

MILWAUKEE COUNTY OFFICE OF EMERGENCY MANAGEMENT

SPACE NEEDS PROGRAM REPORT

FINAL REPORT

June 3, 2015



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PLANNING SUMMARY

1

The 2015 Adopted Budget of Milwaukee County created the Office of Emergency Management (OEM) on January 1st, 2015. The Director was recently appointed by the County Executive and confirmed by the County Board of Supervisors. The consolidation of the four critical public safety arenas is in alignment with contemporary urban jurisdictions locally and nationally, including Waukesha, Allegheny and Los Angeles Counties and the Cities of New York, and Chicago.

Formerly, the four divisions of OEM reported to various county departments and elected officials, noted here:

1. Radio Services – Department of Administrative Services, Information Management Services Division;
2. 911 Communications – Office of the Sheriff;
3. Emergency Medical Services – Department of Health and Human Services; and
4. Emergency Management – Office of the Sheriff.

Now, as one cohesive public safety office, the four Divisions are afforded efficiencies in public safety services to include educational tools, communications center shared services, operations in public safety radio, and first response during any local incident.

The OEM Director reports directly to the Office of the County Executive which further streamlines decision-making during an incident. The rapid deployment of County resources to assist Municipal first responders has already been seen in the prevention of violence and unrest during periods of increased tension among law enforcement and civic society within the City of Milwaukee.

OEM is the central office responsible for the preparedness and response of the County before and after an incident. OEM ensures the most accurate information is communicated to County leadership, which includes Department Heads and all Constitutional Offices, in order to make decisions on allocating resources during an incident. Additionally, OEM is responsible to communicate preparedness direction and incident response actions to County employees and citizens on a day-to-day basis as well as during any emergency.

Preparedness activities include the development of continuity, mass fatality, operational agreements, and emergency action plans for the County in conjunction with Municipal support. Recent response events include the Courthouse Fire of July 2013 and the countywide demonstrations related to the April 2014 Red Arrow Park shooting.

Currently, the four divisions of OEM are located in seven locations throughout Milwaukee County:

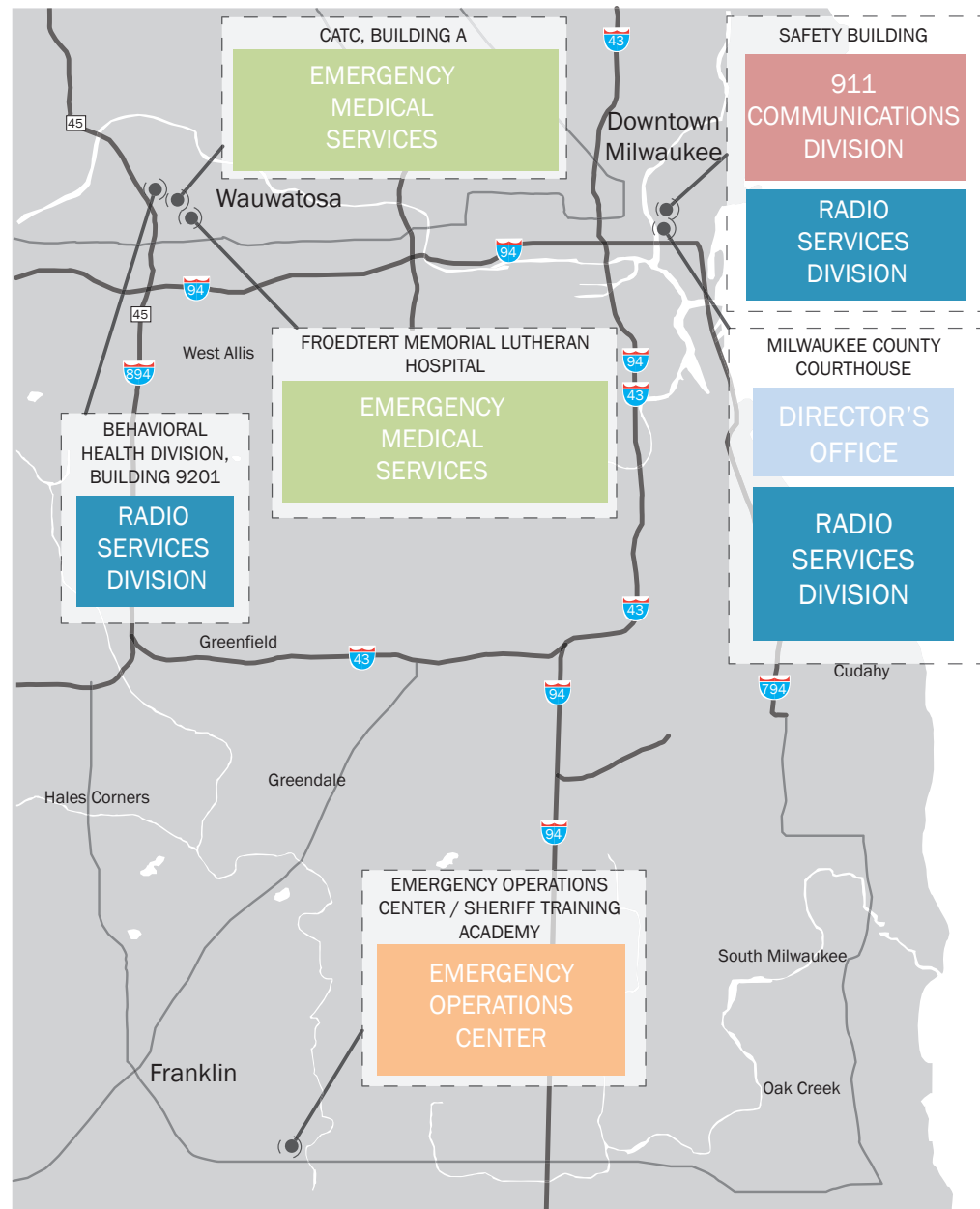
1. Courthouse, Room 308 – Director, Emergency Management, and Radio Services;
2. Safety Building, Room 305 – 911 Communications Division;
3. Safety Building, Room B-12 – Radio Services;
4. CATC, Building A – Emergency Medical Services;
5. Froedtert Memorial Lutheran Hospital – EMS Communications Center;
6. Behavioral Health Division, Building 9201 – Radio Services; and
7. Emergency Operations Center, Sheriff Training Academy – Emergency Management.

In order to maximize efficiencies and public safety coordination, the four divisions must not only have the leadership and direction of one Office, but the divisions must be physically located together in a secure environment that affords daily collaboration and an immediate and coordinated emergency response during a crisis.

This Space Needs Program Report documents the immediate foundational footprint for OEM while diligently considering shared spaces and adjacencies among the four divisions.

OFFICE OF EMERGENCY MANAGEMENT - CURRENT DIVISION LOCATIONS

Currently Office of Emergency Management Divisions are in disparate geographic locations across Milwaukee County. The following map reflects these locations, which are less than optimal for coordination within OEM.



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STRATEGIC SUMMARY

2

This Space Needs Program Report is the critical logistical underpinning for the Office of Emergency Management (OEM). This report is a discovery of the architectural needs of OEM, which upon implementation, efficiencies and true resiliency during a crisis will provide.

A unified Office, four Divisions under one roof, will stand as a pillar of efficient public safety services, strengthening our local society and allowing for the possibility of a County Command Center – a joint operation’s center responsible for public safety coordination throughout the County and nineteen (19) Municipalities.

The co-location of the public safety services of 911 call-taking, first responder dispatching, the operations of the Emergency Operations Center (EOC), and the public safety radio Network Operation’s Center (NOC) is necessary to provide efficient response and to fortify the Milwaukee County public services.

Additionally, recent changes in the Emergency Medical Services (EMS) Communications Center include pre-arrival CPR instructions to 911 callers as well as the monitoring of Healthcare Emergency Readiness Coalition (HERC) public health data for the eastern region of Wisconsin to identify disease outbreaks and/or epidemics.

Further changes within the EMS system include Community Paramedicine, a true innovation in the delivery of medical services to local residents. Healthcare institutions and mobile Fire/EMS medical units are teaming together to reach citizens that may require extra attention or premeditated care in order to prevent unnecessary Emergency Room visits.

The coordination of these emergency services, the fusion of data, real-time 911 intelligence and dispatch services may best occur in a County Command Center. The future of OEM explores such a center in a consolidated arena, with the mission to join, collate, and disseminate accurate information for leadership decision-making ensuring the most resilient and efficient recovery through a crisis.

Opportunities may also exist to explore partnering with the Medical Examiner’s Office, which is currently pursuing relocation.

FUTURE PLANNING CONSIDERATIONS/RESOURCES

Upon the heels of publication of this document the non-profit research organization, the Public Policy Forum (PPF), and a national consultant will begin a study on the consolidation of 911 and dispatch services. This scope of the study will be robust, exploring options in these areas:

1. Options for upgrading/replacing the OEM 911 Communications Division,
2. Options for consolidating two or more of the dispatch services within County Departments:
 - i. General Mitchell International Airport (GMIA),
 - ii. GMIA Fire Department,
 - iii. Fleet and Highway Maintenance Divisions,
 - iv. Milwaukee County Transit Services,
 - v. OEM's EMS Communications, and
 - vi. OEM's 911 Communications.
3. Opportunities and options for possibly consolidating Municipal 911 and dispatch services with Milwaukee County 911 and dispatch services, and
4. Strategies for consolidating the following into a County Command Center:
 - i. Emergency alerting,
 - ii. 911 call-taking,
 - iii. Pre-arrival medical instruction,
 - iv. Dispatch operations,
 - v. EMS Community Paramedicine,
 - vi. Public Health trend collection/analysis,
 - vii. Emergency Operations Center, and
 - viii. Network Operations Center.

This analysis is distinctly separate and apart from this Space Needs Program Report, yet it will serve as another rung on the tiered approach to consolidation of public safety services.

The PPF and national consultant analysis will include data collection, which includes identifying services, capacities, technology, processes, facilities, staffing, governance, and capital and operational costs and future cost projections. This data analysis will be used to develop options in conjunction with an advisory group comprised of officials from relevant Milwaukee County departments, municipalities, law enforcement agencies, as well as other expert dispatch operators.

The final PPF and national consultant report will summarize the data, lay out potential options, and suggest possible paths toward implementation. The final report will be provided to Milwaukee County and the Intergovernmental Cooperation Council (ICC).

The development of OEM through consolidating four formerly disparate emergency services was the first step in the modernity of public safety for Milwaukee County. This Space Needs Program Report serves as the next step towards state-of-the-art public safety with further acceleration occurring in the aforementioned PPF study, completion estimated in early 2016.

The relocation of the four Divisions to a secure campus with allocations for expansion is the most responsible action to take, as it will allow for growth and future efficiencies. Most importantly, it will allow for an evolving central command environment responsible for public safety.



OFFICE OF EMERGENCY MANAGEMENT - PROGRAMMATIC NEEDS SUMMARY

The following table lists the square footage required for each individual Division (Column A) within the Office of Emergency Management. The total of the Divisions, with a circulation multiplier, is approximately 40,000 square feet (Column B). If all OEM Divisions were located in one facility, approximately 16,600 square feet of space could be shared amongst the Divisions. In this scenario, the total estimated square footage would be reduced to approximately 23,300 square feet. Shared spaces are highlighted in the individual space programs of the Division sections. The benefit of locating the Office of Emergency Management in one location includes a smaller footprint of space as well as opportunities to collaborate more effectively and share resources.

OFFICE OF EMERGENCY MANAGEMENT - PROGRAMMATIC NEEDS SUMMARY

	A	B	C	D
	Approximate Program Square Feet	Approximate Total Square Feet plus Circulation Mult.	Approximate Shared Spaces Program Square Feet*	
Director's Office	664	896	240	
Radio Services Division	6,897	9,311	2,120	
911 Communications Division	4,227	5,706	1,315	
Emergency Medical Services Division	11,384	15,368	4,105	
Emergency Management Division	6,399	8,639	4,540	
			12,320	Total Shared Space Program SF
			4,312	Circulation Multiplier (.35)
Approximate Total Square Feet For All Divisions:	39,921			
Approximate Total Square Feet For All Potential Shared Spaces:			16,632	
Approximate Total Square Feet if Divisions are in one location:			23,289	

*Shared Spaces include, but are not limited to, Reception/Waiting Area, Office Supply Room, Staff Break Room, Copy/Printer/Work Room, 10-, 15-, 20-, 30-, and 40-Person Conference Rooms, Generators and/or Fuel Rooms as listed and highlighted in the specific Division space programs.

Note: This is a preliminary space programming exercise. Program should be verified upon future planning.

OFFICE OF EMERGENCY MANAGEMENT - IDEAL ADJACENCY NEEDS

The Adjacency Diagram on the following page illustrates the optimal relationship configuration of the Milwaukee County Office of Emergency Management program in a conceptual space. The ultimate goal is to have all Office of Emergency Management Divisions in one location. This diagram indicates the ideal adjacencies between the different Divisions within one building or facility.

OEM will be located in Milwaukee County in a secure facility for all municipalities to access. The call centers and the Emergency Operation Command center (EOC) will be in the center of the facility. The Joint Information Center will be adjacent to the EOC and secure reception/waiting area to allow the media, public and press direct access into this information room. All Divisions will flank the call centers and EOC on either side to allow for adjacency and collaboration opportunities. Because the Director's Office and Emergency Management Division manage the Office and are the first responders to events, these Divisions should be located near the entrance. Radio Services Division should be located near the rear of the building or access to a loading dock and a garage. The Emergency Medical Services Division is the largest Division within OEM. In addition, Emergency Medical Services interacts with the public on a daily basis for training purposes. Locating this Division on one side of the facility will allow for a secure separation if events do occur. Yet having the call centers and EOC adjacent to the Division will allow for educational opportunities. Adequate parking and large vehicle accessibility is required for the program of OEM.

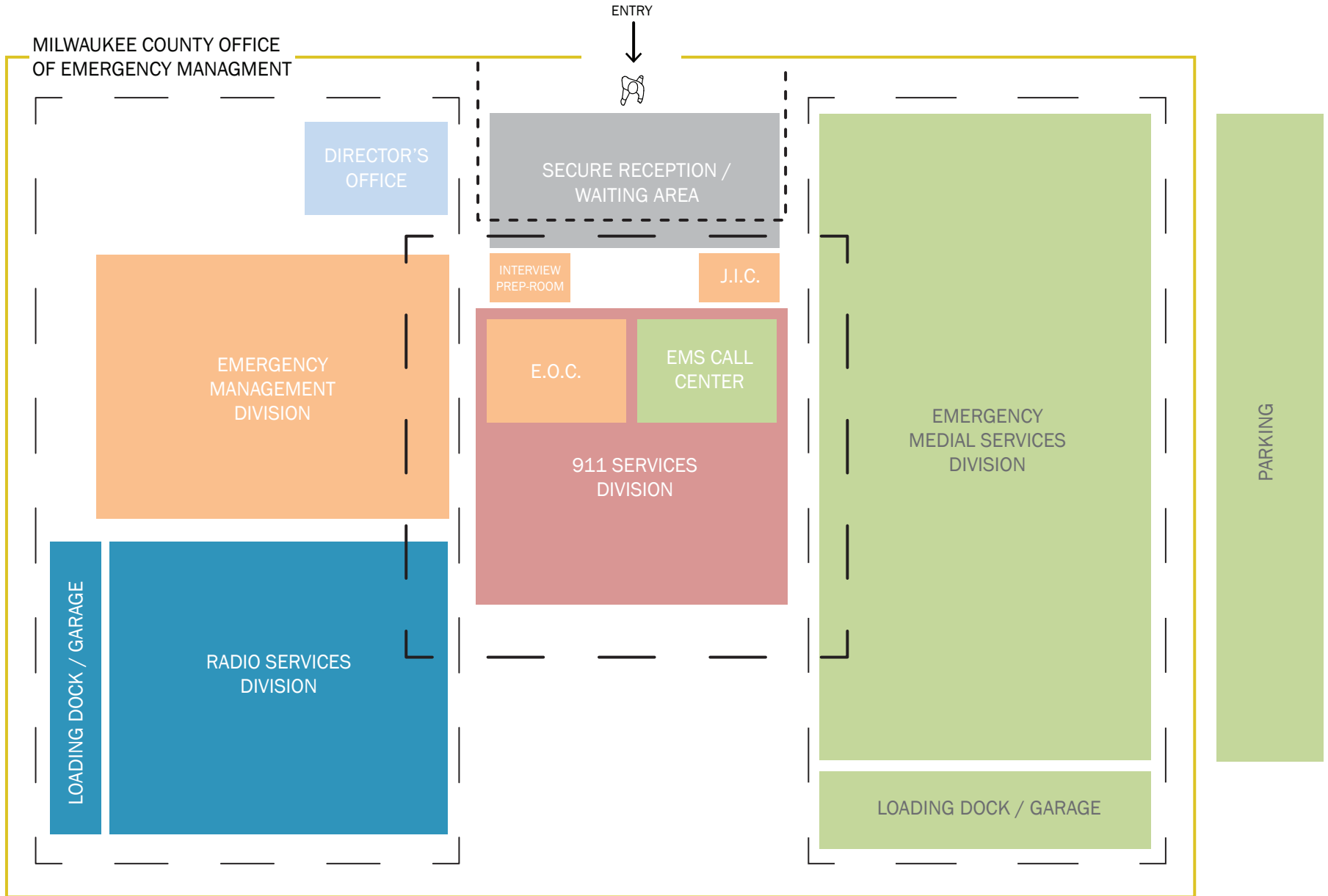
Geography Note:

The physical location for OEM must balance the inherent protection afforded through an austere rural address with the rapid and convenient relocation of staff and senior officials. The vision of OEM today prioritizes leadership accessibility over the post 9-11 mindset of remote facilities.

