Project Name: Investing in Justice: Courthouse Complex – Commissioning Consultant
Project Number: WC027601

RFP ATTACHMENT A
COMMISSIONING PROVIDER FEE FORM

Attachment A - Consultant Fee Proposal Form

CONSULTANT FEE PROPOSAL-RFP WC027601		
Please complete this template and attach within the Proposal in response to the RFP		
All highlighted green areas are required to be filled in.		
COMMISSIONING PROVIDER FIRM NAME:	**DATE:**	
Investing in Justice: Courthouse Complex Commissioning Provider		
Historic Courthouse MEPx commissioning	lump sum	$0
New Courthouse MEPx commissioning	lump sum	$0
New Courthouse building enclosure field testing	allowance	$100,000
Total Anticipated Reimburseables for all scope items above	lump sum	$0
Total ENGAGEMENT (including all subconsultant fees)		

RFP ATTACHMENT B
PROPOSAL PREPARATION SUBMISSION AND EVALUATION GUIDELINES

DEPARTMENT of ADMINISTRATIVE SERVICES

Milwaukee County

Project Name: Investing in Justice: Courthouse Complex – Commissioning Provider
Project Number: WC027601

ATTACHMENT B

PROPOSAL CONTENT, SUBMISSION AND EVALUATION CRITERIA

1. **Proposal Preparation**
    a. **Explanation to Prospective Offerors**
        i. Any prospective offeror desiring an explanation or interpretation of this RFP must request it in writing no later than ten business days before the last date for submission of proposals. Requests should be directed to the individual in charge at the address listed in the RFP. Any information given to a prospective offeror concerning a solicitation will be furnished promptly to all other prospective offerors as an amendment to the RFP, if that information is necessary in submitting offers or if the lack of it would be prejudicial to any other prospective offerors.
    b. **Complete Proposals**
        i. Proposals shall represent the best efforts of the offerors and will be evaluated as such. Proposals must set forth full, accurate, and complete information as required by this section and other sections of this RFP.
    c. **Unnecessarily Elaborate Proposals**
        i. Brochures or other presentations beyond those sufficient to present a complete and effective response to this solicitation are not desired and may be construed as unnecessarily elaborate and an indication of the offeror's lack of cost consciousness. Elaborate artwork, expensive paper and binding, and expensive visual and other presentation aids are neither necessary nor desired. Concise and clear Proposals are sought.
    d. **Retention of Proposals**
        i. All Proposal documents shall be retained by Milwaukee County and therefore, will not be returned to the offerors. The County will not pay for preparation of Proposals or for Proposals that are retained by the County.
    e. **Examination of Proposals**
        i. Offerors are expected to examine the site, statement of work, and all instructions and attachments in this RFP. Failure to do so will be at the offeror's risk.
    f. **Certification and Representations**
        i. Offerors shall submit with their Proposal resumes and any other documents as may be requested in the RFP.
    g. **Price Schedule Submission**
        i. Offers for services other than those specified will not be considered. The prices set forth in the schedule will be used for evaluation purposes and for establishing a contract price. Milwaukee County reserves the right to accept or reject any and all Proposals.

h. **Signing of Offers**
   i. The offeror shall sign the Proposal and print or type its name on the form. Erasures or other changes must be initiated by the person signing the offer. Offers signed by an agent shall be accompanied by evidence of that agent's authority unless that evidence has been previously furnished to the County.
   ii. Each Proposal shall set forth the name, title, telephone number, and address of the person authorized to negotiate on behalf of the offeror and contractually bind the offeror, if other than the person signing the Proposal.

i. **Proposal Guarantee**
   i. By submitting a Proposal, the offeror guarantees that it will keep its initial offer open for at least 60 days.

j. **Acknowledgement of Amendments**
   i. Offerors shall acknowledge receipt of any amendment to the Request for Proposal in their Proposal Cover Letter. The County must receive the acknowledgment by the date and time specified for receipt of offers. The offeror's failure to acknowledge an amendment may result in rejection of the offer.

k. **Late Proposals and Modifications and Withdrawals of Proposals**
   i. Any Proposal received after the exact time specified for receipt will not be considered.

l. **Contract Acknowledgement**
   i. With the submission of a proposal the submitting consultant certifies that the standard terms and conditions of the AIA C103-2015 and AIA C203-2017 modified to incorporate Milwaukee County requirements (that will be used to contract with the selected consultant) has been read and understood and that the submitting consultant is ready, willing, and able to sign the agreement when requested without making any substantive changes. Any language that the consultant is unwilling to accept must be identified with the proposal response.

2. Proposal Submission Content

a. The Proposal shall conform to Milwaukee County's Proposal Content, Submission and Evaluation Criteria. The proposal shall include the Consultant Fee Proposal and the following information:
   i. **Cover Page**: Include Project number and name, Project location, consultant's name, address, telephone number, e-mail address, Proposal date, etc.
   ii. **Letter of Transmittal**: Include the name and description of the organization(s) submitting the Proposal, a statement confirming your understanding of the Project requirements and the services to be provided, an acknowledgment of receipt of any Addenda to the RFP, and a statement of commitment to the Project and the Project timeline.
   iii. **Table of Contents**: List all the sections and subsections of your Proposal with corresponding page numbers.
   iv. **Firm Executive Summary**: Include Firm's brief history and mission statement highlighting key differentiators and strengths. Include general company information, firm ownership structure, principals of the firm and organizational structure. If you are teaming with another firm, please explain the relationship, scope division and level of effort description.
   v. **Commissioning Experience**: Include a list of projects, particularly projects containing central utility plants, high performance buildings, and mission critical environments, that your firm has completed in the past five (5) years that are similar in size and scope to this proposed project. Provide five (5) examples similar to or of this project type which you feel best represent your firm's commissioning experience with similar facilities. Include project size and description, type of project delivery used, cost validation involvement and all other pertinent project facts. Attach maximum two sheets for each of the five (5) examples. Include the Owner as a reference with each of the projects.

vi. **Project Organization and Staff Experience:** Include an organizational structure of the project team, including the relationship of the subconsultants to be used for this project, with specific attention to the preconstruction personnel that are proposed for the project. Provide resumes and references for the Project Manager and project staff to be assigned to this project, and include their name, title and/or duties for the project, relevant professional registrations. Provide a brief description of the Project Manager's related experience including the time contributed in this capacity to past projects, and qualifications.

vii. **Subconsultants:** Indicate the names and addresses of any subconsultants and/or associates proposed to be used in this project. State the capacity they would be used in and the approximate percentage of the total services they would provide. Also state their past experience in the field.

viii. **Project Approach to Commissioning Services:** Provide a description of issues you anticipate in this project and how you propose to overcome them. Discuss how you plan to staff the project to efficiently complete the work effort. Please explain your proposed commissioning methodologies for each phase of the project and highlight proposed tools and documents you plan to use in executing the requested services.

1. Describe your team's approach to the following:
    a. Site visits.
    b. Commissioning meetings.
    c. Getting construction checklists filled in accurately and timely by the contractor.
    d. Ensuring that systems are ready for formal functional testing so testing goes smoothly.
    e. Testing Support. Describe how you intend to conduct field testing of systems relative to the quantity of CxP personnel and contractor support necessary to conduct testing in a timely manner.
    f. Testing Process. Describe how you will manage requests from the contractor to test partially complete systems.

ix. **Quality Control**: List any quality control measures identified by your firm.

x. **Inclusion and Residency Goals:** Proposal shall include recent project examples in which your team has guided and achieved targeted business enterprise goals, and the reporting methods used. Describe how this experience relates to this project. Indicate any specific ideas that may be deployed and articulate your commitment to working with the County to achieve project goals.

xi. **Constant Effort**: Include a level of effort matrix that is broken out by each Project Team members hourly level of effort. Indicate each Project Teams members, role, hourly rates, and hours to be spent. This should be the basis of your total fee per phase indicated on your Fee Proposal. See an example of the Constant Effort Matrix at the end of this document.

xii. **Insurance:** Provide evidence of ability to meet insurance requirements as listed in AIA C103.

xiii. **Fee Proposal:** The fee for the commissioning services for this project shall be clearly stated as a lump sum. Utilize *Commissioning Consultant Fee Proposal Form* to clearly state the lump sum fee for all services per phase.

3. Compliance with Targeted Business Enterprise (TBE) requirements

a. Every consultant (prime or subconsultant) must complete a TBE-14 form if they are providing a TBE commitment for the contract.
b. Every consultant (prime or subconsultant) must complete a TBE-02 form for subcontractor/subconsultant/suppliers that are providing TBE under their bid/proposal.
c. A TBE-01 Good Faith Effort form must be completed if the consultant is unable to achieve the TBE goal of 7.52% for this portion of the contract.

4. The County considers any of the following to constitute non-responsibility or non-responsiveness:

    a. Submission of incomplete or Alternative Proposals.
    b. Submission of any Proposal that requires the County to contract directly with a third party other than the Respondent.
    c. Disqualification or disbarment from participating in competitive solicitation by any other state, local, or federal government entity.
    d. Failure to demonstrate the required experience.
    e. Failure to provide any requested evidence of financial solvency.

5. Firms interested in providing services to the County must submit a proposal that substantiates the firm's capability to perform and its expertise in the work required by this solicitation. Firms must be licensed to work in their respective fields as required by the State of Wisconsin.

6. **Evaluation Criteria**
    a. The following list of general criteria will be used to evaluate the Proposals:
        i. 10% - Quality and responsiveness to the RFP.
        ii. 40% - Project approach and understanding, including strategy to perform commissioning services.
        iii. 30% - Qualifications and experience.
        iv. 15% - Commissioning fees and hourly rates
        v. 5% - TBE participation in excess of established goal.

7. Constant Effort Matrix Example

Investing in Justice: Courthouse Complex – Commissioning Consultant

Project No. – WC027601

TASK DESCRIPTION	NAME OF EMPLOYEE 1	NAME OF EMPLOYEE 2	ETC.....	EXPENSES	SUBTASK TOTAL	TASK TOTAL
	HOURLY RATE W/OH	HOURLY RATE W/OH	ETC.....			
Task 1	Number of Hrs./Task	Number of Hrs./Task				
Task 2						
Task 3						
Etc.						
TOTAL HOURS						
TOTAL COST						
% OF TIME						

RFP ATTACHMENT C
NOT USED

RFP ATTACHMENT D
TBE REQUIREMENTS

TBE-00

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PROFESSIONAL SERVICES

MILWAUKEE COUNTY

DEPARTMENT OF ADMINISTRATIVE SERVICES
Office of Economic Inclusion
oeicompliance@milwaukeecountywi.gov
(414) 278-4747

Office of Economic Inclusion (OEI)

TBE UTILIZATION SPECIFICATION for PROFESSIONAL SERVICES

1. The award of the contract is conditioned upon achieving the project's Targeted Business Enterprise (TBE) participation goal of 7.**%.** Firms that qualify as a TBE include DBE firms certified by and listed in the Wisconsin Unified Certification Program (UCP) directory, MBE and WBE firms certified by the State of Wisconsin DOA and listed in the directory, SBE firms certified by Milwaukee County and listed in the Milwaukee County directory, and SBE firms that meet the SBA size standards and are listed in the SAM directory. All firms must be certified prior to the proposal submission deadline. A firm certified in another state must be certified by the Wisconsin UCP or State of Wisconsin DOA prior to submission of bid.

2. **TBE Participation:** The participation goal is based upon the total dollar value of your proposal less reimbursable items. Participation must be maintained throughout the contract, including any fee increases. TBE Prime self-performance may be counted to achieve the goal.

PROPOSAL CONSIDERATIONS

3. The County may reject your proposal if it does not include the **Commitment to Contract with TBE (TBE-14)** form(s), one completed for each of the firms you are including for participation. The Prime must indicate the dollar amount of work to be provided to the sub-consultant, sign the form, and have the TBE firm sign the form in the affirmation section prior to acceptance of your proposal by the County.

4. If awarded the contract, you will enter into a contractual agreement, directly or through sub-consultant, according to the **Commitment to Contract with TBE (TBE-14)** form(s) provided with your proposal. Copies of the executed agreements(s) will be submitted to the County.

5. TBE participation credit is calculated as follows:
   a. All of the identified scope(s) of work must have a commercially useful function in the actual performance of the contract and work must be performed directly by the TBE with their own employees.
   b. One hundred percent (100%) for the work performed by a TBE firm. If a TBE subcontracts a portion of work to another firm, the value of the subcontracted work will not be counted towards the TBE participation unless the work is performed by another TBE.
   c. You must notify the County if any TBE contractor(s) sublet any portion of their work.

6. The County reserves the right to request supporting documentation from both you and any listed TBE. If you fail to respond within the time specified, the County may determine you to be non-responsive and remove you from further consideration for contract award.

FOLLOWING CONTRACT AWARD

7. The County reserves the right to conduct compliance reviews and request, both from you and your subs, supporting documentation to verify TBE participation, in addition to the information entered monthly into the County's online reporting system. The County will notify you if you are not in compliance with contract terms. If you fail to take corrective action as directed, the County may take one or more of the following actions:
   a. Terminate or cancel your contract, in whole or in part;

b. Remove you from the list of qualified consultants, and refuse to accept future proposals from you for a period not to exceed three (3) years;
c. Withhold contract payments to cover shortfall; and/or
d. Bring suit to recover damages up to the amount of the shortfall, including interest at the rate of 12% annually, plus the County's costs, expenses and actual attorney's fees incurred in the collection action.

8. You must submit copies of the executed subcontract agreement(s) for each of the sub-consultants listed on the contract. REQUESTS FOR PAYMENT WILL BE DELAYED IF NOT SUBMITTED.

9. If the TBE sub(s) are unable to perform, or any other issues arise, you must immediately contact OEI Compliance at (414) 278-4851. You must submit written notification of your desire for substitution to the TBE affected and copy the County. This notice must state the reason for the request. The TBE has five (5) business days to provide written objection/acceptance to you. Approval must be obtained from County prior to making any substitutions. TBE consultants are also required to notify and obtain approval from the County prior to subletting work.

10. The Prime will record payments received from the County and payments made to sub-consultants directly into the County's online reporting system on a monthly basis. These entries will cover payments during the preceding month and will include zero dollar ($0) entries where no payment has occurred. You must also indicate on the invoice work being performed by TBEs. Either a) place the word "TBE" behind the work item or b) break out the work done by TBEs at the end of the report. Failure to comply may result in withholding of payments, or enforcement of other sanctions including those listed in Section 7, above.

11. The County reserves the right to waive any of these specifications when it is in our best interest.

TBE-01 GFE

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oeicompliance@milwaukeecountywi.gov
(414) 278-4747

Office of Economic Inclusion (OEI)
Certificate of Good Faith Efforts

Completion of this form is required for all bidders who have not achieved the participation goal. Submission of a complete form is a matter of responsiveness to this bid. Completion of all pages is required.

Guidance on completing these documents:

This guidance and information are provided to assist bidders in compliance with the provisions under all Milwaukee County Ordinances (MCCO) pertaining to the implementation of the target business enterprise program. Like all guidance material, these questions and answers are not, in themselves, legally binding or mandatory, and do not constitute regulations. They are issued to provide an acceptable means, but not the only means, of compliance with regulations and laws. The Milwaukee County OEI program can be reviewed in more detail at: https://county.milwaukee.gov/EN/Administrative-Services/Office-of-Economic-Inclusion, including links to relevant regulations.

When Milwaukee County assigns a participation goal, you will make good faith efforts to meet this goal prior to submitting a bid or proposal in order to be responsive. If you haven't met the goal, you can document adequate good-faith efforts toward that end. This means that you must show that you took all necessary and reasonable steps to achieve the participation goal. The County will make a fair and reasonable judgment as to whether you made adequate good-faith efforts according to the following guidelines. It is important to consider the quality, quantity, and intensity of the different kinds of efforts that were made. These efforts should be those that one could reasonably expect you to take if you were actively and aggressively trying to obtain participation sufficient to meet the participation goal. Going through the motions by making phone calls to firms that you think should qualify is not a good-faith effort to meet the project requirements. The County's determination concerning the sufficiency of your good faith efforts is a judgment call and meeting quantitative formulas is not required. The following is a list of types of actions the County considers as part of your good faith efforts. This isn't a mandatory checklist, nor is it all-inclusive. Other factors or types of efforts may be relevant in appropriate cases, see regulations for more information.

Did you contact Milwaukee County's Office of Economic Inclusion (OEI) to assist in identifying certified firms for this project?

Contacting OEI is essential in demonstrating good faith efforts to meet and/or exceed the participation goal assigned to this project.

Contact was made by: _____ Telephone: _____ Email: _____

Date contacted: _____ OEI Person Contacted: _____ Other: _____

TBE-01 GFE

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Office of Economic Inclusion
oeicompliance@milwaukeecountywi.gov
(414) 278-4747

Certificate of Good Faith Efforts

This document is required to detail what your firm has done to meet this project's participation goal if the participation you have attained is less than the goal set for this project. Guidance as to acceptable 'good faith efforts' is found on the Guidance page of this document. Failure to use and properly document good faith efforts to meet the assigned participation goal will result in the rejection of your bid/proposal. By submitting this document, you hereby acknowledge that I am authorized as the representative for the bidder/proposer on the following Milwaukee County Project and that we have provided documented proof of our good faith efforts to solicit, negotiate with and utilize certified firms to meet the participation goal of this contract as demonstrated by my response to the questions contained in this fully completed set of documents.

Prime Contractor Firm Name and Address	Authorized Representative	Email Address	Telephone Number	Other Contact Info	Is the Prime a TBE?

Project Number	Bid Number	Project Title	Total Contract Amount	TBE Total Project Percentage	
				Goal	Pledged

Provide a brief summary of why your firm is unable to meet the participation goal on this project:

TBE-01 GFE

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ADMINISTRATIVE SERVICES
Office of Economic Inclusion
oeicompliance@milwaukeecountywi.gov
(414) 278-4747

Contractible Work Items

You are required to determine portions of work to be contracted in a manner that will increase the likelihood of meeting the participation goal set for this project. In selecting work to be contracted, you must consider, where appropriate, breaking down scoped into economically feasible units to facilitate TBE participation. To assist in these efforts and to provide consistent definitions, use NAICS codes https://www.census.gov/naics/to identify each category of work you determine is feasible for participation. TBE firms are registered by NAICS code and firms available for participation may be found in the directories listed on the second page of the TBE-14 form which is included in the bid or RFP documents.

NAICS codes (Required)	Description of work	Estimated Dollar Value (Required)	Was this work made available to TBE	Explanation

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ADMINISTRATIVE SERVICES
Office of Economic Inclusion
oeicompliance@milwaukeecountywi.gov
(414) 278-4747

Soliciting from Interested Firms

You must have solicited quotes in good faith from certified firms. List certified firm(s) that you have solicited to provide participation in this project. Documentation of the information provided below will be required upon evaluation of Good Faith Efforts. 'Original Solicitation' and 'Solicitation Follow Up' with certified firms must be documented in written form (email or fax only).

Firm Name	Describe Work Solicited (NAICS codes from "Contractible Work Items")	Date of Original Solicitation	Solicitation Method Used	Date of Follow-Up Solicitation	Solicitation Follow-Up Method Used	Quote Received Y/N	Quote Accepted (Y/N)	Reason for Rejecting Quote

TBE-02

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Office of Economic Inclusion
oeicompliance@milwaukeecountywi.gov
(414) 278-4747

Firm: **Project No:**

Office of Economic Inclusion (OEI)

SUBCONTRACTOR/SUBCONSULTANT/SUPPLIER INFORMATION SHEET

Milwaukee County requires the following collection of information on all subcontractors, sub-consultants and/or suppliers submitting quotes on Milwaukee County projects. This information is to be included with bid/proposal.

PROVIDE THE FOLLOWING INFORMATION ON EACH BID/QUOTE

NAME	CERTIFICATION *DBE, MBE, WBE SBE or none	ADDRESS	PHONE	NAICS CODE *see link	WORK OR SERVICE TO BE PERFORMED

****DBE by WI Unified Certification Program (UCP), MBE/WBE by Wisconsin Supplier Diversity, SBE by Milwaukee County, or SBE registration by Small Business Administration (SAM.gov)**

TBE-14

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Form must be filled out completely and accurately.

MILWAUKEE COUNTY

DEPARTMENT OF ADMINISTRATIVE SERVICES
Office of Economic Inclusion
oeicompliance@milwaukeecountywi.gov
(414) 278-4747

Office of Economic Inclusion (OEI)

COMMITMENT TO CONTRACT WITH TBE

TBE Information

TBE Firm Name:	**Prime/Sub Options:** (SELECT ONE)
TBE Firm Address:(Cannot be a PO Box)	**EIN Number:**

Contract Information

Contract Name:	**Contract No:**

Contract Total: $	**Contract Exclusions (Allowances & Reimbursements): $**	**Contract Total (LESS Allowances & Reimbursements): $**

Type of Contract: (SELECT ONE)	**TBE Goal:**

Scope of Work

Scope of Work Detailed Description:	

Applicable NAICS: **If additional space is needed, please attach a separate sheet.*

Work Scope Description:	NAICS:
Work Scope Description:	NAICS:
Work Scope Description:	NAICS:

1. TBE Contract Amount:	**2. % of Total Contract:**

The percentage is based on the eligible scope of services that TBE participation can reasonably be obtained, which might not be based on the total project contract amount. The commitment percentage is the key indicator of TBE participation. The Pass/Fail determination is based on the percentage stated in the RFP/BID. If the Prime is using one or multiple TBE companies the sum of the percentages MUST satisfy the minimum percentage stated in the RFP/BID. Note the percentage indicated on this document will be viewed by OEI the Prime's COMMITMENT to the TBE company.

Bidder/Proposer Commitment

(To be completed by firm committing work to TBE)

I certify that the TBE firm quoted the identified service(s) and cost(s). I further acknowledge our firm having negotiated with, and having received confirmation, on partnering, pricing and delivery from the TBE firm listed herein. (*Prime Contractor OR Consultant)*_____ (*Phone)*_____, or one of our subs, will enter into contract with the TBE firm listed, for the service(s) and amount(s) specified when awarded this contract. The information on this form is true and accurate to the best of my knowledge. I further understand that falsification, fraudulent statement, or misrepresentation will result in appropriate sanctions under applicable law.

Signature of Authorized Representative | Name & Title of Authorized Representative | Date

TBE Affirmation

(To be completed by TBE Owner/Authorized Representative)

- **I affirm that our firm is certified as** (SELECT ONLY ONE)
- **I affirm this firm is owned by a** (SELECT ONLY ONE)
- **I affirm that the majority owner's ethnicity is** (SELECT ONLY ONE)

- I acknowledge and accept this commitment to contract with my firm for the service(s) and dollar amount(s) specified herein, by
- *(Prime or sub firm name, if sub to a sub)* _____

- I understand and accept that this commitment is for service(s) to be rendered in completion of the project specified herein to be completed with my own forces.
- I affirm that approval from OEI will be obtained prior to subletting any portion of this work awarded to my firm on this project.

Signature of Authorized TBE Representative | Name & Title of Authorized TBE Representative | Phone Number | Date

OEI Use Only

Commitment number _____ of _____ **Participation:** _____% Project Total _____% CAGE Code: _____

Approved: _____ Date: _____

COMMITMENT TO CONTRACT WITH *TBE*

ADDITIONAL INFORMATION & REQUIREMENTS:

Links to Directories for firms eligible for credit:
MBE and WBE https://wisdp.wi.gov/Search.aspx
Milwaukee County SBE https://mke.diversitycompliance.com/Default.asp
SAM Directory for Federal SBE https://www.sam.gov/SAM/pages/public/index.jsf

1. **CONTRACT ADJUSTMENTS**: The successful Bidder/Proposer will maintain the approved TBE participation level during the term of the contract with the County, including any additional work on the contract, e.g., change orders, addendums, scope changes, or fee increases.

2. **WRITTEN CONTRACTS WITH TBE**: The County requires that the successful Bidder/Proposer enter into contract, directly or through subs, as stated in this form. Agreements must be submitted to the County within 7 days of receipt of the Notice-To-Proceed. By executing this commitment, you are certifying that you have had contact with the named TBE firm and that they will be hired if you are awarded the contract by the County.

3. **SUBSTITUTIONS, TBE SUBCONTRACTING WORK, TRUCKING FIRMS**: The successful Bidder/Proposer must submit written notification of desire for substitution to the TBE affected, and send a copy to the County, stating the reason(s) for the request. The TBE will have five (5) business days to provide written objection/acceptance of the substitution. The “right to correct” must be afforded any TBE objecting to substitution/termination for less than good cause as determined by the County. Approval must be obtained from the County prior to making any substitutions. TBE firms are required to notify and obtain approval from the County prior to seeking to subcontract out work on this project. In the case of TBE trucking firms, credit will be given for trucks leased from other TBE firms; however, if the TBE leases trucks from non-TBE firms, the commission or fee will be counted for crediting.

4. **REQUESTS FOR PAYMENT**: The successful Bidder/Proposer must indicate on the Continuation Sheet (AIA form G703, or equivalent) or invoice for consulting the work being performed by TBE by either a) placing the word “TBE” behind the work item or b) breaking out the work done by TBEs at the end of the report. The successful Bidder/Proposer shall notify TBE firms of the date on which they must submit their invoices for payment.

5. **TBE UTILIZATION REPORTS**: The successful Bidder/Proposer will enter payments to subs and suppliers directly into the County’s online reporting system on a monthly basis. These entries will cover payments made during the preceding month and will include zero dollar ($0) entries where no payment has occurred.

If you have any questions related to the Milwaukee County Target Enterprise Program, please contact:

414.278.4851 or oeicompliance@milwaukeecountywi.gov

TBE-18

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Office of Economic Inclusion
oeicompliance@milwaukeecountywi.gov
(414) 278-4747

Office of Economic Inclusion (OEI)

CONTRACT CLOSE-OUT PAYMENT CERTIFICATION

Prime Contractor/Consultant must complete and attach to the request for final payment.	
County Department Issuing Contract/Project:	
Prime Contractor/Consultant:	
TBE Firm:	
Project No:	**Project Name:**

Complete Section A if full payment has been made.
Complete Section B if full payment will be made upon receipt of final payment from Milwaukee County.

SECTION (A)	DBE FIRM COMPLETES IF FINAL PAYMENT BEEN RECEIVED

I hereby certify that our firm received $ _____ total payment for work.

Date: _____

(TBE Contractor/Consultant Signature) (Print Name & Title)

SECTION (B)	BOTH PRIME CONTRACTOR/CONSULTANT AND DBE FIRM COMPLETE IF FULL PAYMENT BEEN MADE AND A BALANCE REMAINS DUE

I hereby certify that our firm has paid to date a total of $ _____ and will pay the balance of $ _____ to _____ upon receipt of payment from Milwaukee County for work on the above referenced project or contract.

Date: _____

(Prime Contractor/Consultant Signature) (Print Name & Title)

(TBE Contractor/Consultant Signature) (Print Name & Title)

Project Name: Investing in Justice: Courthouse Complex – Commissioning Consultant
Project Number: WC027601

RFP ATTACHMENT E
MANPOWER, DIRECT SALARY RATE AND OVERHEAD & PROFIT FACTOR SCHEDULE

Attachment E – Manpower, Direct Salary Rate and Overhead & Profit Factor Schedule

MILWAUKEE COUNTY
DEPARTMENT OF ADMINISTR ATIVE SERVICES, FACILITIES MANAGEMENT DIVISION

MANPOWER, DIRECT SALARY RATE AND OVERHEAD & PROFIT FACTOR SCHEDULE
Used For Basic Services & Additional Services
Separate Schedule Required for Prime Consultant & each Subconsultant

Firm Name: _____ Principal-in-Charge: _____

Wisconsin Reg. Number: _____

Principal's Flat Rate: ..... $_____/hr.

Overhead & Profit Factor (multiplier): ..... . _____

(Include copy of audited account of overhead factor or complete **Attachment "E-2")**

Name	Classification	Direct Salary Rate/Hour

Direct Salary Rate is defined as each employee's actual and verifiable gross hourly cost of salary ("W-2" Statement Salary), exclusive of incentive bonus or other non-direct salary expenses.

Overhead & Profit Factor is defined as the multiplying factor representing each employee's pro-rata share of all other direct and indirect expenses and profit for the consultant. This factor remains fixed for the life of the Project.

Additions and deletions of personnel or permanent classification changes must be submitted for approval at the time the changes occur. For multi-year projects, changes in basic salary rates may be submitted for approval only in January of each calendar year.

The foregoing is a true and actual accounting of the rates:

As of: _____, 20____

_____
Signature

_____
Title

Approved for Milwaukee County Department of Administrative Services, Facilities Management Division

Date: _____

_____
Signature

_____
Title

Attachment E – Manpower, Direct Salary Rate and Overhead & Profit Factor Schedule

If your firm does not possess a FAR audit certified rate, please complete the following:

Overhead Rate = _____ **(Without Profit)**

_____does not have an audit-certified
(Name of Firm)

The above rate calculation, which includes all non-direct costs considered to be proper and appropriate to the provision of professional services covered by this Annual Consultant Agreement for Professional Services, was prepared in accordance with the standards of:

_____

It is understood and agreed that no direct charge will be made for labor or expenses included in the Overhead Rate Factor.

Signature: _____ Date: _____

Title: _____

RFP ATTACHMENT F
GUIDELINES FOR REIMBURSABLE EXPENSES

Attachment F – Guideline for Reimbursable Expenses

MILWAUKEE COUNTY
DEPARTMENT OF ADMINISTRATIVE SERVICES, FACILITIES MANAGEMENT DIVISION

GUIDELINES FOR REIMBURSABLE EXPENSES

GENERAL
Milwaukee County reimburses consultants under contract for expenses in connection with authorized out-of-town travel; long distance communications; fees paid to approving authorities; reproductions which are products of service; requested renderings, presentation models and mockups; and the expenses of requested additional insurance coverage. There may be other qualifying reimbursable expense items if the project or circumstances are unique and terms concerning them are contained in an approved and signed contract. These guidelines are intended to clarify the County's general policies concerning payments for reimbursable items.

DEFINITION
Reimbursable expenses are out-of-pocket expenses incurred by the consultant and consultant's employees in direct support of the project. Over and above compensation for Basic and Additional Services, they are unique and non-recurring costs. By their nature, the cost is not predictable in advance of occurrence.

Approved reimbursable expenses are billed at the same cost paid by the consultant and are not subject to retainage provisions found in Milwaukee County service agreements.

DOCUMENTATION
Most reimbursables can be documented by presenting a copy of the original sales slip or invoice clearly highlighted, dated, and labeled with the appropriate job number/name and person incurring the expense. When the original charge has been recorded on an employee expense log, an in-house printing or copy log, or on a phone bill printout, for examples, a copy of the appropriate log or journal can be submitted as long as the costs are clearly highlighted, dated and labeled. All documentation must be attached to a cover sheet which itemizes and sub-totals the charges, by type. The documentation and cover sheet is attached to the consultant's monthly invoice.

REIMBURSABLES BUDGET ALLOWANCE
All agreements shall establish a pre-approved budget allowance for the total out-of-pocket reimbursable expenses of consultants. Changes to the approved allowance total require a written amendment to the consultant's contract. As part of final contract negotiations, the consultant shall prepare an itemized budget estimate for reimbursables for review and approval by the County. Special care should be taken to differentiate those out-of-pocket expenses that will be initially borne by the consultant and those that will be paid directly by the County (under a separate County Services line item in the project budget).

AUTHORIZED OUT-OF-TOWN TRAVEL
Reimbursable travel expenses can accrue for both travel to and from Milwaukee for work in connection with a project if that travel involves a distance greater than a 100 mile radius from Milwaukee **or if the consultant's working office is more than 100 miles from Milwaukee.** Milwaukee County will reimburse consultants for reasonable expenses incurred for such transportation, subsistence and lodging. Mutual agreement about what constitutes an authorized travel expense begins at the time of contract negotiations when the budget for these items is established and continues as the project proceeds. Milwaukee County policy is to pay for essential, not luxury, services.

Whenever possible, air travel dates should be planned in advance to take advantage of the lowest coach fares available on connecting airlines; Milwaukee County does not pay for first-class or business-class travel.

Daily rental car rates are rarely competitive with airport van or taxi fares to and from the airport, hotel and project meeting sites. Consultants should confer with Milwaukee County's project manager regarding the most reasonable and cost-effective means for transportation while in Milwaukee. If traveling by personal

car, the total mileage may be charged at the prevailing cost per mile rate allowed by the Internal Revenue Service. Highway tolls and parking fees for out of town consultants are also reimbursable, if properly documented and if the consultant's office is more than 100 miles from Milwaukee.

Meals reimbursement qualifies if the consultant's employees are required to eat in restaurants in connection with an out-of-town (100 mile radius) visit/trip directly in service of the project. The consultant's choice of restaurants should be modest in every circumstance. Milwaukee County does not pay for meals taken in first-class restaurants, for cocktails, or for entertaining guests or in-town project team members. Milwaukee County discourages the scheduling of a business meeting over a meal period, thus avoiding the question of which meals might be authorized for reimbursement. Check with Milwaukee County's project manager if you are uncertain about which kind of meal expenditure might be disallowed.

Lodging costs at medium-priced accommodations will be approved. Deluxe accommodations and charges involving personal services of any kind will be disallowed.

LONG DISTANCE COMMUNICATIONS
Milwaukee County will reimburse the consultant for properly documented long distance telephone tolls made for project business.

FEES PAID TO APPROVING AUTHORITIES
Milwaukee County will reimburse the cost of fees paid for securing the approval of authorities having jurisdiction over the project. Consultants should plan for this expense in advance, because cutting County checks to coincide with dates of submittal cannot usually be done. The County will accept, however, an out-of-sequence invoice covering an unusually high plan exam fee in order to minimize the inconvenience to the consultant.

REPRODUCTIONS AND REPROGRAPHICS
The cost of drawings, specifications, reports, exhibits and other documents which are products of service are reimbursed with proper documentation. Charges for postage, handling and shipping of reproductions are considered overhead expenses and are not reimbursed. Bid sets, which are often the most expensive segment of the out-of-pocket expense paid by the consultant, are sometimes contracted for by the County on larger jobs that could benefit from competitive bidding for that service. Consult with the County project manager if the furnishing of bid sets is not specifically excluded form consultant's reimbursable allowance budget.

ADDITIONAL INSURANCE
When additional insurance coverage or limits, over and above that normally carried by a consultant is specifically requested by the County, the County will reimburse that additional premium cost. Specific documentation will be requested by the County project manager if this expense qualifies as reimbursable.

RFP ATTACHMENT G
REQUIRED INVOICE FORMAT

Attachment G – Required Invoice Format

MILWAUKEE COUNTY
DEPARTMENT OF ADMINISTRATIVE SERVICES FACILITIES MANAGEMENT DIVISION

INVOICE FOR CONSULTING SERVICES INVOICE # _____
(Lump Sum Contract Form)

DATE: _____

PROJECT TITLE: _____

_____

PROJECT NO.: _____

CONSULTANT: _____

SERVICES FOR THE MONTH ENDING: _____

_____

1.) BASIC SERVICES (**Attachment "G-2"**):

2.) REIMBURSABLE EXPENSES (**Attachment "G-2"**):
(Attach itemization and back-up copies of all charges)

3.) ADDITIONAL SERVICES (**Attachment "G-3"**):
(Attach itemization for each service by name, classification,
direct salary rate x O.H. factor x man hours)

TOTAL THIS MONTH:

LESS: Retainage @ 5% (On Items 1. & 3. Only)……..

CURRENT PAYMENT DUE:
(Attach continuation sheet, G-2, on job status)

Approved for Billing:

_____
Consultant

_____
Signature

Approved for Milwaukee County
Department of Administrative Services
Facilities Management Division:

_____
Signature

_____
Title

_____
Date

Attachment G – Required Invoice Format

MILWAUKEE COUNTY DEPARTMENT OF ADMINISTRATIVE SERVICES, FACILITIES MANAGEMENT DIVISION

CONSULTANT INVOICE CONTINUATION SHEET FOR REPORTING JOB STATUS PROJECT NO.: _____

CONSULTANT: _____ INVOICE # _____

Basic Services	Fee Limit Per Phase/ or Totals	Previously Billed	Billed This Month	Percent Complete (%)	Total Billed To Date	Retainage To Date	Balance To Completion
Historic Courthouse MEPx commissioning	$	$	$	%	$	$	$
New Courthouse MEPx commissioning	$	$	$	%	$	$	$
New Courthouse building enclosure field testing	$100,000	$	$	%	$	$	$
Subtotal	$	$	$	%	$	$	$
Reimbursables (Itemized)	$	$	$	N.A.	$	N.A.	$
Subtotal	$	$	$	%	$	$	$
Supplemental Services (Itemized) INCR.	$	$	$	%	$	$	$
Supplemental Services (Itemized) INCR.	$	$	$	%	$	$	$
Subtotal	$	$	$	%	$	$	$
Totals	$	$	$	%	$	$	$

Attachment G – Required Invoice Format

MILWAUKEE COUNTY
DEPARTMENT OF ADMINISTRATIVE SERVICES, FACILITIES MANAGEMENT DIVISION

INVOICE FOR ADDITIONAL CONSULTING SERVICES ONLY — INVOICE #_____
(Multiple of Direct Salary Rate Form)
(One FORM "D-3"/Ea. Increase/Billing) — Fee Increase # _____

DATE: _____ — Fee Increase Total $_____

PROJECT TITLE: _____

PROJECT NO.: _____

CONSULTANT: _____

SERVICES FOR THE MONTH ENGING: _____

1.) **CONSULTANT LABOR** (Refer to approved Manpower Direct Salary Rate & O.H. Factor Schedule)

Name	Classification	Direct Sal. Rate/Hr.		OH Factor		Man Hrs		Cost
_____	_____	$	x	x		_____	=	_____
_____	_____	$	x	x		_____	=	_____
_____	_____	$	x	x		_____	=	_____
_____	_____	$	x	x		_____	=	_____
_____	_____	$	x	x		_____	=	_____

Subtotal _____

2.) **SUBCONSULTANTS**
(Attach itemizations in same form as above) Subtotal _____

3.) **REIMBURSABLE EXPENSES**
(Attach itemization and backup copies of all charges) Subtotal _____

TOTAL THIS MONTH:

LESS: Retainage @ 5% (On Items 1. & 2. Only)……..

CURRENT PAYMENT DUE:
(Attach continuation sheet on job status)

Approved for Billing:

_____
Consultant

_____
Signature

Approved for Milwaukee County
Department of Administrative Services
Facilities Management Division:

_____
Signature & Date

_____
Title

RFP ATTACHMENT H
NOT USED

Project Name: Investing in Justice: Courthouse Complex – Commissioning Consultant
Project Number: WC027601

RFP ATTACHMENT I
RECORD DOCUMENTS

Attachment I – Record Documents

MILWAUKEE COUNTY DEPT. OFADMINISTRATIVE SERVICES
FACILITIES MANAGEMENT DIVISION
RECORD DOCUMENT STANDARDS FOR PROFESSIONAL SERVICES

I. RECORD DOCUMENTS

The Prime Consultant shall prepare and file record documents of the project with Milwaukee County DEPT. OF ADMINISTRATIVE SERVICES - FACILITIES MANAGEMENT DIVISION, as per this attachment. Prime Consultant agreement close-out and final payment will be contingent on approval of complete record document submittal by Prime Consultant.

II. ELECTRONIC MEDIA REQUIREMENTS

A. Produce Project Manuals, Reports, and other permanent records in an electronic word processing format that can be read by Microsoft Office 365. Produce Project Manual technical sections in Milwaukee County format. Obtain electronic formats for Project Manual technical sections through the Project Manager.

These materials shall be submitted using a secure file sharing program, as stated in G201-2013, ARTICLE 3.

B. BIM models shall be produced in Revit version within two years or newer from date of agreement unless stated otherwise on G201-2013. CAD files shall be produced in AutoCAD version within 2 years or newer. BIM and CAD models need to be in RVT and .DWG formats. No other file types will be accepted. Print sets to be provided in .PDF format.

Obtain Milwaukee County drawing format standards for title blocks and cover sheets: B_1711, D_ 3624, and/ or F_4230 by contacting the Project Manager for the Project.

III. BIM MODELING STANDARDS

The Prime Consultant and his/her sub-consultants shall prepare BIM models in accordance with the following document standards prior to turning over record files:

A. Purge all Revit models of unused families, materials, groups, views, etc.
B. Remove unused views and sheets.
C. Resolve all Design Options and all associated views, schedules, etc.
D. Maintain Revit links and transfer files using e-transmit to include all linked files.
E. All views, sheets, and groups should be named appropriately.
F. Modeled elements and links should be placed on the correct worksets.
G. All AutoCAD files need to be linked into the Revit model, and not imported.
H. Include all accompanying files, including shared parameters .txt file, any linked AutoCAD files, PDFs, image files as .jpg or .png, etc.

The Prime Consultant and his/her sub-consultants shall maintain/update their respective models throughout construction by incorporating the following at a minimum (based on approval or direction to proceed):

A. RFC's
B. ASI's, CB's, RFI's, addenda, accepted or rejected alternates, or other change documents that affect the contract documents.
C. Submittal comments and revisions on approved shop drawings.
D. As-built field modifications.
E. Changes in the sequencing of the work.
I. Consultants shall utilize the Milwaukee County drawing format standards setup in the startup project.
J. Drawing Sheet numbers and electronic drawing files shall consist of the following:

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1. Alphanumeric discipline designation
   - **A** - Architectural Interiors and Facilities Management
   - **C** - Civil Engineering and Site Work
   - **E** - Electrical
   - **EV** - Environmental
   - **F** - Fire Protection
   - **L** - Landscape Architecture
   - **M** - Mechanical
   - **P** - Plumbing
   - **S** - Structural
   - **T**- Telecom
   - **FS**- Food Service
2. A maximum of 3 characters for sheet number
   Example: A101.rvt
   I I
   I I____Sheet Number
   I_____Discipline

K. The drawing sheet naming convention shall be Discipline then Sheet Number (e.g., A101).

L. BIM Model naming convention: [Capital Project Number or other approved identification number]_[Building Number]_[Project Name]_[Revit Version]. (e.g., WS0126_5600_COGGS RENOVATION_R21.rvt)

M. Consultants shall utilize unique worksets for all linked files.

N. The room attributes shall be provided on appropriate Revit floor plan views. Window attributes shall be shown on elevation views. The following attribute data shall be included:

1. **Rooms**
   Room name & number (serves as the room tag)
2. **Tag number**
   Door size
   Fire rating
3. **Windows**
   Tag number
   Size
   Glazing
   Framing material

IV. DOCUMENT REQUIREMENTS

A. **Design Documents:** Prepare and submit the following documents to the Project Manager:

1. City/State Approved Drawings	(1) Original, electronic stamped plan approval set (PDF)
2. Bid Set Drawings	
	(1) Electronic file (RVT & PDF)
3. Project Manual & Detail Manual	(1) Set PDF

DRAFT

Attachment I – Record Documents

1. **As-Built/Record Documents:** Prepare and submit the following record documents to the Project Manager:

1. As-Built/Record Drawings	
	(1) Set electronic file (RVT & PDF) marked RECORD DRAWINGS, 1 hard copy at full scale.
2. Project Manual & Detail Manual	
	(1) Set electronic file (PDF)
3. Operating/Maintenance Manuals	
	(1) Set electronic file (indexed and bookmarked PDF)

The Prime Consultant and his/her sub-consultants shall prepare and submit the required As-Built/Record Drawings and Project Manuals in accordance with the following procedures:

1. Obtain from each Prime Contractor marked-up prints, clarification drawings, shop drawings and/or any other data showing significant changes in the work made during the construction phase, including all changes described in the original addenda.

2. Update the original electronic drawings and project manuals by transferring all addenda and field changes from the contractor's marked-up documents, describing significant changes to the original drawings and project manuals.

   The Prime Consultant shall list all revisions with dates on each drawing and identify each revision with boundaries. Each drawing shall be labeled **AS-BUILT/RECORD DRAWINGS** and **PROJECT MANUAL.**

3. The end product shall consist of a composite set of Record Drawings and Project Manuals accurately showing the as-built, on-site conditions of the entire project.

2. **Studies/Analysis/Survey Reports**: Prepare and submit the following documents to the Project Manager:

1. Final Approved Report	
	(1) Set electronic file (PDF)

V. FINAL DOCUMENT REQUIREMENTS FOR ELECTRONIC MEDIA

The Prime Consultant and his/her subconsultants shall prepare and submit:

A. A cover sheet containing a drawing index that is sorted by:
   1. Discipline
   2. Sheet number
   3. Sheet name

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B. Cover sheet shall include:
    1. MILWAUKEE COUNTY Project Name and Number
    2. MILWAUKEE COUNTY Site I.D. and Building I.D.
    3. Seals and signatures of the Architect/Engineer of record.
    4. MILWAUKEE COUNTY signature block.

Detail Drawings produced as a MANUAL shall include a Drawing Index consisting of the detail title and/or description, and identification number sorted by discipline and page number. The Drawing Index shall be submitted in hard copy and shall be incorporated in the Detail Manual.

A. Consultants may insert their logos on Milwaukee County's Standard Cover Sheet with PRIOR APPROVAL from the Project Manager.

Submit the Project Cover Sheet Layout to the Project Manager for review and approval. Consultants **MAY NOT** insert their logos on the Project Drawing Sheets. The consultant firm's name may be inserted in the designated space provided within Milwaukee County's Standard Title Block.

SUBMIT FILES TO:

(PROJECT MANAGER)
MILWAUKEE COUNTY DEPARTMENT OF ADMINISTRATIVE SERVICES
FACILITIES MANAGEMENT DIVISION
ARCHITECTURAL, ENGINEERING & ENVIRONMENTAL SERVICES SECTION
633 WEST WISCONSIN AVENUE-SUITE 1000
MILWAUKEE, WI 53203

SUBMIT ELECTRONIC COPIES THROUGH SECURE FILE TRANSFER PROTOCOL

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RFP ATTACHMENT J
NOT USED

RFP ATTACHMENT K
NOT USED

Project Name: Investing in Justice: Courthouse Complex – Commissioning Consultant
Project Number: WC027601

RFP ATTACHMENT L
CONSULTANT AGREEMENT CLOSEOUT CHECKLIST

Attachment L – Consultant Agreement Closeout Checklist

MILWAUKEE COUNTY
DEPARTMENT OF ADMINISTRATIVE SERVICES, FACILITIES MANAGEMENT DIVISION
CONSULTANT AGREEMENT CLOSEOUT CHECKLIST

Consultant:_____

Project Title:_____

Project No.:_____

Agreement (Contract) No: _____Effective Date:_____

Type Agreement: _____

Consultant Selection Documentation in File: Yes_____ No_____

These deliverable items from the consultants must be in the FACILITES MANAGEMENT DIVISION Project (Job) File:

__ Final Project Program Report (*Scope of project as agreed by all parties)*

From Interviews, research, and study the consultant shall prepare a program and an Estimate of Probable Construction Costs for the project. ***Elements of the program*** *shall include a full description of each of the following:*

.1 Exterior and interior functional areas and spaces of the Project, with technical and equipment requirements on each;
.2 Comparisons between existing and proposed facilities and systems;
.3 Diagrams to describe proposed circulation and relationships between functional areas and departments;
.4 Descriptions of provisions for future changes and growth;
.5 Narrative of the rationale for proposed program and prioritized options to maintain Project budget.

After review, the CONSULTANT shall incorporate necessary corrections and additions into the final report and submit three (3) copies to OWNER for approval.

__ Final Estimate of Probable Construction Costs (Submitted before bid process begins)

When the documents are one hundred percent (100%) complete, the CONSULTANT shall submit three (3) copies to OWNER for approval of completed Bidding Documents and an updated Estimate of Probable Construction Costs.

__ Copies of all State and Local Plan Examination approvals and receipts for paid application fees

CONSULTANT shall: Make Application for required ***plan approvals****. Pay local and state Examination Fees and be reimbursed at cost (fee for General Building Permit to be paid by Contractor).*

__ Project Manual and all addendum originals

When the documents are one hundred percent (100%) complete, the CONSULTANT shall submit three (3) copies to OWNER for approval of completed Bidding Documents and an

updated Estimate of Probable Construction Costs.

CONSULTANT shall: Prepare necessary Addenda copies for distribution required to amend or clarify Bidding Documents. Complete Addenda so Bidders have access to them at least five (5) working days prior to bid opening. OWNER will mail out Addenda copies if they are delivered no later than seven (7) working days prior to bid opening.

__ Written recommendation as to Substantial Completion and final acceptance of the project (AIA Form G704)

*The CONSULTANT shall provide administration; coordination and on-site observation of the work in compliance with **Wis. Stats. Chapter 443**; confirm compliance with Contract Documents; determine quality and acceptability of materials provided and interpret Contract Documents; observe required tests; make recommendations regarding Change Orders and payments to contractors; and make recommendations as to Substantial Completion and final acceptance of the Project.*

Wis. Stats. Chapter 443: https://docs.legis.wisconsin.gov/statutes/statutes/443

Final Payment shall be made after the following have been accomplished: OWNER is in receipt of CONSULTANT's signed Certification of Substantial Completion (A.I.A. Document G704) in conformance with Contract Documents (for each contract).

__ Written confirmation of compliance of the Work with Contract Documents (WI Commercial Bldg. Code, Form SBDB-9720)

The CONSULTANT shall provide administration, coordination and on-site observation of the work in compliance with Wis. Stats. Chapter 443; confirm compliance with Contract Documents; determine quality and acceptability of materials provided and interpret Contract Documents; observe required tests; make recommendations regarding Change Orders and payments to contractors; and make recommendations as to Substantial Completion and final acceptance of the Project.

Wis. Stats. Chapter 443: https://docs.legis.wisconsin.gov/statutes/statutes/443
WI Commercial Bldg. Code, Form SBDB-9720

__ Final submitted schedule

__ Record documents (in accordance with Attachment I) are accessible and useable _____
(FCAP Records)

__ Consultant approved Operation and maintenance manuals and data, warranties, Owner Training, Attic Stock, and other required closeout documents

__ Confirmation of Site Clean-Up (i.e. environmental or geotechnical soil cuttings, purge water)

__ TBE/DBE Participation (Attached Approved Final Utilization Report): TBE/DBE-18 Form

All of the above items applicable to this project have been submitted

Prime CONSULTANT Signature: _____

County Project Manager Approval:_____Date:_____

RFP ATTACHMENT M
MILWAUKEE COUNTY MODIFIED AIA DOCUMENT C103-2015 OWNER & CONSULTANT AGREEMENT

DRAFT

AIA® Document C103™ – 2015

Standard Form of Agreement Between Owner and Consultant without a Predefined Scope of Consultant's Services

AGREEMENT made as of the « » day of « » in the year « »
(In words, indicate day, month and year.)

BETWEEN the Owner:
(Name, legal status, address, and other information)

«Milwaukee County»
«600 N. Plankinton Ave, Suite 600»
«Milwaukee, WI 53203»

and the Consultant:
(Name, legal status, address, and other information)

« »« »
« »
« »
« »

Consultant's discipline:

« »

for the following Project:
(Name, location, and detailed description. Time limits for bringing claims in Section 6.1.1 are tied to completion of the "Project." The "Project" may be limited to the scope of services to be provided by the Consultant, or the Consultant may be providing services for a "Project" involving design and construction of one or more structures. Care should be taken in describing or defining the Project.)

« As set forth in **Attachment A – Request for Proposal (RFP)**»
« »
« »

The Owner and Consultant agree as follows.

ADDITIONS AND DELETIONS: The author of this document has added information needed for its completion. The author may also have revised the text of the original AIA standard form. An *Additions and Deletions Report* that notes added information as well as revisions to the standard form text is available from the author and should be reviewed.

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

This document does not contain a description of the Consultant's scope of Services. This document is intended to be used in conjunction with AIA Standard Form of Consultant's Services documents.

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User Notes: (1920560203)

TABLE OF ARTICLES

1 INITIAL INFORMATION

2 CONSULTANT'S RESPONSIBILITIES

3 ADDITIONAL SERVICES

4 OWNER'S RESPONSIBILITIES

5 COPYRIGHTS AND LICENSES

6 CLAIMS AND DISPUTES

7 TERMINATION OR SUSPENSION

8 COMPENSATION

9 MISCELLANEOUS PROVISIONS

10 SPECIAL TERMS AND CONDITIONS

11 SCOPE OF THE AGREEMENT

ARTICLE 1 INITIAL INFORMATION

§ 1.1 This Agreement is based on the Initial Information set forth in this Article 1:
(State below Initial Information, such as details of the Project's site and program; identity of the Architect, Owner's contractors and other consultants, and Consultants' subconsultants; anticipated procurement method; and other information relevant to the Consultant's Services.)

« As set forth in **Attachment A – Request for Proposal (RFP)**»

§ 1.2 Unless otherwise specifically defined in this Agreement, terms in this Agreement shall have the same meaning as those in AIA Document A201™–2007, General Conditions of the Contract for Construction.

§ 1.3 The Owner's anticipated design and construction schedule:

.1 Design phase milestones, if any:

« As set forth in **Attachment A – Request for Proposal (RFP)**»

.2 Date for commencement of construction:

« As set forth in **Attachment A – Request for Proposal (RFP)**»

.3 Substantial Completion date:

« As set forth in **Attachment A – Request for Proposal (RFP)**»

.4 Other milestone dates:

« As set forth in **Attachment A – Request for Proposal (RFP)**»

§ 1.4 The Owner and Consultant may rely on the Initial Information. Both parties, however, recognize that the Initial Information may materially change and, in that event, the Owner and the Consultant shall appropriately adjust the schedule, the Consultant's services, and the Consultant's compensation.

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ARTICLE 2 CONSULTANT'S RESPONSIBILITIES

§ 2.1 The Consultant shall provide the following professional services:
(Describe the scope of the Consultant's services or identify an exhibit or scope of services document setting forth the Consultant's services and incorporated into this document in Section 11.2.)

« As set forth in **Attachment A – Request for Proposal (RFP)** and **Attachment B – Consultant's Proposal** »

§ 2.2 The Consultant shall perform its services consistent with the professional skill and care ordinarily provided by professionals in the same discipline practicing in the same or similar locality under the same or similar circumstances. The Consultant shall perform its services as expeditiously as is consistent with such professional skill and care and the orderly progress of the Project.

§ 2.3 The Consultant identifies the following representative who is authorized to act on behalf of the Consultant with respect to the Project.
(List name, address, and other information.)

« »
« »
« »
« »
« »
« »

§ 2.4 If required in the jurisdiction where the Project is located, the Consultant shall be licensed to perform the services described in this Agreement, or shall cause such services to be performed by appropriately licensed professionals.

§ 2.5 The Consultant shall coordinate its services with those services provided by the Owner and the Owner's other consultants. The Consultant may communicate with the Owner's other consultants for the purposes of performing its services on the Project. The Consultant shall keep the Owner reasonably informed of any such communications. The Consultant shall be entitled to rely on the accuracy and completeness of services and information furnished by the Owner and the Owner's other consultants. The Consultant shall provide prompt written notice to the Owner if the Consultant becomes aware of any error, omission, or inconsistency in such services or information.

§ 2.6 The Consultant shall keep the Owner reasonably informed of the progress of the Consultant's services.

§ 2.7 Insurance. The Consultant shall maintain the following insurance for the duration of this Agreement. If any of the requirements set forth below exceed the types and limits the Consultant normally maintains, the Owner shall reimburse the Consultant for any additional cost as set forth in Section 8.6.3.

§ 2.7.1 [Intentionally Deleted]

§ 2.7.2 [Intentionally Deleted]

§ 2.7.3 [Intentionally Deleted]

§ 2.7.4 [Intentionally Deleted]

§ 2.7.5 [Intentionally Deleted]

§ 2.7.6 [Intentionally Deleted]

§ 2.7.7 The Consultant shall provide to the Owner certificates of insurance and endorsements for review for each successive period of coverage for the duration of this Agreement evidencing compliance with the requirements in this Section 2.7. The certificates will show the Owner as an additional insured on the Commercial General Liability, Automobile Liability, and any excess policies. The Consultant's required certification of insurance and endorsements is included as **Attachment C**.

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§ 2.7.8 Insurance & Proof of Financial Responsibility for Claims. Purchase and maintain policies of insurance and proof of financial responsibility to cover costs as may arise from claims of tort as respect damage to persons or property and third parties in such coverage and amounts as required and approved by the County Risk Manager. Furnish acceptable proof of such coverage to the County Risk Manager prior to services commenced under this Agreement.

§ 2.7.9 Provide evidence of the following coverage and minimum amounts.

Type of Coverage	**Minimum Limits**
Wisconsin Workers Compensation	Statutory (Waiver if Subrogation for Worker Comp by Endorsement)
Employers Liability & Disease USL&H and All States Endorsement	$100,000/$500,000/$100,000
General Liability	$5,000,000 Per Occurrence (name the Owner as additional insured in the general liability policy by endorsement)
Bodily Injury & Property Damage to include personal injury, fire, legal, products and complete operations Contractual Liability and X, C & U	$5,000,000 Aggregate
Architects & Engineers Professional Liability & Errors & Omissions (Refer to section 2.7.13 for additional conditions)	$2,000,000 Per Occurrence
Environmental Impairment Insurance	$1,000,000 Aggregate Minimum (Unless not required)
Automobile Liability	(Name the Owner as an Additional Insured in the automobile policy by endorsement)
Bodily Injury & Property Damage All Autos	$1,000,000 Per Accident

Note: Consultants performing work on the secured air side at Milwaukee Mitchell International Airport and Timmerman Field shall maintain at least $5,000,000 Auto & Commercial General Liability Limits. This can be satisfied through a combination of Auto and Umbrella, and General Liability and Umbrella Limits.

§ 2.7.10 Except for Environmental Impairment Insurance, Professional Liability (Errors and Omissions), Workers Compensation and Employers Liability, the Owner shall be an additional insured on the Consultant's primary and excess insurance policies for Commercial General Liability and Automobile Liability to the fullest extent permitted by law, as their interests may appear as respects services provided in this Agreement, for claims caused in whole or in part by the Consultant's negligent acts or omissions. The additional insured coverage shall be primary and non-contributory to any of the Owner's insurance policies. The additional insured coverage shall apply to both ongoing operations and completed operations. A Waiver of Subrogation for Workers Compensation by endorsement in favor of Milwaukee County shall be provided. Afford Owner Thirty (30) day written notice of cancellation or non-renewal.

§ 2.7.11 Place insurance specified above with at least an "A" rated carrier per Best's Rating Guide approved to do business in the State of Wisconsin. Submit deviations or waiver of required coverage or minimums in writing to

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Owner for approval as a condition of this Agreement. Waivers may be granted when surplus lines and specialty carriers are used.

§ 2.7.12 The insurance requirements contained within this Agreement are subject to periodic review and adjustment by the Owner.

§ 2.7.13 Professional Liability – Additional Provisions

§ 2.7.13.1 Provide additional information on professional liability coverage as respects policy type, i.e., errors and omissions for consultants, architects, and/or engineers, etc.; applicable retention levels; coverage form, i.e. claims-made, occurrence; discovery clause conditions; and effective, retroactive, and expiration dates, to Owner as requested to obtain approval of coverage as respects this section.

§ 2.7.13.2 Be responsible for the accuracy of the services performed under this Agreement and promptly make necessary revisions or corrections to services resulting from negligent acts, errors or omissions without additional compensation.

§ 2.7.13.3 Give immediate attention to these revisions or corrections to prevent or minimize delay to Project schedule.

§ 2.7.13.4 Be responsible to the Owner for losses or costs to repair or remedy as a result of Consultant's negligent acts, errors or omissions.

§ 2.7.13.5 It is understood and agreed that coverage which applies to services inherent in this Agreement will be extended for two (2) years after completion of work contemplated in this Project if coverage is written on a claims-made basis.

§ 2.7.13.6 Deviations and waivers may be requested in writing based on market conditions to Owner. Approval shall be given in writing of any acceptable deviation or waiver to the Consultant prior to the Consultant effecting any change in conditions as contained in this section. Waivers shall not be unduly withheld nor denied without consultation with the Consultant.

§ 2.7.13.7 Obtain information on the professional liability coverage of subconsultants and/or subcontractors in the same form as specified above for review by Owner.

§ 2.8 Time. The Consultant shall provide its services within the time limits established in the Consultant's Schedule, or within the Deliverable(s) Time Limit(s) set forth below. The Consultant shall immediately inform the Owner of any circumstances which may cause a delay.
(Check one or both selections below.)

[« »] Consultant's Schedule: As soon as practicable after the date of this Agreement, the Consultant shall submit, for the Owner's approval, a schedule for the performance of the Consultant's Services. If relevant to the Consultant's Services, the schedule initially shall include anticipated dates for design phase milestones, commencement of construction, and for Substantial Completion of the Work as set forth in the Initial Information. The schedule shall include allowances for periods of time required for the Owner's review, for the performance of the Owner's consultants, and for approval of submissions by authorities having jurisdiction over the Project. Once approved by the Owner, time limits established by the schedule shall not, except for reasonable cause, be exceeded by the Consultant or Owner.

[« »] Deliverable(s) Time Limit: The Consultant shall provide the following deliverable(s) within the time limit(s) set forth below. Unless otherwise indicated below, time shall be calculated based on calendar days from the date of this Agreement.

Deliverable(s) *(Describe the deliverable(s))*	**Time Limits** *(Insert number of calendar days and, where appropriate, if time is to be measured from a separate written authorization from the Owner)*

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Deliverable(s) *(Describe the deliverable(s))*	Time Limits *(Insert number of calendar days and, where appropriate, if time is to be measured from a separate written authorization from the Owner)*

ARTICLE 3 ADDITIONAL SERVICES

§ 3.1 Additional Services may be provided after execution of this Agreement without invalidating the Agreement.

§ 3.2 The Consultant shall promptly notify the Owner upon recognizing the need to perform Additional Services. The Consultant, however, shall not proceed to provide such services until the Consultant receives the Owner's written authorization. Except for services due to (a) any negligent error or omission of the Consultant or Consultant's subconsultants; or (b) any breach of this Agreement by the Consultant , any Additional Services provided in accordance with this Section 3.2 shall entitle the Consultant to compensation pursuant to Section 8.2.

§ 3.3 If the services covered by this Agreement have not been completed within « » (« ») months of the date of this Agreement, through no fault of the Consultant, extension of the Consultant's services beyond that time shall be compensated as Additional Services.

§ 3.4 Notwithstanding anything to the contrary in this Agreement, Owner shall have no obligation to pay Consultant for any Additional Services unless, prior to performing same, (a) Consultant notifies Owner in writing of the services it intends to perform, the reasons therefor and the cost of such services, and (b) Owner agrees in writing to such services and the cost therefor. If Consultant fails to comply with the foregoing procedure, such services shall be deemed to be Basic Services under this Agreement. In addition, Owner shall have no obligation to pay Consultant for any Additional Services if such services result from the errors, omissions or negligence of Consultant or the failure of Consultant to perform in accordance with the terms of this Agreement. Consultant acknowledges that Basic Services shall include all of Consultant's services performed in connection with the Project prior to the date hereof and that none of such services shall be considered Additional Services.

ARTICLE 4 OWNER'S RESPONSIBILITIES

§ 4.1 Unless otherwise provided for under this Agreement, the Owner shall provide information in a timely manner regarding requirements for and limitations on the Project. Within 15 days after receipt of a written request from the Consultant, the Owner shall furnish the requested information as necessary and relevant for the Consultant to evaluate, give notice of, or enforce lien rights.

§ 4.2 The Owner identifies the following representative who is authorized to act on the Owner's behalf with respect to the Project.
(List name, address, and other information.)

« »
« »
« »
« »
« »
« »

§ 4.3 The Owner shall render decisions and approve the Consultant's submittals, if any, in a timely manner in order to avoid unreasonable delay in the orderly and sequential progress of the Consultant's services.

§ 4.4 The Owner shall coordinate the services of its other consultants with those services provided by the Consultant. The Owner shall provide the Consultant with a list of other consultants on the Project whose services relate to the

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Consultant's services. The Owner shall require that its other consultants maintain professional liability insurance as appropriate to the services provided.

§ 4.5 The Owner shall furnish the services of consultants other than those designated in this Agreement, or authorize the Consultant to furnish them as an Additional Service, when the Consultant requests such services and demonstrates that they are reasonably required for the Consultant to be able to perform its services.

§ 4.6 The Owner shall provide prompt written notice to the Consultant if the Owner becomes aware of any fault or defect in the Project, including errors, omissions, or inconsistencies in the Consultant's Services.

ARTICLE 5 COPYRIGHTS AND LICENSES

§ 5.1 Instruments of Service are representations, in any medium of expression now known or later developed, of the tangible and intangible creative work performed by the Consultant and the Consultant's subconsultants under their respective professional services agreements. Instruments of Service may include, without limitation, studies, surveys, models, sketches, drawings, specifications, and other similar materials in digital or physical form.

§ 5.2 If the Owner and Consultant intend to transmit Instruments of Service or any other information or documentation in digital form, they shall endeavor to establish necessary protocols governing such transmissions or comply with protocols established for the Project, if any.

§ 5.3 [Intentionally Deleted]

§ 5.4 [Intentionally Deleted].

§ 5.4.1 [Intentionally Deleted]

§ 5.5 [Intentionally Deleted]

§ 5.6 Upon completion of the Project or upon termination of this Agreement, it is understood that all completed or partially completed data, drawings, records, computations, survey information, and all other material that Consultant has collected or prepared in carrying out this Agreement shall be provided to and become the exclusive property of the Owner. Therefore, any reports, information and data, given to or prepared or assembled by Consultant under this Agreement shall not be made available to any individual or organization by Consultant without the prior written approval of the Owner (see **Attachment I – Record Documents**). No reports or documents produced in whole or in part under this Agreement shall be the subject of an application for copyright by or on behalf of the Consultant.

§ 5.7 Consultant further understands that oral and written communications with Owner regarding Consultant's services under this Agreement are confidential. No aspect of Consultant's services may be discussed with any individual or organization other than Owner, unless Consultant receives prior written authorization from Owner for such discussion.

§ 5.8 If Consultant's services are terminated prior to completion of the Project, Owner will indemnify and hold Consultant and Consultant's subconsultants harmless for costs or claims for damages arising out of use the of incomplete documents, interpretation, revision, alteration, or omission to the documents which are not made by Consultant or subconsultants. Should Owner reuse documents, created by Consultant, the seals and certifications of Consultant and subconsultants shall be invalid, shall not be used and shall be deleted and Owner will indemnify and hold Consultant and Consultant's subconsultants harmless for cost or claims for damages arising out of the reuse of the documents.

ARTICLE 6 CLAIMS AND DISPUTES

§ 6.1 General

§ 6.1.1 The Owner and Consultant shall commence all claims and causes of action, whether in contract, tort, or otherwise, against the other arising out of or related to this Agreement in accordance with the requirements of the method of binding dispute resolution selected in this Agreement within the period specified by applicable law, but in any case not more than 10 years after the date the Project is sufficiently complete so that the Owner can utilize it for its intended use. The Owner and Consultant waive all claims and causes of action not commenced in accordance with this Section 6.1.1.

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§ 6.1.2 To the extent damages are recovered under property insurance, the Owner and Consultant waive all rights against each other and against the contractors, consultants, agents, and employees of the other for damages, except such rights as they may have to the proceeds of such insurance. The Owner or the Consultant, as appropriate, shall require of the contractors, consultants, agents, and employees of any of them, similar waivers in favor of the other parties enumerated herein.

§ 6.1.3 [Intentionally Deleted]

§ 6.1.4 The Consultant shall indemnify, defend and hold the Owner and the Owner's officers and employees harmless from and against damages, losses and judgments, including reasonable attorneys' fees and expenses recoverable under applicable law, but only to the extent they are caused by the negligent acts or omissions of the Consultant, its employees and its consultants in the performance of professional services under this Agreement.

§ 6.2 Mediation

§ 6.2.1 Any claim, dispute, or other matter in question arising out of or related to this Agreement shall be subject to mediation as a condition precedent to binding dispute resolution. If such matter relates to or is the subject of a lien arising out of the Consultant's services, the Consultant may proceed in accordance with applicable law to comply with the lien notice or filing deadlines prior to resolution of the matter by mediation or by binding dispute resolution.

§ 6.2.2 The Owner and Consultant shall endeavor to resolve claims, disputes, and other matters in question between them by mediation which, unless the parties mutually agree otherwise, shall be administered by the American Arbitration Association in accordance with its Construction Industry Mediation Procedures in effect on the date of the Agreement. A request for mediation shall be made in writing, delivered to the other party to the Agreement, and filed with the person or entity administering the mediation. The request may be made concurrently with the filing of a complaint or other appropriate demand for binding dispute resolution but, in such event, mediation shall proceed in advance of binding dispute resolution proceedings, which shall be stayed pending mediation for a period of 60 days from the date of filing, unless stayed for a longer period by agreement of the parties or court order. If an arbitration proceeding is stayed pursuant to this Section, the parties may nonetheless proceed to the selection of the arbitrator(s) and agree upon a schedule for later proceedings.

§ 6.2.3 The parties shall share the mediator's fee and any filing fees equally. The mediation shall be held in the place where the Project is located, unless another location is mutually agreed upon. Agreements reached in mediation shall be enforceable as settlement agreements in any court having jurisdiction thereof.

§ 6.2.4 If the parties do not resolve a dispute through mediation pursuant to this Section 6.2, the method of binding dispute resolution shall be the following:
(Check the appropriate box.)

[« »] Arbitration pursuant to Section 6.3 of this Agreement

[« »] Litigation in a court of competent jurisdiction

[«X»] Other*: (Specify)*

« Litigation or Arbitration as determined by Owner, acting in its sole and absolute discretion, after the dispute arises.»

§ 6.3 Arbitration

§ 6.3.1 If the Owner has selected arbitration as the method for binding dispute resolution in this Agreement, any claim, dispute or other matter in question, arising out of or related to this Agreement, subject to, but not resolved by, mediation shall be subject to arbitration, which unless the parties mutually agree otherwise, shall be administered by the American Arbitration Association in accordance with its Construction Industry Arbitration Rules in effect on the date of this Agreement. A demand for arbitration shall be made in writing, delivered to the other party to this Agreement, and filed with the person or entity administering the arbitration.

§ 6.3.1.1 A demand for arbitration shall be made no earlier than concurrently with the filing of a request for mediation, but in no event shall it be made after the date when the institution of legal or equitable proceedings based on the claim,

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dispute, or other matter in question would be barred by the applicable statute of limitations. For statute of limitations purposes, receipt of a written demand for arbitration by the person or entity administering the arbitration shall constitute the institution of legal or equitable proceedings based on the claim, dispute, or other matter in question.

§ 6.3.2 The foregoing agreement to arbitrate and other agreements to arbitrate with an additional person or entity duly consented to by parties to this Agreement shall be specifically enforceable in accordance with applicable law in any court having jurisdiction thereof.

§ 6.3.3 The award rendered by the arbitrator(s) shall be final, and judgment may be entered upon it in accordance with applicable law in any court having jurisdiction thereof.

[Intentionally Deleted]

ARTICLE 7 TERMINATION OR SUSPENSION

§ 7.1 If the Owner fails to make payments to the Consultant in accordance with this Agreement, such failure shall be considered substantial nonperformance and cause for termination or, at the Consultant's option, cause for suspension of performance of services under this Agreement. If the Consultant elects to suspend services, the Consultant shall give seven days' written notice to the Owner before suspending services. In the event of a suspension of services, the Consultant shall have no liability to the Owner for delay or damage caused the Owner because of such suspension of services. Before resuming services, the Consultant shall be paid all sums due prior to suspension and any expenses incurred in the interruption and resumption of the Consultant's services. The Consultant's fees for the remaining services and the time schedules shall be equitably adjusted.

§ 7.2 If the Owner suspends the Project or the Consultant's services, the Consultant shall be compensated for services performed prior to notice of such suspension. When the Project or the Consultant's services are resumed, the Consultant shall be compensated for expenses incurred in the interruption and resumption of the Consultant's services. The Consultant's fees for the remaining services and the time schedules shall be equitably adjusted.

§ 7.3 If the Owner suspends the Project or the Consultant's services for more than 90 cumulative days for reasons other than the fault of the Consultant, the Consultant may terminate this Agreement by giving not less than seven days' written notice.

§ 7.4 Either party may terminate this Agreement upon not less than seven days' written notice should the other party fail substantially to perform in accordance with the terms of this Agreement through no fault of the party initiating the termination.

§ 7.5 The Owner may terminate this Agreement upon not less than seven days' written notice to the Consultant for the Owner's convenience and without cause.

§ 7.6 In the event of termination not the fault of the Consultant, the Consultant shall be compensated for services performed prior to termination, together with Reimbursable Expenses then due and all Termination Expenses as defined in Section 7.7.

§ 7.7 [Intentionally Deleted]

§ 7.8 The Owner's rights to use the Consultant's Instruments of Service in the event of a termination of this Agreement are set forth in Article 5 and Section 8.7.

ARTICLE 8 COMPENSATION

§ 8.1 The Owner shall compensate the Consultant for services described in Article 2 as follows:
(Insert amount of, or basis for, compensation)

« The Compensation Total including reimbursables expenses for the project for the Consultant including all subconsultants shall be the "Not-To-Exceed" sum as indicated below on the basis of hourly rates set forth in section 8.3 »

(Insert amount)

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« »

§ 8.2 The Owner shall compensate the Consultant for approved Additional Services that may arise during the course of the Project as follows:
(Insert amount of, or basis for, compensation.)

« Hourly, Not-to-Exceed rates as set forth in **Attachment E - Manpower, Direct Salary Rate and Overhead & Profit Factor Schedule** as updated from time to time by the Consultant and approved by the Owner

Additional Services Rate Itemization

The form on which the Additional Services Rate Itemization is reported and approved is included as **Attachment E** (by Consultant and subconsultants).
»

§ 8.3 The hourly billing rates for services of the Consultant and the Consultant's subconsultants, if any, are set forth below. The rates shall be adjusted in accordance with the Consultant's and Consultant's subconsultants' normal review practices.
(If applicable, attach an exhibit of hourly billing rates or insert them below.)

« As set forth in **Attachment E - Manpower, Direct Salary Rate and Overhead & Profit Factor Schedule** as updated from time to time by the Consultant and approved by the Owner

On **Attachment E** list staff by name, including clerical staff, who will be assigned to the Project.

"Overhead Rate" (Overhead Factor less profit) contained within the Overhead Factor submitted by Consultant and each subconsultant shall be Federal Acquisition Regulation ("FAR") (48 CFR 1-31) audit certified. Provide a copy of the most recent auditor's report for each rate.

If Consultant or subconsultant does not possess a FAR audit certified rate then each shall submit as **Attachment E-2** their proposed rate, for the fiscal year, with identification of the accounting method used and certification that the proposed rate contains only those indirect costs proper and appropriate for the type of professional services sought by this Agreement. It is understood and agreed that no direct charge will be made for labor or expenses included in the Overhead Factor.

"Overhead Factor" and the "Principal's Flat Rate" shall include but are not limited to reimbursement of the following:

Social Security	General Office Expenses
Vacation, Holiday & Sick Pay	Dues & Subscriptions
Pension & Personal Insurance Plans	Profit
Local Telephone & Fax Service	Registration Fees
Insurance	Legal & Accounting Expenses
Postage & Shipping	Auto Expenses, Parking
Taxes	Travel Costs to locations within a 100 mile radius of Milwaukee
Office & Drafting Supplies	Meals
Repairs & Maintenance	Use of CAD Equipment & Systems (including drawing plots)
Selling Expense	Miscellaneous Overhead
General Advertising	Office Utilities

For personnel changes during the term of this Agreement submit a new **Attachment E-1** within sixty (60) days of adding or deleting staff used or permanent classification changes. In case of added personnel or classification changes, the new "Direct Salary Rate/Hour" will not increase more than 10 percent (10%) above the rate previously listed for the specific classification being replaced.
»

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§ 8.4 Unless otherwise agreed, payments for services shall be made monthly in proportion to services performed as set forth in **Attachment G – Required Invoice Format**. Payments are due and payable within thirty (30) days following presentation of the Consultant's invoice which shall be supported by properly executed payrolls, time records, invoices, contracts or vouchers, or other official documentation evidencing in proper detail the nature and propriety of other accounting documents pertaining in whole or in part to the Agreement or any other supporting documentation requested by Owner. Except for documentation specifically required by **Attachment G – Required Invoice Format**, all other supporting documentation shall not be submitted but shall be clearly identified and readily accessible as specified herein under section 9.11. Amounts unpaid «thirty» («30») days after the invoice is received by the Owner with the required supporting documentation shall bear interest at the rate entered below, or in the absence thereof at the legal rate prevailing from time to time at the principal place of business of the Consultant.
(Insert rate of monthly or annual interest agreed upon.)

« Payment due and unpaid under Contract Documents shall bear interest at rate specified in Wisconsin Statutes 71.82 (1) (a) compounded monthly »

§ 8.4.1 Owner will make payments to Consultant within thirty (30) days of invoice approval on the basis of monthly billings prepared by the Consultant and approved by the Owner. Payments will be made on the basis of ninety five percent (95%) of the approved statement. No retainage, however, shall be withheld for reimbursable expenses.

§ 8.4.2. Adherence with prompt payment requirements is monitored through information entered into the Diversity Management and Compliance System, utilizing B2GNow software. Consultant is required to report payments received from the Owner and amounts paid to subconsultants. Subconsultants will receive an automated email requesting them to confirm the amounts and whether the terms of the prompt payment policy were complied with. There is no cost to the Consultant or any subconsultant, the only requirement is to become a registered user and complete the one hour webinar training. The Owner will enter the Consultant's contract, and the Consultant will enter all subconsultants, including both TBE/DBE and non-TBE/DBE firms.

§ 8.5 [Intentionally Deleted]

§ 8.6 Reimbursable Expenses

§ 8.6.1 Reimbursable Expenses are in addition to compensation for the Consultant's professional services and include expenses incurred by the Consultant directly related to the Project as set forth in **Attachment F – Guidelines for Reimbursable Expenses** and shall not exceed the amount established in **Attachment B – Consultant's Proposal.**

§ 8.6.2 For Reimbursable Expenses the compensation shall be the expenses incurred by the Consultant plus an administrative fee of «zero» percent («0» %) of the expenses incurred as set forth **Attachment F – Guidelines for Reimbursable Expenses**.

§ 8.6.3 If the insurance requirements listed in Section 2.7 exceed the types and limits the Consultant normally maintains and the Consultant incurred or will incur additional costs to satisfy such requirements, the Owner shall reimburse the Consultant for such costs as set forth below:

« As set forth in **Attachment F – Guidelines for Reimbursable Expenses** »

§ 8.6.4 Records of Reimbursable Expenses and services performed on the basis of hourly rates shall be provided as set forth in **Attachment G – Required Invoice Format**.

[Intentionally Deleted]

§ 8.8 Final Payment

§ 8.8.1 Final Payment shall be made after the following have been accomplished:

.1 Owner is in receipt of "Record Documents".
.2 Owner is in receipt of Consultant's invoice labeled "Final Billing".
.3 Owner has determined that Consultant has performed the obligations under this Agreement as evidenced by completion of **Attachment L – Consultant Agreement Closeout Checklist**.

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§ 8.8.2 Final payment shall be the release of the five percent (5%) retainage, held by Owner from partial payments for performance under this Agreement.

§ 8.8.3 Consultant is required to conform to all TBE/DBE Requirements set forth in **Attachment D.** Upon notification from Owner to the Consultant that the obligations under this Agreement have been completed, the Consultant shall within thirty (30) calendar days submit for payment a final invoice for any remaining unpaid charges. Should the Consultant fail to respond within the thirty (30) days, the Owner will assume no additional charges have been incurred. Owner will transmit to Consultant notice of termination of this Agreement with a check for any remaining retainage.

§ 8.8.4 Consultant shall submit to Owner a partial waiver of lien (covering all services through the date of payment) from Consultant and all of its consultants as a condition to receiving each progress payment and a final waiver of lien from Consultant and all of its consultants as a condition to receiving final payment.

ARTICLE 9 MISCELLANEOUS PROVISIONS

§ 9.1 This Agreement shall be governed by the law of the place where the Project is located, except that if the parties have selected arbitration as the method of binding dispute resolution, the Federal Arbitration Act shall govern Section 6.3.

§ 9.2 The Owner and Consultant, respectively, bind themselves, their agents, successors, assigns and legal representatives to this Agreement. Neither the Owner nor the Consultant shall assign this Agreement without the written consent of the other, except that the Owner may assign this Agreement to a lender providing financing for the Project.

§ 9.3 If the Owner requests the Consultant to execute certificates, the proposed language of such certificates shall be submitted to the Consultant for review at least 14 days prior to the requested dates of execution. If the Owner requests the Consultant to execute consents reasonably required to facilitate assignment to a lender, the Consultant shall execute all such consents that are consistent with this Agreement, provided the proposed consent is submitted to the Consultant for review at least 14 days prior to execution. The Consultant shall not be required to execute certificates or consents that would require knowledge, services, or responsibilities beyond the scope of this Agreement.

§ 9.4 Nothing contained in this Agreement shall create a contractual relationship with or a cause of action in favor of a third party against either the Owner or Consultant.

§ 9.5 Unless otherwise required in this Agreement, the Consultant shall have no responsibility for the discovery, presence, handling, removal or disposal of, or exposure of persons to, hazardous materials or toxic substances in any form at the Project site.

§ 9.6 Confidential Information is information containing confidential or business proprietary information that is clearly marked as "confidential." If the Owner or Consultant transmits Confidential Information, the transmission of such Confidential Information constitutes a warranty to the party receiving such Confidential Information that the transmitting party is authorized to transmit the Confidential Information. If a party receives Confidential Information, the receiving party shall keep the Confidential Information strictly confidential and shall not disclose it to any other person or entity except to (1) its employees, (2) those who need to know the content of such information in order to perform services or construction solely and exclusively for the Project, or (3) its consultants and contractors whose contracts include similar restrictions on the use of confidential information or (4) as may be required under Wisconsin's Public Records Law, Wis. Stat. § 19.21 *et seq.*, as determined by Owner in accordance therewith..

§ 9.6.1 A party receiving Confidential Information may disclose the Confidential Information as required by law or court order, including a subpoena or other form of compulsory legal process issued by a court or governmental entity. A party receiving Confidential Information may also disclose the Confidential Information to its employees, consultants, or contractors in order to perform services or work solely and exclusively for the Project, provided those employees, consultants, and contractors are subject to the restrictions on the disclosure and use of Confidential Information as set forth in this Agreement.

§ 9.6.2 Consultant and Owner understand that Owner is bound by the Public Records Law, and as such, all of the terms of this Agreement are subject to and conditioned on the provisions of Wis. Stat. § 19.21 *et seq*. Consultant hereby agrees that it shall be obligated to assist Owner in retaining and timely producing records that are subject to Public

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Records Law upon any statutory request having been made. Except as otherwise authorized by Owner in writing, records that are subject to Public Records Law shall be maintained for a period of three years after expiration of this Agreement. In the event that Owner receives a request to disclose any Consultant information defined as "Confidential Information" or labeled as such by Consultant, Owner will promptly provide Consultant notice of the public records request to enable Consultant to resist any required disclosure and/or to obtain suitable protection regarding such required disclosure by Owner. In the event the designation of "Confidential Information" of such Consultant information is challenged by the requestor and Consultant resists disclosure by Owner, Consultant hereby agrees to provide legal counsel or other necessary assistance to Owner to defend the designation of confidentiality and agrees to indemnify and hold Owner harmless for any costs or damages arising out of Owner's agreement to withhold such Consultant information from disclosure. Alternatively—or in the event Owner declines to resist a request to disclose any such document— Consultant may instead exercise itself any right available to it under the law to attempt to prevent disclosure by Owner.

§ 9.7 Counterparts, Facsimile or Electronic Signature. This Agreement may be signed in one or more counterparts including via facsimile or email, or by electronic signature in accordance with applicable law, all of which shall be considered one and the same agreement, binding on all parties hereto, notwithstanding that both parties are not signatories to the same counterpart. A signed facsimile or photocopy of this Agreement shall be binding on the parties to this Agreement.

§ 9.8 Equal Employment Opportunity. In accordance with Section 56.17 of the Milwaukee County Code of General Ordinances and Title 41 of the Code of Federal Regulations, Chapter 60, Consultant certifies as to the following:

§ 9.8.1 Non-Discrimination

.1 The Consultant shall not discriminate against an employee or applicant for employment because of race, color, national origin or ancestry, age, sex, sexual orientation, gender identity and gender expression, or disability, marital status, family status, lawful source of income or status as a victim of domestic abuse, sexual assault or stalking, which includes, but is not limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising; lay-off or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship.

.2 The Consultant shall post in conspicuous places, available to employees, notices to be provided by the County, setting forth provisions of non-discrimination clause.

.3 A violation of this Section 10.11 shall be sufficient cause for Owner to terminate this Agreement without liability for uncompleted portion or for materials or services purchased or paid for by Consultant for use in completing this Agreement.

§ 9.8.2 Affirmative Action Program

.1 Consultant shall strive to implement principles of equal employment opportunity through an effective affirmative action program, which shall have as its objective to increase the use of women, minorities, and persons with disabilities and other protected groups, at all levels of employment in all divisions of Consultant's work force, where these groups may have been previously under-used and under-represented.

.2 In the event of dispute of compliance with these requirements, Consultant shall be responsible for showing that the requirements have been met.

§ 9.8.3 Affirmative Action Plan

.1 Consultant shall certify that if it has fifty (50) or more employees, a written affirmative action plan has been filed or will be developed and submitted (within 120 days of contract award) for each establishment. File current Affirmative Action plans, if required, with one of the following: The Office of Federal Contract Compliance Programs, the State of Wisconsin, or the Milwaukee County Department of Audit, 633 W. Wisconsin Avenue, 9th Floor, Milwaukee, Wisconsin 53203. If a current plan has been filed, indicate where filed « » and the year covered « ».

.2 The Consultant shall require lower-tier subcontractors who have fifty (50) or more employees to establish similar written affirmative action plans.

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§ 9.8.4 Non-Segregated Facilities. Consultant shall certify that it does not and will not maintain or provide segregated facilities for employees at its establishments, and that employees are not permitted to perform their services at a location under its control where segregated facilities are maintained.

§ 9.8.5 Consultant. Consultant shall certify that certifications regarding non-discrimination, affirmative action program, and non-segregated facilities have been obtained from proposed consultants that are directly related to contracts with the Owner, if any, prior to the award of contracts, and that such certification will be retained.

§ 9.8.6 Reporting Requirement. Where applicable, Consultant shall certify compliance with reporting requirements and procedures established in Title 41 Code of Federal Regulations, Chapter 60 (Equal Opportunity Employment).

§ 9.8.7 Employees. Consultant shall certify that « » employees are in the Standard Metropolitan Statistical Area (Counties of Milwaukee, Waukesha, Ozaukee, and Washington, Wisconsin) and that it has « » employees in total.

§ 9.8.8 Compliance. Consultant shall certify that it is not currently in receipt of outstanding letters of deficiencies, show cause, probable cause, or other notification of non-compliance with EEO regulations.

§ 9.9 Consultant Services. Should Consultant find it necessary or advisable to employ consultants for performing services under this Agreement, the following shall apply:

§ 9.9.1 Consultant shall:

.1 Be responsible for services performed by any consultants under this Agreement.

.2 Be compensated for the cost of any consultants as provided under Payments (consultant compensation is included in the overall basic compensation total).

§ 9.9.2 Consultants employed shall be engaged in conformance with the following:

.1 Obtain Owner's written approval for the hiring of each proposed consultant to be used in performance of the contractual obligations under this Agreement. Owner' will indicate such approval and/or rejection on **Attachment J – Subconsultant Listing.**

.2 Within five (5) days of the above approval, consultant shall execute **Attachment K – Subconsultant Compliance Certification**, binding consultant to the terms and conditions of this Agreement including the Audit and Inspection of Records requirements.

.3 Owner will not approve as a consultant a person connected with a firm manufacturing, selling, or installing material or equipment that is or may be included in Project.

.4 Approved consultants shall also complete **Attachment E – Manpower, Direct Salary Rate and Overhead & Profit Factor Schedule** for potential additional services to be requested at a later date.

§ 9.9.3 Unless otherwise approved by Owner, Consultant shall not employ consultants within the Consultant's specialties, i.e. architectural design for architects, electrical for electrical engineers, HVAC for HVAC engineers, etc.

§ 9.9.4 Fees for consultants shall be compensated by Owner as billed to Consultant (there shall be no mark up for costs/fees billed by consultants).

§ 9.10 Compliance with Governmental Requirements. Evidence satisfactory compliance for Unemployment Compensation and Social Security Reporting as required by federal and state laws.

§ 9.11 Rights of access and audit. The Consultant, its officers, directors, agents, partners and employees shall allow the County Audit Services Division and department contract administrators (collectively referred to as Designated Personnel) and any other party the Designated Personnel may name, with or without notice, to audit, examine and make copies of any and all records of the Consultant related to the terms and performance of the Contract for a period of up to three years following the date of last payment, the end date of this contract, or activity under this contract, whichever is later. Any subcontractors or other parties performing work on this Contract will be bound by the same terms and responsibilities as the Consultant. All subcontracts or other agreements for work performed on this Contract will include written notice that the subcontractors or other parties understand and will comply with the terms and responsibilities. The Consultant and any subcontractors understand and will abide by the requirements of Section 34.09 (Audit) and Section 34.095 (Investigations Concerning Fraud, Waste, and Abuse) of the Milwaukee County Code of General Ordinances.

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§ 9.12 Independent Contractor. Nothing contained in this Agreement shall constitute or be construed to create a partnership or joint venture between Owner or its successors or assigns and Consultant or its successors or assigns. In entering into this Agreement, and in acting in compliance herewith, Consultant is at all times acting and performing as an independent contractor, duly authorized to perform the acts required of it hereunder.

§ 9.13 Prohibited Practices

.1 Consultant during the period of this Agreement shall not hire, retain or utilize for compensation any member, officer, or employee of Milwaukee County or any person who, to the knowledge of Consultant, has a conflict of interest with Milwaukee County.

.2 Consultant hereby attests that it is familiar with Milwaukee County's Code of Ethics which states, in part, "No person may offer to give to any County officer or employee or his immediate family, and no County officer or employee or his immediate family, may solicit or receive anything of value pursuant to an understanding that such officer's or employee's vote, official actions or judgment would be influenced thereby."

§ 9.14 The Owner shall agree that the Consultant will not provide environmental reports or evaluations of existing conditions at the existing building with regards to hazardous materials and other environmental conditions that may or may not be prevalent at the existing building site including but not limited to the presence of asbestos, mold, hazardous waste or any and all other materials or conditions that may pose threat or danger to the owner and or his contractor, subcontractor employees and customers, residents, tenants, lender, or other.

§ 9.15 It is intended by the parties to this Agreement that the services provided in connection with the Project shall not subject the individual employees, officers, directors, owners, consultants to any personal legal exposure for the risks associated with this Project. Therefore, and not withstanding anything to the contrary contained herein, the Owner and Consultant agrees that, any claim, demand or suit shall be directed and or asserted only against the company and not against any of the company's individual employees, officers, directors, owners, and consultants.

§ 9.16 Notice. All notices or other communications required or permitted to be given or made hereunder to either party shall be deemed to be so given or made when in writing via email, with a delivery confirmation, or delivered in person (with evidence of receipt) such as overnight courier services or sent by United States Registered or Certified Mail, Postage prepaid, or by Federal Express or other service providing proof of delivery, directed to the parties at the following addresses or to such other addresses as they may from time to time designate in writing:

If to the Owner:

« »
« »
« »

And

« »
« »
« »

If to Consultant:

« »
« »
« »

Any change to the notice address listed above must be given to the other party in the same manner as described in this section. The date of notice shall be the date of delivery if the notice is personally delivered, the date of mailing if the notice is sent by United States certified mail or the date of transmission if the notice is sent by email. Each party agrees to maintain evidence of the respective notice method utilized.

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§ 9.17 Medicare Access to Books and Records. In the event, and only in the event, that Section 952 of P.L. 96-499 (42 U.S.C. Section 1395x(v)(1)) is applicable to this Agreement, the Consultant agrees as follows: (a) until the expiration of four (4) years after the furnishing of such services pursuant to this Agreement, the Consultant shall make available, upon written request of the Secretary of the U.S. Department of Health and Human Services or upon request of the Comptroller General of the United States, or any of his/her duly authorized representatives, this Agreement, and books, documents and records of the Consultant that are necessary to certify the nature of the duties of this Agreement; and (b) if Consultant performs its services hereunder through a subcontract with a related organization, with a value or cost of Ten Thousand Dollars ($10,000.00) or more over a twelve-month period, then any such subcontract shall contain a clause to the effect that until the expiration of four (4) years after the furnishing of such services pursuant to such subcontract, the related organization shall make available, upon written request of the Secretary of the U.S. Department of Health and Human Services or upon request of the Comptroller General of the United States, or any of its duly authorized representatives, the subcontract, and books, documents and records of such organization that are necessary to verify the nature and extent of the cost of services provided pursuant to such subcontract.

§ 9.18 Milwaukee County Contractor Code of Conduct

§ 9.18.1 The Contractor shall comply with the Milwaukee County Contractor Code of Conduct. A failure to adhere to these requirements may result in contract termination, penalties, or other remedial actions as deemed necessary by Milwaukee County.

ARTICLE 10 SPECIAL TERMS AND CONDITIONS

Special terms and conditions that modify this Agreement are as follows:

« »

ARTICLE 11 SCOPE OF THE AGREEMENT

§ 11.1 This Agreement represents the entire and integrated agreement between the Owner and the Consultant and supersedes all prior negotiations, representations, or agreements, either written or oral. This Agreement may be amended only by written instrument signed by both Owner and Consultant. In the event of a conflict between the terms and conditions of this C103™–2015, Standard Form Agreement between Owner and Consultant and an attached exhibit, the terms and conditions of the C103–2015, Standard Form Agreement between Owner and Consultant shall take precedence.

§ 11.2 This Agreement is comprised of the following documents listed below:

.1 AIA Document C103™–2015, Standard Form of Agreement Between Owner and Consultant.

.2 AIA Document E203™–2013, Building Information Modeling and Digital Data Exhibit, if completed, or the following:

« »

.3 Scope of Services Exhibit(s) listed in section 2.1

.4 Other documents:
(List other documents hereby incorporated into the Agreement.)

« Attachment A – Request for Proposal »
« Attachment B – Consultant's Proposal »
« Attachment C – Certificate of Insurance and Endorsements »
« Attachment D – Targeted Business Enterprise (TBE) Requirements »
« Attachment E – Manpower, Direct Salary Rate and Overhead & Profit Factor Schedule »
« Attachment F – Guidelines for Reimbursable Expenses »
« Attachment G – Required Invoice Format »
« Attachment H – NOT USED »
« Attachment I – Record Documents »
« Attachment J – NOT USED »
« Attachment K – NOT USED »
« Attachment L – Consultant Agreement Closeout Checklist »
« Attachment M – Modified AIA A201 - 2017 General Conditions »

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This Agreement entered into as of the day and year first written above.

OWNER *(Signature)*	**CONSULTANT** *(Signature)*
« »« »	« »« »
(Printed name and title)	*(Printed name and title)*

DRAFT

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RFP ATTACHMENT N
AIA DOCUMENT C203-2017 CONSULTANT'S SERVICES: COMMISSIONING

DRAFT

AIA® Document C203™ – 2017

Standard Form of Consultant's Services: Commissioning

for the following **PROJECT**:
(Name and location or address)

« »
« »

THE OWNER:
(Name, legal status and address)

« »« »
« »

THE CONSULTANT:
(Name, legal status and address)

« »« »
« »

THE AGREEMENT
This Standard Form of Consultant's Services is part of the accompanying C103™ -2015, Standard Form of Agreement between Owner and Consultant without a Predefined Scope of Consultant's Services dated
the « » day of « » in the year « » .
(In words, indicate day, month and year of the accompanying C103-2015.)

TABLE OF ARTICLES

1 INITIAL INFORMATION

2 COMMISSIONING SERVICES

3 SUPPLEMENTAL AND ADDITIONAL SERVICES

4 OWNER'S RESPONSIBILITIES

ARTICLE 1 INITIAL INFORMATION
§ 1.1 The Consultant's services are based on the Initial Information set forth in this Article 1.
(For each item in this section, insert the information or a statement such as "not applicable" or "unknown at time of execution.")

§ 1.1.1 Systems and assemblies to be commissioned:
(Identify systems and assemblies to be commissioned, such as heating, cooling, refrigeration and ventilation systems and controls; lighting and day lighting controls; domestic hot water systems; renewable energy systems; or building enclosure assemblies.)

« »

§ 1.1.2 The Owner's commissioning goals or objectives:
(Identify the Owner's commissioning goals or objectives for the Project such as sustainability objectives or performance goals.)

ADDITIONS AND DELETIONS: The author of this document has added information needed for its completion. The author may also have revised the text of the original AIA standard form. An *Additions and Deletions Report* that notes added information as well as revisions to the standard form text is available from the author and should be reviewed.

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

This document provides the Consultant's scope of services only and should be attached as an exhibit to AIA Document C103™–2015, Standard Form of Agreement Between Owner and Consultant without a Predefined Scope of Consultant's Services.

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« »

§ 1.1.3 The Consultant shall retain the following sub-consultants:
(List name, discipline, address, and other information.)

« »

§ 1.1.4 The Owner's contractors and consultants that affect the Consultant's services:
(List name, discipline, address, and other information.)

« »

§ 1.1.5 Other Initial Information on which the Consultant's services are based:
(List below other information that will affect the Consultant's performance of its services, such as details of the Project's program, Owner's budget for the Project, or anticipated procurement method.)

« »

§ 1.1.6 The Owner and Consultant may rely on the Initial Information. Both parties, however, recognize that the Initial Information may materially change and, in that event, the Owner and the Consultant shall appropriately adjust the Consultant's services, and the Consultant's compensation and schedule for the Consultant's services.

ARTICLE 2 COMMISSIONING SERVICES

§ 2.1 The Consultant shall not be a member, employee, or subcontractor of any entity performing design services or construction work on the Project unless the Owner gives the Consultant informed written consent.

§ 2.2 The Consultant shall manage the Commissioning Services, research applicable design criteria, attend Project meetings, communicate with members of the Project team, and report progress to the Owner.

§ 2.3 COMMISSIONING PLANNING SERVICES

§ 2.3.1 Initial Coordination Meeting

The Consultant shall facilitate an initial coordination meeting with the Owner and other participants in the Commissioning Process to discuss the Commissioning Services it will provide relative to the Project and other Project participants.

§ 2.3.2 Schedule of Commissioning Services

The Consultant shall prepare, and periodically update, a Schedule of Commissioning Services that shall identify commissioning related activities, including services furnished by the Consultant and completion and submission dates for documents provided by the Consultant. The Consultant shall coordinate the Schedule of Commissioning Services with the design and construction schedules.

§ 2.3.3 Owner's Project Requirements

§ 2.3.3.1 In conjunction with the information provided in Section 1.1.1 and 1.1.2, the Consultant shall assist the Owner and the Owner's consultants in developing the Owner's Project Requirements, or shall review the Owner's Project Requirements if provided by the Owner. At a minimum, the Owner's Project Requirements shall identify systems and assemblies to be commissioned and define the Owner's goals for each, including functional expectations, performance criteria to be met by the design, sustainable objectives to be achieved, cost considerations, and maintenance expectations. Where practical, the Owner's Project Requirements shall include measurable indicators or standards that can be used to verify that the Owner's goals have been met. The Consultant shall assist the Owner to periodically update the Owner's Project Requirements.

§ 2.3.3.2 The Owner and Consultant acknowledge that achievement of the Owner's Project Requirements depends on factors beyond the Consultant's control. Accordingly, the Consultant does not warrant or guarantee that the Project will achieve the Owner's Project Requirements

§ 2.3.4 Basis of Design Review

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The Basis of Design is a document, prepared by the Owner and the Owner's consultants, that records the concepts, calculations, decisions, and product selections used to (a) meet the Owner's Project Requirements, and (b) satisfy applicable laws, codes, and regulations. Upon receipt from the Owner, the Consultant shall review the Basis of Design, and updates thereto, for conformance with the Owner's Project Requirements and provide the Owner with written comments regarding deficiencies identified.

§ 2.3.5 Commissioning Plan

The Consultant shall provide the Owner with a written Commissioning Plan that is based on the Owner's Project Requirements and the Basis of Design. The Commissioning Plan shall describe commissioning activities for the Project and identify documentation requirements of the commissioning process. The Consultant shall update the Commissioning Plan periodically as appropriate to the level of completeness of the design and the progress of construction. The Commissioning Plan shall include:

.1 identification of the Owner's Project Requirements and the portions of the Basis of Design used as the basis of the Commissioning Plan;

.2 a list of participants in the commissioning process, their roles and responsibilities, and protocols for participant communication and information distribution;

.3 a list of systems and assemblies to be commissioned and performance expectations for each;

.4 a description of commissioning activities and responsibility for each;

.5 a summary of commissioning related documentation required by governmental authorities or entities certifying the Project.

.6 the Schedule of Commissioning Services;

.7 protocols for commissioning design reviews;

.8 protocols for commissioning submittal reviews;

.9 protocols to document changes to the Owner's Project Requirements and Basis of Design,

.10 protocols and templates for commissioning related documentation, including the Issues Log, Construction Checklists, Functional Performance Test procedures and reports, the Systems Manual, and the operator training plan;

.11 identification of, and protocols for, documents to be provided by the Owner's contractors, such as start-up reports, systems readiness test reports, test and balance plans and reports, and quality control test documents; and

.12 protocols for the Consultant to report observed deficiencies that pertain to the systems and assemblies to be commissioned.

§ 2.4 DESIGN PHASE SERVICES

§ 2.4.1 Design Phase Coordination Meeting

The Consultant shall conduct and document a design phase coordination meeting with the Owner and other participants in the commissioning process to discuss and review the Owner's Project Requirements and the Commissioning Plan. Subject to Section 3.2.1.2, the Consultant shall conduct and document additional design phase coordination meetings as necessary.

§ 2.4.2 Commissioning Design Reviews

The Consultant shall periodically review the designs prepared by the Owner's consultants and contractors for the systems and assemblies to be commissioned. The Consultant's review shall be for the limited purpose of checking for conformance with information given and concepts expressed in the Owner's Project Requirements and the Basis of Design. The Consultant shall be entitled to rely upon, and shall not be responsible for, the adequacy and accuracy of the designs prepared by the Owner's consultants and contractors. The Consultant's commissioning design reviews shall be made with reasonable promptness and in accordance with the Commissioning Plan and Schedule of Commissioning Services. Upon completion of each review, the Consultant shall issue written comments and recommendations in accordance with the Commissioning Plan. At each subsequent review and after the final review, the Consultant shall document the resolution of comments from the previous reviews.

§ 2.4.3 Commissioning Specifications

The Consultant shall prepare Commissioning Specifications that define the general commissioning requirements of the Project and commissioning requirements for each system and assembly to be commissioned. The Commissioning Specifications shall include requirements for Construction Checklist development and execution, startup procedures, Functional Performance Tests and acceptance criteria, and operator training. If necessary, the Consultant shall

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coordinate with the Owner's other consultants to integrate commissioning related requirements into specifications provided by others.

§ 2.5 CONSTRUCTION PHASE

§ 2.5.1 Construction Phase Coordination Meeting

Prior to commencement of construction activities on systems and assemblies to be commissioned, the Consultant shall conduct and document a construction phase coordination meeting with the Owner and other participants in the commissioning process to discuss and review the Commissioning Plan and Commissioning Specifications. Subject to Section 3.2.1.3, the Consultant shall conduct and document additional commissioning phase coordination meetings as necessary during construction.

§ 2.5.2 Submittal Review

The Consultant shall review and provide written comments upon contractors' submittals that pertain to the systems and assemblies to be commissioned, but only for the limited purpose of checking for conformance with the requirements of the Commissioning Plan and Commissioning Specifications. The Consultant's action in reviewing submittals shall be taken in accordance with the approved submittal schedule, or in the absence of an approved schedule, with reasonable promptness while allowing sufficient time to permit adequate review. The Consultant's submittal review is not for the purpose of determining the accuracy and completeness of other information such as dimensions, quantities, and installation or performance of systems or assemblies, which are the contractors' responsibilities. The Consultant's review shall not constitute approval of safety precautions or any construction means, methods, techniques, sequences, or procedures.

§ 2.5.3 Construction Documentation Review

During construction, the Consultant shall review documentation related to the systems and assemblies to be commissioned such as meeting minutes, field reports, minor changes in the Work, Construction Change Directives, and Change Orders. In accordance with the Commissioning Plan, the Consultant shall report issues it identifies during its reviews that may prevent the systems and assemblies from performing in accordance with the Commissioning Plan and Commissioning Specifications.

§ 2.5.4 Issues Log

The Consultant shall consult with the Owner and other participants in the commissioning process regarding commissioning related issues that arise during the Construction Phase. The Consultant shall maintain and update an Issues Log regarding such issues and their resolution in accordance with the protocols established in the Commissioning Plan.

§ 2.5.5 Construction Checklists

The Consultant shall provide Construction Checklists for systems and assemblies to be commissioned that the Owner's contractors can use to verify that materials and components are on site, ready for installation, correctly installed, and in compliance with the Commissioning Plan and Commissioning Specifications. The Consultant shall distribute the Construction Checklists in accordance with the Commissioning Plan.

§ 2.5.6 Site Visits

Unless otherwise stated in the Commissioning Plan, the Consultant shall visit the site at intervals appropriate to the stage of construction to become generally familiar with the assembly, installation, and startup of systems and assemblies to be commissioned; however, the Consultant shall not have control over, charge of, or responsibility for the assembly, installation, and startup of such systems and assemblies. In accordance with the Commissioning Plan, the Consultant shall promptly report (1) known deviations from the Commissioning Specifications and Commissioning Plan and (2) defects and deficiencies observed by the Consultant.

§ 2.5.7 Functional Performance Tests

§ 2.5.7.1 Functional Performance Tests evaluate the function and operation of systems and assemblies to be commissioned by observation or monitoring. Prior to the commencement of Functional Performance Tests, the Consultant shall review start-up reports, systems readiness test reports, test and balance plans and reports, and quality control test documents, for systems and assemblies to be commissioned, and report any observed deficiencies in accordance with the Commissioning Plan.

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§ 2.5.7.2 The Consultant shall coordinate, observe, and document Functional Performance Tests for systems and assemblies to be commissioned, in accordance with the procedures set forth in the Commissioning Plan and Commissioning Specifications.

§ 2.5.7.3 The Consultant shall prepare written reports that summarize each Functional Performance Test. The Consultant shall document deficiencies identified during Functional Performance Tests in the Issues Log. Each deficiency shall be resolved by the appropriate party and, thereafter the Consultant shall direct, observe, and document re-testing to confirm that the deficiency has been corrected. The Consultant shall distribute the Functional Performance Test reports in accordance with the Commissioning Plan.

§ 2.6 DOCUMENTATION AND TRAINING PHASE SERVICES

§ 2.6.1 Documentation Review

The Consultant shall review operations and maintenance manuals, the Systems Manual, record documents, and warranties, for commissioned systems and assemblies, for conformance with the Commissioning Specifications. The Consultant shall report observed deficiencies in accordance with the Commissioning Plan.

§ 2.6.2 Systems Manual

Prior to the start of operator training and in accordance with the Commissioning Plan, the Consultant shall provide the Owner with a Systems Manual that describes how to operate and maintain the commissioned systems and assemblies. The Systems Manual shall consist of documents provided by the Owner's contractors and consultants, including operations and maintenance manuals, submittals, record drawings, specifications, certifications, and training documents.

§ 2.6.3 Operator Training

§ 2.6.3.1 The Consultant shall review contractor -provided information regarding operator training, and the schedule of training activities, for conformance with specification requirements for systems and assemblies to be commissioned. The Consultant shall report observed deficiencies in accordance with the Commissioning Plan.

§ 2.6.3.2 The Consultant shall maintain an operator training log for inclusion in the Commissioning Report. The operator training log will include the attendees' names, training dates, system or equipment on which training was performed, and the name, title, and contact information of the trainer.

§ 2.6.4 Commissioning Report

The Consultant shall prepare a Commissioning Report that summarizes the operation of the commissioned systems and assemblies and the Commissioning Services performed. The Commissioning Report shall include an executive summary, the Owner's Project Requirements, Basis of Design, the final Commissioning Plan, Commissioning Specifications, design review comments and resolutions, system readiness test reports, completed Construction Checklists, template Functional Performance Test procedure forms, completed Functional Performance Test reports, the Issues Log, the operator training plan and log, a description of required deferred Functional Performance Tests, and recommendations for ongoing commissioning. The Consultant shall distribute the Commissioning Report in accordance with the Commissioning Plan.

§ 2.6.5 Post Occupancy Review

The Consultant shall meet with the Owner prior to the expiration of the Owner's contractors' periods for correction of Work to review the operations and performance of the commissioned systems and assemblies, and to make recommendations to the Owner.

ARTICLE 3 SUPPLEMENTAL AND ADDITIONAL SERVICES

§ 3.1 Supplemental Services

§ 3.1.1 The Consultant shall provide the listed Supplemental Services only if specifically designated in the table below as the Consultant's responsibility. Unless otherwise specifically addressed in the Agreement, if neither the Owner nor the Consultant is designated, the parties agree that the listed Supplemental Service is not being provided for the Project.

(Designate the Consultant's Supplemental Services and the Owner's Supplemental Services required for the Project by indicating whether the Consultant or Owner shall be responsible for providing the identified Supplemental Service. Insert a description of the Supplemental Services in Section 3.1.2 below or attach the description of services as an exhibit to the Agreement.)

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Supplemental Services		Responsibility *(Consultant, Owner or Not Provided)*
§ 3.1.1.1	Existing Facilities Surveys	
§ 3.1.1.2	Sustainable Design/Lifecycle Studies	
§ 3.1.1.3	Documentation required for Sustainability Certification	
§ 3.1.1.4	On-Site Project Representation	
§ 3.1.1.5	Additional Post-Occupancy Evaluations	
§ 3.1.1.6	Lessons Learned Workshop	
§ 3.1.1.7	Building Occupant Training	
§ 3.1.1.8	Seasonal and Deferred Functional Testing	
§ 3.1.1.9	Ongoing Commissioning	
§ 3.1.1.10	Fabricator or Manufacturer Facility Visit	
§ 3.1.1.11	Other Supplemental Services	

§ 3.1.2 Description of Supplemental Services

§ 3.1.2.1 A description of each Supplemental Service identified in Section 3.1.1 as the Consultant's responsibility is provided below.

(Describe in detail the Consultant's Supplemental Services identified in Section 3.1.1 or, if set forth in an exhibit, identify the exhibit.)

« »

§ 3.1.2.2 A description of each Supplemental Service identified in Section 3.1.1 as the Owner's responsibility is provided below.

(Describe in detail the Owner's Supplemental Services identified in Section 3.1.1 or, if set forth in an exhibit, identify the exhibit.)

« »

§ 3.2 Consultant's Additional Services

§ 3.2.1 The Consultant shall provide Commissioning Services exceeding the limits set forth below as Additional Services. When the limits below are reached, the Consultant shall notify the Owner in writing:

.1 « » (« ») commissioning planning meetings
.2 « » (« ») Design Phase meetings
.3 « » (« ») Construction Phase meetings
.4 « » (« ») Documentation and Training Phase meetings
.5 « » (« ») commissioning related design reviews
.6 « » (« ») reviews of each contractor submittal
.7 « » (« ») operator training sessions
.8 « » (« ») reviews of readiness test reports submitted by contractors
.9 « » (« ») site visits during construction
.10 « » (« ») inspections for any system or assembly to be commissioned to determine whether such portion of the Work is ready for Functional Performance Tests
.11 « » (« ») Functional Performance Tests of each system and assemblies to be commissioned

§ 3.2.2 If the services covered by the Agreement have not been completed within « » (« ») months of the date of the Agreement through no fault of the Consultant, extension of the Consultant's services beyond that time shall be compensated as Additional Services.

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ARTICLE 4 OWNER'S RESPONSIBILITIES

§ 4.1 The Owner shall identify the systems and assemblies to be commissioned and, with the Consultant's assistance, provide written Owner's Project Requirements as described in Section 2.3.3.

§ 4.2 The Owner shall provide the Consultant information necessary to perform the Commissioning Services, which may include: the Basis of Design; design drawings; construction documents; record drawings; submittals; operation and maintenance manuals; master plans; operation costs; operation budgets; and pertinent records relative to historical building data, building equipment, furnishings, and repairs.

§ 4.3 The Owner shall provide access to the property, buildings, and personnel necessary for the Consultant to provide the Commissioning Services.

DRAFT

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User Notes: (1664305716)

Project Name: Investing in Justice: Courthouse Complex – Commissioning Consultant
Project Number: WC027601

RFP ATTACHMENT O
HISTORIC COURTHOUSE EXISTING PLANS

APPENDIX H

HISTORIC COURTHOUSE (HCH) EXISTING DEPARTMENT PLANS

AECOM

APPENDIX H - EXISTING DEPARTMENT PLANS

H-000.0	AREA SCHEDULE
H-099.0	BASEMENT FLOOR
H-100.0	GROUND FLOOR
H-101.0	FIRST FLOOR
H-101.5	FIRST MEZZANINE
H-102.0	SECOND FLOOR
H-103.0	THIRD FLOOR
H-104.0	FOURTH FLOOR
H-104.5	FOURTH MEZZANINE
H-105.0	FIFTH FLOOR
H-105.5	FIFTH MEZZANINE
H-106.0	SIXTH FLOOR
H-106.5	SIXTH MEZZANINE
H-107.0	SEVENTH FLOOR
H-107.5	SEVENTH MEZZANINE
H-108.0	EIGHTH FLOOR
H-108.5	EIGHTH MEZZANINE

EXISTING DEPARTMENT PLAN

H-000.0

AREA SCHEDULE

AREA SCHEDULE (EXISTING DEPARTMENT PLANS)		
Department No	Department Name	AREA
110.00	CRIMINAL DIVISION - COURT SETS	37,064 SF
112.00	JUDICIAL CHAMBERS & SUPPORT	9,415 SF
114.00	JURY MANAGEMENT	5,588 SF
115.00	COURT REPORTING SERVICES	3,433 SF
120.00	DISTRICT ATTORNEY'S OFFICE	678 SF
122.00	IN-CUSTODY	1,727 SF
210.00	CIVIL/PROBATE DIVISION – COURT SETS	29,918 SF
211.00	FAMILY DIVISION - COURT SETS	16,649 SF
212.00	JUDICIAL CHAMBERS & SUPPORT - ALL DIVISIONS	20,402 SF
213.00	COMMISSIONER CHAMBERS & SUPPORT – CIVIL/ PROBATE	904 SF
214.00	COMMISSIONER CHAMBERS & SUPPORT – FAMILY	9,944 SF
215.00	REGISTER IN PROBATE	14,975 SF
216.00	RESTRAINING ORDER CLINIC	1,591 SF
217.00	CLERK OF COURTS OFFICE: CIVIL/ PROBATE/ FAMILY& CRIMINAL DIVISIONS	23,117 SF
218.00	CLERK OF COURTS OFFICE: ADMINISTRATION/IT	3,785 SF
219.00	MILWAUKEE JUSTICE CENTER	4,147 SF
220.00	LAW LIBRARY	2,252 SF
221.00	OFFICE OF THE CHIEF JUDGE	4,701 SF
224.00	IN-CUSTODY	293 SF
225.00	COURT REPORTING SERVICES	6,210 SF
230.00	DAS-EXECUTIVE SUITE AND DAS-FMD-SECURITY	307 SF
231.00	DAS-FMD-OPERATIONS & MAINTENANCE	24,433 SF
232.00	COUNTY EXECUTIVE'S OFFICE	8,821 SF
233.00	COUNTY BOARD OF SUPERVISORS	17,232 SF
234.00	COUNTY CLERK'S OFFICE	9,548 SF
235.00	ETHICS BOARD/PRB/CSC	1,913 SF
236.00	OFFICE OF CORPORATION COUNSEL	11,175 SF
237.00	TREASURER	4,416 SF
238.00	OFFICE OF STRATEGY, BUDGET, & PERFORMANCE	4,412 SF
239.00	OFFICE OF THE COMPTROLLER	11,170 SF
240.00	HUMAN RESOURCES	26,759 SF
241.00	REGISTER OF DEEDS	17,430 SF
242.00	CHILD SUPPORT SERVICES	27,812 SF
243.00	SHERIFF'S OFFICE	542 SF
Total Department Area		362,761 SF

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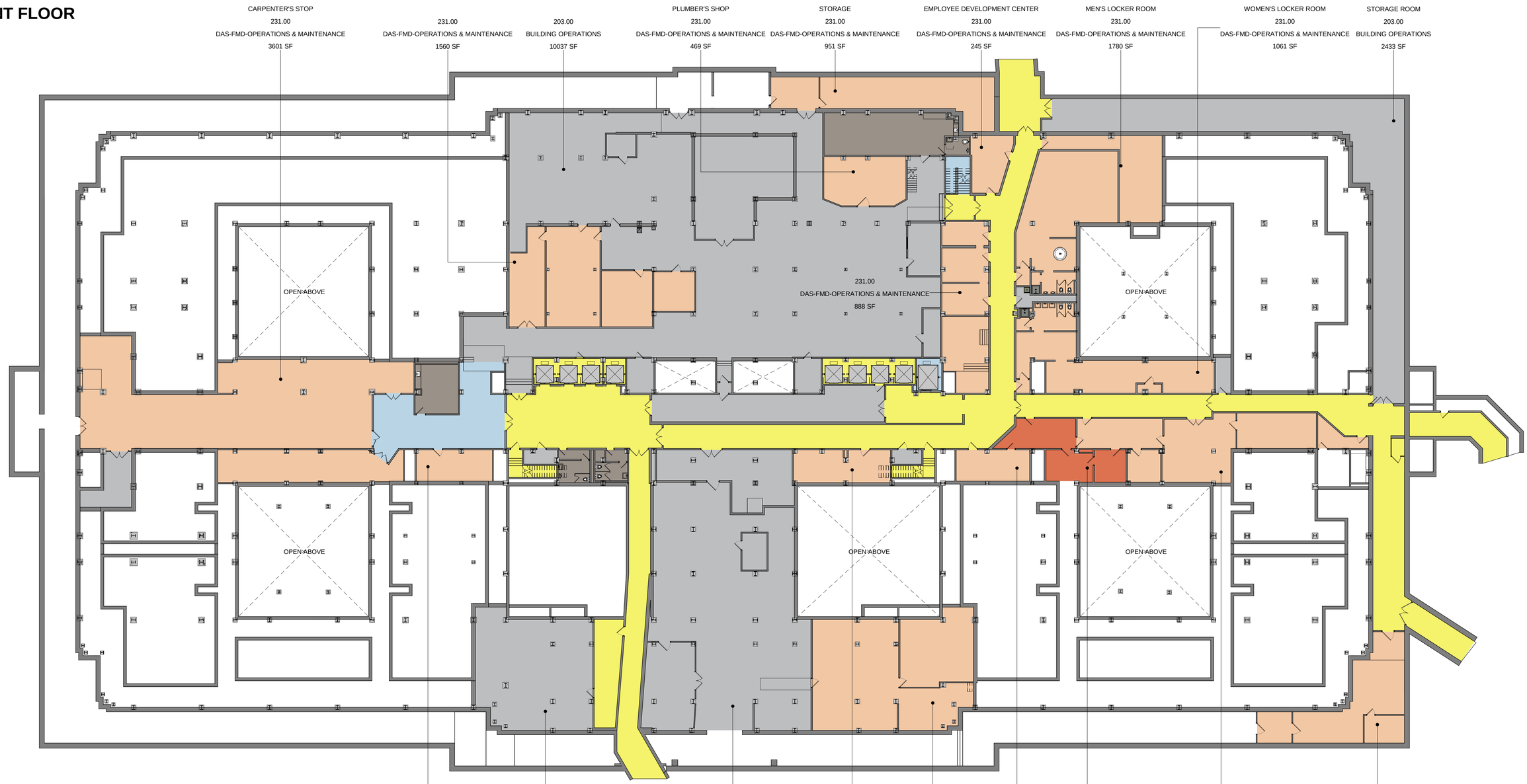
EXISTING DEPARTMENT PLAN

H-099.0

BASEMENT FLOOR



EXISTING DEPARTMENT PLANS_ BASEMENT FLOOR

Department No	Department Name	Area
202.00	SHARED SUPPORT FUNCTIONS	1,246.45 SF
203.00	BUILDING OPERATIONS	20,227.56 SF
231.00	DAS-FMD-OPERATIONS & MAINTENANCE	15,846.00 SF
243.00	SHERIFF'S OFFICE	542.26 SF
Total Department Area		37,862.25 SF

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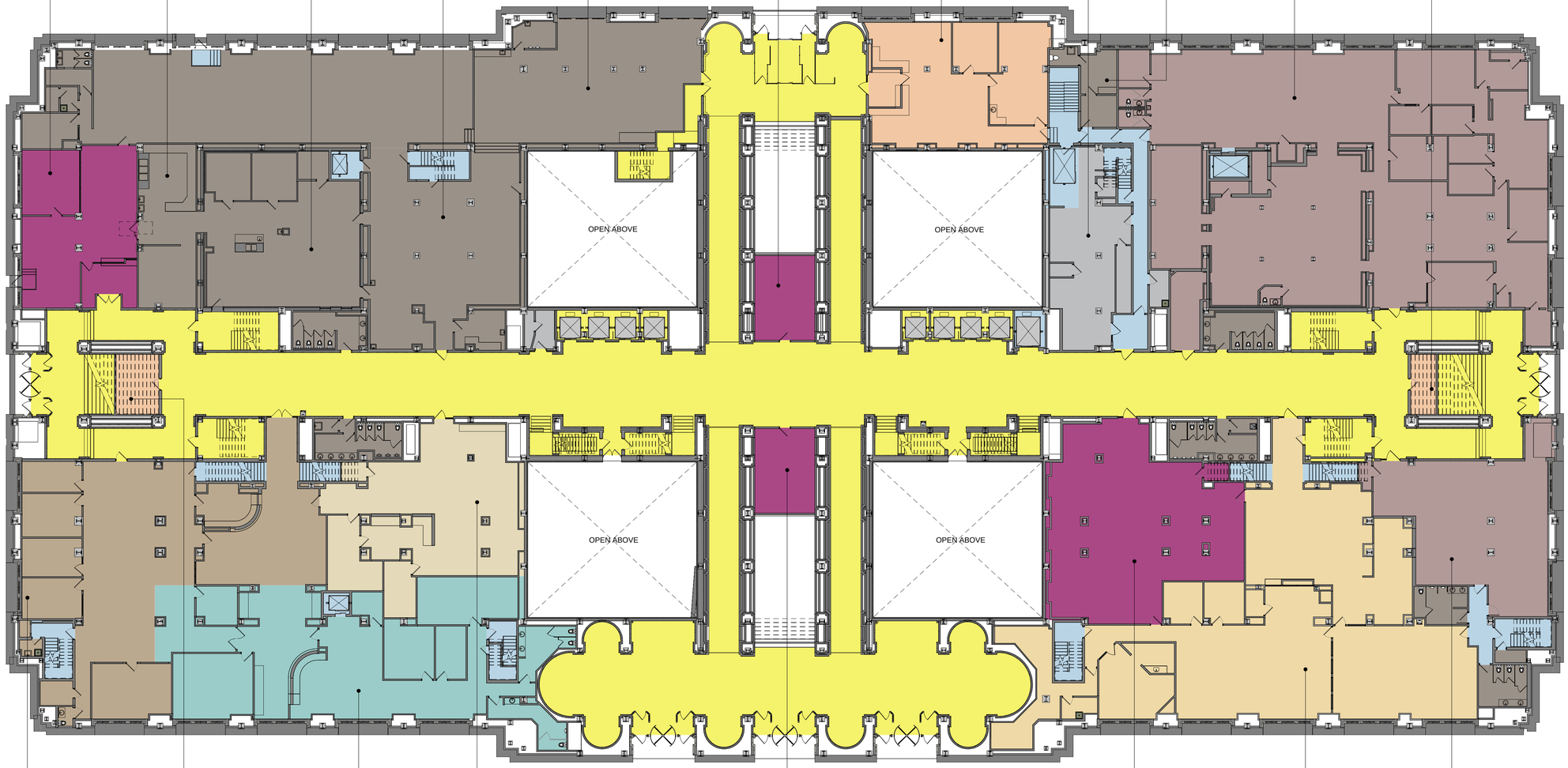
EXISTING DEPARTMENT PLAN

H-100.0

GROUND FLOOR



EXISTING DEPARTMENT PLANS_ GROUND FLOOR

Department No	Department Name	Area
202.00	SHARED SUPPORT FUNCTIONS	12,286.83 SF
203.00	BUILDING OPERATIONS	1,169.48 SF
217.00	CLERK OF COURTS OFFICE: CIVIL/ PROBATE/ FAMILY& CRIMINAL DIVISIONS	3,838.06 SF
219.00	MILWAUKEE JUSTICE CENTER	4,146.74 SF
220.00	LAW LIBRARY	2,251.64 SF
231.00	DAS-FMD-OPERATIONS & MAINTENANCE	2,134.61 SF
234.00	COUNTY CLERK'S OFFICE	4,823.96 SF
241.00	REGISTER OF DEEDS	5,554.24 SF
242.00	CHILD SUPPORT SERVICES	10,106.30 SF
Total Department Area		46,311.85 SF

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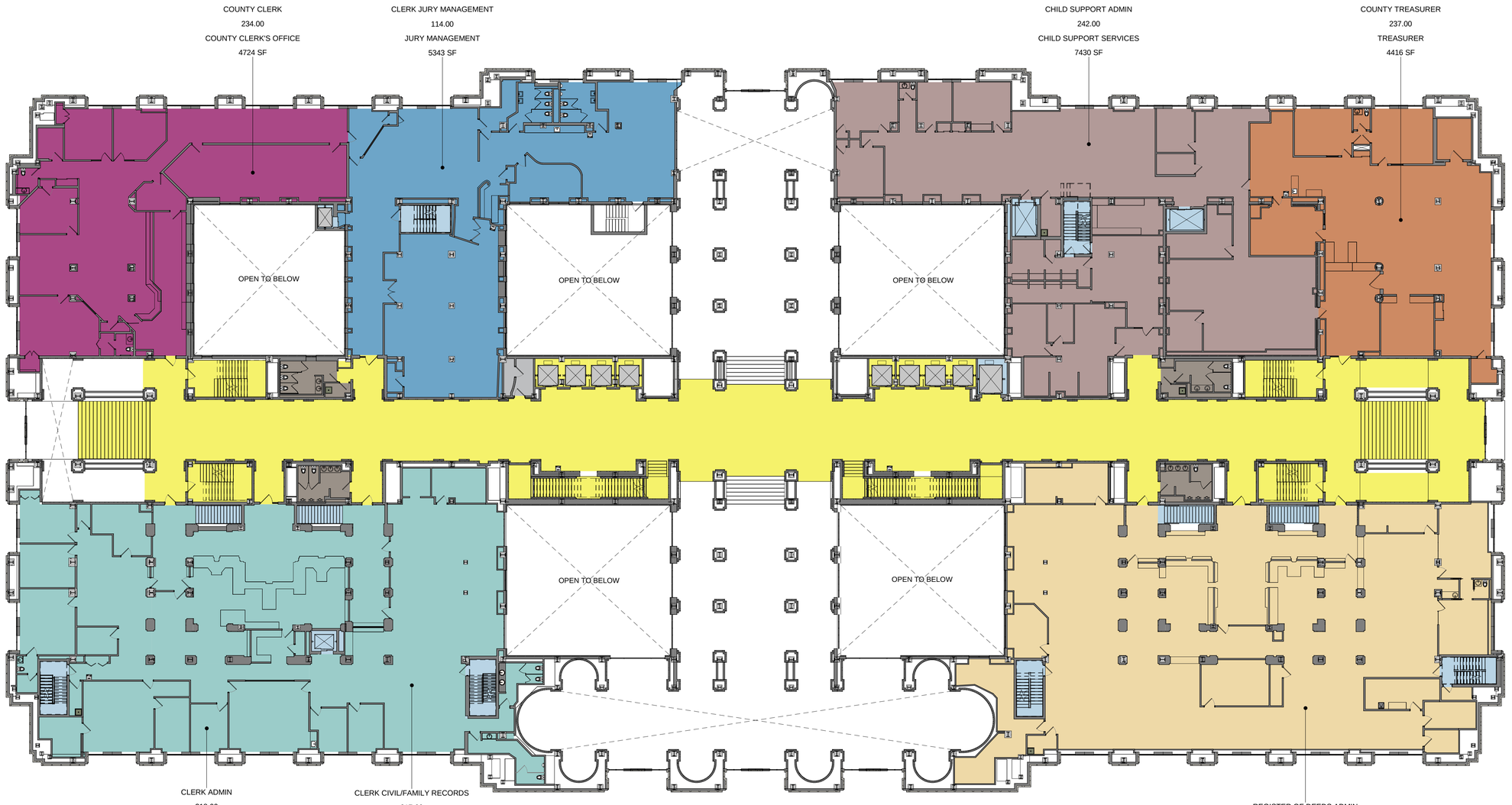
EXISTING DEPARTMENT PLAN

H-101.0

FIRST FLOOR



EXISTING DEPARTMENT PLANS_ FIRST FLOOR		
Department No	**Department Name**	**Area**
114.00	JURY MANAGEMENT	5,342.55 SF
202.00	SHARED SUPPORT FUNCTIONS	766.90 SF
203.00	BUILDING OPERATIONS	102.57 SF
217.00	CLERK OF COURTS OFFICE: CIVIL/ PROBATE/ FAMILY& CRIMINAL DIVISIONS	6,215.11 SF
218.00	CLERK OF COURTS OFFICE: ADMINISTRATION/IT	3,784.85 SF
234.00	COUNTY CLERK'S OFFICE	4,724.16 SF
237.00	TREASURER	4,415.57 SF
241.00	REGISTER OF DEEDS	10,054.00 SF
242.00	CHILD SUPPORT SERVICES	7,429.88 SF
Total Department Area		42,835.60 SF

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EXISTING DEPARTMENT PLAN

H-101.5

FIRST MEZZANINE

EXISTING DEPARTMENT PLANS_ FIRST MEZZANINE FLOOR		
Department No	**Department Name**	**Area**
203.00	BUILDING OPERATIONS	2,307.09 SF
217.00	CLERK OF COURTS OFFICE: CIVIL/ PROBATE/ FAMILY& CRIMINAL DIVISIONS	8,729.10 SF
240.00	HUMAN RESOURCES	10,173.50 SF
241.00	REGISTER OF DEEDS	1,821.69 SF
242.00	CHILD SUPPORT SERVICES	10,275.59 SF
400.00	UNASSIGNED AREA	6,521.71 SF
Total Department Area		39,828.68 SF

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INVESTING IN JUSTICE — COURTHOUSE COMPLEX
MILWAUKEE COUNTY

EXISTING DEPARTMENT PLAN

H-102.0

SECOND FLOOR

EXISTING DEPARTMENT PLANS_ SECOND FLOOR		
Department No	**Department Name**	**Area**
202.00	SHARED SUPPORT FUNCTIONS	1,424.22 SF
203.00	BUILDING OPERATIONS	317.15 SF
215.00	REGISTER IN PROBATE	14,143.36 SF
233.00	COUNTY BOARD OF SUPERVISORS	17,075.94 SF
239.00	OFFICE OF THE COMPTROLLER	4,604.89 SF
240.00	HUMAN RESOURCES	15,160.33 SF
Total Department Area		52,725.89 SF

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EXISTING DEPARTMENT PLAN

H-103.0

THIRD FLOOR

EXISTING DEPARTMENT PLANS_ THIRD FLOOR		
Department No	**Department Name**	**Area**
202.00	SHARED SUPPORT FUNCTIONS	867.51 SF
203.00	BUILDING OPERATIONS	209.76 SF
215.00	REGISTER IN PROBATE	831.49 SF
230.00	DAS-EXECUTIVE SUITE AND DAS-FMD-SECURITY	307.02 SF
231.00	DAS-FMD-OPERATIONS & MAINTENANCE	2,403.93 SF
232.00	COUNTY EXECUTIVE'S OFFICE	8,820.53 SF
233.00	COUNTY BOARD OF SUPERVISORS	156.34 SF
235.00	ETHICS BOARD/PRB/CSC	1,912.73 SF
236.00	OFFICE OF CORPORATION COUNSEL	11,174.54 SF
238.00	OFFICE OF STRATEGY, BUDGET, & PERFORMANCE	4,411.51 SF
239.00	OFFICE OF THE COMPTROLLER	6,564.97 SF
240.00	HUMAN RESOURCES	1,424.69 SF
400.00	UNASSIGNED AREA	9,162.03 SF
Total Department Area		48,247.06 SF

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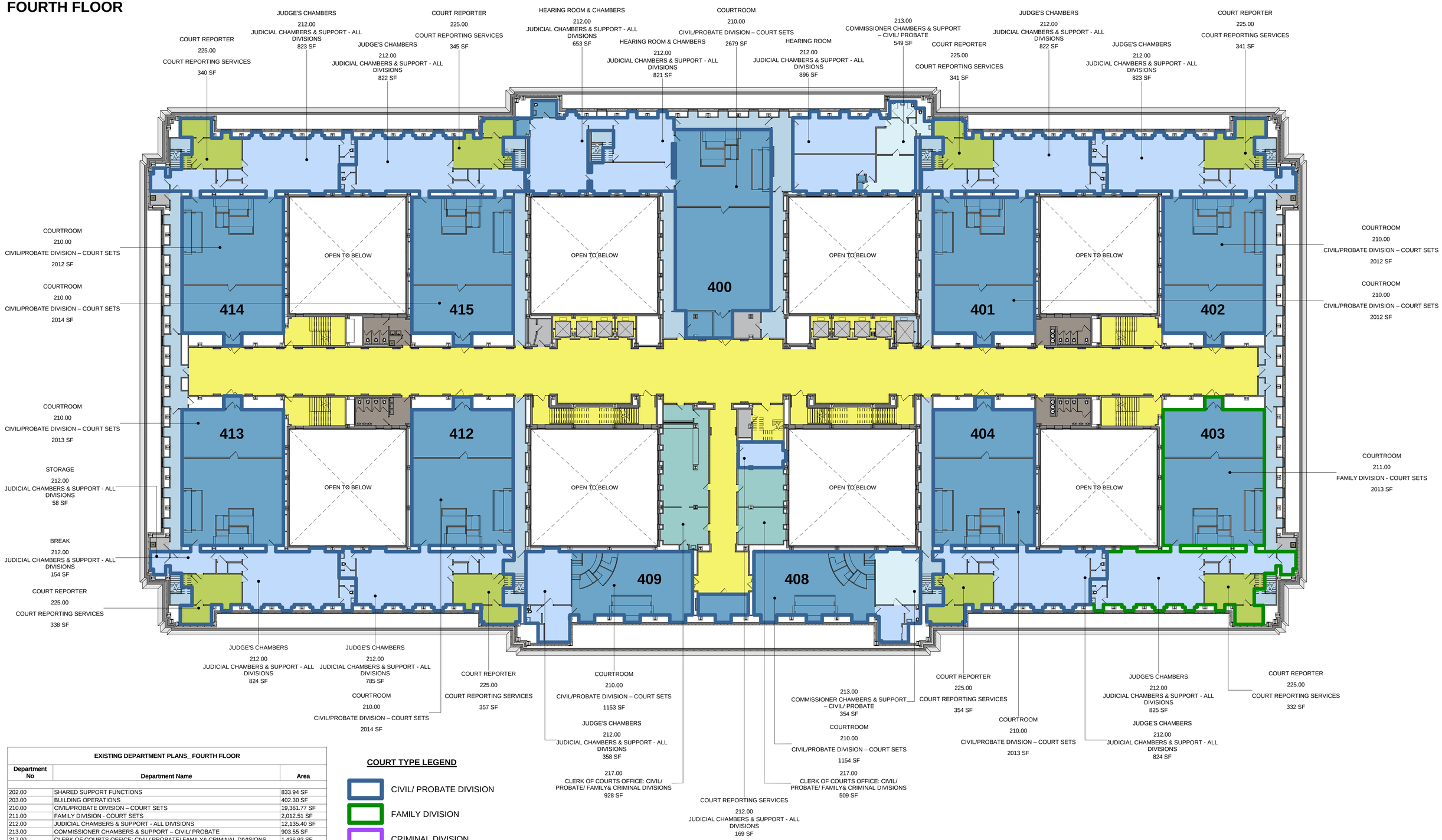
INVESTING IN JUSTICE – COURTHOUSE COMPLEX
MILWAUKEE COUNTY

EXISTING DEPARTMENT PLAN

H-104.0

FOURTH FLOOR



EXISTING DEPARTMENT PLANS_ FOURTH FLOOR		
Department No	**Department Name**	**Area**
202.00	SHARED SUPPORT FUNCTIONS	833.94 SF
203.00	BUILDING OPERATIONS	402.30 SF
210.00	CIVIL/PROBATE DIVISION – COURT SETS	19,361.77 SF
211.00	FAMILY DIVISION - COURT SETS	2,012.51 SF
212.00	JUDICIAL CHAMBERS & SUPPORT - ALL DIVISIONS	12,135.40 SF
213.00	COMMISSIONER CHAMBERS & SUPPORT – CIVIL/ PROBATE	903.55 SF
217.00	CLERK OF COURTS OFFICE: CIVIL/ PROBATE/ FAMILY& CRIMINAL DIVISIONS	1,436.92 SF
225.00	COURT REPORTING SERVICES	2,747.33 SF
Total Department Area		39,833.71 SF

COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

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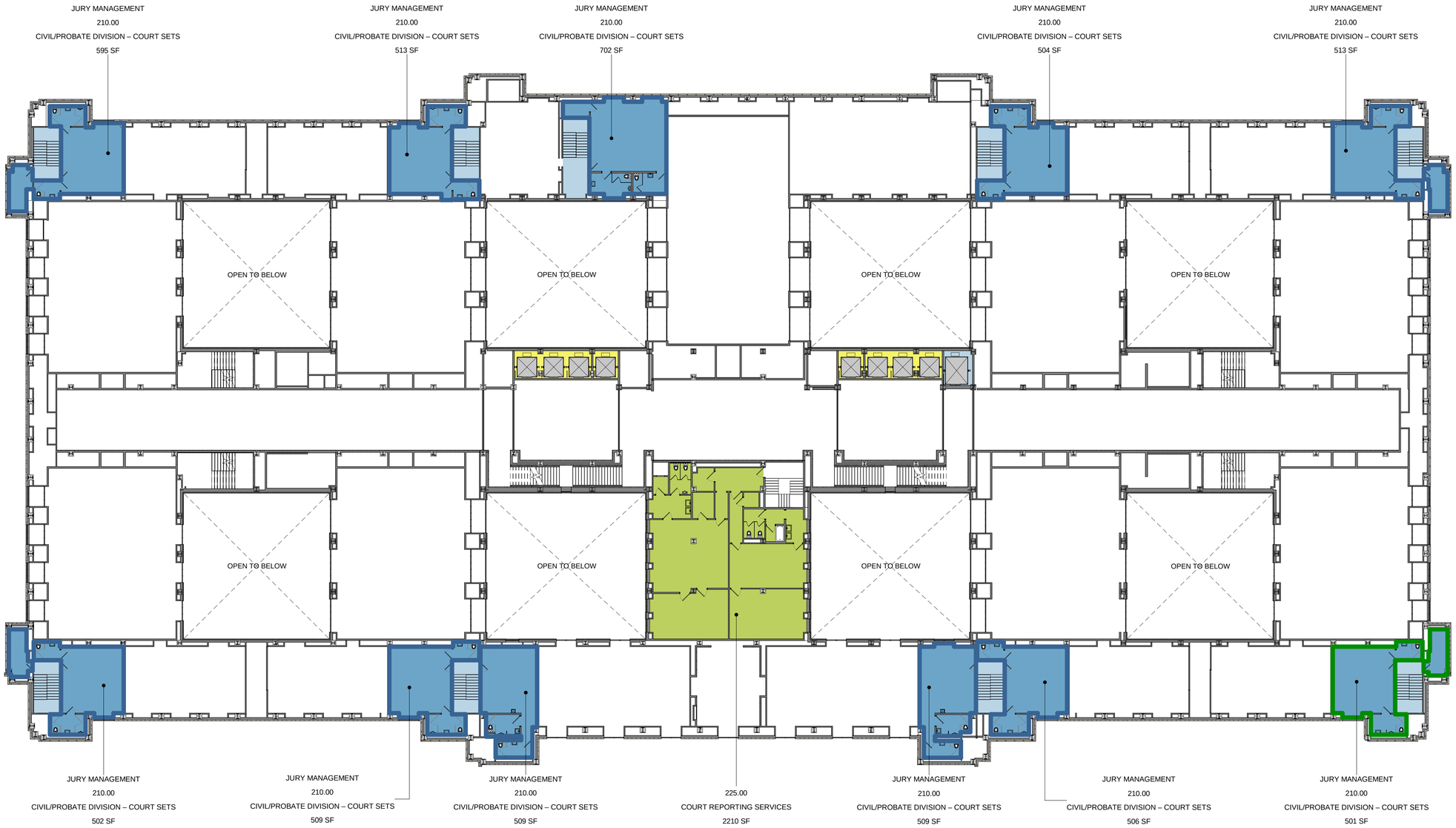
INVESTING IN JUSTICE – COURTHOUSE COMPLEX

MILWAUKEE COUNTY

EXISTING DEPARTMENT PLAN

H-104.5

FOURTH MEZZANINE



EXISTING DEPARTMENT PLANS_ FOURTH MEZZANINE FLOOR		
Department No	**Department Name**	**Area**
114.00	JURY MANAGEMENT	245.91 SF
210.00	CIVIL/PROBATE DIVISION – COURT SETS	5,863.72 SF
225.00	COURT REPORTING SERVICES	2,210.02 SF
Total Department Area		8,319.66 SF

COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

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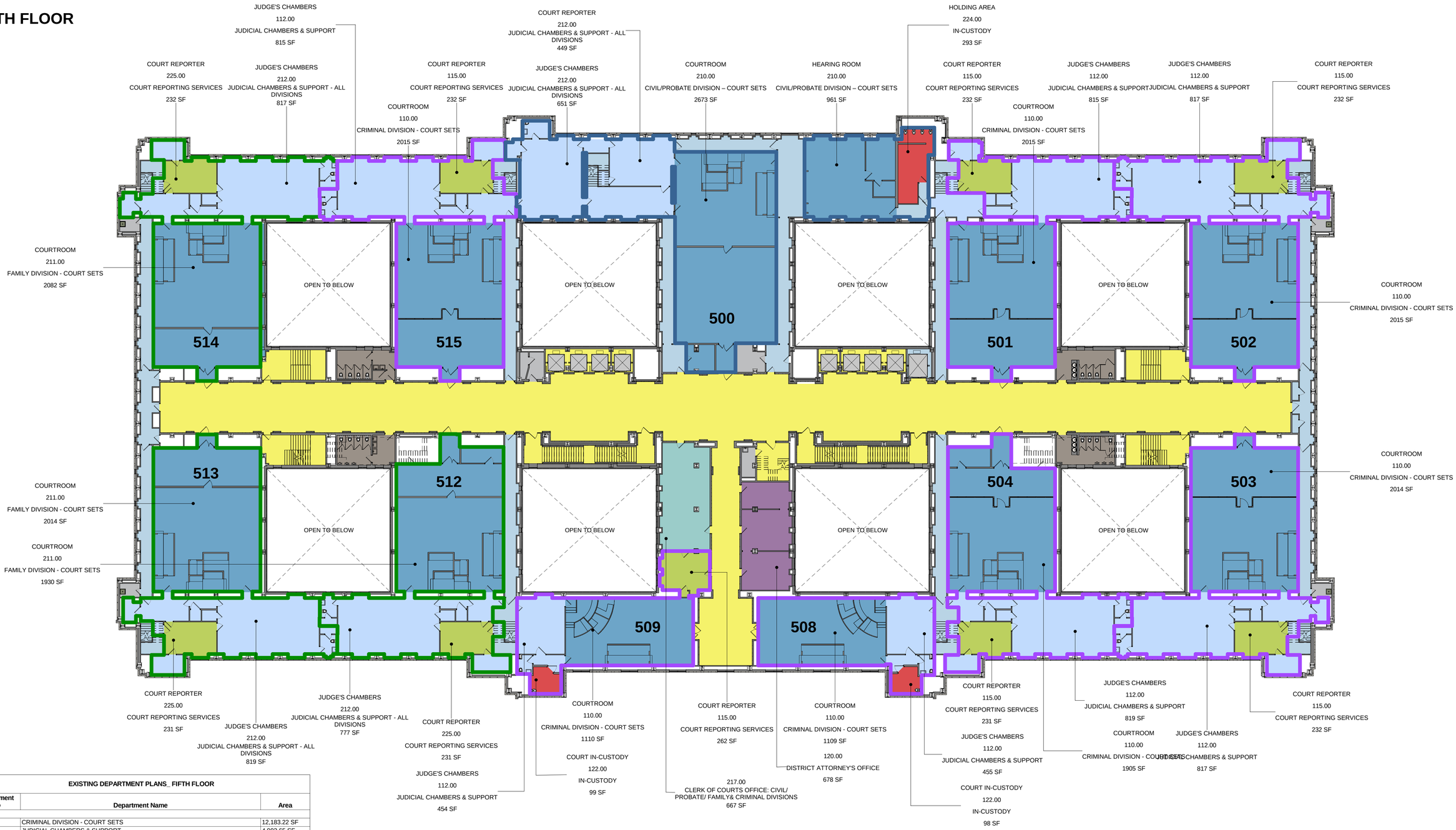
INVESTING IN JUSTICE – COURTHOUSE COMPLEX
MILWAUKEE COUNTY

EXISTING DEPARTMENT PLAN

H-105.0

FIFTH FLOOR



EXISTING DEPARTMENT PLANS_ FIFTH FLOOR		
Department No	**Department Name**	**Area**
110.00	CRIMINAL DIVISION - COURT SETS	12,183.22 SF
112.00	JUDICIAL CHAMBERS & SUPPORT	4,992.65 SF
115.00	COURT REPORTING SERVICES	1,419.60 SF
120.00	DISTRICT ATTORNEY'S OFFICE	678.04 SF
122.00	IN-CUSTODY	197.18 SF
202.00	SHARED SUPPORT FUNCTIONS	877.10 SF
203.00	BUILDING OPERATIONS	392.90 SF
210.00	CIVIL/PROBATE DIVISION – COURT SETS	3,634.26 SF
211.00	FAMILY DIVISION - COURT SETS	6,025.86 SF
212.00	JUDICIAL CHAMBERS & SUPPORT - ALL DIVISIONS	7,081.36 SF
217.00	CLERK OF COURTS OFFICE: CIVIL/ PROBATE/ FAMILY& CRIMINAL DIVISIONS	666.72 SF
224.00	IN-CUSTODY	293.11 SF
225.00	COURT REPORTING SERVICES	693.67 SF
Total Department Area		39,135.67 SF

COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

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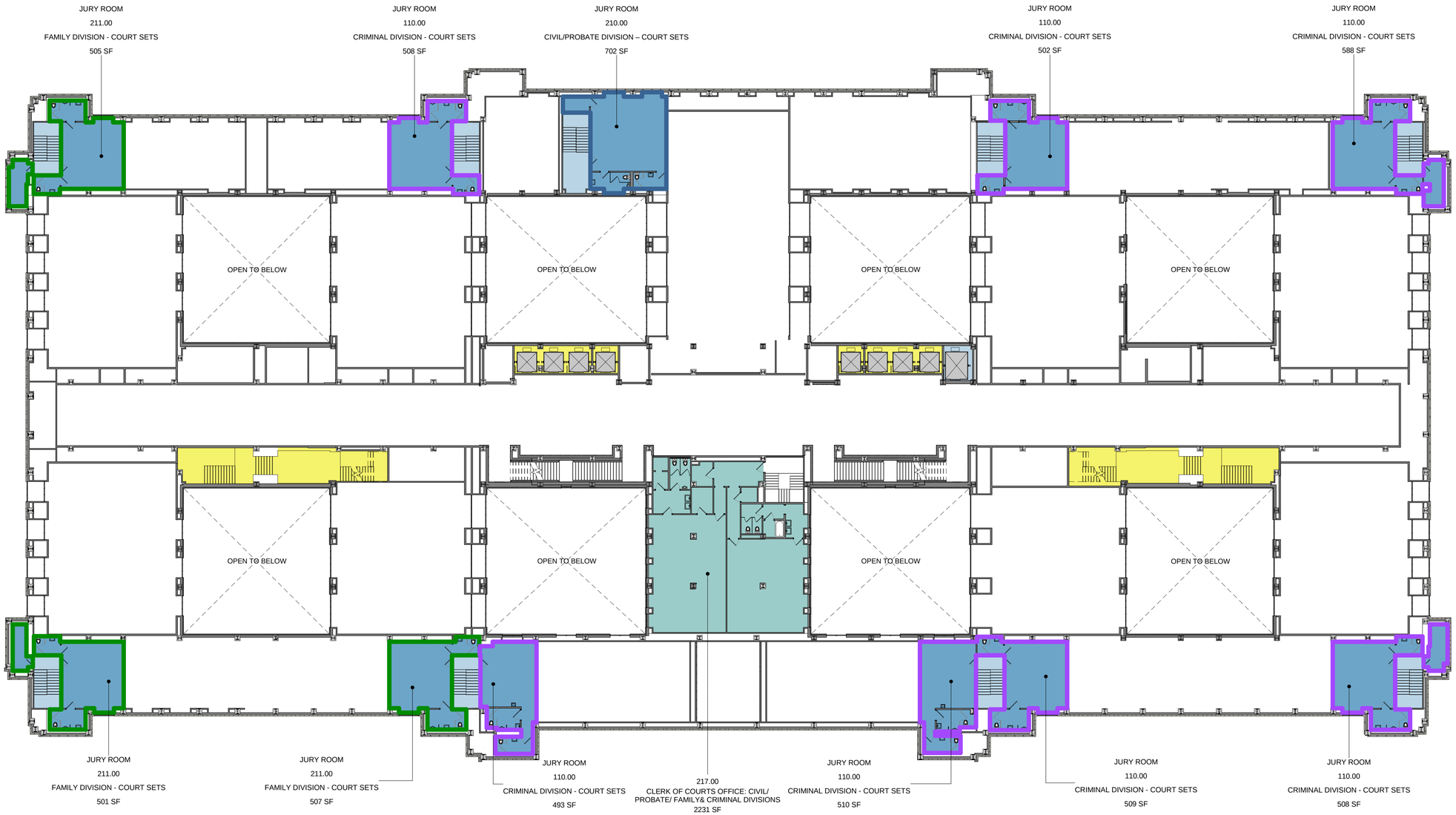
INVESTING IN JUSTICE – COURTHOUSE COMPLEX

MILWAUKEE COUNTY

EXISTING DEPARTMENT PLAN

H-105.5

FIFTH MEZZANINE



EXISTING DEPARTMENT PLANS_ FIFTH MEZZANINE FLOOR		
Department No	**Department Name**	**Area**
110.00	CRIMINAL DIVISION - COURT SETS	3,618.47 SF
210.00	CIVIL/PROBATE DIVISION – COURT SETS	927.12 SF
211.00	FAMILY DIVISION - COURT SETS	1,513.05 SF
217.00	CLERK OF COURTS OFFICE: CIVIL/ PROBATE/ FAMILY& CRIMINAL DIVISIONS	2,230.70 SF
Total Department Area		8,289.35 SF

COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

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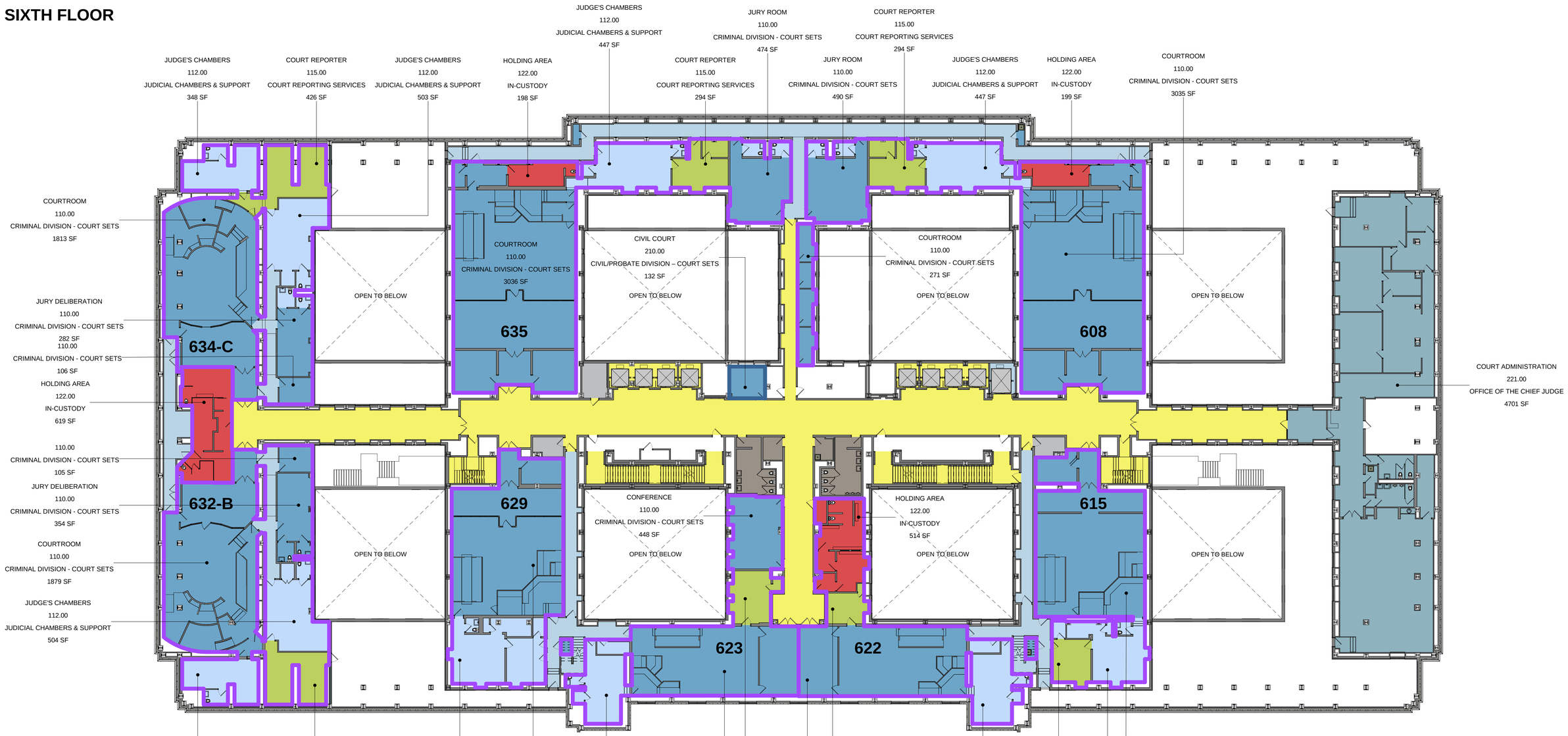
MILWAUKEE COUNTY

EXISTING DEPARTMENT PLAN

H-106.0

SIXTH FLOOR



EXISTING DEPARTMENT PLANS_ SIXTH FLOOR		
Department No	**Department Name**	**Area**
110.00	CRIMINAL DIVISION - COURT SETS	18,819.34 SF
112.00	JUDICIAL CHAMBERS & SUPPORT	4,422.62 SF
115.00	COURT REPORTING SERVICES	2,013.81 SF
122.00	IN-CUSTODY	1,530.32 SF
202.00	SHARED SUPPORT FUNCTIONS	534.73 SF
203.00	BUILDING OPERATIONS	265.75 SF
210.00	CIVIL/PROBATE DIVISION – COURT SETS	131.55 SF
212.00	JUDICIAL CHAMBERS & SUPPORT - ALL DIVISIONS	592.00 SF
221.00	OFFICE OF THE CHIEF JUDGE	4,701.23 SF
Total Department Area		33,011.35 SF

COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

-10 0 10 20 40

SCALE: 1/16" = 1'-0"

NORTH

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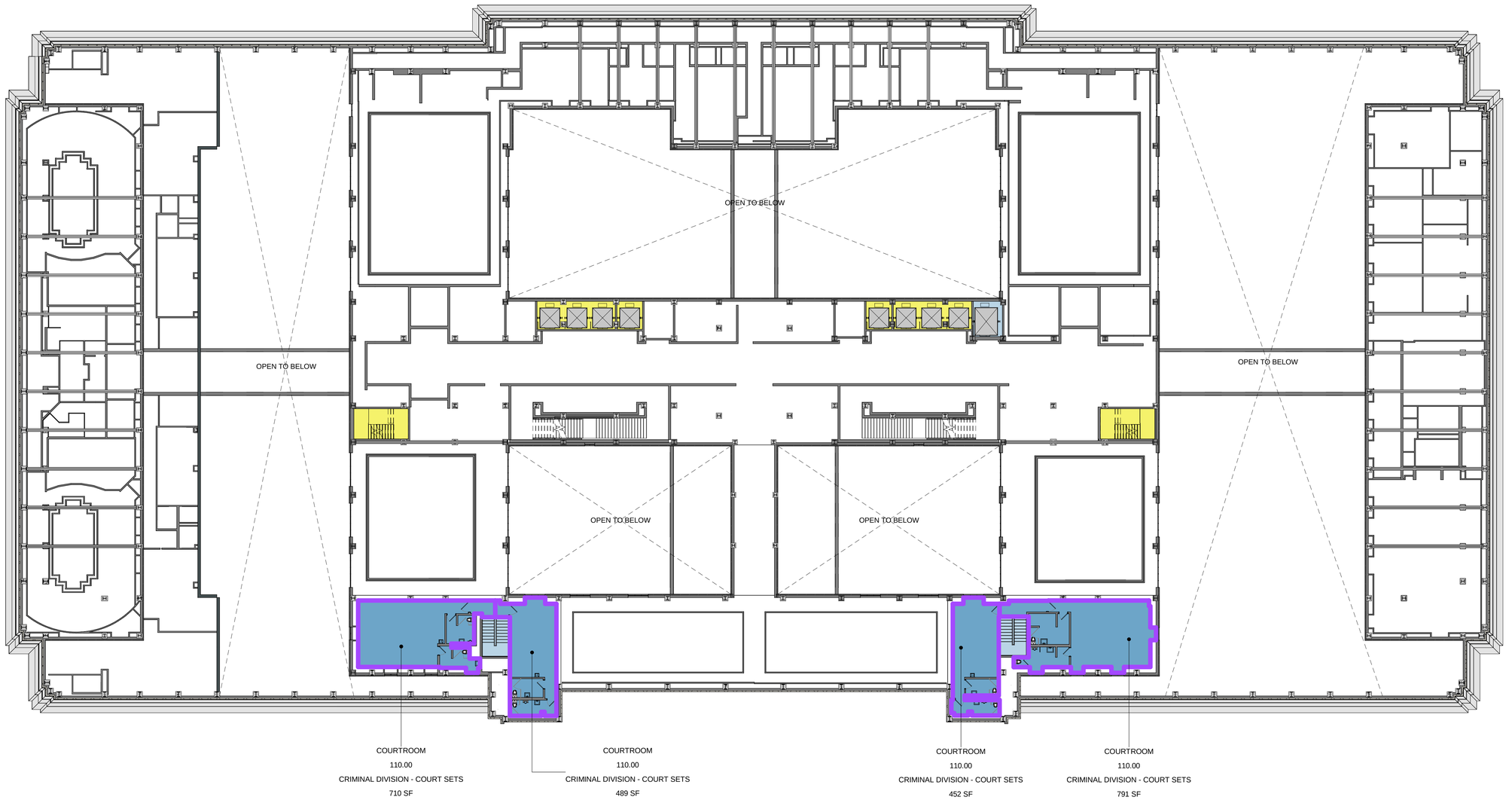
EXISTING DEPARTMENT PLAN

H-106.5

SIXTH MEZZANINE



EXISTING DEPARTMENT PLANS_ SIXTH MEZZANINE FLOOR		
Department No	**Department Name**	**Area**
110.00	CRIMINAL DIVISION - COURT SETS	2,442.78 SF
Total Department Area		2,442.78 SF

COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

-10 0 10 20 40

SCALE: 1/16" = 1'-0"

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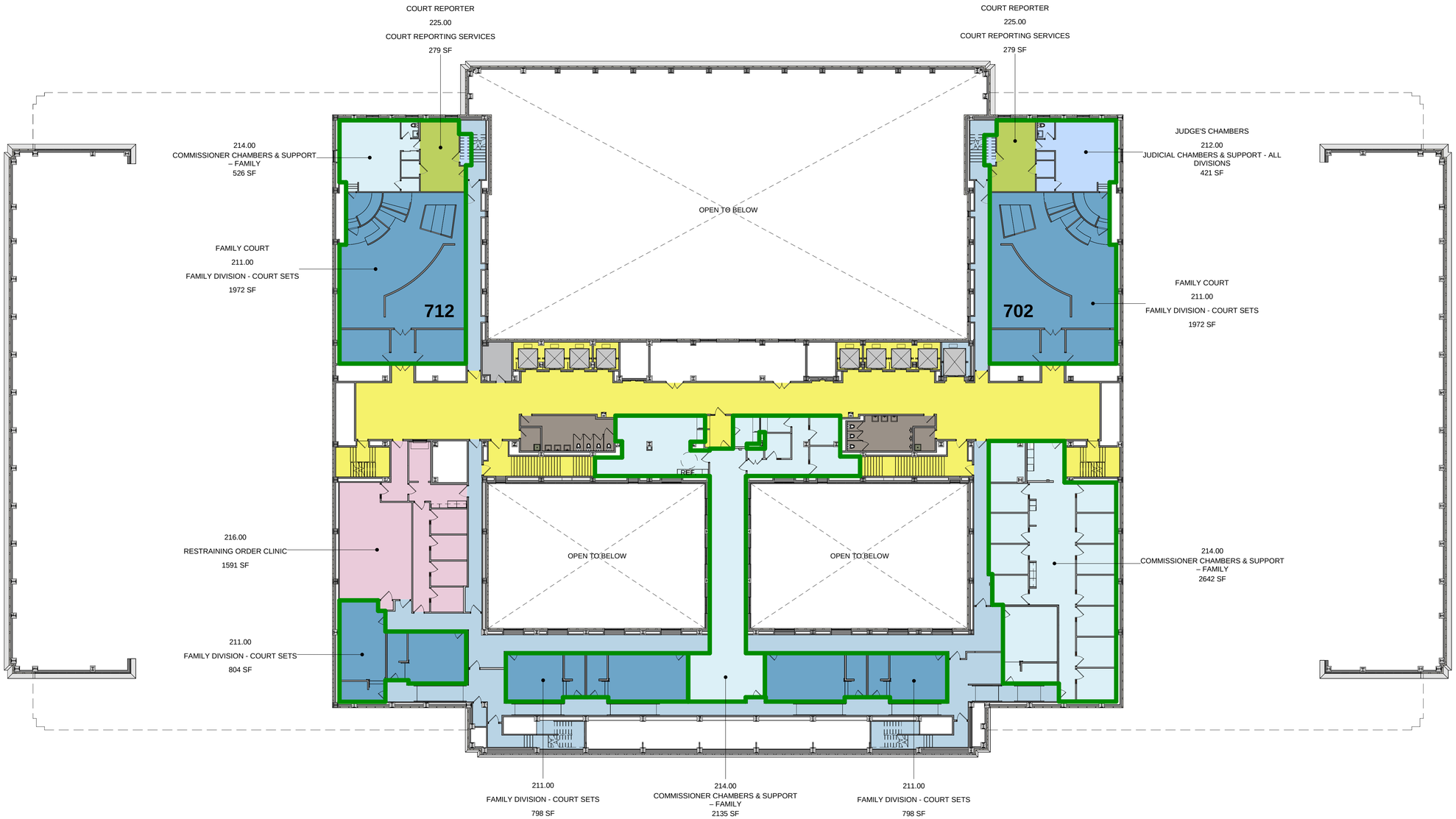
EXISTING DEPARTMENT PLAN

H-107.0

SEVENTH FLOOR



EXISTING DEPARTMENT PLANS_ SEVENTH FLOOR		
Department No	**Department Name**	**Area**
202.00	SHARED SUPPORT FUNCTIONS	570.84 SF
203.00	BUILDING OPERATIONS	109.50 SF
211.00	FAMILY DIVISION - COURT SETS	6,344.52 SF
212.00	JUDICIAL CHAMBERS & SUPPORT - ALL DIVISIONS	593.68 SF
214.00	COMMISSIONER CHAMBERS & SUPPORT – FAMILY	5,302.76 SF
216.00	RESTRAINING ORDER CLINIC	1,591.20 SF
225.00	COURT REPORTING SERVICES	558.72 SF
Total Department Area		15,071.23 SF

COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

-10 0 10 20 40

SCALE: 1/16" = 1'-0"

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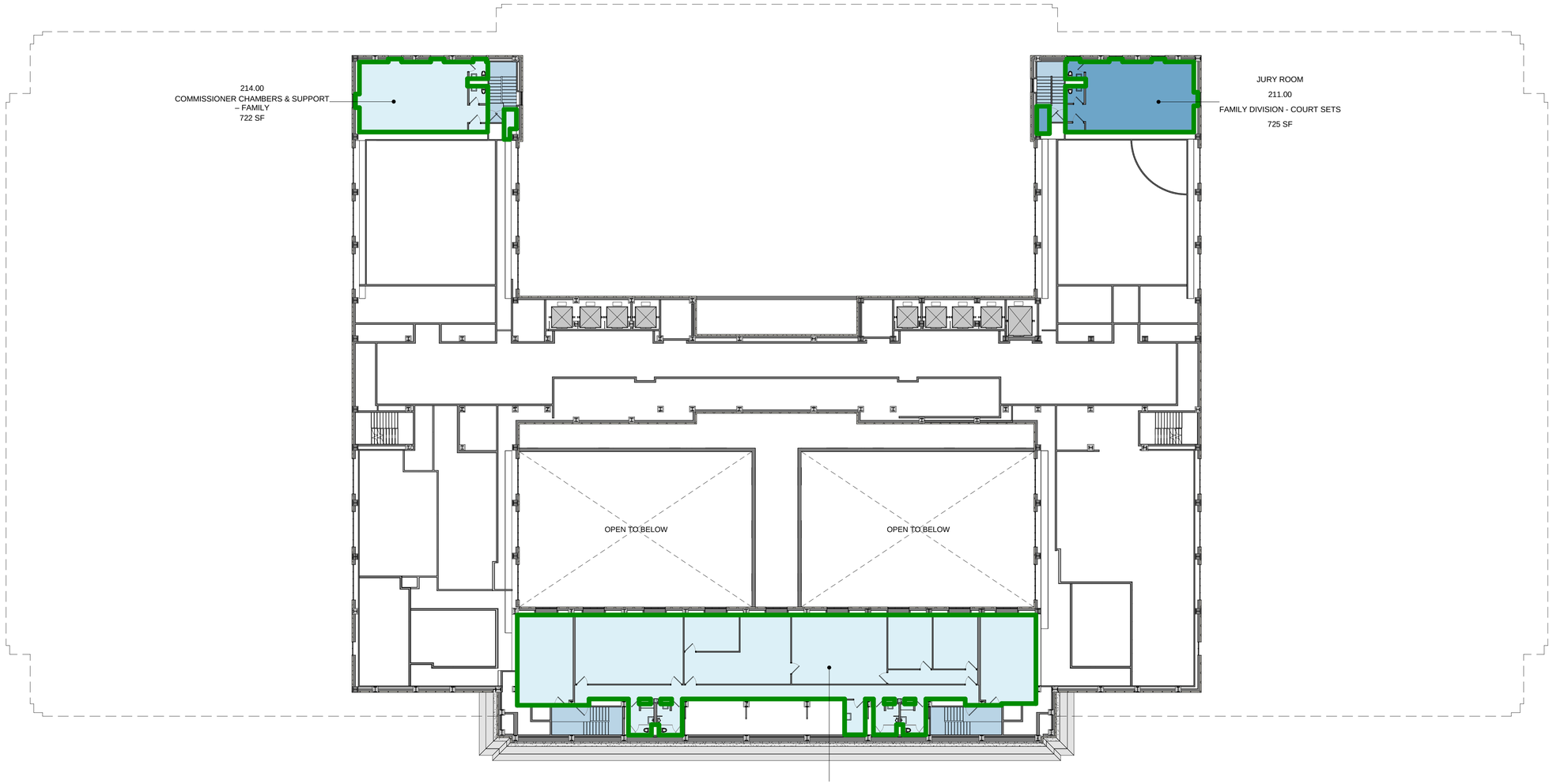
EXISTING DEPARTMENT PLAN

H-107.5

SEVENTH MEZZANINE



EXISTING DEPARTMENT PLANS_ SEVENTH MEZZANINE FLOOR		
Department No	**Department Name**	**Area**
211.00	FAMILY DIVISION - COURT SETS	752.89 SF
214.00	COMMISSIONER CHAMBERS & SUPPORT – FAMILY	4,641.13 SF
Total Department Area		5,394.02 SF

COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

-10 0 10 20 40

SCALE: 1/16" = 1'-0"

NORTH

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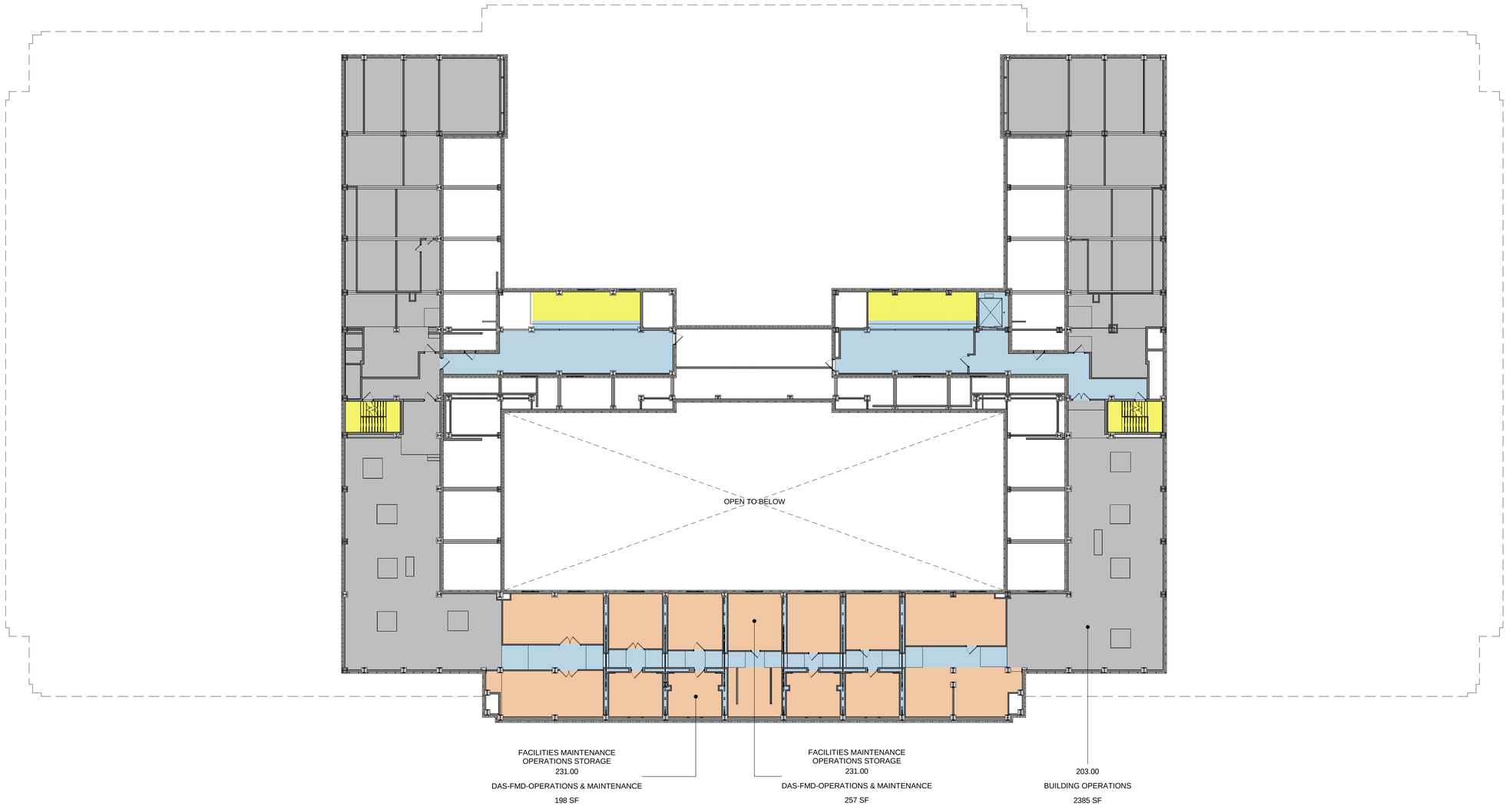
EXISTING DEPARTMENT PLAN

H-108.0

EIGHTH FLOOR



EXISTING DEPARTMENT PLANS_ EIGHTH FLOOR		
Department No	**Department Name**	**Area**
203.00	BUILDING OPERATIONS	10,849.90 SF
231.00	DAS-FMD-OPERATIONS & MAINTENANCE	4,048.29 SF
Total Department Area		14,898.19 SF

-10 0 10 20 40

SCALE: 1/16" = 1'-0"

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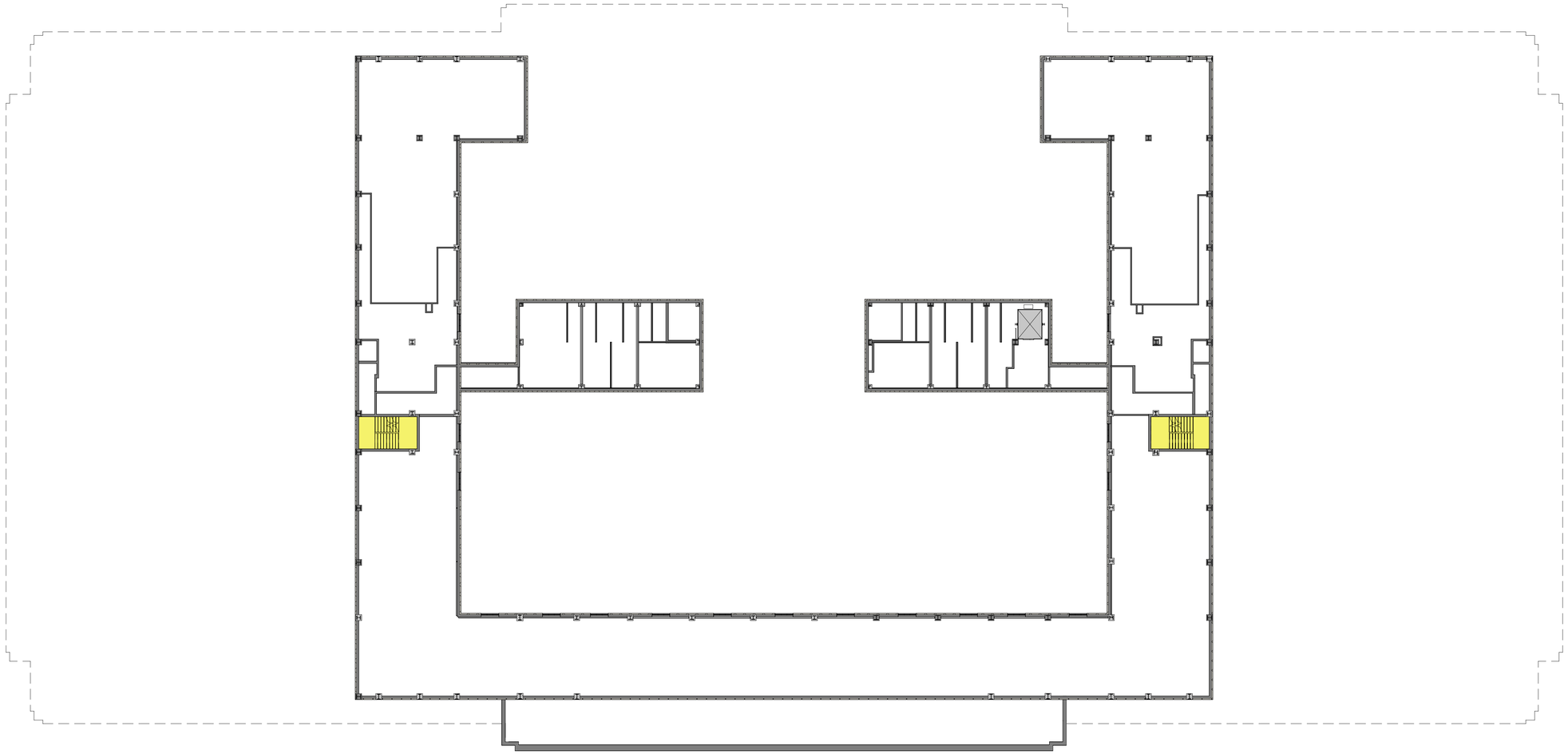
EXISTING DEPARTMENT PLAN

H-108.5

EIGHTH MEZZANINE



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SCALE: 1/16" = 1'-0"

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Project Name: Investing in Justice: Courthouse Complex – Commissioning Consultant
Project Number: WC027601

RFP ATTACHMENT P
HISTORIC COURTHOUSE ENABLING PHASE PLANS

APPENDIX I.1

HISTORIC COURTHOUSE (HCH)
ENABLING AND MOVE PLANS

ENABLING AND MOVE PLANS WITH DEPARTMENT COLORS

REV I
04/03/2026

AECOM | AKLD | BLOOM | CKDG | CINNILITTLE | CONTINUUM | EP&A | IBC | KLEIN & HOFFMAN | NORR | SM&W |TBTB

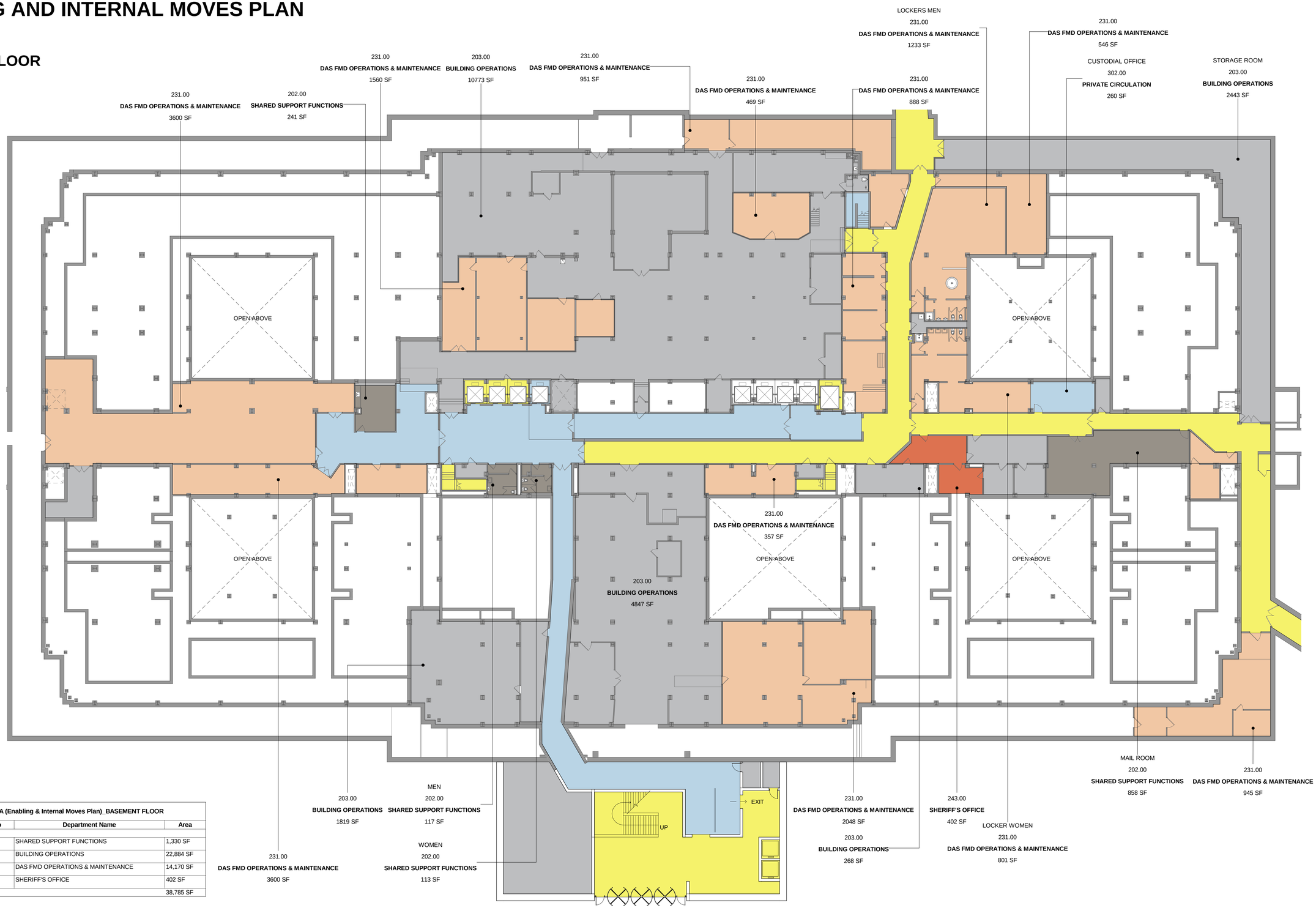
APPENDIX I.1 - ENABLING AND MOVE PLANS WITH DEPARTMENT COLORS

I.1-099.0	BASEMENT FLOOR
I.1-100.0	GROUND FLOOR
I.1-101.0	FIRST FLOOR
I.1-101.5	FIRST MEZZANINE
I.1-102.0	SECOND FLOOR
I.1-103.0	THIRD FLOOR
I.1-104.0	FOURTH FLOOR
I.1-104.5	FOURTH MEZZANINE
I.1-105.0	FIFTH FLOOR
I.1-105.5	FIFTH MEZZANINE
I.1-106.0	SIXTH FLOOR
I.1-106.5	SIXTH MEZZANINE
I.1-107.0	SEVENTH FLOOR
I.1-107.5	SEVENTH MEZZANINE
I.1-108.0	EIGHTH FLOOR
I.1-108.5	EIGHTH MEZZANINE

ENABLING AND INTERNAL MOVES PLAN

I.1-099.0

BASEMENT FLOOR



DEPARTMENT AREA (Enabling & Internal Moves Plan)_BASEMENT FLOOR

	Department No	Department Name	Area
	202.00	SHARED SUPPORT FUNCTIONS	1,330 SF
	203.00	BUILDING OPERATIONS	22,884 SF
	231.00	DAS FMD OPERATIONS & MAINTENANCE	14,170 SF
	243.00	SHERIFF'S OFFICE	402 SF
Total Department Area			38,785 SF

-10 0 10 20 40

SCALE: 1/16" = 1'-0"

PARTITION PLAN LEGEND

- (E) GYP BD PARTITION TO REMAIN
- NEW GYP BD PARTITION AS INDICATED

AREA IDENTIFICATION (TYPICAL SHEETS)

0301 — ROOM NUMBER
CONFERENCE — ROOM NAME
220.00 — DEPARTMENT NUMBER
DAS FMD OPERATIONS & MAINTENANCE — DEPARTMENT NAME

NORTH

4/3/2026
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AECOM
INVESTING IN JUSTICE COURTHOUSE COMPLEX
MILWAUKEE COUNTY

ENABLING AND INTERNAL MOVES PLAN

I.1-100.0

GROUND FLOOR

DEPARTMENT AREA (Enabling & Internal Moves Plan)_GROUND FLOOR

	Department No	Department Name	Area
	201.00	MAIN ENTRANCE, SECURITY SCREENING & LOBBY	11,275 SF
	202.00	SHARED SUPPORT FUNCTIONS	12,165 SF
	203.00	BUILDING OPERATIONS	1,332 SF
	217.00	CLERK OF COURT - CIVIL/ PROBATE/ FAMILY & CRIMINAL	3,025 SF
	219.00	MILWAUKEE JUSTICE CENTER	5,037 SF
	220.00	LAW LIBRARY	2,201 SF
	231.00	DAS FMD OPERATIONS & MAINTENANCE	1,697 SF
	234.00	COUNTY CLERK'S OFFICE	4,758 SF
	241.00	REGISTER OF DEEDS	5,545 SF
	242.00	CHILD SUPPORT SERVICES	8,102 SF
	243.00	SHERIFF'S OFFICE	1,208 SF
Total Department Area			56,345 SF

-10 0 10 20 40

SCALE: 1/16" = 1'-0"

PARTITION PLAN LEGEND

(E) GYP BD PARTITION TO REMAIN

NEW GYP BD PARTITION AS INDICATED

AREA IDENTIFICATION (TYPICAL SHEETS)

0301 — ROOM NUMBER

CONFERENCE — ROOM NAME

220.00 — DEPARTMENT NUMBER

DAS FMD OPERATIONS & MAINTENANCE — DEPARTMENT NAME

NORTH

4/3/2026
12:22:16 PM

AECOM

INVESTING IN JUSTICE COURTHOUSE COMPLEX

MILWAUKEE COUNTY

ENABLING AND INTERNAL MOVES PLAN

I.1-101.0

FIRST FLOOR

DEPARTMENT AREA (Enabling & Internal Moves Plan)_FIRST FLOOR			
	Department No	**Department Name**	**Area**
	114.00	JURY MANAGEMENT	5,209 SF
	202.00	SHARED SUPPORT FUNCTIONS	823 SF
	217.00	CLERK OF COURT - CIVIL/ PROBATE/ FAMILY & CRIMINAL	2,303 SF
	218.00	CLERK OF COURT - ADMINISTRATION / IT	6,957 SF
	223.00	WISCONSIN FORENSIC UNIT – BEHAVIORAL CONSULTANTS	802 SF
	234.00	COUNTY CLERK'S OFFICE	4,206 SF
	237.00	TREASURER	4,471 SF
	241.00	REGISTER OF DEEDS	9,990 SF
	242.00	CHILD SUPPORT SERVICES	6,493 SF
Total Department Area			41,254 SF

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SCALE: 1/16" = 1'-0"

PARTITION PLAN LEGEND

(E) GYP BD PARTITION TO REMAIN

NEW GYP BD PARTITION AS INDICATED

AREA IDENTIFICATION (TYPICAL SHEETS)

0301 — ROOM NUMBER

CONFERENCE — ROOM NAME

220.00 — DEPARTMENT NUMBER

DAS FMD OPERATIONS & MAINTENANCE — DEPARTMENT NAME

NORTH

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AECOM

INVESTING IN JUSTICE COURTHOUSE COMPLEX

MILWAUKEE COUNTY

ENABLING AND INTERNAL MOVES PLAN

I.1-101.5

FIRST MEZZANINE

DEPARTMENT AREA (Enabling & Internal Moves Plan)_FIRST MEZZANINE FLOOR			
	Department No	**Department Name**	**Area**
	120.00	DISTRICT ATTORNEY'S OFFICE	9,620 SF
	202.00	SHARED SUPPORT FUNCTIONS	429 SF
	203.00	BUILDING OPERATIONS	650 SF
	217.00	CLERK OF COURT - CIVIL/ PROBATE/ FAMILY & CRIMINAL	11,974 SF
	218.00	CLERK OF COURT - ADMINISTRATION / IT 02	2,359 SF
	241.00	REGISTER OF DEEDS	1,693 SF
	243.00	SHERIFF'S OFFICE	9,446 SF
Total Department Area			36,170 SF

-10 0 10 20 40

SCALE: 1/16" = 1'-0"

PARTITION PLAN LEGEND

(E) GYP BD PARTITION TO REMAIN

NEW GYP BD PARTITION AS INDICATED

AREA IDENTIFICATION (TYPICAL SHEETS)

0301 — ROOM NUMBER

CONFERENCE — ROOM NAME

220.00 — DEPARTMENT NUMBER

DAS FMD OPERATIONS & MAINTENANCE — DEPARTMENT NAME

NORTH

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AECOM

INVESTING IN JUSTICE COURTHOUSE COMPLEX

MILWAUKEE COUNTY

ENABLING AND INTERNAL MOVES PLAN

I.1-102.0

SECOND FLOOR

DEPARTMENT AREA (Enabling & Internal Moves Plan)_SECOND FLOOR

	Department No	Department Name	Area
	119.00	PUBLIC DEFENDER SATELLITE OFFICE	1,582 SF
	202.00	SHARED SUPPORT FUNCTIONS	1,303 SF
	203.00	BUILDING OPERATIONS	106 SF
	210.00	CIVIL/PROBATE DIVISION COURT SETS	4,057 SF
	212.00	JUDICIAL CHAMBERS & SUPPORT - CIVIL PROBATE FAMILY	2,007 SF
	215.00	REGISTER IN PROBATE	7,329 SF
	217.00	PRETRIAL SERVICES - JUSTICE POINT	5,929 SF
	222.00	POST-CONVICTION MOTIONS	875 SF
	223.00	WISCONSIN FORENSIC UNIT - BEHAVIORAL	790 SF
	225.00	COURT REPORTING SERVICES	480 SF

DEPARTMENT AREA (Enabling & Internal Moves Plan)_SECOND FLOOR

Image	Department No	Department Name	Area
	233.00	COUNTY BOARD OF SUPERVISORS	18,057 SF
	234.00	COUNTY CLERK'S OFFICE	959 SF
	239.00	OFFICE OF THE COMPRTOLLER	5,445 SF
	400.00	UNASSIGNED AREA	2,483 SF
Total Department Area			51,403 SF

COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

PARTITION PLAN LEGEND

- (E) GYP BD PARTITION TO REMAIN
- NEW GYP BD PARTITION AS INDICATED

AREA IDENTIFICATION (TYPICAL SHEETS)

0301 — ROOM NUMBER
CONFERENCE — ROOM NAME
220.00 — DEPARTMENT NUMBER
DAS FMD OPERATIONS & MAINTENANCE — DEPARTMENT NAME

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SCALE: 1/16" = 1'-0"

NORTH

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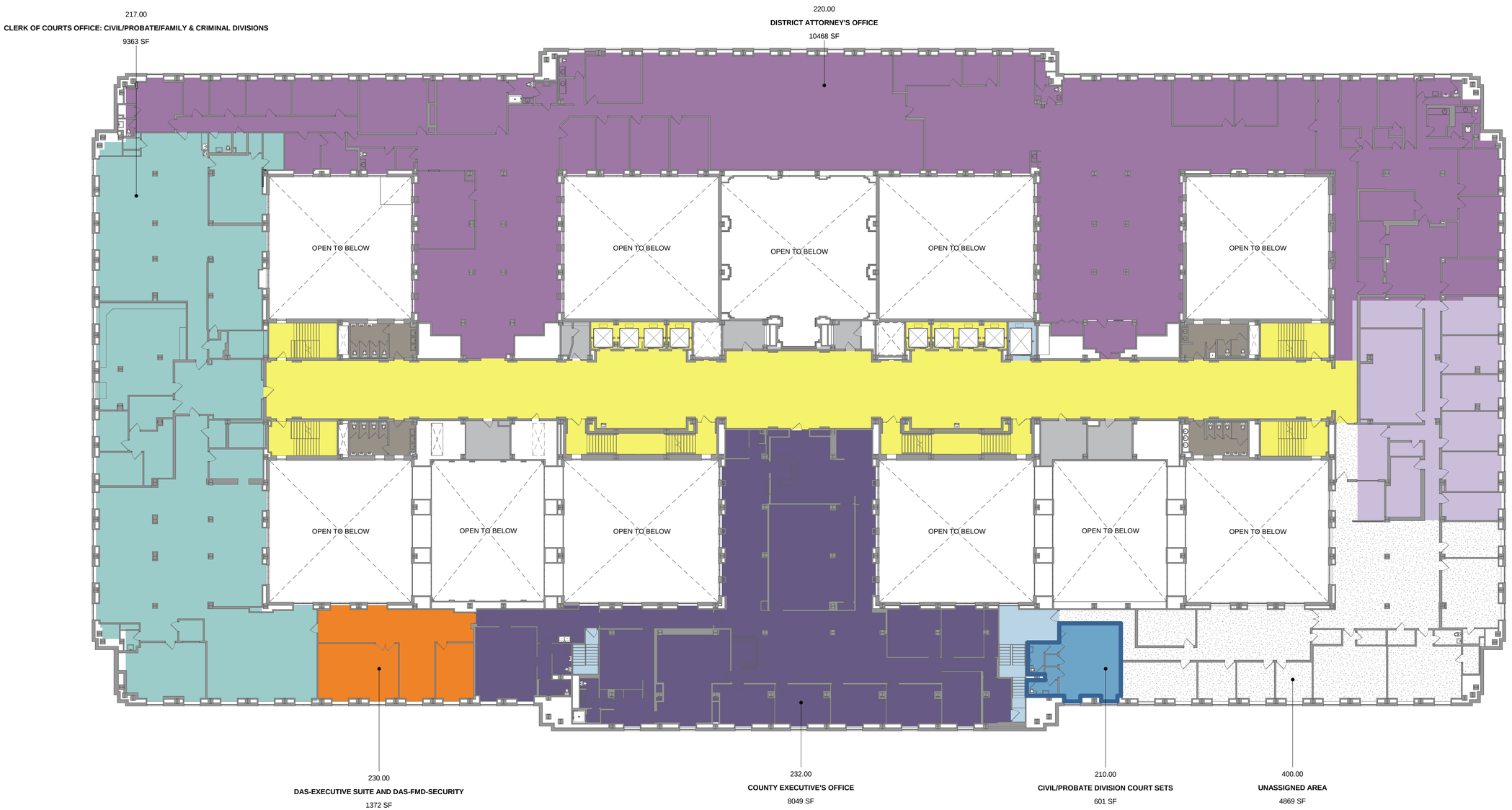
AECOM
INVESTING IN JUSTICE COURTHOUSE COMPLEX
MILWAUKEE COUNTY

ENABLING AND INTERNAL MOVES PLAN

I.1-103.0

THIRD FLOOR



DEPARTMENT AREA (Enabling & Internal Moves Plan)_THIRD FLOOR

	Department No	Department Name	Area
	202.00	SHARED SUPPORT FUNCTIONS	898 SF
	203.00	BUILDING OPERATIONS	832 SF
	210.00	CIVIL/PROBATE DIVISION COURT SETS	601 SF
	217.00	CLERK OF COURTS OFFICE: CIVIL/PROBATE/FAMILY & CRIMINAL DIVISIONS	9,363 SF
	220.00	DISTRICT ATTORNEY'S OFFICE	19,417 SF
	230.00	DAS-EXECUTIVE SUITE AND DAS-FMD-SECURITY	1,372 SF
	232.00	COUNTY EXECUTIVE'S OFFICE	8,049 SF
	236.00	OFFICE OF CORPORATION COUNSEL	3,041 SF
	400.00	UNASSIGNED AREA	4,869 SF
Total Department Area			48,442 SF

COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

PARTITION PLAN LEGEND

- (E) GYP BD PARTITION TO REMAIN
- NEW GYP BD PARTITION AS INDICATED

AREA IDENTIFICATION (TYPICAL SHEETS)

0301 — ROOM NUMBER
CONFERENCE — ROOM NAME
220.00 — DEPARTMENT NUMBER
DAS FMD OPERATIONS & MAINTENANCE — DEPARTMENT NAME

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SCALE: 1/16" = 1'-0"

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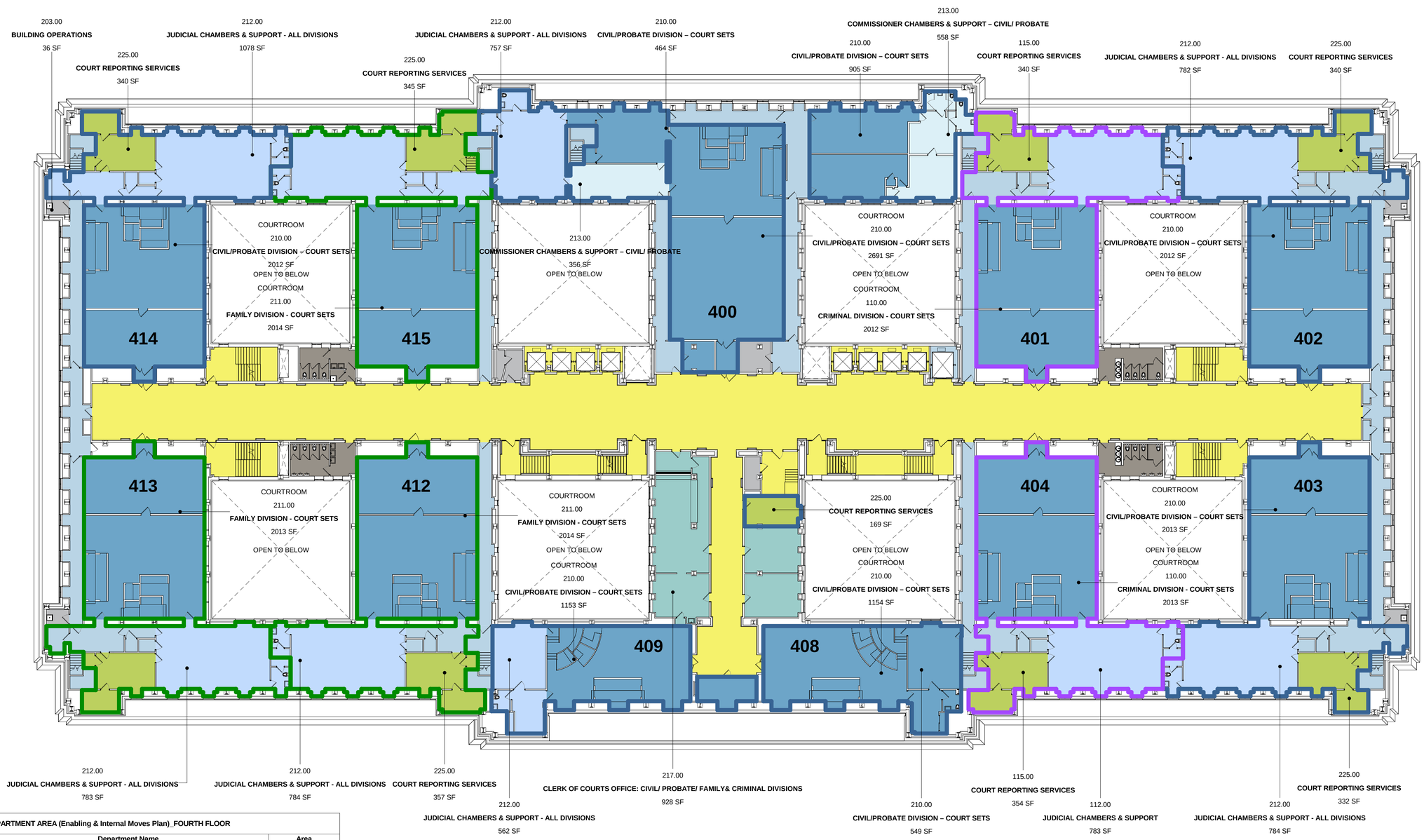
INVESTING IN JUSTICE COURTHOUSE COMPLEX

ENABLING AND INTERNAL MOVES PLAN

I.1-104.0

FOURTH FLOOR



DEPARTMENT AREA (Enabling & Internal Moves Plan)_FOURTH FLOOR

	Department No	Department Name	Area
	110.00	CRIMINAL DIVISION - COURT SETS	4,025 SF
	112.00	JUDICIAL CHAMBERS & SUPPORT	1,846 SF
	115.00	COURT REPORTING SERVICES	695 SF
	202.00	SHARED SUPPORT FUNCTIONS	834 SF
	203.00	BUILDING OPERATIONS	409 SF
	210.00	CIVIL/PROBATE DIVISION – COURT SETS	13,117 SF
	211.00	FAMILY DIVISION - COURT SETS	6,040 SF
	212.00	JUDICIAL CHAMBERS & SUPPORT - ALL DIVISIONS	6,829 SF
	213.00	COMMISSIONER CHAMBERS & SUPPORT – CIVIL/ PROBATE	915 SF

DEPARTMENT AREA (Enabling & Internal Moves Plan)_FOURTH FLOOR

	Department No	Department Name	Area
	217.00	CLERK OF COURTS OFFICE: CIVIL/ PROBATE/ FAMILY& CRIMINAL DIVISIONS	1,437 SF
	225.00	COURT REPORTING SERVICES	2,221 SF
Total Department Area			38,367 SF

COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

PARTITION PLAN LEGEND

- (E) GYP BD PARTITION TO REMAIN
- NEW GYP BD PARTITION AS INDICATED

AREA IDENTIFICATION (TYPICAL SHEETS)

0301 — ROOM NUMBER
CONFERENCE — ROOM NAME
220.00 — DEPARTMENT NUMBER
DAS FMD OPERATIONS & MAINTENANCE — DEPARTMENT NAME

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SCALE: 1/16" = 1'-0"

NORTH

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AECOM
COURTHOUSE COMPLEX
INVESTING IN JUSTICE
MILWAUKEE COUNTY

ENABLING AND INTERNAL MOVES PLAN

I.1-104.5

FOURTH MEZZANINE

DEPARTMENT AREA (Enabling & Internal Moves Plan)_FOURTH MEZZANINE FLOOR			
Image	**Department No**	**Department Name**	**Area**
	110.00	COURT SETS	1,010 SF
	210.00	CIVIL/PROBATE DIVISION – COURT SETS	2,473 SF
	212.00	JUDICIAL CHAMBERS & SUPPORT – ALL DIVISIONS	2,626 SF
	225.00	COURT REPORTING SERVICES	2,210 SF
Total Department Area			8,320 SF

COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

PARTITION PLAN LEGEND

- (E) GYP BD PARTITION TO REMAIN
- NEW GYP BD PARTITION AS INDICATED

AREA IDENTIFICATION (TYPICAL SHEETS)

0301 — ROOM NUMBER
CONFERENCE — ROOM NAME
220.00 — DEPARTMENT NUMBER
DAS FMD OPERATIONS & MAINTENANCE — DEPARTMENT NAME

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SCALE: 1/16" = 1'-0"

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AECOM
INVESTING IN JUSTICE COURTHOUSE COMPLEX
MILWAUKEE COUNTY

ENABLING AND INTERNAL MOVES PLAN

I.1-105.0

FIFTH FLOOR

DEPARTMENT AREA (Enabling & Internal Moves Plan)_FIFTH FLOOR

Image	Department No	Department Name	Area
	110.00	CRIMINAL DIVISION - COURT SETS	18,796 SF
	112.00	JUDICIAL CHAMBERS & SUPPORT	5,507 SF
	115.00	COURT REPORTING SERVICES	2,385 SF
	120.00	DISTRICT ATTORNEY'S OFFICE	678 SF
	202.00	SHARED SUPPORT FUNCTIONS	869 SF
	203.00	BUILDING OPERATIONS	386 SF
	210.00	CIVIL/PROBATE DIVISION – COURT SETS	3,491 SF
	212.00	JUDICIAL CHAMBERS & SUPPORT – ALL DIVISIONS	993 SF

DEPARTMENT AREA (Enabling & Internal Moves Plan)_FIFTH FLOOR

Image	Department No	Department Name	Area
	224.00	IN-CUSTODY	508 SF
	225.00	COURT REPORTING SERVICES	1,001 SF
Total Department Area			34,614 SF

COURT TYPE LEGEND

CIVIL/ PROBATE DIVISION

FAMILY DIVISION

CRIMINAL DIVISION

PARTITION PLAN LEGEND

(E) GYP BD PARTITION TO REMAIN

NEW GYP BD PARTITION AS INDICATED

AREA IDENTIFICATION (TYPICAL SHEETS)

0301 — ROOM NUMBER

CONFERENCE — ROOM NAME

220.00 — DEPARTMENT NUMBER

DAS FMD OPERATIONS & MAINTENANCE — DEPARTMENT NAME

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SCALE: 1/16" = 1'-0"

NORTH

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AECOM

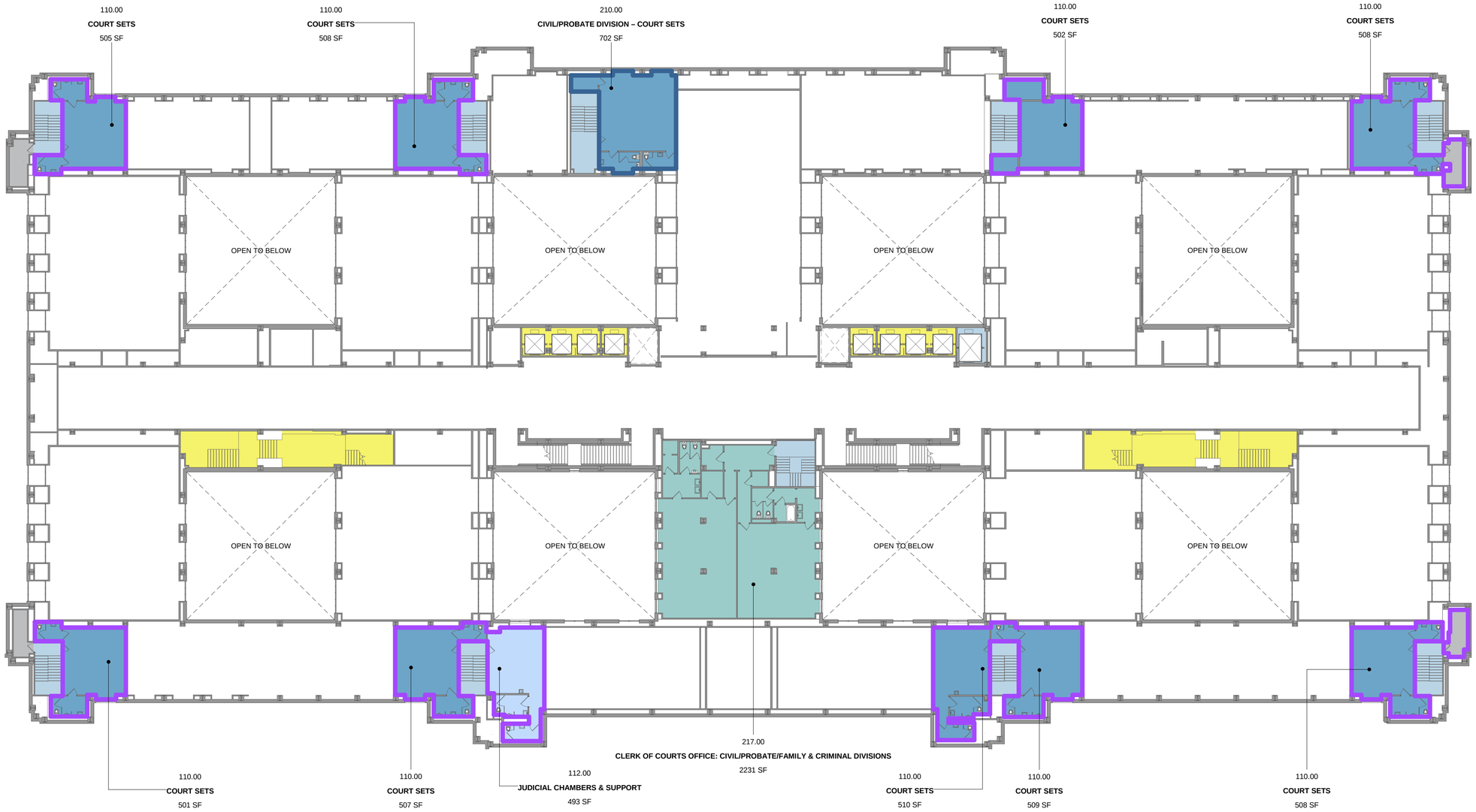
INVESTING IN JUSTICE COURTHOUSE COMPLEX

MILWAUKEE COUNTY

ENABLING AND INTERNAL MOVES PLAN

I.1-105.5

FIFTH MEZZANINE



DEPARTMENT AREA (Enabling & Internal Moves Plan)_FIFTH MEZZANINE FLOOR			
	Department No	Department Name	Area
	110.00	COURT SETS	4,558 SF
	112.00	JUDICIAL CHAMBERS & SUPPORT	493 SF
	203.00	BUILDING OPERATIONS	305 SF
	210.00	CIVIL/PROBATE DIVISION – COURT SETS	702 SF
	217.00	CLERK OF COURTS OFFICE: CIVIL/PROBATE/FAMILY & CRIMINAL DIVISIONS	2,231 SF
Total Department Area			8,289 SF

COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

PARTITION PLAN LEGEND

- (E) GYP BD PARTITION TO REMAIN
- NEW GYP BD PARTITION AS INDICATED

AREA IDENTIFICATION (TYPICAL SHEETS)

0301 — ROOM NUMBER
CONFERENCE — ROOM NAME
220.00 — DEPARTMENT NUMBER
DAS FMD OPERATIONS & MAINTENANCE — DEPARTMENT NAME

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SCALE: 1/16" = 1'-0"

NORTH

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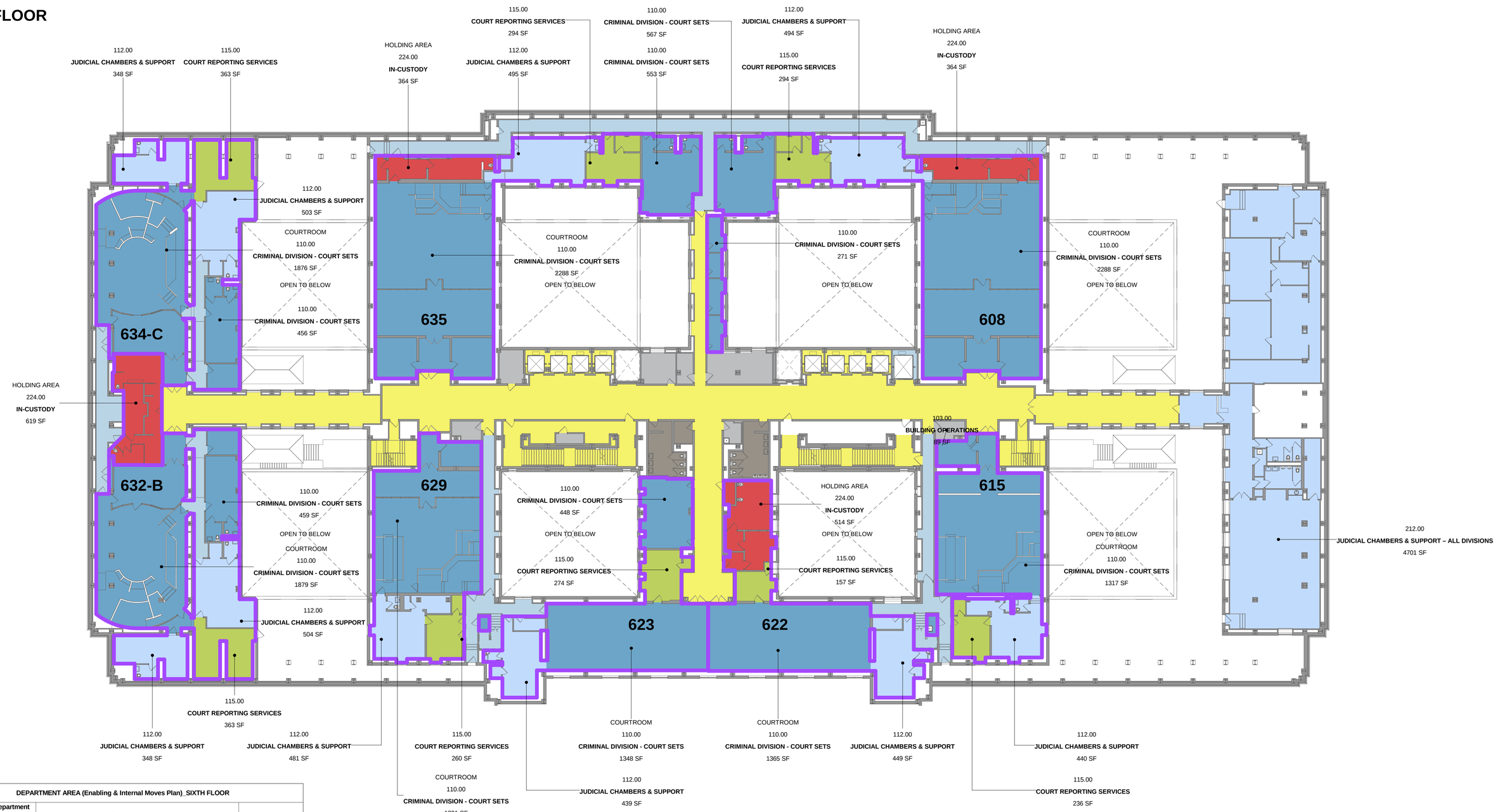
INVESTING IN JUSTICE COURTHOUSE COMPLEX

MILWAUKEE COUNTY

ENABLING AND INTERNAL MOVES PLAN

I.1-106.0

SIXTH FLOOR



DEPARTMENT AREA (Enabling & Internal Moves Plan)_SIXTH FLOOR			
	Department No	**Department Name**	**Area**
	110.00	CRIMINAL DIVISION - COURT SETS	18,687 SF
	112.00	JUDICIAL CHAMBERS & SUPPORT	4,500 SF
	115.00	COURT REPORTING SERVICES	2,241 SF
	210.00	CIVIL/PROBATE DIVISION – COURT SETS	46 SF
	212.00	JUDICIAL CHAMBERS & SUPPORT – ALL DIVISIONS	4,701 SF
	224.00	IN-CUSTODY	1,861 SF
Total Department Area			32,037 SF

COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

PARTITION PLAN LEGEND

- (E) GYP BD PARTITION TO REMAIN
- NEW GYP BD PARTITION AS INDICATED

AREA IDENTIFICATION (TYPICAL SHEETS)

0301 — ROOM NUMBER
CONFERENCE — ROOM NAME
220.00 — DEPARTMENT NUMBER
DAS FMD OPERATIONS & MAINTENANCE — DEPARTMENT NAME

-10 0 10 20 40

SCALE: 1/16" = 1'-0"

NORTH

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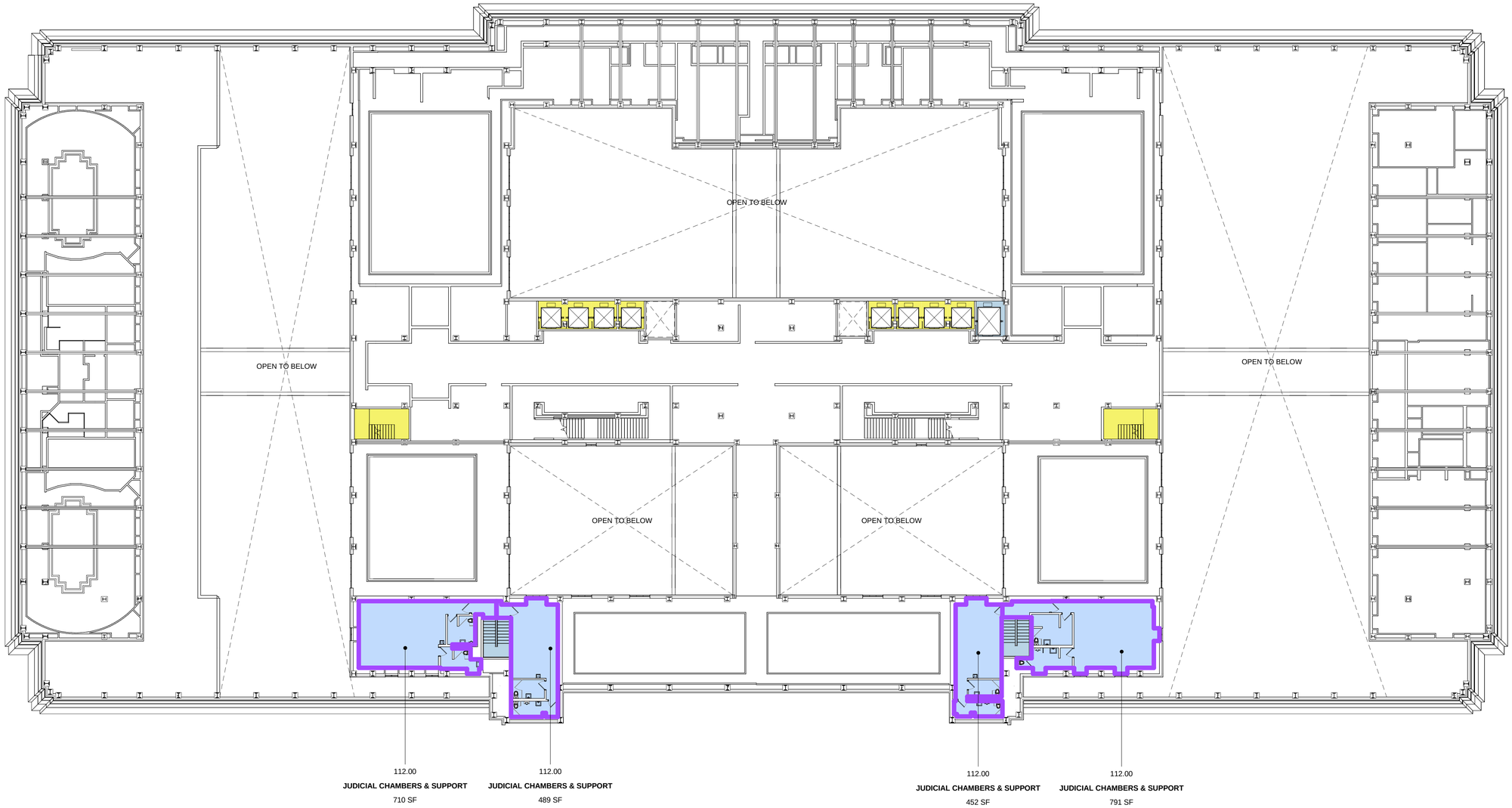
AECOM
COURTHOUSE COMPLEX
INVESTING IN JUSTICE
MILWAUKEE COUNTY

ENABLING AND INTERNAL MOVES PLAN

I.1-106.5

SIXTH MEZZANINE



DEPARTMENT AREA (Enabling & Internal Moves Plan)_SIXTH MEZZANINE FLOOR

	Department No	Department Name	Area
	112.00	JUDICIAL CHAMBERS & SUPPORT	2,443 SF
Total Department Area			2,443 SF

COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

PARTITION PLAN LEGEND

- (E) GYP BD PARTITION TO REMAIN
- NEW GYP BD PARTITION AS INDICATED

AREA IDENTIFICATION (TYPICAL SHEETS)

0301 — ROOM NUMBER
CONFERENCE — ROOM NAME
220.00 — DEPARTMENT NUMBER
DAS FMD OPERATIONS & MAINTENANCE — DEPARTMENT NAME

-10 0 10 20 40

SCALE: 1/16" = 1'-0"

NORTH

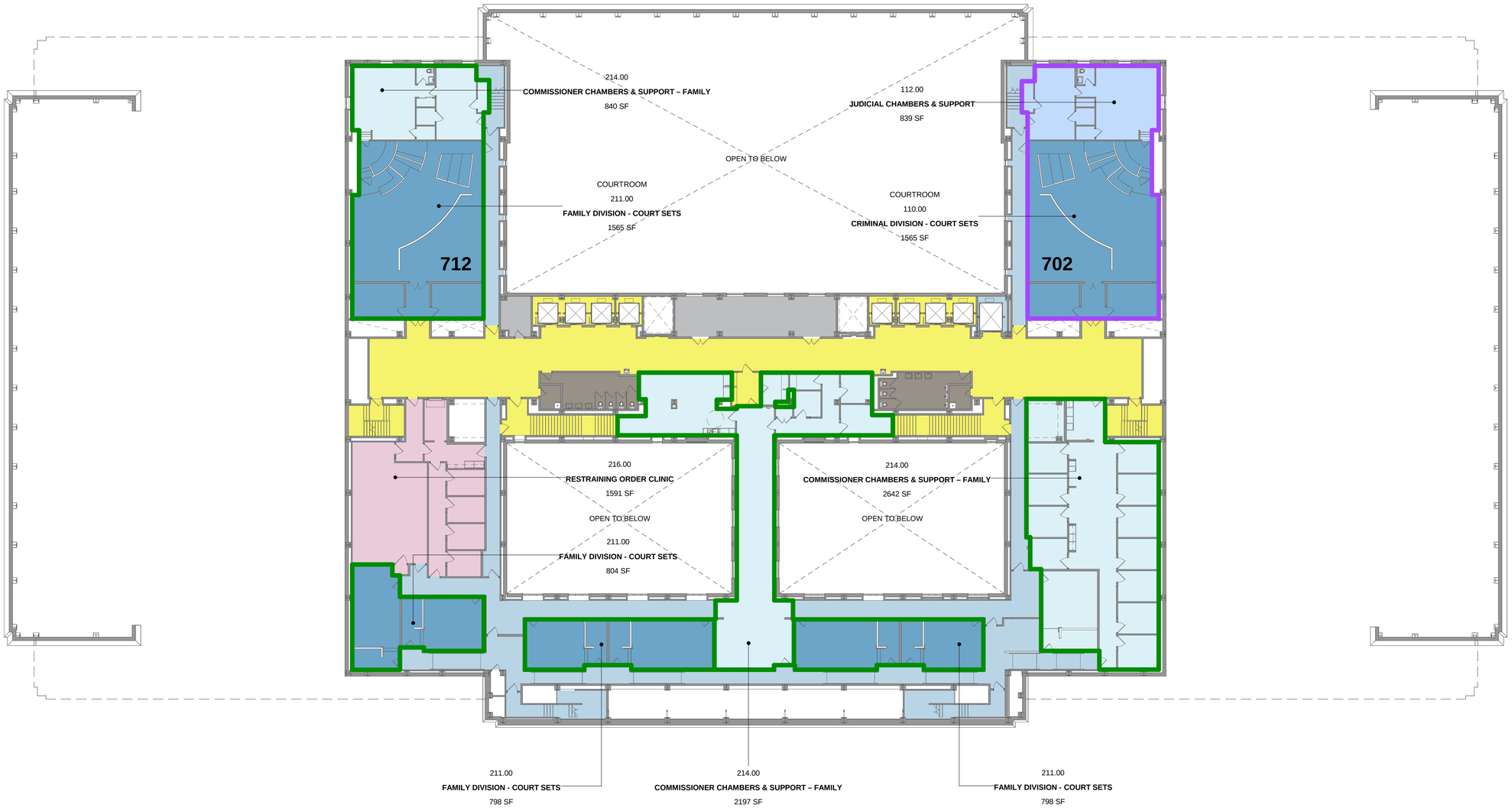
4/3/2026
2:20:57 PM

COURTHOUSE COMPLEX
INVESTING IN JUSTICE

ENABLING AND INTERNAL MOVES PLAN

I.1-107.0

SEVENTH FLOOR



DEPARTMENT AREA (Enabling & Internal Moves Plan)_SEVENTH FLOOR			
	Department No	Department Name	Area
	110.00	CRIMINAL DIVISION - COURT SETS	1,972 SF
	112.00	JUDICIAL CHAMBERS & SUPPORT	839 SF
	211.00	FAMILY DIVISION - COURT SETS	4,372 SF
	214.00	COMMISSIONER CHAMBERS & SUPPORT – FAMILY	5,679 SF
	216.00	RESTRAINING ORDER CLINIC	1,591 SF
Total Department Area			14,453 SF

COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

-10 0 10 20 40

SCALE: 1/16" = 1'-0"

PARTITION PLAN LEGEND

- (E) GYP BD PARTITION TO REMAIN
- NEW GYP BD PARTITION AS INDICATED

AREA IDENTIFICATION (TYPICAL SHEETS)

0301 — ROOM NUMBER
CONFERENCE — ROOM NAME
220.00 — DEPARTMENT NUMBER
DAS FMD OPERATIONS & MAINTENANCE — DEPARTMENT NAME

NORTH

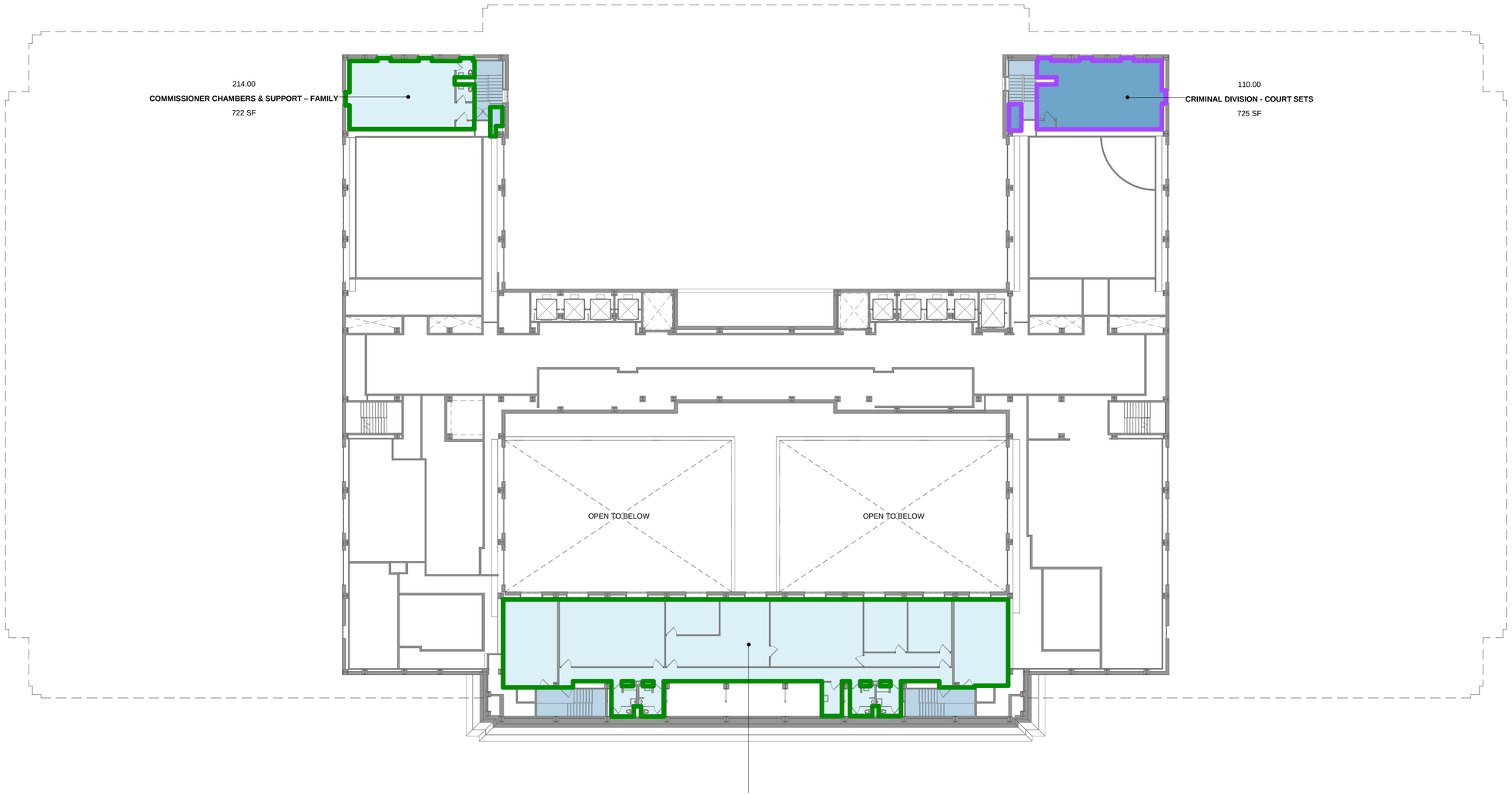
4/3/2026
2:21:27 PM

AECOM
INVESTING IN JUSTICE COURTHOUSE COMPLEX
MILWAUKEE COUNTY

ENABLING AND INTERNAL MOVES PLAN

I.1-107.5

SEVENTH MEZZANINE



DEPARTMENT AREA (Enabling & Internal Moves Plan)_SEVENTH MEZZANINE FLOOR

	Department No	Department Name	Area
	110.00	CRIMINAL DIVISION - COURT SETS	753 SF
	112.00	JUDICIAL CHAMBERS & SUPPORT	24 SF
	214.00	COMMISSIONER CHAMBERS & SUPPORT – FAMILY	4,611 SF
Total Department Area			5,389 SF

COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

PARTITION PLAN LEGEND

- (E) GYP BD PARTITION TO REMAIN
- NEW GYP BD PARTITION AS INDICATED

AREA IDENTIFICATION (TYPICAL SHEETS)

0301 — ROOM NUMBER
CONFERENCE — ROOM NAME
220.00 — DEPARTMENT NUMBER
DAS FMD OPERATIONS & MAINTENANCE — DEPARTMENT NAME

-10 0 10 20 40

SCALE: 1/16" = 1'-0"

NORTH

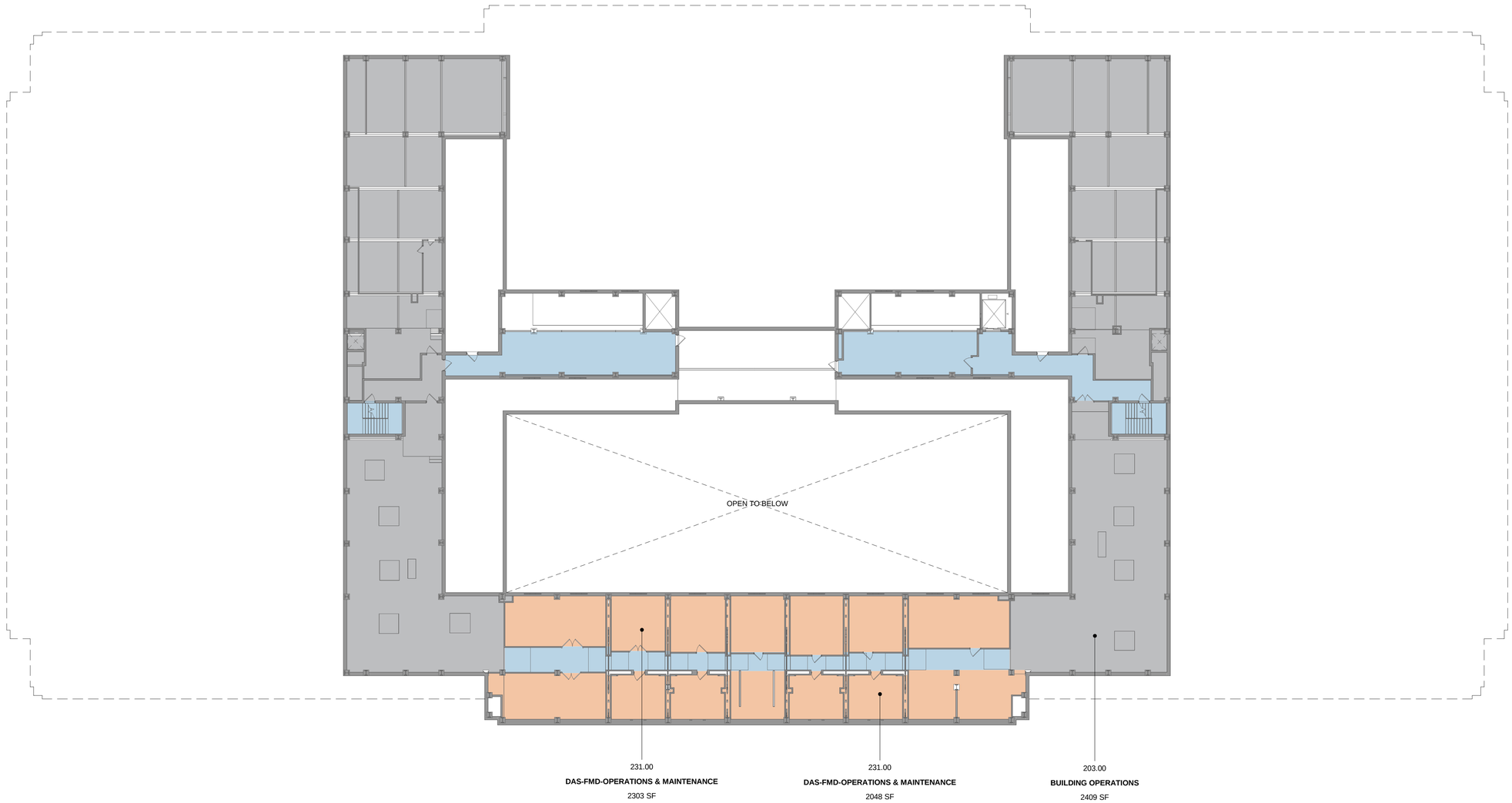
4/3/2026
2:21:52 PM

AECOM
INVESTING IN JUSTICE COURTHOUSE COMPLEX
MILWAUKEE COUNTY

ENABLING AND INTERNAL MOVES PLAN

I.1-108.0

EIGHTH FLOOR



DEPARTMENT AREA (Enabling & Internal Moves Plan)_EIGHTH FLOOR			
	Department No	Department Name	Area
	231.00	DAS-FMD-OPERATIONS & MAINTENANCE	4,352 SF
Total Department Area			4,352 SF

COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

PARTITION PLAN LEGEND

- (E) GYP BD PARTITION TO REMAIN
- NEW GYP BD PARTITION AS INDICATED

AREA IDENTIFICATION (TYPICAL SHEETS)

0301 — ROOM NUMBER
CONFERENCE — ROOM NAME
220.00 — DEPARTMENT NUMBER
DAS FMD OPERATIONS & MAINTENANCE — DEPARTMENT NAME

-10 0 10 20 40

SCALE: 1/16" = 1'-0"

NORTH

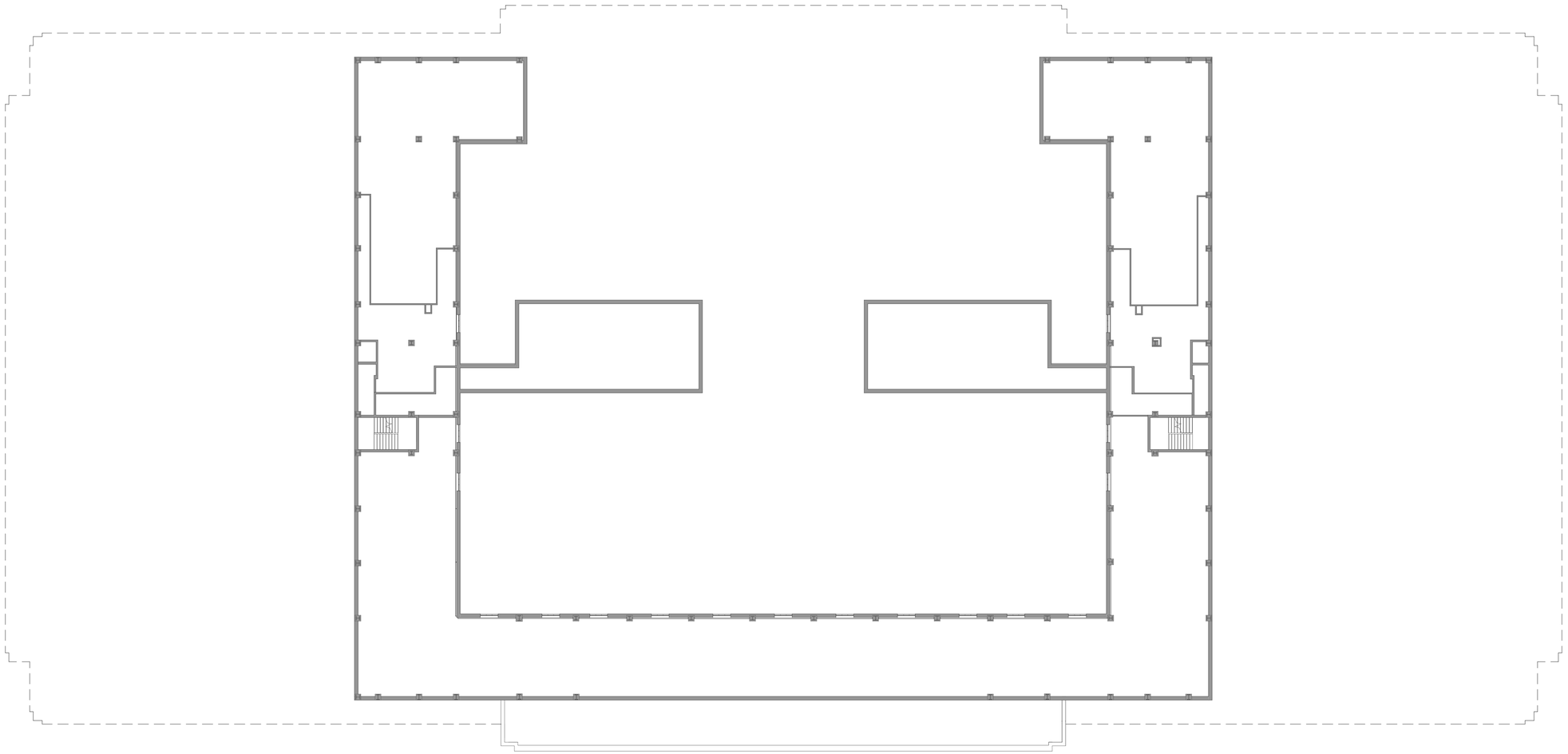
4/3/2026
2:22:14 PM

AECOM
INVESTING IN JUSTICE COURTHOUSE COMPLEX
MILWAUKEE COUNTY

ENABLING AND INTERNAL MOVES PLAN

I.1-108.5

EIGHTH MEZZANINE



-10 0 10 20 40

SCALE: 1/16" = 1'-0"

PARTITION PLAN LEGEND

(E) GYP BD PARTITION TO REMAIN

NEW GYP BD PARTITION AS INDICATED

AREA IDENTIFICATION (TYPICAL SHEETS)

0301 — ROOM NUMBER

CONFERENCE — ROOM NAME

220.00 — DEPARTMENT NUMBER

DAS FMD OPERATIONS & MAINTENANCE — DEPARTMENT NAME

NORTH

4/3/2026
2:22:35 PM

AECOM

INVESTING IN JUSTICE COURTHOUSE COMPLEX

MILWAUKEE COUNTY

RFP ATTACHMENT Q
NEW COURTHOUSE 100% CONCEPTUAL DESIGN PLANS

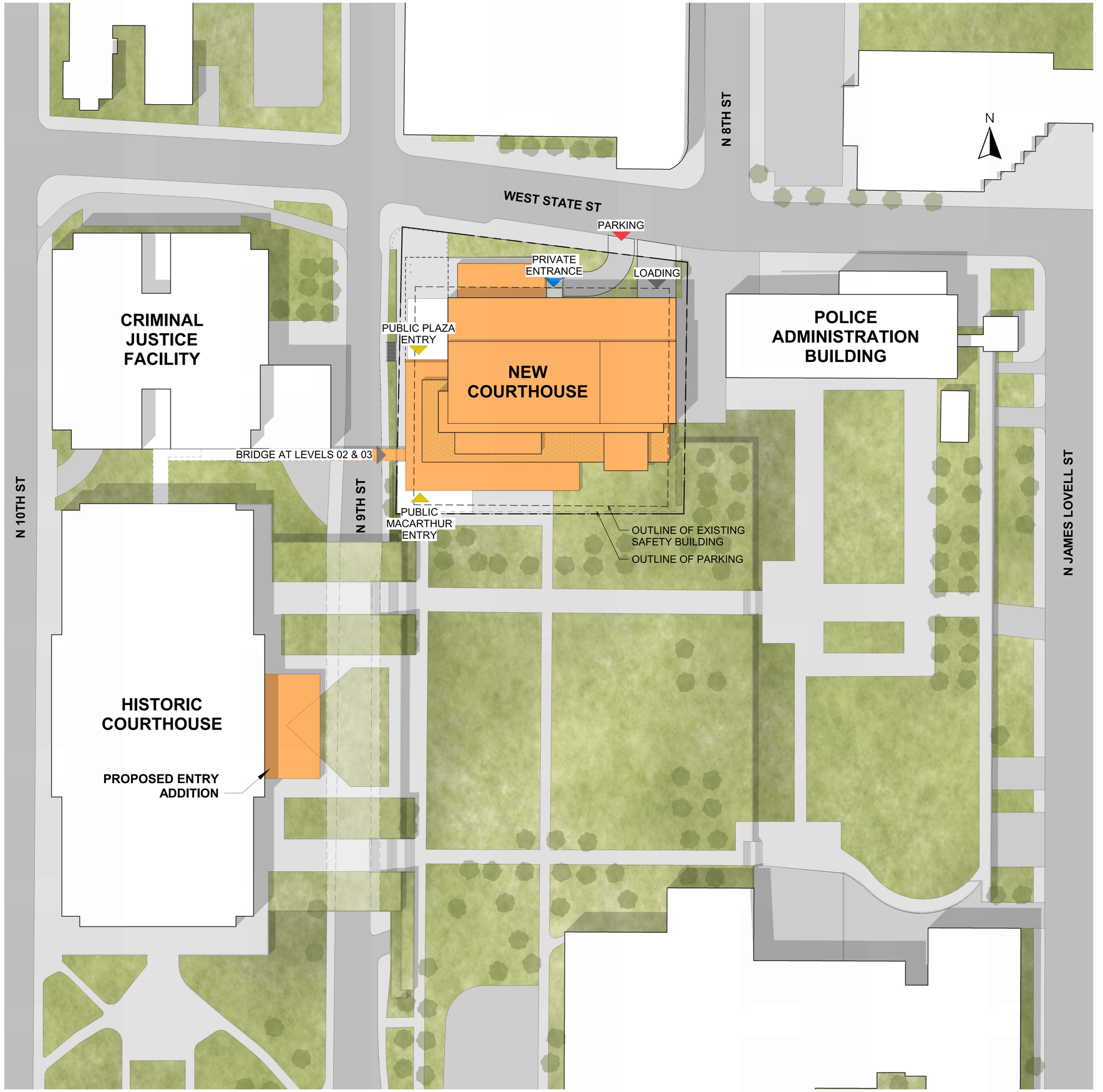
APPENDIX N

NEW COURTHOUSE DRAWINGS

NO	NAME
Sheet: A10-01	CONTEXT SITE PLAN
Sheet: A10-02	GROUND FLOOR SITE PLAN
Sheet: A10-03	BASEMENT SITE PLAN
Sheet: A20-00	BASEMENT FLOOR PLAN
Sheet: A20-01	LEVEL 01 FLOOR PLAN
Sheet: A20-02	LEVEL 02 FLOOR PLAN
Sheet: A20-03	LEVEL 03 FLOOR PLAN
Sheet: A20-04	LEVEL 04 FLOOR PLAN
Sheet: A20-05	LEVEL 05 FLOOR PLAN
Sheet: A20-05.1	LEVEL 05 FLOOR PLAN (ALTERNATIVE LAYOUT)
Sheet: A20-06	LEVEL 06-09 FLOOR PLAN
Sheet: A20-07	PENTHOUSE FLOOR PLAN
Sheet: A20-08	ROOF PLAN
Sheet: A20-09	BUILDING AREA CALCULATIONS
Sheet: A30-01	NORTH-SOUTH SECTION
Sheet: A30-02	WEST-EAST SECTION
Sheet: A30-03	DETAIL SECTION - NATURAL LIGHT THROUGH VESTIBULE
Sheet: A40-01	NORTH ELEVATION
Sheet: A40-02	WEST ELEVATION
Sheet: A40-03	SOUTH ELEVATION
Sheet: A40-04	EAST ELEVATION
Sheet: A50-01	EXTERIOR PERSPECTIVE - AERIAL
Sheet: A50-02	EXTERIOR PERSPECTIVE - N-W VIEW ACROSS MACARTHUR SQUARE
Sheet: A50-04	EXTERIOR PERSPECTIVE - VIEW OF SOUTH ELEVATION / LOOKING NORTH ACROSS MACARTHUR SQUARE
Sheet: A50-05	EXTERIOR PERSPECTIVE - LOOKING S-E AT MAIN ENTRANCE & 9TH ST.
Sheet: A51-01	INTERIOR PERSPECTIVE - VIEW OF ATRIUM LOOKING EAST
Sheet: A51-02	INTERIOR PERSPECTIVE - VIEW LOOKING EAST OF 3RD FLOOR PUBLIC CORRIDOR & ATRIUM BELOW
Sheet: A51-03	INTERIOR PERSPECTIVE - VIEW FROM 5TH FLOOR PUBLIC CORRIDOR LOOKING SOUTH-EAST

A10-01

CONTEXT SITE PLAN



0 30' 60' 120'
0 3"

SCALE: 1" = 40'-0"

09/30/25

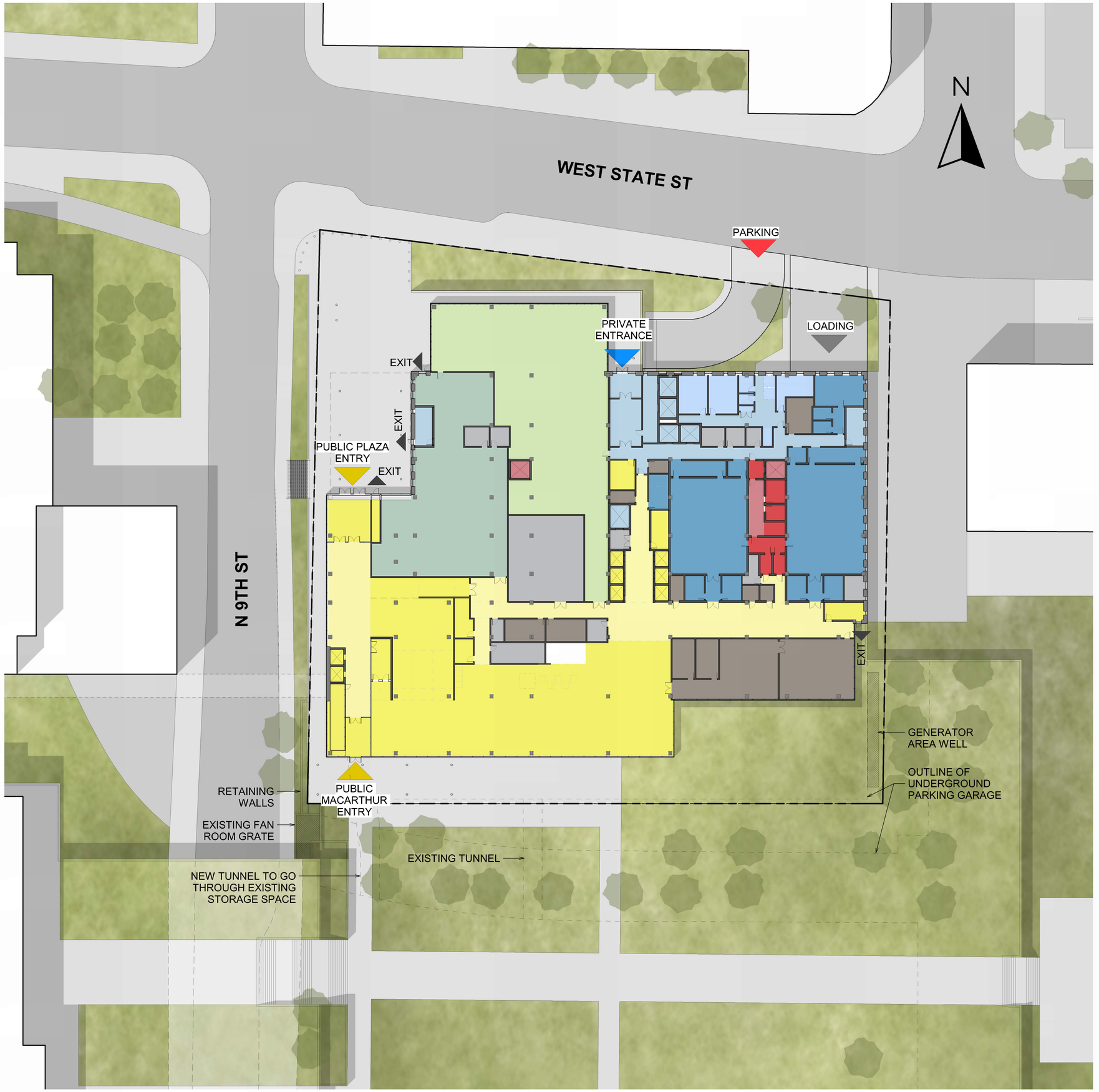
NORR AECOM

INVESTING IN JUSTICE • COURTHOUSE PLANNING

MILWAUKEE COUNTY

A10-02

GROUND FLOOR SITE PLAN



0 15' 30' 60'
0 3"

SCALE: 1" = 20'-0"

09/30/25

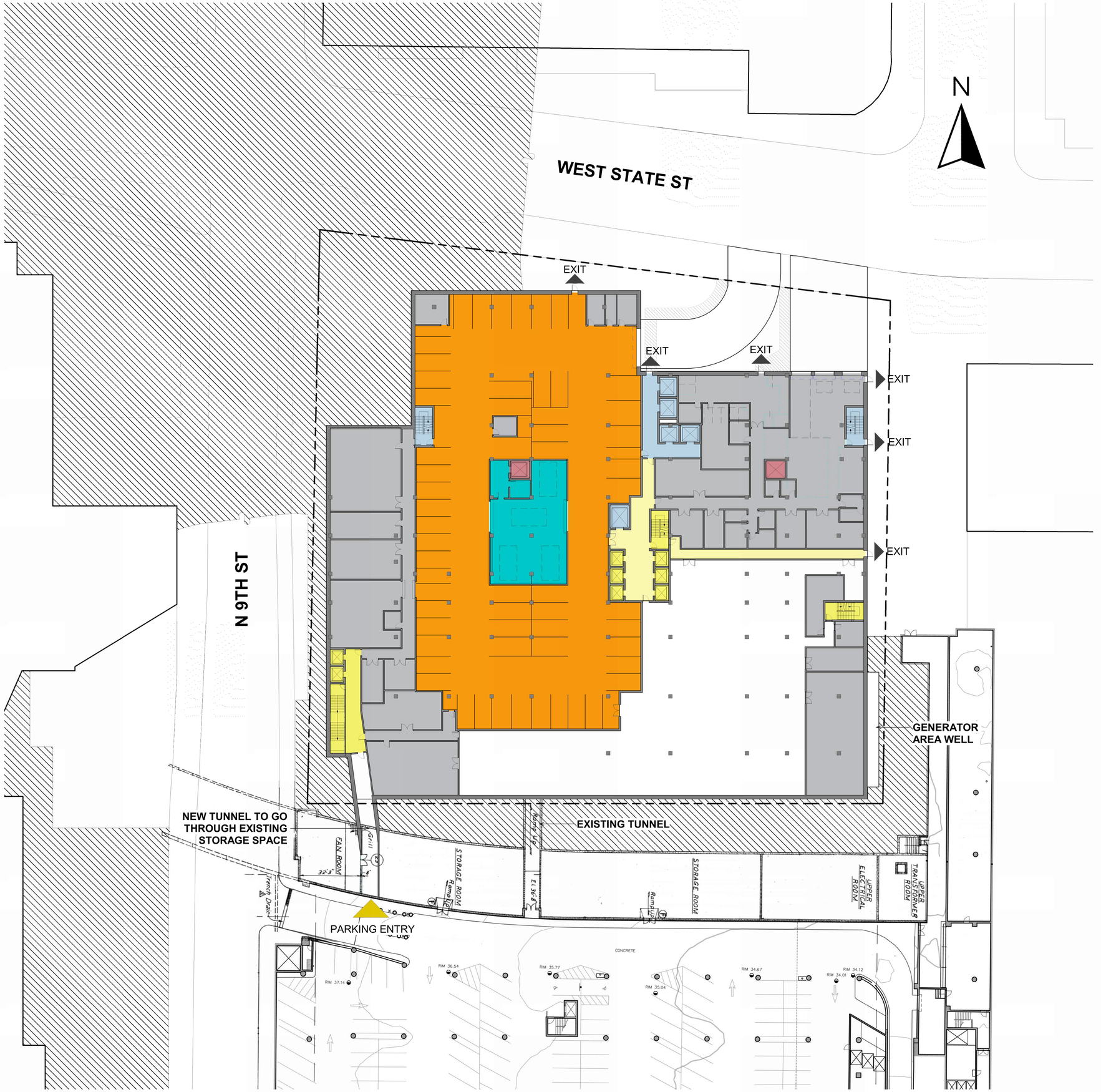
NORR AECOM

INVESTING IN JUSTICE • COURTHOUSE PLANNING

MILWAUKEE COUNTY

A10-03

BASEMENT SITE PLAN



0 15' 30' 60'
0 3"

SCALE: 1" = 20'-0"

09/30/25

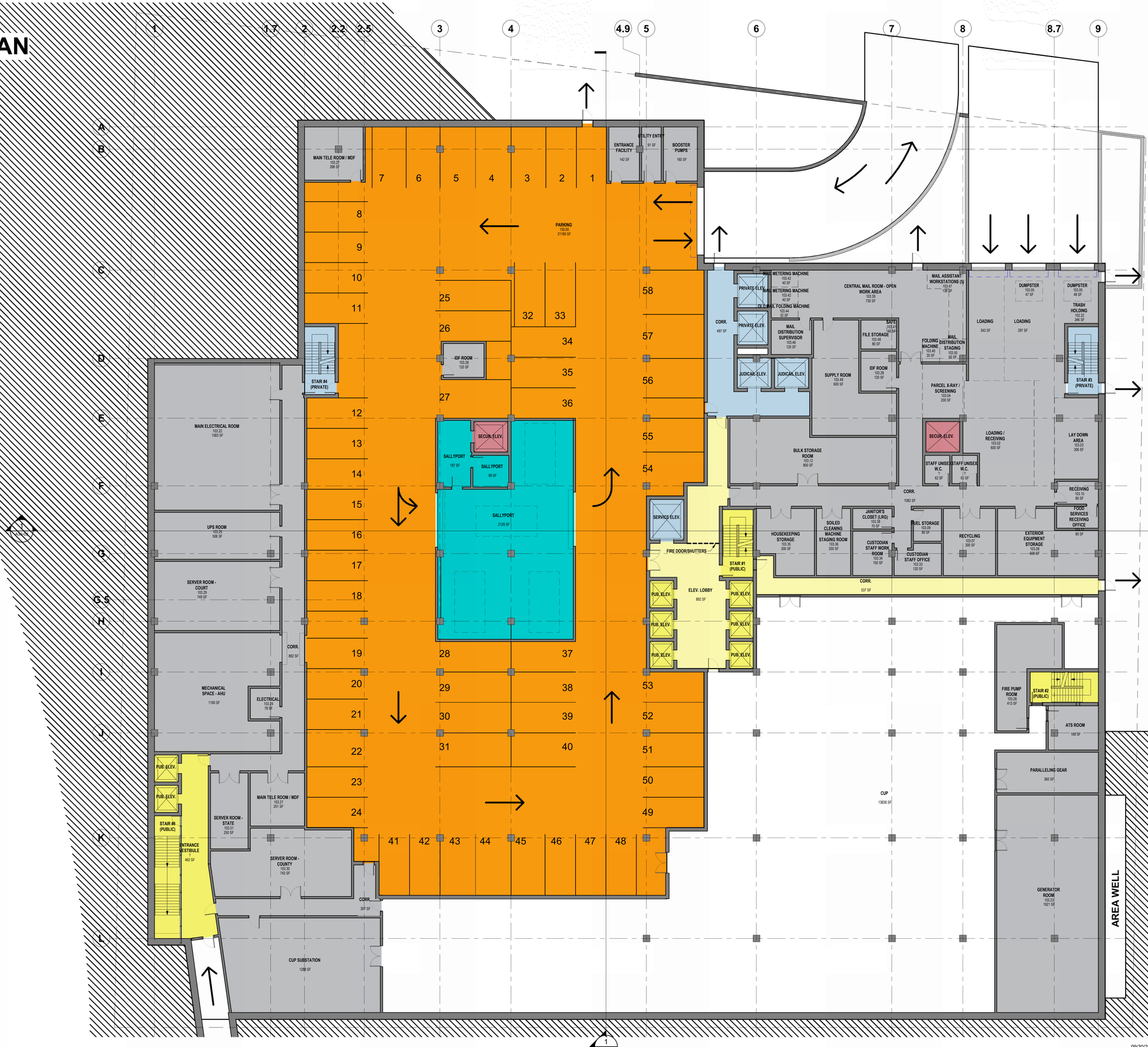
INVESTING IN JUSTICE • COURTHOUSE PLANNING

A20-00

BASEMENT FLOOR PLAN

DEPARTMENT LEGEND

- BUILDING OPERATIONS
- CIRCULATION - PRIVATE
- CIRCULATION - PUBLIC
- CIRCULATION - PUBLIC VERT.
- CIRCULATION - SECURE
- CUP
- MAIN ENTRANCE, SECURITY SCREENING & LOBBY
- PARKING
- SALLY PORT



0 8' 16' 32'
0 3"

SCALE: 3/32" = 1'-0"

09/30/25

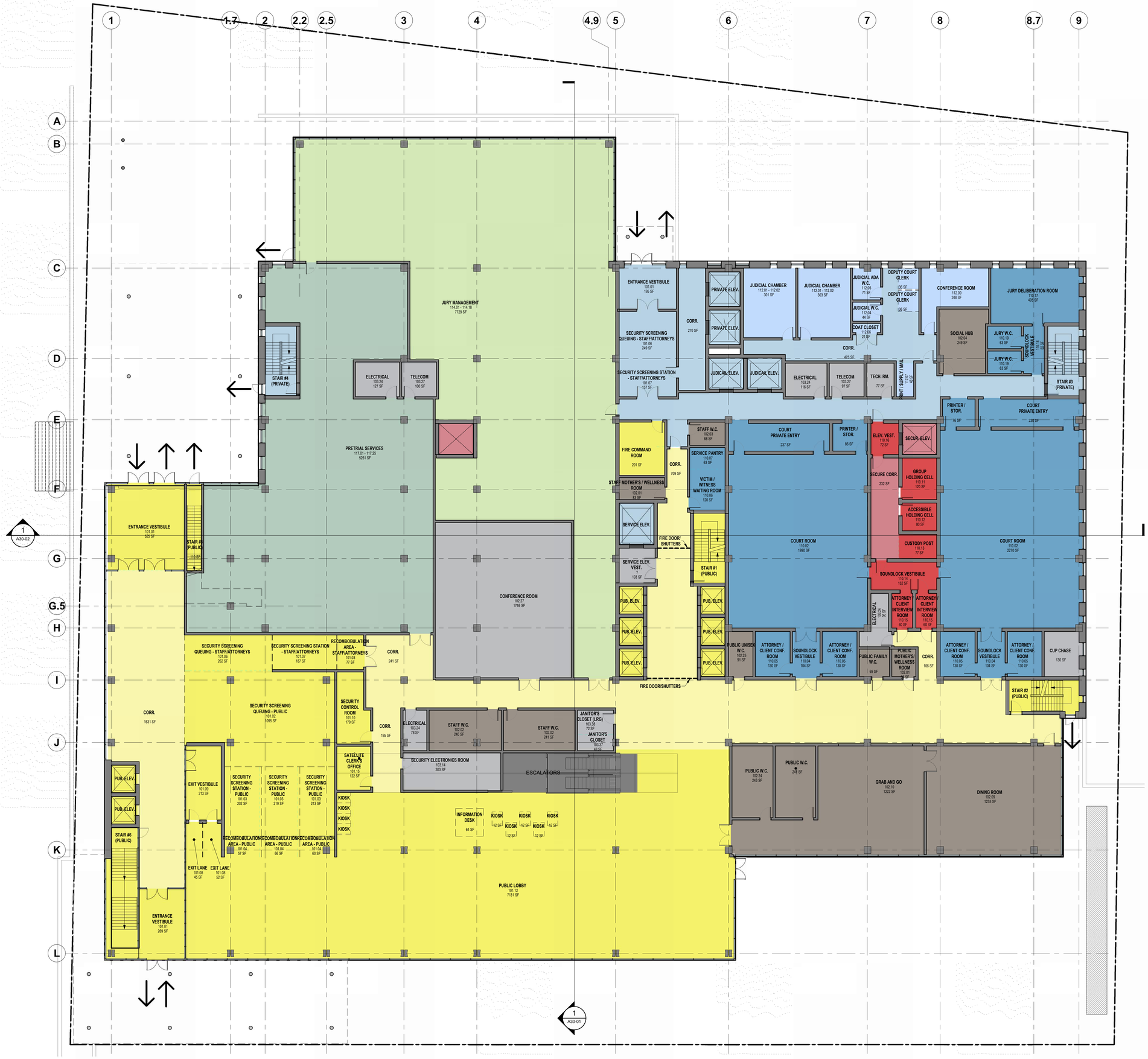
INVESTING IN JUSTICE • COURTHOUSE PLANNING

A20-01

LEVEL 01 FLOOR PLAN

DEPARTMENT LEGEND

- BUILDING OPERATIONS
- CENTRAL IN-CUSTODY HOLDING
- CIRCULATION - PRIVATE
- CIRCULATION - PUBLIC
- CIRCULATION - PUBLIC VERT.
- CIRCULATION - SECURE
- COURT SET
- JUDICIAL CHAMBER & SUPPORT
- JURY MANAGEMENT
- MAIN ENTRANCE, SECURITY SCREENING & LOBBY
- PRETRIAL SERVICES
- SHARED SUPPORT FUNCTIONS



0 8' 16' 32'
0 3"

SCALE: 3/32" = 1'-0"

09/30/25

INVESTING IN JUSTICE • COURTHOUSE PLANNING

A20-02

LEVEL 02 FLOOR PLAN

DEPARTMENT LEGEND

- BUILDING OPERATIONS
- CENTRAL IN-CUSTODY HOLDING
- CIRCULATION - PRIVATE
- CIRCULATION - PUBLIC
- CIRCULATION - PUBLIC VERT.
- CIRCULATION - SECURE
- CIRCULATION - SHERIFF
- SHARED SUPPORT FUNCTIONS
- SHERIFF'S OFFICE

0 8' 16' 32'
0 3"

SCALE: 3/32" = 1'-0"

09/30/25

NORR AECOM

INVESTING IN JUSTICE • COURTHOUSE PLANNING

MILWAUKEE COUNTY

A20-03

LEVEL 03 FLOOR PLAN

DEPARTMENT LEGEND

- BUILDING OPERATIONS
- CENTRAL IN-CUSTODY HOLDING
- CIRCULATION - PRIVATE
- CIRCULATION - PUBLIC
- CIRCULATION - PUBLIC VERT.
- CIRCULATION - SECURE
- COURT COORDINATORS
- COURT REPORTING SERVICES
- COURT SET
- JUDICIAL CHAMBER & SUPPORT
- PROBATION INTAKE
- PUBLIC DEFENDER SATELLITE OFFICE
- SHARED SUPPORT FUNCTIONS

0 8' 16' 32'
0 3"

SCALE: 3/32" = 1'-0"

09/30/25

NORR AECOM

INVESTING IN JUSTICE • COURTHOUSE PLANNING

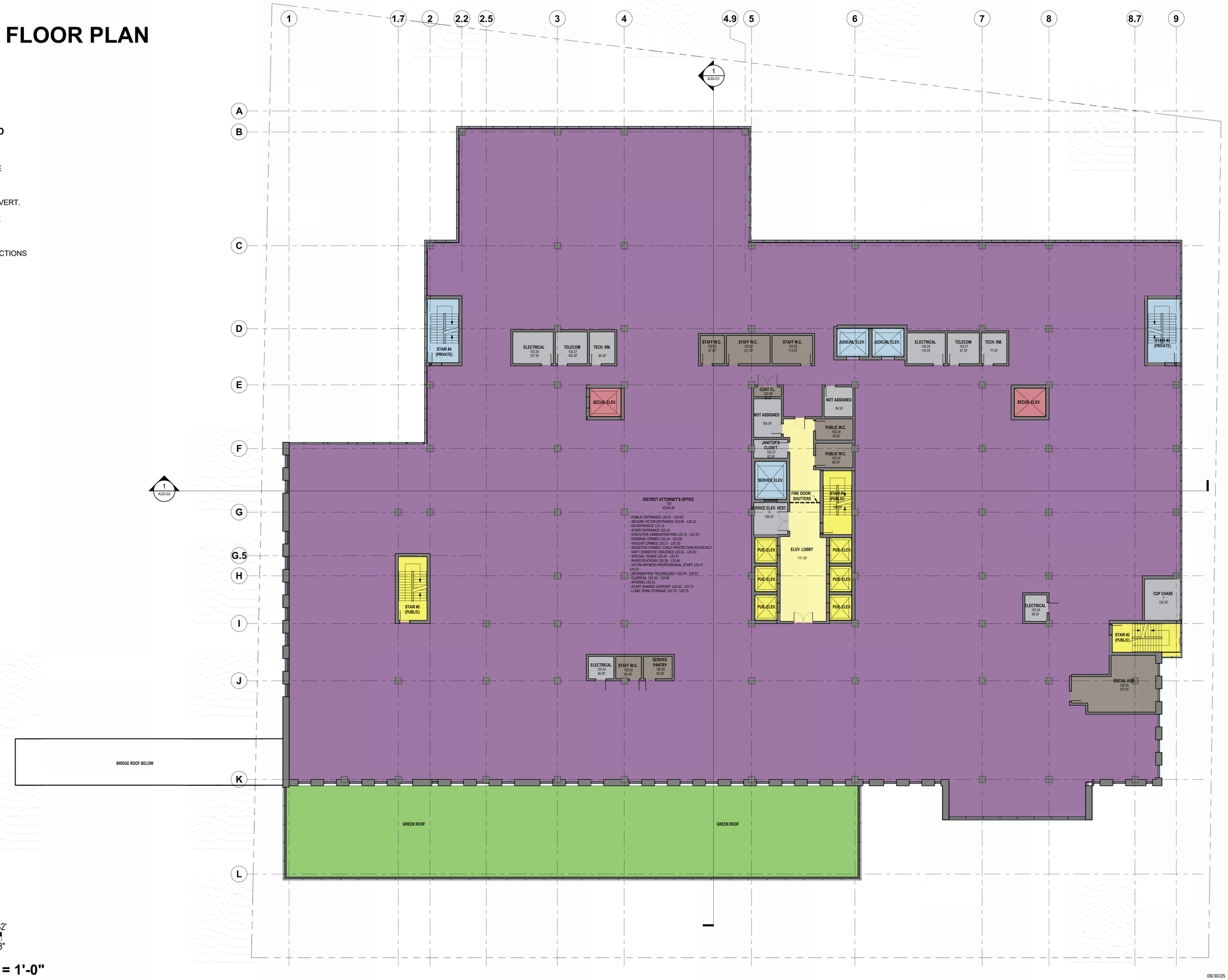
MILWAUKEE COUNTY

A20-04

LEVEL 04 FLOOR PLAN

DEPARTMENT LEGEND

- BUILDING OPERATIONS
- CIRCULATION - PRIVATE
- CIRCULATION - PUBLIC
- CIRCULATION - PUBLIC VERT.
- CIRCULATION - SECURE
- DISTRICT ATTORNEY
- SHARED SUPPORT FUNCTIONS



0 8' 16' 32'
0 3"

SCALE: 3/32" = 1'-0"

09/30/25

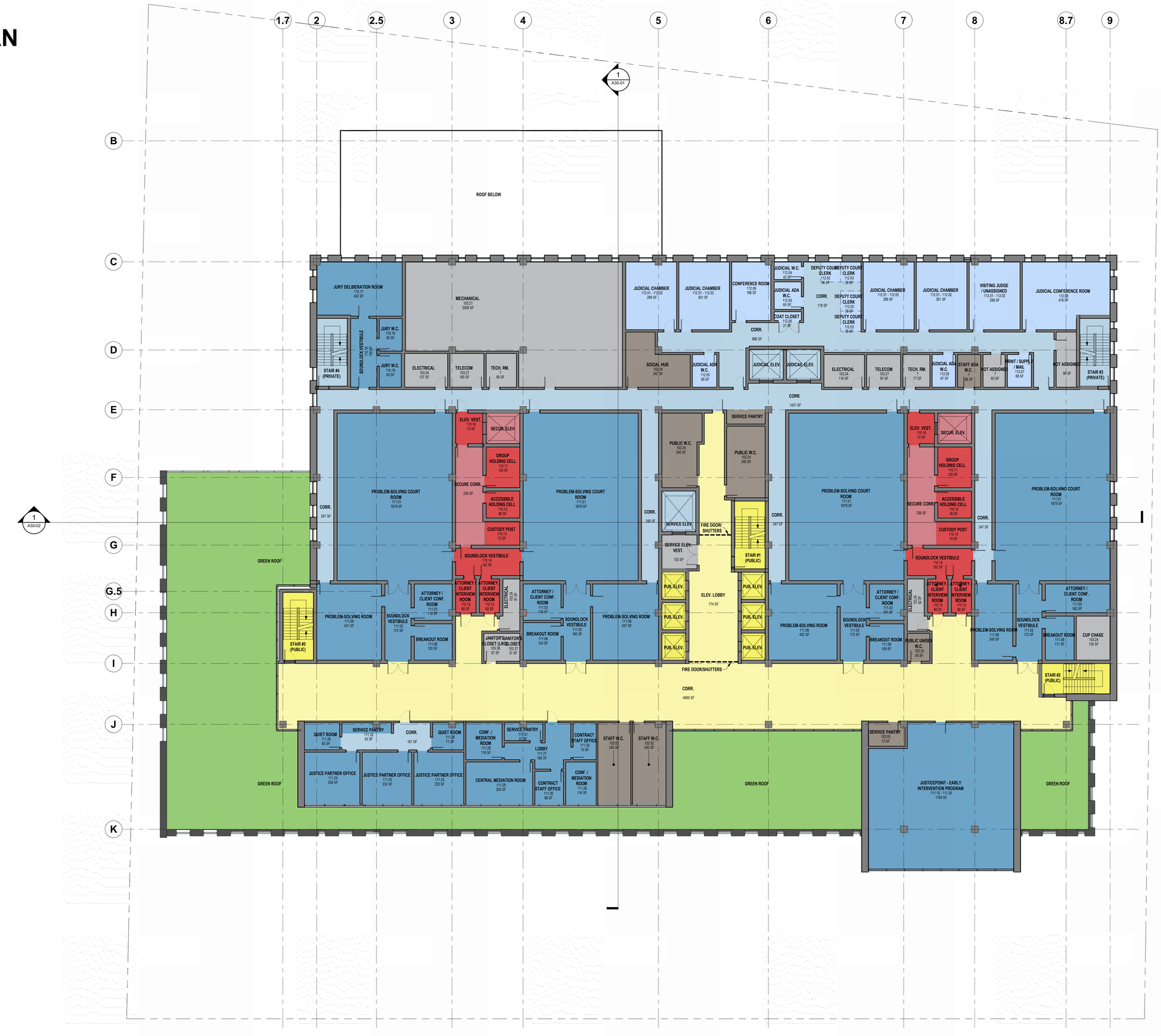
INVESTING IN JUSTICE • COURTHOUSE PLANNING

A20-05

LEVEL 05 FLOOR PLAN

DEPARTMENT LEGEND

- BUILDING OPERATIONS
- CENTRAL IN-CUSTODY HOLDING
- CIRCULATION - PRIVATE
- CIRCULATION - PUBLIC
- CIRCULATION - PUBLIC VERT.
- CIRCULATION - SECURE
- COURT SET
- JUDICIAL CHAMBER & SUPPORT
- PROBLEM-SOLVING COURTS & SUPPORT
- SHARED SUPPORT FUNCTIONS



0 8' 16' 32'
0 3"

SCALE: 3/32" = 1'-0"

09/30/25

INVESTING IN JUSTICE • COURTHOUSE PLANNING

A20-05.1

LEVEL 05 FLOOR PLAN (ALTERNATIVE LAYOUT)

DEPARTMENT LEGEND

- BUILDING OPERATIONS
- CENTRAL IN-CUSTODY HOLDING
- CIRCULATION - PRIVATE
- CIRCULATION - PUBLIC
- CIRCULATION - PUBLIC VERT.
- CIRCULATION - SECURE
- COURT SET
- JUDICIAL CHAMBER & SUPPORT
- PROBLEM-SOLVING COURTS & SUPPORT
- SHARED SUPPORT FUNCTIONS

0 8' 16' 32'
0 3"

SCALE: 3/32" = 1'-0"

09/30/25

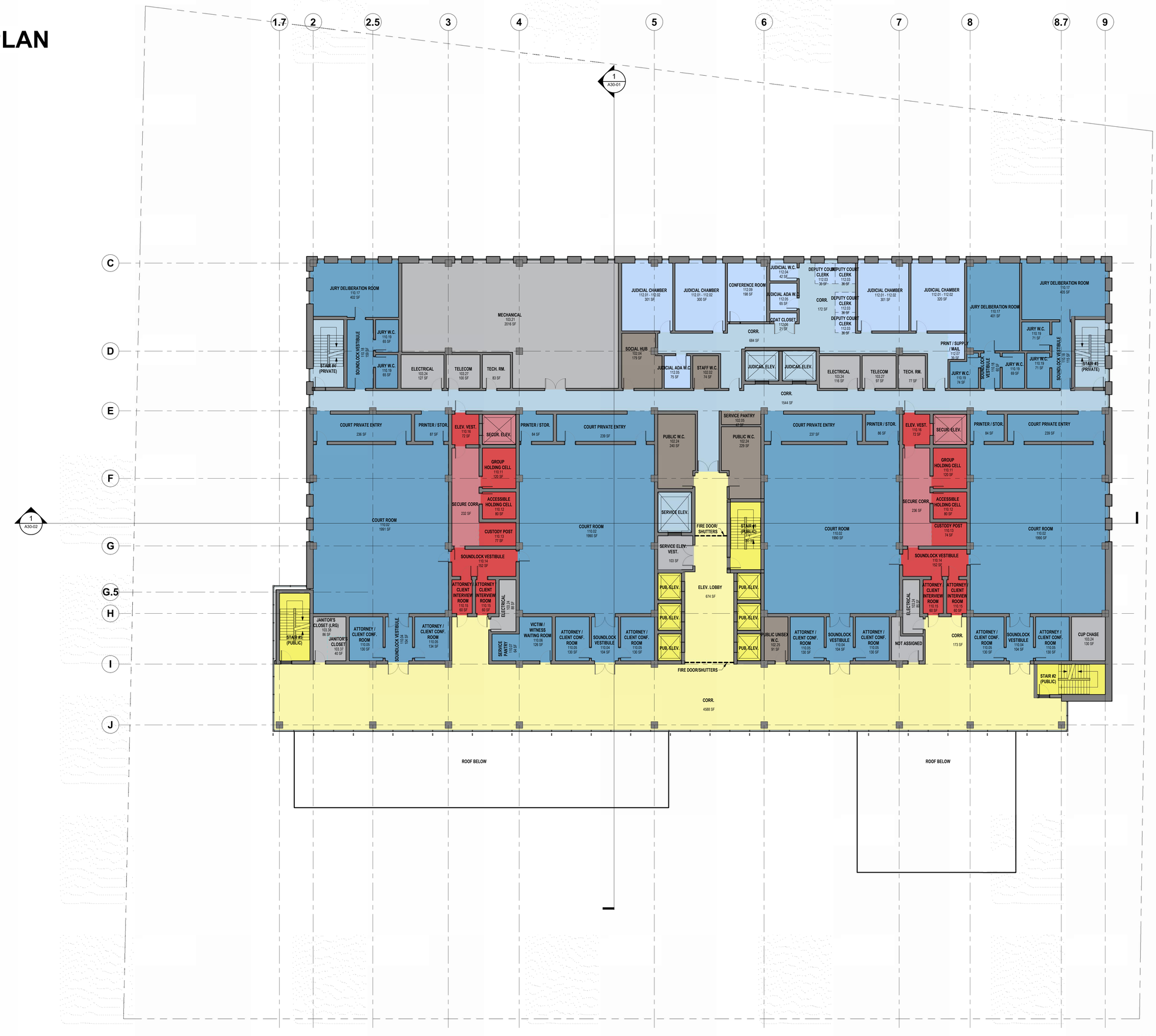
INVESTING IN JUSTICE • COURTHOUSE PLANNING

A20-06

LEVEL 06-09 FLOOR PLAN

DEPARTMENT LEGEND

- BUILDING OPERATIONS
- CENTRAL IN-CUSTODY HOLDING
- CIRCULATION - PRIVATE
- CIRCULATION - PUBLIC
- CIRCULATION - PUBLIC VERT.
- CIRCULATION - SECURE
- COURT SET
- JUDICIAL CHAMBER & SUPPORT
- SHARED SUPPORT FUNCTIONS



0 8' 16' 32'
0 3"

SCALE: 3/32" = 1'-0"

09/30/25

NORR AECOM

INVESTING IN JUSTICE • COURTHOUSE PLANNING

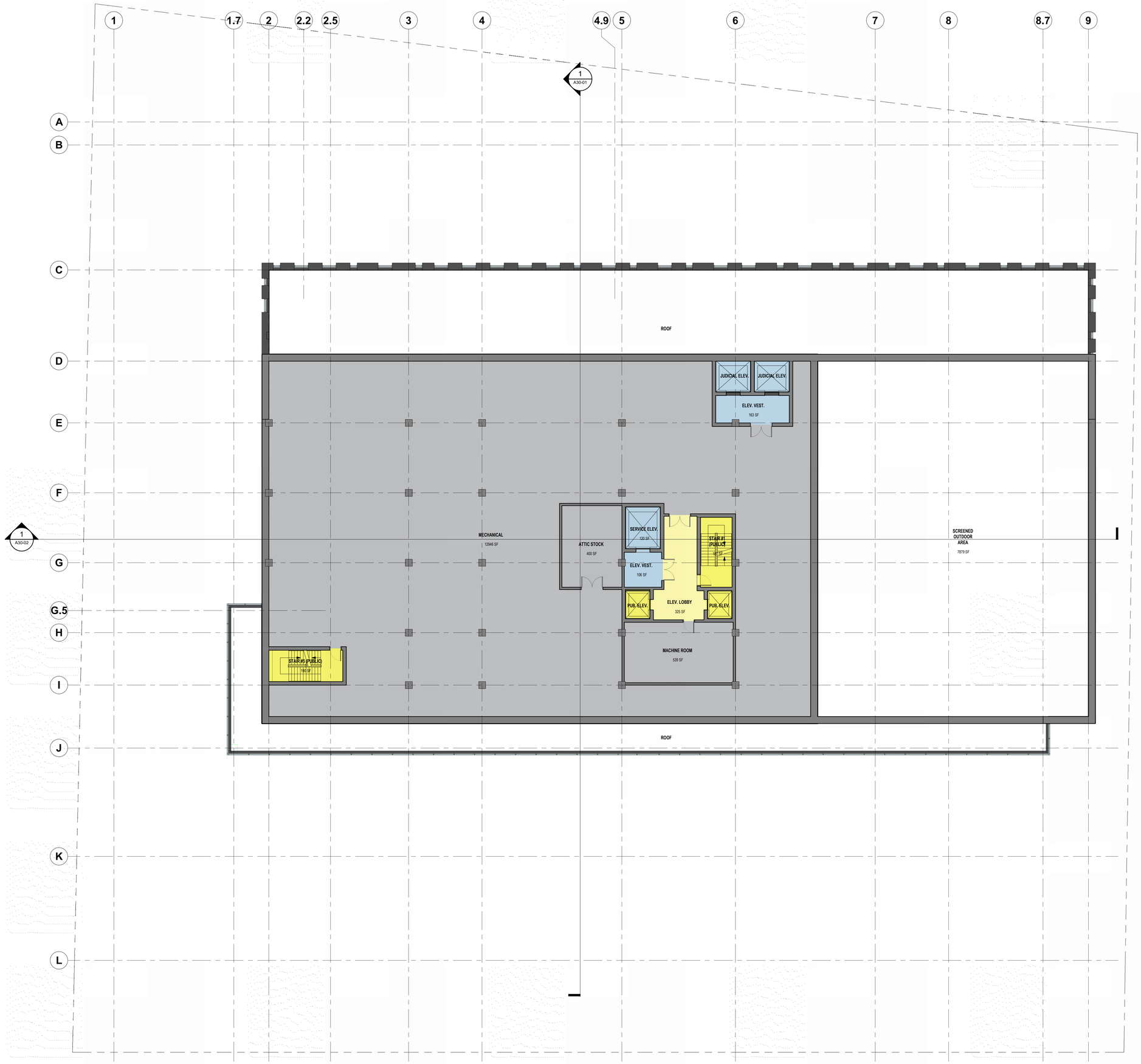
MILWAUKEE COUNTY

A20-07

PENTHOUSE FLOOR PLAN

DEPARTMENT LEGEND

- BUILDING OPERATIONS
- CIRCULATION - PRIVATE
- CIRCULATION - PUBLIC
- CIRCULATION - PUBLIC VERT.



