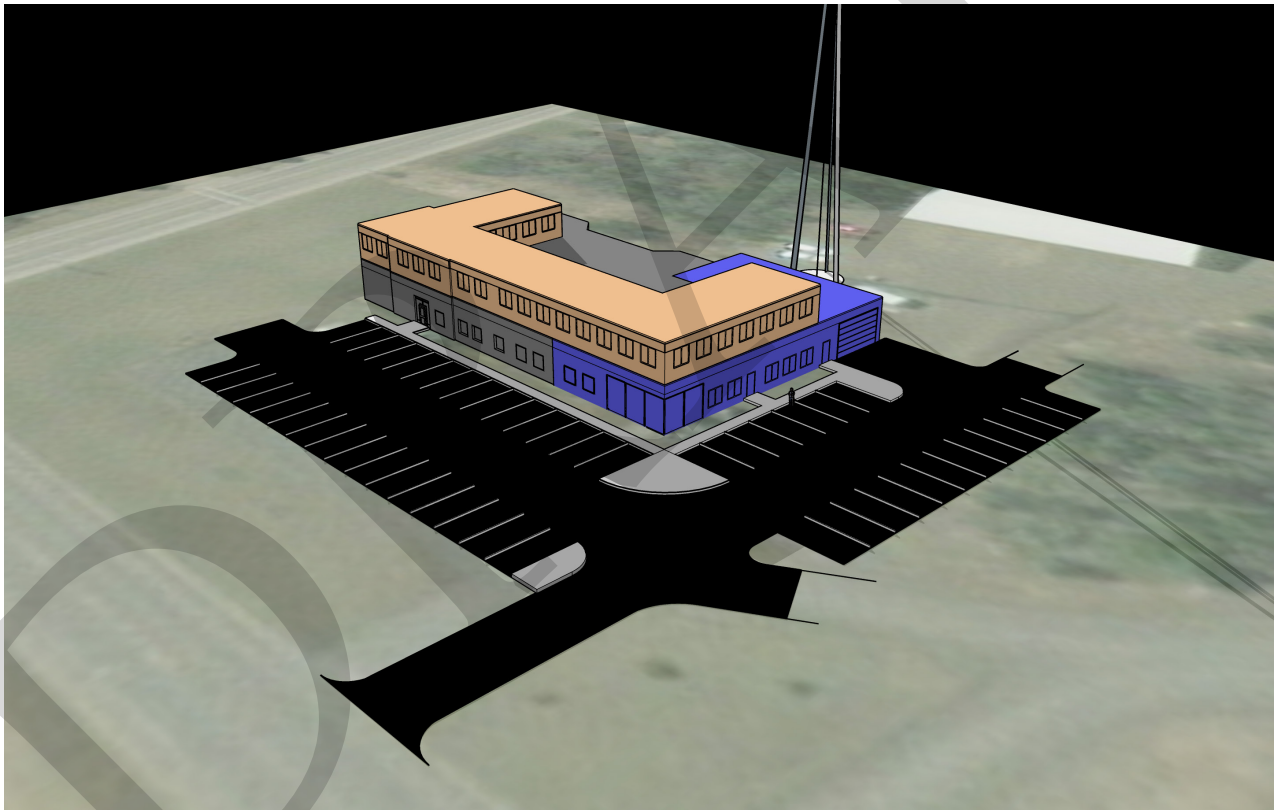


Figure xx - Graphic Representation of Law Enforcement Center for Option 1

PROPOSED TOTAL PROJECT COST:
\$17.4 MILLION

Option 2: Courthouse & Law Enforcement Center

Option 2

Courthouse:

- Add a two-level 4,500 SF addition onto the Courthouse on the north side of the building. This is a dedicated expansion for PHHS with a separate entrance. Reorganize the existing PHHS.
- Add the Public Health Educator from the Community Center and provide flexibility in the event that service delivery models change.
- Court functions remain in the Courthouse.

Law Enforcement Center:

- Add on to the existing 7,290 SF building: 3,500 SF for a Law Enforcement Addition and 7,650 SF for the court functions for a total building footprint of 18,440 SF.
- Court Functions move from the Courthouse, including Court Administration (1,260 SF), Courtroom and Courtroom Services (2,500 SF), Attorney Offices (1,240 SF), and Circulation (2,505 SF).