The post 9-11 environment stretched the limits of relocation to geographic destinations far from the urban metropolis. However, current and more common trends must take precedence in the weight of building a command center on a desolate parcel versus on the boundaries of a downtown bubble.

Therefore, future explorations of existing or new properties for OEM and a County Command Center shall prioritize property on a downtown boundary over property bordering adjacent Counties.

OFFICE OF EMERGENCY MANAGEMENT - IDEAL ADJACENCY DIAGRAM



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DIRECTOR'S OFFICE

3

OPERATIONS

The Director's Office consists of the Director and administrative support for the Office of Emergency Management.

SUMMARY DESCRIPTION OF CURRENT SPACE

The Director's Office is located in Suite 308 of the Milwaukee County Courthouse. The current Director's Office is a private office with a desk, conference table seating for two, a bookshelf and a white board. The Director's Office is located near Emergency Management Division within Suite 308.

PLANNING CONSIDERATIONS

The ideal layout for the Director's Office would consist of suite of offices consisting of the Director's Office, Executive Assistant and Deputy Director. Because of the nature of their work, being adaptable and mobile is a must, therefore laptops are required for the Office. The Director's Office would include a desk with a laptop computer and two (2) monitors, a whiteboard and conference table which seats up to six (6) people. A credenza or shelving unit for radio equipment with a charger for six (6) radios would be required for emergency situations. The Executive Assistant will provide clerical and administrative support to the Director. An open workstation with a laptop computer and sufficient filing cabinets is appropriate for the assistant. The Executive Assistant would be located in an open area to welcome guests, visitors and the public to the suite. The Deputy Director will provide the Director assistance in day-to-day activities and management of the divisions. The Deputy

Director's office would include a desk with a laptop computer and two (2) monitors, seating for two (2) guests and a radio with charger. The three office spaces as described must be adjacent to one another. It is preferred that the Director's Office suite is integrated within the Office of Emergency Management once the entire department is consolidated into one location.

ADJACENCIES

The Director's Office works closely with all divisions within the Office of Emergency Management. These include OEM 911 Communications Division, OEM Radio Services, OEM Emergency Medical Services Division, and OEM Emergency Management. The Director's Office would prefer to be adjacent to OEM 911 Communications Division and OEM Emergency Management Division. If an Emergency Operations Center is created, the office would prefer to be adjacent to this Center.

MILWAUKEE COUNTY - OFFICE OF EMERGENCY MANAGEMENT
Director's Office

	DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
WORK SPACES	Private Office	1	1	240	240	
	Director	1	1			Includes laptop with two (2) computer monitors to monitor current events and conference table for up to six (6)
	Private Office	1	1	120	120	
	Deputy Director	1	1			Includes laptop with two (2) computer monitors to monitor current events
	Workstation	1	1	64	64	
	Executive Assistant	1	1			Includes laptop with one (1) computer monitor

SUBTOTAL Work Spaces Square Feet: **424**

	DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
SUPPORT SPACES	Other Spaces					
	Copy / Printer/ File / Supply Room	1	n/a	120	120	
	Break Area	1	n/a	120	120	

SUBTOTAL Office Support Spaces Square Feet: **240**

TOTAL Program Square Feet: **664**

Circulation Multiplier (.35): **232**

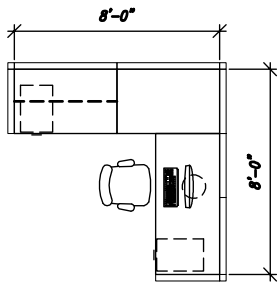
Approximate Total Useable Square Feet: **896**

= Potential Shared Spaces

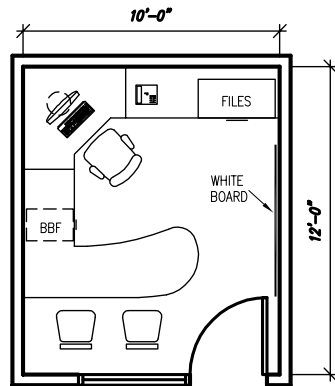
Note: This is a preliminary space programming exercise. Program should be verified upon future planning.

Division Room Diagrams

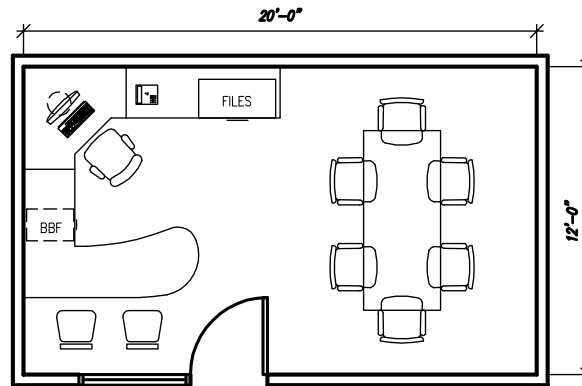
WORKSTATION
64 SF / OCCUPANT



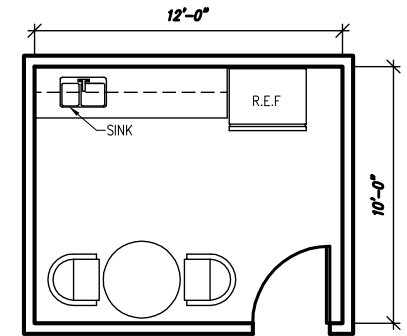
PRIVATE OFFICE
120 SF / OCCUPANT



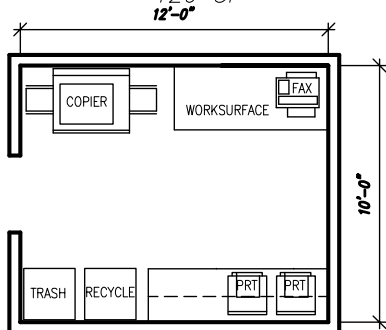
PRIVATE OFFICE
240 SF / OCCUPANT



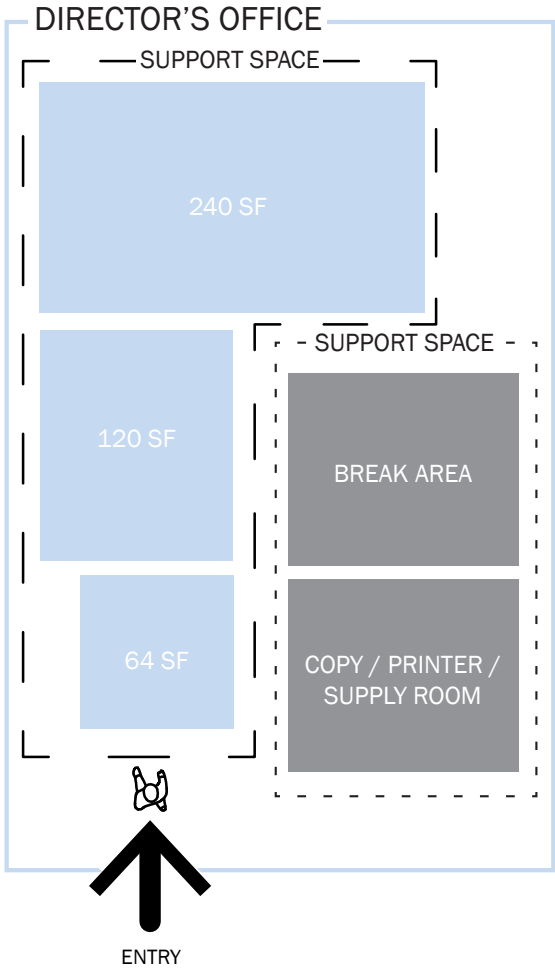
BREAK AREA
120 SF



COPY / PRINTER /
FILE / SUPPLY ROOM
120 SF



Preliminary Division Space Adjacency Layout



RADIO SERVICES DIVISION

4

OPERATIONS

The Radio Services Division is responsible for maintaining the current analog radio system, implementing the new digital radio system, and programming, maintaining, repairing subscriber radios and system infrastructure.

SUMMARY DESCRIPTION OF CURRENT SPACE

The Radio Services Division has space scattered throughout multiple Milwaukee County buildings. A management office is in the Courthouse, Room 308. The Senior System Technician is located in the basement of the Safety Building, Room B-12. The Technician space is a locked room with computer station, radio equipment and work benches. The room also contains several shelving units, cabinets and a separate storage room for radio equipment and tools used to repair radios.

A large portion of the Radio Services Division is located in several rooms at the Milwaukee County's Behavioral Health Division (BHD), 9455 West Watertown Plank Road. Modifications were not made to the current spaces at the Mental Health Complex to accommodate the Radio Services Division spaces and are being used "as is". The work spaces are not adequate or appropriate for staff and the services they provide to Milwaukee County. The main workroom is located at the rear of the building immediately adjacent to one of the loading docks. Deliveries of equipment are received in this loading dock area. Connected to the loading dock is a room

that contains workstations for two staff to check in inventory that is delivered to the space. Once the inventory is checked in, it is relocated to the several storage areas within the complex. Not all storage spaces are adjacent to the current workroom or adequately sized or secure for the needs of the Division. In addition, equipment is being stored in existing rooms originally designed for different functions. Existing locker rooms are being used for storage of equipment. Other storage areas are located in the basement of the building which is far away from the workroom. The gym of the building was used to store large equipment. Another room without appropriate shelving is being used to store equipment that will be disposed of by a third party company. During the time of the interview and walk-through of current space, the project to convert from analog to digital radios was in progress. This project is unique and is resulting in an increase of equipment in the storage areas. The volume currently in storage and from this project does not represent the amount of storage required for the Division on a day to day basis as the analog to digital project has required the department to surge into this space.

PLANNING CONSIDERATIONS

The main planning goal for the Radio Services Division is to consolidate the several, scattered spaces of the Division into one location. Consolidation of the Radio Services Division into one location will assist in improvement to the workflow within the Division, more accurate inventory of equipment, adequate, secured storage space, and overall efficiency within the Division. In addition, storage spaces, offices, and work areas adjacent to one another would allow for staff to share resources. Several Milwaukee County vehicles come to the Radio Services loading dock to replace/install/service their radio equipment. A heated garage for vehicles (such as ambulance type vehicles) to drive in is necessary for staff to work on the equipment during the long winter months. A loading dock integrated with the garage would allow for deliveries to be made in one location. The work room should be located next to the garage/loading dock to allow staff to access these areas as vehicles and deliveries are made to the Division. The Division needs secured storage next to work room areas to allow for easy access.

Waukesha County Radio Services (WCRS) is an example precedent for the Milwaukee County Radio Division. The layout of WCRS is preferred because all staff is close to one another and the proximity of the work room and garage to service the division is efficient for workflow. The addition of a Faraday Cage to the MC Radio Division is necessary for adequate testing in a sterile, radio environment with no RF interference. The Faraday cage will also provide a safe environment for repairing equipment.

ADJACENCIES

Radio Services Division works with several departments in Milwaukee County but more closely with the Office of the Sheriff and Milwaukee County Department of Transportation. A majority of communication to these departments is through phone, radio or electronic email. There are no physical adjacency requirements to these departments or other departments within Milwaukee County at this time.

MILWAUKEE COUNTY - OFFICE OF EMERGENCY MANAGEMENT
Radio Services Division

	DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
WORK SPACES	Private Office	3	3	120	360	
	Radio System Administrator	1	1			
	Radio Shop Manager	1	1			
	Educator	1	1			
	Workstation + Work Bench	10	10	64	640	Workstation plus a standing height work bench for projects
	Senior System Technician	1	1			
	Senior Communications System Specialist	1	1			
	Radio Technician	4	4			Dedicated circuits for radio charging banks, countertop wiremold outlets on isolated ground, shelves, secure cabinets for tools
	Radio Technician (future expansion)	4	4			Future expansion for increase of services; can be used for different space in the interim

SUBTOTAL Work Spaces Square Feet: **1,000**

Note: This is a preliminary space programming exercise. Program should be verified upon future planning.

	DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
SUPPORT SPACES	Conference Rooms					
	15-Person Conference Room	1	15	400	400	
	Copy/Work Room					
	Copy / Work Room	1	n/a	120	120	
	Printer Area	1	n/a	30	30	
	Storage					
	Equipment Storage	1	n/a	915	915	Secure, card access, security camera, tall and wide doors to allow for pallets, dry area - provide protection from HVAC and plumbing systems above, high ceilings, racks 2-3
	Disposable Equipment Storage	1	n/a	400	400	Chemical shower
	Office Supply Room	1	n/a	120	120	
	Other Spaces					
	Heated Two Vehicle Garage / Loading Dock	1	n/a	1,872	1,872	Floor drain
	Faraday Cage	1	1	80	80	
	Network Operating Center	1	1	390	390	Access to an antennae is required to be part of the facility, 4-5 radio racks, worksurface for CPU, A/C similar to a server room
	Break Area	1	n/a	325	325	
Resource Library	1	n/a	120	120		
Reception/Waiting Area	1	1	375	375		
Generator Room	1	n/a	370	370	Located on the exterior or basement of the building	
Fuel Room	1	n/a	380	380	Located on the exterior or basement of the building	

SUBTOTAL Support Spaces Square Feet: **5,897**

TOTAL Program Square Feet: **6,897**

Circulation Multiplier (.35): 2,414

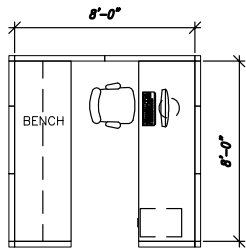
Approximate Total Useable Square Feet: 9,311

 = Potential Shared Spaces

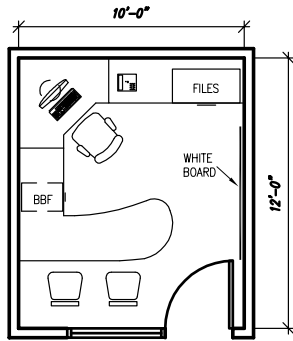
Note: This is a preliminary space programming exercise. Program should be verified upon future planning.

