



**Facilities and Construction  
Services**

# **Facilities Strategic Plan Overview**

**Finance and Administration  
Committee**

**Carl Kirar (FCS)**

**April 4, 2024**

- **Purpose**
  - Present Overview of Facilities Strategic Plan
  
- **Agenda**
  - **Overview: Background and Process**
  - Schmidt Associates:
    - Strategic Plan Development
    - Study Data
  - Next Steps

# Facilities Strategic Plan

## Background

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- **2021, Staff directed to develop facilities strategic plan to:**
  - Categorize types of space
  - Articulate space impacts on operations
  - Define reoccurring cost implications
  - Support alignment with County Strategic Plan
- **2021 - 2023, Schmidt Associates contracted to develop plan**
- **Assessment and Use of Plan:**
  - Plan provides a comprehensive picture of County's facility requirements.
  - Plan used as a reference for budget planning and development of a long-range facilities investment strategy.
  - County Administration will regularly review plan and the current operational and financial environments before providing recommendations on priorities and sequences of future work.

# Plan Development: Direction and Desired Outcomes

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- **Tied to County Strategic Plan:**
  - Alignment of Capital projects with County Strategic Plan
- **Inclusive of all perspectives**
  - Snapshot in Time: Space utilization and operational space requirements
  - Interdependencies: interdepartmental synergies, operational adjacencies, and best practices
  - Maximize Efficiencies: Streamline space utilization and public interactions
- **Information transparency – high stakeholder involvement**
- **Multi-year funding plan:**
  - Proactive vs reactive: intentional planning to maximize impact
  - Continuity: develop multi-year plan through leadership transitions
  - Estimate Costs: Develop Rough Order of Magnitude (ROM) of funding needs
- **Prioritize projects:**
  - Improve Facilities: Reduce Facilities Condition Index (FCI) scores
  - Maximize Impact: Bundle capital projects for greater cost savings
  - Return on investment: ability to illustrate fiscal responsibility

# Strategic Plan Alignment

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- **Safe Communities:** Improved access to facilities, services, and justice system
- **Adaptive Infrastructure:** County facilities, infrastructure, and technology to meet the ever-changing and evolving needs of and demands upon Lake County
- **Sustainable Environment:** Enhance climate resiliency and natural resource protection strategies through long-term planning, policies, and investment
- **Superior County Operations and Services:** Embrace innovative and cost-effective methods of service delivery

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# Project Scope Comparison

## 2001 Study vs Current Study



SAS Architects Document (2001)	Schmidt MP (2022)
Study Duration – Dec 2000 to April 2001 (5 mo.)	Study Duration – Oct 2021 to Sept 2022M (12 mo.)
5 Year Focus – Through 2005	10 Year Focus – Through 2032
Lake County Building Inventory (18 Departments)	Lake County Building Inventory (29 Departments)
Employee Space Standards	Employee Space Standards “Consideration of current work practices”

# Impact of Strategic Planning Process

## Review of 2001 Key Recommendations



### Work Executed From 2001 Strategic Facilities Plan:

- Total Rehabilitation of the Tower Building
- Expand Court Building
- 7 Story Office Building – State’s Att., Circuit Clerk, Adult Probation
- Expand Coroner’s Office (Infill Second Floor)
- Relocate State’s Attorney Office and Planning & Building
- Consider Television Production Facility
- Additional Parking
- Expand County Office Building – Public Def, Psychological Services
- Health Department Master Plan (25 locations); Executed by HD