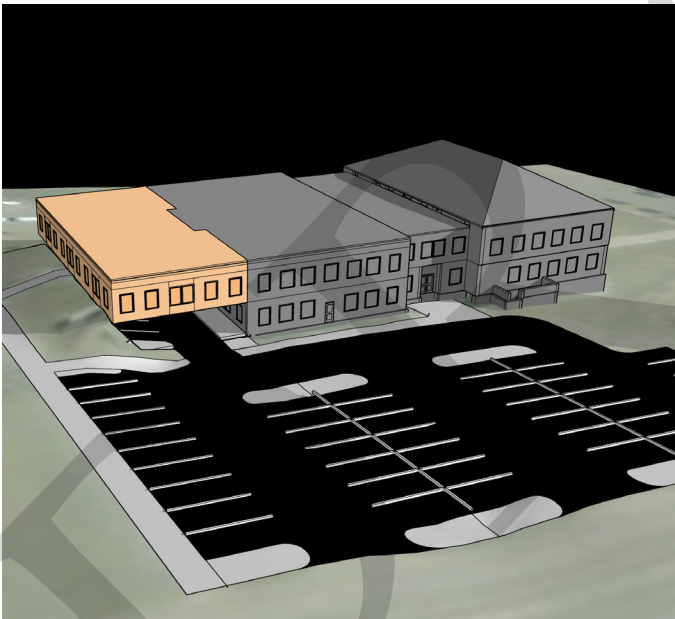


Figure xx - Graphic Representation of Court House for Option 2

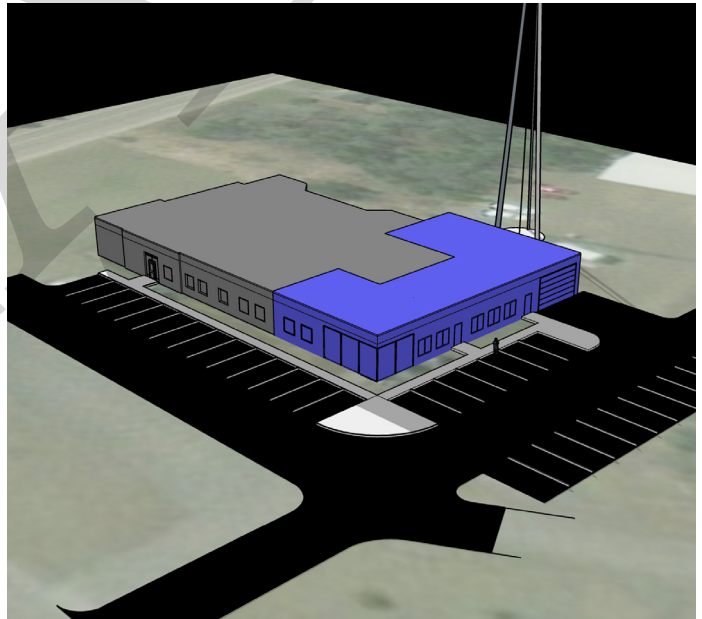


Figure xx - Graphic Representation of Law Enforcement Center for Option 2

**PROPOSED TOTAL PROJECT COST:
\$14.0 MILLION**

Option 3: Courthouse & Law Enforcement Center

Option 3

Courthouse:

- Add a 4,500 SF single-story addition onto the second level of the Courthouse on the north side of the building. This is a dedicated expansion for PHHS with a separate entrance. Reorganize the existing PHHS.
- Add the Public Health Educator from the Community Center and provide flexibility in the event that service delivery models change.
- Court functions to remain in the Courthouse.
-

Law Enforcement Center:

- Add 3,500 SF onto the existing 7,290 SF building for a total building footprint of 10,790 SF.
- Create a dedicated space for an Emergency Operations Center (EOC) (2,250 SF).
- Corrects current shortcomings by expanding the Sally Port (850 SF) and adding additional