Division Room Diagrams

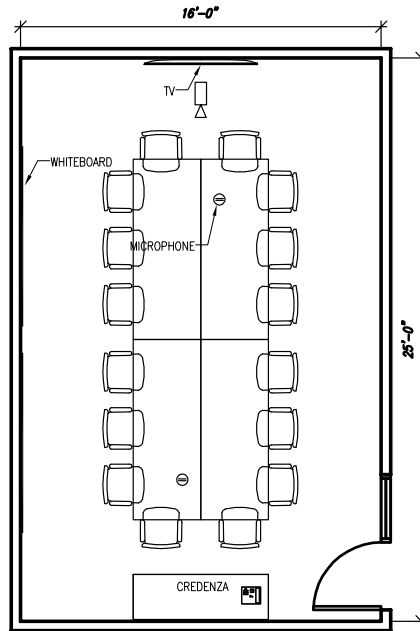
*WORKSTATION
64 SF / OCCUPANT*



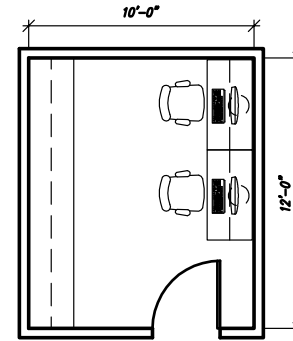
*PRIVATE OFFICE
120 SF / OCCUPANT*



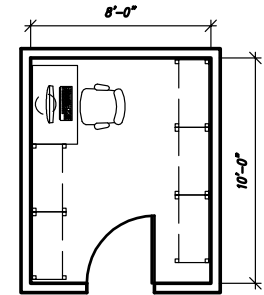
*15 -PERSON CONFERENCE ROOM
400 SF*



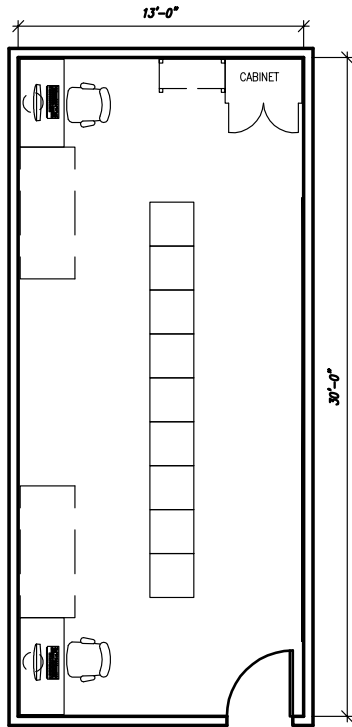
*RESOURCE LIBRARY
120 SF*



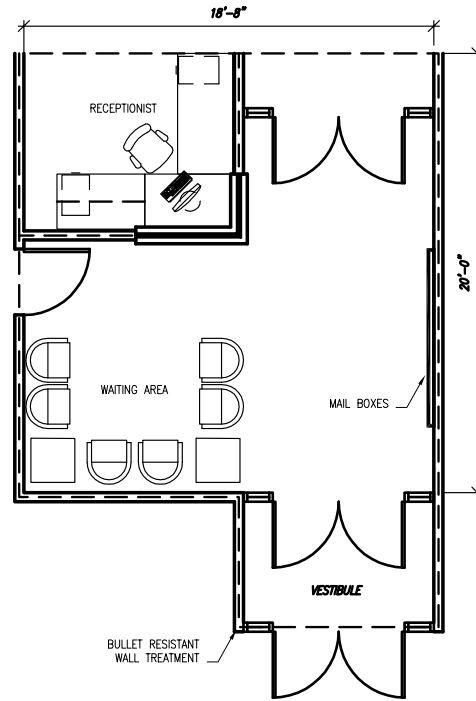
*FARADAY CAGE
80 SF*



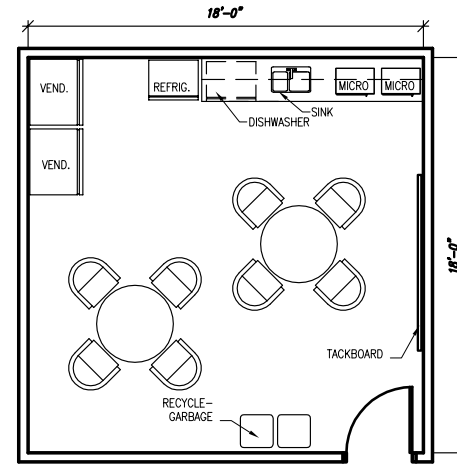
NETWORK OPERATING CENTER
390 SF



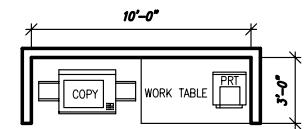
RECEPTION / WAITING AREA
373 SF



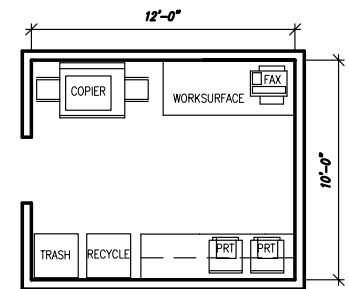
BREAK ROOM
324 SF



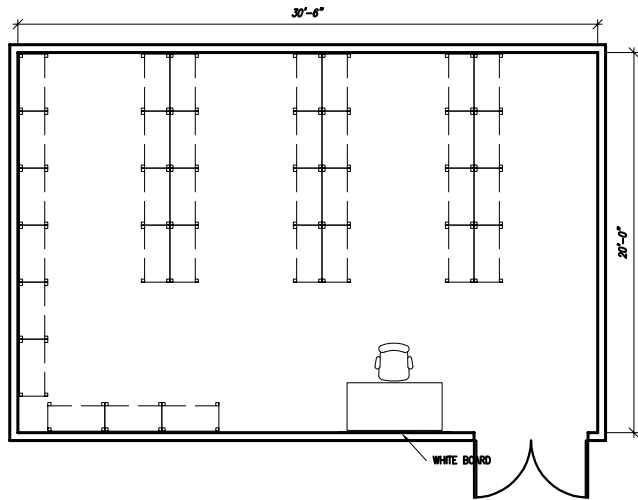
PRINTER AREA
30 SF



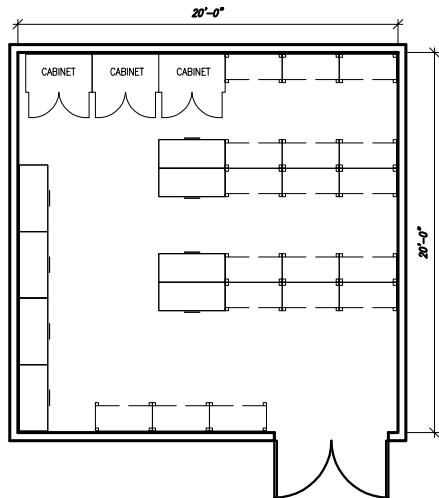
COPY / WORK ROOM
120 SF



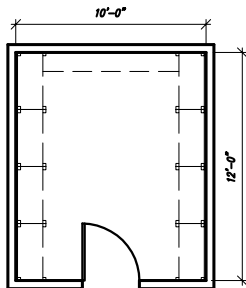
EQUIPMENT STORAGE
915 SF



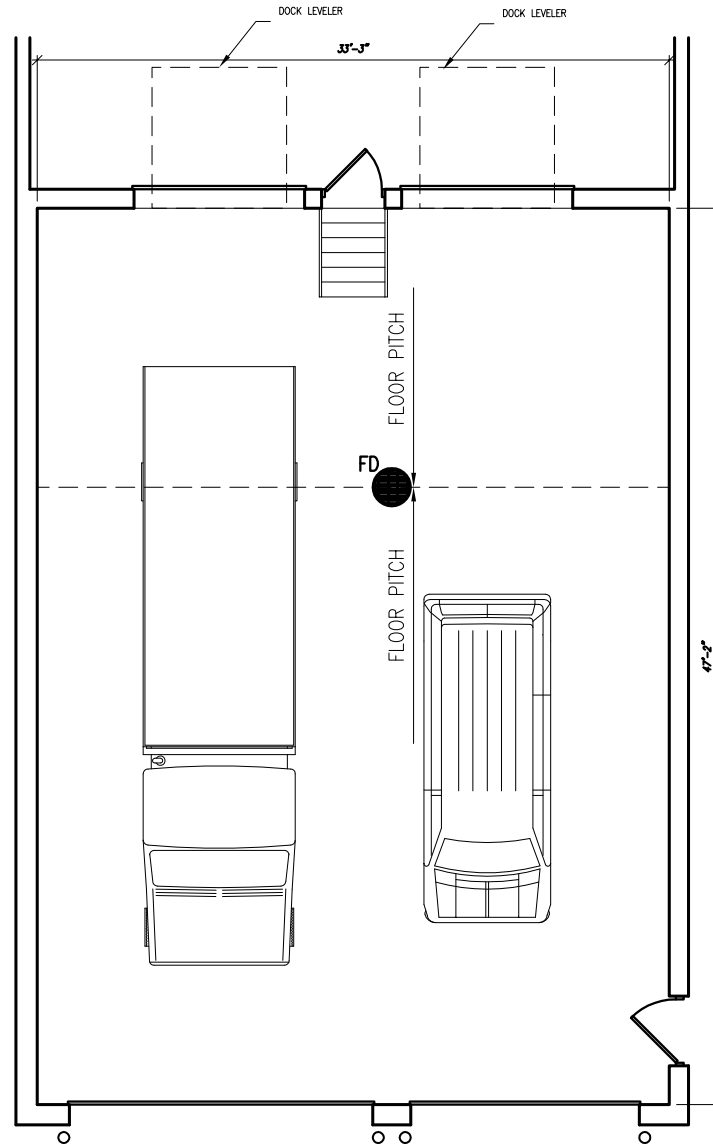
DISPOSABLE EQUIPMENT STORAGE
400 SF



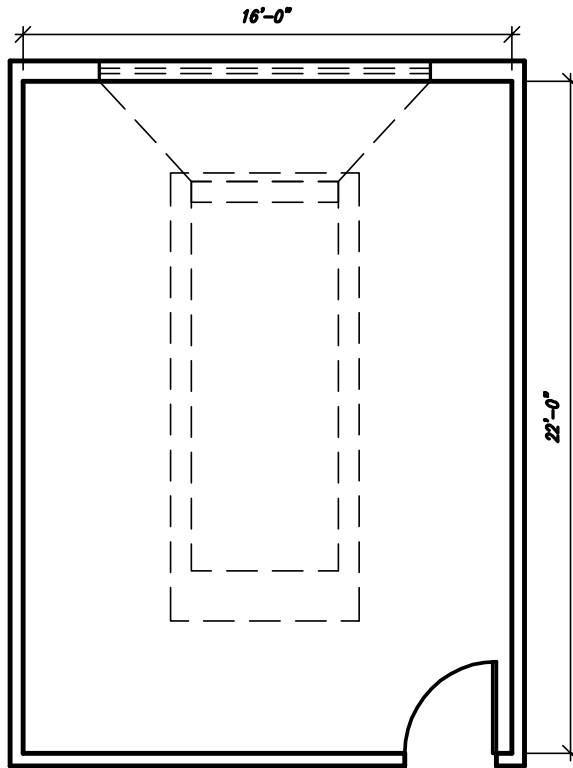
OFFICE SUPPLY ROOM
120 SF



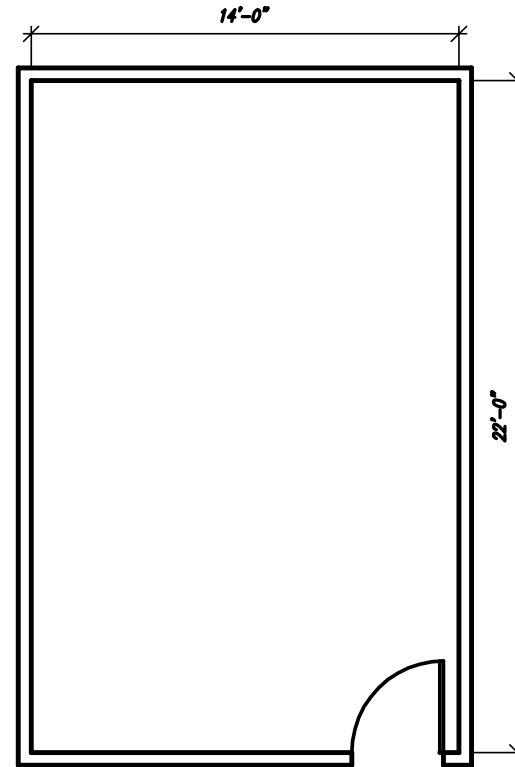
HEATED TWO CAR PARKING GARAGE / LOADING DOCK
1,872 SF



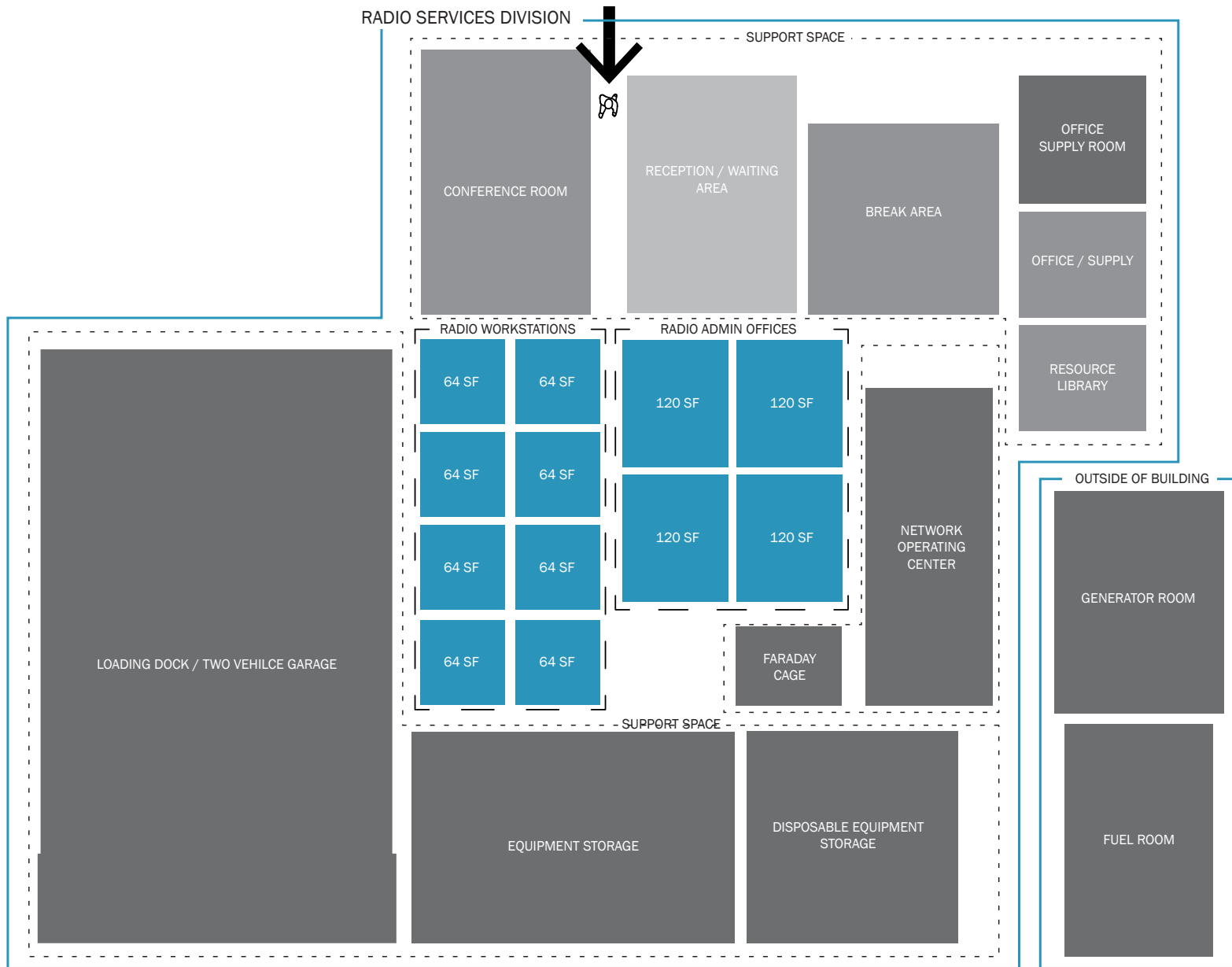
GENERATOR ROOM
368 SF



FUEL ROOM
308 SF



Preliminary Division Space Adjacency Layout



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911 COMMUNICATIONS DIVISION

5

OPERATIONS

911 Communications Division provides multiple services for Milwaukee County. They are as follows:

- Answers the 911 land lines
- Administers Sheriff's and citizen's calls
- Dispatch for Sheriff Deputy Squad, District Attorney, Park Ranger, Medical Examiner, and the Highway Department
- Monitors alarms for the Courthouse, Safety Building and Justice Center including radio system (MOSCAD), National Warning System (NAWAS), Honeywell system, and tornado/weather system
- In the future, the department will also monitor the new video surveillance of the Courthouse center once it is installed

SUMMARY DESCRIPTION OF CURRENT SPACE

911 Communications Division is located in room 305 of the Safety Building. Several rooms and spaces make up the division. Down the hall from the discreet entrance of the division are men's and women's locker rooms. Across the hall from these locker rooms is a staff break room. The Lead Dispatchers' workstation room is located north of the break room. The Lead Dispatcher room consists of four (4) workstations and a window overlooking the main dispatch center. The dispatch center is located in the center of the division on a raised floor with approximately eight (8) workstations. Three (3) private offices are located to the north of the dispatch center with no viewing access to the dispatch center. Restrooms with a shower and a server room are located to the east of the dispatch center. A server room with a workstation and windows

is located across from the dispatch center. The existing space provides adequate space for the current use and functions within the division. However, the configuration of the space does not meet the needs of the division. For example, the three (3) management and supervisor offices do not overlook the dispatch center which is a need of the division. In addition, 911 Communications is considering additional rooms and functional spaces to allow for an improved work environment and more efficient workflow. The current space will not accommodate future growth.

