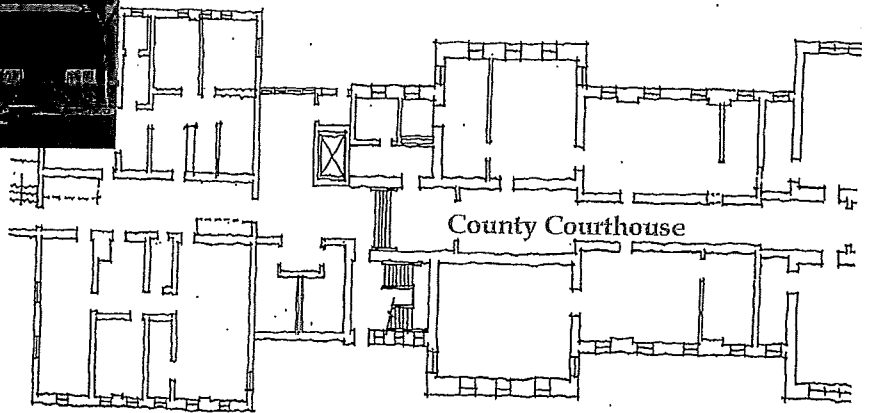
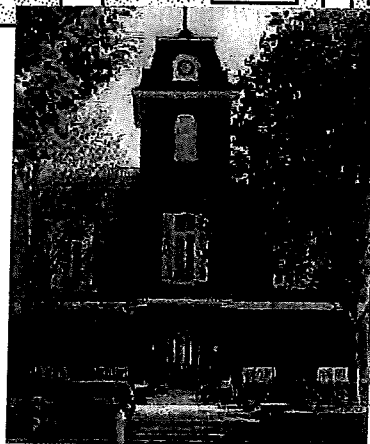
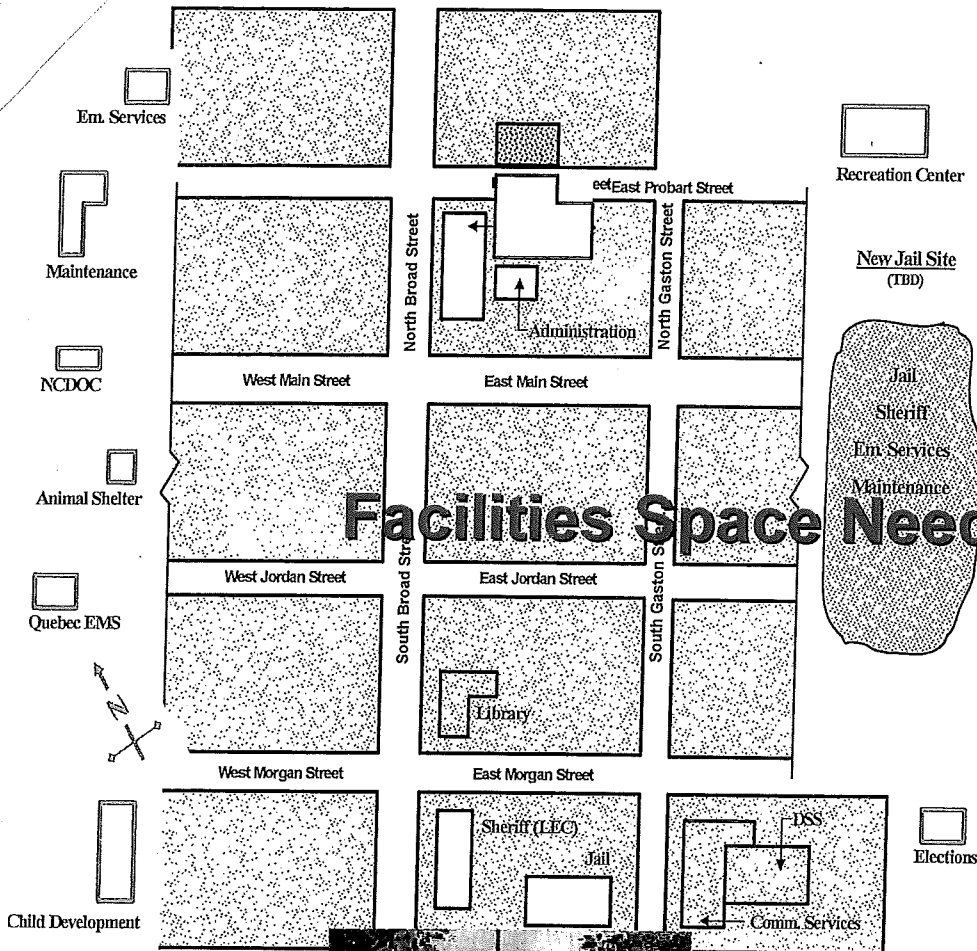


Transylvania County

Brevard, North Carolina

Facilities Space Needs Assessment

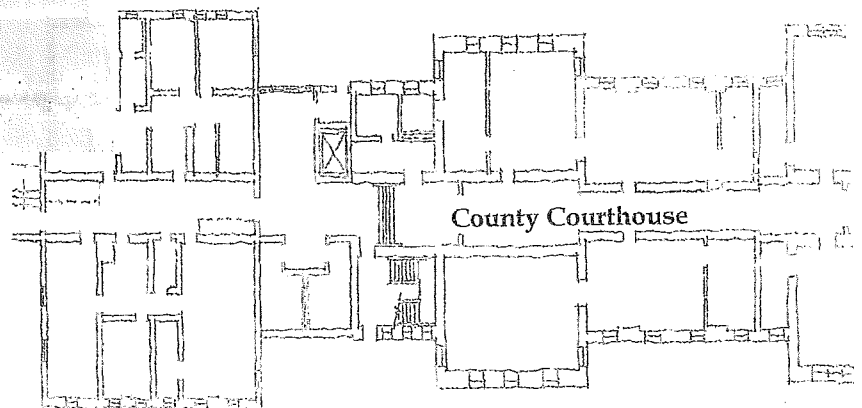
May 2005



Transylvania County
Brevard, North Carolina

Facilities Space Needs Assessment

May 2005



Solutions for Local Government, Inc.
2301 Valencia Terrace, Charlotte, NC 28226
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1. INTRODUCTION

Transylvania County Government currently provides office space for its various departments and service agencies in a number of different buildings. It is also statutorily responsible for providing office space and facilities for a number of constitutional officers and State agencies as well as for several organizations that provide services to County citizens on a regular basis.

Some facilities are in good shape or relatively new or recently occupied. Others are older buildings that have become crowded or include space that is no longer efficient. Some facilities accommodate a single department or agency and others are occupied by several departments that may or may not relate to one another's respective function or purpose.

With a new Library under construction and planning for a new Jail underway, the County has expressed an interest in developing a plan for the best use of *all* County space.

During December 2004, the Board of County Commissioners authorized the County Manager to contract with Solutions for Local Government, Inc. of Charlotte, NC to develop a Facilities Space Needs Assessment study of the County's existing facilities and working departments and service agencies.

Ultimately, this study included an assessment of 35 County Departments and service agencies that currently occupy sixteen (16) individual buildings; a cumulative total net useable area of nearly 115,000 square feet.

Project Scope

The work plan approved by the County included the following primary tasks:

1. Assess the current condition and space needs of facilities (owned or leased) that are currently occupied by County departments and service agencies,
2. Identify additional space needs, beyond current, to accommodate 10-15 year projected requirements,
3. Provide recommendations regarding the reuse, continued use, and/or renovation of existing facilities; including the Library, the Jail, and the third floor of the Department of Social Services Building,
4. Document and quantify the specific space needs identified,
5. Provide estimates of probable costs to renovate and/or develop new facilities that are suggested.

Methodology

The work on this study took place during January, February and March of 2005. The information collected and developed during the study process and assembled for this report involved a variety of activities and numerous sources. The most predominant of which included;

- Site visits
- Building assessments
- Operations audits
- Personal interviews
- Client/work unit information
- Construction drawings
- Physical measurements
- Consultant data base comparisons

2. CURRENT SPACE

The following table identifies the net usable square footage currently occupied and used by each of the respective County agencies and departments. In the majority of cases, original building architectural drawings were reviewed and measurements were taken to determine the area of each designated space. In instances where drawings were not available or where modifications to the buildings had been made, actual measurements were taken.

The number to the right of each department or agency designation is the current *net usable area*, in square feet, assigned to the designated department.

Figure 1
Current Space Assigned by Agency/Department

Courthouse		Law Enforcement Building	
Clerk of Court	3,883	Sheriff's Office	7,683
Tax Assessor	2,427	Communications Center	1,437
Tax Collector	604	EOC/Support	763
Register of Deeds	1,730		
Superior Court	3,598	Emergency Services	
Grand Jury	470	EMS Brevard	3,922
Law Library	552	EMS Quebec	1,400
District Court	1,143		
NCDOC	262	Child Development Center	
Juvenile Justice	439	Child Development	9,018
District Attorney	817		
		Animal Shelter	
Administration Building		Office, Shelter, & Storage	2,334
County Administration	1,127		
Finance	651	Community Corrections (Leased)	2,915
Human Resources	244		
Information Technology	617	Jail Facility	
		Detention	6,354
Library		Magistrate	437
Main Level	7,780	Fire Marshal	314
Lower Level	2,370	Other/Unassigned	1,518
Human Services Building		Parks & Recreation	
DSS	11,711	Activity/Recreation Center	14,154
Soil & Water Conservation	628		
Cooperative Extension	1,331	Board of Elections	
Vocational Rehab	354	Office	936
Health Department	5,747	Outbuilding	575
WCCA	796		
ESC/Job Link	1,480	Maintenance	
Transportation & Housekeeping	1,397	Main Building	2,770
Planning & Economic Dev.	462	Equipment/Storage Bays	3,140
Inspections	955	Yard	3,590
Veterans Administration	176		
General Use/Meeting Space	1,040		
			63,260
		(Less "Yard"/non-structure space)	3,590
	54,793		59,670

Note: the "Yard" designation under Maintenance listing is just that; the outdoor materials and equipment storage yard. While not under roof currently the area identified would need to be duplicated if the Maintenance Department were to relocate.

In summary, the total area for which the County is responsible totals 118,053 square feet of occupied space with the inclusion of the Maintenance Yard; 114,463 square feet under roof without it.

3. CURRENT DEFICIT

This section addresses current conditions and existing issues regarding existing space that effect service efficiency of operation, not the least of which includes existing space deficits.

The table that follows includes the observations and corresponding comments regarding conditions that were found to exist during audits of each building and each area occupied by the County department or agency identified.

NOTE: The emphasis of this proposal is *space needs* and the most appropriate/beneficial option(s) for *reuse of property and buildings available for sale*. Specific building code issues or structural, electrical, mechanical and plumbing systems *will not* be evaluated as part of this process. However, observations made by the consultant during the course of the study, pertaining to any of these areas of concern, will be identified to the County.

