

CBRE PRESENTS - Strategic Planning Report

Milwaukee County Consolidated Facilities Plan II

Ongoing Strategies for Marcia P. Coggs Human Services Center and City Campus

Prepared for:

Milwaukee County



November 17, 2014

Submitted to:

Mr. Don Tyler
Director
Milwaukee County Department
Of Administrative Services
901 N. Ninth Street
Room 308
Milwaukee, WI 53233
T: 414-278-4808
don.tyler@milwcnty.com

Presented by:

Mr. T. Michael Parker
Senior Vice President
CBRE
777 E. Wisconsin Ave
Suite 3150
Milwaukee, WI 53202

T: 414.274.1643
C: 414-218-8180
michael.parker@cbre.com

Mr. Rolf Kemen
Managing Director
CBRE
4400 West 78th Street
Suite 200
Minneapolis, MN 55435

T: 952.656.2702
C: 516.816.5739
rolf.kemen@cbre.com







CONTENTS

1.	Cover Letter	1
2.	Preface	2
3.	Executive Summary	5
4.	Strategy Development	15
5.	Financial Analysis	31
6.	Appendix A - Property Overview	37
7.	Appendix B – Leased Space Alternatives for City Campus	45
8.	Appendix C – Quorum Architects – Consolidated Facilities Planning for City Campus.....	55

This letter/proposal is intended solely as a preliminary expression of general intentions and is to be used for discussion purposes only. The parties intend that neither shall have any contractual obligations to the other with respect to the matters referred herein unless and until a definitive agreement has been fully executed and delivered by the parties. The parties agree that this letter/proposal is not intended to create any agreement or obligation by either party to negotiate a definitive lease/purchase and sale agreement and imposes no duty whatsoever on either party to continue negotiations, including without limitation any obligation to negotiate in good faith or in any way other than at arm's length. Prior to delivery of a definitive executed agreement, and without any liability to the other party, either party may (1) propose different terms from those summarized herein, (2) enter into negotiations with other parties and/or (3) unilaterally terminate all negotiations with the other party hereto.





CBRE

November 17, 2014

Mr. Don Tyler
Director
Department of Administrative Services
Milwaukee County
901 N. Ninth Street
Room 308
Milwaukee, WI 53233

T. Michael Parker
Senior Vice President
777 E. Wisconsin Ave,
Suite 3150
Milwaukee, WI 53202
Phone: 1-414-274-1643

Michael.Parker@cbre.com
www.cbre.com

Re: Milwaukee County Consolidated Facilities Plan II

Dear Mr. Tyler:

On behalf of CBRE, we are pleased to present this Draft Strategy Report for the Milwaukee County Consolidated Facilities Plan II.

Thank you again for the opportunity to partner with Milwaukee County.

Sincerely,

A handwritten signature in black ink, appearing to read "T. Michael Parker", with a long horizontal line extending to the right.

T. Michael Parker
Senior Vice President
Global Corporate Services



Preface

STRATEGIES FOR MARCIA P. COGGS HUMAN SERVICES CENTER, CITY CAMPUS AND THE COUNTY MASTER SPACE PLAN

CBRE was retained to further refine alternatives for the City Campus complex and the Marcia P. Coggs Human Services Center (“Marcia Coggs” or “Coggs”). They were identified in the Comprehensive Facilities Plan (“CFP”) completed February 11, 2013, as key assets that required further assessment.

The follow-up assessment completed January 14, 2014, Milwaukee County Consolidated Facilities Plan – Strategies for Marcia P. Coggs Services Center and City Campus (“Strategy Report”) compared a stay-in-place strategy for both properties with new construction and 3rd party leased strategies and concluded:

- Strategies for Marcia Coggs and City Campus Analysis Results (completed January 14, 2014)
 - City Campus – Not viable for long-term occupancy
 - Marcia P. Coggs Human Services Center – Potential for moderate cost occupancy, but also best opportunity to raise proceeds, reduce market risk, improve staff efficiencies and pay off debt, if sold with a long term State lease in-place

The following Milwaukee County Consolidated Facilities Plan II interim report further refines the steps required to exit the City Campus complex and determine the future of The Marcia P. Coggs Human Services Center (“Marcia Coggs”).



Preface

CONSOLIDATED FACILITIES PLAN II COMMITTEE (CFP II) PARTICIPANTS

Milwaukee County – Primary Participants	
<ul style="list-style-type: none"> ■ Don Tyler, Director - Department of Administrative Services ■ Teig Whaley-Smith - Director of Economic Development - Department of Administrative Services ■ Julie Esch - Director of Operations - Department of Administrative Services ■ Greg High – Director, Department of Administrative Services - Architectural, Engineering and Environmental Services Section ■ Gary Waszak – Facilities Manager; Facilities Maintenance; Department of Administrative Services – Facilities Maintenance Section ■ William Banach – Principal Architect Director, Department of Administrative Services - Architectural, Engineering and Environmental Services Section 	<ul style="list-style-type: none"> ■ Pam Bryant – Capital Finance Manager – Office of the Comptroller ■ Justin Rodriguez – Capital Finance Analyst – Office of the Comptroller ■ Vince Masterson - Fiscal & Strategic Asset Coordinator - Office of Performance, Strategy & Budget ■ Laurie Panella –Director & Chief Information Officer – Information Management Services Division ■ Nick Wojciehowski - Information Management Services Division ■ Jason Jahn – Information Management Services Division ■ Patrick Lee – Procurement Director – Department of Administrative Services
Consultants	
<p>CBRE</p> <p>The prime contractor for this report. CBRE Group, Inc. (NYSE:CBG), a Fortune 500 and S&P 500 company headquartered in Los Angeles, is the world’s largest commercial real estate services firm (in terms of revenue). The Company has approximately 34,000 employees and serves real estate owners, investors and occupiers through more than 300 offices worldwide</p> <ul style="list-style-type: none"> ■ T. Michael Parker – Senior Vice President – CBRE Global Corporate Services ■ Rolf Kemen – Managing Director – CBRE Public Sector Consulting ■ Steve White – Vice President - Brokerage <p>Quorum Architects</p> <ul style="list-style-type: none"> ■ Allyson Nemec – Principal – Quorum Architects ■ Natalie Strohm – Associate – Quorum Architects ■ Chris Hau – Principal Project Manager – Quorum Architects ■ Alex Barthel – Intern Architect – Quorum Architects ■ Michael Nickerson – Intern Architect – Quorum Architects 	





Executive Summary

EXECUTIVE SUMMARY

Project Achievements
Next Steps

Executive Summary





Executive Summary

PROJECT ACHIEVEMENTS

Milwaukee County initiated this study (“CFP II”) to determine the impact of the City Campus and the Marcia P. Coggs Human Services Center buildings on the implementation of the initial Comprehensive Facilities Plan (“CFP”; completed 2/11/13). Specifically, this report will:

- Review options for replacing space currently occupied by departments in the City Campus buildings.
- Evaluate the future occupancy status of the Marcia Coggs building (short vs. long term).
- Further the process designed to reduce the County’s real estate footprint and lower operating costs.

Consolidated Facilities Plan Progress Milestones Achieved

- City Campus will be vacated by mid-January 2015 creating an opportunity for sale and possible demolition
 - Vacating City Campus achieves substantial operating and capital cost savings
 - Net operating costs savings of \$400,000 + annually
 - Capital cost avoidance estimated at \$14.65 million over 4 years, after deducting cost of demolition
 - Moving City Campus staff to right-sized space lowers operating costs
 - 198 DAS staff moving to 633 West Wisconsin
 - 24 DHHS Housing staff moving to 601 West Walnut St.
 - 20 Dept. of Transportation staff moving to Technology Innovation Center while waiting for funding to build-out Fleet Building space
- Marcia Coggs future use by the State will determine whether County stays or leaves the building
 - State of Wisconsin is preparing to issue an RFP to assess pricing of long term needs in market
 - Stay – If the State vacates two occupied floors Coggs will likely become an administrative center
 - Vacate – If the State leases all three floors, the County will vacate and sell the building

**Milestone: January 2015
Vacate City Campus**

- Over \$400,000 in operating savings
- \$14.65 M capital cost avoidance
- Relocate staff to lower cost leased space

Next Steps

The Comprehensive Facilities Plan (CFP) identified recommended strategies for reducing the overall real estate footprint and saving money. CBRE identified the following next steps to move forward:

- 1) **Master Plan Primary Occupied Space to Optimize Utilization** – Focus on key buildings including the Courthouse, Safety Building, Marcia Coggs, Huber Facility, Medical Examiner, Parks Headquarters, Juvenile Justice Center, Behavioral Health facilities and the overall utilization of the County Grounds.
- 2) **Consolidation of Real Estate Management and Operations** – Evaluate the manpower needs, reporting structure communications required and tools available to better coordinate operations.
- 3) **Sell Assets to Raise Revenue and Reduce Future Operating and Capital Costs** – Identify the process for selling surplus assets to reduce spend and raise capital.
- 4) **Develop Systems, Training and Tools to Support Property Management and Operations** – Identify, evaluate funding and begin roll-out of required systems, training and tools required for effective property management.



Executive Summary

Goals for Real Estate Portfolio

A primary driver for greater efficiency and cost saving is the need to achieve a higher utilization of mission critical space identified for continued occupancy by the County.

- The CFP II committee believes that the capacity of existing buildings identified for long-term occupancy can be greatly increased.
- Maximizing space utilization and modernizing standards will improve staffing efficiencies, collaboration and innovation for core County functions such as courts.
- Funding for strategy implementation can be derived in part from cost savings in operations, redirected capital expense dollars, staffing efficiencies and property sales.

Analysis of Interim Steps

- **City Campus** – Lack of viability for long-term occupancy required resolution of the following issues:
 - Detailed financial analysis indicated that annual operational savings in excess of \$400,000 and capital cost avoidance of \$14.65 million made it feasible to vacate City Campus and move into leased space.
 - A target date of mid-January has been set for vacating all of City Campus.
 - Demolition
 - The County is requesting 2015 capital improvement funding to plan, design and secure bids for the demolition of selected City Campus buildings.
 - Selective demolition is being examined to determine whether it can be undertaken without damage to several buildings on-site, as there may be interest in the retail and 5 story buildings.
 - A change in City of Milwaukee zoning to single family may limit intended uses and interested buyers.
 - Community development planning concerns for the City Campus buildings and site have been addressed through public forums.
 - Tenant Relocation - Three separate locations are being discussed for tenant re-location
 - Department of Transportation
 - A temporary lease at the County owned Technology Innovation Center (TIC) for 5,730 square feet has been executed at \$8.50/ SF (+parking). This space will be used until a permanent location is built-out at the County Fleet Maintenance facility on Watertown Plank Road.
 - Funding is in place and any occupancy at the TIC would be only a temporary solution for Transportation staff before moving to their new facility.
 - DHHS - Housing
 - DHHS expressed a desire to remain in the current neighborhood area in a ground floor oriented space. One proposed relocation solution for DHHS – Housing is to return to the City Campus site if redeveloped.
 - A lease at 600 West Walnut Street for 7,925 square feet has been signed at \$12.50/ SF.
 - Remaining City Campus Departments – Community Business Development Partners, Economic Development, Procurement, IMSD, Audit Services and Architecture, Engineering and Environmental Services
 - In accordance with the recommendations of the earlier strategy report, the cost of occupancy will be reduced significantly with a move to leased space.



Executive Summary

- CBRE solicited information from 1,140 commercial real estate brokers and brokerage firms concerning available space.
 - Approximately 30,000 to 40,000 square feet of space is required to house all of the City Campus departments except Transportation and DHHS - Housing
 - The list of potential properties was sorted to approximately 45 and further defined by the CFP II committee to four of the most likely candidates based on critical utilization factors and cost of occupancy.
 - On June 27, the CFP II committee toured the four short-listed properties.
 - A lease has been signed for 31,800 useable square feet at 633 West Wisconsin Avenue on floors 9, 10 and 11 with a term of 5 years and three months at \$14.90/ SF.
- Adjacencies
 - No major adjacency requirements have been noted between tenants moving from City Campus.
 - Audit could be closer to finance groups in the Courthouse, but cannot share space with finance departments.
- **Marcia P. Coggs Human Services Center (Coggs)** – Coggs can provide moderate cost occupancy, but also has the potential to raise proceeds, reduce market risk, improve staff efficiencies and pay off debt, if sold with a long-term State lease in-place. However, the State may exercise its right to require the County to operate selected programs now managed by the State at Coggs. Exercising this right could complicate lease terms and a possible building sale.
 - The status of Coggs is a key element to the portfolio implementation strategy, as it will either be fully occupied by the State if it stays or the county if the State vacates.
 - The selected alternatives will determine the future use of selected County properties and the potential need for space elsewhere.
 - Coggs is currently leased to the State of Wisconsin on a year-to-year basis through December 31, 2014, with an automatic extension into 2015.
 - Long-term State lease alternative
 - Complete occupancy by the State of Wisconsin under a long-term lease and ultimate sale by the County could enable the repayment of bonding collateralized by Marcia Coggs and potentially raise additional capital to fund improvements in other locations.
 - The State of Wisconsin has indicated a desire to lease long-term at Coggs if it can occupy the entire building, but it must issue an RFP to the market for all leases with a term greater than one year.
 - The County would be required to vacate the space they are currently occupying.
 - Current thinking is WI-DOA will issue an RFP for space in the next several months.
 - County occupancy of entire building
 - An exit by the State of Wisconsin from their two occupied floors (decision by State to not sign a long-term lease), could make Marcia Coggs a primary administrative location for non-court related departments that backfill State space.
 - The two floors occupied by the State could accommodate departments from City Campus and other administrative relocations from the Courthouse or Safety Building.
 - A total re-stack of the building, including the current County occupied floor using revised standards, would increase the capacity of the building.
 - Mechanical, security and life safety systems may require upgrades to accommodate increased occupancy.



Executive Summary

- **Courthouse** – A thorough space programming assessment is required to determine the potential for increasing space utilization.
 - Court staff has expressed an interest in a central consolidation of all courts including Juvenile Courts.
 - Future plans for the Courthouse use will determine where space for the Department of Administration and Juvenile Courts and other departments are ultimately located.
 - The County should hire an experienced Courthouse design firm to identify space requirements for all Court functions currently housed in the Courthouse, Safety Building and Juvenile Justice Center.
 - The future capacity of the Courthouse to accommodate court functions will require a detailed programming analysis.
 - Any major remodeling will require code and service upgrades to fire/life safety systems, ADA requirements, elevators, restrooms, HVAC, etc.
 - Courtroom upgrades to national security/operations standards are also likely to be required with extensive remodeling.
- **Safety Building**
 - A stay/go decision for the Safety Building will hinge in part on the cost estimate to “gut” remodel the structure to current standards to accommodate future occupancy or to demolish the entire facility and utilize the site for future County operations.
 - Mortenson Construction provided the County with very preliminary, high level \$70 million estimate to “gut” remodel the core and shell of the Safety Building
 - Adding additional costs such as tenant improvements, contingencies, design fees, etc. pushes the total cost to over \$100 million excluding the cost of hazardous waste abatement
 - Ultimately, the decision to stay or demolish the Safety Building will be determined in part by the integration of Safety Building costs (construction, demolition and operating) into a dynamic cost model that is integrated with alternative choices for space occupancy.
 - Plans for accommodating court functions now in the Safety Building need to be integrated into the an overall court planning process
- **Community Correction Center (Former Huber Facility)**
 - The vacant Huber facility is zoned for rehabilitation/work release services.
 - St. Benedicts and Heartland Housing are evaluating the construction of a new facility on the site.
 - It is difficult to re-zone sites in other areas to accommodate the same or similar use.
 - A decision should be made to either replace the vacant CCC with a new facility or consider for alternate uses.
 - The CCC has been declared a surplus asset by the County Board.
- **Medical Examiner**
 - The County should meet with state and local governments to determine if shared facilities make economic sense as the current facility is in need of mandated facility upgrades.
 - Preliminary cost estimates for new construction reinforce the idea of a shared facility.
 - Moving the Medical Examiner facilities may hinge on future planning for the County Grounds.



Executive Summary

■ Other Properties

- **Parks Headquarters** – The current owner has inquired about the Parks interest in vacating the leased space. Headquarters space could be collocated in a consolidated administrative space.
- **Behavioral Health Center and CATC** – Facilities concentrated at the County Grounds are under review to determine the ultimate size, function and location of space that will meet future needs.
- **Vel Phillips Juvenile Justice Center** – Court staff has advocated for a consolidation of all court facilities to lower operating costs and improve productivity.
- **Food Service Building (D-18 Regional Medical Center)** – Future need for the food service building will be determined by the groups currently utilizing the building and their revised need for facilities.
- **County Grounds** – Facility planning for current or proposed uses on the site will help to identify opportunities for shared facilities, property upgrades and excess property that can be sold. The City of Wauwatosa has initiated a process for planning and zoning review.

NEXT STEPS FOR PLAN IMPLEMENTATION

Next Steps Overview

The Comprehensive Facilities Plan (CFP) report completed in February 2013 identified recommended strategies for reducing the overall real estate footprint and saving money. CBRE identified the following next steps to move the planning implementation forward.

- 1) Master Plan Primary Occupied Space to Optimize Utilization
- 2) Consolidation of Real Estate Management and Operations
- 3) Sell Assets to Raise Revenue and Reduce Future Operating and Capital Costs
- 4) Develop Systems, Training and Tools to Support Property Management and Operations

1. Master Plan Primary Occupied Space to Optimize Utilization

Next steps for master planning requires the integration of detailed programming elements for primary buildings with administration goals, budgets, departments, funding sources and timing considerations. Achieving greater efficiency and cost saving involves a higher utilization of mission critical space identified for continued occupancy by the County.

- As many of the plans for future building utilization hinge on the development of a detailed plan that identifies headcount and square footage requirements, it is imperative that the county hire experienced courthouse architects and engineers to provide a detailed program of space for primary buildings.
 - The need to focus on current courtroom standards, security (visitor, court and inmate), federal design mandates for courthouses, specialized courthouse functions and the requirements for remodeling a Depression Era government building, requires the engagement of architectural and engineering firms with extensive courthouse design experience.
 - In order to keep the planning process moving forward, the immediate need for programming information requires that design firms are hired in the next 3 to 6 months.



Executive Summary

- A review of current primary building strategies is required to plan for long-term needs that includes:
 - Resolving the future use of Marcia Coggs and the Safety Building.
 - Developing a vision for courts that includes functions currently housed in the Courthouse, Safety Building and Juvenile Justice Center.
 - Integrating the Sheriff's needs in the overall Master Plan.
- Primary buildings that are key to the space strategy and require detailed space programming include:
 - Courthouse – Separating court uses from public facing/administrative functions will impact overall campus planning
 - Safety Building – How will Courthouse and Juvenile Court programming impact the Safety Building?
 - Criminal Justice Facility – Lower floor office areas only
 - Marcia Coggs – Floor occupied by Milwaukee County
 - Juvenile Justice Center – Will the space requirement change if it is consolidated with Courthouse facilities?
 - Parks Headquarters – Possible Parks collocation with other County administrative functions
- Specialized use facilities requiring exploration of integrated strategies include:
 - Medical Examiner – Possible collocation with replacement State and City of Milwaukee facilities can lead to cost sharing and lower overall capital outlays by the County for a replacement facility.
 - Behavioral Health – Planning for a replacement facility that meets federal, state and local codes, in conjunction with increased community outpatient treatment is driving an assessment of a smaller facility on the County Grounds campus.
 - Food Service Building – Future use of the food service building is tied to the needs of the Behavioral Health, Dept. of Aging and Juvenile Courts departments and facilities. It should be integrated into the planning for other replacement facilities.
 - CCC Facility – Should a new facility be built on the site of the now vacant building or should it be moved elsewhere? The current property has been declared surplus by the County Board.
 - County Grounds – Overall land utilization is impacted by proposed need for existing, new and re-located facilities. The County Grounds could become highly marketable property if selected sites are declared surplus by the County.

2. Consolidation of Real Estate Management and Operations

Management recommendations require a more in-depth review of real estate organization and operational functions including:

- Detailed review of organizational strategies for enhanced real estate management
- Coordination of manpower assessment of internal staff and 3rd party vendors
- Management of systems and tools for the evaluation of real estate operations
- Development of success metrics for measuring the success of real estate planning and operations
- Enhancement of real estate interface with departments
- Development of customer feedback channels



Executive Summary

3. Sell Assets to Raise Revenue and Reduce Future Operating and Capital Costs

The identification and disposition of surplus or underutilized property can create opportunities to generate revenue and avoid future operational and capital costs. In conjunction with input from County staff, this analysis and recent studies by the CBRE Team identified the merits of closing City Campus and putting the property on the market. Additional properties can be profiled for possible sale using the following criteria:

- High level property-by-property review of assets to determine the level of utilization based on the following four criteria:
 - Level 1: Mission Critical and Highest & Best use – A property is in good condition and occupied according to its Highest and Best Use and is critical to the future mission of Milwaukee County
 - Level 2: Not Highest and Best Use – A well located and mission critical property that is in need of capital improvements to maximize the use and functionality of the site
 - Level 3: Limited Utility – An entire property or large portion of a property or site that no longer serves the needs of the County and should be evaluated for future use
 - Level 4: No Current or Future Use – Likely candidate for sale if no current or future use can be identified.
- Following a utilization review, properties that have no current or future use should be prepared for sale

4. Develop Systems, Training and Tools

In a period of constrained budgets, continued operational improvements require the development of systems, training and tools to enhance the real estate operations.

- A focus on improving operating expense collection and analysis by building will enable the County to identify specific components and systems that need further maintenance or replacement and focus on specific metrics to improve performance.
- Assessment of vendor requirements and contracts by specialty can drive greater cost savings, performance and service improvements.
- Confirming the optimal facilities management organizational structure based on the size of portfolio and identified service needs will provide the County with a platform to more efficiently allocate resources.
- Technology tool identification and implementation can augment staffing and assist in performance evaluation of tracked metrics.
- Capital expense planning review and refinement is required to allocate scarce dollars to projects with the best return in use and functionality.
- A review of maintenance procedures will assist in the routine execution of preventive maintenance and lower the frequency of unanticipated equipment failure.
- Facilities management staffing metrics based on buildings, vendors and maintenance needs can assist in properly allocating labor to required tasks.
- Training assessment and needs identification will improve the productivity of staff.
- A review of energy management, life safety and maintenance strategies form the basis for property-by-property improvements that drive cost savings and enhance utilization.

Executive Summary





Strategy Development

STRATEGY DEVELOPMENT

City Campus Space Programming
Work Process and Adjacency
Alternative Strategies

Strategy Development





Strategy Development

PRIMARY REAL ESTATE STRATEGIES

The findings outlined in the February 11, 2013 Comprehensive Facilities Plan report highlighted the need to test the feasibility of remaining in the City Campus complex and Marcia P. Coggs Human Services Center. The following “Proposed Scenarios” were identified in that report and are helping to shape future property strategies.

Scenarios Assessed in the Analysis

- Comparison of stay-in-place scenarios for the Marcia Coggs Center and City Campus complex with quantifiable alternatives that include construction of a new facility or moving into leased space.
 - The goal is to compare alternatives that have the same level of finish, efficiency and functionality such as improvements to ADA accessibility, modern office layouts, etc.
- Impact of Marcia Coggs and City Campus decisions on long-term Master Space Plan strategies

CITY CAMPUS STRATEGY

Cost of Operations and Improvements

- Close City Campus
 - City Campus has a 48% higher cost of operation than a similar office building, due to its design as a hospital and deferred capital investment.
 - A large amount of capital would be required to fully renovate the building to updated standards including life safety codes.
 - A complete renovation of the space would still leave significant space inefficiencies due to the hospital oriented design of the floor plates and building.

Milwaukee County Implementation

- Based on the analysis noted above, a decision was made to close City Campus and re-locate current tenants to temporary space until a long-term strategy is finalized
- The County is working with neighborhood groups to help plan for the reuse of the site and/or buildings that is compatible with City of Milwaukee, Milwaukee School System and area community planning.
- Disposition planning – Due to the extensive demolition required on the site, the County may help to fund building removal to enhance a sale.

CITY CAMPUS RELOCATION ANALYSIS

Relocation Cost Estimates

- Milwaukee County with assistance from CBRE has evaluated the cost to relocate out of City Campus. The detailed analysis is located in the cash flow analysis. Analysis results are noted below and detailed in the Financial Analysis section.



Strategy Development

Cost Savings Model Results

In addition to capital costs, the cash flow model was focused on the relocation costs incurred when vacating City Campus including space planning, move, furniture, leasehold improvement and rent.

- **Relocation Cost Estimate:** Not to exceed \$1,800,000
- **Demolition Cost Estimate:** \$3,800,000
- **Estimated Annual Operating Run Rate Savings:** Over \$400,000 annually
- **Estimated Cost Avoidance – Capital Projects:** \$14.65 million net savings after demolition

Relocation Destinations

- Transportation
 - Temporary relocation to Technology Innovation Center
 - Square feet: 5,730
 - Initial Rent: \$8.50/ SF + parking
 - Term: 1 year
- Housing
 - Relocating to leased space at 600 West Walnut Street
 - Square feet: 7,925
 - Initial Rent: \$12.50/ SF
 - Term: 2 years + four 2 year option years
- Community Business Development Partners, Economic Development, Procurement, IMSD, Audit Services and Architecture, Engineering and Environmental Services
 - Relocating to 633 West Wisconsin Avenue
 - Square feet: 31,800 useable
 - Initial Rent: \$14.90/ SF
 - Term: 5 years 3 months

MARCIA COGGS SERVICES CENTER STRATEGY

State of Wisconsin Negotiations

- The State of Wisconsin occupies roughly 100,000 useable square feet of space (2 of 3 primary floors) at the Marcia P. Coggs Human Services Center.
- The State has expressed interest in remaining in the building and possibly expanding into the space occupied by the County.
- Department of Administrative Services - Economic Development is leading negotiations for the County and is asking for a longer term lease.



Strategy Development

Milwaukee County Options

- The County can continue to lease a portion or all of the facility to the State and remain in the space or relocate existing employees and continue to operate the building and fund capital improvements.
- The County can lease all of the facility to the State, relocate existing employees into a consolidation location and sell the facility
 - The State is required to use a market RFP process if the lease is one year or longer
 - Depending on the terms of the lease with the State, the County may be able to sell the property, retire the existing debt and have additional proceeds to pay for move and build out costs in a nearby facility
 - At this time we have not determined an appropriate location for the staff to move from Marcia Coggs
- The County can refuse to renew the State short term lease and move County services in from other locations

Marcia Coggs Recommendation

- Resolution of the status of Marcia Coggs is a key to strategies for other existing and proposed facilities
- It is in the County's best interests to move the State toward the RFP process for accommodating the current staff at Marcia Coggs, so the County can plan for strategies with or without the facility.

QUORUM ARCHITECTS CITY CAMPUS PROGRAMMATIC ASSESSMENT

- Quorum Architects was hired to determine the space needs of City Campus occupants
- Adjacency requirements
 - With the exception of the Departments of Transportation Services (DOT) and Administration, there is no major adjacency requirement for the remaining groups.
 - DOT should be relocated into the Fleet Building with Human Resources people associated with Fleet Administration staff, if relocated wants to remain together.
 - Temporary space has been leased at the Technology Innovation Center
- DHHS-Housing wants to remain in the same neighborhood in ground floor, retail oriented space
 - Open floors are acceptable if adequate private meeting areas are provided
 - Security needs to be addressed at any new location
 - Parking needs to be accessible
 - Filing rooms are necessary until a fully operational electronic filing system is installed
- AE&E Services/ CBDP/ HR/ and Economic Development
 - It was determined that moving to leased space was more cost effective than remaining at City Campus
 - Quorum evaluated 4 short-listed office locations
 - 633 West Wisconsin was selected for occupancy based on financial, location and utilization criteria

A summary of the Quorum draft report follows on the next five pages. A complete copy of the report can be found in Appendix C.



Strategy Development

1 PLANNING SUMMARY

The Consolidated Facilities Planning project is a continuation of the previous facilities assessment report prepared by CBRE for Milwaukee County. The Comprehensive Facilities Plan Consulting Report (February 2013) provided recommendations for managing the county's real estate portfolio. In summary, the CBRE report recommended:

- Selling certain assets to reduce the county's footprint of occupied space;
- Consolidating all real estate under one County "Landlord";
- Improving occupied space and optimizing space utilization;
- Developing systems and investing in training and tools; and
- Reallocating available savings from real estate back into the portfolio.

As part of these recommendations, the City Campus building, a two-story, five-story and nine-story office complex that houses several Milwaukee County departments/divisions, was recommended to be sold and redeveloped. In preparing to vacate, sell this property and move its users to a new location, the department/division's programmatic needs were established, working within space utilization standards set forth in the CBRE report. Quorum Architects, Inc. was chosen as the consultant, and this document is the product of this effort.

PROGRAMMING PROCESS

The following departments are part of the Consolidated Facilities Planning project:

- Architecture, Engineering and Environmental Services Division
- Audit Services Division
- Community Business Development Partners
- Department of Human Resources
- Department of Transportation - Director's Office & Transportation Services
- Department of Health and Human Services Housing Division
- Economic Development
- Information Management Services Division

The director, division head, and/or managers from each department were interviewed to understand the department's functions, to discuss its programmatic and adjacency needs, and to tour its existing space. Based on the interview, an initial space program was developed with notes for adjacencies. These were reviewed by the interviewee for confirmation. A few of the larger departments/divisions had one more review meeting to finalize the program needs.



Strategy Development

PROGRAM SUMMARY

The following program summary reviews the general considerations and ideas that emerged during discussions with the City Campus departments/divisions:

- All departments/divisions were receptive to open floor plans with workstations and access to collaboration areas and conference rooms. Some discussed the open floor plan could improve the collaboration between staff as well as rectify some employee issues that have been present within the department. Because most departments have confidentiality needs, the need for dedicated small conference rooms within the office space is preferred.
- Security for the users was mentioned in each interview. The current set-up is not favorable because individuals can access each floor and "roam the hallways" unescorted. Each department/division would prefer to have a "front door" to their space with a secure entrance. Examples given were similar to the internal departments/divisions within the Courthouse, which allow access with a locked door and badge/scanned access or "buzz in" of visitors. Discussion included having a receptionist monitor the entrance but understands this would be additional staff. However, a number of groups are public facing, and expressed concerns about being located within the overall building security of the courthouse.
- Groups expressed the concerns of staff regarding accessible parking in a new facility. Many staff use their own personal vehicle to conduct County site visits and work functions. If reasonable parking options are not available, staff may use public transportation, and therefore may require access to Milwaukee County vehicles to perform their work.

- Most groups were open to an electronic filing system. Until an overall Milwaukee County strategy is developed, filing rooms are necessary. Programmatic needs of these rooms are included in the space programs but may be over-planned based on the group's walk-through. If these rooms are planned in the program and an electronic scanning program is developed County wide, the rooms can be renovated into additional conference rooms or collaborative spaces.
- The project approach was to summarize these groups individually and record their specific, required programmatic needs. Noted in the program for each user are potential shared spaces (e.g., conference rooms, break rooms, etc.). If multiple divisions are located within a building, these shared spaces could be pooled and utilized by multiple groups. Once a facility is chosen, the total shared spaces may decrease based on the needs for each group and building layout.

The City Campus Divisions' Programmatic Needs Summary table on the following page includes the overall program needs for each division within the City Campus building. The last column reflects the square footage of shared spaces that could be used by all departments/divisions. This square footage is not included in the total amount of each division. For future planning purposes, the Shared Space Program could be revised based on availability of space in the new location.



Strategy Development

CITY CAMPUS DIVISIONS' PROGRAMMATIC NEEDS SUMMARY

	Staff Count	Program Square Feet	Approximate Total Useable Square Feet Necessary	Shared Spaces Program Square Feet
Architecture, Engineering & Environmental Services Division	48	7,326	9,890	1,250
Audit Services Division	23	2,746	3,707	500
Community Business Development Partners	11	1,695	2,288	1,125
Department of Human Resources	2	354	478	350
Department of Transportation Director's Office & Transportation Services	20	3,402	4,593	1,250
Department of Health and Human Services Housing Division	36	5,482	7,401	500
Economic Development	11	1,513	2,043	1,000
Information Management Services Division	103	9,154	12,358	2,125
				8,100
				2,835
				10,935
			42,757	
				Total Shared Space Program SF
				Circulation Multiplier (.35)
				10,935

Approximate Total Usable Square Feet:
(Circulation Multiplier accounted for between Program SF & Approx. Total Usable Square Feet above)

Note:

- Staff Counts are headcounts - exact FTEs for each Department/Division are not determined by this count
- This is a preliminary space programming exercise. Program should be verified upon future planning.



Strategy Development

ADJACENCY SUMMARY

In addition to discussing space needs in the interviews, departments/divisions also discussed interdepartmental adjacencies. The following descriptions and accompanying diagram reflect the adjacency needs for the City Campus Building users.