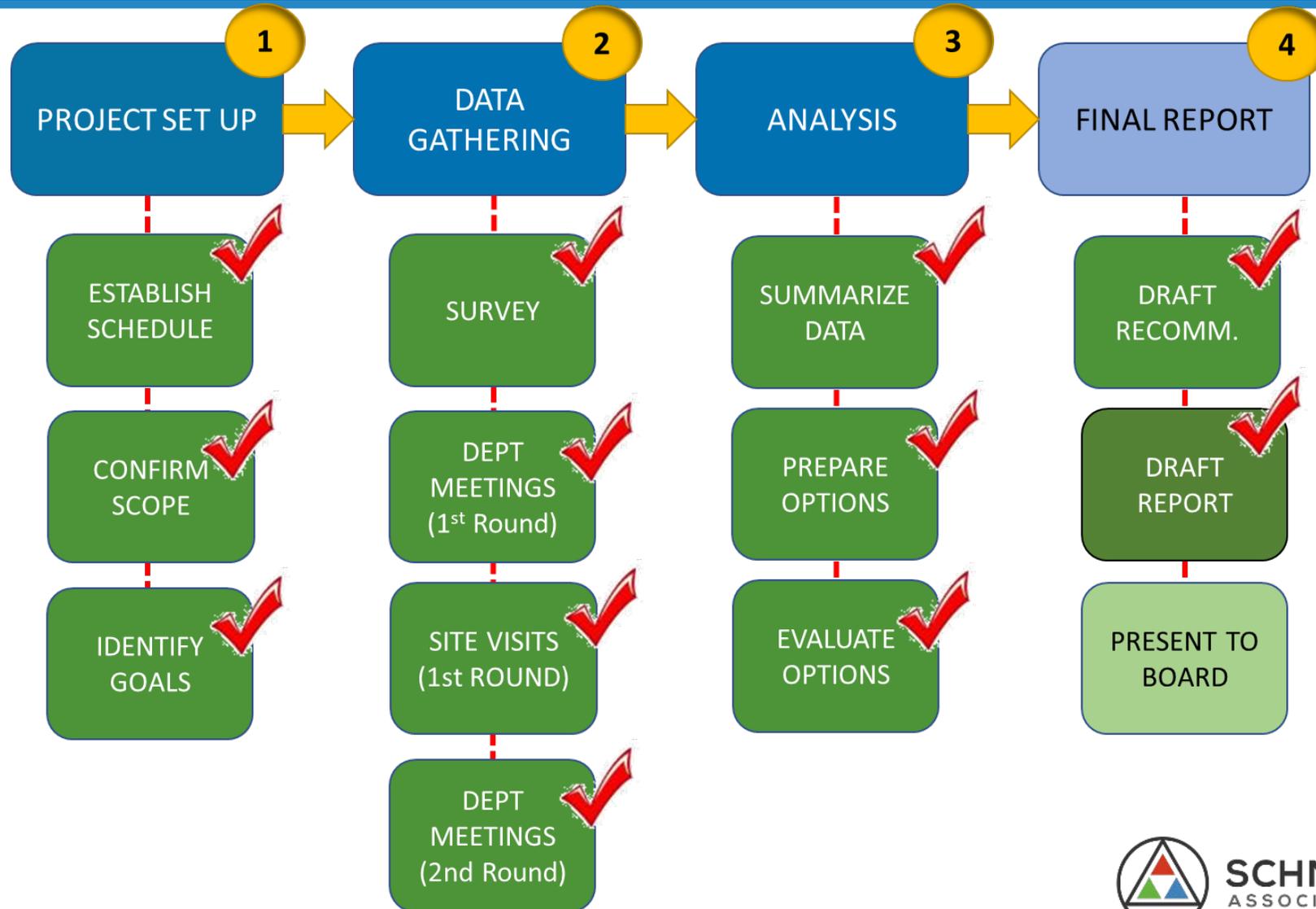
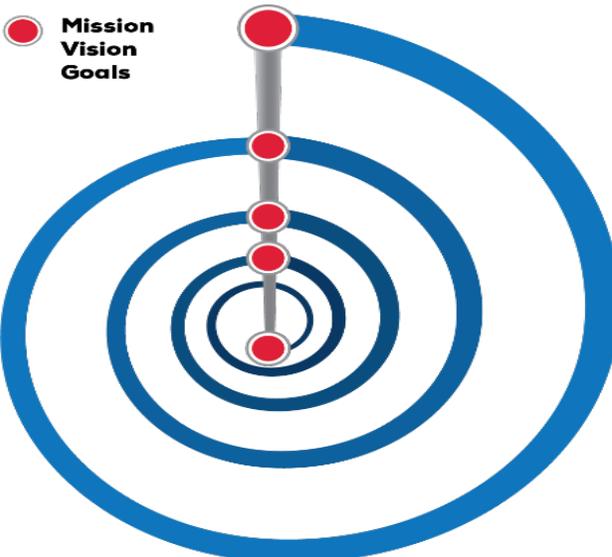
# Background