0 8' 16' 32'
0 3"

SCALE: 3/32" = 1'-0"

09/30/25

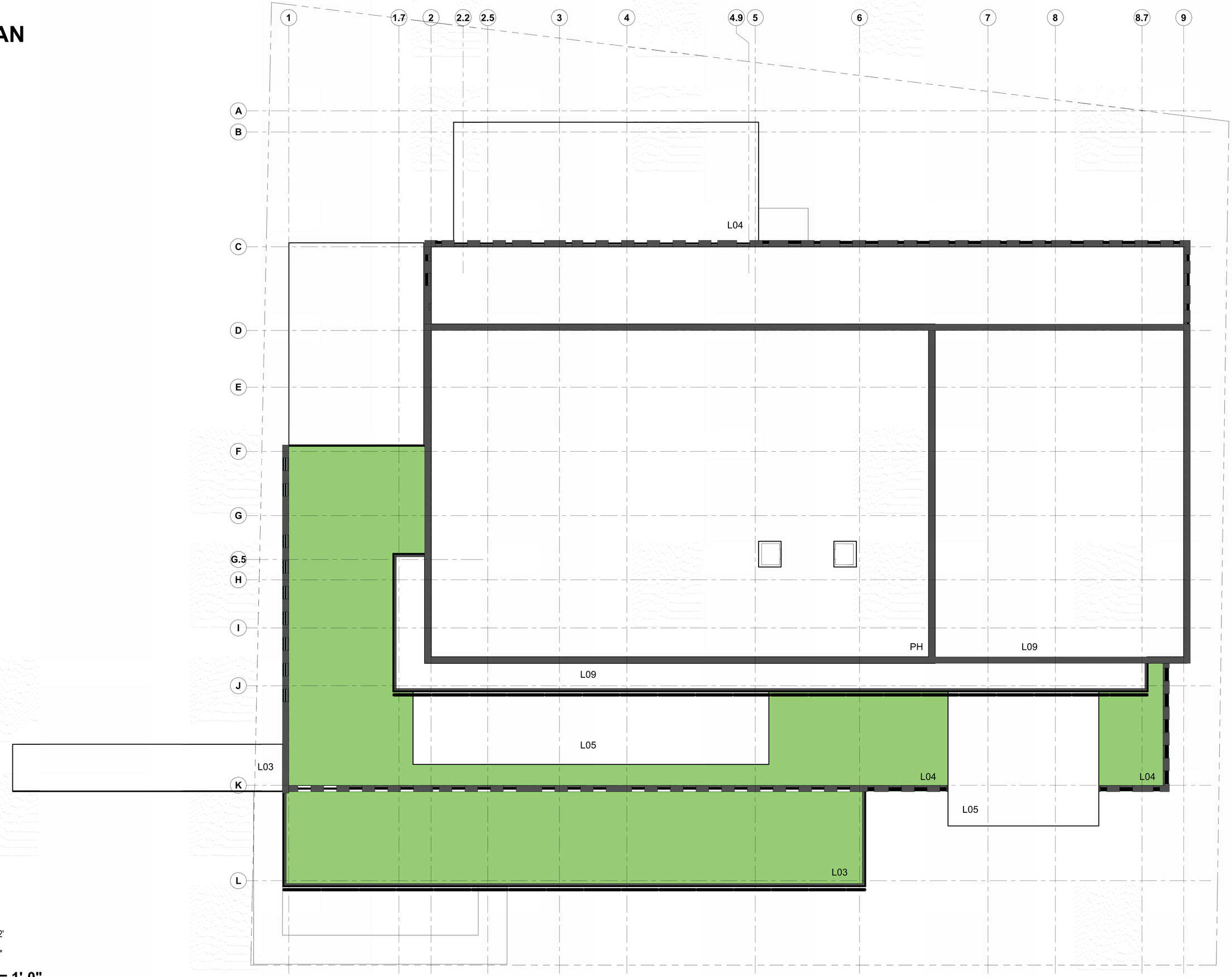
NORR AECOM

INVESTING IN JUSTICE • COURTHOUSE PLANNING

MILWAUKEE COUNTY

A20-08

ROOF PLAN



0 8' 16' 32'
0 3"

SCALE: 3/32" = 1'-0"

09/30/25

NORR AECOM

INVESTING IN JUSTICE • COURTHOUSE PLANNING

MILWAUKEE COUNTY

BUILDING AREA CALCULATIONS

FLOOR AREA (GFA)	
Level	Area
LEVEL 00 - BASEMENT	66,759.04 SF
LEVEL 01 - GROUND FLOOR	54,046.62 SF
LEVEL 02	45,187.87 SF
LEVEL 03	45,215.48 SF
LEVEL 04	49,081.69 SF
LEVEL 05	38,127.21 SF
LEVEL 06	33,979.65 SF
LEVEL 07	33,979.65 SF
LEVEL 08	33,979.65 SF
LEVEL 09	33,979.65 SF
LEVEL 10 - PENTHOUSE	16,668.52 SF
Total Area	451,005.01 SF

FUNCTIONAL PROGRAM	
TOTAL PROGRAM AREA	463,317 SF

ROOF AREA (GFA)	
Level	Area
LEVEL 04	6,726.67 SF
LEVEL 05	10,838.80 SF
LEVEL 06	4,925.58 SF
LEVEL 10 - PENTHOUSE	16,128.37 SF
T.O ROOF	15,672.19 SF
Total Area	54,291.61 SF

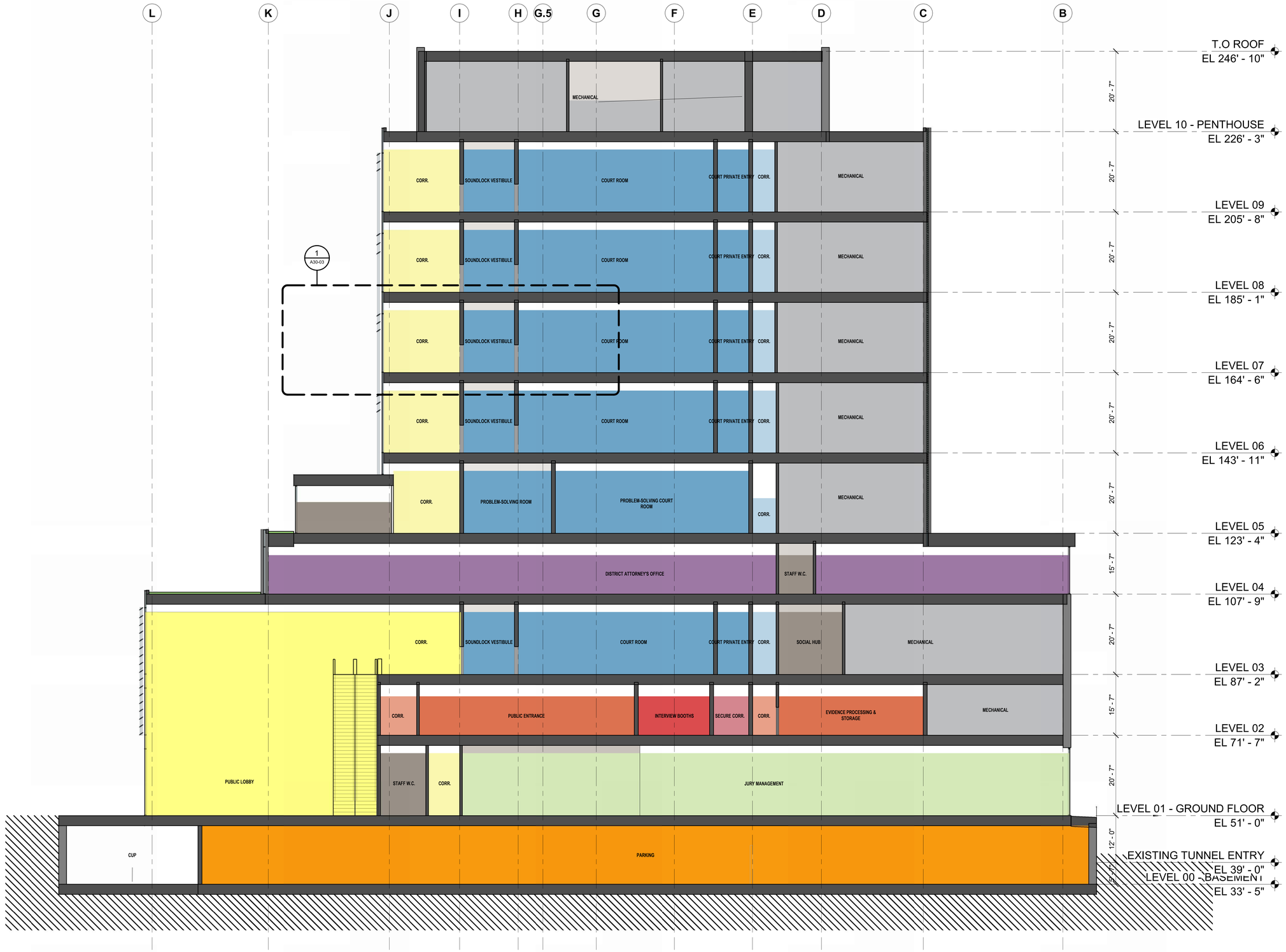
PARKING AREA (GFA)	
Program	Area
BUILDING OPERATIONS	22,827 SF
PARKING	25,780 SF
CUP	18,152 SF
Total Area	66,759 SF

GLAZED AREAS		
Description	Area	Percentage
EAST		
OPENING	11,693.14 SF	31%
SOLID	25,637.53 SF	69%
	37,330.67 SF	
NORTH		
OPENING	19,203.37 SF	36%
SOLID	34,600.80 SF	64%
	53,804.17 SF	
SOUTH		
OPENING	31,270.80 SF	61%
SOLID	19,951.43 SF	39%
	51,222.23 SF	
WEST		
OPENING	13,342.26 SF	38%
SOLID	21,790.40 SF	62%
	35,132.66 SF	

NORR AECOM
INVESTING IN JUSTICE • COURTHOUSE PLANNING
MILWAUKEE COUNTY

A30-01

NORTH-SOUTH SECTION



0 6' 12' 24'
0 3"

SCALE: 1" = 10'-0"

09/30/25

NORR AECOM

INVESTING IN JUSTICE • COURTHOUSE PLANNING

MILWAUKEE COUNTY

A30-02

WEST-EAST SECTION

0 6' 12' 24'

0 3"

SCALE: 1" = 10'-0"

09/30/25

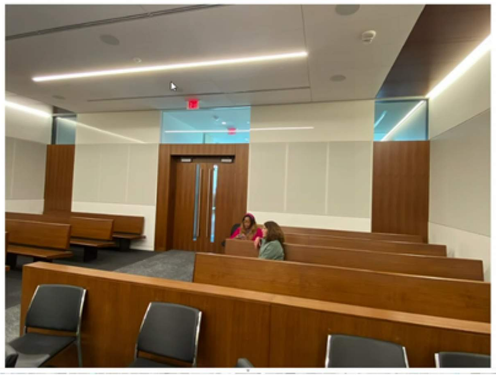
NORR AECOM

INVESTING IN JUSTICE • COURTHOUSE PLANNING

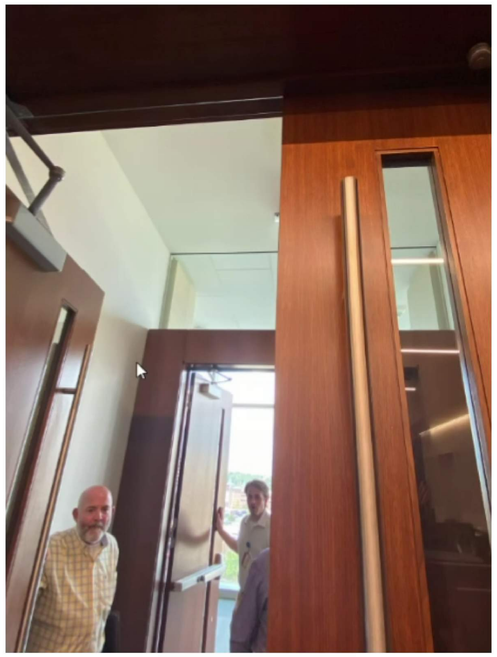
MILWAUKEE COUNTY

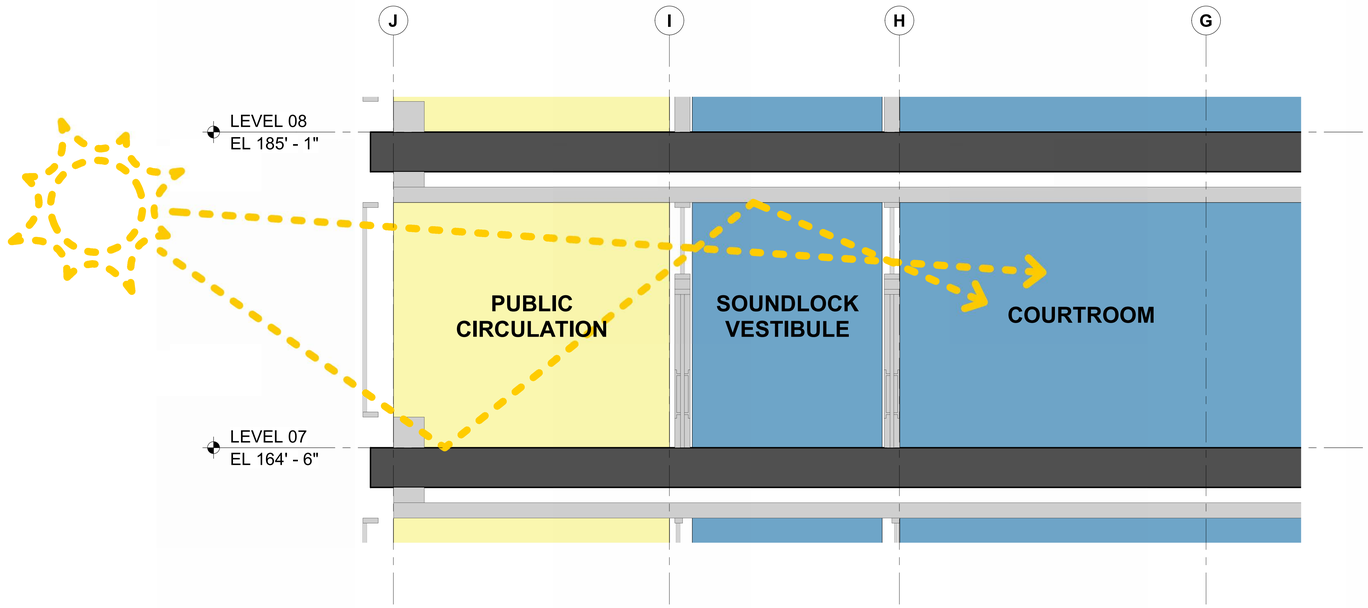
A30-03

DETAIL SECTION - NATURAL LIGHT THROUGH VESTIBULE



EXEMPLAR CLEARSTORY THROUGH VESTIBULE





0 3' 6' 12'
0 3"

SCALE: 1/4" = 1'-0"

10/31/25

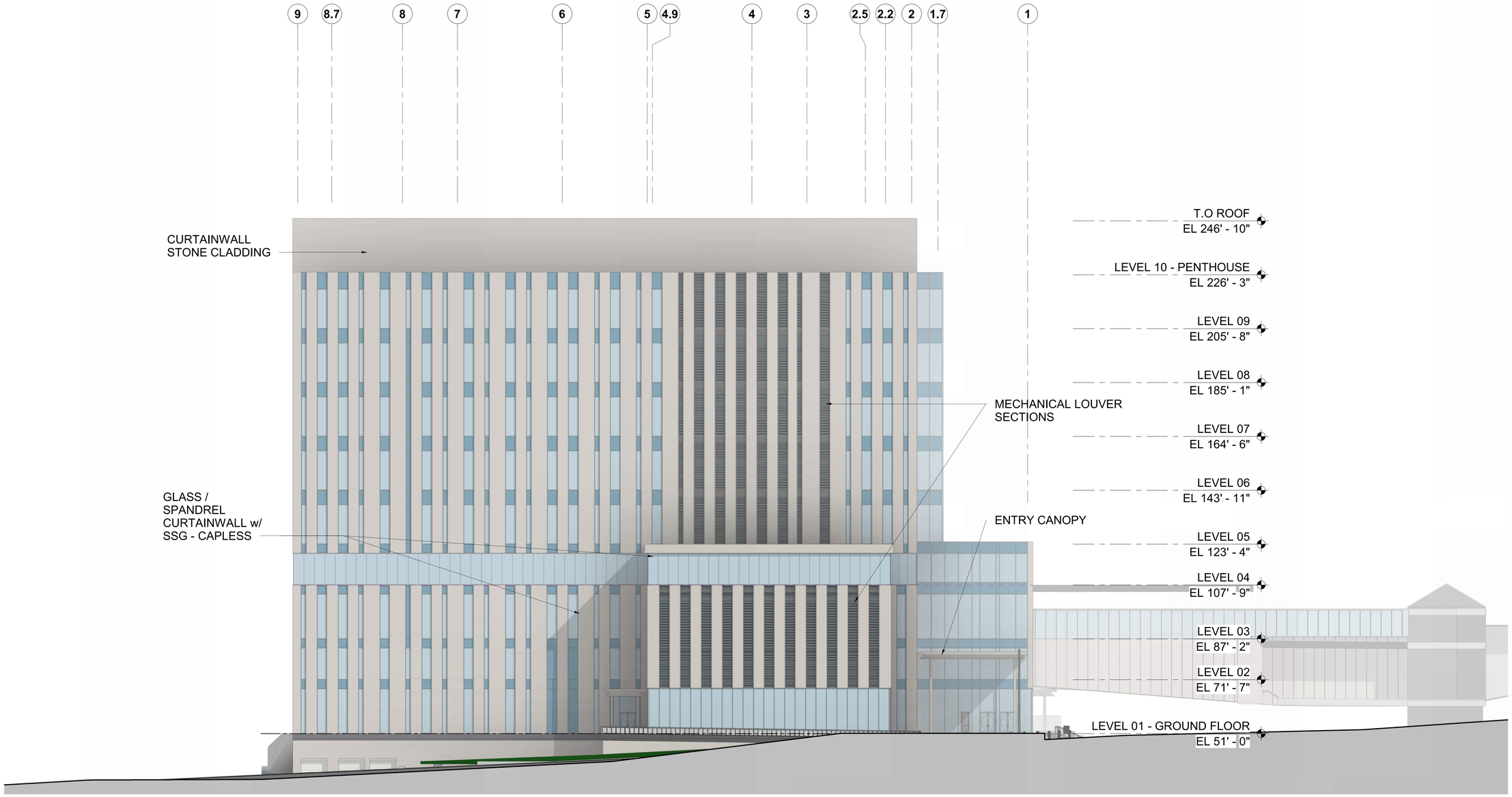
NORR AECOM

INVESTING IN JUSTICE • COURTHOUSE PLANNING

MILWAUKEE COUNTY

A40-01

NORTH ELEVATION



0 12' 24' 48'
0 3"

SCALE: 1/16" = 1'-0"

09/30/25

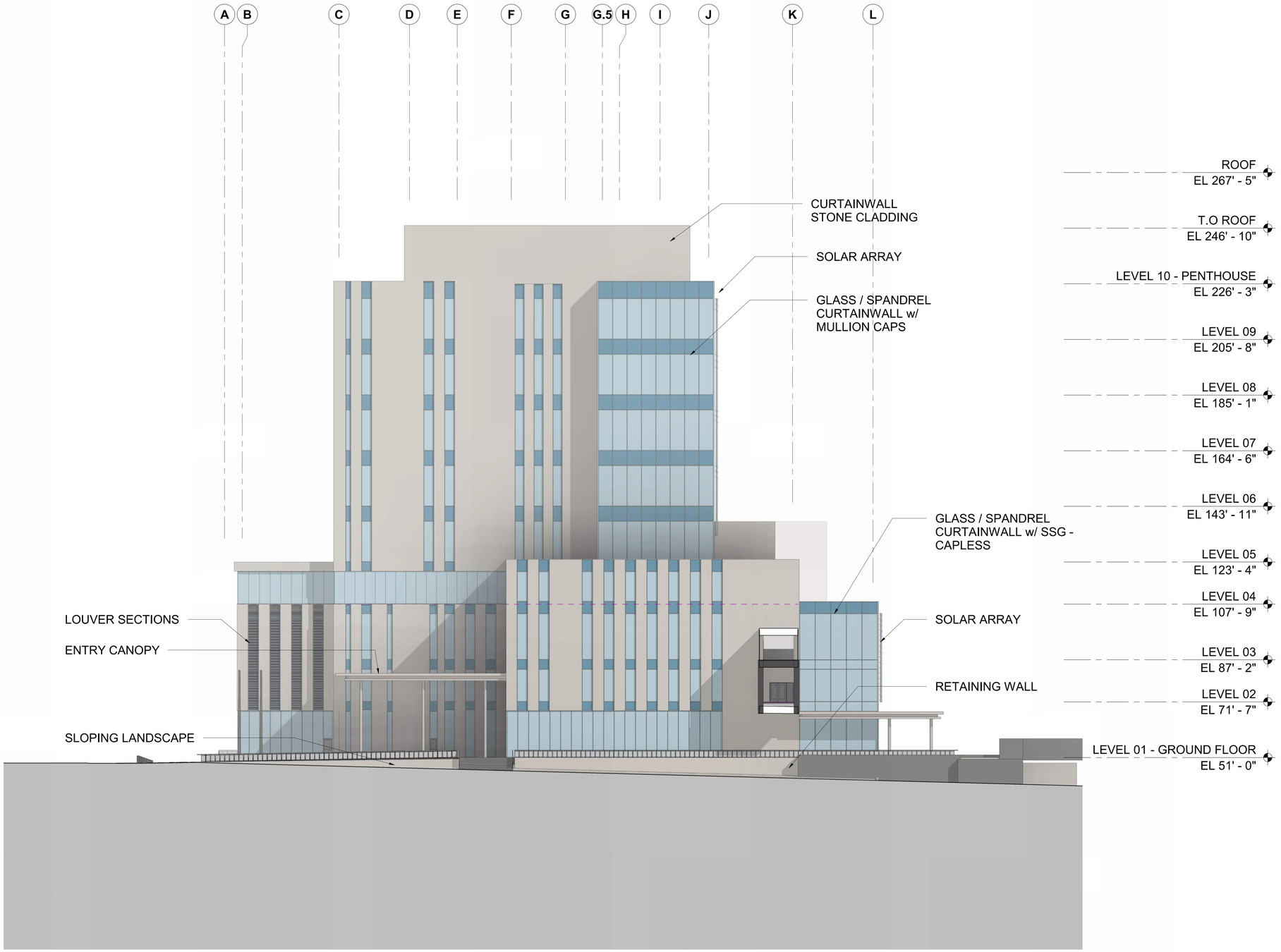
NORR AECOM

INVESTING IN JUSTICE • COURTHOUSE PLANNING

MILWAUKEE COUNTY

A40-02

WEST ELEVATION



0 12' 24' 48'
0 3"

SCALE: 1/16" = 1'-0"

09/30/25

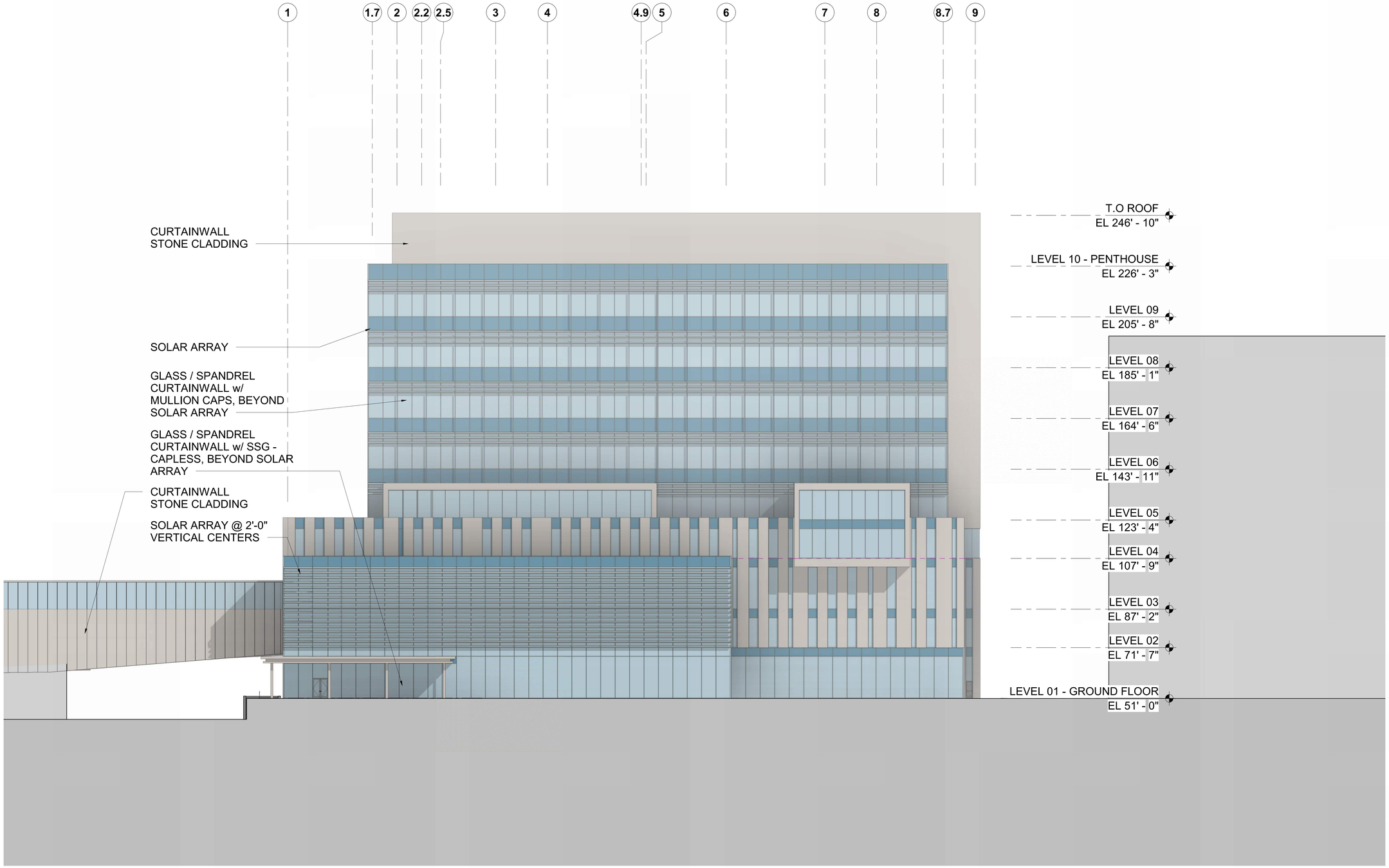
NORR AECOM

INVESTING IN JUSTICE • COURTHOUSE PLANNING

MILWAUKEE COUNTY

A40-03

SOUTH ELEVATION



0 12' 24' 48'
0 3"

SCALE: 1/16" = 1'-0"

09/30/25

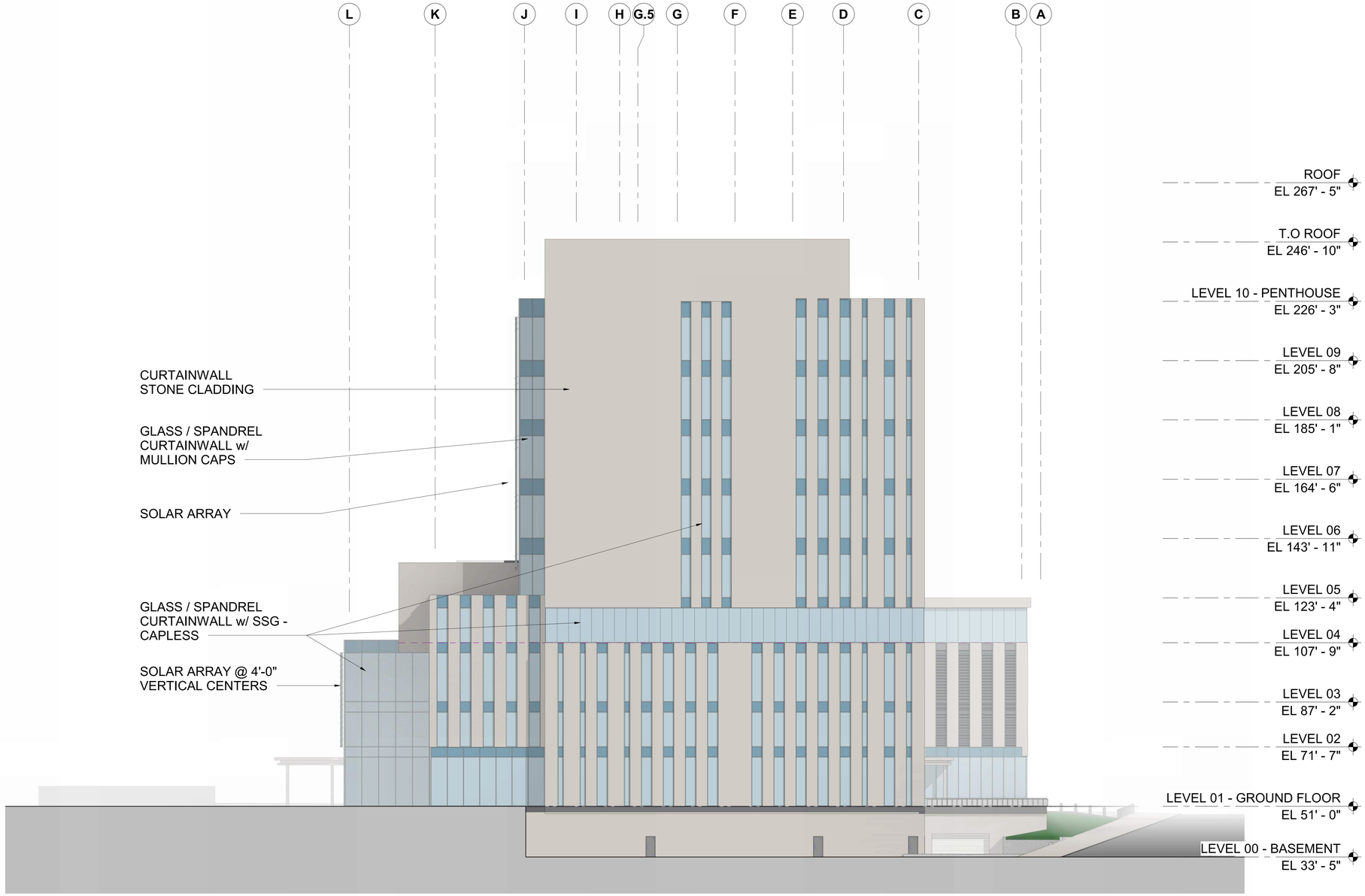
NORR AECOM

INVESTING IN JUSTICE • COURTHOUSE PLANNING

MILWAUKEE COUNTY

A40-04

EAST ELEVATION



0 12' 24' 48'
0 3"

SCALE: 1/16" = 1'-0"

09/30/25

NORR AECOM
INVESTING IN JUSTICE • COURTHOUSE PLANNING
MILWAUKEE COUNTY

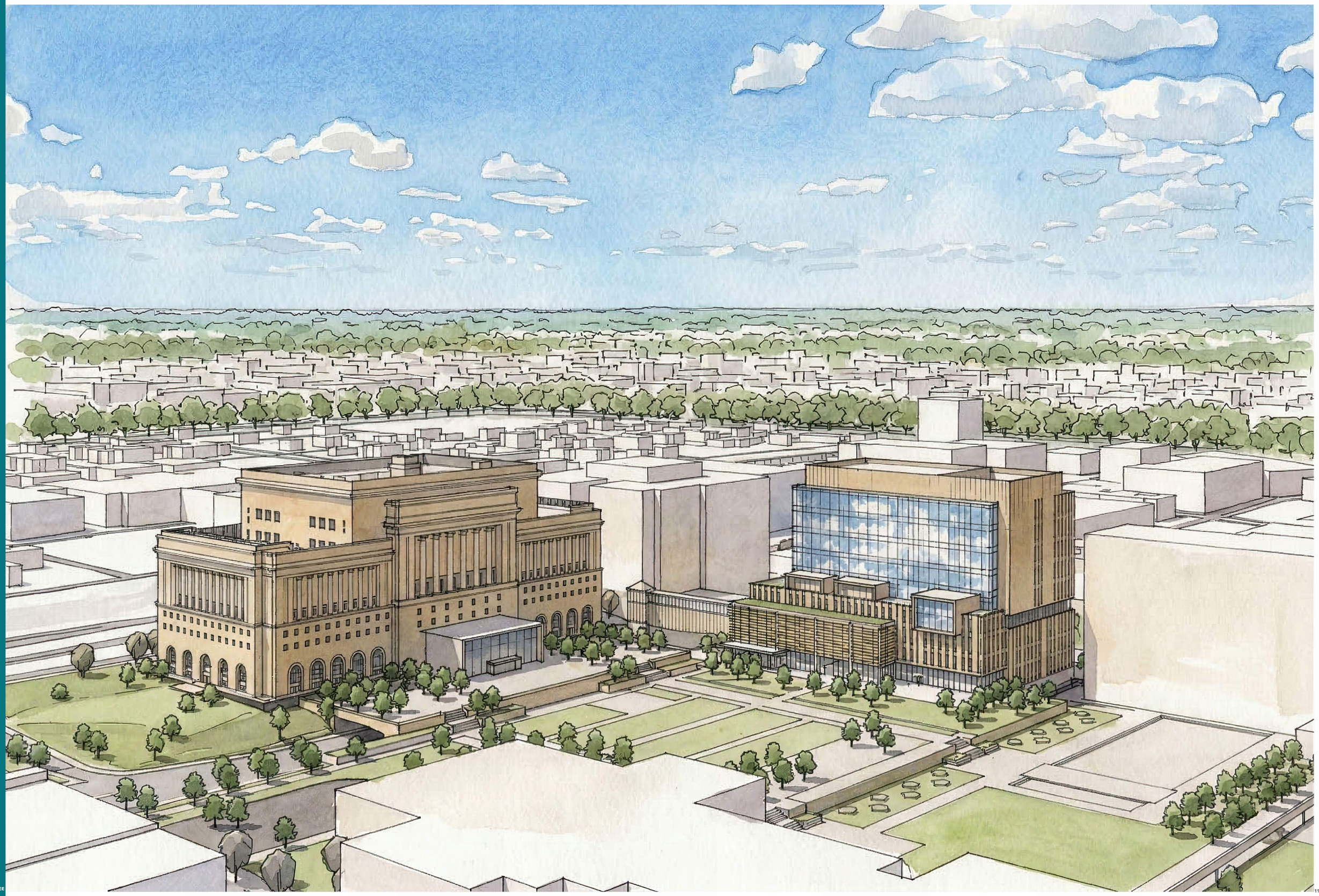
NORR AECOM

INVESTING IN JUSTICE • COURTHOUSE PLANNING

MILWAUKEE COUNTY

A50-01

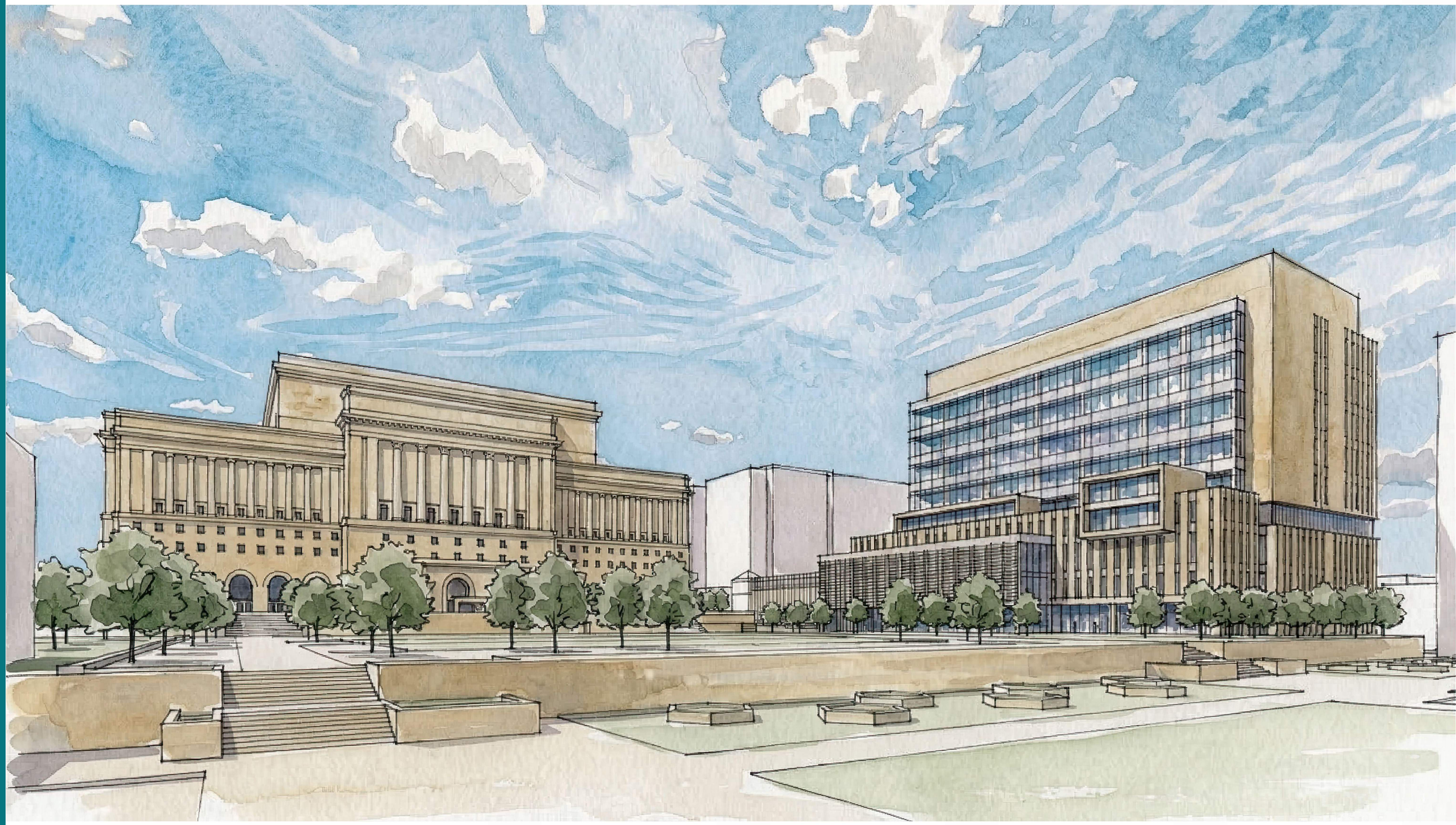
EXTERIOR PERSPECTIVE - AERIAL



11/19/25

A50-02

EXTERIOR PERSPECTIVE - N-W VIEW ACROSS MACARTHUR SQUARE



NORR AECOM

INVESTING IN JUSTICE • COURTHOUSE PLANNING

MILWAUKEE COUNTY

A50-04

EXTERIOR PERSPECTIVE - VIEW OF SOUTH ELEVATION / LOOKING NORTH ACROSS MACARTHUR SQUARE

11/19/25

NORR AECOM

A50-05

EXTERIOR PERSPECTIVE - LOOKING S-E AT MAIN ENTRANCE & 9TH ST.

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MILWAUKEE COUNTY

09/30/25

NORR AECOM

A51-01

INTERIOR PERSPECTIVE - VIEW OF ATRIUM LOOKING EAST

INVESTING IN JUSTICE • COURTHOUSE PLANNING

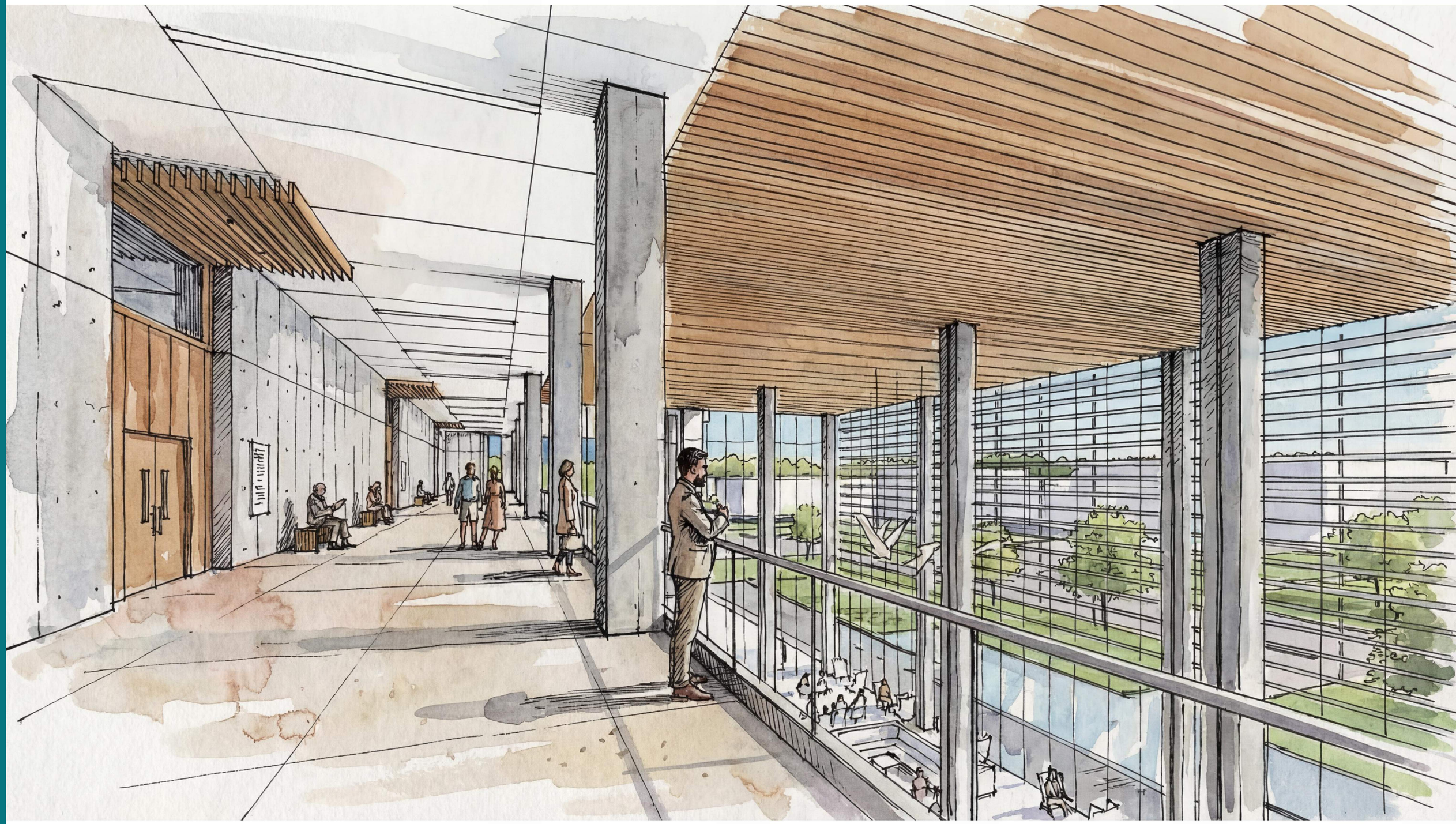
MILWAUKEE COUNTY

10/24/25

NORR AECOM

A51-02

INTERIOR PERSPECTIVE - VIEW LOOKING EAST OF 3RD FLOOR PUBLIC CORRIDOR & ATRIUM BELOW



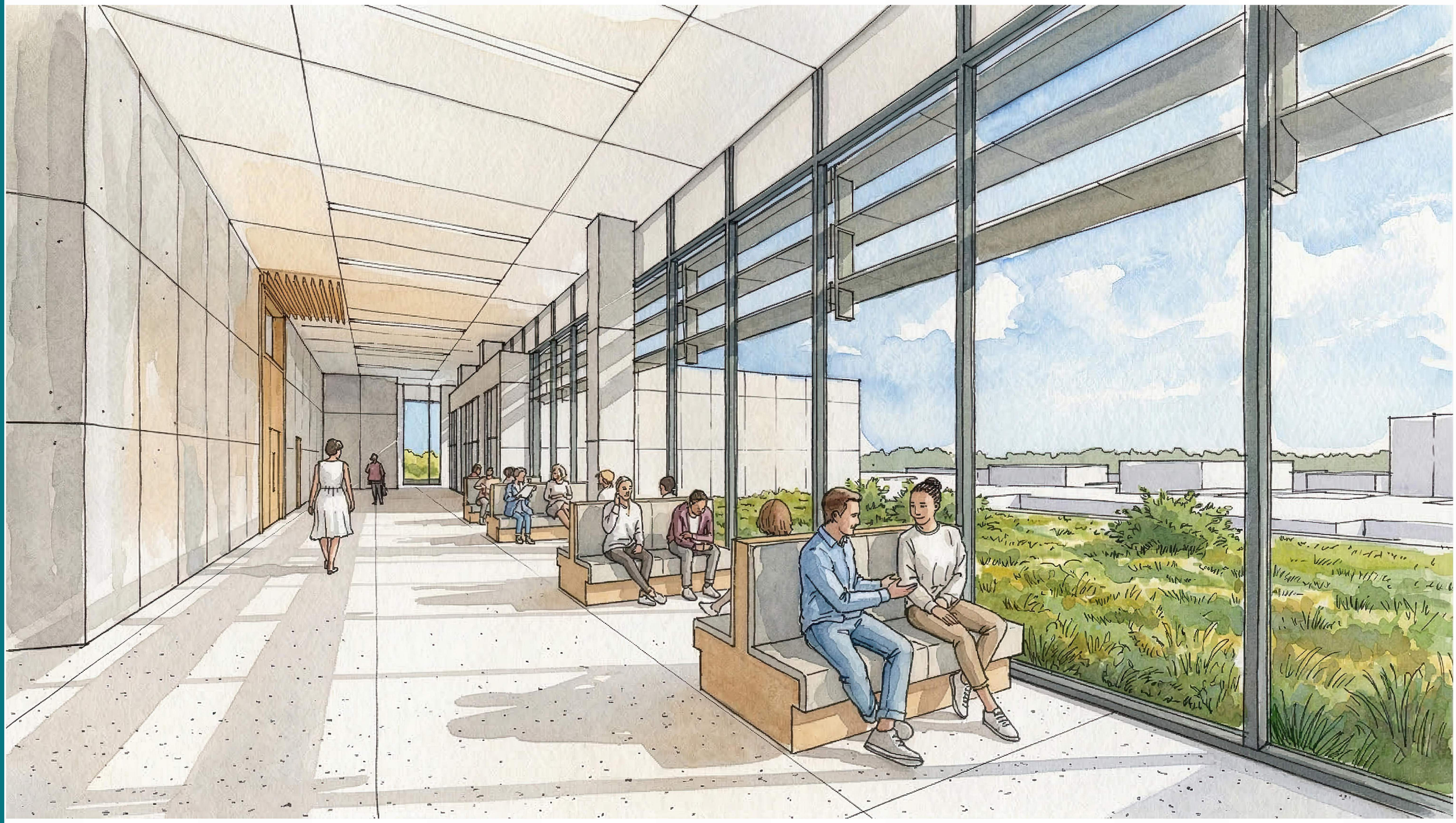
INVESTING IN JUSTICE • COURTHOUSE PLANNING

MILWAUKEE COUNTY

NORR AECOM

A51-03

INTERIOR PERSPECTIVE - VIEW FROM 5TH FLOOR PUBLIC CORRIDOR LOOKING SOUTH-EAST



INVESTING IN JUSTICE • COURTHOUSE PLANNING

MILWAUKEE COUNTY

RFP ATTACHMENT R
HISTORIC COURTHOUSE MOVE BACK AND COURT REORGANIZATION

APPENDIX J.1

HISTORIC COURTHOUSE (HCH)
MOVE BACK AND COURT REORGANIZATION PLANS

MOVE BACK AND COURT REORGANIZATION PLANS WITH DEPARTMENT COLORS

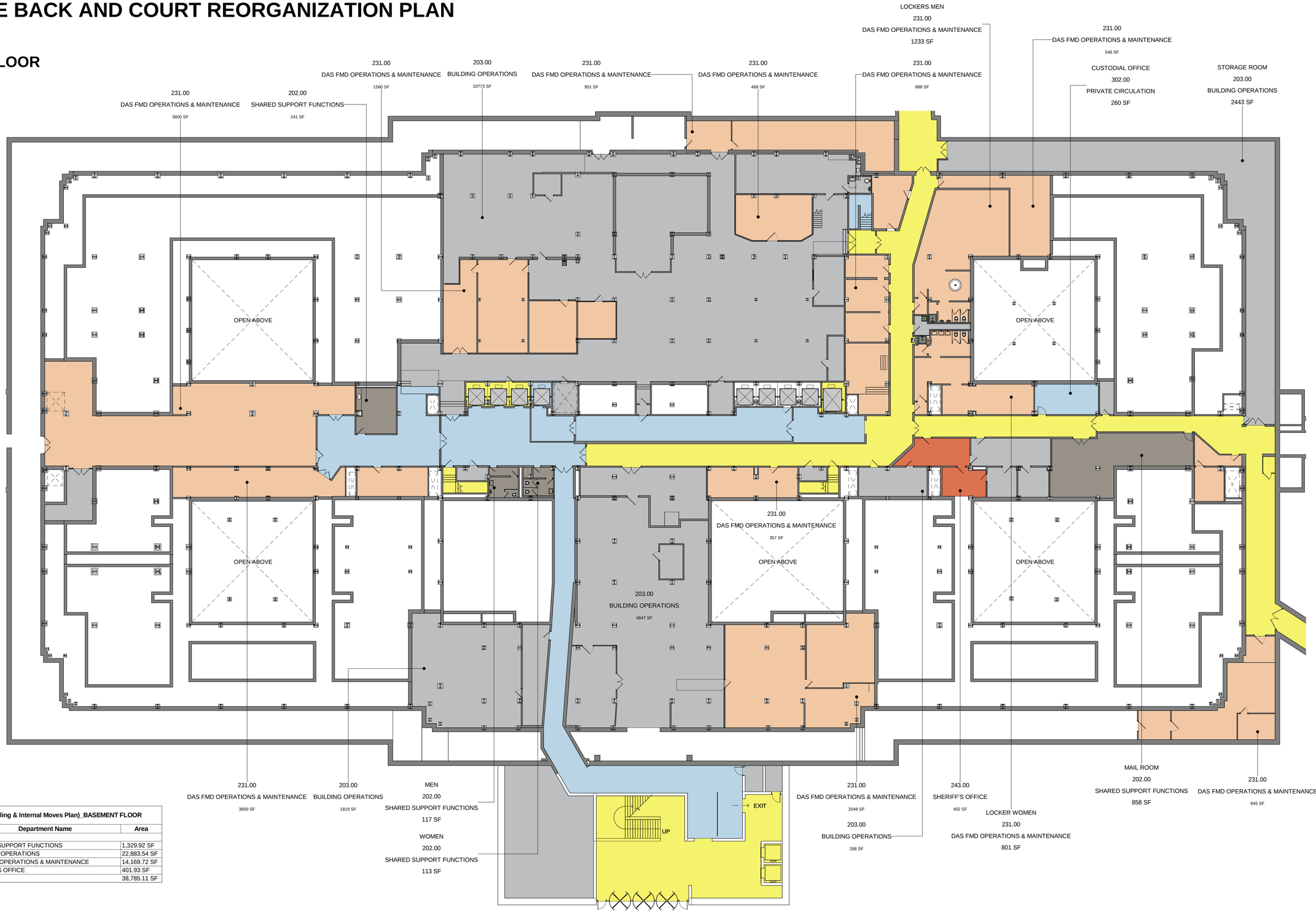
APPENDIX J.1 - HCH MOVE BACK AND COURT REORGANIZATION PLANS WITH DEPARTMENT COLORS

J.1-099.0 BASEMENT FLOOR
J.1-100.0 GROUND FLOOR
J.1-101.0 FIRST FLOOR
J.1-101.5 FIRST MEZZANINE
J.1-102.0 SECOND FLOOR
J.1-103.0 THIRD FLOOR
J.1-104.0 FOURTH FLOOR
J.1-104.5 FOURTH MEZZANINE
J.1-105.0 FIFTH FLOOR
J.1-105.5 FIFTH MEZZANINE
J.1-106.0 SIXTH FLOOR
J.1-106.5 SIXTH MEZZANINE
J.1-107.0 SEVENTH FLOOR
J.1-107.5 SEVENTH MEZZANINE
J.1-108.0 EIGHTH FLOOR
J.1-108.5 EIGHTH MEZZANINE

HCH MOVE BACK AND COURT REORGANIZATION PLAN

J.1-099.0

BASEMENT FLOOR



DEPARTMENT AREA (Enabling & Internal Moves Plan)_BASEMENT FLOOR

Department No	Department Name	Area
202.00	SHARED SUPPORT FUNCTIONS	1,329.92 SF
203.00	BUILDING OPERATIONS	22,883.54 SF
231.00	DAS FMD OPERATIONS & MAINTENANCE	14,169.72 SF
243.00	SHERIFF'S OFFICE	401.93 SF
Total Department Area		38,785.11 SF

-10 0 10 20 40

SCALE: 1/16" = 1'-0"

NORTH

3/20/2026
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INVESTING IN JUSTICE – COURTHOUSE COMPLEX

HCH MOVE BACK AND COURT REORGANIZATION PLAN

J.1-100.0

GROUND FLOOR

DEPARTMENT AREA (Enabling & Internal Moves Plan)_GROUND FLOOR

Department No	Department Name	Area
201.00	MAIN ENTRANCE, SECURITY SCREENING & LOBBY	11,274.56 SF
202.00	SHARED SUPPORT FUNCTIONS	12,165.43 SF
203.00	BUILDING OPERATIONS	1,332.18 SF
217.00	CLERK OF COURT - CIVIL/ PROBATE/ FAMILY & CRIMINAL	3,024.82 SF
219.00	MILWAUKEE JUSTICE CENTER	5,037.05 SF
220.00	LAW LIBRARY	2,200.94 SF
231.00	DAS FMD OPERATIONS & MAINTENANCE	1,696.80 SF
234.00	COUNTY CLERK'S OFFICE	4,758.17 SF
241.00	REGISTER OF DEEDS	5,544.64 SF
242.00	CHILD SUPPORT SERVICES	8,101.75 SF
243.00	SHERIFF'S OFFICE	1,208.33 SF
Total Department Area		56,344.67 SF

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SCALE: 1/16" = 1'-0"

NORTH

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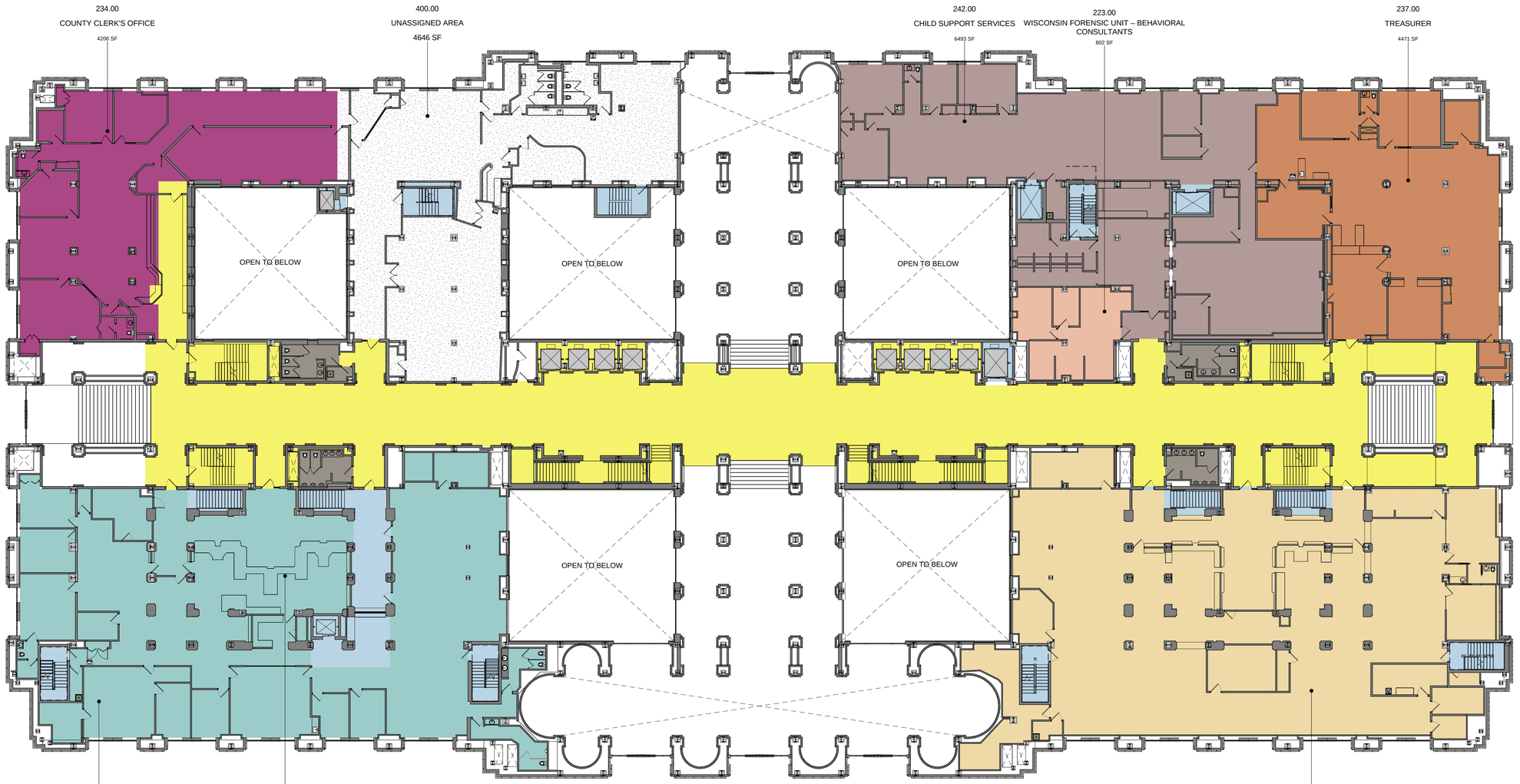
HCH MOVE BACK AND COURT REORGANIZATION PLAN

J.1-101.0

FIRST FLOOR



DEPARTMENT AREA (Enabling & Internal Moves Plan)_FIRST FLOOR		
Department No	**Department Name**	**Area**
202.00	SHARED SUPPORT FUNCTIONS	823.40 SF
217.00	CLERK OF COURT - CIVIL/ PROBATE/ FAMILY & CRIMINAL	2,303.18 SF
218.00	CLERK OF COURT - ADMINISTRATION / IT	6,957.31 SF
223.00	WISCONSIN FORENSIC UNIT – BEHAVIORAL CONSULTANTS	802.40 SF
234.00	COUNTY CLERK'S OFFICE	4,206.28 SF
237.00	TREASURER	4,470.55 SF
241.00	REGISTER OF DEEDS	9,989.67 SF
242.00	CHILD SUPPORT SERVICES	6,492.56 SF
400.00	UNASSIGNED AREA	5,208.55 SF
Total Department Area		41,253.90 SF

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SCALE: 1/16" = 1'-0"

NORTH

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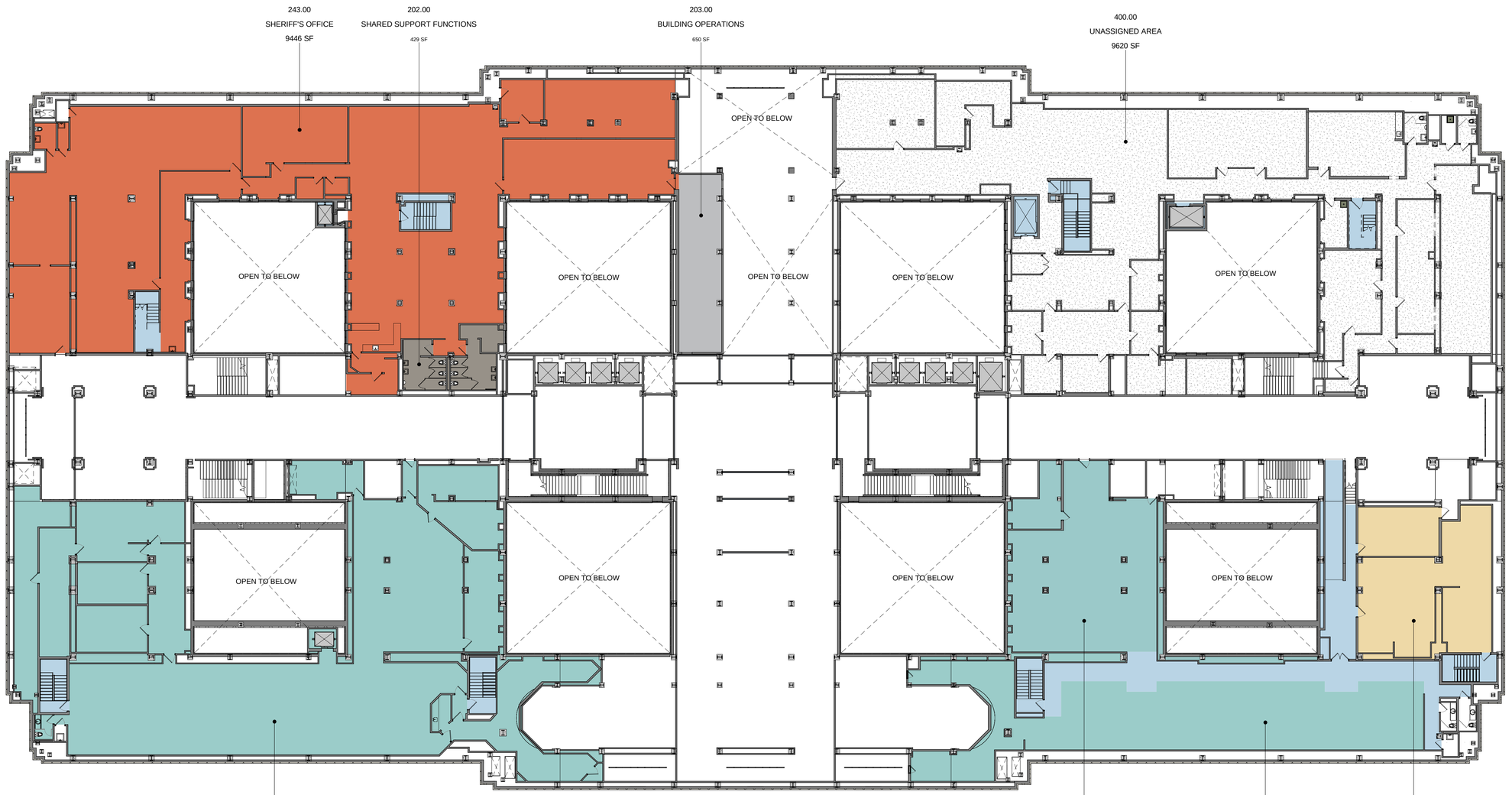
AECOM
INVESTING IN JUSTICE – COURTHOUSE COMPLEX
MILWAUKEE COUNTY

HCH MOVE BACK AND COURT REORGANIZATION PLAN

J.1-101.5

FIRST MEZZANINE



DEPARTMENT AREA (Enabling & Internal Moves Plan)_FIRST MEZZANINE FLOOR		
Department No	**Department Name**	**Area**
202.00	SHARED SUPPORT FUNCTIONS	428.64 SF
203.00	BUILDING OPERATIONS	650.19 SF
217.00	CLERK OF COURT - CIVIL/ PROBATE/ FAMILY & CRIMINAL	11,973.80 SF
218.00	CLERK OF COURT - ADMINISTRATION / IT 02	2,359.13 SF
241.00	REGISTER OF DEEDS	1,692.76 SF
243.00	SHERIFF'S OFFICE	9,445.87 SF
400.00	UNASSIGNED AREA	9,619.59 SF
Total Department Area		36,169.98 SF

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SCALE: 1/16" = 1'-0"

NORTH

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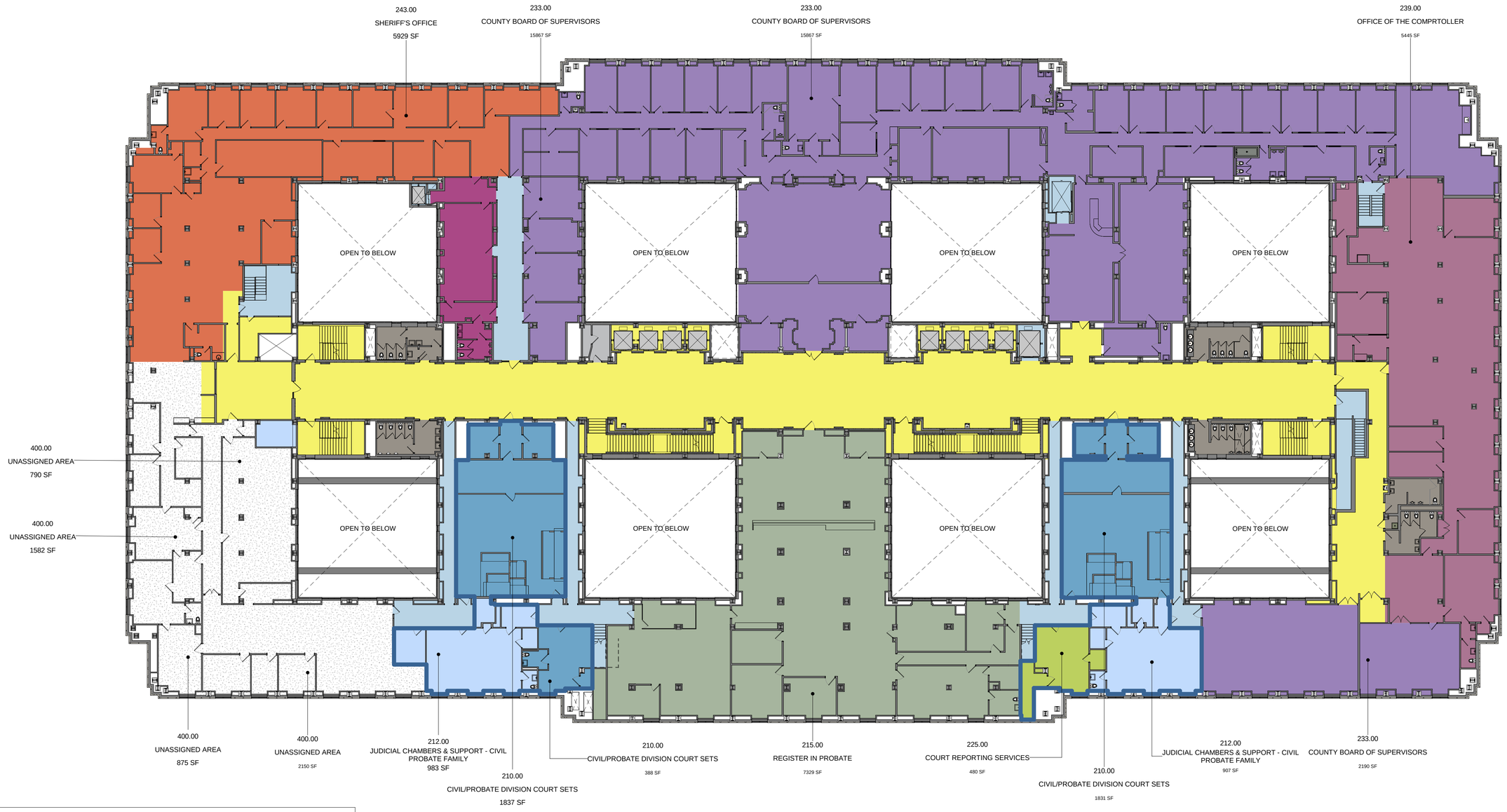
AECOM
INVESTING IN JUSTICE — COURTHOUSE COMPLEX
MILWAUKEE COUNTY

HCH MOVE BACK AND COURT REORGANIZATION PLAN

J.1-102.0

SECOND FLOOR



DEPARTMENT AREA (Enabling & Internal Moves Plan)_SECOND FLOOR		
Department No	**Department Name**	**Area**
202.00	SHARED SUPPORT FUNCTIONS	1,303.09 SF
203.00	BUILDING OPERATIONS	106.22 SF
210.00	CIVIL/PROBATE DIVISION COURT SETS	4,057.27 SF
212.00	JUDICIAL CHAMBERS & SUPPORT - CIVIL PROBATE FAMILY	2,007.17 SF
215.00	REGISTER IN PROBATE	7,328.84 SF
225.00	COURT REPORTING SERVICES	479.63 SF
233.00	COUNTY BOARD OF SUPERVISORS	18,057.15 SF
234.00	COUNTY CLERK'S OFFICE	958.52 SF
239.00	OFFICE OF THE COMPRTOLLER	5,444.73 SF
243.00	SHERIFF'S OFFICE	5,929.20 SF
400.00	UNASSIGNED AREA	5,730.77 SF
Total Department Area		51,402.59 SF

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SCALE: 1/16" = 1'-0"

NORTH

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AECOM
INVESTING IN JUSTICE – COURTHOUSE COMPLEX
MILWAUKEE COUNTY

HCH MOVE BACK AND COURT REORGANIZATION PLAN

J.1-103.0

THIRD FLOOR

NOTE:
SPACE TO ALSO BE A TOUCHDOWN AREA FOR SHRED USE BY EXECUTIVE COUNTY MEMBERS NEEDING SPACE IN THE HCH FOR THE DAY DURING SWING.

DEPARTMENT AREA (Enabling & Internal Moves Plan)_THIRD FLOOR

Department No	Department Name	Area
202.00	SHARED SUPPORT FUNCTIONS	897.95 SF
203.00	BUILDING OPERATIONS	831.83 SF
210.00	CIVIL/PROBATE DIVISION COURT SETS	600.99 SF
230.00	DAS-EXECUTIVE SUITE AND DAS-FMD-SECURITY	1,372.01 SF
232.00	COUNTY EXECUTIVE'S OFFICE	8,049.21 SF
235.00	ETHICS BOARD/PRB/CSC	1,784.27 SF
236.00	OFFICE OF CORPORATION COUNSEL	5,713.34 SF
240.00	HUMAN RESOURCES	8,948.97 SF
400.00	UNASSIGNED AREA	19,831.46 SF
Total Department Area		48,030.04 SF

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SCALE: 1/16" = 1'-0"

NORTH

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HCH MOVE BACK AND COURT REORGANIZATION PLAN

J.1-104.0

FOURTH FLOOR

COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

HCH MOVE BACK AND COURT REORGANIZATION FOURTH FLOOR			
	Department No	**Department Name**	**Area**
	202.00	SHARED SUPPORT FUNCTIONS	980.71 SF
	203.00	BUILDING OPERATIONS	587.33 SF
	210.00	CIVIL/PROBATE DIVISION – COURT SETS	75.94 SF
	210.01	CIVIL/PROBATE DIVISION – COURT SETS	2,521.46 SF
	210.02	FAMILY DIVISION - COURT SETS	4,260.45 SF
	210.04	CIVIL/PROBATE DIVISION – COURT SETS	2,251.62 SF
	210.12	CIVIL/PROBATE DIVISION – COURT SETS	1,337.11 SF
	211.01	FAMILY DIVISION - COURT SETS	12,899.18 SF

HCH MOVE BACK AND COURT REORGANIZATION FOURTH FLOOR			
	Department No	**Department Name**	**Area**
	211.02	FAMILY DIVISION - COURT SETS	729.62 SF
	212.00	JUDICIAL CHAMBERS & SUPPORT - ALL DIVISIONS	12,696.42 SF
	225.00	COURT REPORTING SERVICES	2,895.11 SF
Total Department Area			41,234.94 SF

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SCALE: 1/16" = 1'-0"

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3/26/2026
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AECOM

COURTHOUSE COMPLEX

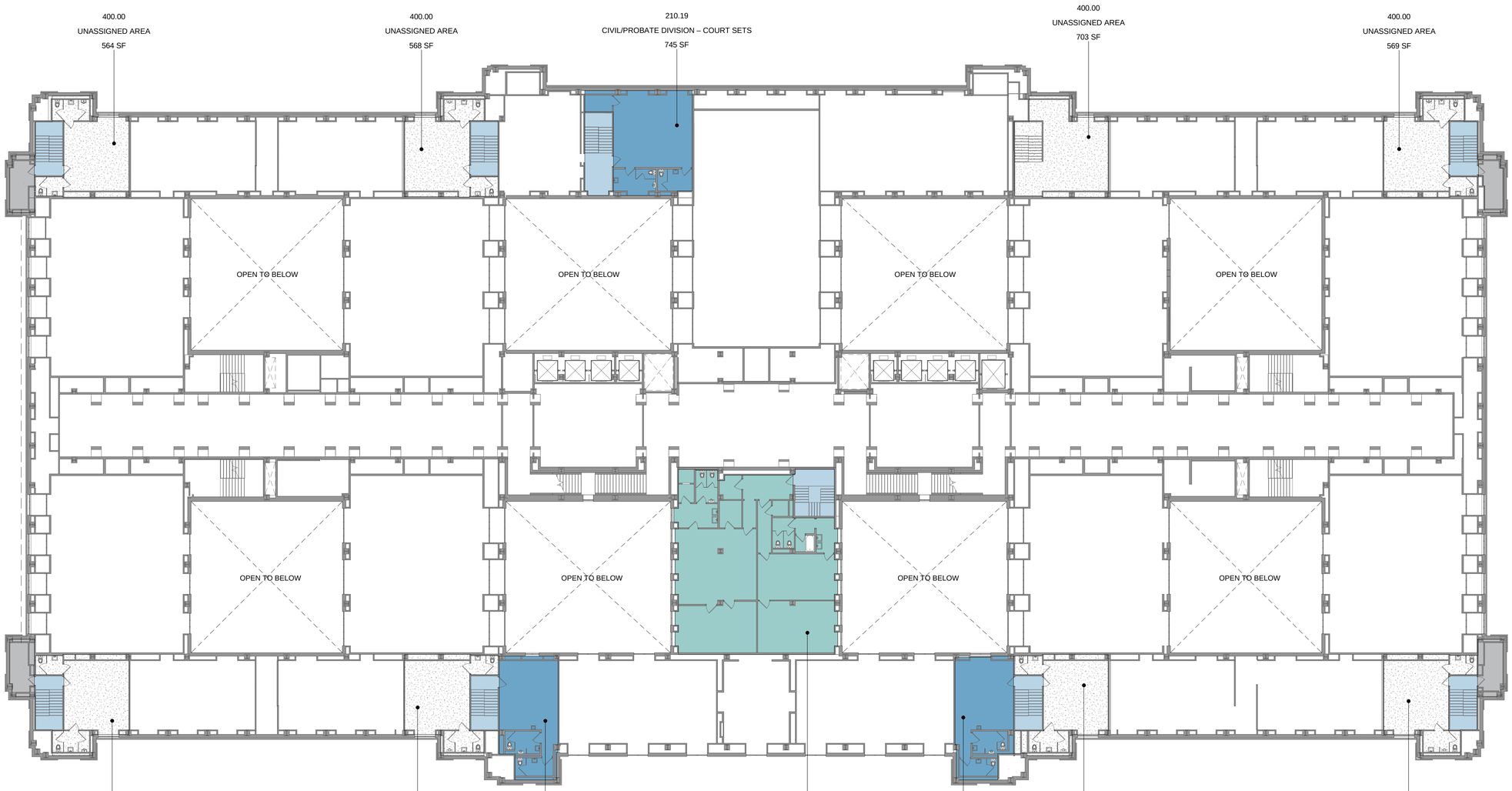
INVESTING IN JUSTICE

MILWAUKEE COUNTY

HCH MOVE BACK AND COURT REORGANIZATION PLAN

J.1-104.5

FOURTH MEZZANINE



COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

HCH MOVE BACK AND COURT REORGANIZATION FOURTH MEZZANINE FLOOR			
	Department No	**Department Name**	**Area**
	203.00	BUILDING OPERATIONS	452 SF
	210.19	CIVIL/PROBATE DIVISION – COURT SETS	1,893 SF
	217.00	CLERK OF COURTS OFFICE: CIVIL/ PROBATE/ FAMILY& CRIMINAL DIVISIONS	2,274 SF
	400.00	UNASSIGNED AREA	4,694 SF
Total Department Area			9,312 SF

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SCALE: 1/16" = 1'-0"

NORTH

3/26/2026
4:08:27 PM

AECOM

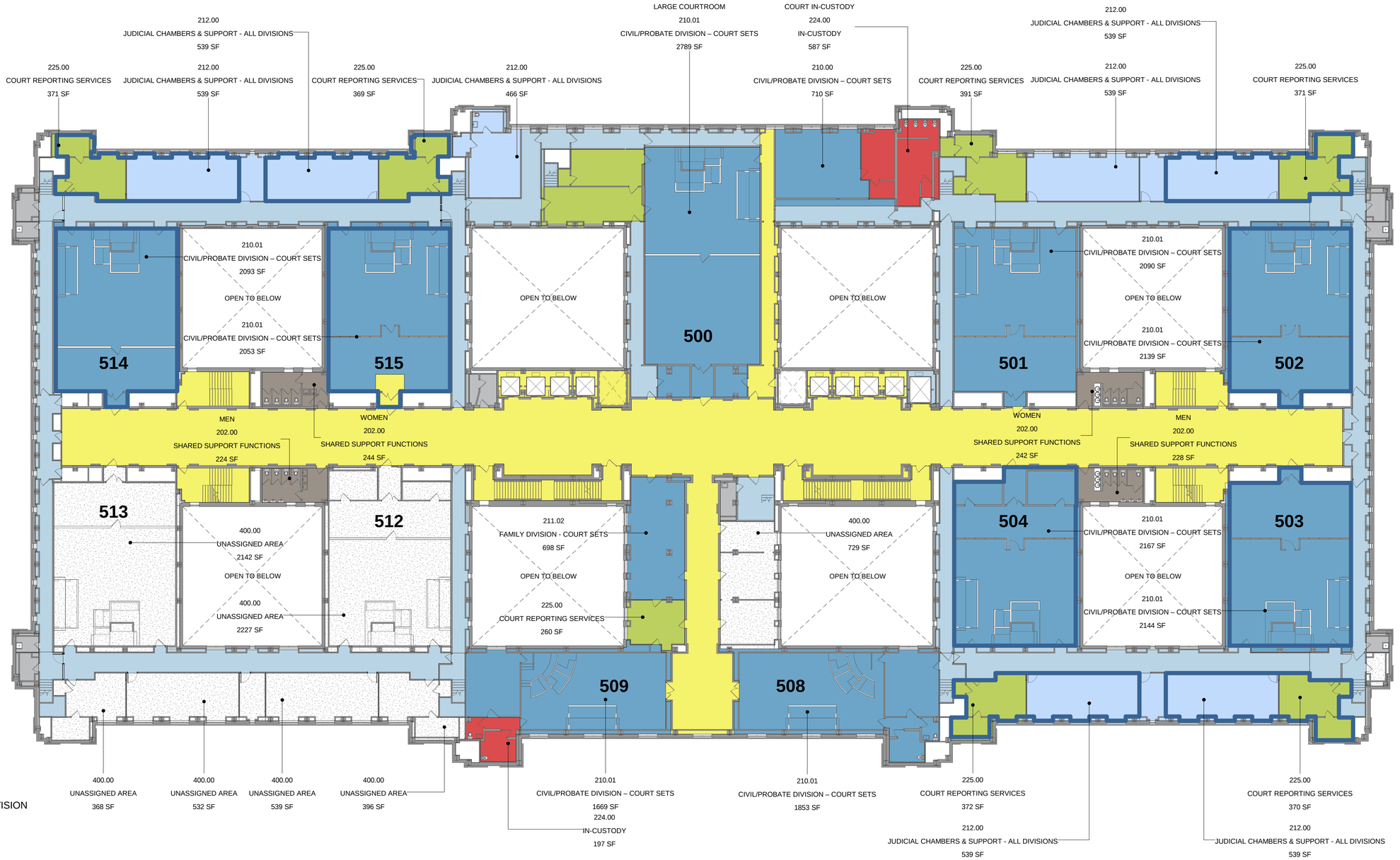
INVESTING IN JUSTICE COURTHOUSE COMPLEX

MILWAUKEE COUNTY

HCH MOVE BACK AND COURT REORGANIZATION PLAN

J.1-105.0

FIFTH FLOOR



COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

HCH MOVE BACK AND COURT REORGANIZATION FIFTH FLOOR_ALTERNATIVE

	Department No	Department Name	Area
	202.00	SHARED SUPPORT FUNCTIONS	940 SF
	203.00	BUILDING OPERATIONS	554 SF
	210.00	CIVIL/PROBATE DIVISION – COURT SETS	710 SF
	210.01	CIVIL/PROBATE DIVISION – COURT SETS	18,996 SF
	211.02	FAMILY DIVISION - COURT SETS	698 SF
	212.00	JUDICIAL CHAMBERS & SUPPORT - ALL DIVISIONS	4,079 SF
	224.00	IN-CUSTODY	783 SF

HCH MOVE BACK AND COURT REORGANIZATION FIFTH FLOOR_ALTERNATIVE

	Department No	Department Name	Area
	225.00	COURT REPORTING SERVICES	3,178 SF
	400.00	UNASSIGNED AREA	7,133 SF
Total Department Area			37,071 SF

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SCALE: 1/16" = 1'-0"

NORTH

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AECOM

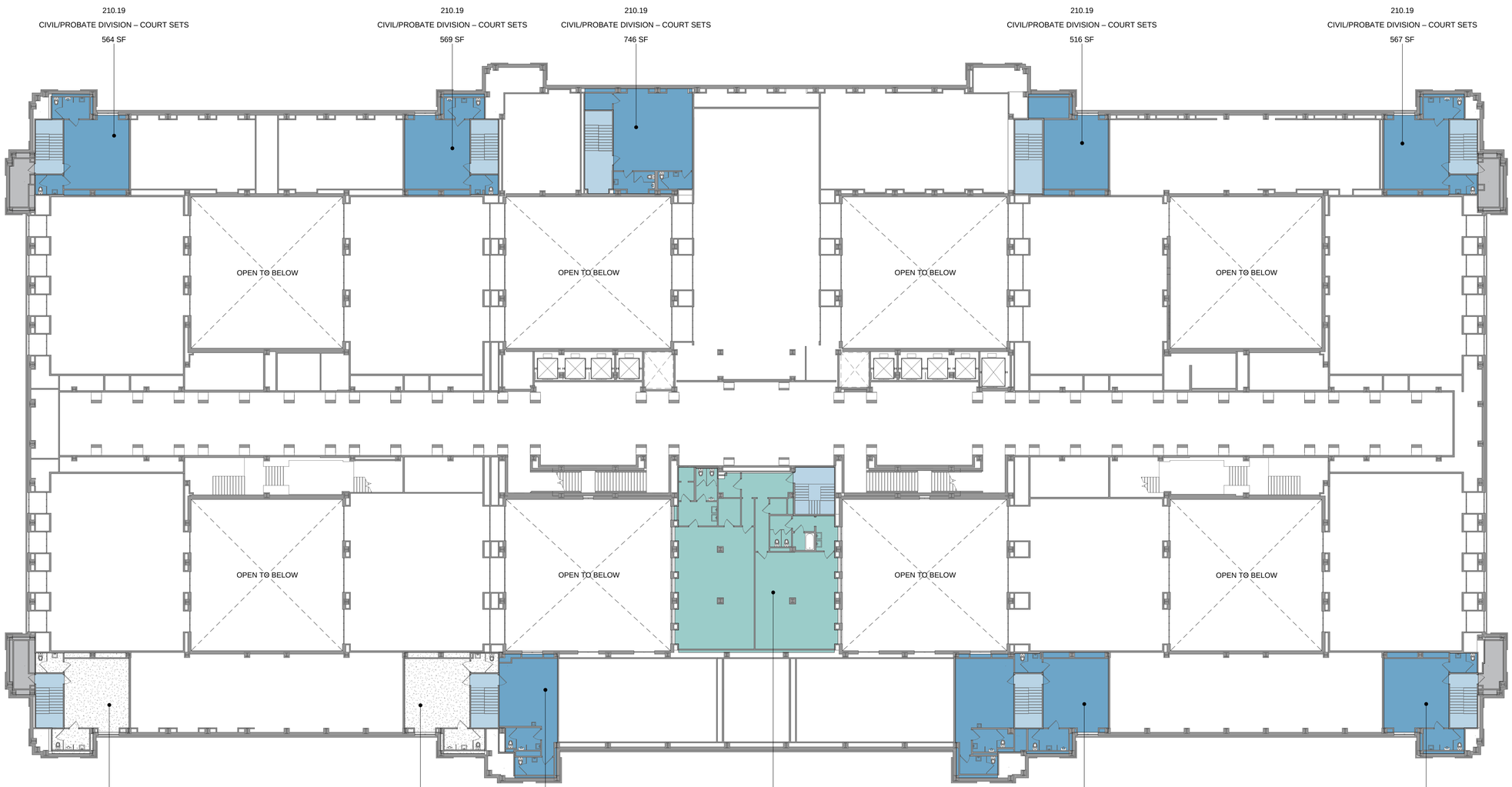
INVESTING IN JUSTICE COURTHOUSE COMPLEX

MILWAUKEE COUNTY

HCH MOVE BACK AND COURT REORGANIZATION PLAN

J.1-105.5

FIFTH MEZZANINE



COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

HCH MOVE BACK AND COURT REORGANIZATION FIFTH MEZZANINE FLOOR			
	Department No	**Department Name**	**Area**
	203.00	BUILDING OPERATIONS	452 SF
	210.19	CIVIL/PROBATE DIVISION – COURT SETS	5,263 SF
	217.00	CLERK OF COURTS OFFICE: CIVIL/ PROBATE/ FAMILY& CRIMINAL DIVISIONS	2,274 SF
	400.00	UNASSIGNED AREA	1,133 SF
Total Department Area			9,122 SF

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SCALE: 1/16" = 1'-0"

NORTH

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AECOM

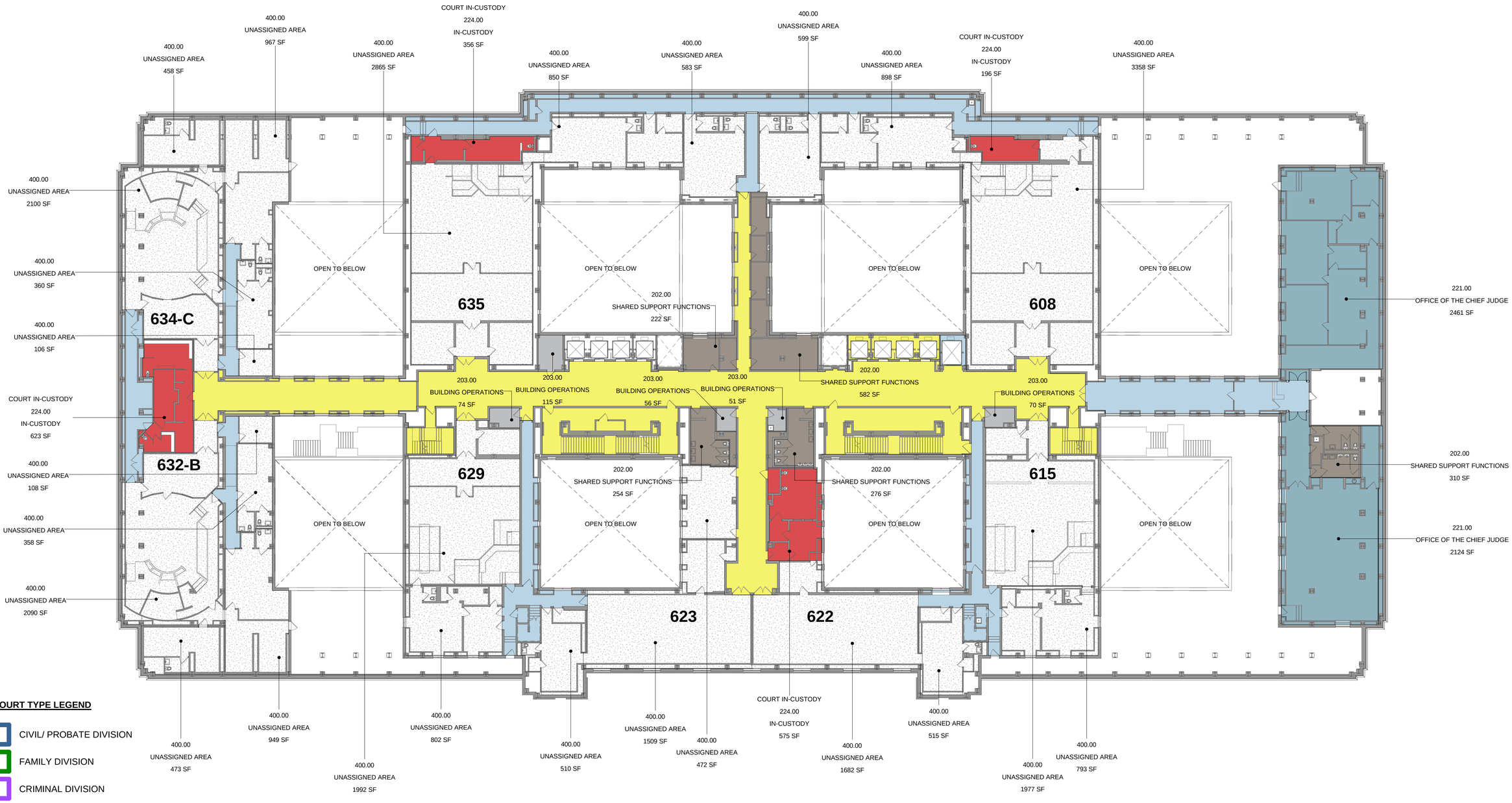
INVESTING IN JUSTICE COURTHOUSE COMPLEX

MILWAUKEE COUNTY

HCH MOVE BACK AND COURT REORGANIZATION PLAN

J.1-106.0

SIXTH FLOOR



COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

HCH MOVE BACK AND COURT REORGANIZATION SIXTH FLOOR

	Department No	Department Name	Area
	202.00	SHARED SUPPORT FUNCTIONS	1,643 SF
	203.00	BUILDING OPERATIONS	367 SF
	221.00	OFFICE OF THE CHIEF JUDGE	4,585 SF
	224.00	IN-CUSTODY	1,750 SF
	400.00	UNASSIGNED AREA	27,678 SF
Total Department Area			36,023 SF

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SCALE: 1/16" = 1'-0"

NORTH

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AECOM

COURTHOUSE COMPLEX

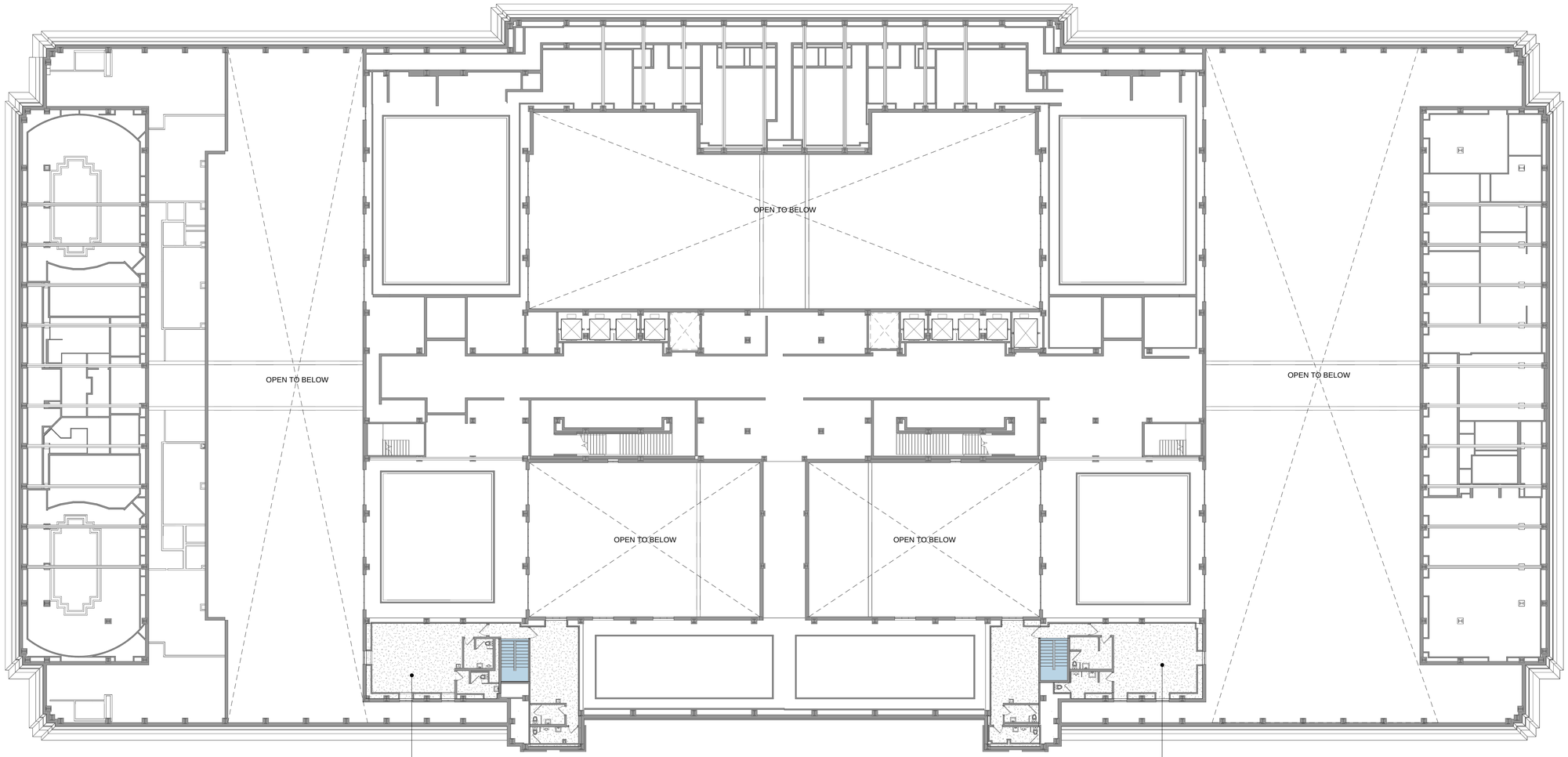
INVESTING IN JUSTICE

MILWAUKEE COUNTY

HCH MOVE BACK AND COURT REORGANIZATION PLAN

J.1-106.5

SIXTH MEZZANINE



COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

HCH MOVE BACK AND COURT REORGANIZATION SIXTH MEZZANINE FLOOR			
	Department No	**Department Name**	**Area**
	400.00	UNASSIGNED AREA	2,694 SF
Total Department Area			2,694 SF

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SCALE: 1/16" = 1'-0"

NORTH

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AECOM

INVESTING IN JUSTICE COURTHOUSE COMPLEX

MILWAUKEE COUNTY

HCH MOVE BACK AND COURT REORGANIZATION PLAN

J.1-107.0

SEVENTH FLOOR

COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

HCH MOVE BACK AND COURT REORGANIZATION SEVENTH FLOOR			
	Department No	**Department Name**	**Area**
	203.00	BUILDING OPERATIONS	110 SF
	211.00	FAMILY DIVISION - COURT SETS	6,574 SF
	214.00	COMMISSIONER CHAMBERS & SUPPORT – FAMILY	5,973 SF
	216.00	RESTRAINING ORDER CLINIC	1,631 SF
	225.00	COURT REPORTING SERVICES	565 SF
Total Department Area			14,852 SF

-10 0 10 20 40

SCALE: 1/16" = 1'-0"

NORTH

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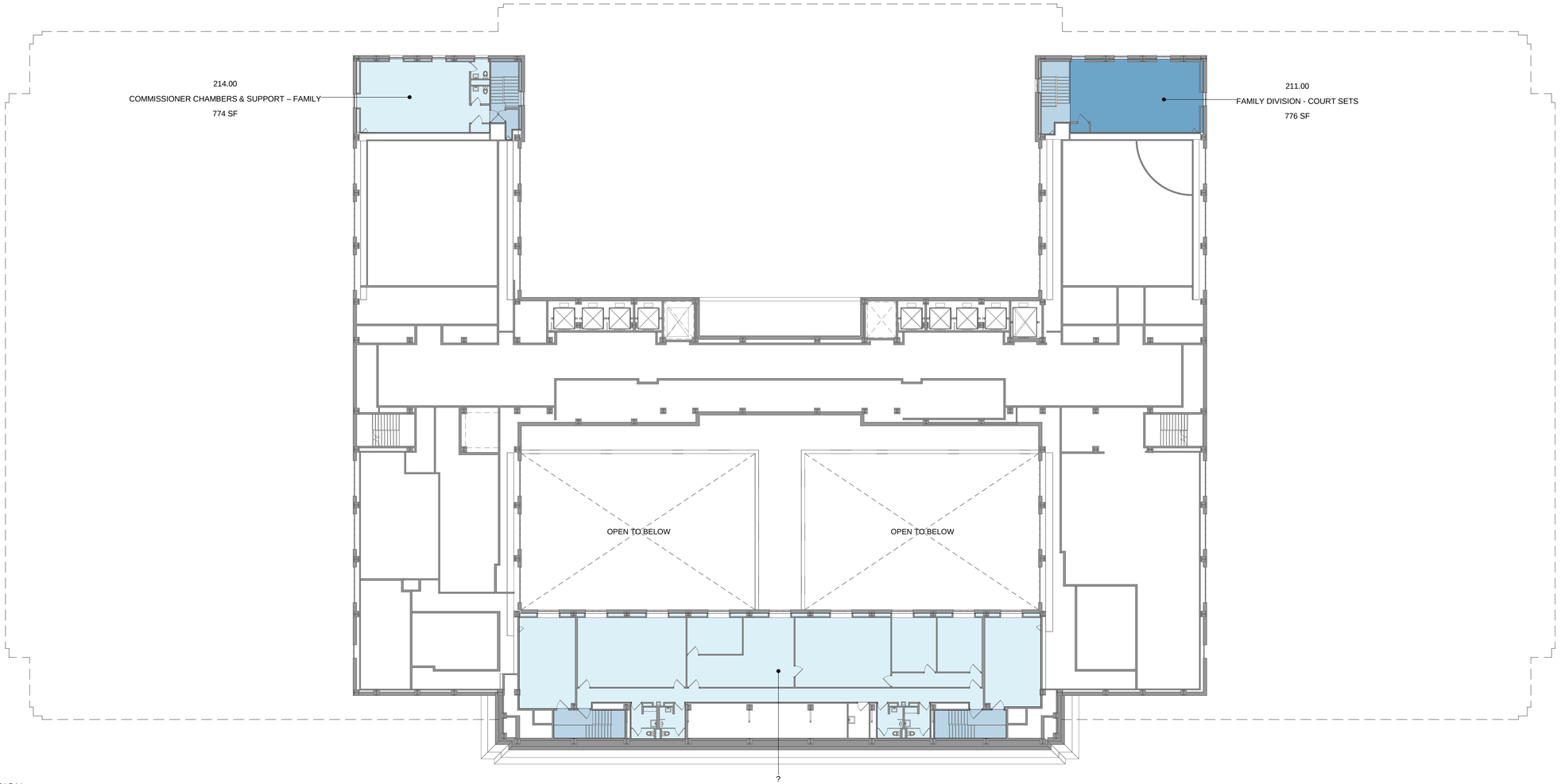
HCH MOVE BACK AND COURT REORGANIZATION PLAN

J.1-107.5

SEVENTH MEZZANINE



COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

HCH MOVE BACK AND COURT REORGANIZATION SEVENTH MEZZANINE FLOOR			
	Department No	**Department Name**	**Area**
	211.00	FAMILY DIVISION - COURT SETS	776 SF
	214.00	COMMISSIONER CHAMBERS & SUPPORT – FAMILY	4,825 SF
Total Department Area			5,600 SF

-10 0 10 20 40

SCALE: 1/16" = 1'-0"

NORTH

3/26/2026
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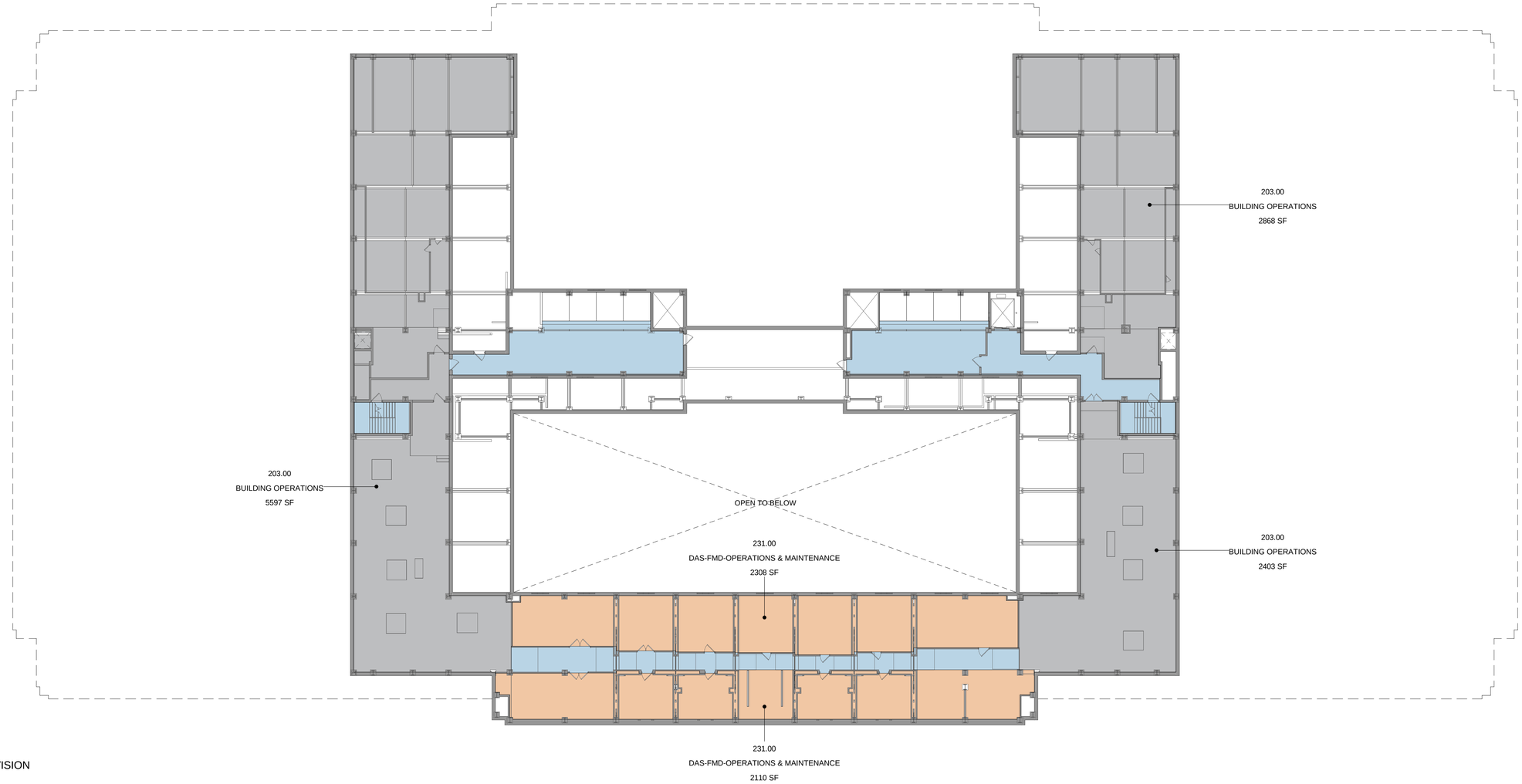
INVESTING IN JUSTICE COURTHOUSE COMPLEX

MILWAUKEE COUNTY

HCH MOVE BACK AND COURT REORGANIZATION PLAN

J.1-108.0

EIGHTH FLOOR



COURT TYPE LEGEND

- CIVIL/ PROBATE DIVISION
- FAMILY DIVISION
- CRIMINAL DIVISION

HCH MOVE BACK AND COURT REORGANIZATION EIGHTH FLOOR			
	Department No	**Department Name**	**Area**
	203.00	BUILDING OPERATIONS	10,868 SF
	231.00	DAS-FMD-OPERATIONS & MAINTENANCE	4,418 SF
Total Department Area			15,286 SF

-10 0 10 20 40

SCALE: 1/16" = 1'-0"

NORTH

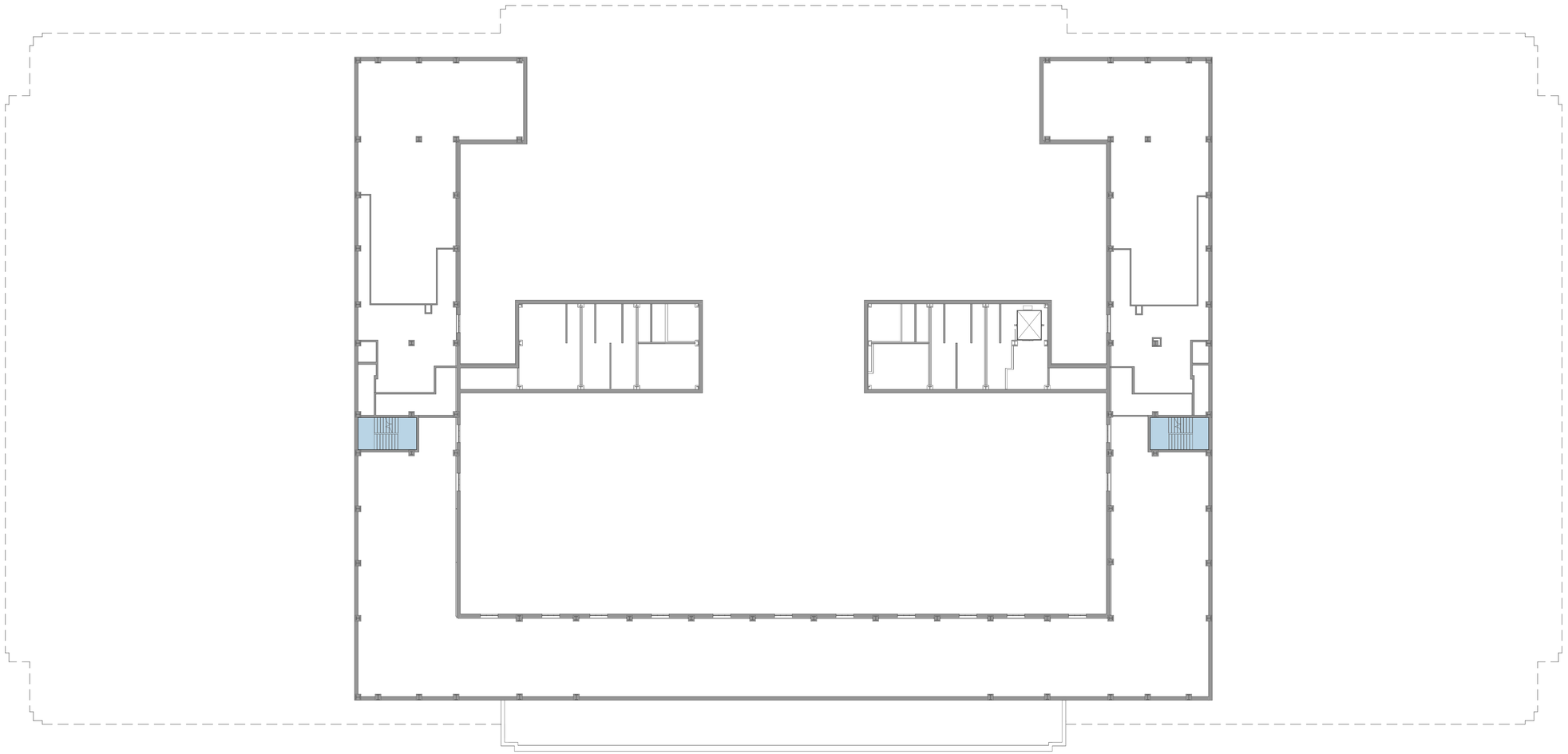
3/26/2026
4:11:39 PM

AECOM
INVESTING IN JUSTICE COURTHOUSE COMPLEX
MILWAUKEE COUNTY

HCH MOVE BACK AND COURT REORGANIZATION PLAN

J.1-108.5

EIGHTH MEZZANINE



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SCALE: 1/16" = 1'-0"

NORTH

3/26/2026
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INVESTING IN JUSTICE COURTHOUSE COMPLEX

MILWAUKEE COUNTY

Project Name: Investing in Justice: Courthouse Complex – Commissioning Consultant
Project Number: WC027601

RFP ATTACHMENT S
OWNER'S PROJECT REQUIREMENTS

OWNER'S PROJECT REQUIREMENTS

MILWAUKEE COUNTY | INVESTING IN JUSTICE - COURTHOUSE COMPLEX

Milwaukee County

Milwaukee, WI

REVISION HISTORY

Revisions shall be documented in the table below, with the comment field used to highlight significant changes affecting the Owner's Project Requirements.

Revision Date:	Version	Approved By:	Comments:
1/6/2025	01 - Draft	Concord Group	Initial draft developed and sent to Milwaukee County for review and approval.
1/14/2024	01 - Final	Peter Nilles – Milwaukee County	The Milwaukee County team reviewed and provided comments which have been incorporated into the final version of this version.
1/29/2025	01.1 - Draft	Concord Group	Revisions based on feedback from AECOM, HGA, and Milwaukee County
2/11/2025	02.0 - Final	Peter Nilles – Milwaukee County	The Milwaukee County team reviewed and provided comments which have been incorporated into the final version of this version.
6/25/2025	03.0 – Draft	Concord Group	Revisions include the Inclusion of County Design Guidelines, link to the 2050 Climate Action Plan, updates from HGA and the sustainability team, site location, revisions to the HVAC controls section, updates to the vendor support section
7/15/2025	03.0 – Final	Peter Nilles – Milwaukee County	The Milwaukee County team reviewed and provided comments which have been incorporated into the final version of this version.
2/6/2026	04.0 – Draft	Concord Group	Revisions include updates to Section III (project schedule and commissioning requirements), Section IV - Environmental & Sustainability Goals, Section VI – Equipment & System Expectations following the 75% Concept Design documents, OPR breakout meetings,

			and Energy System Decision meetings.
3/2/2026	04.0 - Final	Peter Nilles – Milwaukee County	The Milwaukee County team reviewed and provided comments which have been incorporated into the final version of this document.

Owner's Project Requirements

Project:
Milwaukee County | Investing in Justice – Courthouse Complex

Location:
901 N 9th St, Milwaukee, WI 53233

Introduction

The purpose of the Owner's Project Requirements (OPR) document is to clearly define the goals, expectations, and requirements for the Milwaukee County Investing in Justice – Courthouse Complex project. It serves as a guiding framework for further planning, design development, and project execution. This document will be used throughout the project delivery and commissioning process to establish a well-informed baseline, ensuring alignment with overall values and goals, while validating project performance, expectations, and constraints.

The OPR does not generally list or specify items that are required by code, nor does it supersede or replace any code or regulatory requirements. Where practical and known, the OPR includes measurable indicators that shall be used to verify that the performance requirements are met.

The OPR is considered a "living" document during the design phase of the project, and as such is subject to change as the design progresses, although every effort possible is put into the development of the document in order to minimize future changes.

Scope of OPR

The OPR should clearly communicate the expectations of the Owner to the design/construction teams for delivery of a well-planned, cost-effective, energy-efficient, and maintainable facility. It typically addresses budget, schedule, site, architecture, engineering, sustainability, operations and maintenance, and long-term requirements for the project.

The OPR will be supplemented by the Basis of Design (BOD) that is developed by the design team. The BOD documentation is an opportunity for the design team to verify their understanding of the OPR and describe how they intend to achieve its goals with the design. The BOD document records the concepts, design assumptions, and industry standards and guidelines.

Updates to or deviations from the OPR document throughout the course of project delivery shall be made by the project team based on decisions and agreements coordinated with and agreed to and approved by Milwaukee County. Thus, some discussion points remain in this document to encourage dialog between the design and owner's teams.

Table of Contents

I. RESPONSIBILITY CHART 7

A. Milwaukee County - Owner 7

II. OWNER AND USER REQUIREMENTS 10

A. General Project Information 10
B. Existing Courthouse Complex 13
C. New Construction 13

III. BROAD PROJECT GOALS 13

A. Vision statement, guiding principle, County Mission Statement 13
B. Project Goals 13
C. Design and Construction Schedule (Tentative dates are as follows and subject to change following acceptance of the project concept in Q2 2026): 14
D. Return on Investment and Life Cycle Cost Analysis 15
E. Program N 15
F. Material and Equipment Selection 15
G. Project Cost and Financing 17
H. Commissioning Requirements 17

IV. ENVIRONMENTAL AND SUSTAINABILITY GOALS 17

A. Project Goals 17
B. Existing Courthouse Complex 18
C. New Construction 20

***V.* INDOOR ENVIRONMENTAL QUALITY REQUIREMENTS 21**

A. Indoor Environmental Quality Requirements 21

***VI.* EQUIPMENT AND SYSTEM EXPECTATIONS 21**

A. Project Goals 21
B. Structural and Building Envelope Systems 22
C. Interior Architectural Finishes and Systems 23
D. Site, Civil, and Landscaping Systems 26
E. HVAC, Plumbing, and Fire Protection 27
F. HVAC Control Systems 28
G. Electrical, Fire Alarm & Detection Systems 31
H. Physical and Electronic Security Systems 33
I. Information Technology (IT) Systems 35

***VII.* BUILDING OCCUPANT AND O&M PERSONNEL 37**

A. Facilities Team Personnel 37
B. DAS-FMD O&M Section Services and Responsibilities 37
C. Operator Training 37
D. O&M Manual 38
E. Project Record Documents 38
F. Asset Management and Preventative Maintenance 38

EXHIBIT 01 – MILWAUKEE COUNTY IJCC PROJECT MANAGEMENT PLAN ……..
EXHIBIT 02 – IJCC VISIONING SESSION PART I ……
EXHIBIT 03 – IJCC VISIONING SESSION PART II …….
EXHIBIT 04 – MCCC PHASE I FINAL REPORT ……..
EXHIBIT 05 – MCCC PHASE II FINAL REPORT ……
EXHIBIT 06 – MCCC PHASE III FINAL REPORT ……

EXHIBIT 07 – MILWAUKEE COUNTY SECURITY & SURVEILLANCE STANDARDS ……
EXHIBIT 08 – MILWAUKEE COUNTY SUSTAINABLE DESIGN STANDARDS……..

I. Responsibility Chart

A. Milwaukee County - Owner

1. Work Groups – Each group includes individuals with expertise and current knowledge of Milwaukee County and the existing courthouse complex. These individuals aided in the development of the OPR based on the relevant work group.

Design and Construction Work Group
Work Group Leads
• Peter Nilles (Primary) • Troy Wohlt • Steve Delgado
Sustainability
• Grant Helle • Amber Mose
HVAC, Plumbing, & Fire Protection
• Lance Bento • Steve Kovacic • Mark Temple • Michael Sheehan
Electrical, Fire Alarm & Detection
• Chuck Dale • Geoff Swosinski • Ryan Kaltenbach
Physical & Electronic Security & Surveillance
• Dustin Schrader • Andy Carrion
Information Technology
• Michael Copeland • Rick McCoy • Tahir Hassan
Civil, Site, & Landscape
• Tim Detzer • Jack Sudar • Frank Pritzlaff • Kwame Amegashitsi
Architecture, Structural, & Enclosure
• Amir Adam • Andy Walsh • Mark Sifuentes • James Hart
Owner's Representation
• Concord Group

Program and Master Plan
• AECOM
Sustainability & Energy Systems Planning & Design
• AECOM
• HGA
Architectural Design and Engineering
• AECOM
Construction Manager (Joint Venture)
• Gilbane • JP Cullen

Funding and Finance
Work Group Lead
• Jeremy Lucas
Funder Engagement
• Alec Knutson • Mueller Communications
Financial Planning and Monitoring
• Lindsey Peterson • Vince Masterson
Data and Proposal Development
• Nikki Todd • Lindsey Peterson • Heather Wolfgram • Mueller Communications

Justice Policy and Program Work Group
Work Group Lead
• Catoya Roberts
Action Planning
• Chief Judge Carl Ashley • Sumaiyah Clark • Judge Kori Ashley • Kyle Ashley • Claire Miller

Stakeholder Engagement Work Group
Work Group Leads
• Erin Perkins • Mueller Communications
Community Engagement

• Kyle Ashley • David Muhammad Sumaiyah Clark
Internal Stakeholders
• Stephanie Garbo
Media
• Jonathan Fera • Emily Tau
Public Safety/Law Enforcement
• Inspector Dobson • Sara Sadowski

II. Owner and User Requirements

A. General Project Information

1. Project address
   a. Existing Public Safety Building: 821 W State St, Milwaukee, WI 53233
   b. Existing Historic Courthouse: 901 N 9th St, Milwaukee, WI 53233
   c. New Construction to replace Public Safety Building: 821 W State St, Milwaukee, WI 53233. Site of existing Public Safety Building.
2. Project owner: Milwaukee County
3. Owner's Representative: The Concord Group
4. Project History:
   a. Built nearly a century ago, Milwaukee County's Public Safety Building no longer meets modern standards for ensuring regional safety, promoting community health, or supporting the rehabilitation of our neighbors.
   b. The Milwaukee County Courthouse Complex Planning Project officially launched in 2015, but the need to address significant issues with the Public Safety Building and reimagine the County's vision for a modern justice system within the courthouse complex was recognized long before that. Over the past 25 years, numerous studies have highlighted the building's deteriorating conditions, proposed potential solutions, and outlined associated costs. A central question throughout has been whether to renovate or demolish the Public Safety Building.
   c. The current project is spearheaded by Milwaukee County's Department of Administrative Services (DAS). Given that the Historic Courthouse also houses over two dozen general government departments, DAS has engaged key Milwaukee County leaders from both judicial and general government sectors to participate in the project.
   d. Due to the program's complexity, the program was divided into five phases. Each phase varies in duration depending on the workload and funding levels available to support the effort. The mission of the five phases as originally defined:

      Phase I. (Previous Phase) Identify a consolidated, redesigned space for the people working in and served by the County Courts and identify the highest and best use of the County Courthouse.

      Phase II. (Previous Phase) Define a consolidated, redesigned space for the people working in the areas of non-court functions within the County Courthouse and Public Safety Building and establish existing conditions and identify opportunities for increased efficiencies.

      Phase III. (Previous Phase) Determine ultimate space locations for all Departments associated with Phases I and II; complete space programming, designing, and build outs for swing space required for completion of Phases IV and V; determine preferred ownership, financing, and delivery methods for interim and ultimate solutions.

      Phase IV. (Current phase) Complete planning, programming, and design of the New Criminal Courthouse and other required facility improvements – including incorporating community input. Complete New Criminal Courthouse master plans.

Phase V. (Future phase) Construct a New Criminal Courthouse, complete other required facility improvements, and relocate Departments to ultimate locations.

e. Phase I of the program reviewed specific facilities that support the Milwaukee County Courts System, consisting of the Historic Courthouse, Public Safety Building and Vel R. Phillips Juvenile Justice Center. It was recommended that the Historic Courthouse should be improved to focus on civil, probate, and family court functions, and potentially other County departments based on current and projected programming.
   i. Historic Courthouse: The highest and best use of the Historic Courthouse is as a courthouse, but only for Civil, Probate, and Family courts.
   ii. Public Safety Building: The Public Safety Building does not meet current standards, poses a safety risk, and is recommended to be demolished and replaced with a new Criminal Courthouse.
   iii. Juvenile Justice Center (now known as the Youth and Family Justice Center): The highest and best use of the Juvenile Justice Center is to continue as a combined, collocated Juvenile Court and Juvenile Detention Center.
   iv. Public Safety: Critical separation deficiencies should be addressed with a new criminal courthouse.
   v. Public Service: New and realigned facilities will improve flow and service.

f. Phase II of the program consisted of verifying space needs and preferred adjacencies for functions other than courtroom and related support spaces, recommending appropriate space planning, and potential re-use of all or a portion of the Public Safety Building, and swing space scenarios, and investigating potential siting options for new facilities. Phase II resulted in the following findings:
   i. Programming: A comprehensive program summary for non-Court space requirements was completed. Efficiencies for non-Court space can be realized through application of County space standards.
   ii. Blocking & Stacking: Historic Courthouse renovation is a critical consideration of the program.
   iii. Swing Space: Approximately 159,000 square feet of temporary accommodation (swing space) may be required due to the potential displacement of Safety Building tenants.
   iv. Safety Building Due Diligence: Phase II validates Phase I findings by concluding that the County's goals are best met with the demolition of the Safety Building, allowing a new Criminal Courthouse to be constructed, potentially on the same site.
   v. Vacant Site Due Diligence: Construction of a New Criminal Courthouse on a vacant site (not immediately adjacent to the current location) is not recommended for the County.

g. Phase III of the program consisted of, in part, finalizing the master space plan to correspond to the recommendations and findings in Phase I and Phase II. Phase III also included recommendations for the appropriate space programming, swing space coordination, ownership, financing, and project delivery method strategies, as well as long-term operation and maintenance

cost savings or avoidance associated with implementing the master space plan. Phase III resulted in the following:

i. Conceptual design of new criminal courthouse on Public Safety Building site: 374,000 square foot building, 10 story tower for 26 courtrooms and associated spaces, adjacent 4-story building for administrative space.
ii. Design meets program requirements, including State Supreme Court standards, of the total project cost estimate in 2019 of $300-350M and escalated to 2025 construction $440-490M.
iii. Children's Court study–Relocating Children's Court court-related functions from Vel Phillips into new Justice Center (which was not recommended by the Advisory Council and is currently not part of the project scope).
iv. Wisconsin Policy Forum study on funding methods used by other municipal agencies around the country.
v. Public Safety Building (PSB) site due diligence: Options exist for reducing transition and swing space costs. Additional separate studies after Phase III looked at alternate site options adjacent to the existing Criminal Justice Facility.

5. Primary Purpose, Program and Use of Project
   a. This project will confirm and challenge the findings of the previous phases and incorporate additional County initiatives which were identified after the completion of Phase III. The result of this project will be a Courthouse Complex Master Plan, including programming for the facilities to replace the Public Safety Building and functions anticipated to remain within the Historic Courthouse.
   b. This project will involve a re-evaluation of previous space programming efforts and caseload volume projections for the new criminal courthouse. It will consider changes in the space requirements of the anticipated tenants as well as potential new tenants, such as the Milwaukee County Department of Health and Human Services (DHHS), who were not included in earlier plans. Consultants will need to reassess prior space planning conclusions to ensure they align with current and projected caseloads. Additionally, programming adjustments must account for updated work-from-home policies implemented during the COVID-19 pandemic.
   c. The Historic Courthouse does not have an adopted facility master plan, so requests by tenant departments to relocate or resize their spaces are treated on an ad hoc basis. The Historic Courthouse is also not configured to accommodate remote working, which has been adopted to varying degrees by many County departments. The facility master plan for the Historic Courthouse will be used to guide future decisions regarding space allocation and potentially consolidation of County administrative space in other locations, such as at the leased office space at the Clark Building at 633 W. Wisconsin Avenue, as well as other potential improvements to the Historic Courthouse to address sustainability goals.
   d. While most of the planning to-date has assumed construction of a new criminal courthouse in the same footprint of the existing Public Safety Building, that also presents a significant challenge and cost in relocating staff and functions out of the Public Safety Building to a temporary location while the Public Safety Building is razed, and the new criminal courthouse is

constructed. County staff has investigated alternate locations for the new criminal courthouse that would eliminate the need for temporary relocation and razing of the Public Safety Building. This project will include the review and analysis of previous site studies, the development of a site selection matrix and the consultants ultimate site recommendation for the new criminal courthouse. The site recommendation will also be based on new / updated program information.

6. Construction Budget: current working estimate of $440-490M, based on a construction cost estimate prepared in 2019 and escalated to projected 2025 costs.

B. Existing Courthouse Complex

1. The Existing Courthouse program and design will follow the accepted 75% Concept Design as presented by the design team.

C. New Construction

III. The New Construction program and design and Swing Space plans will follow the accepted 75% Concept Design as presented by the design team. Broad Project Goals

This section includes information from the Milwaukee County Project Management Office (PMO) Project Management Plan Revision 1 and the Visioning Sessions held in 2024. For more information not contained in this section, see Exhibit 01, Exhibit 02, and Exhibit 03.

A. Vision statement, guiding principle, County Mission Statement

1. Project Vision
   a. A welcoming and adaptable courthouse complex that embodies justice, equity, safety, and community well-being and addresses the holistic needs of the public, systems-involved individuals, and staff now and in the future.
2. Project Mission
   a. Our mission is to create welcoming courthouse complex facilities that prioritize equity and the needs of the Milwaukee community. We will do this by fostering safety, accessibility, efficiency, and restorative practices through an adaptable design that is informed by stakeholder engagement and accommodates state-mandated services and comprehensive resources that uphold justice and fairness for everyone.
3. Guiding Principles
   a. Equity – Ensure access to fair, safe, and valuable judicial services and programs.
   b. Integrity – Uphold the values of justice and accountability under the law.
   c. Excellence – Embody our commitment to effectively meet the needs of our community.

B. Project Goals

1. Ensure Safety and Security
   a. Goal: Prioritize the safety of staff, visitors, victims, witnesses, and persons in custody through advanced security measures and facility design.
   b. Impact: Visitors, staff, and justice-involved individuals will experience a safer environment, reducing anxiety and providing a secure atmosphere for everyone involved in courthouse complex activities.

2. Support Community Well-being
   a. Goal: Design the courthouse complex to offer integrated services that address the broader needs of the community, such as legal aid, mental health support, and community engagement.
   b. Impact: The courthouse complex will provide holistic services, helping the public address broader needs while fostering a supportive, community-oriented environment.
3. Promote Accessibility and Inclusivity
   a. Goal: Ensure the courthouse complex meets the diverse needs of the community, including ADA compliance and equitable access to justice for all.
   b. Impact: All individuals, regardless of ability or background, will experience easy access to courthouse complex services, fostering inclusivity and fairness.
4. Enhance Operational Efficiency
   a. Goal: Streamline processes and integrate advanced technologies to reduce wait times, improve case management, and increase productivity.
   b. Impact: People will spend less time waiting and staff will work more effectively, resulting in faster service, smoother operations, and a more efficient, user-friendly courthouse experience.
5. Stakeholder Engagement and Communication
   a. Goal: Involve court users, staff, and the public throughout the design phase to ensure their needs and concerns are addressed.
   b. Impact: Ongoing communication will result in a courthouse complex that reflects the needs of the community, fostering transparency and trust in the project.
6. Design for System Outcomes and Future Adaptability
   a. Goal: Create a flexible facility layout that supports improved justice system outcomes and can adapt to future changes in technology, court processes, and the delivery of services.
   b. Impact: The courthouse complex will be future-proofed, ensuring it remains effective and relevant as the justice system needs to evolve.
7. Financial Responsibility and Cost Efficiency
   a. Goal: Manage the project within budget and on time, control for risks, and evaluate all options to achieve a fair cost share that minimizes costs for Milwaukee County taxpayers.
   b. Impact: The project will be fiscally responsible and engage additional funders, earning public trust by delivering a high-quality facility without unnecessary cost overruns
8. Advance the Organization's Climate Policy
   a. Goal: Align the project with Milwaukee County's 2050 Carbon Neutrality Policy and Climate Action 2050 Plan, incorporating sustainable materials, energy-efficient systems, and green building practices. (See County Board Reference file 21-389)
   b. Impact: Visitors and staff will benefit from a more sustainable, eco-friendly courthouse complex, contributing to a healthier environment and long-term savings.

C. Design and Construction Schedule *(Tentative dates are as follows and subject to change following acceptance of the project concept in Q2 2026):*

1. Owner's Project Requirements (OPR) Initial Development

a. Start Date – Q3 2024
b. End Date – Q2 2025

2. Project Management Plan Initial Development
   a. Start Date – Q2 2024
   b. End date – Q4 2024
3. Sustainable Design Standards and Energy Plan
   a. Start Date – Q4 2024
   b. End Date – Q3 2025
4. Project Programming
   a. Start Date – Q4 2024
   b. End Date – Q2 2025
5. Courthouse Complex Master Planning
   a. Start Date – Q4 2024
   b. End Date – Q2 2026
6. Conceptual Design
   a. Start Date – Q1 2025
   b. End Date – Q2 2026
7. Swing Space Design
   a. Start Date – Q3 2025
   b. End Date – Q4 2026
8. Safety Building Demolition Design (*Tentative*)
   a. Start Date – Q1 2028
   b. End Date – Q1 2029
9. Historic Courthouse Design
   a. Start Date – Q3 2025
   b. End Date – Q3 2027
10. New Courthouse Facility Design
    a. Start Date – Q2 2026
    b. End Date – Q2 2027
11. Construction Phase
    a. Start Date – Q1 2029
    b. End Date – Q1 2032
12. Project Closeout Phase
    a. Start Date – Q1 2032
    b. End Date – Q2 2032

D. Return on Investment and Life Cycle Cost Analysis

1. A life cycle analysis shall be completed on major equipment and systems comparing cost and maintenance procedures and used to aid in the decision-making process of the design.
2. This should be used as part of the evaluation process, but not the final decision maker.
3. The maximum allowable Return on Investment (ROI) period shall be 20 years.

E. Program Needs, Flexibility, and Future Expansion

1. Project programming began in October 2024 and ended in March 2025. It focused on the space program needs, flexibility, and future expansion.

F. Material and Equipment Selection

1. Project Materials and Equipment: Materials and equipment should be selected for durability and maintainability. Core building components should be designed with low maintenance and high durability in mind, aiming for a minimum lifespan of 50 years for systems, equipment, and materials, and at least 100 years for the overall building lifespan, where feasible. Component lifespans assume routine maintenance to monitor condition and perform timely repairs.
2. Primary Structural and Core Components: The building's primary structural and core components should have a lifespan of 100 years.
3. Primary Exterior Shell Cladding Materials: These materials should have an effective lifespan of 50 years, with unobtrusive methods for maintenance, repair, and replacement.
4. Secondary Exterior Shell Components: Elements such as windows, doors, glazing, and roofing should be designed for easy maintenance, with potential replacement or performance upgrades on cycles of 30 to 50 years. This approach may also apply to renovations of the existing courthouse complex.
5. Interior Construction and Finishes: These elements will be determined during the programming phase of the project. The architectural design team should consider using a matrix, as illustrated below:

	A - High Visibility / Aesthetics	B - Moderate Visibility / Aesthetics	C - Low Visibility / Aesthetics
1 - High Traffic / Use	1A – Example: Primary Entrance, Lobby and Circulation	1B – Example: Perhaps County Clerk (Public Transactions)	1C – N/A
2 – Moderate Traffic / Use	1B – Example: Courtrooms, Public Assembly rooms	2B – Example: Meeting Rooms	2C – Example: Secondary Circulation
3 - Low Traffic / Use	1C – Example: Judges Chambers and associated support spaces	3C – Example: Support Spaces, Offices	3C - Example: MEP Rooms, JC, EI/Data Closets

6. Conveying Systems: Primary operational components should have an anticipated lifespan of 25 years, with options for modernization and finish upgrades that align with adjacent materials.
7. HVAC and Plumbing: Primary components and distribution systems should have an anticipated lifespan of 20 to 50 years, depending on routine maintenance and typical industry expectations.
8. Electrical Systems: Primary components and distribution systems should have an anticipated lifespan of 40 years with routine maintenance. This assumes that fixtures will be periodically replaced or upgraded during renovations.

9. Technology: While the lifespan of technology cannot be precisely predicted, it will continue to play a critical role in systems. Instead of estimating a specific lifespan, provisions should be made for upgrading the distribution backbone and replacing or enhancing devices as needed.

G. Project Cost and Financing

1. Project cost and funding is being explored and to be determined upon further project programming and conceptual design phase.

H. Commissioning Requirements

1. The commissioning team will provide services in alignment with the following standards:
   a. ASHRAE Guideline 0 - *The Commissioning Process*
   b. ASHRAE Standard 202 - *The Commissioning Process for Buildings and Systems.*
   c. ASTM E 2813 – *Standard Practice for Building Enclosure Commissioning*
2. The extent of commissioning and any systems to be included in the commissioning scope will be determined through the project programming stage.
3. The commissioning provider has not been engaged at this phase in the project as the commissioning scope is unknown.
4. Commissioning provider to perform commissioning process activities for mechanical, electrical, plumbing and renewable energy systems.
5. Commissioning provider to provide enhanced commissioning for building enclosure
6. Refer to SDS (Exhibit 08) page 16 for additional guidance.

IV. Environmental and Sustainability Goals

On Earth Day 2021, the Milwaukee County Board of Supervisors passed a resolution committing Milwaukee County to achieving carbon neutrality in its operations by 2050. As the county courthouse complex accounts for approximately 13% of the county's overall operational emissions, this commitment will significantly influence the project's design. However, the project's sustainability goals will extend beyond a singular focus on carbon emissions to include operational efficiency, sustainable material selection, resilience, the health and well-being of building occupants, and equity and accessibility.

The sustainability goals and requirements are currently under development and will be further defined during the programming and early design phases. Once established, these goals and requirements will be incorporated into the Owner's Project Requirements document, including the Sustainable Design Guidelines.

A. Project Goals

1. The Climate Action 2050 (CA50) Plan, approved by the County, shall be utilized for both new construction and renovations at the Courthouse Complex. See the link for Milwaukee County Climate Action 2050 (CA50) Plan.
2. Per the current and published Milwaukee County Sustainable Design Guidelines, as detailed in Exhibit 08, this project will be classified as a 'Tier 1' project. Therefore, it will be subject to the 'Better' tier mandatory strategies listed in 2.1 Energy Efficiency (EE).

3. The Architect of Record, AECOM, should assess various sustainable building standards and certifications, including but not limited to Energy Star, ASHRAE's *Advanced Energy Design Guide to Net Zero Buildings*, USGBC's LEED Zero guidelines, other LEED standards, and the WELL Building Standard. Based on this evaluation, the Architect of Record should offer appropriate recommendations and guidance to Milwaukee County for this project.
4. HGA will establish other project related sustainability goals including at a minimum Energy, Indoor Air Quality, Materials, Site Planning, Daylight and Views, Recycling, Human Health and Well-being, Integrated Design, and Electric Vehicle Supply Equipment (EVSE) infrastructure installation.
5. HGA and AECOM shall collaborate to develop specific performance goals, including Energy Use Intensity (EUI) targets, a maximum air leakage rate for the enclosure, and limits on carbon emissions.
6. Identify and establish a dynamic Energy Management System that integrates with all relevant data from the Building Automation System (BAS) and submeters.
7. Design team to conduct a site-specific climate change vulnerability assessment using local climate data, focusing on current hazards and referencing the Milwaukee County Vulnerability Assessment conducted as part of the Climate Action 2050 Plan. Reference SDS (Exhibit 08) page 36 for additional guidance.
8. Designs to incorporate basic resilient site features, such as erosion control, permeable surfaces, and stormwater detention basins, appropriate to the project scope. If project development is in a total maximum daily load area and stormwater is being impacted, connect with County Environmental section to ensure green infrastructure requirements are met. Design site infrastructure to handle extreme weather events and elevate or protect critical systems. Refer to SDS (Exhibit 08) page 37 for additional guidance.

B. Existing Courthouse Complex

1. Immediate Energy Cost Reduction in the Existing Courthouse Complex
    a. The County has formed an energy efficiency and cost reduction work team (the E-SWAT team) charged with identifying and implementing energy efficiencies in the courthouse complex to achieve $500k annual cost reduction. The E-SWAT team formed in May 2024 and is currently focused on steam trap replacement and demand cost reduction.
    b. HGA is responsible for providing additional investigations, analyses, ideas, and recommendations for energy conservation measures (ECMs). The on-going work to reduce energy consumption includes the following:
        i. Review available documents relating to historic energy performance, existing conditions, and previous construction and repairs at the courthouse complex. Provide a profile of complex-wide energy use and demand.
        ii. Conduct an ASHRAE Level 1 energy audit to include a detailed site walkthrough and investigation to identify and verify existing energy performance, conditions, and issues with courthouse complex energy systems, including but not limited to utilities, HVAC&R, domestic hot water, lighting, thermal envelope, and electrical load systems.
        iii. Develop a Test-and-Balance (TAB) scope of work, specification and plan for the County to undertake TAB with an external contractor.

iv. Evaluate chilled water systems efficiency and review sequence of operations, control devices and operations to identify potential ECMs.
v. Evaluate air handling systems efficiency, sequence of operations, control devices, and operations to identify potential ECMs.
vi. Recommend, plan and conduct infrared thermography (or other investigations) of building envelope and/or HVAC or other systems to identify potential ECMs.
vii. Support the evaluation and prioritization of ECMs with cost, savings, and simple payback economic analyses.
viii. Assist the E-SWAT team with the implementation of selected ECMs through development of specifications, plans and methods to achieve. Monitor progress and measure results. Evaluate available incentives and assist the team in securing them.

2. Deep Energy Retrofit Plan for the Courthouse Complex

a. For existing courthouse complex facilities, HGA is leading an integrated design process to develop a road map to net zero emissions by 2050. This road map is to include steps to:
i. Increase energy efficiency and reduce overall energy use of the existing courthouse complex facilities.
ii. Identify and eliminate fossil fuel use in these facilities.
iii. Offset the remaining energy use with renewables to the extent practical.
iv. Specific projects should be recommended by HGA to the project team. These projects should be under consideration and coordination with the Modernization Project Team.

b. HGA is developing a net-zero road map through the execution of the following:
i. Meet with the project team to review and confirm the project goals, scope and schedule, including critical check-in points with the new Justice Center planning and design team.
ii. Review historic energy performance, existing facility and equipment conditions, operating conditions, drawings, sequence of operations, and previous construction and repairs at the courthouse complex. Provide a profile of complex-wide energy use and demand.
iii. Tour the facilities and interview the County facilities team to assess major building systems, history of comfort issues, operational and maintenance issues, characterization of controls, Building Automation System capabilities, sequences of operations, and opportunities for functional testing and further investigations.
iv. Perform and report an ASHRAE Level II Audit. Include carbon emissions calculations. Include development of a baseline energy model with sufficient detail to allow for investigation of retrofit options.
v. Benchmark the facilities using Energy Star Portfolio Manager.
vi. Provide analysis of the current central steam system and evaluation of the best path forward for the courthouse complex. Evaluate the current district heating plant long-range plan in relation to meeting Owner project goals.
vii. Perform evaluation of the building's existing electrical capacity and the feasibility of building electrification and/or solar PV application.
viii. Conduct a design charette with key stakeholders and appropriate contributors and develop a retrofit scenario(s) focused on maximum energy savings based on currently available technologies. Develop strategy for phasing in

recommendations and, in consultation with the County, identify preferred energy system improvements for the courthouse complex.

ix. Model recommended measures using the baseline energy model to determine the impact of each.
x. Coordinate all planning and design efforts for energy systems retrofits with planning and design of the County Sustainable Design Standards and the New Courthouse facilities.
xi. Meet with the facilities team to review the Courthouse Complex Capital Improvement Program.
xii. Identify planned capital projects that may need to be modified or could be influenced by the County's Climate Action Plan or this Deep Energy Retrofit.
xiii. Schedule and lead regular project team meetings with Owner and key stakeholders to keep all up to date on progress and get input as needed.
xiv. Provide rationales for all preferred energy system retrofits and new construction, based on analysis of how these measures will affect energy use and demand, building performance, emissions, indoor air quality, structural longevity, and life-cycle costs.
xv. Support the evaluation and prioritization of ECMs with cost, savings, and simple payback economic analyses.
xvi. Develop the road map of capital projects required to achieve net zero by 2050. Include a project bundling and phasing plan, retrofit project triggers, Project Charters, and project economic analyses.

C. New Construction

1. Achieve 'Near Zero' or 'Potentially Net Zero by 2050'

a. . The design shall aim to incorporate infrastructure to support no fossil fuel use by 2050.
b. HGA and AECOM shall determine a definitive path forward on the steam connection to the WE Energy Valley Plant in correlation with the County owned heating systems.
c. Design for high energy performance and consideration of renewables.
d. Designers to choose 5 distinct material categories to pursue embodied carbon reduction (e.g. concrete, steel, insulation), refer to SDS (Exhibit 08) page 25-26 for additional guidance.

2. Energy Systems Plan for the New Courthouse Complex Facility

a. HGA is currently developing an Energy Systems Plan. Once complete, the Energy System Plan will be incorporated into the next revision of the OPR.

The Energy Systems Plan will incorporate the following strategies:

. Review common strategies nationally on comparable facilities for achieving the specific goals of this project, including carbon neutral operations and cost implications.
i. Develop and maintain an Energy Model for the new facilities. Shall include utility consumption and cost estimates as well as carbon emissions estimates in the model.
ii. Provide analysis of the current central steam system and evaluation of the best path forward for the new Courthouse Complex facilities, in consideration of the recommended ESP for the existing facilities.
iii. Implement the County Sustainable Design Standards and lead the development strategies and options for initial construction and/or for phasing in recommendations that achieve Owner objectives.

iv. Provide rationales for all preferred energy system retrofits and new construction, based on analysis of how these measures will affect energy use and demand, emissions, indoor air quality, structural longevity, and life-cycle costs.
v. For those recommendations that may be phased, draft a Gantt chart identifying dependencies and suggesting a schedule for implementing the preferred energy system improvements, along with potential funding sources for each.
vi. Evaluate and report on energy procurement strategies and incentive programs to provide cost savings.
vii. Evaluate options for installing renewable energy systems.
viii. Detail the budget for sustainability measures, funding incentives, ROI targets, and cost-benefit analysis of proposed measures.

b. The County Executive Leadership has given the Energy and Design teams direction to explore several scenarios in the Concept Design Phase and Pricing shall explore:
i. Space and Equipment Size planning for a campus CUP that serves heating and cooling loads for new and existing buildings in one location.
ii. Space and Equipment Size planning for interconnected heating and cooling loops that utilize distributed heating and cooling equipment in each respective building.
iii. Space and Equipment Size planning for separate building heating and cooling (no CUP).

c. After the delivery of the Energy Systems Plan by HGA and approval by Milwaukee County, HGA will perform the following steps:
i. Work with the project design team to provide energy modeling, life-cycle costing, and greenhouse gas emission analysis to guide the design process. Develop a measurement and verification plan based on the proposed design.
ii. Incorporate this into the OPR.
iii. Develop options for the County to digitally track energy consumption and
iv. determine the best path forward for on-going reporting.

V. Indoor Environmental Quality Requirements

A. Indoor Environmental Quality Requirements
1. Indoor environmental quality requirements shall be defined during sustainability workshops and programming. These requirements, at a minimum, shall include:
i. After-hours use
ii. Temperature level and range
iii. Humidity level and range
iv. Ventilation rates
v. Infiltration requirements for the facility
vi. Acoustical requirements
vii. Occupant ability to adjust system controls
viii. Lighting preferences and features

VI. Equipment and System Expectations

A. Project Goals

1. Sustainability: System and equipment decisions shall align with the sustainability goals and expectations of this project including the Milwaukee County Sustainable Design Standards provided in Exhibit 08.
2. Maintenance and Operations: The building design should prioritize the needs of facilities and operational staff by incorporating low-maintenance, highly durable systems.
3. Project Innovation: Innovative systems should be evaluated based on performance and aesthetics. Design options should undergo a cost-benefit analysis and be discussed with Milwaukee County to determine the most suitable choice for the project.
4. Standards: The project design should incorporate existing County standards whenever possible. Where no standards exist, the design team should collaborate with the County to develop new standards for that aspect of the design. These standards should focus on performance requirements.