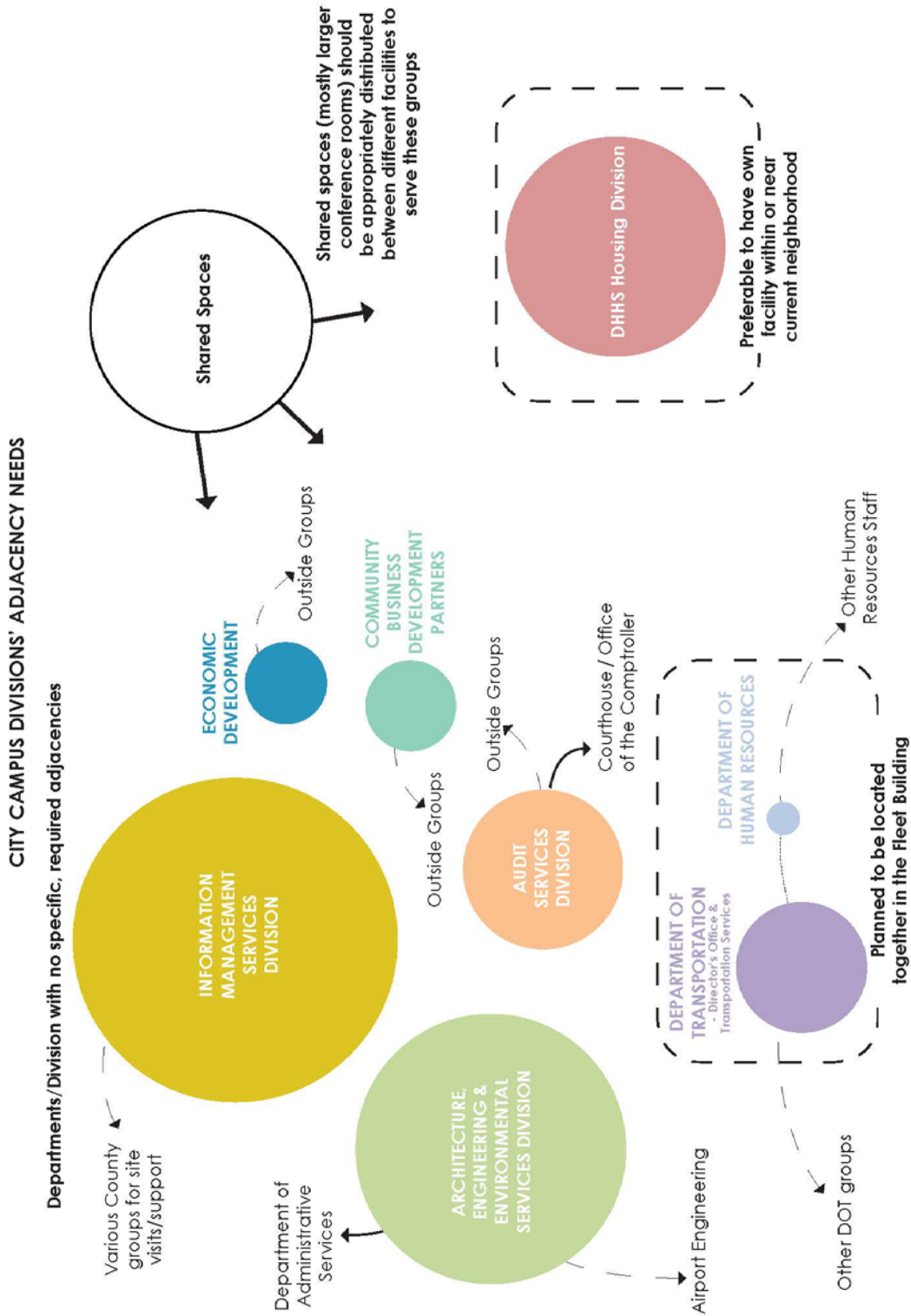
- There are no major adjacency requirements for any department except for the Department of Transportation - Director's Office & Transportation Services and Department of Administration (DAS) - Human Resources. These departments are planned to be relocated into the Milwaukee County Fleet Building Expansion project. Department of Transportation - Director's Office & Transportation Services is interested in being located with the Fleet Building departments or in a location closer to the western metro Milwaukee area. The Department of Transportation (DOT) is one of the largest clients of the DAS - Human Resources. Therefore, DAS-Human Resources prefers to be located within the vicinity of DOT.

- DHHS-Housing has specific programmatic needs and clientele that would be better accommodated in a neighborhood similar to where the City Campus building is currently located. In addition, because of the division's involvement with the community and public, a first floor presence would be preferred. A multiple floor, downtown office building will not be suitable for the department. The two-story building adjacent to the City Campus building was discussed as an example of the optimum re-location for the department.

- All groups within City Campus (except for previous descriptions) generally work with multiple or all Milwaukee County departments. Most suggested being centrally located to allow for access to all Milwaukee County Departments. The City Campus Building departments and divisions do not need to be re-located in the same building if potential buildings do not accommodate the total square footage.
- A majority of these groups do interact frequently with groups located in the Courthouse. Locations within close proximity to this facility are preferable, but not necessary.



Strategy Development





Strategy Development

INTERVIEW INPUT REGARDING WORK PROCESS AND ADJACENCY

Adjacency Overview

Primary adjacency requirements can be mapped across county functions at a high level. The following observations were made following discussions with senior department staff.

- Court Functions
 - In general, interviews revealed that it is desirable to collocate all court related and selected law enforcement functions together.
 - A consolidated court strategy includes the ultimate collocation of Juvenile Courts from the Juvenile Justice Center on the County Grounds.
 - A courts consolidation strategy can provide leverage and funding for security and operational standards upgrades to national standards.
 - A commonly supported strategy is to dedicate the Courthouse to court functions and move administrative functions to Marcia Coggs (if retained) or new alternative leased or owned space.
 - Benefits include lower security costs, reduced travel time for court staff traveling between buildings, better coordination of jury pools and more effective management of the court function.
- County Administration
 - Interviews revealed that administrative staff had more adjacency needs with other administration departments and has less interaction with court functions
 - A consolidated administrative strategy would give the departments an opportunity to right-size space.
 - A commonly supported strategy is to dedicate the Courthouse to court functions and move administrative functions new alternative leased or owned space.
 - Benefits include a lower security cost than if combined with Courts and more effective management of the non-court functions.
- Transportation
 - County Department of Transportation Director's office and services will be moving to the recently expanded Fleet Administration building on the County Grounds, when the build out is completed in 2015. This will provide a consolidated location for county-wide transportation services.
- Behavioral Health
 - Behavioral Health treatment facilities at the County Grounds and the associated food service building are candidates for downsizing as more facilities are transferred to community based solutions. A new smaller building near the adjacent Milwaukee Regional Medical Center (MRMC) is being discussed as an option.
- Medical Examiner
 - Solutions for upgrading the Medical Examiner should include the exploration of shared facilities with state and local governments as the current facility is in need of mandated facility upgrades.



Strategy Development

ALTERNATIVE STRATEGIES DEVELOPMENT

Strategy Overview

Four possible strategies for portfolio consolidation are outlined on the following pages. These strategies are not proposed at this time to be the preferred, the only or the ultimate solution to primary court and office space utilization, but are intended to frame the discussion around possible outcomes.

Several key drivers will impact the direction and magnitude of space moves:

- Courthouse – Capacity to accommodate court functions is a key determinant of overall space need
 - A detailed programming analysis will determine how much additional space outside the Courthouse will be required to accommodate court functions
- Safety Building – Remodel or demolish – The cost of renovation is very high making remodeling less likely
 - The decision to stay or leave will impact the future location of court space
- Juvenile Justice Center – Stay-in-place or collocate with other court functions on the Courthouse campus
 - The decision to stay or leave will impact the future configuration and location of space for courts
- Marcia Coggs – Stay-in-place and backfill State space or vacate the building and lease the entire building to the State
 - The decision to stay or leave will impact the future configuration and location of administration space



Strategy Development

Scenario 1 - Base Case – Stay-In-Place in Primary Facilities

A stay-in-place scenario keeps all functions in their current locations and requires extensive capital improvements to bring facilities up to current standards and codes.

- Pros
 - Less disruption from moving agencies
 - Can re-locate selected administrative functions out of Courthouse and backfill with court functions
 - Opportunity to update courts spaces to national security/operations standards
- Cons
 - Remodeling in-place is disruptive
 - High cost to remodel Safety Building
 - Less able to optimize floor plates in older facilities that are not designed for proposed use
 - Juvenile Courts not collocated with other court functions
 - Marcia Coggs and Juvenile Justice Center are not part of core campus creating staff inefficiencies
 - Less flexibility to allow for updating courts spaces to national security/operations standards

Scenario 1 - Stay-In-Place Preliminary Draft Concept Expand @ Coggs; Remodel Safety; Keep Juvenile Courts							Owned Space	Remodel/New Construction	Lease Execution	Vacate - Owned or Leased Space	
Location Sq. Ft./ Expirations	2014	2015	2016	2017	2018	2019	Action Steps				
● Courthouse	●		●	●		●	●	●	●	●	<ul style="list-style-type: none"> • Courthouse Restack - Move Non-Court Admin Groups Out • Free up space for Court expansion • Move Admin space to Coggs • Identify swing space during remodeling
● Marcia Coggs	●		●	●							<ul style="list-style-type: none"> • Coggs - Acquire State Leased Space By Terminating Lease With State • Acquire/remodel State occupied space • Backfill with Admin space from Courthouse
● Safety Building	●				●		●	●	●	●	<ul style="list-style-type: none"> • Safety Building - Remodel • Find swing space for current occupants
● Juvenile Court	●										<ul style="list-style-type: none"> • Juvenile Justice Center - Remain In-Place • Juvenile Courts remain in current building
○ City Campus	●										<ul style="list-style-type: none"> • City Campus - Vacate 12/2014 • Demolish and sell
○ Leased Space		●									<ul style="list-style-type: none"> • Lease - Relocate City Campus and Safety Building Occupants to Leased Space • At expiration move to Safety Bldg
New Courts											<ul style="list-style-type: none"> • Courts - New Space in Remodeled Space • New court space accommodated in Courthouse • New space in remodeled Safety Building
New Admin											<ul style="list-style-type: none"> • Administration - Remodel Existing Buildings • New admin space accommodated in Coggs • New space in remodeled Safety Building
	2014	2015	2016	2017	2018	2019					

Note: All moves are preliminary scenarios drawn from multiple sources that are subject to further verification and refinement. They are used in this analysis as a planning tool and require the input from more detailed headcounts by building, use assessments, adjacency requirements, departmental programming, reduced space standards and government mandates.

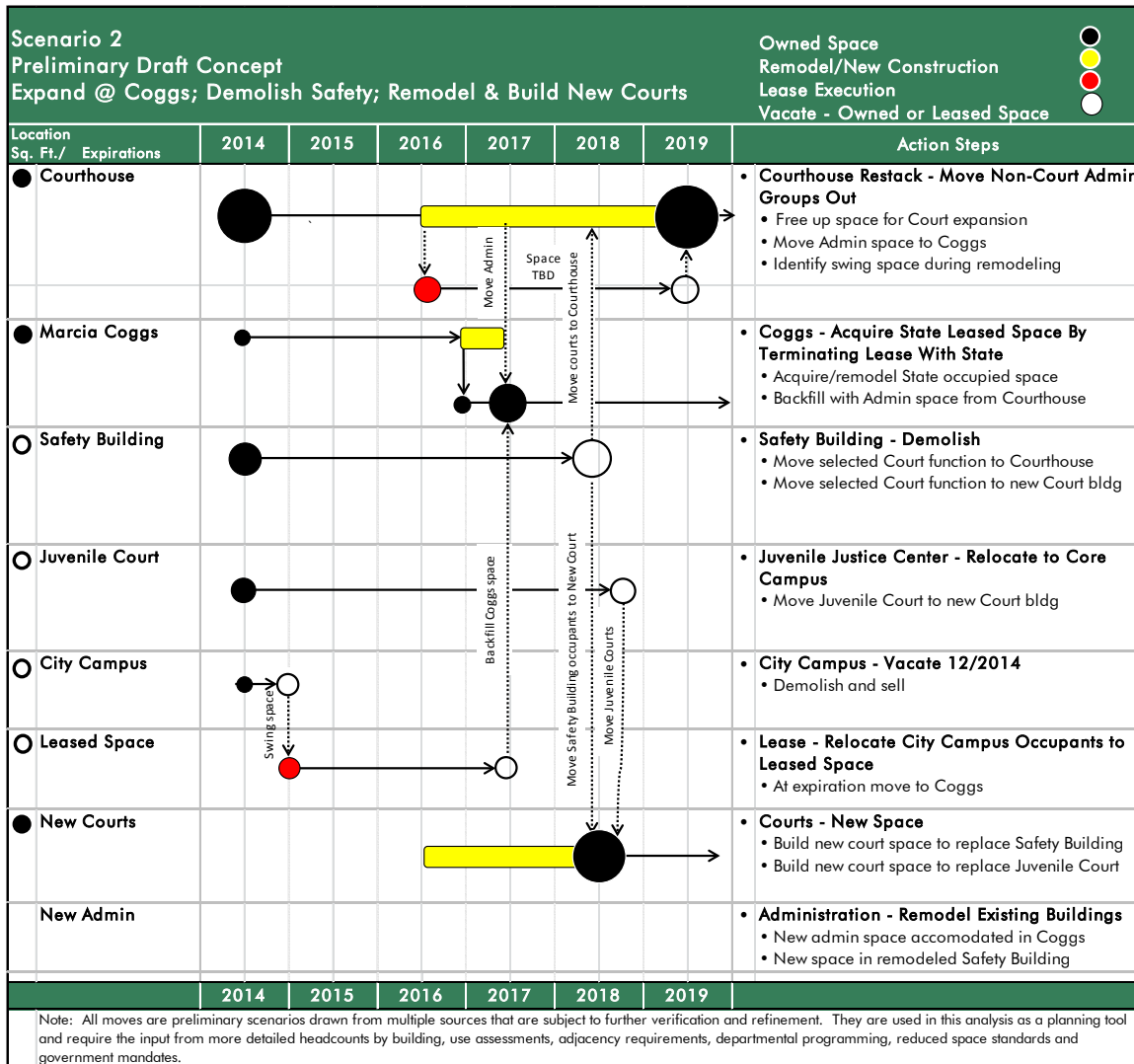


Strategy Development

Scenario 2 – Expand Coggs/ Demolish Safety Bldg./ Remodel Existing & Build New Courts

This scenario assumes the demolition of the Safety Building and the relocation of Juvenile Courts to new space at the core campus.

- Pros
 - Eliminates high cost of remodeling Safety Building
 - More efficient layout in new court space
 - Consolidates Juvenile Courts with main court facilities at Courthouse and in new space
 - Use proceeds from Juvenile Justice sale for debt defeasance and to help fund build out of projects
 - The administrative move into Coggs eliminates construction of new administrative facility
 - Opportunity to update courts spaces to national security/operations standards
- Cons
 - High cost to build new courts space
 - Marcia Coggs is not part of core campus creating staff inefficiencies



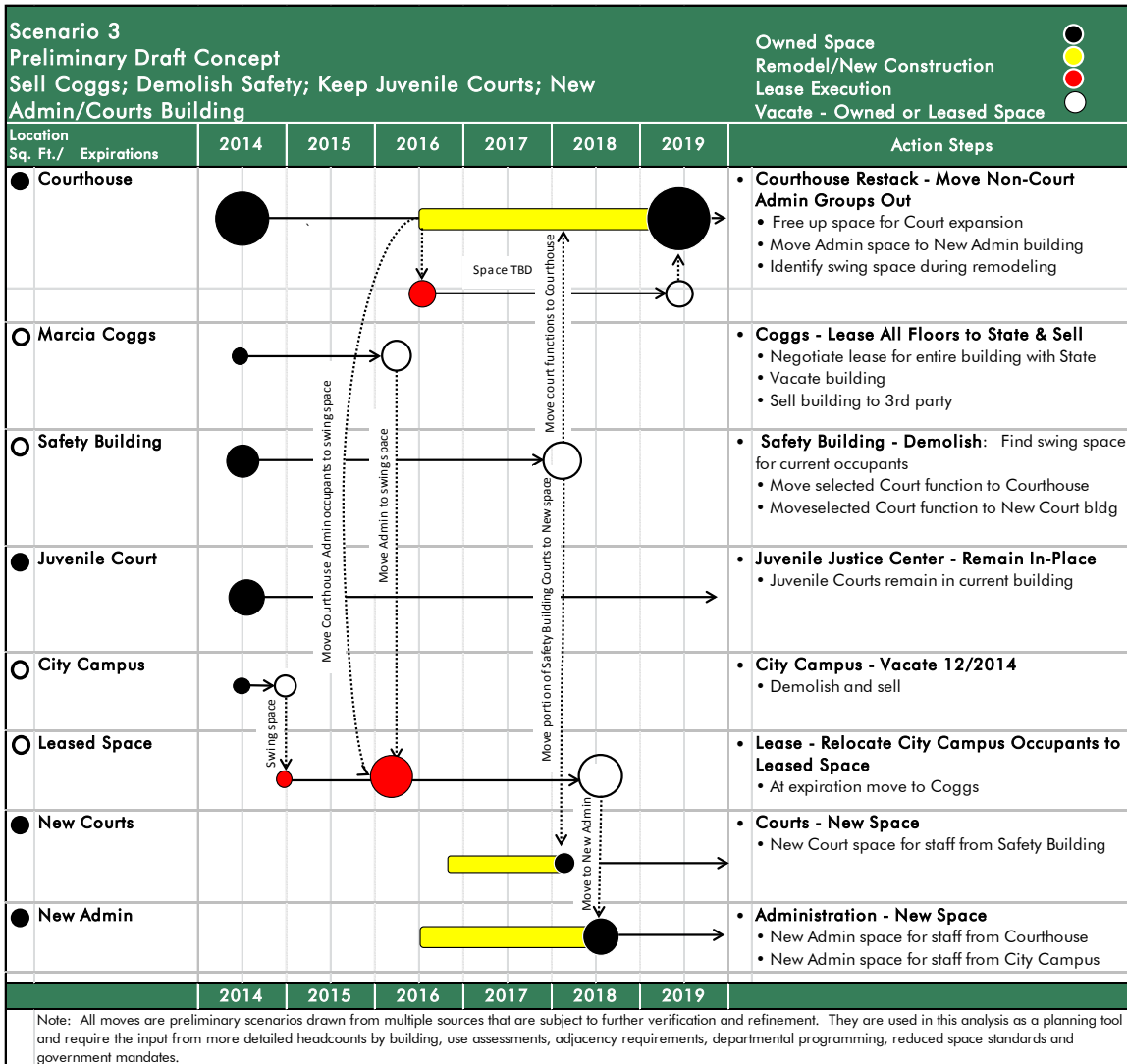


Strategy Development

Scenario 3 – Sell Coggs/ Demolish Safety Bldg./ Keep Juvenile Courts/ Build New Court and Administration Space

This scenario assumes the demolition of the Safety Building and the sale of the Marcia Coggs building. Juvenile Courts remain in the Juvenile Justice Center at the County Grounds.

- Pros
 - Eliminates high cost of remodeling Safety Building
 - Consolidates administration functions into new space
 - Use proceeds from Marcia Coggs sale for debt defeasance and to help to fund build out of projects
 - Opportunity to update courts spaces to national security/operations standards
- Cons
 - Cost to build new courts and administration space
 - Juvenile Courts not collocated with main courts at Courthouse campus creating staff inefficiencies



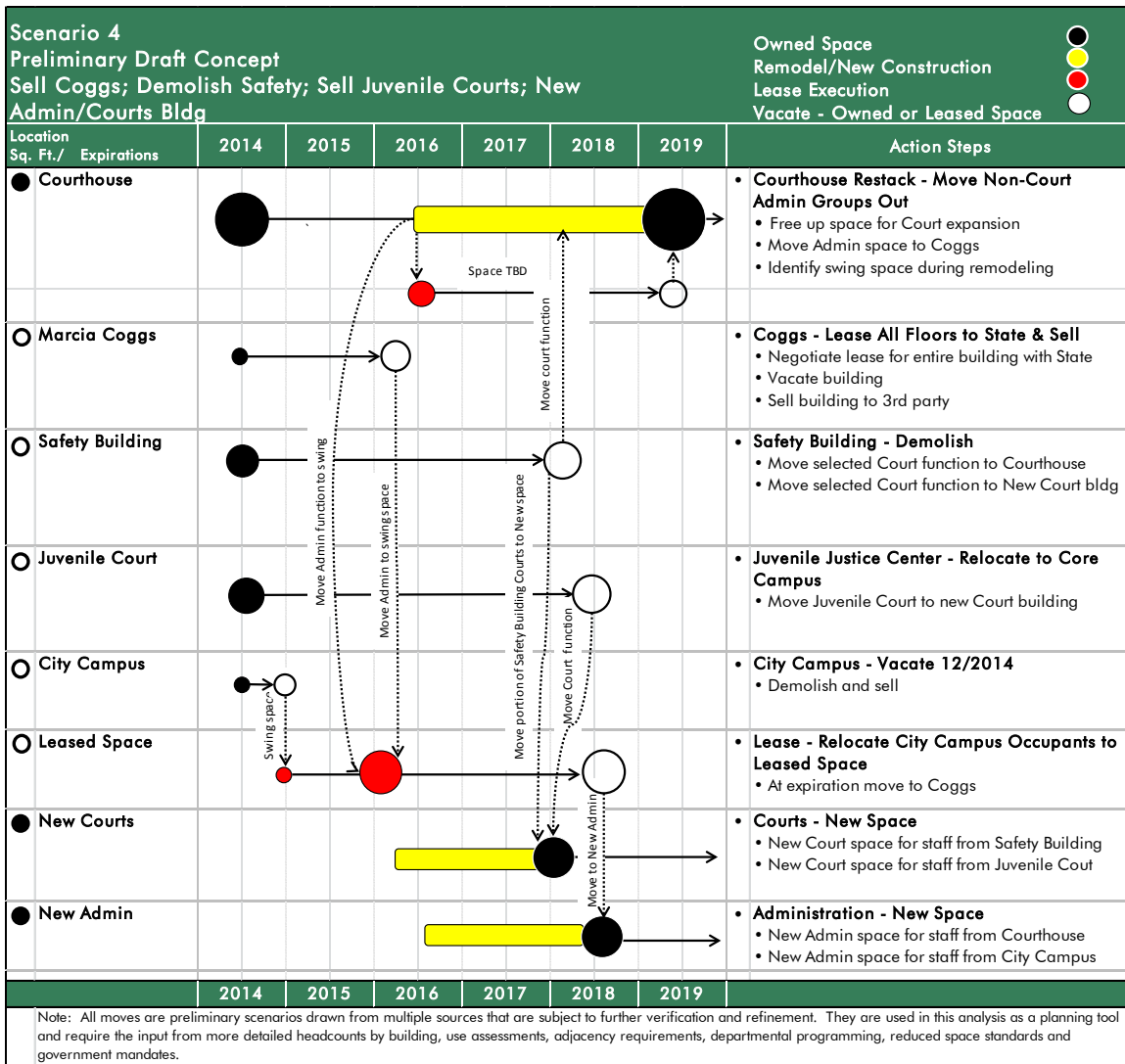


Strategy Development

Scenario 4 – Sell Coggs/ Demolish Safety Bldg./ Collocate Juvenile Courts to Core Campus/ Build New Court and Administration Space

This scenario encompasses the sale of the Marcia Coggs building and the demolition of the Safety Building. It is the same as Scenario 3 except it moves the Juvenile Courts to new space in the core campus.

- Pros
 - Eliminates high cost of remodeling Safety Building
 - Consolidates administration functions into new more efficient space
 - Use proceeds from Marcia Coggs and Juvenile Justice Center sale for debt defeasance and to help to fund build out of projects
 - Juvenile Courts are collocated with main courts at Courthouse
 - Opportunity to update courts spaces to national security/operations standards
- Cons
 - High cost to build new courts space
 - Cost to build new administration space





Financial Analysis

FINANCIAL ANALYSIS

City Campus



Financial Analysis





Financial Analysis

CITY CAMPUS RUN RATE SAVINGS APPROACH

Run Rate Cost Savings overview

A 17 year cash flow model was prepared by the Department of Administrative Services using internal cost estimates and the CBRE strategy report dated 1/14/14 to evaluate the run rate costs and savings generated by vacating City Campus. Savings also include the City Campus capital costs avoided by leaving the facility.

Relocation Cost Estimates

In addition to capital costs, the cash flow model was focused on the relocation costs incurred when vacating City Campus including space planning, move, furniture, leasehold improvement and rent.

- **Relocation Cost Estimate:** Not to exceed \$1,800,000
 - Space planning and Consulting - \$337,000
 - Cost of planning for move of approximately 235 staff
 - Estimated downsizing from 158,000 SF to 45,455 SF using new space standards
 - Relocation - \$277,000
 - Cost of moving to alternative space
 - IT, Furniture and fixtures - \$818,000
 - Cost range based on new, replacement furniture versus reusing existing in the interim steps
 - Leasehold improvements - \$240,000
 - Cost of building out tenant space in leased space for City Campus occupants
 - Contingency Costs - \$84,000
 - Set-aside for cost of unforeseen project expenses – May not be used
 - Source of relocation funds
 - \$700,000 in 2014 budget: CBRE (\$200,000), Other (\$500,000 of which \$250,000 encumbered)
 - \$1,100,000 incremental in 2014
- **Demolition Cost Estimate:** \$3,800,000
 - \$3.8 million for entire complex and \$2.5 million if 2-story building remains
 - Source of demolition funds in 2015: CEX recommendation – Fund from sales tax revenue with Board approval
- **Estimated Annual Operating Run Rate Savings:** Over \$400,000 annually
 - \$1 million Annual Operating Costs at City Campus exclusive of capital costs
 - \$640,000 annual leased space cost at new locations
 - Annual operating cost savings - \$400,000
- **Estimated Cost Avoidance – Capital Projects:** \$14.65 million net savings after demolition
 - \$18.45 million in renovation cost avoidance for Capital Project upgrades to City Campus
 - 2018 projected breakeven for capital costs
 - \$3.8 million demolition cost offset by capital cost avoidance



Financial Analysis

City Campus Estimated Cost Savings

- Source: Department of Administrative Services
 - Operating savings breakeven in 2019
 - Capital savings breakeven in 2018

City Campus Estimated (Cost)/Savings to Vacate and Relocate: 2014 - 2022											
TABLE 1A (OPERATING): Estimated Cost to Vacate - Reasonable Case											
Operating (Costs) Savings	Type/Source of Funding	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Core - Professional Design Fees	Cash/2014 Budget	(235,200)	0	0	0	0	0	0	0	0	
Core - Consulting	Cash/2014 Budget	(64,400)	0	0	0	0	0	0	0	0	
Core - Leaseholds	Cash/2014 Budget/DSR	(184,000)	0	0	0	0	0	0	0	0	
Core - Furniture, Fixtures & Equipment	Cash/2014 Budget/DSR	(754,975)	0	0	0	0	0	0	0	0	
Core - Relocation Costs	Cash/2014 Budget	(230,000)	0	0	0	0	0	0	0	0	
Core - Contingency	Cash/2014 Budget/DSR	(73,429)	0	0	0	0	0	0	0	0	
Housing - Professional Design Fees	Cash/2014 Budget	(10,063)	0	0	0	0	0	0	0	0	
Housing - Consulting	Cash/2014 Budget	(8,050)	0	0	0	0	0	0	0	0	
Housing - Leaseholds	Cash/2014 Budget/DSR	(40,250)	0	0	0	0	0	0	0	0	
Housing - Furniture, Fixtures & Equipment	Cash/2014 Budget/DSR	(59,770)	0	0	0	0	0	0	0	0	
Housing - Relocation Costs	Cash/2014 Budget/DSR	(27,600)	0	0	0	0	0	0	0	0	
Housing - Contingency	Cash/2014 Budget/DSR	(7,285)	0	0	0	0	0	0	0	0	
DOT - Professional Design Fees	Cash/2014 Budget	(17,595)	0	0	0	0	0	0	0	0	
DOT - Consulting	Cash/2014 Budget/DSR	(2,040)	0	0	0	0	0	0	0	0	
DOT - Leaseholds	Cash/2014 Budget/DSR	(15,640)	0	0	0	0	0	0	0	0	
DOT - Furniture, Fixtures & Equipment	Cash/2014 Budget/DSR	(3,800)	0	0	0	0	0	0	0	0	
DOT - Relocation Costs	Cash/2014 Budget/DSR	(20,000)	0	0	0	0	0	0	0	0	
DOT - Contingency	Cash/2014 Budget/DSR	(2,954)	0	0	0	0	0	0	0	0	
TOTAL: Estimated Cost to Vacate - Reasonable Case:		(1,757,050)	0	0	0	0	0	0	0	0	
TABLE 1B (OPERATING): City Campus Relocation to Leased Space & Vacated Savings											
Lease Costs for Relocated City Campus Tenants***	Type/Source of Funding	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Core - Rent & Utilities	2015+ Operating Budget		(412,609)	(546,791)	(562,984)	(579,667)	(596,842)	(610,268)	(632,971)	(651,960)	
Housing - Rent & Utilities	2015+ Operating Budget		(99,063)	(117,035)	(120,096)	(123,249)	(126,496)	(129,841)	(133,286)	(136,835)	
DOT - Rent & Utilities	2015+ Operating Budget		(46,531)	0	0	0	0	0	0	0	
			* 2015 Lease Payment sub-total rounded-up to \$600,000 to provide a small contingency.								
SUBTOTAL: Lease Payments:			(600,000)	(663,826)	(683,080)	(702,916)	(723,338)	(740,109)	(766,257)	(788,795)	
City Campus Vacated Savings (Costs)/Savings***	Cash/Operating	0	930,715	1,035,001	1,066,051	1,098,032	1,130,973	1,164,902	1,199,849	1,235,845	
SUBTOTAL: Vacated Savings:		0	930,715	1,035,001	1,066,051	1,098,032	1,130,973	1,164,902	1,199,849	1,235,845	
City Campus Vacated Savings											
City Campus Vacated Savings	2015+ Operating Budget; Cash/Operating	0	330,715	371,174	382,971	395,116	407,635	424,794	433,592	447,050	
TOTAL: Lease + Vacated City Campus = Net (Cost)/Savings:		0	330,715	371,174	382,971	395,116	407,635	424,794	433,592	447,050	
TABLE 1C (OPERATING): EST (COSTS)/SAVINGS for TABLE 1A + TABLE 1B											
		2014	2015	2016	2017	2018	2019	2020	2021	2022	
TABLE 1A Summary:		(1,757,050)	0	0	0	0	0	0	0	0	
TABLE 1B Summary:		0	330,715	371,174	382,971	395,116	407,635	424,794	433,592	447,050	
Total Annual (Cost) / Savings (TABLE 1A + TABLE 1B):		(1,757,050)	330,715	371,174	382,971	395,116	407,635	424,794	433,592	447,050	
Cumulative (Cost) / Savings (TABLE 1A + TABLE 1B)		(1,757,050)	(1,426,335)	(1,055,160)	(672,190)	(277,073)	130,562	555,355	988,948	1,435,998	
TABLE 2 (CAPITAL-Rehab Existing City Campus Facility)											
Capital (Costs) Savings	Type/Source of Funding	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Demolition Costs*	Cash	0	(3,800,000)	0	0	0	0	0	0	0	
Land/Building Sale**	Cash	0	1	0	0	0	0	0	0	0	
Capital Project Cost Avoidance****	Bond	0	0	1,817,025	1,697,808	1,687,602	1,673,112	1,654,086	1,630,902	1,603,812	
Total Annual (Cost) / Savings		0	(3,799,999)	1,817,025	1,697,808	1,687,602	1,673,112	1,654,086	1,630,902	1,603,812	
Cumulative (Cost) / Savings		0	(3,799,999)	(1,982,974)	(285,166)	1,402,436	3,075,548	4,729,634	6,360,536	7,964,348	
TABLE 3 (OPERATING + CAPITAL)											
Combined Operating (Cost) Savings & Capital Cost Avoidance		2014	2015	2016	2017	2018	2019	2020	2021	2022	
Total Annual Ops/Cap (Cost) / Savings / Cost Avoidance		(1,757,050)	(3,469,284)	2,188,199	2,080,779	2,082,718	2,080,747	2,078,880	2,064,494	2,050,862	
Cumulative Annual Ops/Cap (Cost) / Savings / Cost Avoidance		(1,757,050)	(5,226,334)	(3,038,134)	(957,356)	1,125,363	3,206,110	5,284,989	7,349,484	9,400,346	
Footnotes											
* Assumes demolition and hazardous material remediation for three buildings; demo costs could possibly be reduced by approximately \$800,000 if second story remained; outstanding debt of approximately \$275,000 not factored as a cost because is an outstanding obligation regardless of the timing of the payment.											
** Assumes no value in land at time of sale.											
***"CORE" 2015-2019 lease costs are adjusted to reflect the terms included in the proposed lease agreement with Towne Realty Inc. for lease space located at 633 West Wisconsin Ave (Milwaukee, WI), Suites 900, 1000, and 1100; Beginning in April 2020, lease terms assume a 3% increase over the 2019 monthly lease. "Housing" assumes 2015 - 2019 lease rate beginning in April 2015 with a 3% annual inflationary increase beginning in 2016. "DOT" assumes an annual not to exceed amount of \$51,000 (prorated) for 2015. "City Campus Vacated Savings" 2015 savings assumes that the County pays all operating expenses through April 2015 in City Campus and assumes a 3% annual inflationary increase for City Campus in 2016. "CORE", "HOUSING", and "DOT" tenants assume April 1, 2015 move-in dates to the leased facilities.											
**** This analysis assumes the cost avoidance related to having to investing at least \$18.45 million (\$26.0 million in total when bond interest is included over a 20-year term) in City Campus for a long term viable and efficient office facility. Please refer to Page 31 of the January 13, 2014 CBRE report. Interest Rate was adjusted to reflect more recent trend in interest rates (3.52% in CBRE adjusted to 2.56% in Table 2 of this report) and the term of financing was changed to reflect the County's bond policy (20 year term CBRE adjusted to 15 year term in Table 2 of this report). Total Bond amount is amortized over 15 years and paid with Tax Levy via the Debt Service Fund.											