Figure 2
Existing Conditions-Current Space

COURTHOUSE	
Clerk of Court	Current Space: 3,883 SF
<ul style="list-style-type: none"> ▪ Primary building corridor divides principal COC office functions ▪ Corridor also serves as reception, waiting, meeting, mail distribution, and filing space ▪ Public access Records Area is <i>very</i> small and COC personnel must locate workstation within/open to area and public circulation ▪ Circulation within COC offices interferes with employee work and productivity ▪ There are no convenient meeting room(s) for conducting private meetings ▪ There is not a separate/private area available for complainants to complete domestic violence paperwork ▪ Bookkeeping Area is <i>very</i> crowded ▪ A number of file cabinets must be kept in the public corridor ▪ Personal and confidential interviews must often be held in the corridor ▪ Public may access (unimpeded) the COC area from the fire exit stairs leading to lower and upper floors, and from the public building entrance <i>without restriction</i> directly from the street, public parking, etc. ▪ Security and accessibility generally is poor at best, throughout all COC office areas ▪ Adequate and convenient storage space is desperately needed 	
Tax Assessor	Current Space: 2,427 SF
<ul style="list-style-type: none"> ▪ Long, narrow configuration of offices and work space is very inefficient ▪ Internal office/employee circulation interferes with every designated employee work space ▪ The customer service/reception area is <i>very</i> limited; will not handle more than 2-3 people at a time ▪ Access to area from outside door (in Map Room) as well as from the corridor is unrestricted ▪ Large back room permits direct, unimpeded public access, however, little if any area is provided for map layout and review, etc. ▪ Land Records, Mapping, and Personal Property areas and the personnel assigned <i>need space!</i> ▪ In addition to employee workstations and offices, need a dedicated meeting room for private conversations and meetings regarding personal tax matters ▪ Revaluation functions need work space for public visitors ▪ Space utilized for assessment appeals and informal hearings is inadequate ▪ Adjacent corridor is primary access to/from Court; loiterers interfere with public wishing to access Tax Assessor Offices; security is a concern ▪ Area requires dedicated copy/work room to accommodate machines and materials assembly ▪ Internal building security is a major concern 	

(Tax Assessor, continued)	
<ul style="list-style-type: none"> ▪ Adequate room/space to locate accessible files and computer screens away from public access and view is necessary however non-existent ▪ Fights in the corridor between people coming from court have occurred, and a cause for concern ▪ Smokers at front door cause smoke to drift into offices 	
Tax Collector	Current Space: 604 SF
<ul style="list-style-type: none"> ▪ The space assigned is embarrassingly small for the functions that must occur within ▪ Public visitors wishing to access offices are often impeded by crowds and movement of people attending or going to and from court ▪ Reception/customer service area cannot accommodate public traffic that occurs ▪ Hallway/public corridor access gets crowded during court sessions ▪ Storage is inadequate ▪ The Tax Collector needs an office ▪ Support staff require areas and/or arrangement of space to facilitate and assure confidentiality when required ▪ The office/space assigned has but one (1) access/exit door to and from the area 	
Register of Deeds	Current Space: 1,730 SF
<ul style="list-style-type: none"> ▪ Long, narrow space does not accommodate efficiency of circulation or arrangement of office space/work areas ▪ ROD's office also serves as an equipment room, storage area, and meeting room ▪ The Vault is busy with public visitors on a consistent basis ▪ Public reception area is inadequate ▪ Area needs a dedicated meeting room ▪ Office area needs a separate, dedicated area for accessible files used by staff on a regular basis ▪ Storage (generally) now occurs wherever space can be found ▪ The Vault is too small for the number of visitors and is running out of space for records and documents that must be maintained ▪ Circulation of public visitors in, through, and between staff areas is awful and very disruptive ▪ Office employees must work with forms and files that should be kept out of public view; i.e., limited space does not permit arrangement of work areas to accommodate ▪ Employees handle money (cash) yet limited access/exiting requires movement within and through public circulation areas 	
District Court	Current Space: 1,143 SF (Considers small Courtroom & related space)
<ul style="list-style-type: none"> ▪ Lacks adequate area adjacent the Courtroom for public waiting ▪ There are no attorney interview rooms adjacent or convenient to the Courtroom ▪ There are no accommodations for security screening of court attendees/visitors prior to entering the Courtroom ▪ There is no access vestibule to preclude noise interference from adjacent public corridor ▪ Courtroom appears to be set up to accommodate a jury trial however size & configuration of the room/space itself is totally inadequate ▪ Secure, public, and private circulation patterns completely overlap/intersect with each other ▪ There are no secure inmate holding areas adjacent the Courtroom ▪ Inmates are brought into the CR via public corridor from the public parking lot ▪ Judges and Court personnel lack convenient support space ▪ Current location in the building allows unfettered access to/from public corridors, public parking area, the street, etc. 	
Superior Court	Current Space: 3,598 SF
<ul style="list-style-type: none"> ▪ Accessibility via front stairs is awful ▪ No waiting area is provided immediately adjacent the Courtroom ▪ There is no access vestibule to preclude noise penetration from outside the Courtroom ▪ ADA accessibility requirements are met with the elevator near the back public parking area, however, once off the elevator pedestrians must access the Courtroom from the "secure" side of the Courtroom where now inmates, judges and court personnel also enter 	

(Superior Court, continued)	
<ul style="list-style-type: none"> There are no attorney interview rooms adjacent or convenient to the Courtroom There are no accommodations for security screening of court attendees/visitors prior to entering the Courtroom or, more importantly, the building itself There is no access vestibule to preclude noise interference from adjacent public corridor Courtroom is set up to accommodate a jury trial, however, litigation space and acoustics are less than adequate Secure, public, and private circulation completely overlaps/intersects There are no secure inmate holding areas adjacent the Courtroom Inmates are brought into the Courtroom via a <i>public corridor from the public parking lot</i> Judges and Court personnel lack convenient support space Current location in building allows unfettered access to/from public corridors, public parking area, the street, etc. 	
Court Support	Current Space: 1,022 SF
<ul style="list-style-type: none"> There is no dedicated Jury Assembly area Grand Jury Room is neither space nor security appropriate; i.e., no security vestibule, witness waiting, attorney interview, or security officer space Additional offices for Judges are needed Offices for visiting and support personnel are needed Meeting and conference space is needed Circulation and access to Law Library and Grand Jury Rooms is currently unrestricted 	
NC DOC	Current Space: 262 SF
<ul style="list-style-type: none"> Requires intake offices including convenient and accessible interview space in the Courthouse Currently consists of a single office Requires division of at least 2-3 separate and privacy 	
Juvenile Justice	Current Space: 439 SF
<ul style="list-style-type: none"> Case Officer serves as Magistrate in Juvenile matters Space is currently occupied on a part-time basis When in use access, privacy and confidentiality are difficult due to limited space and configuration Separate waiting area should be provided juveniles and family members, away from general public and adult criminal circulation, corridors, etc. Area requires secure holding space When in use, Office requires at least four (4) separate work areas; 2 private offices, plus a Reception/Waiting area and a meeting room 	
District Attorney	Current Space: 817 SF
<ul style="list-style-type: none"> Offices are very small and provide limited opportunities for private/confidential discussions without disrupting other attorneys or office personnel General Waiting Area is much too small A <i>separate</i> waiting area should be provided for witnesses, victims, and children Office area needs at least two individual, private interview rooms Restrooms are not available within the office area Access to the offices is unrestricted from public corridors, public parking, lower floor and the street A dedicated and secure file room is needed for retention of records A dedicated copy/work room is needed for materials and case preparation Separate, secure, and controlled access/exiting locations must be available to separately accommodate adult and child visitors 	
ADMINISTRATION BUILDING	
Manager/BCC	Current Space: 1,127 SF
<ul style="list-style-type: none"> Current public access Lobby and waiting area could be larger and should to provide more accessible public display space for general information and materials Access to an from the building at both front and back entrances is unrestricted; i.e., un secured 	

(Manager/BCC, continued)	
<ul style="list-style-type: none"> ▪ County Commissioner work space could be larger and/or additional spaces provided to permit paper and phone work while in the building ▪ County Manager's Office is inadequate with regards to size for the various functions, meetings and activities that need to occur within ▪ Acoustics and wall construction preclude adequate privacy necessary in conducting private meetings and conversations. ▪ Commissioner meeting room is now the large courtroom in the adjacent Courthouse ▪ Arrangement of space for meeting, public hearing and presentation purposes is less than ideal ▪ Office of the Board Clerk is essentially an access corridor to the Commissioner's and Manager's offices; and subsequently, a very disruptive situation ▪ Location next to copy/mail room fosters infinite interruptions of people wanting to talk ▪ Area cannot be secured ▪ There is no Administrative Waiting Area separate from public entrance and primary circulation ▪ Need small office for general public/media use to review documents ▪ Area lacks dedicated, secure file and materials storage space ▪ Would benefit if a dedicated Mail Room could be provided for access by County department personnel 	
Finance	Current Space: 651 SF
<ul style="list-style-type: none"> ▪ General work space is very crowded ▪ Director's office, although large, also serves as a file room/storage area ▪ To access secondary storage room personnel must go through IT work area ▪ Person handling medical records and EMS billing should have a private office to assure required security and confidentiality of information being processed ▪ Access to area should be controlled from within for security of personnel, records, cash handled, etc. ▪ Visitors to offices do not have an area to write, fill out forms, review paperwork, etc. ▪ Separate area(s) for storage, filing, and a multipurpose work room is desperately needed ▪ Need separate space for auditors that does not interfere with ongoing functions of Finance or Administrative staff 	
Human Resources	Current Space: 244 SF
<ul style="list-style-type: none"> ▪ Could better utilize current Receptionist if location adjacencies were different ▪ Requires space to conduct confidential interviews and meetings regarding medical and personnel issues ▪ Access to area is unrestricted; i.e., unsecured ▪ County employees would benefit if access were provided to a common-use wellness/health/workout center 	
Information Technology	Current Space: 617 SF
<ul style="list-style-type: none"> ▪ Current office space and work space is inadequate for the services and functions that must occur ▪ Work room, while currently adjacent server room, is essentially a wide hallway between Finance office and storage area and server room ▪ There is essentially no room to store equipment that is received and must be set up/worked on prior to installation ▪ Additional personnel now being hired do not yet have work or office space ▪ Security and environmental control of operational equipment is a major concern ▪ The County-wide area network server must be readily accessible to IT personnel but highly secure 	
HUMAN SERVICES BUILDING	
Social Services	Current Space: 11,711 SF
<ul style="list-style-type: none"> ▪ Relatively new facilities and adequate for current needs 	
Soil & Water	Current Space: 628 SF
<ul style="list-style-type: none"> ▪ Would benefit from having an internal waiting area offset from office work space ▪ Need separate area for public to use computer, and view documents and maps 	