## Facilities Investment – Past 20 Years



- **Designs and Studies: \$8M**
- **Projects Executed: \$238.4M (\$302M current value)**
  - New or Renovated over 650K sq-ft of space
  - Sampling of Projects (costs escalated):
    - Branch Courts: \$18.9M
    - CPF: \$32.5M
    - 3010 Grand: \$24.0M
    - Admin Tower Reno: \$33.6M
    - Depke Juvenile Justice Center: \$18.3M
    - Criminal Courts Tower: \$138.7M
- **Average Annual Capital Investment: \$15.1M/year**

# Strategic Planning Process



# Snapshot in Time

## Documentation of Department Space Utilization



- **Total SF Evaluated: 1,259,133 sf**
  - Staff SF: 301,673 sf (24%)
  - Storage SF: 174,228 sf (13%)
  - Operations SF: 366,988 sf (30%)
  - Vacant SF: 44,188 sf (4%)
- **Density – SF per Staff Member:**
  - Overall County Average: 208 sf/person
  - Highest Densities (low is bad):
    - SO Highway Patrol: 80 sf/person
    - FCS: 81 sf/person
    - Workforce Development: 104 sf/person
- **Low projected staff growth (2%)**

	Department	Staff SF	Storage SF	Operations (Detention, Elections, Lab)	Future SF/ Vacant	Total SF
1	Assessor	3905	335	0	0	4240
2	Board	1975	782	0	0	2757
3	Circuit Clerk	24807	9772	0	0	34579
4	Coroner	1696	1564	2928	0	6188
5	County Administration	3006	2182	5714	0	10902
6	County Clerk	8632	11996	2933	0	23561
7	Courts (Admin)	42509	1710	105775	0	149994
8	Courts (AP)	19731	658	356	0	20745
9	Courts (Juv)	11528	834	30457	0	42819
10	Department of Transportation*	18335	65559	60267	0	144161
11	Facilities and Construction Services	4267	13868	857	0	18991.5
12	Finance	3555	0	0	0	3555
13	Health Department - CPF**	8242	1188	5456	0	14886
14	Health Department- WRS	2989	0	11448	0	14437
15	Human Resources	2379	0	0	0	2379
16	Information Technology	6880	0	0	0	6880
17a	Planning, Building, and Development	6290	1564	0	0	7854
17b	Community Development	2665	0	0	0	2665
18	Public Defender	15497	826	230	0	16553
19	Public Works	11461	22214	2105	0	35780
20	Recorder of Deeds	4119	569	0	0	4688
21	Regional Office of Education	7090	241	6575	0	13906
22	Sheriff - 911	2916	771	0	0	3687
23	Sheriff - Admin	19860	11828	959	0	32647
24	Sheriff - Adult Corrections	7038	1731	112462	0	121231
25	Sheriff - Highway Patrol	3685	1058	823	0	5566
26	State's Attorney office	35904	5009	293	0	41206
27	Stormwater Management Comm.	5188	1071	0	0	6259
28	Treasurer	4973	162	0	0	5135
29	Veteran Affairs Commission	758	0	0	0	758
30	Workforce Development	2916	204	3161	0	6281
	Vacancy	0	0	0	44188	44188
	Vanguard Leased Storage		7963			7963
	Federal & Shurway Leased Storage		2640			2640
		292131	168299	352799	44188	857417
		34%	20%	41%	5%	

# Assessment of Facilities

## Facility Condition Index (FCI)



- **FCI: Deferred Maintenance Cost/Estimated Current Replacement Cost**

Repair Cost (\$)

Replacement Cost (\$)