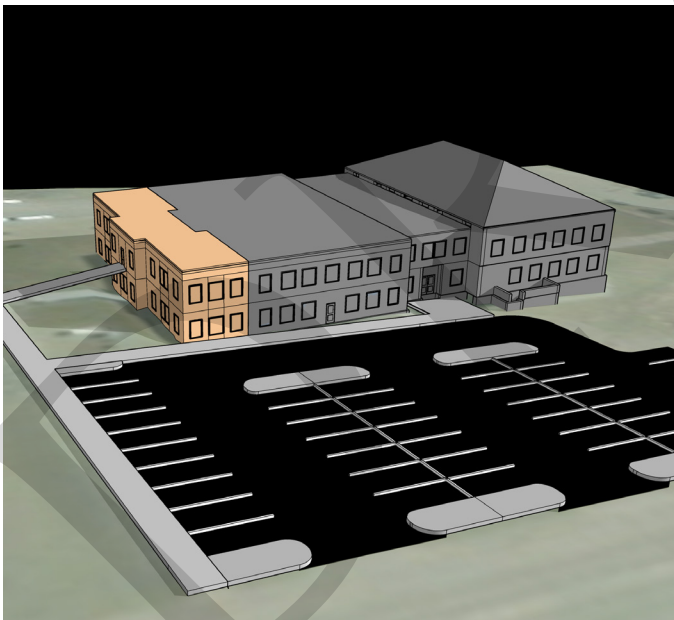


Figure xx - Graphic Representation of Court House for Option 3

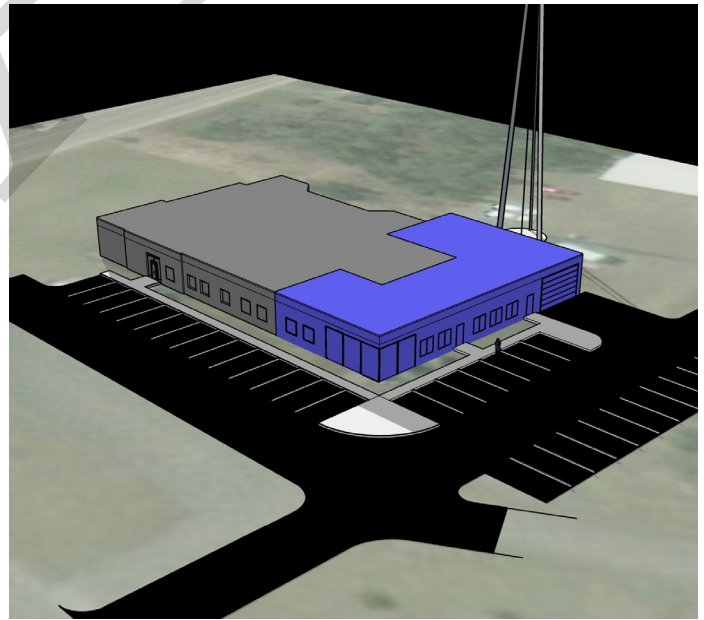


Figure xx - Graphic Representation of Law Enforcement Center for Option 3

**PROPOSED TOTAL PROJECT COST:
\$14.9 MILLION**

Conclusion

CR-BPS concludes that future budgetary needs for Cook County's facilities include both deferred maintenance and additional space needs, as reflected in the Comprehensive Facility Plan. With a Facility Condition Index (FCI) of .32, now is the best time to reinvest in the County's current building stock. Additionally, CR-BPS' plan and budgets are based on a five-year outlook, with deferred needs likely to grow at an accelerating rate each year if not addressed.

While the total cost of all deferred maintenance for all buildings amounts to \$13.4 million, the County could make decisions that would reduce the overall cost. For example, agreeing on a minimum acceptable FCI moving forward would reduce initial capital needs while addressing critical and potentially critical needs on a yearly basis. The County could also elect to reduce the number of buildings it owns based on operational priorities. Another option would be to focus on the structures with both deferred maintenance and space deficits. The need for future major renovations should be considered when making investments in deferred maintenance to maximize the benefits of the investments. This will allow for a cyclical approach for scheduling and addressing County needs moving forward.

CR-BPS also concludes that the two structures with the highest priority space needs are the LEC and the Courthouse. While other structures have functional needs which need to be addressed, it is our recommendation that the County first focus on the LEC and the Courthouse to best serve Cook County citizens. It is anticipated that other structures' needs will be addressed based on priority, deferred maintenance needs, as well as functionality for the public.

Next Steps:

The next phase will continue the design development for the Courthouse and Law Enforcement Center (Please note that actual costs and spaces will likely change throughout this process.). CR-BPS will assist Cook County identify and prioritize deferred maintenance as well as serve as an advocate for the County during the design phase of future projects. This may include assisting in the development of Owner's Project Requirements, RFPs for A & E services, and background information, etc.