(Soil & Water, continued)	
<ul style="list-style-type: none"> ▪ Circulation in most of office areas is very crowded and congested ▪ Would benefit from separate storage room for general supplies and materials not needed to be displayed or otherwise kept in work areas 	
Cooperative Extension	Current Space: 1,331 SF
<ul style="list-style-type: none"> ▪ While location generally is good, layout & circulation of offices is poor and inefficient ▪ Area lacks adequate space for visiting agents and volunteers ▪ Reception area location is not efficiently located or sized ▪ Area lacks sufficient storage space ▪ Signage in area of building is poor and creates interruptions for department personnel ▪ HVAC/temperature controls are poorly zoned to control heat, and air circulation ▪ Would benefit from having a “wet lab” for Master Gardener program and numerous environmental education uses ▪ Meeting rooms lack adequate audio visual/technology capabilities ▪ Area often gets “overrun” with activity involving other County departments who need to use available conference/meeting space 	
Vocational Rehabilitation	Current Space: 354 SF
<ul style="list-style-type: none"> ▪ Current location is considered ideal with regards to proximity to related agencies ▪ Office location near building’s entrance makes office the first place visitors stop to ask directions ▪ Air circulation within office area is poor ▪ Offices do not have adequate number of electrical outlets 	
Public Health	Current Space: 5,747 SF
<ul style="list-style-type: none"> ▪ Current areas assigned consists of a maze of tightly arranged spaces, all of which are quite crowded ▪ There is inadequate waiting space for the various clinics and program area visitors ▪ Although access is controlled to administrative areas, other areas are not ▪ Circulation throughout is circuitous and inefficient ▪ Existing adjacencies do not work ▪ Clinic rooms are too small ▪ Clinic support areas are not convenient to the purposes (clinics) they are intended to support ▪ Nursing staff offices and work space(s) are scattered ▪ Area lacks private interview rooms ▪ Significant issues exist regarding HIPPA records security/confidentiality requirements ▪ Clients waiting to be seen now sit in the hallway, precluding any degree of confidentiality ▪ There is insufficient secure storage for various equipment and medication that must be maintained ▪ Some separation of program service areas should be provided; it is not ▪ The “lab” is primitive at best ▪ Several spaces, including staff work areas, the lab, and others also serve as “hallways” from one area to another ▪ Exit stairwell at end of hall used for storage, cabinets, refrigerator, etc. ▪ Width of internal hallways will not permit free passage of a gurney should an individual require emergency transport ▪ The path nurses and patients must take through the health assessment (physical) process is convoluted and extremely inefficient ▪ Health Educator’s office is on the 2nd floor and lacks adequate materials storage space ▪ Additional personnel are needed, however, there is currently no place to put them ▪ Grant funds are apparently available to establish a dental clinic, however, space is not currently available to do so ▪ Environmental Health Offices are small and very crowded ▪ They also lack an adequate public waiting area and meeting space ▪ Circulation through the offices is poor ▪ The area does not have a dedicated plans review/meeting space ▪ Current Environmental Health space cannot be expanded at its present location ▪ Numerous clinic and office areas are non-compliant with regards to ADA accessibility regulations 	

WCCA Current Space: 796 SF	
<ul style="list-style-type: none"> ▪ Current usable square footage is generally adequate ▪ A larger Reception/Waiting area would better accommodate visiting families 	
ESC/Job Link Current Space: 1,480 SF	
<ul style="list-style-type: none"> ▪ Current location is very good considering the agencies that ESC most frequently works with ▪ Due to the area of the building/floor occupied, an additional exit door from the offices is needed ▪ Office does not currently have adequate accessible and secure storage for confidential files 	
Transportation & Housekeeping Current Space: 1,397SF	
<ul style="list-style-type: none"> ▪ Space is generally adequate ▪ Could use larger work area for drivers ▪ Department currently maintains large storage area in basement of DSS building ▪ Housekeeping staff could use larger storage and equipment space in each of the buildings they are responsible for 	
Planning & Economic Development Current Space: 462 SF	
<ul style="list-style-type: none"> ▪ Space is inadequate for functions that are intended to occur ▪ Individual planning offices are <i>very</i> small ▪ Little if any room for materials and active files, much less storage, within the office now ▪ There is no meeting room or area to review drawings or maps ▪ The current "waiting" area is extremely limited; the hallway is often used ▪ The copy machine must be located and used in the hallway ▪ Hanging map racks must also be located in the hallway ▪ As an economic development "office" would not present a positive image to visitors; i.e., also lacks dedicated conference room, counter/materials storage space, etc. 	
Inspections Current Space: 955 SF	
<ul style="list-style-type: none"> ▪ Inspector's work area is very crowded ▪ Office needs dedicated conference /meeting space for 8-10 people ▪ Lacks adequate accessible, secure file and records retention space ▪ Would benefit from having a separate work station for web site management ▪ The office requires a dedicated area, preferably a small room or set aside/alcove for individuals taking tests; i.e., table and chair, privacy, etc. ▪ Plans review area needs to be twice as large and out of the internal traffic pattern 	
Veterans Services Current Space: 176 SF	
<ul style="list-style-type: none"> ▪ Current space is adequate for the limited use it receives 	
LAW ENFORCEMENT BUILDING	
Sheriff's Office Current Space: 7,683 SF	
<ul style="list-style-type: none"> ▪ Total internal area of the building appears to be (generally) adequate, however, arrangement of spaces, circulation between spaces, and area adjacencies are awkward and not always convenient to one another ▪ There are no physical training facilities ▪ Every space in the building is occupied ▪ There does not appear to be any space available were additional personnel to be added ▪ Interview rooms are in the inner area of the building and witnesses, defendants and/or victims must be escorted through the building to get to them ▪ Additional evidence storage space is needed ▪ Public entrance is not especially "visitor friendly" ▪ Entire Department would benefit were it to be re-located to the same site suggested for the (pending) new County Jail 	

Communications Center Current Space: 1,437SF	
<ul style="list-style-type: none"> ▪ No Waiting Area for public visitors ▪ Staff do not have a private area for personal lockers ▪ There is no dedicated break/respice area for staff who endure long shifts or extended stays during emergencies ▪ The Center needs an additional restroom ▪ Accessibility to Communications room is easily compromised during hectic business hours ▪ The area lacks storage space ▪ Room designated as Emergency Operations Center (EOC) is inadequate for intended use ▪ Appropriate support spaces necessary to accommodate emergency activation not available include; breakout rooms, phone banks, break area, bunk rooms, kitchenette, storage, showers/restrooms, etc. ▪ The above referenced areas are necessary in an Emergency Communications Center as well, if not more so ▪ Communications staff need designated male & female locker, shower, and restrooms ▪ Public access is necessary as Addressing functions are a responsibility of the Department ▪ Security between the areas is poor ▪ Communications Center needs an additional Supervisor's office ▪ Additional office could also serve as a dedicated full service training console ▪ HAZMAT trailer and Mobile Command Unit are large pieces of equipment that must now be left out of doors ▪ If consolidation w/Sheriff's Office Dispatch occurs, accommodations will need to be made to receive a higher volume of walk-in traffic on a much more frequent basis than the Communications Center experiences now. 	
JAIL BUILDING	
Detention Current Space: 6,354 SF	
<ul style="list-style-type: none"> ▪ Planning for a new Detention Center is in progress 	
Magistrate Current Space: 437 SF	
<ul style="list-style-type: none"> ▪ Recently renovated space is now being used at end of administrative hallway ▪ Public access is difficult ▪ Magistrate lacks separate work area (from Hearing Room) ▪ This office will eventually be located with the Detention Center when it is built 	
Fire Marshal Current Space: 314	
<ul style="list-style-type: none"> ▪ Newly renovated space has recently been provided for the Fire Marshal 	
Other/Unassigned Current Space: 1,518 SF	
<ul style="list-style-type: none"> ▪ Consists of various offices none of which are permanently occupied at present; (Library Project Manager will continue to occupy two offices for at least another 6-8 months) 	
CHILD DEVELOPMENT	
Development Center Current Space: 9,018 SF	
<ul style="list-style-type: none"> ▪ A very active & high energy program with lots of simultaneous activities ▪ Lobby/Entrance/Waiting Area is very small ▪ Office space is limited for the number and type of personnel assigned ▪ Much more storage space in specific areas, as well as common use areas, is needed throughout ▪ Additional small therapy rooms and work areas are needed, as well as a larger Training Room ▪ Need a separate area for deliveries versus same entrance as parents w/children ▪ Should consider security system that includes controlled access to the building from outside ▪ The current facility is ideally located, adjacent the park and connected by a walkway to the new County Library ▪ The program's current waiting list exceeds 120 children 	

BOARD OF ELECTIONS	
Office & Out-Building	Current Space: 2,330 SF
<ul style="list-style-type: none"> Currently cannot accommodate voting location within the building or in "an adjacent building" but must use CSB Conference room Complaints of mold/mildew odors were confirmed in west side of out-building Outbuilding used to store and maintain voting machines should be replaced; some water damage noted at ground level Handicap ramp is very slippery when wet Principal front entrance to building is difficult to access; i.e., the way parking is arranged adjacent the building, would expect entrance to be at the back or side of building Due to location, buildings receive considerable water runoff from higher level paved parking area adjacent the Community Services Building Covered access/loading and unloading should be provided at outbuilding Need classroom/meeting space to train groups of 50-60 poll/precinct workers 	
MAINTENANCE FACILITIES	
Office/Warehouse	Current Space: 2,770 SF (does not include "Yard")
<ul style="list-style-type: none"> Large warehouse type building serves as combination carpentry shop, metal working/welding area, office, restroom, paint area, and general storage for parts and materials; vehicles are also driven into the "shop" for minor work or prior to snow storms for easy access Separate areas need to be provided for different functions; i.e., "clean" space, office, painting/finishing/woodworking, parts & materials storage, etc. Current area could be better organized for improved efficiency Separate room is needed for drafting and related activities and for storage of building plans and for plans review activities/meetings Need small locker room and shower area within the building Yard area adjacent to building is used for materials storage and parking of various County vehicles and equipment Yard is located behind locked chain-link fence, however has not precluded vandalism to vehicles Portion of yard is used for abandoned/confiscated Sheriff's department vehicles Additional outdoor materials storage; piping, flexible tubing, trailer, etc. occurs in area behind shop building Need covered, preferably enclosed parking area for large (expensive) vehicles and equipment Exiting and accessing the Maintenance site is very difficult to/from the busy highway; potentially dangerous; particularly when pulling heavy equipment or a trailer behind an already large truck or other vehicle 	
Storage/Equipment	Current Space: 3,140 SF
<ul style="list-style-type: none"> Several adjacent garage/warehouse type buildings, adjacent to the Shop building are used for storage of equipment, materials, old records of numerous County departments, and for additional and various heavy equipment vehicles operated by Maintenance personnel None of the buildings appear to be heated or cooled All are full 	
EMERGENCY SERVICES	
General/Administration	Current Space: (Included within Brevard EMS Base)
<ul style="list-style-type: none"> Functions of Emergency Services Department are fragmented; Director is co-located with Brevard EMS, Fire Marshal is located in old Jail facility, Communications Center is in basement of Law Enforcement Building 	
EMS-Brevard	Current Space: 3,922 SF
<ul style="list-style-type: none"> Access and exiting from Brevard base is difficult at best onto the busy highway Water run off from roadway can often flood vehicle bays Vehicle bays are too narrow for the vehicles assigned 	

(EMS-Brevard, continued)	
<ul style="list-style-type: none"> ▪ Traffic flow and “cutover “ road in front of base can make emergency vehicle exiting hazardous ▪ Office and support space are adequate 	
EMS-Quebec	Current Space: 1,400 SF
<ul style="list-style-type: none"> ▪ Quebec base facility is adequate, however, an additional vehicle bay is needed to adequately accommodate and protect the second vehicle from the elements as well as temperature extremes 	
PARKS & RECREATION	
Activity Center	Current Space: 14,154 SF
<ul style="list-style-type: none"> ▪ A very high use facility ▪ Very active schedule of activities ▪ Major space of interest is the 10,000 sf gymnasium ▪ If there were another gym on the same site it would be used ▪ Current needs include additional general storage, expansion of restroom/locker rooms, and additional parking 	
ANIMAL SHELTER	
Office, Shelter, & Storage	Current Space: 2,334 SF
<ul style="list-style-type: none"> ▪ In a word; awful ▪ While the County may choose to provide minimum services it is apparent additional space is needed ▪ Kennel areas are small; frequently full; i.e., too few ▪ Separation of dog and cat areas should be provided ▪ Separate quarantine and rabies isolation areas should be provided ▪ Offices and staff work space do not serve the functions for which they are intended ▪ Air circulation throughout the facility is poor at best ▪ The Shelter depends on volunteers; space for them to work should be provided accordingly ▪ A petting area should be provided for visitors wishing to adopt animals ▪ Serious concerns exist regarding age and condition of current septic system ▪ Land, which establishes setback required from adjacent creek, is eroding <p>NOTE: At the time this report went to press, the County had just recently designated funds for a new Animal Shelter.</p>	
NCDOC/COMMUNITY CORRECTIONS	
Leased Offices	Current Space: 2,915 SF
<ul style="list-style-type: none"> ▪ Current space appears to be adequate although intake and interview space needs to be maintained at the Courthouse; and enlarged if possible 	

These comments of course contributed to the calculations that were developed to determine the current space deficits that were observed to exist in each of the areas, departments, and buildings evaluated. The “conditions” that warranted additional space included several major categories of concern; included the following:

- Observed, obvious crowding of individual work spaces and major activity areas.
- Operational requirements and functionality of current space in use.
- Internal circulation and adjacencies of individual spaces and work areas.
- Customer and general public accessibility.
- Specific equipment and user area needs; i.e., meeting space, equipment, storage, etc.
- Observed and expressed concerns regarding department, area, and/or overall building security.

