



Montana State Capitol Long-Range Plan

14 March 2024

AREAS OF MODIFICATION

-  FULL PAGE MODIFIED
-  PARTIAL MODIFICATION ON PAGE
-  CONTENT MODIFIED

ACKNOWLEDGMENT

MANAGEMENT SUB-COMMITTEE OF LEGISLATIVE COUNCIL

Rep. Rhonda Knudsen, Chair of the Space Planning Work Group
 Sen. Pat Flowers
 Sen. Jason Ellsworth
 Rep. Derek Harvey

SPWG

Rep. Rhonda Knudsen, Chair
 Sen. President Jason Ellsworth
 Sen. Pat Flowers
 Sen. Janet Ellis
 Rep. David Bedey
 Rep. Derek Harvey

GROUP OF 5 (GO5)

Dir. Jerry Howe | Legislative Services Division
 Dir. Amy Carlson | Legislative Fiscal Division
 Dir. Angus Maciver | Legislative Audit Division
 Sen. Sec. Marilyn Miller | Senate
 Chf. Clrk. Carolyn Tschida | House of Representatives

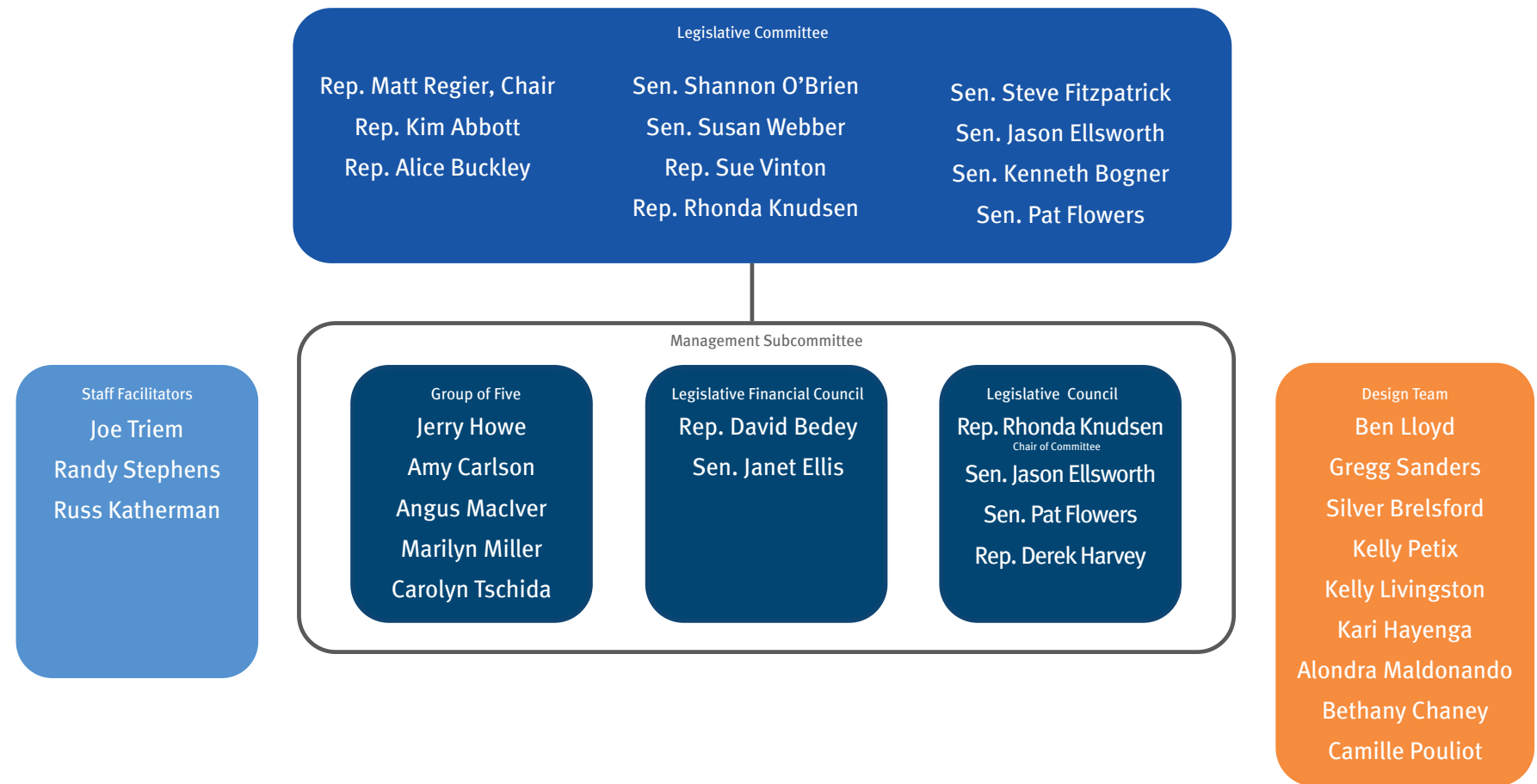
DESIGN TEAM

Hennebery Eddy Architects
 Ben Lloyd | Principal in Charge
 Gregg Sanders | Project Manager/Programmer
 Silver Brelsford | Interior Designer
 Kelly Petix | Interior Designer
 Kelly Livingston | Interior Designer
 Kari Hayenga | Project Architect
 Alondra Maldonado | Project Designer
 Bethany Chaney | Project Architect
 Camille Pouliot | Project Assist

STAFF FACILITATORS

Joe Triem, Deputy Director, Legislative Fiscal Division
 Misty Ann Giles, Director, Department of Administration
 Russ Katherman, Administrator, Department of Administration
 Randy Stephens, Planning Manager, Department of Administration
 Steve Baiamonte, Administrator/Security Director, General Services
 Nikki Simon, Planning & Operations Manager, General Services

LONG RANGE PLAN WORK GROUP ORGANIZATIONAL CHART



MONTANA STATE CAPITOL
LONG-RANGE PLAN | TABLE OF CONTENTS

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EXECUTIVE SUMMARY



BACKGROUND:

In the spring of 2023, the Montana Legislature began consideration and debate over a proposal to allow the Legislature to determine the necessary legislative space in the Capitol and the Capitol Complex. The areas of the Capitol allocated to the legislature have a long history of being overcrowded, especially during the 90-day biennial session. In early May 2023, House Bill 856 (HB 856) won approval of the Legislature with overwhelming support and became law later that month. A key component of that legislation was a requirement to develop an updated long-range master plan determining and illustrating the space needs required for the legislative process to function effectively.

PROCESS:

In May 2023, Hennebery Eddy Architects was selected to assist the Legislature with development of a long-range space analysis and plan. The work builds upon a previously completed historic assessment by Hennebery Eddy Architects and incorporates data and other planning information provided by the State's consultant SMA Architects and Deloitte. The objective of the study is the development of a 10-year framework plan per the objectives outlined in HB 856 and focusing on analysis of existing conditions of the historic Capitol building and the optimal space needs of the legislature and its professional support staff.

Also, in May of 2023, a Space Plan Working Group (SPWG) was formed by the Legislative Council. Over the following summer and early autumn, the group, with assistance from professional staff comprised of division directors and legislative support leadership (aka: Group of 5 or Go5), oversaw assessment and established recommendations with the design team. The project was also guided by staff facilitators: State of Montana employees from the Department of Administration and legislative staff. With guidance from the design team, the SPWG and Go5 developed recommendations which were presented to the Legislative Council through the Management Sub-committee. Work sessions of the SPWG and Go5 were held every three weeks at the Capitol. At the approximate midpoint of the overall process, a presentation of progress-to-date was made to the Legislative Council to inform and confirm direction. In November of 2023, near the end of the process, a second presentation was made to the Legislative Council. Following the November presentation, modifications were made to incorporate feedback from the Council and a public SPWG meeting was held to finalize the recommendations. Work followed a series of steps that are reflected in this report as "chapters". The **ESTABLISH** step included gathering of information and determining project parameters. The **UNDERSTAND** step included observing existing conditions, assessing stakeholder and user needs, and determining a recommended space program. The **EXPLORE** step created a framework for study of potential implementation solutions. The **RECOMMEND** step consolidated information into a set of conclusions and recommendations for consideration by the Legislative Council.

FINDINGS:

This report has been prepared to serve as a framework for guiding long-range capital development decisions of the Legislative Council and ultimately the entire Legislative Branch. The program space analysis concluded that the Legislative Branch and professional support staff need approximately 71,406 additional square feet of space to meet optimal space needs identified by the SPWG and Go5 to accommodate the increased governing needs of the State of Montana. Additional space is needed throughout the legislative branch but is concentrated in three areas: hearing rooms to accommodate debate and public involvement in the legislative process, workspace for elected officials to facilitate legislation and improved public access, and workspace for temporary staff needed during session.

To accommodate the identified space needs of the Legislature, the SPWG and Go5 recommend additional study to evaluate and prioritize future needs, as well as explore options for implementation and funding models. Opportunities for immediate relief were explored separately by the Go5 as short-term and mid-term workarounds, in keeping with the SPWG recommendations for areas of initial opportunity.

The scope of work in this report was limited to the analysis of space needs of the Legislative Branch and the recommendations in this report are for planning and feasibility purposes only. While the recommendations indicate that additional space, beyond what is currently allocated to the legislature, would be necessary to achieve the optimal space program needs as defined by the SPWG, additional study and legislative input will be needed to determine the most appropriate implementation plan. Prior to finalizing any major renovation or new construction, additional legislative input as well as architectural and engineering study and development of the design are necessary.

KEY TAKEAWAYS:

The scope of this report was limited to the creation of a framework for optimal space needs, rather than a single recommended solution.

- Long-range Plan required by HB 856
- Plan accommodates 10-year growth projections
- Functional capacity of the Historic Capitol has been exceeded
- Existing configuration is interfering with optimal effectiveness of the legislative process
- Additional space (approximately 71,000 sq ft) is required to meet the optimal needs
- Final implementation will require further study





ESTABLISH

ESTABLISH

BACKGROUND:

Montana State Capitol in Helena is the centerpiece of a multi-building Capitol campus and the surrounding Capitol Complex. The Complex is defined as all state-owned buildings within a 10-mile radius of the Capitol campus. The original facility was designed in 1902. Since 1912, the building has undergone continuous improvements and expansion, most recently with a major historic restoration project in the early 2000's. Since that time, Montana has experienced significant population growth and the governing requirements of the state have grown increasingly complex. During the 90-day biennial session in 2023, the Legislature considered over 1,000 bills. Supporting that legislation takes nearly 100 temporary staff in addition to the full-time professional staff and division staff that is necessary to operate the Legislature. For decades the Capitol has suffered from overcrowding, with the past twenty years seeing increasing demands on the facility. There have been several studies to address this problem, stemming as far back as 1967. Yet, a comprehensive space needs assessment and improvement plan has yet to be enacted.

During the 2023 session, the Montana Legislature began consideration and debate over a proposal to allow the Legislature to determine for itself the necessary Legislative space needs in the Capitol and the Capitol Complex. Near the end of the session, House Bill 856 won approval of the Legislature with overwhelming support and became law later that month. A key component of that legislation was a requirement to develop an updated long-range master plan determining and illustrating the space needs required for the Legislative process to function effectively.


Following the 2023 session, the Legislature engaged Hennebery Eddy Architects to assist with development of a long-range space analysis and concept plan for consideration by the 2025 Legislature.

Prior to the start of work, the Legislative Council created a Space Plan SPWG (SPWG) led by Representative Rhonda Knudsen and supported by a bipartisan and bicameral committee of Legislators as well as a five-member group of directors (known as the Group of 5 or Go5). Together, they were referred to as the SPWG. The SPWG was authorized to collaborate with the design team to evaluate recommendations from stakeholders and users in order to recommend a long-range plan to the Legislative Council.

The SPWG is made up of Legislators and professional staff to represent the broad array of activities and specialties necessary to the Legislative process. The group included the Chair Rhonda Knudsen, who led the proceedings and was the final decision on matters where unanimous consent was not achievable. Other Legislators included Representative David Bedey and Senator Janet Ellis from Legislative Finance, Senate President Jason Ellsworth, Senator Pat Flowers, and Representative Derek Harvey from the Legislative Council; staff facilitators, Joe Triem, Randy Stephens, and Russ Katherman; Director Misty Anne Giles from the Department of Administration, and the Hennebery Eddy Design team. The SPWG reports to the Management Sub-Committee of Legislative Council, who in turn reports to the Legislative Council, Representatives Regier, Knudsen, Abbott, Buckley, Harvey, and Senators O'Brien, Webber, Vinton, Fitzpatrick, Ellsworth, Bogner, and Flowers.

- 2023
68th Legislature 2023

HB0856



AN ACT GENERALLY REVISING LAWS RELATED TO THE CAPITOL COMPLEX; PROVIDING THAT THE LEGISLATURE SHALL DETERMINE THE NECESSARY LEGISLATIVE SPACE IN THE CAPITOL AND ON THE CAPITOL COMPLEX; PROVIDING FOR THE LEGISLATURE TO ALLOCATE LEGISLATIVE SPACE; RESERVING AND DEFINING LEGISLATIVE SPACE IN THE CAPITOL AND ON THE CAPITOL COMPLEX; RESERVING AND DEFINING THE EXECUTIVE BRANCH SPACE IN THE CAPITOL AND ON THE CAPITOL COMPLEX; PROVIDING DEFINITIONS; PROVIDING THAT THE DEPARTMENT OF ADMINISTRATION SHALL CONTINUE TO PROVIDE CUSTODIAL AND MAINTENANCE SERVICES FOR DESIGNATED LEGISLATIVE SPACE; REQUIRING THE DEPARTMENT OF ADMINISTRATION TO SUBMIT ANY UPDATED LONG-RANGE MASTER PLAN TO THE LEGISLATIVE COUNCIL; REQUIRING THE LEGISLATIVE COUNCIL, WITH CONSULTATION OF THE LEGISLATIVE AUDIT COMMITTEE AND THE LEGISLATIVE FINANCE COMMITTEE, TO PREINTRODUCE A JOINT RESOLUTION TO CONSENT OR NOT CONSENT TO AN UPDATED LONG-RANGE MASTER PLAN; REQUIRING THE LEGISLATIVE COUNCIL, WITH CONSULTATION OF THE LEGISLATIVE AUDIT COMMITTEE AND THE LEGISLATIVE FINANCE COMMITTEE, TO DEVELOP A LONG-RANGE LEGISLATIVE BRANCH CAPITAL DEVELOPMENT PLAN THAT IS INTEGRATED INTO THE CAPITOL MASTER PLAN; REQUIRING THE DEPARTMENT TO PROVIDE NECESSARY PERSONNEL AND RESOURCES TO ASSIST THE LEGISLATIVE COUNCIL IN DEVELOPING THE LONG-RANGE LEGISLATIVE BRANCH CAPITAL DEVELOPMENT PLAN; PROVIDING FOR THE RENOVATION, REPLACEMENT, OR CONSTRUCTION OF COMPLEX FACILITIES FOR STATE WORKFORCE DEVELOPMENT AND LEGISLATIVE SPACE; ESTABLISHING CAPITOL COMPLEX LONG-RANGE CAPITAL PROJECTS STATE SPECIAL REVENUE ACCOUNTS FOR THE EXECUTIVE BRANCH AND THE LEGISLATIVE BRANCH; PROVIDING FOR ELIGIBLE USES OF THE FUND; PROVIDING FOR TRANSFER FROM THE GENERAL FUND TO THE ACCOUNTS; PROVIDING APPROPRIATIONS; PROVIDING LEGISLATIVE CONSENT; AMENDING SECTIONS 2-17-101, 2-17-108, 2-17-802, 2-17-805, 2-17-806, AND 2-17-811, MCA; AND PROVIDING EFFECTIVE DATES.

Legislative Services Division

- 1 -

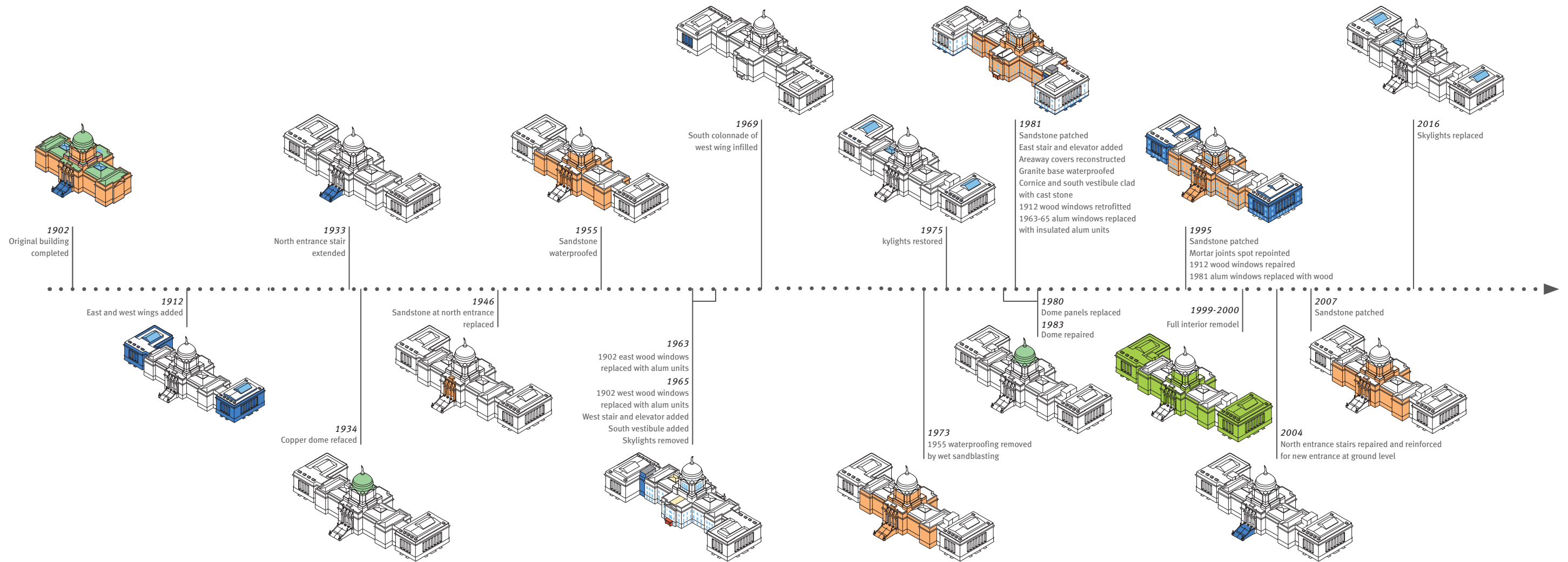
Authorized Print Version – HB 856

ENROLLED BILL

EXTERIOR CONSTRUCTION CHRONOLOGY

LEGEND

- Membrane Roof
- Copper Roof
- Sandstone
- Granite
- Concrete
- Cast Stone
- Cast Iron
- Skylights/Windows
- Interior



ESTABLISH

PROJECT CHARTER

The initial work began with a kick-off meeting that included the development of a project charter, outlined on the next page. Charters come in many shapes and sizes, but are particularly helpful to establish three key components of a project:

- **Purpose:** Why is this project necessary and what should it accomplish?
- **Priorities:** What are the key principles or priorities that everyone can agree must be achieved?
- **Process:** How will information be gathered and how will decisions be made?

It's important to note that the Charter prioritized flexibility and efficiency to create an "effective" space to support the Legislative process. Later that was clarified to include the term "optimal". Elected officials and their constituents were the highest priority. Equally important was the recognition that while Montana has a long tradition of efficiency, too much emphasis on efficiency can result in loss of effectiveness. The words "effective" and "optimal" were frequently used as the benchmark for decision-making.

PURPOSE

- Provide optimal space needed for the **Legislative process** to work **effectively**

PRIORITIES

- Create an **actionable** and durable plan
- Create spaces that prioritize **efficient work spaces** for Legislators and their Constituents
- Create **flexible spaces** that can adapt to Party and Caucus needs that change every biennium

DECISIONS

Ideas and suggestions will be generated by **Users and Stakeholders**

Evaluation and recommendations will be made by the **Space Planning SPWG**

Recommendation will be presented to the Legislative Council by the **Management Sub Committee**

Final decisions will be made by the **Legislature**

CONTINUUM OF AGREEMENT

Prior to the development of the charter, the team started with a series of guidelines for the SPWG. As a group, we started every meeting with a continuum of agreement reminding us of the importance of compromise and describing a range of agreement varying from full consensus to outright opposition. On a project of this scale and complexity, it is difficult to always reach unanimous agreement. It is important to keep in mind that there is a spectrum of agreement that can be achieved most of the time. The goal is to avoid strong objections, especially a block or a veto and to get as close as possible to full endorsement.