B. Structural and Building Envelope Systems

1. Operations and Performance
   a. The design should consider the impacts for system maintenance and access, mechanical maintenance, means to maintain warranty, cleaning, and protection against birds. The existing courthouse complex has issues with seagulls on the roof. These issues should be considered when designing and selecting systems and equipment.
      i. Considerations should include access to the roof, minimizing opportunities for bird habitats, protecting equipment as necessary.
      ii. Building Glazing should be reflective to deter birds and avoid glass and glazing that attracts birds.
   b. Building functionality during extended power outages should be reviewed to ensure functionality and habitability during extreme scenarios.
2. This project design should develop standards for roofing and window systems to be used on future County projects.
3. The Milwaukee County Sustainability Design Standards shall be referenced for building envelope, energy modeling, and building envelope testing requirements.
   a. Meet or exceed ASHRAE 90.1-2002 Section 5 (Building Envelope) requirements.
   b. Energy Performance of each building should be predicted using an energy model
   c. Each building to achieve 5% reduction in annual heating and cooling loads when compared to ASHRAE 90.1-2022 prescriptive envelope requirements and 40% WWR.
   d. Each building shall carry out whole building testing and meet air barrier performance at 0.15 CFM/ft2 at 75Pa.
   e. See SDS (Exhibit 08) page 11 for additional guidance
4. The design team should consider systems that allow for water and ice evacuation to prevent damage to the building and systems.
5. The design should utilize area weighted averages for the building analysis and to enhance coordination and detailing for energy models.
6. The building design and layout should consider the lifespan and recyclability of materials.

7. Envelope performance and design should consider security requirements and blast protection concerns. See Section VI.H – Physical and Electronic Security Systems.Renovation Specific
    a. The renovations at the Historic Courthouse should maintain the existing appearance and character. Any renovations should enhance the envelope where appropriate without damaging the building operations.
    b. Enhancements should be focused on window and roofing system improvements and improve access to the different roof levels and areas.
        i. Tie-offs and ways of access to complete maintenance to the façade should be included in the design.
    c. Other enhancements should be analyzed to determine the results of adding systems or components, such as insulation, to improve envelope performance without causing damage or increasing maintenance requirements.
    d. Any enhancements or changes to the existing courthouse exterior should be performed in accordance with historic preservation requirements and consider historic tax credits, design constraints, etc.
    e. Renovations shall meet SHPO requirements.
8. New Construction Specific
    a. The exterior aesthetic should be welcoming and accessible and the enclosure should balance aesthetics and performance.
    b. Any structural construction materials and methods should focus on having a low-embedded carbon impact and consider alternative materials where appropriate.
        i. Material decisions should be reviewed with Milwaukee County and include a discussion around the material impact on project cost (see Section III D – Return on Investment and Life Cycle Cost Analysis).
    c. The design should avoid Dryvit-type systems, and over-cladding systems and limit the use of metal and precast panels The exterior design materials should be as maintenance free as possible and utilize long-lasting finishes.
    d. The design should maintain, enhance, and complement the existing courthouse design.
    e. The design team should review the seismic requirements, per IBC 2024, in Milwaukee and the industry standards for the courthouse complex.
    f. Tie-offs around the perimeter should be provided in necessary areas for maintenance activities.

C. Interior Architectural Finishes and Systems

1. The building design and layout should consider the lifespan of materials as security levels and high traffic areas make it difficult to renovate and remodel. The design should aim to minimize the need for renovations in the spaces due to failing finishes and architectural systems (see Material and Equipment Selection).
2. The design team should consider the space use when determining finishes, such as carpet or hard flooring, to control noise levels and create the correct atmosphere.
3. Space planning should consider the end users and how they need to utilize the space. This should be discussed and detailed in the project programming sessions.
4. The design should include low maintenance vegetation to improve the indoor atmosphere.
5. High Efficiency Equipment and Appliances

a. Use smart power strips and centralized energy management systems to reduce standby power and plug load energy.
b. For all eligible equipment and appliances, specify ENERGY STAR or equivalent-certified (e.g. appliances, office equipment, electronics).

6. Refer to SDS (Exhibit 08) page 14 for additional guidance.The County has various artifacts that should be incorporated into the design where appropriate to highlight items of historic significance and complement the aesthetics of the new building.
7. The building space design should utilize trauma-informed-design considerations and practices, where appropriate.
8. The architectural design team should consider the need for trade work areas and storage. The optimal area for this location would be close to any receiving or shipping docks.
9. Standards
   a. There are current office space and telework policies and standards that should drive design of administrative and ancillary spaces.
   b. The design should include development of interior finish standards to simplify maintenance and repairs over the life of the building, including a standard across the whole courthouse complex project.
   c. There are some existing standards for interior furnishings and these standards should be built upon to create a County standard for interior furnishings.
10. Design Considerations based on user feedback from the Visioning Session Part 1 held in 2024, for more detail and direction for interior architectural design, see Visioning Session Part 1 in Exhibit 02. The list below should be viewed as aspirational goals, not requirements.
    a. The design team should incorporate a mix of dedicated and shared workspaces into the space design to create a flexible and dynamic workplace.
    b. The design should allow for future adaptability by creating flexible layouts and space type to improve the static baseline of the current complex.
    c. The workplace spaces should respond to varying levels of security based on departmental requirements. No space shall be unsecured or fully accessible.
    d. Technology and AV systems should be adaptable and respond to the needs of its users. Physical space should support technology hardware and accommodate the flexible interchange of systems over time as user needs shifts and technology upgrades are made. Technology and system design should focus on best practices and proven technology. .
    e. The new space design should avoid:
       i. Windowless environments.
       ii. Mazes of spaces.
       iii. Bullpen style workplaces.
    f. The new space design should look to promote or include, in no particular order:
       i. Promote acoustic privacy.
       ii. User workplace choice.
       iii. Hoteling workspaces.
       iv. Height adjustable desking.
       v. Internal wayfinding.
       vi. Mother's rooms.
       vii. Meditation and quiet zones.
       viii. Access to food service / coffee / dining / restaurants.
       ix. Departmental public waiting areas.

x. Onsite fitness (gym).
xi. Wellness room.
xii. Controllable lighting.
xiii. Video conferencing.
xiv. Informal workspaces.
xv. Shared training / conference spaces.
xvi. Flexible meeting rooms.
xvii. Large conference spaces for more than 25 people.
xviii. Informal, lounge style meeting space.
xix. Dedicated departmental meeting space.

11. Design Considerations from the Visioning Session Part 2 held in 2024 can be found in Exhibit 03, Visioning Session Part 2. The list below should be viewed as aspirational goals, not requirements.
    a. Secure three-way separation between in-custody defendants, staff, and public.
    b. Common space configuration and wayfinding.
12. Renovation Specific
    a. The design should include a common area that successfully connects multiple departments in the Historic Courthouse and highlights the beautiful, historical character of the building. This space should promote intuitive wayfinding (i.e. efficient access for visitors and staff).
    b. Renovations at the Historic Courthouse should consider options for improving space efficiencies and improve space functionality and use. The existing layout does not promote the historic architecture of the interior space and should strive to reestablish public user engagement within these spaces.
    c. The renovation design of the existing courthouse complex should consider the flow of traffic, pedestrians, and occupants through different departments and how to connect them from the point of entry to each department and function of the courthouse. The design should consider portal moments and central areas for directing traffic.
        i. New forms of wayfinding should be explored as there is poor signage and direction upon entering the historic courthouse.
    d. Any renovation design should promote a single, secure public entrance and a secondary secure, staff entrance can be located as needed..
        i. These entrances should be differentiated by County services and focused on convenience for accessibility and circulation.
    e. Lighting should be approached holistically throughout the existing courthouse complex to improve the indoor lighting levels and improve user experience.
        i. The light wells in the existing courthouse complex are primarily occupied with HVAC and other systems that blocks out some of the natural light and is not an aesthetic appearance. These issues should be considered when space programming.
    f. The aesthetic design should consider a holistic approach as finishes have been changed over the years and no longer present a cohesive design.
    g. The renovation should work to improve the exiting and life safety of the Existing Courthouse. .
13. New Construction Specific
    a. The new construction design should consider how the buildings at the courthouse complex will connect and the interaction of aesthetics and wayfinding.

i. The connection and adjacency to the Criminal Justice Facility (CJF) for transport of in-custody defendants should be considered.

b. The new design should compliment the existing courthouse complex.

D. Site, Civil, and Landscaping Systems

1. Where feasible, the project should consider a reduction in the use of chlorides and harmful chemicals for operation and maintenance onsite.
2. The design team should review Milwaukee Metro Sewer District Chapter 13 and the City of Milwaukee Chapter 120 documents for stormwater requirements.
3. The County has significant Total Maximum Daily Load (TMDL) goals, and the design team should consider these goals as guidelines for this project and stormwater regulation.
   a. The Milwaukee County goal is to reduce the annual discharge of Total Suspended Solids (TSS) by 341,302.46 pounds and reduce Total Phosphorus (TP) by 1,464.69 pounds.
4. The project should feature low-maintenance systems.
5. Irrigation systems should not be considered in the design.
6. The design of the landscape should include durable systems and components that do not require replacement every few years.
7. The site design should consider emergency egress programs and collection points for site personnel.
8. The site stormwater is currently routed to the combined storm and sanitary sewer system in Milwaukee. The utility may require separation of these systems depending on the project scope. This should be investigated by the project civil engineer.
   a. Separation of storm and sanitary systems may incur extensive project scope changes and increased cost due to the potential hidden or unanticipated scope.
9. If additional exterior lighting is desired across the site, it should be discussed in partnership with the City of Milwaukee.
   a. There is programmable exterior lighting used for seasonal decoration on the Historic Courthouse. The lighting systems should be compatible through both the renovation of the historic courthouse and the construction of the new courthouse.
10. Renovation Specific
    a. The courthouse complex is adjacent to MacArthur Square, which is owned by the City of Milwaukee and has been underutilized and cut off from the adjoining areas. This project provides an opportunity to work with the City of Milwaukee to revitalize MacArthur Square. The square could be designed to be inviting and welcoming to the public while promoting accessibility and safety.
       i. The City of Milwaukee should lead the effort in partnership with Milwaukee County.
       ii. There should be synergy between the exterior and interior designs of the courthouse complex.
    b. Consider the overlap between the County, City of Milwaukee, and State Department of Transportation (DOT) for the site, underground parking structure, and highway access ramps. Potential for the State DOT to eliminate the highway ramps.

c. The existing courthouse complex has limited parking available; the availability of parking should be considered during site selection, design, and its impact on operations.
d. There are drainage issues and water damage affecting the underground structure where there are common walls between Milwaukee County facilities and the parking structure and/or DOT highway access ramps, which the County has had to remediate. These issues originate from multiple sources and impact various levels of the parking and underground structures. They should be thoroughly reviewed during this project, and plausible solutions should be proposed to Milwaukee County.

E. HVAC, Plumbing, and Fire Protection

1. HVAC
   a. It is the intention of Milwaukee County to proceed with a Centralized Utility Plant (CUP) on the site of the Courthouse Complex included in the new construction project.
      i. Additional requirements and details will be determined at a later date following approval by the County Advisory Board and Stakeholder acceptance. The intention is to make a final decision prior to commencing schematic design.
   b. The project should establish a standard for Milwaukee County's Computerized Maintenance Management System (CMMS) and determine the most effective method to correlate preventive maintenance planning within each asset.
      i. Part of the standard should include an asset naming convention consistent across all software.
      ii. The project should clearly define preventative maintenance, regulatory testing, and certification requirements in the Operations & Maintenance manuals. Additionally, this should be integrated into the CMMS.
   c. The BAS should have dry contact for relief valve discharge to backflow preventer (watts) and should be connected to the BAS and shut the water off in this instance.
   d. Equipment locations, access, and air intakes should be considered in conjunction with Section VI.B – Structural and Building Envelope Systems.
   e. HVAC equipment to have sequences of operations that follow ASHRAE Guideline 36-2021: High performance Sequences of Operations of HVAC systems.
2. Plumbing
   a. Domestic water booster pumps should be on emergency power.
   b. Pre or pre-filter type fittings should not be used on the Domestic Hot Water System.
   c. Lavatory sink sensors should pick up light from the room and pick up the faucet.
   d. Manufacture Requirements
      i.
      ii. Sinks, Urinals and Water Closets shall be durable to meet the functional needs of the Milwaukee County FM Teams, such as, Chicago Sinks and Kohler fixtures.
   e. Bottle filler attachments are preferred for all water coolers.
   f. Cast iron piping is acceptable for sanitary piping.

g. Drainage piping systems, especially in parking lots and structures that utilize significant amounts of salt, should utilize PVC.
h. Storm pumps should be on emergency power.
i. Sanitary pumps are a "wish list" item for emergency power if there is capacity.
j. Sanitary and storm pumps should be alternating duplex type systems with audible and visual alarms and tied to the BAS.

3. Fire Protection
   a. IT rooms should have the latest standard type of fire suppression system installed.
   b. No specific manufacturers for fire suppression have been determined.
4. The project should avoid the use of proprietary operational technology, where possible.
5. The project should focus on localized and regionally accessible equipment and systems, where possible.
6. The engineering team should work with Milwaukee County to develop a list of approved manufacturers and a spare parts list.
7. The design of the equipment and systems should focus on the location of equipment and serviceability for each system.
8. Each system designed should leverage high performance equipment.
9. Redundancy should be focused on critical systems.
10. Decisions regarding outsourced maintenance should be made during the early stages of the project.
    a. Design considerations should include leveraging local, non-Milwaukee County operators, drawing on County staff experience and lessons learned from previous projects.
11. The project should create a clear delineation between IT responsibilities and operational technology responsibilities. The design team and County should consider a separate server dedicated to the Building Automation System (BAS) for the County.
12. Renovation Specific
    a. The renovation of the historic courthouse shall research the building code and renovation levels for the potential requirements for a fire sprinkler system and the impacts of adding life safety to the existing building as only some areas are currently sprinkled.
13. New Construction
    a. The project design should consider the inclusion of two water feeds at each end of the building.

F. HVAC Control Systems

a. Direct Digital Controls: The control system shall consist of a high-speed, peer-to-peer network of BACnet-compliant DDC controllers and an operator workstation. The operator workstation shall provide overall system supervision, configuration, a graphical user interface, management report generation, and alarm annunciation.
b. The selected DDC System Manufacturer product line shall be the latest commercially available and actively supported version at the time of bid submission.
c. All control systems shall include a software backup for all local and headend controllers from a separate electrical feed.

d. DDC system devices and spare components, or their equivalent, shall be readily available for a minimum of five (5) years following the project's completion and final acceptance.
e. Any local system shall be seamlessly integrated into the overall building management system.
f. Program database, data acquisition, and all control sequence logic shall reside within each DDC device.
g. All DDC devices shall support firmware updates via software over the internet without requiring hardware, microprocessor, or chip replacements. Appropriate security measures shall be implemented to prevent unauthorized access.
h. The actuation of control devices shall be electronic. Spring-return fail-safe actuation shall be provided in cases where loss of property or property damage is possible and where specified.
i. All binary output points shall be protected from short cycling through output configuration and/or programming. Minimum on-time and off-time settings shall be user-configurable.
j. Each mechanical system or major piece of mechanical equipment shall have one dedicated building controller with sufficient I/O capacity to connect to all associated field devices and sensors. Distributed control of a single major mechanical system by multiple controllers shall not be permitted.
k. All terminal units shall be integrated into the BAS.
l. An IP remote login shall be available.
m. A dedicated workstation shall be located in the main mechanical room.
n. The County IT network and systems may only be used for data transmission, reporting, and authorized remote access to control systems. Under no circumstances shall the County IT network be relied upon for alarming and control functions critical to building management, such as smoke evacuation systems in response to a fire.
o. Incorporate more advanced energy usage and efficiency optimization into BMS. Include the following energy metrics on the BMS dashboard: Gas consumption (MBTU), Electricity consumption (kWh), Photovoltaic generation (kWh) (where applicable), and Energy Use Intensity (kbtu/sqft). Refer to guidance on Building Automation in SDS (Exhibit 08) page 13.Fire Alarm System Integration:
    i. The BMS shall integrate with the Fire Alarm system.
    ii. The Fire Alarm system shall override the BAS during smoke control.
    iii. The BAS and the Fire Alarm system shall not be on the same communication pathway or same network line.
p. Commissioning of the mechanical system shall include functional testing of the controls integration to the end devices, including physical verification between controls and end devices.

2. Building Management Systems (BMS) Architecture
    a. The Building Management System (BMS) shall consist of native BACnet, microprocessor-based, peer-to-peer networked, distributed devices utilizing the BACnet communication protocol in an open, interoperable system.
        i. The BACnet operating stack must be embedded directly in every device at the board level and in all operator interface software packages.
        ii. The use of gateways, communication bridges, and protocol translators to convert proprietary or non-BACnet communication protocols shall be

avoided whenever possible. Gateways may only be used for communication with existing systems or systems installed under other disciplines where no native BACnet solution is available.

iii. The BMS shall be designed and implemented to allow future expansion in both capacity and functionality through the addition of DDC devices, sensors, actuators, and other components.

iv. Building controllers shall automatically route BACnet communications to all configured, available BACnet networks.

b. BACnet Advanced Operator Workstation Software shall be fully compatible with IT systems and communicate directly on a TCP/IP Local Area Network (LAN).

i. The LAN shall operate at a minimum speed of 10/100 Mbps TCP/IP.

ii. Building controllers shall connect directly to the LAN and communicate using BACnet/IP (B/IP) without requiring a TCP/IP gateway or network server.

iii. Implementation of the BMS on the owner's LAN shall be coordinated to avoid disruptions.

c. The BMS shall be capable of sending system alarms and event notifications via pagers and email services.

d. The BMS shall prevent all controlled equipment from simultaneously restarting after a power outage. The order and timing of equipment restarts shall be user configurable.

3. Enterprise-Level Building Management System (BMS) Network

a. The building-level BMS shall be designed and constructed to allow seamless integration into an enterprise-level network.

4. Preferred Equipment and System Manufacturer

a. The proposed BMS shall support integration with the existing Honeywell system or provide a viable alternative to ensure unified operation across the Courthouse Complex.

b. The vendor must provide local support, including 24-hour on-call service with a clearly defined urgent response time. Onsite local technician should have a knowledge base to handle all necessary support required for the system without relying on overseas support to avoid delays in resolution. Once a service call has been administered, the service provider should respond within 24hrs.

c. The vendor shall provide Milwaukee County with a proposed service contract, including an option for on-site support throughout the first year of operation, at a minimum. Additional options should be provided showing options beyond the first-year agreement

5. Training

a. The vendor shall provide a minimum of two on-site or classroom training sessions during the contract period for personnel designated by the owner. Training requirements shall be discussed with Milwaukee County.

b. Two additional training sessions shall be provided at six (6) and twelve (12) months following building turnover. Each session must be coordinated with the building owner and recorded for future reference.

c. Training shall be conducted by factory-trained instructors with experience in presenting this material.

d. Classroom training shall be conducted using a network of working controllers representative of the installed hardware. Recorded training sessions and

documentation shall be made available in an accessible digital format.

G. Electrical, Fire Alarm & Detection Systems

1. The design should provide flexibility and adaptability in equipment and systems for future developments in operation, maintenance, and sustainability.
2. The project should avoid the use of proprietary technology and utilize user-friendly technology to increase performance and reduce maintenance efforts and expenses, where possible.
3. After-market service should be considered a high priority for these systems and the project should utilize service agreements with vendors to provide service above the current service provisions in the County.
   a. A vendor service plan should be established prior to vendor engagement.
4. The design should consider equipment installations that can be centrally monitored and maintained by the facilities staff.
5. The electrical feed from the Historic Courthouse should be sub-metered prior to serving the new building.
6. Electrical Meters
   a. Install systems to monitor energy use at the dedicated whole-building level and establish reporting protocols. Data from energy meters shall be stored for at least 1 year.
   b. Implement advanced sub-metering for key systems (e.g. heating, cooling fans, pumps, lighting, receptacles).
   c. Refer to SDS (Exhibit 08) page 13-14 for additional guidance.
7. Deman Response and Load Management
   a. Designer to review the utility rate structure to understand peak demand charges and design systems to reduce peak energy usage through basic operational adjustments, such as optimizing equipment schedules or staggering equipment start-up times.
   b. Design the building to be demand response (DR) capable by incorporating infrastructure that enables participation in DR programs (such as ability to lad shed within the BMS) and ensuring control systems can receive and respond to external DR event signals. Undertake analysis of estimated energy utility costs using utility rate structure for the project.
   c. Summary of the above noted demand response strategy and analysis to be included in the design documents.
   d. Refer to SDS (Exhibit 08) page 15 for additional guidance.
8. A detailed and relevant preventative maintenance plan shall be developed for the County courthouse complex facilities team and connected to the Computerized Maintenance Management System (CMMS).
9. A Supervisory Control and Data Acquisition (SCADA) system should be explored and discussed with Milwaukee County as an Electrical Power Monitoring and Control system, including a front-end web interface and centrally managed data collection service to collect data every 15 minutes from a local building server.
   a. The SCADA system shall be tied into the BAS.
10. The Milwaukee County System server will pull data from the local server via Secure File Transfer Protocol (SFTP). All building metering shall be hardwired back to the SCADA cabinets. All SCADA, power monitors, and associated devices must communicate back to the Milwaukee County System centralized server hosted in the main telecommunications room. When selecting assets and products, high-grade assets and products should be valued over lower cost assets and products.

a. The Milwaukee County facilities team prefers SquareD products, where possible.

11. Quick Open (QO) breakers should include a red flag indicator to notify the facilities team when a breaker has tripped. This feature is not present in the existing systems.
12. When setting up the CMMS, it should track vendor maintenance activities and have a record kept on the County servers.
13. The fire alarm system shall be capable of sending system alarms and event notifications via text messaging and email services.
14. Key switches shall be included with duct detectors.
15. Additional circuits shall be included to ensure room for future use.
16. This project should include the development and solution of creating panel schedules that do not consistently go obsolete.
17. Redundancy should be focused on critical systems, the medium primary voltage level, and low voltage distribution.
18. Evaluate the load requirements to determine the critical loads of the generator. The generator sizing is to be explored to understand the cost of adding other building systems such as HVAC and building controls.
    a. Systems to be included on back-up generator power:
        i. Code required systems (fire suppression, emergency lighting, surveillance and intrusion detection systems, etc.).
        ii. Secure pathways and equipment.
        iii. Security command center.
        i. Elevators.
    b. Equip critical buildings with emergency systems capable of maintaining essential operations for at least 72 hours. Refer to SDS (Exhibit 08) page 39 for additional guidance on emergency preparedness.

2. Lighting
    b. LED lighting systems shall meet or exceed ASHRAE 90.1-2022 requirements.
    c. Ensure any necessary requirements for rebates under the Focus on Energy utility program are included in the project design (e.g., lighting products must have the brand, model/catalog number(s), specification sheet(s), and invoicing match their respective Design Lights Consortium (DLC) product listing).
    d. All light fixtures shall be listed in the Design Lights Consortium database, unless a specific exception is given in writing from the owner.
    e. Design to achieve 10% lower interior lighting power annual energy when compared to the ASHRAE 90.1-2022 prescriptive requirements for lighting power density and controls. Designer to provide calculation to owner for confirmation. Suggested strategies to achieve 10% reduction:
        i. Low power density luminaires.
        ii. Optimized design layouts and surface finishes.
        iii. Day light harvesting
        iv. Tunable lighting systems.
    f. Refer to SDS (Exhibit 08) page 12 and 13 for further owner guidance.

19. Preferred Equipment and System Manufacture
    a. Fire Alarm and Detection
        i. Honeywell
        ii. Or equivalent equal approved by Owner prior to submitting bid. The proposed system shall support integration with the existing Honeywell

system or provide a viable alternative to ensure unified operation across the Courthouse Complex. Milwaukee County Risk Management team to be consulted on this given scenario.

iii. The vendor must provide local support, including 24-hour on-call service with a clearly defined urgent response time. Once a service call has been administered, the service provider should respond within 24hrs.

iv. The vendor shall provide Milwaukee County with a proposed service contract, including an option for on-site support throughout the first year of operation. Additional options shall be provided showing options beyond the first-year agreement.

g. All VFDs shall be ABB.

20. Renovation Specific
    a. The current configuration of power is through the Historic Courthouse and then distributed to the Public Safety Building. This configuration should be explored through the design process to ensure efficiency and redundancy across the system.
    b. Any UPS installed should include maintenance bypass switching.
    c. The renovations at the existing courthouse complex should include improvements to the lighting levels throughout the building with LED lighting and daylighting where possible.
    d. Remove all unused low voltage cabling from the courtrooms.
21. New Construction Specific
    a. The design should place the UPS upstream of the transformer. This configuration is not in place at the existing courthouse complex.
    b. The project design should consider the inclusion of dual electrical feeds from separate substations.

H. Physical and Electronic Security Systems

1. The design should be balanced to be open and welcoming while maintaining a focus on physical and electronic security. It should be a secure design, but not intimidating and overwhelming.
    a. All server rooms shall be a minimum of 2 doors away from any public space. Server rooms shall not be accessible through a public corridor.
2. The physical and electronic security systems designs should promote safety and efficiency throughout the facility.
3. The security systems should integrate alarm systems.
    a. All security alarms shall be combined into one platform.
    b. All facility alarms shall be integrated into the security system platform and the system shall receive all troubles.
4. A centralized uninterruptible power supply (UPS) system shall be evaluated by the design team in lieu of a distributed UPS system. The design team should collaborate with the Milwaukee County team to make a final decision.
5. Access control is preferred over keyed control throughout the facility.
    a. The access control system should allow for designating certain card holders (i.e. vendors) with access to their equipment and space only, and not other areas or equipment. The County IMSD should be responsible for providing these access cards and monitoring traffic to avoid interrupting proceedings.

6. The design team should consider working towards further integration of an electronic security system with the goal of being able to centralize monitoring and integrate systems on a central platform.
7. The design and system selection should consider mass notification requirements relating to electronic security integration, often included in the fire alarm system. The system shall be capable of sending alarms and event notifications via text messaging and email services.
8. The design should leverage opportunities in the security system, both physical and electronic, to support efficient operations.
9. Access control, door control, cameras, and HMIs shall maintain an Annual Service Agreement with the installing vendor.
    a. The vendor must provide local support, including 24-hour on-call service with a clearly defined urgent response time. Once a service call has been administered, on-site response time shall be no longer than 4 hours and no longer than 2 hours vie phone response.
    b. The vendor shall provide Milwaukee County with a proposed service contract, including an option for on-site local support throughout the first year of operation. Additional options shall be provided showing options beyond the first-year agreement.
10. Regular software updates and support for control systems are in place and include software protocol updates every 30 days maximum.
11. The project should develop a plan to handle equipment and obsolescence, such as an annual assessment of recommendations for a capital improvement plan based on a 5-year life cycle as obsolescence occurs in most systems in a 7-year range.
12. There is currently no standard for the location of access controls. The design should balance access control with cost and utilize an integrated card for both ID and access control.
    a. Card Access Control should be used on exterior doors, department suite entry doors, IT closets, mechanical & electrical rooms and staff-only secure rooms.
    b. Card Access Control is not required on individual offices, conference rooms, and non-secure public or communal spaces.
13. The project should identify intrusion detection needs and responders, County or Milwaukee Police Department (MPD) responsibilities.
14. Duress alarms should be routed through the County 911 service center to direct local staff in the courthouse complex.
15. The design should incorporate flexibility of equipment and equipment requirements when planning space and infrastructure support for screening areas.
16. Camera storage (PRIM) protocol for Public Safety (inmate movement) is 90 days, other areas require 30 days of storage.
    a. The design should utilize fail over servers for cameras and evidence management systems.
17. Access Control (not PRIM) should use virtual servers for storage with fail over to Disaster Recovery (DR) site. This allows for redundancy if the head end goes down, local controllers still work.
18. Spare parts should be provided by the contractor through a leasing program and include a readily available part to be swapped in case of failure. The leasing program should also include measures to ensure equipment is modern to avoid obsolescence.
19. Any cameras selected should be compatible with artificial intelligence (AI).

20. The design and system selection should consider the uses and policy relating to the use of Amber Box type technology in the new facility.
21. The existing security & surveillance standards should be used for this project, following review of Milwaukee County personnel. See Exhibit 09 for more information.
22. To avoid security risks, devices shall be labeled to note what each device supports and what vendor(s) has access to the device.
23. The relocation of the County-wide security command center from new Coggs to new courthouse should be evaluated to determine the best location.
    a. New command center shall be on generator power and UPS to maintain continuous power.
24. Back-up Emergency Power shall be provided to all critical systems and equipment.
    a. A UPS shall be utilized for devices that require continuous power.
25. Elevators should be provided for different user groups based on level of security, including:
    a. Public
    b. Secure personnel / defendant
    c. Staff
    d. Judge
26. New Construction Specific
    a. The County currently owns and operates screening equipment, mostly through the Sheriff's office. The project should consider leasing equipment after testing the Evolve Screening system as proof of concept.

I. Information Technology (IT) Systems

1. IT System Integration
    a. Each courtroom requires 3 network connections – Milwaukee County, State of Wisconsin, and the District Attorney's Office.
    b. An integration standard has not been developed for Milwaukee County.
    c. Security protocols should be developed for integration.
        i. The engineering team should consider integration for IT systems, such as detention security electronics, security electronics for courts, A/V components, and IT electronics. The County will need to provide direction on what is acceptable for these designs and systems.
2. Redundancy and Resiliency
    b. Redundancy and resiliency should be discussed further with the Milwaukee County team and Tahir Hassan during project programming.
    c. Criminal Justice Information Services (CJIS) standards and Digital Audio Recording (DAR) standards have been developed for core rebuild areas for resiliency and continuity in operations.
    d. The DAR recording system should be utilized as a redundant system in the courthouse complex. The DAR system is County owned.
    a. Genetic systems should be considered for redundancy.
    b. Flexibility and future expansion should be considered during the design of this system. Cabling should be easily accessed and moved if needed.
3. Network bandwidth should be required to have a high capacity at a minimum of 10GB backbone.
4. The design team should include additional network jacks in the courtrooms to support various equipment, addressing consistent Wi-Fi issues caused by interference.

5. A risk review of the network should be performed with a security specialist to focus on system connectivity.
    a. DAR has a security camera associated with the system that should be reviewed.
6. The requirements for remote access of the operational technology systems and wireless equipment should be reviewed to determine the equipment required to connect to the network.
7. There are equipment rack space standards in development that should be utilized during system design.
8. Data Closets & Data Centers
    a. Outsourcing to data centers to minimize onsite footprint should be considered during design and system selection.
9. IT Operations & Equipment
    a. Equipment locations should be optimized for service, maintenance, and noise levels in and around courtrooms.
    b. There should be a dedicated enterprise Wi-Fi Access Points (WAP) in each courtroom, cellular signal boosting throughout and vast Wi-Fi coverage is also necessary for courthouse proceedings.
    c. Wi-Fi connectivity is a problem throughout the whole courthouse and should be viewed from a facilities maintenance perspective in conjunction with general court proceedings.
    d. IT spaces should be accessed via access control, not keyed entry.
    e. Equipment should be separated based on user and maintenance requirements with lockable cabinets for specific systems and security purposes.
    f. Asset Management
        i. The project should include a replacement schedule over the next 5-10 years including recommendations to replace critical items.
        ii. The project should include an asset list and create a delineation of responsibility for the County IMSD versus Facilities capital replacement and maintenance. Asset examples are data racks, UPS, CRAC units, and other IT related equipment.
    g. There are audio/visual standards being developed and these standards should be utilized for this project.
        i. There is an existing standard for conference rooms that should be utilized.
    e. Distributed Antenna System (DAS): The design team should explore the need for a DAS based on survey during construction.
10. Renovation Specific
    a. Data Closets & Data Centers
        i. There are cooling issues in the existing courthouse complex IT rooms. The project should consider the development of IT room air-cooling standards.
    b. Due to a lack of bandwidth, additional network extenders and wired connections should be added throughout the courthouse complex.
11. New Construction Specific
    a. The new construction systems should merge and work with the existing courthouse complex systems.

b. The County's preferred technology vendor(s) should be included in the electrical specifications as this vendor has been utilized on multiple County projects for horizontal and structured cabling.
c. The new building should be considered for the new main location for the County data center. It is desired to view the project as it impacts the courthouse complex, not only the new building.
d. The design should consider future expansion, accessibility, and simplicity of conduit runs and floor box access.
e. Cabling standards developed by the County should be used, the standards include existing cabling color standards and parts lists.
f. A responsibility matrix should be developed for IT systems, to define the split of responsibilities between County IMSD staff, State of Wisconsin IT, construction manager and others regarding equipment procurement, installation, testing and commissioning.
    i. This has been completed for the recent DHHS Coggs project and should be replicated for the courthouse complex after the programming phase has been completed.
g. CJIS requirements should be utilized for sheriff's office compliance.

VII. Building Occupant and O&M Personnel

A. Facilities Team Personnel
1. The Milwaukee County courthouse complex is managed and operated by the Facilities Operations & Maintenance Section, which falls under the Department of Administrative Services' Facilities Management Division.
2. Post construction, annual testing and upkeep of the systems and equipment shall be addressed by the engaged subcontractors as related to the relevant systems and equipment following the occupancy of the building.

B. DAS-FMD O&M Section Services and Responsibilities
1. Corrective and Preventative Maintenance
2. Property Management
3. Tenant Services
4. Housekeeping
5. Refuse and Recycling
6. Grounds Maintenance and Snow Removal

C. Operator Training
1. Operator training should be tailored to the specific needs of the facilities management team assigned to operate the facility. The training should allocate less time to equipment the team is already familiar with and focus more on new systems and equipment.
2. The training should address both the system level and the equipment level. Understanding the system's design intent before delving into the details of individual equipment will promote more effective operations.
3. All training should be conducted by experienced instructors and include a combination of fieldwork and classroom learning.
4. Specific training requirements for individual systems and equipment will be defined after the programming phase has been completed.

D. O&M Manual
   1. All Operating and Maintenance manuals shall provide the information needed to understand startup, operate, maintain, shut down, and repair equipment, assemblies, and systems used on the project. At a minimum, the O&M manuals shall include but not be limited to:
      a. Basic Description
      b. Name, address and contact information for the manufacturer and local representative.
      c. Startup, shut down, and operating instructions.
      d. Parts list
      e. Specific maintenance information for actions taken, materials used, and required frequency.
      f. Troubleshooting guide and instructions.
      g. Name, address, and contact information for the authorized service and repair providers.
      h. Be easily searchable and bookmarked by section.

E. Project Record Documents
   1. Upon completion of installation, submit three (3) hard copies of record (as-built) documents and (1) digital searchable copy. The documents shall be submitted for approval prior to final completion and shall include:
      a. Project Record Drawings. As-built versions of the submittal shop drawings provided as files in electronic media and as 11" x 17" prints.
      b. Testing and Commissioning Reports and Checklists. Completed versions of reports, checklists, and trend logs.
      c. Complete original-issue copies of furnished software, including operating systems, custom programming language, operator workstation software, and graphics software.
      d. Licenses, guarantees, and warranty documents for equipment and systems.
      e. BIM model for future O&M activities

F. Asset Management and Preventative Maintenance
   1. All building equipment should be entered into the existing asset management and work order systems in accordance with the standards defined by the County, including equipment tagging.
   2. A preventative maintenance plan should be developed for all major systems and equipment.

Exhibit 01 – Milwaukee County IJCC Project Management Plan

V1

Investing in Justice: Courthouse Complex Planning

PROJECT MANAGEMENT PLAN

OFFICE OF STRATEGY, BUDGET & PERFORMANCE

MILWAUKEE COUNTY | 901 N. Ninth Street, Milwaukee, Wisconsin

Investing in Justice: Courthouse Complex Planning

TABLE OF CONTENTS

Courthouse Complex Background 3
- Public Safety Building Risks 3
- Current State Uses 3
- Public Safety Continuum 3
- Challenges & Recommendations 4

Investing in Justice: Courthouse Complex Planning 4
- Project Vision 5
- Project Mission 5
- Strategic Alignment 5
- Aspirations 5
  - Project Goals 6

Project Management Plan 7
- Project Management Structure 7
- Project Roles & Responsibilities 8
  - Project Management Role 8
  - Work Group Role 9
  - Advisory Council Role 11
  - Milwaukee County Leadership Role 11
- Project Plan Structure 12
- Project Meeting Structure 12

Project Work Group Descriptions 13
- Stakeholder Engagement Work Group 13
  - Stakeholder Engagement Work Group Structure 13
  - Stakeholder Engagement Work Group Objectives 13
- Funding & Finance Work Group 15
  - Funding & Finance Work Group Structure 15
  - Funding & Finance Work Group Objectives 15
- Design & Construction Work Group 17
  - Design & Construction Work Group Structure 17
  - Design & Construction Work Group Objectives 17

Justice Policy & Program Work Group 19
Justice Policy & Program Work Group Structure 19
Justice Policy & Program Work Group Objectives 20
Project Governance 21
Decision-Making Process 21
Decision-Making Flow 21
Role of the Centralized PMO 21
Design-Making Definitions 21
Change Order Management 24
Risk Management Process 24
Documentation and Record Keeping 24

COURTHOUSE COMPLEX BACKGROUND

As an administrative arm of the state, Wisconsin statutes require Milwaukee County to perform many functions for the state. The state of Wisconsin sets specific standards that counties must abide by including providing space for various courts and programs. Within the Courthouse Complex, the Public Safety Building is the facility where Milwaukee County delivers many of these mandated services, such as criminal courts, the District Attorney office, public defenders, pre-trial services, and more. After nearly a decade of assessing a multitude of facility and operational challenges, Milwaukee County has identified a critical need to re-envision and invest in the Courthouse Complex facilities.

The current Public Safety Building is crumbling, inefficient, and poses risks to community safety and justice[1]. Therefore, it requires removal and replacement with a new building that will house criminal courts and other services. Due to the integrated nature of the Courthouse Complex facilities, a new building necessitates renovations in the Historic Courthouse and Criminal Justice Facility as well.

Current State Uses

The existing Milwaukee County Public Safety Building was built in 1929 by and for the City and County. Milwaukee County fully took over the building in 1971. The 322,000 square foot building is home to the Milwaukee County criminal courts, County Sheriff and District Attorney's offices, and other related uses. Milwaukee County is the largest circuit court in the State with 47 branches and 22 court commissioners:

- Milwaukee County's total incoming cases in 2022 was 107,305
- 14.7% of all incoming cases in WI are facilitated in this building (more than Dane, Waukesha, and Brown combined)

Public Safety Continuum

Milwaukee County plays a critical role in the public safety continuum by coordinating and delivering various services that ensure the safety and well-being of its residents. These services are often facilitated in county facilities, such as the Public Safety Building, as well as within the community.

Public Safety Building Risks

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- Supreme Court Rule #68
-

[1] Hammel, Green and Abrahamson Architects, Justice Planning Associates, and IBC Engineering. (2016, February 8). Milwaukee County Courthouse Project Final Report.

To effectively support community safety, it is critical that key County facilities are conducive to conducting pretrial release and supervision as well as court processing and backlog remediation effectively.

Milwaukee County Public Safety Continuum

- Community-based Prevention
- Law Enforcement Response to Crime
- Arrest and Custody
- **Pretrial Release and Supervision**
- **Court Processing and Backlog Remediation**
- Safe and Successful Reentry

When facilities are inadequate for supporting pretrial services and supervision programs, like in the Public Safety Building, more individuals are detained in jail while awaiting trial, leading to overcrowding and increased operational costs. Keeping more people in jail before trial places a heavy financial burden on taxpayers and disrupts the lives of those who might otherwise be safely released under supervision.

Inadequate court facilities directly impact the efficiency and fairness of the justice system during court processing and backlog remediation as well. Insufficient defendant transport routes, inadequate technology, and outdated facilities lead to delays in case processing and mistrials, causing court backlogs to build. Specifically, interactions in common corridors for defendants, juries, victims and their families compromise the integrity of court proceedings and jury neutrality. This results in justice being delayed for all parties involved—victims, defendants, and their families.

Challenges & Recommendations

The building is severely outdated, functionally obsolete, has significant public safety and security issues, and does not reflect the quality of service for which the County is responsible. There is over $75M in deferred system replacements, not including code and safety issues.

Upgrading the building to current code would cost an estimated $150M, which still would not address inefficient and unsafe layout of the facility. With inflationary factors considered, deferred maintenance and code compliance upgrades would cost an estimated $334M without resolving unusable, obsolete building space issues.

The 2016 Milwaukee County Courthouse Advisory Group recommended replacing the Public Safety Building with a new building that will house criminal court services. Due to the integrated nature of the Courthouse Complex facilities, this necessitates renovations within the Historic Courthouse and the Criminal Justice Facility to maximize efficiency and resources. These recommendations were later confirmed in a 2019 follow up study during a later phase of project planning.

INVESTING IN JUSTICE: COURTHOUSE COMPLEX PLANNING

The necessary replacement and renovations within the Courthouse Complex present a unique opportunity for Milwaukee County to consider how to improve outcomes for all those who interact with the justice system by reducing future case backlogs, efficiently connecting individuals to necessary services, and providing a safe environment for all. By engaging key stakeholders and applying an intentional design focus, strides can be made to build justice system improvements within this capital endeavor.

Project Vision

A welcoming and adaptable Courthouse Complex that embodies justice, equity, safety, and community well-being and addresses the holistic needs of the public, systems-involved individuals, and staff now and in the future.

Project Mission

Our mission is to create welcoming Courthouse Complex facilities that prioritize equity and the needs of the Milwaukee community. We will do this by fostering safety, accessibility, efficiency, and restorative practices through an adaptable design that is informed by stakeholder engagement and accommodates state-mandated services and comprehensive resources that uphold justice and fairness for everyone.

Strategic Alignment

Milwaukee County's vision, **by achieving racial equity, Milwaukee will be the healthiest County in Wisconsin**, acts as the foundation to the Investing in Justice: Courthouse Complex Planning Project and its vision, mission, and goals. The current structures do not meet standards required to fulfill state mandates, nor serve the community with dignity and efficiency. Removing the Public Safety Building and renovations throughout the Courthouse Complex is not a matter of if, but when.

The project will advance and emphasize Milwaukee County's strategic efforts in the following pillars:

Create Intentional Inclusion	• 1C: Increase the number of County contracts awarded to minority and women-owned businesses.
Bridge the Gap	• 2A: Determine what, where and how we deliver services based on the resolution of health disparities. • 2B: Break down silos across County government to maximize access to and quality of services offered. • 2C: Apply a racial equity lens to all decisions.
Invest in Equity	• 3B: Enhance the County's fiscal health and sustainability.

Aspirations

Built nearly 100 years ago, the current facilities do not meet modern needs for supporting the safety of our region, the health of our community, nor the rehabilitation of our neighbors. The existing facilities present significant public safety, accessibility and security issues. Milwaukee County will approach this planning work intentionally and with community input to ensure that the Courthouse Complex supports efforts to advance better outcomes for our community. Any significant work on facilities will be a multi-year process.

Project Goals

The Investing in Justice: Courthouse Complex Planning Project has identified a set of ten comprehensive goals that balance functionality, efficiency, community needs, sustainability, and future-proofing. By covering these essential aspects, Milwaukee County will ensure the project results in Courthouse Complex facilities that are both functional and addresses the holistic needs of the community and the justice system.

1. Ensure Safety and Security
    - **Goal:** Prioritize the safety of staff, visitors, victims, witnesses, and persons in custody through advanced security measures and facility design.
    - **Impact:** Visitors, staff, and justice-involved individuals will experience a safer environment, reducing anxiety and providing a secure atmosphere for everyone involved in courthouse complex activities.
2. Support Community Well-being
    - **Goal:** Design the courthouse complex to offer integrated services that address the broader needs of the community, such as legal aid, mental health support, and community engagement.
    - **Impact:** The courthouse complex will provide holistic services, helping the public address broader needs while fostering a supportive, community-oriented environment.
3. Promote Accessibility and Inclusivity
    - **Goal:** Ensure the courthouse complex meets the diverse needs of the community, including full ADA compliance and equitable access to justice for all.
    - **Impact:** All individuals, regardless of ability or background, will experience easy access to courthouse complex services, fostering inclusivity and fairness.
4. Enhance Operational Efficiency
    - **Goal:** Streamline processes and integrate advanced technologies to reduce wait times, improve case management, and increase productivity.
    - **Impact:** People will spend less time waiting and staff will work more effectively, resulting in faster service, smoother operations, and a more efficient, user-friendly courthouse experience.
5. Stakeholder Engagement and Communication
    - **Goal:** Involve court users, staff, and the public throughout the design phase to ensure their needs and concerns are addressed.
    - **Impact:** Ongoing communication will result in a courthouse complex that reflects the needs of the community, fostering transparency and trust in the project.
6. Design for System Outcomes and Future Adaptability
    - **Goal:** Create a flexible facility layout that supports improved justice system outcomes and can adapt to future changes in technology, court processes, and the delivery of services.
    - **Impact:** The courthouse complex will be future-proofed, ensuring it remains effective and relevant as justice system needs evolve.

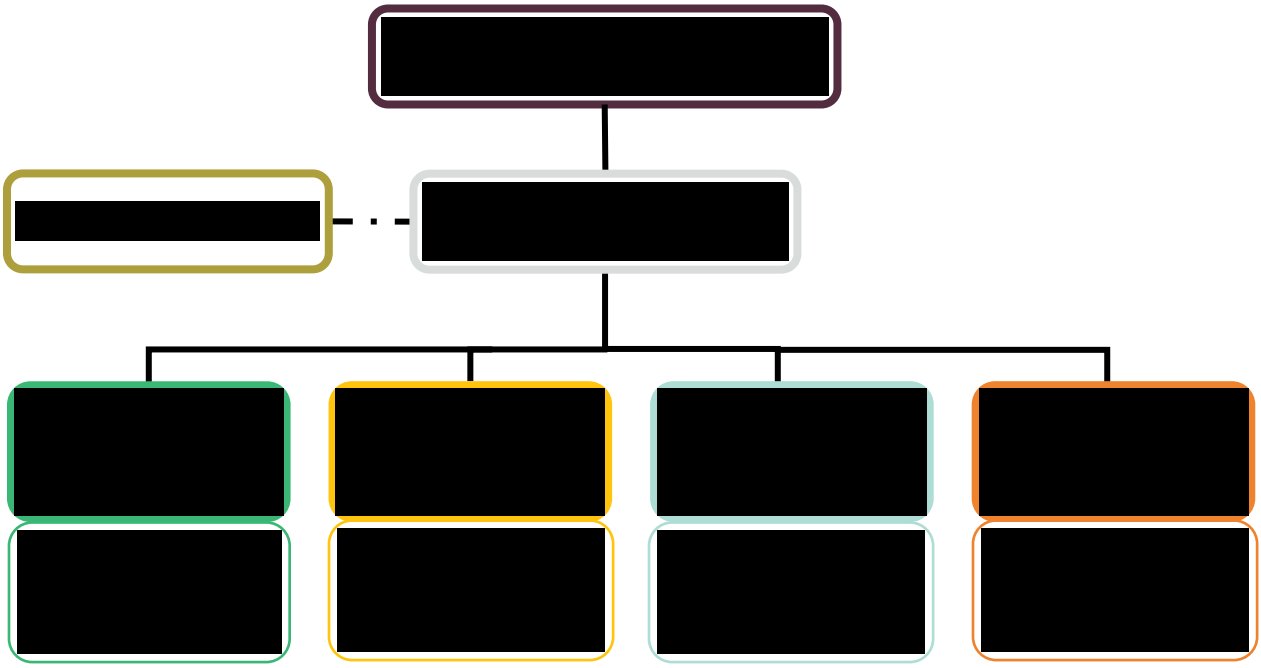
7. Financial Responsibility and Cost Efficiency
    - **Goal:** Manage the project within budget and on time, control for risks, and evaluate all options to achieve a fair cost share that minimizes costs for Milwaukee County taxpayers.
    - **Impact:** The project will be fiscally responsible and engage additional funders, earning public trust by delivering a high-quality facility without unnecessary cost overruns.
8. Advance the Organization's Climate Policy
    - **Goal:** Align the project with Milwaukee County's Climate Action 2050 Plan, incorporating sustainable materials, energy-efficient systems, and green building practices.
    - **Impact:** Visitors and staff will benefit from a more sustainable, eco-friendly courthouse complex, contributing to a healthier environment and long-term savings.

PROJECT MANAGEMENT PLAN

Project Management Structure

Key project activities will be organized into four work groups which will be coordinated by the Office of Strategy, Budget & Performance (SBP) Project Management Office (PMO). Each work group reports out to the PMO and interacts with it for guidance, resources, and coordination. While the work groups focus on specific areas of the project, the PMO ensures alignment and integration of their efforts to achieve project objectives. Milwaukee County leadership within the County Executive's administration will provide strategic guidance and decision-making leadership throughout the project, while the Advisory Council will act as the recommending body.

Diagram A: Structure of Support



Project Roles & Responsibilities

Project Management Role

The relationship between the PMO and the work groups is one of coordination, support, and oversight. The PMO will convene a core project team, composed of representatives from the work groups, to aid in fulfilling this role. The central point of contact for the PMO is the Director of Project and Performance Management. The Director will provide overarching project leadership to the initiative. The SBP-PMO Senior Manager will act as the lead project manager, supporting the work groups and implementation of established processes and systems.

Director of Project & Performance Management: This position is responsible for ensuring systems, processes, and resources are in place to track project health, escalation progression, and decision-making that advances beyond the core project team. The Director ensures that reporting reflects broader organizational priorities, assists in navigating political complexities, and upholds the professionalism and branding expected by senior leadership. Overall, the Director is accountable for ensuring the appropriate systems and strategic framework (i.e. goals, mission) are in place to effectively advance the initiative and engage individuals at the appropriate levels.

Senior Manager: The Senior Manager is responsible for ensuring establish systems and processes are implemented with fidelity by the work groups and contracted firms. Coordination, support and oversight of work group operations will be conducted by the Senior Manager. The Senior Manager will establish effective communication protocols and support work groups by providing clear guidance, facilitating core work group meetings, assisting in work plan development and prioritization, and offering technical and process guidance. The Senior Manager is responsible for the tactical creation of reporting and ensuring any reporting capture all relevant details, including progress, risks, and timelines, etc. and will often present content to audiences.

Collectively, these two positions assume the roles and responsibilities of the PMO as described below.

A. Coordination:
   - The PMO serves as the central hub for project management activities, coordinating the efforts of the four work groups to ensure alignment with project objectives, timelines, and budgetary constraints.
   - Work groups report their progress, milestones, and challenges to the PMO on a regular basis through a centralized project management workspace, providing updates on their respective areas of responsibility, and seeking guidance or assistance as needed.

B. Support:
   - The PMO provides support to the work groups by offering resources, tools, and expertise to help them perform tasks effectively.
   - This support includes providing access to project management platform, facilitating communication and collaboration between work groups, and offering guidance or facilitation on project management methodologies and best practices.

C. Oversight:
   - The PMO maintains oversight of the overall project, ensuring that each work group is fulfilling its responsibilities and adhering to project plans, schedules, and quality standards.
   - The PMO monitors key performance indicators, identifies risks and issues, and takes proactive measures to address any deviations from the project's objectives or milestones.

D. Decision-making:
   - While work groups are responsible for executing specific tasks and deliverables within their respective domains, the PMO plays a key role in facilitating decision-making processes that affect the project as a whole. *Reference Project Governance.*
   - The PMO will convene core project team meetings with work group leads to discuss and resolve cross-functional issues, make strategic decisions, and align on project priorities.

E. Reporting:
   - The PMO is responsible for coordinating with the Executive Sponsor for reporting on project progress to County leaders including the County Executive's office, County Board of Supervisors, and other elected offices.
   - The PMO will also be responsible for facilitating advisory council meetings, providing project health updates, and soliciting recommendations from the body for key project decisions. Reports will be delivered by the Director, Senior Manager, and other key project team members, depending on the audience.

Work Group Role

The project work groups will identify and lead the major activities associated with this project. The four groups will lead distinct efforts and engage internal and external experts to advance their domain. In most cases, the work group efforts are delineated further into subgroups to better organize and focus on specific components of the work group. Therefore, most work groups will have a Work Group Leader in addition to multiple Subgroup Leads.

Ensuring equitable representation among work groups is critical to achieving a project that truly meets community and operational needs. Work group membership will reflect diverse perspectives and be equitable in the races, genders, departments, and levels of the organization represented. Including diverse departments and roles ensures that those with firsthand knowledge of community perspectives can actively contribute to decision-making processes. Note, department-level engagement deepens during the Design Phase of the project which requires input from an expanded and robust group of internal and external stakeholders.

Within work groups, equitable representation not only promotes inclusivity, but it fosters a more collaborative, informed, and community-centered approach, strengthening the project's effectiveness and community acceptance. We will put this into practice by recruiting group membership that emphasizes diversity in position, tenure, demographics, and community knowledge.

Work Group Leader Role

The work group leads play a crucial role in managing and overseeing the activities of their respective work groups within the larger project management structure. Work group leads are active members of the core project team. The Work Group Leader will relay recommendations or decisions made by the group to the core project team.

A. Planning and Direction:
   - Define the objectives, priorities, and goals of the work group in alignment with the overall project vision.
   - Develop work plans, schedules, and resource allocation strategies to guide the work group's activities and ensure the achievement of desired outcomes.

B. Team Leadership and Management:
   - Recruit, assemble, and lead a team of professionals with the necessary skills, expertise, and experience to execute the work group's tasks and deliverables.

- Provide clear direction, guidance, and support to team members, fostering collaboration, innovation, and accountability within the work group.
- Solicit feedback from team members and stakeholders, evaluate lessons learned from past experiences, and incorporate best practices and emerging trends to enhance the work group's performance.

C. Task and Project Execution:
- Oversee the execution of tasks, projects, and initiatives within the work group's domain, ensuring that deliverables are completed on time, within budget, and to the required quality standards.
- Monitor progress, track milestones, and address any obstacles that may arise during implementation, taking proactive measures to mitigate risks and ensure project success.
- Participate in risk identification and assessment, implement risk responses, and report new risks to the core project team.

D. Communication, Performance Monitoring, and Reporting:
- Prepare and present reports, updates, and recommendations to project stakeholders, the Advisory Council, and the PMO to inform decision-making and ensure transparency and accountability. Escalate issues or decisions that require further input by the core project team. Be available for report outs with the PMO to the County Executive's Office and County Board of Supervisors.
- Facilitate effective communication, collaboration, and coordination among stakeholders, ensuring that their input, feedback, and concerns are addressed in a timely and responsive manner.

Subgroup Lead Role

The efforts of each work group are organized into subgroups, where needed, which will be led by a member of the work group. The subgroup lead will be responsible for supporting the work group lead and team by overseeing a specific subset of the team's activities or projects and engaging with individuals to ensure an effective plan is developed and implemented to achieve the goals of the subgroup.

A. Team Support and Development:
- Support the work group by developing major milestones necessary to successfully implement the specific subset work and contribute to the work group's project plan.
- Participate in the processes set forth by the work group leader related to Planning & Direction (above).
- facilitating decision making, delegating tasks, and if necessary, act as an approver.

B. Communication:
- Serve as a liaison between the subgroup and the work group, facilitating information flow and updates.
- Participate in the processes implemented by the work group leader related to Task and Project Execution (above).

C. Subject Matter Expert:
- Provide expertise on project activities or other critical needs to advance the team's work and achieve project milestones.
- Identify key resources to support the work group and overall project needs when necessary and/or convene a group of internal and external experts to inform the efforts.

Advisory Council Role

The Advisory Council plays a key role in providing guidance for the project to ensure strategic decisions are informed by subject matter experts and users of the facility. The Council is chaired by the Chief Judge who will represent the group during meeting planning and strategic decision-making. The Chief Judge will relay recommendations made by the Council to the core project team and Milwaukee County Leadership.

Represented Groups:

- [redacted]

A. Expert Recommendations:
   - Provide strategic guidance and garner consensus on recommendations for strategic decisions that will advance the project.
   - Identify resources to support the completion of project activities through the work groups, as requested by the core project team.

B. Initiative Ambassador:
   - Attend regular advisory council meetings to understand project progress and associated risks to share project information with department staff, leaders and other stakeholders as a project ambassador, advocate, and champion of the project.
   - Ensure perspectives of staff and users within the representative's purview are reflected in group discussion.

Milwaukee County Leadership Role

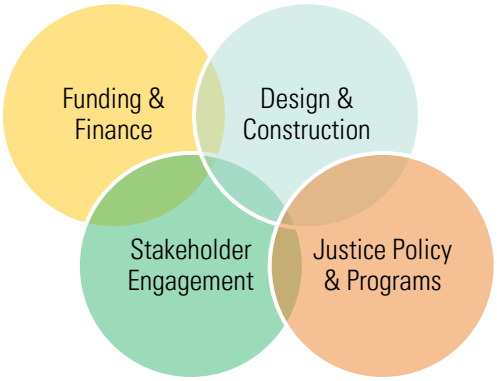
Milwaukee County Leadership is composed of the Department of Administrative Services (DAS) Director, Strategy, Budget & Performance (SBP) Director, and County Executive Office (CEX) representation. Leadership will receive regular updates from the PMO and core project team on project health, major milestones, upcoming decisions, risks, and change orders.

The DAS Director will act as the executive sponsor and engage regularly with the PMO on refining strategy and scope throughout the phases of the project. The executive sponsor will also collaborate with the PMO on presenting project information to the Milwaukee County Board of Supervisors and internal audiences (i.e. cabinet).

A. Decision-Making:
   A. Make final strategic decisions based on recommendations from the advisory council and information shared by the core project team and/or consultants.
   B. Participate in the escalation procedure, risk mitigation process, and change order management process detailed in the Project Governance section.
   C. Articulate project parameters, concerns, political awareness, and requests for more information to the core project team, as needed.

B. Initiative Promotion
   A. Promote the project's progress and success in appropriate venues and disposition project inquiries and feedback to the SBP-PMO.
   B. Promote the project's alignment with the County's strategic plan and vision and advocate for support as opportunities arise.

Project Plan Structure



Work group project plans will be developed by the work groups and shared with the project team for coordination and timeline considerations. Many efforts will require support from more than one work group. When needed, timelines on tasks and major milestones will be adapted to accommodate predecessors and supplementary efforts of work groups. Collectively these plans will be reviewed weekly during core project team meetings to assess progress and accountability.

The Investing in Justice workspace will house work group project plans. Plans are expected to be updated on a weekly basis by work group leaders and identified contractors to ensure transparency and effective automated communications. In many cases, a task in one work group may depend on support from another. As such, accuracy of the work plans is critical.

Project Meeting Structure

To maintain engagement with the aforementioned individuals and groups and advance the project, the following meetings will be facilitates as detailed below.

Meeting Type	Attendees	Cadence	Agenda Items
Core Project Team	Work Group Leads and SBP-PMO team	Weekly	Project health, risks and issues, cross-group coordination
Work Groups (4)	Subgroup Leads and work group members	Varies; Weekly and Biweekly	Project plan health, upcoming and new items, issues
Executive Sponsor	DAS Director, SBP-PMO representatives	Monthly	Project health, escalated items, decisions, agenda setting, milestones
Milwaukee County Leadership	CEX leader, DAS and SBP directors, core project team	Bimonthly	Project health, escalation and decision items, major milestones
Chief Judge	Chief Judge, DAS director, core project team representatives	Bimonthly prior to council meetings	Advisory council meeting agenda, decisions, risks
Advisory Council	Council members, core project team, contracted firms	Bimonthly	Recommendations on decisions, major milestones, new business
Milwaukee County Board of Supervisors	DAS Director, Committee Members, SBP-PMO Leaders	Two Reports Annually	Project health, major milestones, upcoming decisions

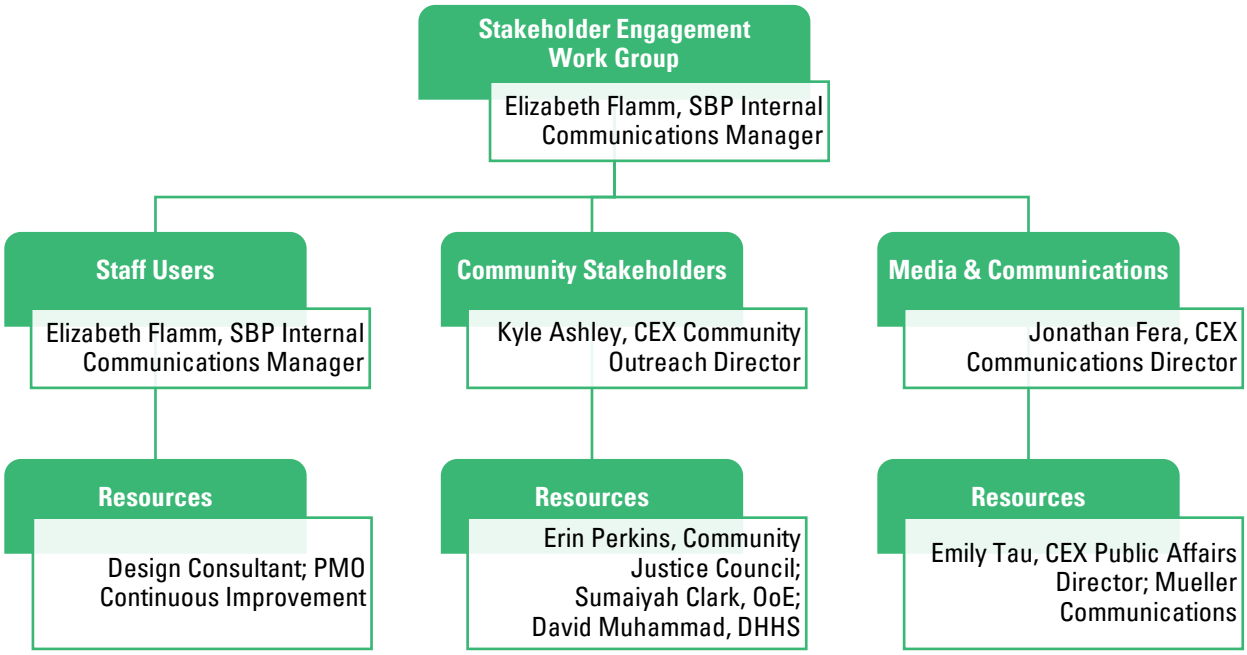
PROJECT WORK GROUP DESCRIPTIONS

Stakeholder Engagement Work Group

This work group will play a crucial role in ensuring that the project meets its objectives by integrating diverse perspectives, facilitating and disseminating communication, and supporting collaboration during process improvement.

Stakeholder Engagement Work Group Structure

The Stakeholder Engagement Work Group is composed of three subgroups focused on staff users, community stakeholders, and media and communications. Subgroups are led and supported by individuals from the following Milwaukee County entities: Office of SBP, Office of the CEX, Department of Health & Human Services (DHHS), and Office of Equity (OoE). The Milwaukee Community Justice Council will also support community stakeholder engagement through coordination with their network of partners and systems-involved individuals.



Stakeholder Engagement Work Group Objectives

Key objectives of the Stakeholder Engagement Work Group include the following.

A. Identify and engage stakeholders

- Inclusivity: Ensure that all relevant stakeholders are identified and involved in the project, including those who are affected by the project and those who can influence its success. Develop an engagement plan to meet the external and internal stakeholder engagement goals set forth by the work group.
- Stakeholder Register: Develop and manage a stakeholder register and process for continual updating. Coordinate engagement with other work groups as needed.

- Communication Channels: Establish and maintain effective internal and external communication channels to keep stakeholders informed and engaged throughout the project lifecycle. This includes, but not limited, to media communication, creating digital platforms for communication purposes, and developing systems to keep employees informed. Responsible for crafting key messages and ensure all work groups are aligned in using those key messages.

B. Facilitate collaboration through process improvement
   - Process Improvement: Act as the coordinator for the design team's process improvement facilitator to connect with key stakeholders to address process improvements in the justice and courts systems.
   - Requirements Gathering: Contribute to the gathering and prioritization of project requirements as needed with the design consultant to ensure that the final deliverables meet stakeholder needs.

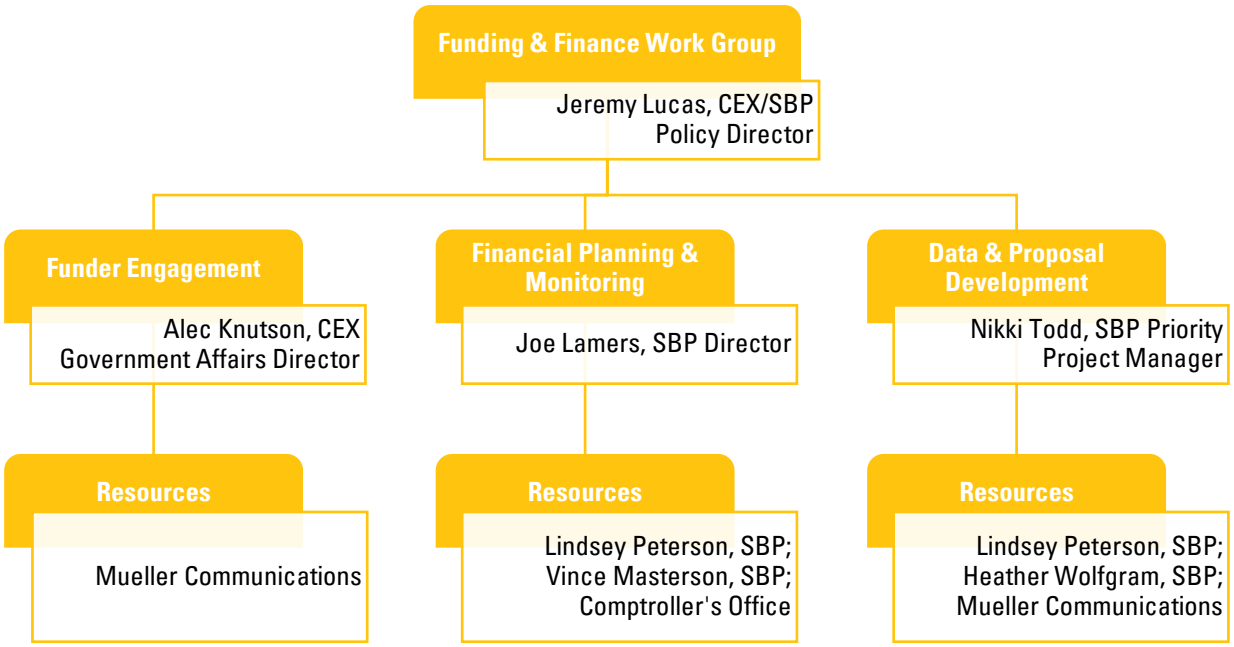
C. Manage media inquiries, branding, and messaging
   - Media: Manage the process around responding to media inquiries and ensure messaging is consistent. Identify key media contacts, pitch stories and project updates, organize press conferences and media briefings, and respond to media inquiries promptly and accurately.
   - Branding: Ensure that the project's branding and image are consistently represented in all communications. Develop branding guidelines, create visually appealing and professional communication materials, and manage the project's public image and reputation.
   - Messaging: Maintain consistency and clarity in all project-related communications to avoid misunderstandings and misinformation. Develop standard messaging and foundational messaging resources and guidelines for all communications, ensure all team members are aware of key messages, and regularly review and update communication materials.

Funding & Finance Work Group

The Funding & Finance Work Group is responsible for securing, managing, and monitoring all financial resources and budgets to ensure the fiscal health of the project.

Funding & Finance Work Group Structure

The Funding & Finance Work Group is composed of three subgroups focused on funder engagement, financial planning and monitoring, and data and proposal development. Subgroups are led and supported by individuals from the following Milwaukee County entities: Office of SBP, Office of the CEX, and the Comptroller's Office.



Funding & Finance Work Group Objectives

Key objectives of this work group center around securing adequate funding for all phases of the project, to include:

A. Research & Recommend funding models

- Research available and plausible diverse funding models to ensure all phases and components of the project are fully financed.
- Determine viability of funding models from comparable facilities throughout the country.
- Compartmentalize project components by funding type to diversify eligible funding streams.
- Produce funding stack scenarios by site location.
- Complete an alternatives analysis for site selection and impact on capital versus operating funds.
- Evaluate criteria for third-party funding tools.
- Coordinate with the design consultant to propose funding scenarios that align with estimated design and construction costs.
- Recommend funding tools and models for implementation

B. Identify and pursue federal, state and private funding sources
   - Engage and maintain strong relationships with key federal, state, local, and private funders to secure financial support.
   - Align funding strategy with project milestones and phases to avoid delays due to financial shortfalls.
   - Provide regular, transparent reports to funders to maintain trust and demonstrate responsible financial management.
   - Leverage and engage Milwaukee County Leaders, Advisory Committee members and strategic allies as necessary to secure financial support.

C. Develop a portfolio of proposal and supplemental materials
   - Create and submit high-quality funding requests by developing compelling, data-driven proposals to attract federal, state, and private funding.
   - Create and maintain a data warehouse of supporting metrics that can be used in proposals and talking points for various audiences.
   - Create collateral to be used by various leaders when promoting the project externally in multiple formats.
   - Collaborate with internal and external offices to ensure fidelity of data used in support of the project.

D. Conduct research and forecasting on fiscal aspects of the project
   - Leverage data for forecasting and scenario planning, ensuring the financial health of the project is continuously assessed.
   - Ensure that the project facilities remain financially sustainable in the long term, addressing operational and maintenance costs.

E. Monitor project budget and use of funds
   - Create and update a financial plan that outlines costs, funding sources, and budget alignment with project scope, working with the Owner's Rep firm.
   - Implement systems to continuously monitor expenses and prevent cost overruns.
   - Monitor and ensure that the project complies with financial regulations tied to funding sources.

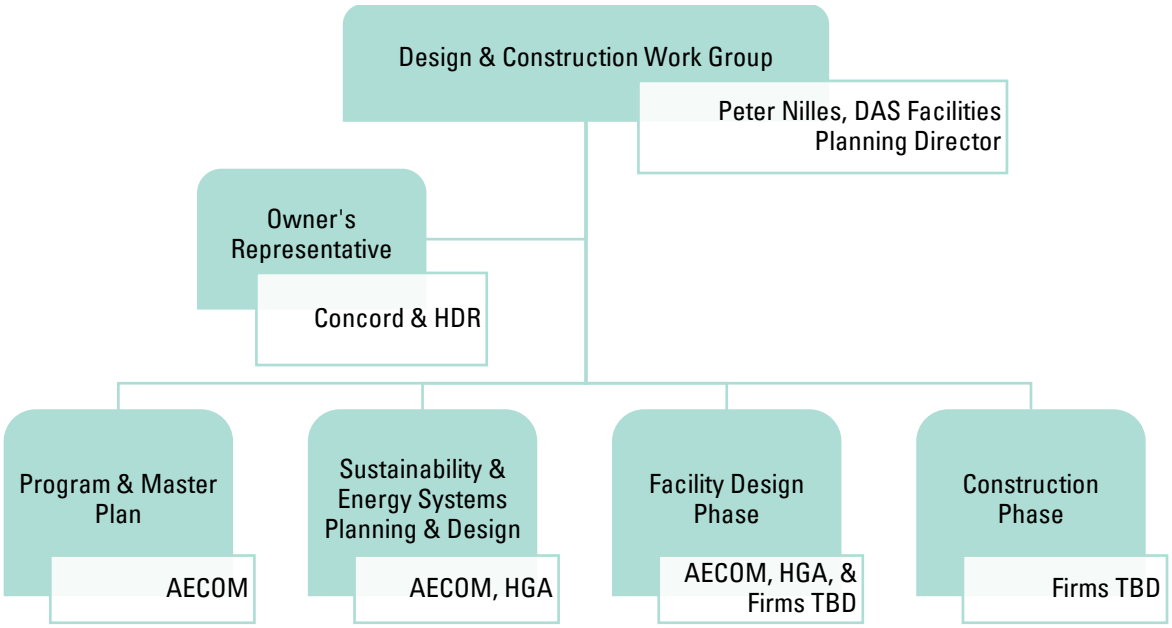
Design & Construction Work Group

The Design & Construction Work Group provides oversight of planning, design and construction activities.

Design & Construction Work Group Structure

The Design & Construction Work Group is responsible for program and master planning, process improvement, sustainability and energy systems planning and design, design and construction documents phase, procurement phase, and construction phase of the project. This work is completed with hired contractors and firms with the required expertise.

The DAS Facilities Management Division will support this work group comprehensively throughout the project phases.



Design & Construction Work Group Objectives

Key objectives of this work group include:

A. Manage design and construction activities
- Retain owner's representative, design and construction consultants and contractors to advance planning, design, energy systems planning, commissioning, and other related design and construction activities, in accordance with Milwaukee County public works ordinances and State of Wisconsin statutes.
- Manage consultants and contractors to track scope alignment, schedule and budget adherence and quality of deliverables.
- Track and address design and construction related project decisions and risks.

B. Lead process improvement efforts
- Manage design consultant in leading process improvement efforts.
- Coordinate with design consultant and participants to identify process improvement targets.
- Apply appropriate Lean Six Sigma process improvement methods to address process improvement targets.

Process improvement: focusing on enhancing specific processes within the justice system to increase efficiency, reduce waste, improve quality, meet specific performance goals, and improve customer satisfaction. It often involves making incremental changes to specific processes with a defined scope. Impact is short to medium term and limited to specific processes.

C. Develop basis of design documents and design standards
   - Develop Owner Project Requirements.
   - Develop sustainability design standards for this project and other County projects.
   - Develop additional basis of design documents as deemed necessary throughout the project.
   - Incorporate State of Wisconsin SCR 68 design guidelines.

D. Develop design and construction deliverables
   - Oversee development of construction plans and specifications in alignment with basis of design documents.
   - Review and process as necessary design and construction documentation such as requests for information (RFIs), change orders and pay requests.
   - Develop and implement strategies for procurement of labor, materials and equipment to minimize potential budget and schedule risks and take advantage of economies of scale where possible.

E. Coordinate with local agencies
   - Lead efforts to gain entitlement for construction of the project.
   - Collaborate with other government entities on site location options.

Justice Policy & Program Work Group

The Justice Policy & Program (JPP) Work Group plays a pivotal role in identifying priority improvement areas within the justice system to achieve meaningful, sustainable changes. Through collaboration with other work groups, this group will then also ensure that the design of the new facility enables the advancement of these priority areas.

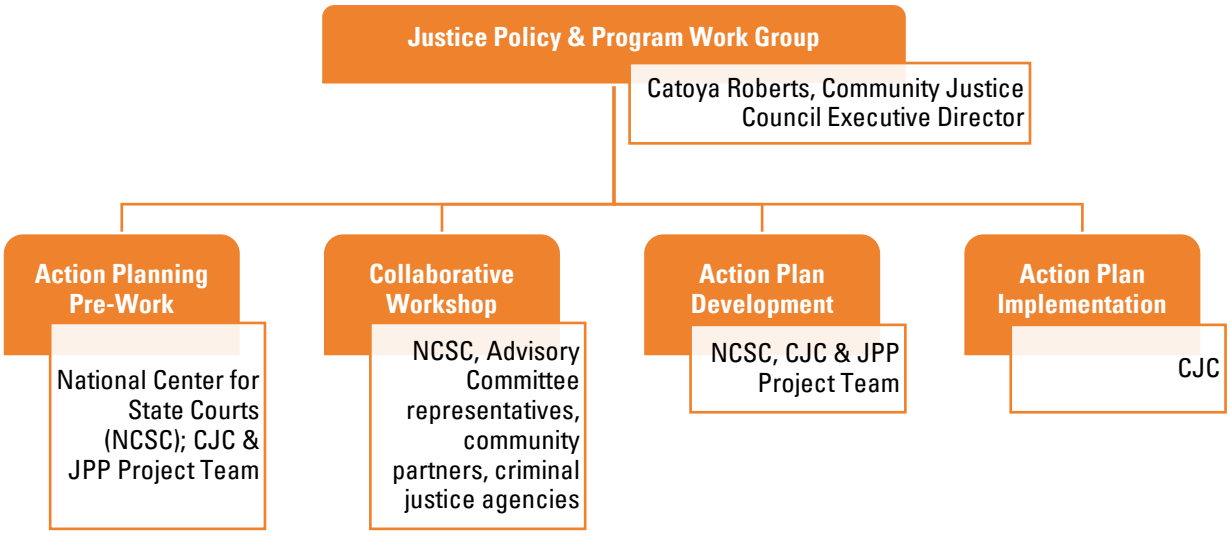
This work group is specifically focused on **justice policy and program improvement** – changes to identified policies, practices and programs within the justice system that impact justice system outcomes. It aims to address issues and achieve long-term improvements in specific areas of the justice system that have high likelihood to impact systems-level outcomes.

Justice Policy & Program Work Group Structure

Within the Milwaukee justice system ecosystem, this type of work is current facilitated by the Milwaukee Community Justice Council (CJC). The CJC is made up of Milwaukee-area criminal justice agencies and local governments working collaboratively to ensure a fair, efficient, and effective justice system that enhances public safety and quality of life in the Milwaukee community. The Council is governed by an Executive Committee of named leadership from key government organizations. The CJC functions as an independent entity governed by key legal system leaders and is empowered to:

- Define broad justice system goals
- Monitor/analyze justice system performance
- Facilitate collaboration among justice system partners to enhance performance
- Provide technical assistance to ensure adherence to evidence-based principles
- Act as a conduit between the justice system and the larger community

All without impacting the autonomy or decision-making authority of any justice system agency.



The JPP project team currently includes Catoya Roberts (CJC), Chief Judge Carl Ashley, Sumaiyah Clarke (OoE), Judge Kori Ashley (Circuit Court), Kyle Ashley (CEX), and Claire Miller (SBP). This group is expected to expand to include representation from the District Attorney, Wisconsin State Public Defender, Justice Point, Pretrial, DHHS, and Clerk of

Courts. The JPP Project Team is responsible for the coordinating of information and data requests from the NCSC, pre-planning for the collaborative workshop, review and development of the action plan in coordination with NCSC, and the transition of the action plan implementation to the CJC.

Justice Policy & Program Work Group Objectives

Key objectives of this work group to address issues and achieve long-term improvements in specific areas of the justice system that have high likelihood to impact systems-level outcomes include:

A. Define clear goals
   - Vision and mission: establish a clear vision and mission for justice policy and program, aligning with broader societal and organizational goals.
   - Specific objectives: knowing that we cannot change the whole systems at once, identify specific objectives to target within the justice system to focus on reform.

B. Conduct thorough analysis
   - Current state assessment: conduct a thorough analysis of the current justice system identifying key issues, inefficiencies, and areas needing improvement. Collaborate with the stakeholder engagement group to identify internal and external community partners who should be part of the conversation.
   - Data-Driven Insights: Use data and evidence-based research to understand the root causes of problems and to inform decision-making.

C. Create an action plan
   - Reform strategies: knowing this is a long-term system change process, develop an action plan that outline specific initiatives, policies, and practices aimed at achieving justice reform goals.
   - Implementation roadmap: create a detailed roadmap with timelines, responsibilities, and milestones to guide the implementation of reform initiatives. Align the action plan with the strategic plan of the Milwaukee Community Justice Council and embed and sustain the implementation roadmap within the organization.

PROJECT GOVERNANCE

This governance framework outlines the processes necessary to guide the project towards achieving its objectives while ensuring accountability, transparency, and strategic alignment. The primary purpose of project governance for the Investing in Justice Initiative is to establish a clear and consistent framework that facilitates decision-making, change orders, and risk management throughout the project lifecycle.

Each work groups will develop a project plan for the initiation and planning phases that detail key activities and milestones to be achieved within a specified timeframe. The schedules will be coordinated across work groups to ensure the governance structure can be implemented with fidelity.

Decision-Making Process

Decision-Making Flow

Work Groups: Each group focuses on its domain, making decisions within predefined limits.

PMO Oversight: The PMO oversees and integrates all work group efforts, ensuring alignment and escalating decisions when necessary.

Advisory Council: Provides feedback and recommendations throughout the process, especially for strategic, financial, and stakeholder-related decisions.

County Executive Leadership: Makes final decisions on strategic, financial, or high-impact issues that affect the project's overall success.

Role of the Centralized PMO

Coordination Hub: The PMO ensures that all work groups are aligned and that decisions made by one group do not negatively impact others. It facilitates cross-communication and resolves conflicts between groups.

Oversight and Reporting: The PMO is responsible for monitoring the progress of the project, maintaining an overview of risks, schedule, and budget, and reporting to the County Executive Leadership and Advisory Council.

Escalation Mechanism: If a work group encounters an issue or a decision that exceeds its authority or impacts the project at a higher level, the PMO escalates it to the appropriate leadership for resolution.

Risk Management: The PMO centralizes risk management, ensuring that potential issues are identified early, mitigated across all groups, and communicated to leadership.

Design-Making Definitions

A. **Strategic Decisions:** These decisions are related to the overall direction of the project and set the framework for all other decisions.

Decision-Makers:

- Advisory Council: Provides recommendations based on stakeholder input.
- PMO: Gathers inputs from work groups, integrates strategic considerations, and presents options to County Leadership for approval.
- County Executive Leadership: Final authority on all major strategic decisions.

Decision Examples:

- Approving the project's overall scope, objectives, and strategic goals.
- Making final decisions on project location, size, and overall impact on the justice system and the community.

B. **Financial Decision:** These are decisions regarding project funding, cost control, and financial risk mitigation.

Decision-Makers:

- Funding and Finance Work Group: Prepares detailed financial analyses and recommendations.
- Comptroller: Ensures fidelity and validates financial analysis recommendations by the Funding & Finance Work Group.
- Advisory Council: Provides oversight and recommendations, ensuring financial decisions align with community and strategic interests.
- PMO: Ensures financial decisions align with the overall project plan and communicates budget implications to all work groups.
- County Executive Leadership: Final approval for major financial decisions.
- Milwaukee County Board of Supervisors: Final approval for fund authorization.

Decision Examples:

- Securing funding and determining the financing structure.
- Managing cost control, approving budget adjustments, and addressing cost overruns.
- Monitoring financial risk and adjusting the contingency fund as needed.

C. **Operational Decision:** These involve the day-to-day coordination and implementation of the project, ensuring that all activities stay on schedule, within budget, and meet quality standards.

Decision-Makers:

- Design and Construction Work Group: Leads the execution of design and build tasks.
- PMO: Oversees the operational progress, coordinates with all work groups, and ensures alignment with overall goals. Approves minor operational adjustments and escalates major issues to leadership.
- County Executive Leadership: Engages only for significant operational changes, such as delays that impact the project timeline or budget.

Decision Examples:

- Scheduling milestones and ensuring contractor compliance.
- Managing the flow of information between work groups.
- Addressing logistical issues, such as supply chain delays or resource allocation.

D. **Design and Technical Decisions:** These decisions pertain to the design, construction, and technical aspects of the courthouse complex.

Decision-Makers:

- Design Consultant: Facilitates programming and process improvement workshops with functional subject matter experts to generate design recommendations. The firm will uncover how space will be used, workflows, and technology integration needed to meet the needs of the judiciary, staff, and public users. These recommendations will be presented to the Advisory Council for feedback prior to making a final recommendation to the CEX office.
- Design and Construction Work Group: Leads the design and technical execution, including changes due to feasibility or environmental issues. Leads in translating programming requirements into physical spaces and functional layouts.
- Justice Policy & Programs Work Group: Provides feedback on design choices, especially regarding community impact and alignment with justice system priorities.

- Advisory Council: Provides feedback on design choices, especially regarding community impact, long-term operational goals, alignment with justice system priorities and accessibility.
- PMO: Coordinates across work groups to ensure design decisions align with financial and stakeholder considerations and escalates major design changes for leadership approval.
- County Executive Leadership: Provides final approval for significant design decisions.

Decision Examples:
- Approving final architectural designs and layout.
- Managing technical decisions like materials selection, structural integrity, and design changes due to site conditions.

E. **Compliance and Regulatory Decisions:** These decisions ensure the project adheres to all legal, environmental, and regulatory standards.

Decision-Makers:
- Design and Construction Work Group: Responsible for ensuring the technical work adheres to regulatory requirements.
- PMO: Coordinates with regulatory bodies, ensuring timely approval and compliance. Escalates potential legal or compliance risks to leadership.
- County Executive Leadership: Provides final decisions on regulatory matters that impact the project's scope or public relations.

Decision Examples:
- Securing permits and ensuring compliance with zoning, environmental, and accessibility laws.
- Managing regulatory risks and adjusting the project to meet legal requirements.

F. **Stakeholder Engagement Decisions:** These decisions involve how the project interacts with and incorporates feedback from key stakeholders, including the community, media, judiciary, and public safety agencies.

Decision-Makers:
- Stakeholder Engagement Work Group: Leads internal staff and community outreach, gathers feedback, and ensures stakeholder concerns are addressed.
- Advisory Council: Offers guidance based on community and stakeholder feedback.
- PMO: Coordinates between the Stakeholder Engagement Work Group and other work groups to integrate stakeholder input into project decisions. Manages communication flow to leadership.
- County Executive Leadership: Provides final approval for major stakeholder engagement initiatives.

Decision Examples:
- Creating a communication plan to keep the community informed.
- Managing outreach sessions with public officials, legal professionals, and community members to gather feedback and address concerns.

G. **Risk Management Decisions:** These decisions focus on identifying and mitigating risks that could affect the project, such as financial, legal, or operational risks.

Decision-Makers:
- Funding and Finance Work Group: Manages financial risks and prepares contingency plans.
- Design and Construction Work Group: Manages technical risks, such as construction delays or material shortages.

- PMO: Centralized risk management function, coordinating across work groups to identify and address risks. Ensures risk mitigation strategies are implemented and escalates major risks to leadership.
- County Executive Leadership: Involved in approving high-level risk mitigation strategies, especially those that impact budget or schedule.

Decision Examples:
- Developing risk mitigation strategies for potential delays, budget overruns, or legal challenges.
- Addressing contractor performance issues or supply chain disruptions.

Change Order Management

Change Request Submission: All program schedule change requests are presented to the core project team by work group leads. Each change request is assessed for impact on project scope, schedule, budget, and quality. The assessment includes a risk analysis and cost-benefit evaluation.

Approval Process:

- Minor Changes: Changes with minimal impact can be approved by the core project team.
- Major Changes: Significant changes must be reviewed and approved by the Milwaukee County Leadership Team with feedback by the Chief Judge. This ensures that major deviations are thoroughly evaluated and align with strategic goals.

Documentation: Approved change orders are documented and integrated into the project schedule. Updated schedules are communicated to all stakeholders.

Communication: All approved changes and their impacts are communicated to relevant stakeholders to ensure transparency and alignment.

Risk Management Process

Risk Identification: Work group leads will continuously identify and document project risks. New risks should be brought to the core project team.

Risk Assessment and Mitigation: The core project team will maintain the overarching risk register for the project and will review on a weekly basis. The team will assess the likelihood and impact of identified risks as well as identifying the priority and risk response strategy.

- High priority risks: Risks that register as a high priority should be reviewed during the Milwaukee County Leadership monthly meeting. The core project team will review the risk and their recommendation for a risk response strategy.
- Low priority risks: Risks that register as a low priority should remain on the risk register and regularly reviewed during core project team meetings unless the risks has been closed.
- Risk that become issues: If a risk becomes an issue follow the escalation procedures outlined above.

Documentation and Record Keeping

Work group leads and the SBP-PMO are responsible for maintaining proper project documentation and records. Maintain thorough documentation of all project plans, decisions, changes, and outcomes in the project's designated record storage location. This also includes project plan documentation in the Project Management Workspace.

Exhibit 02 – IJCC Visioning Session Part I

Meeting Minutes

Project
Investing in Justice - Courthouse Complex Planning

Meeting date
11/20/2024

Location
MS Teams

Subject
Visioning Session Workplace

Time
2:00pm-3:00pm CST

Owner
Milwaukee County

Prepared by
Jenna Joo

Attendance / Distribution:

Name	Organization	Attendee	Distribution
Jeannette Peruchini	AECOM	X	X
Frank Louis	AECOM	X	X
Jenna Joo	AECOM	X	X
Matt Rebbe	AECOM	X	X
Deena Fox	AECOM		X
Sebastien Simonnet	AECOM	X	X
Lisa Tsang	AECOM	X	X
David Clusiau	NORR	X	X
Cristi Glenn	NORR		X
Simon Eltayar	NORR	X	X
Erin Persky	EP&A	X	X
Meg Bower	TBTB	X	X
Ashley Asdit	MKE		X
Kelly Babitch	MKE		X
Lance Bento	MKE		X
Scott Brown	MKE		X
Stu Carron	MKE		X
George Christenson	MKE		X
David Cullen	MKE		X
Steve Delgado	MKE		X
Jennifer Folliard	MKE		X
Margo Franklin	MKE	X	X
Adam Gilmore	MKE		X
Michelle Hawley	MKE	X	X
Grant Helle	MKE		X
Joe Lamers	MKE	X	X
Artis Landon	MKE	X	X
Mary Jo Meyers	MKE		X
Claire Miller	MKE		X
David Muhammad	MKE		X
Peter Nilles	MKE		X
Israel Ramon	MKE	X	X
Dustin Schrader	MKE	X	X
Liz Sumner	MKE		X
Amy Turim	MKE	X	X
Troy Wohlt	MKE		X
Steve Taylor	MKE	X	X
Aaron Hertzberg	MKE	X	X
Steve Cady	MKE	X	X
Steve Kroll	MKE	X	X
Aerial Lopez	MKE	X	X
Molly Pahl	MKE	X	X
Patrick Flaherty	Concord	X	X
Bruce Wetzel	Concord		X
Kendall Noel	Concord	X	X
Ana Kovacic	Concord	X	X
Nahid Afsari	Concord	X	X

No	Item	Action
1.	**General** See attached presentation and interactive board results for additional information.	
2.	**Project Understanding / Level Setting** AECOM has been reviewing the previous phase reports and Milwaukee County Space standards and are using this opportunity in Phase IV to re-validate for the future work going forward. AECOM reviewed the purpose of Visioning and introduced the importance of user engagement to define key success metrics for the future Milwaukee County Department office spaces.	
3.	**Workplace Presentation** AECOM has introduced the following: <u>Pace of Change / History of the Workplace:</u> 1. Workplace shift occurs approximately every 10 years. 2. COVID has created significant shifts in how we do work. <u>Planning Modularity Evolution:</u> 1. Planning is dependent on various factors including but not limited to private offices, workstations, enclosed collaboration, and open collaboration needs amongst other factors. The planning modularity has evolved and includes traditional, transitional, standard open, agile/activity based. 2. The current trend is moving towards standard open and agile/activity based work <u>Office Cultural Shift Spectrum / Demographic Shifts</u> 1. AECOM introduced what we are seeing today and what we can expect to see in the future as it relates to workplace. a. Today, we are seeing private offices and assigned workspace and workplace trends b. In the future, we can expect to see moving towards fully shared with flexible workspaces and shared resources. 2. Generationally, the Boomer and Gen X generations are starting to have less responsibilities as Gen Y and Millennials with one factor being not having small children at home. Boomer and Gen X generations also tend to have more expendable income. a. Mindset difference: “need to be at work” vs “need to be at home” <u>Wellbeing</u> 1. There are 6 Wellbeing factors: Physiological, Social, Material, Spiritual, Mental/Emotional, Intellectual. These 6 factors inform workplace design by identifying areas for social gatherings, idea sharing spaces, quiet spaces, light, etc. 2. During COVID, people’s social wellbeing was affected as people saw each other minimally whereas people saw each other everyday. <u>Flexibility and Choice</u> 1. Flexibility allows choice to do tasks. Previously, people accomplished their tasks in one spot; Flexibility allows for people to step away to collaborate elsewhere, have informal discussion, and provide spaces to socialize.	

<table>
<tr><th>No</th><th>Item</th><th>Action</th></tr>
<tr><td></td><td>
2. The Kit of Parts planning allows for greater flexibility for the future to be able to make simple shifts in creating a variety of configurations for space.

<u>Cultural Shift</u>
1. It will be important to assess the temperature of change.
a. Low: Department Leaders retain individual enclosed offices. Informal shared support spaces are introduced.
b. Medium: Department Leaders located on the same floor as their teams, but in an adjacent “leadership” area.
c. High: Department Leaders sit in open plan amongst their team. All have access to informal and shared support spaces.
</td><td></td></tr>
<tr><td>4.</td><td>
Readiness for Change - Activity
Objective: Provide the design consultant with an understanding of where your workplace environment is currently and where you want to be in the future.

Orange – Current, Green - Future

Each department in attendance was assigned a letter (see below) and added a sticker to the “Readiness for Change” board. See attachment for results.
A. Comptroller/Central Payroll
B. Corporate Council
C. County Board of Supervisors
D. County Clerk
E. Election Commission
F. County Executive
G. Ethics Board, Personnel Review Board, Civil Service Commission
H. Human Resources
I. Register of Deeds
J. Treasurer
K. Department of Health & Human Services
L. Office of Strategy
M. DAS – FMD O&M
N. FMD Sustainability
O. DAS – Facilities
P. FMD – Security
Q. FMD AE&ES

<u>Summary of Findings</u>
<table>
<tr><th>Topic</th><th>Results*</th></tr>
<tr><td>Office Based vs Fully Remote</td><td>Current: Majority office based
Future: Split</td></tr>
<tr><td>Dedicated vs Shared Workspace</td><td>Current: Majority dedicated workspace
Future: Dedicated workspace / Neutral</td></tr>
<tr><td>Individual vs Team Contributor</td><td>Current: Individual Contributor
Future: Split</td></tr>
<tr><td>Fixed vs Flexible Space</td><td>Current: Fixed Space
Future: Fixed Space (but with greater flexibility)</td></tr>
<tr><td>Isolated vs Connected Department</td><td>Current: Isolated
Future: Split</td></tr>
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No	Item	Action

Internal vs Public Facing	Current: Internal Future: Internal
Lockdown vs Fully Accessible Secure	Current: Lockdown Future: Lockdown
Adopting vs Leading Technology	Current: Adopting Future: Leading
Traditional vs Dynamic	Current: Traditional Future: Dynamic

**See attachment for results on spectrum*

5.

Keep-Toss-Create - Activity

Objective: What aspects of your workspace would you like to Keep, Toss, or Create?

Green – Keep, Red – Toss, Blue – Create, - Orange – I Like This

Each department in attendance was given a set of stickers to add to the "Keep, Toss, Create" boards.

Summary of Findings

Summary of findings listed include 3 or more stickers for each category.

See attachment for "I like it" votes related to space design imagery.

Keep	Toss	Create
Workplace		
Enclosed Workspaces	Windowless Environments	Acoustic Privacy
Universal Accessibility	Maze of Spaces	User Workspace Choice
Flexibility	Bullpen Style Workspaces	Hoteling Workspaces
Wireless Access	Traditional Cubicles	Height Adjustable Desking
Secure File Storage		
Dedicated Storage		
Personalized Workspaces		
Amenities		
	Maze of Spaces	Internal Wayfinding
	Gaming Area	Sustainable Environments
		Free Parking
		Mother's Rooms
		Meditation / Quiet Zones
		Access to Coffee Shop
		Access to Food Service / Dining

No	Item			Action
			Restaurants	
			Departmental Public Waiting Areas	
			Onsite Fitness (Gym)	
			Wellness Room	
	Collaboration			
	Access to Daylight		Acoustic Privacy	
	Video Conferencing (Teams Rooms)		Controllable Lighting	
	Bring Your Own Device Access		Video Conferencing (Teams Rooms)	
	Technology Enabled Collaboration		Touchdown and Informal Workspaces	
	Dedicated Personal Meeting Spaces		Shared Training / Conferencing	
			Flexible Meeting Rooms	
			Large Conferencing Spaces (25+ ppl)	
			Informal Lounge Style Meeting Space	
			Dedicated Departmental Meeting Space	
6.	**Next Steps** Workshop I will be week of Dec 16. 30-90 minute meetings with different departments			Departments to identify staff to attending the programming workshop on the December 17-19, 2024.

IJCC – Workplace
Investing in Justice: Courthouse Complex Planning Phase IV

Visioning Session
11 20 2024

AECOM

MILWAUKEE COUNTY

ERIN PERSKY & ASSOCIATES EP&A

CARDOSI KIPER design group, inc.

BLOOM COMPANIES, LLC

Klein Hoffman

continuum ARCHITECTS + PLANNERS

cinilittle.

ibc engineering

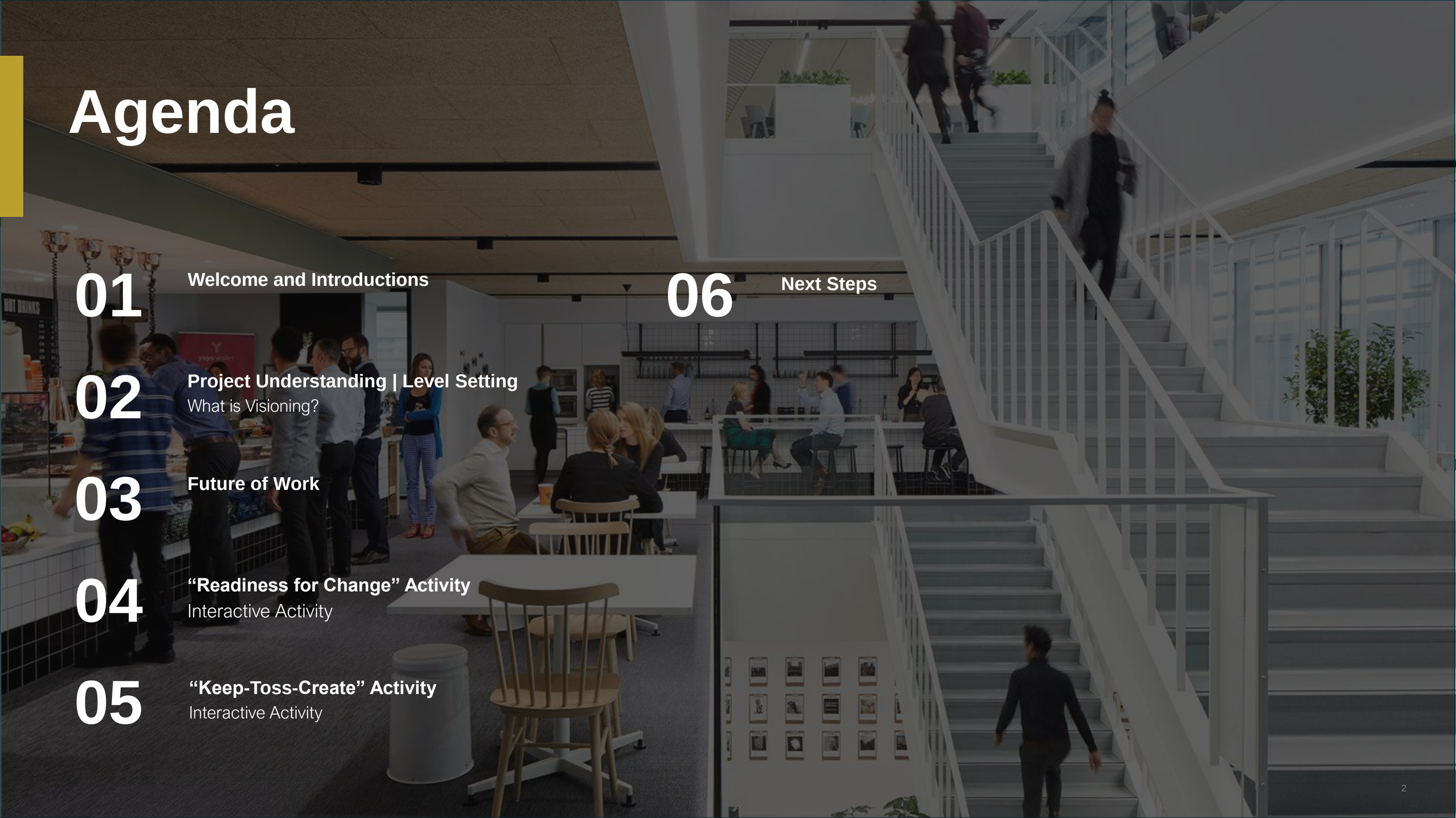
SM&W

NORR

ckld Lighting Design

Trunk Branch Twig Bud

Agenda



01 **Welcome and Introductions**

02 **Project Understanding | Level Setting**
What is Visioning?

03 **Future of Work**

04 **“Readiness for Change” Activity**
Interactive Activity

05 **“Keep-Toss-Create” Activity**
Interactive Activity

06 **Next Steps**

01

Welcome and Introductions

Introductions

AECOM Facilitators

Matt Rebbe
Workplace Design and Visioning Lead

Jeannette Peruchini
Project Principal

All of YOU

- Comptroller/Central Payroll
- Corporate Council
- County Board of Supervisors
- County Clerk
- Election Commission
- County Executive
- Ethics Board, Personnel Review Board, Civil Service Commission
- Human Resources
- Register of Deeds
- Treasurer
- Department of Health & Human Services
- Office of Strategy
- DAS – FMD O&M
- FMD Sustainability
- DAS – Facilities
- FMD – Security
- FMD AE&ES

Introductions

Project Team

Frank Louis
Project Manager

Jenna Joo
Deputy Project Manager

Lisa Tsang
Courts Planner / Space Planner

Erin Persky
Courts Planner / Programmer

Meg Bower
Caseload Projections Lead

David Clusiau
Courts Lead

Simon Eltayar
Architect

Sebastien Simonnet
Process Improvement

Deena Fox
Optimization / Efficiency Lead

Mike Horton
Lean Six Sigma Lead

02

Project Understanding

Where Are We Now?

1

Phase 1: Facility Reviews

- Historic Courthouse: Civil, Probate, Family, other county agencies.
- Replace PSB with New Criminal Courthouse.
- Juvenile Justice Center to remain as-is.

2

Phase 2: Beginning of Master Plan / Non-court Space Needs Assessment

- Non-court space requirements completed.
- Recommendations for Historic Courthouse renovations.
- Temporary swing space estimated at approx. 159,000 SF.
- PSB site recommended for New Criminal Courthouse.

3

Phase 3: Court Space Needs Assessment

- Completion of preliminary court space program.
- 374,000 SF new courthouse. 26 courtrooms, 10-story tower with an adjacent 4-story administration building.
- Ownership, financing, project delivery, operation and maintenance cost estimate completed. Est. construction cost $440-490 million.

4

Complete planning, programming, and design of the New Courthouse Complex

What Is Visioning And Why Are We Here…

Visioning provides an understanding of **aspirational goals** for a future state allowing for **development** of that vison founded in **team sourced** information.

Session Objective

Establish key success metrics for workplace, occupancy, and user engagement of future **Milwaukee County Departmental** office spaces.

What We Already Know…

Milwaukee County Space Standards

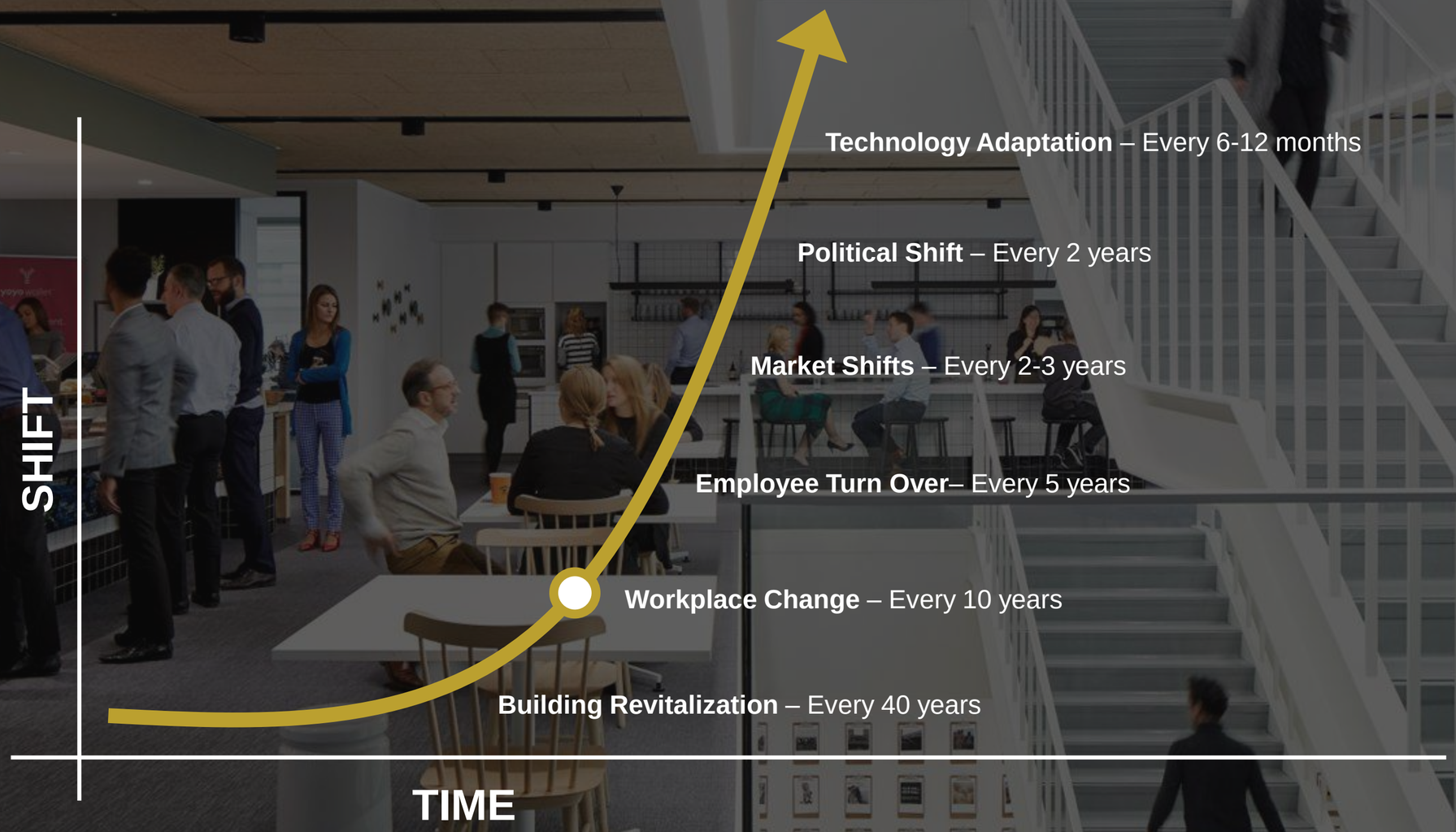
REV 10/2/2020

CODE	Position Type or Category	Constructed Office or Open Office	Office -SqFt	Cubicle-SqFt	Other Space - SqFt /Area	Comments	Column1
A	Executive	C	180-200	0	0	Elected Officials	
B	Director	C	150-180	0	0	Directors / Administrators	
C	Manager	C	120-150	0	0	Directors and Managers	
D	Professional /Technical	C	80-120	0	0	Attorney, HR, EAP/AAP Confidential work with no access to private conference room space	
E	Supervising Professionals	O	0	72-96	0	Supervisors with direct reports	
F	Architect/Engineer	O	0	64-72	0	Professional w/ plan review space	
G	Professional General	O	0	48-64	0	Professionals, Accountants, Administrative 1, Social Workers, Purchasing Agents, Specialists	
H	General Office	O	0	36-48	0	Computer Work, Clerical, Data Entry, Auditors, Interns, Contractors, Hoteling Spaces	
J	Hoteling	O	0	24-30	0	Temporary Workspace Unassigned First come basis or sign up 30% -100%daily ocupancy only	

03

Future of Work

Pace of Change



History of the Workplace

Industrial
Taylorism
Office viewed as a machine. Emphasis on efficiency and a regimented layout

1950
Taylorism Continues
Focus on lighting, acoustics, & air. German concept of "Burolanschaft" (office landscape) emphasizes greater collaboration and flexibility.

1960
Action Office
Increased emphasis on larger, more adaptable space with greater privacy for individuals.

1972
Telework
NASA coins the term "telecommuting" as a solution to traffic and sprawl

1980
Cubicle Culture
Drive for privacy & density, paired with the rise of the desktop computer and cheap modular walls

2003
Coworking
"Third places" are viable options to work. Shift toward open workspaces and benching.

2008
Hot Desk / Benching
Difficult economic conditions led to blunt reductions in real estate footprint spawning over-densification

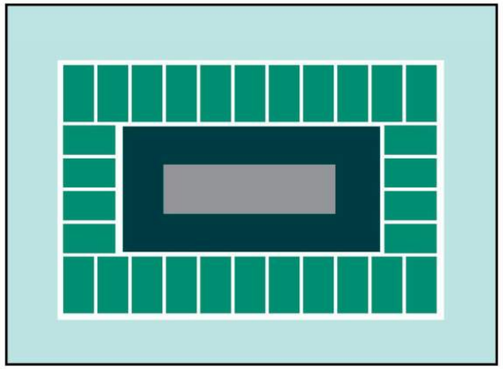
2015
Agile Working
Mobile technology untethers workers. Mobility, flexibility, wellbeing, and activity-based planning prominent.

2020
Shelter in Place
Covid-19 forced work-from-home at scale and changed how we think of work

?

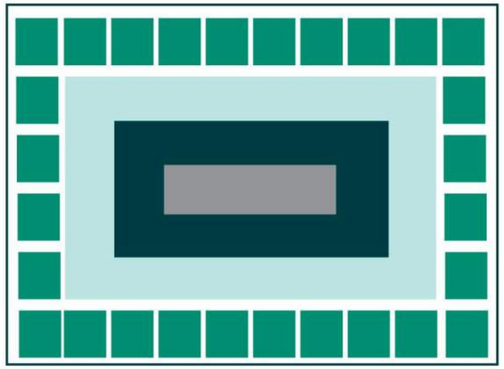
Planning Modularity Evolution

Traditional



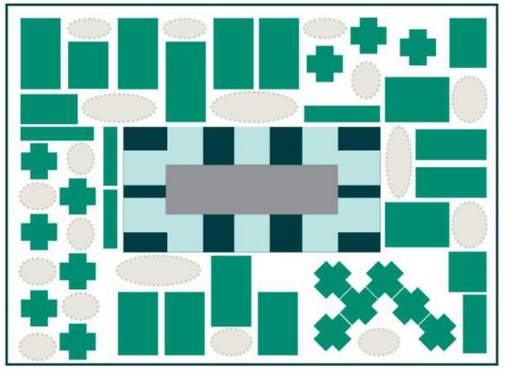
- Offices on Perimeter
- Workstations and Support Interior Core

Transitional



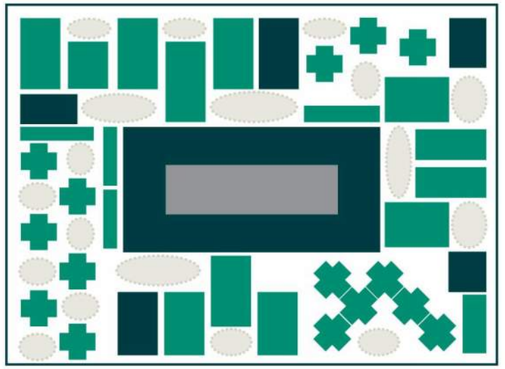
- Workstations on Perimeter
- Offices on Interior Core

Standard Open



- Introduction of Open Collaboration
- Varying Mixture of Support Function

Agile / Activity Based Work



- Shared Office Environment
- Settings for Enabling Work

Private offices

Workstations

Enclosed Collaboration

Open Collaboration

Core

Office Cultural Shift Spectrum

Today

Future

Interior Private Offices

Universal Private Office Size

Assigned Workspace

Fully Shared/Agile

Sit-Stand Desks

Neighborhood Environment

Private Office Intensive

Formal Conference Rooms

Multiple Standards Based on Hierarchy

Free Address

Varied Open Workspaces

Varied Enclosed Workspaces

Shared Resources

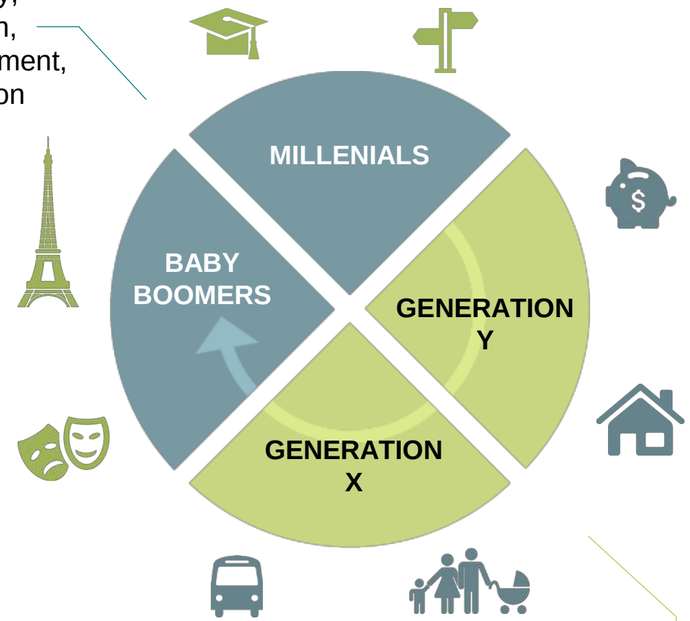
Demographic Shifts

Changing Nature of Work

Task based → ← **People based**

	Baby Boomers 1946-1964	Gen X 1965-1976	Gen Y 1977-1991	Millennials 1992-onwards
Work Style	Process-driven	Results-driven	Performance-driven	Innovation-driven
Management Approach	Taylorist	Just in time	Do more with less	Agile/Scrum
Motivation	Meaning from life from work	Work/life balance	Work/life blend, meaning from work	Team collectiveness, social cohesion
Health/Wellbeing	Not a priority	Jogging, gym; around work	Wellness during the working day	Work as one part of life
Collaboration	Independence	Self-reliance	Team working	Group-motivated, online socialising

Ages of freedom: Discovery, education, entertainment, exploration



Ages of responsibility: Children, mortgages, fixed-base

Wellbeing

Physiological

- High quality environment
- Ergonomics
- Ventilation
- Lighting

Social

- Team neighborhoods
- Social spaces
- Technological connectivity

Material

- Investment in the workplace
- Demonstration of value placed on staff, pride

Spiritual

- Sustainable buildings
- Responsible specification
- Branding and display

Mental + Emotional

- Spaces for different work styles
- Serenity rooms
- Amenity spaces + distribution

Intellectual

- Spaces that showcase work
- Collocation facilities
- Knowledge sharing
- Flow spaces

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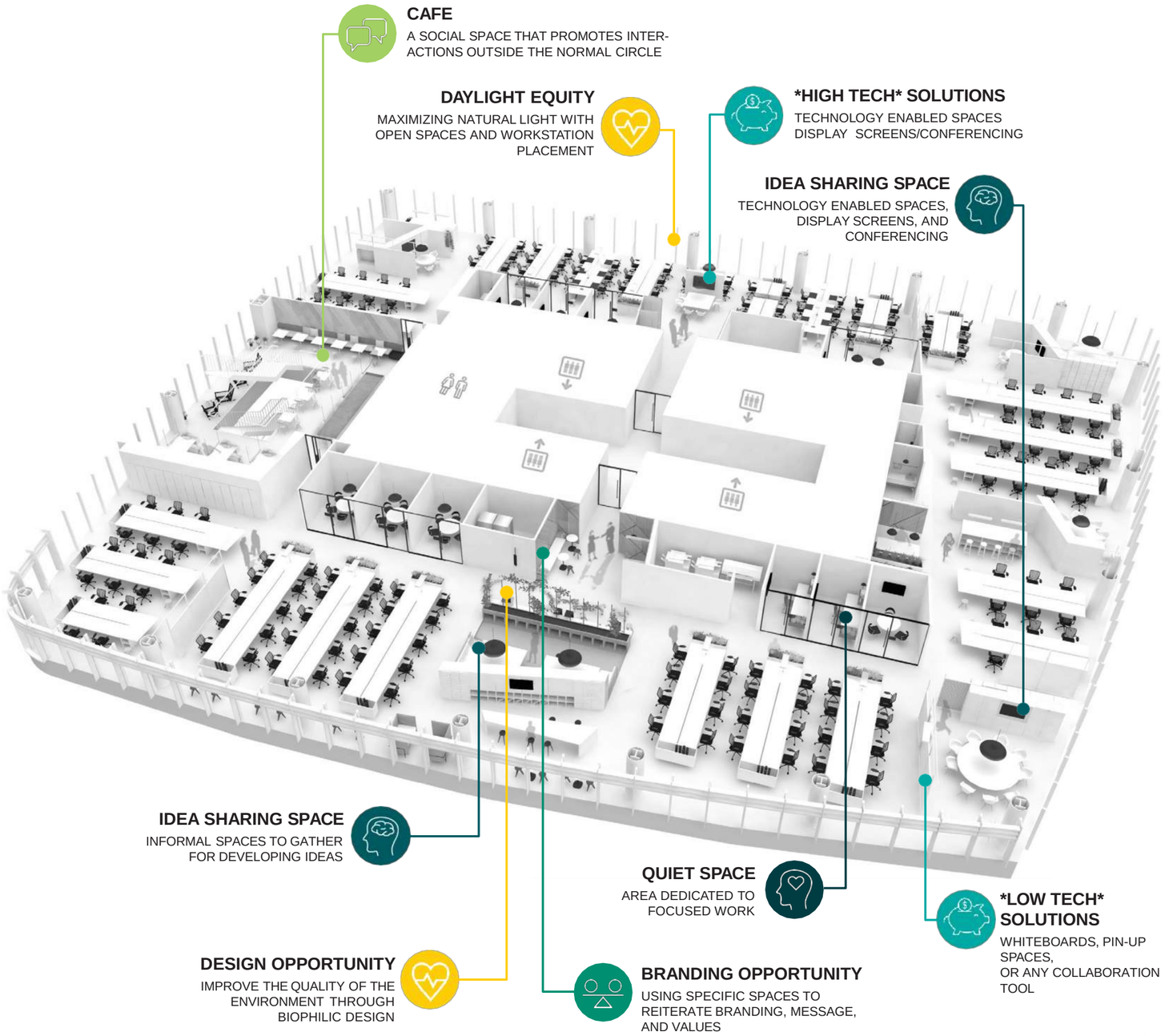
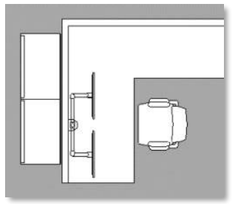


Flexibility and choice

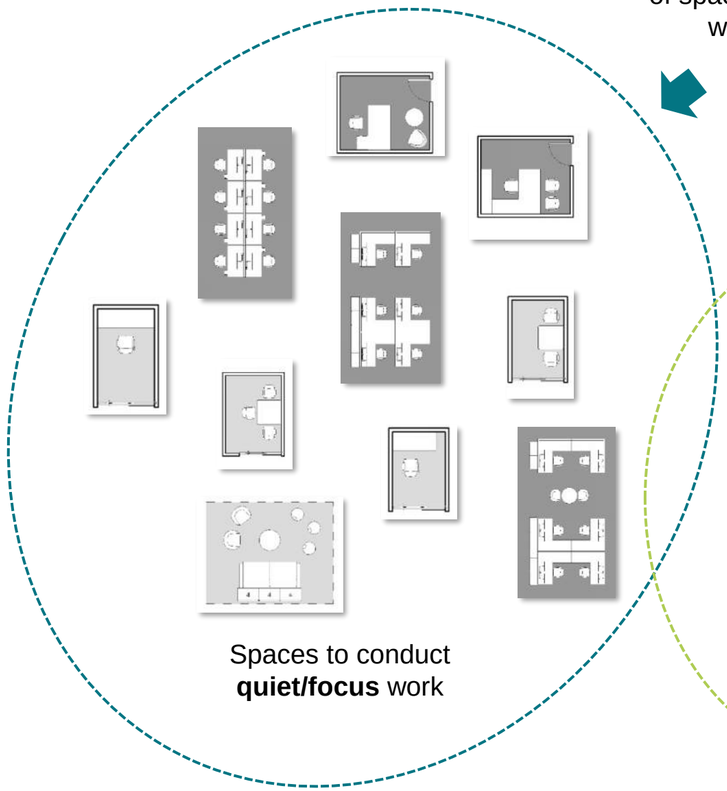
Activity based planning aims to provide **flexibility and choice** through a variety of space types to accommodate a range of workstyles.

Rather than accomplishing all tasks at a single desk, a **variety of spaces are provided to give employees choice of where and how work is accomplished** to support the type of work that is being conducted.

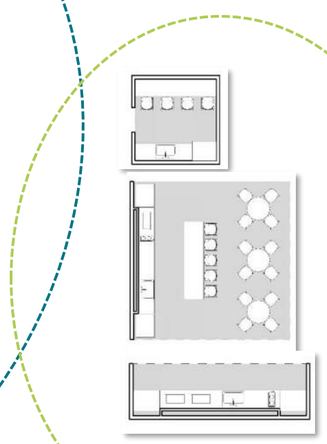


Accomplishing all tasks from the same location

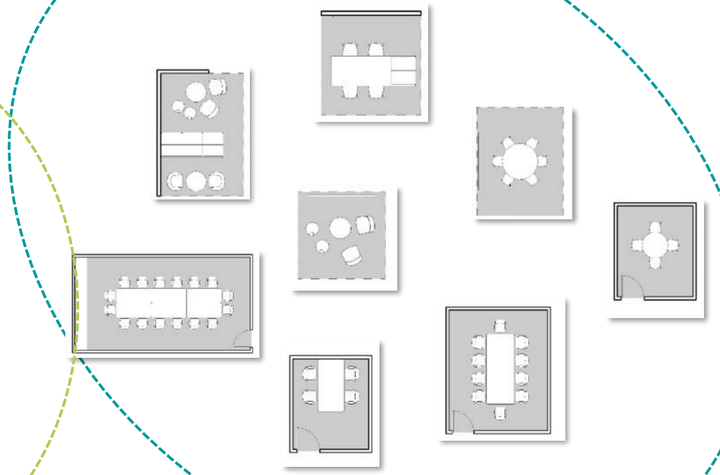
Providing choice through a variety of space type options to accomplish work depending on needs



Spaces to conduct **quiet/focus** work



Space to **socialize**



Space to **collaborate**

Environmentally Based Working

Remote Work

Co-working

Work From Home

In Neighborhood

Huddle Rooms

Breakout Space

Team Rooms

Non-Dedicated Desk

Focus Rooms

Lockers

On Floor

Tech-Enhanced Conf. Rooms

Pantry

Quiet Room

Wellness/ Mother's Room

In Building

Client Facing Conf. Rooms

Café

Innovation Hub

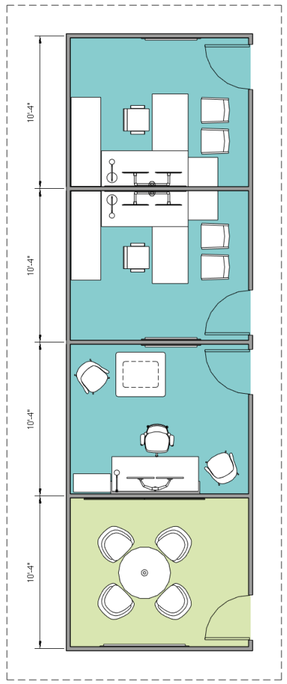
Large Meeting Spaces

Kit of parts

Imagine the Kit of Parts as a collection of standardized building blocks, each catering to a distinct activity. These building blocks are tailored to a specific furniture arrangement, which in turn accommodates a particular activity. Rooms of similar square footage should be designed to be a modular unit, with the same spatial footprint, providing flexibility to reconfigure the space to suit the immediate requirements of different teams utilizing them.

TODAY

The large majority of spaces are allocated as offices.



Assigned Private Office 100 sf

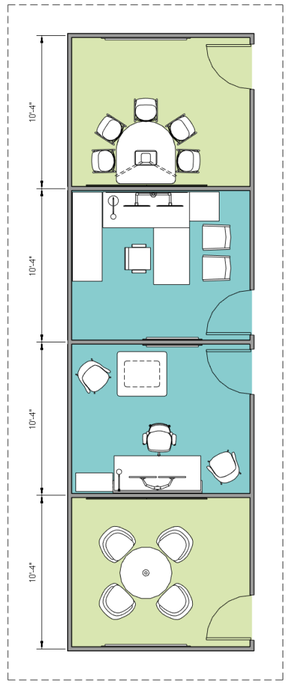
Assigned Private Office 100 sf

Unassigned Private Office 100 sf

Huddle Room 100 sf

NEAR FUTURE

To support the **change transition** for colleagues to the future office and support the variety of **activities they are already carrying out**, we propose to repurpose several existing spaces using the same footprint.

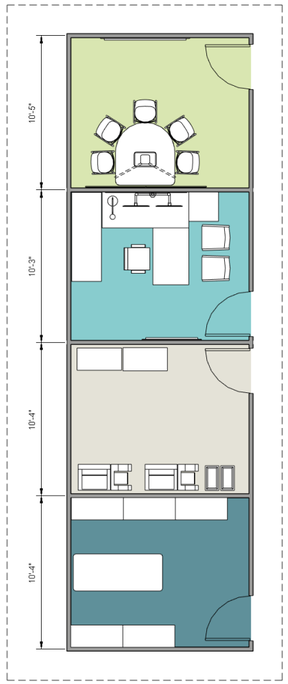


Huddle Room 100 sf

Assigned Private Office 100 sf

Unassigned Private Office 100 sf

Huddle Room 100 sf



Huddle Room 100 sf

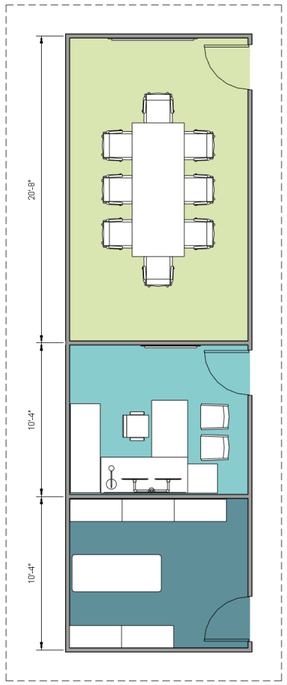
Assigned Private Office 100 sf

Copy/Print Room 100 sf

Evidence Room 100 sf

FUTURE

As functional needs change, the modular unit allows for easy reconfiguration with minimal construction.



Small Meeting Room 200 sf

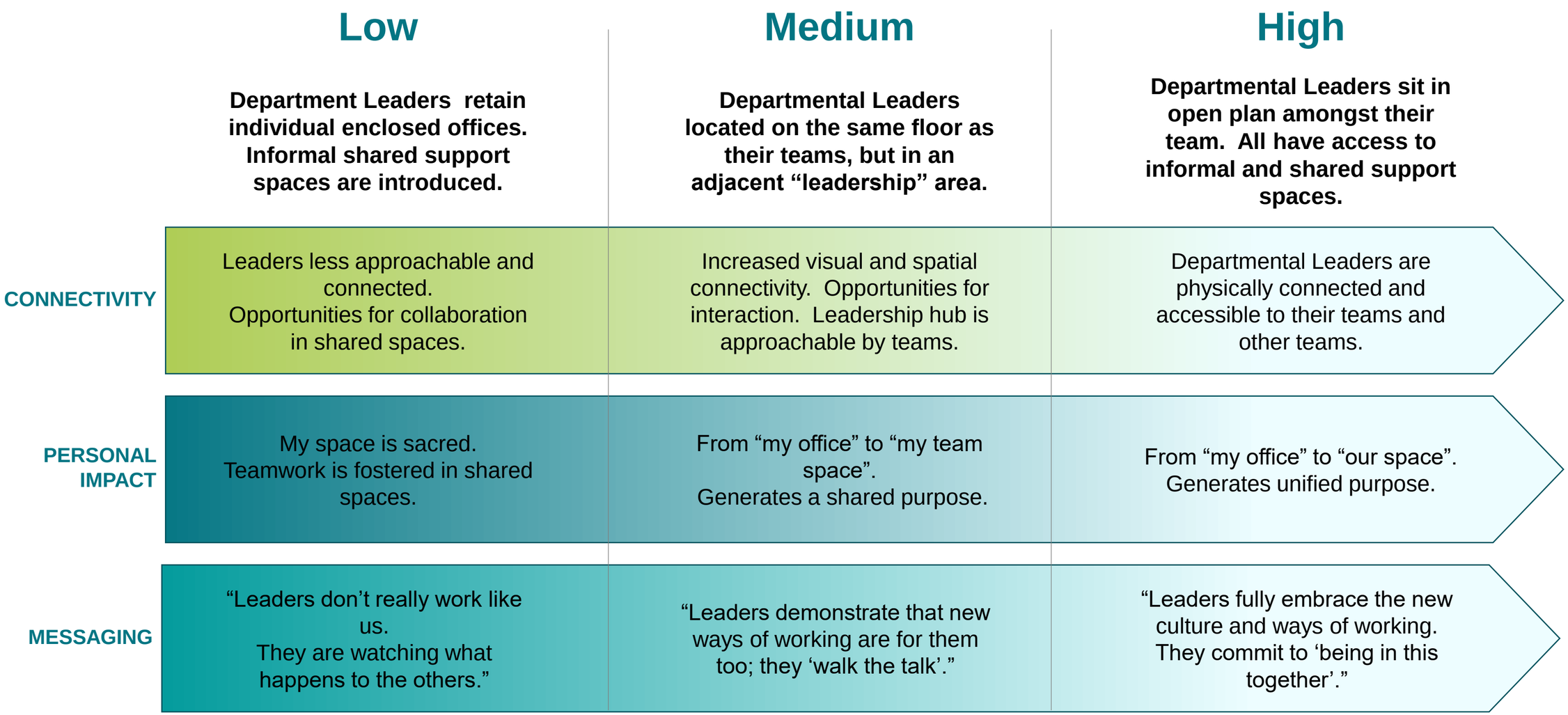
Assigned Private Office 100 sf

Evidence Room 100 sf

Offices can be transitioned from assigned to unassigned and shared as a central resource. Reducing the ratio of space from “me to we” will provide an increased amount of space for **collaborative and support rooms.**

Cultural Shift Spectrum

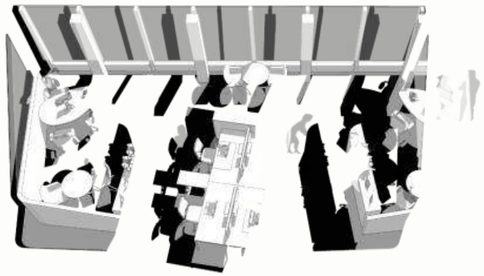
Assessing the temperature of change

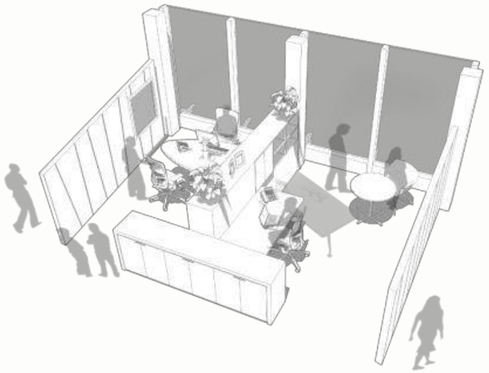


Cultural Shift Spectrum

Medium

- Department Leaders sit in a hub environment that is separate but adjacent to the team’s open plan area.
- Conference rooms are provided in or adjacent to hubs for meetings and private conversations.
- Immediate access to informal meeting and support spaces
- Work lounge environments created adjacent to the team’s open plan.
- Create hub privacy by using semi-enclosures, furniture boundaries and informal meeting spaces.





Cultural Shift Spectrum

High

- Department Leaders sit and work in the open plan with their teams, providing visual and physical access to all.
- Workspace as a stage for leaders to model new behaviors and practices.
- Informal support spaces are adjacent and easily accessible providing “buffer” zones to the open plan.
- Immediate access to bookable enclosed meeting rooms for meetings and private conversations.
- Individual quiet areas for semi-privacy and reflection time are adjacent to the open plan.

Workplace Trends – Planning Modalities

Call Center
Minimal desk space, minimal collaborative and support spaces provided

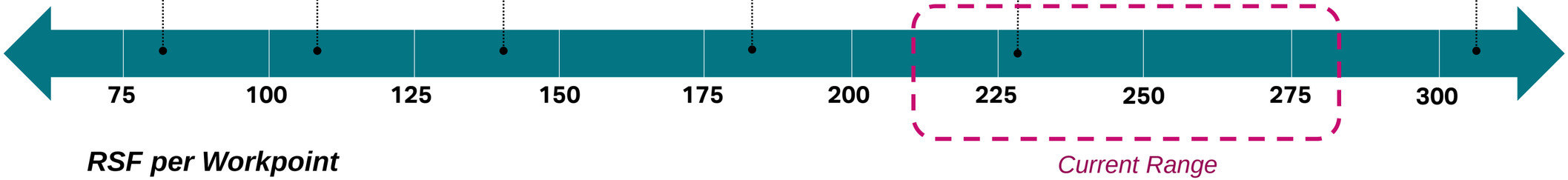
Open Office Workplace
No private offices, assigned work points, moderate collaboration space

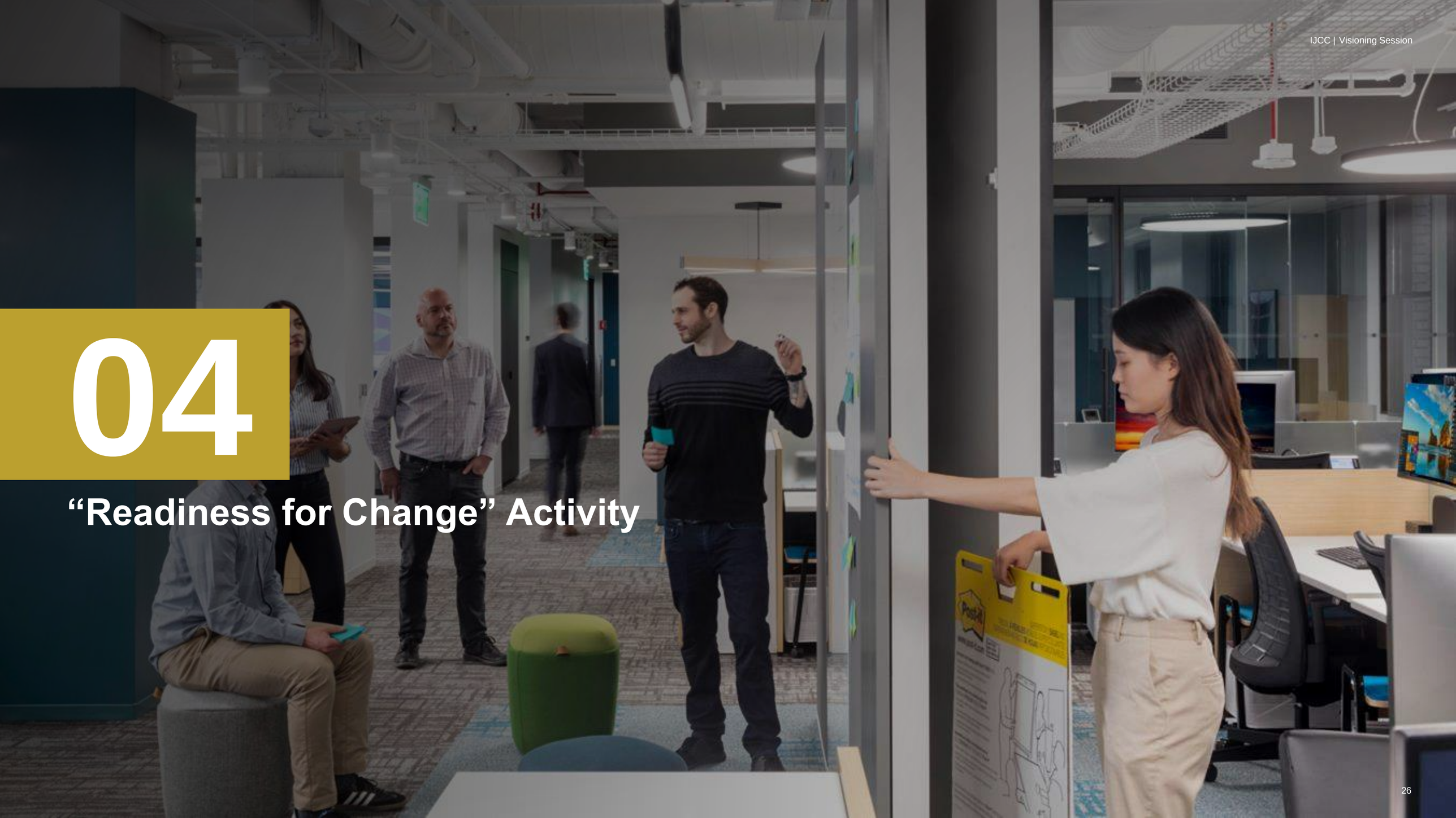
Enclosed Office Workplace
Mostly private offices, minimal assigned work points, moderate collaboration space

Touchdown Workplaces
With resident support (e.g. sales, consulting and telework sites

Mobile Workplace
"non-assigned" work points for mobile staff

Open/Enclosed Workplace
1/3 to 2/3 open - private offices, assigned work points, moderate collaboration space





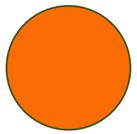
04

“Readiness for Change” Activity

Activity: Readiness for Change

Sticker Dots Key

Color Meaning



Current

Future

Letter Assignments

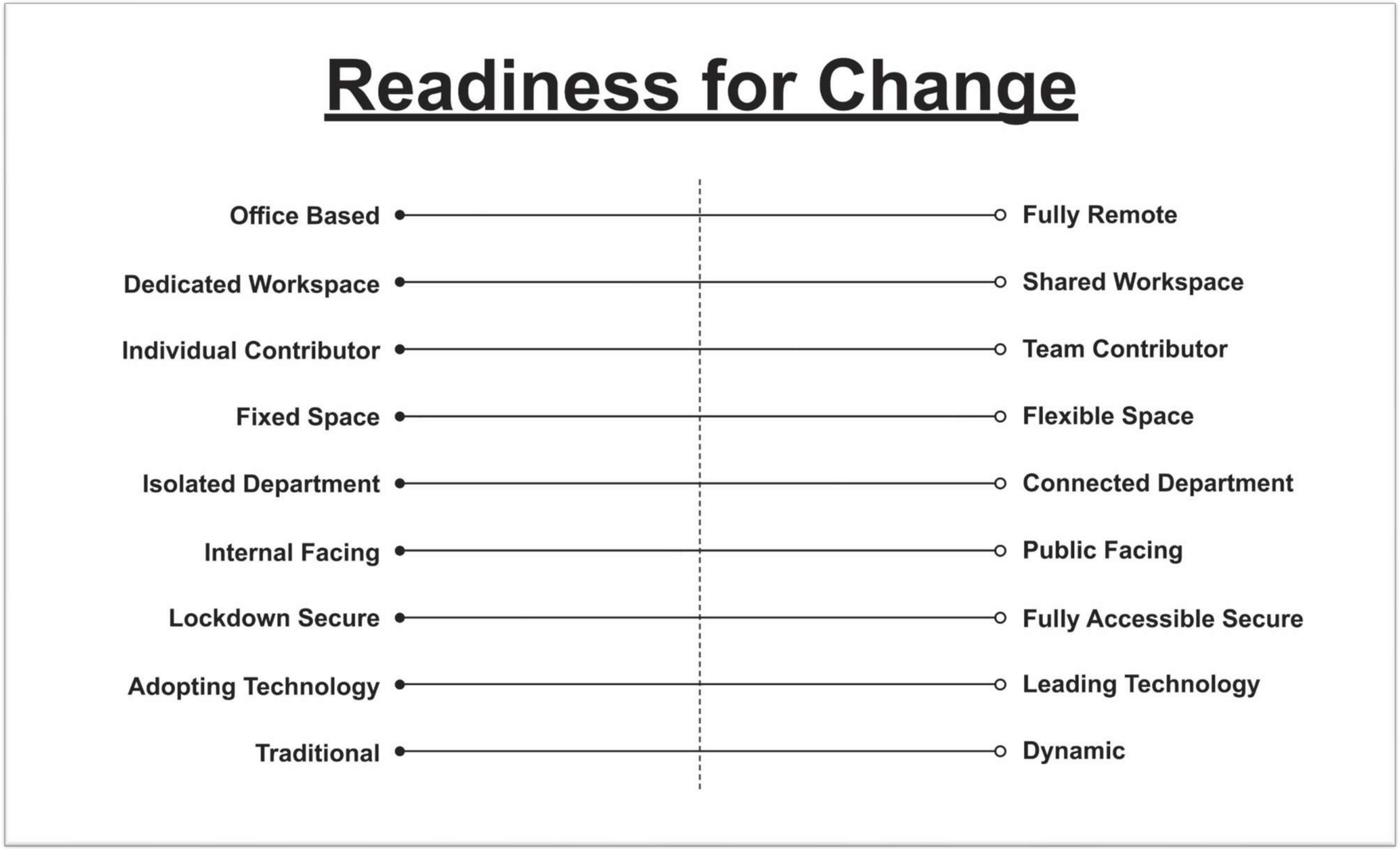
A. Comptroller/Central Payroll
B. Corporate Council
C. County Board of Supervisors
D. County Clerk
E. Election Commission
F. County Executive
G. Ethics Board, Personnel Review Board, Civil Service Commission
H. Human Resources
I. Register of Deeds
J. Treasurer
K. Department of Health & Human Services
L. Office of Strategy
M. DAS – FMD O&M
N. FMD Sustainability
O. DAS – Facilities
P. FMD – Security
Q. FMD AE&ES

Activity: Readiness for Change

OBJECTIVE

Provide us with an understanding of where your workplace environment is currently and where you want to be in the future.

(15 minutes)



05

“Keep, Toss, Create” Activity

Activity: Keep, Toss, Create

OBJECTIVE

What aspects of your workplace would you like to Keep, Toss, or Create?