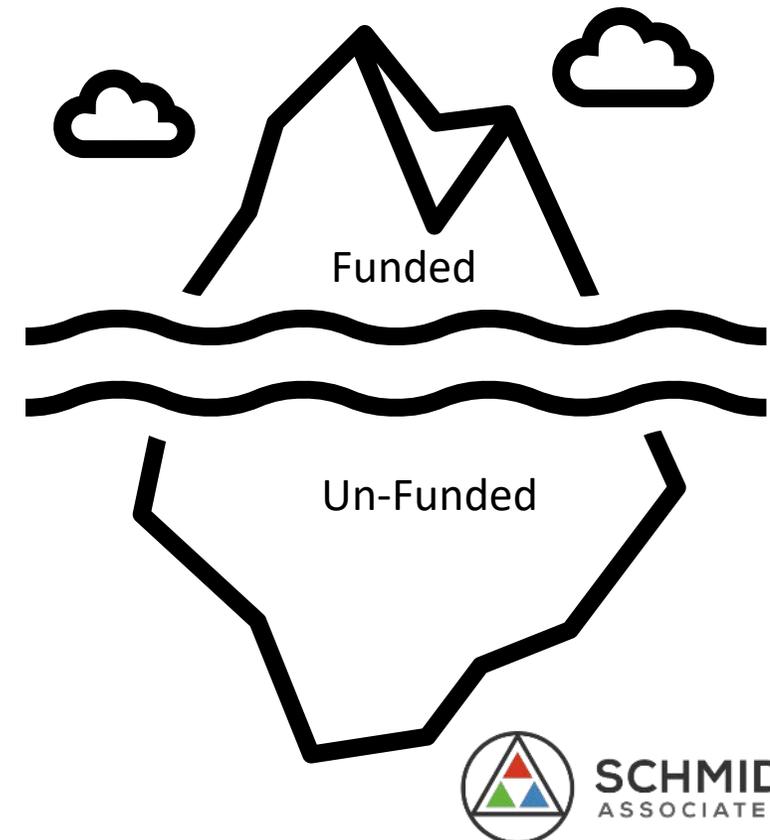
- **Current Lake County Portfolio FCI = 0.31**

- Total deferred maintenance cost: \$286M
- Total replacement value: \$980M

- **Scale:**

- Good: 0.0 to 0.05
- Fair: 0.05 to 0.10
- **Poor: 0.10 to 0.30**

Facilities Funding Iceberg



# Recommendation Assumptions



- **Flexibility:** The County has a need to maintain, modify, or adjust spaces to meet changing operational needs
- **Data Driven:** Application of change management on a consistent basis
  - FCI assessment-based prioritization
  - Future policy development to establish long-term capital investment funding
- **Improve Infrastructure:** Reduce FCI scores over next 10 years
- **Investment Impact:** Capital projects tend to drive system and operational changes
- **Focused Investment:** Opportunities for bundling of capital projects with facility renovations for greater cost savings

# Assessment of Facilities

## FCI and Critical Building Rating Score



BUILDING	CAMPUS	FCI	CBR
Sheriff's Office - Shooting Range Training Building	Out Building	0.55	6
DOT Fuel System	Libertyville	0.51	6
Coroner Building	Waukegan	0.50	8
Center Courts	Waukegan	0.46	11
Mundelein Branch Courts	Out Building	0.43	8
Babcox - Sheriff's Jail	Waukegan	0.43	12
Depke Juvenile Detention	Vernon Hills	0.40	12
Babcox - Sheriff's Office Admin Building	Libertyville	0.40	10
Annex Building	Waukegan	0.36	10

- FCI – Facilities Condition: higher number is worse
- CBR – Critical Building Rating: higher number is more critical

# Analysis Criteria

## Critical Planning Strategies

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- **Strategic Plan Alignment**
- **Future Planning Considerations:**
  - Operational Effectiveness
  - System Wide and Departmental Efficiencies
  - Future County Initiatives
  - Staff/Program Growth
- **Project Bundling: impact to multiple areas**
- **Sequencing:**
  - Facilities Condition (FCI) Assessment Focused
  - Annual Funding Capacity
  - Phasing of Work – projects that must wait for others to be complete
  - Flexible Space – Critical functions maintained
  - Critical Building Rating (CBR)
- **Financial Implications – Investment and Funding Capacity**
- **System Wide Change – Investments can drive changes and upgrades**