The design team also included a list of “things to keep in mind” to have an effective interactive group. Members of the SPWG were asked to consider the following:

- Wait, why am I talking—or why aren’t I talking?
- Willingness to learn, self-correct, and speak in “draft form”
- Speak from one’s own experiences without generalizing
- Assume positive intent
- Take care of oneself

This has helped foster a sense of collegiality that has characterized every workshop and interaction that the SPWG has had throughout the process

ESTABLISH

LONG-RANGE PLAN SCHEDULE

Working closely with planning manager Randy Stephens, the design team laid out a four-month schedule that included touring the existing Legislative spaces, user/stakeholder interviews, a benchmarking trip to the Utah State Capitol, a series of workshops to develop the recommended space program and organizational concept, a mid-point check-in with the Legislative Council, and final recommendations for the long-range plan.

Work proceeded as a series of four steps, Establish, Understand, Explore and Document. Within these four steps there were meetings that were simultaneously linear and iterative. The four-month process covered a wide array of needs in a highly engaged set of conversations with the SPWG.

PROJECT PHASES

(E) Establish: June 5 - June 26 // 4 Weeks

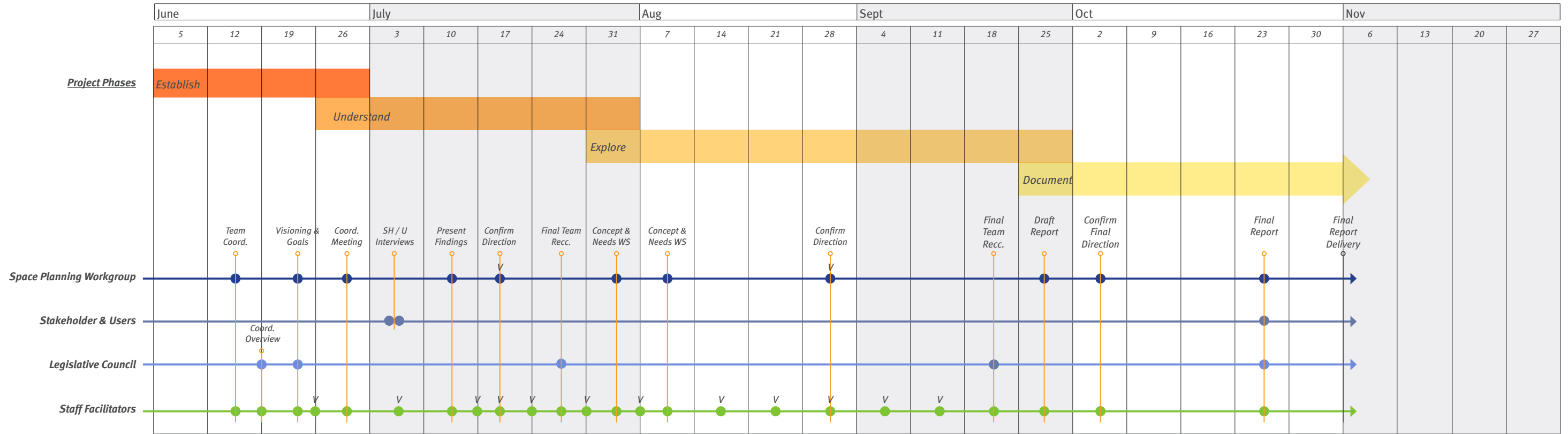
(U) Understand: June 26 - July 31 // 6 Weeks

(EX) Explore: July 31 - Sept 25 // 9 Weeks

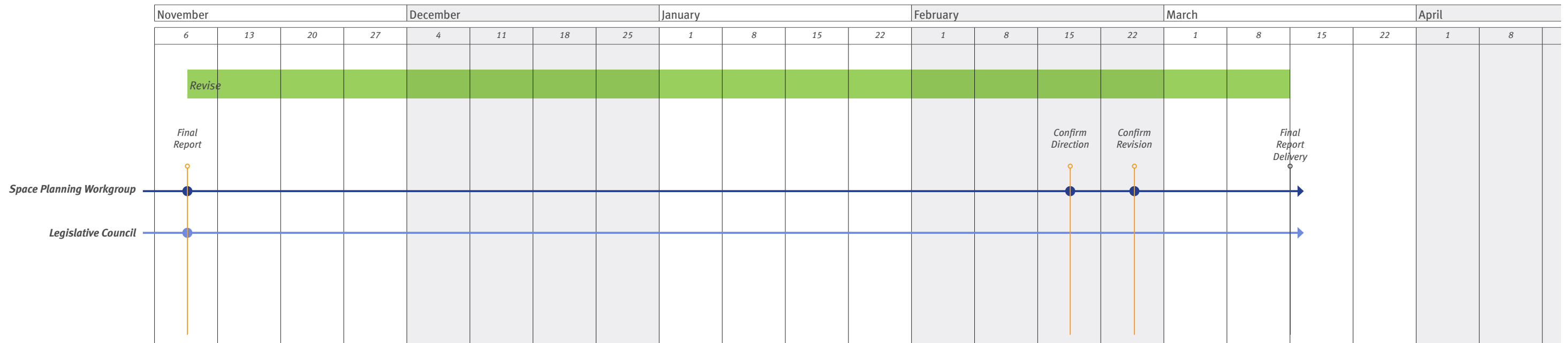
(D) Document: Sept 25- Oct 30 // 6 Weeks

The Legislative Council was engaged twice during the design process, public hearings in August 2023 and November 2023. Following the November 2023 Legislative Council presentation, several members requested modifications to the report. A second design period was established with public hearings and recorded sessions. The final report was presented to the Legislative Council March 2024.

2023



2023/2024



ESTABLISH

STAKEHOLDER AND USERS

Following the kick-off workshop, a series of video conference workshops were held to interview users and stakeholders. Users were identified as people or groups that would ultimately be directly impacted by the planning effort. These are people who would likely work in the improved space. Stakeholders were identified as people or groups who would likely be indirectly impacted by the project. These are people who may need to visit or maintain the space but won't work in the space on a regular basis.

USER GROUPS:

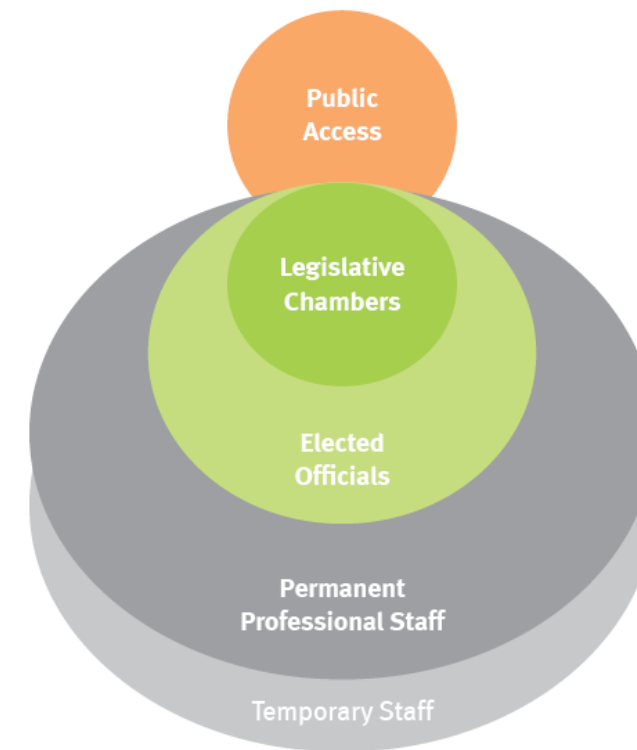
- Elected Officials
- Professional Staff House and Senate
- Legislative Fiscal Division
- Legislative Audit Division
- Legislative Services Division

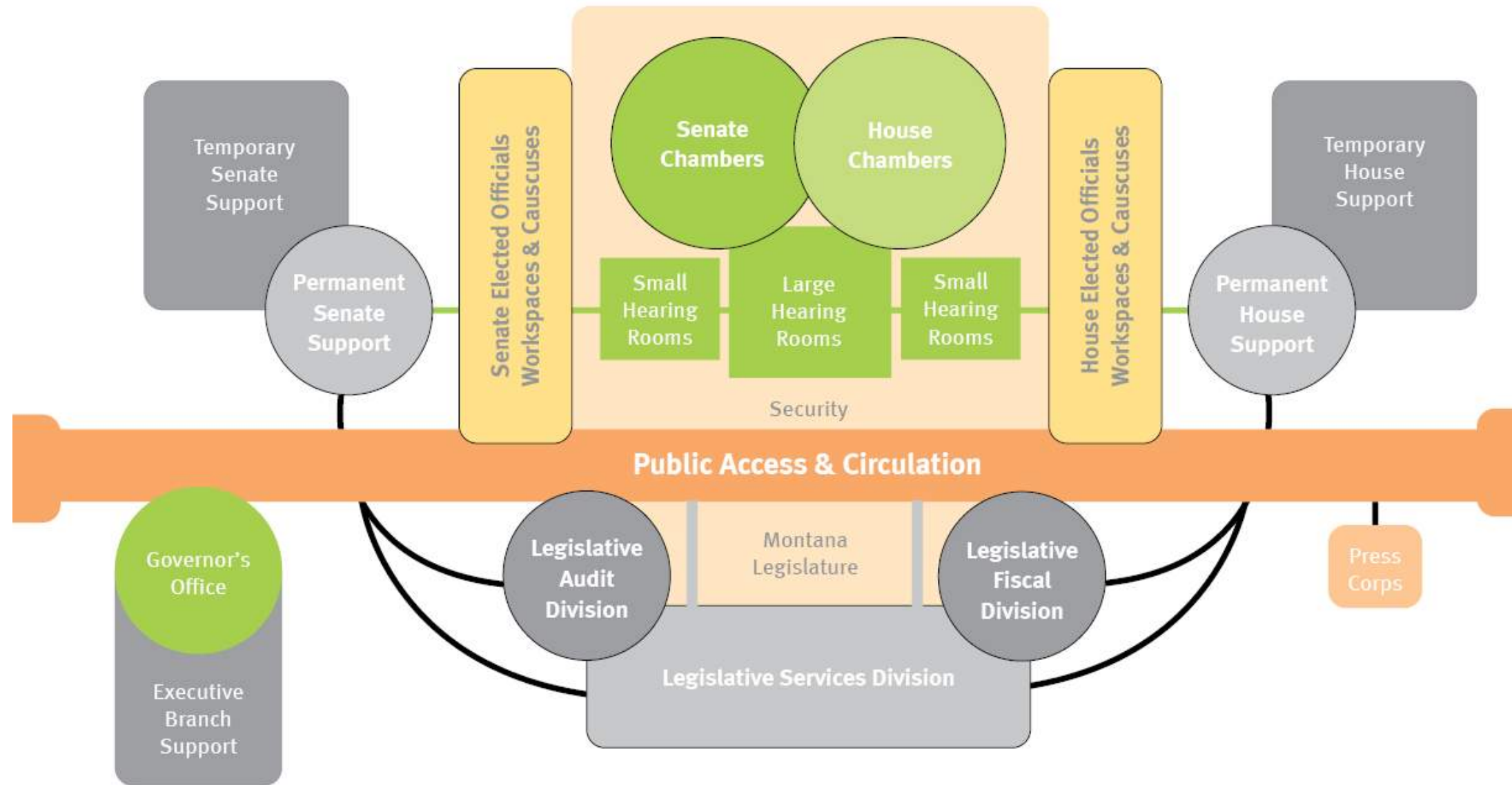
STAKEHOLDER GROUPS:

- Press Corps
- General Services Division

Meeting Minutes from the interviews are provided in the Appendix.

The adjacent diagram illustrates the importance of public access to the Chambers, Elected Officials, and Permanent Professional Staff.





ESTABLISH

STAKEHOLDER AND USERS - PRIORITIES BY DIVISION

Each of the three divisions were considered a “user”. These included the Fiscal, Services, and Audit divisions. Each division was interviewed with its director as well as a few key staff representing aspects or specializations within the Division.

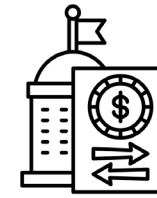
Additionally, representatives from the elected officials (Representatives and Senators) as well as their full-time professional support staff were interviewed and considered “users”. Although each group was considered a separate entity for planning purposes, the needs of the elected officials were augmented by the specialized knowledge of the professional support staff.

Security and Press were considered “stakeholders” and were also interviewed. Their interviews focused mostly on how they use the space, since their actual space needs were modest.

A list of priorities for each user and stakeholder type is listed on the next page, and a full report is captured in the detailed program and meeting minutes included in the Appendix.

INCORPORATION OF PRIOR WORK BY OTHERS

The work builds upon a previously completed historic assessments by Hennebery Eddy Architects, but also incorporates data and other planning information from the ROWS (Remote Office Work Study) provided by the State’s consultant SMA Architects and Deloitte. ROWS included a series of space types and sizes which became the basis for suggested space needs for Legislative personnel. While ROWS was a factor in determining space types and uses, the design team was directed not to consider it the established starting point for the long-range plan. Instead, we were asked to test the ROWS conclusions considering the suggestions and recommendations heard from Legislative users and stakeholders. The objective of this project is the development of a 10-year framework plan based on the needs and objectives of the Legislature and its supporting staff of professionals. It was completed in coordination with the Department of Administration, but has been performed as an independent assessment.



LEGISLATIVE FISCAL DIVISION (LFD)

TOP PRIORITIES

- Staff Collaboration area
- Elected Official Collaboration Area
- Direct adjacency to LSD (and LAD if possible)
- Configured to allow Screen Privacy
- Public Access
- Moderate Growth projected
- Remote work is impractical during session
- Adjacency to Executive



LEGISLATIVE SERVICES DIVISION (LSD)

TOP PRIORITIES

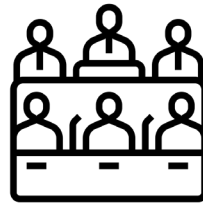
- Staff Collaboration area
- Direct adjacency to ALL Divisions
- Touchdown areas for Remote Workers
- Private Offices for all Leadership, attorneys and researchers, HR, and remaining of OLIS
- Moderate Growth projected
- Remote work is impossible during session
- Public Access



LEGISLATIVE AUDIT DIVISION (LAD)

TOP PRIORITIES

- Continued Presence in Capitol (5 Private offices for leadership)
- Public Access
- Connection with all other divisions (if possible)
- Connection to Elected Officials
- Needs connection to Capitol



ELECTED OFFICIALS

TOP PRIORITIES

- Private offices for All Leadership
- Individual Spaces for all elected officials
- Majority/Minority Separation
- Accommodate up to 75/25 super majority in House.
- 35/15 for super majority in Senate
- Public Access
- Access to Fiscal, and Audit, Temp Staff, Support & IT, Budget Office, Attorney, and Researchers
- Attorney and Researchers
- Constant IT and AV access
- Access to food for everyone



LEGISLATIVE SUPPORT

TOP PRIORITIES

- Direct Access to Legislative Leadership
- Access to all other Elected Officials
- Accommodation for 100 temp staff
- Consolidation of all temp staff
- Access to LSD, Chamber, and Hearing Rooms
- 102 temp staff: 51 senate, 51 House
- Partisan staff included: 5-7 per side depending on minority and majority. Hired just for session



PRESS

TOP PRIORITIES

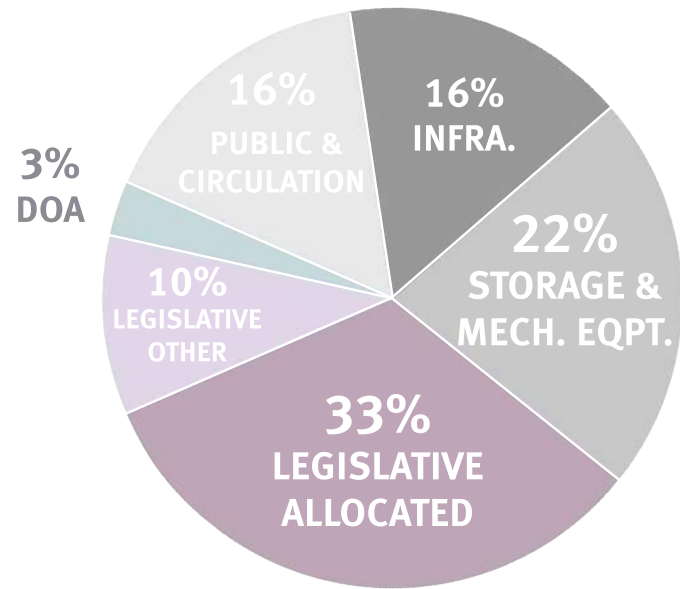
- Access to Chambers and Hearing Rooms
- Soundproof office for recording
- Lockable room for equipment storage
- Shared offices are OK
- Basement location is acceptable
- Way finding

ESTABLISH

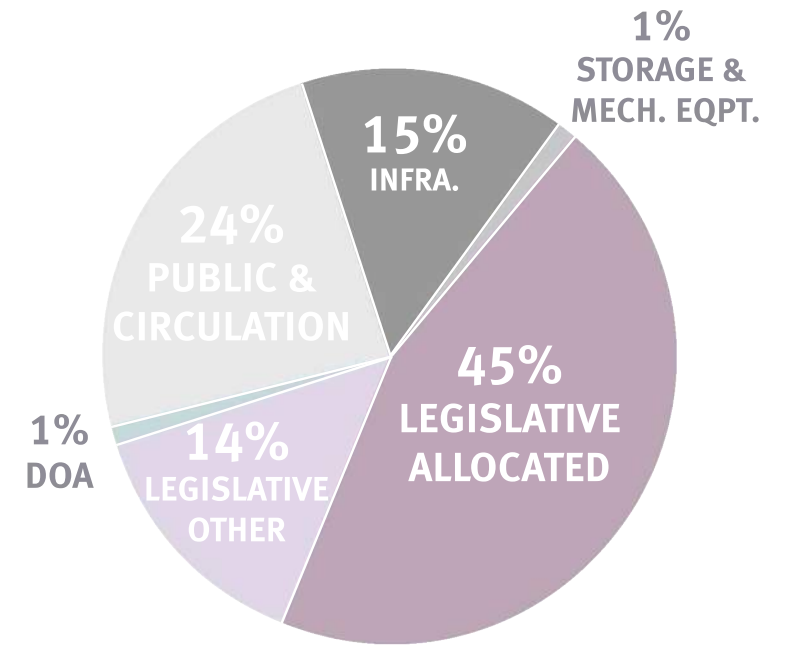
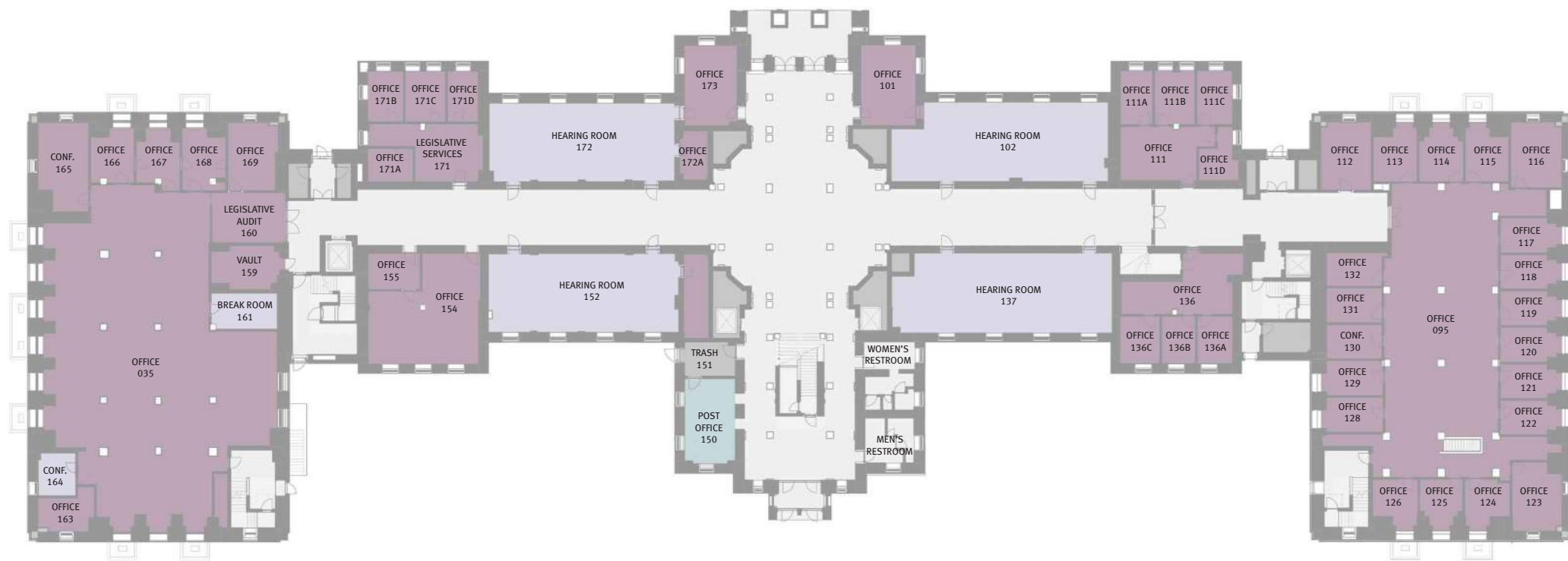
EXISTING ALLOCATIONS - BASEMENT

Prior to any design work, the design team evaluated the existing uses and accommodations. This was not a comprehensive space utilization analysis, but rather an overview to illustrate how space is currently distributed in the existing configuration.

