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Executive Summary

DATE:

September 2009

PROJECT:

County Wide Space
Allocation Analysis

PROJECT NUMBER:

County # 5702-09454
CAP # 090302

The purpose of this inventory and space allocation analysis is to generate a tool for the Milwaukee County to review, consolidate and/or expand Countywide departmental spaces as it sees fit, based upon a unified standard system.

County Department & Agencies located in nine specific buildings were targeted for this analysis as follows:

1. Parks, Recreation and Culture
2. Medical Examiner
3. Reuss Building - Aging
4. CATC
5. Safety Building
6. Vel Phillips - Juvenile Justice Center
7. Coggs
8. City Campus
9. Court House

Committee Members representing Milwaukee County who reviewed and participated throughout this study were:

1. Jack Takerian –Interim Director of DTPW
2. David Schaning – DTPW – Facilities Management
3. Jerome Heer – Dept of Audit
4. Paul Grant – Dept of Audit
5. Criag Dillmann – DTPW – Real Estate Services
6. Tracy Balata - DTPW – Real Estate Services
7. Walter Wislon - DTPW- AE & E
8. Tim Tietjen - DHHS, Operations
9. Pamela Bryant – DAS Administration & Fiscal Affairs
10. Kieth Kalberer – DHHs, Operation

Auxiliary spaces such as jails, court rooms, and laboratories within these departments were not covered as part of the scope of this study.

Each building was visited to identify exactly how many and what department or division it housed. Once this was identified the focus was turned to the use of the administrative offices within each department at each specific building. This also included identification of accessory spaces that support offices, such as copy, conference, break rooms, files, etc. As the study progressed we have also included a chart identifying vacant spaces in each department.

We were given the following tools:

- 2009 Adopted SBFS BRASS ADM – Jan 2009 to Dec 2009 Excel chart provided by County was used to generate the list of FTE positions for each Department.
- 2009 List of Revenues was provided which indicates the chargeable rent for each County Tenant at each building by department. This information was broken by net and gross rentable square feet. We shall call this **County Tenant Revenue List** throughout this study.
- Most recent Drawings of each building floor plans was also

provided by County- some electronically and some in paper form.

Note The FTE count for all departments, were close to a perfect match to Brass list, other than the DA's office. Part of this has to do with Attorney's that are State employees, but they work closely with County Court System and are located in the County buildings. Ultimately for this study we used the DA's list not the Brass list, since we could find and measure staff spaces identified by DA's list. We recommend that the multiple lists provided by DA's office and Brass list be compared closely by County, if there is a concern. We could not easily find out if the discrepancies are due to staff budgeted, vacancies, location of staff in multiple buildings, or the position types given the comingle of State and County employees.

Area Summary By Building

This is an overview chart of all buildings in one snap shut. It represents all the information on **Each Building's Overview Chart** and one new piece of information.

Net Useable SF, the first column is matching the same number with the same title shown in the **Each Building's Overview Chart** at the very beginning of each department as overview information. It is a Highlighted yellow title on the top of the chart. This number has work stations, accessory spaces, vacant spaces, but no circulation space allocated.

Suite Gross SF, this next column has 2 segments. **Proposed SF** is new information, which is followed by a column called **Current SF**.

Proposed SF, represents work space allocated for each staff per their position type. The allocation of space was applied per staff salary by the County staff, after the inventory of staff was taken. This raw information also appears in the **Each Building's Overview Chart** highlighted in blue color. The number in the proposed SF column in the **Area Summary By Building** also has an additional 50% increase in SF to show the need for typical, not extraordinary accessory space and required SF allocated for circulation within each suite.

Suite Gross SF shown in two columns of Proposed & Current should not be compared as total equals, because accessory space needs are assumed as a typical need not specific need per dept. at the Proposed column. For example if a department has a large need for storage on site or large training rooms the Proposed SF column does not show that. In order to find that SF, one has to conduct a separate exercise called programming. Also note that current Suite gross has vacant spaces that is not going to show in the proposed Column.

Comments on Rentable Conditions, points out discrepancies and is an indicator as to if a dept is over or undercharged and why.

Potential Vacancies to be Developed, points out where within a suite there is excess SF that can be used for other use.

Comments, this column points out as many issues that we could in a capsulated form provide to discuss related unique circumstances of each space. Where possible SF of spaces discussed are identified as well.

Each Building's Overview Chart

We started the process by visiting each building to identify the boundary of each department's suite of space. In this process we maintained focus on



administrative office spaces, and accessory spaces serving them.

The next step was to generate a chart that identified the department and respective agencies by name, and as per County Classification Org. Number, location address, and contact person information.

This overview chart identifies an overview of Current Net useable SF, Suite SF, and Rentable Gross SF charged by County. After the first draft of the study, a chart identifying the **Proposed Square Footage** of space for each staff per their position type was presented. The allocation of space was applied per staff salary by County, and ultimately the final **Area Summary by Building** chart shows a **Proposed SF Column** that compares to the column titled Current SF. The simple mathematical comparison between these 2 columns should be cautiously used. This is big picture indicator of whether a dept is oversized due to large spaces allocated to staff, or undersized and operating under due stress. However the biggest discrepancy as explained before is related to accessory spaces, circulation and vacant spaces that are in Current column, where the Proposed column shows the info in a more simplified and standardized manner without application of specific programming exercise.

Current Net useable SF is determined after we located each person on the FTE list and assigned the SF of their space on our next chart. Net Useable SF information is derived from SF occupied by each Position/Person, plus SF of accessory spaces, and SF of vacant space in that department. Therefore this number does not represent any needed circulation within the suite to get from one room to another.

Suite Gross SF is taken from drawings provided to CAP. In some instances drawings had SF of suites indicated on them. For Court House specifically this information also matched another study conducted in 2005 by VFA for the County, therefore we felt comfortable to match the same numbers. This number does represent any needed circulation within the suite to get from one room to another.

Lastly the chart also shows a column for **Gross Rentable** Square feet which is taken from **County Tenant Revenue List** throughout this study. This is the square feet that each tenant is charged by.

FTE Chart

The next chart is broken down to ultimately identify what type and how much space each employee occupies. However employees are identified by Title Code, Position, number of FTEs for the department for that position, their SF per each workstation. The space is further identified as being open cubicle space or a closed office to derive at the total current net SF of used space. A note column identifies any anomalies or other unique conditions

- We Identified FTE list provided to our contacts and they placed a name in front of each position. This was our guiding chart for our next visit at the department to measure each space making sure title codes and space SF matched as space is used today. We also measured all other accessory spaces and vacant spaces.

Measurements were taken physically by visiting every room and cubicle on site. Several visits to the site allowed CAP to locate each person in every Dept. Once we found the person we physically measured his/her space and this allowed us to create an entry for our charts. In addition all auxiliary



spaces were visited, identified, and measured for the use in our chart.

Accessory spaces Spaces for files, printers, copy, lunch room etc, was also measured and identified under building charts.

Vacant spaces We also included a third chart to identify our vacant cubicles, offices, or wasted space due to bad layout, or down-sizing of FTE.

Drawings- Map Our last step was to also show a map of each building to assist as a key identifying boundary of departments within each building.

Standard SF Allocation We concluded with a Summary chart that shows recommended space standards for County Office facilities that are comparatively similar to what is acceptable with today's office space planning in the industry. This standard shall assist as a guide line, for the division of facilities and most agencies, when they are doing future space planning and therefore creates a standard system to follow.

The following standards for other facilities are also provided as samples for your review:

Milwaukee County Standards
State Space Allocation Standards

- DNR- at State
- DHS- at State
- GSA standards.