The table that follows summarizes the total identified space deficit that was calculated to exist *now*, for each of the departments and service areas studied. The numbers in the “Deficit” column are net square feet (NSF).

Figure 3

Existing Department/Agency Space Deficits

Department/Agency	Deficit
Courthouse	23,825
Administration	5,486
DSS	-
Community Services	6,414
Law Enforcement Building	1,560
Emergency Services	3,925
EMS Quebec	600
Child Development Center	2,550
Animal Shelter	2,000
Community Corrections (Leased)	-
Board of Elections	500
Maintenance (Leased)	3,290
Parks & Recreation	950
Total Current Space Deficit:	51,100

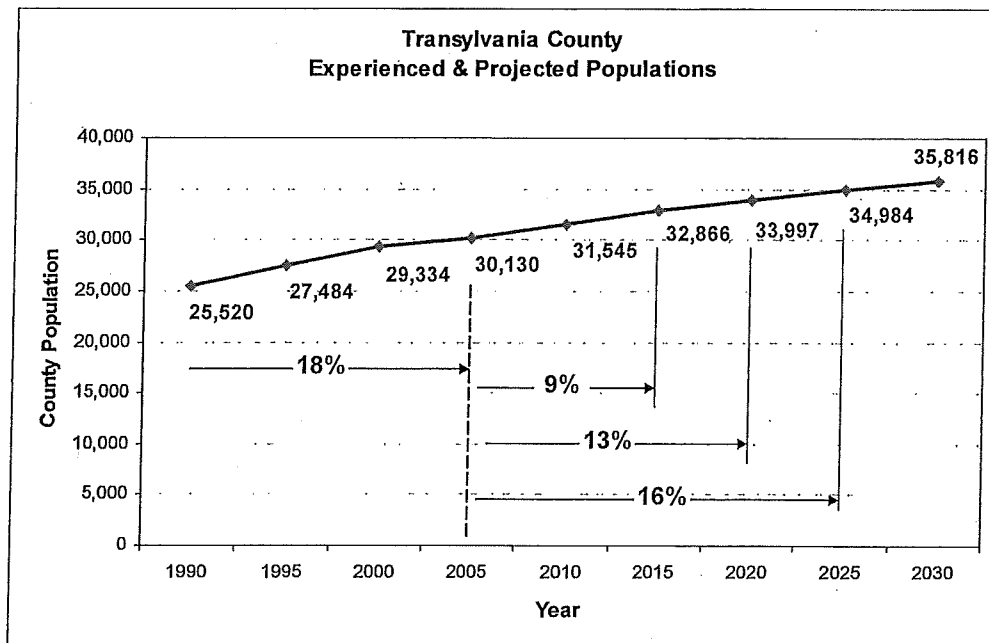
4. FUTURE SPACE NEEDS

Following the calculations regarding current space deficits, interviews were conducted with Department Directors, various elected officials and agency representatives in an effort to identify additional/future requirements that were to be anticipated as well. In this case "future" referred to 10-15 years, and future space requirements were estimated based on anticipated workload expected that typically, although not consistently, corresponded with County general population and associated customer population increases.

Additional information sources referenced included the North Carolina Office of Budget & Management, the Administrative Office of the Courts, and the North Carolina State Bureau of Investigation. Of course staff interviews with department heads, unit supervisors and support personnel, in conjunction with assessments of annual and current workload information, was the primary source of the projected space needs eventually identified.

Perhaps the most significant "driver" of future workload(s), and thus space needs, is anticipated population growth. Figure 4 identifies the County's experienced and projected growth for the years 1990-2030. It indicates that the County's population growth between 1990 and April of 2005 was approximately 18 percent. Likewise, for the *next* 15 years (2005-2020), the State only projects an increase of an additional 13 percent; or, a little more than 2,700 additional people.

Figure 4
Experienced & Projected County Populations



The State's figures are updated on a regular basis however; also receive significant review and adjustments every ten (10) years following the release of US Census Bureau numbers. With few exceptions, County projections have been seen to be adjusted upwards each time. In other words the previous ten years of projections offered by the State have tended to be (typically) more conservative than the actual growth experienced. Subsequently, it is very likely that the County's increase in population by 2020 will be closer to 18-20 percent versus the 13 percent currently projected. The "additional" space needed then, will be that amount necessary, *in addition to* the previously identified "current" and "deficit" space, to accommodate year 2020 needs.

Therefore, the calculations necessary to determine the total 10-15 year space needs (year 2020) of each of the departments and service agencies studied will be the sum of the department's current, deficit, and additional space needs.

$$\text{Current Space} + \text{Current Deficit} + \text{Additional Space} = 2020 \text{ Space Needs}$$

The tables that follow identify each of these amounts for the departments and service agencies studied. All figures are expressed as net square feet (NSF).

Figure 5
County Courthouse

Agency	Current	Deficit	Additional	2020
Clerk of Court	3,883	1,477	1,500	6,860
Tax Assessor	2,427	1,898	1,500	5,825
Tax Collector	604	1,466	500	2,570
Register of Deeds	1,730	1,340	1,000	4,070
District Court	1,143	10,007	5,200	16,350
Superior Court	3,598	4,102	4,350	12,050
Court Support	1,022	1,378	1,400	3,800
NCDOC	262	238	150	650
Juvenile Justice	439	211	300	950
District Attorney	817	1,708	850	3,375
Category Total:	15,926	23,825	16,750	56,501

W

44,036

Figure 6
Administration Building

Agency	Current	Deficit	Additional	2020
Administration	1,127	3,973	400	4,470
Finance	651	624	500	1,775
Human Resources	244	181	500	925
Information Technology	617	708	1,375	2,700
Category Total:	2,639	5,486	2,775	9,870

Figure 7
Human Services Building

Agency	Current	Deficit	Additional	2020
DSS	11,711	-	1,200	12,911
Soil & Water Conservation	727	248	150	1,125
Cooperative Extension	1,331	750	550	2,631
Vocational Rehab	354	100	-	454
Health Department	4,865	2,475	4,925	12,265
WCCA	796	-	-	796
ESC/Job Link	1,480	400	-	1,880
Transportation & Housekeeping	1,397	-	400	1,797
Veterans Administration	176	-	-	176
Planning & Economic Development	462	1,673	500	2,635
Inspections	955	875	600	2,430
Environmental Health	882	400	600	1,882
Category Total:	25,136	6,921	8,925	40,982

Figure 8
Additional County Departments & Facilities

Agency	Current	Deficit	Additional	2020
Law Enforcement Building				
Sheriff's Office	7,683	800	1,200	9,683
Communications Center	1,437	760	550	2,747
Emergency Services	1,463	3,925	125	5,513
EMS Brevard	3,522	-	-	3,522
EMS Quebec	1,400	600	-	2,000
Child Development Center	9,018	2,550	6,000	17,568
Animal Shelter	2,334	2,000	1,200	5,534
Community Corrections (Leased)	2,915	-	1,200	4,115
Board of Elections	1,511	500	800	2,811
Maintenance (Leased)	2,770	430	-	3,200
Equipment/Storage Bays	3,140	2,860	1,200	7,200
Yard	3,600	-	-	3,600
Parks & Recreation	14,154	950	10,000	25,104
Category Total:	54,947	15,375	22,275	92,597

In total, the departments and service agencies identified in these tables now occupy approximately 98,648 net square feet. While the Social Services Building is new and expected to

accommodate the department's needs for years to come, and planning for a new County Jail is underway, other departments are going to need attention

5. PRIORITIZING NEEDS

Prior to the initiation of this study, the County had identified the Jail as their primary and most urgent facility concern. Planning and site selection is now underway for that project. In fact, it has been suggested that the site that is selected be able to accommodate more than just the Jail; for example, a new Sheriff's facility, and possibly other County needs and/or facilities as well.

Based on the results of *this* study effort, almost all of the departments and agencies studied illustrated a need for *some* amount of additional space; either immediately or in the near future.

The *most* urgent facility needs of the County now include:

1. The Courthouse, in its entirety,
2. The Public Health Department, and
3. The Emergency Services Department.

A summary review of the key issues regarding the space currently occupied by the departments and agencies affected are included in Figure 9 and in the comments that follow.

Figure 9
Urgent Facility Needs

Building/Department	Current	Deficit	Additional	2020
Jail	6,354	(Project Underway)		
Courthouse	15,926	23,825	16,750	56,501
Public Health	4,865	2,475	4,925	12,265
Emergency Services	1,463	3,925	125	5,513

The Courthouse:

- Major space deficiencies including the need for *at least* one additional courtroom *now*.
- Significant security concerns impacted by circulation, accessibility, lack of space, and public areas within the building.
- Inmates in custody, defendants, plaintiffs, court personnel and victims that may be called to testify must all traverse the same corridors, oftentimes simultaneously.
- Long, narrow spaces assigned to the Clerk of Court, Tax Assessor, Tax Collector and second level offices of the District Attorney are very inefficient and lack mandated separation of certain activities.
- There is no dedicated Jury Assembly Area, and the Grand Jury space is neither sufficient nor secure.

Public Health

- Current space is very restricted and inadequate for the number of patients served and the variety of programs provided.
- The Clinic process is extremely inefficient and labor intensive.
- Necessary privacy with regards to room and exam accommodations as well as records security and maintenance is inadequate.
- Waiting areas are inadequate for the number of patients served.
- Fire exit stairwell is currently used to store materials and supplies.
- Corridors within assigned work and clinic areas are not ADA compliant.

Emergency Services:

- Primary functions of the department are fragmented; key personnel and operations are currently located in three (3) different buildings.
- The current Emergency Operations Center is totally inadequate and could not accommodate necessary personnel or functions in a full-activation emergency of any duration.
- Appropriate support spaces necessary to accommodate emergency activation are not available; i.e., breakout rooms, phone banks, break area, bunk rooms, kitchenette, storage, restrooms, etc.
- The Communications Center has no Waiting Area for public visitors.
- Staff does not have a private area for personal lockers.
- There is no dedicated break/respice area for staff members that endure long shifts or extended stays during emergencies.
- Accessibility to central Communications Room is easily compromised during hectic periods of activity and during weekday business hours.