PLANNING CONSIDERATIONS

The 911 Communications Division is open twenty four hours a day, seven days a week for 365 days a year. Three shifts cover the Communication & Highway Safety Dispatcher (Dispatcher(s)) positions which are:

- 1st Shift: 7:00 am – 3:00 pm
- 2nd Shift: 3:00 pm – 11:00 pm
- 3rd Shift: 11:00 pm – 7:00 am

A minimum of five (5) Dispatchers are on the 1st and 2nd shifts with three (3) Dispatchers on the 3rd shift during the weekdays. Each shift is reduced to four (4) on the weekends. However one to three (1-3) additional Dispatchers may be added dependent on the time of the year and special events. There are currently ten (10) Dispatch workstations. Each workstation requires five (5)

monitors for different uses: one (1) monitor for the phones, three (3) monitors for computer aided dispatch, email and internet, and one (1) monitor for radio. Each workstation must have the ability to adjust to allow for Dispatchers to sit or stand during their shift. Events do occur which require Dispatchers to stay on longer shifts and sometimes for multiple days. This results in employees not leaving the facility. Improved showers and on-call rooms with two (2) beds would accommodate these emergency needs. In addition, current lockers are too small to store employee coats and personal items. Larger lockers and seating to accommodate staff needs was requested. Showers, beds and locker rooms could be adjacent to one another. A break room with small kitchen including a refrigerator, sink, microwave and seating for employees should be considered in planning.

Three (3) Lead Dispatchers manage Dispatchers and day to day tasks during all three shifts. Their responsibilities include administration, payroll and additional office tasks in addition to supervising Dispatchers. Lead Dispatchers also cover in the Call Center. They also train employees and new employees on the dispatch system. A new manager position has been filled and one (1) Mapping System Specialist position is vacant. The current server room adequately provides sufficient space for 8-10 racks (which includes radio) plus a workstation for IMSD. The room requires air conditioning and provided redundant power and switches. Separate power and back-up power to the 911 Communications Division is required to ensure constant power to the Division. Secured access into 911 Communications Division is a requirement by use of key cards, key fobs, or identification codes.

A few reference guidelines to consider in planning for security and IT are:

- FBI - CJIS Security Policy - www.fbi.gov/about-us/cjis/cjis-security-policy-resource-center/view
- National Emergency Number Association - www.nena.org
- Wisconsin State Statutes

ADJACENCIES

911 Communications Division works closely with the Sheriff Department, District Attorney, Highway Department, State Traffic Operations Center, Department of Transportation, City of Milwaukee Police and Fire Departments and all of the municipal dispatch centers. A majority of communication to these departments is through phone or electronic email. As discussed in “Future Planning Considerations/Resources” in Section 2 Strategic Summary, physical adjacencies would greatly improve county-wide emergency services and is part of a 2015 - 2016 Public Policy Forum (PPF) study, separate and apart from this analysis.

MILWAUKEE COUNTY - OFFICE OF EMERGENCY MANAGEMENT
911 Communications Division

	DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
WORK SPACES	Private Office	3	3	120	360	
	Manager	1	1			Adjustable desk for sitting and standing
	Dispatch Supervisor	1	1			Adjustable desk for sitting and standing
	Mapping System Specialist	1	1			Adjustable desk for sitting and standing
	Workstation	12	12	55	660	
	Lead Dispatch	2	2			Workstations should be located in shared office with glass wall/windows to view Center; can be adjusted for sitting and standing
	Communications & Highway Safety Dispatcher	10	10			Specialized Workstations as part of the Call Center; can be adjusted for sitting and standing; located on a raised flooring
	Specialty Monitoring Workstation	2	1	16	32	Manned station monitoring the alarm systems; located in a central, convenient space.
	Training/Flex Workstation	3	3	55	165	
	Hoteling	1	1	15	15	
Visiting Milw. County Staff	1	1			Adjacent to Manager & Supervisor office; Does not need to be near Call Center	

SUBTOTAL Work Spaces Square Feet: 1,232

SUPPORT SPACES	Copy/Work Room					
	Dispatch Copy / Printer Area	1	n/a	30	30	Located in the 911 Dispatch area
	Division Copy / Printer Area	1	n/a	120	120	Division use
	Storage					
	Office Supply Room	1	n/a	120	120	General office supplies
	Other Spaces					
	Server Room	1	n/a	450	450	
	Break Room	1	n/a	325	325	
	Shower/Locker Room	2	n/a	450	900	Men's & Women's each; adjacent to On-Call rooms
	On-Call Room	2	1	150	300	Men's & Women's each; adjacent to Shower/Locker Room
Generator Room	1	n/a	370	370	Located on the exterior or basement of the building	
Fuel Room	1	n/a	380	380	Located on the exterior or basement of the building	

SUBTOTAL Support Spaces Square Feet: 2,995

TOTAL Program Square Feet: 4,227

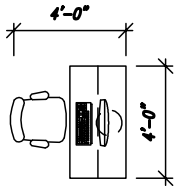
Circulation Multiplier (.35): 1,479

Approximate Total Useable Square Feet: 5,706

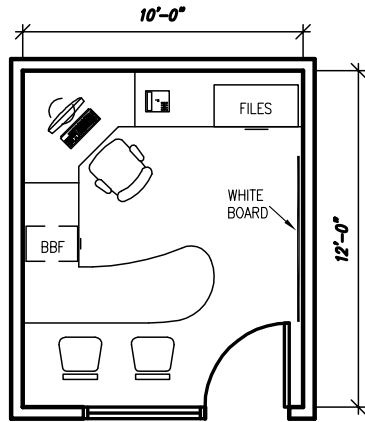
Note: This is a preliminary space programming exercise. Program should be verified upon future planning.