Space shown illustrates all areas currently allocated to the Legislative Branch.



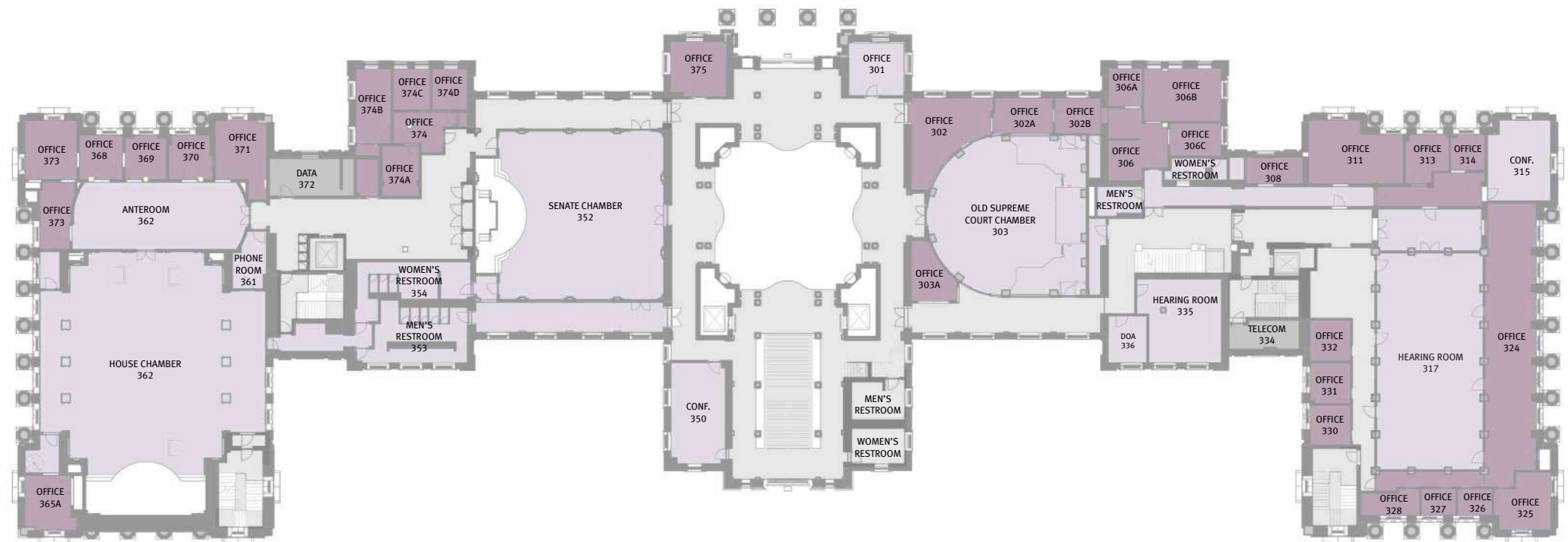
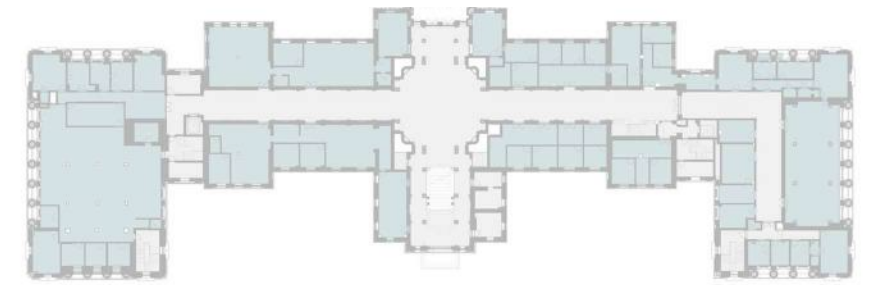
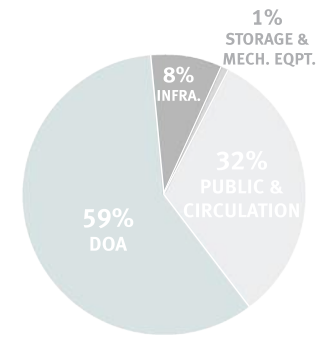
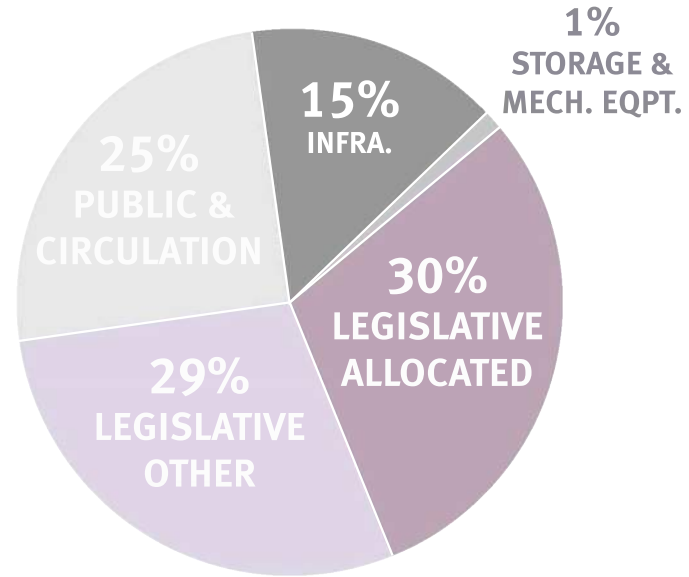
EXISTING ALLOCATIONS - LEVEL 01

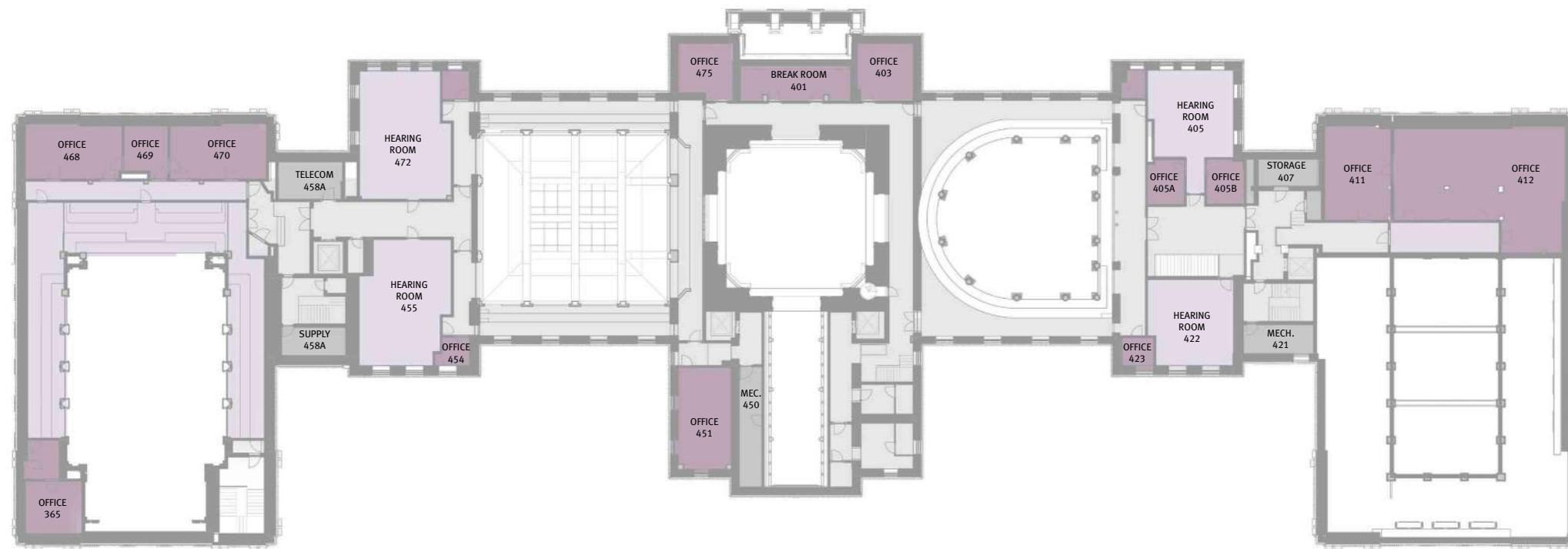
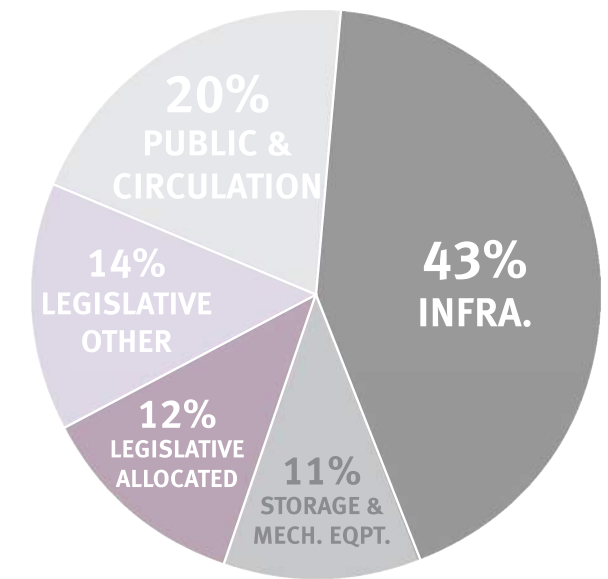


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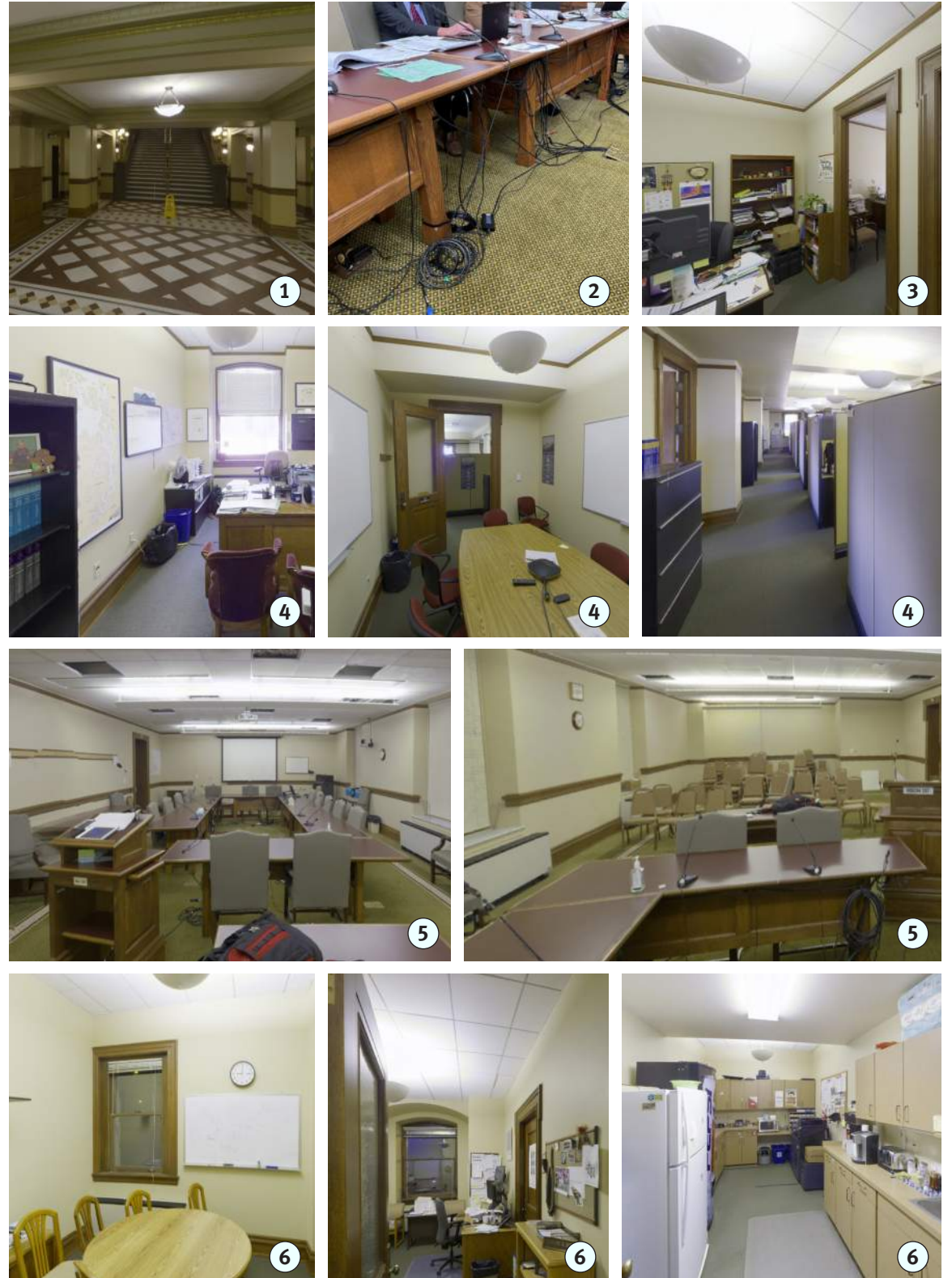
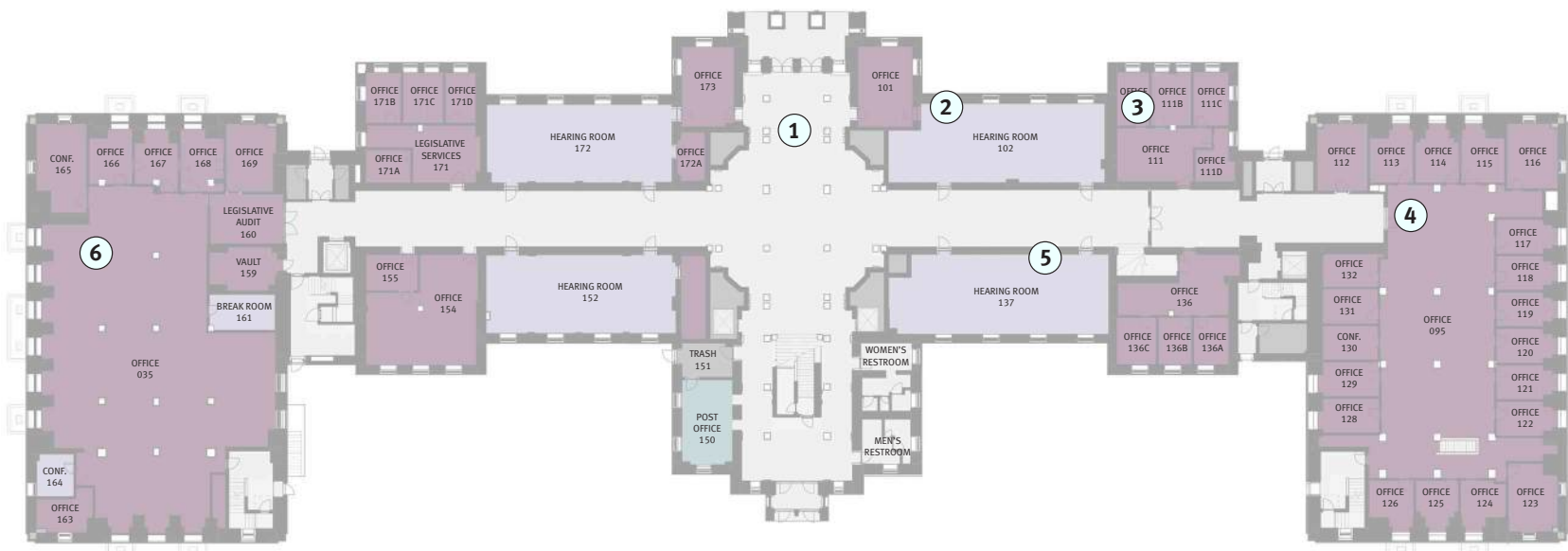
EXISTING ALLOCATIONS - LEVEL 03

LEVEL 02 - NOT IN SCOPE





LEVEL 01



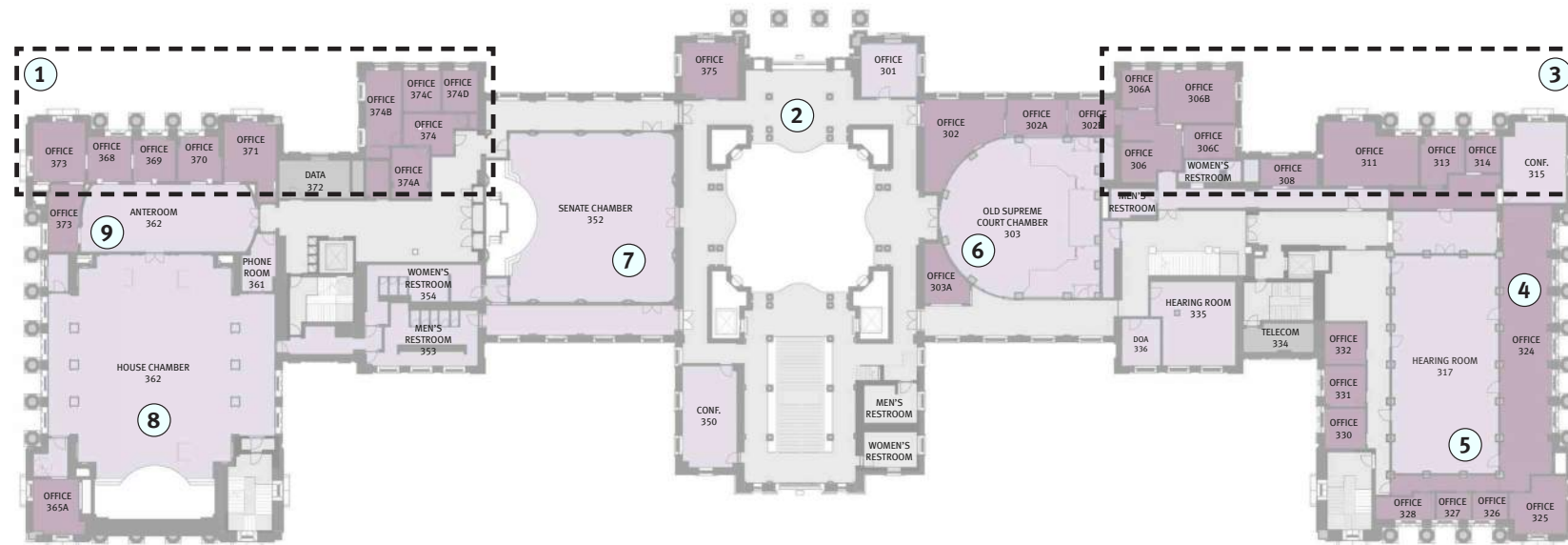
EXISTING CONDITIONS - 2019

- Main entrance
- Service desk
- Office spaces
- Hearing rooms
- Post Office

PHOTO CREDIT: Reality Documentation Solutions Virtual Tour, 2019

ESTABLISH

LEVEL 03



EXISTING CONDITIONS - 2019

- Chambers
- House & Senate offices
- House & Senate cubicles
- Ceremonial
- Public circulation
- Office spaces