While the administration of justice, public health, and public safety concerns dictate that the Courthouse and the Public Health and Emergency Services departments be categorized as the most urgent needs, additional departments have significant, time-critical needs as well. The most significant of these include Information Technology, Planning & Economic Development, the Child development Center, and the Animal Shelter.

Figure 10
Significant Facility Needs

Building/Department	Current	Deficit	Additional	2020
Information Technology	617	708	1,375	2,700
Planning & Economic Dev.	462	1,673	500	2,635
Child Development Center	9,018	2,550	6,000	17,568
Animal Shelter	2,334	2,000	1,200	5,534

Information Technology

This department is responsible for the communications and information access and transfer needs of County government. Current space is scattered and insufficient as it exists. New space should be provided as soon as possible to accommodate functional and adequately sized office, work, training/classroom, and storage space.

Planning & Economic Development

The office space currently occupied is totally inadequate for the functions and responsibilities assigned; to the extent that drawing file racks and the copy machine have to be located in the public hallway outside the actual office area.

Child Development Center

A very active program and facility, ideally located adjacent the new Library, however needs additional Lobby and parent waiting space, physical therapy rooms, meeting space, area for deliveries and additional office space. Current waiting list exceeds 120 children. Expansion on site would appear to be the most appropriate option at this time.

Animal Shelter

In a word, the current facilities are "awful". However, the County has identified funds for the development of new facilities and is expected to proceed with planning and development as soon as possible.

As previously stated, almost all of the departments and agencies studied demonstrated that they would need *some* additional space either now or by the year 2020. In turn, *where* that space is provided and what opportunities various co-location or relocation opportunities might offer, will be addressed further in the *Recommendations* section. The comments that follow are provided in anticipation of their consideration within or as part of those recommendations.

Administration

Space needs identified include a formal, Board of County Commissioners Meeting Room.

Finance

Should be co-located with Administration and Human Resources

Human Resources

Should be co-located with Administration and Finance

Soil & Water Conservation

Needs additional, convenient storage space; would benefit from co-location with Cooperative Extension offices.

Cooperative Extension

Needs additional space now to accommodate number of citizens and programs provided; would benefit from co-location with Soil & Water Conservation.

Inspections

Inspectors need additional workspace now; area does not accommodate visitors very well; would benefit from co-location with Planning, and Environmental Health.

Environmental Health

Current space is very crowded; would benefit from co-location with Inspections and Planning.

Sheriff's Office

Could use additional storage space in Evidence now, circulation and access issues are not ideal, projected 2020 needs identify an increase over current of 2,000 NSF. The County has indicated desire to locate new Sheriff's facilities at new Jail site.

EMS Base-Brevard

Site access and egress is difficult due to location and proximity to existing roadways; lacks storage space.

EMS Base-Quebec

Existing building needs an additional vehicle bay to accommodate new vehicle which now must sit out in the weather.

Board of Elections

Ideally, existing Storage Building should be torn down and re-built to adequate size at the back of the site and needs to include a covered delivery/machine loading area.

Parks & Recreation

Currently experiences a very high level of activity and program participation. If there were another gymnasium of the same size it would be used now. Recommendations include an additional gym; the question for the County will be where to locate it.

Maintenance

Department is about to outgrow the primary Warehouse/Shop building; separation of space within for different functions is needed, however, putting renovation and construction dollars into this *leased* facility would be of little long-term benefit to the County. Also, current site access and egress onto major highway is awkward and at times dangerous. The Department needs a new facility at a new, permanent location.

Community Corrections

Also leased space; current offices and accommodations are adequate; Lobby/Waiting area could be larger and the parking area can get congested at times. There does not appear to be room within the existing building to expand; DOC *does* anticipate continued increases in personnel.

6. TYPE OF SPACE & RE-USE ISSUES

Recommendations regarding the development of new facilities and the renovation and re-use of existing facilities must overlay the identified needs of the subject department(s) with the space or building(s) to be developed or renovated. This becomes particularly important when the re-use of an existing building (which was originally designed and built for different purposes) is considered.

Thus far, previous sections have referred to facility space as “net square feet”, “net usable area”, or “usable area”, etc. This is because the space being evaluated has been the actual space in use and/or assigned versus the total area or square footage; i.e., “space” of the building structure itself.

The distinction between the two terms; *net square feet* (NSF) and *gross square feet* (GSF): becomes very important during early planning, and more so during design and ultimately construction; particularly when estimating probable costs.

Net Square Feet

The area of a room referred to as the *net* area, typically in square feet, is the product of the interior dimensions of that room that are available for actual use; i.e., 10 ft. x 10 ft., 16 ft. x 24 ft., etc. The net square feet (NSF) of a *building* is the sum of all interior spaces in the building available for use.

Gross Square Feet

A building's area, in gross square feet (GSF), is the *total area the building takes up on the site*. It includes the *net* square feet of all individual interior spaces **plus** those areas that are not assigned a specific use, but are essential to the building. These areas or spaces typically include:

- Corridors
- Stairwells
- Mechanical equipment
- Plumbing chases
- Wall thickness

Efficiency Factor

The factor used to calculate the net-to-gross difference in a building is called the *efficiency factor*. This number will vary depending on the type and complexity of the building's design, typically from 15-20% for open, warehouse type space, to as high as 80% for areas within very complex or intricate buildings such as detention facilities. A typical multiplier for standard office buildings with fixed partitions is 30-35 percent, or 1.3 to 1.35 times the total interior NSF.

For example, previously, Figures 5 and 9 suggested that the Courthouse space needs by the year 2020 will be approximately 56,501 net square feet; the total area in NSF of each of the occupying departments or agencies. With a building multiplier of 1.35 (35%) the total gross square feet of that size building would be 1.35 x 56,501 or 76,276 GSF.

What becomes particularly important is whether or not new space will be *new construction* or a *different building* that is remodeled to accommodate the space needs identified. It must be assumed of course that new construction will follow the design requirements which are developed to address the specific operational and service requirements of the intended occupant.

On the other hand, although occupants intending to occupy a different building will have specific design requirements as well, the efficiency factor will most likely be higher. This is because the

design will need to consider the location of existing walls, structural columns, mechanical systems, etc.

Therefore, a department with a total net space need of 4,000 square feet could most likely design and build a new facility with a total gross area of 5,200-5,400 GSF. Were the same department to go into a different (existing) building wherein the desired design criteria had to work around existing conditions, the efficiency factor would most likely increase. This means that although the net requirements would remain the same the efficiency factor would most likely increase. The result being that 4,000 NSF times a factor of 1.4 or 1.5 would now require that the *different building* have at least 5,600-6,000 GSF available.

Space Available for Reuse

Although other options will be explored in the Recommendations Section, the known space currently or soon to become available to the County includes the Library building, the Jail Building, and the unoccupied third floor of the Social Services Building. A breakdown of these spaces is provided in Figure 11. The numbers listed refer to interior NSF; i.e., useable space vs. total building area.

Figure 11
Building Space Available

Architectural drawings of the Social Services Building third floor identify 6,872 square feet of open floor space. Assuming that some of that area will be used for interior wall construction, elevator access, and plumbing up-fits, the net usable area available for use will likely be reduced by 10-15 percent or, by 700-1,000 square feet. For planning purposes, 6,000 NSF have been identified as available for use at this time.

Building/Area	Current NSF
Library	
Main Level	7,780
Lower Level	2,370
Jail Building	8,623
Social Services-3rd Floor	6,000
Total Building/Area NSF:	24,773

7. RECOMMENDATIONS

The recommendations that follow address the 10-15 year space needs of the County and the departments and service agencies represented in this study. The recommendations attempt to make the most of existing buildings and space now available or soon to become available for use. At this time, the County has suggested the following dates with regards to building availability:

1. Occupancy of the New Library will occur during September 2005
2. Occupancy of the New Jail will occur sometime during the Fall of 2006
3. The 3rd Floor of the Social Services Building is available for development now.

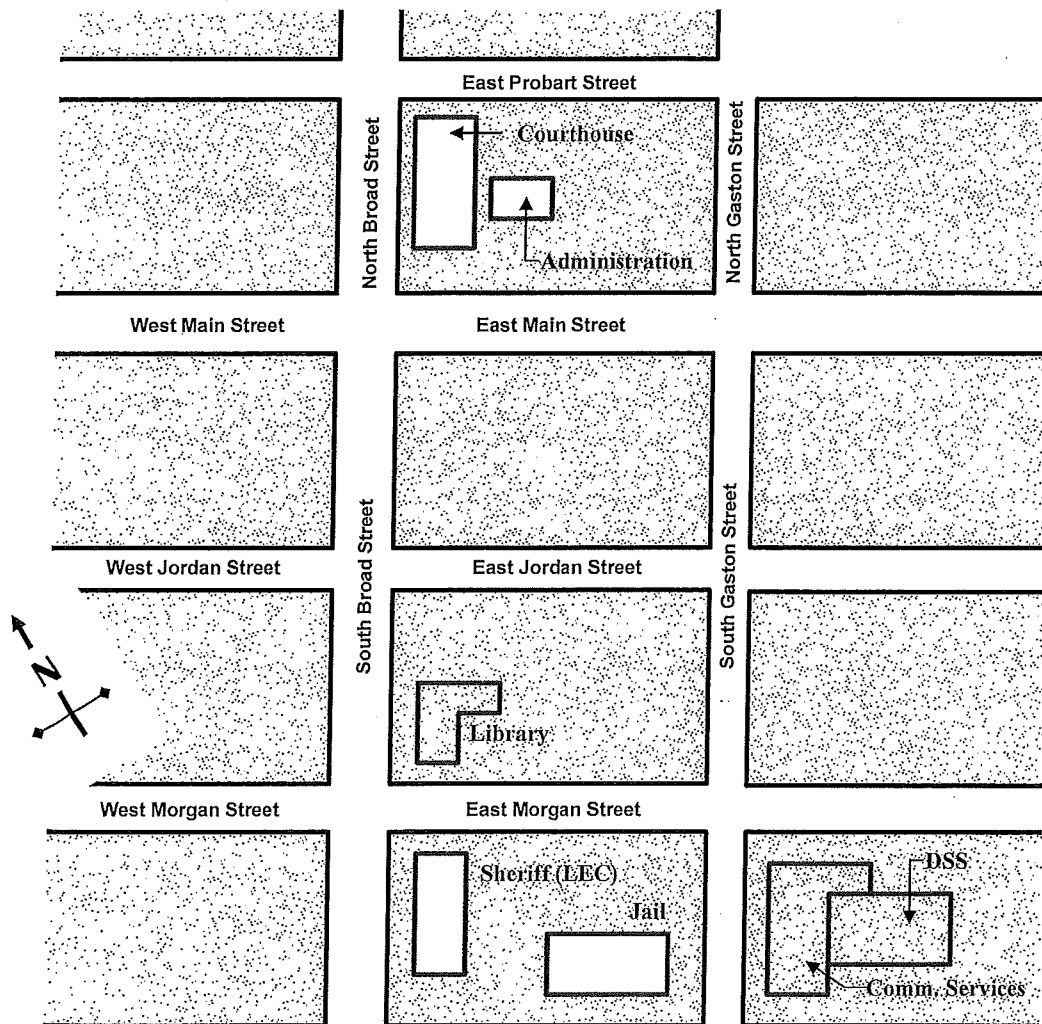
While any number of development scenarios could be proposed, these recommendations are an attempt to look at the "big picture" regarding the space needs of Transylvania County government and offer suggestions that, when implemented, can accommodate those needs for many years to come.