# Study: Implementation Options

## 10-year Investment



- **Status Quo:**
  - \$50M, no Capital Investment, \$5M/year
  - Address infrastructure needs as they fail
  - Expands lease needs to minimize need for new construction
  - **FCI score: 0.27 - FLAT**
- **Infrastructure Focus with Some New Projects:**
  - \$200M, continued Capital Investment, \$20M/year
  - Ensure longevity of facility and function of operations of facility occupants
  - Expands lease needs to minimize need for new construction
  - **FCI score: 0.12 - REDUCTION**
- **Recommended Improvement:**
  - \$650M, Major Capital Investment, \$65M/year
  - Maximizes efficiencies, improvements to storage
  - Eliminates leased space needs
  - **FCI: 0.04 – MAX REDUCTION**

### FCI Scale:

- Good: 0.0 to 0.05
- Fair: 0.05 to 0.10
- Poor: 0.10 to 0.30

# Study: Strategic Plan Options



LAKE COUNTY MASTER PLAN OPTIONS (10-year duration)	STATUS QUO	Infrastructure Focus		Operational Focus		3A - Consultant Recommendation
		1A - Renovation	1B - New	2A - Renovation	2B - New	
		<b>GOOD</b>	<b>GOOD</b>	<b>BETTER</b>	<b>BEST</b>	
<b>Primary Objectives</b>	Address most urgent infrastructure needs	Address Infrastructure and minor growth	Address Infrastructure, minor growth, and slight operational improvements	Address infrastructure, improved Adjacencies and moderate growth	Address infrastructure, maximize adjacencies and future long-term growth	Address infrastructure, maximize adjacencies and future long-term growth
<b>Cost Summary</b>	<b>\$50M</b>	<b>\$120M</b>	<b>\$200M</b>	<b>\$313M</b>	<b>\$712M</b>	<b>\$631M</b>
<b>% of Cost Used for FCI Improvements</b>	<b>100%</b>	<b>100%</b>	<b>90%</b>	<b>77%</b>	<b>42%</b>	<b>47%</b>
<b># of Projects Completed</b>	6.75 Projects out of 23 projects	9 Projects out of 23 projects	13 Projects out of 23 projects	17 Projects out of 26 projects	27 Projects out of 27 projects	32 Projects out of 32 projects
<b>FCI Score</b>	<b>0.22</b>	<b>0.16</b>	<b>0.12</b>	<b>0.02</b>	<b>0.00</b>	<b>0.00</b>

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**Investment = FCI Score**

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**Plan used as a reference for budget planning and development of a long-range facilities investment strategy.**

## **Steps:**

### **1. Review Facilities Strategic Plan:**

- Board Members
- Departments/Agencies

### **2. Integrate Facilities Strategic Plan into Facilities Capital Improvement Planning Process**

### **3. Develop Strategy for a Multi-Year Investment Program**

### **4. Future F&A Committee Discussions: Investment Options**



**Backup**

# Past Studies Summary

## TAKE AWAYS

- \$8M invested in preliminary design efforts over the last 21 years.
- Only 3 of 21 efforts have been partially implemented.
- All initiatives still considered relevant by stakeholders.
- Three primary departments focused on: Sheriff, Courts, Facilities