CR-BPS will also assist Cook County identify potential funding options and possibilities, including but not limited to the options listed below:

- 2023 Capital Projects Levy - \$455,500
- Building Reserve Fund Balance - \$407,000
- American Rescue Plan Act Funding - Up to \$1.3M
- Federal Payment in Lieu of Taxes (PILT) - Favorable USDA decision could free up over \$700,000/year
- Increases in State Local Program Aid and PILT - Would increase payments by over \$200,000/year

- State Bonding - Currently being explored
- County Bonding - County could issue general obligation or revenue bonds; debt could be serviced through the levy and other sources above. Due to its strong cash position the County would be able to secure favorable rates.

CR-BPS will use citizen feedback to finalize and maintain the Capital Improvement Plan (CIP). First priorities will include: update the County's financial management plan, County Board review and approval of final Comprehensive Facility Study and CIP report, implement Building Information Management System to maintain facility data, refine facility improvements, complete pre-design, and send out Request for Proposals for projects budgeted in CIP.

*Detailed information regarding this report is available upon request.

DRAFT

Public Involvement Session 1 -December 1, 2022

Why is the Comprehensive Facility Study and CIP Process Important?

If you aim at nothing, you will hit it every time.



Overall Goals

1. Current Reality of each Facility and its Conditions, including Space Needs Analysis
2. Inventory of Assets and Respective Systems
3. Online Facility-Site Asset Management Software Tool
4. Data to Inform: Comprehensive Facility Study and CIP Services, including Departmental Space Needs
5. Established, On-Going, Living - Comprehensive Facility Study and CIP Process
6. A Process to Maintain Building Assets and to Avoid Deferred Maintenance Costs

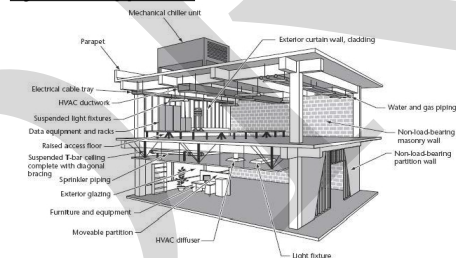


Cook County Community Engagement Session #1
December 1, 2022



Data Collection Process

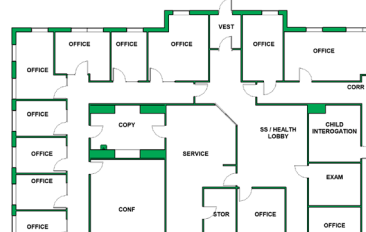
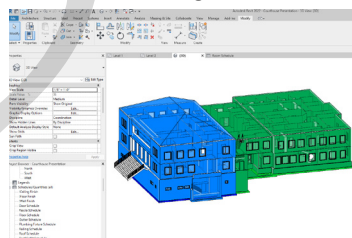
Systems Approach



Condition Assessment and Documentation



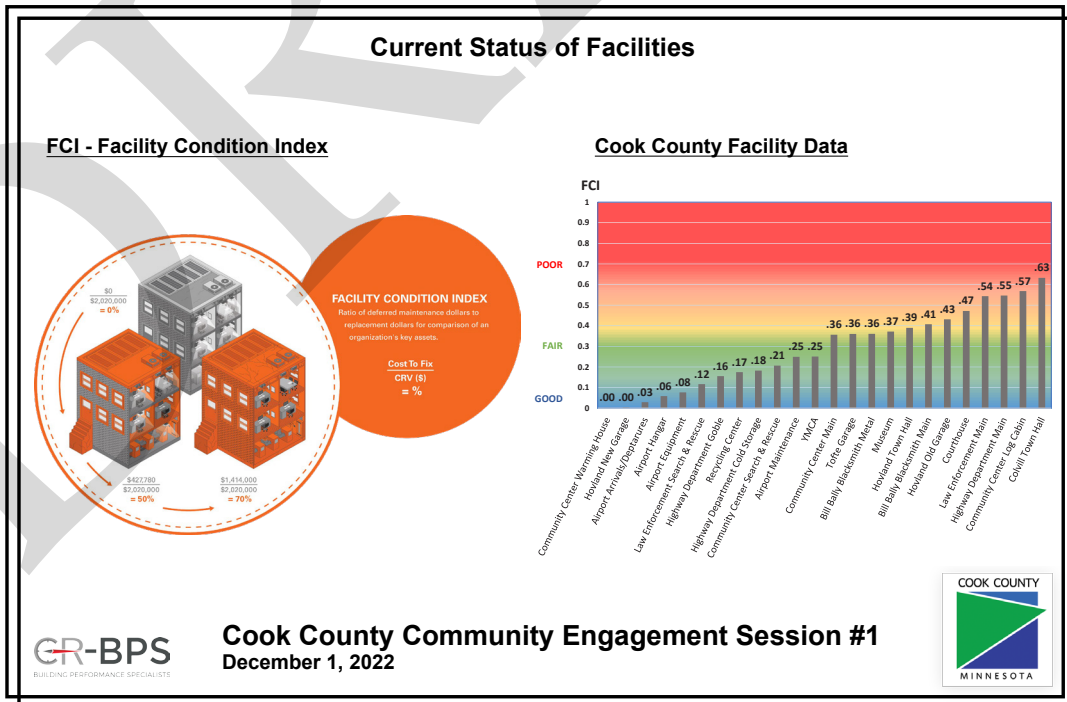
Building Calculations and Departmental Space Needs Analysis