Division Room Diagrams

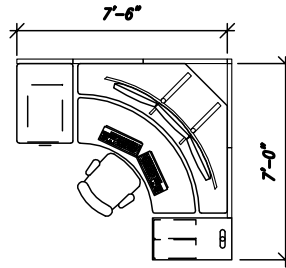
HOTELING WKST
16 SF/OCCUPANT



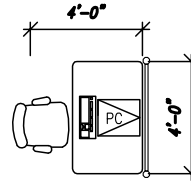
PRIVATE OFFICE
120 SF / OCCUPANT



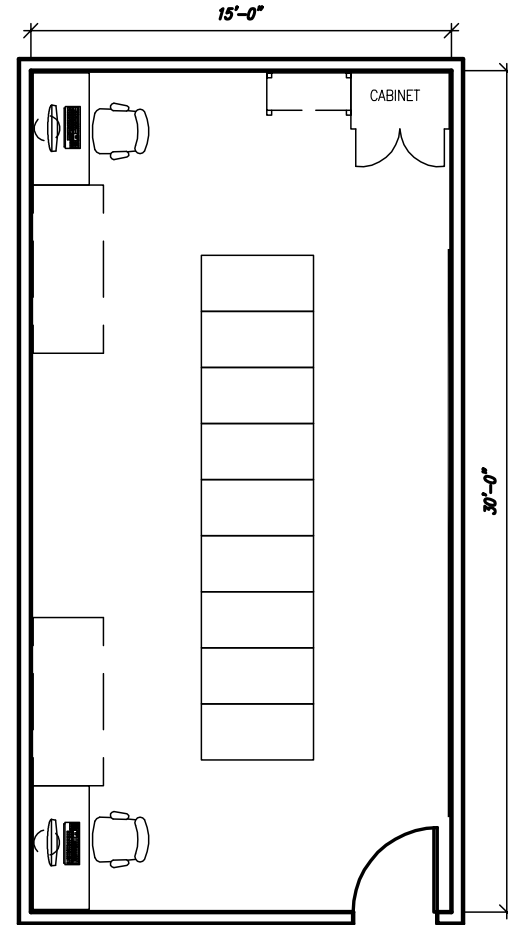
911 WORKSTATION
52 SF / OCCUPANT



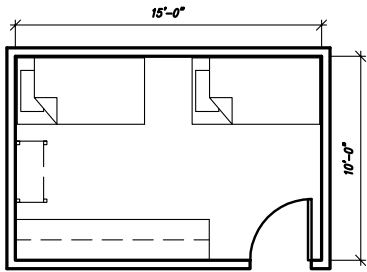
SPECIALITY MONITORING WORKSTATION
16 SF/OCCUPANT



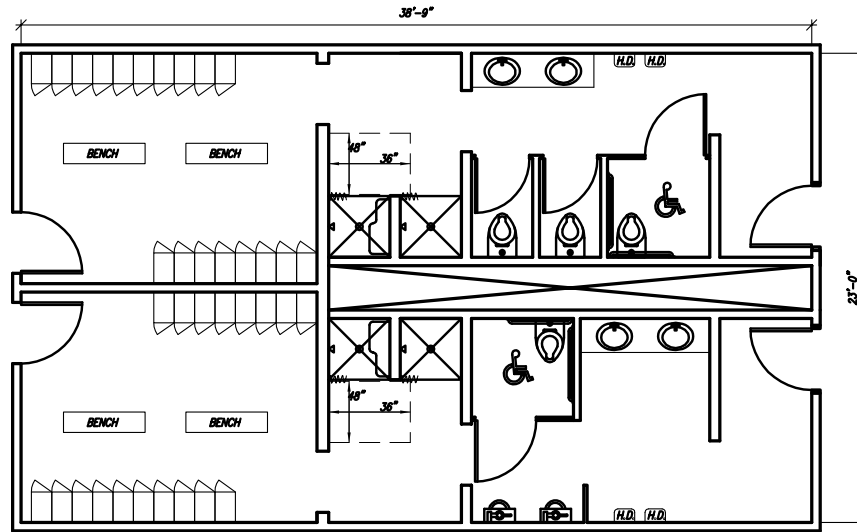
SERVER ROOM
450 SF



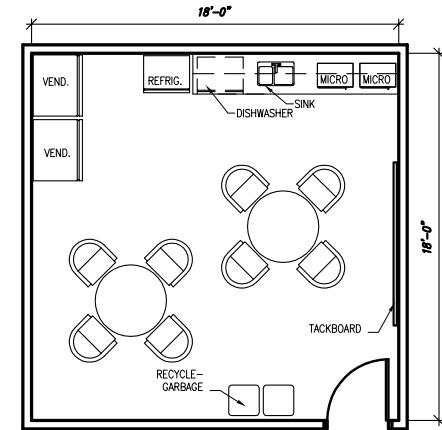
ON-CALL ROOM
150 SF



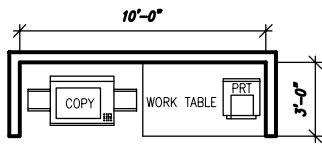
SHOWER ROOM / LOCKER ROOM
891 SF



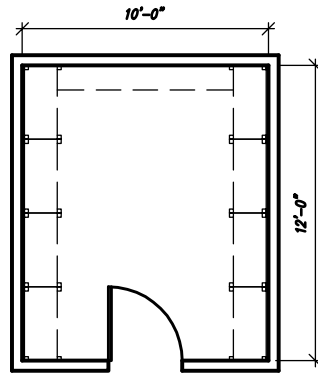
BREAK ROOM
324 SF



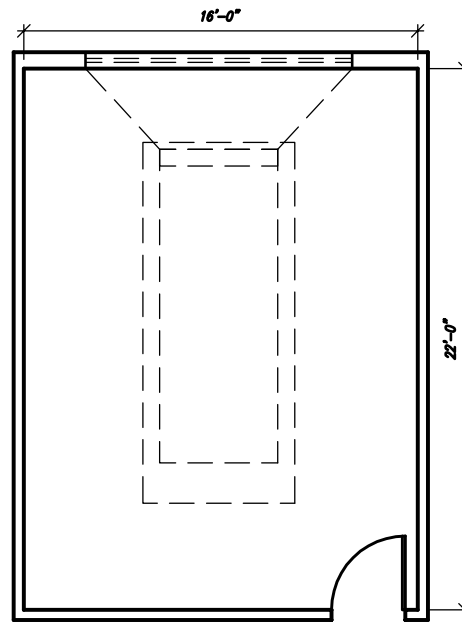
COPY / PRINTER AREA
30 SF



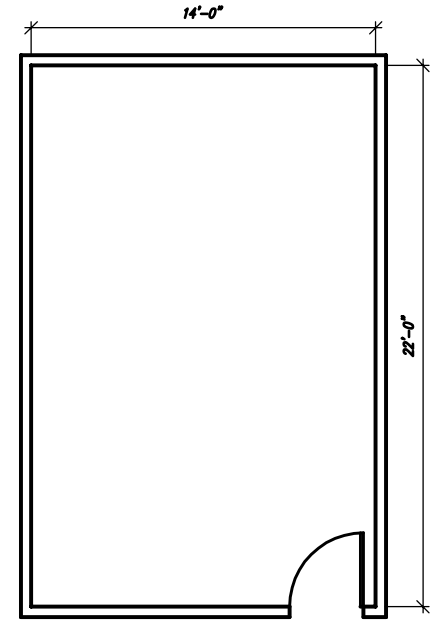
OFFICE SUPPLY ROOM
120 SF



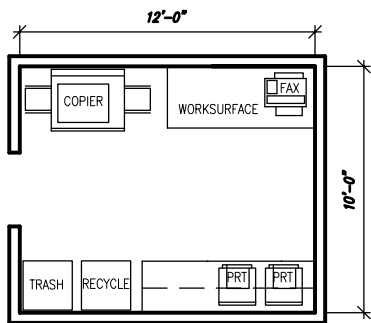
GENERATOR ROOM
368 SF



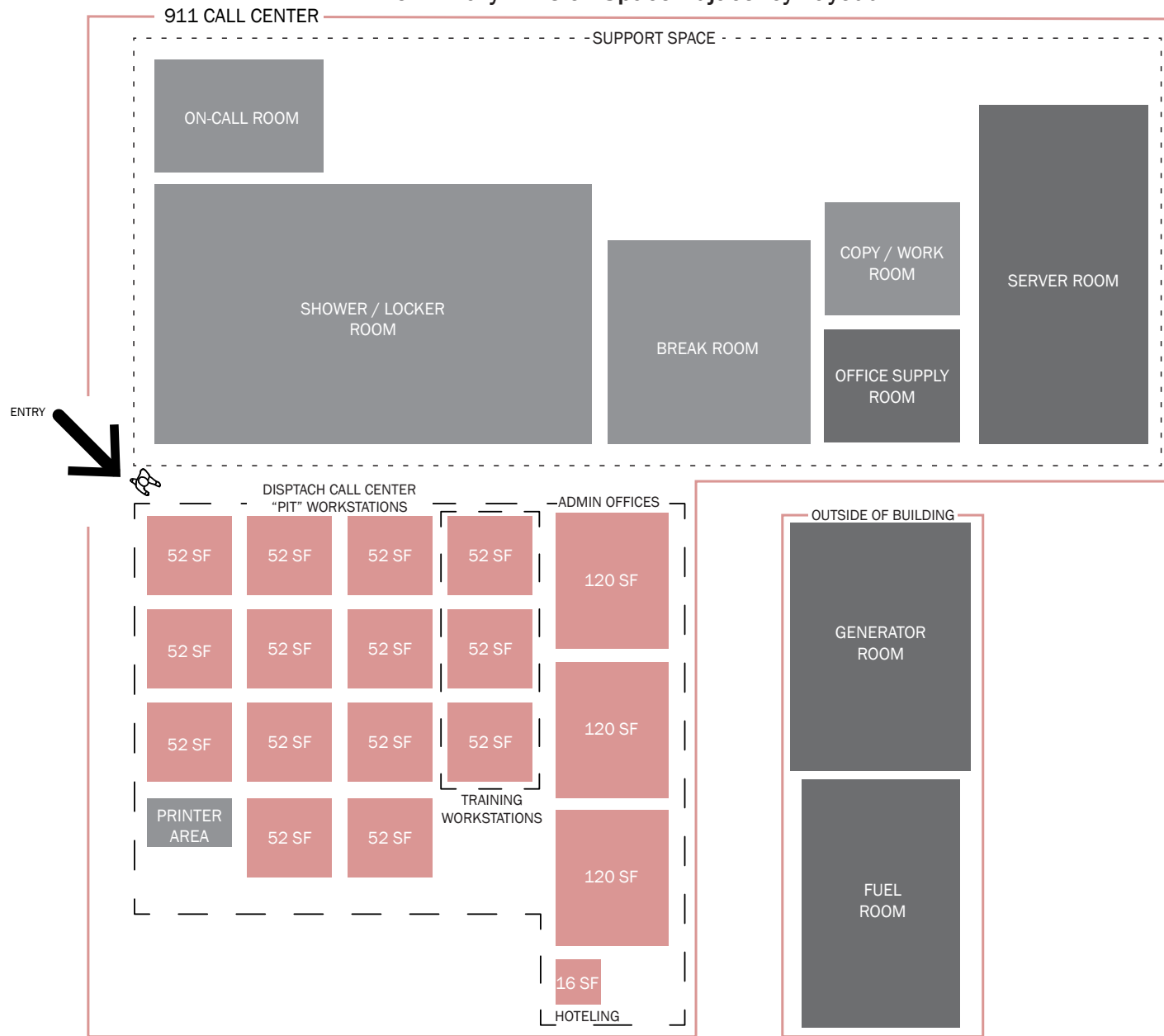
FUEL ROOM
308 SF



COPY / WORK ROOM
120 SF



Preliminary Division Space Adjacency Layout



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EMERGENCY MEDICAL SERVICES DIVISION

6

OPERATIONS

The Emergency Medical Services (EMS) Division serves as the lead coordinating agency within Milwaukee County for mobile medical units and paramedic services. EMS provides medical direction through full-time M.D. support from the Medical College of Wisconsin (MCW), ergo, responsible for dictating the life-saving policies and procedures of our community-based Fire/EMS ambulances.

As the EMS System, initial and continuing education is provided to all Municipal EMT's and paramedics ensuring a consistent response to 911 service calls. As medical units and their trained healthcare technicians respond to incidents, the EMS Communications Center at Froedtert Memorial Lutheran Hospital provides real-time Doctor-assisted instructions and hospital diversions.

Additionally, recent changes in the (EMS) Communications Center include pre-arrival CPR instructions to 911 callers by the Dispatchers as well as the monitoring of Healthcare Emergency Readiness Coalition (HERC) public health data for the eastern region of Wisconsin to identify disease outbreaks and/or epidemics.

Further changes within the EMS system include Community Paramedicine, a true innovation in the delivery of medical services to local residents. Healthcare institutions and mobile Fire/EMS medical units are teaming together to reach citizens that may require extra attention or premeditated care in order to prevent unnecessary Emergency Room visits.

Finally, the EMS system completes its cycle of medicinal service by collecting and analyzing voluminous amounts of data for the MCW and for international research grants. The quality assurance and management of the data are critical behind-the-scenes components that provide the true metrics for growth and achievement in superior emergency services.

SUMMARY DESCRIPTION OF CURRENT SPACE

The administration functions of EMS (Education, Health Information Management, Quality Assurance and management offices) are located at 9501 West Watertown Plank Road (CATC Building A), a one-story building owned by Milwaukee County. The building offers space for the various functions of the division. A large classroom is located near the entry of the building with faculty offices along the southern perimeter. Individual practical skills rooms are located within the area. A recording room for live and recorded lectures, webinars, classes, etc. is available close to a smaller classroom. A shared break room is used by all staff and students. The room contains multiple refrigerators, a sink, cabinets and microwave. This break room is also used as an alternative classroom, equipped with distance learning technologies (camera, large TV and A/V conferencing equipment). Offices of non-education departments, storage, office support spaces and other meeting spaces are located centrally near the larger classroom. UW-Extension, through a separate agreement with Milwaukee County, shares classroom spaces with EMS Education. A detailed yearly schedule is created

to coordinate both UW-Extension's and EMS' usage of these classrooms. Although the building provides sufficient space for the Division, some additional spaces and proximity of spaces and functions are not optimal and could be improved to accommodate the needs of EMS. In the basement of the CATC Building is a medical supply room. EMS provides medical supplies to ambulances for all municipalities. A loading dock adjacent to this space is required to accommodate ambulances.

The management offices of EMS Communications Center are located in the 9501 West Watertown Plank Road building. However, the Communications Center is located in Froedtert Hospital near the Trauma Room and Emergency Vehicle drop-off. The Communications Center is open twenty four hours a day, seven days a week for 365 days a year. Three shifts cover the positions which are:

- 1st Shift: 7:00 am – 3:00 pm
- 2nd Shift: 3:00 pm – 11:00 pm
- 3rd Shift: 11:00 pm – 7:00 am

The center is a one room space consisting of call center with two emergency dispatch type workstations with multiple monitors. In addition there are two smaller stations that are used by Hospital medical personnel used to communicate instruction to incoming emergency vehicles. Additional/ back-up workstations are also in the one room center. Multiple large video monitors are located facing the workstations, which are used to monitor information. A small counter with storage cabinets for office supplies and coffee maker, microwave and small refrigerator is also in the center.

PLANNING CONSIDERATIONS

Education is the primary function, and makes up a large percentage of the space needs, of the Emergency Medical Services Division. The existing classrooms are adequate for the number of students and type of instruction. Both the large and small classroom should

contain flexible furniture to allow for different configurations for use by the instructor. Also, appropriate technology such as laptop, projector, screen, cameras for web-based classes, and SMART and/or white boards should be included in each classroom. Some improvements, however, can be made to the remaining educational spaces to accommodate various needs of the Division. Multiple types of training courses are taught in the practical skills rooms. Different types of equipment are needed for this training and the existing rooms do not allow for storage of equipment. Currently, instructors have to cart equipment from the storage room that is not located near the skills rooms. Locked storage cabinets within the room or a central storage room with a preparation room immediately adjacent to the skills rooms would be an ideal layout. In addition, including a sink in each skill room would allow for convenient washing of equipment and other needs. Additionally, a medical simulation laboratory would be ideal but not necessary.

Because EMS serves the 19 municipalities of Milwaukee County, easy access, or distance learning, for clients, students, and trainees is beneficial. Many of the classes the Division offers are web-based for students to view Online. These classes are either broadcasted live or previously recorded. Currently, EMS has a recording studio classroom which allows for live classes to be performed or to record classes for later viewing or posting Online. The Division would prefer to have two separate rooms for these needs. The Recording Studio is used for recording lectures, editing them and posting them Online for viewing. The studio should be equipped with the appropriate audio and visual equipment and located in an area of the Division where there is less noise or distractions. An option would be for the studio to be sound-proof to prevent noise from entering or exiting the room.

The Video Conferencing Delivery Room is where live class broadcasts take place. Appropriate technical audio and visual equipment is also essential for this space. Seating for approximately 5-10 students within the space would allow students to view the lecture

in person if they are in the complex. Incorporating an “On Air” sign outside the space would assist in preventing disruptions while the room is in use. Private offices for faculty staff with a filing cabinet and guest seating for private conversations is preferred. Adjunct professors sharing an enclosed office with workstations is sufficient for the needs of the Division.

Currently students and staff share a large break room which is occasionally used by UW-Extension for classes. A student lounge with a small kitchenette (sink, microwave, and refrigerator) combined with a study area and library would be ideal in the Division. The student lounge should be located near the classrooms. A separate staff break room with a small kitchenette (sink, microwave, and refrigerator), tables and lounge furniture would allow for separation from students and staff. Offices and support spaces for the administration portion of the Division including Health Information Management (HIM), Quality Assurance, Medical Direction and clerical support do not need to be located near the classrooms and would prefer to near one another for collaboration purposes. Efficient parking for students and staff is ideal for the Division. Approximately 40-50 parking spaces are needed for the volume of staff and students. In addition, a loading dock for ambulances is required for medical supply and equipment for the different municipalities.

EMS Communications Center

The EMS Communications Center is a single room within the Froedtert Hospital complex and is open twenty four hours a day, seven days a week for 365 days a year. The Center coordinates and provides medical direction to paramedics in route to the hospital. The Center also coordinates mass casualty incidents transport coordination, emergency department diversion administration, takes patient care reports and forwards to receiving facility, activates Trauma, STEMI, and Stroke care teams in hospitals. Currently, there are two (2) primary call EMS Communicators on each shift (three shifts total) with one (1) back-up workstation and

two (2) dedicated physician workstations. Once the conversion from analog to digital radio project is completed (estimated by the end of 2015), the back-up station will increase to two (2) and allow for four (4) workstations to be active during a surge event.

Each EMS Communicator workstation should have four (4) monitors. These communicators are also Call Takers for 911 calls where CPR instruction is needed to be given to the caller over the phone. Three (3) large monitors should be arranged for all EMS Communicators to view at all times. These monitors are used to view local feeds and events that are occurring. Physicians are not Milwaukee County employees but are Froedtert employees. They are called in the event a trauma occurs and assists the paramedics in preparing the patient before arriving at the appropriate medical center. Access to these medical doctors is important to the EMS Center. Currently, they are steps away from the center. If the center must relocate to another facility, communication between the EMS Communicators and the Physician can be done through technology if necessary. The EMS Communications Center should include a break room for staff including a sink, microwave, refrigerator, and tables. A “quiet” room for staff to decompress after a major event is requested. This would include a small room with lounge furniture and ambient or adjustable lighting. For events that do occur which require staff to stay on longer shifts and sometimes for multiple days, showers and on-call rooms with two (2) beds would accommodate these emergency needs.

ADJACENCIES

Emergency Medical Services Division works closely with Milwaukee County’s Radio Services Division, IMSD, Purchasing, Fleet Management, and 911 Dispatch Division. A majority of communication to these departments is through phone, radio or electronic email. The 2015 - 2016 Public Policy Forum study will assess physical adjacency advantages. In the meantime, physical re-location within the 911 Communications Center would undoubtedly streamline emergency services.

MILWAUKEE COUNTY - OFFICE OF EMERGENCY MANAGEMENT
 Emergency Medical Services Division

	DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
WORK SPACES	ADMINISTRATION OFFICES					
	Private Office	2	2	120	240	
	Director of EMS	1	1			
	Administrative Assistant	1	1			
	Workstation	1	1	64	64	
	Clerical/Assistant	1	1			
	COMMUNICATIONS CENTER					
	Private Office	1	1	120	120	
	Communications Director	1	1			
	Workstation	3	3	64	192	
	Administrative Assistant	1	1			
	Information Technology Programmers	2	2			
	Call Center Workstation	8	8	55	440	
	EMS Communicator	4	4			Specialized Workstations with 4 monitors; raised flooring
	Call Takers	2	2			Specialized Workstations; raised flooring
	Doctor Positions	2	2			Specialized Workstations; Could use technology to remotely communicate
	QUALITY ASSURANCE					
	Private Office	1	1	120	120	
	Quality Improvement Manger	1	1			
	Workstation	3	3	64	192	
	Quality Assurance Specialist	3	3			
	HEALTH INFORMATION MANAGEMENT					
	Private Office	2	2	120	240	
	Health Information Records Admin.	1	1			
	Health Information Date Entry Tech	1	1			
	Workstation	2	2	64	128	
	Health Information Date Entry Tech	2	2			
	EDUCATION					
Private Office	9	9	120	1,080		
Education Manager	1	1				
Full-Time Faculty	7	7				
Adjunct Faculty	1	1				
Workstation	7	1	64	448		
Adjunct Faculty	7	7			One or two rooms with workstations	
Hoteling	9	1	16	144		
Visiting Faculty/Temporary Employees	7	7			One or two rooms with workstations	
Interns	2	2				

SUBTOTAL Work Spaces Square Feet: **3,408**

Note: This is a preliminary space programming exercise. Program should be verified upon future planning.

	DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
SUPPORT SPACES	Classrooms/Conference Rooms					
	40-Person Classroom	1	40	1,465	1,465	Flexible Furniture & equipped with all technology needs (projector, laptop, cameras, etc.)
	20-Person Classroom	1	10	600	600	Flexible Furniture & equipped with all technology needs (projector, laptop, cameras, etc.)
	10-Person Conference Room	1	10	350	350	Flexible Furniture & equipped with all technology needs (projector, laptop, cameras, etc.)
	Copy/Work Room					
	Copy / Printer/ Work Room	2	n/a	120	240	Includes copy/printer, mailboxes, work area, supply cabinet
	Storage					
	Education Supply Room	1	n/a	400	400	Adjacent to or near Practical Skills Rooms - medical supplies, training equipment, rolling carts, racks, visual open storage
	Medical Equipment Supply room	1	n/a	400	400	Access to parking for Ambulance/Medical Vehicles - medical supplies to equip emergency vehicles, radio charging, large boxes of supplies
	Breakrooms					
	Staff/Faculty Break Room	1	n/a	325	325	Includes kitchenette, tables, lounge furniture
	Student Lounge	1	n/a	480	480	Includes kitchenette, tables, lounge furniture & resource library
	EMS Call Center Break Room	1	n/a	120	120	Includes kitchenette and table
	Other Spaces					
	Reception/ Waiting Area	1	1	375	375	Adjacent to entry
	Practical Skills Rooms	5	2-3	180	900	Adjacent or near Education Supply Room
	Video Conferencing Delivery Room	1	10	270	270	Equipped with necessary technology (large TV, multimedia lectern, camera, microphone, etc.); seating for 8-10 people; "On Air" sign
	Recording Studio	1	2	190	190	Recording studio to create online electronic deliver of recorded classes. Equipped with necessary technology (cameras, microphones, A/V recording equipment, sound and video editing station, acoustic treatment)
	40-50 Parking Stalls		n/a	n/a	0	Parking lot near entry of building
	Two-Car Garage	1	n/a	1,111	1,111	To accommodate ambulances picking up medical supplies
Generator Room	1	n/a	370	370	Located on the exterior or basement of the building	
Fuel Room	1	n/a	380	380	Located on the exterior or basement of the building	

SUBTOTAL Support Spaces Square Feet: **7,976**

TOTAL Program Square Feet: **11,384**

Circulation Multiplier (.35): 3,984

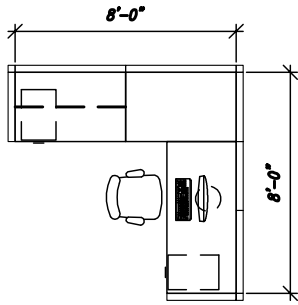
Approximate Total Useable Square Feet: **15,368**

= Potential Shared Spaces

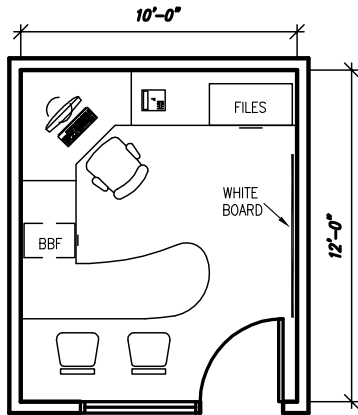
Note: This is a preliminary space programming exercise. Program should be verified upon future planning.