(20 minutes)

Activity: Keep, Toss, Create

Sticker Dots & Board Key

Color Meaning

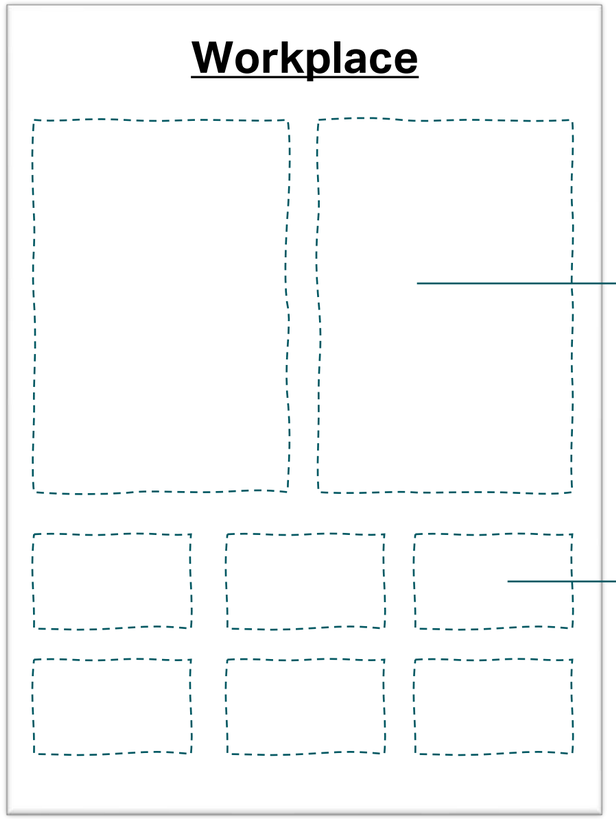
Keep

Toss

Create

I Like This !!!

Boards



Attributes of space types typically seen in the selected categories.
Tell us what you would Keep, Toss, or Create in a new space.

Images of what future space could look or feel like.
Tell us what resonates with you.

06

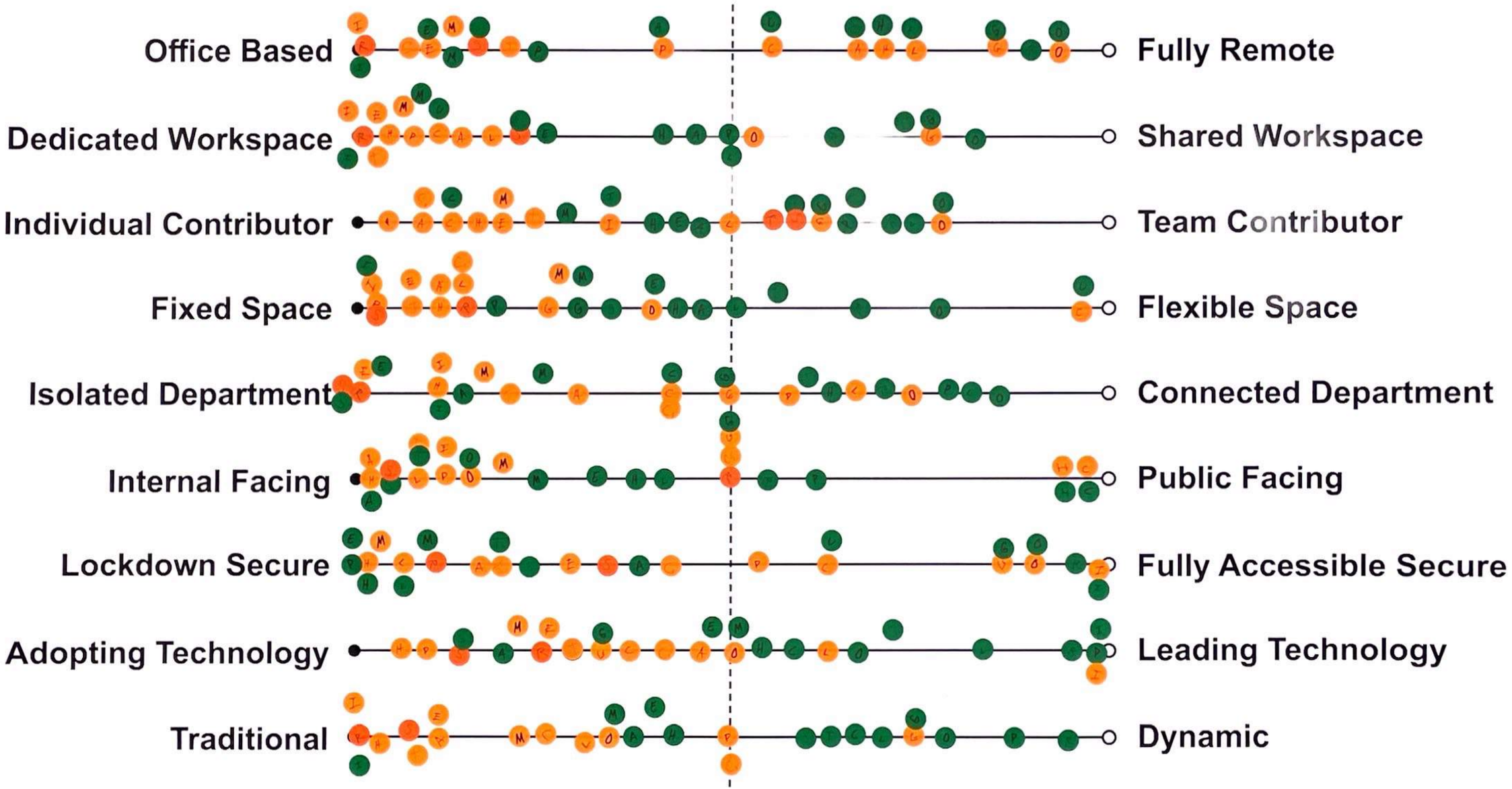
Next Steps

Next Steps

- ✓ Develop a summary of findings from this visioning session to help inform County Wide Workplace Guidelines
- ✓ Participants to identify staff for upcoming workshops
- ✓ Conduct interviews, site observations, and walk-throughs - *week of*
  - Workplace Interviews (December 13, 2024)
  - Workshop I – Operations (December 13, 2024)
  - Workshop II – Space Needs and Relationships (January 10, 2025)
  - Workshop III – Technical Requirements (February 14, 2025)

Thank You!

Readiness for Change



Workplace

Enclosed Workspaces

Windowless Environments

Collaborative Work Environments

Energizing Workspace

Universal Accessibility

Flexibility

Traditional Work Environments

Wireless Access

Work in Different Areas

Access to Daylight

Acoustic Privacy

Maze of Spaces

Bring Your Own Device Access

Secure File Storage

User Workspace Choice

Bullpen Style Workspaces

Hoteling Workspaces

Dedicated Workspaces

Shared Workspaces

Dedicated Storage

Shared Departmental Storage

Shaded Outdoor Workspaces

Height Adjustable Desking

Controllable Lighting

Personalized Workspaces

Clean Desk Environments

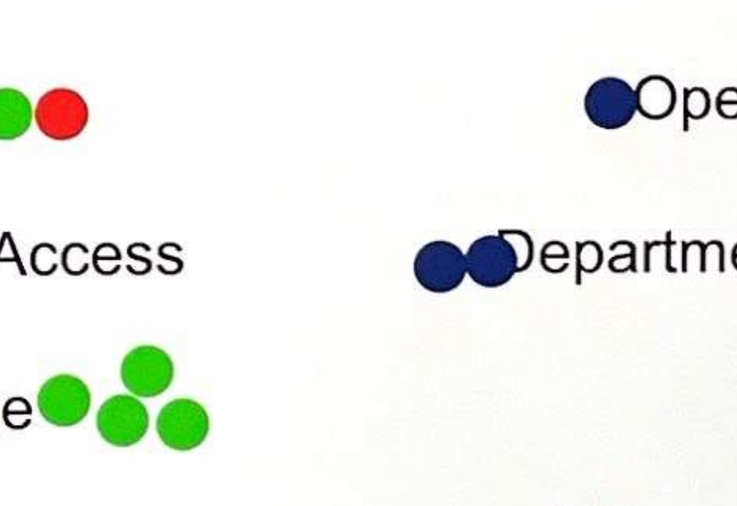
Traditional Cubicles

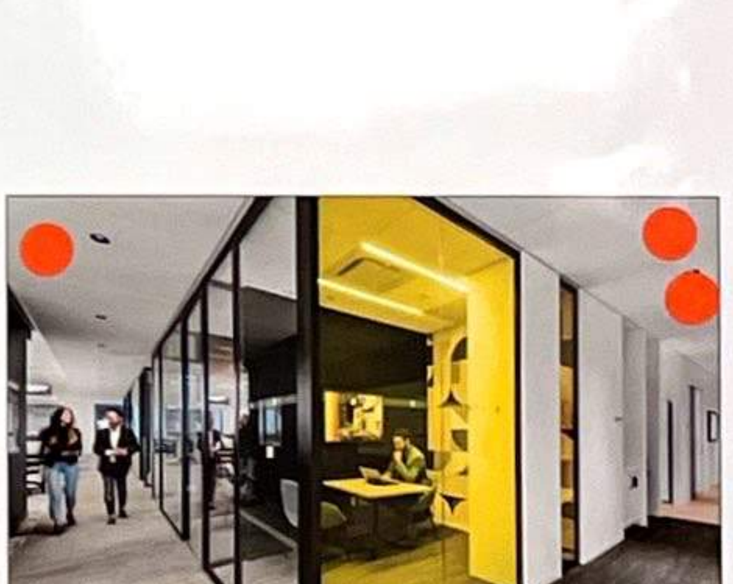
Open Team Workspaces

Departmental Public Waiting Areas

What else?...

•
•
•





Amenities

Artwork / Visual Inspiration

Gaming area(s)

Internal Wayfinding

Retail Areas

Outdoor Space

Access to Food Service and Dining

Sustainable Environments

Restaurants

Maze of Space

Departmental Public Waiting Areas

Free Parking

Access to Onsite Fitness (Gym)

Social Spaces in Department Areas

What else?...

Prayer room

- Wellness room

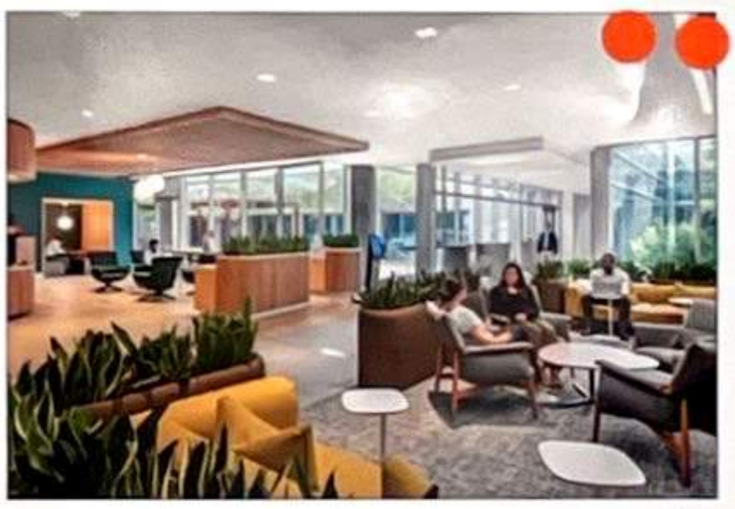
Mother's rooms

Amenities that Increase Productivity

Meditation and/or Quiet Zones

Community Space

Access to Coffee Shop



Collaboration

Team Rooms

Access to Daylight

Acoustic Privacy

Controllable Lighting

Video Conferencing (Teams Rooms)

Bring Your Own Device Access

Touchdown and Informal Workspaces

Technology Enabled Collaboration

Technology Free Collaboration

Dedicated Personal Meeting Spaces

Shared Training / Conferencing

Open Collaboration

Flexible Meeting Rooms

Large Conferencing Spaces (25+ ppl)

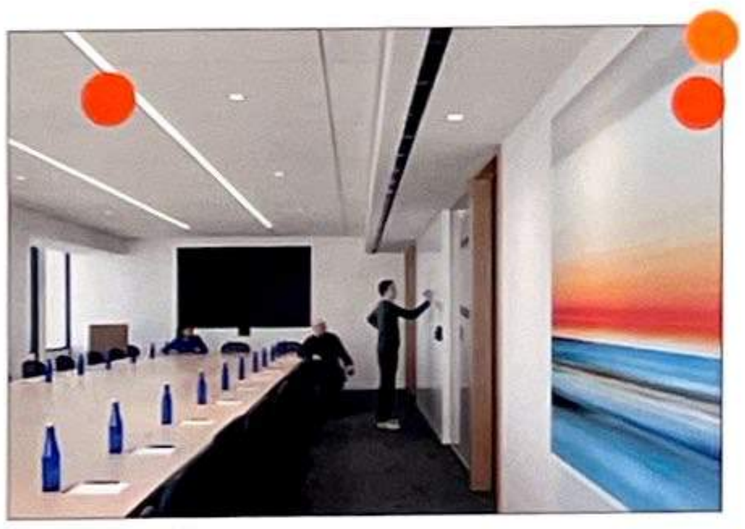
Informal Lounge Style Meeting Space

Focus/Video Rooms

Dedicated Departmental Meeting Space

What else?...

- INCREASED EXTERNAL ACCESS TO TECH SUPPORT WHEN WORKING W/ INTERNAL OPERATIONS
- TECHNOLOGY TRAINING ROOM
-



Workplace.

AECOM

Name	Organization / Department	Email
Steve F. Taylor	County Board	SteveTaylor@...
Israel Ramon	ROD	israel.ramon@milwaukeecounty...
Steve Kroll	ROD	steven.kroll@milwaukeecountywi.gov
Artis Landon	Child Support Services	artis.landon@milwaukeecountywi.ga
Marco Franklin	HR	MARCO.FRANKLIN@milwaukeecountywi.gov

Workplace

AECOM

Name	Organization / Department	Email
Kendall Noel	OR - Concord	knoel@concord-cc.com
Ana Kovacic	OR - Concord	akovacic@concord-cc.com
Aaron Hertzberg	DAS	aaron.hertzberg@milwaukeecountywi.gov
Steve Cady	Comptroller	stephen.cady@milwaukeecountywi.gov
Nahid Afsari	OR - Concord	nahid@afsariconsulting.com
Dustin Schrader	DAS - FMD	dustinschrader@milwaukeecounty.gov
Aerial Lopez	County Board	
Amy Turim	DAS - Admin	amy.turim@MilwaukeeCountyWI.gov
Molly Pahl	Comptroller	~~molly.pahl~~ mary.pahl-skwierawski@milwaukeecountywi.gov
Joseph Lamers	SBP	joseph.lamers@milwaukeecountywi.gov
Michelle Harvey	Elections	michelle.harvey@"

Exhibit 03 – IJCC Visioning Session Part II

Meeting Minutes

Project
Investing in Justice - Courthouse Complex Planning

Meeting date
11/21/2024
12/4/2024 (DA)
12/18/2024 (DHHS)

Location
MS Teams

Subject
Visioning Session
Programming
Process Improvement

Time
9:00am-12:00pm CST

Owner
Milwaukee County

Prepared by
Jenna Joo

Attendance / Distribution:

Name	Organization	Attendee	Distribution
Jeannette Peruchini	AECOM	X	X
Frank Louis	AECOM	X	X
Jenna Joo	AECOM	X	X
Matt Rebbe	AECOM	X	X
Deena Fox	AECOM	X	X
Mike Horton	AECOM	X	X
Sebastien Simonnet	AECOM	X	X
Lisa Tsang	AECOM	X	X
David Clusiau	NORR	X	X
Cristi Glenn	NORR		X
Simon Eltayar	NORR	X	X
Erin Persky	EP&A	X	X
Meg Bower	TBTB	X	X
Ashley Asdit	MKE	X	X
Carl Ashley	MKE	X	X
Denita Ball	MKE		X
Stu Carron	MKE	X	X
Sumaiyah Clark	MKE		X
Steve Delgado	MKE	X	X
Aaron Dobson	MKE	X	X
Stephanie Garbo	MKE	X	X
Aaron Hertzberg	MKE	X	X
Anna Hodges	MKE		X
Mary Ferwerda	MKE	X	X
Chantell Jewell	MKE	X	X
Shakita La Grant-McClain	MKE		X
Joe Lamers	MKE		X
Kent Lovern (12/4/2024)	MKE	X	X
Sara Sadowski (12/4/2024)	MKE	X	X
Jeremy Lucas	MKE	X	X
Claire Miller	MKE	X	X
David Muhammad	MKE		X
Peter Nilles	MKE	X	X
Erin Perkins	MKE	X	X
Tom Reed	MKE	X	X
Catoya Roberts	MKE	X	X
Mark Sanders	MKE		X
Dustin Schrader	MKE	X	X
Mary Triggiano	MKE		X
Kenmikiya Terry	MKE	X	X
David Muhammad (12/18/24)	MKE	X	X
Patrick Flaherty	Concord	X	X
Kendall Noel	Concord	X	X
Bruce Wetzel	Concord		X
Matt Guanery	HDR	X	X
Maddie Krebs	Mueller	X	X
Josh Butz	NCSC	X	X

<table>
<tr><th>No</th><th>Item</th><th>Action</th></tr>
<tr><td>1.</td><td>Chief Judge Ashley and Ashley Adsit (Concord) Opening Message
Chief Judge Ashley opened the Visioning Session with a welcome message and encouraging everyone at the session to be fully engaged for the exciting Courthouse Complex Opportunity as it is much needed for the community.

Ashley Adsit reviewed the final vision and mission statement and project goals.</td><td></td></tr>
<tr><td>2.</td><td>Introductions
The project team and representatives from Milwaukee County, Concord, HDR, NCSC, and Mueller introduced themselves.</td><td></td></tr>
<tr><td>3.</td><td>Where we are Now / What is Visioning / Session Objectives
AECOM has been reviewing the previous phase reports and Milwaukee County Space standards and are using this opportunity in Phase IV to re-validate for the future work going forward.

AECOM reviewed the purpose of Visioning and introduced the importance of user engagement to allow for the development of the vision.

Session Objectives were defined:
1. Initiate the programming process
2. Identify project priorities
3. Identify opportunities for process improvement</td><td></td></tr>
<tr><td>4.</td><td>Check-in
The design team asked one question as a “check-in” question to all participants. See below for participant responses.

Question: Name one opportunity you envision that could encourage the success of the courthouse complex

Responses:
<table>
<tr><th>Name
Organization</th><th>Response</th></tr>
<tr><td>Chief Judge Ashley
Chair of Community Justice Council</td><td>To make sure when we’re done, the community feels they have invested and have been heard. We want to give the opportunity that it’s not just the justice system, but the community would benefit as well.</td></tr>
<tr><td>Kenmikiya Terry
Director of Budget / Strategy
Office of Equity</td><td>Everyone feels welcome. A lot of times this space is looked at negatively. When people come in, they should feel welcome.</td></tr>
<tr><td>Dustin Schrader
Director of Security
FMD</td><td>Safer environment. For all staff and visitors to feel safe while within the building.</td></tr>
<tr><td>Stu Carron
Director of Facilities Management</td><td>Envision this project as vehicle to revitalize the civic center of Milwaukee County. This requires coopertion with City of Milwaukee. There is an opportunity here</td></tr>
<tr><td>Stephanie Garbo
Judicial Operations Manager</td><td>Facility that is adaptable and grow with changing of the times.</td></tr>
<tr><td>Catoya Roberts
Directory of Community Council</td><td>Resources and programs are accessible and easily findable in the building.</td></tr>
</table>
</td><td></td></tr>
</table>

No	Item		Action
	Aaron Dobson Milwaukee County Sheriff's Office	We need to let people know what the true need is. We're in a bad situation. We don't need a new facility, we need it. We need to tell people that we need it so we can fund it because it's an issue.	
	Aaron Hertzberg Director of Facilities	To make sure individuals come here and feel dignity and respect in the environment. The project creates potential for improved outcomes.	
	Peter Nilles Director of Facilities Lead in Construction Work Group	Quality work, On-time, and Wthin Budget, With Client Satisfaction. Client satisfaction ties into what we're hearing here.	
	Steve Delgado Director of Operations and Maintenance	Mechanically sound and functioning complex. To be the centerpiece of downtown and immediate area	
	Tom Reed Vice chair of Community Justice Council	The project should be inspiring to city. Create vision for the civic center - for a place to gather outside for good public reasons and not just protests. To create a good gathering space. To convince people that this is necessary. There is visionary thinking for the project.	
	Kent Lovern DA's Office	This project will enhance safety of the community and why the justice system is needed.	
	Chantell Jewell Community Reintegration Center	Collaboration across departments, innovation, safe and secure space that meets the needs of people that can identify what the community needs	
	Josh Butz NCSC	Improved coordination among different departments across 3 courthouse buildings. Improve public trust after the project is finished.	
	Mary Ferwerda Chief Justice of Circuit Court	Building is easily navigable. Clear signage in multiple languages and braille that is correct.	
	Maddie Krebs Communications	General knowledge sharing so people can share questions they need to.	
	Patrick Flaherty Concord Group	Having opportunity to develop the building that can be informed in form and function.	
	Kendall Noel Concord Group	Key to have an accessible building. Somewhere people feel safe despite the situation they are coming for.	
	Ashley Asdit Concord Group	Provide comprehensive services for users to meet their needs and support public safety. Staff can function that is effective for their purposes	
	Claire Miller PMO	creating building that can be less confusing in wayfinding. Take away stress through good wayfinding.	
	Elizabeth Flamm PMO	how can this building be center for holistic services of MKE county. While they're here, they can recognize resources they can provide. Through process, foster civic trust. Can know how to navigate and provide services that are here.	
	Erin Perkins Safety and Justice	Navigation between 3 buildings. Confusion in navigating.	
	Joe Lamers (Office of Strategy Budget / Performance)	Providing better experience for the individuals that come and use building and employees that work in the safety building.	

No	Item	Action
5.	**Interactive Activity – Slido** The stakeholders were asked to rank goals in order of importance for the new courthouse complex. See below for Summary of Findings. <u>Summary of Findings</u> 1. Please rank the project goals in order of importance. 1. Ensure Safety and Security 2. Design for Systems Outcomes and Future Adaptability 3. Enhance Operational Efficiency 4. Support Community Well-Being 5. Promote Accessibility and Inclusivity 6. Financial Responsibility and Cost Efficiency 7. Stakeholder Engagement and Communication 8. Advance the Organization's Climate Policy See attachment for results of Slido activity.	
6.	**Process Improvement & Programming Overview** <u>Lean Six Sigma</u> 1. Phases: 1. Define, 2. Measure, 3. Analyze, 4. Improve, 5. Control a. The Visioning Session is on the "Define" phase. We want to define the current issues, bottlenecks, challenges, pain points, opportunities, etc. <u>Programming</u> 1. Programming is a process that leads to the statement of an architectural problem and the requirements to be met in offering a solution. 2. This is also the time to be aspirational/qualitative to understand space requirements a. Example: windowless room – to understand how this would fit during concept design 3. During programming, the design team and stakeholders would work together to define space program data and understand relationships between the spaces	
7.	**Best Practices in Courthouse Design** Best practices in Courthouse Design were presented which included: 1. Separate circulation (public, judge/staff, in-custody) 2. Single public entry / Clarify wayfinding 3. Organization of high and low volume functions 4. Operational adjacency / efficiency 5. Safe / Secure & Welcoming The stakeholders were asked to rank desirable spaces in the new courthouse complex. See below for Summary of Findings. <u>Summary of Findings for Interactive Activity</u> 1. STAFF: Rank the wellness spaces / attributes to determine what you are most interested in seeing in your new courthouse complex? 1. Aesthetics (Look and Feel) 2. Access to Natural Light / Views 3. Access to Food Service 4. Temperature Control	

No	Item	Action
	5. Wellness Spaces 6. Lighting Control 7. Acoustical Control / Mitigation 8. Quiet Spaces 9. Staff-Only Outdoor Space 10. Fitness 2. VISITORS: Rank the wellness spaces / attributes to determine what you are most interested in seeing in your new courthouse complex? 1. Varied Court Waiting Seating Arrangements 2. Access to Natural Light / Views 3. Access to Food Service 4. Community Spaces 5. Childcare 6. Acoustical Control / Mitigation 7. Publicly-Accessible Outdoor Space 8. Public Art See attachment for results of Slido activity. <u>Court Data Overview</u> Court data was introduced to the stakeholders on how the data would inform the programming and concept design of the new courthouse.	
8.	**Future Thinking** <u>Individual Chambers vs. Collegial Chambers</u> 1. The design consultant introduced Future Thinking to the attendees related to individual chambers vs collegial chambers. Currently, Milwaukee County utilizes individual chambers at the Historic Courthouse and Collegial Chambers in the Children's Court. 2. There has been a trend that individual chambers disadvantage is that some judges are becoming lonely due to physical isolation. 3. Europe has been utilizing collegial chambers as it is a reflection of their culture. In the United States, there is a trend to utilize the collegial chambers layout. 4. In Toronto, collegial chambers are being utilized and there are amenities dedicated to the judges only. It is a stressful environment, so a place for the judges to relax has been important. 5. Benefits of collegial chambers include shared staff, lounges, dedicated amenities. 6. Disadvantage of the collegial chambers is that the courtrooms are shared. 7. There is also an opportunity to plan for individual chambers if the current culture is not ready for a shift to the collegial chambers, but there is an opportunity in planning to allow for a future shift. <u>Impact of Technology</u> 1. COVID created a rapid change to improve technology 2. There are hybrid / virtual courtroom options with an investment in technology. 3. Tom Reed: We gain a lot from individuals when they are in-person for in-custody sitting with their attorney. A lot of communication can be lost if the process is conducted through video. Need to think about what kind of procedures the video tool is used for. A family may be offended if case is completed through video. The stakeholders were asked to rank desirable spaces in the new courthouse complex. See below for Summary of Findings. <u>Summary of Findings for Interactive Activity</u> 1. What technological implementations are most important to you? Rank order each item. 1. Remote Proceedings	

No	Item	Action

2. Security
3. E-filing
4. Video Arraignment
5. Remote Interpretation
6. Real-Time Court Reporting
7. Digital Records Storage (Active, Inactive, Archival, etc)
8. Electronic Docket
9. Self-service Kiosk
10. Online Dispute Resolution Options

Problem Solving Courts

The design consultant asked three questions:

1. What are your current offerings? Responses below:
   a. Mental Health Court
      i. They have mental health court which is expanding. It was in pilot context, but will be building it out. There is extreme concern for mental health. They are focusing on how to expand.
   b. Adult Drug Treatment Court
   c. Family Drug Treatment Court
   d. Healthy Infant Court
   e. Veterans Treatment Court
   f. Deferred Prosecution (plead the charge and can be reduced or dismissed)
2. What is your vision for the future of these court offerings?

Name Organization	Response
Kenmikiya Terry Director of Budget / Strategy Office of Equity	I am looking though an equitable lens. How we are meeting needs in the space. How are we ensuring services are being accessed to meet their needs. Meeting non-traditional customers needs. What does that look like? (example: In the past, I was working with a family. The mother was hearing impaired. A lot of things went through the child, but needed the parent to be engaged). How can we ensure that users do not feel negative experience. How are we envisioning users in the process. So easy to go to things we are used to. I recently met an autistic attorney. How to make sure space is meeting needs in equitable way for all users. What would a communal space look like? How to make it secure? Non-traditional customer stakeholders should be considered during planning.
Chief Judge Ashley Chair of Community Justice Council	We should have a space that is dedicated to agencies - to be a place to be one-stop shop. Transportation and getting around is difficult. Expanding or providing some services in house or close to it would be great.
Chantell Jewell Community Reintegration Center	We need a time out space to break away to deal with trauma
Erin Perkins Safety and Justice	Having justice partner spaces nearby are helpful.
Peter Nilles Director of Facilities Lead in Construction Work Group	Accesibilty to multiple services. Currently constructing a new administrative building for DHS. Primary goal of that project was to provide a multitude of services under one roof. If we're looking for input on how they went through their process, we can reach out to DHS leadership.
Stephanie Garbo Judicial Operations Manager	Treatment courts for adults have drug testing. Right now, it's a jail toilet. Changing that aspect would be huge. Most of the programming / group programming are in safety building.

No	Item	Action

	Those rooms were not designed for such. Having group spaces for groups instead of converted existing rooms would be a huge improvement. The specialty court is in courthouse but case management is in safety building; people need to physically move to different buildings.
Aaron Dobson Milwaukee County Sheriff's Office	We need high-risk individuals in a confidential space. Defense attorney needs to be near them and still be a part of trial and accessible to the defense attorney. That type of space doesn't exist currently. I would like a high-risk court room area. Also, we need a courtroom for large high-profile cases where there will be a lot of media.
Tom Reed Vice chair of Community Justice Council	One of the previous models had two towers. One would be courthouse and courtrooms. The second tower would be for district attorney's office and other services. The two towers had a common plaza. Why not locate some offices in a common place. Currently, we are facilitating client access to the various services. We could provide a connection to people working in different roles. There should be further conversation for space use and for what we want which is to build collaborative, problem-solving capacity. We could co-locate some of the entities. There are space strategies to promote that. I am not suggesting 2 towers, but potential for colocation would be valuable. During pandemic, we paid a price when people who have multiple responsibilities were isolated. Human interaction is diminished. Moving cases were difficult because people were not available to talk to each other. Take down adversarial instinct.

3. If you could change one thing about these spaces as they exist today, what would that be?

Name **Organization**	**Response**
Chief Judge Ashley Chair of Community Justice Council	There is an inherent problem with how courts are currently configured. We need a real problem solving court, and it would be desirable to have the same level. Most in treatment court are not in custody. We need to balance security and physical proximity.
Chantell Jewell Community Reintegration Center	I would like to change space planning. Sometimes victims in same space as in-custody.
Erin Perkins Safety and Justice	I would like the change of having separate waiting space
Stephanie Garbo Judicial Operations Manager	Court rooms should be closer to case management. Having adequate space that allows for trauma-informed. Most of that population has significant history of that. Expand capacity.

See attached presentation for additional information.

<u>Site Selection</u>

The design consultant reviewed the 6 site options with the group and identified criteria that could play into selecting the site for the new criminal courthouse. The criteria includes: site accessibility, site amenities, site potential, detainee circulation, potential site issues, and zoning and approvals.

No	Item	Action

Another important consideration is detention movement and its impact to the project, court, and sheriff's office.

Responses from Stakeholders:

Name Organization	Response
Aaron Dobson Milwaukee County Sheriff's Office	Direct transport is needed. We transport about 6000 people a year to court. Lacking a connection gives opportunity for failure. There's already process issues. No link would exacerbate issue (food service, medical service). There HAS to be connection.
Stu Carron Director of Facilities Management	This is a significant safety and security issue. Look at goals for design.

9. Process Improvement – Activity

AECOM facilitated an activity that split the participants into four groups to identify pain points and opportunities in the current "Day in the Life."

Summary of Findings*

Group	Findings – Pain points
Group 1	Parking logistics Wayfinding (people can't find where to go) In-custody spaces (lack of separation)
Group 2	Entryway (not friendly, not welcoming, wayfinding issue) Screening is an issue Circulation is mixed together - Detainee escortee – staff / detainees are passing by each other, sharing elevators. Safety security issue
Group 3	Workspace – don't have appropriate workspaces (attorney meeting clients). Public spaces – dark, windowless. Maintenance/operations – hvac issues, temperature issues, water leaks, not prepared for tech needs in 2024, public experience moving through space. Security / confusion about entrances. Wayfinding signage is different throughout complex. Too dark, too windowless.
Group 4	Wayfinding. Information Desk is in the basement (should be somewhere else). Lots of screaming children – need more child-friendly spaces. Current facility does not meet supreme court standards for what a court house looks like. Parking – it's a mess for people to get here. Not enough parking. Squad cars can park

No	Item	Action
	illegally and still can't park. Appropriate workspaces that meet our needs. No amenities to help alleviate stress-related activities in safety building. In the past, people could enjoy a walk in MacArthur Square. With the close of MacArthur Square, it is a loss of external amenities. Maintaining 100-year old infrastructure is challenge. Thinking about modernization and focused on environmental/climate.	
	**There is no representation from District Attorney's Office for this activity* See attachment for results on the activity.	
10.	**Next Steps** Workshop I will be week of Dec 16. 30-90 minute meetings with different departments	Departments to identify staff to attending the programming workshop on the December 17-19, 2024.

IJCC – Programming & Process Improvement Visioning Session

Investing in Justice: Courthouse Complex Planning Phase IV

Visioning Session
11 21 2024

Our Commitment: Vision & Mission

WE ENVISION… A welcoming and adaptable Courthouse Complex that embodies justice, equity, safety, and community well-being and addresses the holistic needs of the public, systems-involved individuals, and staff now and in the future.

PROJECT MISSION

Our mission is to create welcoming Courthouse Complex facilities that prioritize equity and the needs of the Milwaukee community. We will do this by fostering safety, accessibility, efficiency, and restorative practices through an adaptable design that is informed by stakeholder engagement and accommodates state-mandated services and comprehensive resources that uphold justice and fairness for everyone.

Project Goals (1 of 2)

Ensure Safety and Security

Goal: Prioritize the safety of staff, visitors, victims, witnesses, and persons in custody through advanced security measures and facility design.

Impact: Visitors, staff, and justice-involved individuals will experience a safer environment, reducing anxiety and providing a secure atmosphere for everyone involved in courthouse complex activities.

Support Community Well-being

Goal: Design the courthouse complex to offer integrated services that address the broader needs of the community, such as legal aid, mental health support, and community engagement.

Impact: The courthouse complex will provide holistic services, helping the public address broader needs while fostering a supportive, community-oriented environment.

Promote Accessibility and Inclusivity

Goal: Ensure the courthouse complex meets the diverse needs of the community, including full ADA compliance and equitable access to justice for all.

Impact: All individuals, regardless of ability or background, will experience easy access to courthouse complex services, fostering inclusivity and fairness.

Enhance Operational Efficiency

Goal: Streamline processes and integrate advanced technologies to reduce wait times, improve case management, and increase productivity.

Impact: People will spend less time waiting and staff will work more effectively, resulting in faster service, smoother operations, and a more efficient, user-friendly courthouse experience.

Project Goals (2 of 2)

Stakeholder Engagement and Communication

Goal: Involve court users, staff, and the public throughout the design phase to ensure their needs and concerns are addressed.

Impact: Ongoing communication will result in a courthouse complex that reflects the needs of the community, fostering transparency and trust in the project.

Design for System Outcomes and Future Adaptability

Goal: Create a flexible facility layout that supports improved justice system outcomes and can adapt to future changes in technology, court processes, and the delivery of services.

Impact: The courthouse complex will be future-proofed, ensuring it remains effective and relevant as justice system needs evolve.

Financial Responsibility and Cost Efficiency

Goal: Manage the project within budget and on time, control for risks, and evaluate all options to achieve a fair cost share that minimizes costs for Milwaukee County taxpayers.

Impact: The project will be fiscally responsible and engage additional funders, earning public trust by delivering a high-quality facility without unnecessary cost overruns.

Advance the Organization's Climate Policy

Goal: Align the project with Milwaukee County's Climate Action 2050 Plan, incorporating sustainable materials, energy-efficient systems, and green building practices.

Impact: Visitors and staff will benefit from a more sustainable, eco-friendly courthouse complex, contributing to a healthier environment and long-term savings.

Agenda

- **Welcome & Introductions**
- **Project Understanding**
  - What is Visioning?
  - Where we are today
- **Process Improvement & Programming Overview**
- **Best Practices in Courthouse Design**
- **Future Thinking**
  - Individual Chambers vs. Collegial Chambers
  - Impact of Technology
  - Problem-Solving Courts
  - Site Evaluation / Detention Movement
- **Activity: A Day in the Life**

Introductions

Facilitators

Lisa Tsang
Courts Planner / Programmer

Erin Persky
Courts Planner / Programmer

Meg Bower
Caseload Projections Lead

Mike Horton
Lean Six Sigma Lead

Sebastien Simonnet
Process Improvement

David Clusiau
Courts Lead

All of YOU

- Department of Administrative Services
- Concord Group
- Project Core Group
- County Executive's Office
- Chief and presiding judges
- Clerk of the Court
- District Court Administrator
- Facilities Manager
- Security & Facilities Committee
- Sheriff's Office – Courts Division
- Division of Community Corrections
- Justice Partner Representatives
- Advisory Council
- Community Justice Council
- General Council, Milwaukee County Safety & Justice Challenge
- Community Reintegration Center

Introductions

Project Team

Jeannette Peruchini

Project Principal

Frank Louis

Project Manager

Jenna Joo

Deputy Project Manager

Matt Rebbe

Workplace Design and Visioning Lead

Simon Eltayar

Architect

Deena Fox

Optimization / Efficiency Lead

Where Are We Now?

1

Phase 1: Facility Reviews

- Historic Courthouse: Civil, Probate, Family, other county agencies.
- Replace PSB with New Criminal Courthouse.
- Juvenile Justice Center to remain as-is.

2

Phase 2: Beginning of Master Plan / Non-court Space Needs Assessment

- Non-court space requirements completed.
- Recommendations for Historic Courthouse renovations.
- Temporary swing space estimated at approx. 159,000 SF.
- PSB site recommended for New Criminal Courthouse.

3

Phase 3: Court Space Needs Assessment

- Completion of preliminary court space program.
- 374,000 SF new courthouse. 26 courtrooms, 10-story tower with an adjacent 4-story administration building.
- Ownership, financing, project delivery, operation and maintenance cost estimate completed. Est. construction cost $440-490 million.

4

Complete planning, programming, and design of the New Courthouse Complex

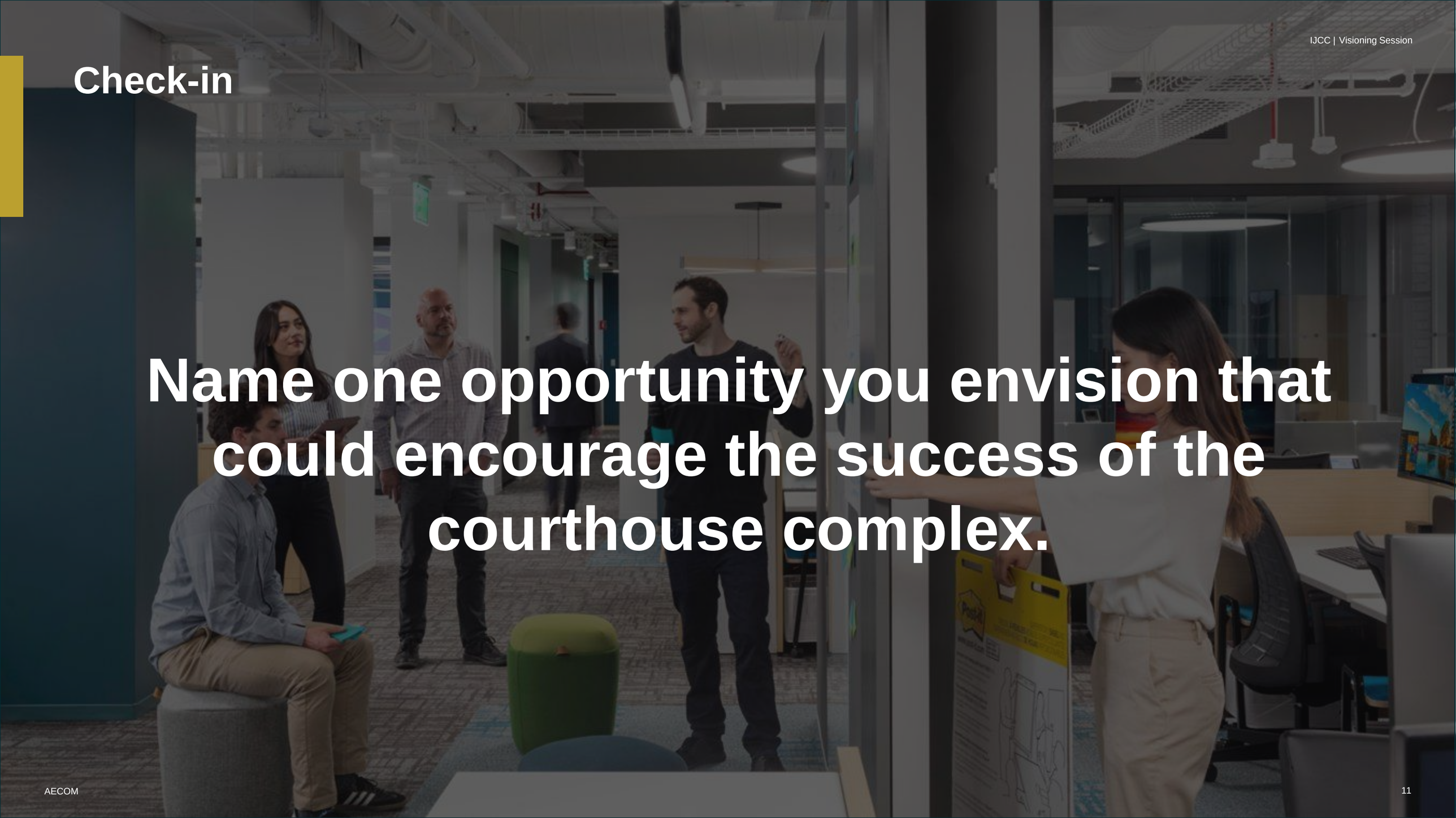
What Is Visioning And Why Are We Here…

Visioning provides an understanding of **aspirational goals** for a future state allowing for **development** of that vison founded in **team sourced** information.

Session Objective

1. Initiate the programming process,
2. Identify project priorities,
3. Identify opportunities for process improvement.

Check-in



Name one opportunity you envision that could encourage the success of the courthouse complex.

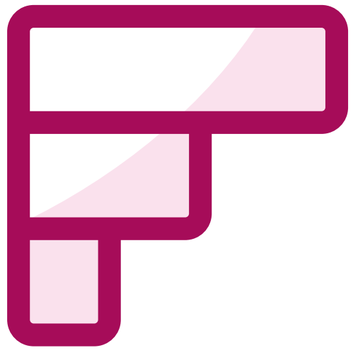
Please scan the QR code or enter the website link below to take part in today’s activities.

https://slido.com/4763194

Slido

slido

Please download and install the Slido app on all computers you use



Please rank the project goals in order of importance.

ⓘ Start presenting to display the poll results on this slide.

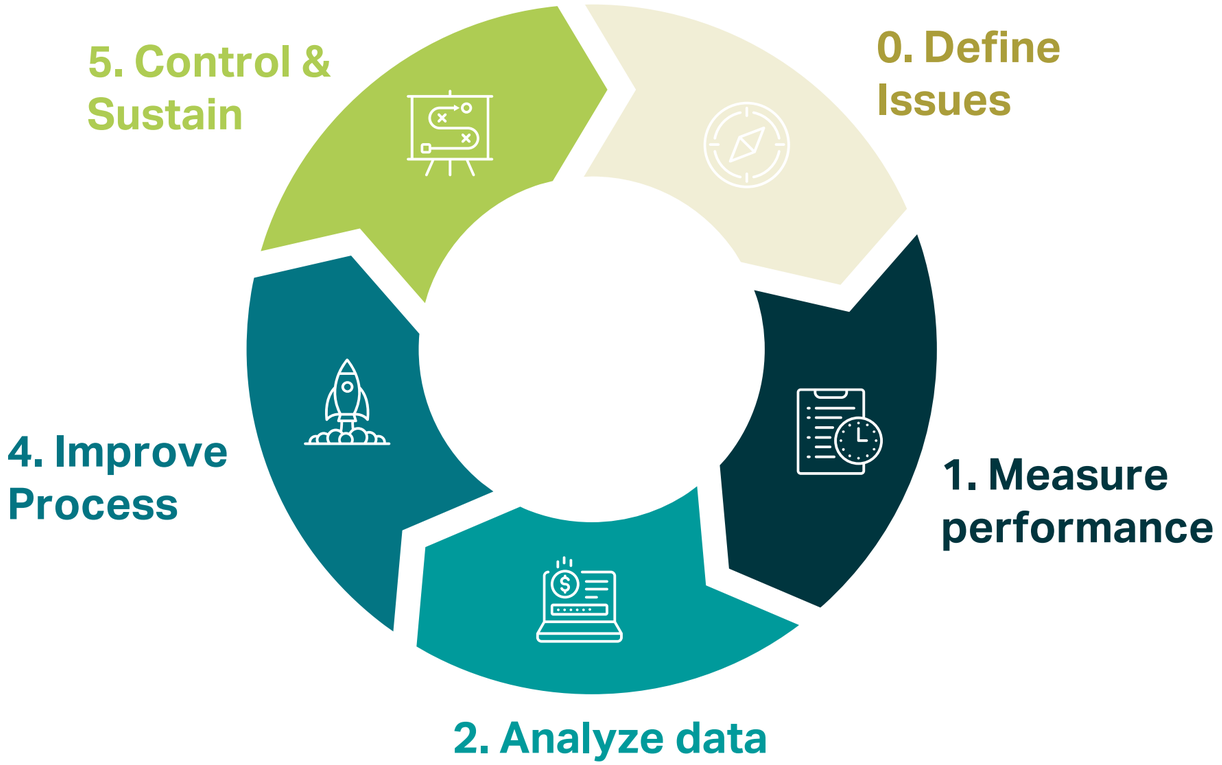
Process Improvement Approach Overview

Following Lean Six Sigma DMAIC Phases

1. Define
2. Measure
3. Analyze
4. Improve
5. Control

Today is about the “Define” phase. We want to *Define* what are the current issues, bottlenecks, challenges, pain points, opportunities etc.? These are the processes we will take through the DMAIC phases. We will do this as part of an activity at the end of the session today.

1. **SPACE =** pain point related to insufficient or poor-quality space, or to poor adjacencies. May relate to the movement of people and the facilitation of a fair and correct judicial process (lack of three-way separation). May relate to current policies as they relate to the assignment and utilization of space (docket rotations).
2. **PROCEDURE =** a process that is unrelated to the configuration of physical space. Think about the movement of paper, information, or the application of policy and procedure (evidence backlog, case scheduling).

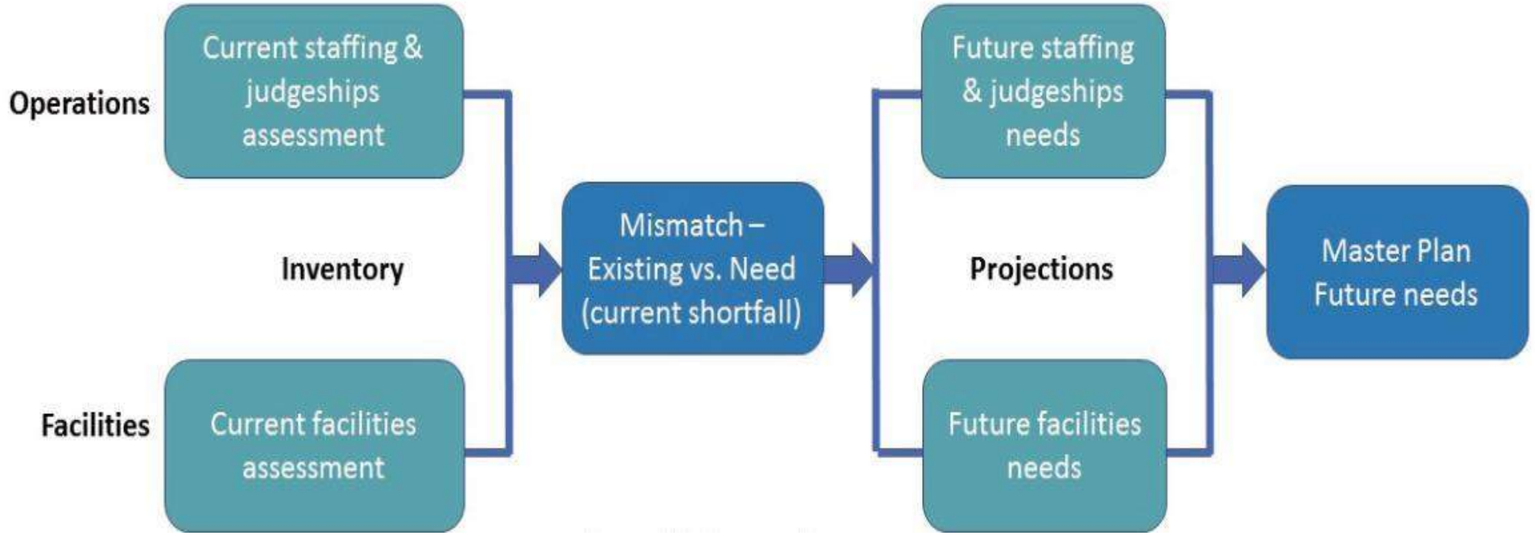


Architectural Programming

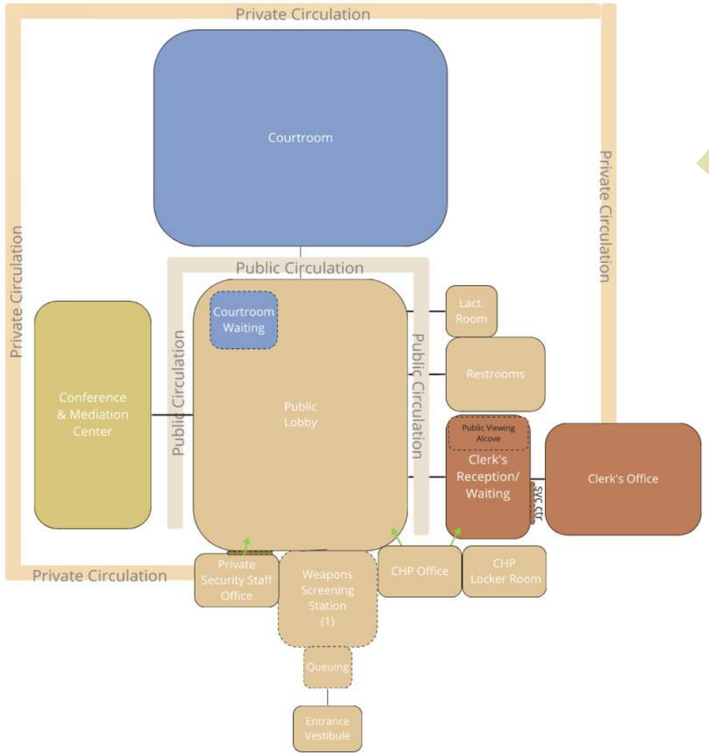
What is it?

"A process leading to the statement of an architectural problem and the requirements to be met in offering a solution."

What is it?



No.	Department Name	2022 Space Program Update (2040 Target)	
		DGSF	Staff Count
Executive Summary			
1.000	**Courthouse Entrance & Security**	10,054	**13**
	New Annex Total	5,098	5
3.000	**Litigation Spaces**	**79,489**	**0**
	New Annex Total	36,221	0
4.000	**Trial Court Chambers**	**27,720**	**13**
	New Annex Total	7,700	24
5.000	**Trial Court Admin. - Jury Management**	**8,615**	**11**
	New Annex Total - Added	6,262	9
10.000	**Trial Court Admin. - Criminal Division**	**7,987**	**61**
	New Annex Total	7,987	61
14.000	**Sheriff (Staff and Holding Areas)**	**11,224**	**22**
	New Annex Total	9,617	13
16.000	**Staff Shared Areas**	**2,056**	**0**
	New Annex Total	2,056	0
100.000	**Building Shared**	**8,594**	**5**
	New Annex Total	8,594	5
Annex Sub-Total		83,536	117
x Building Gross Multiplier (1.40)		*33,414*	
Annex Total (Building Gross Square Footage)		**116,951**	**117**
Other Complex Sub-Total		254,371	731
x Building Gross Multiplier (Not Applicable to Renovations)		-	
Other Complex Total (Department Gross Square Footage)		**254,371**	**731**



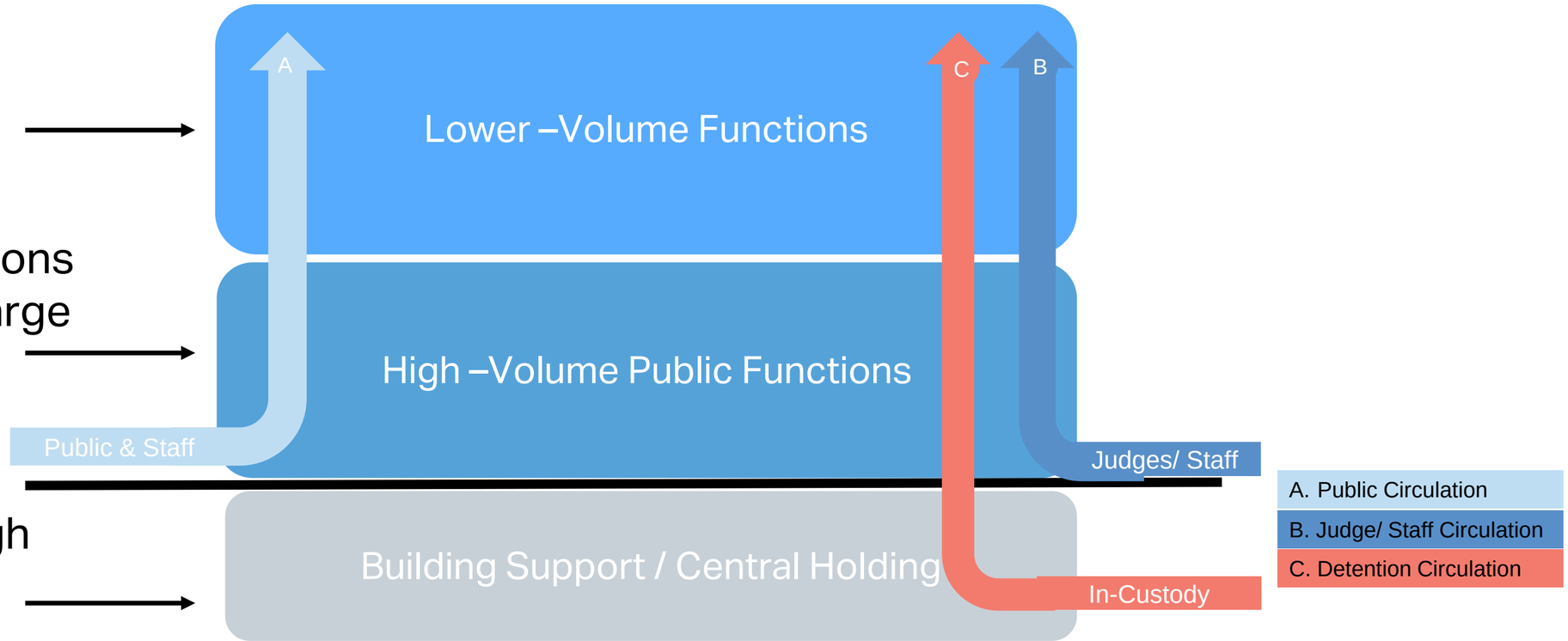
Best Practices in Courthouse Design

1. **Separate circulation systems (Public, Judge's/Staff, In-Custody)**
2. **Single public entry/ Clarify of wayfinding**
3. **Organization of high- and low- volume functions**
4. **Operational adjacency / efficiency**
5. **Safe/Secure & Welcoming**

Departments with less public interaction

High-Volume public functions and/or Courtrooms with large volume /docket per day

Minimal public access, high secured space, limited natural light



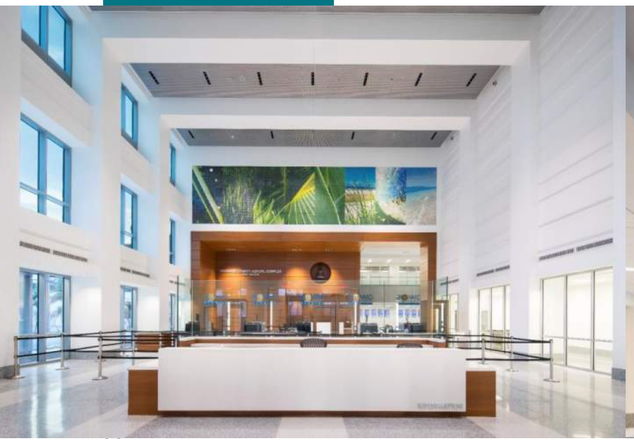
Cross Section of Three-Part Circulation System

Best Practices in Courthouse Design

Health & Wellness

STAFF

VISITORS



STAFF

- Access to natural light and views
- Staff-only outdoor space
- Acoustical control / mitigation
- Wellness spaces
- Quiet spaces
- Views to nature
- Access to food services
- Aesthetics (look and feel)
- Fitness
- Controllable lighting
- Temperature control

VISITORS

- Access to natural light and views
- Publicly-accessible outdoor space
- Acoustical control / mitigation
- Varied court waiting seating arrangements
- Access to food services
- Community spaces
- Public art
- Childcare

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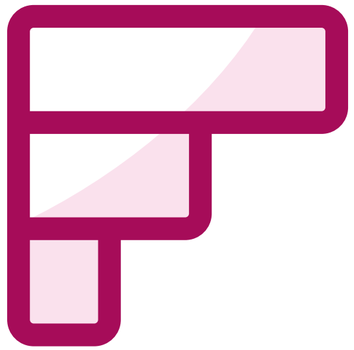
Please download and install the Slido app on all computers you use



STAFF: Rank the wellness spaces/attributes to determine what you are most interested in seeing in your new courthouse complex?

ⓘ Start presenting to display the poll results on this slide.

slido

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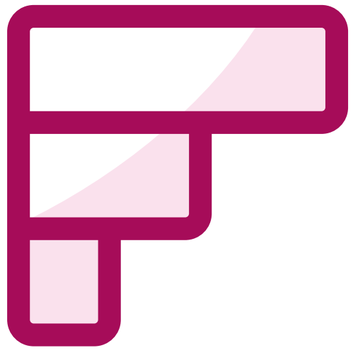


VISITORS: Rank the wellness spaces/attributes to determine what you are most interested in seeing in your new courthouse complex?

ⓘ Start presenting to display the poll results on this slide.

Court Data Overview

How This Analysis May Inform Space

Needs are data driven, based on filing type.

Felony (General)	5 CFTEs
Felony (Drug)	3 CFTEs
Felony (Hom/SA)	5 CFTEs
Felony (Gun/HIDTA)	2 CFTEs
Misdemeanor (General)	4 CFTEs
Misdemeanor (Domestic Violence)	3 CFTEs
TOTAL CRIMINAL COURTS	22 CFTEs

1 FTE = 8 hrs/day
= 40 hrs/week
= 2,080 hrs/year

1 CFTE = 6.5 hrs/day
= 32.5 hrs/week
= 1,690 hrs/year

Using CFTEs:

- Avoids using judges as a proxy for courtrooms
- Allows for the 1:1 (judge: courtroom) ratio to be reconsidered
- Allows for consideration of different
  - Efficiencies of space utilization
  - Courtroom types
  - Courtroom utilization

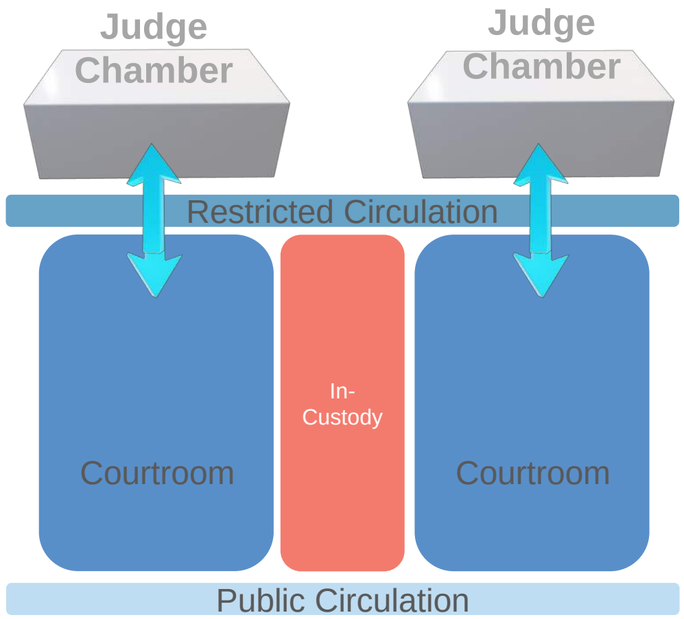
$$\text{WORKLOAD} = \frac{\text{WORK}}{\text{HOURS}}$$

Future Thinking

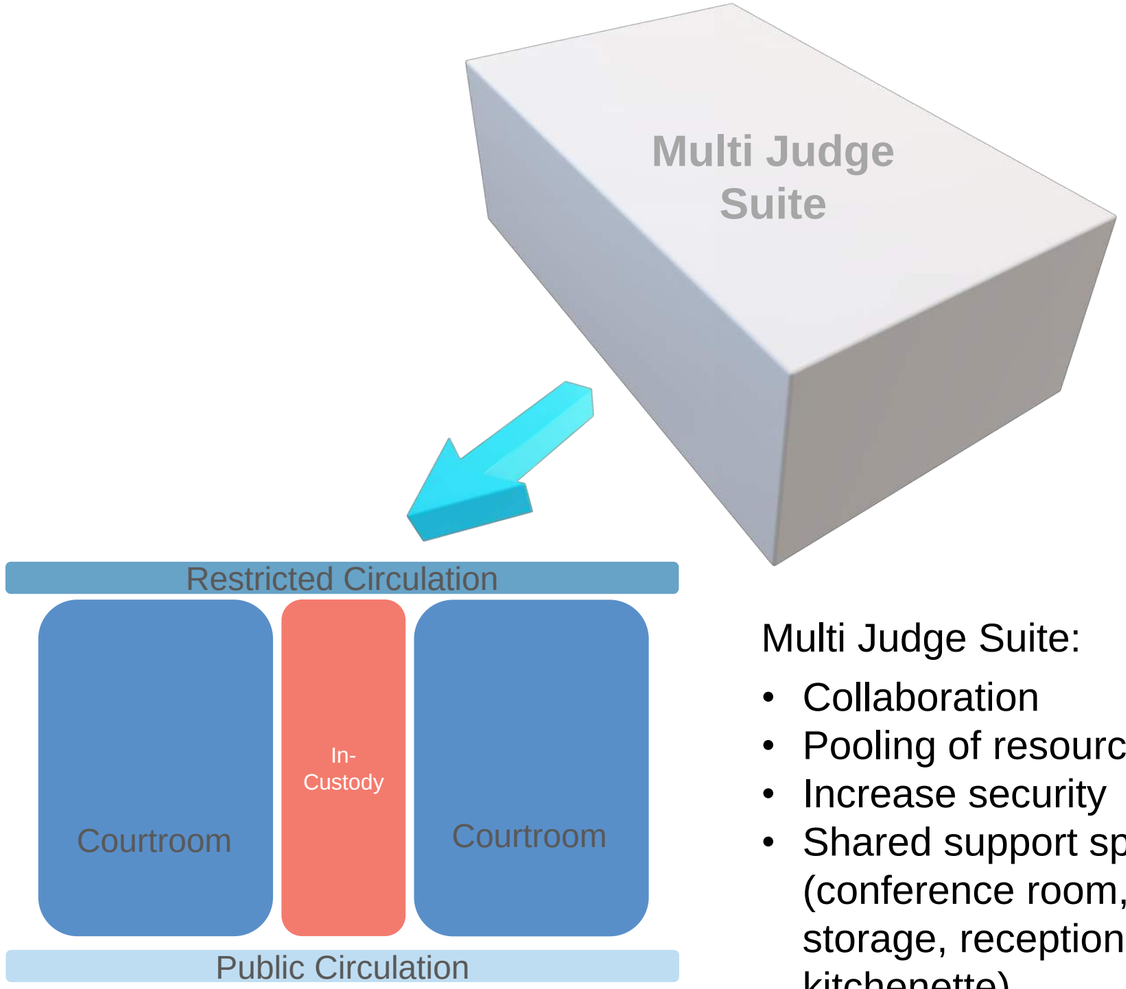
Individual Chambers vs. Collegial Chambers

Individual Judge Chamber adjacent to a courtroom:

- One Courtroom per Judge
- Individual support spaces (copy room, storage, kitchenette



VS



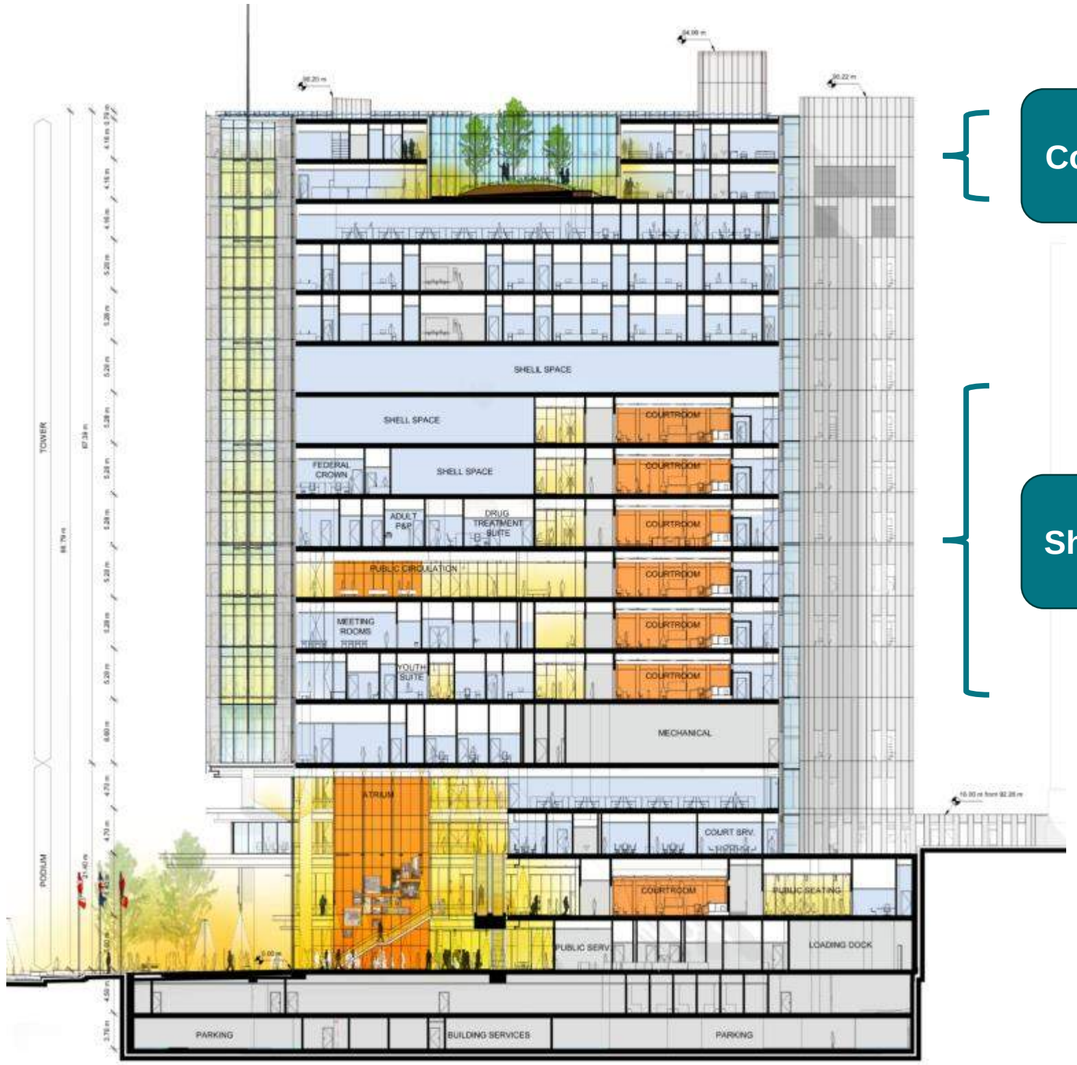
Multi Judge Suite:

- Collaboration
- Pooling of resources and staff
- Increase security
- Shared support spaces (conference room, copy room, storage, reception, kitchenette)

Future Thinking

Individual Chambers vs. Collegial Chambers

Ontario Court of Justice



Future Thinking

The Impact of Technology

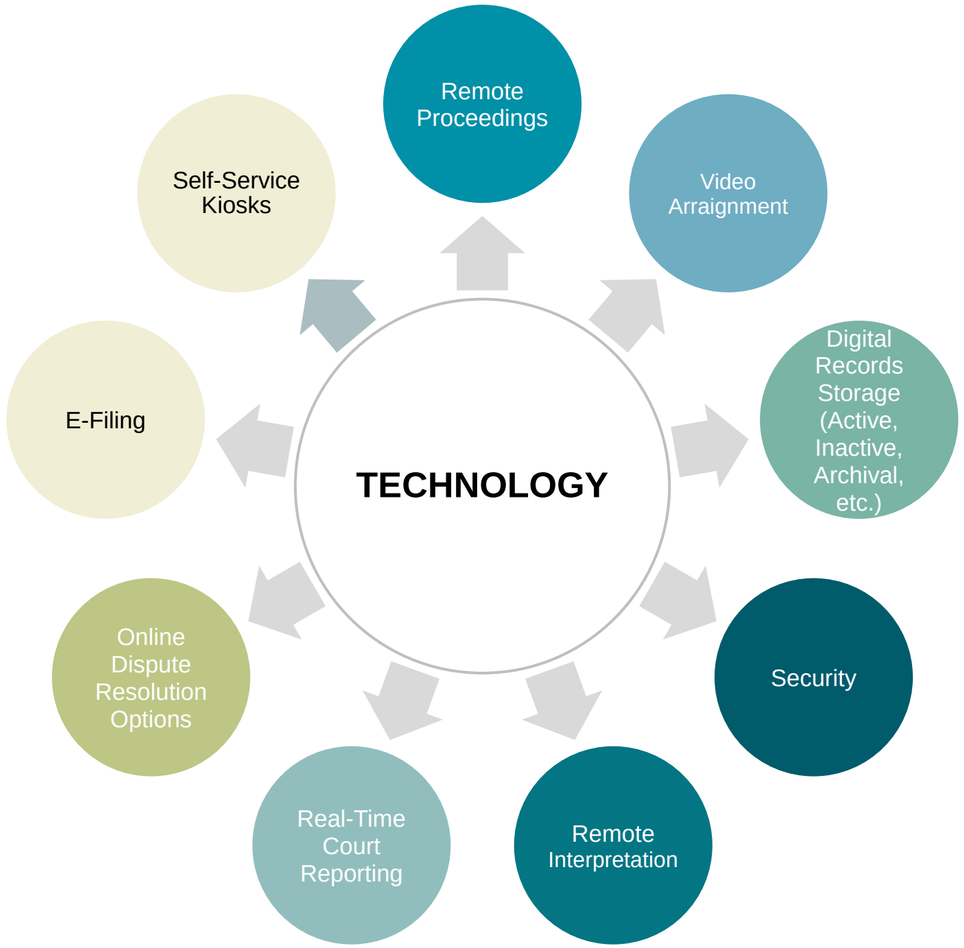
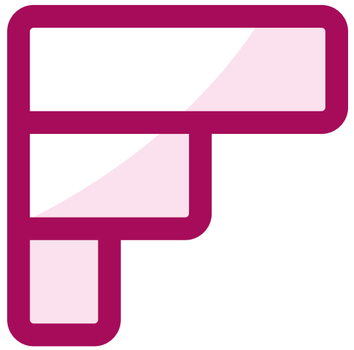


Figure 1. ‘Towards a Distributed Courtroom’ report cover. Credit: David Tait, Blake McKimmie, Rick Sarre, Diane Jones, Laura W. MacDonald, Karen Gelb.

slido

Please download and install the Slido app on all computers you use



What technological implementations are most important to you? Rank order each item.

ⓘ Start presenting to display the poll results on this slide.

Future Thinking

Problem-Solving Courts

"Participating in the program has really helped me get my life back together. They've given me all the resources I need to turn my life around. I feel like I'm part of a team now and everyone is rooting for me. They treat me like a regular person and want me to succeed."

-Carl, MCDTC Participant

What are your current offerings?

Mental Health Treatment, Family Drug Treatment Court, Adult Drug Treatment Court, Healthy Infant Court, Veterans Court, Deferred Prosecution

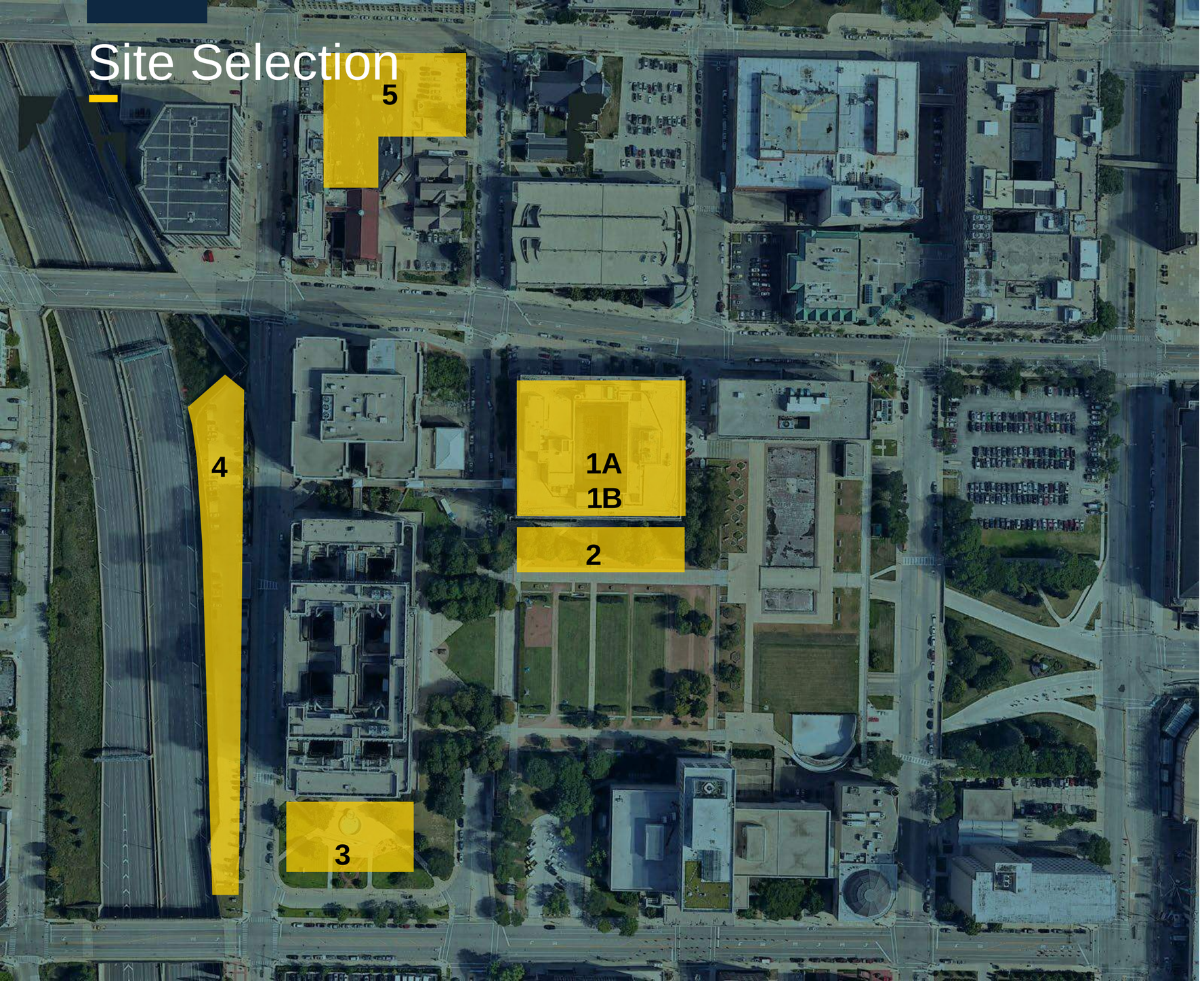
What is your vision for the future of these court offerings?

-Equitable lens – how can we ensure the services are accessible to everyone meeting their needs (hearing impairment, vision, sensory, etc)
-Can we create spaces for services providers to provide the services they need to (counseling)
-Trauma-informed courtroom ("time-out" space)
- Waiting areas/seating areas in courts provide separation

If you could change one thing about these spaces as they exist today, what would that be?

-Would like to have better drug testing space
-Group spaces designed for specific group needs, not repurposed spaces (specialty courts)
-Courtrooms needs to be closer to case management
-Adequate space for trauma informed
-Better relationship between judge, defendants, etc
-Need to balance safety/security (would prefer visitors to not have to go through so many levels of security)
-Need to provide space for high-risk individuals, (escape proof, safe, etc), High Risk Courtroom
-High profile spaces/courtrooms
- Child support services is located in courthouse, but would like to have more opportunity in the community to access this (minimize footprint in

Site Selection



- Operational continuity and adjacencies
- Detainee access to CJF
- Impact on urban fabric and historic courthouse
- Dignity and quality of potential architectural solution
- Site size viability
- Regulatory, zoning and approvals challenges
- Minimal site challenges, utility relocates, environmental factors
- Pedestrian, parking and public transit access and amenities

Site Evaluation

RFP Site Evaluation Criteria

Site Accessibility

- Access to parking
- Access to public transportation
- Pedestrian walkability

Site Amenities

- Perimeter green space (outside of the conceptual building footprint)
- Proximity to existing court related agencies / functions
- Amenity access (restaurants)

Site Potential

- Acreage / size of lot
- Potential floor plate size (Scoring should be based on how efficient the floor plate will be for a typical judicial / court layout)
- Sustainability factor (natural light, heat island effect etc.)
- Adjacencies to related entities/departments as identified in the programming phase

Detainee Circulation

- Ease of detainee movement from adjacent facilities

Potential Site Issues

- Need for major utility relocations
- Any known environmental factors based on pre-existing reports by others
- Any new environmental testing is outside of the scope of this RFP

Zoning and Approvals

- Zoning and approvals. Does the property require rezoning?
- Does the site generate, HPC, State or Federal historic review and approval as a result of impact on Heritage Courthouse
- Other unknown regulatory requirements
- Regulatory limitations as identified in the programming phase

Site Evaluation

Criteria for Site Evaluation

Additional Criteria

- Ownership (County verses others)
- Impact on urban fabric and historic courthouse site
- Potential conflict with existing below grade vehicle tunnel/parking
- Dignity and quality of potential architectural solution
- Ability to support the sustainability ambitions
- Ability to support operational continuity (during construction)
- Phasing impact (during construction)
- Ability to support operational efficiency (at completion)
- Topographic conditions
- Geotechnical considerations

Future Thinking

Detention Movement

Impacts to Project:

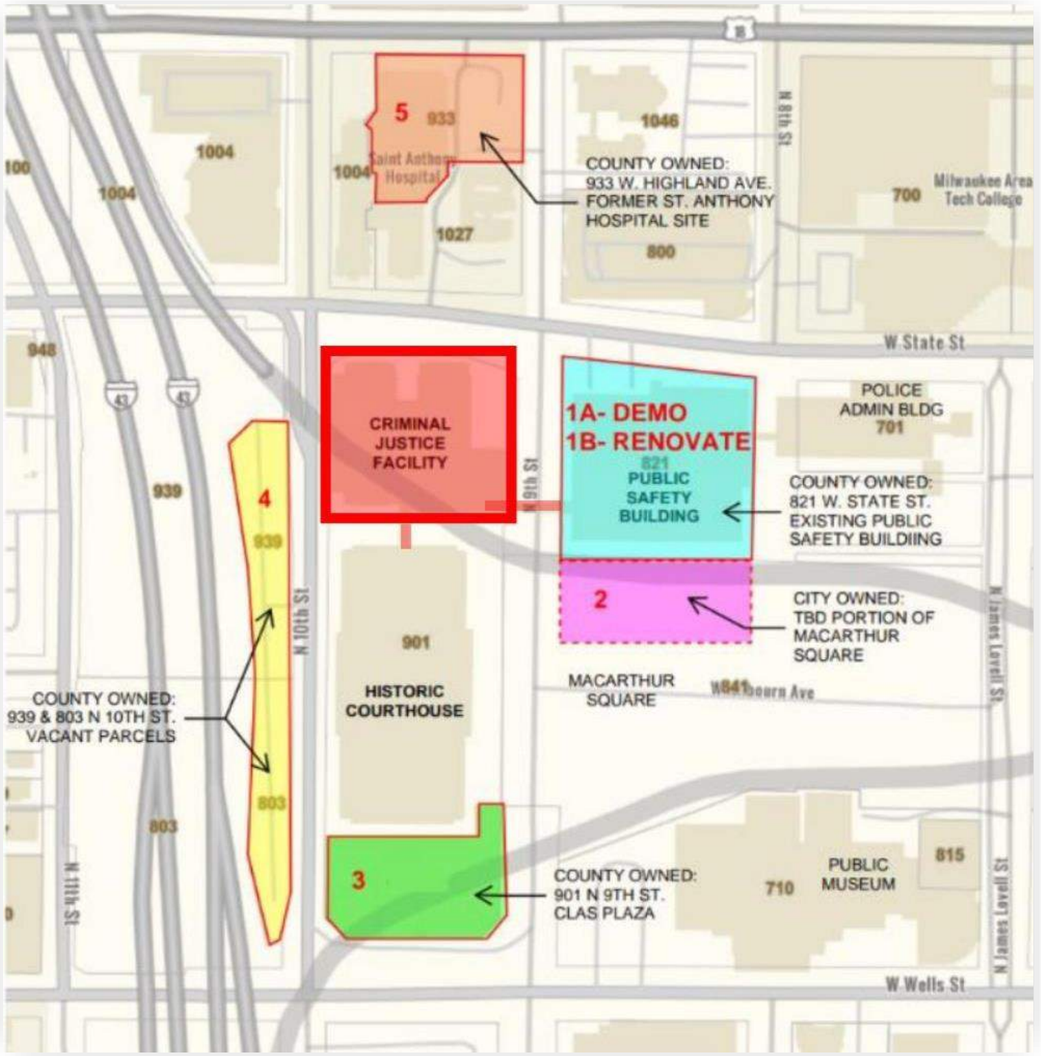
- Site options/selection process
- Programming

Impacts to Court:

- Square footage for vehicle sallyport
- Central Holding capacity
- Site configuration accommodations for Sheriff vehicles

Impacts to Sheriff:

- Capital costs for expansion of vehicle transportation operation
- Operational/staff costs
- Development of transport operation/department



BREAK?

Activity: A Day in the Life

What are the current issues, bottlenecks, challenges, pain points, opportunities etc.?

Thought starters:

- Detainee bus transport or on-campus circulation
- Collegial chambers / shared courtrooms
- Impact of technology on courtroom sizes
    - Computerization of case files with searchability
    - Electronic file storage, retrieval, and presentation in the courtroom
- Clerk office operations
- Wayfinding
- Court parings *(currently sometimes far apart)*
- Court support spaces *(a current lack thereof)*
- Court docket rotations *(not all courts have jury boxes)*
- Quantity of public entrances

1. **SPACE =** pain point related to insufficient or poor-quality space, or to poor adjacencies. May relate to the movement of people and the facilitation of a fair and correct judicial process (lack of three-way separation). May relate to current policies as they relate to the assignment and utilization of space (docket rotations).

2. **PROCEDURES =** a process that is unrelated to the configuration of physical space. Think about the movement of paper, information, or the application of policy and procedure (evidence backlog, case scheduling, information sharing)

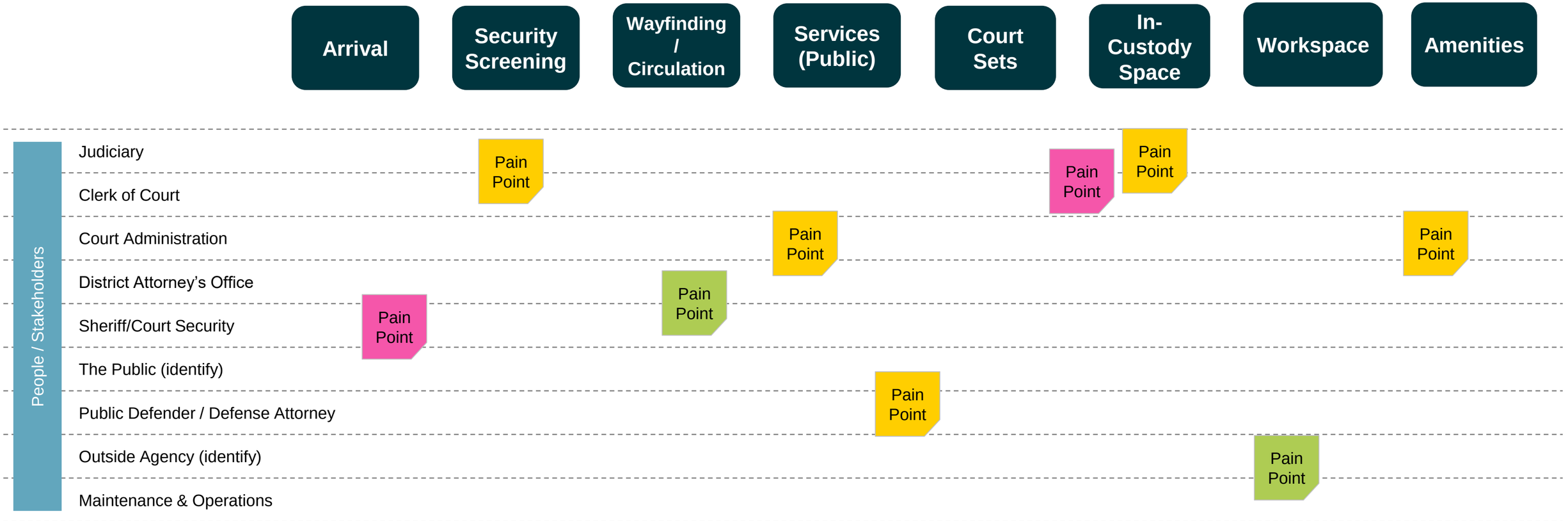
	Team #1	Team #2	Team #3	Team #4
AECOM Team Facilitators	• David Clusiau • Matt Rebbe	• Sebastien Simonnet • Lisa Tsang	• Meg Bower • Simon Eltayar	• Erin Persky • Frank Louis
Client Team	• X • X • X • X • X	• X • X • X • X • X	• X • X • X • X • X	• X • X • X • X • X

Activity: A Day in the Life

Task: Map out current issues, bottlenecks, challenges, pain points, opportunities across this day in the life.

Case Types

- Felony
- Misdemeanor & Domestic Violence
- *Children's*
- *Civil*
- *Family*
- *Probate*



Next Steps

- ✓ Develop a summary of findings from this visioning session to help inform Programming and Process Improvement
- ✓ Participants to identify staff for upcoming workshops
- ✓ Conduct interviews, site observations, and walk-throughs
  - Workshop I – Operations (Week of December 9, 2024)
  - Workshop II – Space Needs and Relationships (Week of January 10, 2025)
  - Workshop III – Technical Requirements (Week of February 14, 2025)

IJCC-Visioning Session_11.21.24

16 - 22 Dec 2024

Poll results

slido

Table of contents

- Please rank the project goals in order of importance.
- STAFF: Rank the wellness spaces/attributes to determine what you are most interested in seeing in your new courthouse complex?
- VISITORS: Rank the wellness spaces/attributes to determine what you are most interested in seeing in your new courthouse complex?
- What technological implementations are most important to you? Rank order each item.

Please rank the project goals in order of importance.

0 2 5

(1/2)

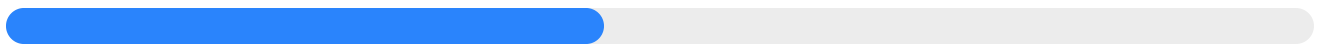
1. Ensure Safety and Security — 6.20
2. Enhance Operational Efficiency — 5.36
3. Design for Systems Outcomes and Future Adaptability — 5.20
4. Support Community Well-Being — 4.76
5. Promote Accessibility and Inclusivity — 4.44

Please rank the project goals in order of importance.

0 2 5

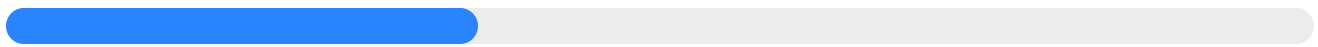
(2/2)

6. Financial Responsibility and Cost Efficiency



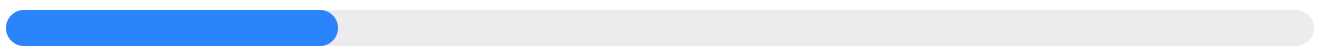
3.52

7. Stakeholder Engagement and Communication



2.72

8. Advance the Organization's Climate Policy

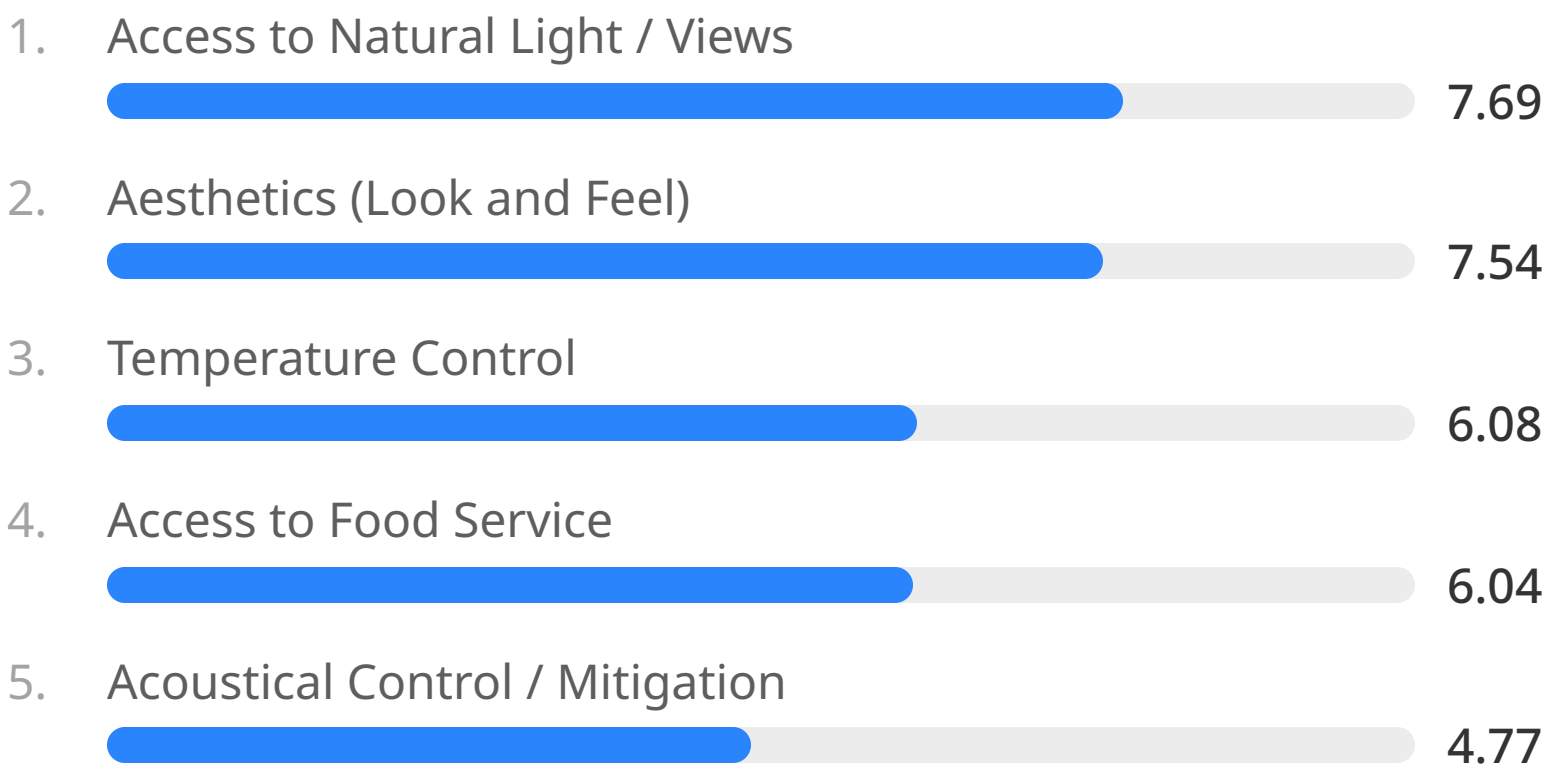


1.84

STAFF: Rank the wellness spaces/attributes to determine what you are most interested in seeing in your new courthouse complex?

0 2 6

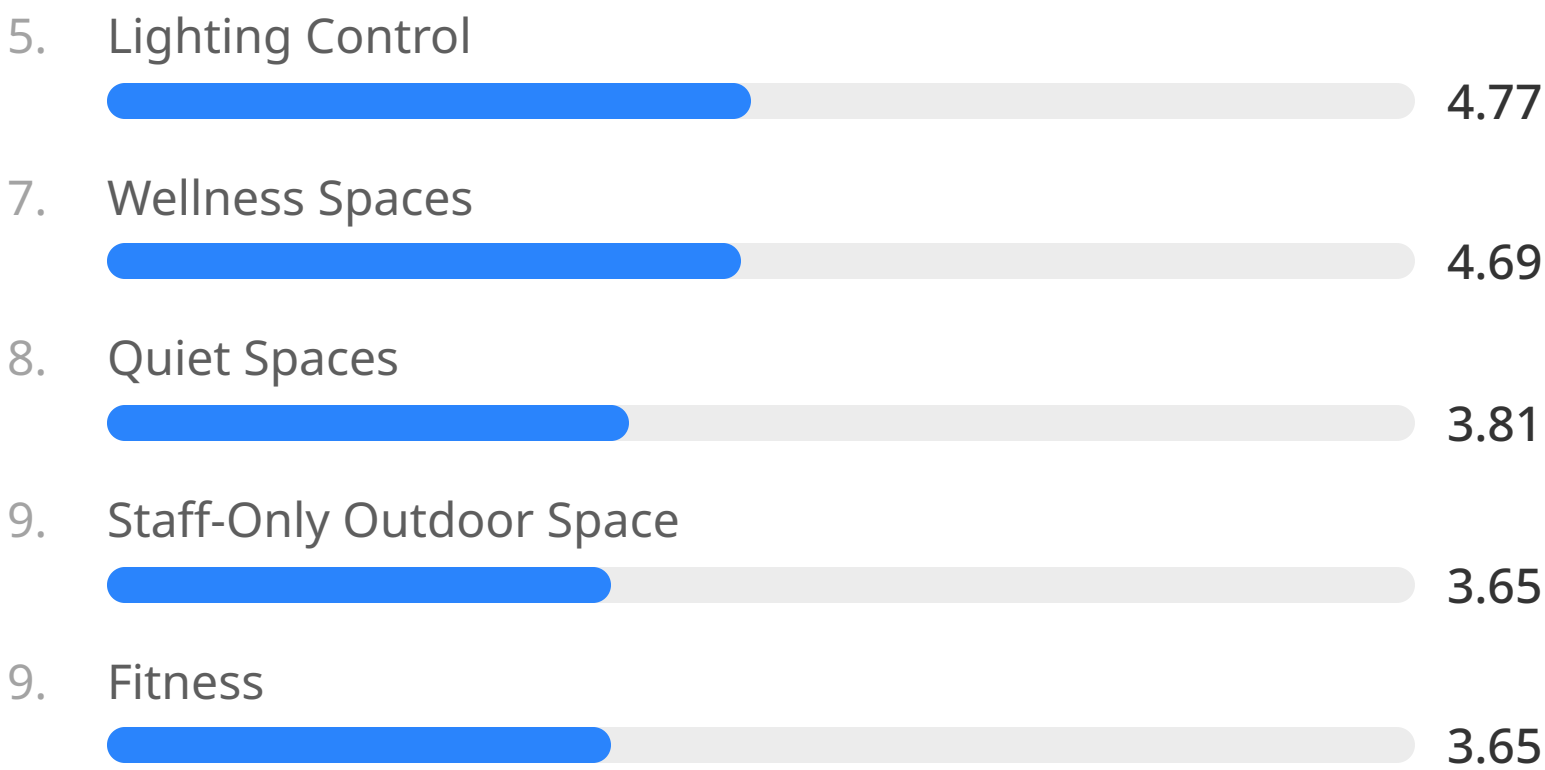
(1/2)



STAFF: Rank the wellness spaces/attributes to determine what you are most interested in seeing in your new courthouse complex?

0 2 6

(2/2)



VISITORS: Rank the wellness spaces/attributes to determine what you are most interested in seeing in your new courthouse complex?

(1/2)

0 2 6

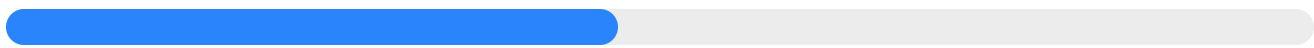
1. Varied Court Waiting Seating Arrangements — 6.12
2. Access to Natural Light / Views — 5.50
3. Access to Food Service — 5.35
4. Community Spaces — 4.54
5. Childcare — 4.35

VISITORS: Rank the wellness spaces/attributes to determine what you are most interested in seeing in your new courthouse complex?

0 2 6

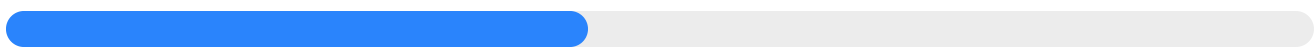
(2/2)

6. Acoustical Control / Mitigation



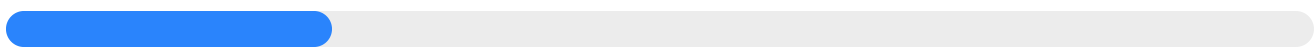
3.62

7. Publicly-Accessible Outdoor Space



3.42

8. Public Art



1.81

What technological implementations are most important to you? Rank order each item.

0 2 3

(1/2)

1. Remote Proceedings — 8.00
2. Security — 7.74
3. Video Arraignment — 6.35
4. E-Filing — 6.13
5. Digital Records Storage (Active, Inactive, Archival, etc.) — 5.35

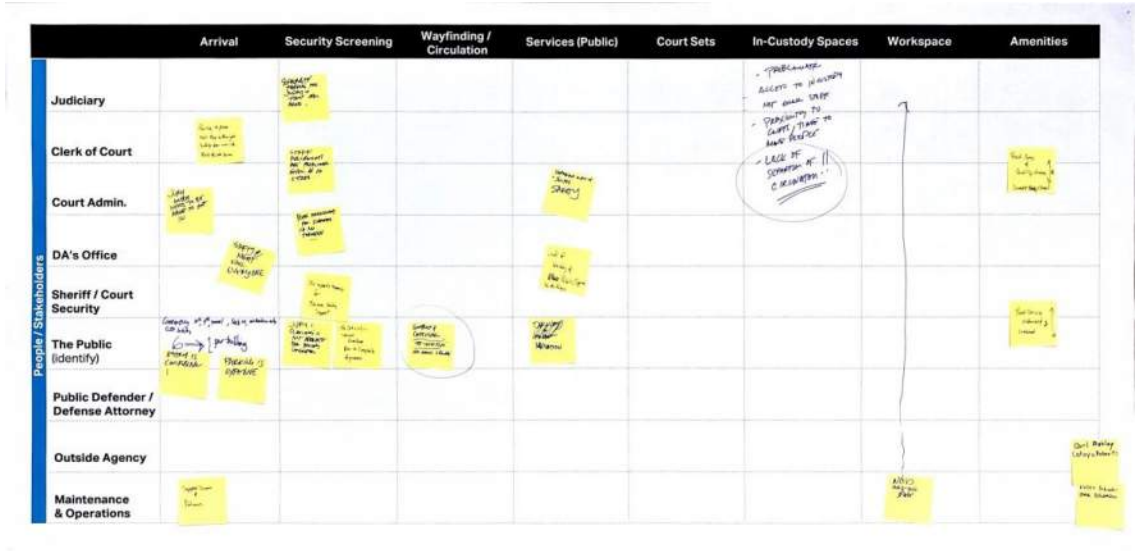
What technological implementations are most important to you? Rank order each item.

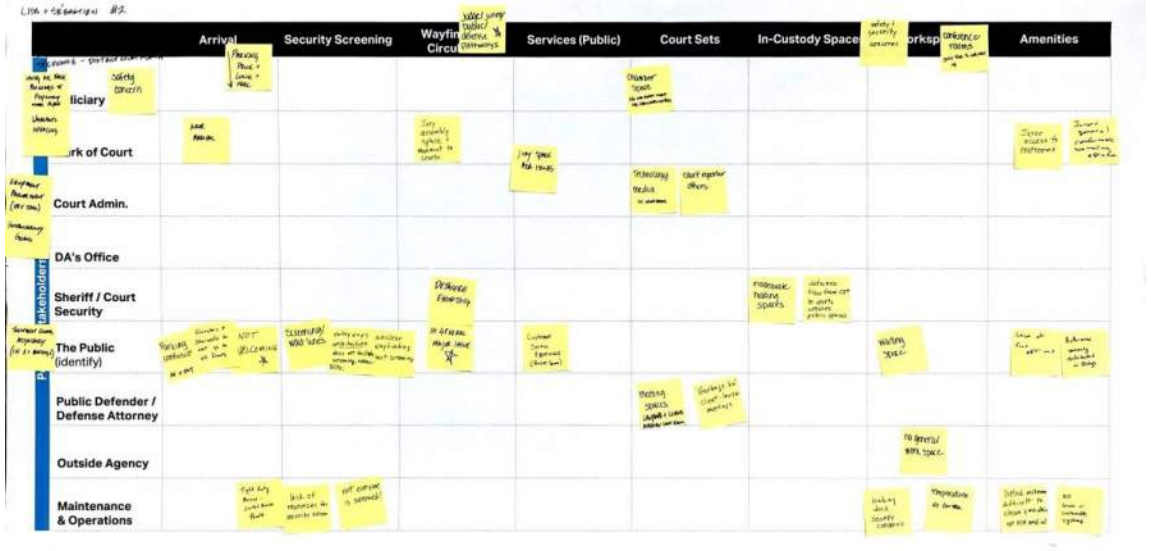
0 2 3

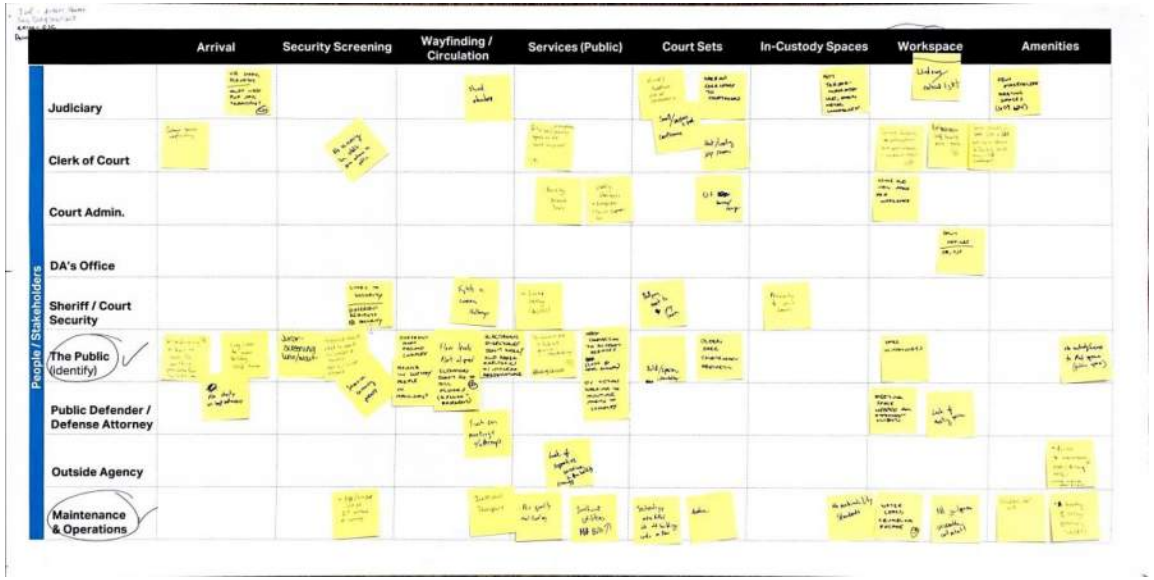
(2/2)

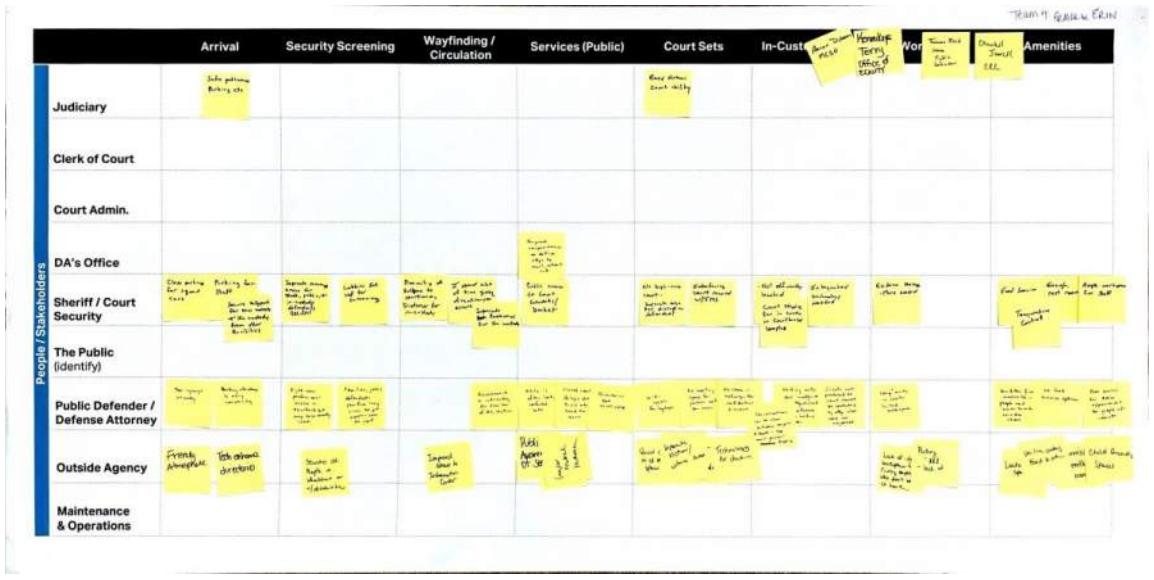
6. Remote Interpretation — 5.17
7. Real-Time Court Reporting — 5.09
8. Electronic Docket — 4.00
9. Self-service Kiosk — 3.52
10. Online Dispute Resolution Options — 3.00

Process Improvement – 'Day-in-the-life'









Process Improvement – Initial Takeaways for further discussion with Stakeholders

Technology & Infrastructure

Space

- *Parking*
- Access
- Security screening
- Wayfinding
- Evidence storage

Best Practices in Court Design

- *Circulation*
- *Layout and court kit of parts*
- *Sufficient workspace*
- *Adjacency*

Procedure

- Communication between lawyers and courts
- Movement of paper across all three buildings (warrants, invoicing, …)
- Paper directories
- Building system equipment procurement (towards net-zero)
- Court backlog / delayed trials
- Court staffing shortages (reporters, interpreters, bailiffs).

Process Improvement – 'Day-in-the-life' Consolidated

- Team 1
- Team 2
- Team 3
- Team 4
- DHHS & District attorney

People/Stakeholders

	Arrival	Security Screening	Wayfinding /Circulation	Services(public)	Court Sets	In-Custody Space	Workspace	Amenities
Judiciary	Parking price; Safety Concerns; Look/Feel; Safe pathways; Also used for jail transport; Use dark, elevator; Also used for jail transport; Parking etc.	Separate parking for judges	Shared elevators; Judge/juror/public/Defense pathways		Chamber space; No natural lights; Easy virtual court ability; Narrow corridors to courtrooms; Used/inefficient used of courtrooms	Lack of Separation; Proximity to courts; Not enough staff; Access to In-Custody	Safety/security concerns; Windows/natural light	
Clerk of Court	Parking nightmare; Not easy to navigate; Safety from arrival; Early & Late parking; Warrants; Invoicing; Juror arrival; Customer service wayfinding		Jury assembly Space; Movement to courts	Jury space; ADA issues			Staff lounge is gross	Currently closed; Juror access to restrooms
Court Admin.				Delayed trials; Backlog; Safety; Separate wing for suites	Court reporter offices; Wi-Fi bounce/range		Living jail space for workspace	
DA's Office	Safety at night for everyone; Closed entrances to the Public	Separate employee entrance					Sufficient numbers; Climate control	Proper training area
Sheriff/ Court Security	Close parking for squad cars; Close parking for squad cars	Lobbies set up for screening; Lines to security; Different requests security	Distance for in custody; Fights in common hallways	Limited staffing (bailiffs)		Not efficiently located; Proximity to courtrooms	Prison transport to CF	Ample workspace for staff; Food service
The Public (Identity)	6 => 1 per building; Entry is confusing; Parking is expensive; No clarity on best entrances; Long lines to enter building; Not welcoming; Elevators + stairwells to not go to all floors; Parking confusion	Invasive screening process; Leaving the building after hours; Screening is invasive and not welcoming	Not inviting; No good signage; Screening /wait lines; Elevators not accessing all floors; Floor levels not aligned; Unclear wayfinding post-screening; Moving in custody in people in hallways; Different maps around complex; Complex & confusing	Need connection to support services; Navigation			Waiting space; Windowless rooms; Dark rooms	Lack of food options
Public Defender/ Defense Attorney	Poor signage at entry.; Parking structure is very concerning		Trash can meetings with attorneys	Directories are unreliable	Wi-Fi issues for laptops		Lack of meeting space; Long wait in courts; Limited workspace	No food service options
Outside Agency	Tech-enhance directories		Improved access to information Center	Gender Neutral bathrooms; Public awareness of services	Tech for check-in		Lack of parking; Parking is expensive; No general workspace	Child friendly spaces; Café closed; Family Friendly room
Maintenance & Operations		Not everyone is screened; Lack of resources for security screening	Inefficient transport	Heating/cooling; Air quality; Utilities expensive	(Better) acoustics		Water leaks, crumbling space; Temp control; Need more space	Elevators don't work; Problems with utilities

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Exhibit 04 – MCCC Phase I Final Report

MILWAUKEE COUNTY COURTHOUSE PROJECT

FINAL REPORT

February 8, 2016

HGA. Justice Planning Associates, Inc. IBC ENGINEERING SERVICES, INC.

ACKNOWLEDGEMENTS

Hammel, Green and Abrahamson Architects, Justice Planning Associates, and IBC Engineering wish to gratefully acknowledge the many Court and agency personnel who contributed their time and thoughtfulness to the Milwaukee County Courthouse Project. Specific acknowledgement is extended to the Project Advisory Group members, and their designees, who met at regular intervals during the planning study.

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TABLE OF CONTENTS

EXECUTIVE SUMMARY

Overview ..... Page 1
Project Visioning and Goal Setting ..... Page 1
Conclusions and Recommendations ..... Page 2
Executive Summary Organization ..... Page 6
Final Report Organization ..... Page 6
Section A: Needs Assessment ..... Page 8
Section B: Resource Evaluation ..... Page 11
Section C: Strategic Plan Development ..... Page 16

DETAILED ANALYSIS

Overview ..... Page 33
Section A: System Factors ..... Page 35
Section B: Circuit Court Analysis and Projections ..... Page 56
Section C: Staff Projections ..... Page 88
Section D: Space Standards ..... Page 119
Section E: Component Evaluations ..... Page 133
Section F: Scenarios and Cost Estimates ..... Page 156

APPENDICES

Appendix A: Site Diagrams and Floorplans ..... Appendix A: Page 1
Appendix B: Engineering Report ..... Separate Document

EXECUTIVE SUMMARY

OVERVIEW AND RECOMMENDATIONS

OVERVIEW

On May 1, 2015, the Milwaukee County Department of Administrative Services (DAS) issued a Request for Proposals for a Milwaukee County Courthouse Planning Program Statement. The primary goal of the study was to establish the highest and best use of Milwaukee County's Historic 1932 Courthouse. The study would develop a statement for court-related functions located in the Courthouse, Safety Building, and Vel Phillips Juvenile Justice Center.

The team of Hammel, Green and Abrahamson Architects (HGA) in association with Justice Planning Associates (JPA) and IBC Engineering (IBC) was selected to perform the project. A kick-off meeting with the Project Advisory Group was held on August 5, 2015. Members of the Project Advisory Group are noted on the Acknowledgements page. Departmental interviews and on-site visits were conducted in August and September. Interim reports were presented to the Project Advisory Group on October 14th, November 17th, and January 13th. This final report documents the analyses, conclusions, and recommendations of the project.

PROJECT VISIONING AND GOAL SETTING

The project began with a visioning and goal setting exercise conducted by members of the Project Advisory Group. Members noted numerous concerns and issues, including:

- Unsafe, outdated, and inefficient inmate movement
- Potential liability issues and associated costs
- Current facilities impede functionality
- Criminal Clerk serves courts in three different buildings
- Public orientation and wayfinding issues among the different courts and facilities
- Serious health-related concerns about the Safety Building
- Overcrowded conditions for staff
- Lack of appropriate support spaces, such as conference rooms and waiting areas
- Poor conditions for jurors
- Many spaces are noncompliant with the Americans with Disabilities Act
- High maintenance costs, including extensive deferred maintenance
- MacArthur Square is underutilized and poorly maintained
- Potential opportunity to consolidate the Children's Court (located in Wauwatosa) with the downtown courts

Based on this input, as well as on successive discussions with project participants, the following three strategic goals were defined for the project:

OVERVIEW AND RECOMMENDATIONS

STRATEGIC GOALS

GOAL #1:

To determine the highest and best use of the Historic Courthouse, Safety Building, and Juvenile Justice Center.

GOAL #2:

To improve public safety with respect to the Judicial system and process.

GOAL #3:

To improve public service with respect to the Judicial system and process.

CONCLUSIONS AND RECOMMENDATIONS

Various options and strategies were considered to address the proposed goals. The following strategic conclusions were identified for the three buildings:

GOAL #1: DETERMINE HIGHEST AND BEST USE

HISTORIC COURTHOUSE: The highest and best use of the Historic Courthouse is as a courthouse, but only for Civil, Probate, and Family Courts. The key to solving the issues with the Historic Courthouse is to reduce the number of courtrooms in the building, and to eliminate the prisoner (criminal defendant in custody) movement now occurring in the public hallways. The 1932 Courthouse opened with 20 functioning courtrooms on the 2nd, 4th, and 5th Floors. Over time, the number of courtrooms and hearing rooms has increased to 47. Many of these rooms are inadequate in

size to achieve proper image, accessibility, and security. Reducing the number of courts, and in particular, removing the Criminal Courts, would significantly improve the utility and safety of the Historic Courthouse.

Other County functions, such as the County Board, County Executive's Office, Register of Deeds, and Treasurer could potentially remain in the Historic Courthouse. This determination should be made during a subsequent planning effort to define the spatial and operational needs of County agencies currently located in the facility.

SAFETY BUILDING: The highest and best use of the Safety Building is not for its current use as an office and criminal court building. The highest and best use is as a site for a modern Criminal Courthouse. Even renovating the building for office functions would be very expensive, approaching the cost of a new criminal courthouse. Between $125 million to $150 million might be required to renovate the building to bring the facility up to modern operating standards and codes. In the Consultant's opinion, this building should be demolished to make way for a better operational solution.

This facility was built in 1929, and is not on the National Historic Register. It was originally designed as a mixed- use building and has become increasingly obsolete over time. One half of the building housed the central police station, City Courts, and City Jail, while the other half housed the County Sheriff, some County Courts, and the County Jail. Gradually, the building has been repurposed in ways that are far from its intended function. Large portions of the building which were intended for City and County detention are inappropriate for other uses. Over time, courtrooms were added on the lower floors in former office space areas. The additional criminal courtrooms fail to meet minimum standards established by the Wisconsin Supreme Court. As with the Historic Courthouse, criminal defendants in custody are moved through public hallways in order to access courtrooms.

In addition to functional and security issues, the Safety Building suffers from a host of physical problems, including asbestos; structural issues; poor air and water quality due to mechanical, electrical, and plumbing inadequacies; pest issues; and various code conditions. Due to the uncertainty regarding long-term use of the building, proper maintenance of the facility has been deferred for an extended period of time, and will now be very expensive to achieve.

OVERVIEW AND RECOMMENDATIONS

JUVENILE JUSTICE CENTER: The highest and best use of the Juvenile Justice Center is to continue as a combined, collocated Juvenile Court and Juvenile Detention Center. This complex was originally constructed in 1962, with major additions in 1994. Early in this planning process, the Consultant examined the desire to consolidate the Children's Court with the downtown courts. It was determined that the Children's Court and the Juvenile Detention Center function very well together, and should remain collocated. As part of this study, the participants also concluded that it is more important for Juvenile Courts, Juvenile Detention, and their related support components to be located together than for the various Courts to be located downtown. Detention centers function best as low-rise facilities, on one or two levels, rather than as high-rise facilities. The existing site is approximately 17 acres. In order to relocate the complex closer to downtown, a minimum site of 10 to 12 acres would likely be required, which would be both difficult to find, and cost prohibitive.

GOAL #2: IMPROVE PUBLIC SAFETY

A major issue with the Milwaukee County facilities is the mixing of the public, judges, jurors, and detainees within hallways and elevators. That mixing is contrary to national best practice standards, and constitutes a fundamental threat to public safety. It also detracts from an appropriate court image, and potentially compromises the integrity of the judicial process as jurors and witnesses may come into direct contact with detainees. Modern court facilities are designed with three completely separate zones of circulation. A public zone is provided for members of the general public. A restricted zone is provided for judges, impaneled jurors, and court staff. A secure zone is provided for defendants in custody. The zones only intersect inside the courtroom. It is not possible to achieve that level of zoning within the Historic Courthouse or the Safety Building. These facilities are nearly 90 years old, and the concept of separate zoning is a relatively recent one, having first taken shape nationally in the early 1970s.

Therefore, it is recommended that a new Criminal Courthouse be developed which provides for the appropriate zoning and separation of parties. Removing the Criminal Courts from the Historic Courthouse, and from the Safety Building, is the best way to improve public safety.

GOAL #3: IMPROVE PUBLIC SERVICE

A related goal to improving public safety is improving public service. A new, consolidated Criminal Courthouse will both improve public service, and contribute to increased staff efficiency. Currently, the Criminal Clerk's office is located in the Safety Building, but it serves courtrooms in the Historic Courthouse, Safety Building, and Criminal Justice Facility. Both public and staff must move between the Clerk's Office and the criminal courtrooms in three different buildings. It can be a confusing, time consuming, and frustrating process.

In addition, jurors must move from the jury assembly room in the Historic Courthouse to courtrooms in the Safety Building and in the Criminal Justice Facility. This requires an extensive path of travel, which can be quite difficult for older citizens or those with mobility impairments. A new Criminal Courthouse would provide a dedicated jury assembly room for those courtrooms.

Of even more importance, from a public service standpoint, is the current operation of the Family Court. The majority of the litigation spaces for the Family Court are located on the 7th Floor of the Historic Courthouse. This floor is much smaller in size than the other floors in the building, and can become quite congested. The floor includes two courtrooms, as well as ten small hearing rooms, some of which are only about 200 square feet in size. This creates issues with respect to image, security, and accessibility. Some litigants do not feel that they have had their proper "day in court" when appearing before a Commissioner in one of these small office-size hearing rooms. Family Court cases are some of the most volatile, and conducting hearings in extremely constricted spaces creates both public safety and public service concerns. Removing the Criminal Courts from the courthouse would allow the Family Courts to relocate to more properly-sized courtrooms, with more generous public lobby and waiting areas.

This reassignment of courtrooms would improve both public service, as well as public safety in the facility. The overall number of courtrooms in the Historic Courthouse would immediately reduce from 47 to 37, which would significantly improve court operations.

A NEW CRIMINAL COURTHOUSE

A new Criminal Courthouse solves a host of current problems for the judicial system in general, and for the Historic Courthouse and the Safety Building, in particular. Various scenarios have been considered for the new courthouse. The recommended scenario calls for a facility of approximately 360,000 square feet. This facility would contain 26 courtrooms and judicial chambers, with long-term expansion capability to 30 courts through the planned displacement of components such as JusticePoint Pretrial Services and Wisconsin Community Services.

It is recommended that the new courthouse be located on the existing Safety Building site. This will allow the creation of a judicial complex, with public, staff, and detainee connections between the new courthouse, Historic Courthouse, and Criminal Justice Facility. Current occupants of the Safety Building would have to be relocated in order for the existing building to be demolished.

OVERVIEW AND RECOMMENDATIONS

Total projected costs for this option are approximately $184 million. These costs include asbestos abatement and demolition of the Safety Building, as well as potential demolition and reconstruction of bridge connectors. Costs also include 10 percent contingencies, four years of escalation, design fees, and other associated project costs.

Additional investigation is required to determine potential swing space for Safety Building occupants, potential permanent space for those displaced occupants, potential Historic Courthouse systems upgrades and renovations, potential relocation and swing space for Historic Courthouse occupants, and potential Juvenile Justice Center systems upgrades and renovations. This analysis should be performed during 2016, and beyond, in order to develop a comprehensive strategy for the downtown complex, and to assess short- and long-term costs.

EXECUTIVE SUMMARY ORGANIZATION

The remainder of the Executive Summary describes the development of the conclusions and recommendations in greater detail. Table 1 presents an overview of the methodology used for the project. The first two tasks, Needs Assessment and Resource Evaluation, constitute the analysis portion of the project. During these tasks, operational and spatial needs were projected into the future and existing conditions were scored and evaluated. The third task, Strategic Plan Development, represents the problem-solving portion of the project in which strategies were developed to resolve the differences between projected needs and current conditions.

The Executive Summary is organized based on the three major strategic planning tasks:

- Section A: Needs Assessment
- Section B: Resource Evaluation
- Section C: Strategic Plan Development

Section A summarizes the analysis of court and agency growth and presents projections to the year 2040. Section B summarizes evaluations of existing conditions, with particular focus on spatial and operational adequacies. Section C presents the recommended scenarios, cost estimates, and site options.

FINAL REPORT ORGANIZATION

The detailed analyses used to develop conclusions and recommendations are presented as follows:

- Section A: System Factors
- Section B: Circuit Court Analysis and Projections
- Section C: Staff Projections
- Section D: Space Standards
- Section E: Component Evaluations
- Section F: Scenarios and Cost Estimates

In addition, there are two appendix sections:

- Appendix A: Site Diagrams and Floorplans
- Appendix B: Engineering Report (separate document)

Table 1
PROJECT METHODOLOGY

ANALYSIS ***SYNTHESIS***

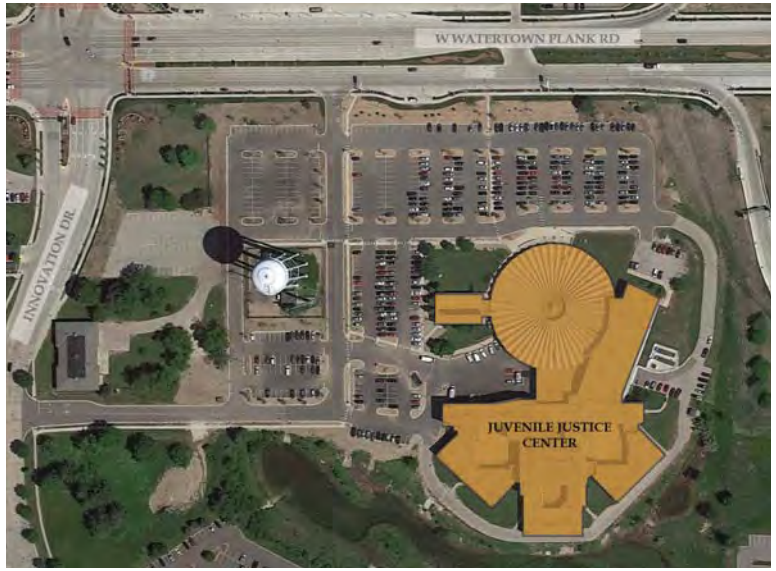
Task 1 NEEDS ASSESSMENT	*Task 2* RESOURCE EVALUATION	*Task 3* STRATEGIC PLAN
1.1 Define Project Goals and Objectives	**2.1** Document Current Square Footage by Component	**3.1** Develop Consolidation Options and Occupancy Scenarios
1.2 Analyze Current and Future Operational Requirements	**2.2** Review / Develop Appropriate Space Standards	**3.2** Develop Conceptual Blocking and Stacking Fit-Plans
1.3 Analyze System Growth; Project System Factors	**2.3** Evaluate / Score Agencies and Components (Spatial and Operational Evaluation)	**3.3** Define Temporary Relocation/ Renovation Plans (if necessary)
1.4 Project Judicial Officers and Court System Staff to 2040	**2.4** Evaluate Existing Courthouse (Physical/Systems Evaluation)	**3.4** Define Project Priorities, Phasing Plan, and Schedule
1.5 Quantify Long-Term Space Needs to 2040	**2.5** Evaluate Potential Site(s) for New Construction	**3.5** Develop Preliminary Cost Estimates for All Projects

NEEDS ASSESSMENT

The Needs Assessment focused on determining the likely growth of system components. For this project, the Consultant was tasked with examining the court components in the Historic Courthouse, Safety Building, and Juvenile Justice Center. The analysis did not include the Criminal Justice Facility, the Juvenile Detention Facility, or any County components located within the downtown complex.

Needs assessments were performed for the following agencies or components:

- Circuit Court (69 Courts)
  - Chief Judge's Office (1 Court)
  - Children's Division (11 Courts)
  - Civil / Probate Division (18 Courts)
  - Criminal Division (24 Courts)
  - Family Division (15 Courts)
- District Court Administration
- Circuit Clerk
- Child Support Services
- District Attorney
- Guardian ad Litem
- JusticePoint Pretrial Services
- Law Library
- Milwaukee Justice Center
- Restraining Order Clinic
- Wisconsin Community Services (Drug Testing & OWI Program)



SECTION A: NEEDS ASSESSMENT

System Factor Analysis

The analysis of the Milwaukee County judicial system began with an assessment of jurisdictional population. According to the U.S. Census Bureau and the Wisconsin Demographic Services Center, Milwaukee County resident population decreased from approximately 965,000 to 940,000 between 1980 and 2000. Population continued to decline until 2006, reaching a low of 930,000 residents. Since that time, resident population has rebounded, increasing to approximately 960,000 in 2016. Over the next 25 years, the County's population is projected to continue to increase slightly, gaining about 2,300 new residents per year, and reaching just over 1 million residents by 2040.

In addition to County population, the Consultant examined system factors such as population by age, criminal offenses, criminal arrests, and number of sworn officers. Law enforcement and court comparisons were made between Milwaukee County, Dane County, Waukesha County, and the State of Wisconsin. Facility specific analyses were also performed, including documenting the average daily visitor volumes to each facility, the average daily detainee movement, and the average daily population at the Juvenile Detention Center. With respect to the latter, it was noted that the Children's Court and Juvenile Detention Center currently deal with juveniles age 16 or younger. There is pending legislation to increase the age limit to 17, which would impact court caseload and bedspaces required.

The system factor analyses and comparisons can be found in Section A of the Detailed Analysis portion of the report.

Year	Total Residents	Change per Year	
		Percent	Number
Historical Population			
1980	964,988	–	–
1990	959,212	-0.1%	-578
2000	940,164	-0.2%	-1,905
2010	947,735	0.1%	757
Current Population			
2015	959,154	0.4%	2,284
Projected Population			
2020	970,573	0.2%	2,284
2025	981,993	0.2%	2,284
2030	993,412	0.2%	2,284
2035	1,004,831	0.2%	2,284
2040	1,016,250	0.2%	2,284

SECTION A: NEEDS ASSESSMENT

Circuit Court Analysis and Projections

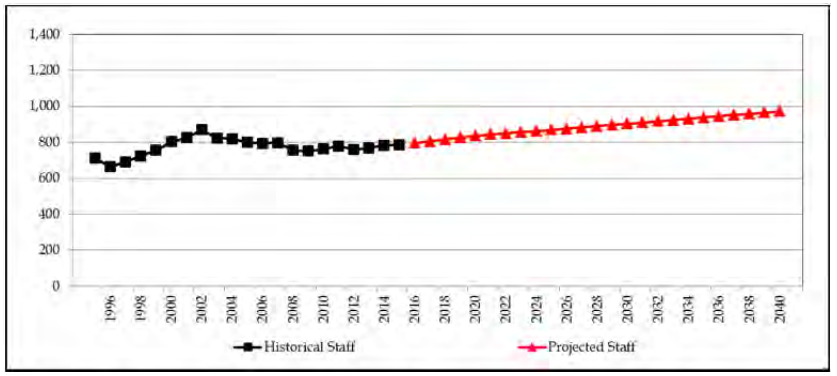
Historical court data was obtained for the previous 20 years (1996 to 2015). Using a variety of forecasting methodologies, projections have been developed for court filings, judges, commissioners, and court staff. Models used include time series/trend analysis, population ratios, regression analysis, and system relationship models such as filings per staff and staff per judge. It should be noted that these projections are not prescriptive, and do not constitute a recommendation for future personnel requirements. Rather, they are descriptive, indicating what is likely to occur given past and future trends. As a general rule, for the purpose of planning future space needs, it is better to slightly over-forecast, rather than to under-forecast.

Circuit Court judicial officers have increased from 64 to 69 over the period, peaking at 74, due to the addition of some special project commissioners, starting in 2002. Over the next 25 years, the number of judicial officers is projected to increase from 69 to approximately 79.

Staff positions have been projected for most court-related agencies. Chamber staff, such as law clerks, bailiffs, or court reporters, were not projected since these positions are planned as part of a chamber set. Staff positions for the Sheriff's Office were also not projected due to the inability to obtain reliable data for the non-detention components. Over the past 20 years, staffing for the ten pertinent agencies has increased from 712 in 1995 to 786 in 2015. It is projected that this total could increase to 972 by 2040. Additional information regarding these projections can be found in Sections B and C of the Detailed Analysis portion of the report.

SUMMARY OF STAFF PROJECTIONS

Agency	Historical			Projected		
	1995	2005	2015	2020	2030	2040
JUDICIAL OFFICERS						
Judges:	*46*	*47*	*47*	*48*	*50*	*51*
Commissioners:	*18*	*27*	*22*	*23*	*26*	*28*
TOTAL:	**64**	**74**	**69**	**71**	**76**	**79**
Court Administration	11	15	19	20	24	28
Child Support Services	132	191	145	152	161	170
Circuit Clerk	320	263	248	254	268	283
District Attorney	220	290	284	302	327	352
Guardian ad Litem	19	22	20	22	24	25
JusticePoint Pretrial Services	n/a	6	42	54	63	71
Law Library	3	3	3	3	3	3
Milwaukee Justice Center	n/a	n/a	6	7	9	12
Restraining Order Clinic	5	5	8	9	11	13
Wisconsin Community Services	2	7	11	12	13	15
TOTAL - STAFF	**712**	**802**	**786**	**837**	**903**	**972**



SECTION B: RESOURCE EVALUATION

RESOURCE EVALUATION

The Consultants evaluated the existing spatial and operational conditions of the various court-related components in the Historic Courthouse, Safety Building, and Juvenile Justice Center. Information regarding the Resource Evaluation can be found in Section D (Space Standards) and Section E (Component Evaluations) of the Detailed Analysis portion of the report. Site diagrams and floorplans are shown in Appendix A.

In addition, a physical evaluation of the existing mechanical, electrical, and plumbing systems in each facility was conducted. This evaluation is presented in a separately-bound volume.

Space Standards

As part of the evaluation process, space standards for courtrooms, offices, workstations, and support areas have been defined based on Wisconsin Supreme Court standards, and on national planning guidelines. Standards related to the provision of spaces, and sizes of spaces, can be found in Supreme Court Rules (SCR) 68.10 and 68.11. In addition, the Consultant was a primary author of the national courthouse planning and design guidelines. The graphic shown in Table 2 (on page 13) presents a hypothetical courtroom set. This courtroom set illustrates the zoning separation which is critical in modern court facilities. The light blue area represents the public zone; the dark blue area represents the restricted zone for judges, jurors, and court staff; and the red area represents the secure zone for defendants in custody. This model is used both as a tool to evaluate existing conditions and as a benchmark for planning future space.

Component Evaluations

Each component area has been documented, and square footages have been defined. Component areas have been scored on a 10-point scale, with space rated as Appropriate, Adequate, Marginal, Inadequate, or Inappropriate.

Rating:	Inappropriate		Inadequate		Marginal		Adequate		Appropriate	
Score:	1	2	3	4	5	6	7	8	9	10

Space has been evaluated in terms of the quantity of space (such as general overcrowding) as well as the quality of space (such as functionality, adjacencies, security, and general effectiveness). The complete methodology is shown in Table 3.

A summary of the component evaluations is shown in Table 4. Following is a brief overview of each facility:

HISTORIC COURTHOUSE: Historic Courthouse component spaces averaged a score of 3.9 and a rating of Inadequate. The 45 Circuit Courts in the building averaged a rating of Inadequate, although the Criminal and Family Courts rated lower, while the Civil and Probate Courts rated higher. This is due primarily to the hazardous prisoner movement for the Criminal Courts and overcrowded conditions for the Family Courts. If the Criminal Courts are removed from the Historic Courthouse, and the Family Courts are moved into more appropriate spaces, then the rating for the Circuit Court would move closer to Adequate. It would still not be ideal, as judges and the public would still share circulation through the main hallways, and there might be the

occasional (very rare) movement of detainees to Family or Civil Courts. However, the Historic Courthouse is a useful and valuable asset to Milwaukee County, and is an iconic symbol of the justice system. The beauty and craftsmanship of the courtrooms on the lower three courtfloors could not be replicated. By removing the Criminal Courts, and thereby reducing the total number of Courts in the facility, public safety and public service would be significantly improved. By improving public safety and public service in this way, the Historic Courthouse can continue to serve Milwaukee County for many years.

Office spaces in the Historic Courthouse rated all along the continuum. The newly renovated Milwaukee Justice Center scored highest, while the overcrowded Restraining Order Clinic scored lowest. Some offices are experiencing overcrowded conditions, and some must deal with excessive fragmentation. With respect to fragmented operations for the Clerk of Court, for instance, future electronic filing of records and potential scanning of older records would help to economize, and to gain, space. However, many current records areas are located on lower-height mezzanine levels that lack public access, so even if additional space efficiencies can be achieved, some of the mezzanine spaces may be problematical for other uses. Long-term solutions will require further study in conjunction with the study of non-court functions in the building.

SAFETY BUILDING: This facility is by far the worst of the three buildings. Most of the functions in the Safety Building are rated as Inappropriate or Inadequate and the overall score for the building is 2.8. This is due to a combination of factors, including improper zoning, overcrowded conditions, lack of consolidation and adjacencies, and poor physical conditions within the facility. The building is very inefficiently designed and its original mixed use makes renovation of existing space very difficult. For instance, nearly 37,000 square feet is former jail space, which is vacant, and which would be very difficult to renovate effectively. A 2014 report of the building prepared by Mortenson Construction indicated that the building requires $75 million in structural, mechanical, electrical, plumbing, and public access upgrades to meet modern codes. This total excludes additional dollars required to renovate tenant spaces, or to provide temporary space while asbestos abatement and renovations are being performed. It also excludes the total project cost required to achieve a renovation.

JUVENILE JUSTICE CENTER: Juvenile Justice Center functions rated as Marginal overall with a total score of 5. It is very difficult for older facilities to score well when judged by modern standards. However, it should also be noted that the Consultant believes the combined juvenile facilities function very well. The portion of the building which serves the Children's Court could benefit from some modest renovation, or expansion, to achieve recommended standards. There is some shelled or minimally-used space that could be used to gain an additional courtroom and office space for the Clerk. The direct adjacency to the Detention Center is highly beneficial due to the number of juvenile hearings, the various court support programs, and the Court's specific desire to facilitate a process of improvement for the children. The current facility, including the Detention Center, consists of about 260,000 gross square feet, and is sited on approximately 17 acres, with 517 parking spaces.

Table 2
HYPOTHETICAL COURTROOM SET

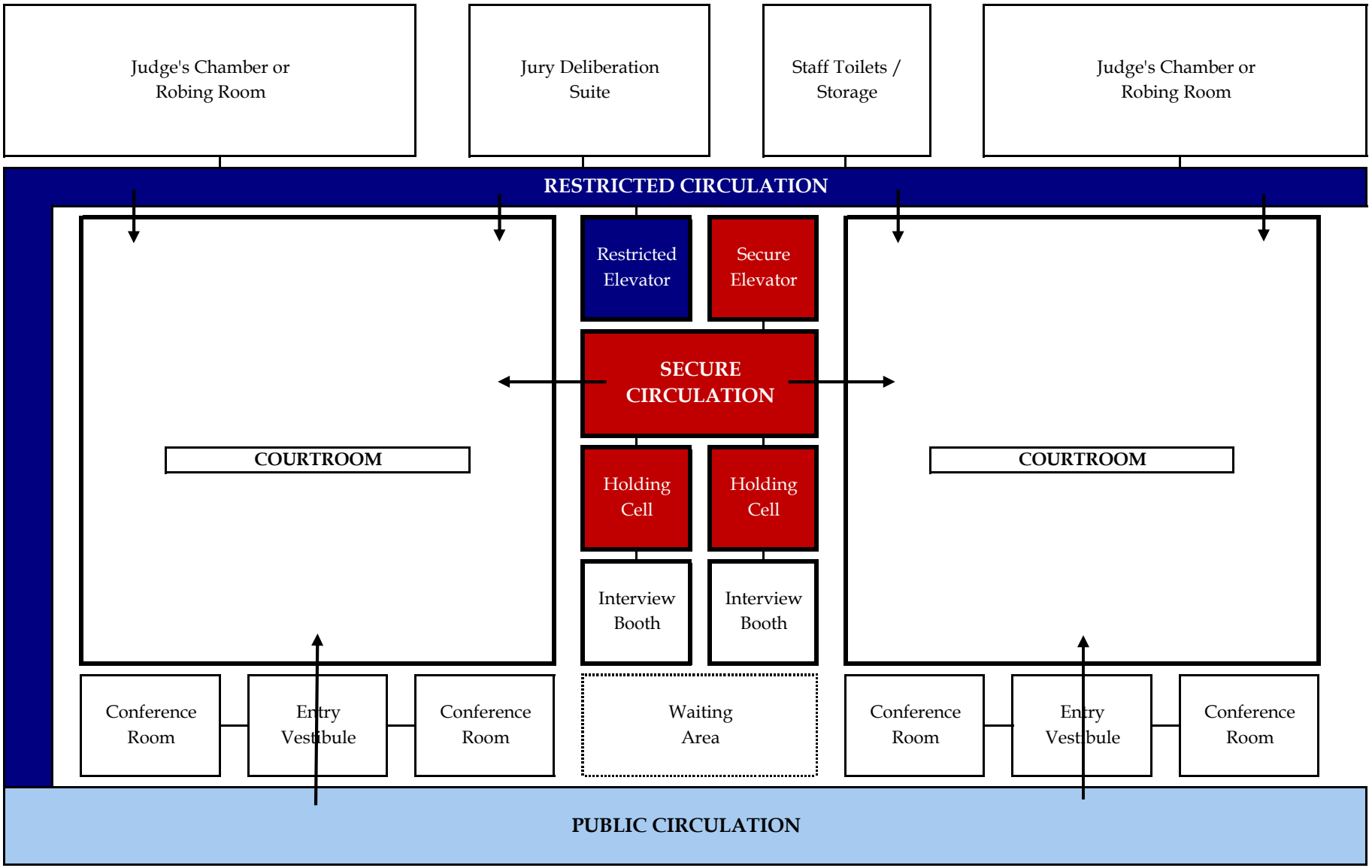


Table 3
COMPONENT ANALYSIS PROCESS AND METHODOLOGY

I. ANALYSIS PROCESS

1. Primarily examines the quantity of space *(general overcrowding, general sizes of component spaces, adequate number of required spaces)*

2. Secondarily examines operational adequacy and quality of space *(functionality, image, security, circulation, proximity to other essential functions, handicap accessibility, general effectiveness)*

II. ANALYSIS METHODOLOGY

Rating:	Inappropriate		Inadequate		Marginal		Adequate		Appropriate	
Score:	1	2	3	4	5	6	7	8	9	10

Score	Rating	Definition
9 - 10	Appropriate	Sufficient quantity of space; good configuration and layout; little, if any, expansion or renovation would be useful
7 - 8	Adequate	Quantity may be barely sufficient; configuration and flow are less than ideal; some renovation/expansion would enhance operations
5 - 6	Marginal	Lacks sufficient quantity of space, quality of space, or both; requires some renovation or expansion to achieve minimum recommended operating standards
3 - 4	Inadequate	Poor quantity and quality of space; too small; improper layout; urgently requires improvement
1 - 2	Inappropriate	Very overcrowded; numerous layout, security, or accessibility issues and space inefficiencies; considered fundamentally inappropriate for continued use

Table 4
SUMMARY OF COMPONENT SCORES AND RATINGS BY BUILDING

	Component	Floor	Staff	DGSF	DGSF / Person	NSF / Person	Score	Rating
HISTORIC COURTHOUSE								
1.	Circuit Court	2,3,4,4M,5,5M,6,6M,7,7M	45 Courts	180,517	-	-	4	Inadequate
2.	Court Administration	4M,6	7	5,971	853	656	5	Marginal
3.	Circuit Clerk	Ground,1,1M,2,2M,4	97	33,046	341	262	5	Marginal
4.	Child Support Services	Ground,1,1M,7	145	26,850	185	142	4	Inadequate
5.	Jury Management	1	6	5,184	864	665	3	Inadequate
6.	Law Library	Ground	3	2,141	714	549	5	Marginal
7.	Milwaukee Justice Center	Ground	6	4,299	717	551	9	Appropriate
8.	Restraining Order Clinic	7	8	444	56	43	2	Inappropriate
9.	Support Spaces	5,6	-	1,053	-	-	5	Marginal
SUBTOTAL			**423**	**259,505**	**613**	**472**	**3.9**	**INADEQUATE**
SAFETY BUILDING								
10.	Circuit Court	1,2,3,4,5,6	9 Courts	38,958	-	-	2	Inappropriate
11.	Court Administration	3	6	4,126	688	529	6	Marginal
12.	Circuit Clerk	1,2,4,5M,6	76	13,326	175	135	2	Inappropriate
13.	District Attorney	2,4,5,6	174	39,816	229	176	2	Inappropriate
14.	Sheriff's Office	Ground,1,2,3,5	180	50,344	280	215	4	Inadequate
15.	JusticePoint Pretrial Services	2,4	42	9,357	223	171	3	Inadequate
16.	WCS Pretrial Services	4	11	1,771	161	124	4	Inadequate
17.	Support Spaces	4	-	536	-	-	5	Marginal
SUBTOTAL			**516**	**158,234**	**307**	**236**	**2.8**	**INAPPROPRIATE**
JUVENILE JUSTICE CENTER								
18.	Circuit Court	Main, Upper	11 Courts	36,466	-	-	5	Marginal
19.	Court Administration	Main	8	1,710	214	164	5	Marginal
20.	Circuit Clerk	Main	17	5,421	319	245	5	Marginal
21.	District Attorney	Lower, Main	60	17,483	291	224	5	Marginal
22.	Guardian ad Litem	Upper	20	5,726	286	220	6	Marginal
23.	Public Defender	Main	14	1,237	88	68	5	Marginal
24.	Sheriff's Office	Lower	15	3,358	-	-	7	Adequate
25.	Jury Management	Main	-	1,905	-	-	8	Adequate
26.	Support Spaces	Main, Upper	-	1,885	-	-	5	Marginal
SUBTOTAL			**167**	**75,191**	**450**	**346**	**5.0**	**MARGINAL**
TOTAL			**1,106**	**492,930**	**446**	**343**	**3.7**	**INADEQUATE**

Notes: (1) NSF/Person has been estimated based on an assumed 30% DGSF grossing factor to account for interior hallways and wall partitions.