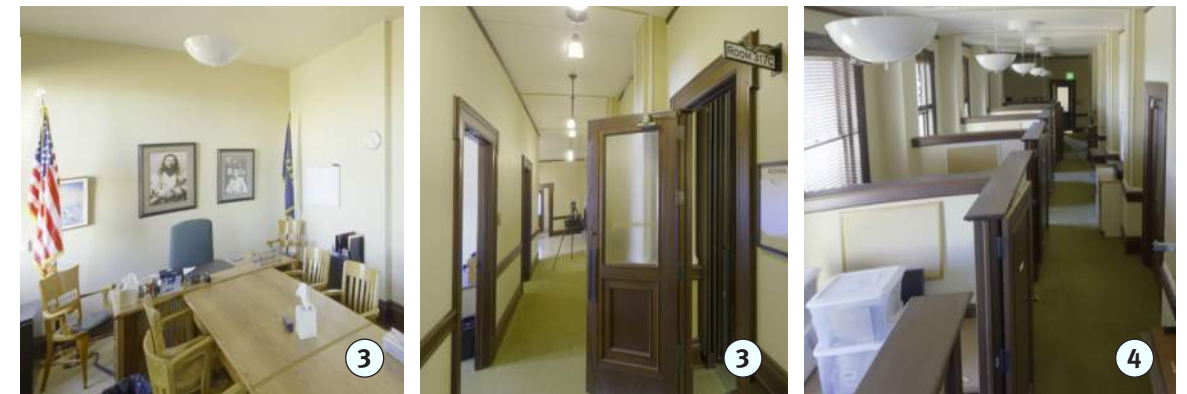
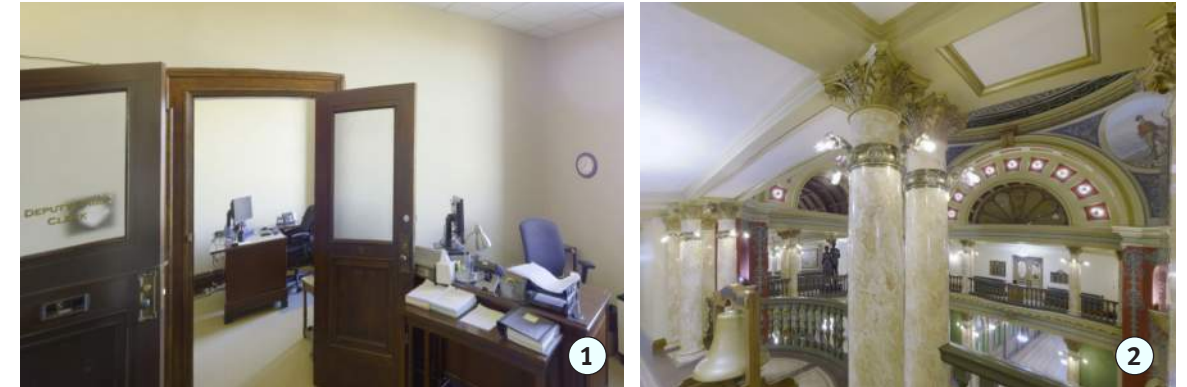
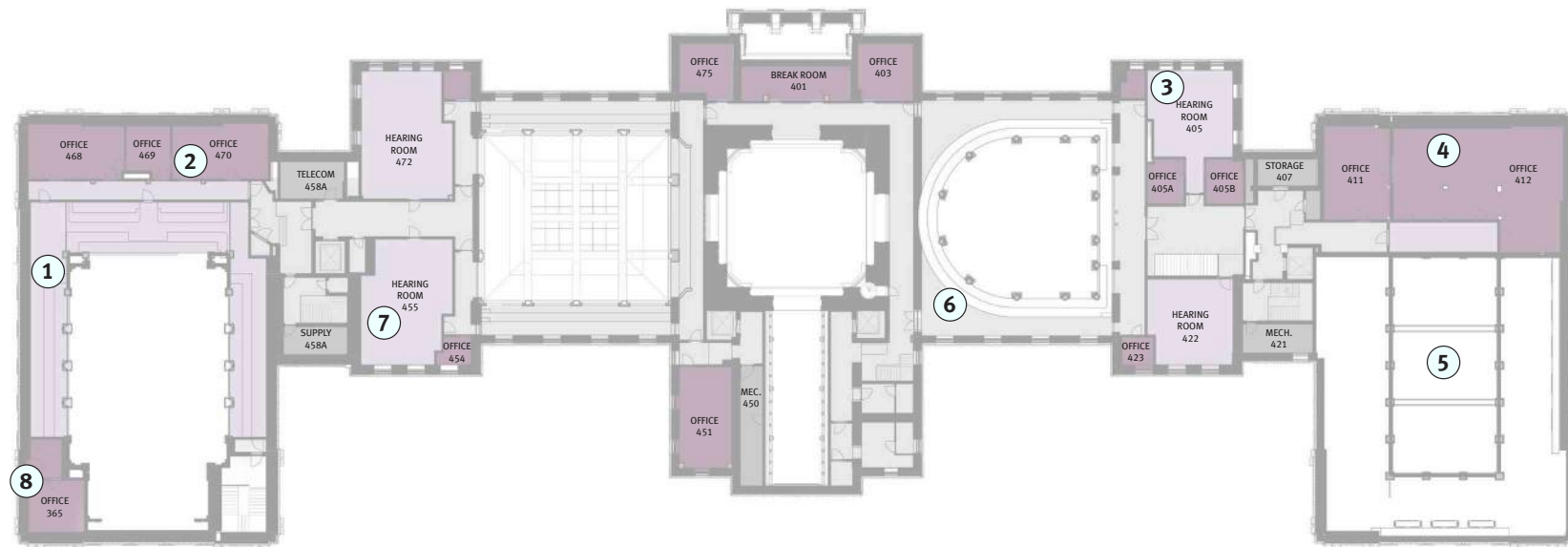


PHOTO CREDIT: Reality Documentation Solutions Virtual Tour, 2019

LEVEL 04



EXISTING CONDITIONS - 2019

- Chamber gallery
- Hearing rooms
- House & Senate cubicles
- Senate offices
- Office spaces

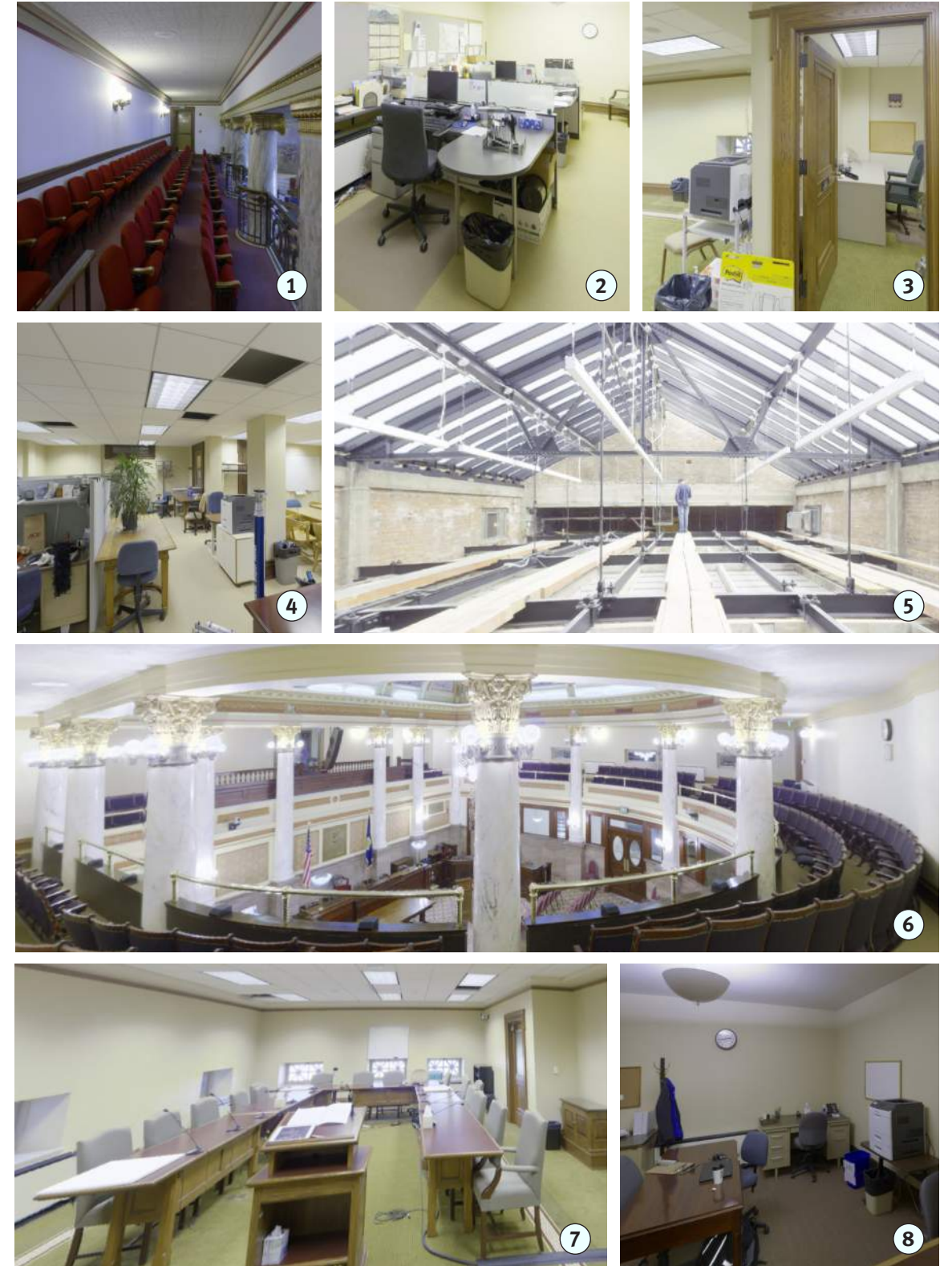


PHOTO CREDIT: Reality Documentation Solutions Virtual Tour, 2019





UNDERSTAND



UNDERSTAND

PROCESS

The study began with a series of investigative workshops focused on data gathering. The design team was careful not to create or suggest any solutions during this investigative stage. The Chair instructed the design team that “nothing was off limits”. She asked the team to delve deep into the reasons behind space requests to better understand why a request or recommendation was provided.

WORKSHOP OVERVIEW

WORKSHOP 1 - Visioning & Goals

Establish improvement priorities to the capitol

Determine project boundaries

Define requirements for Long-Range Plan

Develop a project calendar

WORKSHOP 2 - Initial Program & Opportunities Analysis

Review existing program needs and building space parameters

WORKSHOP 3 - Confirmation of Space Program

Understand optimal space needs for 10-year growth expectations

WORKSHOP 4 - Initial Concept Development

Review initial concept options & select recommended concept

Legislative Council Meeting - Present to the Legislative Council

Update the Legislative Council on the progress to date

WORKSHOP 5 - Refined Concept & Initial Phasing

Review refined concept option & initial phasing strategy

WORKSHOP 6 - Confirm Plan

Review final concept and finalize decisions

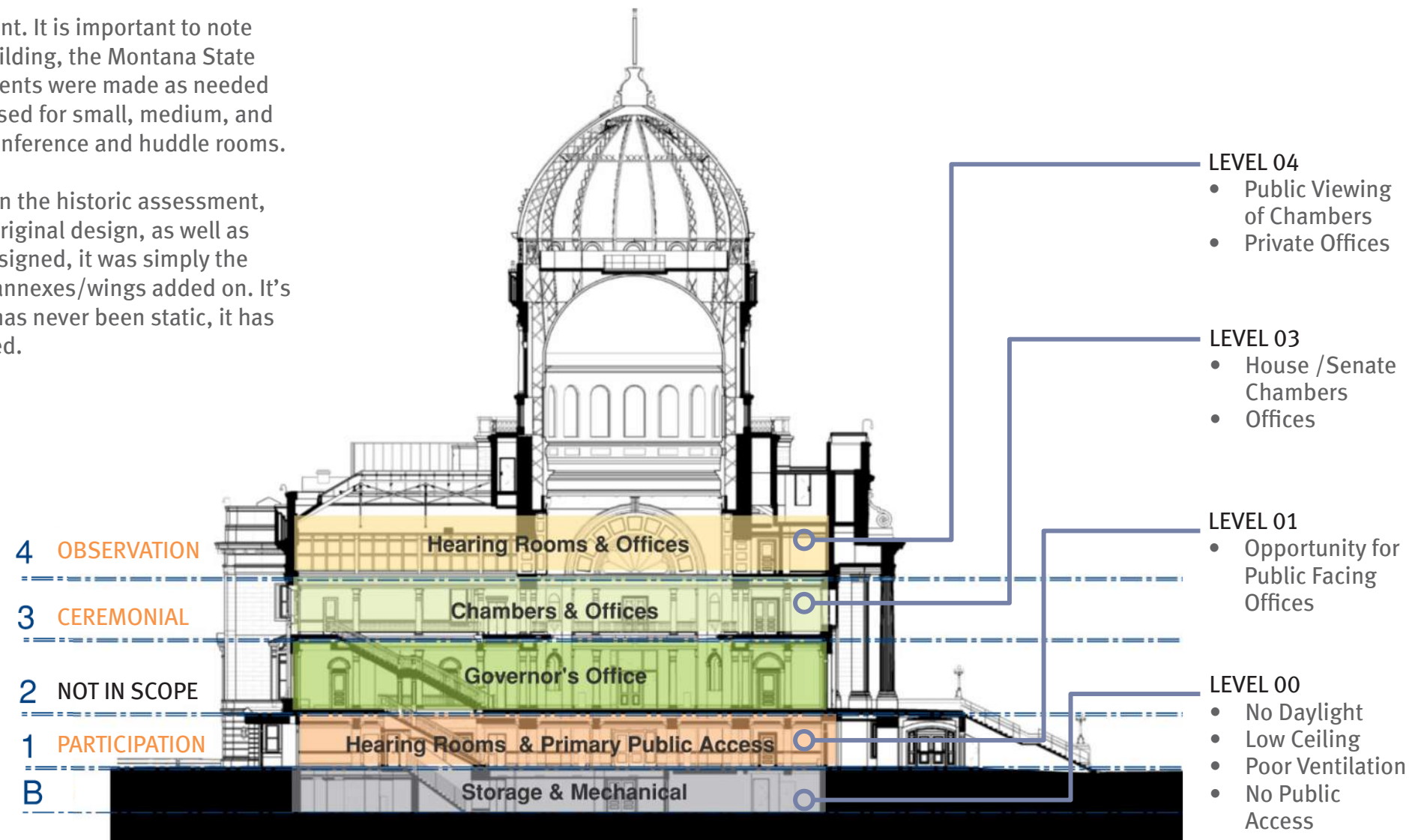
HISTORIC BUILDING ANALYSIS

EXISTING CONDITIONS & ALLOCATED SPACE

There was extensive discussion about how the building is currently being used. According to users, the building is used at full capacity in the interim, and it is oversubscribed in session. To verify this, the first step was to analyze how the space is currently being used, especially areas allocated to legislative use. The team differentiated between allocated and assigned: “allocated” for space the Legislature has access to (the gross area) and “assigned” for individual offices/specific needs that are provided (the net area). On the first floor, approximately 45% of the floor is allocated to the Legislature. On the second floor, none of the space is allocated to the Legislature; it is solely allocated to the executive branch. On the third floor, approximately 30% is allocated to the Legislature. On the fourth floor, about 12% is allocated to the Legislature.

The team considered the ROWS space recommendations as a starting point. It is important to note ROWS assumes modern office building functionality, and as a Historic Building, the Montana State Capitol is inherently less efficient than a modern office building. Adjustments were made as needed given the historic nature of the building. ROWS recommendations were used for small, medium, and large offices, for workstation types and touchdown stations, as well as conference and huddle rooms.

The team also considered the Historic Building itself. Due to prior work on the historic assessment, Hennebery Eddy Architects brought unique knowledge of the building’s original design, as well as the modifications it has had over time. In 1902, when it was originally designed, it was simply the main Capitol in sandstone with a dome. In 1912, there were two granite annexes/wings added on. It’s important to note that the building has grown and changed over time; it has never been static, it has always changed and evolved, much as governing has changed and evolved.



UNDERSTAND

PROGRAM

Following the user/stakeholder interviews and the lessons learned from the benchmarking tour, the design team assembled the data for review and evaluation by the SPWG. A total of eight scenarios of the space program were developed before finalizing the recommended space program.

The baseline scenario attempted to house all required space needs within the Historic Building. The space expansion needs were such that housing all functions within the building was simply impossible so that scenario was considered a failure. Seven other scenarios were studied. A central question was whether the Office of Legislative Information Services (OLIS) and the Legislative Audit Division (LAD) should be considered part of the long-range plan. Initially, both were assumed to be leaving the Capitol building. However, after completing the user interviews, it became apparent that both would be better served by being within the Historic Building to effectively support the Legislature needs and their professional staff counterparts. Program scenarios were explored with and without OLIS and LAD. After careful consideration, the SPWG recommended that OLIS and LAD remain in the Capitol for the optimal long-range plan, although some sub-optimal scenarios were also considered viable.

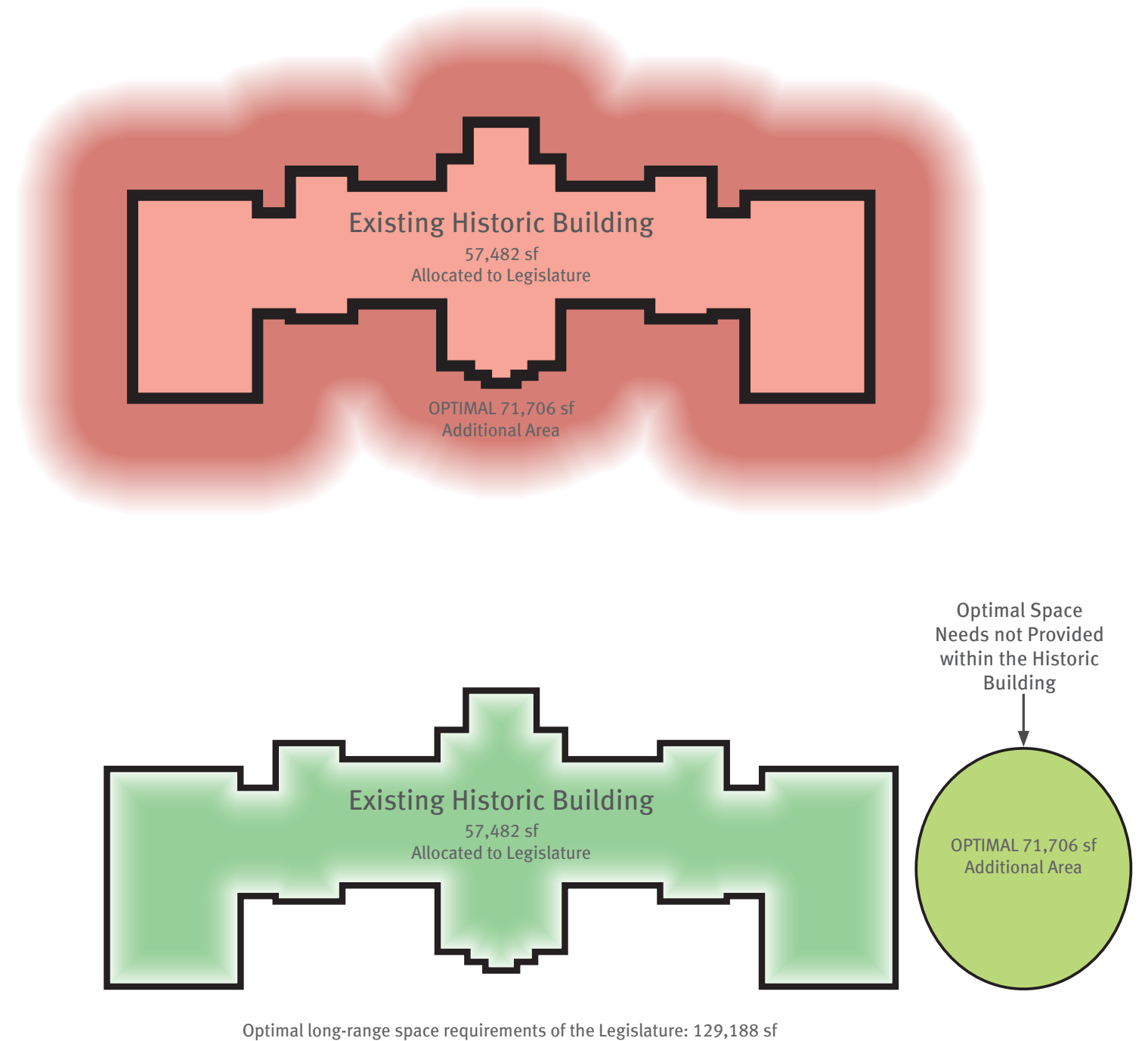
The majority of the Legislative Space needs are focused in the House, Senate, Hearing Rooms, and Legislative Common Use. Elected Officials need space for themselves and their support staff. Space for offices and caucus rooms are their primary space type needs. Over 27,000 sf of space is needed for additional Hearing Rooms. More Hearing Rooms will allow the Legislative Process to work more effectively, providing better utilization and public access. The divisions need additional space that is designed for modern office needs that can accommodate future growth.

Although the ideal scenario would be to house all government functions within the Historic Building, this is no longer possible. The optimal program determined it to be acceptable for all the Legislative Divisions, House rank and file, Senate rank and file, new Legislative common use, and new hearing rooms move out of the Historic Building. While the House of Representatives, Senate, Press Corps, existing hearing rooms, and existing Legislative common use spaces should optimally remain in the Historic Building.

The total area needed for staff remaining in the Historic Building amounts to 57,482 square feet. The total area needed for staff outside of the Historic Building amounts to 71,706 square feet.

A detailed breakdown of the program per grouping is available in the Appendix. A summary of the program is illustrated below.

