

## G. PROJECT APPROACH

### OVERVIEW

The Milwaukee County Courthouse Facilities Plan III is to identify a consolidated, redesigned space for the people working in and served by Milwaukee County Courts; and to identify the highest and best use and the facility needs of the Milwaukee County Courts and other court related departments and functions.

We understand that the intent of this study is to be performed in accordance with the findings and recommendations from Phase I and Phase II, and is expected to make specific recommendations related to implementation strategies including ownership, financing, and delivery methods that can be incorporated into future year Capital budgets.

Additionally, this step follows the completion of the partial Countywide Space Allocation Analysis completed by Continuum in 2009 which identified significant deficiencies, in both quantity and appropriateness of space, in the existing County Courthouse; deficiencies that will be made more acute by the growth that is anticipated for the County's future needs.

This further follows the recent program work done that serves as the basis for the study continuance.

The Venture Architects' team will take a pragmatic approach to meeting the requirements of this project, as outlined within your RFP. The project is laid out in specific tasks, and the Venture Architects' team is assigning its personnel per those specific requests. In summary, we see the project divided into the following general categories:

- Validation of previous study work
- Expansion into multiple scenarios
- Move and phasing advisory
- Implementation strategies

The facilities are further classified as court specific and other county functions. Venture Architects will be leading the overall effort and specifically on the non-court related functions, while HOK will be focused on the court related functions. Each team will employ a team leader that will run their portion of the tasks, reporting to Venture Architects. Regardless of which element of the team is performing tasks, cost control, quality, efficiency and effectiveness will be the driving factors behind all activities.

### TASK A - THE COURTHOUSE COMPLEX MASTER SPACE PLAN

The Venture Architects team will assemble its top planners and carefully review all of the previous work produced. The team will conduct a comprehensive review workshop to be certain we're capturing all relevant information and get opinions from the stakeholders and team leadership.

We'll convert this information into graphic representations of test fits and adjacencies. These various schemes will be reviewed with the core team and these elements will be formed into three formal approaches. Our understanding of courts and how they're implemented in the built environment will allow us to quickly determine schemes that are viable and can meet the county's needs. Further, we'll employ our knowledge of courts trends to help envision the future needs of each department and plan for that effective growth.

In light of the work previously completed for the county, our task will be to verify the programmatic and planning assumptions and refine them in the context of a final program.

This Phase includes site evaluation, conceptual site study, site master planning, program validation/confirmation, the development of a preliminary building concept, and the evaluation of the type of materials and methods of construction to be used.

Specific elements include:

- **PRE-PLANNING**  
Define general scope / schedules / activities / responsibilities.
- **EXISTING CONDITIONS**  
Onsite review of existing systems and site conditions.
- **TESTING AND DOCUMENTATION**  
Site survey, utilities, etc.
- **PROGRAM VALIDATION**  
Review and confirm as to assumptions; develop room data sheets that confirm the size and shape of the space, its adequacy for its intended purpose and finishes; and estimated costs.
- **DEVELOP BLOCKING/STACKING CONCEPT**  
Include “footprint” appropriateness, circulation, existing facility linkage, and overall site master plan approach.
- **SYSTEMS, EQUIPMENT AND COMPONENTS OF CONSTRUCTION**  
Evaluate and select requisite levels appropriate to project goals.
- **BUDGET**  
Develop preliminary cost estimates.

Clearly, this task requires an eye towards long term planning, but also short term phasing and planning, to have the judicial system continue to operate efficiently throughout future transitions. Our team will work closely with you in evaluating these options, establishing budgets and integrating them into the overall plan.

The culmination of the task will be a graphically clear and rich report that will be shared and communicated with stakeholders and the public. Our team will assist in these communications efforts, both in providing work materials and in the actual presentations.

#### **TASK B - IMPLEMENTATION STRATEGIES**

Implementation Strategies would be the next phase in taking this information, refining to recommended options and truly mapping out the entire project. Gilbane will be leading this effort for our team. They have individuals that have experience in project management, budgeting, construction implementation, program management and governance, and will work with the county to build comprehensive plans that identify costs, schedules and achievable outcomes.

A major component related to Task B is the identification of financing options including P3 concepts. Both Gilbane and HOK have relevant expertise in this growing approach to completing public projects in a cost-effective approach.

## PROJECT MANAGEMENT

All of these tasks will be reported through an effective project management approach that will be led by Venture Architects. It will be supported by complete and thorough notes, timely meeting minutes, technology based communications methods and ownership of the logistics of the project. This includes a dedicated project manager that will be at required meetings and manage our entire team's efforts in participating.

## STUDY BACKGROUND

In preparation for our submittal, we have reviewed the previous documents and have identified the following key highlights.

### COMPREHENSIVE FACILITIES PLAN CONSULTING REPORT

February 11, 2013

- Core Campus is to be retained and strengthened for continued occupancy.
- Future planning should incorporate Space Allocation Best Practices to increase space usability.
- Building Inspection. Historic Courthouse and Public Safety Building will require major building infrastructure upgrades if expected to be re-used.

### MILWAUKEE COUNTY COURTHOUSE PROJECT FINAL REPORT (PHASE I)

February 8, 2016

- Report presented three Strategic Goals.
  - Highest and best use.
  - Improve public safety
  - Improve public service
- Recommendations for highest and best use include:
  - Reuse of historic Courthouse for non- criminal courts functions.
  - Development of a new Courthouse for criminal courts and associated functions.
- Two scenarios for the new Courthouse.
  - Maximum scenario (\$213 million)
  - Minimum scenario (\$184 million) – recommended
- Review of Milwaukee County Judicial System statistics and recommendations.
- Development of space standards for court facilities.
- Analysis of existing space conditions for court facilities.
- Next steps.

**MILWAUKEE COUNTY COURTHOUSE PROJECT  
FINAL DRAFT REPORT (PHASE II)**

January 16, 2017

- Report focused on the non-court functions found in the historic Courthouse, Public Safety Building, and 633 W. Wisconsin Avenue.
- Detailed space programming and analysis for 40 non-court departments using Space Allocation Best Practices.
- Development of four blocking and stacking scenarios incorporating a new Criminal Courthouse, reuse/renovation of the historic Courthouse, and use of a new building/leasable space. No recommendations.
- Brief discussion related to a swing space concept.
- Brief discussion related to not reusing the Public Safety Building.
- Brief discussion related to vacant site options.