Division Room Diagrams

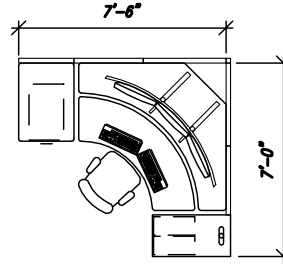
WORKSTATION
64 SF / OCCUPANT



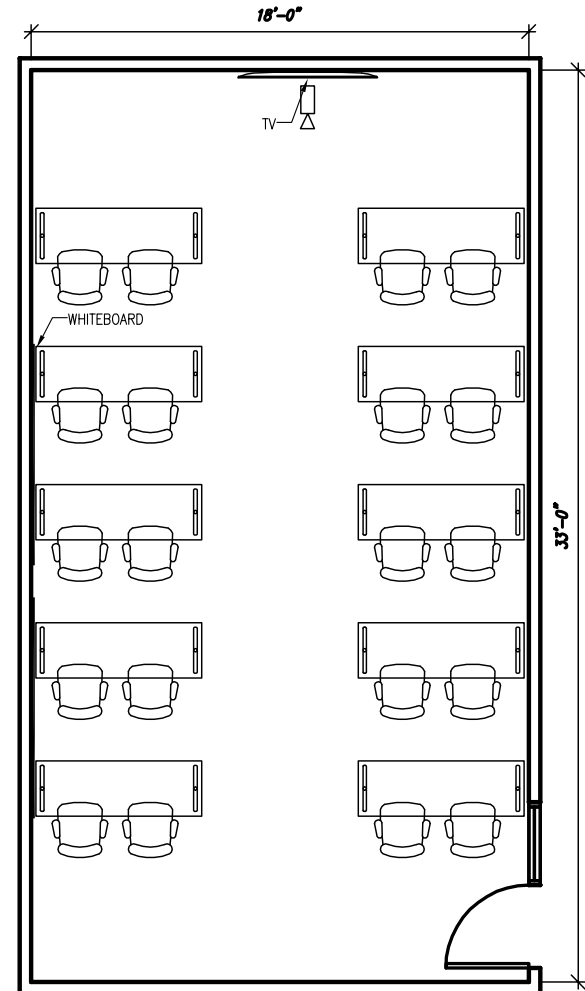
PRIVATE OFFICE
120 SF / OCCUPANT



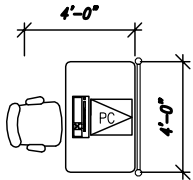
911 WORKSTATION
52 SF / OCCUPANT



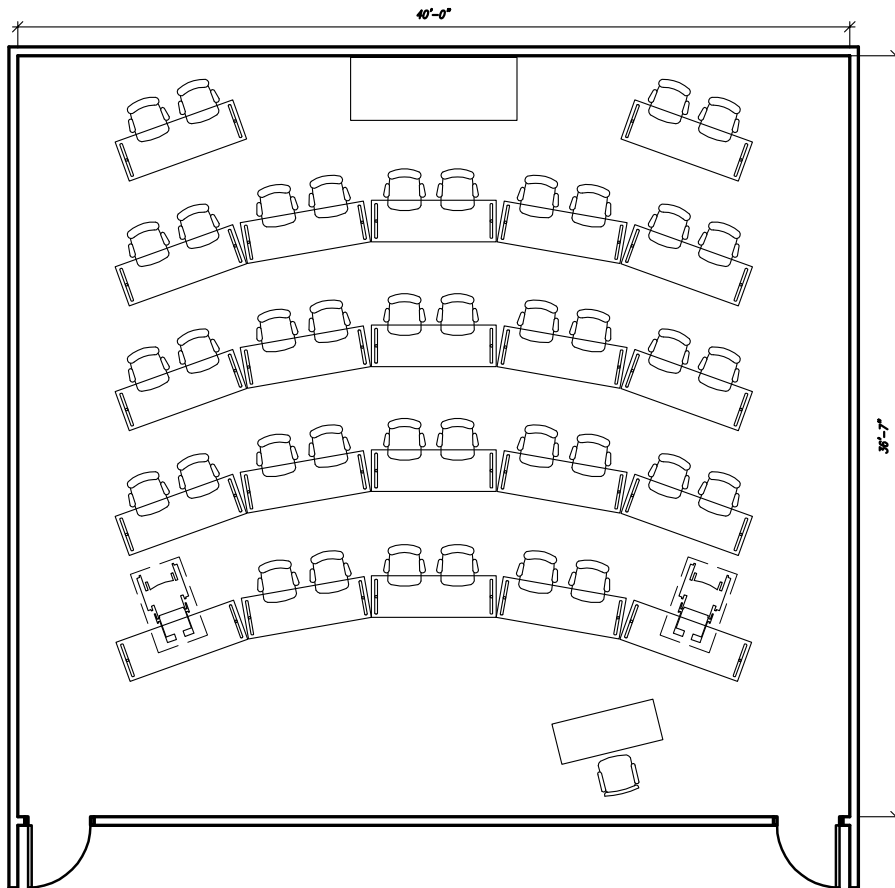
20-PERSON CLASSROOM
594 SF



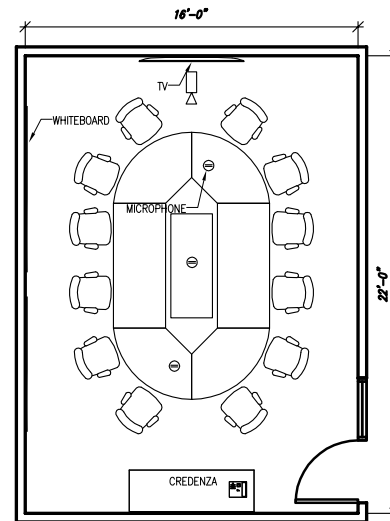
HOTELING WORKSTATION
16 SF/OCCUPANT



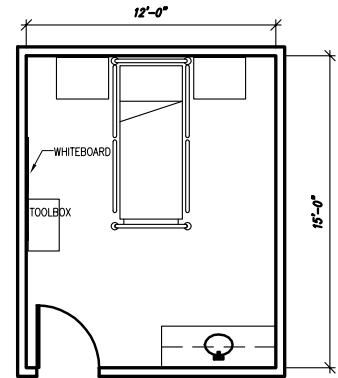
40-PERSON TRAINING ROOM
1,463 SF



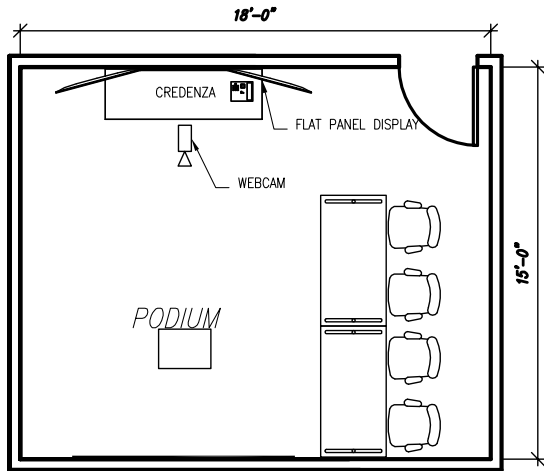
10-PERSON CONFERENCE ROOM
352 SF



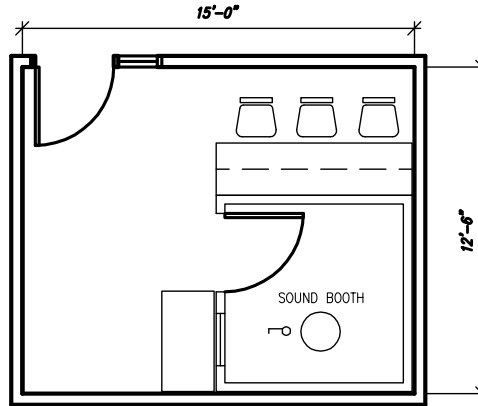
PRACTICAL SKILLS ROOM
180 SF



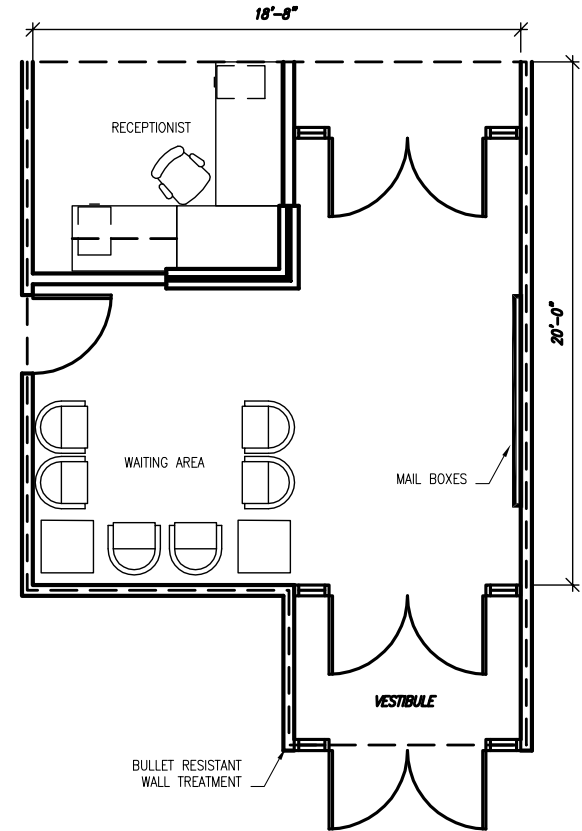
VIDEO CONFERENCING DELIVERY ROOM
270 SF



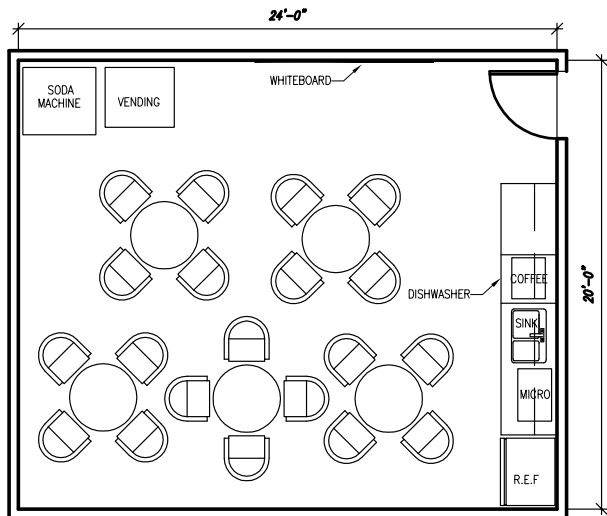
RECORDING STUDIO
188 SF



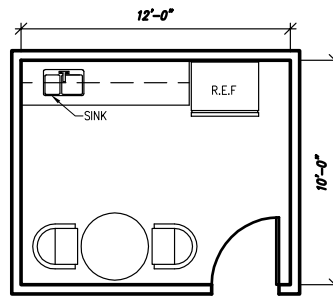
RECEPTION / WAITING AREA
373 SF



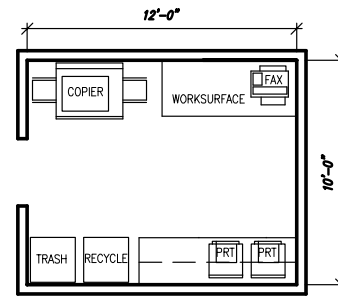
STUDENT LOUNGE
480 SF



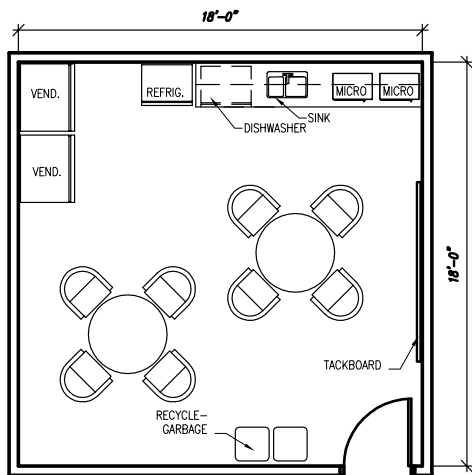
EMS CALL CENTER BREAK ROOM
120 SF



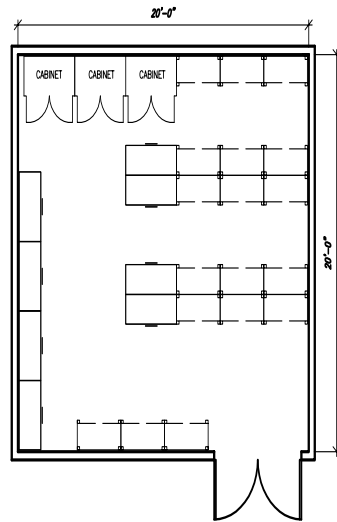
COPY / WORK ROOM
120 SF



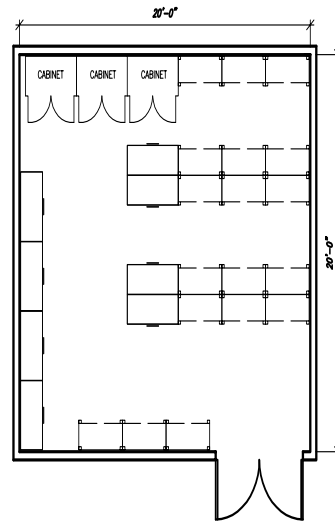
STAFF BREAK ROOM
324 SF



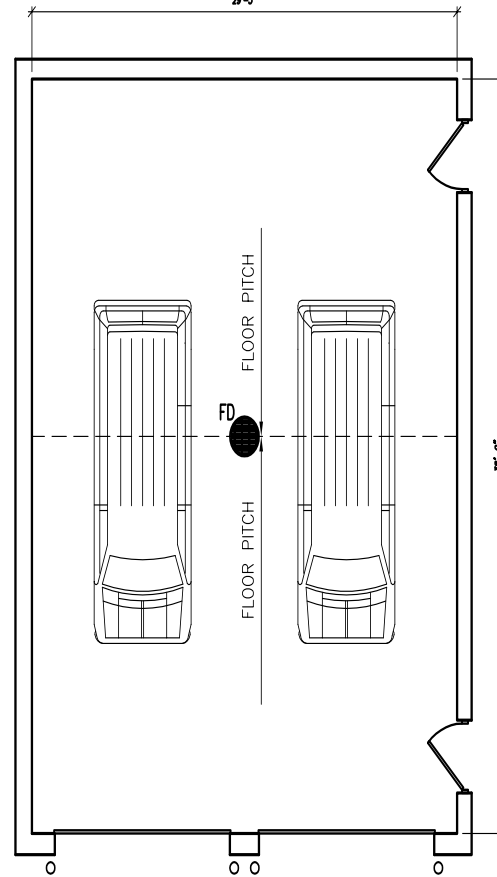
EDUCATIONAL MATERIALS SUPPLY ROOM
400 SF