Total Legislative Allocated Area in Historic Capitol: **57,482 SF**
Optimal Long-Range Space Requirements of the Legislature: **129,188 SF**
Total Additional Space Needed: **71,706 sf OPTIMAL**



PROGRAM SUMMARY

UNDERSTAND

	EXISTING ALLOCATED		EXISTING ASSIGNED		EXISTING GROSSING FACTOR		PROJECTED 10 YEAR PLAN				DELTA		Comments
	Area (SF)		Staff Area (SF)		Net-To-Gross Factor (MEP, circulation)	%	Staff	Net Area Total (SF) per ROWS study recommendation	Net-To-Gross Factor (MEP, circulation)	%	Total Gross Area (SF)	Projected Additional Space	
Optimal Priority to Remain in Historic Building													
House of Representatives (senior & leadership)	6,071 sf		103	4,698 sf	1,373 sf	23%	108	13,681 sf	4,104 sf	30%	17,786 sf	11,715 sf	Historic Building
Senate (senior & leadership)	8,727 sf		74	5,501 sf	3,226 sf	37%	79	8,177 sf	2,453 sf	30%	10,631 sf	1,904 sf	Historic Building
Hearing Rooms	6,485 sf		N/A	6,485 sf	0 sf	0%	N/A	9,085 sf	1,946 sf	30%	11,031 sf	4,546 sf	Historic Building
Legislative Common Use	2,274 sf		N/A	2,274 sf	0 sf	0%	N/A	3,432 sf	1,030 sf	30%	4,462 sf	2,188 sf	Historic Building
Press Corps	654 sf		N/A	246 sf	408 sf	62%	N/A	1,580 sf	474 sf	30%	2,054 sf	1,400 sf	Historic Building
Division Touchdown	0 sf		N/A	0 sf	0 sf	0%	N/A	1,000 sf	300 sf	30%	1,300 sf	1,300 sf	Historic Building
OLIS	2,000 sf		21	1,938 sf	62 sf	3%	22	2,094 sf	628 sf	30%	2,722 sf	722 sf	Historic Building
TOTAL	26,211 sf		198	21,142 sf	5,069 sf	19%	209	39,049 sf	10,935 sf	30%	49,984 sf	23,773 sf	
								Total Projected SF		15%	57,482 sf	31,271 sf	Remain in Historic Building - additional 15% grossing
								Total Additional Space Available			31,830 sf		Space available from staff not in Historic Building
Outside Historic Building													
House of Representatives (rank and file)	5,819 sf		66	0 sf	5,819 sf	100%	70	9,214 sf	2,304 sf	25%	11,518 sf	5,699 sf	Oustide Historic Building
Senate (rank and file)	1,031 sf		40	1,031 sf	0 sf	0%	30	5,072 sf	1,268 sf	25%	6,340 sf	5,309 sf	Oustide Historic Building
Legislative Audit Division	6,319 sf		53	3,224 sf	3,095 sf	49%	53	4,538 sf	1,135 sf	25%	5,673 sf	-647 sf	Oustide Historic Building
Legislative Fiscal Division	2,779 sf		21	2,442 sf	337 sf	12%	34	3,926 sf	982 sf	25%	4,908 sf	2,129 sf	Oustide Historic Building
Legislative Services Division	11,400 sf		47	5,523 sf	5,877 sf	52%	58	9,274 sf	2,782 sf	30%	12,056 sf	656 sf	Oustide Historic Building
Legislative Common Use	1,274 sf		N/A	0 sf	N/A	N/A	N/A	7,920 sf	1,980 sf	25%	9,900 sf	8,626 sf	Oustide Historic Building
New Hearing Rooms	3,208 sf		N/A	3,208 sf	0 sf	0%	N/A	16,650 sf	4,163 sf	25%	20,813 sf	17,605 sf	Oustide Historic Building
Security	0 sf		N/A	0 sf	0 sf	0%	N/A	400 sf	100 sf	25%	500 sf	500 sf	Oustide Historic Building
TOTAL	31,830 sf		227	15,428 sf	15,128 sf	48%	245	56,594 sf	14,612 sf	25%	71,706 sf	39,876 sf	
								Total Projected SF		25%	71,706 sf		Located outside of Historic Building - 25% grossing factor

UNDERSTAND

EXISTING VS. OPTIMAL AREA PER GROUP

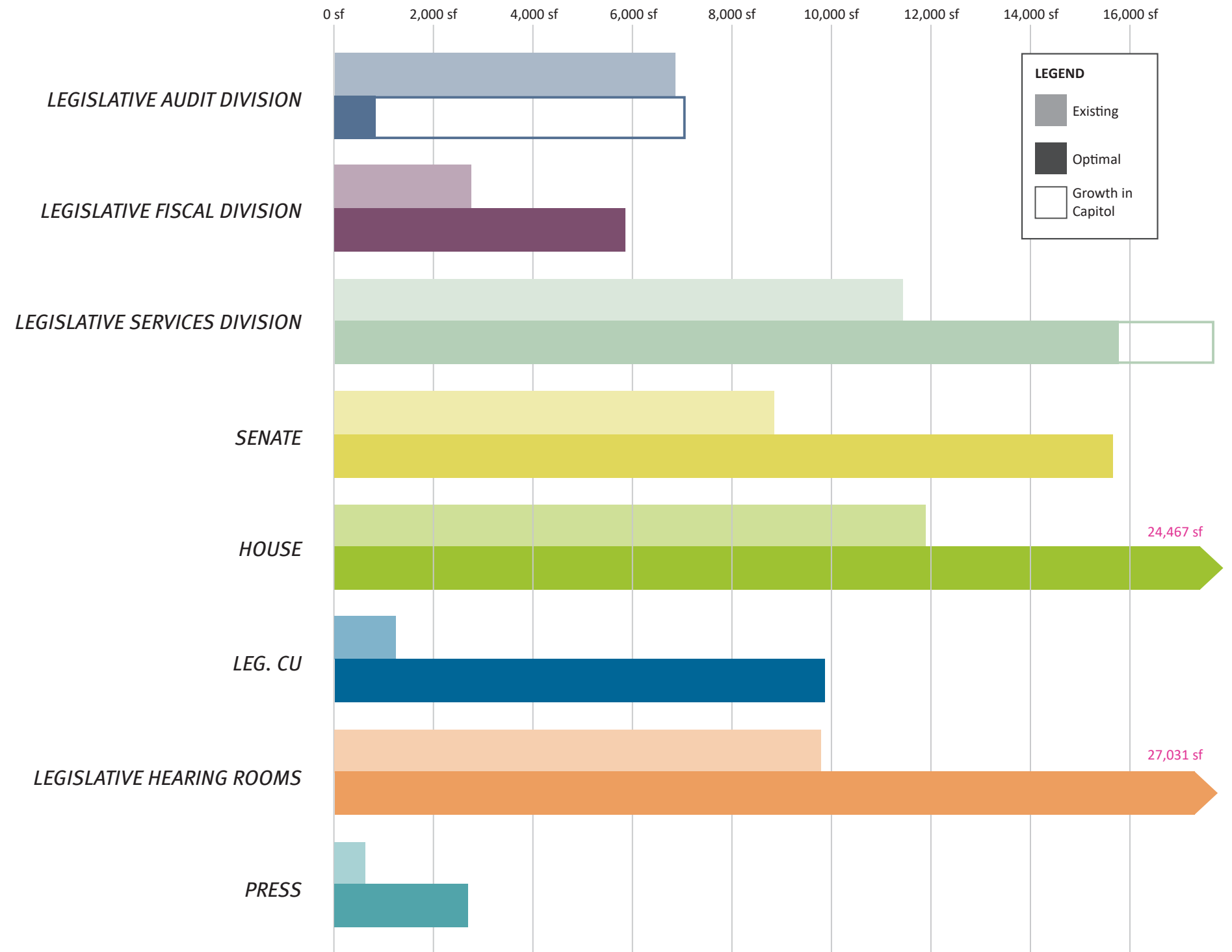
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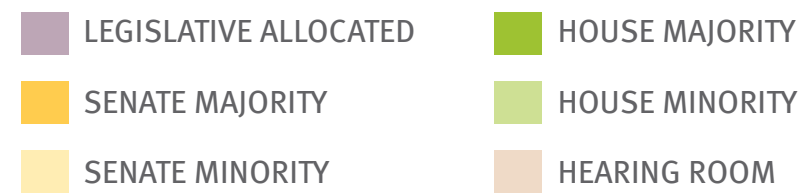
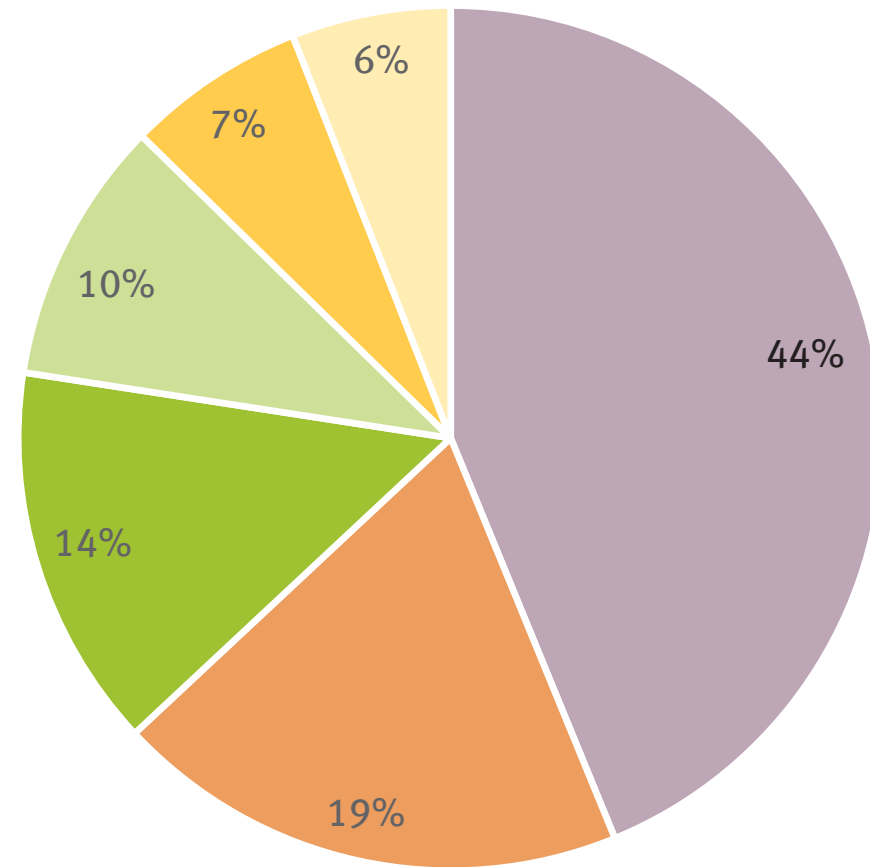
Over 27,000 sf of space is needed for additional Hearing Rooms. More Hearing Rooms will allow the Legislative Process to work much more effectively.

The divisions need additional space that is designed for modern office needs that can accommodate future growth.

EXISTING VS. OPTIMAL AREA



HISTORIC BUILDING



UNDERSTAND

REMOTE & OFFICE WORKPLACE STUDY

The purpose of the ROWS Study was to bring together insights, data analysis, and findings from workforce and workplace elements to provide the Legislative Branch with options, considerations, and recommendations to make more effective decisions on actions related to space for permanent Legislative Branch Staff considering a potential telework implementation and the unique challenges presented both in and out of session.

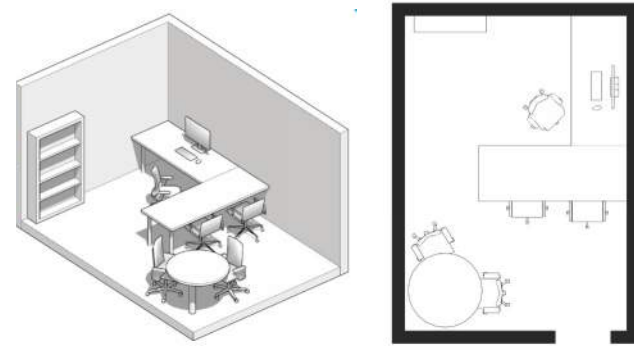
A multi-faceted, data-driven approach was used to assess the current state of the Capitol building. Space use, space design, and opportunities for optimization were assessed through the lens of industry best practices and key space modernization considerations including a workspace analysis, discussions with key stakeholders, in-person site visits coupled with leading practices for future workplaces and opportunities resulting from implementing telework.

The findings of this study outline key opportunities and recommended next steps to address the unique space challenges present in the Montana State Capitol and can serve as a guide to space planning in the long-term.

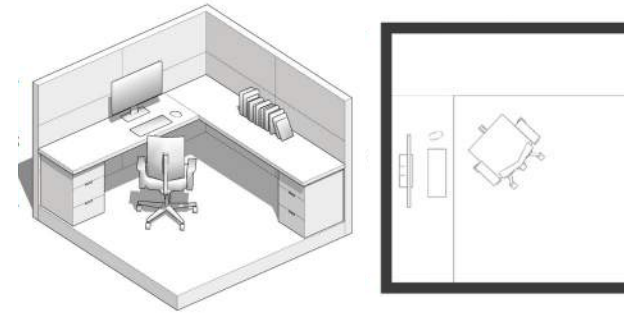
ROWS STUDY SPACE TYPE RECOMMENDATIONS

The Design Team established standard space types and programming needs based on the results of the ROWS Study. These standards helped the Design Team develop a program that could accommodate the various space needs of the user groups.

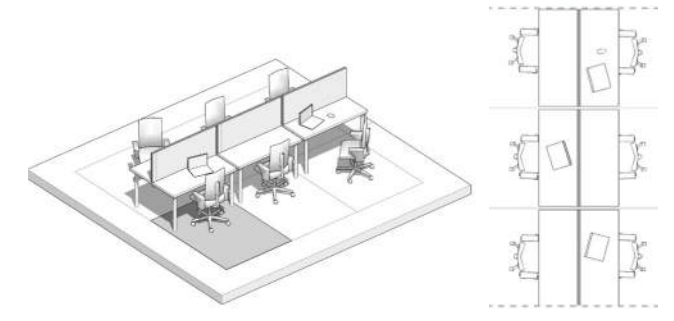
WORK STATIONS & OFFICES



Graphic taken from ROWS Study



Graphic taken from ROWS Study



Graphic taken from ROWS Study



PRIVATE OFFICE

A private office with closed walls and a door. Private offices are for permanent leadership staff and elected officials. A private office includes a sit-stand desk, storage, and guest seating.

Typical sizes

Large: 200+ sf
Medium: 120 sf
Small: 100 sf

WORKSTATION

A cubicle workstation is for permanent Legislative staff and support. A workstation is designed with tall panels that provide privacy and electrical power. Workstations include a sit-stand desk, modular pedestal, and storage. These are designed to accommodate long-term space needs and can be reconfigured, if needed, in the future.

Typical sizes

Large: 64 sf (8' x 8')
Small: 48 sf (6' x 8')

TOUCHDOWN

A touchdown workstation is designed for temporary support staff with minimal space needs. A touchdown includes a sit-stand desk, privacy screens, and storage.

Typical size

35 sf (5' x 7')

EXISTING VS. PROPOSED AREA PER GROUP

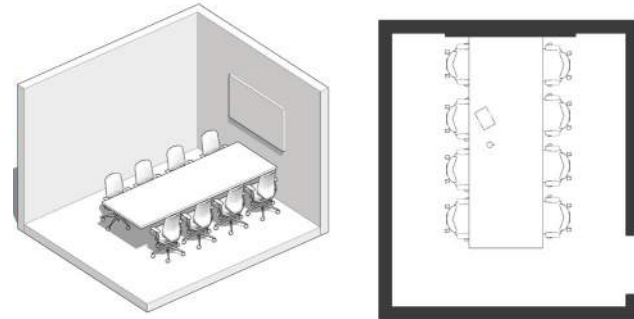
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COMMON USE SPACES



Graphic taken from ROWS Study

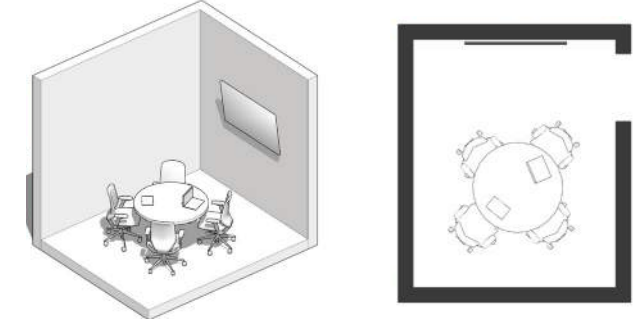


CONFERENCE ROOM

A conference room is designed to accommodate large groups in a private space with closed walls and a door. Larger conference rooms are for Elected Officials as caucus spaces. A conference room includes a large table, conference chairs, and AV/TV screen connection.

Typical sizes

- Large: 450 sf
- Medium: 300 sf
- Small: 200 sf



Graphic taken from ROWS Study

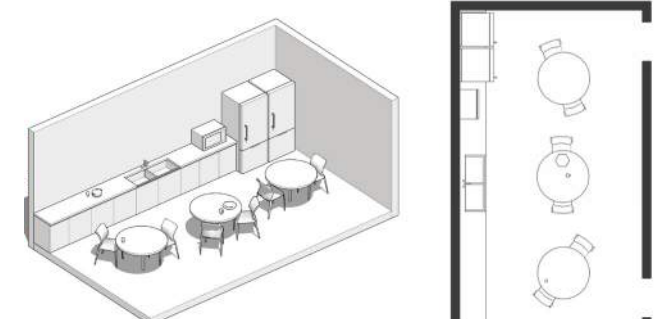


COLLABORATION SPACE

A collaboration space is designed to accommodate casual, smaller groups meeting with a table and some chairs. Collaboration spaces are located within an open office for staff to easily have access to a space they can meet.

Typical size

100 sf



Graphic taken from ROWS Study



BREAK ROOM/STAFF KITCHEN

A breakroom/staff kitchen is designed for all staff to provide a space to take a break and eat/drink. A breakroom includes a refrigerator, sink, microwave, storage, and seating in a comfortable, clean space.

Typical size

340 sf

UNDERSTAND

BENCHMARKING TOUR

After meeting with the users and stakeholders, several members from the SPWG visited the Utah State Capitol. Utah had the same problem as the Montana Capitol 20 years ago, and this trip was an opportunity to see what worked and what lessons could be learned. The tour included Senator Knudsen, Speaker and Representative Regier, Representatives Harvey and Bedey, Legislative Services Division Director Jerry Howe, Legislative Fiscal Division Deputy Director Joe Triem, and Chief Clerk Carolyn Tschida, Randy Stephens from A&E, Steve Baiamonte and Nikki Simon from Department of Administration, and Gregg Sanders and Kelly Petix from Hennebery Eddy Architects.

This intensive two-day tour resulted in a rich understanding of what was possible and what the State of Montana could do to make the State Capitol work for the community now and well into the future. With the information and data collected from the tours, the SPWG and the design team collaborated to formulate the final space program for the Capitol Long-Range Plan.

The tour included both public and secure areas. Like the Montana Capitol, the Utah Capitol is a beautiful domed historic building, built in the same 10-year period. The Utah Capitol is also one of the largest tourist attractions in the state, which is quite unusual for a state capitol. This is largely because of the sensitive renovation, restoration, and expansion undertaken in the early 2000s in response to growth challenges.

The team learned about rooms of particular importance, such as hearing rooms, office spaces, and staff support areas. Hearing rooms featured elements that Montana could incorporate to further elevate the formality and ceremony of the Legislative process. The team was also able to tour the central security zone of the Utah Capitol, a major component of Utah's renovation. While being invisible to the visitor, the robust security system allows them to see everything in the Capitol in real time from one central location.

Utah's Historic Capitol is flanked by two relatively modern office buildings, designed to appear as though they were original to the Historic Capitol. The flanking buildings accommodate the House and Senate rank and file members, and professional support staff. The staff area is housed in flexible modern office spaces. While not being particularly ornate, they can easily be adapted to changing needs, which is an important aspect of the renovation's success.

The Utah Capitol was started in 1901 and finished in 1912, about the same time as the Montana State Capitol. The Capitol has become the ceremonial center, as well as the center of formal governing, housing the chambers, some hearing rooms, and leadership offices. The additional support is in the two flanking buildings that are connected via underground passageways.