(2) The total of 65 Courts shown excludes the 3 courtrooms in the Criminal Justice Facility and the Chief Judge's courtroom, as this position is primarily administrative.

(3) The total staff for each facility includes an estimation for the Circuit Court as follows: Judge + Court Reporter + Bailiff/Law Clerk + Commissioners.

(4) Subtotal and Overall Total scores are weighted based on each component's proportion of total area. Scores are rounded down to determine ratings.

STRATEGIC PLAN DEVELOPMENT

This section summarizes the development of the strategic plan for resolving the long-term spatial and operational needs of the Milwaukee County Judicial Complex. Tasks that were completed in this phase of the project include: projection of space needs to the year 2040; development of occupancy scenarios for a new courthouse; definition of a long-term expansion plan; analysis of potential sites; and estimation of construction and project costs.

Space Projections

It is first necessary to understand the various square footage terms which are used in this report. Net square feet (NSF) represents the unobstructed and usable area of a space. All space standards are based on net square feet. Departmental gross square feet (DGSF) represents the total floor area for a department or component, and includes the thickness of interior walls and partitions, as well as the hallways or circulation required to connect all spaces. DGSF corresponds to Assignable, Occupiable, or Rentable Square Feet. Building gross square feet (BGSF) represents the total space required for a building. It includes all departmental space, plus area for major public hallways, elevators, fire stairs, mechanical shafts, pipe chases, public toilets, and the exterior skin of the building.

Space projections have been developed for judicial system components in anticipation of the need for a new Criminal Courthouse. Specialized spaces, such as courtroom sets and judicial chamber areas, have been estimated based on specific identification and quantification of space. Other spaces, such as for Court Administration, Circuit Clerk, and District Attorney, have been estimated based on applying a departmental factor to the projected number of future staff. This method uses the existing conditions and spatial ratings as benchmarks, and applies a new factor based on the current level of overcrowding. The departmental factor represents the average amount of total departmental space per employee, and includes waiting areas, conference rooms, file areas, offices and workstations, and other support spaces, as well as circulation and interior partitioning. Section F of the Detailed Analysis presents these projections. The following chart shows a breakdown of current and projected judicial officers by division:

JUDICIAL OFFICERS BY DIVISION		
JUDICIAL OFFICERS	**2015**	**2040**
1. Administration		
Chief Judge	**1**	**1**
Presiding Commissioner	**1**	**1**
2. *Civil / Probate Division*	*17*	*19*
Family Division	*15*	*18*
CIVIL SUBTOTAL	**32**	**37**
3. Criminal Division	**24**	**27**
DOWNTOWN TOTAL	**58**	**66**
4. Children's Division	**11**	**13**
TOTAL	**69**	**79**

SECTION C: STRATEGIC PLAN DEVELOPMENT

The current distribution of officers by facility is as follows:

HISTORIC COURTHOUSE
46 Judicial Officers
1 Chief Judge
1 Presiding Commissioner
17 Civil/Probate
15 Family
12 Criminal

SAFETY BUILDING
9 Judicial Officers
9 Criminal

CRIMINAL JUSTICE FACILITY
3 Judicial Officers
3 Criminal

JUVENILE JUSTICE CENTER
11 Judicial Officers
11 Children's Division

69 TOTAL OFFICERS

The proposed 2040 distribution is as follows:

HISTORIC COURTHOUSE
38 Judicial Officers
1 Presiding Commissioner
19 Civil/Probate
18 Family

SAFETY BUILDING
0 Judicial Officers

NEW CRIMINAL COURTHOUSE
26 Judicial Officers
1 Chief Judge
25 Criminal

CRIMINAL JUSTICE FACILITY
2 Judicial Officers
2 Criminal
The Intake & Preliminary Hearing Courts should remain with the Jail

JUVENILE JUSTICE CENTER
13 Judicial Officers
13 Children's Division

79 TOTAL OFFICERS

Historic Courthouse Scenarios

Due to the project's focus on court-related functions only, a complete reuse and restacking plan for the Historic Courthouse was not developed. In order to complete that task, a similar assessment of the operational and spatial needs of County functions, such as the County Board, County Executive's Office, Department of Administrative Services, Register of Deeds, Treasurer's Office, and others must be performed. The graphic on Table 5 shows the current distribution of space within the building by major component and floor.

However, a courtroom reallocation plan was developed for the Historic Courthouse. Once the 12 Criminal Courts are removed from the building, the 10 Family Court Commissioners currently using the undersized hearing rooms on the 7th Floor could utilize those vacated courtrooms. These rooms would require no modification other than changing names on the signage. An additional benefit is that the Family Courts would now be located on a larger floorplate, which provides the ability to separate and distribute litigants in what is often a contentious setting.

The graphics on Tables 6 and 7 show existing and proposed litigation spaces. Each box documents the number of the room and the size of the space. Boxes with surrounding dashed lines indicate one of the original 20 courtrooms in the facility. Since 1932, the number of litigation spaces has increased from 20 to 47, and the courts have been fragmented into three other facilities. The proposed plan would eliminate the most inappropriately-sized spaces, and would consolidate the Felony and Misdemeanor Courts in a new and operationally suitable facility.

SECTION C: STRATEGIC PLAN DEVELOPMENT

In concluding that a new criminal courthouse is required, the Consultant thoroughly examined the current and potential capabilities of the Historic Courthouse and the Safety Building. As the buildings were studied, it became abundantly clear that no adaptive reuse, or internal expansion plan, could create in these 1930-era buildings the kind of three-dimensional zoning of judges/jurors, public, and detainees required in a modern criminal court facility.

Table 5
HISTORIC COURTHOUSE CURRENT STACKING PLAN

Floor	Approx. DGSF						
7M	6,520	Circuit Court - Jury Rooms; Commissioner Space					
7	19,822	Circuit Court - Family Courts					
6M	2,720	Circuit Court - Jury Rooms					
6	38,918	Circuit Court - Criminal Courts; Chief Judge's Office					
5M	9,962	Circuit Court - Jury Rooms; Court Administration Space					
5	45,783	Circuit Court - Criminal, Family, Civil Courts					
4M	9,991	Circuit Court - Jury Rooms; Law Clerk Space					
4	45,820	Circuit Court - Civil Courts					Civil Clerk
3	44,889	County Functions - County Executive, Department of Administrative Services					
2	51,989	Circuit Court - Probate Courts	Probate Clerk	County Functions - County Board, Human Resources			
1M	34,530	Clerk IT	Civil Clerk	Probate Clerk	Child Support	County Functions - Storage, Non-Public	
1	41,449	Clerk Admin.	Civil Clerk	Jury Assembly	Child Support	County Functions - County Clerk, Deeds, Treasurer	
G	52,952	Milwaukee Justice Center	Civil Clerk	Law Library	Café	Child Support	County Functions - Deeds, Elections, Facility Mgmt.
TOTAL	**405,345**						

Note: Court functions total approximately 259,505 DGSF. County functions total approximately 145,840 DGSF (excluding basement & penthouse).

Table 6
HISTORIC COURTHOUSE - EXISTING LITIGATION SPACES

LITIGATION SPACES:	Civil / Criminal	Family / Reserve	TOTAL Civil	TOTAL Family	TOTAL Criminal	TOTAL Reserve	TOTAL
7th Floor				**12**			**12**
Room #:	**702**	**712**					
NSF:	*1,558*	*1,558*					
Room #:	**707-J**	**707-K**	**707-L**	**707-M**	**707-X**		
NSF:	*450*	*372*	*407*	*407*	*320*		
Room #:	**711-F**	**711-H**	**711-M**	**711-N**	**711-T**		
NSF:	*241*	*241*	*230*	*230*	*390*		
6th Floor					**8**		**8**
Room #:	**608**	**615**	**622**	**623**			
NSF:	*2,173*	*1,554*	*1,316*	*1,316*			
Room #:	**629**	**632**	**634**	**635**			
NSF:	*1,554*	*1,796*	*1,796*	*2,173*			
5th Floor			**1**	**5**	**4**	**1**	**11**
Room #:	**500**	**501**	**502**	**503**	**504**	**508**	
NSF:	*2,448*	*1,964*	*1,964*	*1,964*	*1,694*	*1,092*	
Room #:	**509**	**512**	**513**	**514**	**515**		
NSF:	*1,092*	*1,732*	*1,964*	*1,964*	*1,964*		
4th Floor			**14**				**14**
Room #:	**400***	**401**	**402**	**403**	**404**	**408**	
NSF:	*2,448*	*1,964*	*1,964*	*1,964*	*1,964*	*1,092*	
Room #:	**409**	**412**	**413**	**414**	**415**		
NSF:	*1,092*	*1,964*	*1,964*	*1,964*	*1,964*		
Room #:	**400-AF**	**400-AK**	**400-E**	**400-H**			
NSF:	*418*	*324*	*619*	*391*			
2nd Floor			**2**				**2**
Room #:	**206**	**208**					
NSF:	*1,440*	*1,440*					
TOTAL			**17**	**17**	**12**	**1**	**47**
Judicial Officers (2015)			**17**	**15**	**12**	**1**	**45**

= Indicates one of the original 20 courtrooms

* Note: Room 400 is used for Calendar Call

Note: The 6th Floor includes the Chief Judge's Office / Court Administration. The 7th Floor includes the Restraining Order Clinic and other Family Court functions.

Table 7
HISTORIC COURTHOUSE - PROPOSED LITIGATION SPACES

LITIGATION SPACES:								TOTAL				
	Civil / Criminal	Civil / Criminal	Family	Flex				Civil	Family	Criminal	Flex	TOTAL
7th Floor									**2**		**2**	**4**
Room #:	**702**	**712**	Flex	Flex	Potentially Create Two New Courtrooms							
NSF:	*1,558*	*1,558*	*1,292*	*1,292*								
Room #:												
NSF:					Eliminate All Hearing Rooms							
Room #:												
NSF:												
6th Floor									**8**			**8**
Room #:	**608**	**615**	**622**	**623**								
NSF:	*2,173*	*1,554*	*1,316*	*1,316*								
Room #:	**629**	**632**	**634**	**635**								
NSF:	*1,554*	*1,796*	*1,796*	*2,173*								
5th Floor								**3**	**8**			**11**
Room #:	**500**	**501**	**502**	**503**	**504**	**508**						
NSF:	*2,448*	*1,964*	*1,964*	*1,964*	*1,694*	*1,092*						
Room #:	**509**	**512**	**513**	**514**	**515**							
NSF:	*1,092*	*1,732*	*1,964*	*1,964*	*1,964*							
4th Floor								**14**				**14**
Room #:	**400***	**401**	**402**	**403**	**404**	**408**						
NSF:	*2,448*	*1,964*	*1,964*	*1,964*	*1,964*	*1,092*						
Room #:	**409**	**412**	**413**	**414**	**415**							
NSF:	*1,092*	*1,964*	*1,964*	*1,964*	*1,964*							
Room #:	**400-AF**	**400-AK**	**400-E**	**400-H**	* Note: Room 400 is used for Calendar Call							
NSF:	*418*	*324*	*619*	*391*								
2nd Floor								**2**				**2**
Room #:	**206**	**208**		=	Indicates one of the original 20 courtrooms							
NSF:	*1,440*	*1,440*										
TOTAL								**19**	**18**	**0**	**2**	**39**
Judicial Officers (2040)								**19**	**18**		**1**	**38**

Note: The Restraining Order Clinic and other Family Court office functions would relocate to the 6th Floor into space vacated by the Chief Judge's Office / Court Administration.

New Criminal Courthouse Scenarios

The only way to truly resolve the current Criminal Court issues is with a new building, designed to modern standards. Once that new building is occupied, the spaces vacated by the Criminal Court in the Historic Courthouse can then be used to address the pressing issues of the Family Court on the 7th Floor. As noted, this courtroom reallocation can be done with minimal expense.

Two new courthouse scenarios have been developed for Milwaukee County. These scenarios are presented in Table 8.

- **Scenario #1:** This scenario is considered the Maximum Scenario. It envisions a building of approximately 425,000 square feet, with an additional 16,000 square feet for 40 secure parking spaces for judges and selected staff. It provides for 26 Courts (1 Chief Judge and 25 Criminal), as well as area for District Court Administration, the Administrative and Criminal Divisions of the Circuit Clerk's Office, and ancillary court and facility support spaces. The Sheriff's Office is provided space for court security, central holding, and a vehicle sallyport. In addition, office space is provided for JusticePoint Pretrial Services and Wisconsin Community Services. Over time, these last two functions could be easily displaced from the building in order to achieve up to four additional courtroom sets. Although projections have been generated to 2040, the building should be constructed to last far beyond that horizon. This approach provides the County and Court with a functional and economical way to expand the courts, as required, to achieve very long-term operational value from the building.

  This scenario also includes the entire operation of the District Attorney's Office to the year 2040. The District Attorney's Office will require approximately 60,000 square feet for its 200+ staff positions.

Table 8
NEW COURTHOUSE SCENARIOS

SCENARIOS	*SCENARIO #1: MAXIMUM*			*SCENARIO #2: MINIMUM*		
Component	**Courts**	**Staff**	**DGSF**	**Courts**	**Staff**	**DGSF**
COURTS	**26 Courts**			**26 Courts**		
A. Circuit Court	26 Courts	104	141,293	26 Courts	104	141,293
PRIMARY COMPONENTS						
B. District Court Administration	(2040)	17	5,950	(2040)	17	5,950
C. Circuit Clerk						
Administration:	(2040)	17	5,355	(2040)	17	5,355
Judicial Information Systems:	(2040)	2	1,600	(2040)	2	1,600
Criminal Division:	(2040)	94	18,800	(2040)	94	18,800
OTHER COMPONENTS						
D. District Attorney						
Safety Building Staff:		188	50,760		N/A *	N/A *
Victim / Witness:		28	8,400	(2040)	28	8,400
Trial Prep Workspace:		N/A *	N/A *			5,000
E. JusticePoint Pretrial	(2040)	71	19,880	(2040)	71	19,880
F. Public Defender Workspace			2,500			2,500
G. Wisconsin Community Services	(2040)	15	4,950	(2040)	15	4,950
H. Sheriff's Office						
Court Security / Holding / Sallyport:	(2040)		9,200	(2040)		9,200
I. Court Support Spaces	(2040)		10,665	(2040)		10,665
J. Facility Support Spaces	(2040)		22,135	(2040)		22,135
SUBTOTAL	**26 Courts**	**536**	**301,488**	**26 Courts**	**348**	**255,728**
Mechanical / Electrical Factor		**11%**	**+ 33,164**		**11%**	**+ 28,130**
TOTAL DGSF AND M&E			**334,652**			**283,858**
Building Grossing Factor		**27%**	**+ 90,356**		**27%**	**+ 76,642**
NEW COURTHOUSE SIZE			**425,008**			**360,500**
Secure Parking Area	40 Spaces	400	16,000	40 Spaces	400	16,000
TOTAL BUILDING SIZE WITH PARKING			**441,008**			**376,500**

Notes: (1) In Scenario #1, the entire District Attorney's Office is accommodated in the new building. In Scenario #2, only Victim / Witness and Trial Prep are accommodated.
(2) Components E and G total 24,830 DGSF, which is the approximate size of four future courtsets - 24,680 DGSF (3 Standard, 1 Non-Jury, 2 Jury Rooms, and 4 Chambers).

- **Scenario #2**: This scenario is considered the Minimum Scenario. It envisions a building of approximately 360,000 square feet, with an additional 16,000 square feet for a secure parking area. It is identical to Scenario #1, except that the main office of the District Attorney is not included in the new building. Space is provided for the Victim/Witness Unit as well as for Trial Preparation. The main office would be housed in a location to be determined, but ideally would be in close proximity to the new Criminal Courthouse.

Scenario #2 is the recommendation of the Consultant. This scenario is believed to provide the best value to the County. Courthouse construction, on a per square foot basis, is very costly in comparison to typical office space, for instance. The Consultant believes that building, or leasing, generic office space for the District Attorney would be far less costly than including the entire 60,000 square foot operation in a new courthouse. The recommended Scenario #2 serves as the basis for the following site plan analysis. If the County chooses instead to implement Scenario #1, the site plans could, for illustration purposes, simply be modified to include two additional floors.

Site Plans

Two sites are proposed for the new Criminal Courthouse. Option 1 is the existing Safety Building site. Option 2 is currently a County-owned parking lot at the corner of 6th and State Streets. Other potential sites were considered, but ultimately discarded due to size constraints or security concerns.

Table 9 shows a site plan of the downtown campus, with the two potential locations for the Criminal Courthouse. Preliminarily, the new facility is envisioned to be 10 stories above grade. In these site studies, there would be a two-story base to the building, consisting of approximately 45,000 square feet per floor. There would be an eight-story courtroom tower, consisting of four courtrooms per floor at approximately 30,000 square feet each. There would be a 30,000-square-foot basement, containing central holding, a secure sallyport, and mechanical spaces, plus approximately 16,000 square feet for secure judicial parking. A detailed programming process, and an actual design, would be required to move beyond this simple site planning concept.

Tables 10 through 12 show potential siting, orientation, and elevation on each site. Site 1, the Safety Building site, is believed to represent the best long-term option for the County and Courts. This solves the numerous physical and operational issues of the Safety Building, through its removal. This is also the ideal location for a Courthouse due to its ability to connect with both the Historic Courthouse and the Criminal Justice Facility. This aids in the ability to share staff and resources, simplifies public and attorney movement issues, and simplifies detainee movement issues. This location also provides the opportunity to re-invigorate MacArthur Square, as the entrances to both courthouses could operate off the park.

Site 2 at 6th and State Streets was also studied, as the Consultatnt felt obligated to present the County with alternatives. Of all the other potential locations in fairly close proximity to the Historic Courthouse, Site 2 was believed to be the most viable. But that

viability is only relative to sites that did not work at all, due to size or security concerns.

The chief advantage of Site 2 is the ability to build immediately on a relatively clear, County-owned site. The site currently serves as a surface parking lot, and is roughly equal in area to the Safety Building site. By selecting this site, the County would be able to avoid the immediate demolition of the Safety Building, and the short-term costs associated with relocating Safety Building occupants, while a new criminal courthouse is constructed on that site.

But the Consultant believes that the short-term cost savings would be a false economy in this case. As stated earlier, the 1929 design of the Safety Building as a mixed-use jail/courts/office building makes it extremely inefficient for any other function. Renovation would be prohibitively expensive, perhaps nearly equivalent in total project cost to that of a new criminal courthouse. And the sheer volume of deferred maintenance makes it extremely difficult to continue its ongoing use without extensive renovations. In essence, the building needs to be torn down in any case, and doing it in conjunction with the creation of a new criminal courthouse affords the County the best possible reuse of that site.

In comparison with Site 1, Site 2 has numerous operational deficiencies. First, the public, judges, staff, and attorneys would all be physically disconnected from the Historic Courthouse by a distance of several blocks. And as noted earlier, that physical connection is a very important aspect of the daily operation of the Court. In fact, the desire to better consolidate the Courts was one of the original driving forces in performing this study.

A further problem with the physical disconnection is the inability to develop a secure link between the Criminal Justice Facility and the 6th and State Street location. That means that all defendants in custody going to the Felony and Misdemeanor Courts on Site 2 would have to be transported, back and forth from the Criminal Justice Facility, by vehicle.

Although Site 2 was the only alternative site available in proximity to the Historic Courthouse, with the requisite site area, and although it could in theory be developed as a site for a new criminal courthouse, it is the Consultant's definite recommendation that the new criminal courthouse be built on Site 1, the current site of the Safety Building. The Advisory Group strongly concurs with that recommendation.

Table 9
DOWNTOWN CAMPUS SITE PLAN

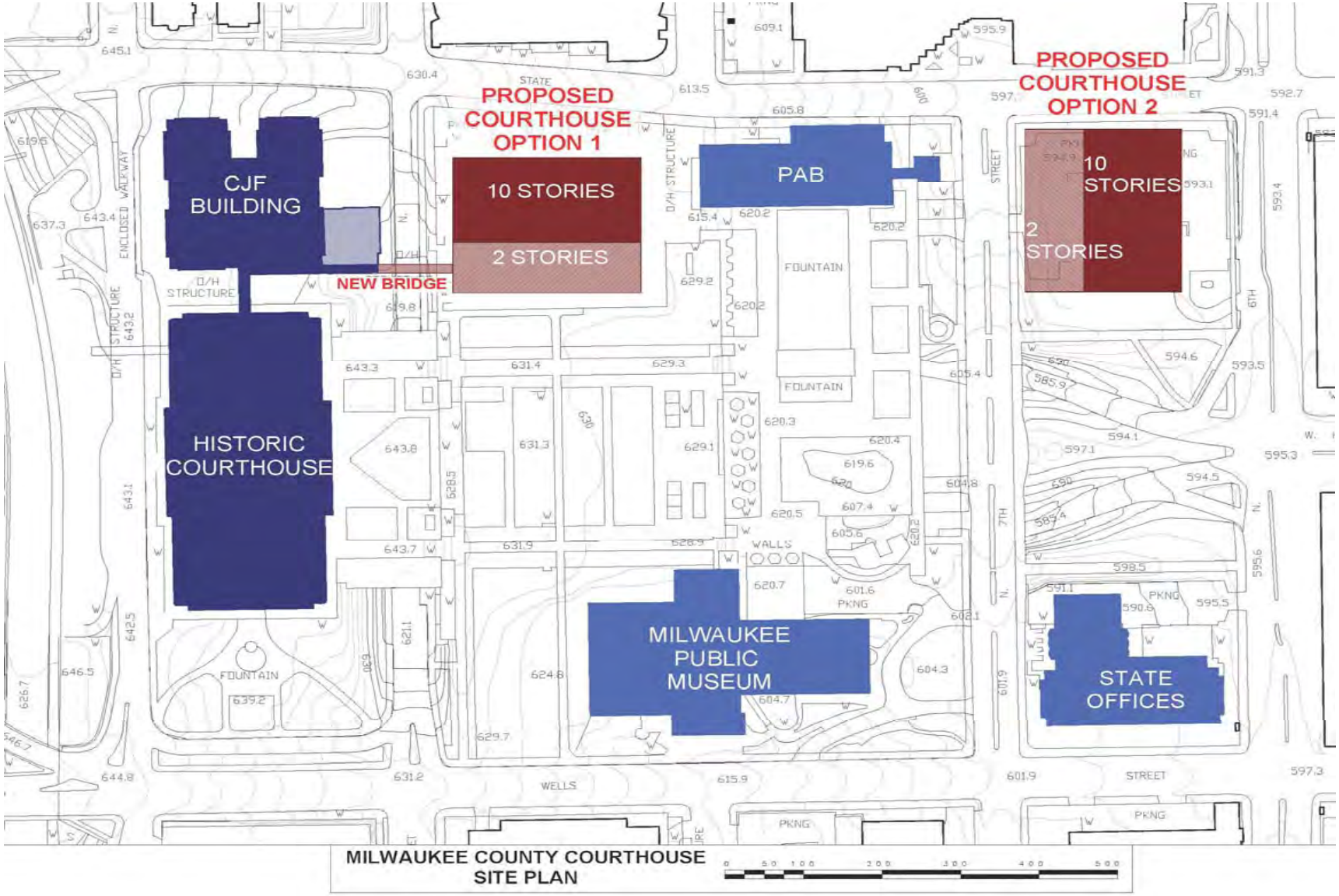


Table 10
SITE 1 - SAFETY BUILDING SITE

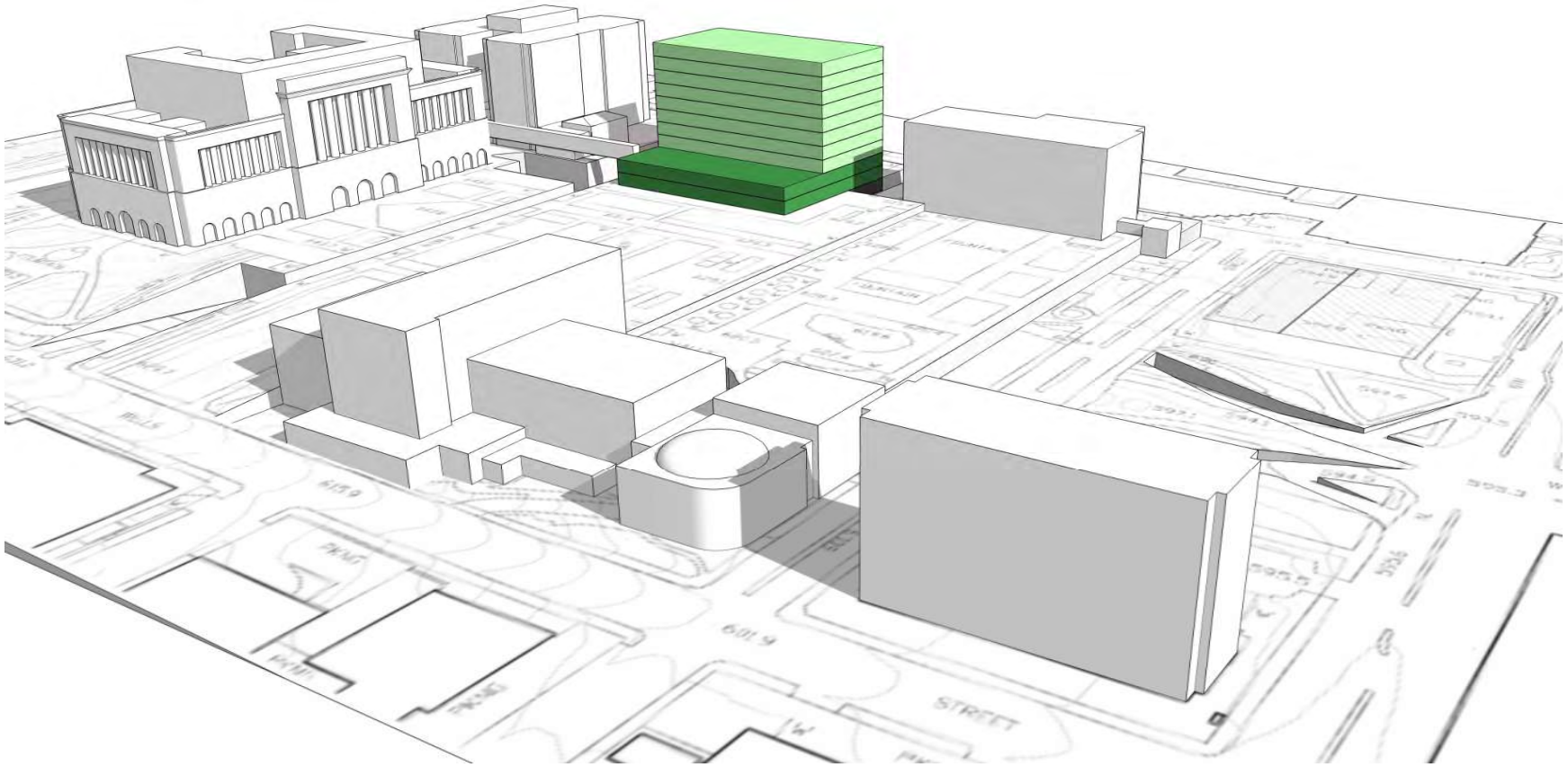


Table 11
SITE 2 - 6TH AND STATE STREET SITE

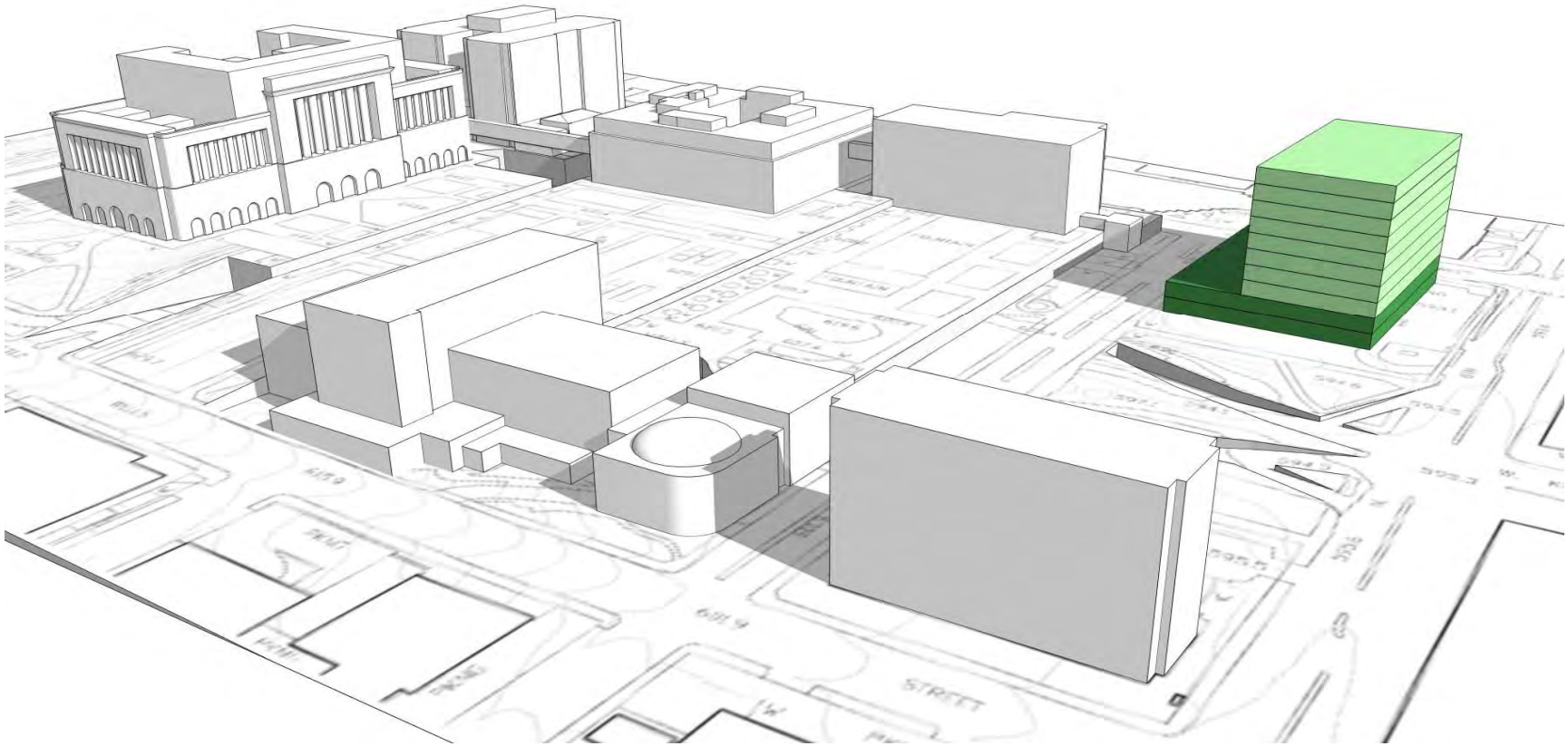
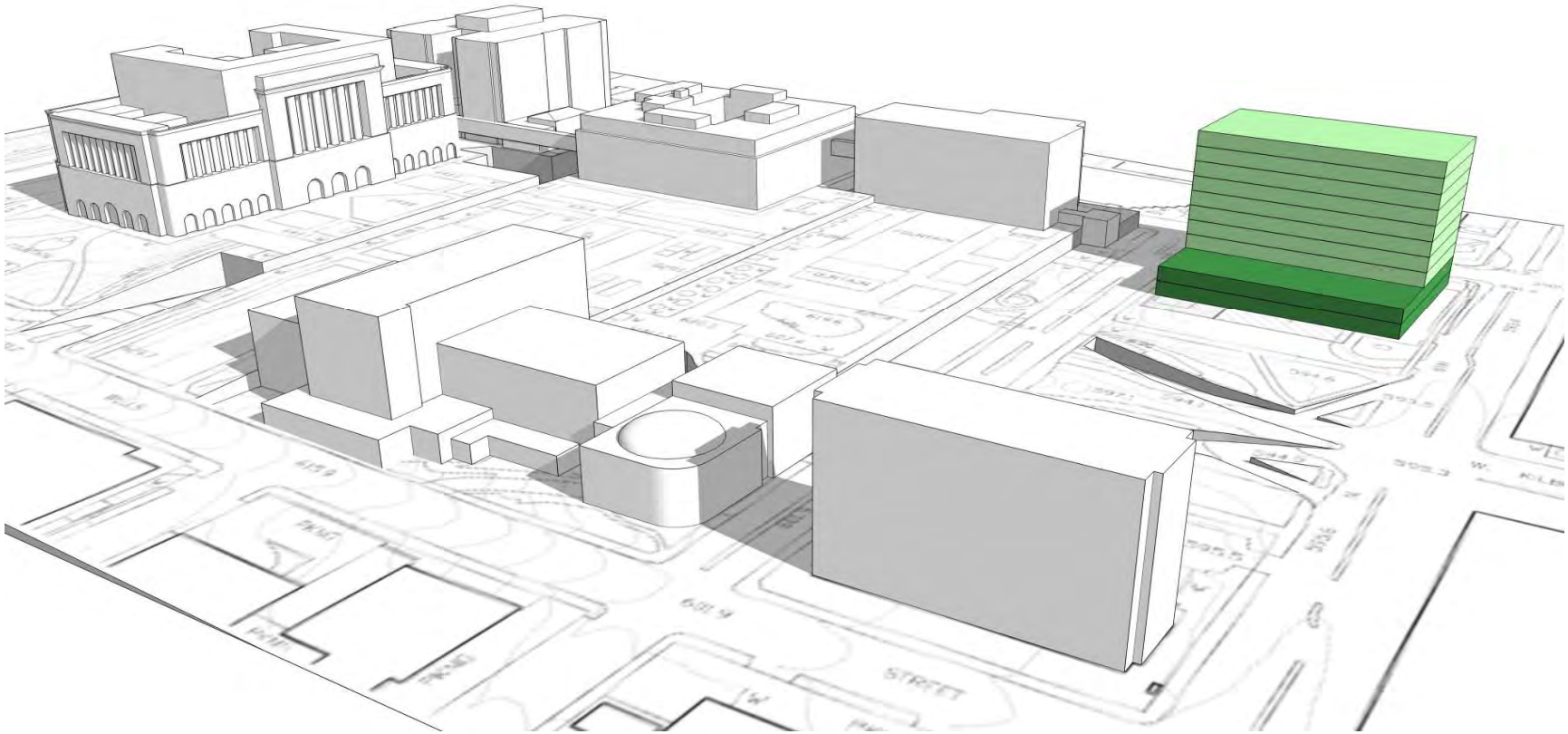


Table 12
SITE 2 - 6TH AND STATE STREET SITE (Option)



SECTION C: STRATEGIC PLAN DEVELOPMENT

Cost Estimates

Tables 13 and 14 present preliminary cost estimates for each scenario on each site. Cost estimates are comprehensive, and include construction costs, contingencies, escalation, and project costs for fees, technology, and furnishings.

Costs for a new building on the Safety Building site (Option 1) range from $184 million for the Minimum Scenario, to $213 million for the Maximum Scenario, in year 2020 dollars. Costs are based on a courthouse construction cost of $320 per foot. Other associated costs include asbestos abatement of the Safety Building ($5 million); demolition of the building ($3 million); and potential demolition and reconstruction of bridges/building connectors ($3 million). This estimate assumes four years of escalation to the mid-point of construction in 2020.

Costs for a new building on the 6th and State Streets site (Option 2) range from $165 million for the Minimum Scenario to $193 million for the Maximum Scenario in year 2019 dollars. This option does not require the costs associated with the Safety Building, and is believed to be achievable one year sooner since waiting for building renovation and occupant relocation would not be required. However, at some point in the near future the County would still incur the costs associated with renovating the Safety Building, or more likely, with removing and replacing it with something else. As noted earlier, removing it in conjunction with the development of a new criminal courthouse would afford the County the best possible use of the site.

Final Recommendations and Next Steps

Based on the conclusions of the study, it is recommended that a new Criminal Courthouse of approximately 360,000 square feet be developed on the existing Safety Building site (Option 1B).

At this point, there is additional investigation and problem-solving to be performed. Assuming Option 1B is approved, it is envisioned that the remainder of 2016, and some time beyond, should be dedicated to planning for the following:

- Potential swing space for Safety Building occupants. This would potentially include space for the nine Criminal Courts, Criminal Clerk, Court Administration, District Attorney, Sheriff's Office, JusticePoint Pretrial Services, Wisconsin Community Services, and other County functions.

- Potential permanent space for displaced occupants such as the District Attorney and Sheriff's Office.

- Additional study of Historic Courthouse occupants to determine potential renovation/restacking plans and recommended system upgrades. As part of that project, potential swing space or permanent relocation space may need to be identified.

- Finally, but not as urgently, consideration should be given to potential renovations and systems upgrades at the Juvenile Justice Center.

Table 13 NEW COURTHOUSE COST ESTIMATES		SAFETY BUILDING SITE (OPTION 1)			
Category	Unit	*OPTION #1A* MAXIMUM SCENARIO		*OPTION #1B* MINIMUM SCENARIO	
		Calculations	Costs	Calculations	Costs
A. CONSTRUCTION COST					
1. Building Construction	$320 per Building Square Foot	x 425,008	$136,002,443	x 360,500	$115,359,924
2. Secure Parking	$30,000 per Space	x 40 Spaces	$1,200,000	x 40 Spaces	$1,200,000
3. Sitework					
a. Asbestos Abatement of Safety Building	$12.00 per Building Square Foot	x 413,000	$4,956,000	x 413,000	$4,956,000
b. Demolition of Safety Building / Bridges	$8.00 per Building Square Foot	x 413,000	$3,304,000	x 413,000	$3,304,000
c. Site Development and Utilities	Approximately 2% of Construction		$2,500,000		$2,500,000
4. Building Connectors					
a. Public / Staff Bridge	$15,000 per Linear Foot	x 100	$1,500,000	x 100	$1,500,000
b. Detainee Bridge	$15,000 per Linear Foot	x 100	$1,500,000	x 100	$1,500,000
5. **SUBTOTAL BUILDING CONSTRUCTION**		Per Square Foot $355.20	**$150,962,443**	Per Square Foot $361.50	**$130,319,924**
B. CONTINGENCY					
1. Design / Construction Contingency	10% of Building Construction	x $150,962,443	$15,096,244	x $130,319,924	$13,031,992
2. **CONSTRUCTION COSTS (2016 Dollars)**		Per Square Foot $390.72	**$166,058,687**	Per Square Foot $397.65	**$143,351,916**
C. ESCALATION					
1. Future Escalation	3% per year to 2020 (4 years)	x $166,058,687	$19,927,042	x $143,351,916	$17,202,230
2. **ESCALATED COSTS (2020 Dollars)**	(Escalated to the mid-point of construction)	Per Square Foot $437.61	**$185,985,729**	Per Square Foot $445.37	**$160,554,146**
D. OTHER PROJECT COSTS					
1. Design Fees, Permits, Testing	11% of Building Construction	x $166,058,687	$18,266,456	x $143,351,916	$15,768,711
2. Security/Technology Allowance	$12.00 per Building Square Foot	x 425,008	$5,100,092	x 360,500	$4,325,997
3. Furniture, Fixtures, and Equipment	$10.00 per Building Square Foot	x 425,008	$4,250,076	x 360,500	$3,604,998
4. **SUBTOTAL OTHER PROJECT COSTS**		Per Square Foot $64.98	**$27,616,624**	Per Square Foot $65.74	**$23,699,706**
E. TOTAL COST		**Per Square Foot**	**Total**	**Per Square Foot**	**Total**
1. **PROJECT COST (2020 Dollars)**		$502.58	**$213,602,353**	$511.11	**$184,253,852**

Note: Total costs may not calculate exactly based on square footages shown due to computer rounding of building gross areas.

Table 14 NEW COURTHOUSE COST ESTIMATES		6TH & STATE STREETS SITE (OPTION 2)			
Category	Unit	*OPTION #2A* MAXIMUM SCENARIO		*OPTION #2B* MINIMUM SCENARIO	
		Calculations	Costs	Calculations	Costs
A. CONSTRUCTION COST					
1. Building Construction	$320 per Building Square Foot	x **425,008**	$136,002,443	x 360,500	$115,359,924
2. Secure Parking	$30,000 per Space	x 40 Spaces	$1,200,000	x 40 Spaces	$1,200,000
3. Sitework					
a. Asbestos Abatement of Safety Building	$12.00 per Building Square Foot	x 0	$0	x 0	$0
b. Demolition of Safety Building / Bridges	$8.00 per Building Square Foot	x 0	$0	x 0	$0
c. Site Development and Utilities	Approximately 2% of Construction		$2,500,000		$2,500,000
4. Building Connectors					
a. Public / Staff Bridge	$15,000 per Linear Foot	x 0	$0	x 0	$0
b. Detainee Tunnel	$15,000 per Linear Foot	x 0	$0	x 0	$0
5. **SUBTOTAL BUILDING CONSTRUCTION**		Per Square Foot $328.71	**$139,702,443**	Per Square Foot $330.26	**$119,059,924**
B. CONTINGENCY					
1. Design / Construction Contingency	10% of Building Construction	x $139,702,443	$13,970,244	x $119,059,924	$11,905,992
2. **CONSTRUCTION COSTS (2016 Dollars)**		Per Square Foot $361.58	**$153,672,687**	Per Square Foot $363.29	**$130,965,916**
C. ESCALATION					
1. Future Escalation	3% per year to 2019 (3 years)	x $153,672,687	$13,830,542	x $130,965,916	$11,786,932
2. **ESCALATED COSTS (2019 Dollars)**	(Escalated to the mid-point of construction)	Per Square Foot $394.12	**$167,503,229**	Per Square Foot $395.99	**$142,752,849**
D. OTHER PROJECT COSTS					
1. Design Fees, Permits, Testing	11% of Building Construction	x $153,672,687	$16,903,996	x $130,965,916	$14,406,251
2. Security/Technology Allowance	$12.00 per Building Square Foot	x 425,008	$5,100,092	x 360,500	$4,325,997
3. Furniture, Fixtures, and Equipment	$10.00 per Building Square Foot	x 425,008	$4,250,076	x 360,500	$3,604,998
4. **SUBTOTAL OTHER PROJECT COSTS**		Per Square Foot $61.77	**$26,254,164**	Per Square Foot $61.96	**$22,337,246**
E. TOTAL COST		**Per Square Foot**	**Total**	**Per Square Foot**	**Total**
1. **PROJECT COST (2019 Dollars)**		$455.89	**$193,757,392**	$457.95	**$165,090,094**

Note: Total costs may not calculate exactly based on square footages shown due to computer rounding of building gross areas.

DETAILED ANALYSIS

OVERVIEW

The Executive Summary provides a concise overview of the project. This portion of the report contains the detailed analyses used to support the conclusions and recommendations. The analyses are presented in the following sections:

- Section A: System Factors
- Section B: Circuit Court Analysis and Projections
- Section C: Staff Projections
- Section D: Space Standards
- Section E: Component Evaluations
- Section F: Scenarios and Cost Estimates

Following is a brief summary of each section:

Section A: System Factors

This section examines factors that impact the judicial system. Some of the information obtained was then used to assist in the development of caseload, judgeship, and staff projections. System factors analyzed include: Resident Population, Population by Age; Part I Offenses; Part I Arrests; Part II Arrests; and Sworn Officers. In addition, law enforcement and judicial system comparisons were made between Milwaukee County, Dane County, Waukesha County, and the State of Wisconsin. Finally, information was obtained related to the average daily entry volumes in each of the County's justice facilities; the average daily detainee movement; and a profile of the number of admissions, average length of stay, and average daily population at the Juvenile Detention Center.

Section B: Circuit Court Analysis and Projections

This section presents the assessment of long-term growth for the Circuit Court. Historical data was obtained for a 20-year period from 1996 to 2015 in order to understand how the court system is evolving. This section presents the methodology used to project future caseload, judgeship, and commissioner positions.

Section C: Staff Projections

In a similar fashion to the judicial system analysis presented in Section B, a methodologically-based approach was used to estimate future staff positions. Staff projections were developed for most of the court-related components housed in the Historic Courthouse, Safety Building, and Juvenile Justice Center.

Section D: Space Standards

This section documents the basic building blocks of a courthouse: the courtrooms, jury deliberation rooms, and judicial chambers. It identifies the number and sizes of courtrooms, hearing rooms, jury rooms, and chambers by building. This allows comparison with the Wisconsin Supreme Court Standards for these spaces. Finally, recommended standards are presented for litigation spaces, courtroom support spaces, detainee holding areas, offices, workstations, and conference rooms based on a combination of the State standards, the national experience of the Consultant, and the local requirements of the Milwaukee County Courts.

Section E: Component Evaluations

This section presents the analysis of existing space conditions. Nearly all spaces within the judicial facilities were toured as part of the departmental interview process. Square footages were quantified for all components and for each facility. Color-coded floorplans which show the current location of each component were developed. These plans are presented in Appendix A.

All agencies and components were evaluated in terms of quantity and quality of space. The evaluation focuses both on general overcrowding and on the operational functionality of the space. Spaces were scored on a 10-point scale, and based on the score received, were rated as Appropriate (9-10), Adequate (7-8), Marginal (5-6), Inadequate (3-4), or Inappropriate (1-2).

This methodology illustrates which spaces are most in need of improvement. Spaces that scored in the Inadequate or Inappropriate categories urgently require improvement. In addition, ratios of square footage per staff person were defined. These ratios were then used as benchmarks for projecting future space needs.

Section F: Scenarios and Cost Estimates

This section synthesizes the assessment of needs and existing condition evaluation into a plan to address the long-term spatial and operational requirements of the Milwaukee County Court System. A courtroom reallocation plan for the Historic Courthouse was developed. The plan documents an approach to improve public safety and public service in the historic building. In addition, two scenarios were developed for a new Criminal Courthouse: a maximum option of 425,000 square feet and a minimum option of 360,000 square feet. Two sites were identified as potential locations for the new facility: the existing Safety Building site, and a parking lot at the corner of 6th and State Streets. Cost estimates were developed for each scenario at each site. The recommendation of the planning team and Project Advisory Group is for the smaller building on the Safety Building site.

Appendices

Additional project material is presented in appendices to the report. Appendix A contains building floorplans for each court facility. The plans have been color-coded to indicate the current location of each component. Appendix B contains an engineering report that documents the condition of existing mechanical, electrical, and plumbing systems, and proposes a variety of upgrade options for each facility.

SECTION A: SYSTEM FACTORS

SECTION A: SYSTEM FACTORS

In order to understand long-term space needs, it is first important to understand how the Milwaukee County Judicial System is likely to grow over time. And in order to understand and predict that growth, it is necessary to understand some of the factors that can impact the judicial system. This section examines factors that impact the judicial system. Some of the information obtained was then used to assist in the development of caseload, judgeship, and staff projections. System factors analyzed include: Resident Population; Population by Age; Part I Offenses; Part I Arrests; Part II Arrests; and Sworn Officers. In addition, law enforcement and judicial system comparisons were made between Milwaukee County, Dane County, Waukesha County, and the State of Wisconsin. Finally, information was obtained related to: the average daily entry volumes in each of the County's justice facilities; the average daily detainee movement; and a profile of the number of admissions, average length of stay, and average daily population at the Juvenile Detention Center.

RESIDENT POPULATION

Historical and projected resident population information was obtained from the United States Census Bureau and the Demographic Services Center of the Wisconsin Department of Administration. Population information is presented in Tables A-1 through A-3.

Population typically drives the demand for government services, including those provided by the court system. However, it is possible for demand to increase even with a stable or declining population. For example, in the 10-year period from 1996 to 2006, Milwaukee County's resident population decreased from 950,000 to 930,000. Over this same period, the number of court filings (exclusive of traffic cases) increased from 102,000 to 114,000.

Between 1980 and 2015, Milwaukee County's population decreased, and then rebounded to approximately the same original level. In 1980, there were approximately 964,000 residents, and there are approximately 960,000 residents in 2016. The population is projected to increase to approximately 1,016,000 residents by 2040.

Resident population is getting older. For the 2010 census, 25% of residents were considered juvenile or youth (ages 0-17); 64% adult (ages 18-64); and 12% senior adult (ages 65 and older). By 2040, it is projected that the distribution will be 22% youth, 60% adult, and 17% senior adult.

OFFENSES AND ARRESTS

Offense and arrest information was obtained from the Wisconsin Department of Justice, Bureau of Justice Information and Analysis (BJIA). This information is presented in Tables A-4 through A-9.

Part I Offenses represent the more serious offenses, and those most likely to be reported. The eight crimes in this category include murder, rape, robbery, aggravated assault, burglary, theft, motor vehicle theft, and arson. Part II Offenses represent all other crimes. Offense data is not reported for Part II Offenses, although

Part II Arrest data is maintained.

According to the BJIA, reliable data is only available from 2005 to 2014 due to changes in reporting practices. During this period, Part I Violent Offenses increased by 36%, and Part I Property Offenses decreased by 21%. Part I Arrests remained unchanged. Part II Arrests decreased by 39%. The number of sworn officers in the Milwaukee Police Department decreased by 2%, while the number of sworn officers in the Sheriff's Department decreased by 53%. Overall, the number of sworn officers in the County decreased by 11%.

Table A-7 shows the interrelationships among criminal justice system factors. Of note is the decline in arrests per sworn officer, particularly for Part II Offenses in 2013 and 2014. Part I Offense projections were developed, but due to the relatively short historical period, and recent declining trend line, these projections were not considered to be very reliable, and therefore were not used in the development of court filing forecasts.

COUNTY COMPARISONS

Law enforcement and court comparisons were made between Milwaukee County, Dane County, Waukesha County, and the State of Wisconsin. These comparisons are shown on Tables A-10 through A-15.

Milwaukee County is so much larger than the next two most populous counties in the State that comparisons are difficult to make. Milwaukee County is nearly double the size of Dane County, the next most populous county. But these tables provide some insight with respect to ratios such as offenses and sworn officers per county population; offenses and arrests per sworn officer; court filings and judges per county population; and filings per judge.

FACILITY ENTRY AND DETAINEE VOLUME

Data was obtained from the Milwaukee County Sheriff's Office with respect to visitor entry volume and daily detainee movement. The Milwaukee County Department of Health and Human Services provided information related to the Juvenile Detention Center. This information is presented in Tables A-16 through A-18.

According to the Sheriff's Office, the four justice facilities (Historic Courthouse, Safety Building, Criminal Justice Facility, and Juvenile Justice Center) averaged approximately 3,100 visitors per day in 2015. Peak volumes were on Mondays, with averages of around 3,500. The Courthouse had the highest percentage of visitors (54%), followed by the Safety Building (21%).

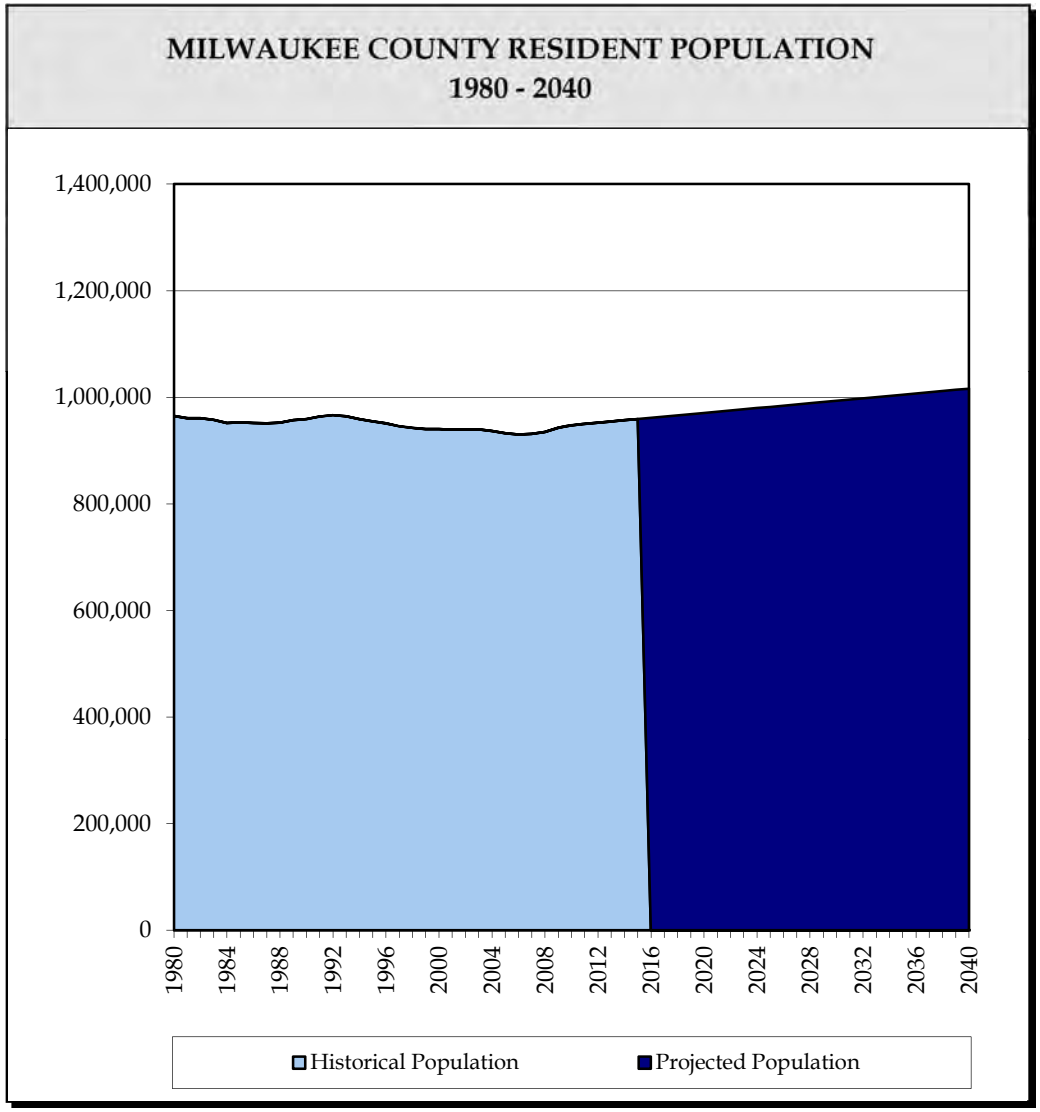
In 2015, a daily average of 66 detainees was moved from the Criminal Justice Facility to the various criminal courtrooms. Peak daily volumes were expressed as being in the 100 to 120 range.

The Juvenile Detention Center averaged nearly 3,000 admissions per year from 2005 to 2014. Admissions have been declining, partly due to an impetus to divert as many children as possible from the Detention Center. However, the average length of stay

has been increasing, from approximately 11 days to 16 days. For this reason, the average daily population has remained somewhat consistent at approximately 100 juveniles.

Table A-1
MILWAUKEE COUNTY RESIDENT POPULATION, 1980 - 2040

Year	Total Residents	Change per Year Percent	Change per Year Number
Historical Population			
1980	964,988	--	--
1990	959,212	-0.1%	-578
2000	940,164	-0.2%	-1,905
2010	947,735	0.1%	757
Current Population			
2015	959,154	0.4%	2,284
Projected Population			
2020	970,573	0.2%	2,284
2025	981,993	0.2%	2,284
2030	993,412	0.2%	2,284
2035	1,004,831	0.2%	2,284
2040	1,016,250	0.2%	2,284



Source: U.S. Census Bureau; Wisconsin Department of Administration, Demographic Services Center (December 2013)

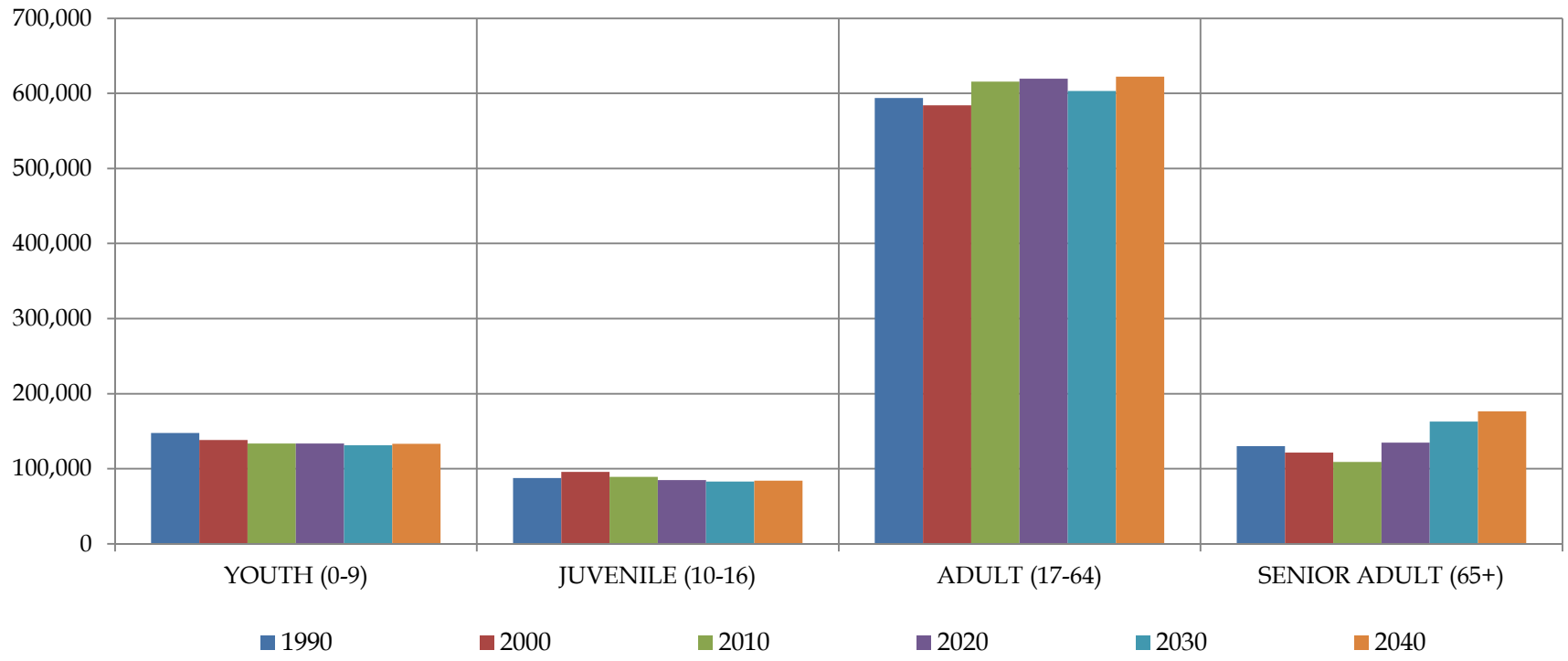
Table A-2
MILWAUKEE COUNTY POPULATION BY AGE, 1990 - 2040

Age Group	HISTORICAL			PROJECTED		
	1990	2000	2010	2020	2030	2040
0-4	76,688	67,141	69,364	71,200	69,800	70,400
5-9	70,891	71,253	64,289	62,400	61,600	62,700
SUBTOTAL - YOUTH	**147,579**	**138,394**	**133,653**	**133,600**	**131,400**	**133,100**
	15%	***15%***	***14%***	***14%***	***13%***	***13%***
10-16	87,670	95,899	89,315	84,800	82,900	84,100
17	11,965	13,532	13,409	13,000	12,200	12,300
SUBTOTAL - JUVENILE	**99,635**	**109,431**	**102,724**	**97,800**	**95,100**	**96,400**
	10%	***12%***	***11%***	***10%***	***10%***	***9%***
18-24	104,660	98,309	108,277	103,400	99,500	100,100
25-34	177,043	141,130	146,338	154,200	154,000	149,800
35-44	135,118	143,417	119,301	128,500	131,800	136,600
45-54	83,787	118,257	127,190	107,600	112,700	120,100
55-64	81,190	69,541	101,119	112,700	93,150	103,550
SUBTOTAL - ADULT	**581,798**	**570,654**	**602,225**	**606,400**	**591,150**	**610,150**
	61%	***61%***	***64%***	***62%***	***60%***	***60%***
65-74	71,924	59,920	51,884	81,300	88,850	79,600
75-84	43,801	45,253	38,262	36,080	56,400	67,950
85 & over	14,538	16,512	18,987	17,430	17,550	29,050
SUBTOTAL - SENIOR ADULT	**130,263**	**121,685**	**109,133**	**134,810**	**162,800**	**176,600**
	14%	***13%***	***12%***	***14%***	***17%***	***17%***
TOTAL	**959,275**	**940,164**	**947,735**	**972,610**	**980,450**	**1,016,250**
	100%	***100%***	***100%***	***100%***	***100%***	***100%***

Source: U.S. Census Bureau; Wisconsin Department of Administration, Demographic Services Center (December 2013)

Table A-3
MILWAUKEE COUNTY POPULATION BY AGE, 1990 - 2040

AGE	HISTORICAL			CHANGE: 1990-2010		PROJECTED			CHANGE: 2010-2040	
	1990	2000	2010	Number	Percentage	2020	2030	2040	Number	Percentage
YOUTH (0-9)	147,579	138,394	133,653	**- 13,926**	**-9.4%**	133,600	131,400	133,100	**- 553**	**-0.4%**
JUVENILE (10-16)	87,670	95,899	89,315	**1,645**	**1.9%**	84,800	82,900	84,100	**- 5,215**	**-5.8%**
ADULT (17-64)	593,673	584,186	615,634	**21,961**	**3.7%**	619,400	603,350	622,450	**6,816**	**1.1%**
SENIOR ADULT (65+)	130,263	121,685	109,133	**- 21,130**	**-16.2%**	134,810	162,800	176,600	**67,467**	**61.8%**
TOTAL	**959,185**	**940,164**	**947,735**	**- 11,450**	**-1.2%**	**972,610**	**980,450**	**1,016,250**	**68,515**	**7.2%**



OFFENSES AND ARRESTS

Table A-4
OFFENSE AND ARREST CLASSIFICATIONS

VIOLENT CRIMES	Murder* Rape* Robbery* Aggravated Assault* ** Part I Offenses*	
PROPERTY CRIMES	Burglary* Theft* Motor Vehicle Theft* Arson* Forgery ** Part I Offenses*	Fraud Embezzlement Stolen Property Vandalism
DRUG CRIMES	Opium / Cocaine Sales Marijuana Sales Synthetic Narcotic Sales Other Drug Sales	Opium / Cocaine Possession Marijuana Possession Synthetic Narcotic Possession Other Drug Possession
CRIMES AGAINST SOCIETY	Weapons Prostitution Sex Offenses Gambling Violations Driving While Intoxicated	Liquor Laws Disorderly Conduct Vagrancy Curfew and Loitering Runaways
OTHER CRIMES	Negligent Manslaughter Other Assaults	Family Offenses All Other (Except Traffic)

Source: Wisconsin Department of Justice, Bureau of Justice Information and Analysis

Table A-5
PART I OFFENSES AND PART I ARRESTS, 2005 - 2014

System Factor		Historical Period										Period Change
		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	
PART I OFFENSES												
VIOLENT CRIMES	*Murder*	*130*	*106*	*107*	*74*	*75*	*100*	*91*	*101*	*110*	*92*	-29%
	Rape	*327*	*277*	*300*	*256*	*254*	*235*	*250*	*275*	*293*	*306*	-6%
	Robbery	*3,250*	*4,036*	*3,896*	*3,596*	*3,445*	*3,204*	*3,383*	*3,433*	*3,591*	*3,901*	20%
	Aggravated Assault	*3,225*	*5,417*	*5,513*	*5,289*	*4,258*	*4,008*	*3,656*	*4,917*	*4,655*	*5,151*	60%
	SUBTOTAL	**6,932**	**9,836**	**9,816**	**9,215**	**8,032**	**7,547**	**7,380**	**8,726**	**8,649**	**9,450**	**36%**
PROPERTY CRIMES	*Burglary*	*6,325*	*7,490*	*7,984*	*8,140*	*8,275*	*7,810*	*8,647*	*8,747*	*8,151*	*7,364*	16%
	Theft	*35,658*	*34,287*	*35,144*	*34,654*	*34,017*	*31,701*	*29,567*	*29,455*	*26,512*	*24,550*	-31%
	Motor Vehicle Theft	*7,473*	*9,151*	*8,494*	*7,171*	*5,408*	*4,817*	*5,084*	*5,224*	*4,767*	*7,270*	-3%
	Arson	*322*	*377*	*390*	*367*	*395*	*291*	*316*	*350*	*316*	*312*	-3%
	SUBTOTAL	**49,778**	**51,305**	**52,012**	**50,332**	**48,095**	**44,619**	**43,614**	**43,776**	**39,746**	**39,496**	**-21%**
TOTAL OFFENSES		**56,710**	**61,141**	**61,828**	**59,547**	**56,127**	**52,166**	**50,994**	**52,502**	**48,395**	**48,946**	**-14%**
PART I ARRESTS												
VIOLENT CRIMES	*Murder*	*114*	*114*	*112*	*111*	*82*	*101*	*90*	*108*	*102*	*97*	-15%
	Rape	*289*	*231*	*319*	*319*	*262*	*270*	*292*	*218*	*155*	*161*	-44%
	Robbery	*809*	*1,022*	*1,271*	*1,280*	*1,000*	*1,174*	*1,292*	*1,138*	*1,187*	*1,050*	30%
	Aggravated Assault	*1,073*	*1,837*	*1,577*	*1,619*	*1,633*	*1,742*	*1,732*	*2,439*	*1,866*	*1,354*	26%
	SUBTOTAL	**2,285**	**3,204**	**3,279**	**3,329**	**2,977**	**3,287**	**3,406**	**3,903**	**3,310**	**2,662**	**16%**
PROPERTY CRIMES	*Burglary*	*735*	*806*	*885*	*1,041*	*1,260*	*1,291*	*1,283*	*1,325*	*1,015*	*753*	2%
	Theft	*8,616*	*7,308*	*8,271*	*9,012*	*9,204*	*8,200*	*8,599*	*10,298*	*9,210*	*8,613*	0%
	Motor Vehicle Theft	*860*	*1,091*	*553*	*351*	*168*	*188*	*189*	*260*	*209*	*276*	-68%
	Arson	*76*	*53*	*57*	*52*	*39*	*43*	*43*	*41*	*38*	*40*	-47%
	SUBTOTAL	**10,287**	**9,258**	**9,766**	**10,456**	**10,671**	**9,722**	**10,114**	**11,924**	**10,472**	**9,682**	**-6%**
TOTAL ARRESTS		**12,572**	**12,462**	**13,045**	**13,785**	**13,648**	**13,009**	**13,520**	**15,827**	**13,782**	**12,344**	**-2%**
ARREST RATE												**AVG.**
VIOLENT CRIMES	*Murder*	*88%*	*108%*	*105%*	*150%*	*109%*	*101%*	*99%*	*107%*	*93%*	*105%*	*106%*
	Rape	*88%*	*83%*	*106%*	*125%*	*103%*	*115%*	*117%*	*79%*	*53%*	*53%*	*92%*
	Robbery	*25%*	*25%*	*33%*	*36%*	*29%*	*37%*	*38%*	*33%*	*33%*	*27%*	*32%*
	Aggravated Assault	*33%*	*34%*	*29%*	*31%*	*38%*	*43%*	*47%*	*50%*	*40%*	*26%*	*37%*
	SUBTOTAL	*33%*	*33%*	*33%*	*36%*	*37%*	*44%*	*46%*	*45%*	*38%*	*28%*	*37%*
PROPERTY CRIMES	*Burglary*	*12%*	*11%*	*11%*	*13%*	*15%*	*17%*	*15%*	*15%*	*12%*	*10%*	*13%*
	Theft	*24%*	*21%*	*24%*	*26%*	*27%*	*26%*	*29%*	*35%*	*35%*	*35%*	*28%*
	Motor Vehicle Theft	*12%*	*12%*	*7%*	*5%*	*3%*	*4%*	*4%*	*5%*	*4%*	*4%*	*6%*
	Arson	*24%*	*14%*	*15%*	*14%*	*10%*	*15%*	*14%*	*12%*	*12%*	*13%*	*14%*
	SUBTOTAL	*21%*	*18%*	*19%*	*21%*	*22%*	*22%*	*23%*	*27%*	*26%*	*25%*	*22%*
TOTAL ARREST RATE		*22%*	*20%*	*21%*	*23%*	*24%*	*25%*	*27%*	*30%*	*28%*	*25%*	*25%*

Source: Wisconsin Department of Justice, Bureau of Justice Information and Analysis

Table A-6
CRIMINAL JUSTICE SYSTEM FACTORS AND POPULATION, 2005 - 2014

System Factor	Historical Period										Period Change
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	
MILWAUKEE COUNTY POPULATION	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	**2.6%**
PART I OFFENSES											
Violent Offenses	*6,932*	*9,836*	*9,816*	*9,215*	*8,032*	*7,547*	*7,380*	*8,726*	*8,649*	*9,450*	36%
Property Offenses	*49,778*	*51,305*	*52,012*	*50,332*	*48,095*	*44,619*	*43,614*	*43,776*	*39,746*	*39,496*	-21%
TOTAL OFFENSES	**56,710**	**61,141**	**61,828**	**59,547**	**56,127**	**52,166**	**50,994**	**52,502**	**48,395**	**48,946**	**-14%**
PART I AND PART II ARRESTS											
Part I Arrests	*12,572*	*12,462*	*13,045*	*13,785*	*13,648*	*13,009*	*13,520*	*15,827*	*13,782*	*12,344*	-2%
Part II Arrests	*68,489*	*70,477*	*70,444*	*68,898*	*67,620*	*67,005*	*64,630*	*64,339*	*52,090*	*41,847*	-39%
TOTAL ARRESTS	**81,061**	**82,939**	**83,489**	**82,683**	**81,268**	**80,014**	**78,150**	**80,166**	**65,872**	**54,191**	**-33%**
SWORN OFFICERS											
Milwaukee Police Department	*1,922*	*1,951*	*1,936*	*2,016*	*1,921*	*1,936*	*1,862*	*1,906*	*1,862*	*1,890*	-2%
Milwaukee County Sheriff's Department	*604*	*533*	*516*	*489*	*449*	*416*	*369*	*322*	*299*	*281*	-53%
All Other Police Departments (19 Total)	*730*	*721*	*739*	*742*	*748*	*737*	*749*	*750*	*735*	*732*	0%
TOTAL SWORN OFFICERS	**3,256**	**3,205**	**3,191**	**3,247**	**3,118**	**3,089**	**2,980**	**2,978**	**2,896**	**2,903**	**-11%**
CRIMINAL FILINGS											
Felony	*6,980*	*6,776*	*6,270*	*6,437*	*5,845*	*6,194*	*6,109*	*6,144*	*5,687*	*5,560*	-20%
Misdemeanor / Criminal Traffic	*22,173*	*18,411*	*15,302*	*14,045*	*12,180*	*11,036*	*10,158*	*9,531*	*8,230*	*7,756*	-65%
ADULT CRIMINAL SUBTOTAL	**29,153**	**25,187**	**21,572**	**20,482**	**18,025**	**17,230**	**16,267**	**15,675**	**13,917**	**13,316**	-54%
Delinquency	*2,764*	*2,736*	*2,622*	*2,359*	*1,975*	*1,704*	*1,772*	*1,838*	*1,611*	*1,420*	-49%
RATIOS PER POPULATION											**AVG.**
Violent Crime per 1,000 Residents	*7.4*	*10.6*	*10.5*	*9.9*	*8.5*	*8.0*	*7.8*	*9.2*	*9.1*	*9.9*	*9.1*
Property Crime per 1,000 Residents	*53.4*	*55.2*	*55.8*	*53.8*	*51.0*	*47.1*	*45.9*	*46.0*	*41.6*	*41.3*	*49.1*
Part I Offenses per 1,000 Residents	60.8	65.7	66.4	63.7	59.5	55.0	53.7	55.1	50.7	51.2	*58.2*
Part I Arrests per 1,000 Residents	13.5	13.4	14.0	14.7	14.5	13.7	14.2	16.6	14.4	12.9	*14.2*
Total Arrests per 1,000 Residents	86.9	89.2	89.6	88.5	86.2	84.4	82.3	84.2	69.0	56.6	*81.7*
Sworn Officers per 1,000 Residents	3.5	3.4	3.4	3.5	3.3	3.3	3.1	3.1	3.0	3.0	*3.3*
Sheriff's Dept. Sworn per 1,000 Residents	0.65	0.57	0.55	0.52	0.48	0.44	0.39	0.34	0.31	0.29	*0.5*

Source: Wisconsin Department of Justice, Bureau of Justice Information and Analysis

Table A-7
INTERRELATIONSHIPS AMONG CRIMINAL JUSTICE SYSTEM FACTORS, 2005 - 2014

System Factor		Historical Period										Period Change
		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	
PART I OFFENSES		**56,710**	**61,141**	**61,828**	**59,547**	**56,127**	**52,166**	**50,994**	**52,502**	**48,395**	**48,946**	**-14%**
PART I AND PART II ARRESTS												
Part I Arrests		*12,572*	*12,462*	*13,045*	*13,785*	*13,648*	*13,009*	*13,520*	*15,827*	*13,782*	*12,344*	-2%
Part II Arrests		*68,489*	*70,477*	*70,444*	*68,898*	*67,620*	*67,005*	*64,630*	*64,339*	*52,090*	*41,847*	-39%
TOTAL ARRESTS		**81,061**	**82,939**	**83,489**	**82,683**	**81,268**	**80,014**	**78,150**	**80,166**	**65,872**	**54,191**	**-33%**
PART I AND PART II ARRESTS BY AGE												
ADULT	*Violent*	*1,663*	*2,448*	*2,479*	*2,593*	*2,377*	*2,670*	*2,621*	*3,207*	*2,692*	*2,130*	28%
	Property	*9,683*	*8,765*	*9,363*	*10,243*	*10,611*	*9,944*	*10,362*	*12,186*	*10,773*	*9,933*	3%
	Drug	*5,292*	*4,954*	*5,405*	*5,699*	*5,780*	*6,661*	*6,039*	*6,113*	*4,882*	*4,494*	-15%
	Society	*24,377*	*23,615*	*22,901*	*23,109*	*22,244*	*21,835*	*19,367*	*18,725*	*15,366*	*12,854*	-47%
	Other	*17,521*	*19,571*	*20,655*	*19,553*	*20,133*	*21,360*	*22,026*	*23,053*	*19,314*	*15,533*	-11%
	SUBTOTAL	**58,536**	**59,353**	**60,803**	**61,197**	**61,145**	**62,470**	**60,415**	**63,284**	**53,027**	**44,944**	**-23%**
JUVENILE	*Violent*	*622*	*756*	*800*	*736*	*600*	*617*	*785*	*696*	*618*	*532*	-14%
	Property	*4,622*	*4,161*	*4,410*	*4,560*	*3,994*	*3,475*	*3,315*	*3,613*	*2,717*	*2,510*	-46%
	Drug	*1,330*	*1,385*	*1,312*	*1,233*	*1,155*	*1,164*	*940*	*975*	*799*	*679*	-49%
	Society	*10,453*	*11,499*	*10,645*	*9,397*	*8,395*	*7,014*	*7,133*	*6,066*	*4,427*	*2,862*	-73%
	Other	*5,498*	*5,785*	*5,519*	*5,560*	*5,979*	*5,274*	*5,562*	*5,532*	*4,284*	*2,664*	-52%
	SUBTOTAL	**22,525**	**23,586**	**22,686**	**21,486**	**20,123**	**17,544**	**17,735**	**16,882**	**12,845**	**9,247**	**-59%**
SWORN OFFICERS		**3,256**	**3,205**	**3,191**	**3,247**	**3,118**	**3,089**	**2,980**	**2,978**	**2,896**	**2,903**	**-11%**
CRIMINAL FILINGS												
Felony		*6,980*	*6,776*	*6,270*	*6,437*	*5,845*	*6,194*	*6,109*	*6,144*	*5,687*	*5,560*	-20%
Misdemeanor / Criminal Traffic		*22,173*	*18,411*	*15,302*	*14,045*	*12,180*	*11,036*	*10,158*	*9,531*	*8,230*	*7,756*	-65%
ADULT CRIMINAL SUBTOTAL		**29,153**	**25,187**	**21,572**	**20,482**	**18,025**	**17,230**	**16,267**	**15,675**	**13,917**	**13,316**	-54%
Delinquency		*2,764*	*2,736*	*2,622*	*2,359*	*1,975*	*1,704*	*1,772*	*1,838*	*1,611*	*1,420*	-49%
RATIOS PER SWORN OFFICER												**AVG.**
Part I Offenses per Sworn Officers		17.4	19.1	19.4	18.3	18.0	16.9	17.1	17.6	16.7	16.9	17.7
Part I Arrests per Sworn Officer		3.9	3.9	4.1	4.2	4.4	4.2	4.5	5.3	4.8	4.3	4.4
Part II Arrests per Sworn Officer		21.0	22.0	22.1	21.2	21.7	21.7	21.7	21.6	18.0	14.4	20.5
Total Arrests per Sworn Officer		24.9	25.9	26.2	25.5	26.1	25.9	26.2	26.9	22.7	18.7	24.9
RATIOS PER COURT FILING												**AVG.**
Part I Offenses per Felony Filing		8.1	9.0	9.9	9.3	9.6	8.4	8.3	8.5	8.5	8.8	8.8
Part I Offenses per Adult Criminal Filing		1.9	2.4	2.9	2.9	3.1	3.0	3.1	3.3	3.5	3.7	3.0
Part I Arrests per Felony Filing		1.8	1.8	2.1	2.1	2.3	2.1	2.2	2.6	2.4	2.2	2.2
Adult Arrests per Felony & Misdemeanor Filing		2.0	2.4	2.8	3.0	3.4	3.6	3.7	4.0	3.8	3.4	3.2
Juvenile Arrests per Delinquency Filing		8.1	8.6	8.7	9.1	10.2	10.3	10.0	9.2	8.0	6.5	8.9

Source: Wisconsin Department of Justice, Bureau of Justice Information and Analysis

Table A-8
PART I OFFENSE PROJECTIONS, 2020 - 2040

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Part I Offenses	56,710	61,141	61,828	59,547	56,127	52,166	50,994	52,502	48,395	48,946
Offenses / 1,000 Pop.	*60.8*	*65.7*	*66.4*	*63.7*	*59.5*	*55.0*	*53.7*	*55.1*	*50.7*	*51.2*
Milwaukee Co. Population	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870

HISTORICAL PERIOD: 2005-2014	Percent Change Period	Percent Change Annual	Number Change Period	Number Change Annual	2005-14 Average
Part I Offenses	-13.7%	-1.52%	-7,764	-862.7	54,836
Offenses per 1,000 Population	-15.9%	-1.77%	-9.66	-1.07	58.2

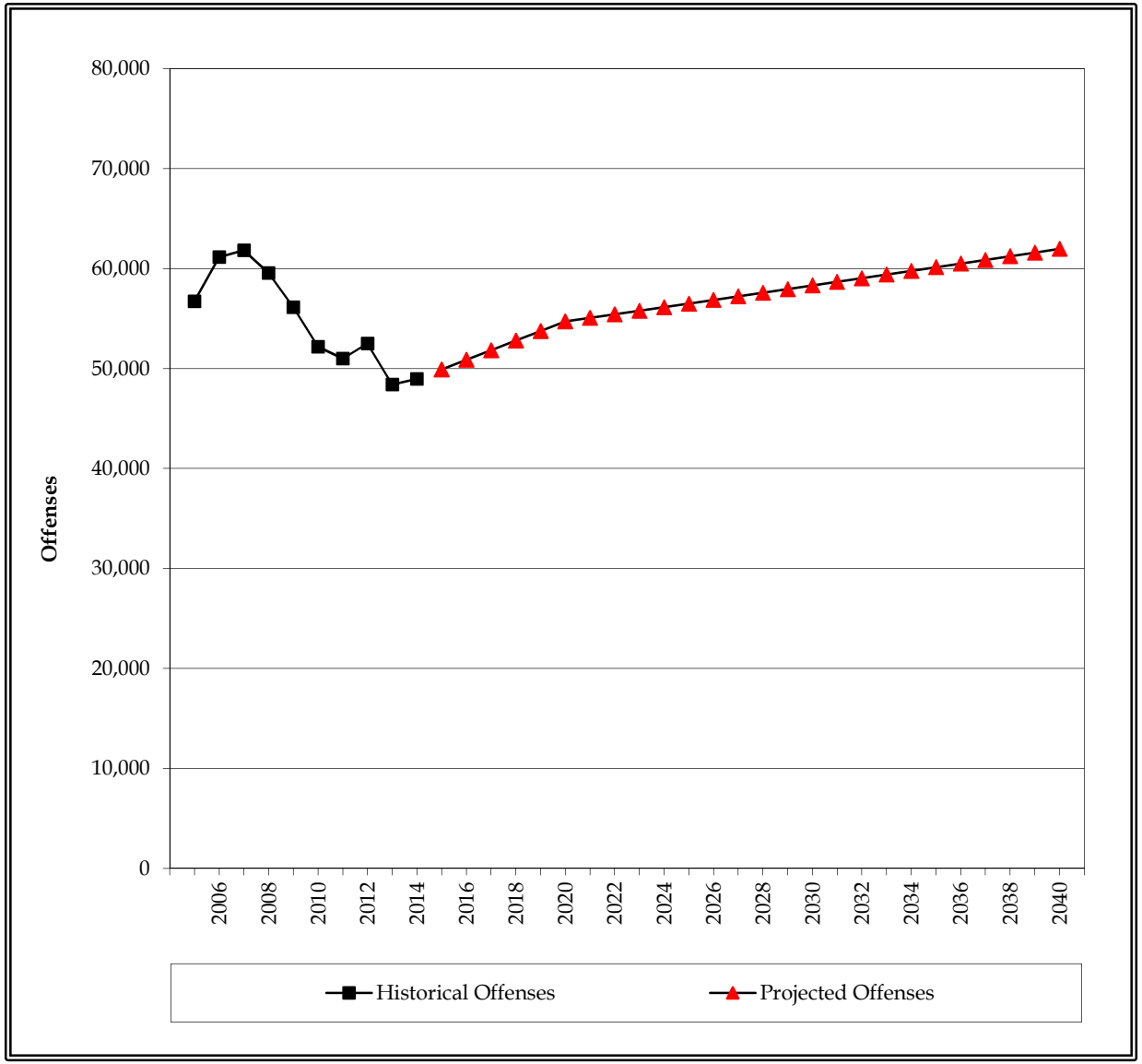
PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250

FORECAST MODELS	2020	2025	2030	2035	2040	
1) HISTORICAL TREND -- % CHANGE						
= -1.52% /year from base: 48,946	45,223	41,500	37,778	34,055	30,332	
2) HISTORICAL TREND -- # CHANGE						
= -862.7 /year from base: 48,946	44,633	40,319	36,006	31,693	27,379	
3) MODIFIED HIST. TREND -- % CHANGE						
= Average 2005-2006 to Average 2013-2014						
= 58,926 -> 48,671 = -17.4%						
= -1.93% /year from base: 48,946	44,214	39,481	34,749	30,017	25,284	
4) MODIFIED HIST. TREND -- # CHANGE						
= -1,139.4 /year from base: 48,946	43,249	37,552	31,854	26,157	20,460	
5) MEAN DEVIATION -- FILINGS						
= Period Average to High Year						
= 699.2 /year from base: 48,946	52,442	55,938	59,435	62,931	66,427	<=
6) RATIO TO POPULATION -- % CHANGE	45,266	41,365	37,362	33,255	29,045	
= -1.77% /year from base: 51.2	*46.6*	*42.1*	*37.6*	*33.1*	*28.6*	
7) RATIO TO POPULATION -- # CHANGE	44,438	39,691	34,821	29,828	24,713	
= -1.07 /year from base: 51.2	*45.8*	*40.4*	*35.1*	*29.7*	*24.3*	
8) MODIFIED POP. RATIO -- % CHANGE						
= Average 2005-2006 to Average 2013-2014						
= 63.3 -> 50.9 = -19.5%	44,266	39,342	34,292	29,115	23,811	
= -2.17% /year from base: 51.2	*45.6*	*40.1*	*34.5*	*29.0*	*23.4*	

FORECAST MODELS	2020	2025	2030	2035	2040	
9) MEAN DEVIATION -- POP. RATIO						
= Period Average to High Year	53,622	58,276	63,022	67,863	72,796	<=
= 0.82 /year from base: 51.2	*55.2*	*59.3*	*63.4*	*67.5*	*71.6*	
10) LINEAR REGRESSION -- OFFENSES	39,859	32,727	25,595	18,464	11,332	
= Least Squares Analysis	*41.1*	*33.3*	*25.8*	*18.4*	*11.2*	
11) LINEAR REGRESSION -- RATIO	38,998	31,037	22,881	14,529	5,980	
= Least Squares Analysis	*40.2*	*31.6*	*23.0*	*14.5*	*5.9*	
12) AVG. RATIO TO POP. (2005-2014)	56,474	57,138	57,803	58,467	59,131	<=
= 58.2 offenses per 1,000 pop.	*58.2*	*58.2*	*58.2*	*58.2*	*58.2*	
13) 5-YEAR RATIO TO POP. (2010-2014)	51,576	52,183	52,790	53,397	54,004	<=
= 53.1 offenses per 1,000 pop.	*53.1*	*53.1*	*53.1*	*53.1*	*53.1*	
14) CURRENT RATIO TO POP. (2014)	49,647	50,231	50,815	51,399	51,983	<=
= 51.2 offenses per 1,000 pop.	*51.2*	*51.2*	*51.2*	*51.2*	*51.2*	
15) HIGH RATIO TO POP. (2007)	64,425	65,183	65,941	66,699	67,457	<=
= 66.4 offenses per 1,000 pop.	*66.4*	*66.4*	*66.4*	*66.4*	*66.4*	
RECOMMENDED FORECAST ==>						
AVERAGE MODELS SHOWN WITH "<="	**54,698**	**56,492**	**58,301**	**60,126**	**61,966**	
Offenses per 1,000 Population:	***56.4***	***57.5***	***58.7***	***59.8***	***61.0***	

Table A-9
PART I OFFENSE PROJECTIONS, 2020 - 2040

HISTORICAL OFFENSES	
2005	56,710
2006	61,141
2007	61,828
2008	59,547
2009	56,127
2010	52,166
2011	50,994
2012	52,502
2013	48,395
2014	48,946
PROJECTED OFFENSES	
2015	49,905
2020	54,698
2025	56,492
2030	58,301
2035	60,126
2040	61,966



COUNTY COMPARISONS AND OTHER FACTORS

Table A-10
MILWAUKEE COUNTY LAW ENFORCEMENT COMPARISONS

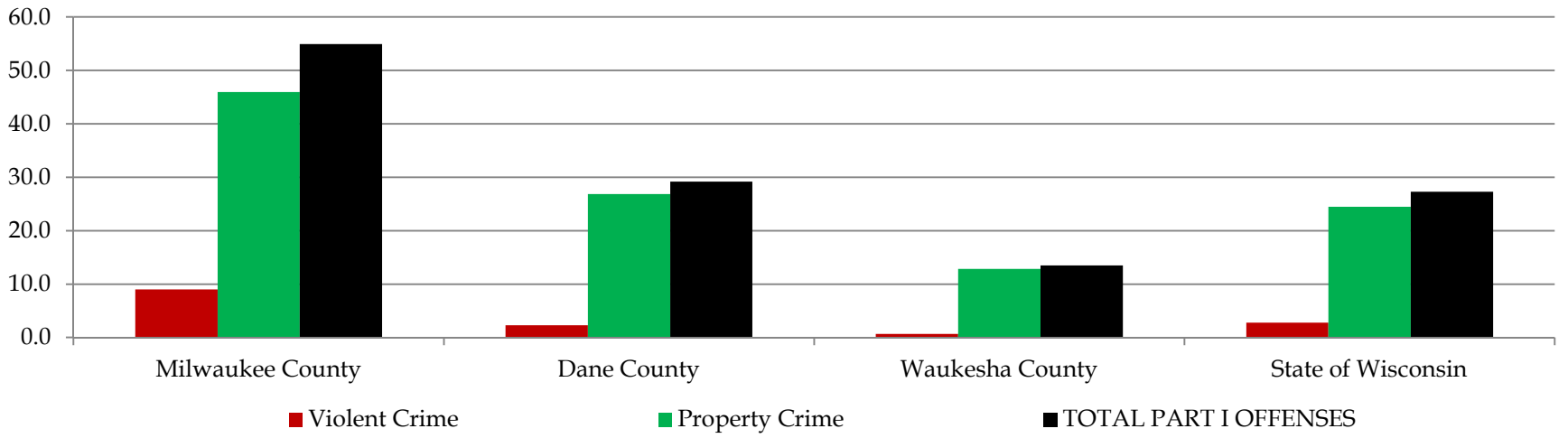
System Factor	Milwaukee County	Dane County	Waukesha County	State of Wisconsin
POPULATION (2010 Census)	**947,735**	**488,073**	**389,891**	**5,686,986**
PART I OFFENSES (2012)				
Violent Crime	8,553	1,122	254	15,969
Property Crime	43,534	13,122	5,017	139,102
TOTAL PART I OFFENSES	**52,087**	**14,244**	**5,271**	**155,071**
ARRESTS (2012)				
Violent Crime	3,752	526	175	9,000
Property Crime	15,664	4,406	2,540	57,012
Drug Crime	7,052	2,005	1,031	27,345
Crimes Against Society	24,701	8,753	4,255	121,445
Other Crime	28,517	7,728	3,069	126,091
TOTAL ARRESTS	**79,686**	**23,418**	**11,070**	**340,893**
SWORN OFFICERS (2012)	**2,978**	**1,272**	**664**	**12,586**
RATIOS TO POPULATION				
OFFENSES (per 1,000 Population)				
Violent Crime	**9.0**	2.3	0.7	2.8
Property Crime	**45.9**	26.9	12.9	24.5
TOTAL PART I OFFENSES	**55.0**	**29.2**	**13.5**	**27.3**
SWORN OFFICERS (per 1,000 Pop.)	**3.1**	**2.6**	**1.7**	**2.2**
OFFENSES PER SWORN OFFICER				
Violent Crime	**2.9**	0.9	0.4	1.3
Property Crime	**14.6**	10.3	7.6	11.1
TOTAL	**17.5**	**11.2**	**7.9**	**12.3**
ARRESTS PER SWORN OFFICER				
Violent Crime	**1.3**	0.4	0.3	0.7
Property Crime	**5.3**	3.5	3.8	4.5
Drug Crime	**2.4**	1.6	1.6	2.2
Crimes Against Society	8.3	6.9	6.4	**9.6**
Other Crime	9.6	6.1	4.6	**10.0**
TOTAL	**26.8**	**18.4**	**16.7**	**27.1**

Note: Highest ratios and offenses/arrests per officer are shown in red.

Source: Wisconsin Department of Justice, Bureau of Justice Information and Analysis

Table A-11
LAW ENFORCEMENT RATIOS TO POPULATION, 2012

OFFENSES PER 1,000 POPULATION



SWORN OFFICERS PER 1,000 POPULATION

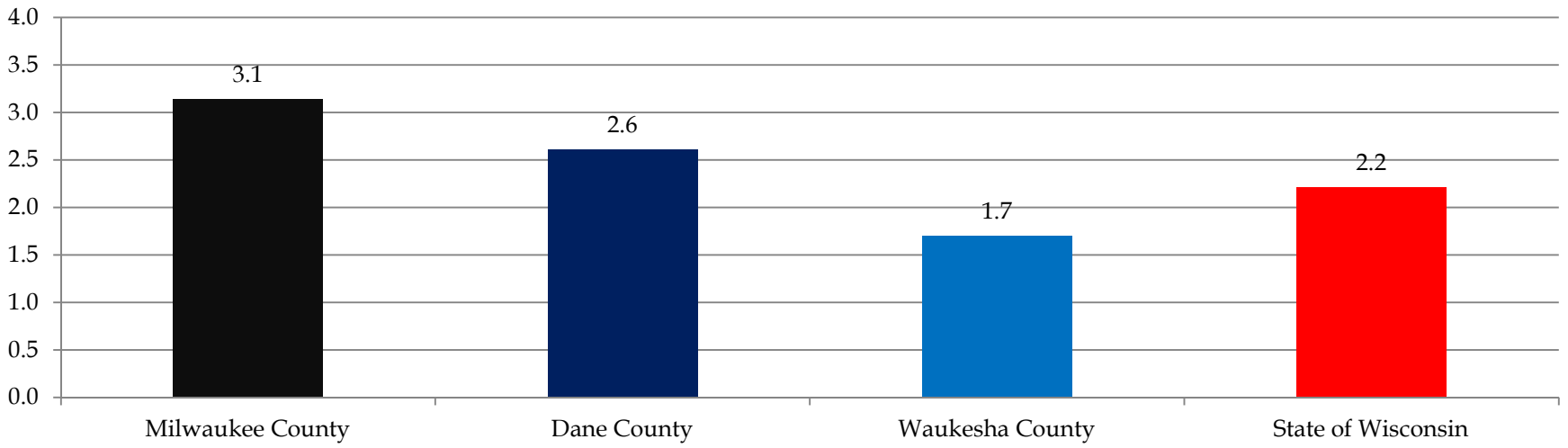
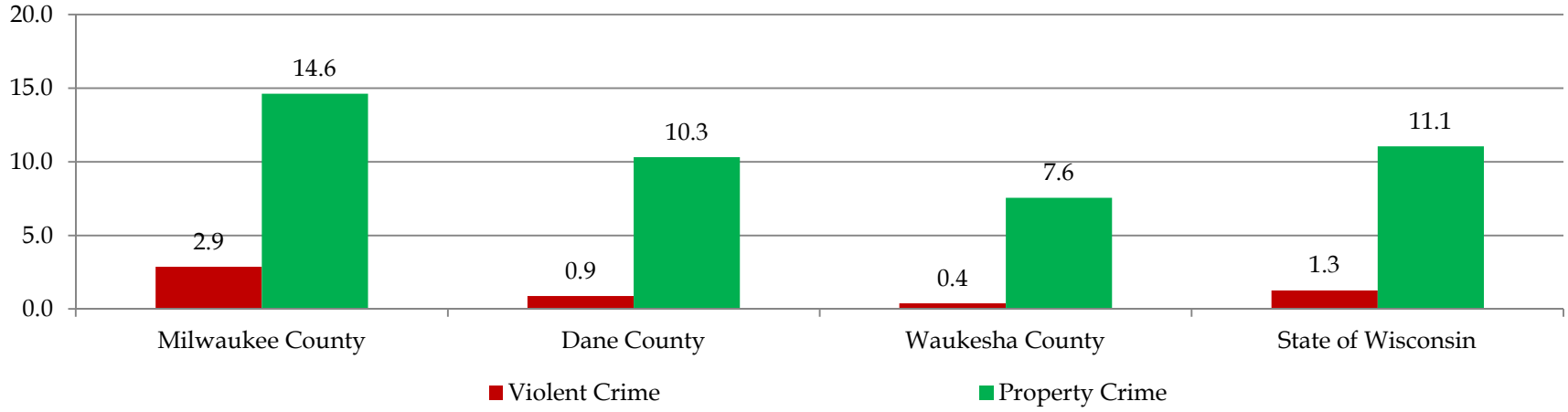


Table A-12
OFFENSES AND ARRESTS PER OFFICER, 2012

OFFENSES PER OFFICER



ARRESTS PER OFFICER

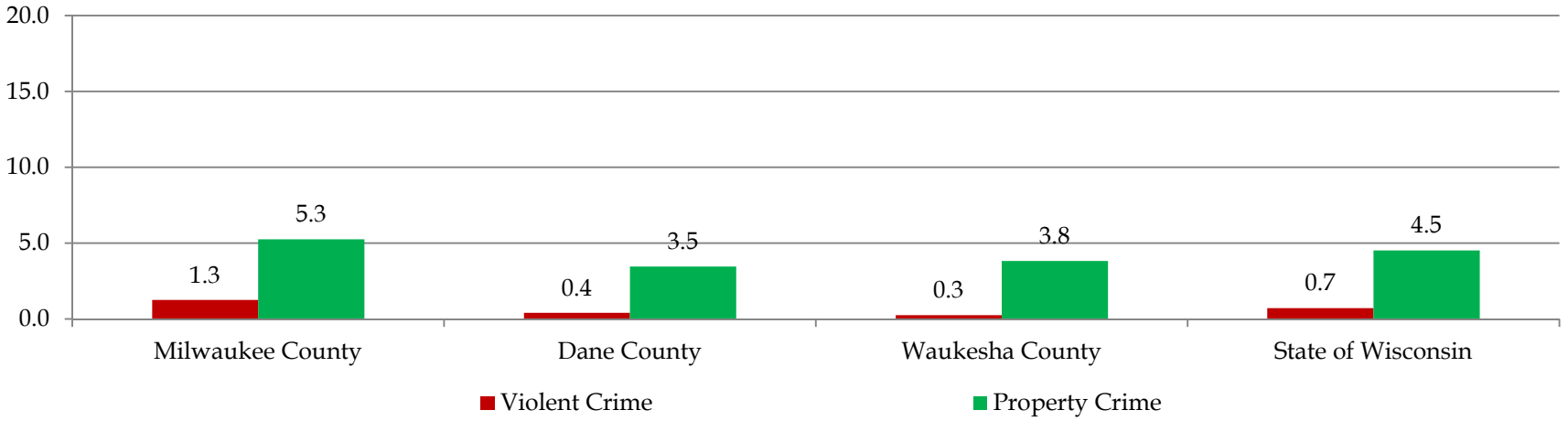


Table A-13
MILWAUKEE COUNTY COURT COMPARISONS

System Factor	Milwaukee County	Dane County	Waukesha County	State of Wisconsin
POPULATION (2010 Census)	**947,735**	**488,073**	**389,891**	**5,686,986**
COURT FILINGS (2014)				
Criminal	13,306	6,585	5,869	110,779
Civil / Family	59,099	15,431	9,961	228,189
Probate	5,616	1,775	1,833	30,052
Juvenile	4,935	1,257	673	18,885
SUBTOTAL	**82,956**	**25,048**	**18,336**	**387,905**
Forfeiture	25,001	28,168	8,704	430,680
TOTAL	**107,957**	**53,216**	**27,040**	**818,585**
JUDGES (2014)	**47**	**17**	**12**	**249**
RATIOS TO POPULATION				
COURT FILINGS (per 1,000 Population)				
Criminal	14.0	13.5	15.1	**19.5**
Civil / Family	**62.4**	31.6	25.5	40.1
Probate	**5.9**	3.6	4.7	5.3
Juvenile	**5.2**	2.6	1.7	3.3
SUBTOTAL	**87.5**	**51.3**	**47.0**	**68.2**
Forfeiture	26.4	57.7	22.3	**75.7**
TOTAL	**113.9**	**109.0**	**69.4**	**143.9**
JUDGES (Population per Judge)	**20,165**	**28,710**	**32,491**	**22,839**
FILINGS PER JUDGE				
Criminal	283	387	**489**	445
Civil / Family	**1,257**	908	830	916
Probate	119	104	**153**	121
Juvenile	**105**	74	56	76
SUBTOTAL	**1,765**	1,473	1,528	1,558
Forfeiture	532	1,657	725	**1,730**
TOTAL	**2,297**	**3,130**	**2,253**	**3,287**

Note: (1) Filing totals differ very slightly between Milwaukee Circuit Clerk and AOC Reports (108,294 vs 107,957).
(2) Highest ratios and filings per judge are shown in red.
Source: Wisconsin Administrative Office of the Courts

Table A-14
FILINGS PER 1,000 POPULATION COMPARISON, 2014

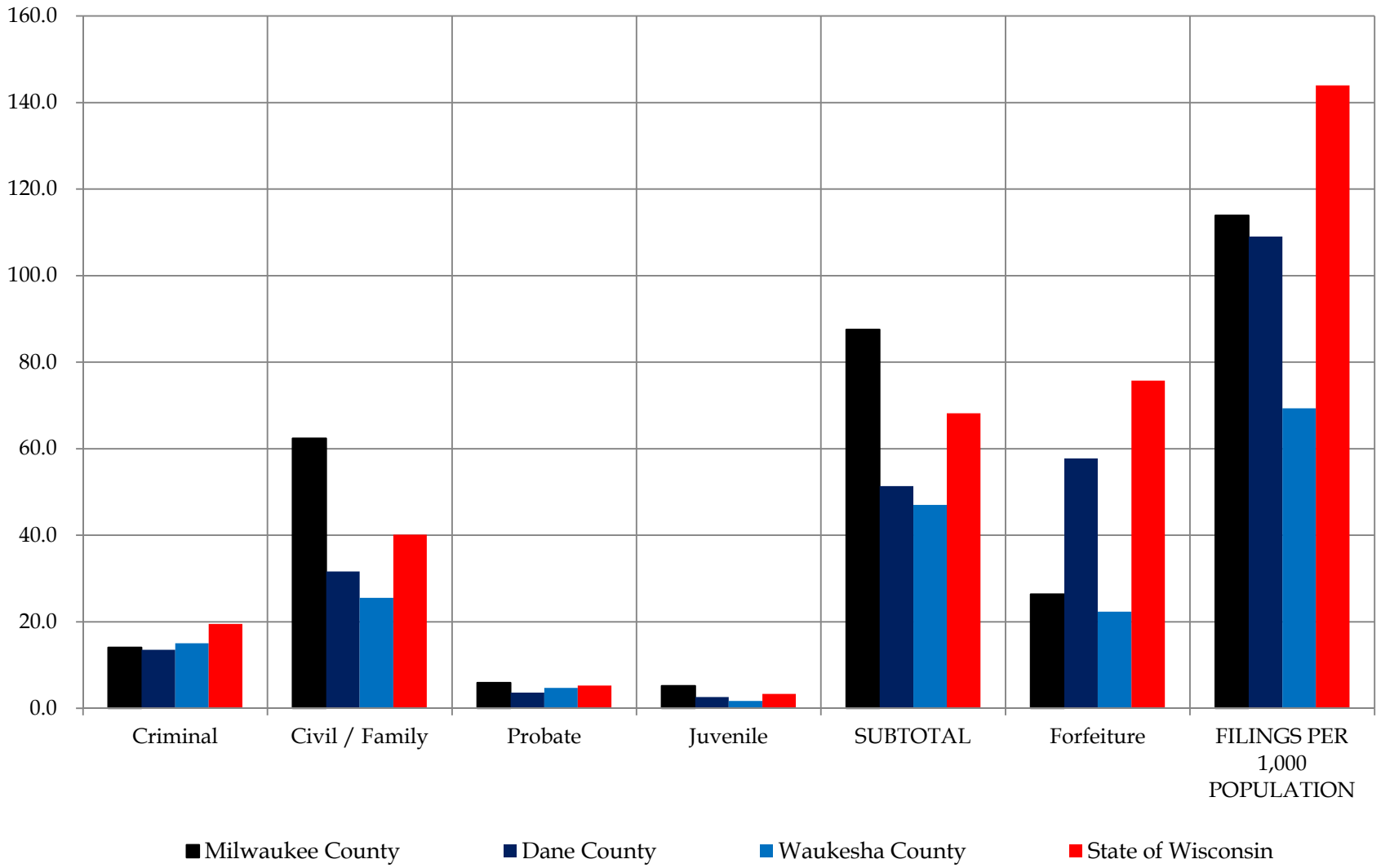


Table A-15
FILINGS PER JUDGE COMPARISON, 2014

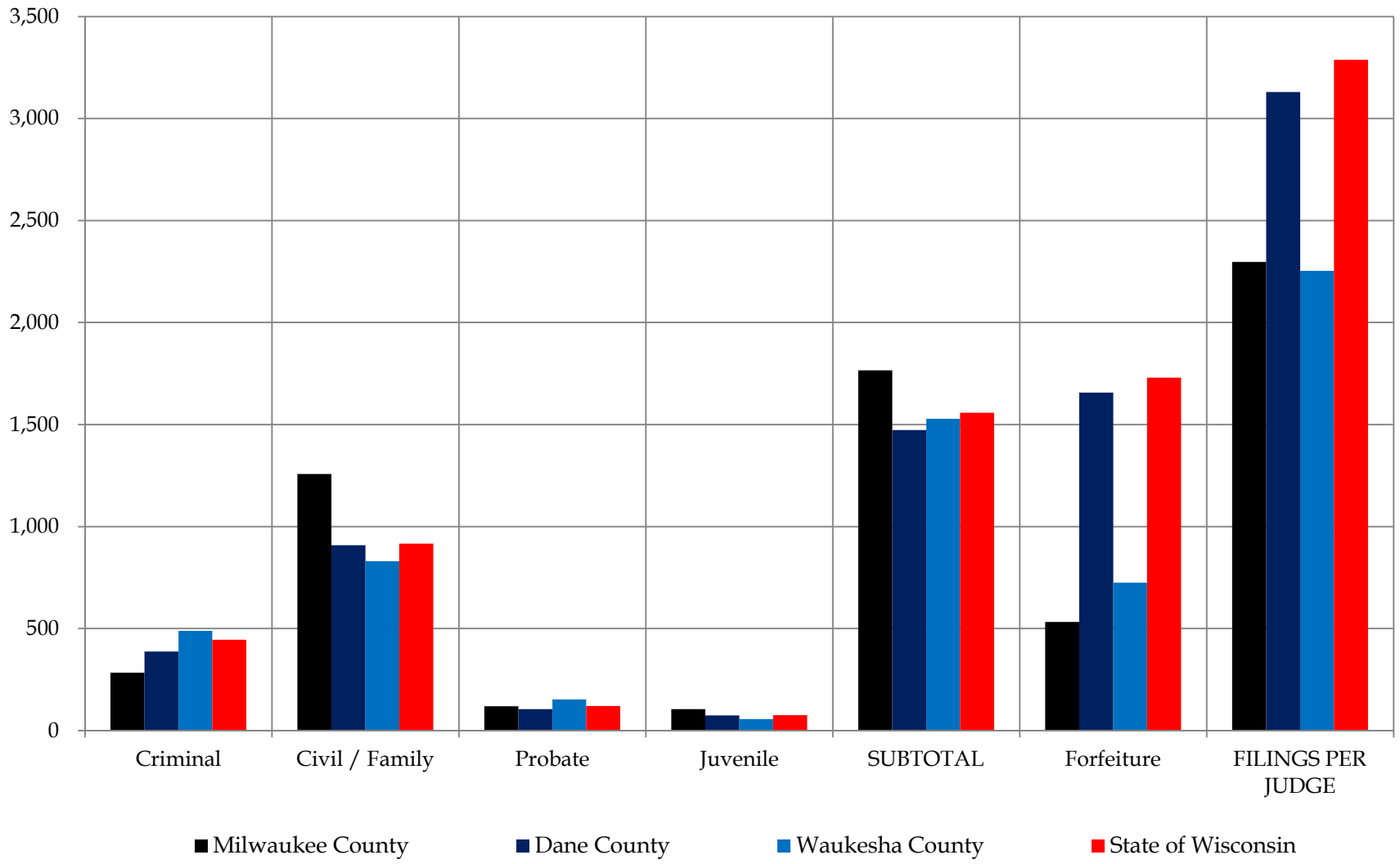
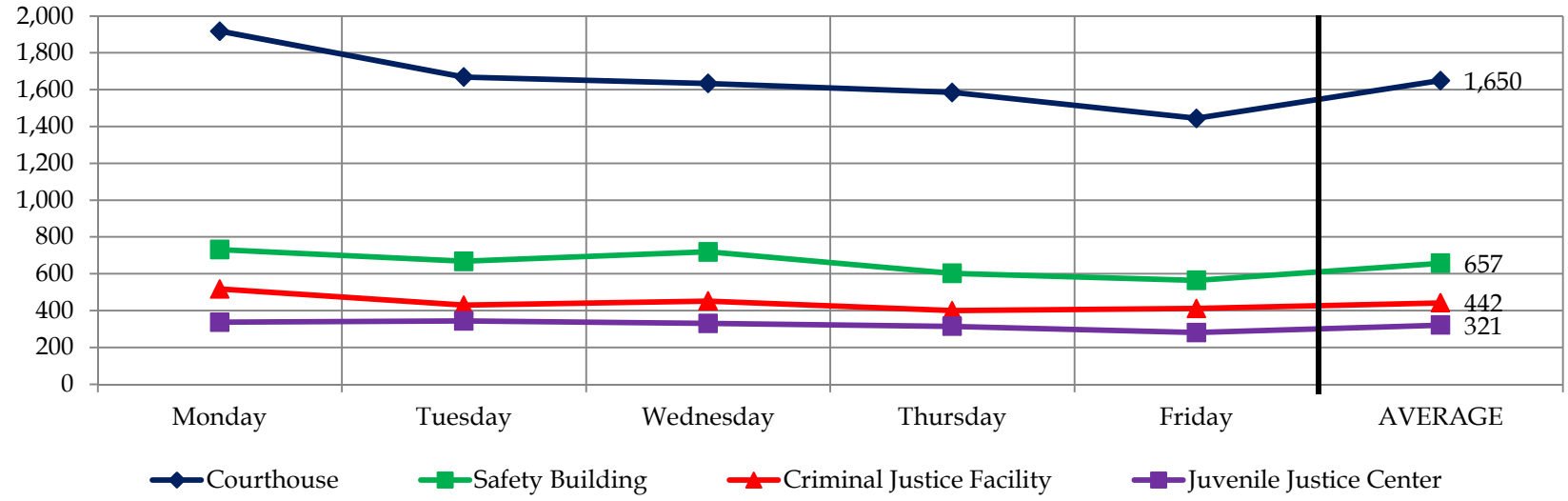


Table A-16
AVERAGE DAILY FACILITY VISITOR ENTRY VOLUME, 2015

FACILITY	Monday	Tuesday	Wednesday	Thursday	Friday	WEEKLY TOTAL	DAILY AVERAGE
COURTHOUSE	**1,918**	**1,669**	**1,634**	**1,585**	**1,444**	**8,250**	**1,650**
9th Street Entry	*698*	*605*	*589*	*541*	*470*	*2,902*	*580*
Wells Street Entry	*589*	*524*	*535*	*556*	*469*	*2,673*	*535*
10th Street Entry	*631*	*540*	*511*	*488*	*505*	*2,674*	*535*
SAFETY BUILDING	**731**	**668**	**719**	**602**	**565**	**3,285**	**657**
State Street Entry	*274*	*275*	*291*	*199*	*219*	*1,258*	*252*
Garage Entry	*457*	*393*	*428*	*403*	*346*	*2,027*	*405*
CRIMINAL JUSTICE FACILITY	**518**	**430**	**452**	**400**	**412**	**2,210**	**442**
JUVENILE JUSTICE CENTER	**337**	**343**	**330**	**314**	**280**	**1,605**	**321**
Main Entry	*274*	*280*	*258*	*251*	*235*	*1,297*	*259*
Detention Entry	*63*	*64*	*73*	*63*	*46*	*308*	*62*
TOTAL	**3,504**	**3,109**	**3,135**	**2,901**	**2,701**	**15,349**	**3,070**

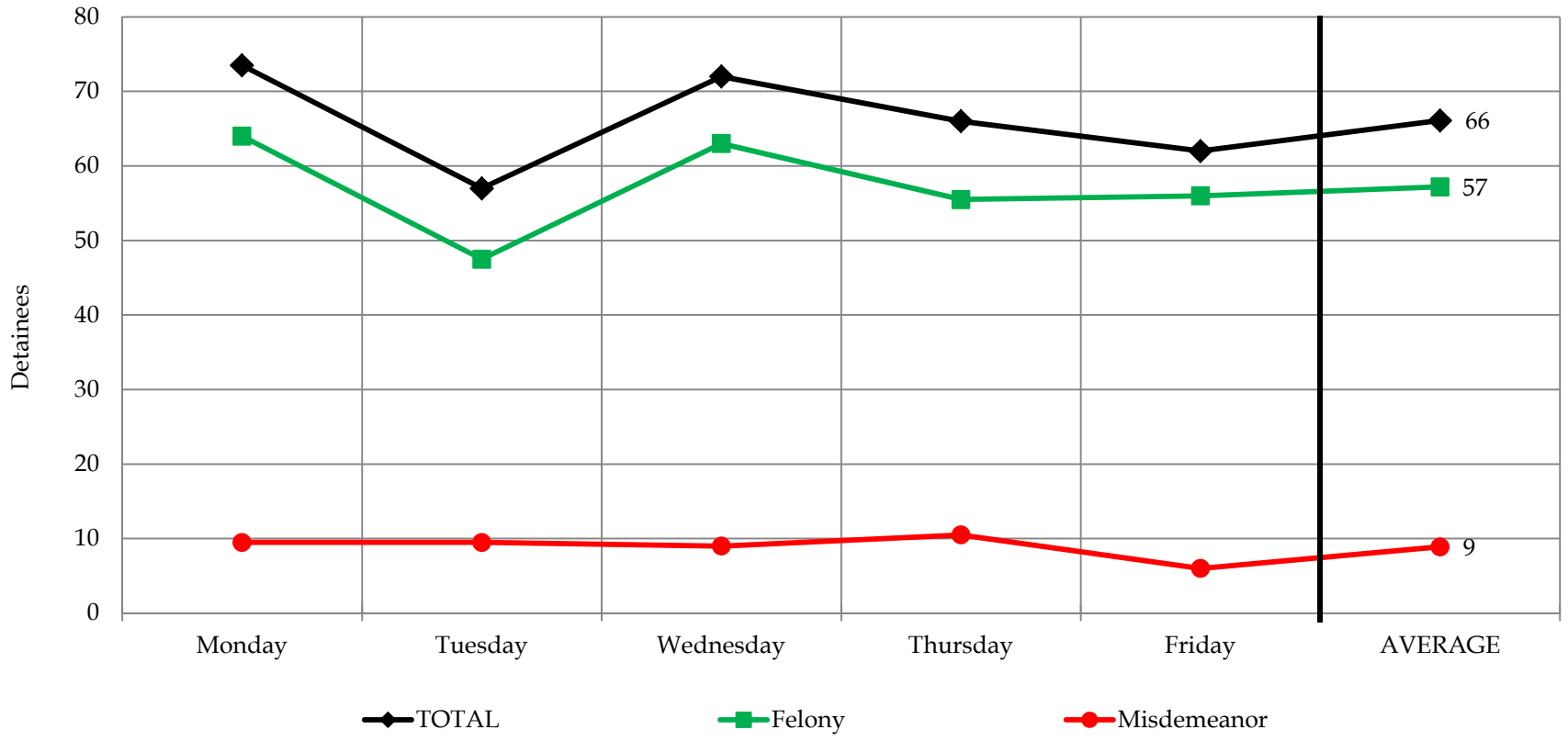


Note: For facilities with multiple entries, the highest daily volume location is shown in red.

Source: Milwaukee County Sheriff's Office, Detention Services Bureau - Courts Division

Table A-17
AVERAGE DAILY DETAINEE MOVEMENT, 2015

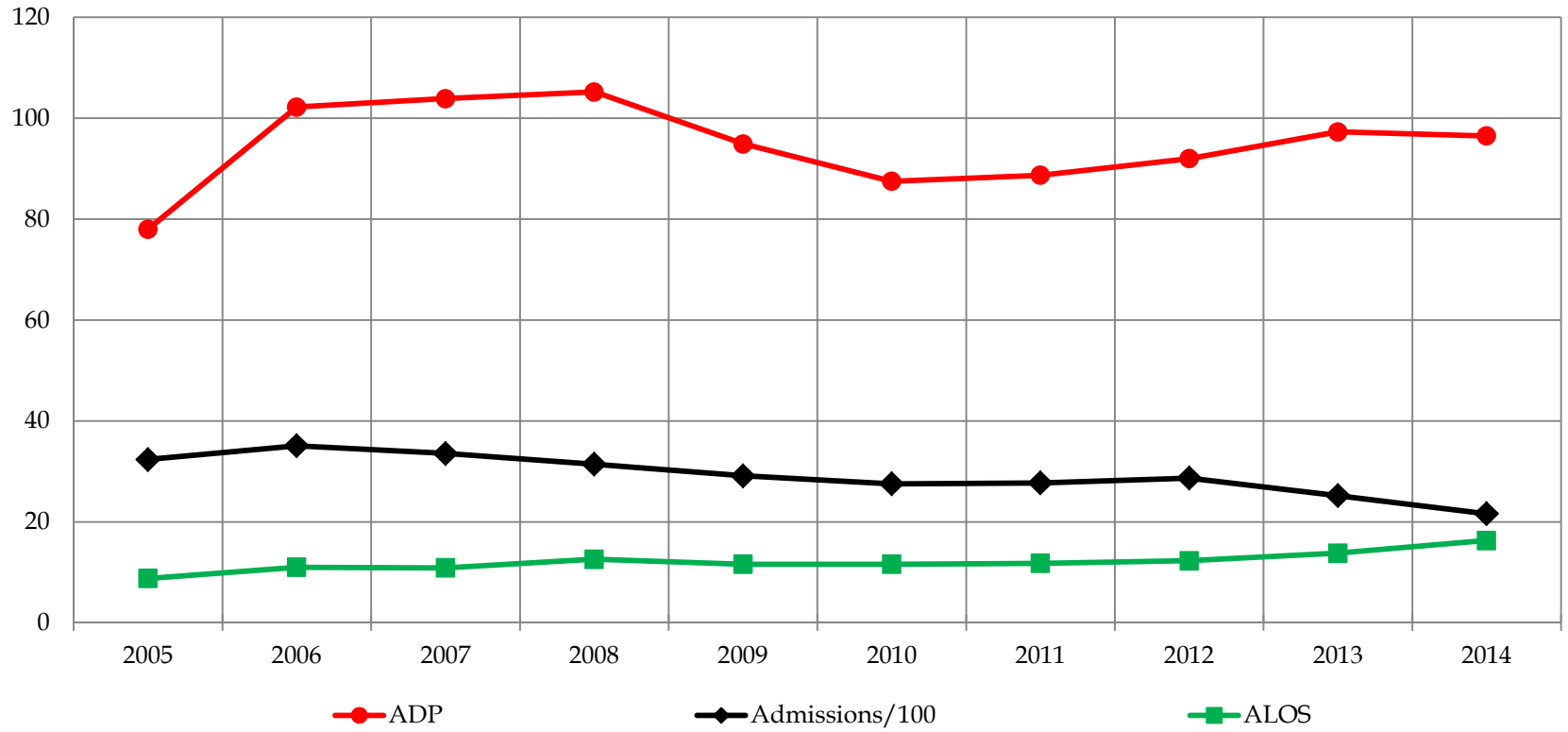
Court	Monday	Tuesday	Wednesday	Thursday	Friday	WEEKLY TOTAL	DAILY AVERAGE
FELONY	64.0	47.5	63.0	55.5	56.0	286.0	57.2
MISDEMEANOR	9.5	9.5	9.0	10.5	6.0	44.5	8.9
TOTAL	73.5	57.0	72.0	66.0	62.0	330.5	66.1



Source: Milwaukee County Sheriff's Office, Detention Services Bureau - Courts Division

Table A-18
JUVENILE DETENTION CENTER POPULATION, 2005 - 2014

DETENTION CENTER	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	Average	% Change
ADMISSIONS	3,237	3,508	3,355	3,144	2,912	2,753	2,773	2,867	2,520	2,160	2,923	-33%
AVERAGE LENGTH OF STAY	8.8	11.0	10.9	12.6	11.6	11.6	11.8	12.3	13.8	16.3	12.4	48%
AVERAGE DAILY POPULATION	78	102	104	105	95	88	89	92	97	97	96	-6%



Note: 2005 ALOS and ADP have been excluded from period averages and percent change calculations due to anomalous data.

Source: Milwaukee County Department of Health and Human Services, Delinquency & Court Services

SECTION B: CIRCUIT COURT ANALYSIS AND PROJECTIONS

SECTION B: CIRCUIT COURT ANALYSIS

This section presents the assessment of long-term growth for the Circuit Court. Historical data was obtained for a 20-year period from 1996 to 2015 in order to understand how the court system is evolving. This section presents the methodology used to project future caseload, judgeship, and commissioner positions.

THE CIRCUIT COURT

The Wisconsin Circuit Courts are the State's trial courts. The State has been a single level trial court since 1978. Circuit Courts have original jurisdiction in all civil and criminal matters within the State, including probate, juvenile, and traffic matters, as well as civil and criminal jury trials. In 2015, there were 249 statewide Circuit Judges in the 72 counties. Milwaukee County is the largest jurisdiction with 47 judges (19% of the State total). There are ten administrative districts in the State. Milwaukee County is the First Judicial District.

Judges are state-funded positions, and are elected countywide to six-year terms. The Chief Judge is appointed by the Supreme Court, and may serve up to three consecutive two-year terms. In addition, there are 22 county-funded commissioners who also serve as judicial officers.

In Milwaukee County, the Court is organized based on the following divisions: Chief Judge's Office, Children's, Civil/Probate, Criminal/Traffic, and Family.

HISTORICAL COURT FILINGS

Historical filing data was obtained from the Circuit Clerk's Office. Data was obtained for the past 20-year period from 1996 to 2015. Historical information is presented in Tables B-1 through B-9.

Over the past 20 years, court filings in Milwaukee County have demonstrated a slightly decreasing trend. Excluding traffic cases, which can be highly erratic based on local law enforcement practices, total filings began the period at approximately 102,000, increased to 114,000 in 2006, then decreased to 93,000 in 2015. This up-and-down pattern is consistent with what is often seen in other courts nationally. Court filings can be impacted by economic factors, legislation, policy changes, and specific demand. In Milwaukee County, for instance, there is a current focus to divert many criminal and juvenile cases from formal prosecution. This policy has impacted the number of cases being filed. Given a potential policy or leadership change in the future, the trend lines could possibly shift in the opposite direction, resulting in increasing filing levels.

In addition to examining caseload, juror usage was analyzed. The number of jury trials declined from 898 in 1995, to 472 in 2014. This reduction in the number of jury trials is consistent with the national trend. The vast majority of jury trials are in the Criminal Division (86%).

COURT FILING PROJECTIONS

Filing projections are presented in Tables B-10 through B-22.

Projections were developed using a proven forecasting methodology. The methodology began with the acquisition of an extended period of historical data. Since projections are generated for a planning horizon 25 years into the future, a comparable period of historical data is desired. Twenty years of historical data were obtained.

Next, a variety of forecasting models were applied. While each model is considered inherently valid, each model produces a different mathematical result. The forecaster must then utilize some judgment to determine which models to use as part of the recommended forecast. Typically, the forecaster will average models that produce similar results, and will discount models which produce outlying results that seem to be either too high or too low.

Approximately 14 models are shown on each forecast table. Other models were also considered, but excluded. The models reflect a variety of approaches, from trend line/time series analysis, to ratios to population, to interrelationship models such as multiple regression.

Historical growth is calculated both as a percentage change over the period and as an actual number change. It is generally believed that percentage models tend to forecast high, while number change models tend to forecast low. These models are often averaged together to produce a more credible result.

Historical trend models (typically Models 1, 2, 6, and 7) are based on two data points – the first and last years in the period. The weakness of these models is that results would change if either of the end data points change. Modified models (typically Models 3, 4, 8, and 9) attempt to overcome this problem by averaging years at the start of the period and at the end of the period, and then determining the change between those averages.

Mean deviation models calculate the average in a variable for the historical period, and then calculate the change to the highest or lowest number in the period, depending upon the observed trend line. Regression models are computed generated forecasts using dependent and independent variables.

If the demonstrated trend line is static or declining, ratio models are often used, such as an average ratio, high ratio, low ratio, or current ratio.

The recommended forecast is usually an average of many different models in order to prevent an over-reliance on any single event, indicator, or trend. Filing forecasts are then used as a tool to help project judgeships and court staff. The filing forecasts will be only one model among several others used to project future judges and staff. This is, again, in order to prevent an over-reliance on a single factor.

Table B-22 summarizes the filing forecasts for Milwaukee County. With a projected resident population of just over 1 million people, it is anticipated that filing levels could increase to approximately 127,000 by the year 2040. This total excludes traffic cases, which are currently handled by a single commissioner, and which could

probably continue to be handled in that manner absent a change in enforcement policy.

JUDICIAL OFFICER PROJECTIONS

Judicial officer projections are presented in Tables B-23 through B-29.

Using a similar methodology as used for filing projections, judicial officer projections were developed for judges and commissioners. Models used include time series/trend analyses which are indicative of funding reality, ratios to county population, ratios to court filings, and multiple regression. The recommended forecast was based on an average of many different models.

Circuit Court judgeships have increased from 46 to 47 over the past 20 years. Models based on funding reality indicated a projection of 48 or 49 judges by 2040. Models based on ratios to county population forecasted approximately 51 judges. Models based on ratios to court filings forecasted approximately 57 judges.

The recommended forecast is for 51 judges by 2040. This forecast results in a ratio of judges to population of 0.50, which represents the same average experienced over the past 20 years. It also results in a caseload per judge of nearly 2,500 filings, which is slightly above the period average of 2,232 filings per judge.

It should be noted that this forecast should not be considered prescriptive, indicating what is needed or required. Rather, it is descriptive, indicating what may happen given past trends. This forecast may be slightly conservative, erring on the high side. However, receiving additional judgeships may not always be based on need, and can sometimes be based on extraneous factors. For space planning purposes, it is better for a jurisdiction to slightly over-project than to under-project.

The forecast for commissioners proved more difficult due to the historical trend line. From 18 commissioners in 1996, the total grew to 27 in 2002 due to some special project initiatives. Gradually, the number of commissioners was reduced to the current total of 22. However, the Court believes that additional commissioners are needed to assist with Family Court cases and to provide coverage during vacancies. So, some additional short-term growth may be likely. Using ten models as the basis for the recommended forecast, it has been projected that there could be 28 commissioners by the year 2040.

Overall, the number of judicial officers has increased from 64 to 69 during the last two decades. However, within the period from 1996 to 2002, the number increased by a total of 10 (to 74), before receding due to the elimination of special projects and to funding constraints. It has been projected that the total number of judicial officers could increase to 79 by 2040.

Table B-1
CIRCUIT COURT FILINGS AND DISPOSITIONS, 1996 - 2015

CIRCUIT COURT	Historical Period																			
	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
FILINGS																				
Civil	*47,968*	*48,993*	*47,573*	*48,246*	*47,260*	*49,975*	*48,439*	*49,787*	*54,243*	*56,799*	*62,740*	*66,889*	*67,155*	*67,903*	*65,397*	*61,093*	*59,805*	*53,270*	*48,346*	*54,437*
Criminal	*27,446*	*27,089*	*25,265*	*26,274*	*24,893*	*27,856*	*28,928*	*32,396*	*30,674*	*29,153*	*25,187*	*21,572*	*20,482*	*18,025*	*17,230*	*16,267*	*15,675*	*13,917*	*13,316*	*14,626*
Family	*11,750*	*11,235*	*12,764*	*13,289*	*14,614*	*14,749*	*16,811*	*14,778*	*12,534*	*11,983*	*11,393*	*9,966*	*9,272*	*11,046*	*11,113*	*11,142*	*11,307*	*10,668*	*10,753*	*12,655*
Children's	*9,245*	*8,968*	*8,806*	*10,924*	*9,573*	*8,384*	*8,447*	*8,109*	*7,306*	*6,652*	*6,587*	*6,521*	*5,728*	*5,147*	*4,636*	*4,734*	*4,024*	*4,297*	*4,376*	*4,430*
Probate	*5,948*	*6,171*	*6,366*	*6,039*	*5,739*	*5,053*	*6,400*	*7,145*	*7,527*	*7,475*	*8,250*	*8,199*	*8,532*	*8,718*	*9,572*	*9,283*	*8,429*	*7,580*	*6,621*	*6,921*
SUBTOTAL	**102,357**	**102,456**	**100,774**	**104,772**	**102,079**	**106,017**	**109,025**	**112,215**	**112,284**	**112,062**	**114,157**	**113,147**	**111,169**	**110,839**	**107,948**	**102,519**	**99,240**	**89,732**	**83,412**	**93,069**
Traffic	*44,759*	*49,512*	*46,921*	*51,353*	*52,767*	*55,887*	*47,081*	*34,770*	*37,670*	*35,655*	*52,197*	*49,847*	*42,142*	*42,562*	*43,596*	*42,852*	*39,972*	*32,429*	*24,882*	*25,942*
TOTAL	**147,116**	**151,968**	**147,695**	**156,125**	**154,846**	**161,904**	**156,106**	**146,985**	**149,954**	**147,717**	**166,354**	**162,994**	**153,311**	**153,401**	**151,544**	**145,371**	**139,212**	**122,161**	**108,294**	**119,011**
DISPOSITIONS																				
Civil	*49,701*	*50,435*	*48,706*	*49,284*	*49,136*	*51,924*	*50,519*	*50,166*	*55,006*	*57,637*	*62,954*	*66,099*	*67,399*	*67,463*	*66,059*	*63,412*	*60,842*	*53,553*	*48,800*	*54,465*
Criminal	*25,700*	*28,883*	*23,778*	*25,915*	*25,718*	*25,141*	*25,389*	*28,452*	*28,824*	*30,317*	*30,501*	*24,655*	*21,065*	*19,912*	*18,242*	*16,462*	*15,194*	*14,337*	*12,878*	*15,075*
Family	*12,194*	*10,768*	*12,472*	*12,867*	*13,797*	*16,413*	*17,847*	*14,868*	*11,927*	*12,245*	*11,450*	*10,342*	*9,348*	*10,386*	*11,985*	*11,105*	*11,298*	*10,983*	*10,719*	*12,087*
Children's	*9,426*	*8,366*	*8,181*	*9,403*	*9,342*	*8,062*	*7,860*	*8,001*	*7,407*	*6,576*	*6,431*	*6,724*	*5,909*	*5,594*	*4,915*	*4,916*	*4,153*	*4,038*	*4,236*	*4,418*
Probate	*6,312*	*6,340*	*6,348*	*6,543*	*5,563*	*6,288*	*6,899*	*8,400*	*7,910*	*7,781*	*8,579*	*8,480*	*8,606*	*8,543*	*9,356*	*8,886*	*7,958*	*7,611*	*6,649*	*6,922*
SUBTOTAL	**103,333**	**104,792**	**99,485**	**104,012**	**103,556**	**107,828**	**108,514**	**109,887**	**111,074**	**114,556**	**119,915**	**116,300**	**112,327**	**111,898**	**110,557**	**104,781**	**99,445**	**90,522**	**83,282**	**92,967**
Traffic	*44,981*	*49,130*	*44,158*	*51,082*	*52,751*	*55,672*	*46,963*	*34,971*	*37,645*	*35,680*	*52,378*	*49,842*	*41,704*	*42,721*	*43,744*	*42,982*	*39,856*	*32,376*	*24,827*	*25,939*
TOTAL	**148,314**	**153,922**	**143,643**	**155,094**	**156,307**	**163,500**	**155,477**	**144,858**	**148,719**	**150,236**	**172,293**	**166,142**	**154,031**	**154,619**	**154,301**	**147,763**	**139,301**	**122,898**	**108,109**	**118,906**
DISPOSITION RATE																				
Civil	*104%*	*103%*	*102%*	*102%*	*104%*	*104%*	*104%*	*101%*	*101%*	*101%*	*100%*	*99%*	*100%*	*99%*	*101%*	*104%*	*102%*	*101%*	*101%*	*100%*
Criminal	*94%*	*107%*	*94%*	*99%*	*103%*	*90%*	*88%*	*88%*	*94%*	*104%*	*121%*	*114%*	*103%*	*110%*	*106%*	*101%*	*97%*	*103%*	*97%*	*103%*
Family	*104%*	*96%*	*98%*	*97%*	*94%*	*111%*	*106%*	*101%*	*95%*	*102%*	*101%*	*104%*	*101%*	*94%*	*108%*	*100%*	*100%*	*103%*	*100%*	*96%*
Children's	*102%*	*93%*	*93%*	*86%*	*98%*	*96%*	*93%*	*99%*	*101%*	*99%*	*98%*	*103%*	*103%*	*109%*	*106%*	*104%*	*103%*	*94%*	*97%*	*100%*
Probate	*106%*	*103%*	*100%*	*108%*	*97%*	*124%*	*108%*	*118%*	*105%*	*104%*	*104%*	*103%*	*101%*	*98%*	*98%*	*96%*	*94%*	*100%*	*100%*	*100%*
SUBTOTAL	**101%**	**102%**	**99%**	**99%**	**101%**	**102%**	**100%**	**98%**	**99%**	**102%**	**105%**	**103%**	**101%**	**101%**	**102%**	**102%**	**100%**	**101%**	**100%**	**100%**
Traffic	*100%*	*99%*	*94%*	*99%*	*100%*	*100%*	*100%*	*101%*	*100%*	*100%*	*100%*	*100%*	*99%*	*100%*	*100%*	*100%*	*100%*	*100%*	*100%*	*100%*
TOTAL	**101%**	**101%**	**97%**	**99%**	**101%**	**101%**	**100%**	**99%**	**99%**	**102%**	**104%**	**102%**	**100%**	**101%**	**102%**	**102%**	**100%**	**101%**	**100%**	**100%**

Source: First Judicial District Annual Reports. 2015 data has been annualized based on reports through August.

Table B-2
FILINGS BY CASETYPE, 1996 - 2015

CIRCUIT COURT	Historical Period																			
	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
FILINGS																				
Large Claims	*11,274*	*11,620*	*10,032*	*10,349*	*10,672*	*12,185*	*12,225*	*13,420*	*13,864*	*13,704*	*15,127*	*18,665*	*20,536*	*21,768*	*21,214*	*21,947*	*16,534*	*14,383*	*13,183*	*15,156*
Small Claims	*36,694*	*37,373*	*37,541*	*37,897*	*36,588*	*37,790*	*36,214*	*36,367*	*40,379*	*43,095*	*47,613*	*48,224*	*46,619*	*46,135*	*44,183*	*39,146*	*43,271*	*38,887*	*35,163*	*39,281*
TOTAL CIVIL	**47,968**	**48,993**	**47,573**	**48,246**	**47,260**	**49,975**	**48,439**	**49,787**	**54,243**	**56,799**	**62,740**	**66,889**	**67,155**	**67,903**	**65,397**	**61,093**	**59,805**	**53,270**	**48,346**	**54,437**
Divorce	*3,831*	*3,882*	*3,848*	*3,612*	*3,635*	*3,690*	*3,900*	*3,677*	*3,567*	*3,527*	*3,598*	*3,421*	*3,368*	*3,429*	*3,541*	*3,447*	*3,377*	*3,339*	*3,268*	*4,193*
Paternity	*5,733*	*5,430*	*5,563*	*6,081*	*7,116*	*6,804*	*6,811*	*7,131*	*6,652*	*6,123*	*5,962*	*5,396*	*5,204*	*6,281*	*5,591*	*5,365*	*5,884*	*5,123*	*5,374*	*6,058*
Other Family	*2,186*	*1,923*	*3,353*	*3,596*	*3,863*	*4,255*	*6,100*	*3,970*	*2,315*	*2,333*	*1,833*	*1,149*	*700*	*1,336*	*1,981*	*2,330*	*2,046*	*2,206*	*2,111*	*2,403*
TOTAL FAMILY	**11,750**	**11,235**	**12,764**	**13,289**	**14,614**	**14,749**	**16,811**	**14,778**	**12,534**	**11,983**	**11,393**	**9,966**	**9,272**	**11,046**	**11,113**	**11,142**	**11,307**	**10,668**	**10,753**	**12,655**
Delinquency	*5,236*	*4,836*	*4,313*	*N/A*	*3,794*	*3,264*	*3,100*	*3,030*	*2,577*	*2,764*	*2,736*	*2,622*	*2,359*	*1,975*	*1,704*	*1,772*	*1,838*	*1,611*	*1,420*	*1,478*
CHiPS	*3,121*	*3,053*	*3,040*	*N/A*	*2,682*	*2,125*	*2,106*	*2,123*	*1,994*	*1,827*	*1,760*	*1,717*	*1,820*	*1,533*	*1,500*	*1,597*	*1,269*	*1,745*	*1,623*	*1,786*
Ordinance / Other	*888*	*1,079*	*1,453*	*N/A*	*3,097*	*2,995*	*3,241*	*2,956*	*2,735*	*2,061*	*2,091*	*2,182*	*1,549*	*1,639*	*1,432*	*1,365*	*917*	*941*	*1,333*	*1,166*
TOTAL CHILDREN'S	**9,245**	**8,968**	**8,806**	**10,924**	**9,573**	**8,384**	**8,447**	**8,109**	**7,306**	**6,652**	**6,587**	**6,521**	**5,728**	**5,147**	**4,636**	**4,734**	**4,024**	**4,297**	**4,376**	**4,430**
Estates	*2,359*	*2,325*	*2,209*	*2,386*	*2,285*	*2,110*	*2,154*	*1,960*	*2,028*	*1,922*	*1,728*	*1,389*	*1,279*	*1,191*	*1,231*	*1,117*	*1,002*	*1,073*	*928*	*1,200*
Protective Actions	*3,103*	*3,363*	*3,651*	*3,253*	*3,408*	*2,901*	*4,199*	*4,608*	*4,922*	*5,079*	*5,924*	*5,998*	*6,412*	*6,653*	*7,351*	*7,139*	*6,411*	*5,424*	*4,674*	*5,055*
Adoptions / Other	*486*	*483*	*506*	*400*	*46*	*42*	*47*	*577*	*577*	*474*	*598*	*812*	*841*	*874*	*990*	*1,027*	*1,016*	*1,083*	*1,019*	*665*
TOTAL PROBATE	**5,948**	**6,171**	**6,366**	**6,039**	**5,739**	**5,053**	**6,400**	**7,145**	**7,527**	**7,475**	**8,250**	**8,199**	**8,532**	**8,718**	**9,572**	**9,283**	**8,429**	**7,580**	**6,621**	**6,921**
Felony	*8,157*	*7,850*	*N/A*	*6,090*	*5,839*	*6,299*	*6,656*	*7,272*	*6,930*	*6,980*	*6,776*	*6,270*	*6,437*	*5,845*	*6,194*	*6,109*	*6,144*	*5,687*	*5,560*	*6,507*
Misd. / Criminal Traffic	*19,289*	*19,239*	*N/A*	*20,184*	*19,054*	*21,557*	*22,272*	*25,124*	*23,744*	*22,173*	*18,411*	*15,302*	*14,045*	*12,180*	*11,036*	*10,158*	*9,531*	*8,230*	*7,756*	*8,119*
SUBTOTAL CRIMINAL	**27,446**	**27,089**	**25,265**	**26,274**	**24,893**	**27,856**	**28,928**	**32,396**	**30,674**	**29,153**	**25,187**	**21,572**	**20,482**	**18,025**	**17,230**	**16,267**	**15,675**	**13,917**	**13,316**	**14,626**
Traffic	*44,759*	*49,512*	*46,921*	*51,353*	*52,767*	*55,887*	*47,081*	*34,770*	*37,670*	*35,655*	*52,197*	*49,847*	*42,142*	*42,562*	*43,596*	*42,852*	*39,972*	*32,429*	*24,882*	*25,942*
TOTAL CRIMINAL	**72,205**	**76,601**	**72,186**	**77,627**	**77,660**	**83,743**	**76,009**	**67,166**	**68,344**	**64,808**	**77,384**	**71,419**	**62,624**	**60,587**	**60,826**	**59,119**	**55,647**	**46,346**	**38,198**	**40,569**
TOTAL FILINGS	**147,116**	**151,968**	**147,695**	**156,125**	**154,846**	**161,904**	**156,106**	**146,985**	**149,954**	**147,717**	**166,354**	**162,994**	**153,311**	**153,401**	**151,544**	**145,371**	**139,212**	**122,161**	**108,294**	**119,011**
TOTAL NON-TRAFFIC	**102,357**	**102,456**	**100,774**	**104,772**	**102,079**	**106,017**	**109,025**	**112,215**	**112,284**	**112,062**	**114,157**	**113,147**	**111,169**	**110,839**	**107,948**	**102,519**	**99,240**	**89,732**	**83,412**	**93,069**

Note: (1) Civil filings: In 2012, the limit of small claims cases increased from $5,000 to $10,000, resulting in a decrease of large claim cases.

(2) Delinquency filings: Filings have decreased over time primarily due to a combination of decriminalization of some offenses to citation / Municipal Court level, and to diversionary enforcement and prosecutorial practices.

(3) Criminal / Traffic filings: Filings have decreased over time due to decriminalization of certain offenses (OWI / Driving after Revocation), lower crime rates, and a reduction in the number of sworn officers and diversionary prosecutorial practices.