The predominant project recommendation is a new County Courthouse. In that the planning, design, and construction of a new Courthouse is very likely to be a three (3) year undertaking, numerous opportunities to address the County's long-term space needs can be accomplished prior to and during its development, particularly since other buildings and space will be available to do so.

Each recommendation is first identified and briefly described in the listing that follows. Project development in some instances will of course depend upon the availability of various buildings, be they new or existing. Therefore, a suggested sequence and order of development for each the suggested projects follows the project listing. Costs and suggested development schedules are provided in the section that follows.

The diagram below represents a map of downtown Brevard where the major County facilities and the majority of the departments discussed in this study are currently located and is offered for reference purposes here. The Child Development Center and property are approximately two blocks south of the Jail/LEC block, adjacent to the new Library site. The Maintenance Department facilities are approximately $\frac{3}{4}$ miles north of the Courthouse off of what is labeled here as North Broad Street. The Board of Elections Building and property is adjacent to the parking lot on the south side of the Community Services Building.

Figure 12
Current County Facility Locations



Recommendations

The premise upon which the recommendations that follow are based is that individual and department space needs *beyond current* must be addressed in such a way as to preclude having to move, renovate or build more than once, for the same agency, again in the foreseeable future.

The most critical needs identified during this study have to do with the Courthouse, the Public Health Department and Emergency Services. The Jail, previously a critical concern of the County, is being addressed and planning for a new facility is underway.

The most prominent recommendation in terms of size is for the design and construction of a new County Courthouse. An additional initiative suggested, that will be necessary to make the “big picture” plan work, is for the development of *new* facilities for the Sheriff, Emergency Services, and the Maintenance Department at the new Jail Site. Preliminary discussions with County officials have indicated that the perspective site could accommodate these functions.

1. Design and construction of a new County Courthouse.

It is anticipated that the location be adjacent and to the east of the existing Courthouse on the site of the current parking lot and small park area. Depending upon the building footprint, the structure would require at least three (3) levels above grade. If this site is confirmed for use, it is suggested that a multilevel parking garage be located immediately to the north of the new structure, and preferably attached to it, for at least two hundred (200) vehicles. This concept would require the closure of East Probart Street to through traffic although it could continue to be used for access to the parking deck and as a possible security access to the Courthouse.

2. Expand Public Health within the current Community Services Building and onto the 3rd Floor of the Social Services Building.

Public Health Department space needs are critical. Although the new Social Services Building and the old Community Services Building are attached, they are often referred to separately. They also include functions and department activities that are significantly different from one another with regards to purpose, daily activities and space needs; i.e., economic development, vs. medical clinic, building inspections vs. nutrition classes for new mothers.

This recommendation suggests that the mission of this two-building complex be re-focused to include “human services” agencies only; i.e., *the Human Services Building*. And, that the building be master planned to address the Health Department’s needs as a priority. This effort may result in the movement of some of the building’s occupants to other locations within the building; for example the Vocational Rehabilitation office might move from the first floor to the second floor, to allow the Health Department more flexibility with regards to adjacency of common program activities on the first floor.

What it will mean is the relocation of Planning & Economic Development, Inspections, Environmental Health, Transportation & Housekeeping, and Cooperative Extension offices elsewhere.

3. Consolidate and relocate the Emergency Services Department and its principal administrative personnel and emergency communications and operations activities to the new Jail site.

Principal personnel should include the Emergency Services Director, EMS Director, Fire Marshal, administrative support personnel and the Communications Center in its entirety. The current Emergency Operations Center is inadequate and new space is needed.

The benefits of collocation with the Sheriff’s Office at a new, more secure location would offer significant long-term benefits; among them enhanced security.

4. Consolidate Information Technology offices, work space, and new training facilities and relocate to the third floor of the Social Services Building.

The magnitude of this department's responsibility and the equipment and technology it is responsible for requires not only adequate and efficient space but attention to security as well. The proposed location can provide individual offices, adequate work space, a classroom for training, appropriate storage, and convenient access to the lower level (basement) which has been suggested as the location of the county's primary "server room". This level also includes a receiving area that will conveniently enable IT personnel to not only receive but inventory, breakdown, assemble and organize for the re-distribution of equipment received.

5. Relocate Planning & Economic Development, Inspections, and Environmental Health from the Community Services Building and to what is now the Jail Building.

These departments need to be together due to the nature of their work, the information they share, and the clients that they serve. Each department also needs considerably more space to function efficiently. The Jail building offers that space, as well as convenient parking, direct street level access for customers, and remains conveniently located in downtown Brevard.

The total projected space needed by these three departments is 6,947 NSF. The available interior space of the Jail Building was measured at 8,623 NSF.

6. Relocate the Sheriff's Office to new facilities at the Jail site.

Locating the County's primary public safety and emergency service functions together at a single location, in new facilities, makes a lot of sense; collocation of 24-hour departments, security enhancements, etc. Rather than the "new jail site" it essentially becomes the "Transylvania County Public Safety Complex".

Construction costs are but a small percentage of the 20-30 year operating costs of a building, particularly in facilities that operate to some degree or another on a 24-hour/day basis. The efficiency of new facilities for these type functions will far outweigh the effort and costs of continuing to (again) relocate them to existing buildings originally intended for other uses. In addition, new construction for the long-term requirements anticipated does not have to occur all at once, particularly on a new site able to accommodate future expansion.

7. Relocate Cooperative Extension and Soil & Water Conservation to the current Law Enforcement Center (LEC) building now occupied by the Sheriff.

It would benefit these departments to be collocated and each need more space than they currently have. Cooperative Extension's long-term space needs were identified as 2,631 NSF and Soil & Water Conservation's as 1,125 NSF; a total of 3,756 NSF. The main level of the LEC currently measures 7,683 NSF. This location offers convenient parking and easy access to the building, as well as ample space within to address the space needs identified.

8. Relocate Transportation & Housekeeping to the Law Enforcement Center (LEC) building now occupied by the Sheriff.

Again, the building offers convenient parking for transportation unit vehicles as well as convenient access for deliveries as well as staff. It is assumed that the location and primary storage of housekeeping supplies and related materials; paper, etc. be centrally located to the majority of the County buildings and departments. This location maintains that convenience. The projected space needs for Transportation & Housekeeping is 1,797 NSF, including materials storage space.

This (1,797 NSF) combined with that identified for Cooperative Extension and Soil & Water, who would be in the same building, equals a total requirement of 5,553 NSF; which should provide adequate expansion of storage, office, classroom or other support space as required, well into the future.

9. Relocate the Maintenance Department from current leased space to new County facilities at the proposed Public Safety Complex (Jail) site.

The Maintenance Department needs new facilities that can provide for the separation work areas and functions that personnel are responsible for; painting and finishing, woodworking/shop, mechanical repair, heavy equipment storage, parts & supply storage, "clean" office and layout space, etc. New facilities should also include enclosed storage for equipment and vehicles not used on a regular basis as well as adequate and clean warehouse space for County Departments requiring remote bulk storage.

Location at this site would release the County from continuing to have to make lease payments for facilities that are awkwardly located with regards to highway access and that essentially have been outgrown. All indications are that the new site will be convenient to the downtown Brevard area where the majority of County departments are located. Also, location at the Public Safety Complex site will offer additional security of vehicles, equipment, and storage facilities.

10. Relocate current County Administration Building occupants to the Library Building.

The projected space needs of the County Commissioners, the County Manager's Office, and the Finance and Human Resources departments, which is intended to include formal space for Board of County Commissioner public meetings, is 7,170 NSF. The available NSF measured for the main level of the Library was 7,780 NSF. Obviously, this could be very close. However, several factors to consider include:

- With the exception of several offices along the outside wall, the upper level of the Library is practically unimpeded with structural columns or retaining walls that typical interfere with building reuse efficiency.
- Should the County choose to renovate the building to the extent of including an elevator and to address ADA accessibility requirements at the lower level, an additional 2,370 NSF would become available as well.

11. Renovate the Administration Building to accommodate an additional District Courtroom until such time as new Courthouse space is available.

The most significant and pressing space need of the Courthouse is for an additional Courtroom. The administration Building, having previously been the County Library, has few bearing walls that would impede square footage and a convenient and reasonably efficient courtroom design. A total area of 3,000 NSF could well be realized, which could accommodate a courtroom *with* jury capabilities and public seating for 100-125 persons.

12. Expand the Quebec EMS Base by adding an additional vehicle bay.

The second EMS vehicle, containing equally expensive life safety equipment, currently must remain parked out of doors when not in use as there is no garage space available for it. The cost of adding this space would be marginal in comparison to the value of the investment it would protect.

13. Begin planning for the expansion of the Child Development Center at its current location.

This is a very high activity oriented program with numerous space needs identified currently to accommodate its present enrollment and with over 120 children presently on the waiting list to be admitted. If the County is to continue operating a Child Development Center (versus pursuing and/or contracting for private operations) space needs would best be accommodated via expansion and new development on the existing site to meet the current and anticipated needs of the program.

14. The Board of Elections current storage building should be replaced.

The current facility does not offer comfortable space to accommodate the voting machine and precinct materials storage and work space requirements of the Elections Office. There is evidence of some exterior building deterioration due to water damage. Also, a new facility at the back of the property could better accommodate the requirement for a covered loading and unloading area for equipment and machines and a dedicated work space for employees and volunteers. It is important that adequate temperature controls be provide as well.

15. Begin planning for upgrades at the current Parks & Recreation complex and the addition of a second gymnasium.

As stated, was an additional indoor gymnasium available today, it would be used. Restroom facilities at the current location should be expanded to include shower and locker space. With regards to an additional gymnasium complex, the issue would not appear to be a whether or not it would be used, but simply a matter of *when* it can be built and *where* it should be located.

16. Leased Space; Community Corrections, etc.

The County is statutorily responsible for providing the NC Department of Corrections, Community Corrections Office, and the Department of Juvenile Justice office space. Juvenile Justice currently has space in the Courthouse. Community Corrections is located in leased space in Brevard approximately $\frac{3}{4}$ mile from the Courthouse.

Various benefits with regards to accessibility could benefit Courthouse occupants and visitors as well as Community Corrections and Juvenile Justice Department employees and clients were their respective office spaces located convenient to or adjacent the new Courthouse. In each case however, particularly with regards to Community Corrections, planning of a new Courthouse should include and provide adequate space for post-court intake, screening and interview activities within the Courthouse itself.

Should the County consider locating the Community Corrections or Juvenile Justice Offices entirely *within* the new Courthouse, each agency's clientele, hours of operations, internal building accessibility requirements, integrity of primary Courthouse services and circulation, internal personnel and visitor safety, and exterior building and parking area security requirements must be thoroughly assessed.

Suggested Sequence & Time Frame for Project Development Activities

The spreadsheet that follows (Figure 13) identifies the estimated duration, in months, for the *Planning/Design*, and *Construction* activity periods for each of the projects listed. For example, in this illustration, the cross-hatched/light green shaded area represents a Planning/Design period of 3 months; the solid green area represents a construction period of 3 months; and the yellow box with the black 'X' suggests the month that the building will be available for occupancy. Of course, the time frames for all of these projects are estimated based on this needs assessment study requirements identified in this study.