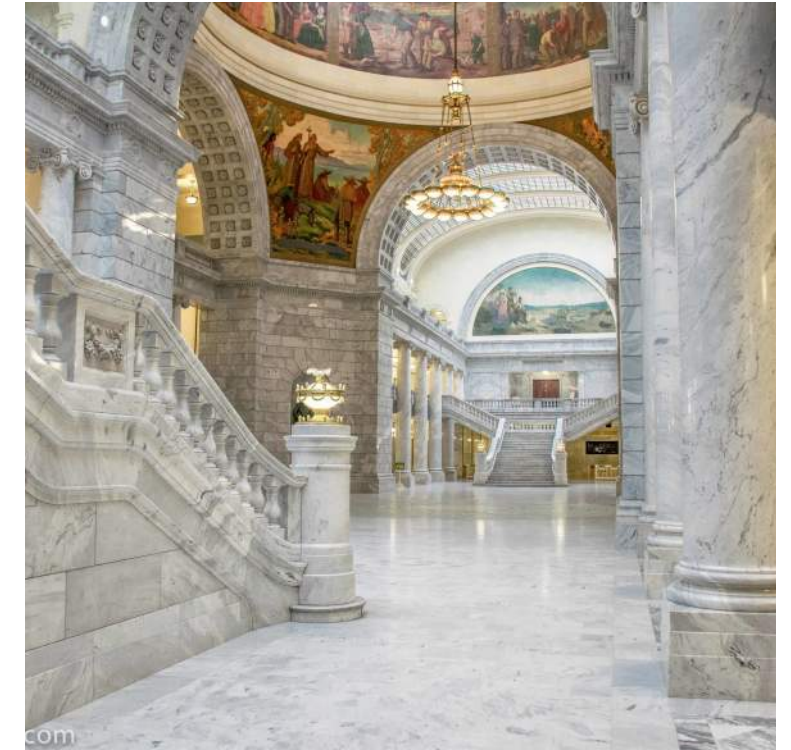
Utah has a 45-day annual session. Even though it happens every year, it is an intense 45-day period not dissimilar from Montana's 90-day biennial.

LIST OF ATTENDEES

STATE

- Chair, Rep. Ronda Knudsen
- Speaker, Rep. Matt Regier
- Rep. Derek Harvey
- Rep. David Bedey
- LSD Dir. Jerry Howe
- LFD Deputy Dir. Joe Triem
- Chf Clk. Carolyn Tschida
- A&E Randy Stephens
- GSD Dir. Steve Baiamonte

- GSD Nikki Simon



HENNEBERY EDDY ARCHITECTS

- Proj. Manager, Gregg Sanders
- Interior Designer, Kelly Petix



UNDERSTAND

UTAH STATE CAPITOL

Richard K. A. Kletting | 450,000 SF | 1912 - Present day

Restoration of the Utah State Capitol began in 1998 with the creation of the Capitol Preservation Board to oversee the seismic upgrade, restoration, and preservation of the Capitol. By the end of the restoration, 265 seismic base isolators were installed underneath the building. Original artworks were restored, new artworks were commissioned, and both offices and public spaces were restored to their original beauty. The Utah State Capitol Hill includes four buildings, sprawling lawns, a central plaza with a reflecting pond, a .7 mile circular walkway boasting 433 yoshino cherry trees, and a broad collection of monuments, plaques and statuary.

While the North and South buildings are dedicated to both public and governmental ceremony, the East and West buildings are dedicated to Elected Officials and staff. This programmatic separation allows the Historic Building to serve as a space that honors the public, and the ceremony of the governmental process while providing an opportunity to create an ideal accommodation for staff.

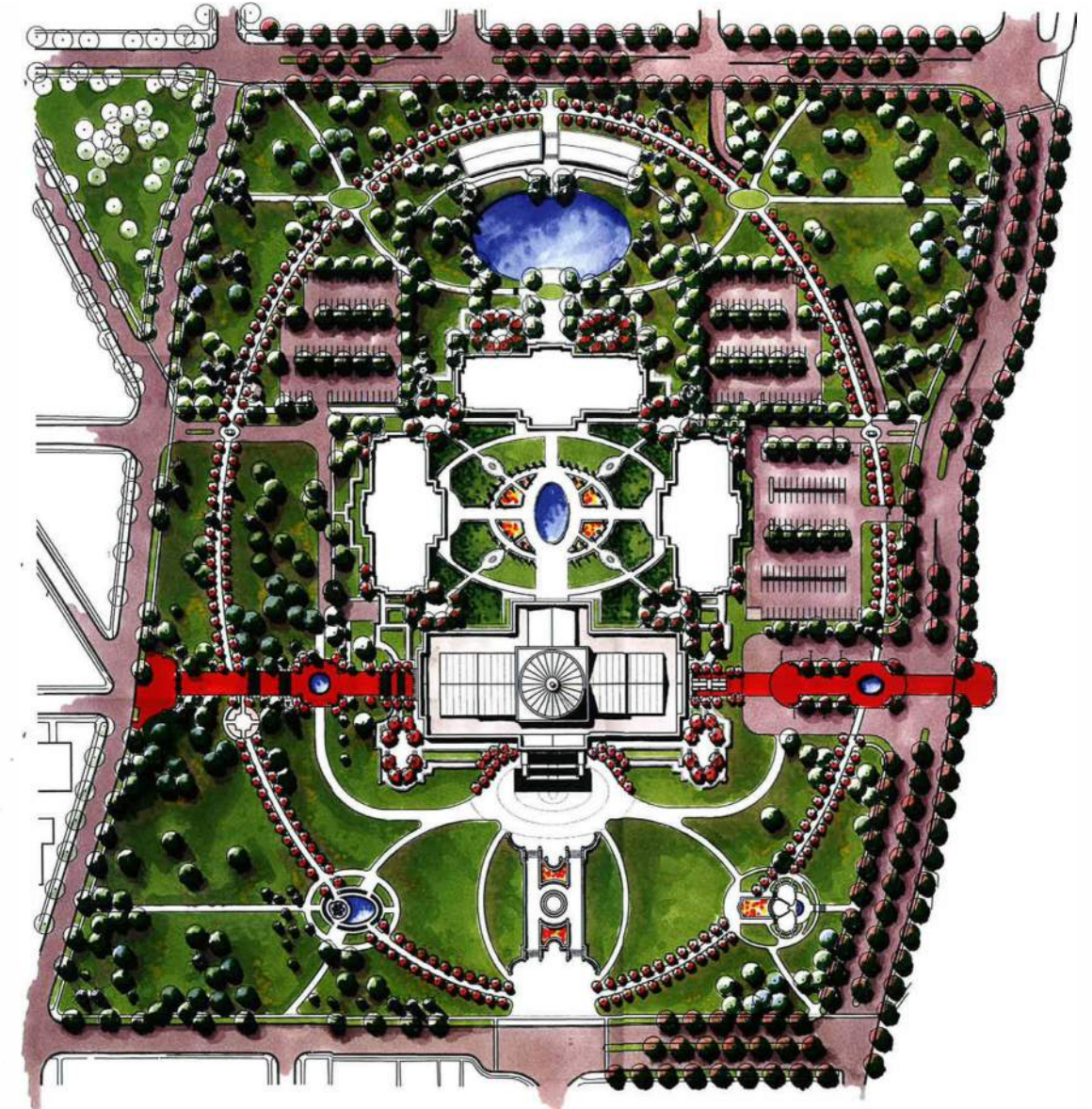
The Historic Capitol Building features 450,000 sf of restored exterior and interior honoring history, artwork, and architecture. Public access within the Historical building is a key feature, and brings more than 200,000 visitors each year. The Historic Building creates a sanctuary for governmental ceremony, connection to community, and preservation of history.

To the North is a brand new building, under construction to house staff offices, a State historical museum, and a storage space for the State's artifacts.

To the East and West are two additional buildings dedicated to each of the Legislative groups. The House of Representatives and support staff are housed in the West addition, and the Senate and support staff are housed in the East addition. The Legislative Divisions are housed in each building depending on their need for proximity to Elected Officials.

All finishes on the exterior of each building were designed to match the Historic Building. Interiors of the office spaces are less ornate and are simplified for a modern office environment.

UTAH STATE CAPITOL BUILDING MAP



The 20-year Master Plan for the Capitol Complex, inspired by the original drawings of John Olmstead and Richard Kletting. The plan includes the cherry tree-lined oval path and the proposed new State Office Building.

UTAH STATE CAPITOL BUILDING



Paul Brown Painting, 2007

UNDERSTAND

OUR TAKEAWAY

The Utah State Capitol was an excellent precedent for the Space Planning Work group as they encountered a very similar problem of historic preservation and staff growth that required an evaluation, plan, and action. Their Master Plan accounted for the same priority items that the Space Planning Work group identified, including:

- Offices and workspaces for every Elected Official
- Access to kitchens and breakrooms
- Conference rooms available to Legislators fitted with appropriate technology
- Safe rooms or “green rooms” located adjacent to hearing rooms
- Legislative meeting places located between the caucus rooms, chambers, and offices

Over 20 years ago, the Utah State Legislature created the Capitol Preservation Board (CPB) who became the stewards of the Capitol Complex. The CPB, dedicated to the oversight and care for the buildings and grounds on the Capitol Hill complex, created a Master Plan. They first conducted an extensive study of the existing buildings, site, and future space needs. This study resulted in the Historic Structures Report which included a series of recommendations that would help to create an outline for their Master Plan.

25 years later, the Master Plan is almost complete. The Utah State Capitol Complex features four buildings - the Historic Capitol building, the House of Representatives building, the Senate building, and the State Historical Museum. All four are connected underground by an expansive basement level that provides enhanced security and accessibility for staff and Elected Officials.

The Space Planning Work group agreed that the creation of the Capitol Preservation Board was a crucial step to Utah’s ability to establish a Master Plan. The members of the CPB represent every department in the Capitol. Creating a similar group in Montana would facilitate the progress of changes in the future.

The Space Planning Work group also found the hearing rooms to be especially impressive. Elected officials are elevated, the technology makes the process smooth and simple, and the room itself compliments the formality and ceremony of the hearing process. Each hearing room has an adjacent “green room” that Elected Officials can use as a respite space, impromptu meeting space, and safe space in the event of an emergency. An in-person room coordinator facilitates the security and flow of the hearing process.

The Utah State Capitol took advantage of an opportunity to create underground parking that provided additional security and management of a growing need for parking space. The Space Planning Work group will need to consider parking strategies in the future.

Lastly, one of the most impactful features of the Utah State Capitol was the prioritization of artwork and artifacts in the Historic Building. Visitors to this newly-restored building will find dazzling finishes, including vibrant colors, gold leafing effects, and decorative stencil moldings that honor the original designs. Large glass cases of artifacts and historical artwork, Statues, and Murals are integrated into the design of the Historic Building.



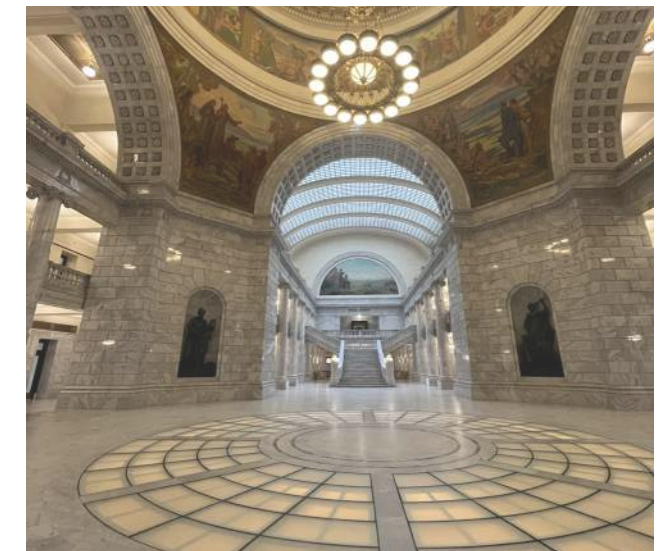
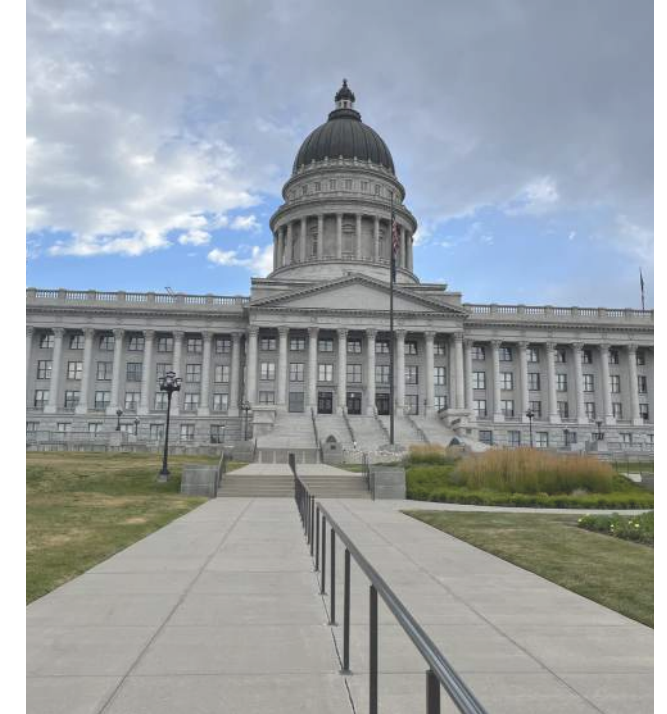
FUTURE GROWTH



HEARING ROOMS



STAFF SPACES



HISTORIC CAPITOL PRESERVATION

UNDERSTAND

HEARING ROOMS

The principles used to develop the Utah hearing rooms could easily be applied to Montana. They feature a u-shaped Legislative space equipped with an elevated level with a wireless AV connection at every station for each committee member. They have screens for the audience and confidence monitors at every station for every committee member. The rooms also had tall ceilings with daylight, artwork, and flexible audience seating. Each hearing room has a “green room” adjacent that serves as a lounge and/or safety space. All these features elevate the formality and ceremony of the Legislative process.

Utah has a series of hearing rooms of different sizes, from small rooms to serve about 8 Legislators and 25 audience members, to large rooms designed for 20-person committees with as many as 150 audience participants.

UTAH LARGE SIZED HEARING ROOM

monitors for public viewing

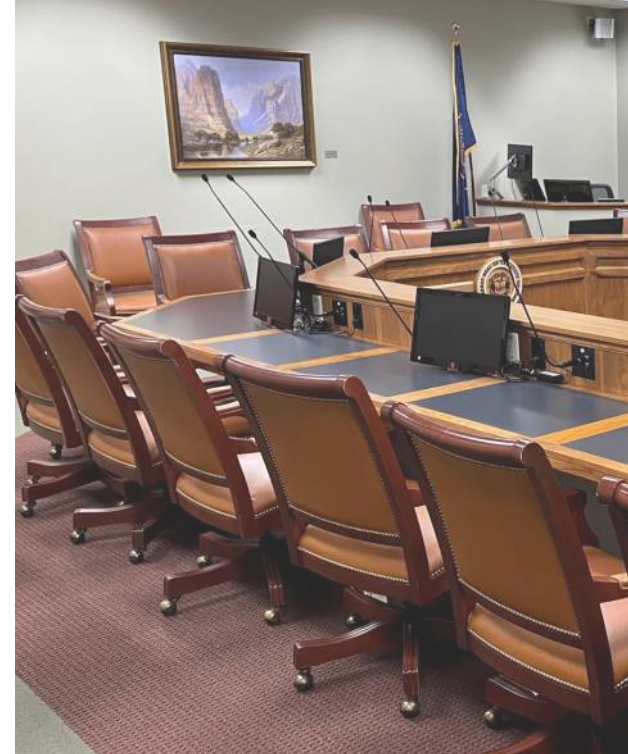


daylighting

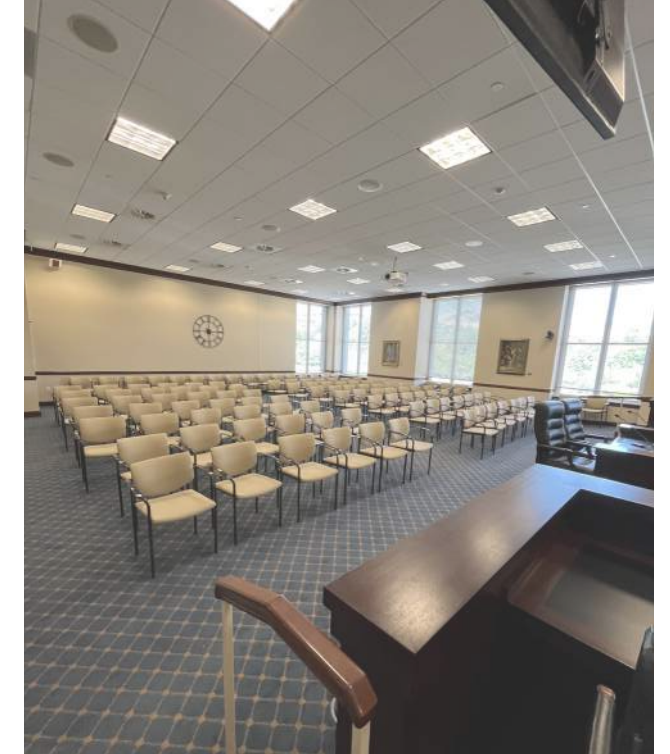
artwork & flags

elevated committee members w/ AV connection

designated space for public participation



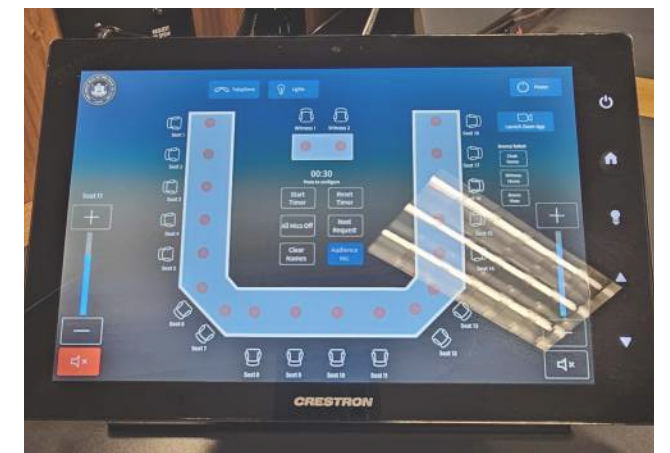
Utah medium sized hearing room. Features ornate furniture and finishes, artwork, and AV accommodations at each station.



Utah large sized hearing room with daylight, seating, and AV for public.



Montana hearing room.



AV mic control panel in Utah hearing room. Gives control to committee chair of both committee members and public participation.

STAFF SPACES

Utah's Historic Capitol is flanked by two relatively modern office buildings that accommodate the House and Senate rank and file members, and professional support staff. The staff areas feature flexible modern office spaces. While not being particularly ornate, they can easily be adapted to changing needs, which is an important aspect of the renovation's success.

UTAH TYPICAL STAFF WORKSTATION



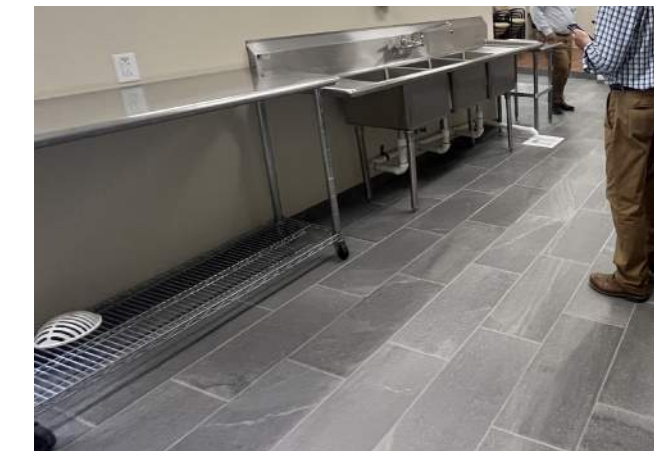
Utah large staff breakroom/cafeteria.



Utah large conference room.