Source: First Judicial District Annual Reports

Table B-3
PERCENTAGE OF TOTAL NON-TRAFFIC FILINGS BY CASETYPE, 1996 - 2015

CIRCUIT COURT	Historical Period																			
	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
FILINGS																				
Large Claims	11%	11%	10%	10%	10%	11%	11%	12%	12%	12%	13%	16%	18%	20%	20%	21%	17%	16%	16%	16%
Small Claims	36%	36%	37%	36%	36%	36%	33%	32%	36%	38%	42%	43%	42%	42%	41%	38%	44%	43%	42%	42%
TOTAL CIVIL	**47%**	**48%**	**47%**	**46%**	**46%**	**47%**	**44%**	**44%**	**48%**	**51%**	**55%**	**59%**	**60%**	**61%**	**61%**	**60%**	**60%**	**59%**	**58%**	**58%**
Felony	8%	8%	n/a	6%	6%	6%	6%	6%	6%	6%	6%	6%	6%	5%	6%	6%	6%	6%	7%	7%
Misd. / Criminal Traffic	19%	19%	n/a	19%	19%	20%	20%	22%	21%	20%	16%	14%	13%	11%	10%	10%	10%	9%	9%	9%
TOTAL CRIMINAL	**27%**	**26%**	**25%**	**25%**	**24%**	**26%**	**27%**	**29%**	**27%**	**26%**	**22%**	**19%**	**18%**	**16%**	**16%**	**16%**	**16%**	**16%**	**16%**	**16%**
Divorce	4%	4%	4%	3%	4%	3%	4%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	4%	4%	5%
Paternity	6%	5%	6%	6%	7%	6%	6%	6%	6%	5%	5%	5%	5%	6%	5%	5%	6%	6%	6%	7%
Other Family	2%	2%	3%	3%	4%	4%	6%	4%	2%	2%	2%	1%	1%	1%	2%	2%	2%	2%	3%	3%
TOTAL FAMILY	**11%**	**11%**	**13%**	**13%**	**14%**	**14%**	**15%**	**13%**	**11%**	**11%**	**10%**	**9%**	**8%**	**10%**	**10%**	**11%**	**11%**	**12%**	**13%**	**14%**
Delinquency	5%	5%	4%	n/a	4%	3%	3%	3%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
CHiPS	3%	3%	3%	n/a	3%	2%	2%	2%	2%	2%	2%	2%	2%	1%	1%	2%	1%	2%	2%	2%
Ordinance / Other	1%	1%	1%	n/a	3%	3%	3%	3%	2%	2%	2%	2%	1%	1%	1%	1%	1%	1%	2%	1%
TOTAL CHILDREN'S	**9%**	**9%**	**9%**	**10%**	**9%**	**8%**	**8%**	**7%**	**7%**	**6%**	**6%**	**6%**	**5%**	**5%**	**4%**	**5%**	**4%**	**5%**	**5%**	**5%**
Estates	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Protective Actions	3%	3%	4%	3%	3%	3%	4%	4%	4%	5%	5%	5%	6%	6%	7%	7%	6%	6%	6%	5%
Adoptions / Other	0%	0%	1%	0%	0%	0%	0%	1%	1%	0%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
TOTAL PROBATE	**6%**	**6%**	**6%**	**6%**	**6%**	**5%**	**6%**	**6%**	**7%**	**7%**	**7%**	**7%**	**8%**	**8%**	**9%**	**9%**	**8%**	**8%**	**8%**	**7%**
TOTAL	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

Table B-4
PERCENTAGE OF TOTAL NON-TRAFFIC FILINGS BY CASETYPE, 1996 - 2015

CIRCUIT COURT	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Civil	*47%*	*48%*	*47%*	*46%*	*46%*	*47%*	*44%*	*44%*	*48%*	*51%*	*55%*	*59%*	*60%*	*61%*	*61%*	*60%*	*60%*	*59%*	*58%*	*58%*
Criminal	*27%*	*26%*	*25%*	*25%*	*24%*	*26%*	*27%*	*29%*	*27%*	*26%*	*22%*	*19%*	*18%*	*16%*	*16%*	*16%*	*16%*	*16%*	*16%*	*16%*
Family	*11%*	*11%*	*13%*	*13%*	*14%*	*14%*	*15%*	*13%*	*11%*	*11%*	*10%*	*9%*	*8%*	*10%*	*10%*	*11%*	*11%*	*12%*	*13%*	*14%*
Children's	*9%*	*9%*	*9%*	*10%*	*9%*	*8%*	*8%*	*7%*	*7%*	*6%*	*6%*	*6%*	*5%*	*5%*	*4%*	*5%*	*4%*	*5%*	*5%*	*5%*
Probate	*6%*	*6%*	*6%*	*6%*	*6%*	*5%*	*6%*	*6%*	*7%*	*7%*	*7%*	*7%*	*8%*	*8%*	*9%*	*9%*	*8%*	*8%*	*8%*	*7%*
TOTAL	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

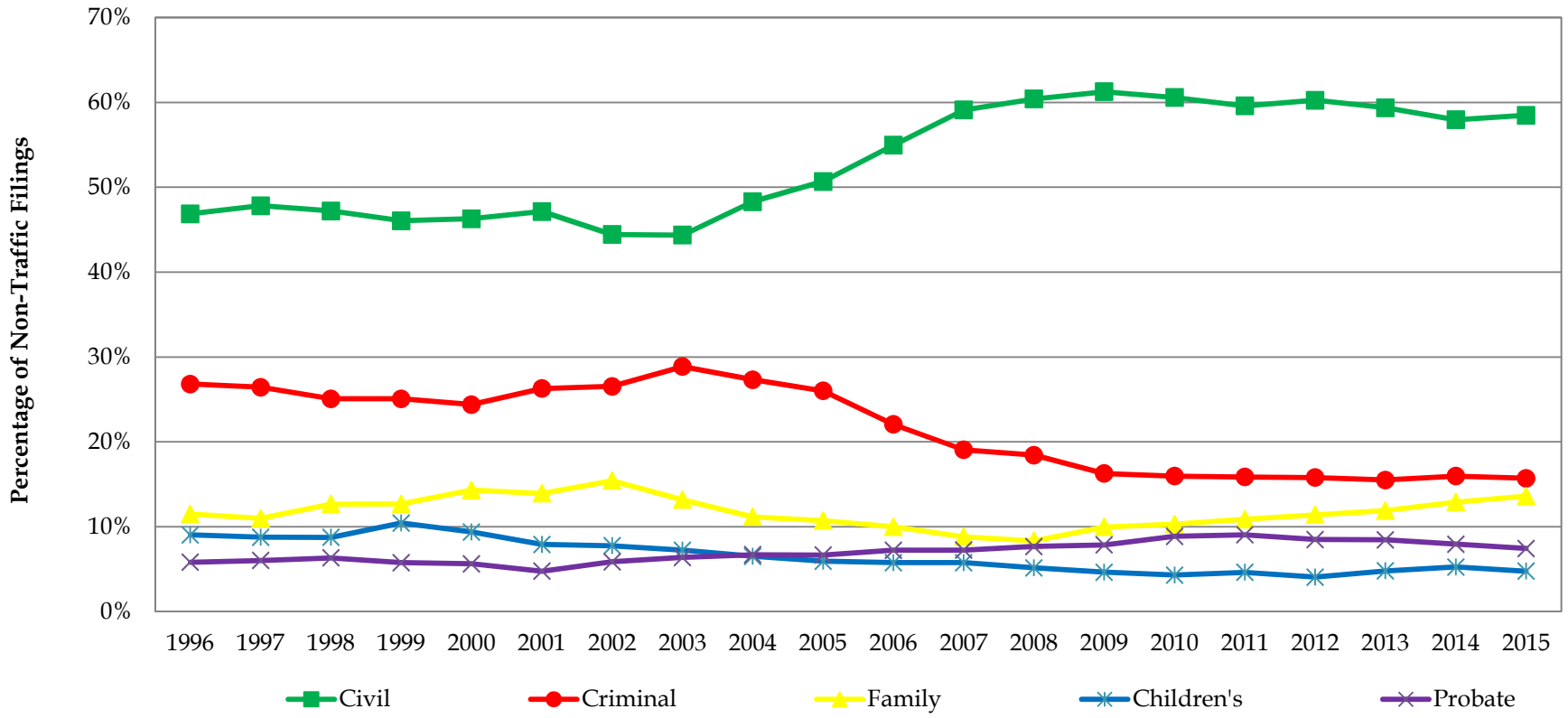
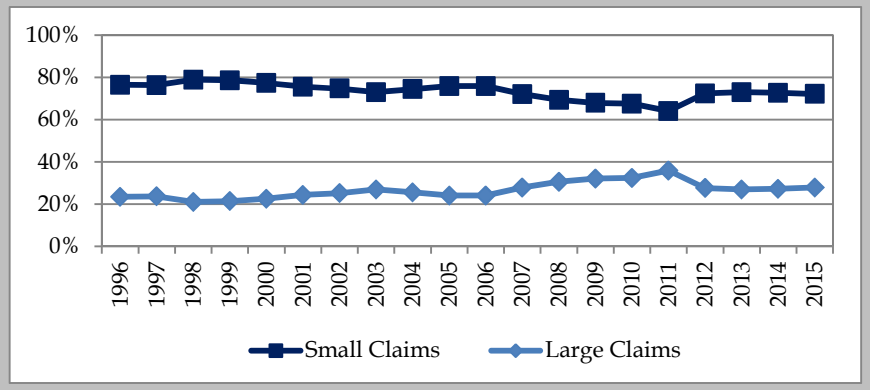
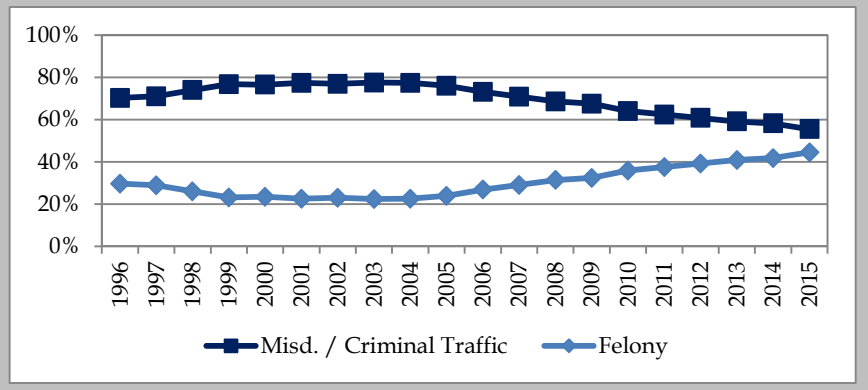


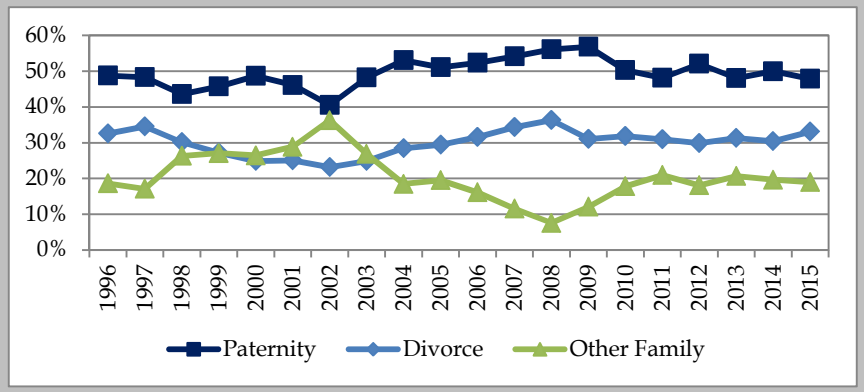
Table B-5
CASETYPE PERCENTAGE BY COURT DIVISION, 1996 - 2015

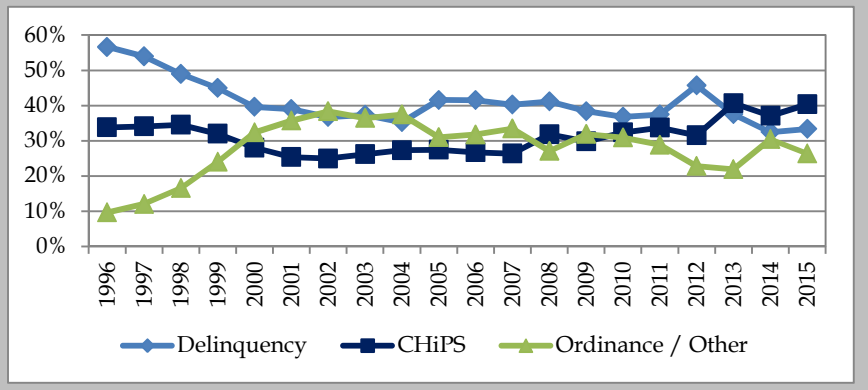
CIRCUIT COURT	Historical Period																			
	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
FILINGS																				
Large Claims	24%	24%	21%	21%	23%	24%	25%	27%	26%	24%	24%	28%	31%	32%	32%	36%	28%	27%	27%	28%
Small Claims	76%	76%	79%	79%	77%	76%	75%	73%	74%	76%	76%	72%	69%	68%	68%	64%	72%	73%	73%	72%
TOTAL CIVIL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Felony	30%	29%	n/a	23%	23%	23%	23%	22%	23%	24%	27%	29%	31%	32%	36%	38%	39%	41%	42%	44%
Misd. / Criminal Traffic	70%	71%	n/a	77%	77%	77%	77%	78%	77%	76%	73%	71%	69%	68%	64%	62%	61%	59%	58%	56%
TOTAL CRIMINAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Divorce	33%	35%	30%	27%	25%	25%	23%	25%	28%	29%	32%	34%	36%	31%	32%	31%	30%	31%	30%	33%
Paternity	49%	48%	44%	46%	49%	46%	41%	48%	53%	51%	52%	54%	56%	57%	50%	48%	52%	48%	50%	48%
Other Family	19%	17%	26%	27%	26%	29%	36%	27%	18%	19%	16%	12%	8%	12%	18%	21%	18%	21%	20%	19%
TOTAL FAMILY	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Delinquency	57%	54%	49%	n/a	40%	39%	37%	37%	35%	42%	42%	40%	41%	38%	37%	37%	46%	37%	32%	33%
CHiPS	34%	34%	35%	n/a	28%	25%	25%	26%	27%	27%	27%	26%	32%	30%	32%	34%	32%	41%	37%	40%
Ordinance / Other	10%	12%	17%	n/a	32%	36%	38%	36%	37%	31%	32%	33%	27%	32%	31%	29%	23%	22%	30%	26%
TOTAL CHILDREN'S	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Estates	40%	38%	35%	40%	40%	42%	34%	27%	27%	26%	21%	17%	15%	14%	13%	12%	12%	14%	14%	17%
Protective Actions	52%	54%	57%	54%	59%	57%	66%	64%	65%	68%	72%	73%	75%	76%	77%	77%	76%	72%	71%	73%
Adoptions / Other	8%	8%	8%	7%	1%	1%	1%	8%	8%	6%	7%	10%	10%	10%	10%	11%	12%	14%	15%	10%
TOTAL PROBATE	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Traffic	***30%***	***33%***	***32%***	***33%***	***34%***	***35%***	***30%***	***24%***	***25%***	***24%***	***31%***	***31%***	***27%***	***28%***	***29%***	***29%***	***29%***	***27%***	***23%***	***22%***
Non-Traffic	***70%***	***67%***	***68%***	***67%***	***66%***	***65%***	***70%***	***76%***	***75%***	***76%***	***69%***	***69%***	***73%***	***72%***	***71%***	***71%***	***71%***	***73%***	***77%***	***78%***
TOTAL CIRCUIT	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

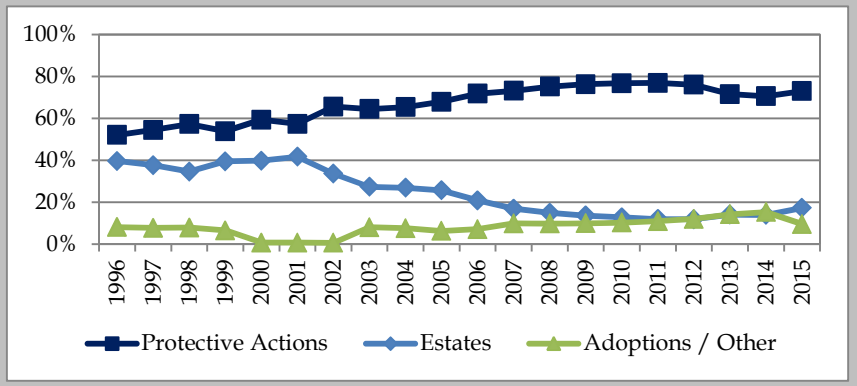
Table B-6
CASETYPE PERCENTAGE BY COURT DIVISION, 1996 - 2015











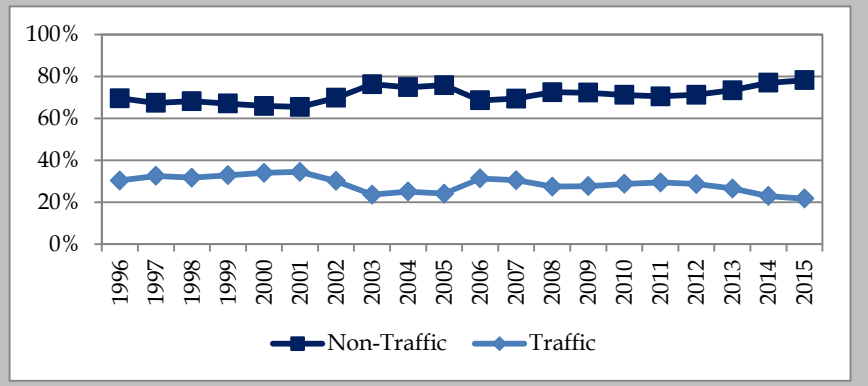


Table B-7
CIRCUIT COURT ANALYSIS, 1996 - 2015

CIRCUIT COURT	Historical Period																			Period
	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Change
FILINGS																					
Civil	*47,968*	*48,993*	*47,573*	*48,246*	*47,260*	*49,975*	*48,439*	*49,787*	*54,243*	*56,799*	*62,740*	*66,889*	*67,155*	*67,903*	*65,397*	*61,093*	*59,805*	*53,270*	*48,346*	*54,437*	13%
Criminal	*27,446*	*27,089*	*25,265*	*26,274*	*24,893*	*27,856*	*28,928*	*32,396*	*30,674*	*29,153*	*25,187*	*21,572*	*20,482*	*18,025*	*17,230*	*16,267*	*15,675*	*13,917*	*13,316*	*14,626*	-47%
Family	*11,750*	*11,235*	*12,764*	*13,289*	*14,614*	*14,749*	*16,811*	*14,778*	*12,534*	*11,983*	*11,393*	*9,966*	*9,272*	*11,046*	*11,113*	*11,142*	*11,307*	*10,668*	*10,753*	*12,655*	8%
Children's	*9,245*	*8,968*	*8,806*	*10,924*	*9,573*	*8,384*	*8,447*	*8,109*	*7,306*	*6,652*	*6,587*	*6,521*	*5,728*	*5,147*	*4,636*	*4,734*	*4,024*	*4,297*	*4,376*	*4,430*	-52%
Probate	*5,948*	*6,171*	*6,366*	*6,039*	*5,739*	*5,053*	*6,400*	*7,145*	*7,527*	*7,475*	*8,250*	*8,199*	*8,532*	*8,718*	*9,572*	*9,283*	*8,429*	*7,580*	*6,621*	*6,921*	16%
SUBTOTAL	**102,357**	**102,456**	**100,774**	**104,772**	**102,079**	**106,017**	**109,025**	**112,215**	**112,284**	**112,062**	**114,157**	**113,147**	**111,169**	**110,839**	**107,948**	**102,519**	**99,240**	**89,732**	**83,412**	**93,069**	**-9%**
Traffic	*44,759*	*49,512*	*46,921*	*51,353*	*52,767*	*55,887*	*47,081*	*34,770*	*37,670*	*35,655*	*52,197*	*49,847*	*42,142*	*42,562*	*43,596*	*42,852*	*39,972*	*32,429*	*24,882*	*25,942*	-42%
TOTAL	**147,116**	**151,968**	**147,695**	**156,125**	**154,846**	**161,904**	**156,106**	**146,985**	**149,954**	**147,717**	**166,354**	**162,994**	**153,311**	**153,401**	**151,544**	**145,371**	**139,212**	**122,161**	**108,294**	**119,011**	**-19%**
JUDICIAL OFFICERS																					
Judge	46	46	46	46	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	2%
Commissioner	18	18	18	18	18	18	27	27	27	27	27	27	27	25	25	22	22	22	22	22	22%
Assignment																					
Judicial Commissioner	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*13*	*13*	*13*	*13*	*13*	*13*	*13*	*13*	*13*	*11*	*11*	*11*	*11*	*11*	
Family Commissioner	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*13*	*13*	*13*	*13*	*13*	*13*	*13*	*11*	*11*	*10*	*10*	*10*	*10*	*10*	
Probate Commissioner	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*1*	*1*	*1*	*1*	*1*	*1*	*1*	*1*	*1*	*1*	*1*	*1*	*1*	*1*	
TOTAL	**64**	**64**	**64**	**64**	**65**	**65**	**74**	**74**	**74**	**74**	**74**	**74**	**74**	**72**	**72**	**69**	**69**	**69**	**69**	**69**	**8%**
FILINGS / OFFICER																					**AVG.**
Total Filings	2,299	2,375	2,308	2,439	2,382	2,491	2,110	1,986	2,026	1,996	2,248	2,203	2,072	2,131	2,105	2,107	2,018	1,770	1,569	1,725	2,118
Non-Traffic	1,599	1,601	1,575	1,637	1,570	1,631	1,473	1,516	1,517	1,514	1,543	1,529	1,502	1,539	1,499	1,486	1,438	1,300	1,209	1,349	1,501
RATIOS																					
Filings per 1,000 Pop.	154.7	160.7	156.7	166.0	164.7	172.4	166.1	156.4	160.1	158.4	178.8	175.0	164.0	162.7	159.9	153.0	146.2	128.0	113.2	124.1	156.1
Officers per 10,000 Pop.	0.67	0.68	0.68	0.68	0.69	0.69	0.79	0.79	0.79	0.79	0.80	0.79	0.79	0.76	0.76	0.73	0.72	0.72	0.72	0.72	0.74
POPULATION																					
Total Residents	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154	**0.9%**

Notes: (1) The increase in commissioners in 2002 may be slightly related to some special projects involving child support, domestic violence, bail proceedings, and a special magistrate position.

(2) The current distribution of the 11 Judicial Commissioners is as follows: 1 Presiding, 4 Civil / Small Claims, 3 Criminal, and 3 Children's.

Table B-8
CIRCUIT COURT FILINGS (NON-TRAFFIC), 1996 - 2015

CIRCUIT COURT	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Civil	*47,968*	*48,993*	*47,573*	*48,246*	*47,260*	*49,975*	*48,439*	*49,787*	*54,243*	*56,799*	*62,740*	*66,889*	*67,155*	*67,903*	*65,397*	*61,093*	*59,805*	*53,270*	*48,346*	*54,437*
Criminal	*27,446*	*27,089*	*25,265*	*26,274*	*24,893*	*27,856*	*28,928*	*32,396*	*30,674*	*29,153*	*25,187*	*21,572*	*20,482*	*18,025*	*17,230*	*16,267*	*15,675*	*13,917*	*13,316*	*14,626*
Family	*11,750*	*11,235*	*12,764*	*13,289*	*14,614*	*14,749*	*16,811*	*14,778*	*12,534*	*11,983*	*11,393*	*9,966*	*9,272*	*11,046*	*11,113*	*11,142*	*11,307*	*10,668*	*10,753*	*12,655*
Children's	*9,245*	*8,968*	*8,806*	*10,924*	*9,573*	*8,384*	*8,447*	*8,109*	*7,306*	*6,652*	*6,587*	*6,521*	*5,728*	*5,147*	*4,636*	*4,734*	*4,024*	*4,297*	*4,376*	*4,430*
Probate	*5,948*	*6,171*	*6,366*	*6,039*	*5,739*	*5,053*	*6,400*	*7,145*	*7,527*	*7,475*	*8,250*	*8,199*	*8,532*	*8,718*	*9,572*	*9,283*	*8,429*	*7,580*	*6,621*	*6,921*
TOTAL	**102,357**	**102,456**	**100,774**	**104,772**	**102,079**	**106,017**	**109,025**	**112,215**	**112,284**	**112,062**	**114,157**	**113,147**	**111,169**	**110,839**	**107,948**	**102,519**	**99,240**	**89,732**	**83,412**	**93,069**

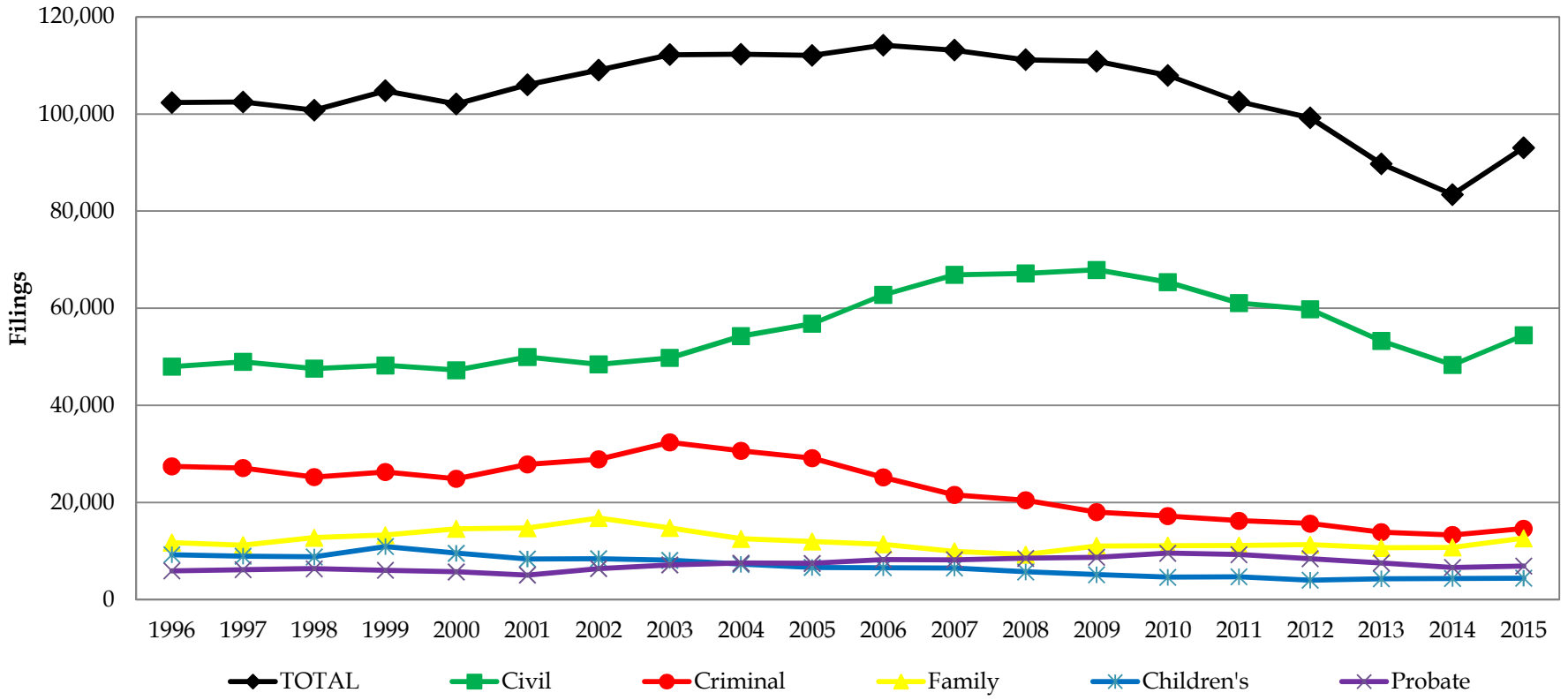


Table B-9
JURY ANALYSIS, 1995 - 2014

CIRCUIT COURT	Historical Period																			Period
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	Change
JURY TRIALS																					
Criminal Division																					
Felony	308	287	264	222	195	226	248	260	192	215	217	224	230	243	240	247	266	294	303	324	5%
Misdemeanor	254	282	267	179	161	179	133	107	78	90	93	100	82	50	44	64	62	89	71	48	-81%
Traffic	n/a	n/a	n/a	51	47	51	54	31	34	16	17	28	23	16	20	26	29	27	43	33	-35%
Civil Forfeiture	n/a	n/a	n/a	1	0	0	6	0	4	2	2	1	2	1	0	2	0	3	1	2	100%
Civil Division																					
Civil	263	237	246	213	190	190	146	113	125	105	99	106	102	94	82	72	56	51	46	43	-84%
Probate	10	0	3	3	1	4	1	1	0	1	2	1	1	3	1	2	2	5	5	3	-70%
Juvenile Division																					
Juvenile / TPR	63	35	17	16	13	17	10	26	34	45	52	19	18	19	17	21	30	24	13	19	-70%
TOTAL	**898**	**841**	**797**	**685**	**607**	**667**	**598**	**538**	**467**	**474**	**482**	**479**	**458**	**426**	**404**	**434**	**445**	**493**	**482**	**472**	**-47%**
DISPOSITIONS																					
Verdict	**n/a**	**n/a**	**n/a**	**589**	**524**	**595**	**524**	**460**	**411**	**422**	**425**	**418**	**395**	**376**	**349**	**383**	**389**	**431**	**436**	**432**	-27%
% of Dispositions	n/a	n/a	n/a	86%	86%	89%	88%	86%	88%	89%	88%	87%	86%	88%	86%	87%	87%	89%	90%	92%	
Other																					
Mistrial	n/a	n/a	n/a	14	15	10	17	15	15	10	12	10	9	7	10	12	18	18	15	8	
Settled	n/a	n/a	n/a	16	8	10	6	4	4	6	5	6	9	5	7	4	2	5	5	1	
Hung Jury	n/a	n/a	n/a	13	25	19	19	26	11	14	13	13	16	12	11	7	17	9	11	11	
Dismissed	n/a	n/a	n/a	18	16	10	10	10	6	6	7	8	9	4	10	6	4	10	4	3	
Plea Change	n/a	n/a	n/a	31	17	22	20	21	15	14	16	20	17	14	12	24	12	11	8	15	
Adjourned	n/a	n/a	n/a	4	2	1	2	2	5	2	4	4	3	8	5	4	3	3	3	2	
SUBTOTAL	**n/a**	**n/a**	**n/a**	**96**	**83**	**72**	**74**	**78**	**56**	**52**	**57**	**61**	**63**	**50**	**55**	**57**	**56**	**56**	**46**	**40**	-58%
% of Dispositions	n/a	n/a	n/a	14%	14%	11%	12%	14%	12%	11%	12%	13%	14%	12%	14%	13%	13%	11%	10%	8%	
TOTAL	**N/A**	**N/A**	**N/A**	**685**	**607**	**667**	**598**	**538**	**467**	**474**	**482**	**479**	**458**	**426**	**404**	**440**	**445**	**487**	**482**	**472**	**-31%**
																					AVG.
Avg. Trials Per Month	75	70	66	57	51	56	50	45	39	40	40	40	38	36	34	36	37	41	40	39	46
Longest Trial (Days)	25	14	22	30	21	34	15	17	10	14	11	15	26	20	18	14	17	13	15	14	18

Note: Data for 1995, 1996, and 1997 is not available for the following: Traffic Trials; Civil Forfeiture Trials; Dispositions.

FILING PROJECTIONS

Table B-10
CIVIL FILING PROJECTIONS, 2020 - 2040

CIRCUIT COURT	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Civil Filings	47,968	48,993	47,573	48,246	47,260	49,975	48,439	49,787	54,243	56,799	62,740	66,889	67,155	67,903	65,397	61,093	59,805	53,270	48,346	54,437
Filings / 1,000 Pop.	*50.4*	*51.8*	*50.5*	*51.3*	*50.3*	*53.2*	*51.5*	*53.0*	*57.9*	*60.9*	*67.4*	*71.8*	*71.8*	*72.0*	*69.0*	*64.3*	*62.8*	*55.8*	*50.5*	*56.8*
Milwaukee Co. Population	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154

HISTORICAL PERIOD: 1996-2015	Percent Change		Number Change		1996-15
	Period	Annual	Period	Annual	Average
Total Civil Filings	13.5%	0.71%	6,469	340.5	55,316
Filings per 1,000 Population	12.5%	0.66%	6.31	0.33	58.7

PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250

FORECAST MODELS	2020	2025	2030	2035	2040	
1) HISTORICAL TREND -- % CHANGE						
= 0.71% /year from base: 54,437	56,369	58,301	60,233	62,165	64,097	<=
2) HISTORICAL TREND -- # CHANGE						
= 340.5 /year from base: 54,437	56,140	57,842	59,544	61,247	62,949	<=
3) MODIFIED HIST. TREND -- % CHANGE						
= Average 1996-2000 to Average 2011-2015						
= 48,008 -> 55,390 = 15.4%						
= 0.81% /year from base: 54,437	56,640	58,843	61,046	63,249	65,451	<=
4) MODIFIED HIST. TREND -- # CHANGE						
= 388.5 /year from base: 54,437	56,380	58,323	60,265	62,208	64,151	<=
5) MEAN DEVIATION -- FILINGS						
= Period Average to High Year						
= 629.4 /year from base: 54,437	57,584	60,731	63,877	67,024	70,171	<=
6) RATIO TO POPULATION -- % CHANGE	56,900	59,405	61,953	64,544	67,178	<=
= 0.66% /year from base: 56.8	*58.6*	*60.5*	*62.4*	*64.2*	*66.1*	
7) RATIO TO POPULATION -- # CHANGE	56,698	58,997	61,333	63,708	66,121	<=
= 0.33 /year from base: 56.8	*58.4*	*60.1*	*61.7*	*63.4*	*65.1*	
8) MODIFIED POP. RATIO -- % CHANGE						
= Average 1996-2000 to Average 2011-2015						
= 50.9 -> 58.0 = 14.1%	57,131	59,873	62,663	65,501	68,388	<=
= 0.74% /year from base: 56.8	*58.9*	*61.0*	*63.1*	*65.2*	*67.3*	

FORECAST MODELS	2020	2025	2030	2035	2040	
9) MODIFIED POP. RATIO -- # CHANGE	56,918	59,443	62,011	64,621	67,275	<=
= 0.38 /year from base: 56.8	*58.6*	*60.5*	*62.4*	*64.3*	*66.2*	
10) MEAN DEVIATION -- POP. RATIO						
= Period Average to High Year	58,330	62,300	66,346	70,468	74,667	<=
= 0.67 /year from base: 56.8	*60.1*	*63.4*	*66.8*	*70.1*	*73.5*	
11) FILING TO POP. RELATIONSHIP	Forecast Formula:					
= Filings: 48,008 55,390 7,382	(Future Pop. - 2015 Pop.) * Ratio + Base					
= Pop: 943,909 954,587 10,678	62,332	70,227	78,122	86,017	93,912	
= Ratio: 0.6914	*64.2*	*71.5*	*78.6*	*85.6*	*92.4*	
12) LINEAR REGRESSION -- FILINGS	65,189	68,593	71,997	75,402	78,806	<=
= Least Squares Analysis	*67.2*	*69.9*	*72.5*	*75.0*	*77.5*	
13) LINEAR REGRESSION -- RATIO	66,562	70,704	74,925	79,224	83,601	<=
= Least Squares Analysis	*68.6*	*72.0*	*75.4*	*78.8*	*82.3*	
14) MULTIPLE REGRESSION	55,411	54,333	53,256	52,179	51,101	
= Variables: Time, Population	*57.1*	*55.3*	*53.6*	*51.9*	*50.3*	
= R-Square: 0.59						
RECOMMENDED FORECAST ==>						
AVERAGE MODELS SHOWN WITH "<="	**58,403**	**61,113**	**63,850**	**66,613**	**69,405**	
Filings per 1,000 Population:	***60.2***	***62.2***	***64.3***	***66.3***	***68.3***	

Table B-11
CIVIL FILING PROJECTIONS, 2020 - 2040

HISTORICAL FILINGS	
1996	47,968
1997	48,993
1998	47,573
1999	48,246
2000	47,260
2001	49,975
2002	48,439
2003	49,787
2004	54,243
2005	56,799
2006	62,740
2007	66,889
2008	67,155
2009	67,903
2010	65,397
2011	61,093
2012	59,805
2013	53,270
2014	48,346
2015	54,437
PROJECTED FILINGS	
2020	58,403
2025	61,113
2030	63,850
2035	66,613
2040	69,405

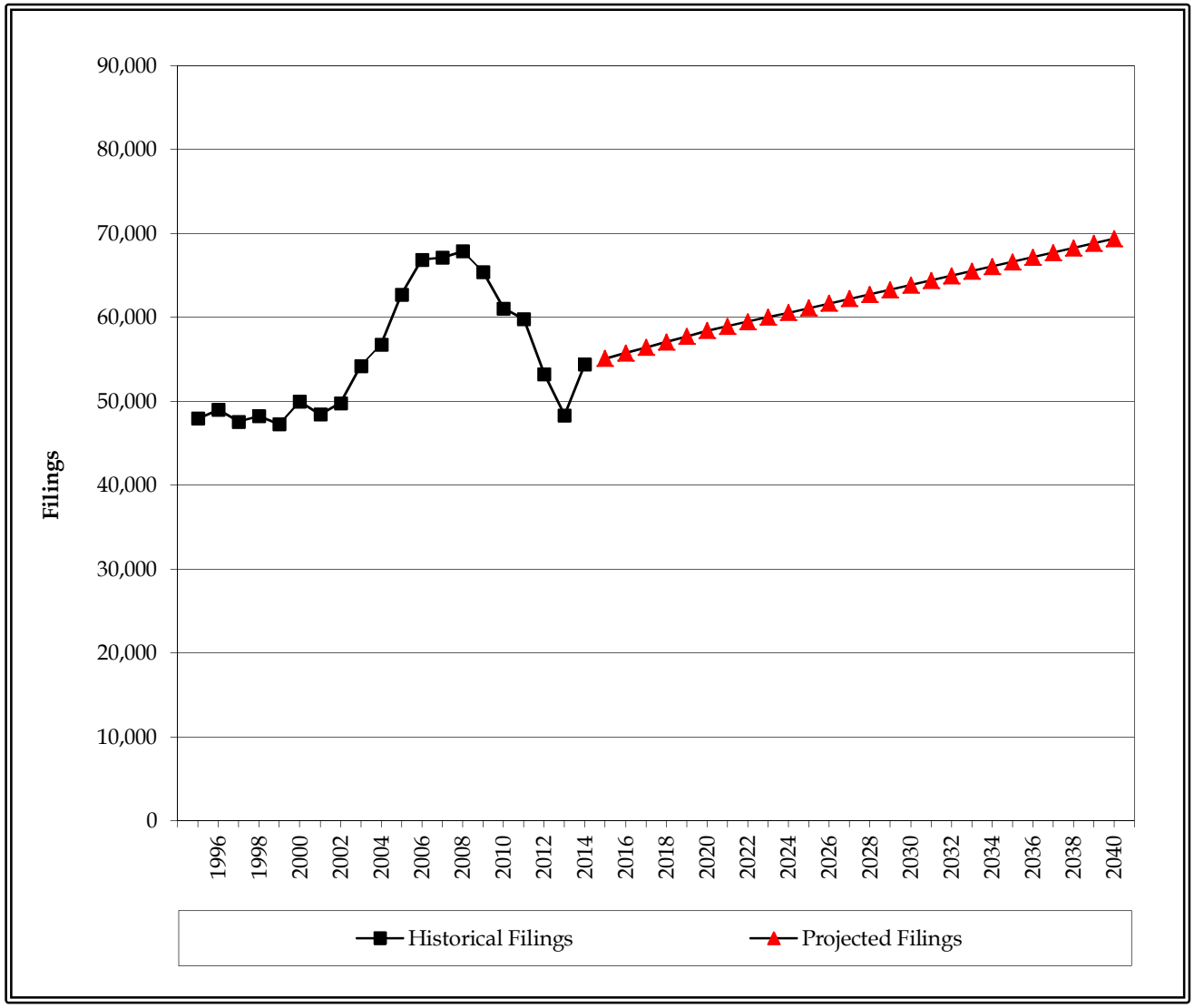


Table B-12
CRIMINAL FILING PROJECTIONS, 2020 - 2040

CIRCUIT COURT	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Criminal Filings	27,446	27,089	25,265	26,274	24,893	27,856	28,928	32,396	30,674	29,153	25,187	21,572	20,482	18,025	17,230	16,267	15,675	13,917	13,316	14,626
Filings / 1,000 Pop.	*28.9*	*28.7*	*26.8*	*27.9*	*26.5*	*29.7*	*30.8*	*34.5*	*32.7*	*31.3*	*27.1*	*23.2*	*21.9*	*19.1*	*18.2*	*17.1*	*16.5*	*14.6*	*13.9*	*15.2*
Milwaukee Co. Population	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154

HISTORICAL PERIOD: 1996-2015	Percent Change		Number Change		1996-15
	Period	Annual	Period	Annual	Average
Total Criminal Filings	-46.7%	-2.46%	-12,820	-674.7	22,814
Filings per 1,000 Population	-47.2%	-2.48%	-13.61	-0.72	24.2

PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250

FORECAST MODELS	2020	2025	2030	2035	2040	
1) HISTORICAL TREND -- % CHANGE						
= -2.46% /year from base: 14,626	12,828	11,031	9,233	7,435	5,637	
2) HISTORICAL TREND -- # CHANGE						
= -674.7 /year from base: 14,626	11,253	7,879	4,505	1,132	-2,242	
3) MODIFIED HIST. TREND -- % CHANGE						
= Average 1996-1997 to Average 2014-2015						
= 27,268 -> 13,971 = -48.8%						
= -2.57% /year from base: 14,626	12,749	10,873	8,996	7,119	5,242	
4) MODIFIED HIST. TREND -- # CHANGE						
= -699.8 /year from base: 14,626	11,127	7,628	4,129	630	-2,869	
5) MEAN DEVIATION -- FILINGS						
= Period Average to High Year						
= 479.1 /year from base: 14,626	17,022	19,418	21,813	24,209	26,604	<=
6) RATIO TO POPULATION -- % CHANGE	12,963	11,257	9,508	7,716	5,880	
= -2.48% /year from base: 15.2	*13.4*	*11.5*	*9.6*	*7.7*	*5.8*	
7) RATIO TO POPULATION -- # CHANGE	11,324	7,939	4,473	925	-2,705	
= -0.72 /year from base: 15.2	*11.7*	*8.1*	*4.5*	*0.9*	*-2.7*	
8) MODIFIED POP. RATIO -- % CHANGE						
= Average 1996-1997 to Average 2014-2015						
= 28.8 -> 14.6 = -49.3%	12,881	11,090	9,254	7,373	5,447	
= -2.59% /year from base: 15.2	*13.3*	*11.3*	*9.3*	*7.3*	*5.4*	

FORECAST MODELS	2020	2025	2030	2035	2040	
9) MODIFIED POP. RATIO -- # CHANGE	11,180	7,649	4,033	331	-3,456	
= -0.75 /year from base: 15.2	*11.5*	*7.8*	*4.1*	*0.3*	*-3.4*	
10) MEAN DEVIATION -- POP. RATIO						
= Period Average to High Year	17,290	20,012	22,793	25,633	28,531	<=
= 0.51 /year from base: 15.2	*17.8*	*20.4*	*22.9*	*25.5*	*28.1*	
11) AVG. RATIO TO POP. (1996-2015)	23,509	23,785	24,062	24,338	24,615	<=
= 24.2 filings per 1,000 pop.	*24.2*	*24.2*	*24.2*	*24.2*	*24.2*	
12) 10-YEAR RATIO TO POP. (2006-2015)	18,128	18,341	18,554	18,768	18,981	<=
= 18.7 filings per 1,000 pop.	*18.7*	*18.7*	*18.7*	*18.7*	*18.7*	
13) CURRENT RATIO TO POP. (2015)	14,800	14,975	15,149	15,323	15,497	<=
= 15.2 filings per 1,000 pop.	*15.2*	*15.2*	*15.2*	*15.2*	*15.2*	
14) HIGH RATIO TO POP. (2003)	33,467	33,861	34,255	34,648	35,042	<=
= 34.5 filings per 1,000 pop.	*34.5*	*34.5*	*34.5*	*34.5*	*34.5*	
RECOMMENDED FORECAST ==>						
AVERAGE MODELS SHOWN WITH "<="	**20,703**	**21,732**	**22,771**	**23,820**	**24,878**	
Filings per 1,000 Population:	***21.3***	***22.1***	***22.9***	***23.7***	***24.5***	

Table B-13
CRIMINAL FILING PROJECTIONS, 2020 - 2040

HISTORICAL FILINGS	
1996	27,446
1997	27,089
1998	25,265
1999	26,274
2000	24,893
2001	27,856
2002	28,928
2003	32,396
2004	30,674
2005	29,153
2006	25,187
2007	21,572
2008	20,482
2009	18,025
2010	17,230
2011	16,267
2012	15,675
2013	13,917
2014	13,316
2015	14,626
PROJECTED FILINGS	
2020	20,703
2025	21,732
2030	22,771
2035	23,820
2040	24,878

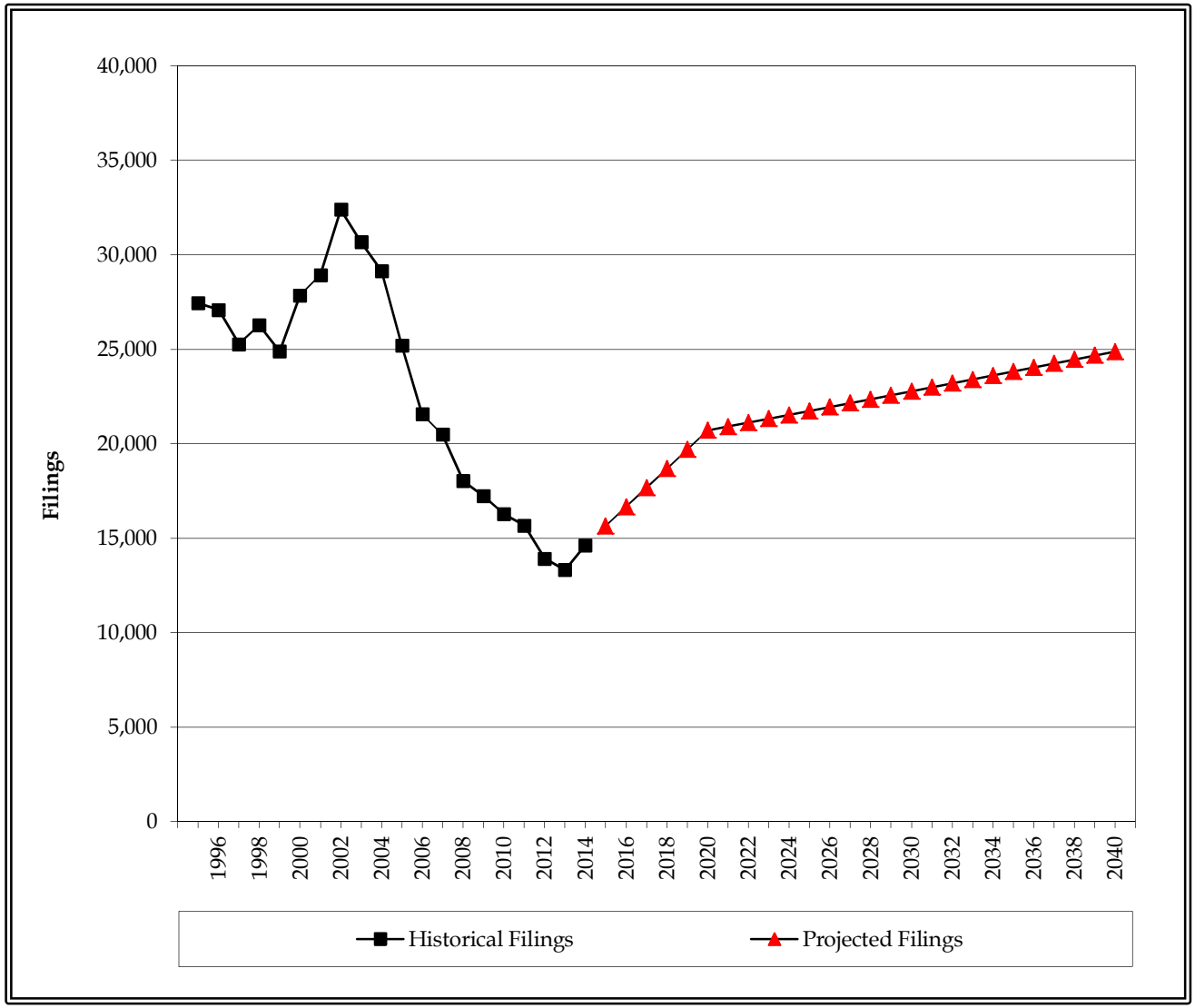


Table B-14
FAMILY FILING PROJECTIONS, 2020 - 2040

CIRCUIT COURT	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Family Filings	11,750	11,235	12,764	13,289	14,614	14,749	16,811	14,778	12,534	11,983	11,393	9,966	9,272	11,046	11,113	11,142	11,307	10,668	10,753	12,655
Filings / 1,000 Pop.	*12.4*	*11.9*	*13.5*	*14.1*	*15.5*	*15.7*	*17.9*	*15.7*	*13.4*	*12.8*	*12.2*	*10.7*	*9.9*	*11.7*	*11.7*	*11.7*	*11.9*	*11.2*	*11.2*	*13.2*
Milwaukee Co. Population	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154

HISTORICAL PERIOD: 1996-2015	Percent Change		Number Change		1996-15
	Period	Annual	Period	Annual	Average
Total Family Filings	7.7%	0.41%	905	47.6	12,191
Filings per 1,000 Population	6.8%	0.36%	0.84	0.04	12.9

PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250

FORECAST MODELS	2020	2025	2030	2035	2040	
1) HISTORICAL TREND -- % CHANGE						
= 0.41% /year from base: 12,655	12,911	13,168	13,424	13,681	13,937	<=
2) HISTORICAL TREND -- # CHANGE						
= 47.6 /year from base: 12,655	12,893	13,131	13,369	13,607	13,845	<=
3) MODIFIED HIST. TREND -- % CHANGE						
= Average 1996-1997 to Average 2014-2015						
= 11,493 -> 11,704 = 1.8%						
= 0.10% /year from base: 12,655	12,716	12,777	12,839	12,900	12,961	<=
4) MODIFIED HIST. TREND -- # CHANGE						
= 11.1 /year from base: 12,655	12,710	12,766	12,822	12,877	12,933	<=
5) MEAN DEVIATION -- FILINGS						
= Period Average to High Year						
= 231.0 /year from base: 12,655	13,810	14,965	16,120	17,275	18,430	<=
6) RATIO TO POPULATION -- % CHANGE	13,034	13,419	13,809	14,204	14,605	<=
= 0.36% /year from base: 13.2	*13.4*	*13.7*	*13.9*	*14.1*	*14.4*	
7) RATIO TO POPULATION -- # CHANGE	13,020	13,389	13,764	14,144	14,529	<=
= 0.04 /year from base: 13.2	*13.4*	*13.6*	*13.9*	*14.1*	*14.3*	
8) MODIFIED POP. RATIO -- % CHANGE						
= Average 1996-1997 to Average 2014-2015						
= 12.1 -> 12.2 = 0.8%	12,832	13,010	13,189	13,368	13,548	<=
= 0.04% /year from base: 13.2	*13.2*	*13.2*	*13.3*	*13.3*	*13.3*	

FORECAST MODELS	2020	2025	2030	2035	2040	
9) MODIFIED POP. RATIO -- # CHANGE	12,830	13,006	13,182	13,359	13,537	<=
= 0.01 /year from base: 13.2	*13.2*	*13.2*	*13.3*	*13.3*	*13.3*	
10) MEAN DEVIATION -- POP. RATIO						
= Period Average to High Year	14,009	15,392	16,803	18,242	19,710	<=
= 0.25 /year from base: 13.2	*14.4*	*15.7*	*16.9*	*18.2*	*19.4*	
11) FILING TO POP. RELATIONSHIP	Forecast Formula:					
= Filings: 11,493 11,704 211	(Future Pop. - 2015 Pop.) * Ratio + Base					
= Pop: 948,211 958,012 9,801	12,901	13,148	13,394	13,640	13,887	<=
= Ratio: 0.0216	*13.3*	*13.4*	*13.5*	*13.6*	*13.7*	
12) CURRENT RATIO TO POP. (2015)	12,806	12,956	13,107	13,258	13,408	<=
= 13.2 filings per 1,000 pop.	*13.2*	*13.2*	*13.2*	*13.2*	*13.2*	
13) AVG. RATIO TO POP. (1996-2015)	12,546	12,693	12,841	12,988	13,136	<=
= 12.9 filings per 1,000 pop.	*12.9*	*12.9*	*12.9*	*12.9*	*12.9*	
14) HIGH RATIO TO POP. (2002)	17,360	17,565	17,769	17,973	18,177	<=
= 17.9 filings per 1,000 pop.	*17.9*	*17.9*	*17.9*	*17.9*	*17.9*	
RECOMMENDED FORECAST ==>						
AVERAGE MODELS SHOWN WITH "<="	**13,313**	**13,670**	**14,031**	**14,394**	**14,760**	
Filings per 1,000 Population:	***13.7***	***13.9***	***14.1***	***14.3***	***14.5***	

Table B-15
FAMILY FILING PROJECTIONS, 2020 - 2040

HISTORICAL FILINGS	
1996	11,750
1997	11,235
1998	12,764
1999	13,289
2000	14,614
2001	14,749
2002	16,811
2003	14,778
2004	12,534
2005	11,983
2006	11,393
2007	9,966
2008	9,272
2009	11,046
2010	11,113
2011	11,142
2012	11,307
2013	10,668
2014	10,753
2015	12,655
PROJECTED FILINGS	
2020	13,313
2025	13,670
2030	14,031
2035	14,394
2040	14,760

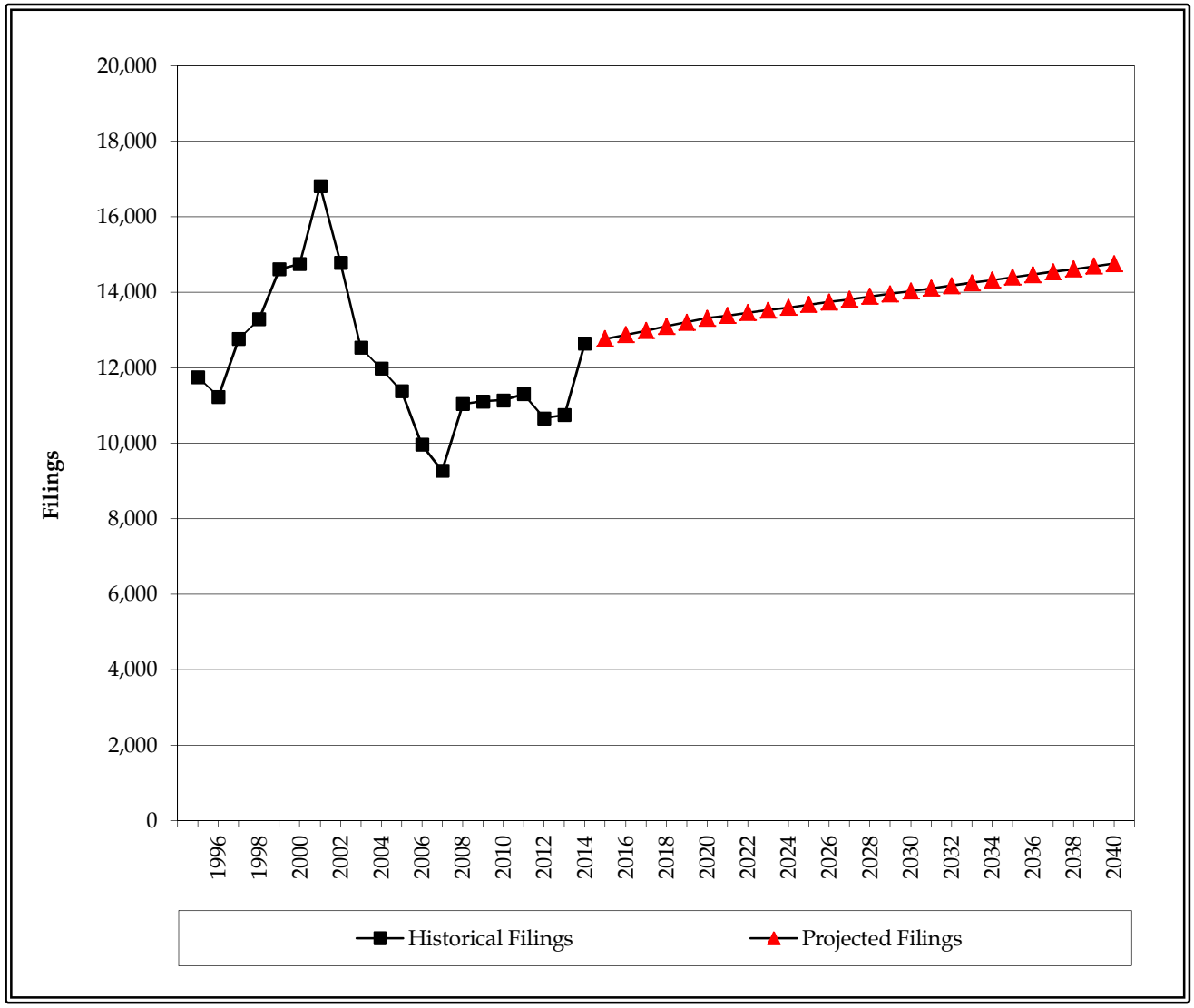


Table B-16
CHILDREN'S FILING PROJECTIONS, 2020 - 2040

CIRCUIT COURT	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Children's Filings	9,245	8,968	8,806	10,924	9,573	8,384	8,447	8,109	7,306	6,652	6,587	6,521	5,728	5,147	4,636	4,734	4,024	4,297	4,376	4,430
Filings / 1,000 Pop.	*9.7*	*9.5*	*9.3*	*11.6*	*10.2*	*8.9*	*9.0*	*8.6*	*7.8*	*7.1*	*7.1*	*7.0*	*6.1*	*5.5*	*4.9*	*5.0*	*4.2*	*4.5*	*4.6*	*4.6*
Milwaukee Co. Population	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154

HISTORICAL PERIOD: 1996-2015	Percent Change		Number Change		1996-15
	Period	Annual	Period	Annual	Average
Total Children's Filings	-52.1%	-2.74%	-4,815	-253.4	6,845
Filings per 1,000 Population	-52.5%	-2.76%	-5.10	-0.27	7.3

PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250

FORECAST MODELS	2020	2025	2030	2035	2040	
1) HISTORICAL TREND -- % CHANGE						
= -2.74% /year from base: 4,430	3,823	3,215	2,608	2,001	1,394	
2) HISTORICAL TREND -- # CHANGE						
= -253.4 /year from base: 4,430	3,163	1,895	628	-639	-1,906	
3) MODIFIED HIST. TREND -- % CHANGE						
= Average 1996-1997 to Average 2014-2015						
= 9,107 -> 4,403 = -51.7%						
= -2.72% /year from base: 4,430	3,828	3,225	2,623	2,021	1,419	
4) MODIFIED HIST. TREND -- # CHANGE						
= -247.6 /year from base: 4,430	3,192	1,954	716	-521	-1,759	
5) MEAN DEVIATION -- FILINGS						
= Period Average to High Year						
= 204.0 /year from base: 4,430	5,450	6,469	7,489	8,509	9,529	<=
6) RATIO TO POPULATION -- % CHANGE	3,863	3,282	2,687	2,076	1,452	
= -2.76% /year from base: 4.6	*4.0*	*3.3*	*2.7*	*2.1*	*1.4*	
7) RATIO TO POPULATION -- # CHANGE	3,179	1,898	586	-757	-2,131	
= -0.27 /year from base: 4.6	*3.3*	*1.9*	*0.6*	*-0.8*	*-2.1*	
8) MODIFIED POP. RATIO -- % CHANGE						
= Average 1996-1997 to Average 2014-2015						
= 9.6 -> 4.6 = -52.1%	3,867	3,291	2,699	2,093	1,473	
= -2.74% /year from base: 4.6	*4.0*	*3.4*	*2.7*	*2.1*	*1.4*	

FORECAST MODELS	2020	2025	2030	2035	2040	
9) MODIFIED POP. RATIO -- # CHANGE	3,203	1,947	661	-656	-2,003	
= -0.26 /year from base: 4.6	*3.3*	*2.0*	*0.7*	*-0.7*	*-2.0*	
10) MEAN DEVIATION -- POP. RATIO						
= Period Average to High Year	5,538	6,671	7,829	9,012	10,220	<=
= 0.22 /year from base: 4.6	*5.7*	*6.8*	*7.9*	*9.0*	*10.1*	
11) AVG. RATIO TO POP. (1996-2015)	7,051	7,134	7,216	7,299	7,382	<=
= 7.3 filings per 1,000 pop.	*7.3*	*7.3*	*7.3*	*7.3*	*7.3*	
12) 10-YEAR RATIO TO POP. (2006-2015)	5,189	5,250	5,311	5,372	5,433	<=
= 5.3 filings per 1,000 pop.	*5.3*	*5.3*	*5.3*	*5.3*	*5.3*	
13) CURRENT RATIO TO POP. (2015)	4,482	4,535	4,588	4,641	4,693	<=
= 4.6 filings per 1,000 pop.	*4.6*	*4.6*	*4.6*	*4.6*	*4.6*	
14) HIGH RATIO TO POP. (1999)	11,273	11,406	11,538	11,671	11,803	<=
= 11.6 filings per 1,000 pop.	*11.6*	*11.6*	*11.6*	*11.6*	*11.6*	
RECOMMENDED FORECAST ==>						
AVERAGE MODELS SHOWN WITH "<="	**6,497**	**6,911**	**7,329**	**7,751**	**8,177**	
Filings per 1,000 Population:	***6.7***	***7.0***	***7.4***	***7.7***	***8.0***	

Note: Children's Court currently deals with juveniles age 16 and below. There is pending legislation that would increase the age limit to 17.

Table B-17
CHILDREN'S FILING PROJECTIONS, 2020 - 2040

HISTORICAL FILINGS	
1996	9,245
1997	8,968
1998	8,806
1999	10,924
2000	9,573
2001	8,384
2002	8,447
2003	8,109
2004	7,306
2005	6,652
2006	6,587
2007	6,521
2008	5,728
2009	5,147
2010	4,636
2011	4,734
2012	4,024
2013	4,297
2014	4,376
2015	4,430
PROJECTED FILINGS	
2020	6,497
2025	6,911
2030	7,329
2035	7,751
2040	8,177

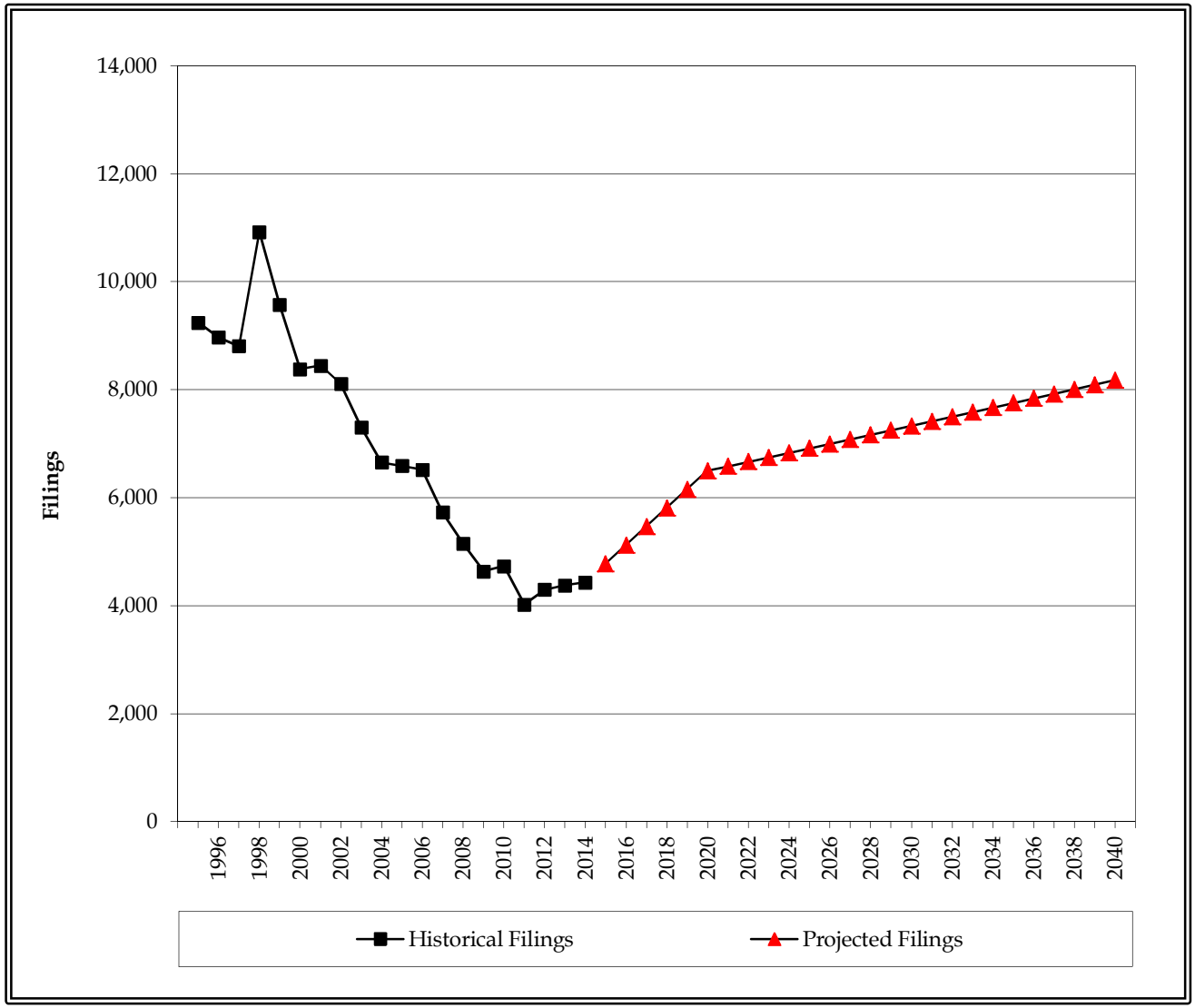


Table B-18
PROBATE FILING PROJECTIONS, 2020 - 2040

CIRCUIT COURT	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Probate Filings	5,948	6,171	6,366	6,039	5,739	5,053	6,400	7,145	7,527	7,475	8,250	8,199	8,532	8,718	9,572	9,283	8,429	7,580	6,621	6,921
Filings / 1,000 Pop.	*6.3*	*6.5*	*6.8*	*6.4*	*6.1*	*5.4*	*6.8*	*7.6*	*8.0*	*8.0*	*8.9*	*8.8*	*9.1*	*9.2*	*10.1*	*9.8*	*8.9*	*7.9*	*6.9*	*7.2*
Milwaukee Co. Population	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154

HISTORICAL PERIOD: 1996-2015	Percent Change Period	Percent Change Annual	Number Change Period	Number Change Annual	1996-15 Average
Total Probate Filings	16.4%	0.86%	973	51.2	7,298
Filings per 1,000 Population	15.4%	0.81%	0.96	0.05	7.7

PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250

FORECAST MODELS	2020	2025	2030	2035	2040	
1) HISTORICAL TREND -- % CHANGE						
= 0.86% /year from base: 6,921	7,218	7,516	7,814	8,112	8,410	<=
2) HISTORICAL TREND -- # CHANGE						
= 51.2 /year from base: 6,921	7,177	7,432	7,688	7,944	8,200	<=
3) MODIFIED HIST. TREND -- % CHANGE						
= Average 1996-2000 to Average 2011-2015						
= 6,053 -> 7,767 = 28.3%						
= 1.49% /year from base: 6,921	7,436	7,952	8,468	8,984	9,499	<=
4) MODIFIED HIST. TREND -- # CHANGE						
= 90.2 /year from base: 6,921	7,372	7,823	8,274	8,725	9,176	<=
5) MEAN DEVIATION -- FILINGS						
= Period Average to High Year						
= 113.7 /year from base: 6,921	7,489	8,057	8,626	9,194	9,763	<=
6) RATIO TO POPULATION -- % CHANGE	7,286	7,658	8,037	8,422	8,814	<=
= 0.81% /year from base: 7.2	*7.5*	*7.8*	*8.1*	*8.4*	*8.7*	
7) RATIO TO POPULATION -- # CHANGE	7,248	7,582	7,921	8,266	8,617	<=
= 0.05 /year from base: 7.2	*7.5*	*7.7*	*8.0*	*8.2*	*8.5*	
8) MODIFIED POP. RATIO -- % CHANGE						
= Average 1996-2000 to Average 2011-2015						
= 6.4 -> 8.1 = 26.9%	7,499	8,090	8,692	9,306	9,931	<=
= 1.42% /year from base: 7.2	*7.7*	*8.2*	*8.7*	*9.3*	*9.8*	

FORECAST MODELS	2020	2025	2030	2035	2040	
9) MODIFIED POP. RATIO -- # CHANGE	7,444	7,978	8,522	9,077	9,642	<=
= 0.09 /year from base: 7.2	*7.7*	*8.1*	*8.6*	*9.0*	*9.5*	
10) MEAN DEVIATION -- POP. RATIO						
= Period Average to High Year	7,576	8,245	8,928	9,624	10,334	<=
= 0.12 /year from base: 7.2	*7.8*	*8.4*	*9.0*	*9.6*	*10.2*	
11) FILING TO POP. RELATIONSHIP	Forecast Formula:					
= Filings: 6,053 7,767 1,714	(Future Pop. - 2015 Pop.) * Ratio + Base					
= Pop: 943,909 954,587 10,678	8,754	10,587	12,420	14,253	16,086	
= Ratio: 0.1605	*9.0*	*10.8*	*12.5*	*14.2*	*15.8*	
12) LINEAR REGRESSION -- FILINGS	9,272	9,952	10,633	11,313	11,994	<=
= Least Squares Analysis	*9.6*	*10.1*	*10.7*	*11.3*	*11.8*	
13) LINEAR REGRESSION -- RATIO	9,467	10,261	11,071	11,897	12,739	<=
= Least Squares Analysis	*9.8*	*10.4*	*11.1*	*11.8*	*12.5*	
14) MULTIPLE REGRESSION	8,216	8,412	8,609	8,806	9,002	<=
= Variables: Time, Population	*8.5*	*8.6*	*8.7*	*8.8*	*8.9*	
= R-Square: 0.53						
RECOMMENDED FORECAST ==>						
AVERAGE MODELS SHOWN WITH "<="	**7,746**	**8,228**	**8,714**	**9,205**	**9,702**	
Filings per 1,000 Population:	***8.0***	***8.4***	***8.8***	***9.2***	***9.5***	

Table B-19
PROBATE FILING PROJECTIONS, 2020 - 2040

HISTORICAL FILINGS	
1996	5,948
1997	6,171
1998	6,366
1999	6,039
2000	5,739
2001	5,053
2002	6,400
2003	7,145
2004	7,527
2005	7,475
2006	8,250
2007	8,199
2008	8,532
2009	8,718
2010	9,572
2011	9,283
2012	8,429
2013	7,580
2014	6,621
2015	6,921
PROJECTED FILINGS	
2020	7,746
2025	8,228
2030	8,714
2035	9,205
2040	9,702

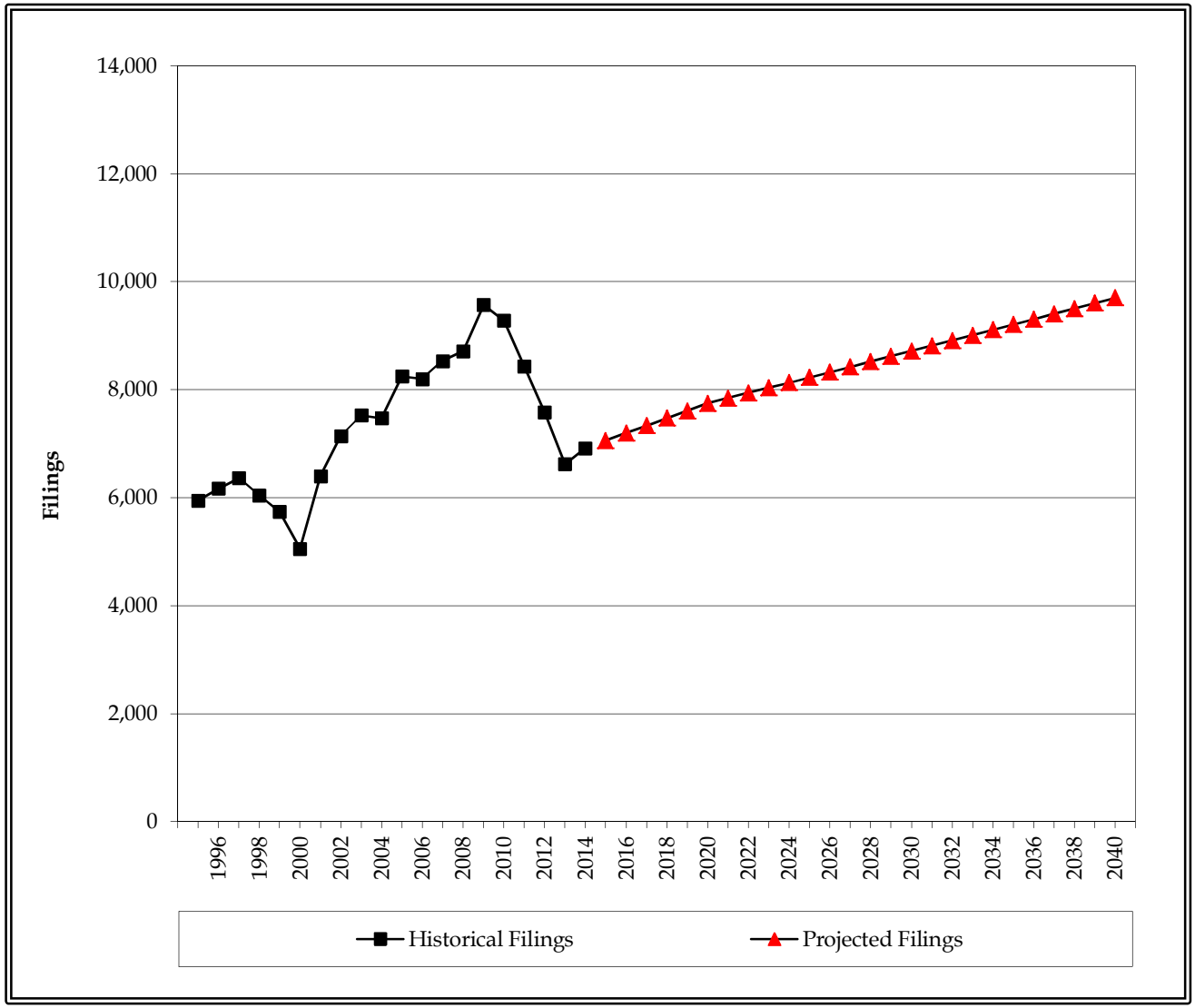


Table B-20
TRAFFIC FILING PROJECTIONS, 2020 - 2040

CIRCUIT COURT	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Traffic Filings	44,759	49,512	46,921	51,353	52,767	55,887	47,081	34,770	37,670	35,655	52,197	49,847	42,142	42,562	43,596	42,852	39,972	32,429	24,882	25,942
Filings / 1,000 Pop.	*47.1*	*52.4*	*49.8*	*54.6*	*56.1*	*59.5*	*50.1*	*37.0*	*40.2*	*38.2*	*56.1*	*53.5*	*45.1*	*45.2*	*46.0*	*45.1*	*42.0*	*34.0*	*26.0*	*27.0*
Milwaukee Co. Population	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154

HISTORICAL PERIOD: 1996-2015	Percent Change		Number Change		1996-15
	Period	Annual	Period	Annual	Average
Total Traffic Filings	-42.0%	-2.21%	-18,817	-990.4	42,640
Filings per 1,000 Population	-42.5%	-2.24%	-20.02	-1.05	45.2

PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250

FORECAST MODELS	2020	2025	2030	2035	2040	
1) HISTORICAL TREND -- % CHANGE						
= -2.21% /year from base: 25,942	23,072	20,202	17,332	14,462	11,592	
2) HISTORICAL TREND -- # CHANGE						
= -990.4 /year from base: 25,942	20,991	16,039	11,087	6,135	1,183	
3) MODIFIED HIST. TREND -- % CHANGE						
= Average 1996-1998 to Average 2013-2015						
= 47,064 -> 27,751 = -41.0%						
= -2.16% /year from base: 25,942	23,141	20,339	17,538	14,736	11,935	
4) MODIFIED HIST. TREND -- # CHANGE						
= -1,016.5 /year from base: 25,942	20,860	15,778	10,695	5,613	531	
5) MEAN DEVIATION -- FILINGS						
= Period Average to High Year						
= 662.4 /year from base: 25,942	29,254	32,566	35,878	39,189	42,501	<=
6) RATIO TO POPULATION -- % CHANGE	23,313	20,614	17,846	15,009	12,103	
= -2.24% /year from base: 27.0	*24.0*	*21.0*	*18.0*	*14.9*	*11.9*	
7) RATIO TO POPULATION -- # CHANGE	21,138	16,213	11,168	6,003	717	
= -1.05 /year from base: 27.0	*21.8*	*16.5*	*11.2*	*6.0*	*0.7*	
8) MODIFIED POP. RATIO -- % CHANGE						
= Average 1996-1998 to Average 2013-2015						
= 49.7 -> 29.0 = -41.7%	23,372	20,733	18,027	15,253	12,411	
= -2.19% /year from base: 27.0	*24.1*	*21.1*	*18.1*	*15.2*	*12.2*	

FORECAST MODELS	2020	2025	2030	2035	2040	
9) MEAN DEVIATION -- POP. RATIO						
= Period Average to High Year	29,709	33,557	37,486	41,497	45,589	<=
= 0.71 /year from base: 27.0	*30.6*	*34.2*	*37.7*	*41.3*	*44.9*	
10) LINEAR REGRESSION -- FILINGS	28,435	23,537	18,638	13,740	8,842	
= Least Squares Analysis	*29.3*	*24.0*	*18.8*	*13.7*	*8.7*	
11) LINEAR REGRESSION -- RATIO	29,006	24,146	19,164	14,062	8,838	
= Least Squares Analysis	*29.9*	*24.6*	*19.3*	*14.0*	*8.7*	
12) AVG. RATIO TO POP. (1996-2015)	43,916	44,433	44,949	45,466	45,983	<=
= 45.2 filings per 1,000 pop.	*45.2*	*45.2*	*45.2*	*45.2*	*45.2*	
13) 10-YEAR RATIO TO POP. (2006-2015)	40,760	41,240	41,720	42,199	42,679	<=
= 42.0 filings per 1,000 pop.	*42.0*	*42.0*	*42.0*	*42.0*	*42.0*	
14) CURRENT RATIO TO POP. (2015)	26,251	26,560	26,869	27,178	27,487	
= 27.0 filings per 1,000 pop.	*27.0*	*27.0*	*27.0*	*27.0*	*27.0*	
15) HIGH RATIO TO POP. (2001)	57,747	58,427	59,106	59,786	60,465	<=
= 59.5 filings per 1,000 pop.	*59.5*	*59.5*	*59.5*	*59.5*	*59.5*	
RECOMMENDED FORECAST ==>						
AVERAGE MODELS SHOWN WITH "<="	**40,277**	**42,045**	**43,828**	**45,628**	**47,443**	
Filings per 1,000 Population:	***41.5***	***42.8***	***44.1***	***45.4***	***46.7***	

Table B-21
TRAFFIC FILING PROJECTIONS, 2020 - 2040

HISTORICAL FILINGS	
1996	44,759
1997	49,512
1998	46,921
1999	51,353
2000	52,767
2001	55,887
2002	47,081
2003	34,770
2004	37,670
2005	35,655
2006	52,197
2007	49,847
2008	42,142
2009	42,562
2010	43,596
2011	42,852
2012	39,972
2013	32,429
2014	24,882
2015	25,942
PROJECTED FILINGS	
2020	40,277
2025	42,045
2030	43,828
2035	45,628
2040	47,443

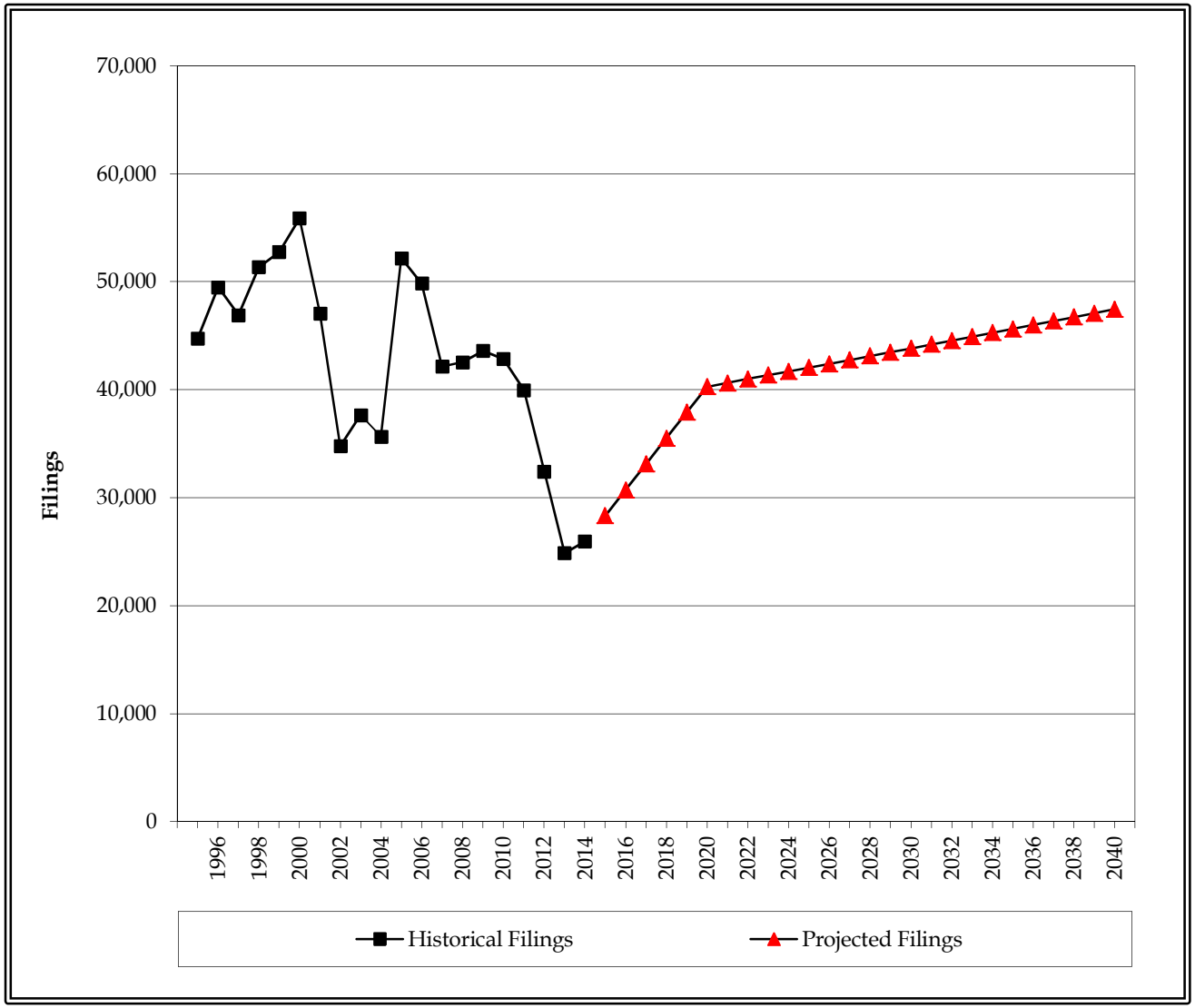
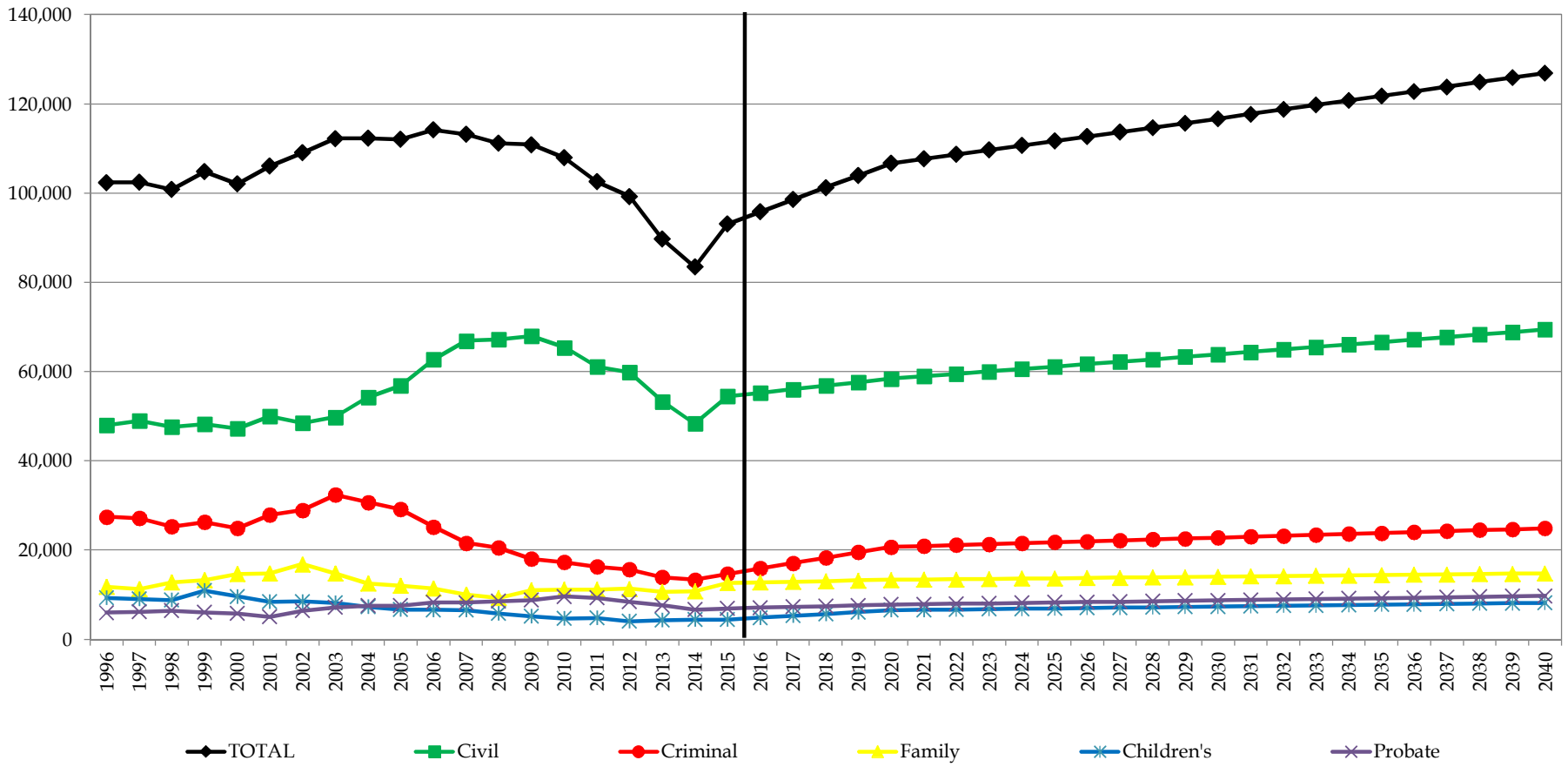


Table B-22
HISTORICAL AND PROJECTED CIRCUIT COURT FILINGS (NON-TRAFFIC), 1996 - 2040

	HISTORICAL FILINGS																				PROJECTED FILINGS				
	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2020	2025	2030	2035	2040
Civil	*47,968*	*48,993*	*47,573*	*48,246*	*47,260*	*49,975*	*48,439*	*49,787*	*54,243*	*56,799*	*62,740*	*66,889*	*67,155*	*67,903*	*65,397*	*61,093*	*59,805*	*53,270*	*48,346*	*54,437*	*58,403*	*61,113*	*63,850*	*66,613*	*69,405*
Criminal	*27,446*	*27,089*	*25,265*	*26,274*	*24,893*	*27,856*	*28,928*	*32,396*	*30,674*	*29,153*	*25,187*	*21,572*	*20,482*	*18,025*	*17,230*	*16,267*	*15,675*	*13,917*	*13,316*	*14,626*	*20,703*	*21,732*	*22,771*	*23,820*	*24,878*
Family	*11,750*	*11,235*	*12,764*	*13,289*	*14,614*	*14,749*	*16,811*	*14,778*	*12,534*	*11,983*	*11,393*	*9,966*	*9,272*	*11,046*	*11,113*	*11,142*	*11,307*	*10,668*	*10,753*	*12,655*	*13,313*	*13,670*	*14,031*	*14,394*	*14,760*
Children's	*9,245*	*8,968*	*8,806*	*10,924*	*9,573*	*8,384*	*8,447*	*8,109*	*7,306*	*6,652*	*6,587*	*6,521*	*5,728*	*5,147*	*4,636*	*4,734*	*4,024*	*4,297*	*4,376*	*4,430*	*6,497*	*6,911*	*7,329*	*7,751*	*8,177*
Probate	*5,948*	*6,171*	*6,366*	*6,039*	*5,739*	*5,053*	*6,400*	*7,145*	*7,527*	*7,475*	*8,250*	*8,199*	*8,532*	*8,718*	*9,572*	*9,283*	*8,429*	*7,580*	*6,621*	*6,921*	*7,746*	*8,228*	*8,714*	*9,205*	*9,702*
TOTAL	**102,357**	**102,456**	**100,774**	**104,772**	**102,079**	**106,017**	**109,025**	**112,215**	**112,284**	**112,062**	**114,157**	**113,147**	**111,169**	**110,839**	**107,948**	**102,519**	**99,240**	**89,732**	**83,412**	**93,069**	**106,662**	**111,654**	**116,694**	**121,783**	**126,922**



JUDICIAL OFFICER PROJECTIONS

Table B-23
CIRCUIT COURT JUDGESHIP PROJECTIONS, 2020 - 2040

CIRCUIT COURT	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Judges	**46**	**46**	**46**	**46**	**47**	**47**	**47**	**47**	**47**	**47**	**47**	**47**	**47**	**47**	**47**	**47**	**47**	**47**	**47**	**47**
Milwaukee Co. Population	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154
Judges / 10,000 Pop.	0.48	0.49	0.49	0.49	0.50	0.50	0.50	0.50	0.50	0.50	0.51	0.50	0.50	0.50	0.50	0.49	0.49	0.49	0.49	0.49
Total Non-Traffic Filings	102,357	102,456	100,774	104,772	102,079	106,017	109,025	112,215	112,284	112,062	114,157	113,147	111,169	110,839	107,948	102,519	99,240	89,732	83,412	93,069
Filings per Judge	2,225	2,227	2,191	2,278	2,172	2,256	2,320	2,388	2,389	2,384	2,429	2,407	2,365	2,358	2,297	2,181	2,111	1,909	1,775	1,980

HISTORICAL PERIOD: 1996-2015	Percent Change Period	Percent Change Annual	Number Change Period	Number Change Annual	1996-15 Average
Judges	2.2%	0.1%	1.0	0.05	46.8
Judges per 10,000 Population	1.3%	0.1%	0.006	0.000	0.50
Filings per Judge	-11.0%	-0.6%	-245.0	-12.9	2,232
Milwaukee County Population	0.9%	0.0%	8,185	430.8	943,374

PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250
Total Non-Traffic Filings	106,662	111,654	116,694	121,783	126,922

FORECAST MODELS	2020	2025	2030	2035	2040	
1) HISTORICAL TREND -- % CHANGE						
= 0.1% /year from base: 47.0	47.3	47.5	47.8	48.1	48.3	<=
2) HISTORICAL TREND -- # CHANGE						
= 0.05 /year from base: 47.0	47.3	47.5	47.8	48.1	48.3	<=
3) LINEAR REGRESSION	47.5	47.7	48.0	48.2	48.5	<=
4) POPULATION RATIO						
(A) Increasing Ratio	47.7	48.4	49.2	49.9	50.6	<=
= 0.0003 /year from base: 0.49	*0.49*	*0.49*	*0.49*	*0.50*	*0.50*	
(B) Mean Deviation: Avg. to High Year	47.8	48.6	49.4	50.2	51.0	<=
= 0.000 /year from base: 0.49	*0.49*	*0.49*	*0.50*	*0.50*	*0.50*	
(C) Linear Regression	48.4	49.1	49.7	50.4	51.0	<=
= Least Squares Analysis	*0.50*	*0.50*	*0.50*	*0.50*	*0.50*	

FORECAST MODELS	2020	2025	2030	2035	2040	
5) FILINGS PER JUDGE						
(A) Mean Deviation: Average to High Year	52.6	53.7	54.8	55.9	57.0	<=
= 9.8 /year from base: 1,980	*2,029*	*2,079*	*2,128*	*2,177*	*2,226*	
(B) Average Ratio (1996-2015)	47.8	50.0	52.3	54.6	56.9	<=
= 2,232 filings per judge	*2,232*	*2,232*	*2,232*	*2,232*	*2,232*	
(C) Current Ratio (2015)	53.9	56.4	58.9	61.5	64.1	
= 1,980 filings per judge	*1,980*	*1,980*	*1,980*	*1,980*	*1,980*	
6) MULTIPLE REGRESSION						
= Variables: Time, Pop., Filings						
= R-Square: 0.68	47.2	47.4	47.5	47.6	47.8	<=
RECOMMENDED FORECAST ==>						
AVERAGE MODELS SHOWN WITH "<="	**48.2**	**48.9**	**49.6**	**50.3**	**51.0**	
Judges per 10,000 Population:	***0.50***	***0.50***	***0.50***	***0.50***	***0.50***	
Filings per Judge:	***2,214***	***2,284***	***2,352***	***2,420***	***2,486***	

Table B-24
CIRCUIT COURT JUDGESHIP PROJECTIONS, 2020 - 2040

HISTORICAL JUDGES	
1996	46.0
1997	46.0
1998	46.0
1999	46.0
2000	47.0
2001	47.0
2002	47.0
2003	47.0
2004	47.0
2005	47.0
2006	47.0
2007	47.0
2008	47.0
2009	47.0
2010	47.0
2011	47.0
2012	47.0
2013	47.0
2014	47.0
2015	47.0
PROJECTED JUDGES	
2020	48.2
2025	48.9
2030	49.6
2035	50.3
2040	51.0

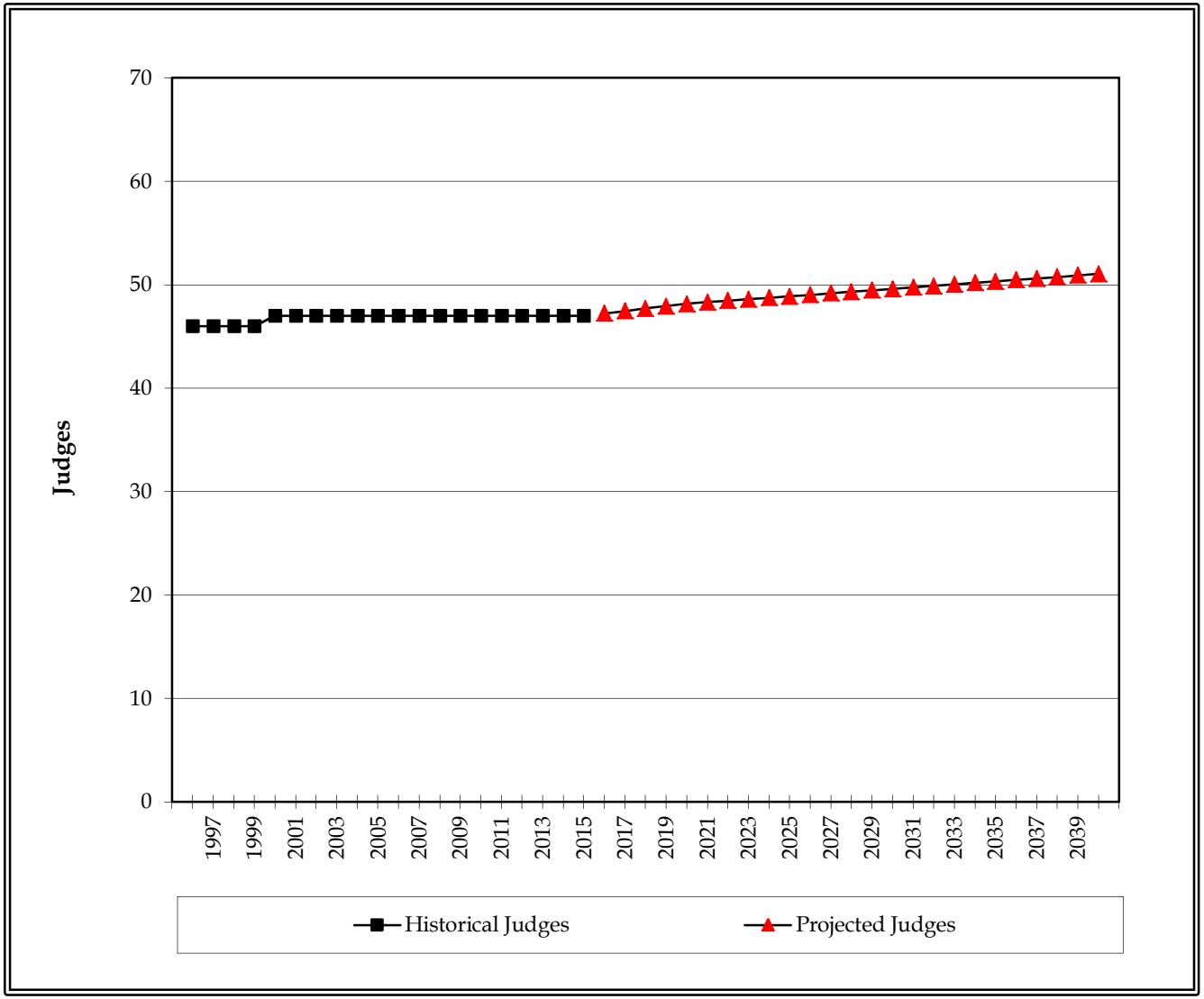


Table B-25
COMMISSIONER PROJECTIONS, 2020 - 2040

CIRCUIT COURT	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Commissioners	**18**	**18**	**18**	**18**	**18**	**18**	**27**	**27**	**27**	**27**	**27**	**27**	**27**	**25**	**25**	**22**	**22**	**22**	**22**	**22**
Milwaukee Co. Population	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154
Commissioners / 10,000 Pop.	0.19	0.19	0.19	0.19	0.19	0.19	0.29	0.29	0.29	0.29	0.29	0.29	0.29	0.27	0.26	0.23	0.23	0.23	0.23	0.23
Total Circuit Judges	46	46	46	46	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47
Commissioners per Judge	0.39	0.39	0.39	0.39	0.38	0.38	0.57	0.57	0.57	0.57	0.57	0.57	0.57	0.53	0.53	0.47	0.47	0.47	0.47	0.47
Total Circuit Filings	147,116	151,968	147,695	156,125	154,846	161,904	156,106	146,985	149,954	147,717	166,354	162,994	153,311	153,401	151,544	145,371	139,212	122,161	108,294	119,011
Filings per Commissioner	8,173	8,443	8,205	8,674	8,603	8,995	5,782	5,444	5,554	5,471	6,161	6,037	5,678	6,136	6,062	6,608	6,328	5,553	4,922	5,410

HISTORICAL PERIOD: 1996-2015	Percent Change Number Change				1996-15
	Period	Annual	Period	Annual	Average
Commissioners	22.2%	1.2%	4.0	0.21	22.9
Commissioners per 10,000 Population	21.2%	1.1%	0.040	0.002	0.24
Commissioners per Judge	19.6%	1.0%	0.08	0.004	0.49
Filings per Commissioner	-30.7%	-1.6%	-2,764	-145.4	6,612

PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250
Circuit Judges	48.2	48.9	49.6	50.3	51.0
Total Circuit Filings	146,939	153,698	160,522	167,411	174,365

FORECAST MODELS	2020	2025	2030	2035	2040	
1) HISTORICAL TREND -- % CHANGE						
= 1.2% /year from base: 22.0	23.3	24.6	25.9	27.1	28.4	<=
2) HISTORICAL TREND -- # CHANGE						
= 0.21 /year from base: 22.0	23.1	24.1	25.2	26.2	27.3	<=
3) LINEAR REGRESSION	26.7	28.0	29.3	30.6	31.9	<=
4) POPULATION RATIO						
(A) Increasing Ratio	23.3	24.6	25.9	27.3	28.7	<=
= 0.0021 /year from base: 0.23	*0.24*	*0.25*	*0.26*	*0.27*	*0.28*	
(B) Mean Deviation: Avg. to High Year	23.4	24.9	26.4	27.9	29.4	<=
= 0.002 /year from base: 0.23	*0.24*	*0.25*	*0.27*	*0.28*	*0.29*	
(C) 10-Year Average Ratio (2006-2015)	24.8	25.0	25.3	25.6	25.9	<=
= 0.26 commissioners per 10,000 pop.	*0.26*	*0.26*	*0.26*	*0.26*	*0.26*	

FORECAST MODELS	2020	2025	2030	2035	2040	
5) COMMISSIONERS PER JUDGE						
(A) Increasing Ratio	23.5	24.9	26.2	27.6	29.1	<=
= 0.004 /year from base: 0.47	*0.49*	*0.51*	*0.53*	*0.55*	*0.57*	
(B) Mean Deviation: Average to High Year	23.6	24.6	25.7	26.7	27.8	<=
= 0.0 /year from base: 0.47	*0.49*	*0.51*	*0.53*	*0.55*	*0.58*	
(C) 10-Year Average Ratio (2006-2015)	24.7	25.1	25.4	25.8	26.2	<=
= 0.51 commissioners per judge	*0.51*	*0.51*	*0.51*	*0.51*	*0.51*	
6) FILINGS PER COMMISSIONER						
(A) Average Ratio (1996-2015)	22.2	23.2	24.3	25.3	26.4	<=
= 6,612 filings per commissioner	*6,612*	*6,612*	*6,612*	*6,612*	*6,612*	
RECOMMENDED FORECAST ==>						
AVERAGE MODELS SHOWN WITH "<="	**23.2**	**24.4**	**25.6**	**26.9**	**28.1**	
Commissioners per 10,000 Population:	***0.24***	***0.25***	***0.26***	***0.27***	***0.28***	
Commissioners per Judge:	***0.48***	***0.50***	***0.52***	***0.53***	***0.55***	
Filings per Commissioner:	***6,334***	***6,296***	***6,261***	***6,228***	***6,207***	

Notes: (1) The increase in commissioners in 2002 may be slightly related to some special projects involving child support, domestic violence, bail proceedings, and a special magistrate position.

(2) According to the presiding Family Court Commissioners, the number of commissioners peaked at 14, then decreased to 8, prior to the current total of 10.

Table B-26
COMMISSIONER PROJECTIONS, 2020 - 2040

HISTORICAL COMM.	
1996	18.0
1997	18.0
1998	18.0
1999	18.0
2000	18.0
2001	18.0
2002	27.0
2003	27.0
2004	27.0
2005	27.0
2006	27.0
2007	27.0
2008	27.0
2009	25.0
2010	25.0
2011	22.0
2012	22.0
2013	22.0
2014	22.0
2015	22.0
PROJECTED COMM.	
2020	23.2
2025	24.4
2030	25.6
2035	26.9
2040	28.1

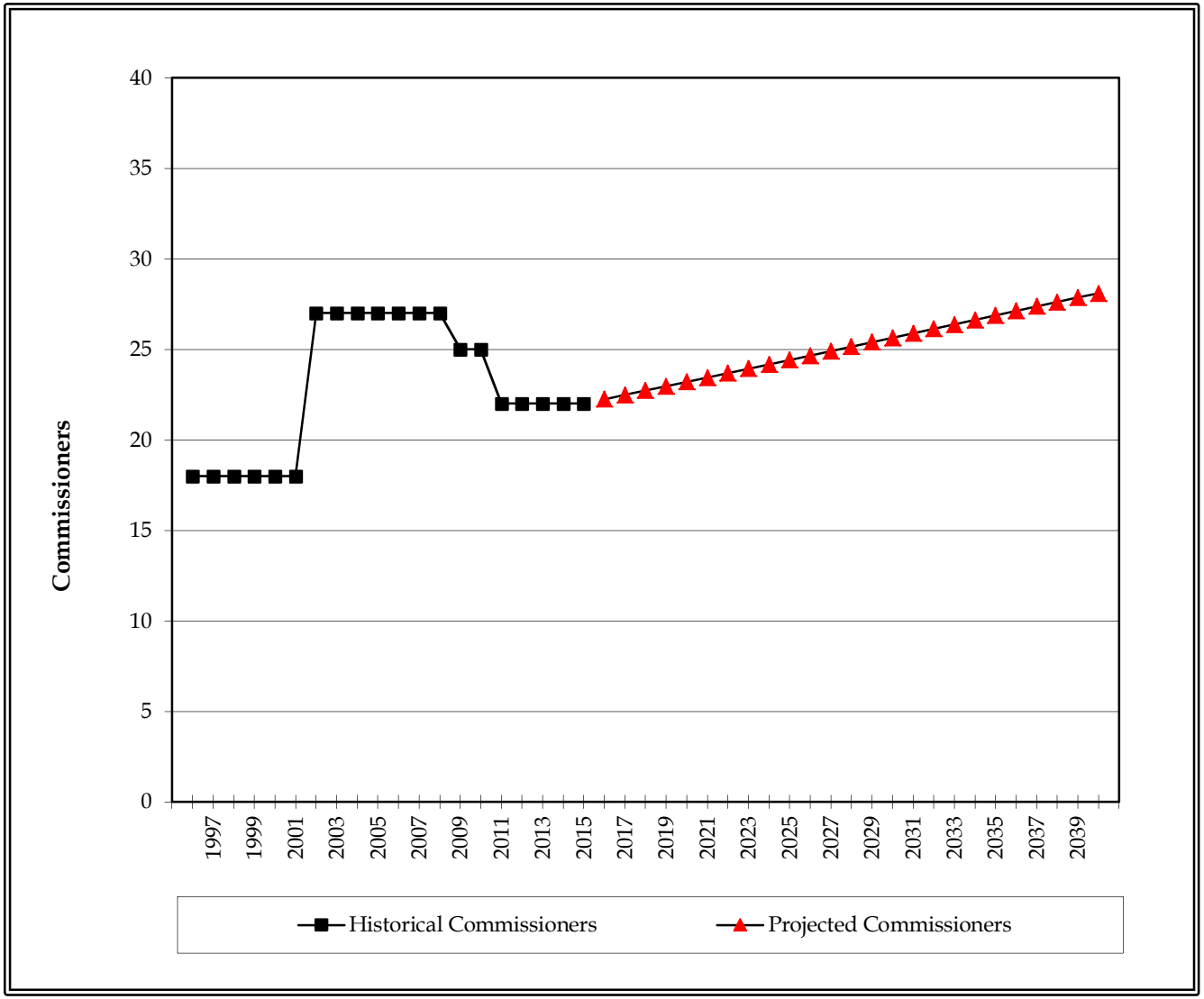


Table B-27
HISTORICAL AND PROJECTED JUDICIAL OFFICERS, 1996 - 2040

JUDICIAL OFFICERS	HISTORICAL JUDICIAL OFFICERS																				PROJECTED JUDICIAL OFFICERS				
	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2020	2025	2030	2035	2040
Judge	*46*	*46*	*46*	*46*	*47*	*47*	*47*	*47*	*47*	*47*	*47*	*47*	*47*	*47*	*47*	*47*	*47*	*47*	*47*	*47*	*48*	*49*	*50*	*50*	*51*
Commissioner	*18*	*18*	*18*	*18*	*18*	*18*	*27*	*27*	*27*	*27*	*27*	*27*	*27*	*25*	*25*	*22*	*22*	*22*	*22*	*22*	*23*	*24*	*26*	*27*	*28*
TOTAL	**64**	**64**	**64**	**64**	**65**	**65**	**74**	**74**	**74**	**74**	**74**	**74**	**74**	**72**	**72**	**69**	**69**	**69**	**69**	**69**	**71**	**73**	**75**	**77**	**79**

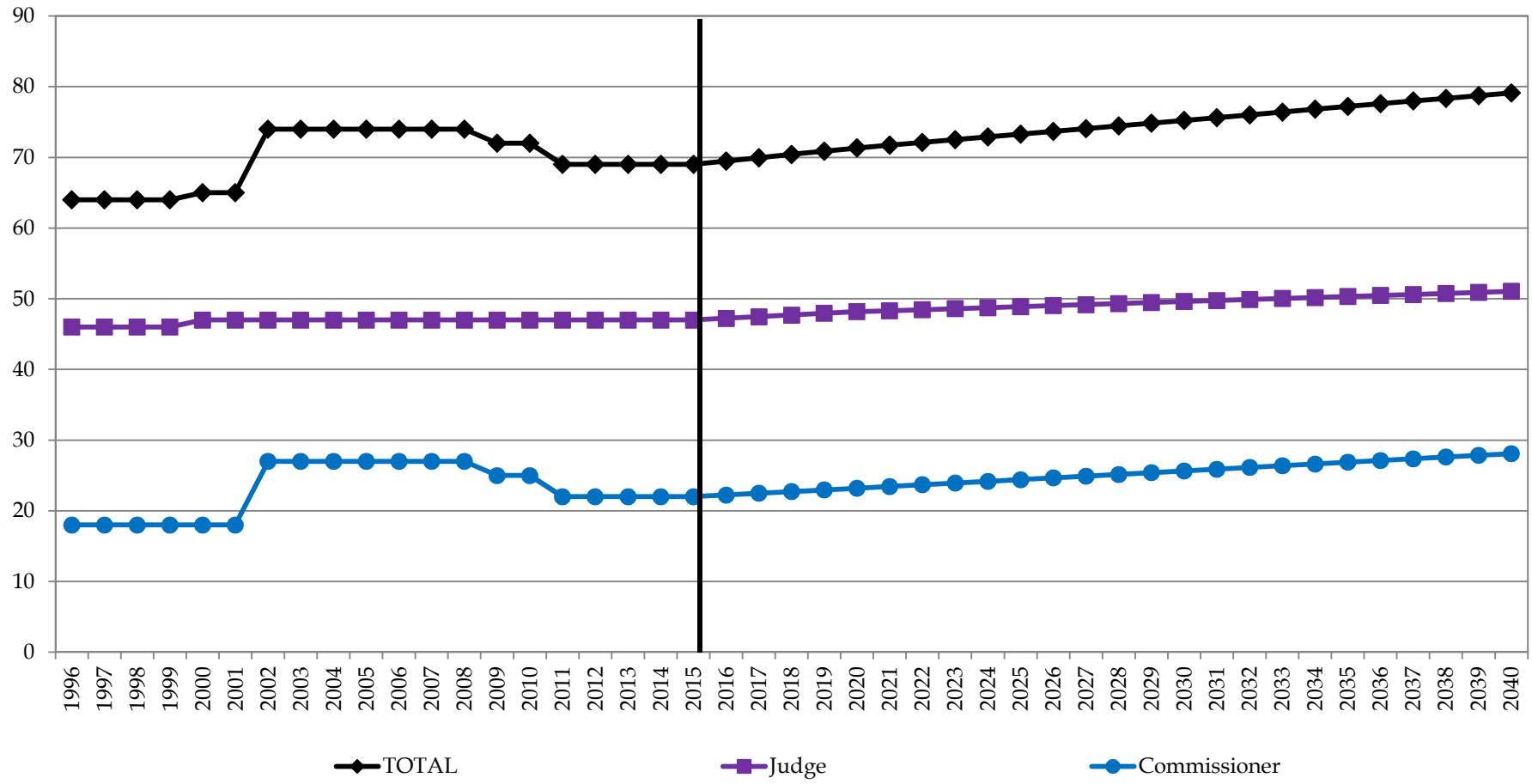
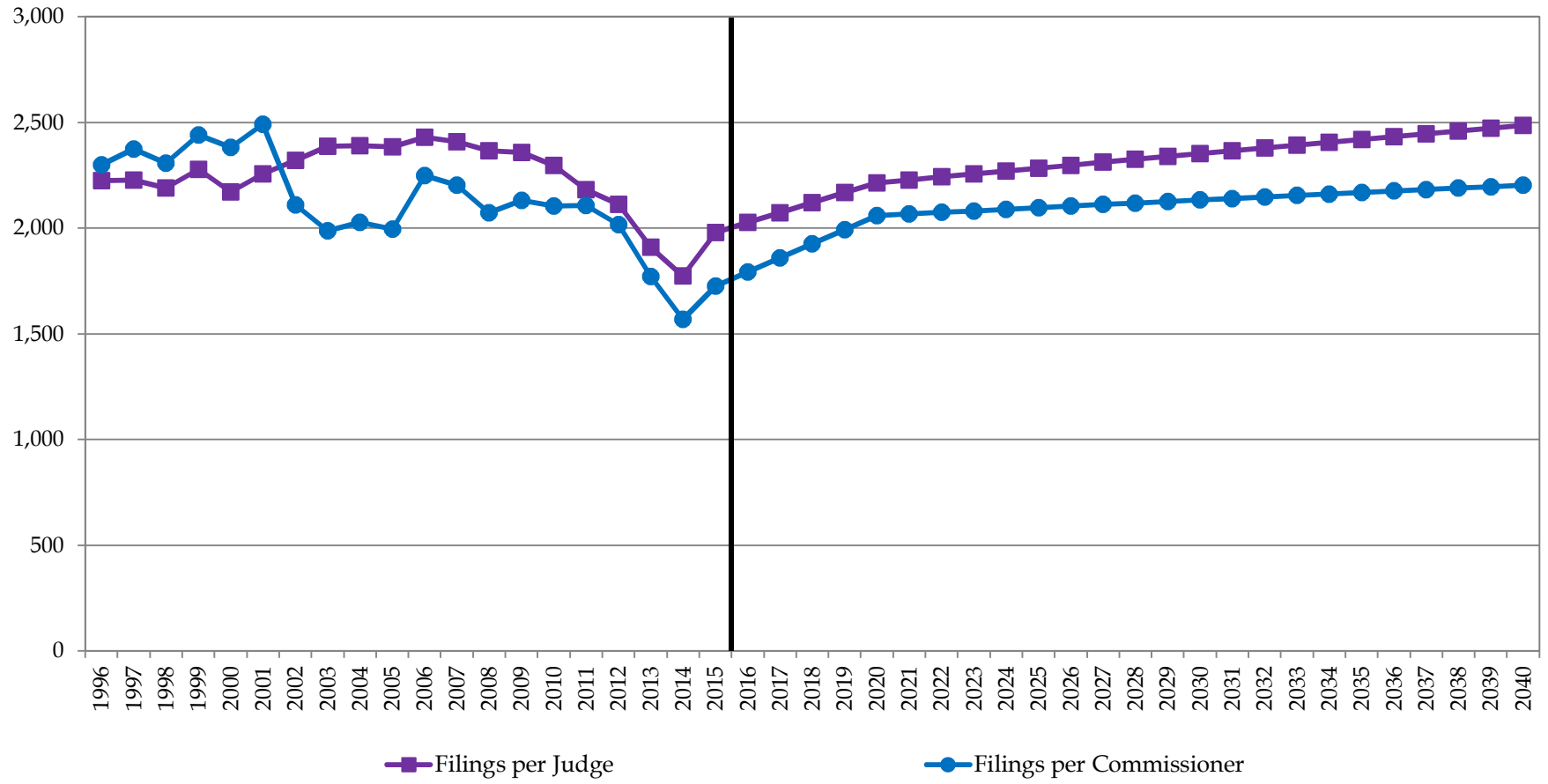


Table B-28
SUMMARY OF CIRCUIT COURT PROJECTIONS

	HISTORICAL PERIOD																				PROJECTIONS				
	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2020	2025	2030	2035	2040
POPULATION																									
Milwaukee County	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154	970,573	981,993	993,412	1,004,831	1,016,250
FILINGS																									
Civil	*47,968*	*48,993*	*47,573*	*48,246*	*47,260*	*49,975*	*48,439*	*49,787*	*54,243*	*56,799*	*62,740*	*66,889*	*67,155*	*67,903*	*65,397*	*61,093*	*59,805*	*53,270*	*48,346*	*54,437*	*58,403*	*61,113*	*63,850*	*66,613*	*69,405*
Criminal	*27,446*	*27,089*	*25,265*	*26,274*	*24,893*	*27,856*	*28,928*	*32,396*	*30,674*	*29,153*	*25,187*	*21,572*	*20,482*	*18,025*	*17,230*	*16,267*	*15,675*	*13,917*	*13,316*	*14,626*	*20,703*	*21,732*	*22,771*	*23,820*	*24,878*
Family	*11,750*	*11,235*	*12,764*	*13,289*	*14,614*	*14,749*	*16,811*	*14,778*	*12,534*	*11,983*	*11,393*	*9,966*	*9,272*	*11,046*	*11,113*	*11,142*	*11,307*	*10,668*	*10,753*	*12,655*	*13,313*	*13,670*	*14,031*	*14,394*	*14,760*
Children's	*9,245*	*8,968*	*8,806*	*10,924*	*9,573*	*8,384*	*8,447*	*8,109*	*7,306*	*6,652*	*6,587*	*6,521*	*5,728*	*5,147*	*4,636*	*4,734*	*4,024*	*4,297*	*4,376*	*4,430*	*6,497*	*6,911*	*7,329*	*7,751*	*8,177*
Probate	*5,948*	*6,171*	*6,366*	*6,039*	*5,739*	*5,053*	*6,400*	*7,145*	*7,527*	*7,475*	*8,250*	*8,199*	*8,532*	*8,718*	*9,572*	*9,283*	*8,429*	*7,580*	*6,621*	*6,921*	*7,746*	*8,228*	*8,714*	*9,205*	*9,702*
SUBTOTAL	**102,357**	**102,456**	**100,774**	**104,772**	**102,079**	**106,017**	**109,025**	**112,215**	**112,284**	**112,062**	**114,157**	**113,147**	**111,169**	**110,839**	**107,948**	**102,519**	**99,240**	**89,732**	**83,412**	**93,069**	**106,662**	**111,654**	**116,694**	**121,783**	**126,922**
Traffic	*44,759*	*49,512*	*46,921*	*51,353*	*52,767*	*55,887*	*47,081*	*34,770*	*37,670*	*35,655*	*52,197*	*49,847*	*42,142*	*42,562*	*43,596*	*42,852*	*39,972*	*32,429*	*24,882*	*25,942*	*40,277*	*42,045*	*43,828*	*45,628*	*47,443*
TOTAL	**147,116**	**151,968**	**147,695**	**156,125**	**154,846**	**161,904**	**156,106**	**146,985**	**149,954**	**147,717**	**166,354**	**162,994**	**153,311**	**153,401**	**151,544**	**145,371**	**139,212**	**122,161**	**108,294**	**119,011**	**146,939**	**153,698**	**160,522**	**167,411**	**174,365**
JUDICIAL OFFICERS																									
Judge	*46*	*46*	*46*	*46*	*47*	*47*	*47*	*47*	*47*	*47*	*47*	*47*	*47*	*47*	*47*	*47*	*47*	*47*	*47*	*47*	*48.2*	*48.9*	*49.6*	*50.3*	*51.0*
Commissioner	*18*	*18*	*18*	*18*	*18*	*18*	*27*	*27*	*27*	*27*	*27*	*27*	*27*	*25*	*25*	*22*	*22*	*22*	*22*	*22*	*23.2*	*24.4*	*25.6*	*26.9*	*28.1*
TOTAL	**64**	**64**	**64**	**64**	**65**	**65**	**74**	**74**	**74**	**74**	**74**	**74**	**74**	**72**	**72**	**69**	**69**	**69**	**69**	**69**	**71.4**	**73.3**	**75.2**	**77.2**	**79.1**
POPULATION RATIO																									
Non-Traffic Filings	*108*	*108*	*107*	*111*	*109*	*113*	*116*	*119*	*120*	*120*	*123*	*121*	*119*	*118*	*114*	*108*	*104*	*94*	*87*	*97*	*110*	*114*	*117*	*121*	*125*
Traffic Filings	*47*	*52*	*50*	*55*	*56*	*59*	*50*	*37*	*40*	*38*	*56*	*54*	*45*	*45*	*46*	*45*	*42*	*34*	*26*	*27*	*41*	*43*	*44*	*45*	*47*
TOTAL FILINGS	**155**	**161**	**157**	**166**	**165**	**172**	**166**	**156**	**160**	**158**	**179**	**175**	**164**	**163**	**160**	**153**	**146**	**128**	**113**	**124**	**151**	**157**	**162**	**167**	**172**
Judge	*0.48*	*0.49*	*0.49*	*0.49*	*0.50*	*0.50*	*0.50*	*0.50*	*0.50*	*0.50*	*0.51*	*0.50*	*0.50*	*0.50*	*0.50*	*0.49*	*0.49*	*0.49*	*0.49*	*0.49*	*0.50*	*0.50*	*0.50*	*0.50*	*0.50*
Commissioner	*0.19*	*0.19*	*0.19*	*0.19*	*0.19*	*0.19*	*0.29*	*0.29*	*0.29*	*0.29*	*0.29*	*0.29*	*0.29*	*0.27*	*0.26*	*0.23*	*0.23*	*0.23*	*0.23*	*0.23*	*0.24*	*0.25*	*0.26*	*0.27*	*0.28*
JUDICIAL OFFICERS	**0.67**	**0.68**	**0.68**	**0.68**	**0.69**	**0.69**	**0.79**	**0.79**	**0.79**	**0.79**	**0.80**	**0.79**	**0.79**	**0.76**	**0.76**	**0.73**	**0.72**	**0.72**	**0.72**	**0.72**	**0.74**	**0.75**	**0.76**	**0.77**	**0.78**
FILING RATIO																									
Non-Traffic Filings / Judge	2,225	2,227	2,191	2,278	2,172	2,256	2,320	2,388	2,389	2,384	2,429	2,407	2,365	2,358	2,297	2,181	2,111	1,909	1,775	1,980	2,214	2,284	2,352	2,420	2,486
Total Filings / Judicial Officer	2,299	2,375	2,308	2,439	2,382	2,491	2,110	1,986	2,026	1,996	2,248	2,203	2,072	2,131	2,105	2,107	2,018	1,770	1,569	1,725	2,059	2,097	2,133	2,168	2,203

Table B-29
HISTORICAL AND PROJECTED FILINGS PER JUDICIAL OFFICER, 1996 - 2040

JUDICIAL OFFICERS	HISTORICAL FILINGS PER JUDICIAL OFFICER																				PROJECTED PER OFFICER				
	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2020	2025	2030	2035	2040
Judge	*2,225*	*2,227*	*2,191*	*2,278*	*2,172*	*2,256*	*2,320*	*2,388*	*2,389*	*2,384*	*2,429*	*2,407*	*2,365*	*2,358*	*2,297*	*2,181*	*2,111*	*1,909*	*1,775*	*1,980*	*2,214*	*2,284*	*2,352*	*2,420*	*2,486*
Commissioner	*2,299*	*2,375*	*2,308*	*2,439*	*2,382*	*2,491*	*2,110*	*1,986*	*2,026*	*1,996*	*2,248*	*2,203*	*2,072*	*2,131*	*2,105*	*2,107*	*2,018*	*1,770*	*1,569*	*1,725*	*2,059*	*2,097*	*2,133*	*2,168*	*2,203*



SECTION C: STAFF PROJECTIONS

SECTION C: STAFF PROJECTIONS

In a similar fashion to the judicial system analysis presented in Section B, a very methodologically-based approach was used to estimate future staff positions. Staff projections were developed for most of the court related components housed in the Historic Courthouse, Safety Building, and Juvenile Justice Center.

Projections were developed for the following agencies and components:

- Court Administration: Table C-3
- Child Support Services: Table C-5
- Circuit Clerk: Table C-7
- District Attorney: Table C-10
- Guardian ad Litem: Table C-13
- JusticePoint Pretrial Services: Table C-15
- Law Library: Table C-17
- Milwaukee Justice Center: Table C-19
- Restraining Order Clinic: Table C-21
- Sheriff's Office: Table C-23
- WCS Drug Testing: Table C-24
- WCS OWI Program: Table C-26

Projections were not developed for chamber-related staff such as court reporters, law clerks, or bailiffs as these positions are space planned based on individual chamber units.

Obtaining 20 years of historical staffing information proved to be a difficult task. It is desirable to have 20 years of historical data in order to project 25 years into the future. Ideally, a forecaster would like to have one year of historical data for each year projected forward.

Many agencies did not maintain that information, and the County budget documents were not organized in a manner to facilitate easy retrieval of data. But working in conjunction with County and Court staff, the Consultant was able to develop reliable historical information for nearly all of the components involved in the study.

With respect to the Sheriff's Office, historical staffing information for non-detention staff was unavailable prior to 2009. Due to the short data period, and because the available data revealed a downward trend in the number of staff, the Consultant believes that no meaningful forecast can be generated for the Sheriff's Office. However, the Consultant has estimated the future space needs of the Sheriff's Office to the year 2040 at 60,000 departmental gross square feet.

The Consultant developed and arrayed the staffing information, and reviewed the projections with each agency. All agencies believed the forecasts to be credible. Intuitively, some of these projections may be conservative, meaning tending towards the higher level. For space planning purposes, it is better to err slightly high, and provide a few more years of occupancy, than to estimate low, and exceed available space prematurely.

SECTION C: STAFF PROJECTIONS

Collectively, the court-related agencies of the Milwaukee County Court System have seen many ebbs and flows in staffing levels. A summary of historical staffing is shown on Tables C-1 and C-2.

From a starting point of 712 staff in 1995, staffing levels increased to 786 by 2015. However, the maximum growth demonstrated was from 1996 to 2002 when staff positions increased from 665 to 870, an increase of 205 positions. Since 2005, staffing levels have remained fairly constant at approximately 800.

From 1995 to 2015, total staff positions for the agencies forecasted increased by 74 (an average of approximately 4 positions per year). However, since 1996, the total increased by 121 (an average of 6 positions per year). The Consultant used a variety of forecasting models to predict future staffing levels. The models included time series/ trend analysis (funding reality), ratios to population, ratios to filings, ratios to judicial officers; and multiple regression.

Table C-28 shows a summary of staff projections. It is projected that the total number of positions could reach 972by the year 2040. This translates to an increase of 186 positions, or approximately 7 positions per year. Approximately half of that increase (97 positions) would be within the District Attorney's Office and JusticePoint Pretrial Services. The District Attorney's Office is funded from a variety of sources, including Federal, State, County, and grants. JusticePoint Pretrial Services is a privately-funded agency that contracts with Milwaukee County.

Finally, as noted earlier, the staff projections are not intended to be prescriptive of need, or an indication of what should occur. These forecasts are a space planning tool meant to describe what is likely to occur in the future given past trends, and projections of relevant variables, such as county population and court filings.

Table C-1
SUMMARY OF HISTORICAL STAFFING, 1995 - 2015

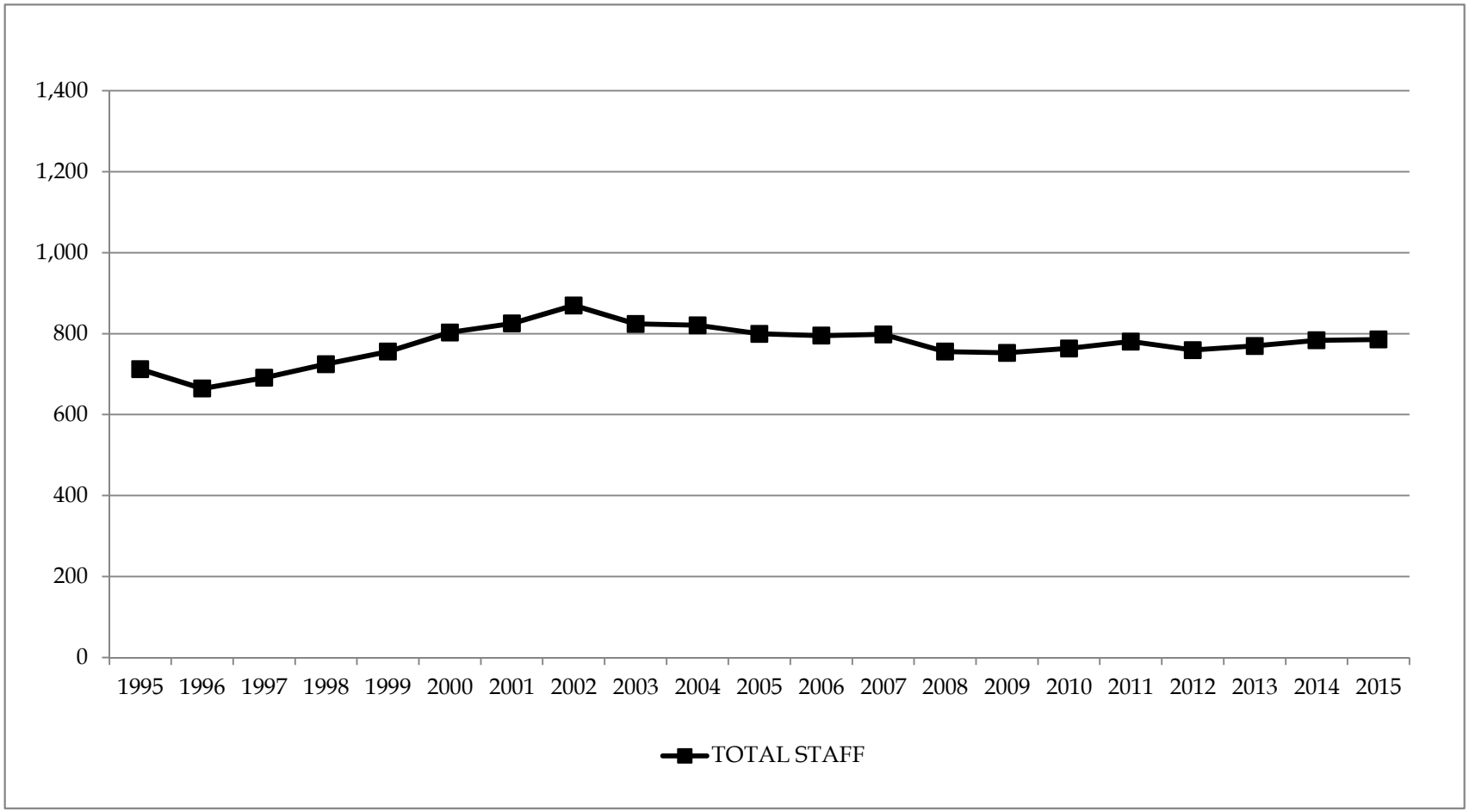
AGENCY	*Fiscal Year*																				
	1995	**1996**	**1997**	**1998**	**1999**	**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**
Court Administration	11	11	11	12	13	14	14	13	12	13	13	14	15	15	15	15	16	16	16	17	19
Child Support Services	132	125	131	173	194	200	205	219	204	207	191	194	191	139	131	134	151	138	141	150	145
Circuit Clerk	320	278	290	261	260	275	292	298	272	272	263	240	233	236	237	241	247	246	250	250	248
District Attorney	220	222	228	245	251	276	278	297	291	285	290	285	290	291	294	293	285	278	281	280	284
Guardian ad Litem	19	19	20	21	21	21	21	22	22	22	22	22	23	24	24	24	23	22	20	20	20
JusticePoint Pretrial Services	n/a	n/a	n/a	n/a	n/a	n/a	n/a	4	6	6	6	20	28	28	28	33	34	35	35	41	42
Law Library	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Milwaukee Justice Center	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2	3	3	4	4	6	5	6
Restraining Order Clinic	5	5	5	5	5	5	5	5	5	5	5	8	8	8	8	8	8	8	8	8	8
Sheriff's Office	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	236	246	252	229	218	217	222
WCS Drug Testing	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	3
WCS OWI Program	n/a	n/a	1	3	7	7	5	7	7	6	5	7	5	8	8	8	8	8	8	8	8
TOTAL	**712**	**665**	**691**	**725**	**756**	**803**	**825**	**870**	**824**	**821**	**800**	**795**	**798**	**756**	**753**	**764**	**781**	**760**	**770**	**784**	**786**

Notes: (1) JusticePoint was first contracted by the County in 2002. (2) The Milwaukee Justice Center began operating in 2008. (3) The WCS OWI Program began in 1997.

(4) Historical staff data is not available for the Sheriff's Office from 1995-2008.

Table C-2
SUMMARY OF HISTORICAL STAFFING, 1995 - 2015

AGENCY	*Fiscal Year*																				
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
TOTAL STAFF	712	665	691	725	756	803	825	870	824	821	800	795	798	756	753	764	781	760	770	784	786



Note: Historical staff data is not available for the Sheriff's Office from 1995-2008. Since the inclusion of partial data would falsely skew the graph, the Sheriff's Office has been excluded from the total shown above.

Table C-3
COURT ADMINISTRATION STAFF PROJECTIONS, 2020 - 2040

COURT ADMIN.	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Staff	**11**	**11**	**11**	**12**	**13**	**14**	**14**	**13**	**12**	**13**	**13**	**14**	**15**	**15**	**15**	**15**	**16**	**16**	**16**	**17**	**19**
Milwaukee Co. Population	954,978	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154
Staff per 10,000 Pop.	0.12	0.12	0.12	0.13	0.14	0.15	0.15	0.14	0.13	0.14	0.14	0.15	0.16	0.16	0.16	0.16	0.17	0.17	0.17	0.18	0.20
Total Non-Traffic Filings	105,070	102,357	102,456	100,774	104,772	102,079	106,017	109,025	112,215	112,284	112,062	114,157	113,147	111,169	110,839	107,948	102,519	99,240	89,732	83,412	93,069
Filings per Staff	9,552	9,305	9,314	8,398	8,059	7,291	7,573	8,387	9,351	8,637	8,620	8,154	7,543	7,411	7,389	7,197	6,407	6,203	5,608	4,907	4,898
Total Judicial Officers	64.0	64.0	64.0	64.0	64.0	65.0	65.0	74.0	74.0	74.0	74.0	74.0	74.0	74.0	72.0	72.0	69.0	69.0	69.0	69.0	69.0
Staff per Judicial Officer	0.17	0.17	0.17	0.19	0.20	0.22	0.22	0.18	0.16	0.18	0.18	0.19	0.20	0.20	0.21	0.21	0.23	0.23	0.23	0.25	0.28

HISTORICAL PERIOD: 1995-2015	% Change		# Change		1995-15
	Period	Annual	Period	Annual	Avg.
Total Staff	72.7%	3.6%	8.0	0.40	14.0
Staff per 10,000 Population	72.0%	3.6%	0.08	0.004	0.15
Filings per Staff	-48.7%	-2.4%	-4,653.5	-232.7	7,629
Staff per Judicial Officer	60.2%	3.0%	0.10	0.005	0.20

PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250
Total Non-Traffic Filings	106,662	111,654	116,694	121,783	126,922
Total Judicial Officers	71.4	73.3	75.2	77.2	79.1

FORECAST MODELS	2020	2025	2030	2035	2040	
1) HISTORICAL TREND -- % CHANGE						
= 3.6% /year from base: 19	22	26	29	33	36	<=
2) HISTORICAL TREND -- # CHANGE						
= 0.40 /year from base: 19	21	23	25	27	29	<=
3) LINEAR REGRESSION	19	20	22	23	25	<=
4) POPULATION RATIO						
(A) Increasing Ratio	21	24	26	28	31	<=
= 0.004 /year from base: 0.20	*0.22*	*0.24*	*0.26*	*0.28*	*0.30*	
(B) Linear Regression	19	21	23	25	27	<=
= Least Squares Analysis	*0.20*	*0.21*	*0.23*	*0.25*	*0.26*	
(C) Mean Deviation: Average to High Year	20	22	23	25	26	<=
= 0.002 /year from base: 0.20	*0.21*	*0.22*	*0.23*	*0.25*	*0.26*	
5) FILINGS PER STAFF						
(A) Current / Low Ratio	22	23	24	25	26	<=
= 4,898 filings per staff	*4,898*	*4,898*	*4,898*	*4,898*	*4,898*	

FORECAST MODELS	2020	2025	2030	2035	2040	
6) STAFF PER JUDICIAL OFFICER						
(A) Increasing Ratio	21	24	27	29	32	<=
= 0.005 /year from base: 0.28	*0.30*	*0.33*	*0.35*	*0.38*	*0.40*	
(B) Linear Regression	18	20	22	24	26	<=
= Least Squares Analysis	*0.26*	*0.27*	*0.29*	*0.31*	*0.33*	
(C) Mean Deviation: Average to High Year	21	23	25	27	29	<=
= 0.003 /year from base: 0.28	*0.29*	*0.31*	*0.33*	*0.34*	*0.36*	
7) MULTIPLE REGRESSION						
Variables: Time, Population						
= R-Square: 0.862	19	21	23	24	26	<=
RECOMMENDED FORECAST ==>						
AVERAGE MODELS SHOWN WITH "<="	**20**	**22**	**24**	**26**	**28**	
Staff per 10,000 Population:	***0.21***	***0.23***	***0.25***	***0.26***	***0.28***	
Filings per Staff:	***5,223***	***4,991***	***4,791***	***4,618***	***4,466***	
Staff per Judicial Officer:	***0.29***	***0.31***	***0.32***	***0.34***	***0.36***	

Note: Two new staff positions were created in 2015 (Delinquency Court Coordinator and Safe Baby Court Coordinator).