Financial Analysis

City Campus Estimated Cost Savings

- Source: Department of Administrative Services
 - Operating savings breakeven in 2019
 - Capital savings breakeven in 2018

City Campus Estimated (Cost)/ Savings to Vacate and Relocate: 2023 - 2030									
TABLE 1A (OPERATING): Estimated Cost to Vacate - Reasonable Case									
Operating (Costs) Savings	Type/Source of Funding	2023	2024	2025	2026	2027	2028	2029	2030
Core - Professional Design Fees	Cash/2014 Budget	0	0	0	0	0	0	0	0
Core - Consulting	Cash/2014 Budget	0	0	0	0	0	0	0	0
Core - Leaseholds	Cash/2014 Budget/DSR	0	0	0	0	0	0	0	0
Core - Furniture, Fixtures & Equipment	Cash/2014 Budget/DSR	0	0	0	0	0	0	0	0
Core - Relocation Costs	Cash/2014 Budget	0	0	0	0	0	0	0	0
Core - Contingency	Cash/2014 Budget/DSR	0	0	0	0	0	0	0	0
Housing - Professional Design Fees	Cash/2014 Budget	0	0	0	0	0	0	0	0
Housing - Consulting	Cash/2014 Budget	0	0	0	0	0	0	0	0
Housing - Leaseholds	Cash/2014 Budget/DSR	0	0	0	0	0	0	0	0
Housing - Furniture, Fixtures & Equipment	Cash/2014 Budget/DSR	0	0	0	0	0	0	0	0
Housing - Relocation Costs	Cash/2014 Budget/DSR	0	0	0	0	0	0	0	0
Housing - Contingency	Cash/2014 Budget/DSR	0	0	0	0	0	0	0	0
DOT - Professional Design Fees	Cash/2014 Budget	0	0	0	0	0	0	0	0
DOT - Consulting	Cash/2014 Budget/DSR	0	0	0	0	0	0	0	0
DOT - Leaseholds	Cash/2014 Budget/DSR	0	0	0	0	0	0	0	0
DOT - Furniture, Fixtures & Equipment	Cash/2014 Budget/DSR	0	0	0	0	0	0	0	0
DOT - Relocation Costs	Cash/2014 Budget/DSR	0	0	0	0	0	0	0	0
DOT - Contingency	Cash/2014 Budget/DSR	0	0	0	0	0	0	0	0
TOTAL: Estimated Cost to Vacate - Reasonable Case:		0	0	0	0	0	0	0	0

TABLE 1B (OPERATING): City Campus Relocation to Leased Space & Vacated Savings									
Lease Costs for Relocated City Campus Tenants***	Type/Source of Funding	2023	2024	2025	2026	2027	2028	2029	2030
Core - Rent & Utilities	2015+ Operating Budget	(671,519)	(691,664)	(712,414)	(733,786)	(755,800)	(778,474)	(801,828)	(825,883)
Housing - Rent & Utilities	2015+ Operating Budget	(140,490)	(144,255)	(148,132)	(152,126)	(156,240)	(160,477)	(164,842)	(169,337)
DOT - Rent & Utilities	2015+ Operating Budget	0	0	0	0	0	0	0	0
SUBTOTAL: Lease Payments:		(812,009)	(835,919)	(860,546)	(885,913)	(912,040)	(938,951)	(966,670)	(995,220)
City Campus Vacated Savings (Costs)/Savings***	Cash/Operating	1,272,920	1,311,108	1,350,441	1,390,954	1,432,683	1,475,663	1,519,933	1,565,531
SUBTOTAL: Vacated Savings:		1,272,920	1,311,108	1,350,441	1,390,954	1,432,683	1,475,663	1,519,933	1,565,531
City Campus Vacated Savings									
City Campus Vacated Savings	2015+ Operating Budget;								
	Cash/Operating	460,912	475,189	489,895	505,042	520,643	536,712	553,263	570,311
TOTAL: Lease + Vacated City Campus = Net (Cost)/Savings:		460,912	475,189	489,895	505,042	520,643	536,712	553,263	570,311

TABLE 1C (OPERATING): EST (COSTS)/SAVINGS for TABLE 1A + TABLE 1B									
		2023	2024	2025	2026	2027	2028	2029	2030
TABLE 1A Summary:		0	0	0	0	0	0	0	0
TABLE 1B Summary:		460,912	475,189	489,895	505,042	520,643	536,712	553,263	570,311
Total Annual (Cost) / Savings (TABLE 1A + TABLE 1B):		460,912	475,189	489,895	505,042	520,643	536,712	553,263	570,311
Cumulative (Cost) / Savings (TABLE 1A + TABLE 1B)		1,896,910	2,372,099	2,861,993	3,367,035	3,887,678	4,424,390	4,977,653	5,547,965

TABLE 2 (CAPITAL-Rehab Existing City Campus Facility)									
Capital (Costs) Savings	Type/Source of Funding	2023	2024	2025	2026	2027	2028	2029	2030
Demolition Costs*	Cash	0	0	0	0	0	0	0	0
Land/Building Sale**	Cash	0	0	0	0	0	0	0	0
Capital Project Cost Avoidance****	Bond	1,573,194	1,539,552	1,503,516	1,465,842	1,426,530	1,385,958	1,344,252	1,231,412
Total Annual (Cost) / Savings		1,573,194	1,539,552	1,503,516	1,465,842	1,426,530	1,385,958	1,344,252	1,231,412
Cumulative (Cost) / Savings		9,537,542	11,077,094	12,580,610	14,046,452	15,472,982	16,858,940	18,203,192	19,434,604

TABLE 3 (OPERATING + CAPITAL)									
Combined Operating (Cost) Savings & Capital Cost Avoidance		2023	2024	2025	2026	2027	2028	2029	2030
Total Annual Ops/Cap (Cost) / Savings / Cost Avoidance		2,034,106	2,014,741	1,993,411	1,970,884	1,947,173	1,922,670	1,897,515	1,801,723
Cumulative Annual Ops/Cap (Cost) / Savings / Cost Avoidance		11,434,452	13,449,193	15,442,603	17,413,487	19,360,660	21,283,330	23,180,845	24,982,569



Financial Analysis

City Campus Department Relocation Options (*)

- Four leased options short-listed

* Excludes Housing and Transportation

Selected Location

Milwaukee County Five Year Proposals		The Matthews Building	The Blue	Consolidation Opportunities 633 W Wisconsin Wells Fargo Building	
					
Landlord	Bostco LLC	RAIT Reuss Federal Plaza	Towne Reality, Inc.	Towne Reality, Inc.	
Proposed Floors	3, 4, 5	6	9, 10, 11	8, 9, 10, + 2 floors TBD	
Rentable Area (incl. common)	24,051 SF	36,331 SF	31,800 SF	35,983 SF	
Common Area Factor	15%	15%	None	14%	
Starting Base Rent	\$17.22 Modified Gross For 6 Months \$25.36 Modified Gross Thereafter	\$16.86 Modified Gross	\$14.50 Modified Gross	\$18.75 Modified Gross	
Operating Expenses	\$7.10	\$6.05	No Pass Through	No Pass Through	
Base Rent Increases	2%	2.5%	3%	3%	
Total Rent Obligation	\$3,245,416	\$3,461,355	\$2,726,323	\$3,897,247	
Present Value @ 8%	\$2,896,056	\$3,064,198	\$2,414,204	\$3,488,114	
Average Cost /Annum	\$26.99/SF	\$18.15/SF	\$16.33/SF	\$21.66/SF	
Net Effective Rate/ Annum (1)	\$26.84/SF	\$18.00/SF	\$16.20/SF	\$21.61/SF	
Tenant Improvements Estimate	\$67.34	\$42.15	\$19.84	\$33.02	
Concessions	First 6 months - discount	3 months - abated	3 months - abated	None	
Parking	Available - Attached Structure	Available - Attached Structure	Available - Attached Structure & 12 spaces included @ discount	Available - Surface	
Amenities	Common Conference Room - Storage	Common Conference Room - Storage	Common Conference Room - Storage	Storage	

(1) Net Effective Rate is the Present Value amortized over the term at 4.5%



Appendix A – Property Overview

APPENDIX A

Property Overview



Appendix A – Property Overview





Appendix A – Property Overview

PROPERTY DESCRIPTIONS AND INSPECTIONS SUMMARIES

Property Summaries

The CBRE Team made key recommendations and performed a physical property inspection of key properties as part of the Comprehensive Facilities Plan completed in February 2013. The following descriptions are taken from that report.

Marcia P. Coggs Human Services Center (ID: 5600)

1220 West Vliet Street

- Milwaukee County currently occupies one floor of Marcia Coggs and the State of Wisconsin occupies two additional floors.
- The State has expressed interest in extending their lease and possibly occupying the entire building.
- Marcia Coggs sale value is dependent in part on the State of Wisconsin. A longer term lease signed by the State and/or County could increase its value in a sale to a third party buyer.
- If sufficient space can be found for the Marcia Coggs - County occupants in an alternate location, approach the State to explore their interest in a possible purchase or negotiate a longer term lease with the State and then sell to a third party buyer.
- If alternative space can be identified, Milwaukee County may be able to raise sufficient proceeds to off-set existing debt and fund improvements in a new location.

Milwaukee County Downtown Area Campus



Marcia P. Coggs Human Services Center (ID: 5600)

1220 West Vliet Street

- Background Data
 - Square Feet: 222,482
 - Year Built: 1920
- Overall Building Condition
 - The building is in generally good condition as many improvements have been made to the property
 - State of Wisconsin occupies two of three floors

Marcia Coggs Human Services Center



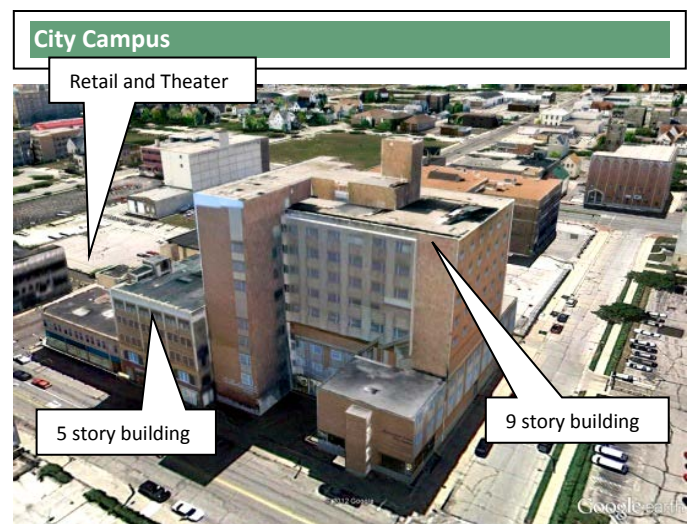


Appendix A – Property Overview

- **Functionality/ Utilization**
 - Poor access for elderly users of services
 - Parking is in short supply
- **Operational Issues**
 - Very large and open floor plates accommodate open workstation layouts
- **Major Capital Requirements**
 - Many of the HVAC system components are at the end of their useful life
- **Safety**
 - Loading dock requires protective guardrails
 - Open water service well in basement should have cover
 - Neighborhood security is an issue
- **Highest & Best Use**
 - Continued use as an office center
- **Summary**
 - If sufficient space can be found in the immediate Courthouse complex, approach the State to explore their interest in a possible purchase or negotiate a longer term lease with the State and then sell to a third party buyer.
 - Marcia Coggs sale value is dependent in part on the State of Wisconsin. A longer term lease signed by the State and/or County could increase its value in a sale to a third party buyer.
 - If additional space is needed to house staff from City Campus and other consolidation locations, increase capacity at the Marcia Coggs building using up-to-date workplace concepts and space standards, remodeling the basement or by renegotiating space needs with the State.

City Campus - 2711 West Wells Street

- **Total Building Size:** 158,014 square feet – 9 story and 5 story structures
- **Total Site Area:** 0.58 acres (25,200 SF) approximate building coverage
- **Built:** 5 story – 1950s – early 1960s; 9 story – 1964 and 1973
- Only using the 9 story space, 5 story building only used for storage and would require substantial capital input to remodel to current standards
- Two county owned lots are immediately west of the site across 28th Street (2805 W. Wells St. and 763 N. 28th St.) and are 1.69 AC and 0.74 AC respectively. They are used for parking.





Appendix A – Property Overview

- Total operating costs are high, exceeding \$8.42/sf, approximately 60% higher than a BOMA/IFMA comparative facility.
- Current tenants that occupy the building could be moved to other consolidation locations.
- Significant upgrades, renovations and life safety costs are scheduled, if property is retained for continued use

City Campus Neighborhood Area



City Campus Office Complex – 9 Story (ID: 5605)

2711 West Wells Street

- Background Data
 - Square Feet: 129,989
 - Year Built: 1986
- Overall Building Condition
 - Overall building conditions are fair
- Functionality/ Utilization
 - The former hospital layout does not function well for office use
- Operational Issues
 - Very high cost to operate the building
- Major Capital Requirements
 - Extensive infrastructure upgrades are going to be required
- Safety
 - Sixth floor, which is used for storage, is not safe
 - Major deficiencies in fire protection system
 - Building lacks selected fire rated doors, dampers and penetration seals
- Highest & Best Use
 - Alternative redevelopment of the site tailored to the City of Milwaukee - Near West plan
- Summary
 - Demolish and sell

City Campus Office Complex – 9 Story





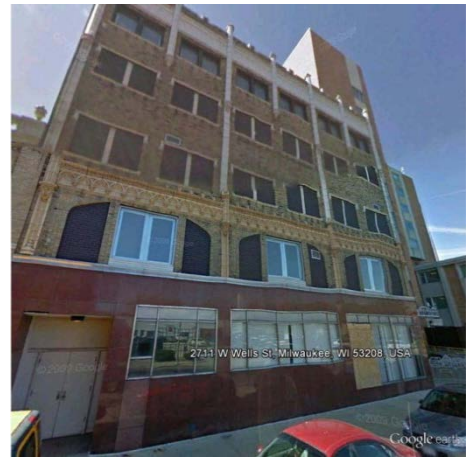
Appendix A – Property Overview

City Campus Office Complex – 5 Story (ID: 5605)

2711 West Wells Street

- Background Data
 - Square Feet: 28,025
 - Year Built: 1986
- Overall Building Condition
 - Overall building conditions are fair
- Functionality/ Utilization
 - The former hospital layout does not function well for office use
- Operational Issues
 - Very high cost to operate the building
- Major Capital Requirements
 - Extensive infrastructure upgrades required
- Safety
 - Asbestos in the building
 - Major deficiencies in fire protection system
 - Building lacks selected fire rated doors, dampers and penetration seals
- Highest & Best Use
 - Alternative redevelopment of the site should be tailored to the City of Milwaukee - Near West plan
- Summary
 - Demolish and sell

City Campus Office Complex – 5 Story



City Campus 27th Street Store Front (ID: N/A)

North 27th Street at West Wells Street

- Background Data
 - Square Feet: 19,366
 - Year Built: Not available
- Overall Building Condition
 - Operational with several existing leased storefronts
- Functionality/ Utilization
 - Serves the need of neighborhood retail
- Operational Issues
 - County should not be in the retail landlord business

City Campus 27th Street Store Front





Appendix A – Property Overview

- Major Capital Requirements
 - Significant deferred maintenance
- Safety
 - Major deficiencies in fire protection system
 - Building lacks selected fire rated doors, dampers and penetration seals
- Highest & Best Use
 - Neighborhood retail
- Summary
 - The City of Milwaukee is interested in commercial anchors such as retail, services, entertainment and restaurant anchors along arterial streets in the Near West planning district
 - Discussions should be held with the city or interested 3rd parties about the sale or transfer of the property

City Campus Theater (ID: N/A)

North 27th Street at West Wells Street

- Background Data
 - Square Feet: 9,116
 - Year Built: Not available
- Overall Building Condition
 - Closed theater with good fundamental structure, however, extensive repairs required for re-use
 - Would need extensive improvements
- Functionality/ Utilization
 - Could be operated again as a theater
- Operational Issues
 - Not currently in operation
- Major Capital Requirements
 - Major renovation required
- Safety
 - Peeling paint in toilet rooms should be tested for lead
 - Poor air quality due to condition of building
 - Major deficiencies in fire protection system
 - Building lacks selected fire rated doors, dampers and penetration seals

City Campus Theater





Appendix A – Property Overview

- Highest & Best Use
 - An operating theater
- Summary
 - The City of Milwaukee is interested in commercial anchors such as retail, services, entertainment and restaurant anchors along arterial streets in the Near West planning district
 - Discussions should be held with the city or interested 3rd parties about the sale or transfer of the property



Appendix B– Leased Space Alternatives

APPENDIX B

Leased Space Alternatives for City Campus



Appendix B– Leased Space Alternatives

Milwaukee County Department of Economic Development

Preliminary Site Search Downtown West
2,500 - 25,000 square feet

Prepared By:
T. Michael Parker
CBRE



CBRE - www.cbre.com





Appendix B— Leased Space Alternatives



777 E Wisconsin Ave Suite 3150 | Milwaukee, WI 53202
 ph.(414) 273-0880 | fx.(414) 273-4362

Bottlehouse A at Schlitz Park

1

1610 N 2nd St

Property Type: **Ofc / General**
 Building Size: **81,419 SF**
 Stories: **2**
 Year Built: **1920**

Available SF: **17,179 SF**
 Asking Rent/SF: **\$18.00 MG**
 Price: --
 Price/SF: --
 % Leased: **78.9%**



County: **Milwaukee**
 Market: **Milwaukee / Downtown West**

Parking Ratio: **3.00 /1000 SF**
 Building Class: **B**

Contact: **RFP Commercial, Inc. / Ned Purtell (414) 224-1068 / Jenna Maguire (414) 224-9112**

Commerce Center

2

744-748 N 4th St

Property Type: **Ofc / General**
 Building Size: **95,834 SF**
 Stories: **6**
 Year Built: **1918**

Available SF: **55,309 SF**
 Asking Rent/SF: **\$12.50 - \$16.00 MG**
 Price: --
 Price/SF: --
 % Leased: **42.29%**



County: **Milwaukee**
 Market: **Milwaukee / Downtown West**

Parking Ratio: **0.82 /1000 SF**
 Building Class: **B**

Contact: **Zilber Property Group / Michael Kleber (414) 274-2628 / Lisa Braun (414) 274-2625**

Steinmeyer Building

3

205 W Highland Ave

Property Type: **Ofc / General**
 Building Size: **64,263 SF**
 Stories: **5**
 Year Built: **1893**

Available SF: **39,094 SF**
 Asking Rent/SF: **Negotiable MG**
 Price: --
 Price/SF: --
 % Leased: **39.17%**



County: **Milwaukee**
 Market: **Milwaukee / Downtown West**

Parking Ratio: --
 Building Class: **B**

Contact: **Irgens / Jim Groth (414) 443-2542 / Tim Nelson, CCIM (414) 443-2553**

UMB Building

4

801-803 W Michigan St

Property Type: **Ofc / General**
 Building Size: **131,660 SF**
 Stories: **2**
 Year Built: **1969**

Available SF: **73,907 SF**
 Asking Rent/SF: **Negotiable FSG**
 Price: --
 Price/SF: --
 % Leased: **95.65%**



County: **Milwaukee**
 Market: **Milwaukee / Downtown West**

Parking Ratio: **2.58 /1000 SF**
 Building Class: **B**

Contact: **Zilber Property Group / Thomas Bernacchi (414) 274-2637 / Michael Kleber (414) 274-2628 / Lisa Braun (414) 274-2625**



Information obtained from sources deemed reliable. While considered accurate, we make no guarantee, warranty or representation.







Date: 05/22/2014

CBRE - www.cbre.com





Appendix B– Leased Space Alternatives

		777 E Wisconsin Ave Suite 3150 Milwaukee, WI 53202 ph.(414) 273-0880 fx.(414) 273-4362	
Riverfront Plaza		5	
1110 N Old World 3rd St			
Property Type: Ofc / General Building Size: 107,963 SF Stories: 7 Year Built: 1988	Available SF: 29,710 SF Asking Rent/SF: \$16.50 - \$18.50 MG Price: -- Price/SF: -- % Leased: 72.48%		
County: Milwaukee Market: Milwaukee / Downtown West	Parking Ratio: 1.96 /1000 SF Building Class: A		
Contact: CBRE / Jim Cavanaugh (414) 273-0880 / John Mazza (414) 274-1627			
305-333 N Plankinton Ave		6	
305-333 N Plankinton Ave			
Property Type: Ofc / General Building Size: 261,000 SF Stories: 7 Year Built: 1875	Available SF: 30,000 SF Asking Rent/SF: \$14.00 MG Price: -- Price/SF: -- % Leased: 88.51%		
County: Milwaukee Market: Milwaukee / Downtown West	Parking Ratio: 1.14 /1000 SF Building Class: C		
Contact: Sunset Investors / Kendall Breunig (414) 529-8352			
The ASQ Center		7	
600-648 N Plankinton Ave			
Property Type: Ofc / General Building Size: 80,609 SF Stories: 7 Year Built: 1900	Available SF: 17,955 SF Asking Rent/SF: Negotiable Price: -- Price/SF: -- % Leased: 77.73%		
County: Milwaukee Market: Milwaukee / Downtown West	Parking Ratio: 0.93 /1000 SF Building Class: A		
Contact: Irgens / Tim Nelson, CCIM (414) 443-2553			
Empire Building		8	
710 N Plankinton Ave			
Property Type: Ofc / General Building Size: 185,867 SF Stories: 14 Year Built: 1927	Available SF: 8,936 SF Asking Rent/SF: \$13.50 - \$18.00 Plus E Price: -- Price/SF: -- % Leased: 95.19%		
County: Milwaukee Market: Milwaukee / Downtown West	Parking Ratio: 2.04 /1000 SF Building Class: B		
Contact: Zilber Property Group / Lisa Braun (414) 274-2625 / Michael Kleber (414) 274-2628			
		<small>Information obtained from sources deemed reliable. While considered accurate, we make no guarantee, warranty or representation. Date: 05/22/2014 CBRE - www.cbre.com</small>	



Appendix B– Leased Space Alternatives



777 E Wisconsin Ave Suite 3150 | Milwaukee, WI 53202
ph.(414) 273-0880 | fx.(414) 273-4362

River Bank Plaza Building

9

740-744 N Plankinton Ave

Property Type: **Ofc / General**

Building Size: **65,635 SF**

Stories: **8**

Year Built: **1912**

Available SF: **11,546 SF**

Asking Rent/SF: **\$13.00 - \$15.00**

Price: - -

Price/SF: - -

% Leased: **82.41%**

County: **Milwaukee**

Market: **Milwaukee / Downtown West**

Parking Ratio: - -

Building Class: **B**



Contact: **Equity Commercial Real Estate, LLC. / Anthony Stevens (414) 727-8047**

The Keghouse at Schlitz Park

10

111 W Pleasant St

Property Type: **Ofc / General**

Building Size: **65,479 SF**

Stories: **3**

Year Built: **1920**

Available SF: **5,306 SF**

Asking Rent/SF: **Negotiable**

Price: - -

Price/SF: - -

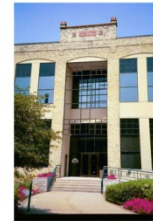
% Leased: **91.9%**

County: **Milwaukee**

Market: **Milwaukee / Downtown West**

Parking Ratio: **3.00 /1000 SF**

Building Class: **B**



Contact: **RFP Commercial, Inc. / Ned Purtell (414) 224-1068 / Jenna Maguire (414) 224-9112**

Schlitz RiverCenter

11

1515-1575 River Center Dr

Property Type: **Ofc / General**

Building Size: **457,825 SF**

Stories: **3**

Year Built: **1949**

Available SF: **44,108 SF**

Asking Rent/SF: **\$16.50 - \$18.00 MG**

Price: - -

Price/SF: - -

% Leased: **90.37%**

County: **Milwaukee**

Market: **Milwaukee / Downtown West**

Parking Ratio: **3.00 /1000 SF**

Building Class: **B**



Contact: **RFP Commercial, Inc. / Ned Purtell (414) 224-1068 / Jenna Maguire (414) 224-9112**



Information obtained from sources deemed reliable. While considered accurate, we make no guarantee, warranty or representation.

Date: 05/22/2014

CBRE - www.cbre.com





Appendix B– Leased Space Alternatives



777 E Wisconsin Ave Suite 3150 | Milwaukee, WI 53202
ph.(414) 273-0880 | fx.(414) 273-4362

201-211 W Wisconsin Ave

12

201-211 W Wisconsin Ave

Property Type: **Ofc / General**
Building Size: **105,078 SF**
Stories: **8**
Year Built: **1906**

Available SF: **14,798 SF**
Asking Rent/SF: **\$15.00 Gross**
Price: --
Price/SF: --
% Leased: **85.92%**

County: **Milwaukee**
Market: **Milwaukee / Downtown West**

Parking Ratio: **34.26 /1000 SF**
Building Class: **A**



Contact: **Colliers International Wisconsin / Dan Wroblewski (414) 278-6813 / Joe Lak (414) 278-6824**

The Matthews Building at 301

13

301 W Wisconsin Ave

Property Type: **Ofc / General**
Building Size: **95,000 SF**
Stories: **6**
Year Built: **1891**

Available SF: **22,729 SF**
Asking Rent/SF: **\$13.00 Gross**
Price: --
Price/SF: --
% Leased: **76.07%**

County: **Milwaukee**
Market: **Milwaukee / Downtown West**

Parking Ratio: --
Building Class: **A**



Contact: **Colliers International Wisconsin / Matt Fahey (414) 278-6860 / Joe Lak (414) 278-6824**

The Blue

14

310 W Wisconsin Ave

Property Type: **Ofc / General**
Building Size: **580,216 SF**
Stories: **14**
Year Built: **1984**

Available SF: **212,406 SF**
Asking Rent/SF: **\$16.50 Gross**
Price: --
Price/SF: --
% Leased: **79.47%**

County: **Milwaukee**
Market: **Milwaukee / Downtown West**

Parking Ratio: **1.05 /1000 SF**
Building Class: **A**



Contact: **Colliers International Wisconsin / Dan Wroblewski (414) 278-6813 / Joe Lak (414) 278-6824**

Wisconsin Tower

15

606 W Wisconsin Ave

Property Type: **Ofc / General**
Building Size: **97,163 SF**
Stories: **22**
Year Built: **1930**

Available SF: **8,716 SF**
Asking Rent/SF: **\$12.00 - \$14.00 NNN**
Price: **\$595,000**
Price/SF: **\$68.27 /SF**
% Leased: **91.03%**

County: **Milwaukee**
Market: **Milwaukee / Downtown West**

Parking Ratio: **3.60 /1000 SF**
Building Class: **C**



Contact: **Anderson Commercial Group / Steve Anderson (414) 425-2700**



Information obtained from sources deemed reliable. While considered accurate, we make no guarantee, warranty or representation.

Date: 05/22/2014
CBRE - www.cbre.com





Appendix B– Leased Space Alternatives



777 E Wisconsin Ave Suite 3150 | Milwaukee, WI 53202
 ph.(414) 273-0880 | fx.(414) 273-4362

633 Building

16

633 W Wisconsin Ave

Property Type: **Ofc / General**
 Building Size: **183,090 SF**
 Stories: **20**
 Year Built: **1964**

Available SF: **56,166 SF**
 Asking Rent/SF: **\$12.50 - \$14.00 Plus E**
 Price: - -
 Price/SF: - -
 % Leased: **80.55%**

County: **Milwaukee**
 Market: **Milwaukee / Downtown West**

Parking Ratio: **3.08 /1000 SF**
 Building Class: **B**



Contact: **Zilber Property Group / Michael Kleber (414) 274-2628 / Lisa Braun (414) 274-2625**

Wells Fargo Plaza

17

735 W Wisconsin Ave

Property Type: **Ofc / General**
 Building Size: **82,541 SF**
 Stories: **12**
 Year Built: **1968**

Available SF: **27,001 SF**
 Asking Rent/SF: **\$12.50 - \$16.00 MG**
 Price: - -
 Price/SF: - -
 % Leased: **67.29%**

County: **Milwaukee**
 Market: **Milwaukee / Downtown West**

Parking Ratio: **1.38 /1000 SF**
 Building Class: **B**



Contact: **Zilber Property Group / Lisa Braun (414) 274-2625 / Michael Kleber (414) 274-2628**



Information obtained from sources deemed reliable. While considered accurate, we make no guarantee, warranty or representation.

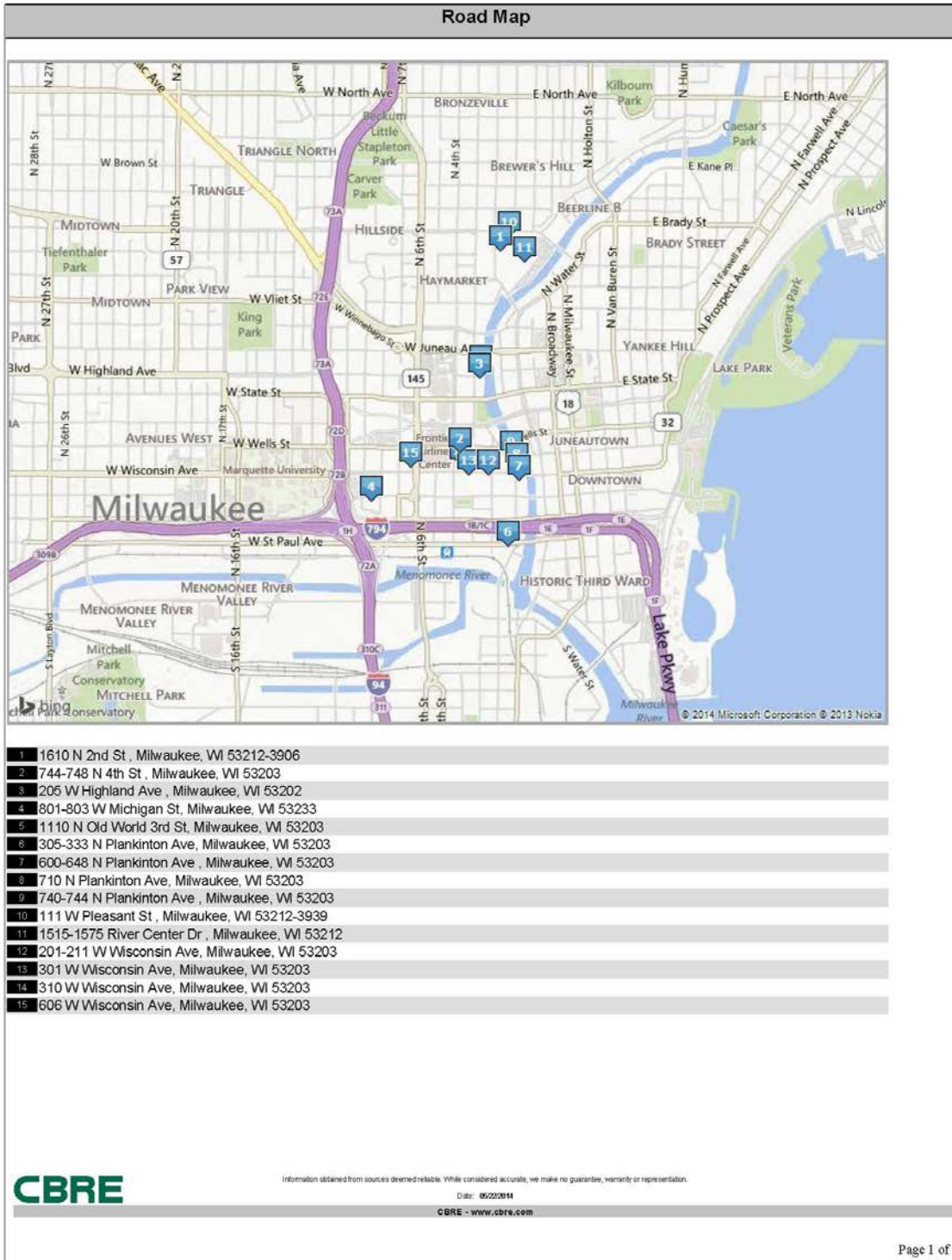
Date: 05/22/2014

CBRE - www.cbre.com





Appendix B– Leased Space Alternatives





Appendix B– Leased Space Alternatives

Road Map

16 633 W Wisconsin Ave, Milwaukee, WI 53203
17 735 W Wisconsin Ave, Milwaukee, WI 53233-2413

CBRE Information obtained from sources deemed reliable. While considered accurate, we make no guarantee, warranty or representation.
Date: 05/22/2014
CBRE - www.cbre.com

Page 2 of 2



Appendix B– Leased Space Alternatives



Appendix C – Quorum Architects Consolidated Facilities Planning

APPENDIX C

Quorum Architects
Consolidated Facilities Planning for City Campus



Appendix C – Quorum Architects Consolidated Facilities Planning

MILWAUKEE COUNTY CONSOLIDATED FACILITIES PLANNING RELOCATION FOR THE CITY CAMPUS BUILDING USERS



FINAL REPORT

August 4, 2014



Appendix C – Quorum Architects Consolidated Facilities Planning

CONTRIBUTORS

- MILWAUKEE COUNTY
 - Don Tyler - Department of Administrative Services
 - Julie Esch - Department of Administrative Services
 - Gary Waszak - Facilities Management
 - Greg High - Architecture, Engineering and Environmental Services
 - William Banach - Architecture, Engineering and Environmental Services
 - Jerome Heer - Audit Services Division
 - Rick Norris - Community Business Development Partners
 - Sean Moore - Department of Human Resources
 - Brian Dranzik - Department of Transportation
 - James Mathy - Housing Division
 - Teig Whaley-Smith - Economic Development
 - Chris Lindberg - Information Management Systems Division
 - Laurie Panella - Information Management Systems Division
- CBRE
 - T. Michael Parker
 - Rolf Kemen
- QUORUM ARCHITECTS, INC.
 - Allyson Nemeec, AIA
 - Natalie Strohm
 - Chris Hau
 - Michael Nickerson
 - Alex Barthel





Appendix C – Quorum Architects Consolidated Facilities Planning

1	Planning Summary	PAGE 01
2	Planning Considerations	PAGE 07
3	Architecture, Engineering & Environmental Services Division	PAGE 31
4	Audit Services Division	PAGE 37
5	Community Business Development Partners	PAGE 43
6	Department of Human Resources	PAGE 47
7	Department of Transportation - Director's Office & Transportation Services	PAGE 51
8	Department of Health & Human Services Housing Division	PAGE 57
9	Economic Development	PAGE 63
10	Information Management Services Division	PAGE 69
11	Interview Questionnaires	PAGE 75



Appendix C – Quorum Architects Consolidated Facilities Planning

1 PLANNING SUMMARY

The Consolidated Facilities Planning project is a continuation of the previous facilities assessment report prepared by CBRE for Milwaukee County. The Comprehensive Facilities Plan Consulting Report (February 2013) provided recommendations for managing the county's real estate portfolio. In summary, the CBRE report recommended:

- Selling certain assets to reduce the county's footprint of occupied space;
- Consolidating all real estate under one County "Landlord";
- Improving occupied space and optimizing space utilization;
- Developing systems and investing in training and tools; and
- Reallocating available savings from real estate back into the portfolio.