Montana staff workstation

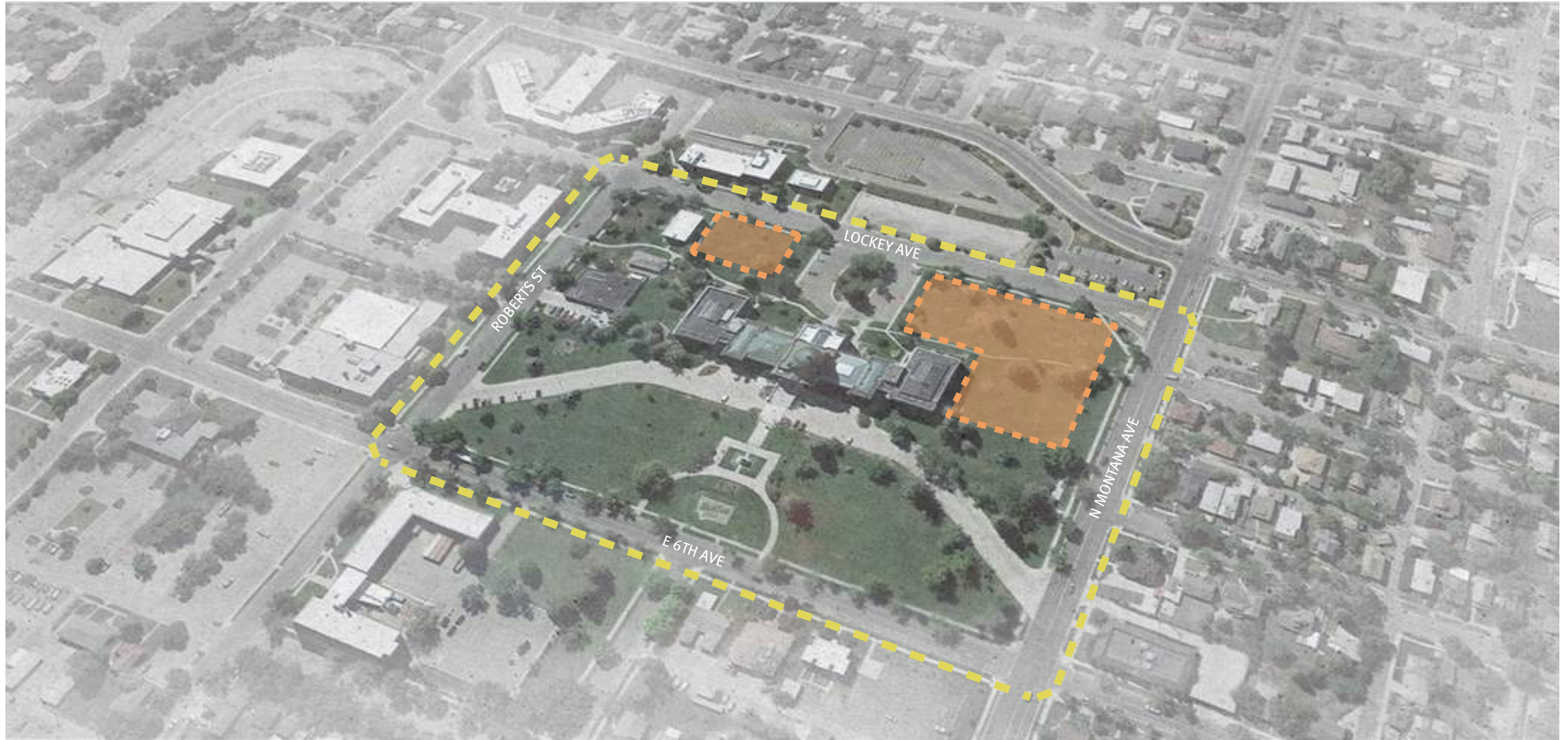


Utah catering kitchen to support large breakroom/cafeteria.





EXPLORE



Campus Planning Areas of Opportunity Study



Site plan illustrating locations for future additional construction on campus to support legislative needs. The SPWG determined that any new construction should not occur north of the existing building, preserving the north capitol green, and ideally preserve views of the oldest portions of the existing Historic Building. Ideal configurations would allow for direct connection to the Historic Building at the basement level, thereby visually separating the new construction from the historic, but providing direct connection that avoids traveling outside during inclement weather.

ADDITIONAL SPACE IS REQUIRED

Following the priorities of the Project Charter and a series of user and stakeholder interviews, it was determined that a significant amount of additional space would be necessary to meet the current and future optimal space needs of the Legislature. Options to house all space needs within the existing historic structure were studied and determined to be impractical. The SPWG is not recommending a single solution at this time, but with the assistance of the design team they did explore several options for on-campus additions or new construction. It is important to note that while off-campus expansion may be possible, it was determined to be sub-optimal and for the purposes of this study only optimal program options were investigated. Future planning will be required to evaluate priorities relative to available funding and other constraints. A potential solution was studied that creates an addition to the Capitol sufficient to accommodate the additional space needs identified. This study is included in the appendix for future reference. Although the program identified approximately 71,000 GSF additional space needed, approximately 80,000 GSF building was studied to accommodate additional hearing rooms, staff workstations and public spaces accessible to the community as well as providing a modest amount of potential growth for future needs.

POTENTIAL ON-CAMPUS OPTIONS INVESTIGATED

As the SPWG discussed the various improvements to the Historic Building and a new addition, several on-campus design options and site locations were evaluated. Three primary scenarios emerged: a single building south addition; a paired south addition that extended from the Capitol wings; and a single building west addition. Variations on all three main scenarios were explored but ultimately the single south building option was abandoned. The two remaining scenarios had competing strengths. Simple massing diagrams and renderings were used to study scale, possible building entrances and connection to the landscape and surrounding buildings. The SPWG felt that the paired south addition would best honor the current massing and scale of the Historic Building, while the single west addition would likely be the most efficient use of the site and building systems and cost.

OPTIMAL CHARACTERISTICS

The scope of this report was limited to the creation of a framework for optimal space needs, rather than a single recommended solution. Myriad possibilities could be implemented in the future depending upon priorities, funding, and other variables. For the purposes of this report, the SPWG was able to develop a set of optimal criteria that they felt should be considered if an on-campus implementation solution is created in the future.

- Scale, materials, and exterior details should reflect the character of the Historic Building
- Any new construction should be intentionally deferential to the Historic Building
- Placement of any new construction should be at least 60 feet from the existing Historic Building
- If possible, the new construction should connect to the Historic Building at the basement level to provide direct connection
- Any new construction should not exceed the height of the Historic Building
- At-grade floor level should align, but non-adjacent floor levels could be different
- Prioritize opportunities for north-facing accessible entrance
- Daylight and views should be provided for all staff workspaces

EXPLORE

RECESSED COURTYARD

Several potential scenarios explored included the development of a recessed courtyard. Drainage and potential for snow build-up would need to be considered if a recessed courtyard solution is implemented. These examples illustrate how a recessed courtyard option may be incorporated into a future implementation solution.



GRANT HIGH SCHOOL | PORTLAND, OR

DAYLIGHT BASEMENT

Several potential scenarios explored included a partial daylight basement connection. These examples illustrate how a daylight basement option may be incorporated into a future implementation solution.

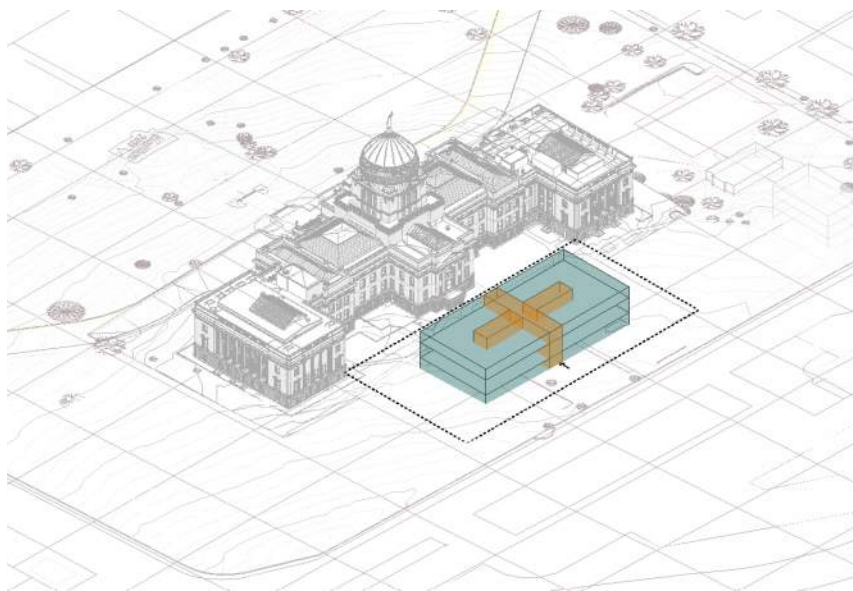
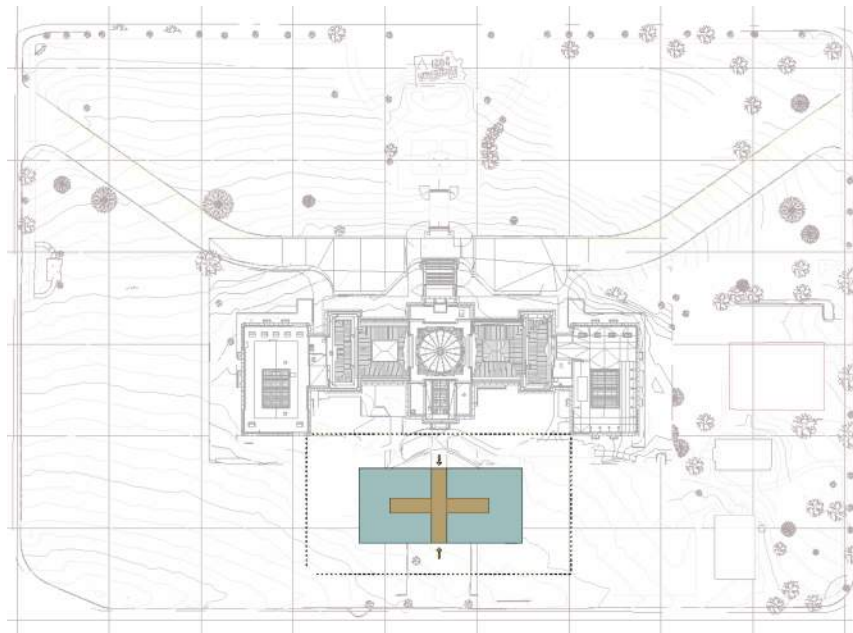


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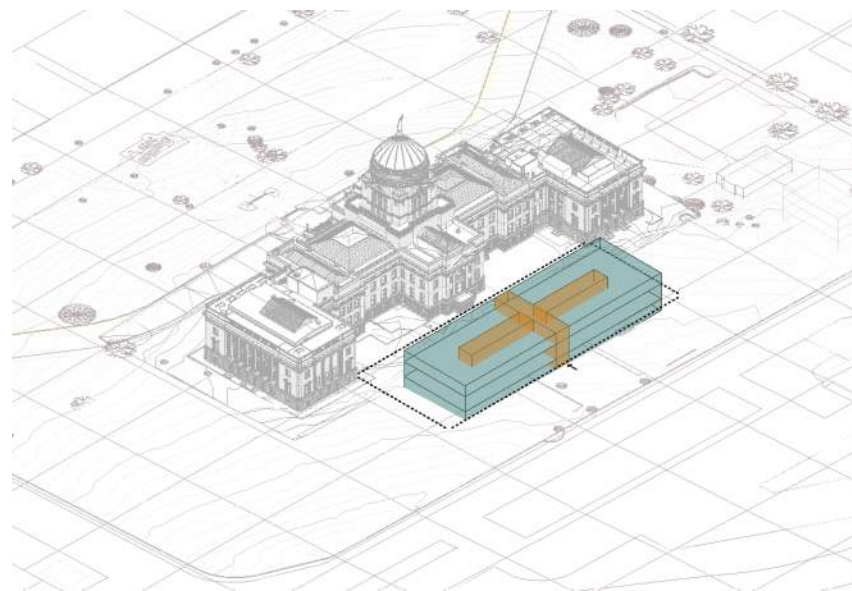
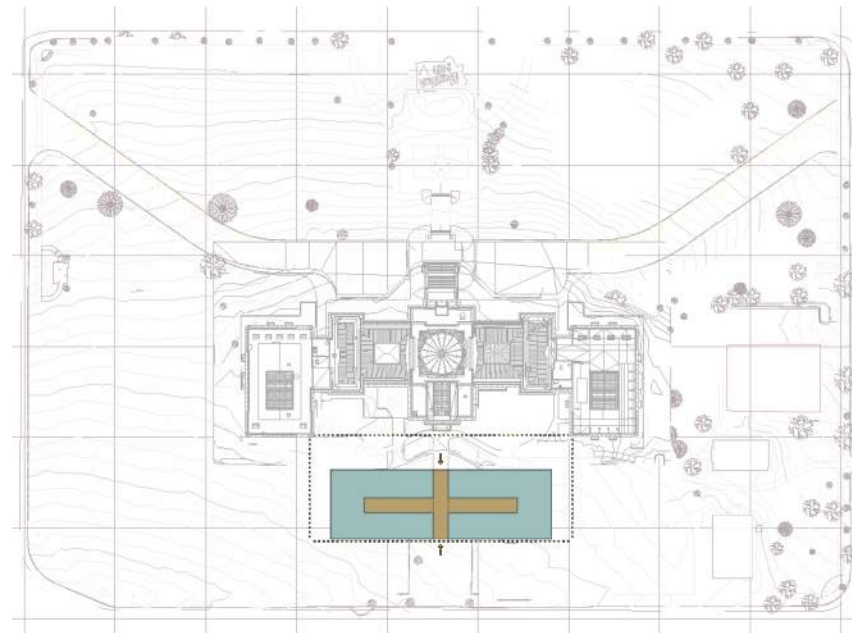
EXPLORE

Three south addition examples were explored, with varying above-and below-grade size configurations. While these examples solved several of the criteria, they obscure the Historic Building negatively.

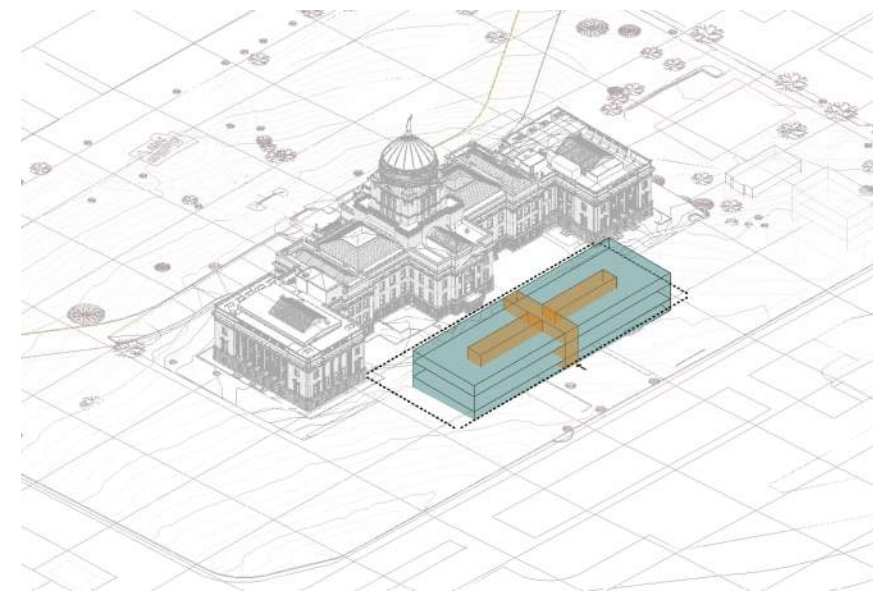
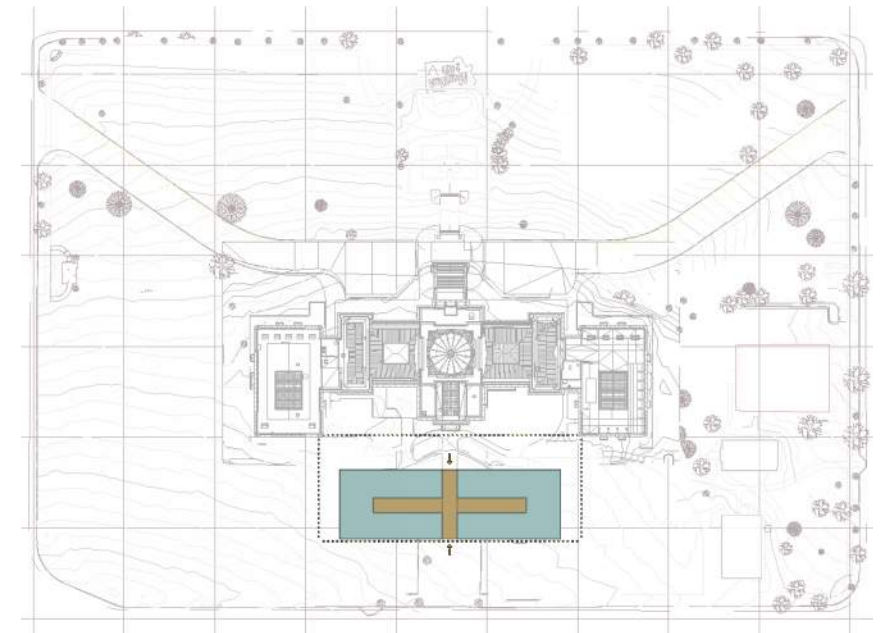
SOUTH ADDITION | EXAMPLE 1A MASSING



SOUTH ADDITION | EXAMPLE 1B MASSING



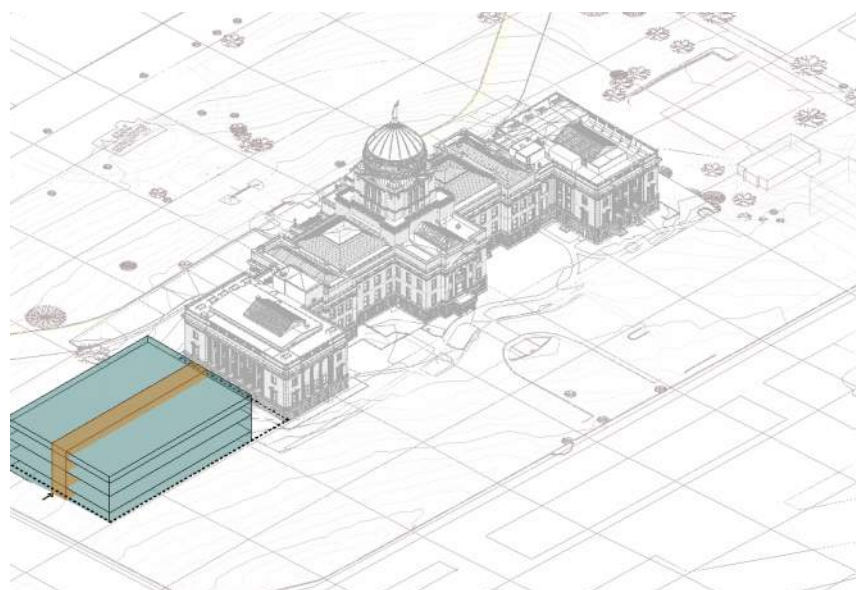
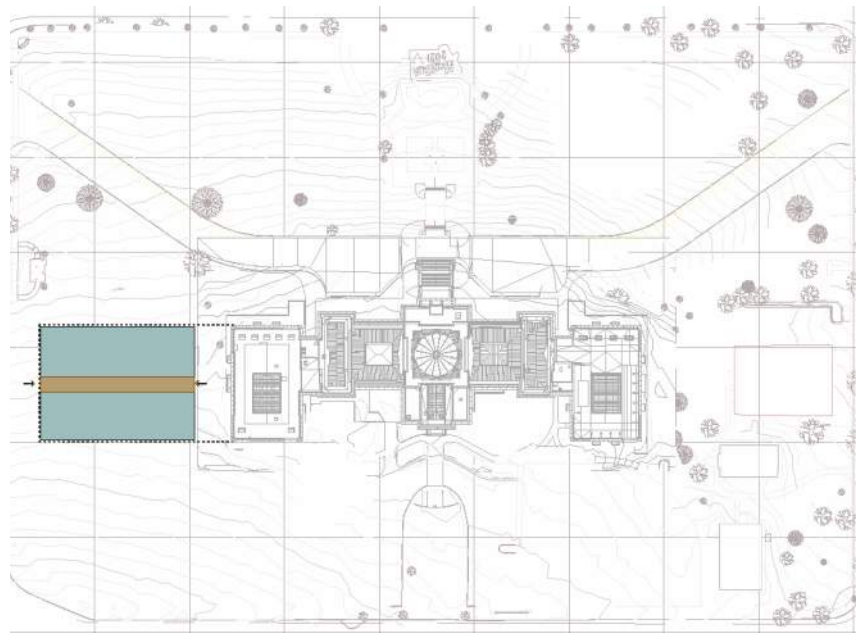
SOUTH WING ADDITIONS | EXAMPLE 2 MASSING



WEST ADDITION OPTION

A single new construction addition located west of the Historic Building was explored. This example allowed all of the criteria to be satisfied and was developed into a concept plan to test the optimal program needs. The developed plan is located in the Appendix and may be used as a “benchmark” to test various future options in the implementation phase.

WEST ADDITIONS | EXAMPLE 3 MASSING







RECOMMEND



RECOMMEND

OPTIMAL SPACE NEEDS RECOMMENDATIONS

The SPWG in consultation with the design team has developed recommendations for the optimal long-range space needs of the legislative branch. The existing allocation of space within the Capitol building was analyzed as part of this report. While the Montana Legislature is operational under the existing configuration, the SPWG determined that for the legislative process to work efficiently and effectively, an optimal space allocation that would reasonably accommodate current needs, significantly exceeds the area currently allocated to the legislative branch in the historic building.

Below is a summary of the optimal space needs of the legislature and the professional staff that supports the legislative process. The SPWG has prioritized certain program aspects to be located within the existing historic Capitol, consistent with the traditional use of the building as a representation of the “People’s House”. Program aspects that were not prioritized to be located within the historic Capitol are either less public facing or would otherwise benefit from a configuration or floor plan not possible within the structural and mechanical constraints of the historic Capitol.