Cook County Community Engagement Session #1
December 1, 2022




Public Involvement Session 1 -December 1, 2022





Public Involvement Session 1 -December 1, 2022

Criteria for Measuring Building Performance





Facility-Site System Conditions Life Cycle Conditions of Buildings or Site Systems Life Safety	Functionality Space Needs Assessments/Master Plans Suitable Location Consolidation	Resiliency & Adaptation Hazard Risk Assessment Vulnerability Assessment Disaster Risk Assessment Continuity Plan Mitigation - Adaptation or Resiliency Plan
Sustainability Energy Water Waste Management Transportation	Human Experience ADA Indoor Air Quality Occupant Satisfaction Acoustics	Other Drivers Technology (Electric Vehicles, Advanced Bldg Controls) Geopolitical New Policies Partnerships Historical Occupant Accommodation


Cook County Community Engagement Session #1
 December 1, 2022
 



Next Steps

1. Integrate Community Feedback (Survey Results)
2. Review and Analyze Data to Inform Future CIP
3. Engagement Session #2
4. Provide Facility Study and CIP Services Reporting
5. Ongoing Reporting, Facility Data Updates, Pre-Design


Cook County Community Engagement Session #1
 December 1, 2022
 

Public Involvement Session 2 - February 16, 2023


Cook County Engagement Session #2
February 16, 2023


Station 1: Capital Planning Process Feedback

Onsite Surveys: 21
Online Surveys: 1

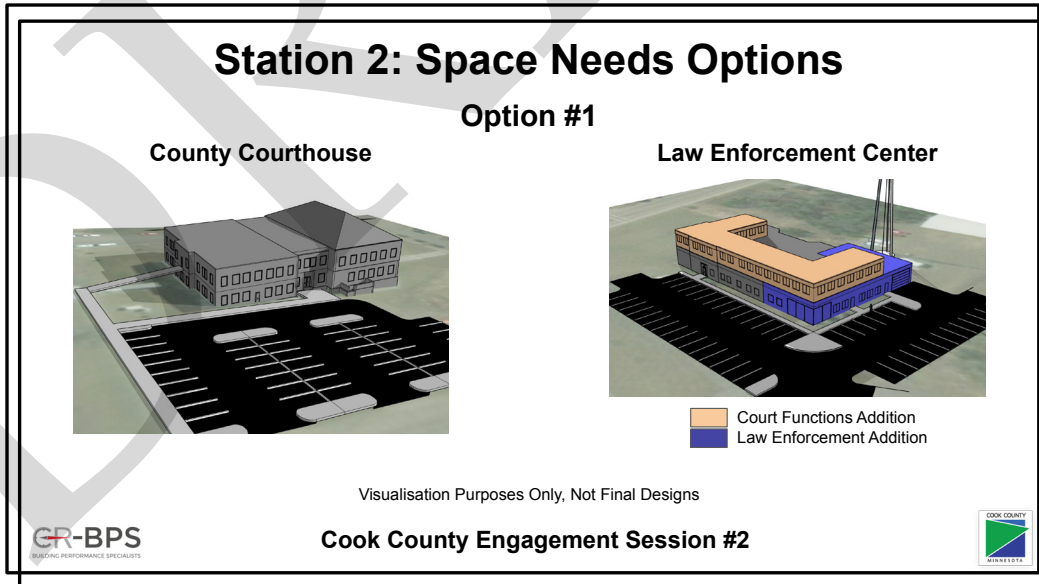
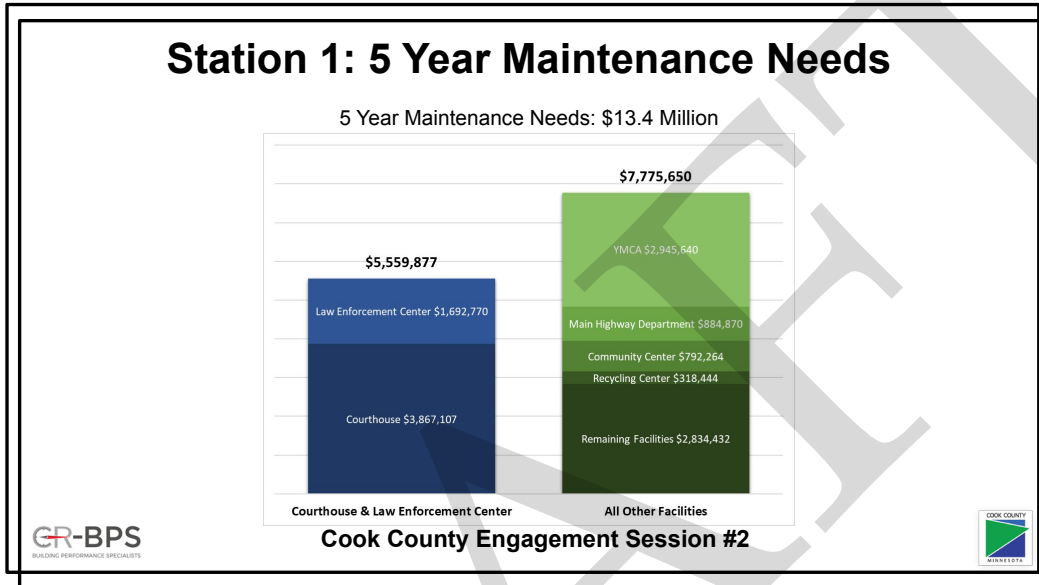
Key Points	Survey Mentions