JUL	AUG	SEP	OCT	NOV	DEC	JAN
						X

With regards to the order in which these projects are developed, the spreadsheet suggests that the planning/design phase for many of them could begin almost immediately and in many cases occur simultaneously. In others of course, while planning can begin anytime, construction will not be able to occur until current occupants have vacated the facility to be reused and/or renovated.

Suggested Sequence & Time Frame for Project Developme

Project/Activity	FY 2007-2008											July 2008
	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		
New Courthouse												
Planning & Design												
Construction												
Occupy New Courthouse												X
Parking Garage												
Planning & Design												
Construction												
Parking Garage Available												
Information Technology												
Planning & Design												
Construction												
Information technology move to DSS												
Public Health to 3rd Floor DSS												
Planning & Design												
Construction												
Public Health move to 3rd Floor												
Reuse of Library Building												
Planning & Design												
Construction												
County Administration move to Library Building												
Occupy New Library												
Reuse of County Administration Building												
Planning & Design												
Construction												
District Courtroom Available in Administration Building												
New Sheriff's Office Facilities												
Planning & Design												
Construction												
Sheriff's Office move to Public Safety Complex												
New Emergency Services Facilities												
Planning & Design												
Construction												
Emergency Services move to Public Safety Complex												
New Maintenance Department Facilities												
Planning & design												
Construction												
Maintenance Department move to Public Safety Complex												
Occupy New Jail												
Reuse of Jail Building												
Planning & Design												
Construction												
Planning, Economic Dev., Inspections, Env. Health move to Jail B												
Reuse of Law Enforcement Center (LEC)												
Planning & Design												
Construction												
Cooperative Ext., Soil & Water, Transportation/Hskpg. move to LE												
Public Health Expansion w/i Comm. Services Building												
Planning & Design												
Construction												
Public Health move to Expansion Space												
Quebec EMS												
Planning & Design												
Construction												
Quebec EMS occupies new vehicle bays												
Child Development												
Planning & Design												
Construction												
Child Development move to new facility												
Board of Elections												
Planning & Design												
Construction												
Board of Elections moves equipment & machines to new facility												

8. PROBABLE COSTS

The table that follows (Figure 14) identifies the estimated probable costs, in 1st quarter 2005 dollars, for each of the projects identified. Under each project title there appears three (3) sub-headings for which there are dollars assigned/estimated. These sub-headings include *Planning & Design*, *Construction*, and *Project Related* costs and are described as follows:

Planning & Design; for larger, complex facilities this fee amount will include a detailed Facility Program plus all associated architectural and engineering design fees. For smaller projects, the extent of detailed information required prior to design and construction (facility programming) may only require owner/user approved concept sketches of the building or area to be renovated.

These fees will vary from project to project; and typically will depend on the size and sometimes complexity of the project. For the Courthouse a total planning/design fee of 9 percent of the identified construction cost was used. This percentage includes fees for the development of a detailed facility program document and all necessary architectural and engineering design costs.

For small renovation or "up-fit" projects; for example the Information Technology project, a detailed facility program document would typically not be required however, the total fee estimated is 12 percent. This is due to the fact that although the project is small in size, it will require additional electrical and telecommunications engineering to address the complexities of the Department's integrated space and technology needs.

Construction; these estimated costs are based on the cost per gross square foot of building to be developed or renovated, times the total gross square feet identified for the associated project or building. The construction cost per square foot identified, and for that matter the percentage of cost rates identified for planning and design, are based on both the consultant's data base of similar projects as well as various national publications regarding cost indexing for these types of facilities.

Once again, these numbers, both the total square feet and the cost per square foot, are likely to change somewhat as the details of the project are further refined during facility programming and the detailed design development process.

Project Related; these expenses are provided as general estimates of various but commonly occurring project related costs not otherwise included in the planning/design or construction costs categories. The figures provided are intended to give the owner a general idea of what to expect and budget for with regards to reimbursable project expenses, materials testing, site surveying, soils testing, required contingencies, and furnishings and equipment not otherwise provided by the contractor.

At this early stage of project planning, these costs are typically projected as a percentage of the total construction costs identified. The costs identified in Figure 14 vary between 15 and 25 percent of the estimated construction cost. Again, while these costs will vary depending upon the size and complexity of the project, significant portions of these costs are also discretionary as far as the owner is concerned; i.e. contingency maintained, amount spent on furnishings, etc.

IMPORTANT NOTE: Costs identified in Figure 14 are based on industry rates commonly seen for the services and/or type of construction suggested. Further, these costs also assume that professional services for planning and design will be solicited and done so in accordance with State guidelines for the procurement of same. This is *not* intended to preclude or discourage the County in any way from doing their own planning or for that matter construction with in-house personnel. In fact doing so, particularly with regards to several of the smaller projects may in fact result in cost benefits; i.e., *cost savings*.

Project/Activity	Est. Cost	Project Total
New Courthouse		
Planning & Design	\$ 1,316,700	
Construction	\$ 14,630,000	
Project Related	\$ 3,657,500	\$ 19,604,200
Parking Garage @ 200 vehicles		
Planning & Design	\$ 288,000	
Construction	\$ 3,200,000	
Project Related	\$ 480,000	\$ 3,968,000
Information Technology		
Planning & Design	\$ 25,920	
Constructiun	\$ 216,000	
Project Related	\$ 43,200	\$ 285,120
Public Health to 3rd Floor DSS		
Planning & Design	\$ 29,700	
Construction	\$ 247,500	
Project Related	\$ 49,500	\$ 326,700
Reuse of Library Building		
Planning & Design	\$ 93,100	
Construction	\$ 931,000	
Project Related	\$ 186,200	\$ 1,210,300
Reuse of County Administration Building		
Planning & Design	\$ 22,500	
Construction	\$ 225,000	
Project Related	\$ 45,000	\$ 292,500
New Sheriff's Office Facilities		
Planning & Design	\$ 97,000	
Construction	\$ 1,212,500	
Project Related	\$ 303,125	\$ 1,612,625
New Emergency Services Facilities		
Planning & Design	\$ 74,250	
Constructiun	\$ 742,500	
Project Related	\$ 185,625	\$ 1,002,375
New Maintenance Department Facilities		
Planning & Design	\$ 50,400	
Construction	\$ 504,000	
Project Related	\$ 75,600	\$ 630,000
Reuse of Jail Building		
Planning & Design	\$ 77,400	
Construction	\$ 774,000	
Project Related	\$ 154,800	\$ 1,006,200
Reuse of Law Enforcement Center (LEC)		
Planning & Design	\$ 46,200	
Construction	\$ 462,000	
Project Related	\$ 69,300	\$ 577,500
Public Health Expansion w/i Comm. Services Building		
Planning & Design	\$ 63,700	
Construction	\$ 637,000	
Project Related	\$ 127,400	\$ 828,100
Quebec EMS		
Planning & Design	\$ 4,680	
Construction	\$ 39,000	
Project Related	\$ 5,850	\$ 49,530
Child Development		
Planning & Design	\$ 92,000	
Construction	\$ 920,000	
Project Related	\$ 230,000	\$ 1,242,000
Board of Elections		
Planning & Design	\$ 6,000	
Construction	\$ 60,000	
Project Related	\$ 7,200	\$ 73,200

Project Schedules w/Costs Overlay

Previously, Figure 13 illustrated the suggested sequence and time frame for development of each of the projects recommended. Figure 14 provided an estimate of probable costs for each project. In the spreadsheet that follows, (Figure 15), these previous illustrations are combined in a single format in order to provide the County with preliminary financial planning information as well as enable the anticipation of various budget scenarios likely to arise, and to assist in the scheduling of the individual projects in an order most appropriate to the County's specific needs and finances.

It is important to recognize that a detailed schedule of costs for a specific project, particularly for large projects, will look different and (should) include more detail than that suggested in Figure 15. In fact, as project planning and facility design progresses, the project's schedule of costs should become increasingly more detailed as plans continue to be developed and refined.

For the majority of the projects illustrated in Figure 15 the lump sum costs identified from Figure 14 for each project's *Planning & Design* and *Construction* phases are simply divided by the number of months identified in their respective project schedule time frames (Figure 13). The exception is the New Courthouse project which illustrates different monthly costs during the *Planning & Design* phase and the *Construction* phase. This is due to a number of reasons that will be further illustrated below, however, in this case is driven by the size of the project, the amount of the design fee and how it is to be distributed, and the proposed duration of the construction itself.

Distribution of Planning & Design Fees

For large capital projects, such as the proposed Courthouse, planning (Facility Programming) and architectural/engineering design fees would commonly be estimated and broken down as follows:

Figure 14-b
Planning & Design Fees*

Task/Phase	Basis for Determining Fees	Task Duration
Facility Programming	.003 x Total Est. Construction Cost; .003 x \$14,630,000 = \$43,890	2 Months
A/E Design	.085 x Total Est. Construction Cost; .085 x \$14,630,000 = \$1,243,550	10 Months (Total)
Schematic	@ 10% (.10) of total Design Fee	2 Months
Design Development	@ 20% (.20) of total Design Fee	2 Months
Construction Documentation	@ 40% (.40) of total Design Fee	4 Months
Bid & Award	@ 5% (.05) of total Design Fee	2 Months
Construction Administration	@ 25% (.25) of total Design Fee	24 Months

* Fees are illustrative only & based on *typical* industry standard fee basis calculations

Subsequently for the first 2 months of the project's Planning & Design phase, the cost per month would be budgeted at \$43,890/2; or \$21,945/month. For months 3 and 4, one-half of ten (10) percent of the total design fee (schematic), or \$124,355/2 (\$62,178) would be budgeted each month; and so on throughout the project.

The *Project Related Costs* identified in Figure 14 are *not* included in Figure 15. The majority of these costs tend to be discretionary on the part of the owner (contingency set asides, furnishings, etc.) or often funded from sources other than the project budget. As a rule of thumb, were all the Project related costs spent they would typically be at the rate of 20-25% during the first half of the project and 75-80% during the last quarter of the project's scheduled duration.