As part of these recommendations, the City Campus building, a two-story, five-story and nine-story office complex that houses several Milwaukee County departments/divisions, was recommended to be sold and redeveloped. In preparing to vacate, sell this property and move its users to a new location, the department/division's programmatic needs were established, working within space utilization standards set forth in the CBRE report. Quorum Architects, Inc. was chosen as the consultant, and this document is the product of this effort.

PROGRAMMING PROCESS

The following departments are part of the Consolidated Facilities Planning project:

- Architecture, Engineering and Environmental Services Division
- Audit Services Division
- Community Business Development Partners
- Department of Human Resources
- Department of Transportation-Director's Office & Transportation Services
- Department of Health and Human Services Housing Division
- Economic Development
- Information Management Services Division

The director, division head, and/or managers from each department were interviewed to understand the department's functions, to discuss its programmatic and adjacency needs, and to tour its existing space. Based on the interview, an initial space program was developed with notes for adjacencies. These were reviewed by the interviewee for confirmation. A few of the larger departments/divisions had one more review meeting to finalize the program needs.



Appendix C – Quorum Architects Consolidated Facilities Planning

PROGRAM SUMMARY

The following program summary reviews the general considerations and ideas that emerged during discussions with the City Campus departments/divisions:

- All departments/divisions were receptive to open floor plans with workstations and access to collaboration areas and conference rooms. Some discussed the open floor plan could improve the collaboration between staff as well as rectify some employee issues that have been present within the department. Because most departments have confidentiality needs, the need for dedicated small conference rooms within the office space is preferred.
- Security for the users was mentioned in each interview. The current set-up is not favorable because individuals can access each floor and “roam the hallways” unescorted. Each department/division would prefer to have a “front door” to their space with a secure entrance. Examples given were similar to the internal departments/divisions within the Courthouse, which allow access with a locked door and badge/scanned access or “buzz in” of visitors. Discussion included having a receptionist monitor the entrance but understands this would be additional staff. However, a number of groups are public facing, and expressed concerns about being located within the overall building security of the courthouse.
- Most groups were open to an electronic filing system. Until an overall Milwaukee County strategy is developed, filing rooms are necessary. Programmatic needs of these rooms are included in the space programs but may be over-planned based on the group’s walk-through. If these rooms are planned in the program and an electronic scanning program is developed County wide, the rooms can be renovated into additional conference rooms or collaborative spaces.
- The project approach was to summarize these groups individually and record their specific, required programmatic needs. Noted in the program for each user are potential shared spaces (e.g., conference rooms, break rooms, etc.). If multiple divisions are located within a building, these shared spaces could be pooled and utilized by multiple groups. Once a facility is chosen, the total shared spaces may decrease based on the needs for each group and building layout.

The City Campus Divisions’ Programmatic Needs Summary table on the following page includes the overall program needs for each division within the City Campus building. The last column reflects the square footage of shared spaces that could be used by all departments/divisions. This square footage is not included in the total amount of each division. For future planning purposes, the Shared Space Program could be revised based on availability of space in the new location.

- Groups expressed the concerns of staff regarding accessible parking in a new facility. Many staff use their own personal vehicle to conduct County site visits and work functions. If reasonable parking options are not available, staff may use public transportation, and therefore may require access to Milwaukee County vehicles to perform their work.



Appendix C – Quorum Architects Consolidated Facilities Planning

CITY CAMPUS DIVISIONS' PROGRAMMATIC NEEDS SUMMARY

	Staff Count	Program Square Feet	Approximate Total Useable Square Feet Necessary	Shared Spaces Program Square Feet
Architecture, Engineering & Environmental Services Division	48	7,326	9,890	1,250
Audit Services Division	23	2,746	3,707	500
Community Business Development Partners	11	1,695	2,288	1,125
Department of Human Resources	2	354	478	350
Department of Transportation Director's Office & Transportation Services	20	3,402	4,593	1,250
Department of Health and Human Services Housing Division	36	5,482	7,401	500
Economic Development	11	1,513	2,043	1,000
Information Management Services Division	103	9,154	12,358	2,125
			42,757	
			8,100	
			2,835	
			10,935	

Approximate Total Usable Square Feet:
(Circulation Multiplier accounted for between Program SF & Approx. Total Usable Square Feet above)

Note:

- Staff Counts are headcounts - exact FTEs for each Department/Division are not determined by this count
- This is a preliminary space programming exercise. Program should be verified upon future planning.



Appendix C – Quorum Architects Consolidated Facilities Planning

ADJACENCY SUMMARY

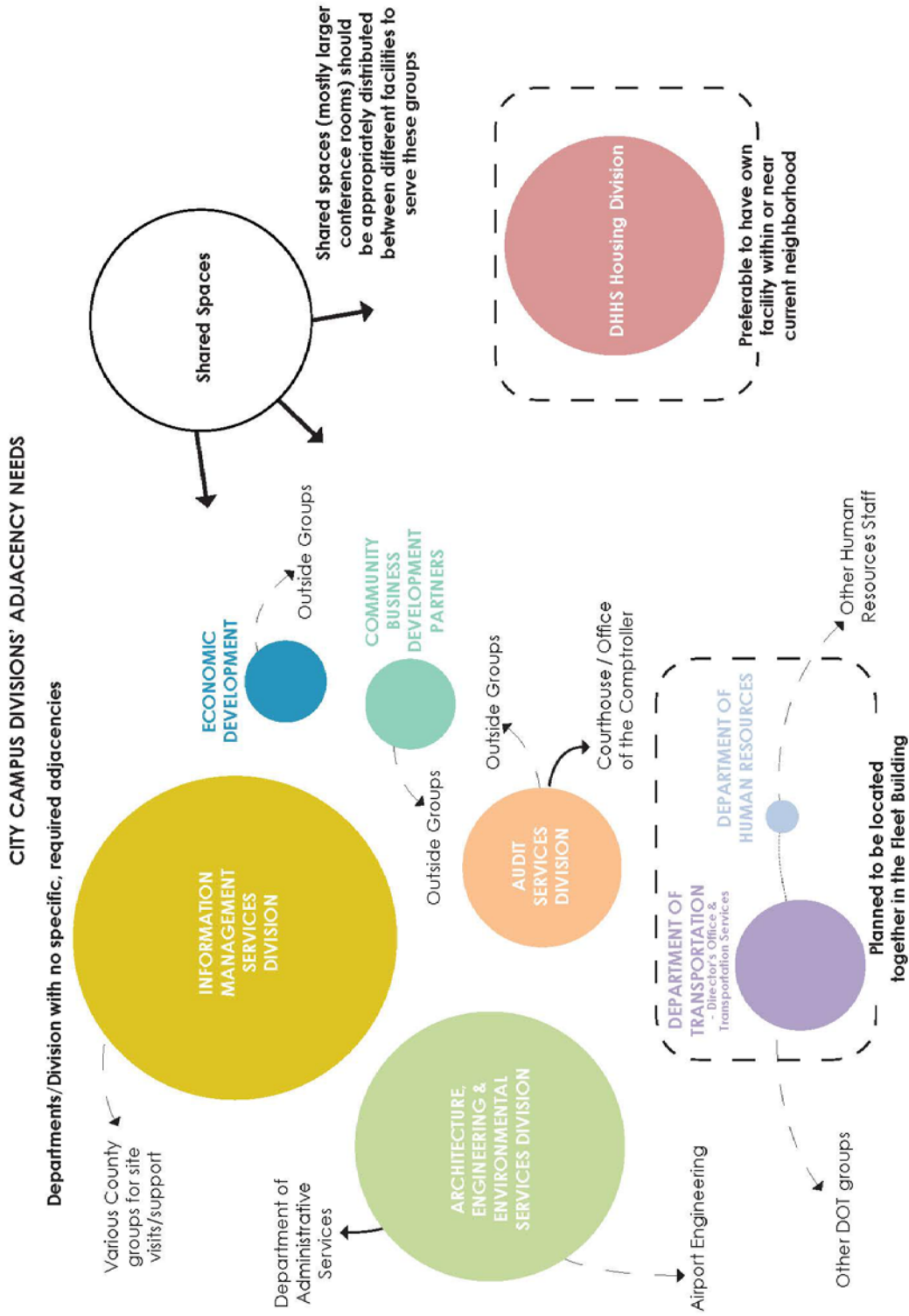
In addition to discussing space needs in the interviews, departments/divisions also discussed interdepartmental adjacencies. The following descriptions and accompanying diagram reflect the adjacency needs for the City Campus Building users.

- There are no major adjacency requirements for any department except for the Department of Transportation - Director's Office & Transportation Services and Department of Administration (DAS) - Human Resources. These departments are planned to be relocated into the Milwaukee County Fleet Building Expansion project. Department of Transportation - Director's Office & Transportation Services is interested in being located with the Fleet Building departments or in a location closer to the western metro Milwaukee area. The Department of Transportation (DOT) is one of the largest clients of the DAS - Human Resources. Therefore, DAS-Human Resources prefers to be located within the vicinity of DOT.
- All groups within City Campus (except for previous descriptions) generally work with multiple or all Milwaukee County departments. Most suggested being centrally located to allow for access to all Milwaukee County Departments. The City Campus Building departments and divisions do not need to be re-located in the same building if potential buildings do not accommodate the total square footage.
- A majority of these groups do interact frequently with groups located in the Courthouse. Locations within close proximity to this facility are preferable, but not necessary.

- DHHS-Housing has specific programmatic needs and clientele that would be better accommodated in a neighborhood similar to where the City Campus building is currently located. In addition, because of the division's involvement with the community and public, a first floor presence would be preferred. A multiple floor, downtown office building will not be suitable for the department. The two-story building adjacent to the City Campus building was discussed as an example of the optimum re-location for the department.



Appendix C – Quorum Architects Consolidated Facilities Planning





Appendix C – Quorum Architects Consolidated Facilities Planning

2 PLANNING CONSIDERATIONS

During the programming process, Milwaukee County considered potential office buildings to relocate the City Campus Building tenants. CBRE placed an inquiry out through a master database of approximately 1,140 potential interested parties asking for indications of interest to lease 30-40,000 square feet of office space within Milwaukee proper. As a result of this query, the Consolidated Facilities Planning (CFP) Committee, along with CBRE identified potential "swing space" in approximately 45 prospective commercial office spaces, narrowing the prospective locations down to approximately four office buildings potentially suitable based on various criteria. The CFP Committee, along with CBRE toured four office buildings and provided feedback to CBRE and Quorum to move forward with additional research, discussions and pricing alternatives.

(Source: County of Milwaukee Inter-Office Communication; June 30, 2014; <http://county.milwaukee.gov/ImageLibrary/Groups/cntySupervisors/cntybrdstandingcommittees/TPWT/2014/TPWTPacket0716142.pdf>).

The following buildings were considered in detail by the CFP Committee:

- Matthew Brothers Building - 301 West Wisconsin Avenue
- 633 West Wisconsin Avenue Building
- Wells Fargo Building - 735 West Wisconsin Avenue
- The Blue - 310 West Wisconsin Avenue

To understand the capabilities of each building, block diagrams or test fits were developed to determine how each department's/division's program could be accommodated within the provided floors of the buildings. Total program square footages of the divisions were used in developing these block diagrams. The following pages provide the block diagrams, overall summaries of

each building and the advantages and challenges they offer for each department/division. The block diagrams were developed for the available floors the building owner provided at the time of the request.

The CFP Committee provided parameters that were to be followed when considering buildings to lease for the tenants of City Campus Building. They are as follows:

- Provide enough space for all tenants to be re-located in the building except for special considerations as described in the previous section (e.g. Department of Transportation, Human Resources, and DHHS-Housing).
- Maintain a close proximity to the Milwaukee County Courthouse and be centrally located to other Milwaukee County departments.
- Minimum amount of renovation or build-out of the lease building to be cost effective.
- Plan for re-use of Milwaukee County City Campus furniture.
- Sufficient and efficient costs for employee parking.

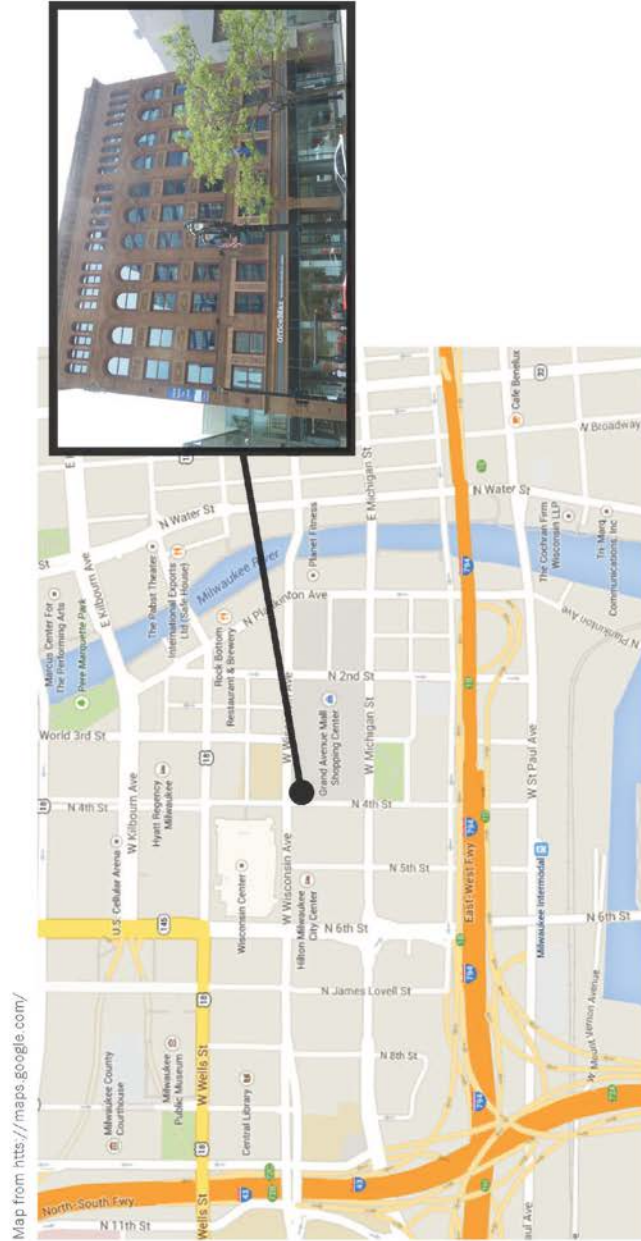
Of the buildings being considered at the time of writing, both 633 West Wisconsin Avenue Building and The Blue satisfy the goals set by Milwaukee County. The Wells Fargo Building adequately accommodates all divisions, with the exception of IMSD. This and other buildings can be considered if additional space is made available for Milwaukee County's program needs. Dependent on lease agreements, it is recommended that either of these buildings are appropriate for the temporary relocation of the City Campus Building divisions/departments.



Appendix C – Quorum Architects Consolidated Facilities Planning

1 MATTHEW BROTHERS BUILDING - 301 WEST WISCONSIN AVENUE

The Matthew Brothers Building is an historic six-story building connected to the Grand Avenue Mall in Milwaukee's Downtown area. The building is approximately seven blocks from the Milwaukee County Courthouse. Parking is accessible through the Grand Avenue Mall parking structure. The floor plate of the building is somewhat inefficient in that space planning is difficult to provide appropriate work flow and structure. Based on the initial block diagrams developed, not all Milwaukee County departments/divisions would be accommodated in this building. There is potential for use of other floors in the future if other tenants vacate, but this additional space will not provide sufficient space for all departments. While one of the existing floors has some areas of build-out from previous tenants, the layout is not accommodating for the Milwaukee County users. Major renovation or build-out would have to be done to the building for Milwaukee County to locate these departments. Existing furniture and purchase of some furniture would be required to accommodate the space standards of Milwaukee County. In addition, another building would have to be leased to provide all City Campus Building tenants space if a lease agreement was processed with the Matthew Brothers Building. This building is not an appropriate solution for Milwaukee County to fit all groups.

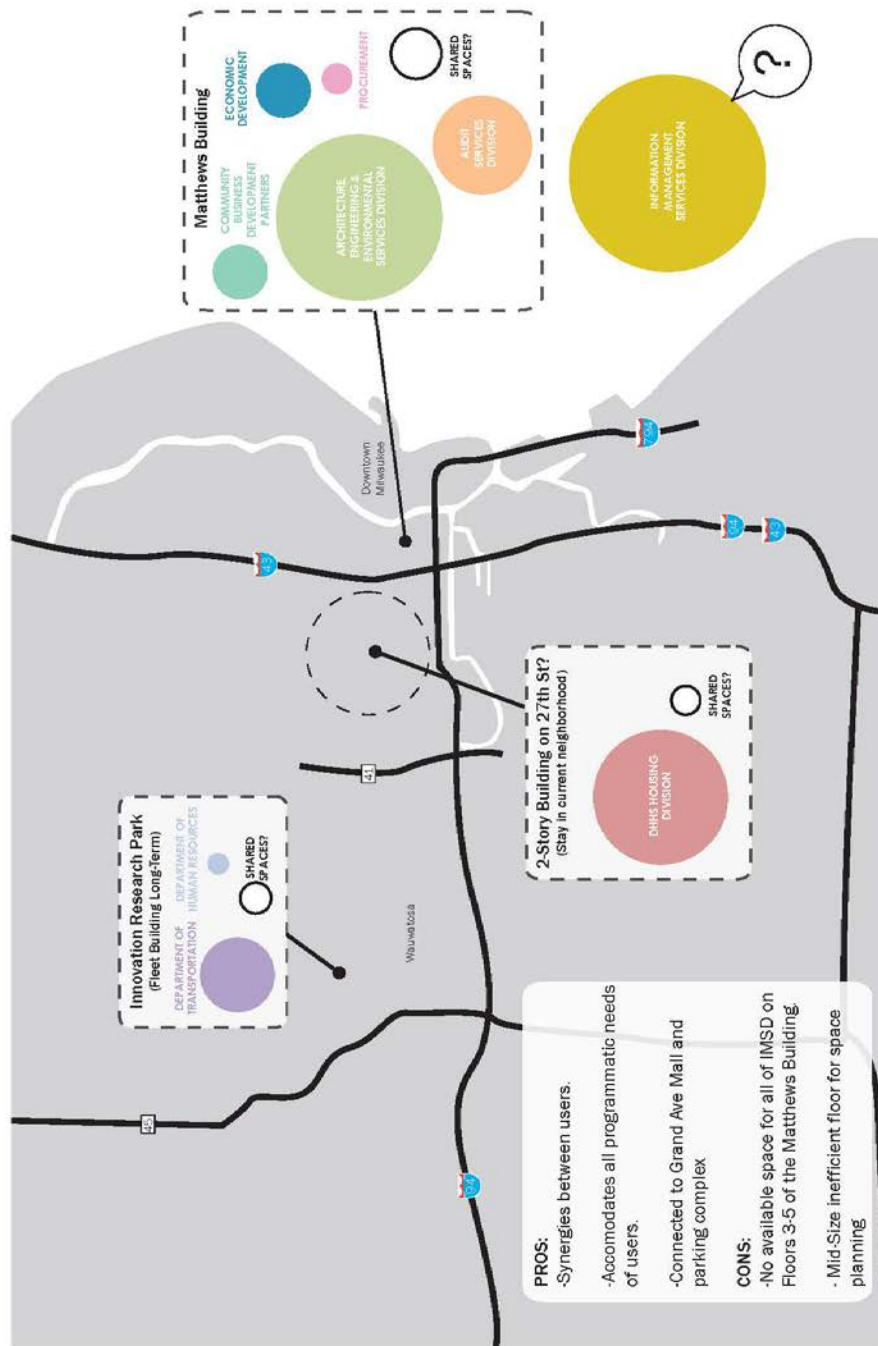


8 MILWAUKEE COUNTY CONSOLIDATED FACILITIES PLANNING Final Report - PLANNING CONSIDERATIONS



Appendix C – Quorum Architects Consolidated Facilities Planning

1 MATTHEW BROTHERS BUILDING - 301 WEST WISCONSIN AVENUE

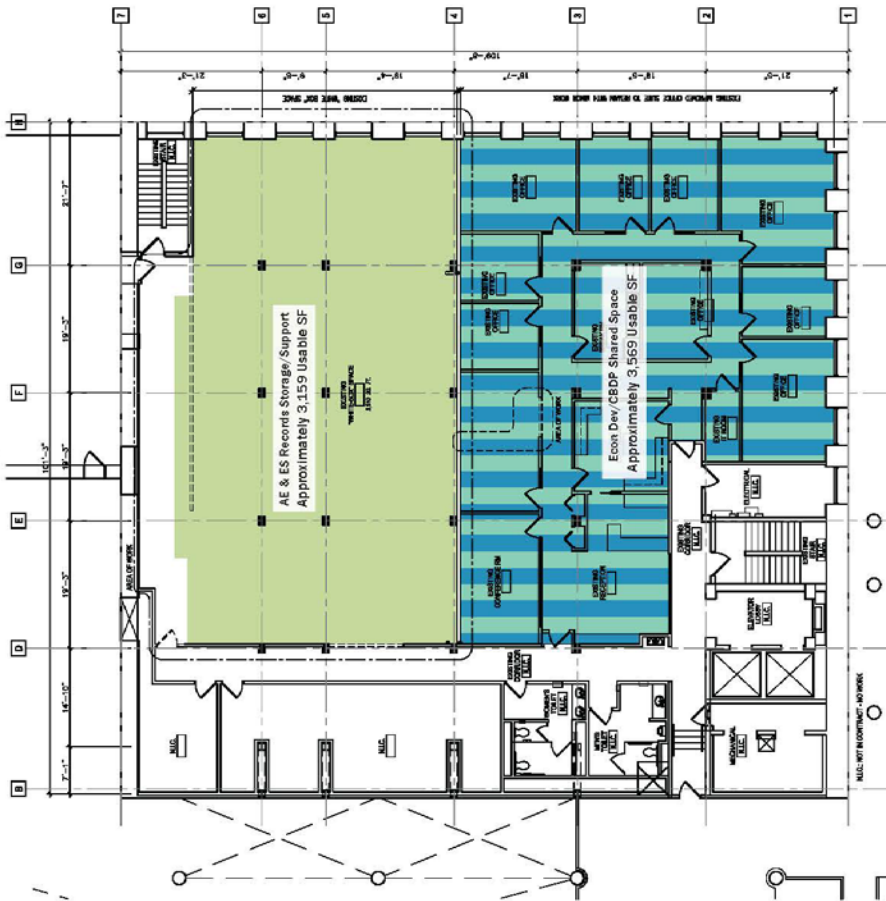




Appendix C – Quorum Architects Consolidated Facilities Planning

1 MATTHEW BROTHERS BUILDING - 301 WEST WISCONSIN AVENUE

Conceptual - SP3-3



COLOR KEY:

■	Architecture, Engineering & Environmental Services Division Program Needs: Approx. 10,139 Usable SF As Shown: Approx. 10,139 Usable SF
■	Audit Services Division Program Needs: Approx. 2,707 Usable SF As Shown: Approx. 4,136 Usable SF
■	Community Business Development Partners Program Needs: Approx. 2,707 Usable SF As Shown: Approx. 4,784 Usable SF
■	Economic Development Program Needs: Approx. 2,043 Usable SF As Shown: Approx. 4,784 Usable SF
■	Information Management Services Division Program Needs: Approx. 12,258 Usable SF As Shown: Approx. 0 Usable SF
■	Procurement Program Needs: Approx. 800 Usable SF As Shown: Approx. 888 Usable SF
■	Shared Spaces

NOTE:
Program Needs assumes a 35% circulation factor applied to the base program. This building may require a higher circulation factor to accommodate the program.



10 MILWAUKEE COUNTY CONSOLIDATED FACILITIES PLANNING

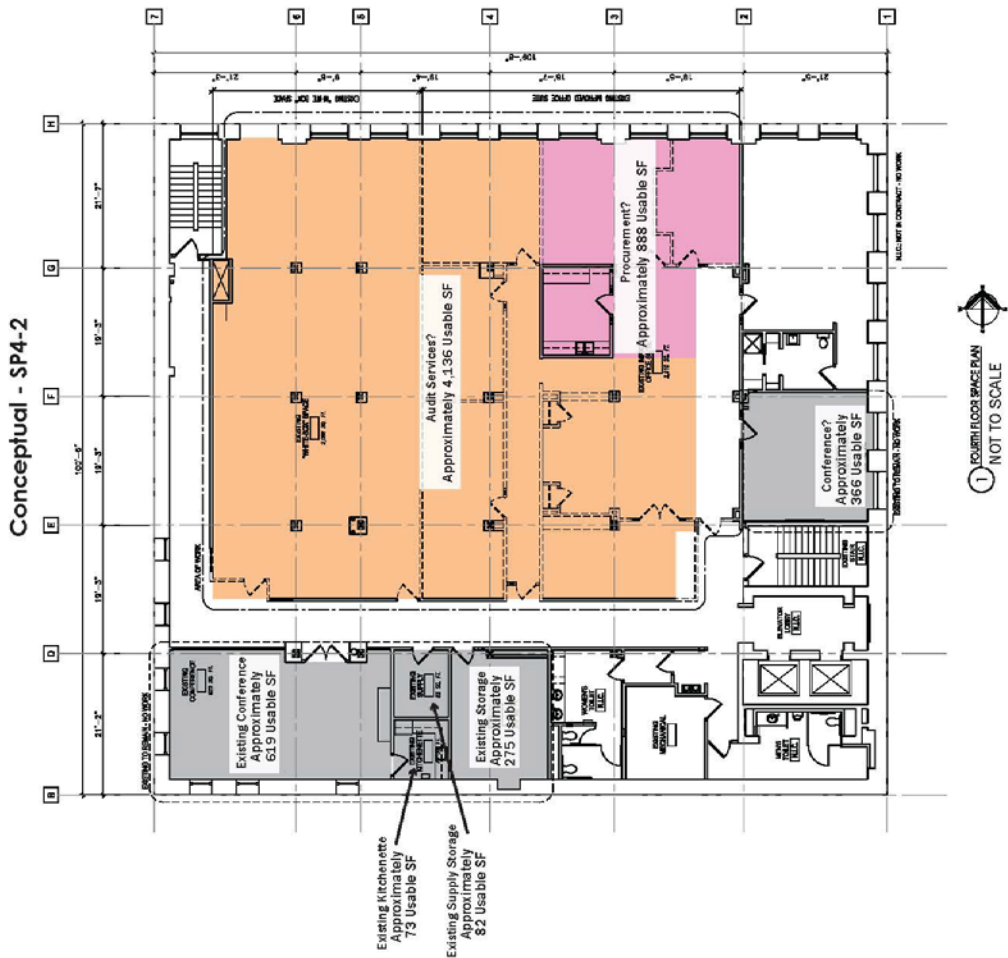
Final Report - PLANNING CONSIDERATIONS





Appendix C – Quorum Architects Consolidated Facilities Planning

1 MATTHEW BROTHERS BUILDING - 301 WEST WISCONSIN AVENUE Conceptual - SP4-2



COLOR KEY:

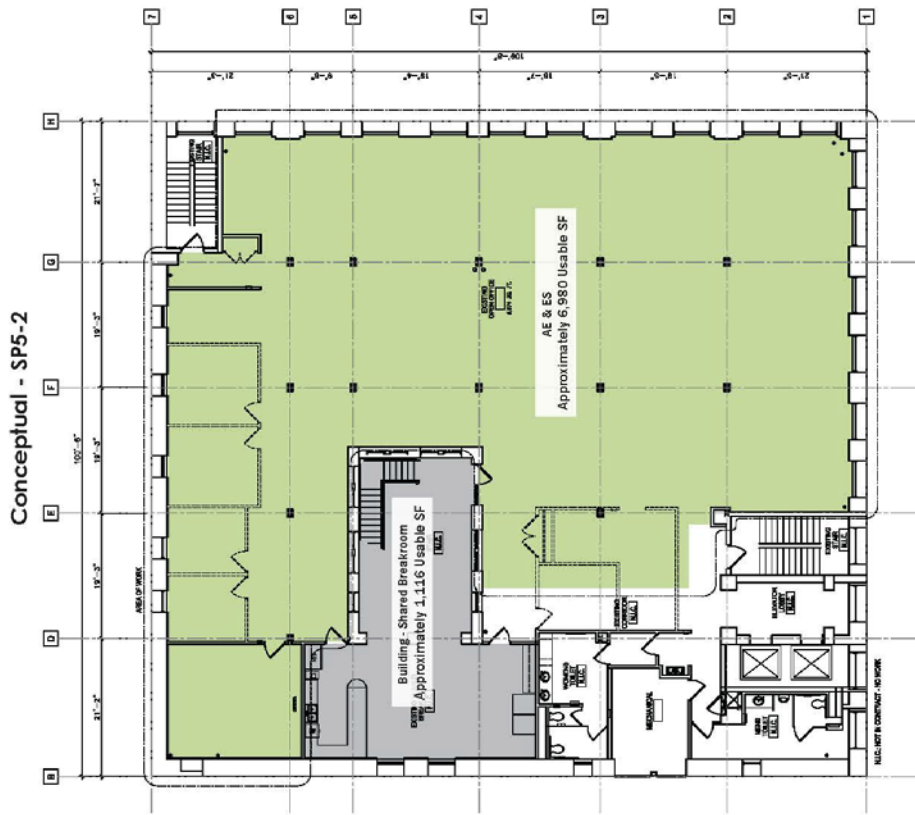
Architecture, Engineering & Environmental Services Division	Program Needs: Approx. 4,136 Usable SF
Audit Services Division	Program Needs: Approx. 4,136 Usable SF
Community Business Development Partners	Program Needs: Approx. 4,136 Usable SF
Economic Development	Program Needs: Approx. 4,136 Usable SF
Information Management Services Division	Program Needs: Approx. 4,136 Usable SF
Procurement	Program Needs: Approx. 888 Usable SF
Shared Spaces	Program Needs: Approx. 366 Usable SF

Notes:
Program Needs assumes a 35% circulation factor applied to the base program. This building may require a higher circulation factor to accommodate the program.