Facilities need to be prioritized based on frequency of use and criticality to County functions.	15
Sustainability, efficiency, and long term thinking are important when planning for the future.	8
The County should work to move from reactive to proactive maintenance.	14
Maintaining detailed facility data is important for making informed decisions.	15
Community engagement is critical to the success of any long term plan.	13



Cook County Engagement Session #2



Public Involvement Session 2 - February 16, 2023

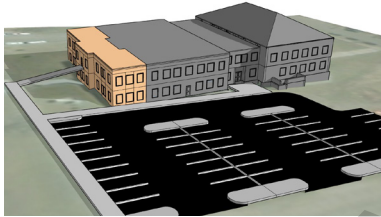


Public Involvement Session 2 - February 16, 2023

Station 2: Space Needs Options

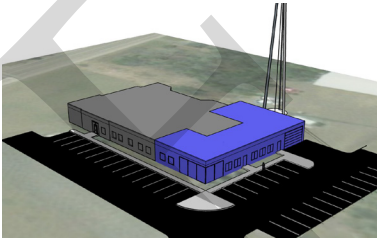
Option #2

County Courthouse




Public Health & Human Services Addition

Law Enforcement Center




Law Enforcement Addition

Visualisation Purposes Only, Not Final Designs



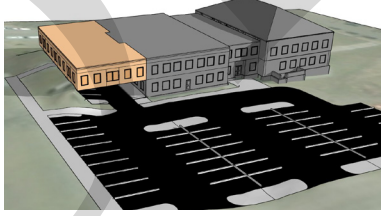
Cook County Engagement Session #2



Station 2: Space Needs Options

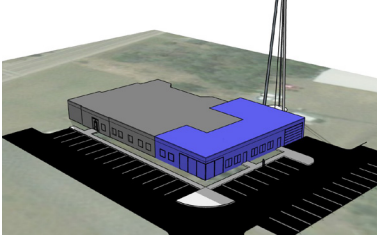
Option #3

County Courthouse




Public Health & Human Services Addition

Law Enforcement Center




Law Enforcement Addition

Visualisation Purposes Only, Not Final Designs



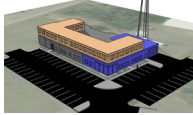
Cook County Engagement Session #2



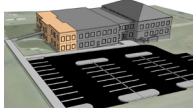
Public Involvement Session 2 - February 16, 2023

Station 3: Project Costs

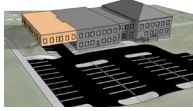
Costs include addressing both space needs and 5 year maintenance needs