Transylvania County Facilities Space Needs Assessment
Estimate of Probable Planning/Design and Construction Costs

Project/Activity	Month & Year		FY 2007-2008												July 2008
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN			
New Courthouse															
Planning & Design	82.3	13.7	13.7	13.7	13.7	13.7	13.7	13.7	13.7	13.7	13.7	13.7	13.7		
Construction	609.6	609.6	609.6	609.6	609.6	609.6	609.6	609.6	609.6	609.6	609.6	609.6	609.6		
Occupy New Courthouse															X
Parking Garage															
Planning & Design															
Construction															
Parking Garage Available															
Information Technology															
Planning & Design	12.5														
Construction															
Information technology move to DSS															
Public Health to 3rd Floor DSS															
Planning & Design	9.5														
Construction															
Public Health move to 3rd Floor															
Reuse of Library Building															
Planning & Design	23.3														
Construction															
County Administration move to Library Building															
Occupy New Library															
Reuse of County Administration Building															
Planning & Design															
Construction															
District Courtroom Available in Administration Building															
New Sheriff's Office Facilities															
Planning & Design	16.7														
Construction															
Sheriff's Office move to Public Safety Complex															
New Emergency Services Facilities															
Planning & Design	12.4														
Construction															
Emergency Services move to Public Safety Complex															
New Maintenance Department Facilities															
Planning & Design															
Construction															
Maintenance Department move to Public Safety Complex															
Occupy New Jail															
Reuse of Jail Building															
Planning & Design															
Construction															
Planning, Economic Dev., Inspections, Env. Health move to Jail Building															
Reuse of Law Enforcement Center (LEC)															
Planning & Design															
Construction															
Cooperative Ext., Soil & Water, Transportation/Hskpg. move to LEC															
Public Health Expansion w/i Comm. Services Building															
Planning & Design	21.7														
Construction	159	159													
Public Health move to Expansion Space				X											
Quebec EMS															
Planning & Design	4.71														
Construction															
Quebec EMS occupies new vehicle bays															
Child Development															
Planning & Design	15.7														
Construction															
Child Development move to new facility															
Board of Elections															
Planning & Design	1														
Construction															
Board of Elections moves equipment & machines to new facility															
Summary of Costs: MONTHLY	204,782.3	782.3	623.3	623.3	623.3	623.3	623.3	623.3	623.3	623.3	623.3	623.3	623.3		
Summary of Costs: ANNUAL														7,956.6	

NOTE: All figures are dollars (\$), in 000's, rounded to the nearest hundred

9. REPORT SUMMARY

The recommendations identified in Section 7 would comprise considerable and *very* ambitious efforts by the County were they all to be undertaken simultaneously. Inevitably, the County will choose to adjust the suggested sequence of the individual projects identified in Figure 13 to appropriately address their specific planning, budgetary, and CIP concerns. The software included with the printed copies of this document will enable the County to do just that.

In a sentence, the objective of this study was to;

"Address the current and projected space needs of Transylvania County government, identify how best to provide for the needs identified in either new facilities and/or the appropriate reuse of existing facilities, and provide estimates of probable project and construction costs to do so."

With careful planning of each individual project undertaken, most importantly with the inclusion and *continuous* involvement of the individual users of the space(s) to be developed, the plan suggested will provide the County with the efficient, customer friendly, accessible, and functional space it needs for many years to come.

Immediate Needs

The most urgent need of all those identified is a new Courthouse. This project should be initiated as soon as possible in that it is likely to be at least a three (3) year undertaking. In the meantime, several smaller yet significant projects can and should be started as well. Most urgent perhaps is the need for new space for the Information Technology (IT) department.

Precipitated in part by the Fall 2005 scheduled opening of the new Library and plans to move the County's management information/communications system server to the Social Services building, (in time to accommodate the Library's needs); the planning and development of new IT space, including the server room, must begin *now*.

The 3rd floor of the Department of Social Services (DSS) building is recommended as the most appropriate location for the IT Department. That floor is currently vacant and planning could begin immediately. Of course the 3rd floor space is intended to be shared, as previously recommended, with the Health Department.

Also, additional Court space; i.e., an additional Courtroom; is desperately needed. With a new Courthouse three years away something must be done long before that if at all possible.

It has been suggested that the County Administration offices move to the current Library building once the new Library is occupied. Once that occurs, the size and location of the current County Administration building would make for an ideal Courtroom; albeit a temporary one. In order to accommodate that Courtroom however, planning must also begin now for the renovation of the Library building to, in turn, accommodate the Administration office space recommended.

The Health Department

In Section 5, the Health Department (Public Health) was identified as the most urgent concern, second only to the Courthouse, with regards to space needs. Certainly planning can begin immediately to expand Health Department services to the 3rd floor of the DSS building; (together with the IT department). However, if the County chooses to in fact develop the new facilities recommended for location at the new Jail site; i.e., the Sheriff's Office and Emergency Service facilities; the Health Department would stand to "inherit considerable space in the current Community Services Building for additional expansion.

Subsequently it is *very important* that two principal decisions must occur before the Health Department “hurries” to expand to the 3rd floor of the DSS building.

1. The County commits to the development of new facilities for the Sheriff’s Department at the proposed Jail site, and the subsequent availability of the existing Law Enforcement Center (LEC) for renovation to accommodate the Transportation and Housekeeping Department and Cooperative Extension, who would move from the current Community Services Building (CSB).
2. The County commit to the relocation of Planning and Economic Development, Inspections, and Environmental Health to the current Jail Building (once vacated), also from the Community Services Building.

This will enable the Health Department to consider the “big picture” with regards to their total long-term space needs. Although the 3rd floor of DSS is available now, a *Master Plan* must be developed that looks at *all space* potentially available to the Health Department, both on the 3rd floor and within and throughout the CSB.

Initial Development

Figure 16 illustrates both the recommended sequence (from top to bottom) and the estimated duration of the “immediate” needs discussed here. These projects of course can be occurring in conjunction with the planning and design of the new Courthouse and any additional facilities the County chooses to develop.

**Figure 16
Immediate Needs**

Month & Year	FY 04-05		FY 2005-2006												
Project/Activity	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		
Information Technology															
Planning & Design															
Constructioun															
Information technology move to DSS				X											
Reuse of Library Building															
Planning & Design															
Construction															
County Administration move to Library Building											X				
Occupy New Library				X											
Reuse of County Administration Building															
Planning & Design															
Construction															
District Courtroom Available in Administration Building													X		
Public Health to 3rd Floor DSS															
Planning, Design, & Master Planning															
Construction (3rd floor DSS only)															
Public Health move to 3rd Floor							X								

NOTE: The schedule requirements suggested differ somewhat from those initially proposed in Figure 13. This is intentional in order to emphasize the importance of IT requirements and first year opportunities.

Final Thoughts Regarding Options & Opportunities

Building Reuse Issues

Building construction, life safety, and accessibility codes have literally been re-invented since some of the buildings in use in Transylvania County were first built. The key to effectively re-using existing buildings of this “vintage” is the application of a reasonable building *multiplier* as discussed in Section 6. For the buildings considered, preferably no less than 25-30 percent; i.e., if a Department needs 2,000 net square feet of space, the existing building being considered for reuse should have *at least* 2,500-2,600 net square feet of identified usable space available.

The New Courthouse & Parking

The current recommendation for a new Courthouse suggests it be located on the existing site where there is currently paved parking and a small wooded park. In order to accommodate Courthouse parking needs, a multi-level parking garage has been suggested.

The site is ideal for many reasons and a multi-level parking garage adjacent the Courthouse could offer numerous operational and security advantages over the current facility. The drawback of course is cost. At an estimated total project cost of approximately \$4,000,000 for a 200 car garage, it is obviously expensive. The alternative may be a site away from the immediate downtown Brevard area. The probable cost for surface parking for 200 cars on relatively flat land would run approximately \$500,000, or 1/8th the amount of the estimated cost of the parking garage. The caveat, however, would be the requirement for at least an additional 2-2½ acres of land adjacent the Courthouse to accommodate that surface parking requirement.

Reuse of the Current Courthouse

Once vacated the current County Courthouse will have 15-16,000 net square feet available for use. What options might the County consider? Responses of other North Carolina counties facing this question have included:

- Utilization of the building as a County Museum
- Lease the space to/for business/law offices
- The primary location of the Chamber of Commerce and/or Visitor's Bureau
- Development as a "hub" for non-profit organizations in need of space
- When proximate a "new" Courthouse, offices for Court related agencies

The Current County Administration Building

The reuse of the current County Administration Building could in fact provide a badly needed Courtroom within 12-15 months if planning proceeds expeditiously to move Administration to the Library building.

If the current site is developed for the New Courthouse, there will come a time when the current Administration building will need to be demolished (which it should be) to accommodate Courthouse build-out and appropriate public accessibility to the new complex.

The Development of New Facilities

There is no question that the best spent money, when it comes to addressing the long-term space needs of the County, will be that spent on *new* facilities; i.e., new construction, planned and designed to accommodate the specific accessibility, convenience, function, security and service needs of the owner, user, and customer.

Absolutely essential to the ultimate success and effectiveness of the space developed will be the involvement of the users of the facility in the pre-design planning process; referred to previously as Facility Programming. Also important will be the continued participation by those same users in the review of the detailed documents developed during the design phase.

Potential Revenue

Several of the re-use options suggested for the Courthouse could produce income/revenue for the County.

An additional opportunity suggested during the study was to sell some of the property the County owns adjacent to the Landfill. Of the several hundred acres that exist, significant portions could be developed without any impact whatsoever to or from the Landfill operation.

According to the Tax Assessor's Office, a fall 2004 sale of a land tract in that area sold for slightly more than \$6,000/acre. Were the County to sell, for example, 50 acres at that price the immediate sale would generate approximately \$300,000. However, at a tax rate of .48/hundred dollars of assessed value, the sale would in turn generate an additional amount of \$1,400-\$1,500 per year indefinitely. And that is if the property is left undeveloped. Were the property developed; i.e., residential, recreational, commercial, etc.; the assessed value of the property would likely increase dramatically and in turn so would the annual tax revenue realized by the County.

Facility Programming

Theoretically, a new building should provide a framework for the people that are to work within it and the activities that are to occur. It can both allow and support the functions it was intended to provide or it can inhibit them. The architect that is eventually chosen must understand what the facility needs are and/or will be, otherwise, there is no way he/she can design a building that responds to those needs. The *owner and users of the facility* are ultimately responsible for providing enough information about the facility and its operation so that the building that is eventually built, will work. The accurate, thorough and clear documentation of these needs will best prepare the architect, once selected, to begin the design process. The document that includes this information is referred to as the *Facility Program*.

Defined, a Facility Program is . . . "*a statement of the requirements for a building project*". This includes objectives, issues, and descriptions of what will happen in the building, user needs, and various problems to be addressed during design. Since it is intended to serve as the formal communication of the overall project requirements to the designer, it *must* involve the facility users in its development.

The programming process is intended to provide an orderly method for gathering people's input, addressing opinions, policy, and alternative operational scenarios and documenting them in an organized format.

The Program Document that is eventually produced is typically organized into two sections; Operational Requirements and Facility Requirements.

Operational Requirements

The operational requirements identified will address details of what *shall* and *will* happen in the new facility, *not* a description of what does happen in the existing one.

The understanding of what will happen in the new facility that develops during the Operational Phase becomes the basis for determining how the building should be designed to *support* the user's needs during the Facility Phase.

The Operational Requirements eventually described in the document will typically include the following topic areas:

- Purpose
- Activities
- Hours of Operation
- Users
- Communications
- Policies & Standards

Facility Requirements

The Facility Phase develops information about how the building should perform in response to the requirements defined during the Operational Phase. By “performance”, it is intended that the program document state what the building should *do*, rather than what it should be like. Stating *performance* requirements leaves the Planning Team, “Courthouse Committee”, owner and user, and ultimately the designer, more room to find creative solutions than they would have if they were told precisely what the building should be like.

The kinds of information developed during the Facility Phase can be divided into that which applies to the building as a whole and that which applies to each type of space, such as an individual office, work area, or courtroom. Both types are important and will include the following:

- Adjacencies & Circulation
- Security
- Architecture
- Engineering
- Space Requirements
- Adjacency Diagrams

This process is vital to achieving a building that works! Of the projects identified in the previous sections of this report, it should be imperative for any new facility that is to be developed; Courthouse, Sheriff, Emergency Services, Child Development, and even Maintenance.

Neither should the importance of Facility Programming be overlooked in the re-development of existing space. In this instance, with regards to reuse of the Administration Building, the Library, and *most importantly*, the Health Department’s expansion within the DSS and Community Services Buildings.

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