Appendix C – Quorum Architects Consolidated Facilities Planning

1 MATTHEW BROTHERS BUILDING - 301 WEST WISCONSIN AVENUE Conceptual - SP5-2



1 LEVEL FLOOR PLAN
NOT TO SCALE

COLOR KEY:

■	Architecture, Engineering & Environmental Services Division Program Needs: Approx. 3,707 Usable SF As shown: Approx. 4,113 Usable SF
■	Audit Services Division Program Needs: Approx. 3,707 Usable SF As shown: Approx. 4,113 Usable SF
■	Community Business Development Partners Program Needs: Approx. 2,289 Usable SF As shown: Approx. 4,784 Usable SF
■	Economic Development Program Needs: Approx. 1,784 Usable SF As shown: Approx. 1,784 Usable SF
■	Information Management Services Division Program Needs: Approx. 12,358 Usable SF As shown: Approx. 0 Usable SF
■	Procurement Program Needs: Approx. 800 Usable SF As shown: Approx. 858 Usable SF
■	Shared Spaces

Note:
Program Needs assumes a 35% circulation factor applied to the base program. The building may require a higher circulation factor to accommodate the program.

12 MILWAUKEE COUNTY CONSOLIDATED FACILITIES PLANNING Final Report - PLANNING CONSIDERATIONS

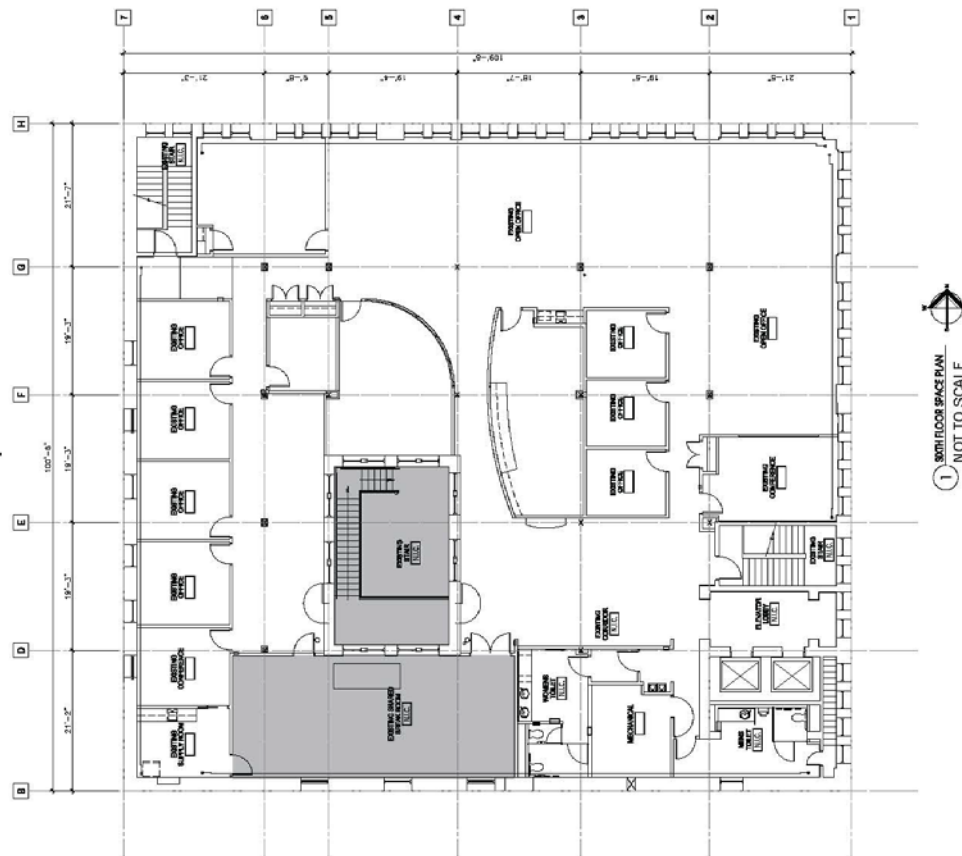




Appendix C – Quorum Architects Consolidated Facilities Planning

1 MATTHEW BROTHERS BUILDING - 301 WEST WISCONSIN AVENUE

Conceptual - SP6-1



COLOR KEY:

■	Architecture, Engineering & Environmental Services Division Program Needs: Approx. 3,707 Usable SF As shown: Approx. 10,139 Usable SF
■	Audit Services Division Program Needs: Approx. 3,707 Usable SF As shown: Approx. 4,139 Usable SF
■	Community Business Development Partners Program Needs: Approx. 4,784 Usable SF As shown: Approx. 4,784 Usable SF
■	Economic Development Program Needs: Approx. 2,043 Usable SF As shown: Approx. 4,784 Usable SF
■	Information Management Services Division Program Needs: Approx. 12,258 Usable SF As shown: Approx. 0 Usable SF
■	Procurement Program Needs: Approx. 800 Usable SF As shown: Approx. 888 Usable SF
■	Shared Spaces

Note:
Program Needs assumes a 35% circulation factor applied to the base program. This building may require a higher circulation factor to accommodate the program.

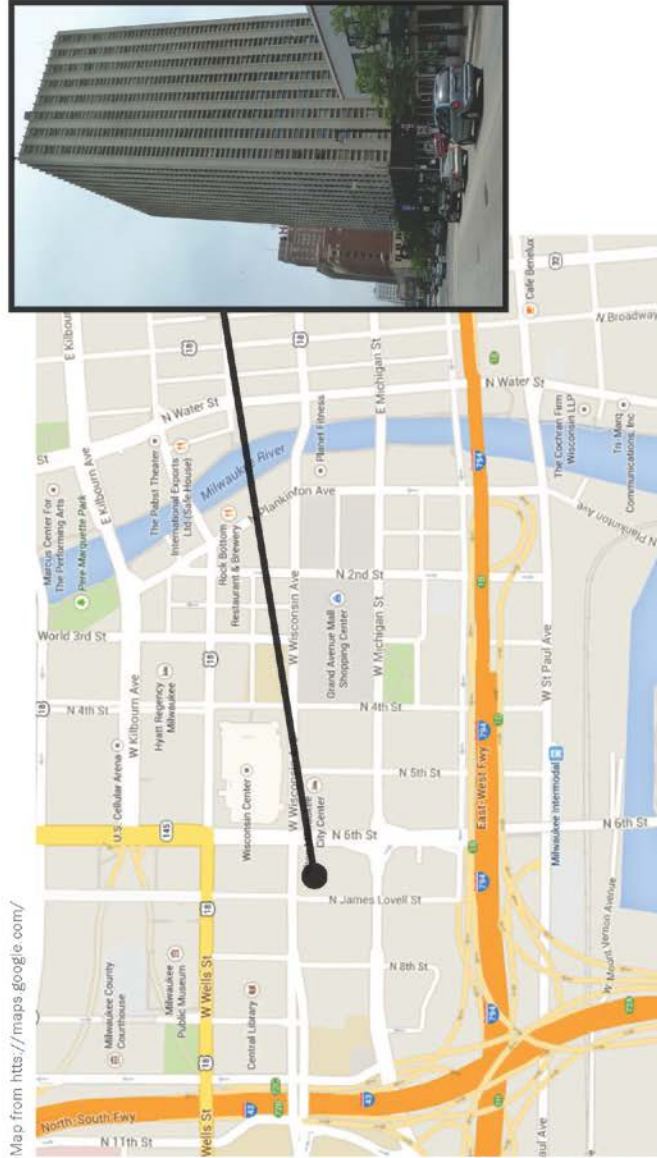




Appendix C – Quorum Architects Consolidated Facilities Planning

2 633 WEST WISCONSIN AVENUE

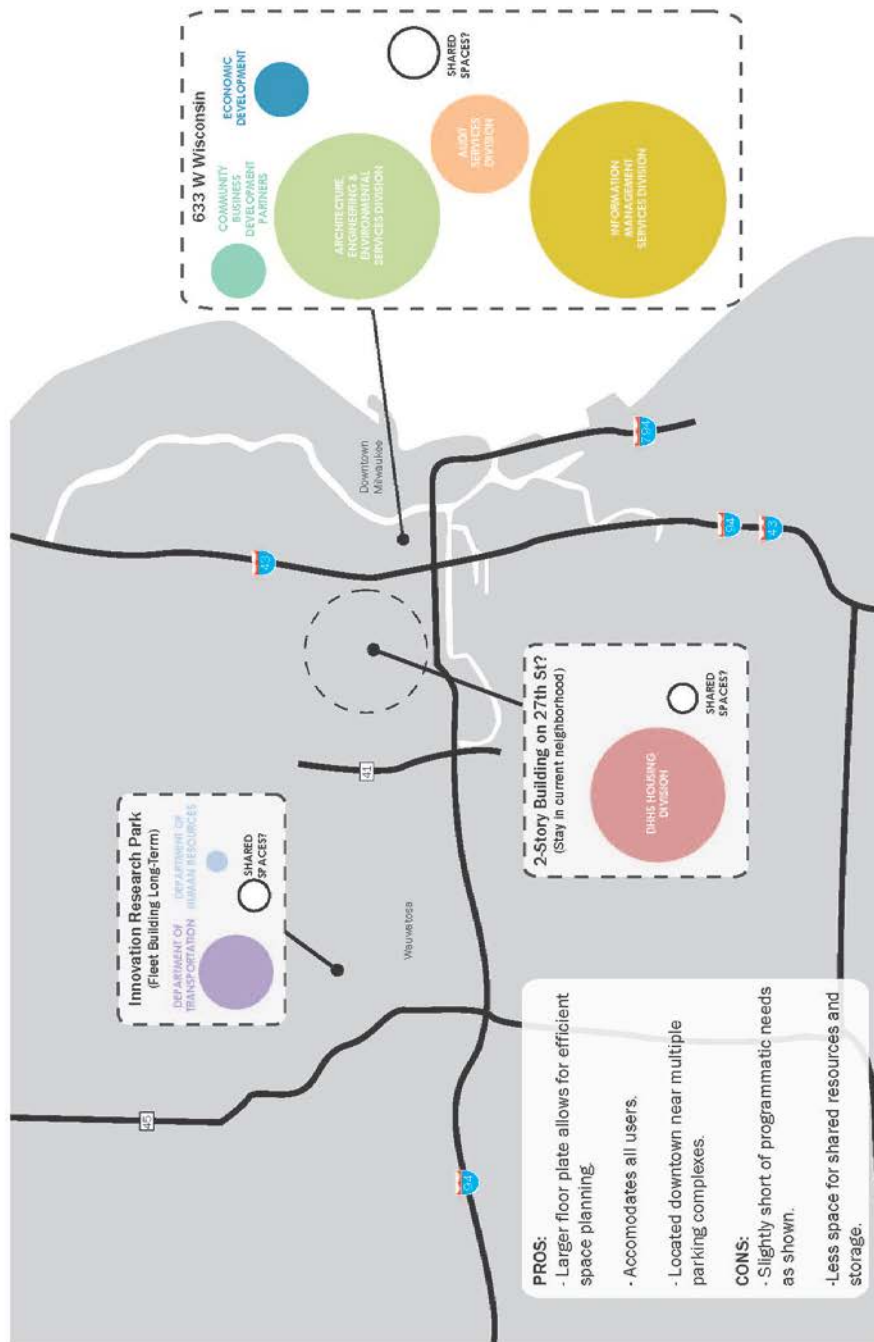
The 633 West Wisconsin Avenue is a 20-story building located in Milwaukee's Downtown area. The building is approximately four blocks from the Milwaukee County Courthouse. A parking structure is connected to the south of the building with access on a few floors. The large floor plate of the building allows for efficient space planning, natural daylighting and accommodates all Milwaukee County departments/divisions. Departments/Divisions can be mostly planned within the existing build-outs of the building which could meet the space standards of Milwaukee County. Minor renovation or build-out would have to be done to the building for Milwaukee County to locate these departments. Existing furniture and purchase of some furniture would be required to accommodate the space standards. The building also provides additional conference and training rooms for Milwaukee County to use which will accommodate the program of most departments/divisions. If an acceptable lease agreement can be negotiated, the 633 West Wisconsin Avenue building would be an appropriate solution for Milwaukee County.





Appendix C – Quorum Architects Consolidated Facilities Planning

2 633 WEST WISCONSIN AVENUE



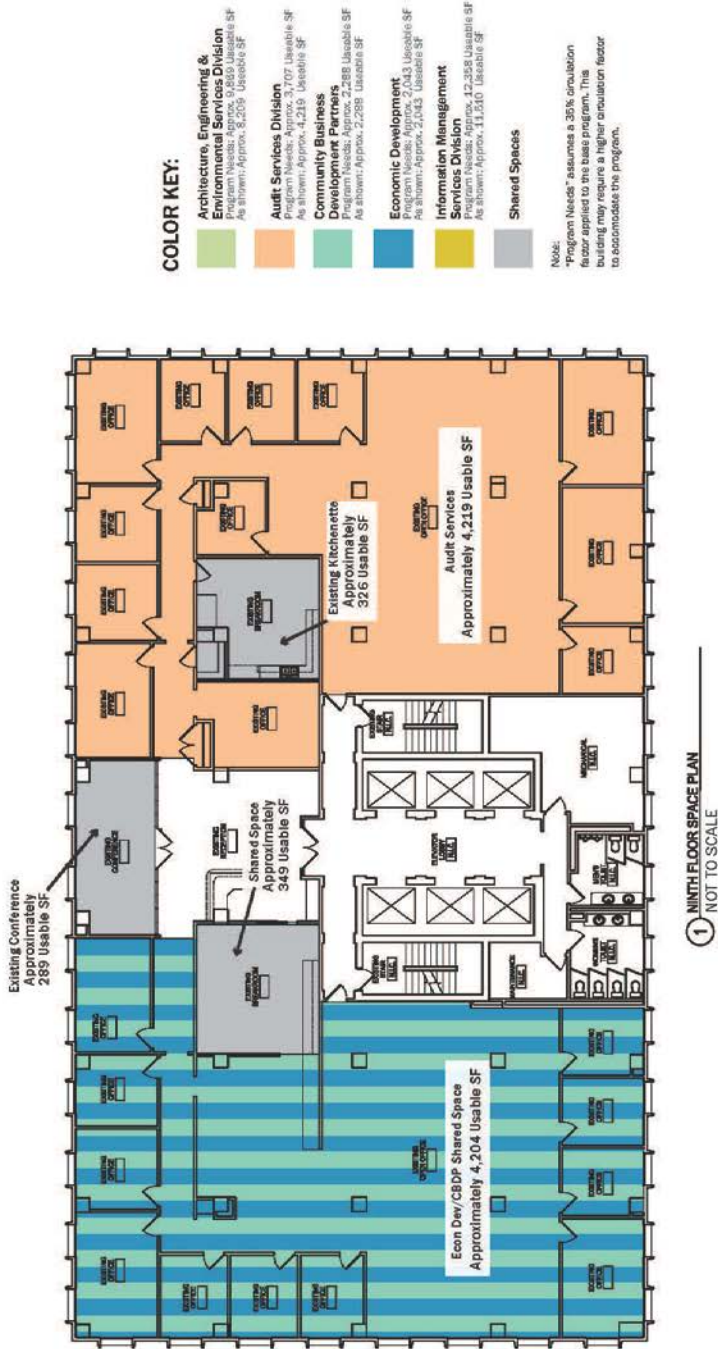


Appendix C – Quorum Architects Consolidated Facilities Planning

2

633 WEST WISCONSIN AVENUE

Conceptual - SP9-1



COLOR KEY:

- Architecture, Engineering & Environmental Services Division**
Program Needs: Approx. 3,205 Usable SF
As shown: Approx. 3,205 Usable SF
- Audit Services Division**
Program Needs: Approx. 3,707 Usable SF
As shown: Approx. 4,219 Usable SF
- Community Business Development Partners**
Program Needs: Approx. 2,288 Usable SF
As shown: Approx. 2,288 Usable SF
- Economic Development**
Program Needs: Approx. 4,204 Usable SF
As shown: Approx. 4,204 Usable SF
- Information Management Services Division**
Program Needs: Approx. 12,358 Usable SF
As shown: Approx. 11,210 Usable SF
- Shared Spaces**

Note:
Program Needs assumes a 35% circulation factor applied to the base program. This building may require a higher circulation factor to accommodate the program.

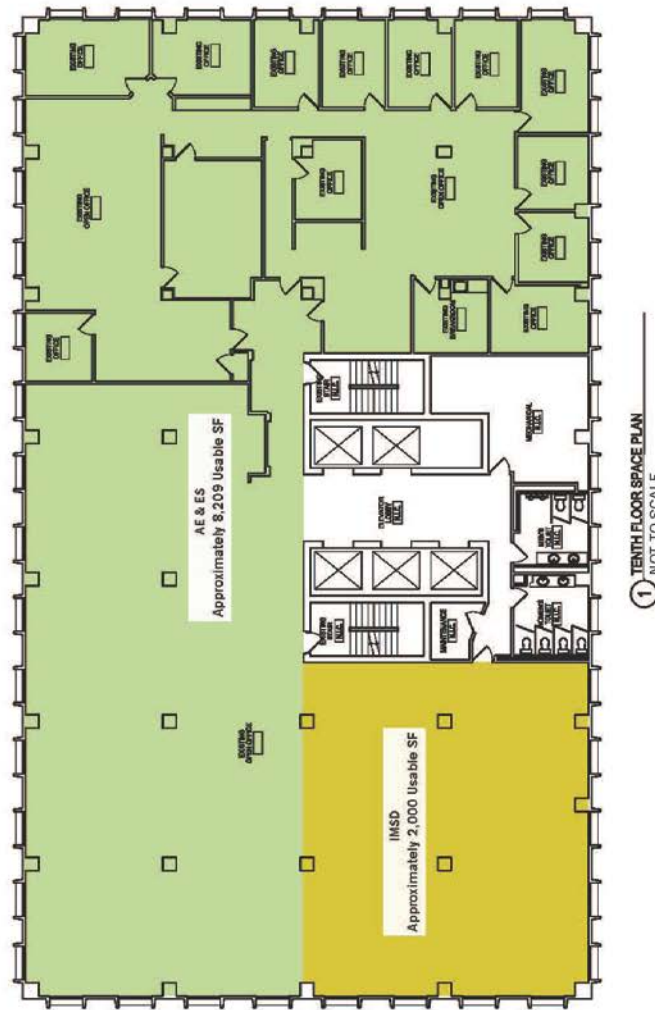


Appendix C – Quorum Architects Consolidated Facilities Planning

2

633 WEST WISCONSIN AVENUE

Conceptual - SP10-1



COLOR KEY:

■	Architecture, Engineering & Environmental Services Division Program Needs: Approx. 9,899 Usable SF As Shown: Approx. 8,209 Usable SF
■	Audit Services Division As Shown: Approx. 4,077 Usable SF
■	Community Business Development Partners Program Needs: Approx. 2,288 Usable SF As Shown: Approx. 2,288 Usable SF
■	Economic Development Program Needs: Approx. 2,043 Usable SF As Shown: Approx. 2,043 Usable SF
■	Information Management Services Division Program Needs: Approx. 10,269 Usable SF As Shown: Approx. 11,531 Usable SF
■	Shared Spaces As Shown: Approx. 4,343 Usable SF

Note:
 -Program Needs" assumes a 35% circulation factor applied to the base program. This building may require a higher circulation factor to accommodate the program.

① TENTH FLOOR SPACE PLAN
NOT TO SCALE



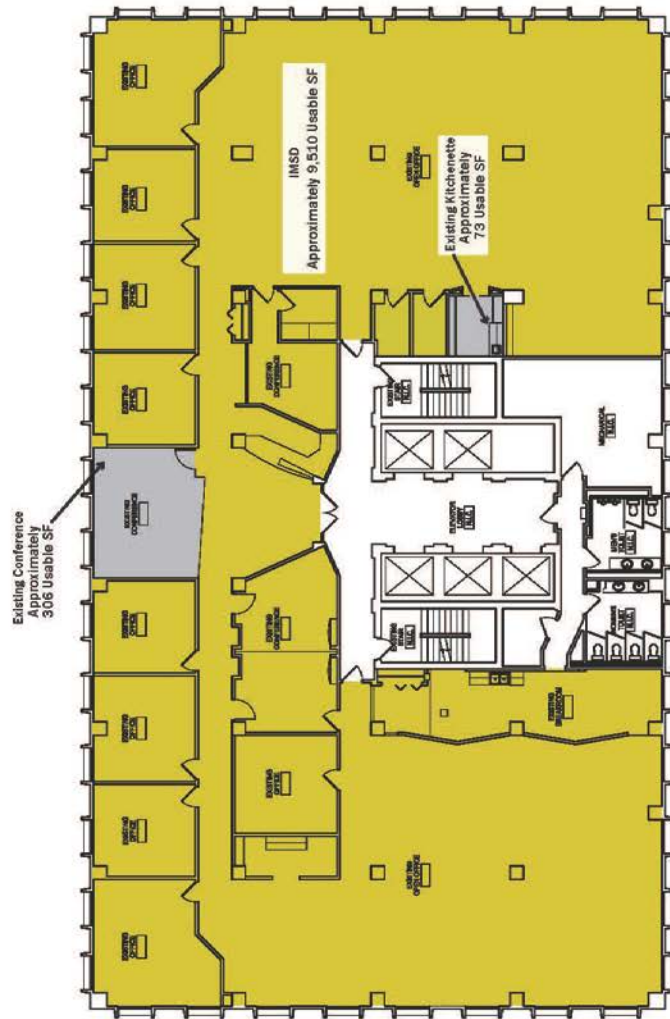


Appendix C – Quorum Architects Consolidated Facilities Planning

2

633 WEST WISCONSIN AVENUE

Conceptual - SP11-1



① ELEVENTH FLOOR SPACE PLAN
NOT TO SCALE

COLOR KEY:

- Architecture, Engineering & Environmental Services Division**
Program Needs: Approx. 2,809 Usable SF
As shown: Approx. 8,206 Usable SF
- Audit Services Division**
Program Needs: Approx. 3,707 Usable SF
As shown: Approx. 4,219 Usable SF
- Community Business Development Partners**
Program Needs: Approx. 1,280 Usable SF
As shown: Approx. 2,288 Usable SF
- Economic Development**
Program Needs: Approx. 2,043 Usable SF
As shown: Approx. 2,043 Usable SF
- Information Management Services Division**
Program Needs: Approx. 12,358 Usable SF
As shown: Approx. 11,110 Usable SF
- Shared Spaces**
As shown: Approx. 1,343 Usable SF

Note:
"Program Needs" assumes a 35% circulation factor applied to the base program. This building may require a higher circulation factor to accommodate the program.



Appendix C – Quorum Architects Consolidated Facilities Planning

3

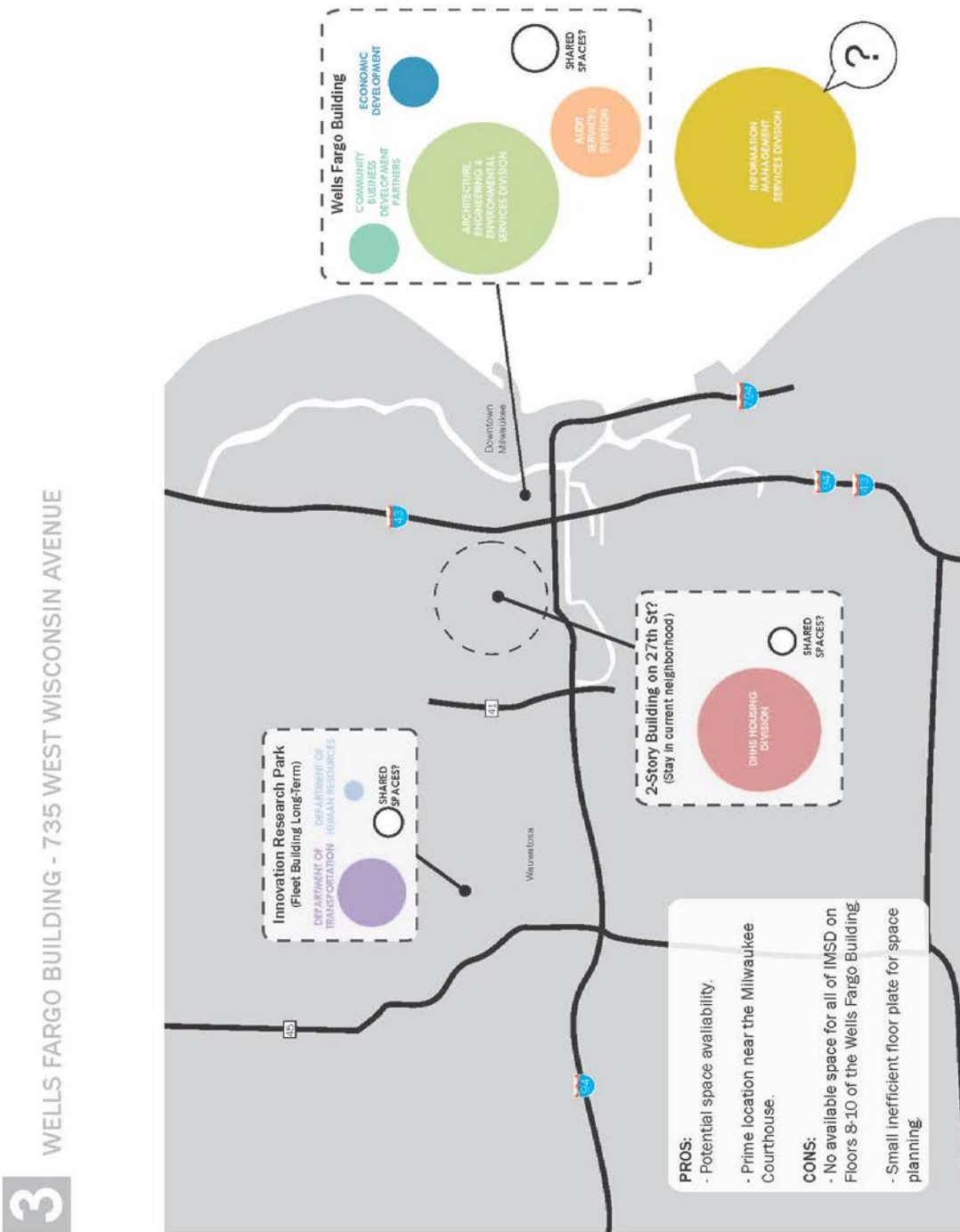
WELLS FARGO BUILDING - 735 WEST WISCONSIN AVENUE

The Wells Fargo Building located at 735 West Wisconsin Avenue is a 12-story building located in Milwaukee's Downtown area. The building is approximately three blocks from the Milwaukee County Courthouse. Two surface parking lots are within proximity of the building; one located to the south of the building and one across the street to the west of the building. The small floor plate of the building is somewhat inefficient for space planning and does not provide sufficient space for all Milwaukee County departments/divisions. Because some floors are unfinished, major renovations or build-out would have to be done to the building for Milwaukee County to accommodate the departments. But this renovation could allow for open floor plans to meet the space standards of Milwaukee County. Additional furniture may need to be purchased to accommodate the needs of open floor plan concept. Other floors are available but were not considered at the time of this writing. If an acceptable lease agreement can be negotiated with additional floors, the Wells Fargo Building at 735 West Wisconsin Avenue could be an appropriate solution for Milwaukee County.





Appendix C – Quorum Architects Consolidated Facilities Planning

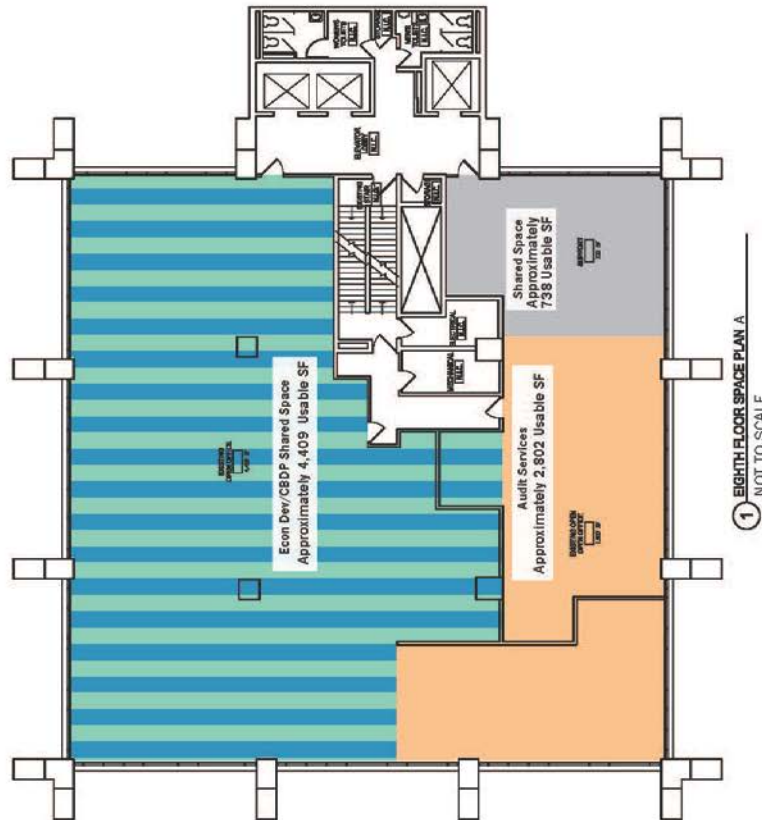




Appendix C – Quorum Architects Consolidated Facilities Planning

3 WELLS FARGO BUILDING - 735 WEST WISCONSIN AVENUE

Conceptual - SP8-1



COLOR KEY:

	Architecture, Engineering & Environmental Services Division Program Needs: Approx. 9,869 Usable SF As shown: Approx. 9,618 Usable SF
	Audit Services Division Program Needs: Approx. 2,802 Usable SF As shown: Approx. 1,853 Usable SF
	Community Business Development Partners Program Needs: Approx. 2,288 Usable SF As shown: Approx. 2,288 Usable SF
	Economic Development Program Needs: Approx. 2,042 Usable SF As shown: Approx. 2,013 Usable SF
	Information Management Services Division Program Needs: Approx. 12,369 Usable SF As shown: Approx. 9,436 SF
	Shared Spaces

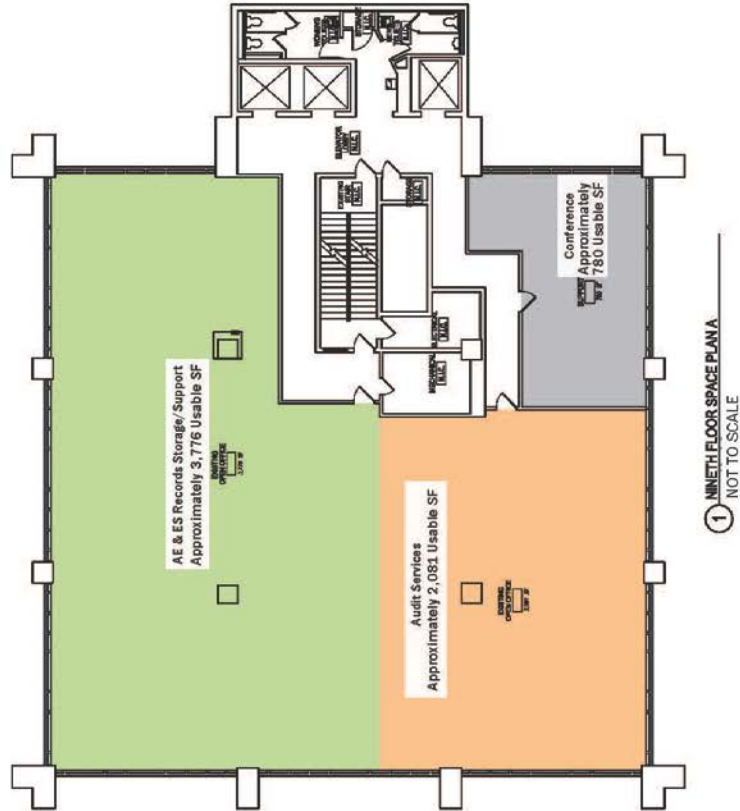
Note:
Program Needs assumes a 35% circulation factor applied to the base program. This building may require a higher circulation factor to accommodate the program.