RECOMMENDED PROGRAM

The recommended program is based on the optimal scenario of space allocation and adjacencies.

Total Allocated Legislative Space in Historic Building **57,482 sf**

Total Additional Area per Optimal Space Program **71,706 sf**

Total Legislative Area per Optimal Space Program **129,188 sf**

RECOMMEND

PRIORITIES FOR THE HISTORIC RENOVATION

The SPWG has developed various guidelines for the placement of program elements within the historic Capitol and consideration by future planning efforts. Each floor has certain characteristics that may benefit some program elements over others. See below for the SPWG recommendations for how to characterize each floor.

BASEMENT - WORKHORSE

As the least accessible floor of the building, housing the majority of the mechanical and building support, the basement floor is recommended to be occupied by temporary and touchdown staff only. With low ceilings, no access to daylight, and no public access, this floor is not ideal for long-term staff or Elected Officials. It is recommended that only temporary staff and legislative common use areas are placed on this floor. MPAN and the Press Corps occupy various spaces within this floor for touchdown, a recording studio, and some private spaces to be used during session. It is recommended that future long-range planning efforts include allocation of additional space within the basement to enable MPAN to increase the production of legislative committee meetings for online publication and increased public access to the legislative process. And finally, it was noted that the basement level is significantly under-served with restroom facilities. It is recommended that future planning efforts include evaluating and increasing the number of restroom facilities available to building occupants and the visiting public on every floor of the Capitol.

LEVEL 01 - PARTICIPATION

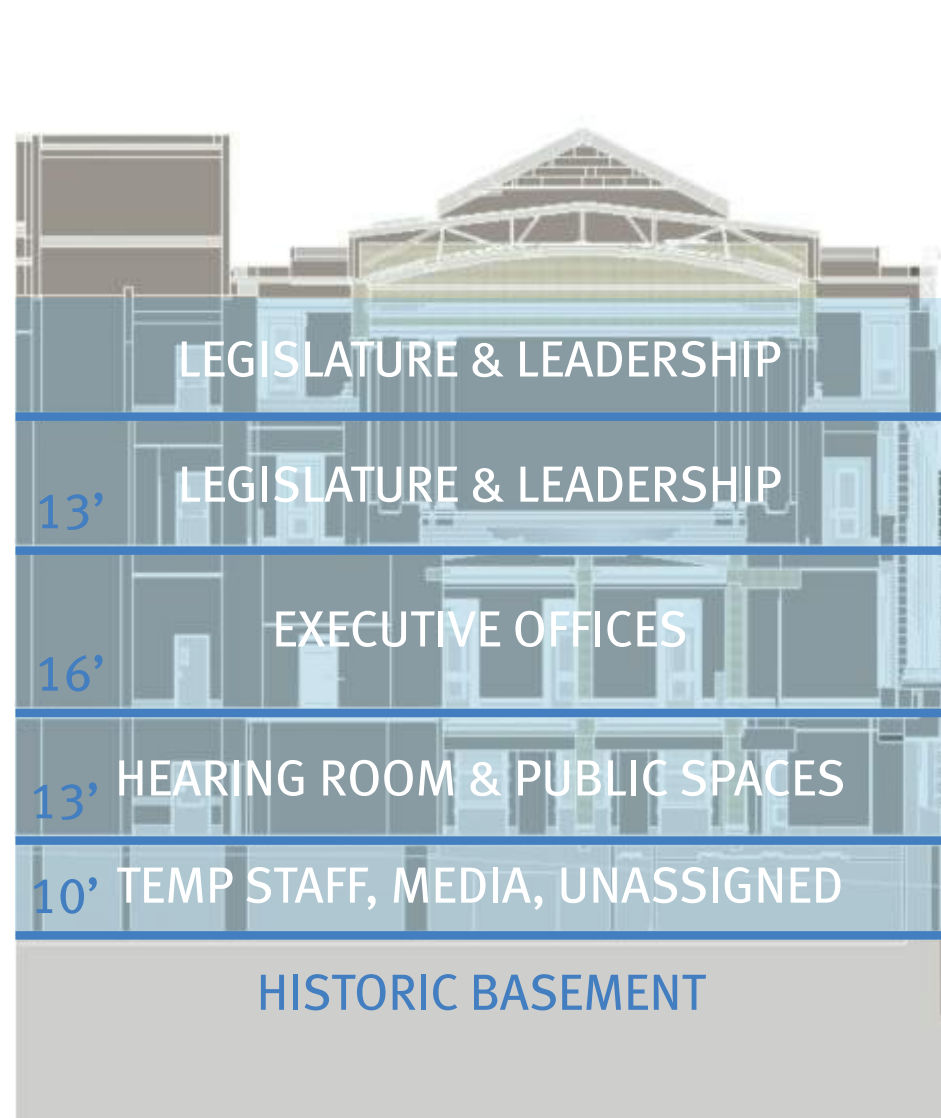
As the most accessible area to the public, it is recommended that it house the existing hearing rooms, as well as legislative offices. With a goal of locating House Majority and Minority on the same floor, this will provide Elected Officials with a reasonable proximity to the public and room for their support staff.

LEVEL 03 - CEREMONIAL

As the floor that houses House and Senate Leadership, the House Chamber, Senate Chamber, and Old Supreme Court, the third floor is where the bulk of the Legislative process occurs and is most active during session. It is recommended that this floor be dedicated to private offices, collaboration space, and support space for Elected Officials and their support staff - as their proximity to the Chambers is very important during session.

LEVEL 04 - OBSERVATION

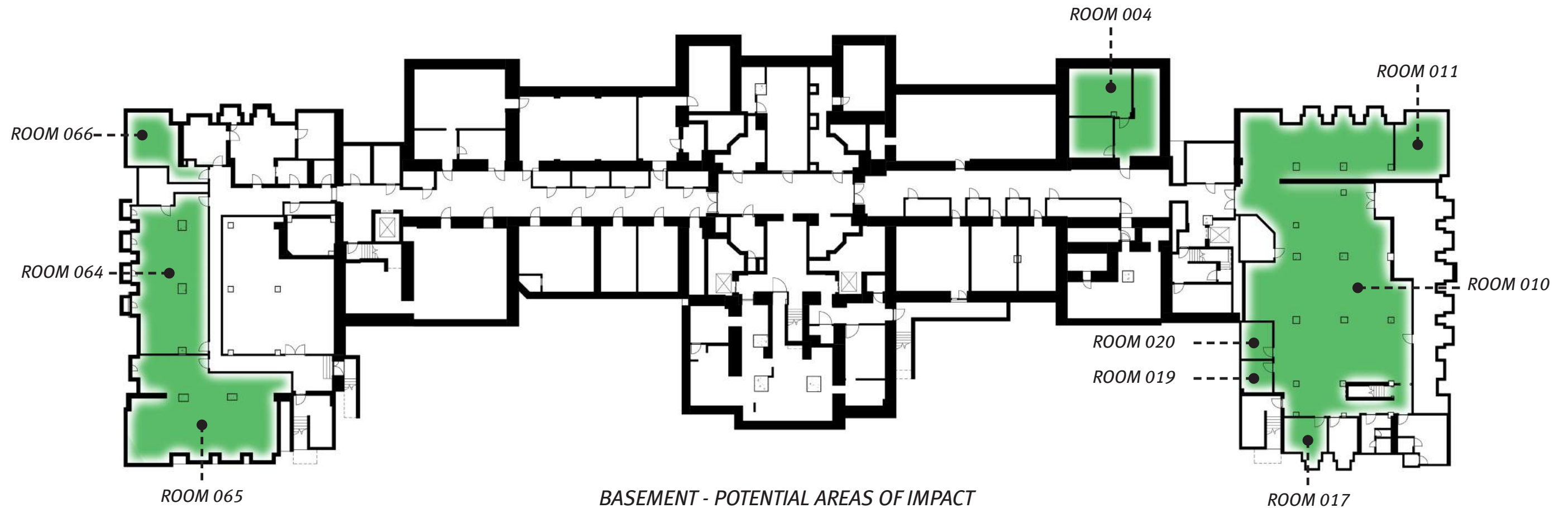
As the most accessible area to the public, it is recommended that it house the existing hearing rooms, as well as legislative offices. With a goal of locating House Majority and Minority on the same floor, this will provide Elected Officials with a reasonable proximity to the public and room for their support staff.

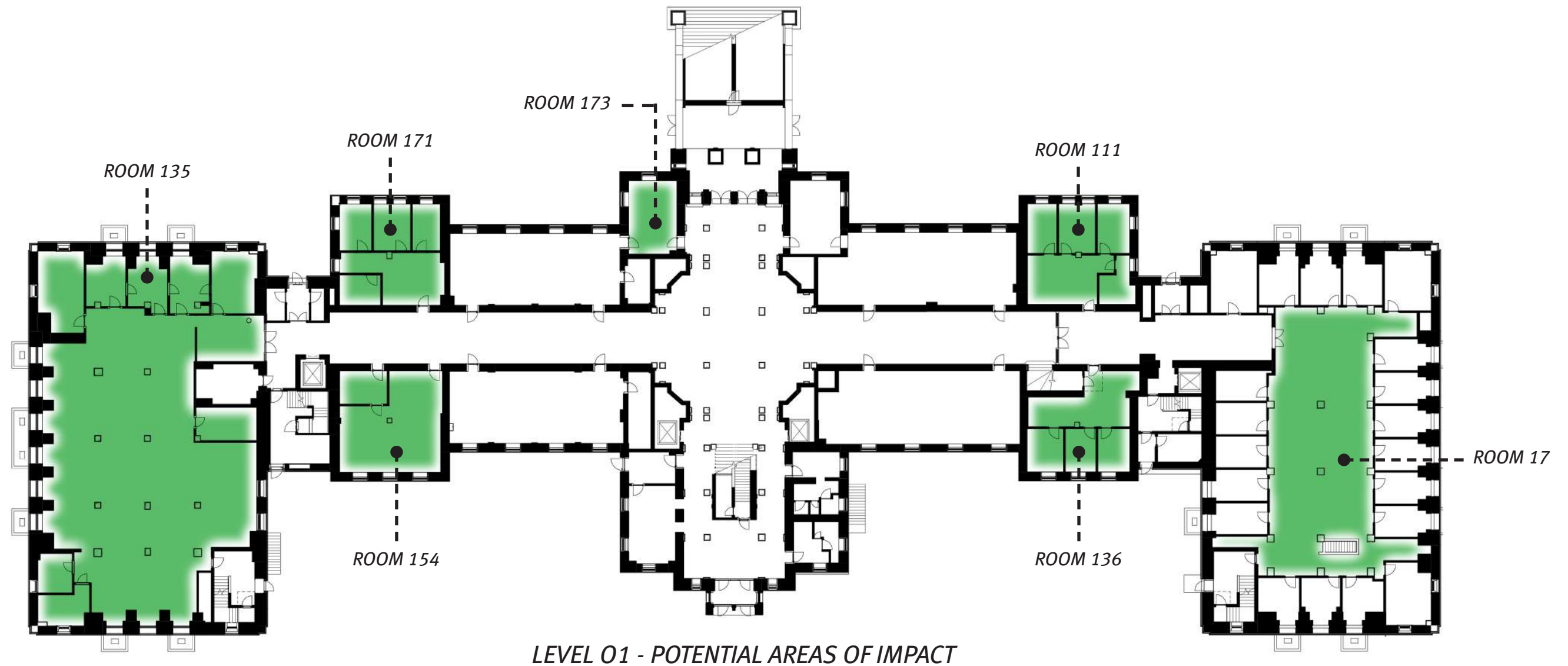


RECOMMEND

INITIAL AREAS OF OPPORTUNITY

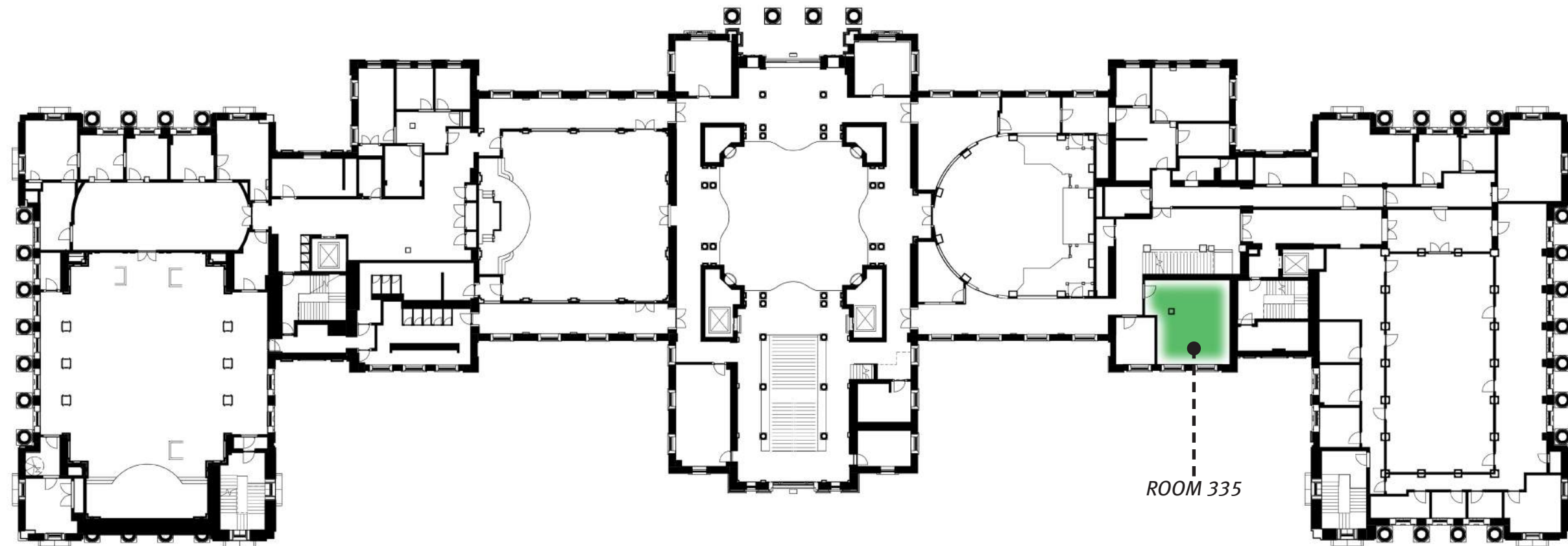
The purpose of this report has been to create a framework representing the optimal space needs of the legislature and the professional staff that supports the legislative process. The conclusions recommend more space than is currently allocated to the legislature may be needed to meet these goals. Continued study is recommended before a final plan is provided. In the meantime, a separate effort has been undertaken to develop initial short- and mid-term improvements. The SPWG identified several areas of opportunity to focus short- and mid-term improvements to maximize the use of the existing legislative space within the Capitol until long-term capital improvements are put into place. See below.



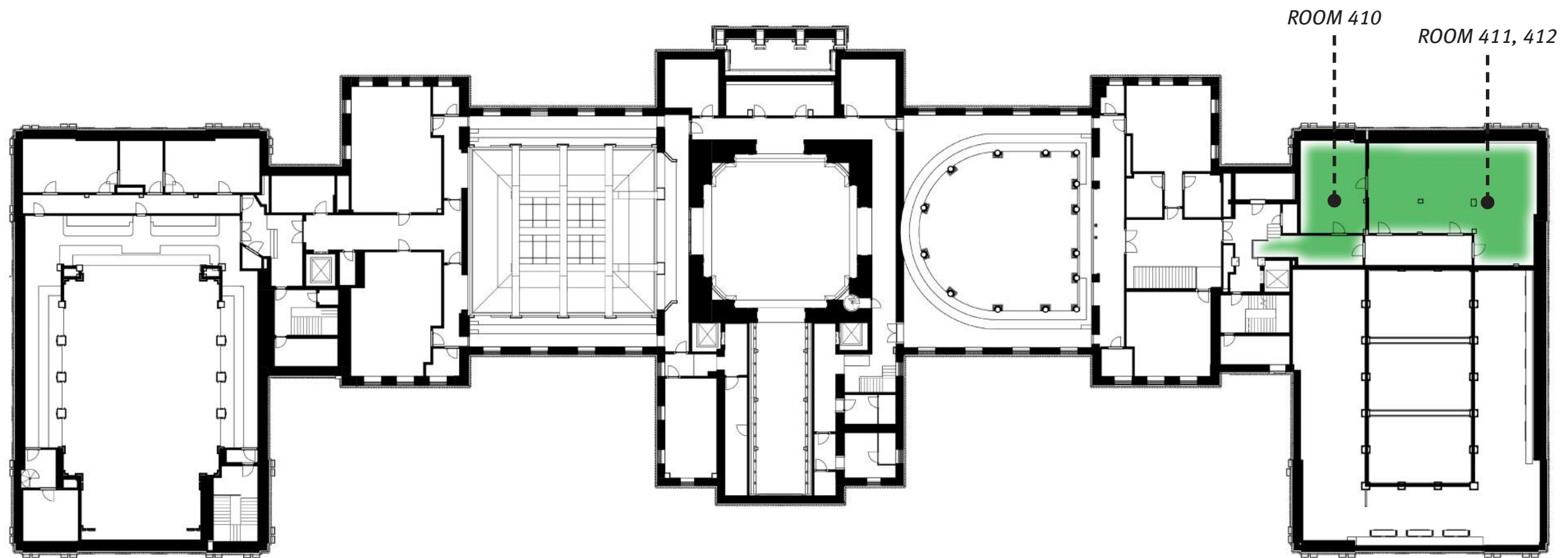


LEVEL 01 - POTENTIAL AREAS OF IMPACT

RECOMMEND



LEVEL 03 - POTENTIAL AREAS OF IMPACT



LEVEL 04 - POTENTIAL AREAS OF IMPACT

RECOMMEND

FUTURE EXPANSION OUTSIDE THE HISTORIC CAPITOL

As the Working Group considered the various design options, several key components became clear priorities if additional new construction were to be added to the Capitol Complex:

Universal access to the main entrance is extremely important. Creating an entry sequence that can be accessed by all abilities fosters a more inclusive and welcoming environment for the community and Capitol building employees.

Exterior Appearance should highlight and enhance the historic Capitol building. If an addition to the Capitol is created, it should be designed such that it doesn't compete with or obstruct the Capitol and its historic architectural details and character. Designing a new building that is sensitive to the historic Capitol will ensure that the two buildings not only co-exist but work together to create a well-functioning and beautiful campus.

If an addition is created, it should connect to the historic Capitol below grade so as not to alter the appearance of the historic Capitol. By connecting the new building addition to the historic Capitol there is the potential for more efficient flow between programs and spaces within each building as well as protection from the extreme Montana weather.

There should be ample access to natural daylighting. All workspaces should have direct access to daylight to the greatest extent possible.

RECOMMENDED NEXT STEPS FOR IMPLEMENTATION

The recommendations in this report represent the optimal space needs of the legislature and the professional staff that supports the legislative process, and as such are for planning and feasibility purposes only. Prior to finalizing any major long-term renovation, new construction, or space acquisition, additional legislative input as well as architectural and engineering study and development of the design are necessary. Additional steps are outlined below:

- Engagement of a qualified design team including architect, engineer, and sub consultants to explore and prioritize improvement solutions
- Engagement of a qualified construction manager/general contractor and key trade partners to explore and prioritize construction implications
- Engagement of a qualified third-party cost estimator
- Verification of the program and development of a recommended concept plan
- Development of the concept sufficient to create a reliable opinion of probable cost
- Reconciled development of the cost estimate by a third-party independent cost estimator and a construction manager/general contractor
- Finalization of project funding parameters
- Completion of design and contract documents
- Phasing and temporary relocation plans
- Construction

RECOMMENDED FUTURE EVALUATION

An effective long-range capital development plan must continue to adapt and respond to changing needs and legislative priorities. To keep the Long-Range Plan up to date, the SPWG recommends the Legislative Council establish an ongoing LC subcommittee with the responsibility to continue the work the SPWG has started, including periodically revisiting the assumptions and program requirements listed within this report and, when appropriate, update the long-range legislative branch capital development plan in accordance with 17-7-228(5), MCA.

Additionally, following the lessons learned from the Utah benchmark tour, we recommend that the Legislature consider the use of said established committee to serve as a decision-making body for the planning and operations of the Capitol, Old Board of Health, and other buildings that may be used by both the Executive and Legislative branches of government.

The SPWG recommends that the findings and recommendations of this report be provided to the Department of Administration for incorporation into the Capitol Complex Master Plan in accordance with 2-17-805, MCA.



APPENDIX

APPENDIX | TABLE OF CONTENTS

MEETINGS

- Meeting Minutes
- Graphic Workshop Presentations

RECOMMENDATIONS

- Processes for Evaluation & Selection
- Recommendations

PROGRAM

- Program