Option #1: Courthouse Remodel & Comprehensive LEC \$17.4 Million*



Option #2: Courthouse Two Story Addition & LEC Addition \$14.0 Million*



Option #3: Courthouse 2nd Floor Single Story Addition & LEC Addition \$14.98 Million*

*Total Project Budget Cost Subject to Change Throughout Design

Cook County Engagement Session #2



Station 3: Funding Options

- 2023 Capital Projects Levy - \$455,500
- Building Reserve Fund Balance - \$407,000
- American Rescue Plan Act Funding - Up to \$1.3M
- Federal Payment in Lieu of Taxes (PILT) - Favorable USDA decision could free up over \$700,000/year
- Increases in State Local Program Aid and PILT - Would increase payments by over \$200,000/year
- State Bonding - Currently being explored
- County Bonding - County could issue general obligation or revenue bonds; debt could be serviced through the levy and other sources above. Due to its strong cash position the County would be able to secure favorable rates.



Cook County Engagement Session #2



Public Involvement Session 2 - February 16, 2023

Station 3: Next Steps

- Use your feedback to finalize the Capital Improvement Plan (CIP) proposal
- Update the County's financial management plan
- County Board reviews and approves final Comprehensive Facility Study and CIP report
- Implement Building Information Management System to maintain facility data
- Refine facility improvements
- Complete Predesign
- Send out Request For Proposals for projects budgeted in CIP