Appendix C – Quorum Architects Consolidated Facilities Planning

3 WELLS FARGO BUILDING - 735 WEST WISCONSIN AVENUE

Conceptual - SP9-1



22 MILWAUKEE COUNTY CONSOLIDATED FACILITIES PLANNING
Final Report - PLANNING CONSIDERATIONS

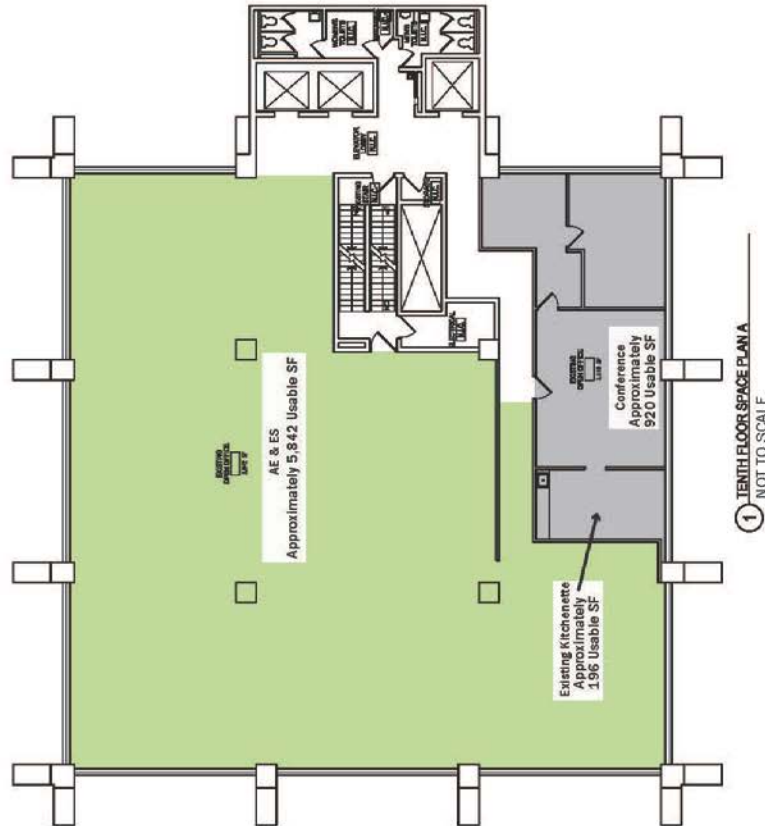




Appendix C – Quorum Architects Consolidated Facilities Planning

3 WELLS FARGO BUILDING - 735 WEST WISCONSIN AVENUE

Conceptual - SP10-1



COLOR KEY:

- Architecture, Engineering & Environmental Services Division**
Program Needs: Approx. 5,850 Usable SF
As shown: Approx. 5,658 Usable SF
- Audit Services Division**
Program Needs: Approx. 2,707 Usable SF
As shown: Approx. 4,893 Usable SF
- Community Business**
Program Needs: Approx. 4,893 Usable SF
As shown: Approx. 2,288 Usable SF
- Economic Development**
Program Needs: Approx. 2,043 Usable SF
As shown: Approx. 2,043 Usable SF
- Information Management Services Division**
Program Needs: Approx. 12,358 Usable SF
As shown: Approx. 0 Usable SF
- Shared Spaces**

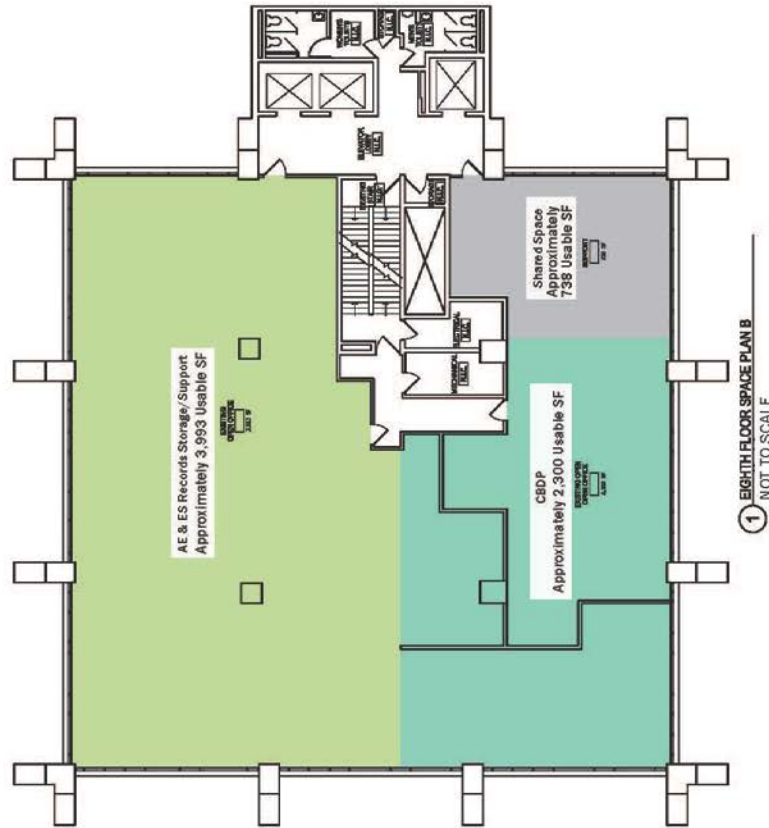
Notes:
 - "Program Needs" assumes a 35% circulation factor applied to the base program. This building may require a higher circulation factor to accommodate the program.



Appendix C – Quorum Architects Consolidated Facilities Planning

3 WELLS FARGO BUILDING - 735 WEST WISCONSIN AVENUE

Conceptual - SP8-2



COLOR KEY:

Architecture, Engineering & Environmental Services Division Program Needs: Approx. 3,820 Usable SF As shown: Approx. 3,935 Usable SF	Audit Services Division Program Needs: Approx. 2,727 Usable SF As shown: Approx. 2,775 Usable SF	Community Business Development Partners Program Needs: Approx. 2,200 Usable SF As shown: Approx. 2,300 Usable SF	Economic Development Program Needs: Approx. 2,043 Usable SF As shown: Approx. 2,081 Usable SF	Information Management Services Division Program Needs: Approx. 12,358 Usable SF As shown: Approx. 0 Usable SF	Shared Spaces
---	---	---	--	---	----------------------

Note:
"Program Needs" assumes a 35% circulation factor. The building may require a higher circulation factor to accommodate the program.

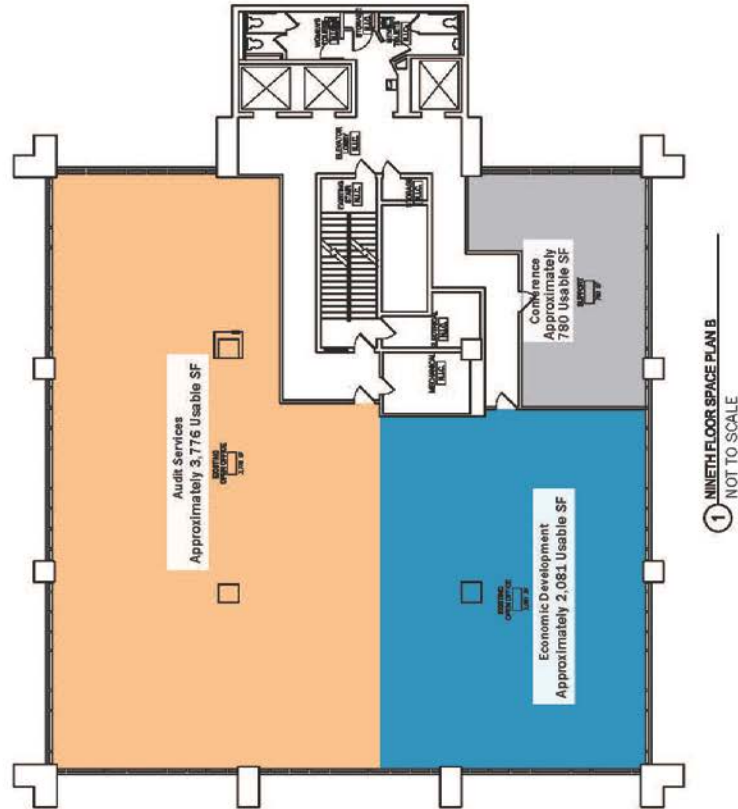


Appendix C – Quorum Architects Consolidated Facilities Planning

3

WELLS FARGO BUILDING - 735 WEST WISCONSIN AVENUE

Conceptual - SP9-2



COLOR KEY:

- Architecture, Engineering & Environmental Services Division**
Program Needs: Approx. 3,800 Usable SF
As shown: Approx. 3,835 Usable SF
- Audit Services Division**
Program Needs: Approx. 3,707 Usable SF
As shown: Approx. 3,776 Usable SF
- Community Business**
- Development Partners**
Program Needs: Approx. 2,000 Usable SF
As shown: Approx. 2,300 Usable SF
- Economic Development**
Program Needs: Approx. 2,043 Usable SF
As shown: Approx. 2,061 Usable SF
- Information Management Services Division**
Program Needs: Approx. 42,358 Usable SF
As shown: Approx. 0 Usable SF
- Shared Spaces**

Notes:
 "Program Needs" assumes a 35% circulation factor applied to the base program. This building may require a higher circulation factor to accommodate the program.

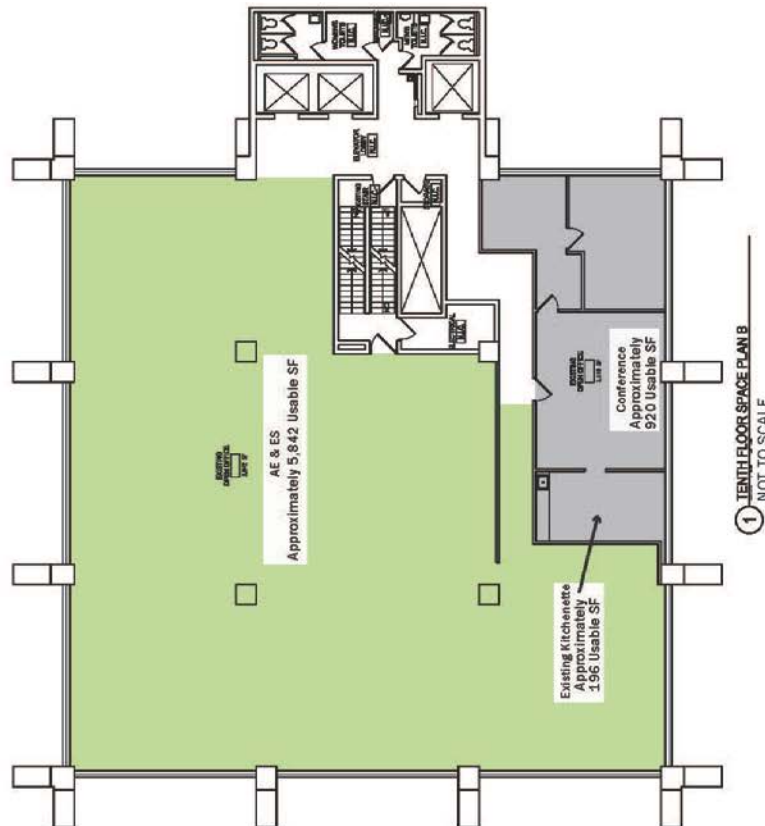


Appendix C – Quorum Architects Consolidated Facilities Planning

3

WELLS FARGO BUILDING - 735 WEST WISCONSIN AVENUE

Conceptual - SP10-2



COLOR KEY:

- Architecture, Engineering & Construction Services Division**
Program Needs: Approx. 5,842 Usable SF
As shown: Approx. 5,635 Usable SF
- Audit Services Division**
Program Needs: Approx. 3,707 Usable SF
As shown: Approx. 3,776 Usable SF
- Community Business**
Program Needs: Approx. 2,776 Usable SF
As shown: Approx. 2,300 Usable SF
- Economic Development**
Program Needs: Approx. 2,043 Usable SF
As shown: Approx. 2,081 Usable SF
- Information Management Services Division**
Program Needs: Approx. 1,238 Usable SF
As shown: Approx. 0 Usable SF
- Shared Spaces**

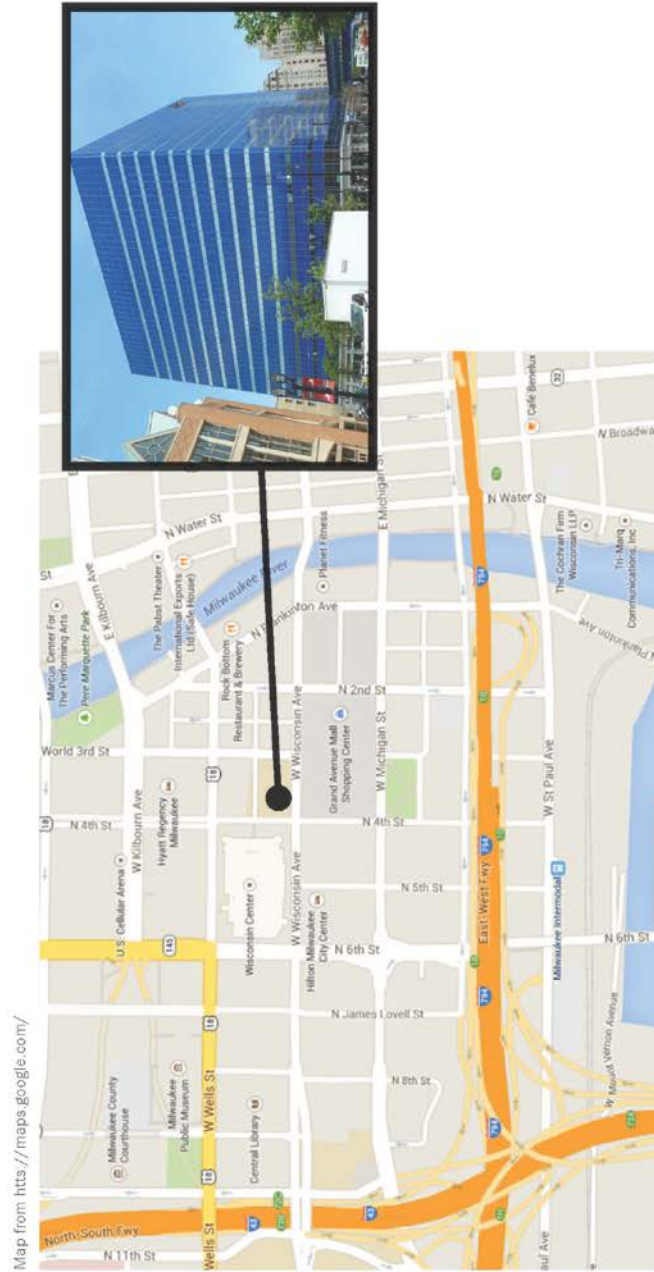
Note:
Program Leader requires a 35% circulation factor to the base program. The building may require a higher circulation factor to accommodate the program.



Appendix C – Quorum Architects Consolidated Facilities Planning

4 THE BLUE - 310 WEST WISCONSIN AVENUE

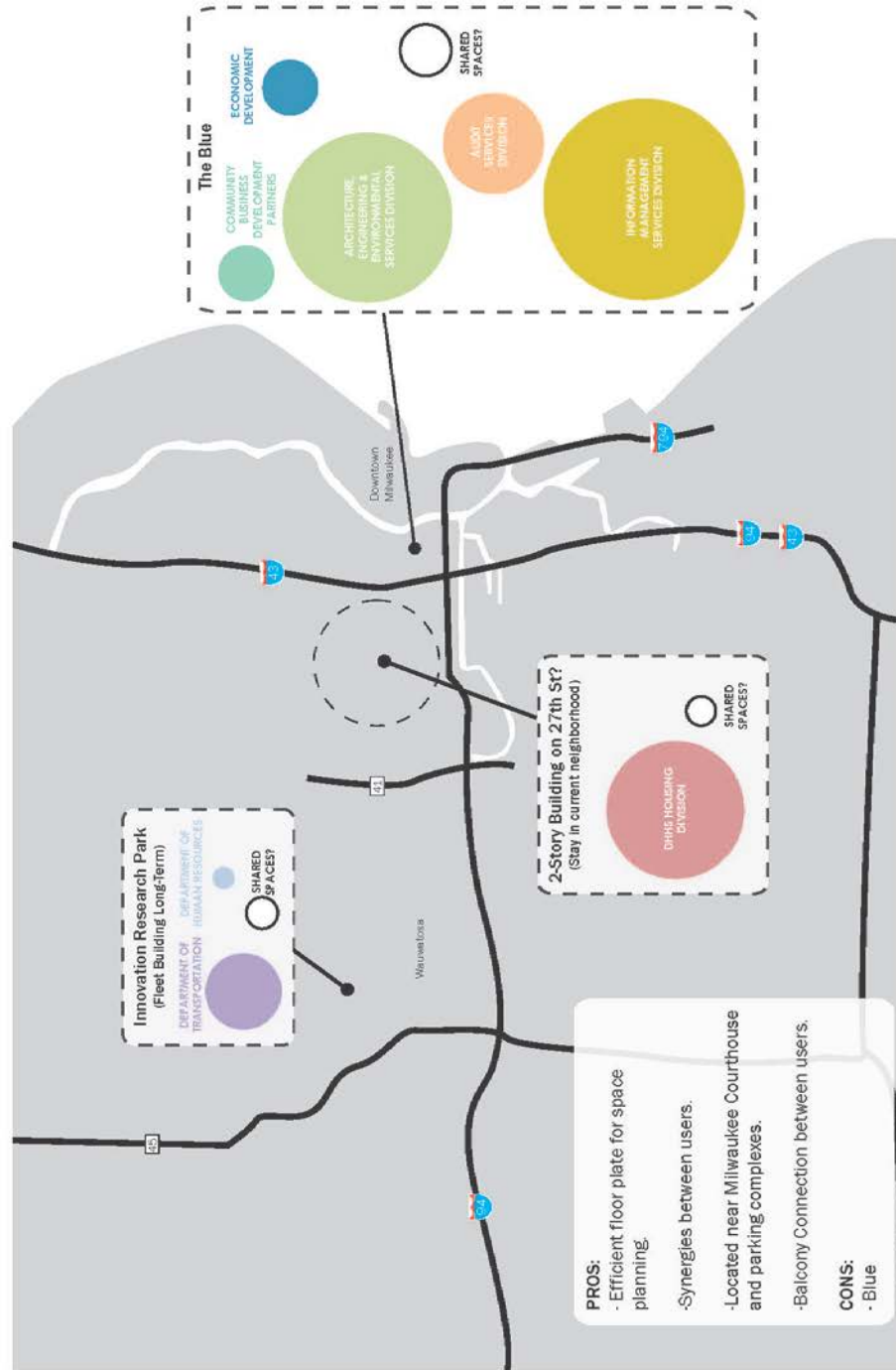
The Blue is located at 310 West Wisconsin Avenue and is a 14-story building in Milwaukee's Downtown area. It is approximately seven blocks from the Milwaukee County Courthouse. A parking structure is connected to the building from the north. The large, open floor plate of the building allows for efficient space planning, natural day lighting and opportunity to meet the space standards of Milwaukee County. The building will provide sufficient space for all Milwaukee County departments/divisions plus space for additional planning, as necessary. Because of the open floor plan, minor renovations or build-out would have to be done to the building for Milwaukee County to accommodate the departments. But new furniture may need to be purchased to create an efficient and identifiable work environment. Multiple floors are available to be considered within this building. If an acceptable lease agreement can be negotiated, The Blue located at 310 West Wisconsin Avenue is an appropriate solution for Milwaukee County.





Appendix C – Quorum Architects Consolidated Facilities Planning

4 THE BLUE - 310 WEST WISCONSIN AVENUE



PROS:

- Efficient floor plate for space planning.
- Synergies between users.
- Located near Milwaukee Courthouse and parking complexes.
- Balcony Connection between users.

CONS:

- Blue



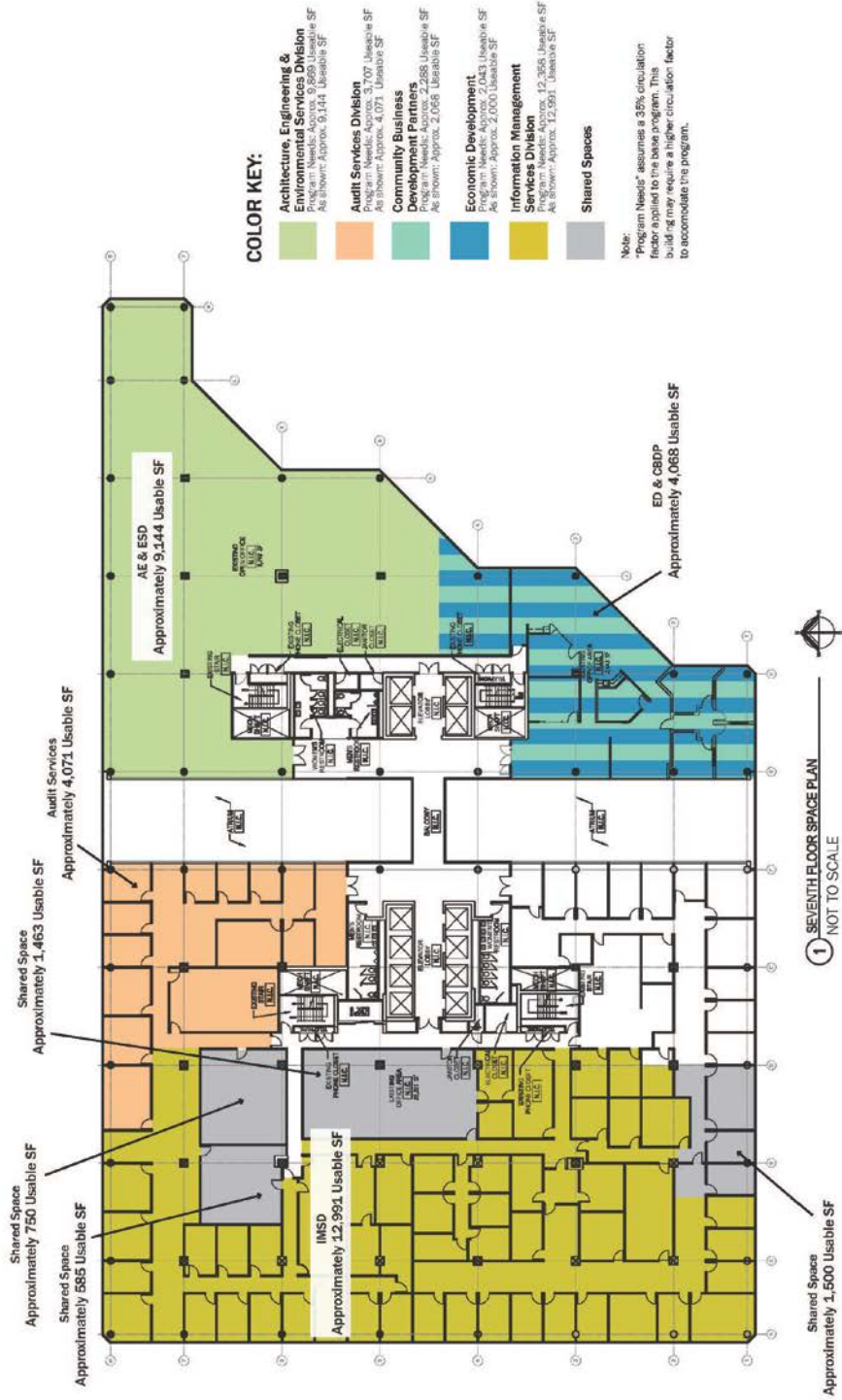


Appendix C – Quorum Architects Consolidated Facilities Planning

4

THE BLUE - 310 WEST WISCONSIN AVENUE

Conceptual - SP7-1



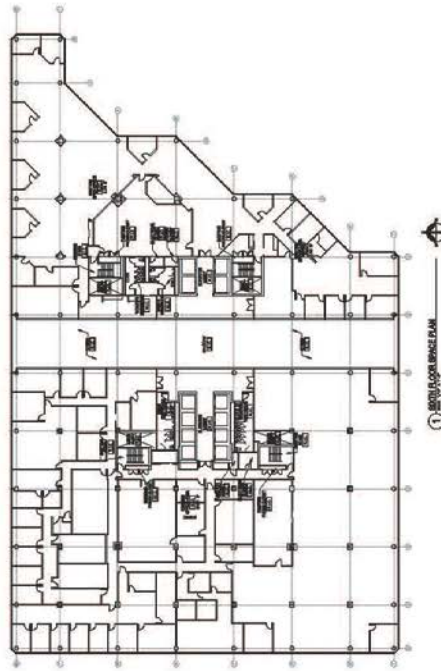


Appendix C – Quorum Architects Consolidated Facilities Planning

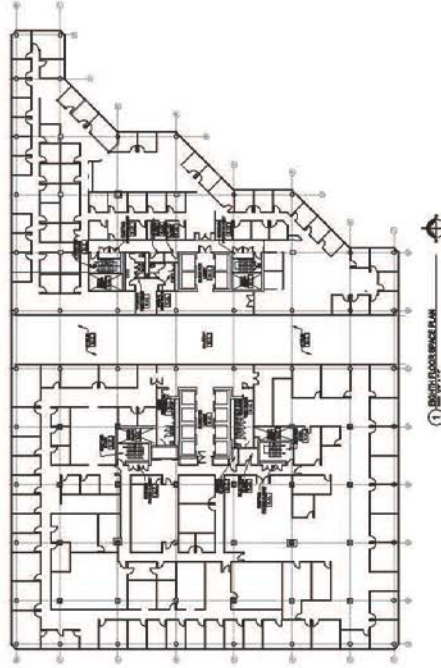
4

THE BLUE - 310 WEST WISCONSIN AVENUE

Floor 6



Floor 8





Appendix C – Quorum Architects Consolidated Facilities Planning

3 ARCHITECTURE, ENGINEERING & ENVIRONMENTAL SERVICES DIVISION

Architecture, Engineering & Environmental Services (AE&ES) is one of the larger divisions currently located in the City Campus building. The AE&ES provides professional and technical services related to the maintenance, construction and rehabilitation of the public infrastructure and preservation of Milwaukee County's natural resources. They are made up of four sections:

- Architectural Services
- Environmental Services
- Civil Engineering/Site Development
- Support Services
- Airport Engineering

For purposes of this project, Airport Engineering was not included because their offices and support space will remain in General Mitchell International Airport.

The following are considerations and ideas discussed with Architecture, Engineering & Environmental Services through the interview process:

- Architectural Services, Environmental Services, and Civil Engineering/Site Development prefer an open concept office space with workstations, collaborative spaces and access to conference rooms.
- Support Services could have open office with some secured offices and filing rooms due to confidentiality and sensitivity of files.

- All sections in the division should be located together in one area versus multiple buildings.
- AE&ES is responsible for the Bidder's Desk for current projects. The reception area should accommodate shelving for numerous bid projects for purchase by contractors. A review area for contractors to review potential bids would also be preferred by the department. This could include a table for large format prints with some chairs near the reception area.
- The division is requesting a large file room for active files to be centrally located within the department for all staff to access.
- The division is open to electronic filing if Milwaukee County develops a County wide strategy or additional department staff is budgeted to provide the services.
- A Records room with large format file cabinets containing various Milwaukee County buildings and site documentation is a part of the program. This room is monitored by one clerical staff. Access to this room is by appointment or request only. This room should be located in a secure area, away from the "public" areas. It may need additional structural support due to the heavy loads of the filing cabinets.
- A large room/assembly space for conducting pre-bid/pre-construction meetings should be accessible – in close proximity to the division. This space could be shared.
- The AE&ES division should accommodate limited access for non-Milwaukee County visitors. A strategy for monitoring these non-Milwaukee County visitors should be part of the overall building if located in a multiple-department scheme.



Appendix C – Quorum Architects Consolidated Facilities Planning

Essentially, Architecture, Engineering & Environmental Services works with all Milwaukee County departments and groups dependent on approved capital projects. The following are groups AE&ES works closely with but are not in great need of being physically adjacent to.

Milwaukee County Department

- DAS Community Business Development Partners - works with on a regular basis for contract compliance on projects. This can be done electronically or through phone conversations
- Milwaukee County DOT Director's Office, DOT Airport Division, DOT Transit Division, DOT Transportation Services
- Parks Department
- DAS Facilities Maintenance
- MPM
- Marcus Center
- War Memorial
- CAVT
- Historical Society
- DAS Fiscal Affairs
- Milwaukee County Board
- County Executive Office

Other Groups

- City of Milwaukee
- MMSD
- WDNR
- SEWRPC
- Other Municipalities
- Private developers
- Brokers
- Businesses



Appendix C – Quorum Architects Consolidated Facilities Planning

DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
Architectural Services					
Private Office	2	1	120	240	
Director of A/E/ES	1				
Principal Architect	1				
Workstation	9	1	64	576	
Managing Architect	1				
Architectural Designer	1				
Architect	3				
Managing Electrical Engineer	1				
Mechanical Engineer	1				
Construction Cost Estimator	1				
Spec Writer	1				
Workstation					
Intern/Hosting					
Civil Engineering/Site Development					
Private Office/Workstation	1	1	120	120	
Site Development & Civil Engineer	1				
Workstation	4	1	64	256	
Managing Engineer - Field Ops	1				
Managing Engineer - Site Development	1				
Engineer	2				
Workstation	6	1	48	288	
Engineer Tech Surveyor	2				
Engineer Tech	1				
Construction Coordinator	3				
Intern/Hosting					
ENVIRONMENTAL SERVICES					
Private Office/Workstation	2	1	120	240	
Environmental Engineer	1				
Director of Sustainability	1				
Workstation	4	1	64	256	
Managing Environmental Engineer	1				
Environmental Engineer	2				
Environmental Comp Manager	1				
Workstation					
Intern/Hosting					

WORK SPACES





Appendix C – Quorum Architects Consolidated Facilities Planning

DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
SUPPORT SERVICES					
Private Office/Workstation	2	1	120	240	
Support Services Manager	1				
Support Manager	1				
Workstation	4	1	64	256	
Managing Architect	1				
Architect	1				
Electrical Mechanic	1				
Heating Equip. Mechanic	1				
Workstation	13	1	48	624	
Facilities Assessment Coord.	1				
Cost & Scheduling Analyst	1				
Contract Payment Specialist	1				
Accounting Coordinator	1				
Accountant (Courthouse)	2				
Clerical	1				
Clerical (Records)	1				
Support Services Growth	6				
Inventory/Handling					
				SUBTOTAL Work Spaces Square Feet	3,096



Appendix C – Quorum Architects Consolidated Facilities Planning

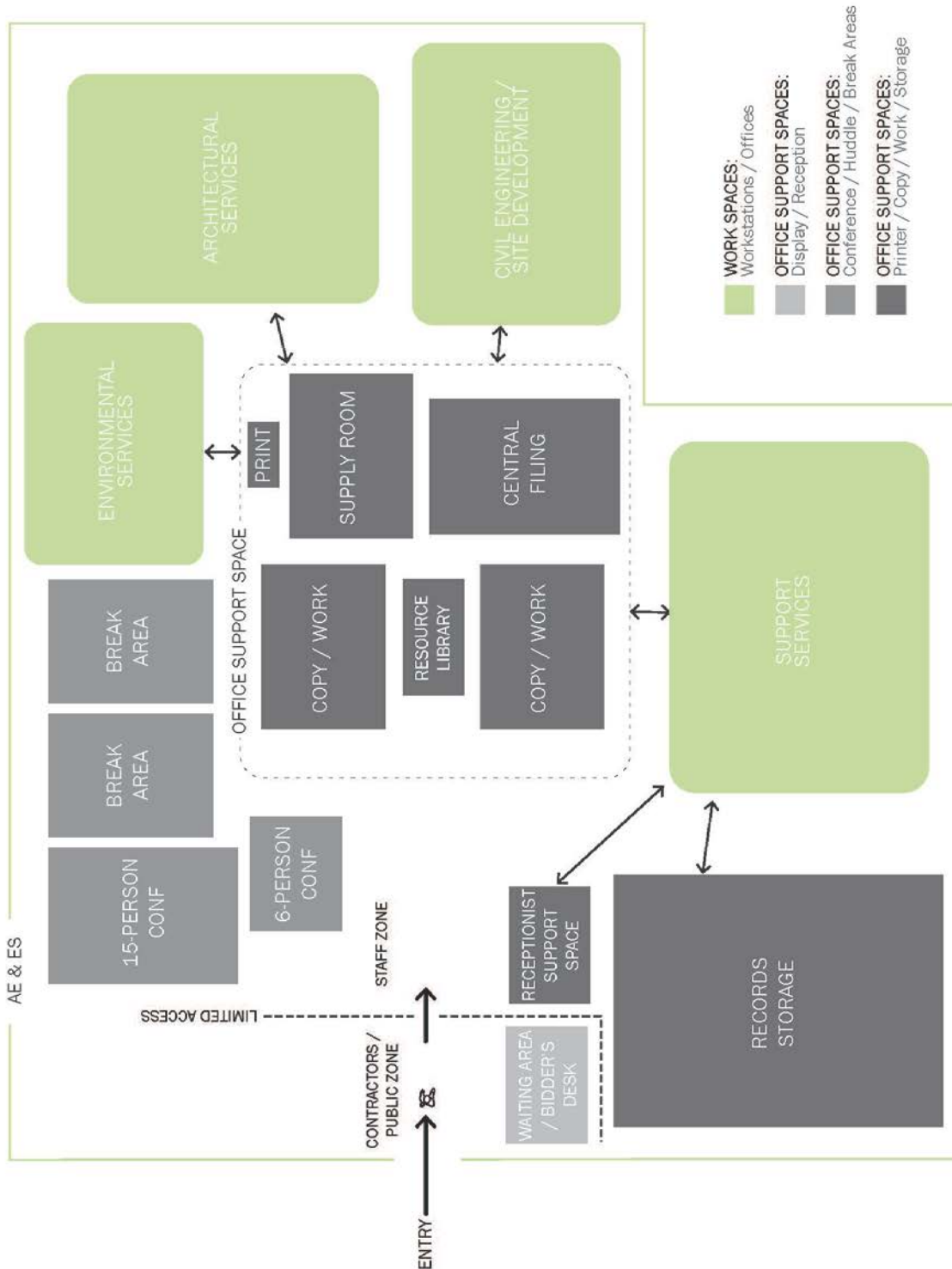
DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
OFFICE SUPPORT SPACES					
Conference Rooms					
6-Person Conference Room	2	6	150	300	
15-Person Conference Room	1	15	400	400	
30-50-Person Conference/Meeting Room	1				(See Shared Space below)
Copy/Work Room	2	n/a	300	600	Includes copier, large format plotters, supplies, work table, etc.
Printer Area	1	n/a	30	30	
Storage	1	n/a	400	400	5 drawer lateral filing cabinets
Central Filing	1	n/a	400	400	5 drawer lateral filing cabinets
Remaining files (stored offsite)					
Within the building					
Within office area					
TOTAL FILE CABINETS					
Records Storage	1	n/a	1,200	1,200	Structural support for flat files for large format files and equipment
Supply Room	1	n/a	300	300	
Other Spaces					
Break Area	2	n/a	300	600	
Resource Library	1	n/a	100	100	Shelves with materials binders; could be located in conference room or copy/work room
Receptionist Support Space	1	1	150	150	Includes mail and Bidders' Desk shelving for current bids for sale
Waiting Area/Bidder's Desk Area	1	1	150	150	Table and chairs for visitors to review large format bids; near reception
SUBTOTAL Office Support Spaces Square Feet:				4,230	
TOTAL Program Square Feet:				7,326	
Circulation Multiplier (35):				2,564	
Approximate Total Useable Square Feet:				9,890	

Shared Spaces (could be shared among other Milwaukee County departments)					
30-50-Person Conference/Meeting Room	1	50	1,250	1,250	

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



Appendix C – Quorum Architects Consolidated Facilities Planning





Appendix C – Quorum Architects Consolidated Facilities Planning

4 AUDIT SERVICES DIVISION

Audit Services Division provides a number of auditing services for Milwaukee County government. The division is under the Office of the Comptroller, and has a strong connection with the Comptroller – an elected official – yet must retain some distance from this office because of internal auditing processes.