Year of Study	A/E Firm	Preliminary Design or Study Title	Executed or Not	Study/Design Cost	Assessor	Board	County Administration	Circuit Clerk	Coroner	County Clerk	Courts	Department of Transportation	Facilities and Construction Services	Finance	Health Department	Human Resources	Information Technology	Planning, Building, and Development	Public Defender	Public Works	Recorder of Deeds	Regional Office of Education	State's Attorney office	Sheriff	Stormwater Management Comm.	Treasurer	Veteran Affairs Commission	Workforce Development	Notes
2001	SAS	2005 Master Plan	Partial	unknown	1	1	1	1	1	1	1	1	1	1									1	1	1				Facilities and finance Included under County Administration
2009	Plunkett Raysich	Winchester House Replacement	No	\$785,000							1																	Replace Winchester House	
2012	AECOM	Phase 3 Justice Agency Master Plan	Partial	\$1,828,500							1																	New Criminal Courts	
2012	Burke	Libertyville Campus Master Plan PUD	No	\$424,000							1			1			1	1					1	1				Build out of Libertyville Campus	
2014	Kluber	Sheriff Master Plan - Administration	No	\$34,000																			1						
2016	DLR	Depke Juv. Justice Center – Phase 2	No	\$226,000							1												1					Improved Circulation; Expansion of Office Space	
2016	DLR	Civil and Family Court Master Plan	No	\$441,000				1			1												1					Full building our CCT and Renovation of MCH and Annex	
2017	CGI	Medical Unit Operational space	No	unknown																			1					Corrections Medical Suite	
2017	RG	Sheriff Master Plan Concepts	No	\$119,000																			1					Consolidated Public Safety Building & Babcox	
2018	Court Comm.	Court Facilities and Resources	No	unknown							1																	Dec. Annex; Juv Ph 2; CCT expansion; Annex Reno; MCH Reno.	
2019	FGM	Public Safety Phase 2	No	\$594,000																			1					Consolidated Public Safety Building	
2019	WOLD	911	In Process	\$1,614,000																			1					Stand alone 911 Building	
2019	MCP	911	In Process	\$87,000																			1					Regional Consolidation of 911 Services	
2019	WOLD	Annex	No	\$574,000				1			1	1											1					Annex Reno - Separation of Civil and Criminal Circuit Clerk	
2019	WOLD	Annex – Appendix 1	No	incl. above							1																	North Tower Vertical Circulation, Courtroom Phasing	
2019	WOLD	Crisis Final	No	\$96,000																			1					Crisis/Wellness Care Drop-off Center	
2020	HDR	10 <sup>th</sup> Floor	No	\$454,000			1	1																				Infrastructure and 10th Floor Renovations - Studio Space, RR	
2020	WOLD	Wayfinding	No	\$58,000	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	Wayfinding for Waukegan Campus	
2020	Matrix	FCS Op's Study	Partial	\$95,000								1																Reorganization of Facilities and Construction Staff	
2020	Schmidt	Forward Study	No	\$96,000					1													1	1					Child Advocacy, Coroner, Marine Base, Shooting Range	
2021	Globetrotters	Office Space Background - Facilities	No	\$182,000								1																Facilities Office from 8th floor to LL of Admin Tower	
2022	Schmidt	Master Plan	In Process	\$324,000	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
TOTALS				\$8,031,500	3	4	4	5	4	3	9	3	6	3	2	3	2	3	2	3	3	1	4	14	2	3	1	1	

# Major Capital Construction

## 20 Years



### Major Capital Construction Projects Completed Within The Past 20 Years

Year	Project	Square Footage	Final Cost (\$M)	Escalated Costs to 2024
2003	Mundelein Branch Court	7,900	\$2.0	\$3.3
2006	Round Lake Branch Court	7,900	\$3.5	\$5.4
2006	Work Release Tower & Secure Detention Remodeling	42,600	\$11.6	\$17.9
2007	Adult Probation & Psychological Services Facility	32,500	\$5.3	\$8.0
2008	Park City Branch Court	14,200	\$6.9	\$10.1
2009	Public Defender's Office Remodeling	20,700	\$2.3	\$3.3
2010	Central Permit Facility	64,400	\$23.2	\$32.5
2010	Health Department & Community Heal Center (3010 Grand Ave)	85,000	\$24.0	\$33.6
2012	Administration Tower Remodeling (Floors 2-5)	38,000	\$7.8	\$10.4
2014	Administration Tower Remodeling (Floors 6-9)	34,000	\$9.8	\$12.5
2014	Juror Parking Lot	0	\$1.9	\$2.4
2017	Depke Juvenile Justice Center - Courthouse Addition	38,600	\$15.5	\$18.3
2017	Multi-Department Storage Facility	20,000	\$4.6	\$5.4
2018	Courts Expansion Project	245,000	\$120.0	\$138.7
		650,800	\$238.4	\$302.0