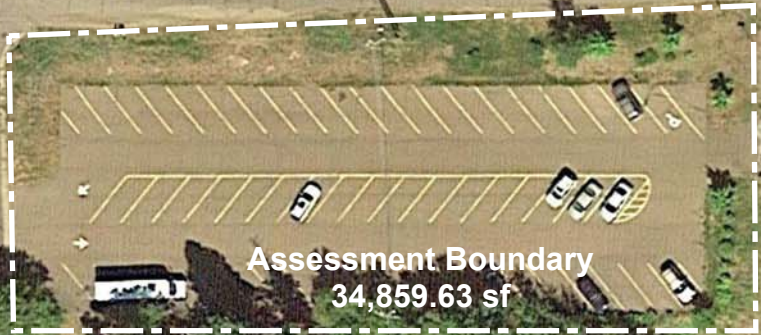
BUILDING PERFORMANCE SPECIALISTS

APPENDIX 2 | CAMPUS MAPS

DRAFT

County Courthouse Campus

Updated 12/21/2022



Museum Campus

Updated 12/21/2022

Museum
Original 1896
2,459sf

Addition 2011
1,989sf

Assessment Boundary



Blacksmith Campus

Updated 12/21/2022

Assessment Boundary

Bill Bally
Blacksmith
Original 1911
1,296

Metal Bldg
Original 1980
1,300sf



Airport Campus Legend

Updated 01/27/2023



Assessment Boundary
13,983,680sf

Sea Plane Base

Assessment Boundary
1,805,428sf

Google Earth

Image © 2023 CNES / Airbus

3000 ft



Community Center Campus

Updated: 12/21/2022

Campus Also
Includes Horse Park
- See Page 2



Google Earth

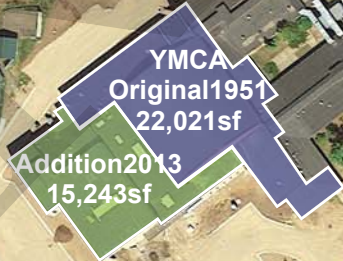
Image © 2022 CNES / Airbus

300 ft



Cook County YMCA Campus

Updated 12/21/2022





Assessment Boundary



Law Enforcement Campus

Updated 1/25/2023



Search and Rescue
Original 2004
7,415sf

Assessment Boundary
145,653.1 sf

Law Enforcement
Original 1996
8,943sf



Recycling Center Campus

Updated 12/21/2022



Assessment Boundary
78,332sf

Addition1994
3,707sf

Recycling Center
& Thrift Store
Original1987
2,835sf

Addition2007
703sf

Highway Department Campus

Updated 1/25/2023



Assessment Boundary
646,607.5 sf

Main Hwy Bldg
Original 1967
10,540sf

Goble Bldg
Original 2005
8,820sf

Cold Storage
Original 1967
3,600sf

Google Earth

500 ft



Hovland Town Hall Campus

Updated 12/21/2022



Google Earth

Image © 2022 CNES / Airbus

61

200 ft



Hovland Garage Campus

Updated 12/21/2022



New Garage
Original 2020
5,828sf

Old Garage
Original 1987
2,400sf

Assessment Boundary

69

69

Google Earth

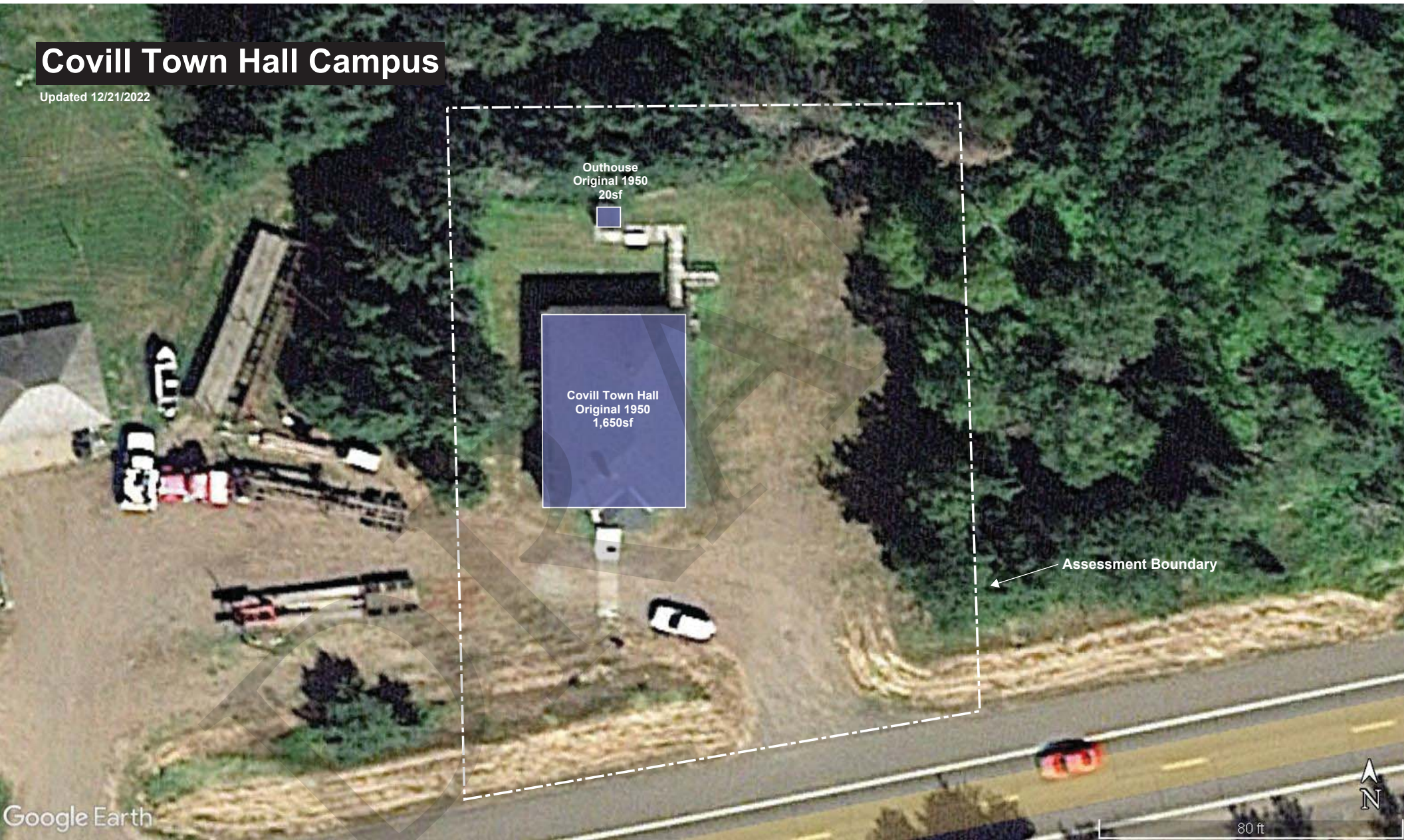
Image © 2022 CNES / Airbus



100 ft

Covill Town Hall Campus

Updated 12/21/2022



Outhouse
Original 1950
20sf

Covill Town Hall
Original 1950
1,650sf

Assessment Boundary

Google Earth

80 ft



Tofte Garage Campus

Updated 12/21/2022



Courthouse