The staff contains three "groups":

- Administrative Group
 - Includes a work space for the Comptroller (an elected official), directors, and managers
- Bank Reconciliation Group
- Audit Services Group
 - Includes professionals that spend considerable time outside the office

The following are considerations and ideas discussed with Audit Services Division through the interview process:

- Security within the workspaces is essential. Staff files contain confidential information.
- Due to security concerns and the confidential nature of the division's work, Audit Services prefers its own separate secure suite, possibly with a "buzz-in" system.
- There should be a "buffer" between entrance and staff/work spaces; could be a receptionist (central or within the division).
- Staff has few public visitors to this division; most client interaction is conducted off-site.

- Staff is often in the field for long term audit placements, going to client locations to conduct audits and complete other county projects.
- A potentially ideal location would be in the vicinity of the County Courthouse.
- The Division does not see much possibility for staff increases which is reflected in the program.
- A substantial amount of storage is necessary for the department.
- Audit Services projects change frequently; office space should be flexible to accommodate these fluctuations.
- The division needs access to a space and technology where it can conduct more webinar trainings.
- The division is using fewer support staff in its operations.
- The department is open to electronic filing if Milwaukee County develops a County wide strategy or additional department staff is budgeted to provide the services.



Appendix C – Quorum Architects Consolidated Facilities Planning

Audit Services Division works with a number of Milwaukee County departments and groups. The following are groups the division works closely with – adjacencies that should be considered when choosing a location.

Milwaukee County Groups

- **All Comptroller Divisions** (Must be close – but also must maintain separation)
- Office of Corporation Counsel
- Department of Administrative Services
- Department of Human Resources
- District Attorney's Office
- Milwaukee County Board (Often present at meetings)
- County Treasurer
- Department of Health & Human Services
- Milwaukee County Parks Department
- Milwaukee County Department of Transportation



Appendix C – Quorum Architects Consolidated Facilities Planning

DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
Administrative Group	6	1	120	720	
Private Office	1				
Comptroller	1				
Audit Director	1				
Deputy Director of Audit	1				
Audit Project Managers	3				
Workstation	2	1	48	96	
Staff	2				
Interr/Hoteling					
Bank Reconciliation Group					
Private Office	1	1	120	120	
Staff (Fraud Auditing)	1				
Workstation	2	1	48	96	
Staff	2				
Interr/Hoteling					
Audit Services Group					
Private Office	11	1	48	528	
Workstation	10				
Staff	1				
Volunteer	1				
Interr/Hoteling	1	1	36	36	
Intern	1				
SUBTOTAL Work Spaces Square Feet:				1,596	

Appendix C – Quorum Architects Consolidated Facilities Planning



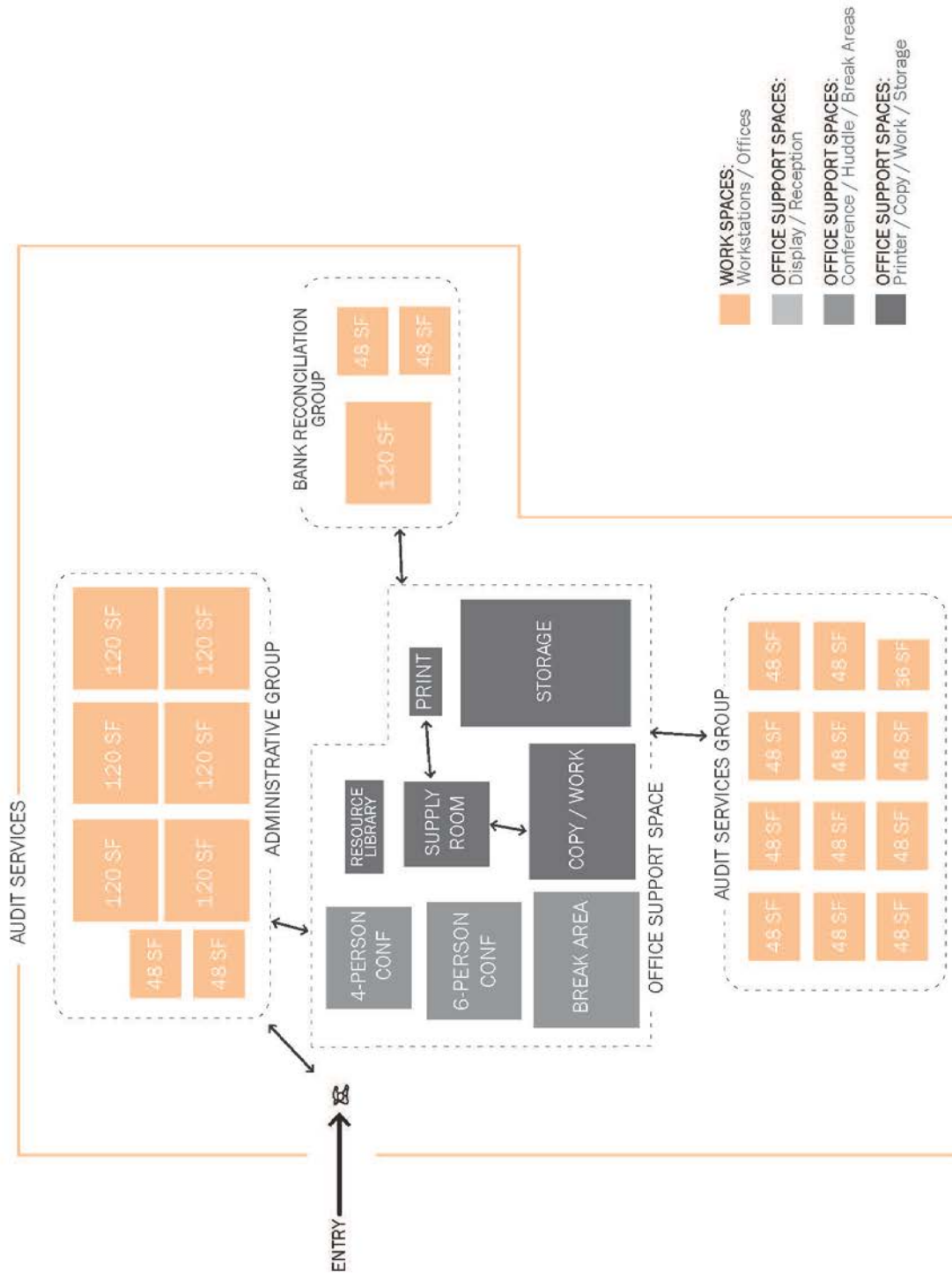
DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
OFFICE SUPPORT SPACES					
Conference Rooms					
6-Person Conference Room	1	6	150	150	Daily project meetings
4-Person Conference Room	1	4	120	120	Daily project meetings
20-Person Conference Room					(see shared space below)
Copy/Work Room					
Copy / Work Room	1	n/a	200	200	General office support functions; printing and general storage; shared by all Audit Services Division staff; General copying/collating space and space for report production
Printer Area	1	n/a	30	30	Separate printing area; Audit Services frequently has periods of high-volume printing; multiple stations for printing necessary
Storage					
Supply Room	1	n/a	100	100	Printing, office supplies, etc.
Storage	1	n/a	300	300	Preferably within office suite, but some storage could be located outside the department suite; Potentially dense file storage
Remaining files: Within the building Within office area	10 20				
TOTAL FILE CABINETS:	30				
Other Spaces					
Break Area	1	n/a	200	200	Informal area; Warm, inviting, cafe-style atmosphere; Promotes collaboration
Resource Library	1	n/a	50	50	Bookshelves; Could be in public area or within conference rooms
External Auditor's Office	n/a	n/a	n/a	n/a	Currently located at the Courthouse; Will remain at Courthouse for annual external audit process and for more frequent projects at the Courthouse
SUBTOTAL Office Support Spaces Square Feet:				1,150	
TOTAL Program Square Feet:				2,746	
Circulation Multiplier (.35):				961	
Approximate Total Useable Square Feet:				3,707	

Shared Spaces (could be shared among other Milwaukee County departments)					
20-Person Conference Room	1	20	500	500	Interactive, classroom-style room for continuing education/training sessions; These often are many days long; Currently no adequate space for this function; Could be shared and scheduled with other departments; Also useful for full department staff meetings

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



Appendix C – Quorum Architects Consolidated Facilities Planning





Appendix C – Quorum Architects Consolidated Facilities Planning

5 COMMUNITY BUSINESS DEVELOPMENT PARTNERS

Community Business Development Partners (CBDP) is responsible for designing, implementing, monitoring and enforcing Milwaukee County's Disadvantaged Business Enterprise (DBE) Program, in compliance with County Ordinances and Federal Regulations.

The following are considerations and ideas discussed with CBDP through the interview process:

- Secure facility, self-contained suite necessary so that public does not have unregulated access. In addition, CBDP works with confidential information of outside agencies. This information should be in secured offices or file cabinets.
- Because of the partnerships with community groups and local service firms, outside groups' accessibility to the department should be maximized – taking into account the security parameters described above.
- The department and office environment should represent the image of Milwaukee County and State of Wisconsin.
- Interested in a more open work environment to encourage collaboration within the department.
- Open to electronic filing system.
- Staff is often in and out of the office on site visits using their own vehicles. If CBDP moves to a location without convenient parking, access to County vehicles is requested for use for site visits by staff.
- The department does require training for staff and other individuals. A 30-person training facility must be accessible to CBDP.

Community Business Development Partners works with all Milwaukee County departments and groups to navigate the DBE contracting process as necessary. The following are groups CBDP works closely with but are not in great need of being physically adjacent to.

Milwaukee County Departments

- Economic Development
- Milwaukee County Architectural, Engineering, and Environmental Services Division
- Department of Transportation
- Milwaukee County Board and committees
- County Executive Office
- Fiscal Affairs

Other Groups

- Contractors & A/E firms
- Various chambers of commerce and advocacy groups
- City of Milwaukee
- Communities and Neighborhoods – based on project locations



Appendix C – Quorum Architects Consolidated Facilities Planning

DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
Administration					
Private Office/Workstation	1	1	120	120	
Director	1				
Workstation	1	1	48	48	
Assistant	1				
Intern/Hotelling					
Compliance Group					
Private Office/Workstation	1	1	120	120	
Manager	1				
Workstation	2	1	48	96	
Staff Assistant (Shared with Administration)	2				
Intern/Hotelling	1	1	36	36	
Intern	1				
Certification Group					
Private Office/Workstation	1	1	120	120	
Manager	1				
Workstation	3	1	48	144	
Staff	3				
Intern/Hotelling	1	1	36	36	
Intern	1				
SUBTOTAL Work Spaces Square Feet: 720					

WORK SPACES





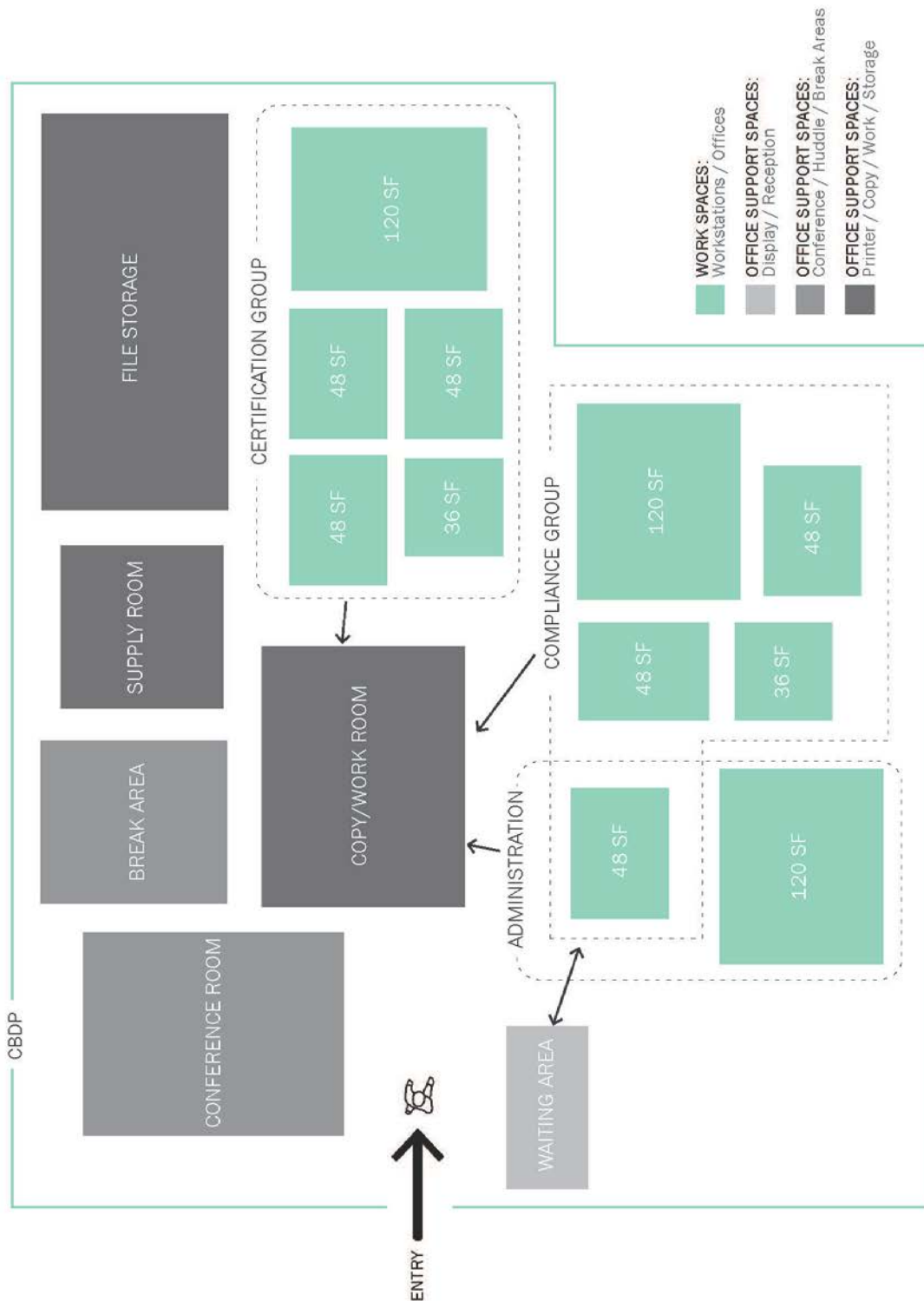
Appendix C – Quorum Architects Consolidated Facilities Planning

DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
CONFERENCE ROOMS					
8-Person Conference Room	1	8	200	200	
15-Person Conference Room					(see shared space below)
30-Person Conference Room					(see shared space below)
COPY / WORK ROOM					
Copy / Work Room	1	n/a	200	200	
STORAGE					
Supply Room	1	n/a	100	100	Paper, Office supplies, etc.
File Storage	1	n/a	300	300	
Remaining files (stored offsite)					
Within the building					
Within office area					
TOTAL FILE CABINETS:	0				
OTHER SPACES					
Break Area	1	n/a	125	125	
Waiting Area	1	n/a	50	50	Space for 2-4 chairs at the entrance to the suite
SUBTOTAL Office Support Spaces Square Feet:				975	
TOTAL Program Square Feet:				1,695	
Circulation Multiplier (.35):				593	
Approximate Total Useable Square Feet:				2,288	
SHARED SPACES (could be shared among other Milwaukee County departments)					
15-Person Conference Room	1	15	375	375	Used for staff meetings, large group meetings
30-Person Conference Room	1	30	750	750	Used for trainings, large group meetings

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



Appendix C – Quorum Architects Consolidated Facilities Planning





Appendix C – Quorum Architects Consolidated Facilities Planning

6 DEPARTMENT OF HUMAN RESOURCES

As part of the Milwaukee County Human Resources Department, the Department of Administration Services (DAS) - Human Resources located in the City Campus building provide services to the following specific Milwaukee County Departments:

- Department of Transportation
 - Transportation Engineers
 - Administrative Staff
 - Airport Staff
 - Highway Staff
 - Fleet Maintenance
- Department of Administrative Services
 - Facilities Management
 - Performance, Strategy, and Budget
 - Risk Management
 - Procurement
 - Office for Persons with Disabilities
 - Information Management Services Division
 - Economic Development
 - Community Business Development Partners

DAS-Human Resources does report to the Milwaukee County Human Resources department but does not require physical adjacency due to working specifically with the above departments.

DAS-Human Resources has been incorporated into the Department of Transportation - Director's Office & Transportation Service's

space program for the relocation to the Fleet Building. For the purposes of this project, a space program is being developed for potential temporary planning.

The following are considerations and ideas discussed with DAS-Human Resources during the interview process:

- Prefers to be located on public transportation bus routes, as the department engages with County staff, many of whom use public transit
- Centrally location between County Grounds, Courthouse, and Airport would be ideal
- At least once per week, unannounced visitors come to the department. Typically they are staff with HR questions and / or issues.
- Space must be secure – central reception so that staff is not surprised by "walk-ins".
- Private offices are preferred to accommodate confidentiality and to provide private space for confidential staff meetings and discussions.
- Work mostly with Department of Transportation staff – easy accessibility to this group is preferable



Appendix C – Quorum Architects Consolidated Facilities Planning

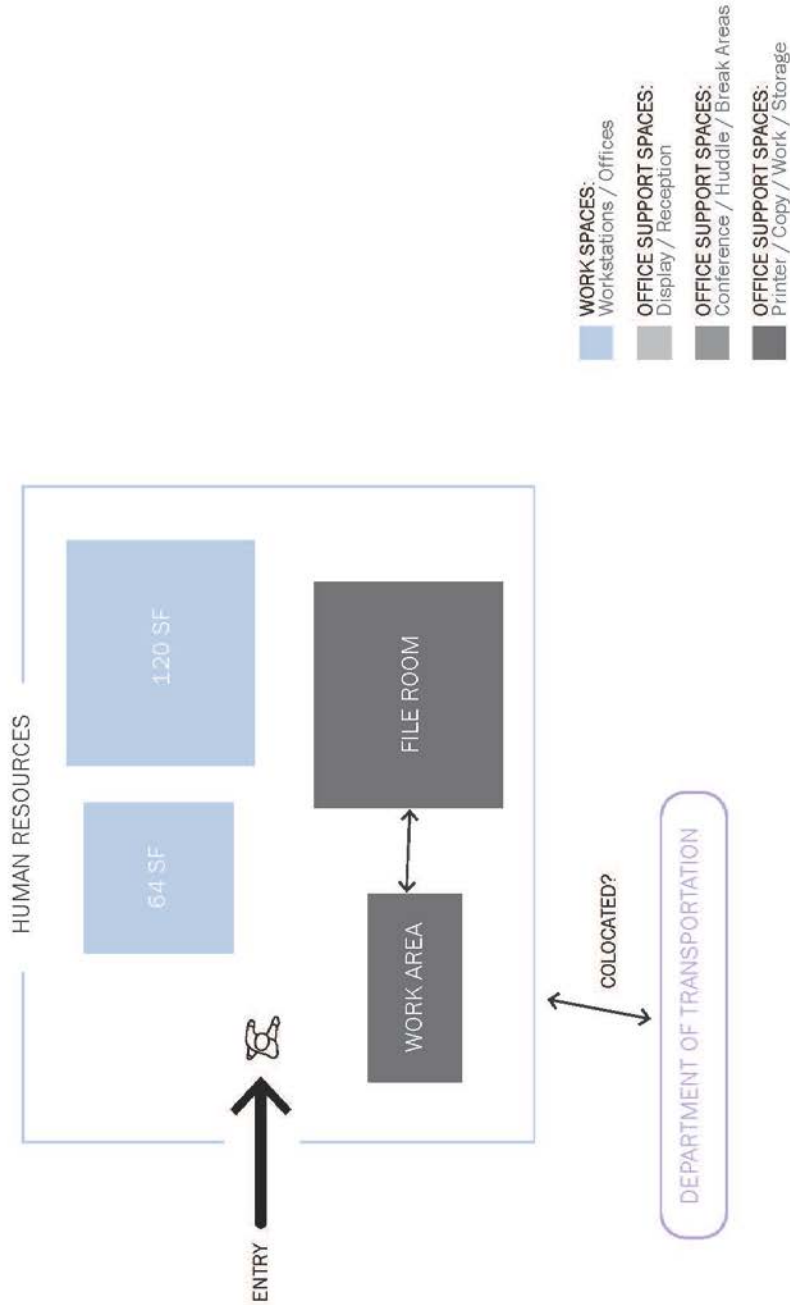
DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
Department of Human Resources					
Private Office	1	1	120	120	Staff handle confidential materials; Often have confidential conversations within their offices; Includes filing cabinets and printer/fax machines within offices for privacy
Senior HR Generalist	1				
Workstation	1	1	64	64	If conference room is not available, then staff to be located in a private office
HR Assistant	1				
HR Assistant					
Intern/Hoteling					(Located at GMIA - not included in this SF)
SUBTOTAL Work Spaces Square Feet:				184	
OFFICE SUPPORT SPACES					
Conference Rooms					
8-Person Conference Room					(see shared space below)
Copy/Work Room	1	n/a	50	50	(Could be combined with File Room)
Storage					
File Room	1	n/a	120	120	Room must be locked to protect confidential files (Could be combined with Work Area; Some File Cabinets in Private Offices)
Approx.	9				
TOTAL FILE CABINETS:	9				
Other Spaces					
Break Room					(see shared space below)
SUBTOTAL Office Support Spaces Square Feet:				170	
TOTAL Program Square Feet:				354	
Circulation Multiplier (.35):				124	
Approximate Total Useable Square Feet:				478	
Shared Spaces					
8-Person Conference Room	1	8	200	200	Could be shared with other departments; for confidential HR meetings, grievance meetings & discipline
Break Room / Kitchenette	1	n/a	150	150	Could be shared with other departments

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

MILWAUKEE COUNTY CONSOLIDATED FACILITIES PLANNING
Final Report - DEPARTMENT OF HUMAN RESOURCES



Appendix C – Quorum Architects Consolidated Facilities Planning





Appendix C – Quorum Architects Consolidated Facilities Planning

7

DEPARTMENT OF TRANSPORTATION
DIRECTOR'S OFFICE & TRANSPORTATION SERVICES

The Milwaukee County Department of Transportation is committed to providing excellence in the construction and maintenance of the physical infrastructure that provides for the public's health and safety. The Department is also committed to protecting the environment while enhancing the quality of life and ensuring that Milwaukee County continues to be a desirable place in which to live and conduct business. There are five divisions within the Department and each is charged with a specific role in serving the needs of the County. The Department consists of the Director's Office, the Transportation Services Section, Highway Maintenance, Fleet Management and Transit Services.

For the purpose of this project, the sections only located in the City Campus building are being studied. These include the Director's Office and the Transportation Services Section. In addition, these sections are included in the addition to the Fleet Building project where all Department of Transportation sections (except for the Airport) will be located in one centralized location.

- The following are considerations and ideas discussed with Department of Transportation through the interview process:
- Goal of centralizing the department with the entire DOT. This will be accomplished when relocated to the Fleet Building.
 - Prefer closer access to groups on west side of the Milwaukee Metro region.
 - Access to large meeting room (30 – 50 person) for project meetings, conferences, and public presentations

The following are groups DOT works closely with.

- Milwaukee County Groups
- Other divisions with DOT (Airport, Transit, Highway, Fleet Management)
 - Community Business Development Partners
 - Milwaukee County Board
 - Milwaukee County Executive
 - Milwaukee County Architectural, Engineering, and Environmental Services Division
 - Major collaborators/departments on the west side of Milwaukee County
- Other Groups
- Southeast Wisconsin Department of Transportation (located in Waukesha)
 - Southeast Wisconsin Regional Planning Commission (located in Waukesha)



Appendix C – Quorum Architects Consolidated Facilities Planning

DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
WORK SPACES					
Director's Office					
Private Office	2	1	120	240	
Department Head	1				
Director of Operations	1				
Senior Human Resources Coordinator	(See note)				
Workstation	6	1	64	384	Larger work spaces due to the nature of this department's work - reviewing large scale documents
Senior Assistant	1				
Staff	3				
Staff (future)	2				
Human Resources Assistant	(See note)				
Intern/Hoteling					
Transportation Services					
Private Office	1	1	120	120	
Highway Director	1				
Workstation	5	1	64	320	Larger work spaces due to the nature of this department's work - reviewing large scale documents
Staff	4				
Staff (future)	1				
Workstation	6	1	48	288	
Engineer	6				
Intern/Hoteling					
SUBTOTAL Work Spaces Square Feet:				1,352	

Notes:
 • Human Resources positions have been included in previous Department of Transportation planning exercises; For the purposes of the Consolidated Facilities Planning report, these positions have been accounted for separately under the Department of Human Resources





Appendix C – Quorum Architects Consolidated Facilities Planning

DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
Conference Rooms					
8-Person Conference Room	1	8	200	200	For project meetings; Projection abilities; Ability to display drawings on walls
12-Person Conference Room	1	12	300	300	For project meetings; Projection abilities; Ability to display drawings on walls (see shared space below)
Regional Meeting Space					
Copy/Work Room					
Copy/Work Area (Director's Office)	1	n/a	150	150	Printing for office; copy machine, small printer, and large plotter; adjacent area for document preparation (staplers, label makers, etc.)
Copy/Work Area (Transportation Services)	1	n/a	150	150	Plotting for engineers; Teams can roll out plans, exhibits, etc.; Ability to work on joint projects; Storage/filing cabinets could be located under work spaces
Storage					
Storage Room	1	n/a	150	150	Transportation Services has traffic signal equipment, construction equipment, and other equipment that is utilized and needs safe, secure storage
Supply Room	1	n/a	100	100	Printing, office supplies, etc.
Computer Server Room	1	n/a	200	200	Prefer space for their own computer servers; at least 2 for the Traffic Operations Center use and at least one for staff computer storage use; Transportation Services has large drawing files that take up much storage; Also, electronic filing system will require a substantial amount of server space; This room would require additional cooling system for servers
Central Filing	1	n/a	400	400	Central filing for engineers and office; provide the storage for each department; Transportation Services has a large amount of files and documentation that are required for auditing purposes; Also, many hard copy plans; File cabinets could be situated to facilitate collaboration/layout spaces on top of storage; Slowly transitioning to electronic filing system, although certain documents will have to remain on file
Director of Operations	2				
Director/Secretary	4				
Transportation Grants Div	2				
Transportation Business Mgr	3				
Fiscal & Budget Manager	2				
Transportation Services (approx)	20				
TOTAL FILE CABINETS:				33	
Other Spaces					
Break Room/Kitchenette	1	n/a	200	200	Shared between Directors and Transportation Services; Centrally located; Refrigerator, microwave, coffee, sink and table(s) for breaks and/or lunch
Traffic Operations Center/Room	1	n/a	200	200	Create a center to access traffic operations related systems (i.e., over 50 traffic signals that the dept. coordinates). Include monitors and other traffic operations equipment. Fiber access to all traffic equipment. A small version of the WISDOT Traffic Operations Center.
SUBTOTAL Office Support Spaces Square Feet:				2,050	
TOTAL Program Square Feet:				3,402	
Circulation Multiplier (.35):				1,191	
Approximate Total Usable Square Feet:				4,593	





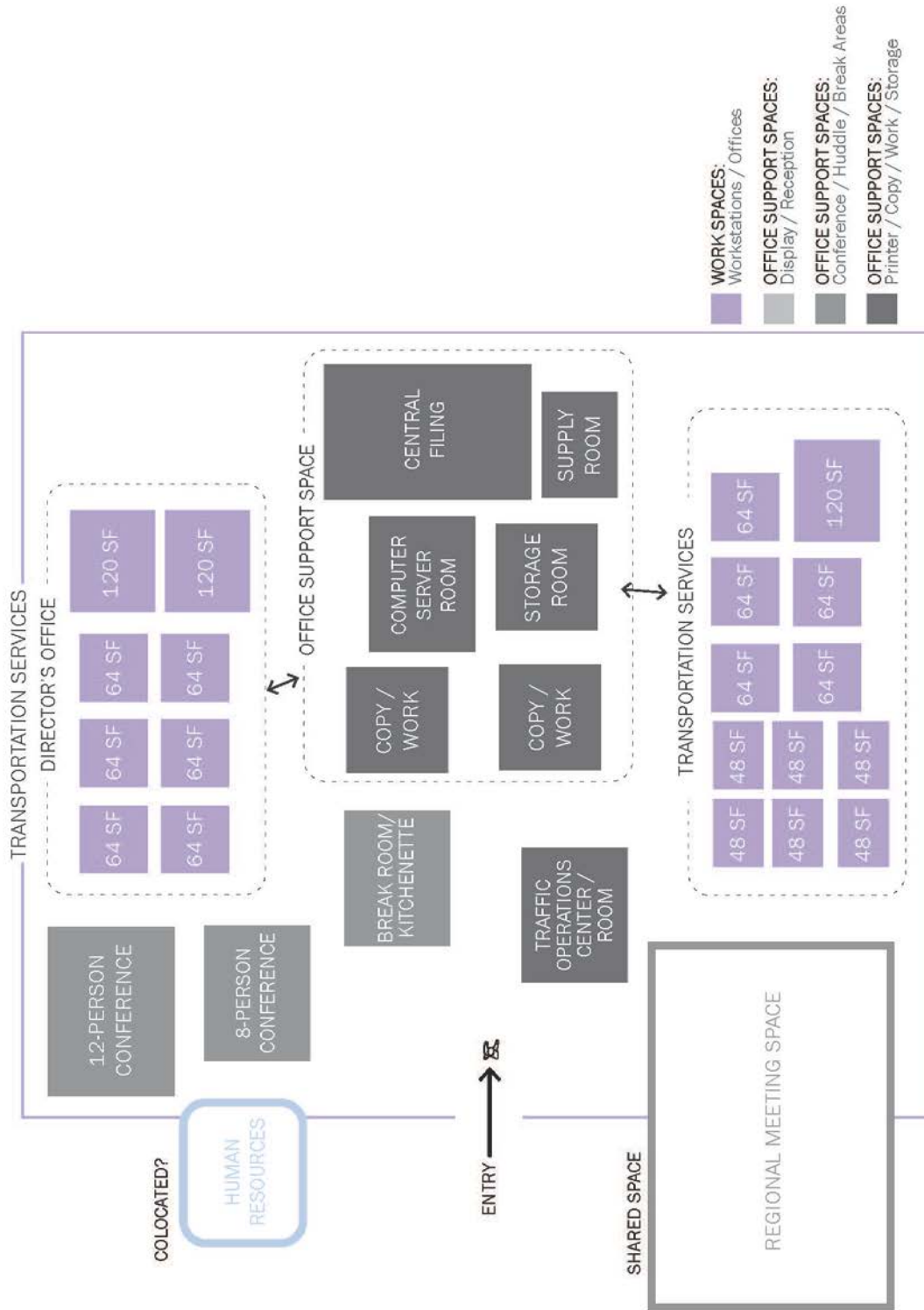
Appendix C – Quorum Architects Consolidated Facilities Planning

DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
Shared Spaces (could be shared among other Milwaukee County departments)					
Regional Meeting Space	1	50	1,250	1,250	30-50 people; Admin functions - classroom seating as well as table seating. Rap meetings; also can function as multi-meeting facility with State and DOT consultants; Audio/video conferencing/multi-media needs.