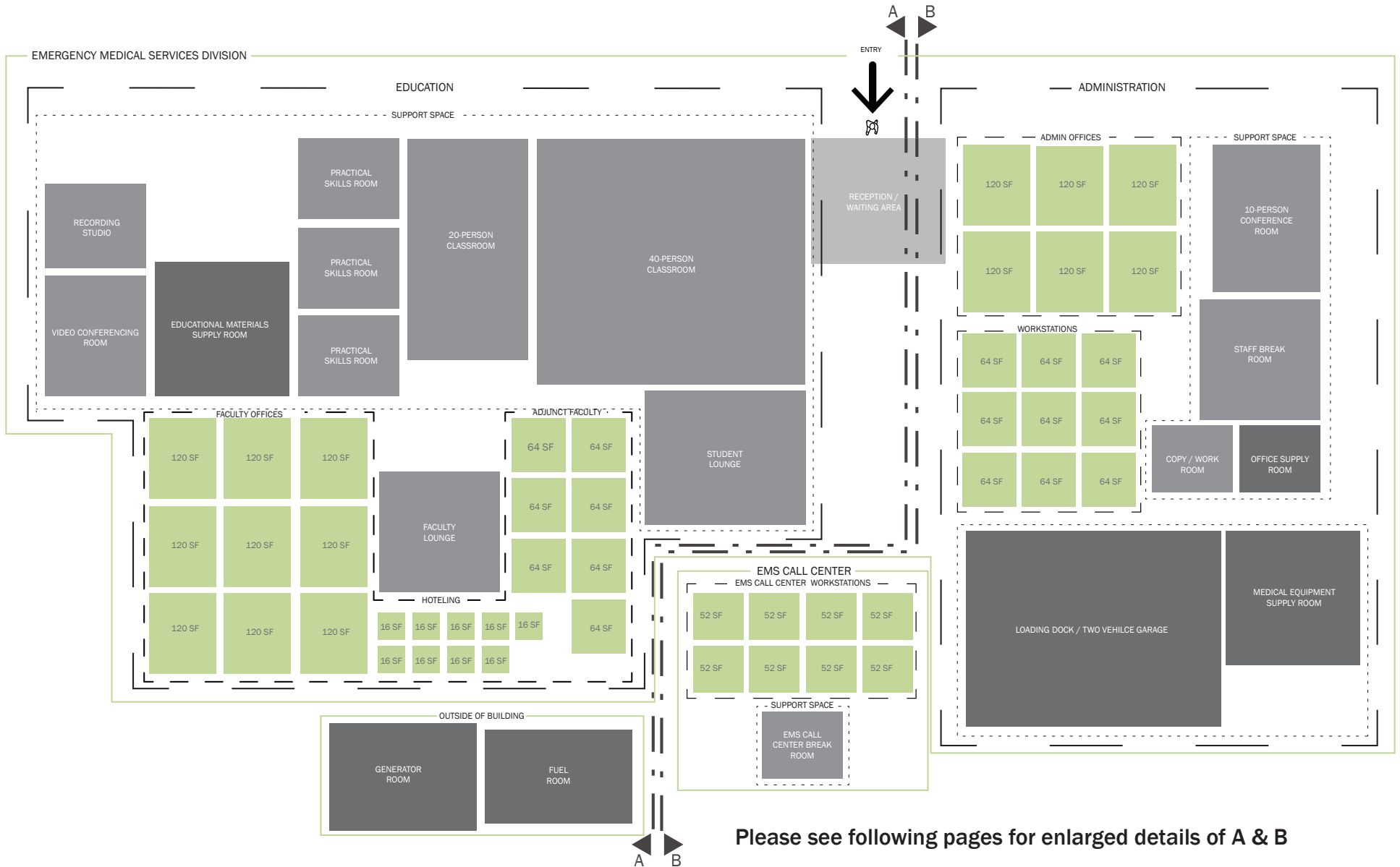
MEDICAL EQUIPMENT SUPPLY ROOM
400 SF



TWO CAR PARKING GARAGE
1,111 SF
28'-3"

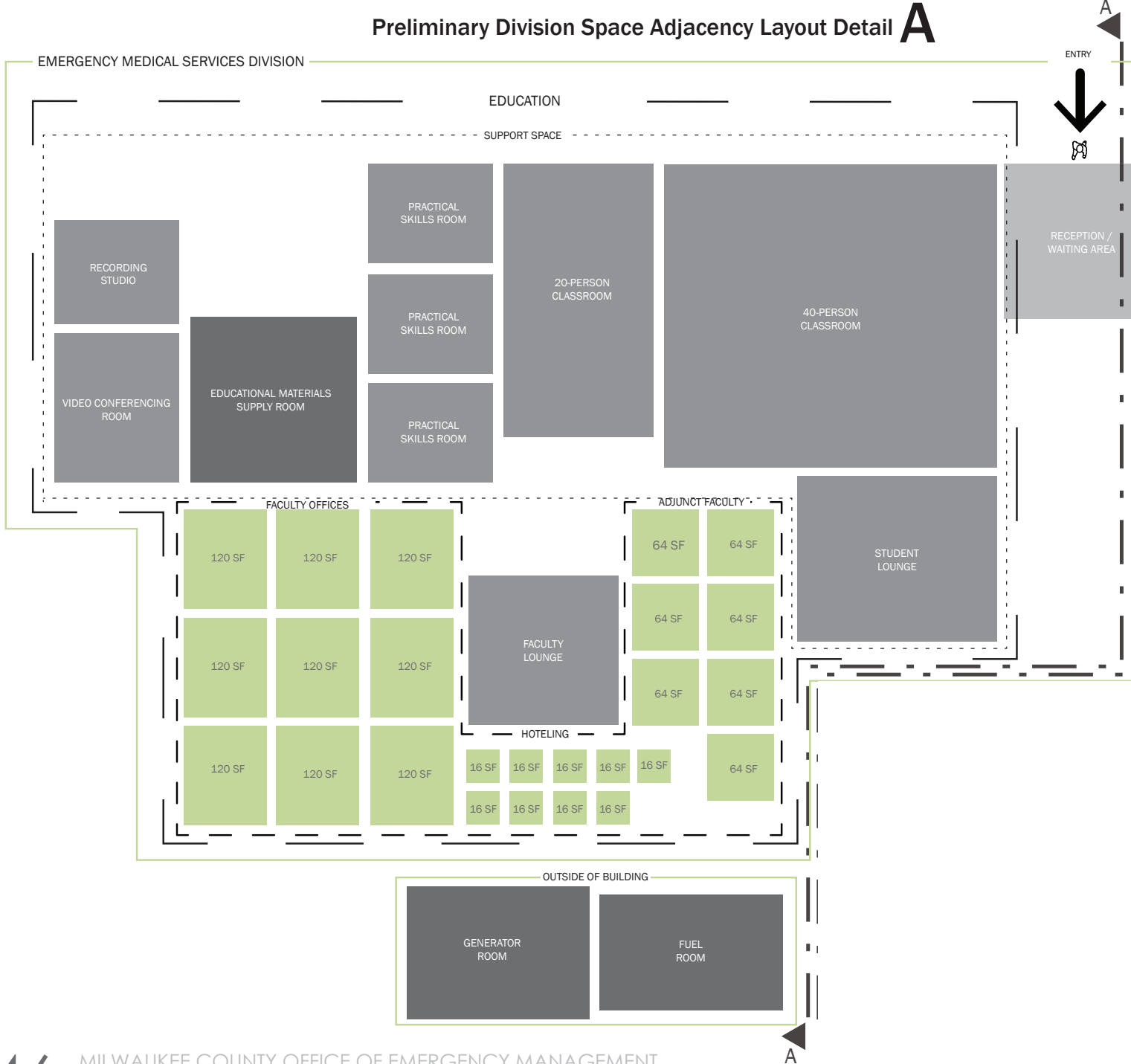


Preliminary Division Space Adjacency Overall Layout



Please see following pages for enlarged details of A & B

Preliminary Division Space Adjacency Layout Detail A



Preliminary Division Space Adjacency Layout Detail

B



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EMERGENCY MANAGEMENT DIVISION

7

OPERATIONS

Emergency Management Division manages all hazards preparedness, education, training, response, and recovery. Hazard examples include, but not limited to, natural disasters, floods, fires, mass casualties, terrorism acts and citizen disturbances.

SUMMARY DESCRIPTION OF CURRENT SPACE

The Emergency Management Division is located in Suite 308 of the Milwaukee County Courthouse. The Division's current space consists of workstations, a copy/printer room, file storage, and office supply storage space. A storage room for educational materials is located in the basement of the Safety Building. Milwaukee County's current Emergency Operations Command Center (EOC) is located in Franklin, WI. It does not consist of ideal conditions or contain technology to support a modern EOC.

PLANNING CONSIDERATIONS

The Emergency Management Division is the main contact of the Office of Emergency Management. The division is the first responders to the incident command post and opens the EOC for larger, long-term events. Staff notifies the necessary Milwaukee County departments of the events and gives accurate information for leaders to make decisions. A 24/7 Duty Watch Officer is on-call for the division. This Officer is the first contact for an event and becomes the EOC manager during off hours. The Duty Watch Officer is responsible for opening the EOC and contacting the appropriate

agencies to respond to the specific event. The Officer is a staff person of the Emergency Management Division. The Division also writes and manages policies and procedures for hazardous or emergency events and provides and facilitates education and training for these events. The emergency management training ranges from training for hazards such as: natural disaster, technical hazards, mass fatality and civil unrest. In addition, they also provide training to volunteer organizations which support operations in case of an emergency event. They serve all municipalities of Milwaukee County in training and education for emergency management preparedness. They also facilitate State of Wisconsin sponsored emergency management courses.

The Emergency Management Division staff has specific districts they are assigned to and provide training services off-site at these district locations. This provides hands-on training and constant communication with the districts and municipalities. Even though a majority of the training is off-site, a 30-person training room is preferred to be near their offices for easy access to a training facility. Each staff workstation or office should have three (3) computer monitors so that the Division can monitor events as they are occurring. Because staff work off-site and by the nature of their work, being adaptable and mobile is a must, therefore laptops are required for the Division. In addition, the office space should have a few flat screen televisions or media wall with an HD antennae backup to view local broadcasts of events. The Division could be a separate office or located within another department.

Similar to other OEM divisions, redundant and emergency backup power would be required as communication equipment, including radios and computers would be required during events. A natural gas generator is preferred due to access to a fuel source in case of a prolonged emergency event. The Division would prefer to be located adjacent to the necessary Divisions for communication and management of events. This includes the OEM 911 Communications Division, OEM Radio Services Division, and OEM Emergency Medical Services Division. The ideal location would be adjacent to an Emergency Operations Center, if one is created. Los Angeles Emergency Operations Center and Chicago Office of Emergency Management were discussed as precedents for the Division yet these centers include an Emergency Operations Center. The department also has an SUV vehicle and a trailer which would require parking accommodations.

Emergency Operations Command Center

A new Emergency Operations Command Center should be part of the Emergency Management Division. The EOC should consist of stadium seating for a minimum of 40 people from agencies county-wide. A conference room or “war” room should be located adjacent to the large room for leaders and agency officials to strategize actions for the event. A Joint Information Center (JIC), serving as the press room during events, should be near the EOC. An Interview Room with two door access should be connected to the JIC for preparation purposes before speaking to the media and press. Ideally, the EOC and JIC spaces would be adjacent to the 911 Dispatch Call Center. The spaces should have glass windows/walls which allow viewing into the Call Center. A storage room specifically for EOC should be included to contain one to two (1-2) laptops, office supplies, and radios with chargers. Sufficient charging stations for radios, laptops and phones should be included in planning.

ADJACENCIES

The Emergency Management Division works closely with OEM 911 Communications Division, OEM Radio Services, OEM Emergency Medical Services Division, Medical Examiner, Department of Health and Human Services, and the Department of Administrative Services. Yet, this Division works with all Milwaukee County Departments and elected officials during policy planning and response to events. The Division should be adjacent to OEM 911 Communications Division, OEM Radio Services Division, and OEM Emergency Medical Services Division. The Emergency Operations Center must be adjacent to the Emergency Management Division.

MILWAUKEE COUNTY - OFFICE OF EMERGENCY MANAGEMENT
 Emergency Management Division

DESCRIPTION		# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
WORK SPACES	Private Office	2	2	120	240	
	EM Division Manager	1	1			Includes three (3) computer monitors to monitor current events
	EM Division Administrator	1	1			Includes three (3) computer monitors to monitor current events
	Workstation	6	6	64	384	
	EPCRA Coordinator	1	1			Includes three (3) computer monitors to monitor current events
	EM Coordinator	3	3			Includes three (3) computer monitors to monitor current events
	Training/Flex	2	2			Includes three (3) computer monitors to monitor current events

SUBTOTAL Work Spaces Square Feet: **624**

Note: This is a preliminary space programming exercise. Program should be verified upon future planning.

	DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
SUPPORT SPACES	EOC					
	40-Person Stadium Seating	1	40	1,682	1,682	EOC has work room connected with copy machines, ham radio station, and additional work station
	15-Person Conference Room	1	15	400	400	Conference room can be used by 911 Communications during non-EOC events
	Joint Information Center (JIC)	1	24	365	365	Adjacent to the EOC; multiple entries
	Interview Room	1	4	120	120	Immediately adjacent to JIC room with
	EOC Supply Room	1	n/a	300	300	To include laptops, office supplies, radios, etc. for EOC events only
	EOC Copy / Printer Area	1	n/a	50	50	Specifically for EOC; Could be combined with EOC Supply Room
	Conference Rooms					
	15-Person Conference Room	1	15	400	400	Could be shared with an adjacent Division
	Copy/Work Room					
	Copy / Printer/ Work Room	1	n/a	120	120	
	Storage					
	Education Materials Supply Room	1	n/a	400	400	
	Office / File / Supply Room	1	n/a	120	120	
	Other Spaces					
	Media Wall	1	n/a	0	0	Includes TV monitors with back-up HD antennae on wall
	30-Person Training Room	1	30	1,118	1,118	Includes appropriate A/V and Computer equipment
Break Area	1	n/a	325	325		
Reception/Waiting Area	1	1	375	375		

SUBTOTAL Office Support Spaces Square Feet: 5,775

TOTAL Program Square Feet: 6,399

Circulation Multiplier (.35): 2,240

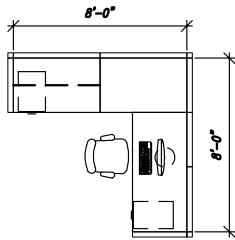
Approximate Total Useable Square Feet: 8,639

= Potential Shared Spaces

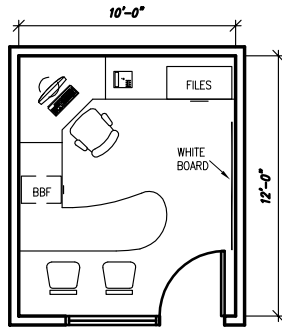
Note: This is a preliminary space programming exercise. Program should be verified upon future planning.