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



Appendix C – Quorum Architects Consolidated Facilities Planning





Appendix C – Quorum Architects Consolidated Facilities Planning

8 DEPARTMENT OF HEALTH & HUMAN SERVICES - HOUSING DIVISION

The Housing Division provides affordable housing services for Milwaukee County. The division is under the Department of Health and Human Services, but its work is different from much of other County functions in that it is customer facing and works one-on-one with at-risk populations.

The staff contains four "groups":

- HOME Program
 - Works to improve Milwaukee County housing stock
- Community Development Block Grant Program
 - Works to administer grants for housing improvements
- Homeless and Special Needs
 - Has many public visitors who meet with staff
- Section 8 program
 - Has many public visitors who meet with staff

The following are considerations and ideas discussed with Housing Division through the interview process:

- The division currently has staff located in different buildings; they would like to centralize this staff in one location.
- Because of the difference in the work it conducts, the division could have its own, independent location separate from other Milwaukee County departments and divisions.
- Preferably, a new location would be public-facing, with a Ground Level entry for its waiting room/reception area, which experiences approximately 70 public visitors per day.
- The Division could be split across multiple levels – with the

reception area and interview rooms on one level and staff workspaces on another level.

- Staff is in and out of the building every day – easy access is necessary for workflow.
- Convenient parking for staff and public is necessary.
- Should be located along bus lines for client accessibility.
- Two entries (one client/public and the other for staff) is preferable.
- Security is a high priority.
- Current location/neighborhood is convenient for the division's clientele.
- Storefront buildings may be appropriate for this group due to its necessity for public access.
- Downtown office may be challenging due to clientele's access, public transportation and lack of parking.
- Often, staff spends considerable amount of time out of the office.



Appendix C – Quorum Architects Consolidated Facilities Planning

The Housing Division Services Division works with some Milwaukee County departments and groups, but works more frequently with other groups outside the County system (see below). The following are groups the division has connections with – however, direct physical adjacencies with these groups are not necessary.

Milwaukee County Groups

- Economic Development
- Behavior Health
- Disability Services
- Corporation Counsel

Other Groups

- Community groups, housing groups
- Non-profits



Appendix C – Quorum Architects Consolidated Facilities Planning

DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
Administration					
Private Office	1	1	120	120	
Housing Administrator	1				
Workstation					
Intern/Hoteling					
Home Program					
Private Office	1	1	120	120	
Home Program Manager	1				
Workstation	3	1	48	144	
Housing Rehab Specialist	2				
Clerical Staff	1				
Intern/Hoteling					
Community Development: Block Grant Program					
Private Office	n/a				
Manager (same as Home Program Manager)	1	1	48	48	
Workstation	1				
Housing Program Analyst	1				
Intern/Hoteling					
Homeless and Special Needs					
Private Office	10	1	120	1,200	
Manager	2				
Assistant Manager	1				
Special Needs Staff	7				
Workstation	4	1	48	192	
Housing Program Assistants	3				
Clerical Staff	1				
Intern/Hoteling					
Section 8 Program					
Private Office	2	1	120	240	
Manager	1				
Assistant Manager	1				
Workstation	12	1	48	576	
Housing Program Assistants	7				
Clerical Staff	1				
Clerical Staff (reception)	1				
Accounting Staff	3				
Intern/Hoteling					
Private Office	2	1	36	72	
Housing Inspectors	2				
SUBTOTAL Work Spaces Square Feet:				2,712	

Glass-enclosed front desk for security

Spend most time in the field; hoteling stations suffice



Appendix C – Quorum Architects Consolidated Facilities Planning

DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
Conference Rooms					
6-Person Conference Room	1	6	150	150	
4-Person Conference Room	1	4	120	120	
20-Person Conference Room					(see shared space below) If Housing is located independently, include this space in program
Copy/Work Room					
Copy / Work / Storage Room	1	n/a	200	200	Room with active files (lockable file cabinets), printers, basic equipment and supply storage. space for report production
Printer Area	1	n/a	30	30	Separate printing area throughout office
Reception Work Area	1	n/a	150	150	Filing/Copy machine/Storage for forms for client intake; Accessible between front desk/reception and office suite
Storage					
Supply Room	1	n/a	150	150	Printing, office supplies, etc.
Storage	1	n/a	400	400	Secure files - accessible to staff day-to-day
Remaining files (stored offsite)					
Within the building					
Within office area					
TOTAL FILE CABINETS:					
25					
25					
Other Spaces					
Interview Rooms	6	4	120	720	Interview clients in privacy; Equipped with computers for data entry or space for staff laptops/tablets; Separate from office suite for security
Break Room	1	n/a	250	250	Kitchenette, etc.
Waiting Room	1	30	600	600	Client intake for Section 8 program; Preferable to have a public restroom adjacent to waiting room; Table for filling out forms; Preferably with ground level access
SUBTOTAL Office Support Spaces Square Feet:				2,770	
TOTAL Program Square Feet:				5,482	
Circulation Multiplier (.35):				1,919	
Approximate Total Useable Square Feet:				7,401	

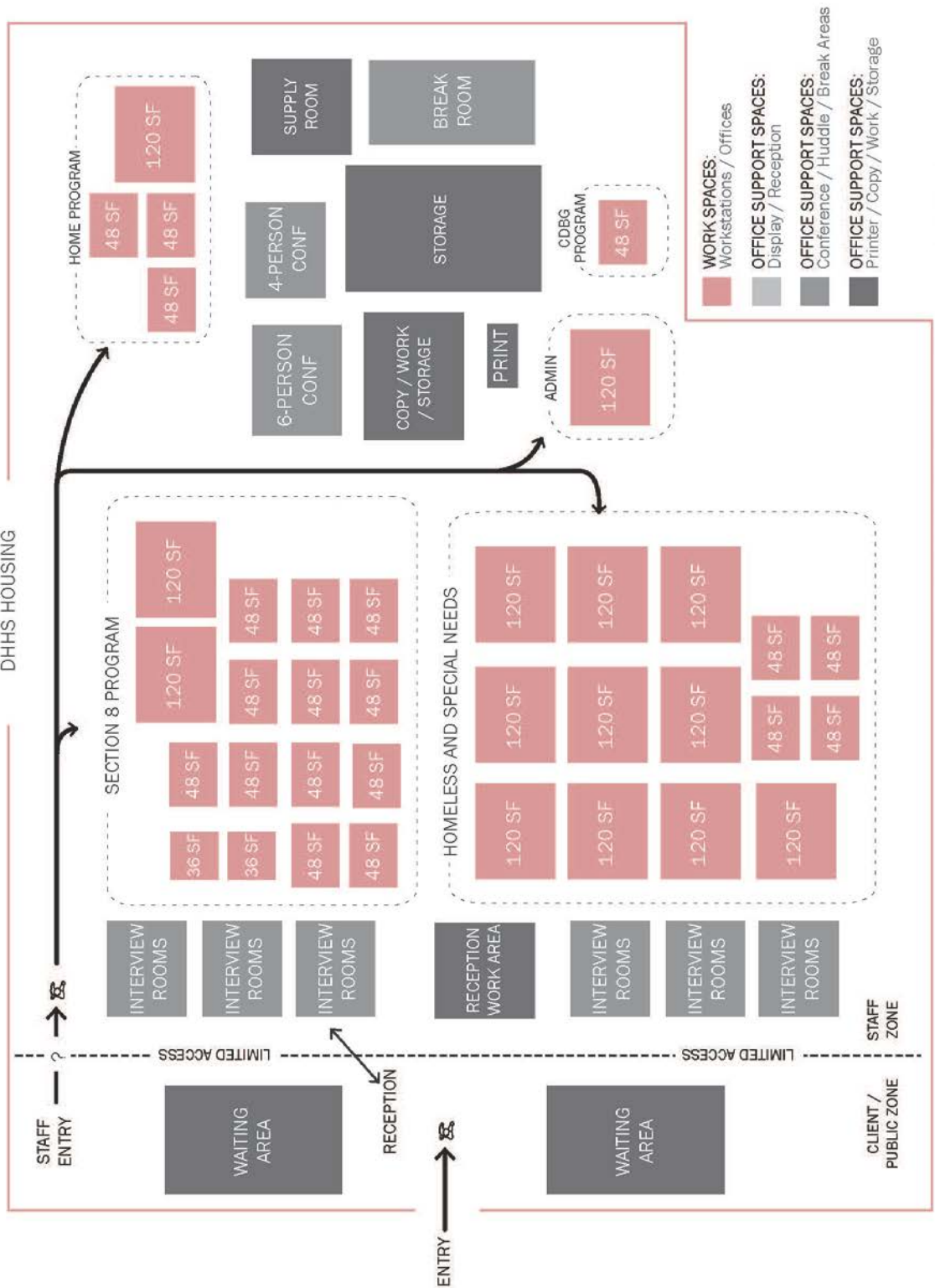
Shared Spaces (could be shared among other Milwaukee County departments)					
20-Person Conference Room	1	20	500	500	Ability to hold weekly staff meetings and hold more trainings with access to this space; If Housing is located independently, include this space in program

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

MILWAUKEE COUNTY CONSOLIDATED FACILITIES PLANNING
Final Report - DHHS - HOUSING DIVISION



Appendix C – Quorum Architects Consolidated Facilities Planning





Appendix C – Quorum Architects Consolidated Facilities Planning

9 ECONOMIC DEVELOPMENT

Economic Development works to enhance economic opportunities and development in Milwaukee County. The Division is under the Department of Administrative Services, and works with a number of County groups and frequently collaborates with groups outside the County.

The staff can be grouped into two "clusters" or "groups":

- Economic Development
 - Connects and coordinates with various planning groups throughout Milwaukee County
 - Connects with and funding of workforce development and economic development financing initiatives
 - Manages real estate for the county; involved in the disposition of county properties
- Milwaukee County Automated Mapping and Land Information System (MCAMLIS)
 - Collects includes professionals that spend considerable time outside the office

The following are considerations and ideas discussed with Economic Development through the interview process:

- Would prefer a facility with a more inviting presence, with space to showcase MCEd's projects and work.
- Would prefer space to better host visitors and facilitate collaborations with its extensive network of community partnerships.

- A new facility should be "public-facing," and could be located in a storefront setting. The directors spend considerable time away from their desks, while other staff spends most of their time within the office.
- The division often hosts consultants or contractors who come to its offices to work on various projects for extended periods of time. Space for these individuals is allocated in the proposed space program, which can be shared with interns as "hoteling" space.
- Staff in the MCAMLIS group works in the office with technical equipment (computers, terminals, large format printing, etc.). They interface with a number of other Milwaukee County groups regarding technology and Geographic Information Systems. Informal meetings between staff are integral to the workflow of individuals within this group. Computer monitors that pivot, along with workstation furniture (workstation "peninsulas") that accommodate discussions across computer work spaces, are essential. Adequate desk and table space for reviewing and working on large format documents is necessary for this group as well.
- MCAMLIS group facilitates large user group meetings for 30-40 people. The division would like to host these meetings in a shared facility within close proximity to its office space.



Appendix C – Quorum Architects Consolidated Facilities Planning

Economic Development works with a number of Milwaukee County departments, as well as outside groups. The following indicates partnerships and preferred adjacencies that should be considered when choosing a location.

Milwaukee County Groups

- Milwaukee County Parks Department
- Community Business Development Partners
- Milwaukee County Architectural, Engineering, and Environmental Services Division
- Fiscal Affairs
- Milwaukee County Board
- County Executive Office

Other Groups

- City of Milwaukee
- MMSD
- Other Municipalities
- Private developers
- Brokers
- Businesses



Appendix C – Quorum Architects Consolidated Facilities Planning

DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
Economic Development					
Private Office	1	1	120	120	
Economic Development Director	1				
Workstation	5	1	48	240	
Econ Dev Project Manager	1				
Econ Dev Assoc. Project Manager	1				
Econ Development Admin Asst	1				
Future Staff	2				
Intern/Hotelling	2	1	36	72	
Milwaukee County Automated Mapping and Land Information System (MCAMLIS)	1	1	120	120	
Private Office	1	1	120	120	
GIS Manager	1				
Workstation	2	1	48	96	Space for collaboration at workstations (usually 2-3 individuals at a time; workstation "peninsulas" optimal with pivoting computer monitors, etc.)
Senior GIS Analyst	1				
GIS Analyst	1				
Intern/Hotelling					
SUBTOTAL Work Spaces Square Feet:				648	

WORK SPACES





Appendix C – Quorum Architects Consolidated Facilities Planning

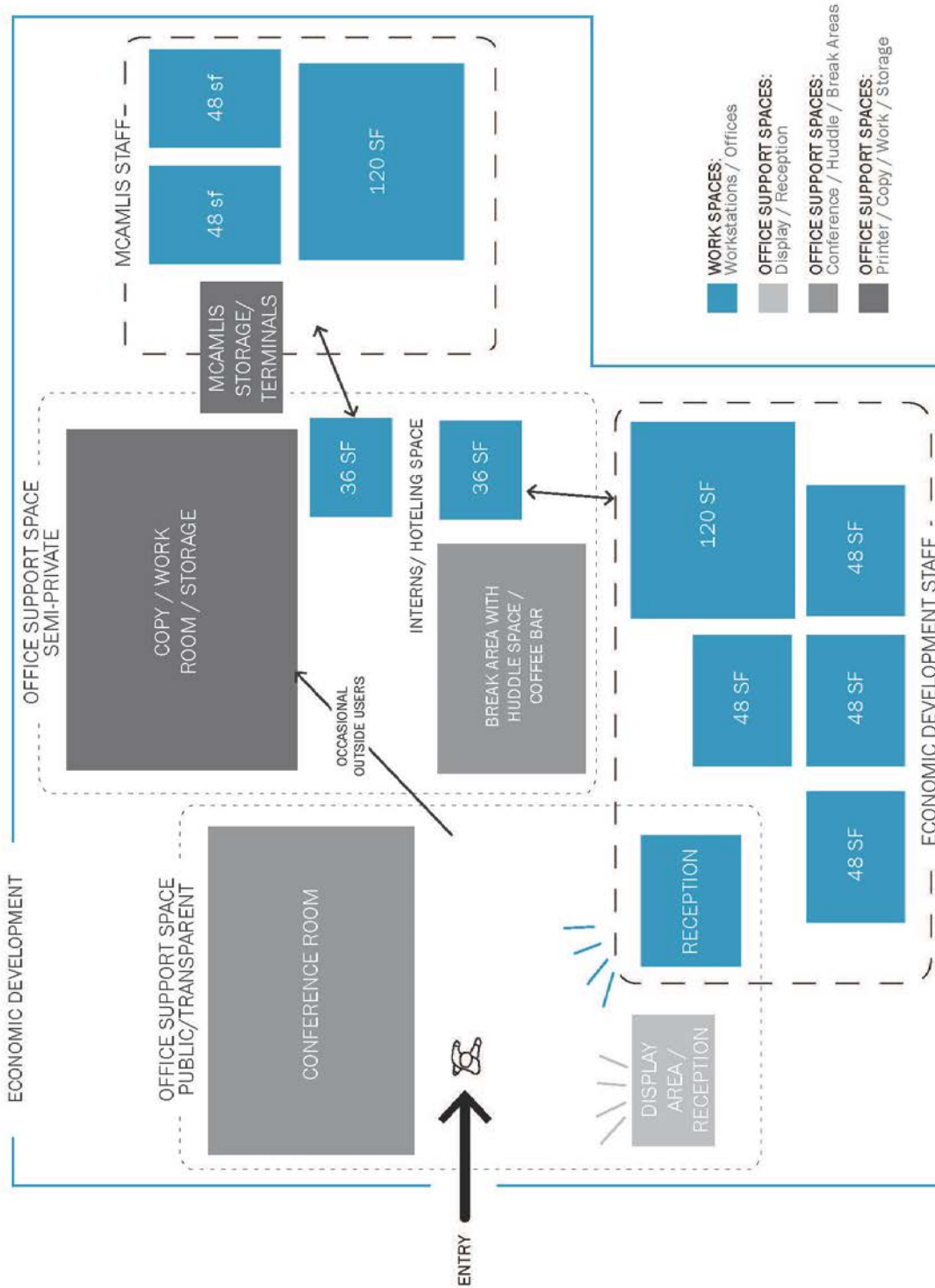
DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
OFFICE SUPPORT SPACES					
Conference Rooms					
10-Person Conference Room	1	10	250	250	Used for collaborating, interdepartmentally and with community partners; Contemporary technology for presentations
40-Person Conference Room					(see shared space below)
Copy/Work Room/Storage					
Copy / Work Room / Storage	1	n/a	300	300	General office support functions; printing and storage; shared by all MC Econ Development Staff; approximately 2 on-site filing drawers per staff member; space for large-format printing and document review - primarily for MCAMILIS staff but also for outside departments who come to access docs
MCAMILIS Storage/ Computer Server & Terminal Space	1	n/a	150	150	MCAMILIS to use for IT equipment; should be located near staff work spaces for easy access
Filing (Captured in Copy / Work Room / Storage above)					(It was predicted that approximately 2 on-site filing drawers per staff member would be adequate)
(approx)	15				
TOTAL FILE CABINETS:	15				
Other Spaces					
Walk-up Break Area w/Huddle Space	1	n/a	125	125	Informal area; Warm, inviting, cafe-style atmosphere; Promotes collaboration
Display Area / Reception	1	n/a	40	40	Greet visitors and allows projects to be showcased; Accommodates 2-4 people in waiting
SUBTOTAL Office Support Spaces Square Feet:				865	
TOTAL Program Square Feet:				1,513	
Occupancy Multiplier (.35x)				530	
Approximate Total Usable Square Feet:				2,043	

DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
Shared Spaces (could be shared among other Milwaukee County departments)					
40-Person Conference Room	1	40	1,000	1,000	Would like access to large user group meetings (30-40 people); Now these meetings are typically held off-site but would prefer on-site access; Could be shared with other departments

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



Appendix C – Quorum Architects Consolidated Facilities Planning





Appendix C – Quorum Architects Consolidated Facilities Planning

10 INFORMATION MANAGEMENT SERVICES DIVISION

Information Management Services Division (IMSD) supports Milwaukee County's technology needs and leads new IT strategy for all of Milwaukee County Departments and groups except for General Mitchell International Airport. The division is under the Department of Administrative Services, and most staff are located in the City Campus Building, although a number of staff are located off-site, stationed at various County properties (e.g., the Zoo, Courthouse). One of the division's goals includes centralizing its staff in one location, and this program reflects this. IMSD is one of the larger departments currently located in the City Campus building.

The division is organized under five "teams":

- Business Solutions Team
 - Customer-facing, working with business and management teams, planning for client needs
- Technical Operations Team
 - Responsible for county-wide telecommunications, data network infrastructure, server and storage needs
 - Includes a "service desk"
- Project Management Office Team
- Project Team Spaces
 - These are contract, project-based staff who work in flexible work areas
- Solutions Development Team

The following are considerations and ideas discussed with Information Management Services Division through the interview process:

- Prefer an open concept office space with workstations, collaborative spaces and access to conference rooms.
 - The division aims to centralize its staff in one location, though teams could be located across different floors in the same building.
 - Some groups are customer-facing; therefore, security is imperative as individuals from outside the division visit.
 - The division would prefer a "front door"-style reception to help control access and present a face for the staff and work of IMSD.
 - Due to the collaborative nature of the division's work, a significant amount of huddle/meet/collaboration space is necessary.
 - The division has a number of contract employees who work full time and require a dedicated work space. In some cases, these staff are best accommodated in a "flex/work room" that is outfitted with AV and technical equipment, lined with whiteboards.
- IMSD works with all Milwaukee County departments and groups. For this reason, the division should be located relatively close to other County locations for staff and client access. However, IMSD indicated that there are no direct adjacency requirements that would require the division to be located in the same facility as another group.



Appendix C – Quorum Architects Consolidated Facilities Planning

DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
Business Solutions Team					
Private Office/Workstation	2	1	120	240	
CIO	1				
Deputy CIO	1				
Workstation	10	1	48	480	
Business Solutions Manager	1				
Fiscal & Budget Manager	1				
Business Analysts	3				
Project Analyst	1				
Network Operations Specialist	1				
IT Manager	1				
Clerical/Orbitas Support	2				
Intern/Hoteling					
Technical Operations Team					
Private Office/Workstation	1	1	120	120	
Chief Technical Officer	1				
Workstation	38	1	48	1,824	
IT Server Manager	1				
Technical Architect	1				
IT Manager	1				
Manager (Future)	2				
Staff	27				
Senior Help Desk Staff	6				
Intern/Hoteling	3	1	36	108	
Intern	1				
Hoteling Spaces	2				

includes a number of contract/temp employees; these are full time employees that require dedicated work spaces

WORK SPACES



Appendix C – Quorum Architects Consolidated Facilities Planning

DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
Project: Management Office Team					
Private Office/Workstation	16	1	48	768	
Supervisor	1				Includes a number of contract/temp employees; these are full time employees that require dedicated work spaces
Staff	15				
Intern/Hoteling					
Project: Team Spaces					
Private Office/Workstation	10	1	25	250	Space allocated for a conference-room style "Flex/Work Room" for 10 people
Staff	10				Contract employees in "Flex Space"
Intern/Hoteling					
Solutions Development Team					
Private Office/Workstation	1	1	120	120	
Manager	1				
Workstation	21	1	48	1,008	
Supervisor	2				Includes a number of contract/temp employees; these are full time employees that require dedicated work spaces
Staff	19				
Intern/Hoteling	1	1	36	36	
Intern	1				
SUBTOTAL Work Spaces Square Feet:				4,954	



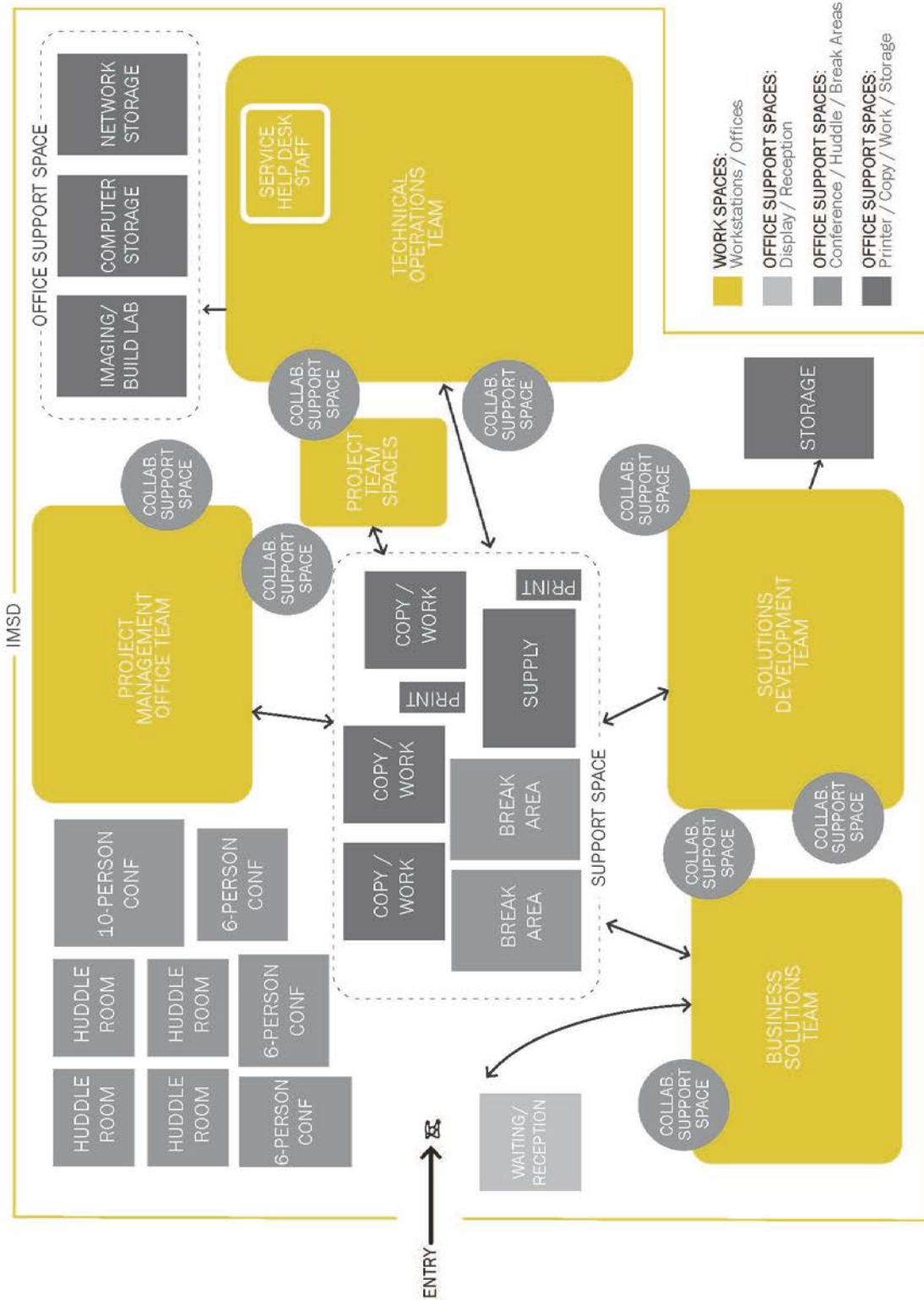
Appendix C – Quorum Architects Consolidated Facilities Planning

DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
CONFERENCE ROOMS					
4-Person Huddle Room	2	4	120	240	
6-Person Conference Room	3	6	150	450	
10-Person Conference Room	1	10	250	250	
10-Person "Flex/Work Room"					(Space included above in Project Team Spaces "Work Spaces" section)
25-Person Conference Room					(see shared space below)
50-80-Person Conference Room					(see shared space below)
COPY/WORK ROOMS					
Copy / Work Room	3	n/a	150	450	Room for printing/plotting, storage, document production, etc.
Printing Area	2	n/a	30	60	Separate printing areas scattered throughout Division suite
Imaging/Build Lab Storage	1	n/a	200	200	Technical Operations Team; Could be combined with Imaging/Build Lab
OTHER SPACES					
Computer Storage	1	n/a	200	200	Technical Operations Team; Secure storage; Could be combined with Imaging/Build Lab
Network Storage	1	n/a	200	200	Technical Operations Team; Secure equipment storage
Storage	1	n/a	200	200	Solutions Development Team; Radios, etc.
Supply Room	1	n/a	200	200	Printing, Office supplies, Personnel Files (approx. 5-7 file cabinets), etc.
File Storage					(Covered above in Supply Room & other storage spaces)
Other Spaces					
Break Area	2	n/a	200	400	Kitchenette, etc.
Collaboration Support Space	8	n/a	150	1,200	Supports work station clusters/"pods"
Waiting/Reception Area	1	n/a	150	150	
SUBTOTAL Office Support Spaces Square Feet:				4,200	
TOTAL Program Square Feet:				9,154	
Circulation Multiplier (.35x)				3,204	
Approximate Total Useable Square Feet:				12,358	
SHARED SPACES (could be shared among other Milwaukee County departments)					
25-Person Conference Room	1	25	625	625	
50-80-Person Conference Room	1	60	1,500	1,500	

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



Appendix C – Quorum Architects Consolidated Facilities Planning





Appendix C – Quorum Architects Consolidated Facilities Planning

11

INTERVIEW QUESTIONNAIRES

The questionnaires presented on the following pages were completed by the various departments/divisions prior to meeting with the Consolidated Facilities Planning team. These were used as a tool to refine each group's program and adjacency requirements. In some cases, changes were made to these preliminary projections and some questionnaires were left incomplete. The content in the preceding sections (Pages 31-73) summarizes and builds upon the information presented in these questionnaires.



Appendix C – Quorum Architects Consolidated Facilities Planning



MILWAUKEE COUNTY
Consolidated Facilities Planning Questionnaire

Date:

Department:

Interviewee:

Title:

Contact Information (phone, email):

General description about the Milwaukee County department and function of operation:

FTE Count and Classification Information – Please fill out the following table with the FTE count for your department. Please fill out one table for each Sub-Department /Division/Staff Cluster (if applicable) within your department. Additional tables are found on the last page of this questionnaire.

Sub-Department/Division/Staff Cluster (if applicable):

CODE	Position Type or Category	Job Title	Current		Future: 3-5 Years		Future: 5-10 Years		Total	
			MC	Cont/Temp	MC	Cont/Temp	MC	Cont/Temp	MC	Cont/Temp
MC = Milwaukee County FTE Cont/Temp = Contracted or Temporary Employee										
A	Executive	Elected Official								
B	Administrator	Division Head								
C	Managers	Deputy Director								
D	Managers	Executive Director 2&3								
E	Supervising Professionals	Supervisor 2&3 Section Heads								
F	Architect/Engineer	Space for Large Plan Layout								
G	Professional General	Clerical/Fiscal/ Accnt/Admin								
H	Professionals with confidentiality needs	Confidential w/no conference access; Attorney, HR, EAP/AAP								
Other	Intern	Intern								



"We Recycle Buildings"™

Architectural Design • Interior Design • Site Design

3112 West Highland Blvd • Milwaukee, Wisconsin 53208 • ph. 414-265-9265 • fax. 414-265-9465 • www.quorumarchitects.com



Appendix C – Quorum Architects Consolidated Facilities Planning



1. **What is driving your future staffing changes, if applicable?**

2. **Are there regulatory changes occurring that will impact your space needs? If so, what are they?**

3. **Are there program changes, or trends, which will impact your space needs? If so, what are they?**

4. **List the other Milwaukee County departments you work most closely with.**
 -
 -
 -
 -
 -

5. **Of the departments you listed above, which are required to be close to you due to the need for face-to-face work?**
 -
 -
 -
 -
 -

6. **What Milwaukee County departments do you NOT need to be physically close too?**
 -
 -
 -
 -
 -



Architectural Design • Interior Design • Site Design
 3112 West Highland Blvd • Milwaukee, Wisconsin 53208 • ph. 414-265-9265 • fax. 414-265-9465 • www.quorumarchitects.com



Appendix C – Quorum Architects Consolidated Facilities Planning



- 7. Does your staffing vary during the year? If so, how and when?
- 8. Does your department have any special needs or equipment?
- 9. How is technology changing the way you deliver services or perform your work?
- 10. How many public visits occur in your department?

	Number of Visits
Daily	
Weekly	
Monthly	

- 11. Are there specific ADA accessibility or disability needs for your department?
- 12. Are there any non-Milwaukee County departments you work closely with?
- 13. What are your storage room needs? Is there opportunity for files to be scanned electronically or located off-site? Are there Federal or State Laws that mandate storage/files need to be onsite?
- 14. Other rooms, space needs (ex: waiting area, conference rooms, security, etc.)?

Additional information:



Architectural Design • Interior Design • Site Design
 3112 West Highland Blvd • Milwaukee, Wisconsin 53208 • ph. 414-265-9265 • fax. 414-265-9465 • www.quorumarchitects.com



Appendix C – Quorum Architects Consolidated Facilities Planning



Sub-Department/Division/Staff Cluster:

CODE	Position Type or Category	Job Title	Current		Future: 3-5 Years		Future: 5-10 Years		Total	
			MC	Cont/Temp	MC	Cont/Temp	MC	Cont/Temp	MC	Cont/Temp
MC = Milwaukee County FTE Cont/Temp = Contracted or Temporary Employee										
A	Executive	Elected Official								
B	Administrator	Division Head								
C	Managers	Deputy Director								
D	Managers	Executive Director 2&3								
E	Supervising Professionals	Supervisor 2&3 Section Heads								
F	Architect/Engineer	Space for Large Plan Layout								
G	Professional General	Clerical/Fiscal/Accnt/Admin								
H	Professionals with confidentiality needs	Confidential w/no conference access; Attorney, HR, EAP/AAP								
Other	Intern	Intern								

Sub-Department/Division/Staff Cluster:

CODE	Position Type or Category	Job Title	Current		Future: 3-5 Years		Future: 5-10 Years		Total	
			MC	Cont/Temp	MC	Cont/Temp	MC	Cont/Temp	MC	Cont/Temp
MC = Milwaukee County FTE Cont/Temp = Contracted or Temporary Employee										
A	Executive	Elected Official								
B	Administrator	Division Head								
C	Managers	Deputy Director								
D	Managers	Executive Director 2&3								
E	Supervising Professionals	Supervisor 2&3 Section Heads								
F	Architect/Engineer	Space for Large Plan Layout								
G	Professional General	Clerical/Fiscal/Accnt/Admin								
H	Professionals with confidentiality needs	Confidential w/no conference access; Attorney, HR, EAP/AAP								
Other	Intern	Intern								



"We Recycle Buildings"™

Architectural Design • Interior Design • Site Design

3112 West Highland Blvd • Milwaukee, Wisconsin 53208 • ph. 414-265-9265 • fax. 414-265-9465 • www.quorumarchitects.com



Prepared for:



For more information, contact:

T. Michael Parker

Senior Vice President
CBRE
777 E. Wisconsin Ave
Suite 3150
Milwaukee, WI 53202

T: 414.274.1643
C: 414-218-8180
michael.parker@cbre.com

Rolf Kemen

Managing Director
CBRE
4400 West 78th Street
Suite 200
Minneapolis, MN 55435

T: 952.656.2702
C: 516.816.5739
rolf.kemen@cbre.com