Division Room Diagrams

WORKSTATION
64 SF / OCCUPANT



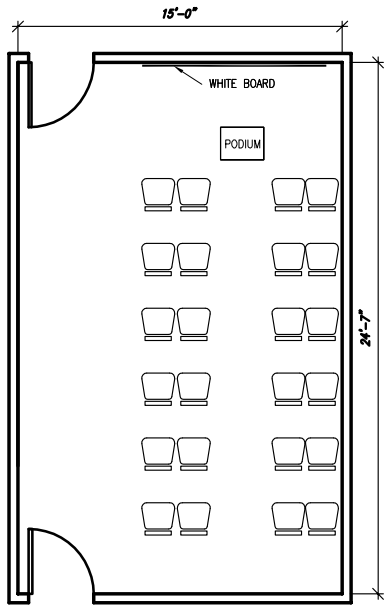
PRIVATE OFFICE
120 SF / OCCUPANT



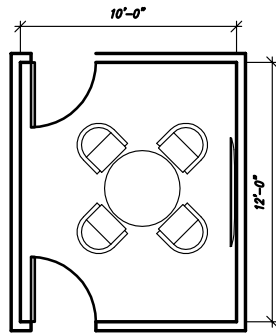
EOC
1,682 SF



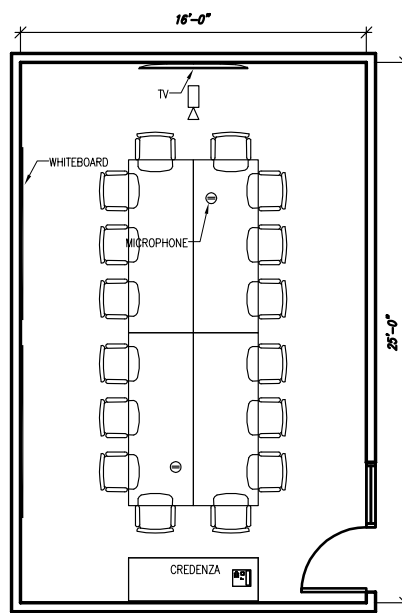
J.I.C. ROOM
366 SF



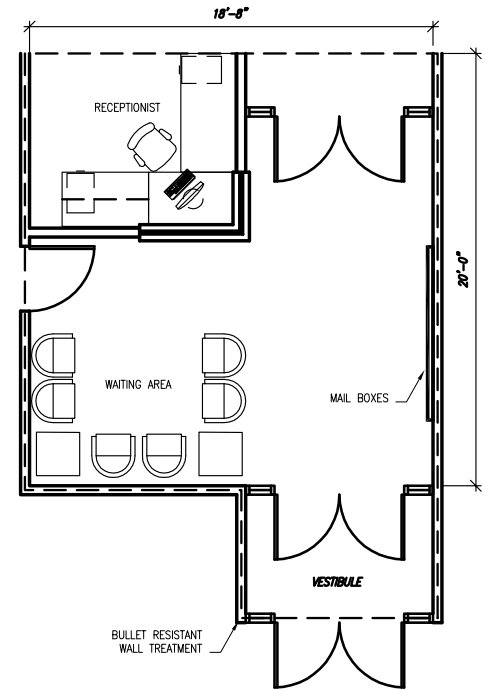
INTERVIEW PREP-ROOM
120 SF



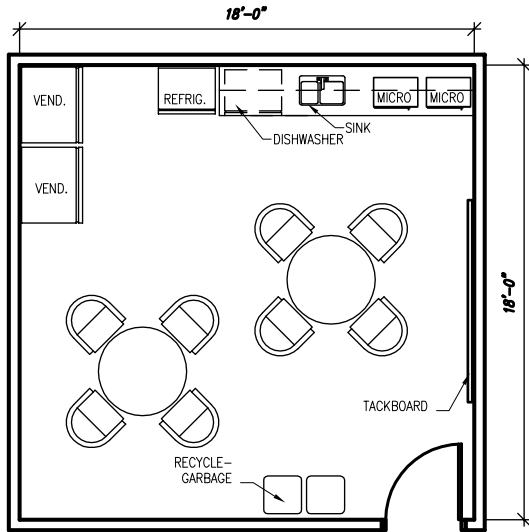
15 -PERSON CONFERENCE ROOM
400 SF



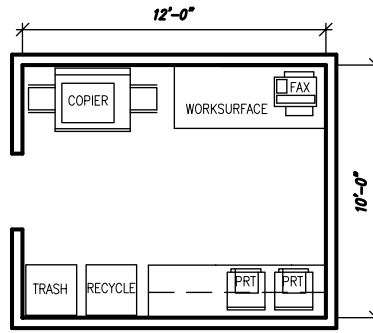
RECEPTION / WAITING AREA
373 SF



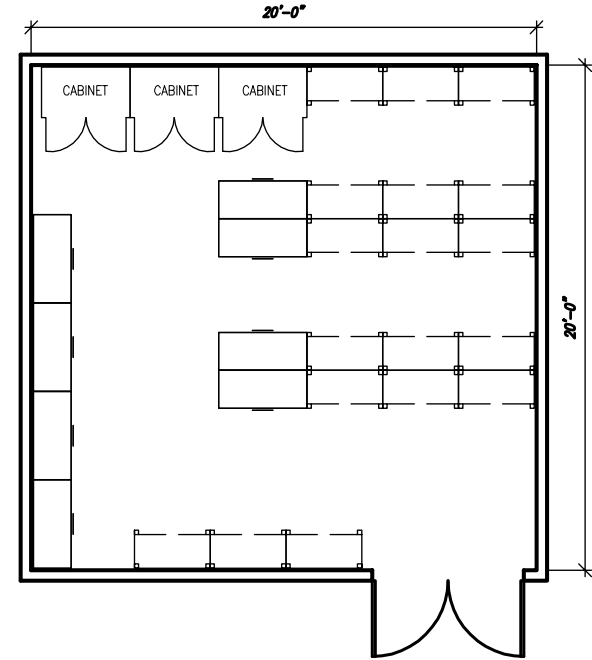
BREAK ROOM
324 SF



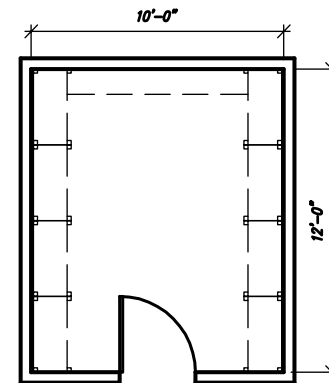
COPY PRINTER / WORK ROOM
120 SF



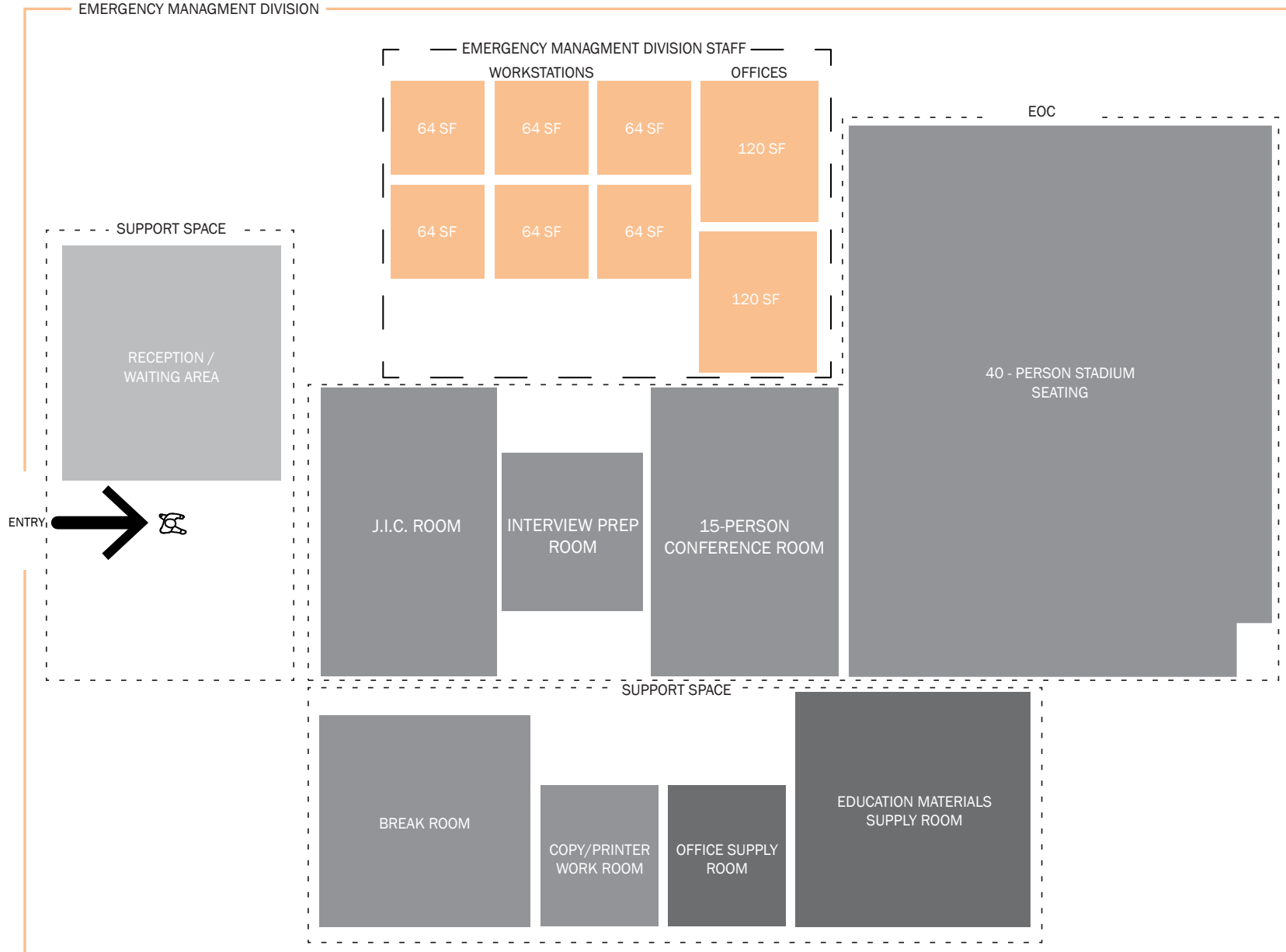
EDUCATIONAL MATERIALS SUPPLY ROOM
400 SF



OFFICE SUPPLY ROOM
120 SF



Preliminary Division Space Adjacency Layout



BENCHMARKING

8

The concepts included herein, to include a County Command Center, are unprecedented in the State of Wisconsin. A studied manager in the arena of Emergency Management would surely benchmark their gold standard with the City of New York's (NYC) Office of Emergency Management (OEM). NYC OEM is responsible for a population of over 8.5 million residents while the County of Milwaukee oversees preparedness and response for nearly 1 million residents. Differences exist in sheer population and in the way of a terrorist nexus, however, the commonalities of the civic society and urban environment of New York and Milwaukee make NYC OEM a worthy benchmark for Milwaukee County.

The command center located at NYC OEM is akin to the one described herein under Chapter 2, Strategic Summary. NYC OEM provides space for every agency within their government with emphasis on health, human needs, non-profits, and divisions responsible for day-to-day operations such as refuse and recycling.

Regardless of geography and demographics, OEM is responsible for the unified command of managing any crisis, which means hefty relationships with local and regional partners to ensure resources are efficient and plentiful.

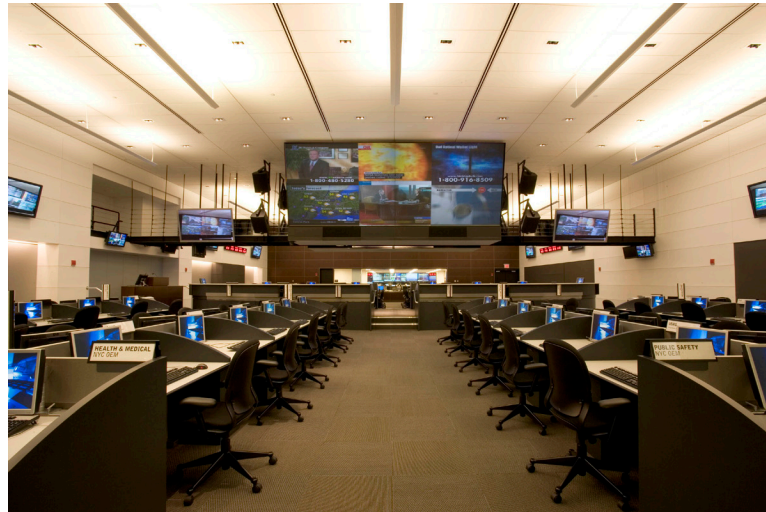
Further information about the OEM Watch Command and Emergency Operations Center of NYC can be found at:

http://www.nyc.gov/html/oem/html/planning_response/about_operations.shtml

and

http://www.nyc.gov/html/oem/html/planning_response/about_eoc.shtml.

NEW YORK CITY - OFFICE OF EMERGENCY MANAGEMENT



As part of the process, the Office of Emergency Management Team visited local dispatch call centers to assist in planning for the Milwaukee County Office of Emergency Management.

The following is a brief review of key features of the Bayside Communications Center and Waukesha County Communications Center.

BAYSIDE COMMUNICATIONS CENTER

Bayside, WI

- Bayside Dispatch Center with Emergency Operations Center
- Approximately 3,000 sf
- Addition to existing Village Hall / Police Station

KEY FEATURES

Communications Center

- Newer facility; built in 2012
- Dual-team setup- Each “pod” contains two dispatch workstations with two dispatch team members. One dispatch team member answers 911 calls while the second team member supports them by monitoring traffic and other lines.
- Each dispatch workstation has a lamp or light with three colors signifying the status of that dispatcher.
- The Communications Center has room to expand to accommodate future dispatch growth.
- State of the art server room with temperature control and tech workstation.
- Monitors of traffic and current news feeds are mounted on walls for all dispatchers to view.
- Bayside staff suggested to have a shorter distance between dispatch workstations or “pods” to allow for better communication.
- Director’s office is adjacent to communications center for direct access to center.

Bayside Communications Center



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- Director’s office is adjacent to communications center for direct access to center.

Bayside Emergency Operations Center



Emergency Operations Center

- A training room doubles as the Emergency Operations Center.
- Located in the Police Station portion of the building but is shared by all tenants of the building.
- Accommodates up to 30-40 people.
- The training room/EOC is accommodated with limited technology.

WAUKESHA COUNTY COMMUNICATIONS CENTER

Waukesha, WI

- Waukesha County's Dispatch Center with Emergency Operations Center
- Approximately 12,000 Square Feet
- Stand alone building built in 2004



KEY FEATURES

- 911 Call Center, Training Center / Emergency Operation Center, Administration and IT Support Staff Offices, break room, kitchenette, bathrooms, locker rooms, shower facilities, storage
- Operational 24/7/365
- 46 personnel staff the 911 dispatchers center, working three shifts
- Gated / secure parking for staff
- All entry points controlled by door security / access control monitored by security cameras
- Bullet resistant vestibule and reception area

Waukesha County Communications Center





Waukesha County EOC

- Existing Emergency Operation Center / training room has become too small for current needs. Waukesha County currently has an RFP out for an addition / expansion of approximately 4,000 square feet to the current facility
- EOC drills include about 45 persons with representation from the following departments:
 - Emergency Management Staff
 - 911 Dispatchers
 - Sheriff's Department
 - Police Departments
 - Fire/EMS Department
 - DPW / Highway Staff
 - Health & Human Services
 - Public Health Office
 - Executive Office
 - Public Information Officer
 - City Board Chair
 - Purchasing
 - Red Cross & Salvation Army
 - National Guard
- Primary dispatch center for Division 106 of the Mutual Aid Box Alarm System

- Monitor and active severe weather sirens
- EOC has exterior glazing, which is not preferred in case of severe weather
- 911 Call Center had clerestory windows that are blast resistant and only face the secure parking area in case of severe weather
- Backup diesel generator
- Dedicated Rooms for:
 - Radio Equipment
 - IT/Phone Equipment
 - Uninterpretable Power Supply Equipment
- Break room includes separate refrigeration for all three shifts
- Storage cache for food and supplies for up to 72 hours in case of unknown event that would require 911 call center staff to “hold their own” for a long period of time.