Table C-4
COURT ADMINISTRATION STAFF PROJECTIONS, 2020 - 2040

HISTORICAL STAFF	
1995	11
1996	11
1997	11
1998	12
1999	13
2000	14
2001	14
2002	13
2003	12
2004	13
2005	13
2006	14
2007	15
2008	15
2009	15
2010	15
2011	16
2012	16
2013	16
2014	17
2015	19
PROJECTED STAFF	
2020	20
2025	22
2030	24
2035	26
2040	28

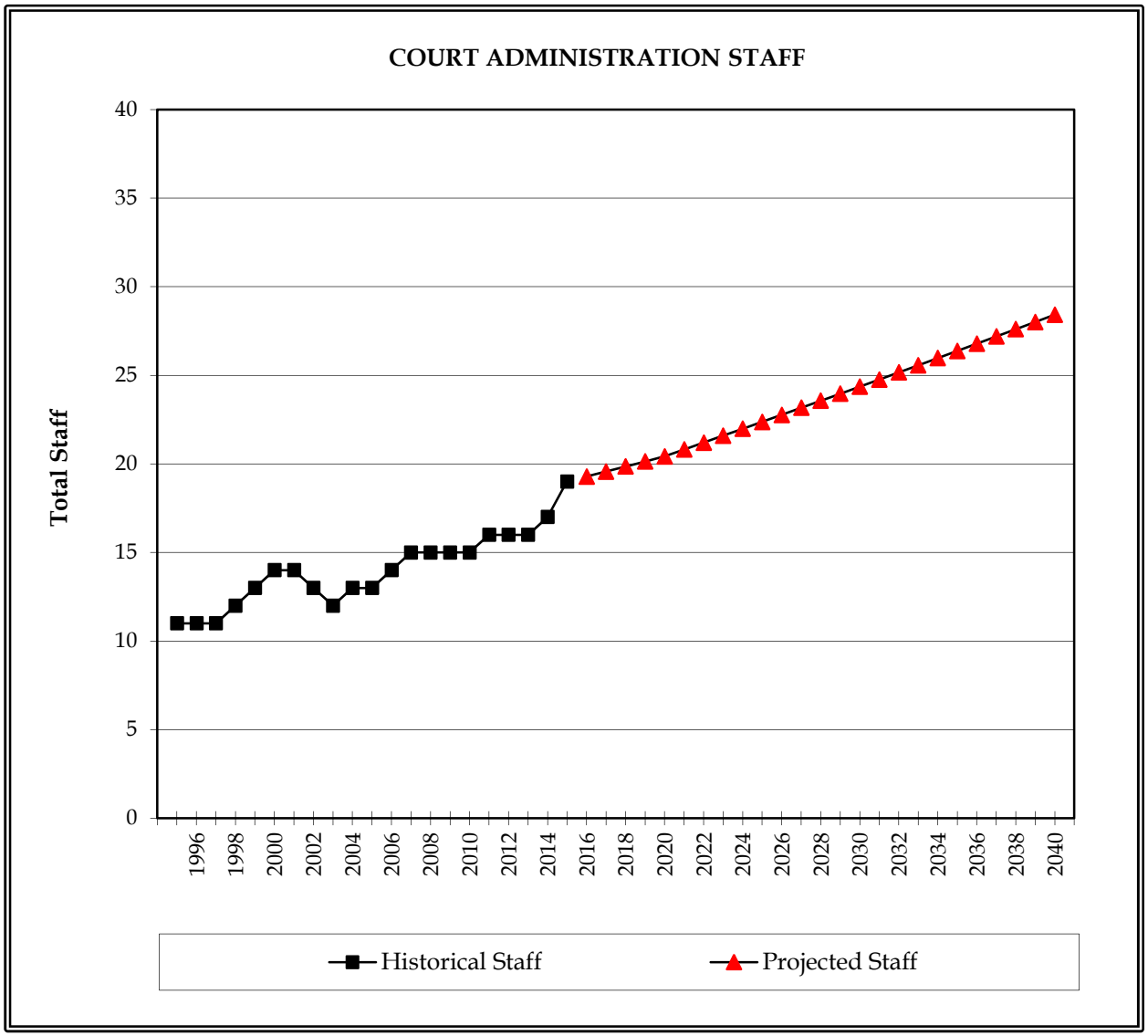


Table C-5
CHILD SUPPORT SERVICES STAFF PROJECTIONS, 2020 - 2040

CHILD SUPPORT SERV.	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Staff	**132**	**125**	**131**	**173**	**194**	**200**	**205**	**219**	**204**	**207**	**191**	**194**	**191**	**139**	**131**	**134**	**151**	**138**	**141**	**150**	**145**
Milwaukee Co. Population	954,978	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154
Staff per 10,000 Pop.	1.38	1.31	1.39	1.84	2.06	2.13	2.18	2.33	2.17	2.21	2.05	2.09	2.05	1.49	1.39	1.41	1.59	1.45	1.48	1.57	1.51
Family Filings	15,283	11,750	11,235	12,764	13,289	14,614	14,749	16,811	14,778	12,534	11,983	11,393	9,966	9,272	11,046	11,113	11,142	11,307	10,668	10,753	12,655
Filings per Staff	116	94	86	74	69	73	72	77	72	61	63	59	52	67	84	83	74	82	76	72	87
Total Judicial Officers	64.0	64.0	64.0	64.0	64.0	65.0	65.0	74.0	74.0	74.0	74.0	74.0	74.0	74.0	72.0	72.0	69.0	69.0	69.0	69.0	69.0
Staff per Judicial Officer	2.1	2.0	2.0	2.7	3.0	3.1	3.2	3.0	2.8	2.8	2.6	2.6	2.6	1.9	1.8	1.9	2.2	2.0	2.0	2.2	2.1

HISTORICAL PERIOD: 1995-2015	% Change		# Change		1995-15
	Period	Annual	Period	Annual	Avg.
Total Staff	9.8%	0.5%	13.0	0.65	166.4
Staff per 10,000 Population	9.4%	0.5%	0.13	0.01	1.77
Filings per Staff	-24.6%	-1.2%	-28.5	-1.4	76
Staff per Judicial Officer	1.9%	0.1%	0.04	0.002	2.4

PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250
Family Filings	13,313	13,670	14,031	14,394	14,760
Total Judicial Officers	71.4	73.3	75.2	77.2	79.1

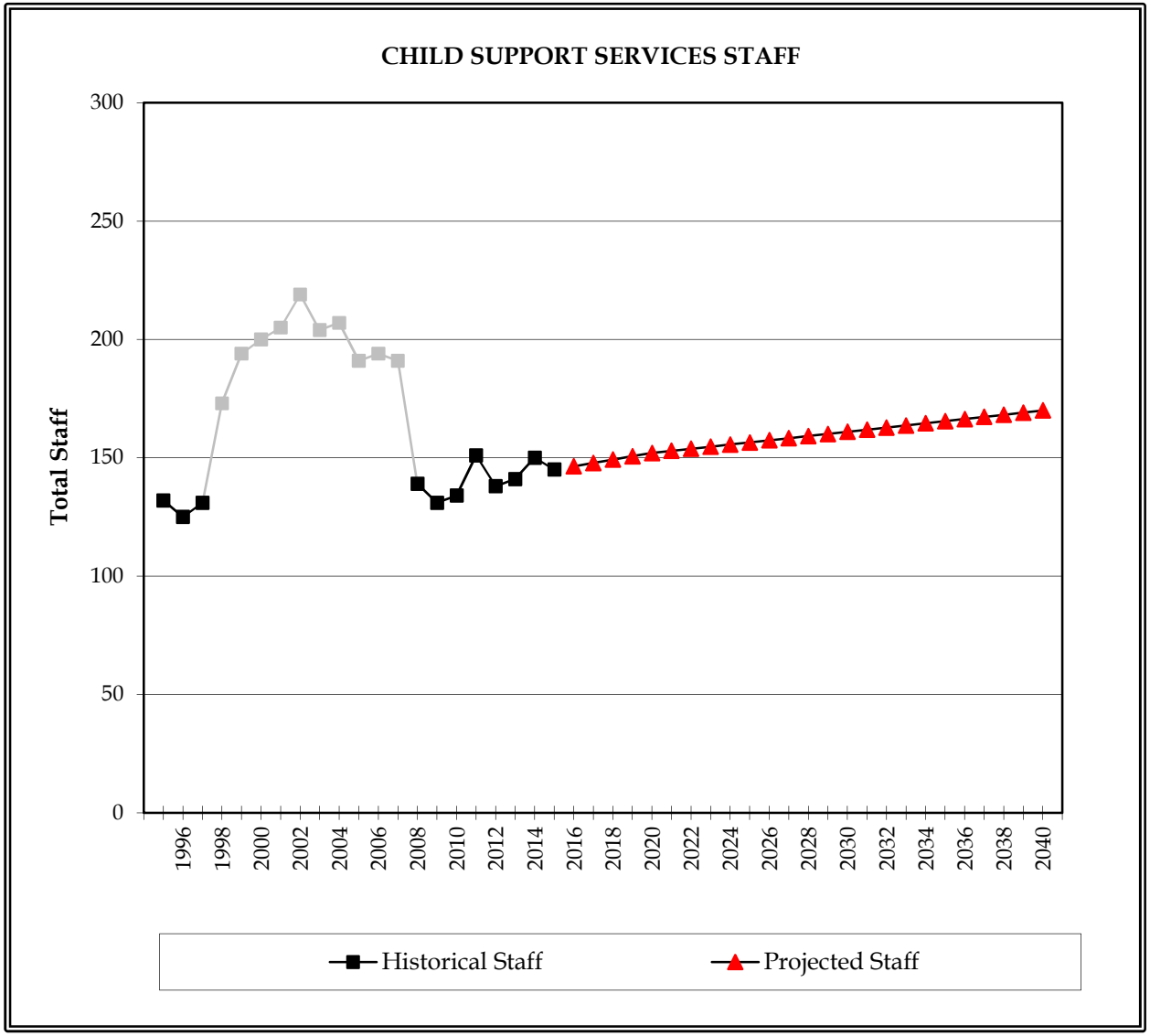
FORECAST MODELS	2020	2025	2030	2035	2040	
1) MODIFIED HISTORICAL % CHANGE						
= ***1995-1997 to 2013-2015***						
= 0.6% /year from base: 145	149	154	158	163	167	<=
2) MODIFIED HISTORICAL # CHANGE						
= ***1995-1997 to 2013-2015***						
= 0.80 /year from base: 145	149	153	157	161	165	<=
3) LINEAR REGRESSION	147	141	135	129	122	
4) POPULATION RATIO						
(A) Modified Increasing Ratio						
= Avg. 1995-1997 to Avg. 2013-2015	151	156	162	168	174	<=
= 0.008 /year from base: 1.51	*1.55*	*1.59*	*1.63*	*1.67*	*1.71*	
5) FILINGS PER STAFF						
(A) Recent Average Ratio (2008-2015)	171	175	180	184	189	<=
= 78 filings per staff	*78*	*78*	*78*	*78*	*78*	
(B) Current Ratio	153	157	161	165	169	<=
= 87 filings per staff	*87*	*87*	*87*	*87*	*87*	

FORECAST MODELS	2020	2025	2030	2035	2040	
6) STAFF PER JUDICIAL OFFICER						
(A) Increasing Ratio	151	155	160	165	170	<=
= 0.002 /year from base: 2.1	*2.1*	*2.1*	*2.1*	*2.1*	*2.2*	
(B) Recent Average Ratio (2008-2015)	143	147	151	155	159	<=
= 2.0 staff per judicial officer	*2.0*	*2.0*	*2.0*	*2.0*	*2.0*	
(C) Current Ratio	150	154	158	162	166	<=
= 2.1 staff per judicial officer	*2.1*	*2.1*	*2.1*	*2.1*	*2.1*	
RECOMMENDED FORECAST ==>						
AVERAGE MODELS SHOWN WITH "<="	**152**	**156**	**161**	**165**	**170**	
Staff per 10,000 Population:	***1.57***	***1.59***	***1.62***	***1.65***	***1.67***	
Filings per Staff:	***88***	***87***	***87***	***87***	***87***	
Staff per Judicial Officer:	***2.1***	***2.1***	***2.1***	***2.1***	***2.1***	

Notes: (1) This department operates the State of Wisconsin's child support program for Milwaukee County, and is State funded. (2) In 1998, Finance division staff from the Clerk's Office were reclassified to this department. (3) In 1999, the County added additional staff to improve the department's performance. (4) The change in staff between 2001-2003 resulted from a new program which only lasted one year. (5) The Federal funding match initiative ended in 2008, which led to a decrease in the number of staff. (6) Fluctuations in staff between 2010-2012 are due to changes in funding within the County budget. (7) In 2015, the Customer Service Division of this department was outsourced to a private agency.

Table C-6
CHILD SUPPORT SERVICES STAFF PROJECTIONS, 2020 - 2040

HISTORICAL STAFF	
1995	132
1996	125
1997	131
1998	173
1999	194
2000	200
2001	205
2002	219
2003	204
2004	207
2005	191
2006	194
2007	191
2008	139
2009	131
2010	134
2011	151
2012	138
2013	141
2014	150
2015	145
PROJECTED STAFF	
2020	152
2025	156
2030	161
2035	165
2040	170



Note: For reasons listed in the footnotes on Table C-5, data from 1998-2007 is considered inappropriate to use for forecasting purposes.

Table C-7
CIRCUIT CLERK OF COURT STAFF PROJECTIONS, 2020 - 2040

CIRCUIT CLERK	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Staff	**320**	**278**	**290**	**261**	**260**	**275**	**292**	**298**	**272**	**272**	**263**	**240**	**233**	**236**	**237**	**241**	**247**	**246**	**250**	**250**	**248**
Milwaukee Co. Population	954,978	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154
Staff per 10,000 Pop.	3.35	2.92	3.07	2.77	2.76	2.93	3.11	3.17	2.90	2.90	2.82	2.58	2.50	2.52	2.51	2.54	2.60	2.58	2.62	2.61	2.59
Total Non-Traffic Filings	105,070	102,357	102,456	100,774	104,772	102,079	106,017	109,025	112,215	112,284	112,062	114,157	113,147	111,169	110,839	107,948	102,519	99,240	89,732	83,412	93,069
Filings per Staff	328	368	353	386	403	371	363	366	413	413	426	476	486	471	468	448	415	403	359	334	375
Total Judicial Officers	64.0	64.0	64.0	64.0	64.0	65.0	65.0	74.0	74.0	74.0	74.0	74.0	74.0	74.0	72.0	72.0	69.0	69.0	69.0	69.0	69.0
Staff per Judicial Officer	5.0	4.3	4.5	4.1	4.1	4.2	4.5	4.0	3.7	3.7	3.6	3.2	3.1	3.2	3.3	3.3	3.6	3.6	3.6	3.6	3.6

HISTORICAL PERIOD: 2006-2015	% Change Period	% Change Annual	# Change Period	# Change Annual	2006-15 Avg.
Total Staff	3.3%	0.4%	8.0	0.89	242.8
Staff per 10,000 Population	0.2%	0.0%	0.01	0.00	2.57
Filings per Staff	-21.1%	-2.3%	-100.4	-11.2	423
Staff per Judicial Officer	10.8%	1.2%	0.4	0.039	3.4

PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250
Total Non-Traffic Filings	106,662	111,654	116,694	121,783	126,922
Total Judicial Officers	71.4	73.3	75.2	77.2	79.1

FORECAST MODELS	2020	2025	2030	2035	2040	
1) HISTORICAL TREND -- % CHANGE						
= 0.4% /year from base: 248	253	257	262	266	271	<=
2) HISTORICAL TREND -- # CHANGE						
= 0.89 /year from base: 248	252	257	261	266	270	<=
3) MODIFIED HISTORICAL % CHANGE						
= 2006-2007 to 2014-2015						
= 0.6% /year from base: 248	255	263	270	277	284	<=
4) MODIFIED HISTORICAL # CHANGE						
= 2006-2007 to 2014-2015						
= 1.39 /year from base: 248	255	262	269	276	283	<=
5) LINEAR REGRESSION	260	269	278	286	295	<=
6) POPULATION RATIO						
(A) Linear Regression	258	266	273	281	289	<=
= Least Squares Analysis	*2.66*	*2.70*	*2.75*	*2.80*	*2.85*	

FORECAST MODELS	2020	2025	2030	2035	2040	
(B) Mean Deviation: Average to High Year	254	259	265	270	276	<=
= 0.005 /year from base: 2.59	*2.61*	*2.64*	*2.66*	*2.69*	*2.72*	
7) FILINGS PER STAFF						
(A) Average Ratio	252	264	276	288	300	<=
= 423 filings per staff	*423*	*423*	*423*	*423*	*423*	
8) STAFF PER JUDICIAL OFFICER						
(A) Average Ratio (2006-2015)	244	251	257	264	271	<=
= 3.4 staff per judicial officer	*3.4*	*3.4*	*3.4*	*3.4*	*3.4*	
(B) High Ratio	259	266	273	280	287	<=
= 3.6 staff per judicial officer	*3.6*	*3.6*	*3.6*	*3.6*	*3.6*	
RECOMMENDED FORECAST ==>						
AVERAGE MODELS SHOWN WITH "<="	**254**	**261**	**268**	**275**	**283**	
Staff per 10,000 Population:	***2.62***	***2.66***	***2.70***	***2.74***	***2.78***	
Filings per Staff:	***420***	***428***	***435***	***442***	***449***	
Staff per Judicial Officer:	***3.6***	***3.6***	***3.6***	***3.6***	***3.6***	

Note: Historical staff data for the Clerk's Office is not available from 1995-2008; therefore, Milwaukee County Adopted BRASS Reports have been used to extrapolate the number of Clerk staff. Staff totals have been derived using the following formula: Total Combined Court Operations Staff - number of Court Adminsitration staff - number of Court Commissioners = Total Clerk's Office Staff.

Table C-8
CIRCUIT CLERK OF COURT STAFF PROJECTIONS, 2020 - 2040

HISTORICAL STAFF	
1995	320
1996	278
1997	290
1998	261
1999	260
2000	275
2001	292
2002	298
2003	272
2004	272
2005	263
2006	240
2007	233
2008	236
2009	237
2010	241
2011	247
2012	246
2013	250
2014	250
2015	248
PROJECTED STAFF	
2020	254
2025	261
2030	268
2035	275
2040	283

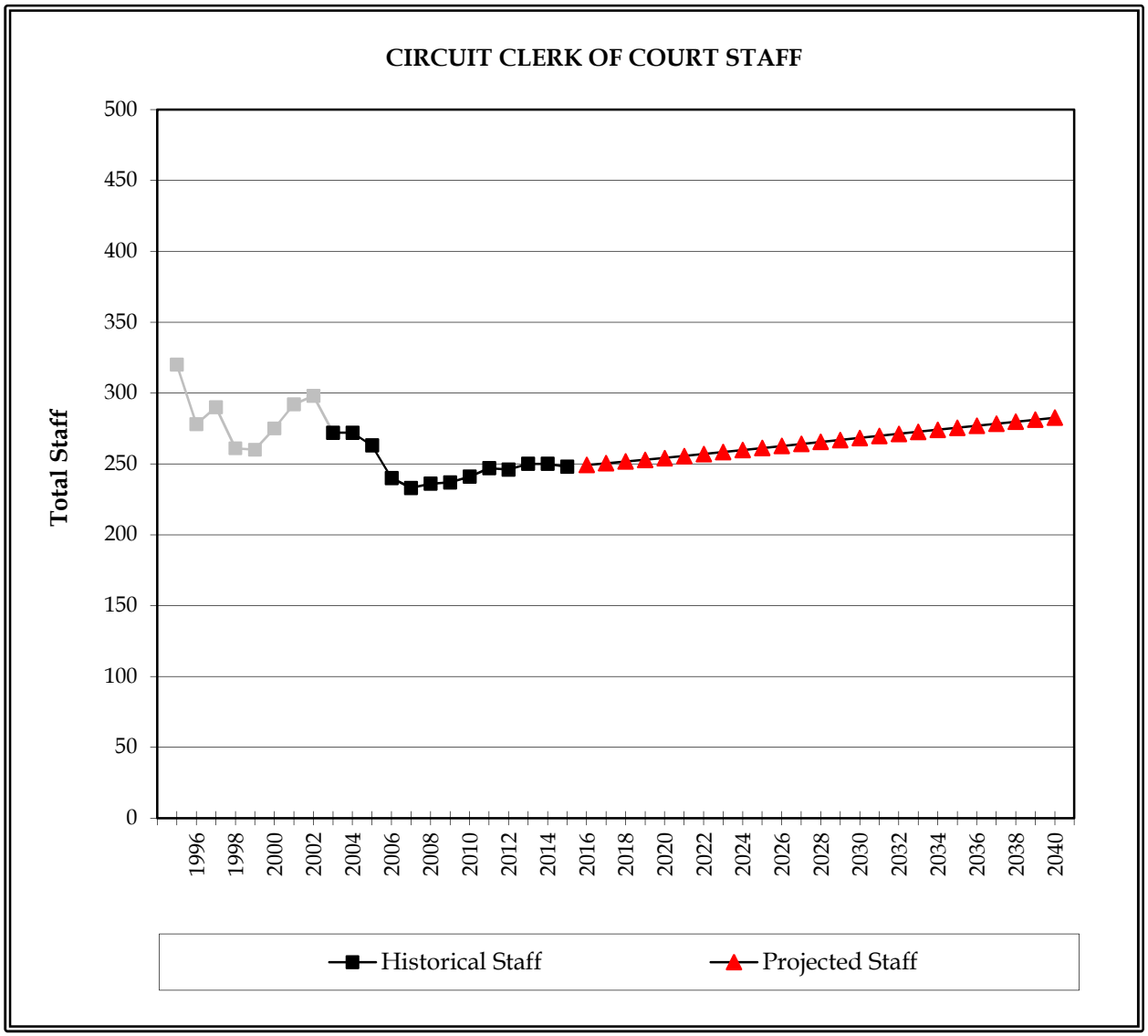


Table C-9
CIRCUIT CLERK OF COURT PROJECTED STAFF DISTRIBUTION

LOCATION OF STAFF	2015 Staff		Projected Staff		
	Number	Percent	2020	2030	2040
HISTORIC COURTHOUSE					
Administration / Financial	**15**	**6%**	**15**	**16**	**17**
Civil / Family Division	**73**	**30%**	**75**	**79**	**84**
Main Office:	*40*	*16%*	*41*	*43*	*46*
Deputy Court Clerk / Judicial Assistant:	*33*	*13%*	*34*	*36*	*38*
Family Court IV-D / Mediation	**15**	**6%**	**15**	**16**	**17**
Probate Division	**20**	**8%**	**21**	**22**	**23**
Main Office:	*17*	*7%*	*17*	*18*	*19*
Deputy Court Clerk / Judicial Assistant:	*3*	*1%*	*3*	*3*	*3*
Judicial Information Systems	**2**	**1%**	**2**	**2**	**2**
Jury Management	**6**	**2%**	**6**	**7**	**7**
SAFETY BUILDING					
Criminal Division	**82**	**33%**	**84**	**89**	**94**
Main Office:	*43*	*17%*	*44*	*47*	*49*
Deputy Court Clerk / Judicial Assistant:	*39*	*16%*	*40*	*42*	*45*
JUVENILE JUSTICE CENTER					
Children's Division	**34**	**14%**	**35**	**37**	**39**
Main Office:	*21*	*9%*	*22*	*23*	*24*
Deputy Court Clerk / Judicial Assistant:	*13*	*5%*	*13*	*14*	*15*
TOTAL	**247**	**100%**	**254**	**268**	**283**

Table C-10
DISTRICT ATTORNEY STAFF PROJECTIONS, 2020 - 2040

DISTRICT ATTORNEY	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Staff	**220**	**222**	**228**	**245**	**251**	**276**	**278**	**297**	**291**	**285**	**290**	**285**	**290**	**291**	**294**	**293**	**285**	**278**	**281**	**280**	**284**
Milwaukee Co. Population	954,978	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154
Staff per 10,000 Pop.	2.30	2.33	2.41	2.59	2.66	2.94	2.96	3.15	3.10	3.04	3.10	3.06	3.11	3.11	3.11	3.09	2.99	2.91	2.94	2.92	2.96
Crim. & Children's Filings	35,276	36,691	36,057	34,071	37,198	34,466	36,240	37,375	40,505	37,980	35,805	31,774	28,093	26,210	23,172	21,866	21,001	19,699	18,214	17,692	19,056
Filings per Staff	160	166	158	139	148	125	130	126	139	133	124	111	97	90	79	75	74	71	65	63	67
Total Judicial Officers	64.0	64.0	64.0	64.0	64.0	65.0	65.0	74.0	74.0	74.0	74.0	74.0	74.0	74.0	72.0	72.0	69.0	69.0	69.0	69.0	69.0
Staff per Judicial Officer	3.4	3.5	3.6	3.8	3.9	4.2	4.3	4.0	3.9	3.8	3.9	3.9	3.9	3.9	4.1	4.1	4.1	4.0	4.1	4.1	4.1

HISTORICAL PERIOD: 1995-2015	% Change		# Change		1995-15
	Period	Annual	Period	Annual	Avg.
Total Staff	28.9%	1.4%	63.5	3.18	273.2
Staff per 10,000 Population	28.3%	1.4%	0.65	0.03	2.90
Filings per Staff	-58.1%	-2.9%	-93.1	-4.7	112
Staff per Judicial Officer	19.5%	1.0%	0.7	0.034	3.9

PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250
Criminal & Children's Filings	27,200	28,643	30,100	31,570	33,055
Total Judicial Officers	71.4	73.3	75.2	77.2	79.1

FORECAST MODELS	2020	2025	2030	2035	2040	
1) MODIFIED HISTORICAL % CHANGE						
= 1995-1998 to 2012-2015						
= 1.1% /year from base: 284	300	316	332	348	364	<=
2) MODIFIED HISTORICAL # CHANGE						
= 1995-1998 to 2012-2015						
= 2.59 /year from base: 284	296	309	322	335	348	<=
3) LINEAR REGRESSION	315	329	343	356	370	<=
4) POPULATION RATIO						
(A) Modified Increasing Ratio						
= Avg. 1995-1998 to Avg. 2012-2015	300	316	333	350	367	<=
= 0.03 /year from base: 2.96	*3.09*	*3.22*	*3.35*	*3.48*	*3.61*	
(B) Mean Deviation: Average to High Year	293	302	312	322	332	<=
= 0.01 /year from base: 2.96	*3.02*	*3.08*	*3.14*	*3.20*	*3.26*	
(C) High Ratio	306	310	313	317	321	<=
= 3.15 staff per 10,000 population	*3.15*	*3.15*	*3.15*	*3.15*	*3.15*	

FORECAST MODELS	2020	2025	2030	2035	2040	
5) STAFF PER JUDICIAL OFFICER						
(A) Linear Regression	304	320	337	354	372	<=
= Least Squares Analysis	*4.3*	*4.4*	*4.5*	*4.6*	*4.7*	
(B) Mean Deviation: Average to High Year	299	313	328	342	357	<=
= 0.02 /year from base: 4.1	*4.2*	*4.3*	*4.4*	*4.4*	*4.5*	
(C) High Ratio	305	313	322	330	338	<=
= 4.3 staff per judicial officer	*4.3*	*4.3*	*4.3*	*4.3*	*4.3*	
RECOMMENDED FORECAST ==>						
AVERAGE MODELS SHOWN WITH "<="	**302**	**314**	**327**	**339**	**352**	
Staff per 10,000 Population:	***3.11***	***3.20***	***3.29***	***3.38***	***3.46***	
Filings per Staff:	***90***	***91***	***92***	***93***	***94***	
Staff per Judicial Officer:	***4.2***	***4.3***	***4.3***	***4.4***	***4.4***	

Note: Fluctuations in the number of staff are primarily due to changes in the availability of grant funding.

Table C-11
DISTRICT ATTORNEY STAFF PROJECTIONS, 2020 - 2040

HISTORICAL STAFF	
1995	220
1996	222
1997	228
1998	245
1999	251
2000	276
2001	278
2002	297
2003	291
2004	285
2005	290
2006	285
2007	290
2008	291
2009	294
2010	293
2011	285
2012	278
2013	281
2014	280
2015	284
PROJECTED STAFF	
2020	302
2025	314
2030	327
2035	339
2040	352

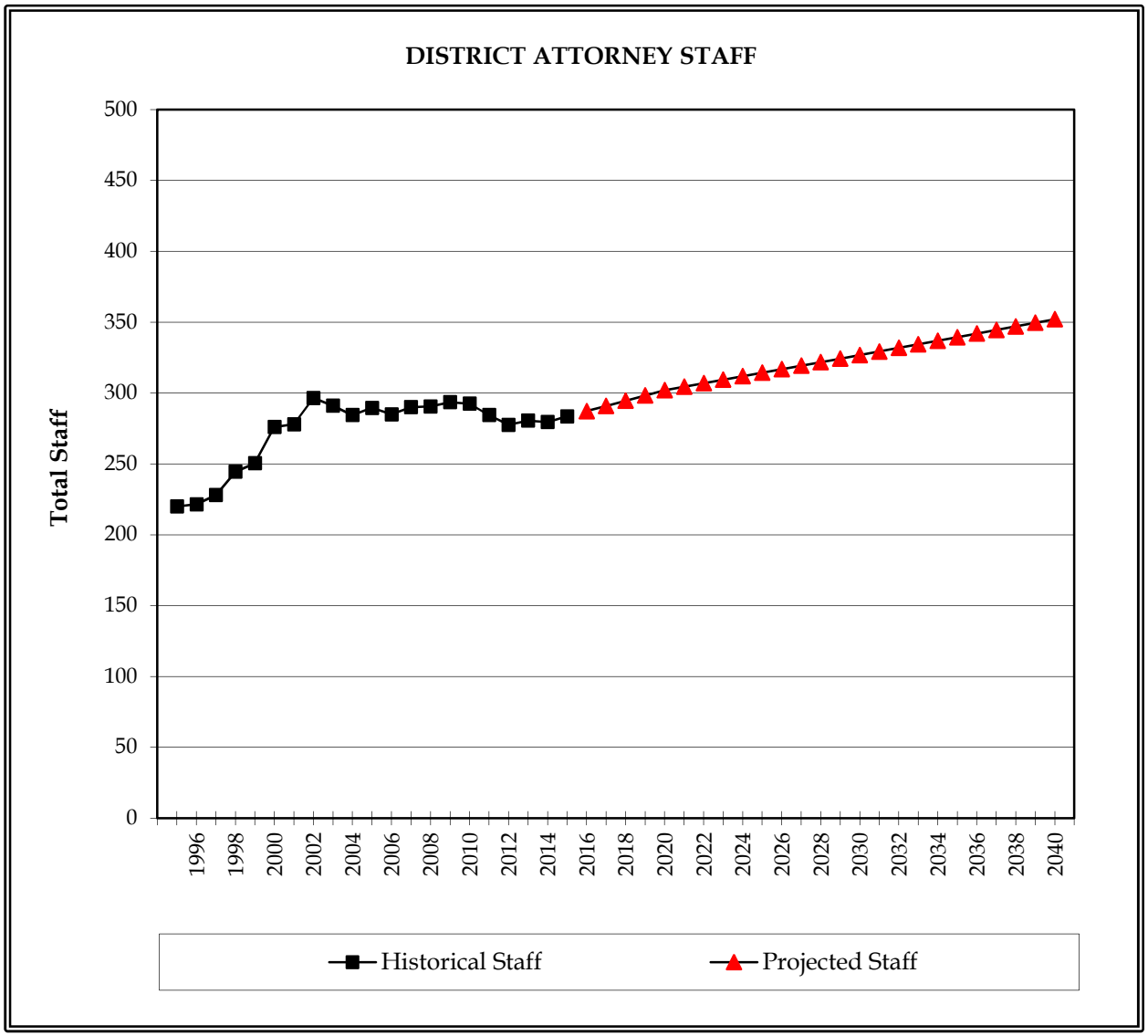


Table C-12
DISTRICT ATTORNEY STAFF DISTRIBUTION BY LOCATION

LOCATION OF STAFF	2015 Staff		Projected Staff		
	Number	Percent	2020	2030	2040
HISTORIC COURTHOUSE	0	0%	0	0	0
SAFETY BUILDING					
Attorneys:	*71*	*25%*	*75*	*82*	*88*
Support Staff:	*103*	*36%*	*110*	*119*	*128*
TOTAL:	174	61%	185	200	216
JUVENILE JUSTICE CENTER					
Attorneys:	34	*12%*	*36*	*39*	*42*
Support Staff:	26	*9%*	*28*	*30*	*32*
TOTAL:	60	21%	64	69	74
CRIMINAL JUSTICE FACILITY					
Attorneys:	16	*6%*	*17*	*18*	*20*
Support Staff:	25	*9%*	*27*	*29*	*31*
TOTAL:	41	14%	44	47	51
SATELLITE POLICE DEPARTMENTS					
Attorneys:	9	*3%*	*10*	*10*	*11*
Support Staff:	0	*0%*	*0*	*0*	*0*
TOTAL:	9	3%	10	10	11
TOTAL	**284**	**100%**	**302**	**327**	**352**
Attorneys:	*130*	*46%*	*138*	*150*	*161*
Support Staff:	*154*	*54%*	*164*	*177*	*191*
TOTAL:	284	100%	302	327	352

Table C-13
GUARDIAN AD LITEM STAFF PROJECTIONS, 2020 - 2040

GUARDIAN AD LITEM	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Staff	**19**	**19**	**20**	**21**	**21**	**21**	**21**	**22**	**22**	**22**	**22**	**22**	**23**	**24**	**24**	**24**	**23**	**22**	**20**	**20**	**20**
Milwaukee Co. Population	954,978	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154
Staff per 10,000 Pop.	0.20	0.20	0.21	0.22	0.22	0.22	0.22	0.23	0.23	0.23	0.24	0.24	0.25	0.26	0.25	0.25	0.24	0.23	0.21	0.21	0.21
Children's Filings	10,014	9,245	8,968	8,806	10,924	9,573	8,384	8,447	8,109	7,306	6,652	6,587	6,521	5,728	5,147	4,636	4,734	4,024	4,297	4,376	4,430
Filings per Staff	527	487	448	419	520	456	399	384	369	332	302	299	284	239	214	193	206	183	215	219	221
Total Judicial Officers	64.0	64.0	64.0	64.0	64.0	65.0	65.0	74.0	74.0	74.0	74.0	74.0	74.0	74.0	72.0	72.0	69.0	69.0	69.0	69.0	69.0
Staff per Judicial Officer	0.30	0.30	0.31	0.33	0.33	0.32	0.32	0.30	0.30	0.30	0.30	0.30	0.31	0.32	0.33	0.33	0.33	0.32	0.29	0.29	0.29

HISTORICAL PERIOD: 1995-2015	% Change		# Change		1995-15
	Period	Annual	Period	Annual	Avg.
Total Staff	5.3%	0.3%	1.0	0.05	21.5
Staff per 10,000 Population	4.8%	0.2%	0.01	0.0005	0.23
Filings per Staff	-58.0%	-2.9%	-305.6	-15.3	329
Staff per Judicial Officer	-2.4%	-0.1%	-0.01	-0.0004	0.31

PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250
Children's Filings	6,497	6,911	7,329	7,751	8,177
Total Judicial Officers	71.4	73.3	75.2	77.2	79.1

FORECAST MODELS	2020	2025	2030	2035	2040	
1) HISTORICAL TREND -- % CHANGE						
= 0.3% /year from base: 20	20	21	21	21	21	
2) HISTORICAL TREND -- # CHANGE						
= 0.05 /year from base: 20	20	21	21	21	21	
3) LINEAR REGRESSION	23	23	24	24	25	<=
4) POPULATION RATIO						
(A) Mean Deviation: Average to High Year	21	22	23	24	25	<=
= 0.001 /year from base: 0.21	*0.22*	*0.22*	*0.23*	*0.24*	*0.24*	
(B) Linear Regression	23	24	25	26	26	<=
= Least Squares Analysis	*0.24*	*0.25*	*0.25*	*0.26*	*0.26*	
(C) High Ratio	25	25	26	26	26	<=
= 0.26 staff per 10,000 population	*0.26*	*0.26*	*0.26*	*0.26*	*0.26*	
5) FILINGS PER STAFF						
(A) Average Ratio (1995-2015)	20	21	22	24	25	<=
= 329 filings per staff	*329*	*329*	*329*	*329*	*329*	

FORECAST MODELS	2020	2025	2030	2035	2040	
6) STAFF PER JUDICIAL OFFICER						
(A) Mean Deviation: Average to High Year	21	22	23	24	25	<=
= 0.001 /year from base: 0.29	*0.30*	*0.30*	*0.31*	*0.31*	*0.32*	
(B) Linear Regression	22	22	23	24	24	<=
= Least Squares Analysis	*0.31*	*0.31*	*0.31*	*0.30*	*0.30*	
(C) High Ratio	24	24	25	26	26	<=
= 0.3 staff per judicial officer	*0.33*	*0.33*	*0.33*	*0.33*	*0.33*	
RECOMMENDED FORECAST ==>						
AVERAGE MODELS SHOWN WITH "<="	**22**	**23**	**24**	**25**	**25**	
Staff per 10,000 Population:	***0.23***	***0.23***	***0.24***	***0.24***	***0.25***	
Filings per Staff:	***291***	***300***	***308***	***316***	***323***	
Staff per Judicial Officer:	***0.31***	***0.31***	***0.32***	***0.32***	***0.32***	

Notes: (1) The Guardian ad Litem Division is part of the Milwaukee Legal Aid Society, and contracts with the County. (2) There are currently three staff vacancies due to budget limitations.

Table C-14
GUARDIAN AD LITEM STAFF PROJECTIONS, 2020 - 2040

HISTORICAL STAFF	
1995	19
1996	19
1997	20
1998	21
1999	21
2000	21
2001	21
2002	22
2003	22
2004	22
2005	22
2006	22
2007	23
2008	24
2009	24
2010	24
2011	23
2012	22
2013	20
2014	20
2015	20
PROJECTED STAFF	
2020	22
2025	23
2030	24
2035	25
2040	25

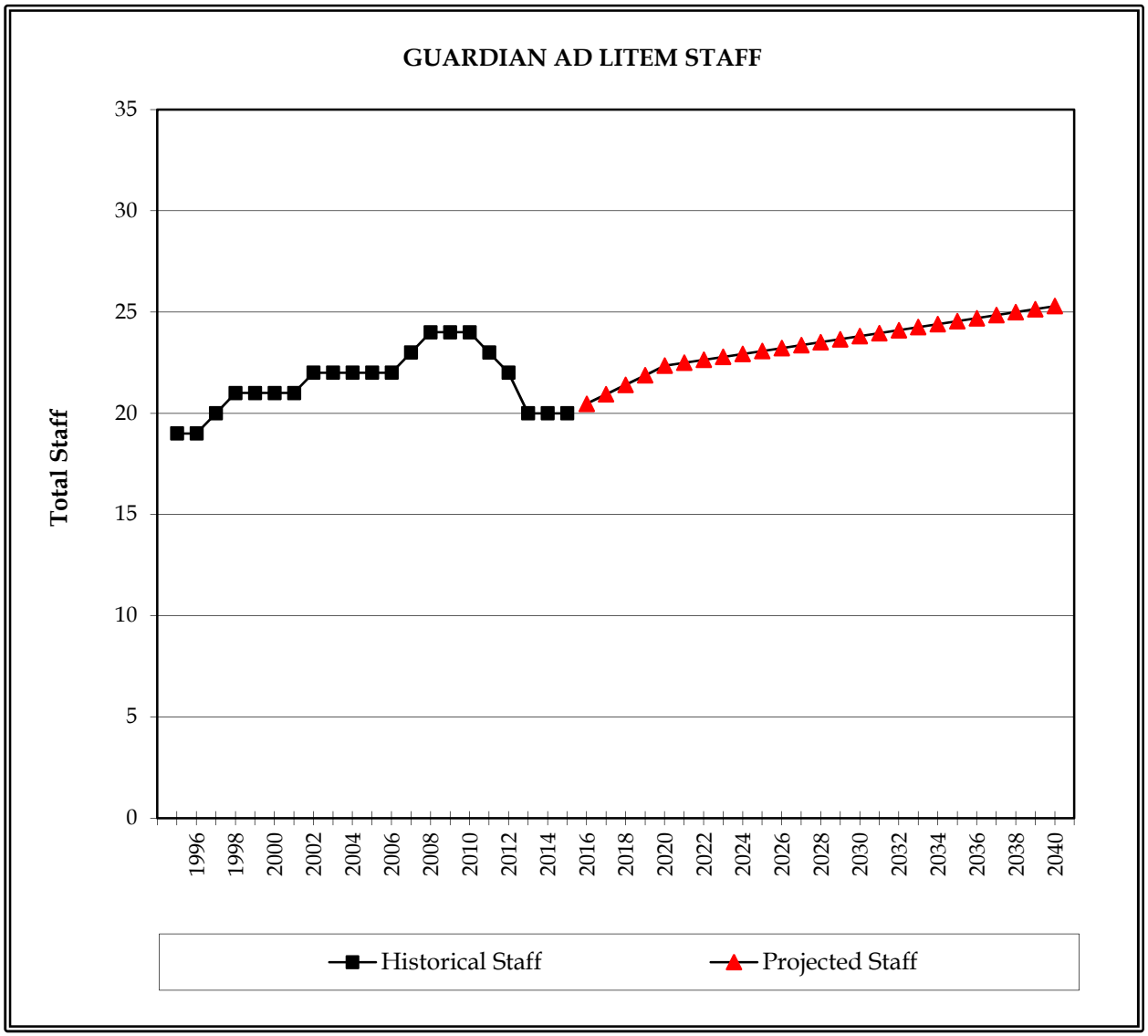


Table C-15
JUSTICEPOINT PRETRIAL SERVICES STAFF PROJECTIONS, 2020 - 2040

JUSTICEPOINT	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Staff	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**4**	**6**	**6**	**6**	**20**	**28**	**28**	**28**	**33**	**34**	**35**	**35**	**41**	**42**
Milwaukee Co. Population	954,978	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154
Staff per 10,000 Pop.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0.04	0.06	0.06	0.06	0.21	0.30	0.30	0.30	0.35	0.36	0.37	0.37	0.43	0.44
Criminal Filings	25,262	27,446	27,089	25,265	26,274	24,893	27,856	28,928	32,396	30,674	29,153	25,187	21,572	20,482	18,025	17,230	16,267	15,675	13,917	13,316	14,626
Filings per Staff	n/a	n/a	n/a	n/a	n/a	n/a	n/a	7,232	5,399	5,112	4,859	1,259	770	732	644	522	478	448	398	325	348
Total Judicial Officers	64.0	64.0	64.0	64.0	64.0	65.0	65.0	74.0	74.0	74.0	74.0	74.0	74.0	74.0	72.0	72.0	69.0	69.0	69.0	69.0	69.0
Staff per Judicial Officer	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0.05	0.08	0.08	0.08	0.27	0.38	0.38	0.39	0.46	0.49	0.51	0.51	0.59	0.61

HISTORICAL PERIOD: 2006-2015	% Change Period	% Change Annual	# Change Period	# Change Annual	2006-15 Avg.
Total Staff	110.0%	12.2%	22.0	2.44	32.4
Staff per 10,000 Population	103.7%	11.5%	0.22	0.02	0.34
Filings per Staff	-72.3%	-8.0%	-911.1	-101.2	592
Staff per Judicial Officer	125.2%	13.9%	0.3	0.038	0.46

PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250
Criminal Filings	20,703	21,732	22,771	23,820	24,878
Total Judicial Officers	71.4	73.3	75.2	77.2	79.1

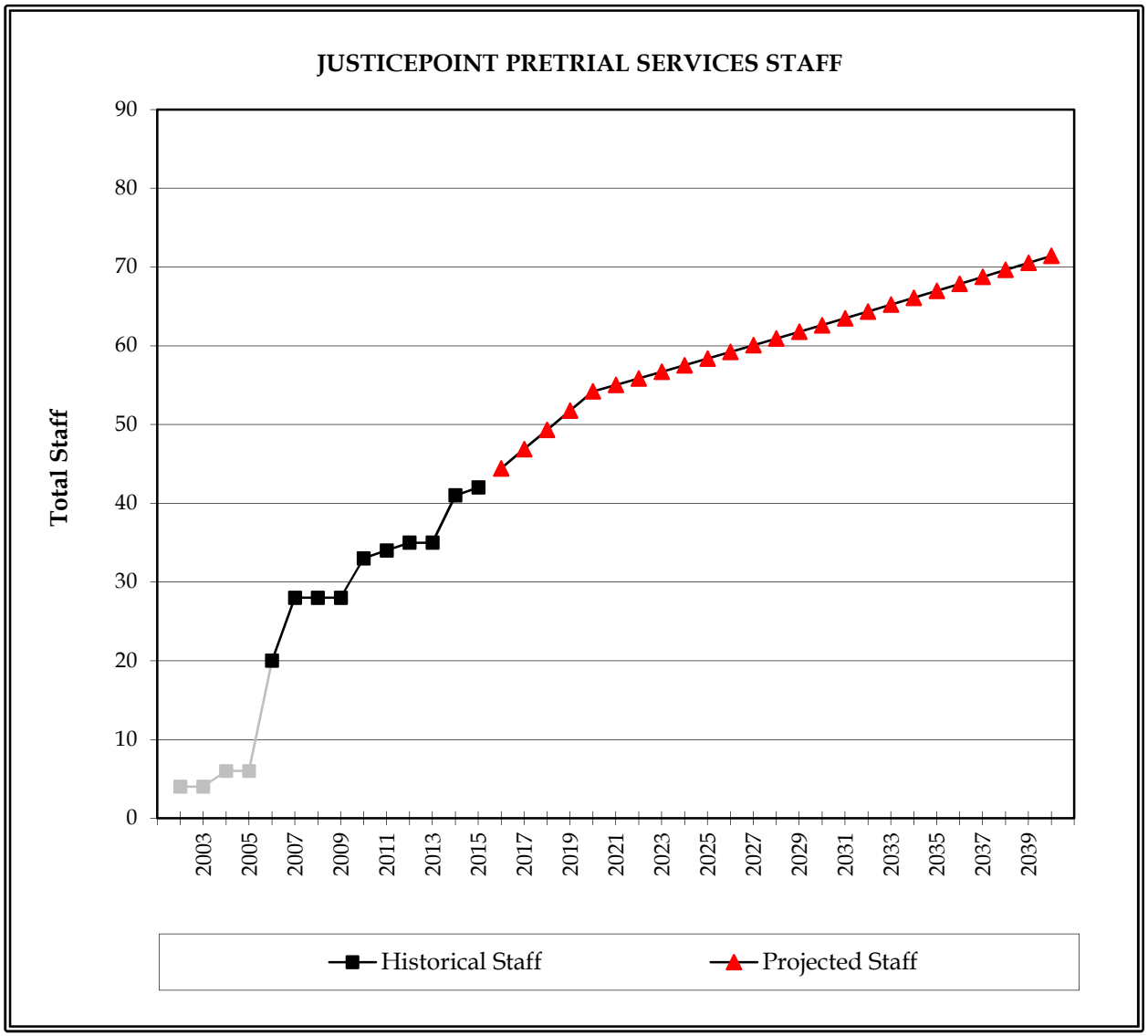
FORECAST MODELS	2020	2025	2030	2035	2040	
1) MODIFIED HISTORICAL % CHANGE						
= ***2006-2007 to 2014-2015***						
= 8.1% /year from base: 42	59	76	93	110	127	
2) MODIFIED HISTORICAL # CHANGE						
= ***2006-2007 to 2014-2015***						
= 1.94 /year from base: 42	52	61	71	81	91	
3) POPULATION RATIO						
(A) Mean Deviation: Average to High Year	47	52	58	63	69	<=
= 0.01 /year from base: 0.44	*0.49*	*0.53*	*0.58*	*0.63*	*0.68*	
(B) High / Current Ratio	43	43	44	44	45	
= 0.44 staff per 10,000 population	*0.44*	*0.44*	*0.44*	*0.44*	*0.44*	
4) FILINGS PER STAFF						
(A) Recent Average Ratio (2011-2015)	52	54	57	60	62	<=
= 399 filings per staff	*399*	*399*	*399*	*399*	*399*	
(B) Current Ratio	59	62	65	68	71	<=
= 348 filings per staff	*348*	*348*	*348*	*348*	*348*	

FORECAST MODELS	2020	2025	2030	2035	2040	
(C) Low Ratio	64	67	70	73	77	<=
= 325 filings per staff	*325*	*325*	*325*	*325*	*325*	
5) STAFF PER JUDICIAL OFFICER						
(A) Mean Deviation: Average to High Year	49	56	63	70	78	<=
= 0.02 /year from base: 0.61	*0.68*	*0.76*	*0.83*	*0.91*	*1.0*	
(B) High Ratio	43	45	46	47	48	
= 0.61 staff per judicial officer	*0.61*	*0.61*	*0.61*	*0.61*	*0.61*	
RECOMMENDED FORECAST ==>						
AVERAGE MODELS SHOWN WITH "<="	**54**	**58**	**63**	**67**	**71**	
Staff per 10,000 Population:	***0.56***	***0.59***	***0.63***	***0.67***	***0.70***	
Filings per Staff:	***382***	***372***	***364***	***356***	***348***	
Staff per Judicial Officer:	***0.76***	***0.80***	***0.83***	***0.87***	***0.90***	

Notes: (1) JusticePoint is a private agency, and was first contracted in 2002. (2) Agency staff are divided among multiple components, which have been added over the years. In 2006, several new programs were added at once, causing a dramatic increase in total staff. For this reason, the forecast period is from 2006-2015.

Table C-16
JUSTICEPOINT PRETRIAL SERVICES STAFF PROJECTIONS, 2020 - 2040

HISTORICAL STAFF	
1995	n/a
1996	n/a
1997	n/a
1998	n/a
1999	n/a
2000	n/a
2001	n/a
2002	4
2003	6
2004	6
2005	6
2006	20
2007	28
2008	28
2009	28
2010	33
2011	34
2012	35
2013	35
2014	41
2015	42
PROJECTED STAFF	
2020	54
2025	58
2030	63
2035	67
2040	71



Note: For reasons listed in the footnote on Table C-13, the forecast period is from 2006-2015.

Table C-17
LAW LIBRARY STAFF PROJECTIONS, 2020 - 2040

LAW LIBRARY	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Staff	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**
Milwaukee Co. Population	954,978	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154
Staff per 10,000 Pop.	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Total Non-Traffic Filings	105,070	102,357	102,456	100,774	104,772	102,079	106,017	109,025	112,215	112,284	112,062	114,157	113,147	111,169	110,839	107,948	102,519	99,240	89,732	83,412	93,069
Filings per Staff	35,023	34,119	34,152	33,591	34,924	34,026	35,339	36,342	37,405	37,428	37,354	38,052	37,716	37,056	36,946	35,983	34,173	33,080	29,911	27,804	31,023
Total Judicial Officers	64.0	64.0	64.0	64.0	64.0	65.0	65.0	74.0	74.0	74.0	74.0	74.0	74.0	74.0	72.0	72.0	69.0	69.0	69.0	69.0	69.0
Staff per Judicial Officer	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04

HISTORICAL PERIOD: 1995-2015	% Change		# Change		1995-15
	Period	Annual	Period	Annual	Avg.
Total Staff	0.0%	0.0%	0.00	0.00	3.0
Staff per 10,000 Population	-0.4%	-0.02%	-0.0001	-0.00001	0.03
Filings per Staff	-11.4%	-0.6%	-4,000	-200	34,831
Staff per Judicial Officer	-7.2%	-0.4%	-0.003	-0.0002	0.04

PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250
Total Non-Traffic Filings	106,662	111,654	116,694	121,783	126,922
Total Judicial Officers	71.4	73.3	75.2	77.2	79.1

FORECAST MODELS	2020	2025	2030	2035	2040	
1) HISTORICAL TREND -- % CHANGE						
= 0.00% /year from base: 3	3	3	3	3	3	<=
2) HISTORICAL TREND -- # CHANGE						
= 0.00 /year from base: 3	3	3	3	3	3	<=
3) LINEAR REGRESSION	3	3	3	3	3	<=
4) POPULATION RATIO						
(A) Linear Regression	3	3	3	3	3	<=
= Least Squares Analysis	*0.03*	*0.03*	*0.03*	*0.03*	*0.03*	
(B) Average Ratio (1995-2015)	3	3	3	3	3	<=
= 0.03 staff per 10,000 population	*0.03*	*0.03*	*0.03*	*0.03*	*0.03*	
5) FILINGS PER STAFF						
(A) Average Ratio (1995-2015)	3	3	3	3	4	<=
= 34,831 filings per staff	*34,831*	*34,831*	*34,831*	*34,831*	*34,831*	

FORECAST MODELS	2020	2025	2030	2035	2040	
6) STAFF PER JUDICIAL OFFICER						
(A) Linear Regression	3	3	3	3	3	<=
= Least Squares Analysis	*0.04*	*0.04*	*0.04*	*0.04*	*0.04*	
(B) Mean Deviation: Average to High Year	3	3	3	4	4	<=
= 0.0002 /year from base: 0.04	*0.04*	*0.05*	*0.05*	*0.05*	*0.05*	
7) MULTIPLE REGRESSION						
(A) Variables: Time, Filings, Jud. Off., Pop.						
= R-Square: 1.000	3	3	3	3	3	<=
RECOMMENDED FORECAST ==>						
AVERAGE MODELS SHOWN WITH "<="	**3**	**3**	**3**	**3**	**3**	
Staff per 10,000 Population:	***0.03***	***0.03***	***0.03***	***0.03***	***0.03***	
Filings per Staff:	***35,258***	***36,441***	***37,609***	***38,761***	***39,904***	
Staff per Judicial Officer:	***0.04***	***0.04***	***0.04***	***0.04***	***0.04***	

Table C-18
LAW LIBRARY STAFF PROJECTIONS, 2020 - 2040

HISTORICAL STAFF	
1995	3
1996	3
1997	3
1998	3
1999	3
2000	3
2001	3
2002	3
2003	3
2004	3
2005	3
2006	3
2007	3
2008	3
2009	3
2010	3
2011	3
2012	3
2013	3
2014	3
2015	3
PROJECTED STAFF	
2020	3
2025	3
2030	3
2035	3
2040	3

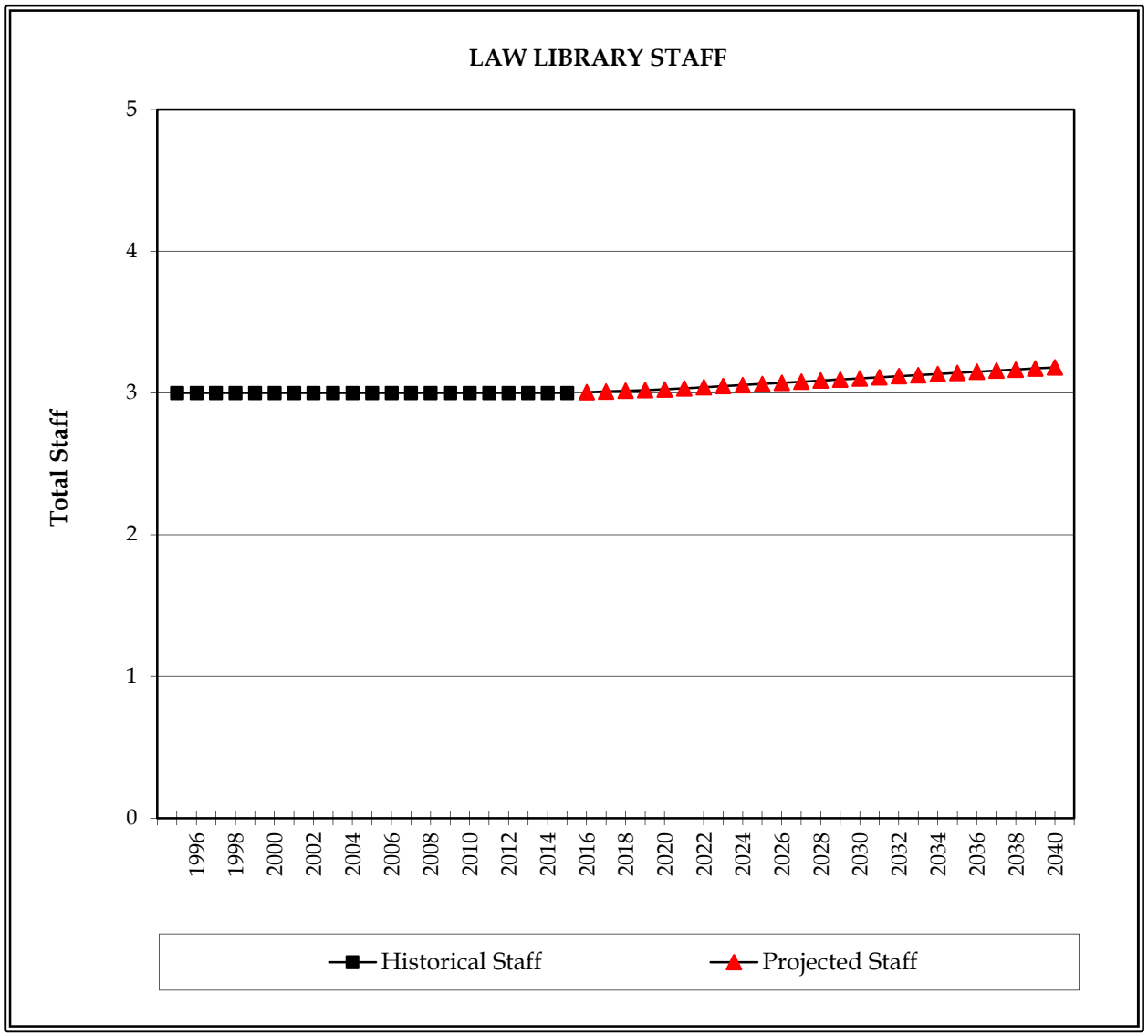


Table C-19
MILWAUKEE JUSTICE CENTER STAFF PROJECTIONS, 2020 - 2040

JUSTICE CENTER	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Staff	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**2**	**3**	**3**	**4**	**4**	**6**	**5**	**6**
Milwaukee Co. Population	954,978	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154
Staff per 10,000 Pop.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0.02	0.03	0.03	0.04	0.04	0.06	0.05	0.06
Total Non-Traffic Filings	105,070	102,357	102,456	100,774	104,772	102,079	106,017	109,025	112,215	112,284	112,062	114,157	113,147	111,169	110,839	107,948	102,519	99,240	89,732	83,412	93,069
Filings per Staff	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	55,585	36,946	35,983	25,630	24,810	14,955	16,682	15,511
Total Judicial Officers	64.0	64.0	64.0	64.0	64.0	65.0	65.0	74.0	74.0	74.0	74.0	74.0	74.0	74.0	72.0	72.0	69.0	69.0	69.0	69.0	69.0
Staff per Judicial Officer	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0.03	0.04	0.04	0.06	0.06	0.09	0.07	0.09

HISTORICAL PERIOD: 2008-2015	% Change		# Change		2008-15
	Period	Annual	Period	Annual	Avg.
Total Staff	200.0%	28.6%	4.0	0.57	4.1
Staff per 10,000 Population	192.4%	27.5%	0.04	0.01	0.04
Filings per Staff	-72.1%	-10.3%	-40,073	-5,725	28,263
Staff per Judicial Officer	221.7%	31.7%	0.06	0.009	0.06

PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250
Total Non-Traffic Filings	106,662	111,654	116,694	121,783	126,922
Total Judicial Officers	71.4	73.3	75.2	77.2	79.1

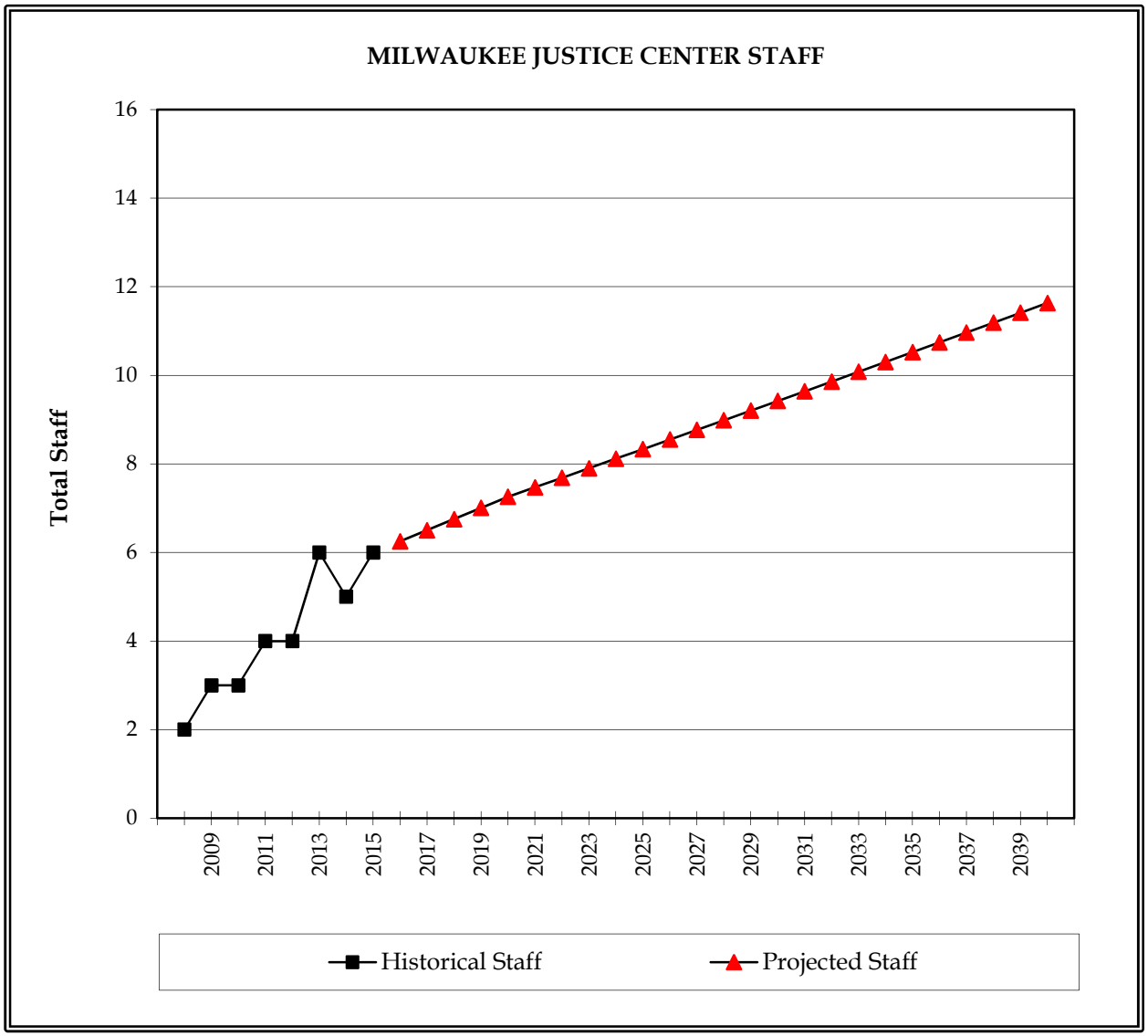
FORECAST MODELS	2020	2025	2030	2035	2040	
1) MODIFIED HISTORICAL % CHANGE						
= ***2008-2009 to 2014-2015***						
= 17.1% /year from base: 6	11	16	21	27	32	
2) MODIFIED HISTORICAL # CHANGE						
= ***2008-2009 to 2014-2015***						
= 0.43 /year from base: 6	8	10	12	15	17	<=
3) LINEAR REGRESSION	9	12	14	17	20	<=
4) POPULATION RATIO						
(A) Mean Deviation: Average to High Year	7	9	10	11	13	<=
= 0.002 /year from base: 0.06	*0.07*	*0.09*	*0.10*	*0.11*	*0.12*	
(B) High Ratio	6	6	6	6	6	<=
= 0.06 staff per 10,000 population	*0.06*	*0.06*	*0.06*	*0.06*	*0.06*	
5) FILINGS PER STAFF						
(A) Low Ratio	7	7	8	8	8	<=
= 14,955 filings per staff	*14,955*	*14,955*	*14,955*	*14,955*	*14,955*	

FORECAST MODELS	2020	2025	2030	2035	2040	
(B) Current Ratio	7	7	8	8	8	<=
= 15,511 filings per staff	*15,511*	*15,511*	*15,511*	*15,511*	*15,511*	
6) STAFF PER JUDICIAL OFFICER						
(A) Mean Deviation: Average to High Year	7	9	10	12	14	<=
= 0.003 /year from base: 0.09	*0.10*	*0.12*	*0.14*	*0.16*	*0.17*	
(B) Current Ratio	6	6	7	7	7	<=
= 0.09 staff per judicial officer	*0.09*	*0.09*	*0.09*	*0.09*	*0.09*	
RECOMMENDED FORECAST ==>						
AVERAGE MODELS SHOWN WITH "<="	**7**	**8**	**9**	**11**	**12**	
Staff per 10,000 Population:	***0.07***	***0.08***	***0.09***	***0.10***	***0.11***	
Filings per Staff:	***14,701***	***13,404***	***12,391***	***11,577***	***10,911***	
Staff per Judicial Officer:	***0.10***	***0.11***	***0.13***	***0.14***	***0.15***	

Note: The Milwaukee Justice Center assists the public with self-help Family Law forms, brief legal advice, and referral service clinics for non-criminal matters. It began operating in 2008.

Table C-20
MILWAUKEE JUSTICE CENTER STAFF PROJECTIONS, 2020 - 2040

HISTORICAL STAFF	
1995	n/a
1996	n/a
1997	n/a
1998	n/a
1999	n/a
2000	n/a
2001	n/a
2002	n/a
2003	n/a
2004	n/a
2005	n/a
2006	n/a
2007	n/a
2008	2
2009	3
2010	3
2011	4
2012	4
2013	6
2014	5
2015	6
PROJECTED STAFF	
2020	7
2025	8
2030	9
2035	11
2040	12



Note: The Milwaukee Justice Center began operating in 2008.

Table C-21
RESTRAINING ORDER CLINIC STAFF PROJECTIONS, 2020 - 2040

REST. ORDER CLINIC	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Staff	**5**	**5**	**5**	**5**	**5**	**5**	**5**	**5**	**5**	**5**	**5**	**8**	**8**	**8**	**8**	**8**	**8**	**8**	**8**	**8**	**8**
Milwaukee Co. Population	954,978	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154
Staff per 10,000 Pop.	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.09	0.09	0.09	0.08	0.08	0.08	0.08	0.08	0.08	0.08
Family Filings	15,283	11,750	11,235	12,764	13,289	14,614	14,749	16,811	14,778	12,534	11,983	11,393	9,966	9,272	11,046	11,113	11,142	11,307	10,668	10,753	12,655
Filings per Staff	3,057	2,350	2,247	2,553	2,658	2,923	2,950	3,362	2,956	2,507	2,397	1,424	1,246	1,159	1,381	1,389	1,393	1,413	1,334	1,344	1,582
Total Judicial Officers	64.0	64.0	64.0	64.0	64.0	65.0	65.0	74.0	74.0	74.0	74.0	74.0	74.0	74.0	72.0	72.0	69.0	69.0	69.0	69.0	69.0
Staff per Judicial Officer	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.07	0.07	0.07	0.07	0.11	0.11	0.11	0.11	0.11	0.12	0.12	0.12	0.12	0.12

HISTORICAL PERIOD: 1995-2015	% Change		# Change		1995-15
	Period	Annual	Period	Annual	Avg.
Total Staff	60.0%	3.0%	3.0	0.15	6.4
Staff per 10,000 Population	59.3%	3.0%	0.03	0.00	0.07
Filings per Staff	-48.2%	-2.4%	-1,474.7	-73.7	2,077
Staff per Judicial Officer	48.4%	2.4%	0.0	0.002	0.1

PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250
Family Filings	13,313	13,670	14,031	14,394	14,760
Total Judicial Officers	71.4	73.3	75.2	77.2	79.1

FORECAST MODELS	2020	2025	2030	2035	2040	
1) HISTORICAL TREND -- % CHANGE						
= 3.0% /year from base: 8	9	10	12	13	14	<=
2) HISTORICAL TREND -- # CHANGE						
= 0.15 /year from base: 8	9	10	10	11	12	<=
3) LINEAR REGRESSION	10	11	12	13	14	<=
4) POPULATION RATIO						
(A) Increasing Ratio	9	10	11	12	12	<=
= 0.002 /year from base: 0.08	*0.09*	*0.10*	*0.11*	*0.11*	*0.12*	
(B) Mean Deviation: Average to High Year	9	9	10	10	11	<=
= 0.001 /year from base: 0.08	*0.09*	*0.09*	*0.10*	*0.10*	*0.10*	
5) FILINGS PER STAFF						
(A) Low Ratio	11	12	12	12	13	<=
= 1,159 filings per staff	*1,159*	*1,159*	*1,159*	*1,159*	*1,159*	

FORECAST MODELS	2020	2025	2030	2035	2040	
6) STAFF PER JUDICIAL OFFICER						
(A) Increasing Ratio	9	10	11	12	13	<=
= 0.002 /year from base: 0.12	*0.13*	*0.13*	*0.14*	*0.15*	*0.16*	
(B) Mean Deviation: Average to High Year	9	9	10	11	11	<=
= 0.001 /year from base: 0.12	*0.12*	*0.13*	*0.13*	*0.14*	*0.14*	
7) MULTIPLE REGRESSION						
Variables: Time, Population						
= R-Square: 0.750	10	11	12	13	14	<=
RECOMMENDED FORECAST ==>						
AVERAGE MODELS SHOWN WITH "<="	**9**	**10**	**11**	**12**	**13**	
Staff per 10,000 Population:	***0.10***	***0.10***	***0.11***	***0.12***	***0.12***	
Filings per Staff:	***1,433***	***1,352***	***1,283***	***1,223***	***1,170***	
Staff per Judicial Officer:	***0.13***	***0.14***	***0.15***	***0.15***	***0.16***	

Notes: (1) The Restraining Order Clinic is staffed by advocates from the Sojourner Family Peace Center, a private agency. (2) In 2006, several part time staff became full time employees.

Table C-22
RESTRAINING ORDER CLINIC STAFF PROJECTIONS, 2020 - 2040

HISTORICAL STAFF	
1995	5
1996	5
1997	5
1998	5
1999	5
2000	5
2001	5
2002	5
2003	5
2004	5
2005	5
2006	8
2007	8
2008	8
2009	8
2010	8
2011	8
2012	8
2013	8
2014	8
2015	8
PROJECTED STAFF	
2020	9
2025	10
2030	11
2035	12
2040	13

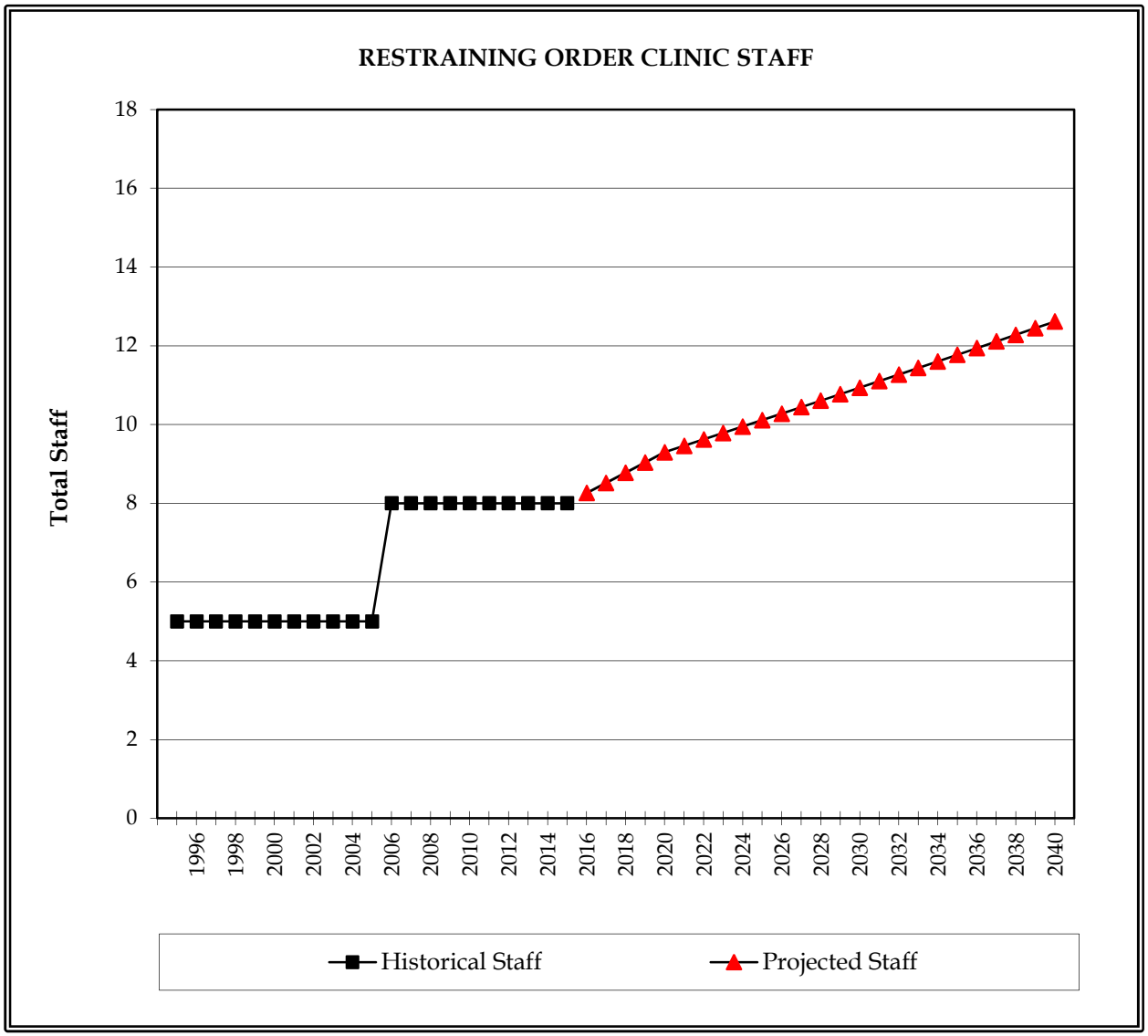


Table C-23
SHERIFF'S OFFICE STAFF PROJECTIONS, 2020 - 2040

SHERIFF'S OFFICE	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Staff	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**236**	**246**	**252**	**229**	**218**	**217**	**222**
Milwaukee Co. Population	954,978	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154
Staff per 10,000 Pop.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2.50	2.60	2.65	2.40	2.28	2.27	2.31
Total Non-Probate Filings	99,263	141,168	145,797	141,329	150,086	149,107	156,851	149,706	139,840	142,427	140,242	158,104	154,795	144,779	144,683	141,972	136,088	130,783	114,581	101,673	112,090
Filings per Staff	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	613	577	540	571	526	469	505
Total Judicial Officers	64.0	64.0	64.0	64.0	64.0	65.0	65.0	74.0	74.0	74.0	74.0	74.0	74.0	74.0	72.0	72.0	69.0	69.0	69.0	69.0	69.0
Staff per Judicial Officer	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	3.3	3.4	3.7	3.3	3.2	3.1	3.2

HISTORICAL PERIOD: 2009-2015	% Change		# Change		2009-15 Avg.
	Period	Annual	Period	Annual	
Total Staff	-5.9%	-1.0%	-14.0	-2.33	231.4
Staff per 10,000 Population	-7.5%	-1.3%	-0.19	-0.03	2.43
Filings per Staff	-17.6%	-2.9%	-108.2	-18.0	543
Staff per Judicial Officer	-1.8%	-0.3%	-0.1	-0.010	3.3

PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250
Total Non-Probate Filings	139,193	145,470	151,808	158,206	164,663
Total Judicial Officers	71.4	73.3	75.2	77.2	79.1

Historical staff data for the Sheriff's Office is not available from 1995-2008. Due to the short data period, and because the available data reveals a downward trend in the number of staff, the Consultant believes that no meaningful forecast can be generated for the Sheriff's Office. However, the Consultant has estimated the future space needs of the Sheriff's Office to the year 2040 at 60,000 Departmental Gross Square Feet (DGSF).

Table C-24
WCS DRUG TESTING STAFF PROJECTIONS, 2013 - 2040

WCS DRUG TESTING	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Staff	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**3**
Milwaukee Co. Population	954,978	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154
Staff per 10,000 Pop.	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.03
Criminal Filings	25,262	27,446	27,089	25,265	26,274	24,893	27,856	28,928	32,396	30,674	29,153	25,187	21,572	20,482	18,025	17,230	16,267	15,675	13,917	13,316	14,626
Filings per Staff	12,631	13,723	13,545	12,633	13,137	12,447	13,928	14,464	16,198	15,337	14,577	12,594	10,786	10,241	9,013	8,615	8,134	7,838	6,959	6,658	4,875
Total Judicial Officers	64.0	64.0	64.0	64.0	64.0	65.0	65.0	74.0	74.0	74.0	74.0	74.0	74.0	74.0	72.0	72.0	69.0	69.0	69.0	69.0	69.0
Staff per Judicial Officer	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.04

HISTORICAL PERIOD: 1995-2015	% Change		# Change		1995-15
	Period	Annual	Period	Annual	Avg.
Total Staff	50.0%	2.5%	1.0	0.05	2.0
Staff per 10,000 Population	49.3%	2.5%	0.01	0.00	0.02
Filings per Staff	-61.4%	-3.1%	-7,756	-387.8	11,349
Staff per Judicial Officer	39.1%	2.0%	0.01	0.001	0.03

PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250
Criminal Filings	20,703	21,732	22,771	23,820	24,878
Total Judicial Officers	71.4	73.3	75.2	77.2	79.1

FORECAST MODELS	2020	2025	2030	2035	2040	
1) HISTORICAL TREND -- % CHANGE						
= 2.5% /year from base: 3	3	4	4	5	5	<=
2) HISTORICAL TREND -- # CHANGE						
= 0.05 /year from base: 3	3	4	4	4	4	<=
3) LINEAR REGRESSION	2	2	2	2	3	<=
4) POPULATION RATIO						
(A) Modified Increasing Ratio						
= Avg. 1995-1996 to Avg. 2014-2015	3	3	3	4	4	<=
= 0.0003 /year from base: 0.03	*0.03*	*0.03*	*0.04*	*0.04*	*0.04*	
(B) Mean Deviation: Average to High Year	3	4	4	4	4	<=
= 0.0005 /year from base: 0.03	*0.03*	*0.04*	*0.04*	*0.04*	*0.04*	
5) FILINGS PER STAFF						
(A) Recent Average Ratio (2011-2015)	3	3	3	3	4	<=
= 6,893 filings per staff	*6,893*	*6,893*	*6,893*	*6,893*	*6,893*	

FORECAST MODELS	2020	2025	2030	2035	2040	
6) STAFF PER JUDICIAL OFFICER						
(A) Modified Increasing Ratio						
= Avg. 1995-1996 to Avg. 2014-2015	3	3	4	4	4	<=
= 0.0002 /year from base: 0.04	*0.04*	*0.05*	*0.05*	*0.05*	*0.05*	
(B) Current / High Ratio	3	3	3	3	3	<=
= 0.04 staff per judicial officer	*0.04*	*0.04*	*0.04*	*0.04*	*0.04*	
7) MULTIPLE REGRESSION						
Variables: Time, Population						
= R-Square: 0.233	2	3	3	3	3	<=
RECOMMENDED FORECAST ==>						
AVERAGE MODELS SHOWN WITH "<="	**3**	**3**	**3**	**4**	**4**	
Staff per 10,000 Population:	***0.03***	***0.03***	***0.04***	***0.04***	***0.04***	
Filings per Staff:	***6,692***	***6,597***	***6,512***	***6,436***	***6,368***	
Staff per Judicial Officer:	***0.04***	***0.04***	***0.05***	***0.05***	***0.05***	

Note: Wisconsin Community Services is a private agency which is contracted by the County.

Table C-25
WCS DRUG TESTING STAFF PROJECTIONS, 2013 - 2040

HISTORICAL STAFF	
1995	2
1996	2
1997	2
1998	2
1999	2
2000	2
2001	2
2002	2
2003	2
2004	2
2005	2
2006	2
2007	2
2008	2
2009	2
2010	2
2011	2
2012	2
2013	2
2014	2
2015	3
PROJECTED STAFF	
2020	3
2025	3
2030	3
2035	4
2040	4

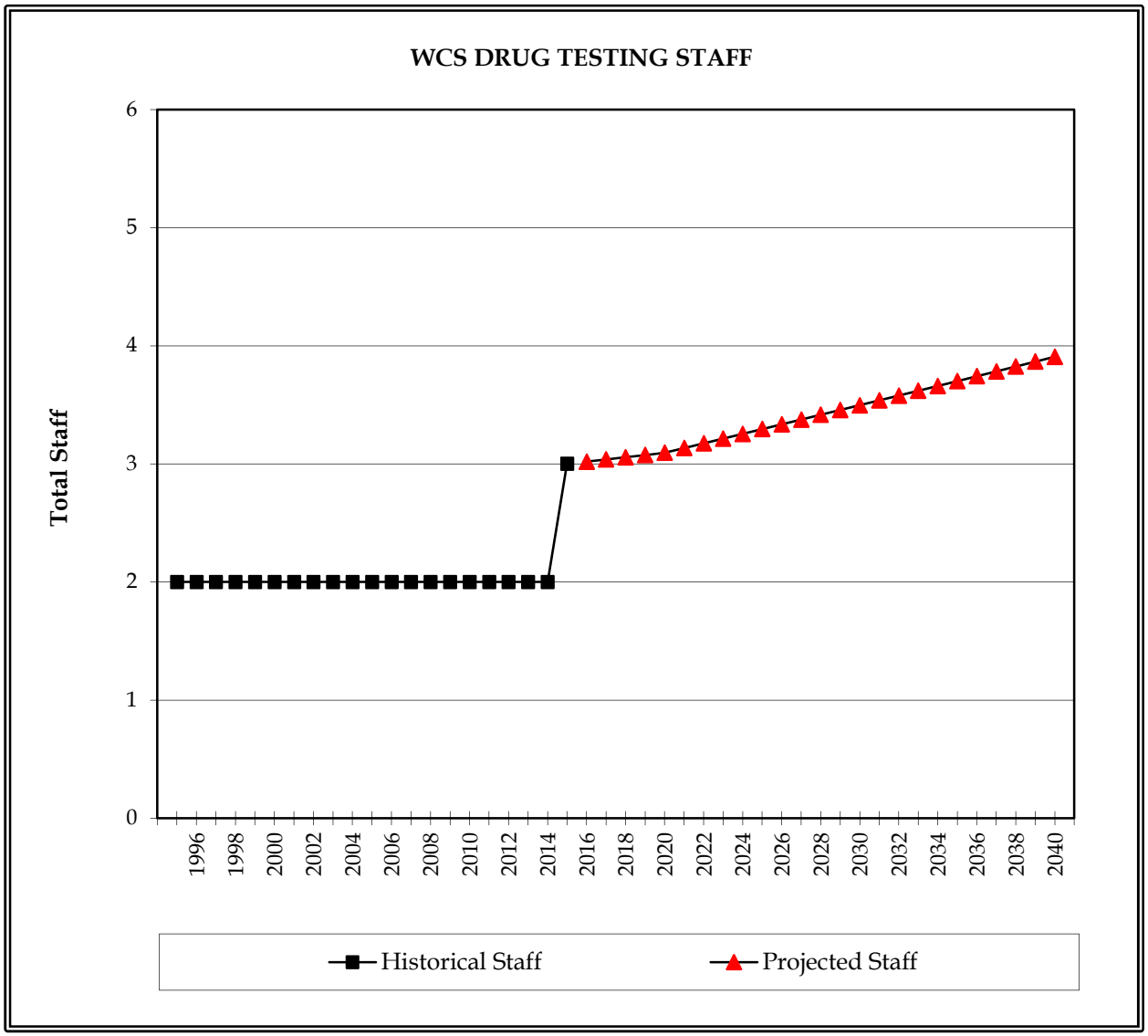


Table C-26
WCS OWI PROGRAM STAFF PROJECTIONS, 2013 - 2040

WCS OWI PROGRAM	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Staff	**n/a**	**n/a**	**1**	**3**	**7**	**7**	**5**	**7**	**7**	**6**	**5**	**7**	**5**	**8**	**8**	**8**	**8**	**8**	**8**	**8**	**8**
Milwaukee Co. Population	954,978	950,969	945,453	942,430	940,529	940,164	939,305	939,854	939,513	936,914	932,540	930,263	931,453	934,752	942,668	947,735	950,019	952,303	954,587	956,870	959,154
Staff per 10,000 Pop.	n/a	n/a	0.01	0.03	0.07	0.07	0.05	0.07	0.07	0.06	0.05	0.08	0.05	0.09	0.08	0.08	0.08	0.08	0.08	0.08	0.08
Criminal Filings	25,262	27,446	27,089	25,265	26,274	24,893	27,856	28,928	32,396	30,674	29,153	25,187	21,572	20,482	18,025	17,230	16,267	15,675	13,917	13,316	14,626
Filings per Staff	n/a	n/a	27,089	8,422	3,753	3,556	5,571	4,133	4,628	5,112	5,831	3,598	4,314	2,560	2,253	2,154	2,033	1,959	1,740	1,665	1,828
Total Judicial Officers	64.0	64.0	64.0	64.0	64.0	65.0	65.0	74.0	74.0	74.0	74.0	74.0	74.0	74.0	72.0	72.0	69.0	69.0	69.0	69.0	69.0
Staff per Judicial Officer	n/a	n/a	0.02	0.05	0.11	0.11	0.08	0.09	0.09	0.08	0.07	0.09	0.07	0.11	0.11	0.11	0.12	0.12	0.12	0.12	0.12

HISTORICAL PERIOD: 1999-2015	% Change		# Change		1999-15
	Period	Annual	Period	Annual	Avg.
Total Staff	14.3%	0.9%	1.0	0.06	7.1
Staff per 10,000 Population	12.1%	0.8%	0.01	0.00	0.07
Filings per Staff	-51.3%	-3.2%	-1,925	-120	3,335
Staff per Judicial Officer	6.0%	0.4%	0.0	0.000	0.1

PROJECTIONS OF RELEVANT VARIABLES	2020	2025	2030	2035	2040
Milwaukee County Population	970,573	981,993	993,412	1,004,831	1,016,250
Criminal Filings	20,703	21,732	22,771	23,820	24,878
Total Judicial Officers	71.4	73.3	75.2	77.2	79.1

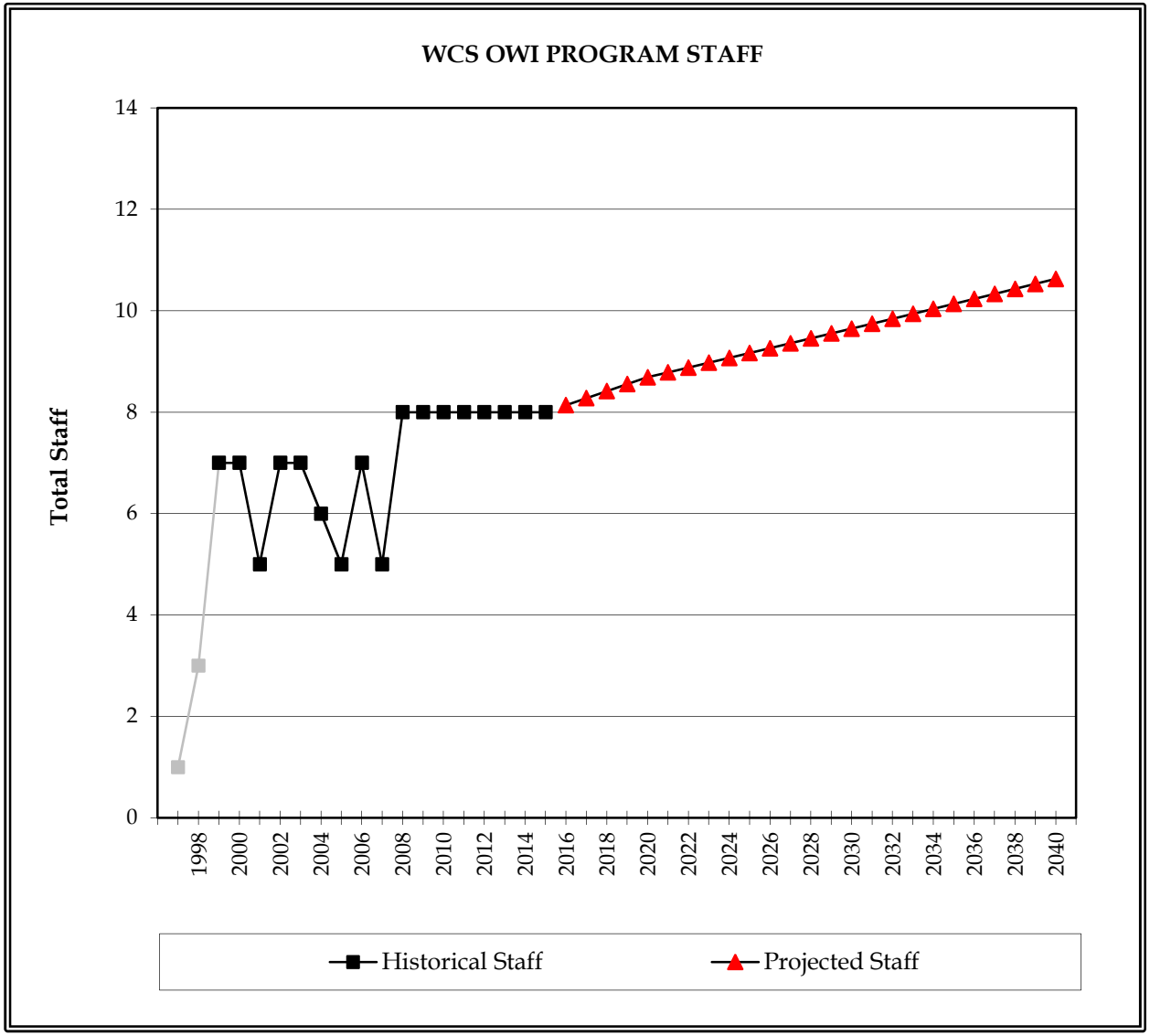
FORECAST MODELS	2020	2025	2030	2035	2040	
1) HISTORICAL TREND -- % CHANGE						
= 0.9% /year from base: 8	8	9	9	9	10	<=
2) HISTORICAL TREND -- # CHANGE						
= 0.06 /year from base: 8	8	9	9	9	10	<=
3) LINEAR REGRESSION	9	9	10	11	12	<=
4) POPULATION RATIO						
(A) Increasing Ratio	8	9	9	10	10	<=
= 0.001 /year from base: 0.08	*0.09*	*0.09*	*0.09*	*0.09*	*0.10*	
(B) Linear Regression	9	10	10	11	12	<=
= Least Squares Analysis	*0.09*	*0.10*	*0.11*	*0.11*	*0.12*	
(C) Mean Deviation: Average to High Year	8	9	9	10	10	<=
= 0.001 /year from base: 0.08	*0.09*	*0.09*	*0.09*	*0.10*	*0.10*	

FORECAST MODELS	2020	2025	2030	2035	2040	
5) STAFF PER JUDICIAL OFFICER						
(A) Increasing Ratio	8	9	9	10	10	<=
= 0.0004 /year from base: 0.12	*0.12*	*0.12*	*0.12*	*0.12*	*0.13*	
(B) Mean Deviation: Average to High Year	9	9	10	10	11	<=
= 0.001 /year from base: 0.12	*0.12*	*0.13*	*0.13*	*0.13*	*0.14*	
6) MULTIPLE REGRESSION						
Variables: Time, Population						
= R-Square: 0.528	10	10	11	11	12	<=
RECOMMENDED FORECAST ==>						
AVERAGE MODELS SHOWN WITH "<="	**9**	**9**	**10**	**10**	**11**	
Staff per 10,000 Population:	***0.09***	***0.09***	***0.10***	***0.10***	***0.10***	
Filings per Staff:	***2,382***	***2,371***	***2,361***	***2,350***	***2,341***	
Staff per Judicial Officer:	***0.12***	***0.13***	***0.13***	***0.13***	***0.13***	

Notes: (1) Wisconsin Community Services is a private agency which is contracted by the County, and provides pretrial services for defendants arrested for a second or more Operating While Intoxicated citation. (2) The program began operating in 1997. Data from 1997-1998 reflects an initial staffing-up period, and is therefore excluded from the forecast.

Table C-27
WCS OWI PROGRAM STAFF PROJECTIONS, 2013 - 2040

HISTORICAL STAFF	
1995	n/a
1996	n/a
1997	1
1998	3
1999	7
2000	7
2001	5
2002	7
2003	7
2004	6
2005	5
2006	7
2007	5
2008	8
2009	8
2010	8
2011	8
2012	8
2013	8
2014	8
2015	8
PROJECTED STAFF	
2020	9
2025	9
2030	10
2035	10
2040	11



Note: For reasons listed in the footnote on Table C-25, the forecast period is from 1999-2015.

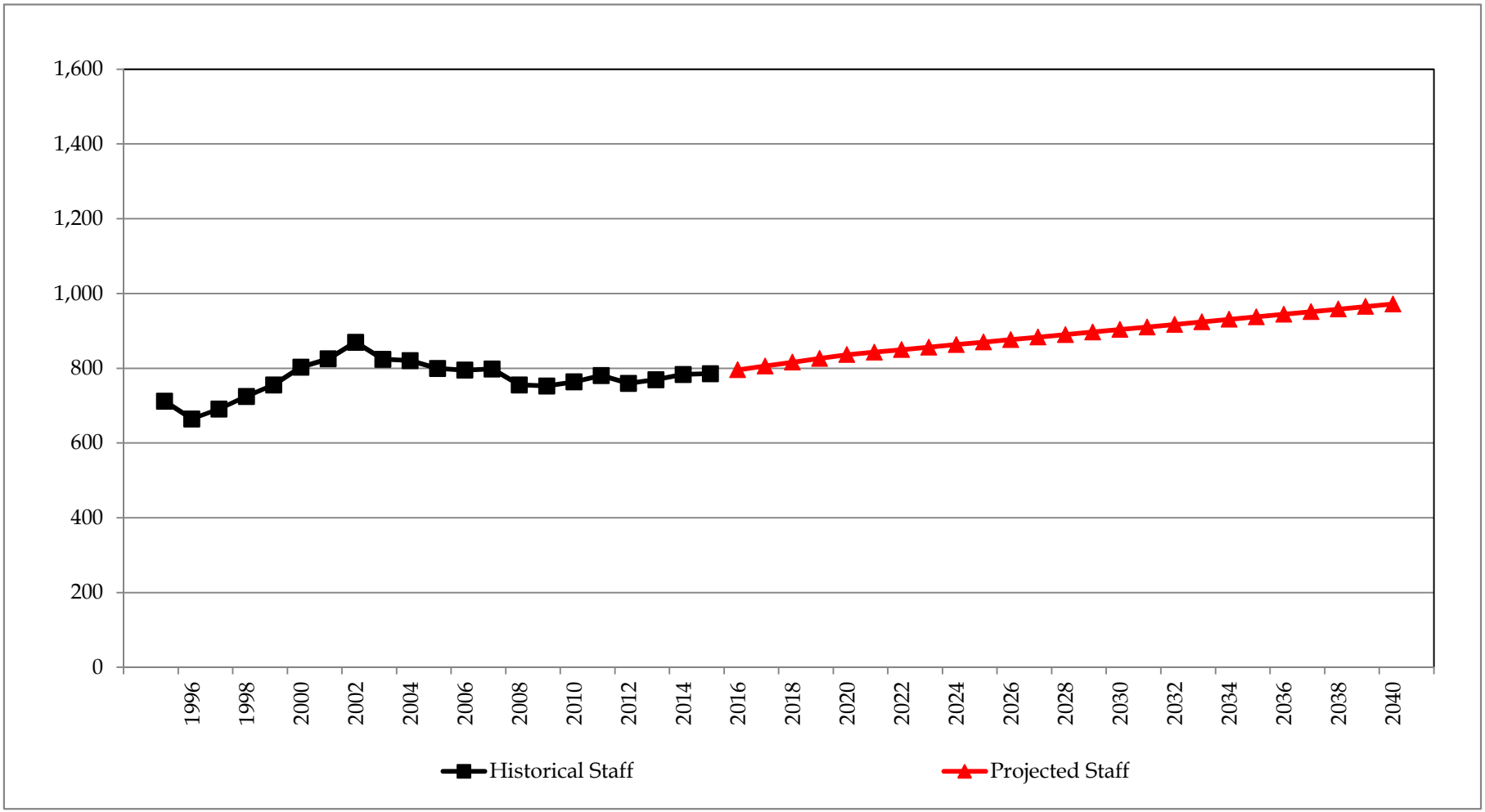
Table C-28
SUMMARY OF STAFF PROJECTIONS

Agency	Historical	Existing	Projected				
	1995	2015	2020	2025	2030	2035	2040
Chief Judge's Office	11	19	20	22	24	26	28
Child Support Services	132	145	152	156	161	165	170
Circuit Clerk	320	248	254	261	268	275	283
District Attorney	220	284	302	314	327	339	352
Guardian ad Litem	19	20	22	23	24	25	25
JusticePoint Pretrial Services	n/a	42	54	58	63	67	71
Law Library	3	3	3	3	3	3	3
Milwaukee Justice Center	n/a	6	7	8	9	11	12
Restraining Order Clinic	5	8	9	10	11	12	13
Sheriff's Office	n/a	222	n/a	n/a	n/a	n/a	n/a
WCS Drug Testing	2	3	3	3	3	4	4
WCS OWI Program	n/a	8	9	9	10	10	11
TOTAL	**712**	**786**	**836**	**870**	**903**	**937**	**972**

Note: Historical staff data is not available for the Sheriff's Office from 1995-2008. Since a meaningful forecast could not be generated for this agency, Sheriff's Office staff have been excluded from the total shown above.

Table C-29
SUMMARY OF HISTORICAL AND PROJECTED STAFFING, 1995 - 2040

AGENCY	Historical	Existing	Projected				
	1995	2015	2020	2025	2030	2035	2040
TOTAL STAFF	712	786	836	870	903	937	972



Note: Historical staff data is not available for the Sheriff's Office from 1995-2008. Since the inclusion of partial data would falsely skew the graph, the Sheriff's Office has been excluded from the total shown above.

SECTION D: SPACE STANDARDS

SECTION D: SPACE STANDARDS

In order to evaluate existing court facilities for spatial and operational adequacy, and in order to make recommendations for new or improved facilities, it is necessary to develop space standards. This section documents the basic building blocks of a courthouse: the courtrooms, jury deliberation rooms, and judicial chambers. It identifies the number and sizes of courtrooms, hearing rooms, jury rooms, and chambers by building. This allows comparison with the Wisconsin Supreme Court Standards for these spaces. Finally, recommended standards are presented for litigation spaces, courtroom support spaces, detainee holding areas, offices, workstations, and conference rooms based on a combination of the State standards, the national experience of the Consultant, and the local requirements of the Milwaukee County Courts.

DEFINITION OF SQUARE FOOTAGE TERMS

Prior to the development of space standards, it is first necessary to understand the various square footage terms which are used. Table D-1 summarizes the definition of each type of space.

Net square feet (NSF) represents the unobstructed and usable area of a space. It is the area between walls or partitions. All space standards are based on net square feet.

Departmental gross square feet (DGSF) represents the total floor area for a department or component, and includes the thickness of interior walls and partitions, as well as the hallways or circulation required to connect all spaces. DGSF corresponds to Assignable, Occupiable, or Rentable Square Feet.

Building gross square feet (BGSF) represents the total space required for a building. It includes all departmental space, plus area for major public hallways, elevators, fire stairs, mechanical shafts, pipe chases, public toilets, and the exterior skin of the building.

EXISTING COURTROOM SETS

Tables D-2 through D-7 document the existing courtroom sets by facility. Throughout the report, the facilities are color-coded as follows in order to aid with legibility and comprehension:

- Historic Courthouse: Yellow
- Safety Building: Green
- Criminal Justice Facility: Red
- Juvenile Justice Center: Blue

Tables D-2 and D-3 illustrate the process of identifying the assignment of judges and commissioners by location and type of court. The following graphics present summaries of each:

Facility	Judges	Commissioners	TOTAL
Historic Courthouse	30	16	46
Safety Building	8	1	9
Criminal Justice Facility	1	2	3
Juvenile Justice Center	8	3	11
TOTAL	47	22	69

Facility	Chief Judge	Children's Division	Civil Division	Family Division	Criminal Division	TOTAL
Historic Courthouse	1		18	15	12	46
Safety Building					9	9
Criminal Justice Facility					3	3
Juvenile Justice Center		11				11
TOTAL	1	11	18	15	24	69

Tables D-3 through D-7 define the current number and sizes of litigation spaces (courtrooms and hearing rooms), jury deliberation rooms, and judicial chambers.

There are currently 71 litigation spaces for the 69 judicial officers, although one courtroom in the Historic Courthouse (Room 400) is used primarily for calendar call of small claims cases. Of the 71 spaces, 54 are considered courtrooms, with a minimum size of 1,000 square feet. The average courtroom size is 1,682 NSF, with a range of 1,008 NSF in the Juvenile Justice Center to 2,915 NSF in the Safety Building.

Seventeen spaces are considered hearing rooms (less than 1,000 square feet). The hearing rooms average 368 NSF, with a range of 230 NSF in the Historic Courthouse to 659 NSF in the Juvenile Justice Center.

Of the 54 courtrooms, 45 have jury boxes (83%). There are 45 jury rooms. Jury room sizes average 378 NSF in the Historic Courthouse, 339 NSF in the Safety Building, 398 NSF in the Criminal Justice Facility, and 299 NSF in the Juvenile Justice Center.

Judicial chambers average 452 NSF in size. Chamber sizes vary widely, ranging from 166 NSF in the Safety Building to 720 NSF in the Historic Courthouse.

SPACE STANDARDS

The Consultant researched the Wisconsin Supreme Court standards related to the provision of court-related functions. These standards are summarized in Table D-8.

Supreme Court Rules (SCR) 68.10 and 68.11 call for a minimum jury courtroom size of 2,000 NSF, a minimum jury room size of 400 NSF, and a minimum judicial chamber size of 500 NSF.

Of the 45 jury courtrooms, 8 rooms (18%) meet the minimum 2,000 NSF standard. Another 15 courtrooms (33%) exceed 1,900 NSF, and are close to meeting the standard. The remaining 22 courtrooms (49%) do not meet the standard, and suffer from varying degrees of functional deficiencies.

Ten jury rooms (22%) meet the recommended 400 NSF standard. Another 27 jury rooms (60%) exceed 300 NSF, and are considered acceptable in size. The remaining 8 jury rooms (18%) are considered marginal to inadequate in size.

Twenty of the 47 judges' chambers (43%) meet the recommended 500 NSF standard. Chambers on the lower floors of the Safety Building are the most inadequate in size.

Table D-9 presents recommended standards for the Milwaukee County Court System. Space standards are shown for litigation spaces, courtroom support spaces, detainee holding areas, offices, workstations, and conference rooms.

It is recommended that three sizes of courtrooms be developed in a new facility. The sizes are 3,000 NSF for a large, high-volume, ceremonial courtroom; 2,200 NSF for a standard, 14-person jury courtroom; and 1,600 NSF for a non-jury courtroom. Courtrooms in existing facilities should be evaluated on a case-by-case basis, but it is likely that the courtrooms in the Historic Courthouse and Juvenile Justice Center would continue to operate as currently designed.

It is also recommended that 1,000 NSF be considered a minimum hearing room size. Hearing rooms less than 800 square feet, and particularly those less than 500 square feet, do not provide sufficient area to separate parties, provide adequate workspace and circulation, or promote the proper image and decorum. In particular, the 10 small Family Court hearing rooms on the 7th Floor of the Historic Courthouse should be eliminated, and hearings conducted in more appropriately-sized rooms.

Table D-1
DEFINITION OF SQUARE FOOTAGE TERMS AND GROSSING FACTORS

Net Square Feet (NSF)

The unobstructed floor area required to perform a particular function or task. All major components are defined as net spaces including the public lobby, loading dock, and storage rooms.

Departmental Gross Square Feet (DGSF)

The total floor area for a particular department or component. This includes the net square footage (NSF) for each space plus:

* circulation to connect each space within the department
* thickness of interior walls and partitions
* building support columns located within the departmental area

Corresponds to Occupiable Area

Mechanical / Electrical Factor (M / E)

A mechanical factor is applied to the total departmental area in order to accommodate major mechanical and electrical systems.

Building Gross Square Feet (BGSF)

The total space required for a building. This includes the departmental gross square footage (DGSF) for each space plus:

* horizontal circulation including public corridors and corridors connecting departments
* vertical circulation including elevators, elevator shafts, elevator lobbies, ceremonial stairs, and fire stairs
* interior column supports not included in the DGSF
* mechanical / electrical / plumbing shafts and pipe chases
* public toilets / staff toilets
* janitors' closets
* the exterior skin of the building

Table D-2
FIRST JUDICIAL DISTRICT COURT ROSTER - JUDGES, 2015

JUDGE	BRANCH	COURT	BUILDING	ROOM	TOTAL
White	1	Chief Judge	HC	609/509	1
Sanders	28	Children's	JJC	1410	
Carroll	39	Children's	JJC	1411	
Swanson	11	Children's	JJC	1422	
Dwyer	16	Children's	JJC	2410	8
Gramling Perez	32	Children's	JJC	2414	
Feiss	46	Children's	JJC	2421	
Havas	45	Children's	JJC	2425	
Triggiano (DCJ/PJ)	13	Children's	JJC	2500C	
Borowski	12	Civil / Probate	HC	206	
Colon	18	Civil / Probate	HC	208	
DiMotto	41	Civil	HC	401	
Yamahiro	34	Civil	HC	402	
Foley	14	Civil	HC	403	
Flanagan	4	Civil	HC	404	12
Fiorenza	3	Civil / Small Claims	HC	409	
Hansher	42	Civil	HC	412	
Moroney	20	Civil	HC	413	
Noonan	31	Civil	HC	414	
Dugan (PJ)	10	Civil	HC	415	
Sankovitz	29	Civil	HC	500	
Kuhnmuench	5	Family	HC	503	
Sosnay	8	Family	HC	512	
Van Grunsven	9	Family	HC	513	5
Martens	27	Family	HC	514	
Murray (PJ)	43	Family	HC	702	

JUDGE	BRANCH	COURT	BUILDING	ROOM	TOTAL
Witkowiak	22	Felony	HC	608	
Rosa	35	Felony	HC	629	
Brash	21	Felony	HC	632	
Pocan	26	Felony	HC	634	
Conen	30	Felony	HC	635	
Rothstein (PJ)	25	Felony	CJF	G55A	
Ashley	33	Felony	SB	113	14
Stark	17	Felony	SB	310	
Cimpl	19	Felony	SB	313	
Konkol	44	Felony	SB	316	
Brostrom	6	Felony	SB	423	
Watts	15	Felony	SB	502	
Donald (DCJ)	2	Felony	SB	506	
McAdams	7	Felony	SB	620	
Dallet (PJ)	40	Misdemeanor / DV	HC	501	
Kremers	36	Misdemeanor / DV	HC	502	
Wagner	38	Misdemeanor / DV	HC	504	
Grady	23	Misdemeanor	HC	515	7
Dee	37	Misdemeanor	HC	615	
Protasiewicz	24	Misdemeanor	HC	622	
Siefert	47	Misdemeanor	HC	623	

The total number of Judges is 47. Distribution by location is as follows: Historic Courthouse 30; Criminal Justice Facility 1; Safety Building 8; Vel Phillips Juvenile Justice Center 8.

47

Note: Abbreviations indicate the following: Deputy Chief Judge (DCJ); Presiding Judge (PJ).

Table D-2 (Continued)
FIRST JUDICIAL DISTRICT COURT ROSTER - COMMISSIONERS, 2015

COMMISSIONER	COURT	BUILDING	ROOM	TOTAL	COMMISSIONER	COURT	BUILDING	ROOM	TOTAL
Slagle (JCC)	Children's	JJC	1418	3	Grady (FCC)	Family	HC	707	10
Flynn (JCC)	Children's	JJC	2500A		Berrios-Schroeder (DFCC)	Family	HC	707	
Costello (JCC)	Children's	JJC	2500B		Jaskulski (AFCC)	Family	HC	707-M	
Barillas (JCC)	Civil / Small Claims	HC	400-AF	4	Kendrigan (AFCC)	Family	HC	711-T	
Cornwall (JCC)	Civil / Small Claims	HC	400-AK		Mishelow (AFCC)	Family	HC	707-J	
Kucharski (JCC)	Civil / Small Claims	HC	400-H		Pruhs (AFCC)	Family	HC	707-L	
Vosper (JCC)	Civil / Small Claims	HC	400-E		Rustad (AFCC)	Family	HC	711-M	
Phillips (JCC)	Criminal - Felony	CJF	146A	3	Sandoval (AFCC)	Family	HC	707-K	
Moore (JCC)	Criminal - Misdemeanor	CJF	137A		Sturm (AFCC)	Family	HC	712	
Sweet (JCC)	Criminal - Misdemeanor	SB	221		Zemel (AFCC)	Family	HC	711-H	
Dorsey (JCC)	Presiding Judicial Court Commissioner	HC	407	1	*The total number of Commissioners is 22. Distribution by location is as follows: Historic Courthouse 16; Criminal Justice Facility 2; Safety Building 1; Vel Phillips Juvenile Justice Center 3.*				22
Baker (PC)	Probate	BHD (A.M.)	1032	1					
		HC (P.M.)	408						

Note: (1) Abbreviations indicate the following: Judicial Court Commissioner (JCC); Probate Commissioner (PC); Family Court Commissioner (FCC); Deputy Family Court Commissioner (DFCC); Assistant Family Court Commissioner (AFCC). (2) The Probate Commissioner holds mental commitment hearings at the Behavioral Heath Division during morning hours.

Table D-3
SUMMARY OF JUDICIAL OFFICERS' COURTROOMS AND HEARING ROOMS BY BUILDING

JUDICIAL OFFICERS	HISTORIC COURTHOUSE		SAFETY BUILDING		CRIMINAL JUSTICE FACILITY		JUVENILE JUSTICE CENTER		TOTAL	
JUDGES	**Judges**	**Rooms**	**Judges**	**Rooms**	**Judges**	**Rooms**	**Judges**	**Rooms**	**Judges**	**Rooms**
Chief Judge										
Reserve Courtroom (509)	**1**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**1**
Civil / Probate										
Civil/Probate	*2*	*2*							*2*	*2*
Civil	*10*	*10*							*10*	*10*
TOTAL	**12**	**12**	**0**	**0**	**0**	**0**	**0**	**0**	**12**	**12**
Criminal										
Felony	*5*	*5*	*8*	*8*	*1*	*1*			*14*	*14*
Misdemeanor	*4*	*4*							*4*	*4*
Misdemeanor/DV	*3*	*3*							*3*	*3*
TOTAL	**12**	**12**	**8**	**8**	**1**	**1**	**0**	**0**	**21**	**21**
Family	**5**	**5**	**0**	**0**	**0**	**0**	**0**	**0**	**5**	**5**
Children's	**0**	**0**	**0**	**0**	**0**	**0**	**8**	**8**	**8**	**8**
JUDGES' TOTAL	**30**	**30**	**8**	**8**	**1**	**1**	**8**	**8**	**47**	**47**
COMMISSIONERS	**Comm.**	**Rooms**	**Comm.**	**Rooms**	**Comm.**	**Rooms**	**Comm.**	**Rooms**	**Comm.**	**Rooms**
Probate	**1**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**1**
Civil / Small Claims										
Hearing Rooms	*4*	*4*							*4*	*4*
Small Claims (400)	*1*	*1*							*1*	*1*
TOTAL	**5**	**5**	**0**	**0**	**0**	**0**	**0**	**0**	**5**	**5**
Criminal	**0**	**0**	**1**	**1**	**2**	**2**	**0**	**0**	**3**	**3**
Family										
Hearing Rooms	*10*	*10*							*10*	*10*
Default Divorce (508)	*0*	*1*							*0*	*1*
Restraining Orders (712)	*0*	*1*							*0*	*1*
TOTAL	**10**	**12**	**0**	**0**	**0**	**0**	**0**	**0**	**10**	**12**
Children's	**0**	**0**	**0**	**0**	**0**	**0**	**3**	**3**	**3**	**3**
COMMISSIONERS' TOTAL	**16**	**18**	**1**	**1**	**2**	**2**	**3**	**3**	**22**	**24**
GRAND TOTAL	**46**	**48**	**9**	**9**	**3**	**3**	**11**	**11**	**69**	**71**

Notes: (1) The Presiding Judicial Commissioner is shown with Civil/Small Claims although that person also fills in on criminal cases as well.

(2) Historic Courthouse Courtroom 400 is shown as a courtroom, although it is currently used primarily as an assembly room for Small Claims cases.

(3) The Family Court Commissioners use Courtrooms 508 and 712 to hear default divorce and restraining order cases, in addition to the 10 smaller hearing rooms.

Table D-4
EXISTING COURTROOMS AND HEARING ROOMS BY SIZE

HISTORIC COURTHOUSE

Courtroom #	NSF
206	1,440
208	1,440
400	2,448
401	1,964
402	1,964
403	1,964
404	1,964
408	1,092
409	1,092
412	1,964
413	1,964
414	1,964
415	1,964
500	2,448
501	1,964
502	1,964
503	1,964
504	1,694
508	1,092
509	1,092
512	1,732
513	1,964
514	1,964
515	1,964
608	2,173
615	1,554
622	1,316
623	1,316
629	1,554
632	1,796
634	1,796
635	2,173
702	1,558
712	1,558
TOTAL	**34**

Hearing Room #	NSF
400-AF	418
400-AK	324
400-E	619
400-H	391
707-J	450
707-K	372
707-L	407
707-M	407
707-X	320
711-F	241
711-H	241
711-M	230
711-N	230
711-T	390
TOTAL	**14**

HEARING ROOMS

AVERAGE	**360**
Largest	**619**
Smallest	**230**

COURTROOMS

AVERAGE	**1,761**
Largest	**2,448**
Smallest	**1,092**

ALL SPACES

TOTAL	**48**
Largest	**2,448**
Smallest	**230**

SAFETY BUILDING

Courtroom #	NSF
113	1,915
221	1,028
310	1,618
313	1,312
316	1,473
423	2,420
502	2,128
506	2,128
620	2,915
TOTAL	**9**

AVERAGE	**1,882**
Largest	**2,915**
Smallest	**1,028**

CRIMINAL JUSTICE FACILITY

Courtroom #	NSF
Prelim. Hearing	1,562
Intake	1,661
High Security	2,128
TOTAL	**3**

AVERAGE	**1,784**
Largest	**2,128**
Smallest	**1,562**

DOWNTOWN FACILITIES

TOTAL	**60**
Courtrooms	**46**
Hearing Rooms	**14**
Courtroom Avg.	**1,786**
Largest Room	**2,915**
Smallest Room	**230**

JUVENILE JUSTICE CENTER

Courtroom #	NSF
1407	1,312
1411	1,008
1418	1,008
1422	1,312
2410	1,008
2414	1,008
2421	1,008
2425	1,008
TOTAL	**8**

AVERAGE	**1,084**
Largest	**1,312**
Smallest	**1,008**

Hearing Room #	NSF
2500A	280
2500B	280
2500C	659
TOTAL	**3**

AVERAGE	**406**
Largest	**659**
Smallest	**280**

ALL FACILITIES

TOTAL	**71**
Courtrooms	**54**
Hearing Rooms	**17**
Courtroom Average NSF	**1,682**
Hearing Room Average NSF	**368**
Largest Room NSF	**2,915**
Smallest Room NSF	**230**

Table D-5
JURY ROOMS, JURY ROOM SIZES, AND ADA ACCESSIBILITY

HISTORIC COURTHOUSE

Courtroom #	Jury Room NSF	Same Level	ADA Accessible	
206	398			No
208	398			No
400	472			No
401	360			No
402	360			No
403	360			No
404	360			No
408	332			No
409	332			No
412	360			No
413	360			No
414	360			No
415	360			No
500	472			No
501	360			No
502	360			No
503	360			No
504	360			No
508	332			No
509	332			No
512	360			No
513	360			No
514	360			No
515	360			No
608	430	Yes	Yes	
615	458			No
622	290			No
623	290			No
629	458			No
632	265	Yes	Yes	
634	265	Yes	Yes	
635	409	Yes	Yes	
702	585			No
712	585			No
34	**34**	**4**	**4**	**30**
AVERAGE NSF:	**378**	***12%***	***12%***	***88%***

SAFETY BUILDING

Courtroom #	Jury Room NSF	Same Level	ADA Accessible	
113	511	Yes	Yes	
310	322	Yes	Yes	
313	280	Yes	Yes	
316	259	Yes	Yes	
423	313	Yes	Yes	
502	371	Yes	Yes	
506	446	Yes	Yes	
620	210	Yes	Yes	
8	**8**	**8**	**8**	**0**
AVERAGE NSF:	**339**	***100%***	***100%***	***0%***

CRIMINAL JUSTICE FACILITY

Courtroom #	Jury Room NSF	Same Level	ADA Accessible	
G55A	398	Yes	Yes	No
1	**1**	**1**	**1**	**0**
AVERAGE NSF:	**398**	***100%***	***100%***	***0%***

JUVENILE JUSTICE CENTER

Courtroom #	Jury Room NSF	Same Level	ADA Accessible	
1050	304	Yes	Yes	No
1054	294	Yes	Yes	No
2	**2**	**2**	**2**	**0**
AVERAGE NSF:	**299**	***100%***	***100%***	***0%***

SUMMARY

Jury Courtrooms	Jury Rooms	Same Level	ADA Accessible	
			Yes	No
45	**45**	**15** *33%*	**15** *33%*	**30** *67%*
AVERAGE NSF:	**368**			

Total Courtrooms	Jury Courtrooms	Non-Jury Courtrooms
54	**45** *83%*	**9** *17%*

Table D-6
JUDICIAL CHAMBER SIZES

HISTORIC COURTHOUSE

Floor	Courtroom #	NSF	
2ND	206	600	
	208	600	
4TH	401	720	
	402	720	
	403	720	
	404	720	
	408	340	*
	409	340	
	412	720	
	413	720	
	414	720	
	415	720	
5TH	500	619	
	501	720	
	502	720	
	503	720	
	504	720	
	508	340	*
	509	340	*
	512	720	
	513	720	
	514	720	
	515	720	
6TH	608	375	
	609	280	
	615	280	
	622	317	
	623	317	
	629	280	
	632	425	
	634	425	
	635	375	
7TH	702	378	
	712	378	*
TOTAL		**34**	
AVERAGE		**545**	
Largest		**720**	
Smallest		**280**	

SAFETY BUILDING

Floor	Courtroom #	NSF	
1ST	113	173	
2ND	221	173	*
3RD	310	166	
	313	219	
	316	216	
4TH	423	314	
5TH	502	510	
	506	476	
6TH	620	264	
TOTAL		**9**	
AVERAGE		**279**	
Largest		**510**	
Smallest		**166**	

CRIMINAL JUSTICE FACILITY

Floor	Courtroom #	NSF	
GROUND	Prel. Hearing	306	*
1ST	Intake	312	*
	High Security	364	
TOTAL		**3**	
AVERAGE		**327**	
Largest		**364**	
Smallest		**306**	

DOWNTOWN FACILITIES

TOTAL	**46**
AVERAGE	**479**
Largest	**720**
Smallest	**166**

JUVENILE JUSTICE CENTER

Floor	Office #	NSF
MAIN	1614	305
	1616	289
	1608	256
	1610	256
	1612	256
	1622	225
	1624	225
	1626	225
TOTAL		**8**
AVERAGE		**255**
Largest		**305**
Smallest		**225**

ALL FACILITIES

TOTAL	**54**
Average NSF	**452**
Largest NSF	**720**
Smallest NSF	**166**

Note: This table documents the judicial chamber offices associated with each courtroom. Offices used by commissioners, or as necessary by judges, are designated by an asterisk.

Table D-7
SUMMARY OF LITIGATION SPACES, JURY ROOMS, AND CHAMBERS

SPACE	HISTORIC COURTHOUSE	SAFETY BUILDING	CRIMINAL JUSTICE FACILITY	JUVENILE JUSTICE CENTER	TOTAL
LITIGATION SPACES					
Courtrooms	34	9	3	8	**54**
Hearing Rooms	14	0	0	3	**17**
TOTAL LITIGATION SPACES	**48**	**9**	**3**	**11**	**71**
Average Courtroom NSF	1,761	1,882	1,784	1,084	**1,682**
Average Hearing Room NSF	360	--	--	406	**368**
Largest Courtroom	2,448	2,915	2,128	1,312	**2,915**
Smallest Courtroom	1,092	1,028	1,562	1,008	**1,008**
Largest Hearing Room	619	--	--	659	**659**
Smallest Hearing Room	230	--	--	280	**230**
JURY ROOMS					
Total Courtrooms	**34**	**9**	**3**	**8**	**54**
Number of Jury Courtrooms	34	8	1	2	**45**
Number of Jury Rooms	34	8	1	2	**45**
Jury Courtrooms to Total Courtrooms	100%	89%	33%	25%	**83%**
Jury Rooms to Jury Courtrooms	100%	100%	100%	100%	**100%**
Average Jury Room Size	378	339	398	299	**368**
Jury Rooms on Courtroom Level	4	8	1	2	**15**
Percentage on Same Level	12%	100%	100%	100%	**33%**
COURTROOM CHAMBERS					
Total Chambers	**34**	**9**	**3**	**8**	**54**
Average Chamber Size	545	279	327	255	**452**
Largest Chamber Size	720	510	364	305	**720**
Smallest Chamber Size	280	166	306	225	**166**

Note: Chambers shown include those associated with courtrooms. Not included in the totals are commissioner offices, although some hearing rooms also serve as commissioner offices. (2) Room 400 in the Historic Courthouse is considered to be a courtroom, although it is currently used for Small Claims Court assembly.

Table D-8
WISCONSIN SUPREME COURT STANDARDS

STANDARDS RELATED TO PROVISION OF SPACES AND SIZES OF SPACES

SUPREME COURT RULES (SCR) 68.10

(1) Each Circuit Court Judge should be provided with a separate courtroom.

(2) The minimum ratio between jury and non-jury courtrooms for courts with more than 20 judges should be 60%-65%.

(3) The size of a jury courtroom should be a minimum of **2,000** square feet. (Seating for at least 40 people at 24 inches per seat).

(5e) One or more conference rooms at least **125** square feet in size should be in close proximity to each courtroom.

(5j) For a jury courtroom, an adjacent jury deliberation room at least **400** square feet in size, exclusive of restrooms, should be provided.

SUPREME COURT RULES (SCR) 68.11

(1) An adequately sized jury assembly area should be provided.

(2) Each judge should have a private chambers at least **500** square feet in size, with a private restroom (50 square feet).

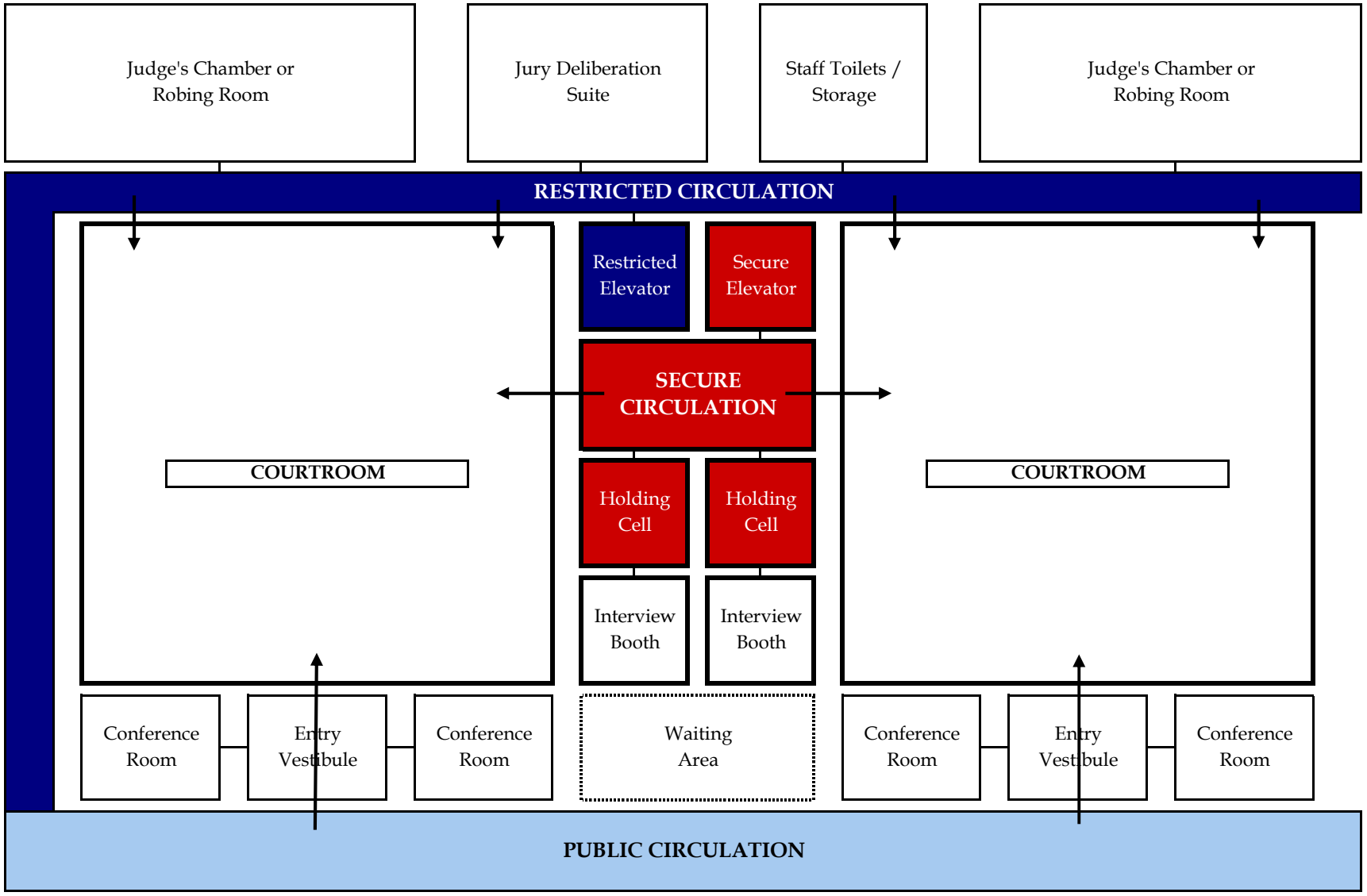
(5) Offices and hearing rooms of court commissioners should provide respect, privacy and function, and be designed to impress upon the public and the litigants, the fairness and dignity of the judicial system. (Comment: A uniform standard on size or features is not practicable).

Table D-9
RECOMMENDED SPACE STANDARDS

Element	Optimal / New NSF
LITIGATION SPACES	
Large Jury Courtroom (seats approximately 120)	3,000
Standard Jury Courtroom (seats approximately 80)	2,200
Non-Jury Courtroom (seats approximately 50)	1,600
Hearing Room (seats approximately 10-20)	1,000-1,200
COURTROOM SUPPORT SPACES	
Public Waiting Area	300
Courtroom Entry Vestibule	80
Attorney Conference Room	125-150
Victim / Witness Waiting Room	125-150
Jury Deliberation Room (14-/16-person)	400
Jury Deliberation Vestibule	60
Toilet (12-person: 2 @ 50)	100
DETAINEE HOLDING AREAS	
Central Holding Large Group Holding Cell	200
Central Holding Medium Group Holding Cell	100
Central Holding Segregation Holding Cell	50
Courtfloor Holding Cell	120
Interview Booth	60
Staging Area (per cell)	50

Element	Optimal / New NSF
OFFICE SPACES	
Judge / Constitutional Officer	500-400
Commissioner / Major Department Head	320
Department Head	240
Assistant Department Head / Senior Manager	180
Attorney / Supervisor / Mid-Manager	150
Professional / Law Clerk / Probation Officer	120
WORKSTATIONS (OPEN LANDSCAPE)	
Extended Technical	80
Administrative Assistant / Clerical Supervisor	64
Clerical / Receptionist / Technical	48
Field Personnel / Data Entry / Volunteer	36
Transaction Counter	21
Reception Counter	18
Counter Workstation	24
CONFERENCE ROOMS	
Seating for 2-4 persons	120
Seating for 4-6 persons	150
Seating for 6-8 persons	180
Seating for 8-10 persons	210
Seating for 10-12 persons	240
Seating for 12-14 persons	280
Seating for 14-16 persons	320
Seating for more than 16 persons	16-20 NSF/person

Table D-10
HYPOTHETICAL COURTROOM SET



SECTION E: COMPONENT EVALUATIONS

SECTION E: COMPONENT ANALYSIS

This section presents the analysis of existing space conditions. Nearly all spaces within the judicial facilities were toured as part of the departmental interview process. Square footages were quantified for all components and for each facility. Color-coded floorplans which show the current location of each component were developed. These plans are presented in Appendix A.

All agencies and components were evaluated in terms of quantity and quality of space. The evaluation focused both on general overcrowding and on the operational functionality of the space. Spaces were scored on a 10-point scale, and based on the score received, were rated as Appropriate (9-10), Adequate (7-8), Marginal (5-6), Inadequate (3-4), or Inappropriate (1-2).

In addition, ratios of square footage per staff person were defined. These ratios were used to assist in the evaluation process and as benchmarks for projecting future space needs. The scoring and rating methodology identified the spaces most in need of improvement. Spaces scoring in the Inadequate or Inappropriate categories urgently require improvement.

OVERVIEW OF PROCESS AND METHODOLOGY

Table E-1 presents an overview of the component analysis process and methodology.

With respect to process, the Consultant conducted onsite visits with the various agencies and components. This process often included multiple interviews. For instance, meetings were held with the Circuit Clerk and with each Assistant Chief Deputy Clerk overseeing the respective court divisions.

During the interviews, spaces were toured and photographed. The Consultant evaluated the space both spatially and operationally. The overall quantity of space was examined with respect to general overcrowding, general sizes of component spaces, and provision of the adequate number of spaces. In addition, the operational adequacy and quality of the space was examined with respect to functionality, security, circulation, accessibility, internal adjacencies, external proximity to other functions, and general effectiveness.

Each space was then assigned a score on a 10-point scale. Spaces scoring 9 or 10 were rated as Appropriate; spaces scoring 7 or 8 were rated as Adequate; spaces scoring 5 or 6 were rated as Marginal; spaces scoring 3 or 4 were rated as Inadequate; and spaces scoring 1 or 2 were rated as Inappropriate. These ratings have been color-coded from blue to red as a way to visually indicate the seriousness of the condition.

COMPONENT ANALYSIS

Table E-2 presents the component analysis for the Historic Courthouse. Table E-3 presents the analysis for the Safety Building. Table E-4 presents the analysis for the Juvenile Justice Center. A summary of all component scores and ratings is presented in Table E-5. Following is a summary of each facility:

HISTORIC COURTHOUSE: Functions in the Historic Courthouse averaged a score of 3.9 and a rating of Inadequate. The Criminal and Family Courts scored in the Inappropriate category. For the Criminal Courts, the condition of defendants in custody being moved through public hallways is a fundamental threat to public safety. This situation also detracts from an appropriate court image and potentially compromises the integrity of the judicial process. The Family Courts scored low due to the congested nature of the 7th Floor, and the exceptionally small hearing rooms. The Civil/Probate Courts scored higher, as these conditions do not impact these courts to the same extent. The Restraining Order Clinic rated as Inappropriate due to severely overcrowded conditions. Child Support Services and Jury Management were considered Inadequate. Court Administration, the Circuit Clerk, and the Law Library rated as Marginal. The Milwaukee Justice Center was considered Appropriate due to sufficient space and recent renovations.

SAFETY BUILDING: Functions in the Safety Building averaged a score of 2.8 and a rating of Inappropriate. With the exception of Court Administration, all components rated as either Inadequate or Inappropriate. This building suffers from the same mixed circulation issues, most office spaces are overcrowded or fragmented, and there are numerous physical problems with the building that affect operational efficiency and effectiveness. The building is very inefficiently designed and its original mixed use makes renovation of existing space very difficult. For instance, nearly 37,000 square feet is former jail space, which is vacant, and which would be very difficult to renovate effectively.

JUVENILE JUSTICE CENTER: Functions in the Juvenile Justice Center averaged a score of 5.0 and a rating of Marginal. It is very difficult for older facilities to score well when judged by modern standards. However, it should be noted that the Consultant believes the combined juvenile facilities function very well. Overall, these spaces are better spatially and operationally than those located downtown. Some renovation or expansion would be desirable to improve conditions, but there is not the urgency found in the primary court facilities.

SQUARE FOOTAGE SUMMARY

Table E-6 presents a summary of departmental and building gross square footages by building. The noted approximate building gross areas are as follows:

- Historic Courthouse: 718,000 square feet
- Safety Building: 413,000 square feet
- Juvenile Justice Center: 261,000 square feet

The approximate departmental gross areas by building are as follows:

- Historic Courthouse: 405,000 square feet
- Safety Building: 234,000 square feet
- Juvenile Justice Center: 168,000 square feet

Table E-1
COMPONENT ANALYSIS PROCESS AND METHODOLOGY

I. ANALYSIS PROCESS

1. Primarily examines the quantity of space *(general overcrowding, general sizes of component spaces, adequate number of required spaces)*

2. Secondarily examines operational adequacy and quality of space *(functionality, image, security, circulation, proximity to other essential functions, handicap accessibility, general effectiveness)*

II. ANALYSIS METHODOLOGY

Rating:	Inappropriate		Inadequate		Marginal		Adequate		Appropriate	
Score:	1	2	3	4	5	6	7	8	9	10

Score	Rating	Definition
9 - 10	Appropriate	Sufficient quantity of space; good configuration and layout; little, if any, expansion or renovation would be useful
7 - 8	Adequate	Quantity may be barely sufficient; configuration and flow are less than ideal; some renovation/expansion would enhance operations
5 - 6	Marginal	Lacks sufficient quantity of space, quality of space, or both; requires some renovation or expansion to achieve minimum recommended operating standards
3 - 4	Inadequate	Poor quantity and quality of space; too small; improper layout; urgently requires improvement
1 - 2	Inappropriate	Very overcrowded; numerous layout, security, or accessibility issues and space inefficiencies; considered fundamentally inappropriate for continued use

Table E-2
COMPONENT ANALYSIS:

HISTORIC COURTHOUSE

Component	SQUARE FOOTAGE ANALYSIS: Total Courts (2015)	Approximate NSF/Court	Approximate NSF	Approximate DGSF	ANALYSIS OF EXISTING CONDITIONS: Inappropriate 1	2	Inadequate 3	4	Marginal 5	6	Adequate 7	8	Appropriate 9	10
1. CIRCUIT COURT	**45 Courts**	**3,086**	**138,859**	**180,517**				**4**						
A. Courtrooms & Support Spaces	**45 Courts (29 judges / 16 commissioners)**													
1. Civil / Probate Courts	*18 Courts (12 judges / 6 commissioners)*								**5**					
2. Criminal Courts	*12 Courts (12 judges)*					**2**								
3. Family Courts	*15 Courts (5 judges / 10 commissioners)*					**2**								
B. Chamber Areas									**5**					

Description: The Wisconsin Circuit Courts are the State's trial courts. The State has been a single level trial court since 1978. Circuit Courts have original jurisdiction in all civil and criminal matters within the state, including probate, juvenile, and traffic matters, as well as civil and criminal jury trials. Juries typically consist of 12 persons plus alternates, although juries of 6 persons are allowed in certain casetypes.

In 2015, there were 249 statewide Circuit judges in 72 counties. Milwaukee County is the largest jurisdiction with 47 judges. Judges are elected countywide to six-year terms in non-partisan elections. The Circuit Courts are funded with a combination of state and county money. State funds are used to pay the salaries of the judges, official court reporters, and reserve judges. By law, the counties are responsible for all other operating costs except those enumerated by statute.

The following section describes the current spatial and operational conditions of the Circuit Court judiciary and immediate staff in the Historic Courthouse. This space evaluation includes 30 Circuit Court judges and 16 commissioners.

Location: 2nd, 3rd, 4th, 4th Mezzanine, 5th, 5th Mezzanine, 6th, 6th Mezzanine, 7th, and 7th Mezzanine Floors

A. Courtrooms & Support Spaces

1. Courtrooms

Spatial Adequacy: The number of litigation spaces (courtrooms and hearing rooms) is adequate for the current number of judicial officers. In the Historic Courthouse, there are 48 litigation spaces (34 courtrooms and 14 hearing rooms) for 46 judicial officers (30 judges and 16 commissioners). Only 4 of the 34 courtrooms (12%) meet the Wisconsin Supreme Court standard of 2,000 square feet or more for a jury courtroom, although 14 others (41%) are very close (1,964 NSF). The smallest courtrooms are 1,092 NSF, which are only half the required size for a 12-person jury courtroom. The 14 hearing rooms average 360 NSF in size. Sizes range from 230 to 619 NSF. The hearing rooms are believed to be too small to provide appropriate separation of parties and security, and to meet the Supreme Court standard "to impress upon the public and the litigants the fairness and dignity of the judicial system." This is particularly true for the hearing rooms used by the Family Court commissioners on the 7th Floor, as these are potentially the most volatile of all casetypes. For comparison, JPA has recommended a minimum standard of 1,000 NSF for litigation spaces, which includes hearing rooms.

Operational Adequacy: ***Circulation / Security:*** In a properly designed courthouse, there are three separate circulation zones: public, restricted, and secure. The Historic Courthouse lacks these separate circulation zones. Judges, staff, jurors, detainees, and the public must all share the same hallways in order to access spaces. **Detainees being moved through public hallways is a fundamental threat to public safety. This situation also detracts from an appropriate court image and potentially compromises the integrity of the judicial process. For the Criminal Courts, movement of detainees through public zones is considered an inappropriate condition, which is reflected in the score. The Family Courts scored low due to the congested nature of the 7th Floor, and the exceptionally small hearing rooms. The Civil / Probate Courts scored higher as these conditions do not impact these courts to the same extent.**

Table E-2 (Continued)
COMPONENT ANALYSIS:

HISTORIC COURTHOUSE

1. CIRCUIT COURT (continued)

A. Courtrooms & Support Spaces

1. Courtrooms (continued)

Operational Adequacy: ***Configuration / Access:*** Most of the Historic Courthouse courtrooms are beautifully designed and are commensurate with the dignity and seriousness of the proceedings. As a 1930s era facility, the courtrooms have issues with respect to handicap accessibility, particularly to the witness stand, jury box, and judge's bench. Many of the courtrooms have small entry vestibules which do not meet handicap accessibility requirements, often necessitating that the outer doors be maintained in the open position. Most courtrooms have issues meeting modern technology requirements, particularly with respect to proper electrical capacity for computers and evidence presentation equipment. Proper lighting and sound can also be issues. Some of these issues can probably be ameliorated, but none of them rises to the same level of public safety as the circulation and security issues of the Criminal Courts.

2. Support Spaces

Spatial Adequacy: Courtrooms on the 2nd, 4th, and 5th Floors are served by 18' wide public hallways, which are generally adequate. The public hallway reduces to a 12' width on the 6th Floor, and it becomes congested. Ten Family Court hearing rooms on the 7th Floor are served by narrow 4' wide hallways, which is inappropriate. Most courtrooms have entry vestibules, although many are very small (4' x 6.5'). There is little provision for attorney/client conference rooms and victim/witness waiting rooms. Parties must typically confer in the hallway or in a stairwell outside the courtroom. Limited secure holding is provided in bullpen spaces on the 5th and 6th Floors, but detainees are moved through public hallways to access these spaces and courtrooms. There are 34 jury deliberation rooms for the 34 jury-capable courtrooms. The rooms are adequate in size, averaging about 378 square feet. Two jury room toilets are typically provided, some with multiple fixtures, although most do not meet ADA requirements.

Operational Adequacy: The hard surfaces and high ceilings in the 2nd, 4th, and 5th Floor courtroom hallways contribute to a noisy environment. The lighting in the public hallways seems dim, but could perhaps be remedied with different types of lamps. Only 4 of the 34 jury deliberation rooms (12%) are located on the same level as the courtrooms they serve. Other jury rooms can only be accessed by stairwell, which creates handicap accessibility issues.

B. Chamber Areas

Spatial Adequacy: The average judicial office is 545 net square feet, which meets the Wisconsin Supreme Court standard of 500 square feet. About half of the offices exceed the standard, while the other half are below. Commissioner offices vary in size. Some commissioners do not have private offices, but work out of their hearing rooms. Most chambers have space for a court reporter, but do not have space for a law clerk. The civil judicial law clerks are located on the 4th Floor Mezzanine. The Court Clerk / Judicial Assistant works in the courtroom full time. This is not believed to be ideal from space use and courtroom image perspectives, since the courtroom serves as both a litigation area and a reception area / office space.

Operational Adequacy: As previously mentioned with respect to the courtrooms, there are no private circulation zones in the courthouse. Judges must share elevators and hallways with public, attorneys, and litigants. This condition creates security, privacy, procedural, and image issues, and is unfixable in the building. Chambers are directly attached to the courtrooms, which offers both operational advantages and disadvantages, but this is not the way modern courthouse facilities are designed. Modern facilities segregate the courtrooms from the chambers in order to facilitate flexible use and assignment of the courtrooms, and to provide additional privacy and security for the chamber spaces.

Table E-2 (Continued)
COMPONENT ANALYSIS:

HISTORIC COURTHOUSE

Component	SQUARE FOOTAGE ANALYSIS: Total Staff (2015)	Approximate NSF/Person	Approximate NSF	Approximate DGSF	ANALYSIS OF EXISTING CONDITIONS: Inappropriate 1	2	Inadequate 3	4	Marginal 5	6	Adequate 7	8	Appropriate 9	10
2. COURT ADMINISTRATION	**7**	**656**	**4,593**	**5,971**					**5**					

Description: This component represents the Chief Judge's Office and District Court Administration. Staff in the Historic Courthouse are located on the 4th Floor Mezzanine (Court Reporting Services) and on the 6th Floor.

The state's 72 counties are grouped into 10 judicial administrative districts. Milwaukee County constitutes the First Judicial District. In each district, there is a Chief Judge appointed by the Supreme Court. The Chief Judge, who may serve up to three consecutive two-year terms, supervises and directs the administration of the district. Each Chief Judge appoints a Deputy Chief Judge to act in the event of his or her absence or unavailability. A District Court Administrator assists the Chief Judge. The Court Administrator works with the Chief Judge on policy issues, case management, judge rotations, certification of case statistics, management of court reporters, and facilities management, in addition to serving on statewide committees.

Location: 4th Floor Mezzanine, 6th Floor

Spatial Adequacy: The staff total includes the Chief Judge, Receptionist, Executive Assistant, and Clerk, plus 3 District Court Administration staff on the 6th Floor, and 2 Court Reporting Services staff on the 4th Floor Mezzanine. Other Court Coordinators are located in the Safety Building and at the Juvenile Justice Center. Staff spaces are generally adequate, with the exception of the Chief Judge's Office, which at 280 NSF is well below standards, and the Chief Judge's Clerk's workstation. Support spaces are marginally adequate. The single, large conference room is frequently scheduled, and one or two additional smaller conference rooms would be beneficial.

Operational Adequacy: The 6th Floor location works well, and the adjacency between the Chief Judge and District Court Administrator is ideal. The Court Coordinators located in the Safety Building deal primarily with the Criminal Divisions, which works well based on current court assignments. However, these staff, as well as the Court Reporting Services staff located on the 4th Floor Mezzanine, could be consolidated with the main office to improve supervision and coordination. Most visitors to the office are staff, although approximately 30 indigent persons appear per day to get waivers for restraining order fees, which requires the Chief Judge's signature. Wall panels are thin, which creates privacy and concentration issues between staff. Conversations can be easily overheard, and can be disruptive to the work environment. In addition, gulls nest in the lightwells, often creating noise problems.

3. CIRCUIT CLERK	**97**	**262**	**25,420**	**33,046**					**5**					
A. Administration	**5**	**549**	**2,747**	**3,571**						**6**				
B. Civil / Family	**72**	**165**	**11,915**	**15,490**				**4**						
C. Probate	**18**	**520**	**9,367**	**12,177**					**5**					
D. Judicial Information Systems	**2**	**695**	**1,391**	**1,808**							**7**			

Description: The Clerk of the Circuit Court is the official keeper of records for all state matters brought in the Circuit Court of Milwaukee County. The office includes the Children's Division, Civil Division, Family Division, Criminal & Traffic Division, Probate Division, and Jury Management. The Clerk also serves as the Register of Probate, and is countywide elected for four-year terms.

Table E-2 (Continued)
COMPONENT ANALYSIS:

HISTORIC COURTHOUSE

3. CIRCUIT CLERK (continued)

A. Administration

Location: 1st Floor

Spatial Adequacy: Administration staff include the Clerk, Chief Deputy, Assistant Chief Deputy, Human Resources Manager, and Receptionist. Office spaces are generally adequate. The Clerk's private office is slightly below recommended standards. The space includes a large conference room which is frequently scheduled. Human Resources would like a large training area for Deputy Clerks.

Operational Adequacy: Administration is collocated with the Civil / Family Divisions. Greater separation and privacy would be preferred. The public counter lobby area can become very noisy due to the high ceiling and hard surfaces.

B. Civil / Family

Description: These divisions process large claims, small claims, injunctions, harrassments, name changes, birth certificate changes, and family cases (divorce, post-judgment, and paternity).

Location: Ground Floor, 1st Floor, 1st Floor Mezzanine, 4th Floor

Spatial Adequacy: The overall quantity of space is generally tight. The public counter area can become crowded. Many workstations are below recommended standards. Some file shelving on the 1st Floor Mezzanine was eliminated in order to accommodate staff cubicles. This office could use additional staff restrooms based on the number of staff positions.

Operational Adequacy: The office is split over four floors, which reduces efficiency and supervision. It is difficult to properly group units together. According to staff, the staff elevator breaks down frequently. Noise is a major issue, due to the high ceilings and hard surfaces in the public reception area. It is often hard for cashiers to hear customers, and noise travels into other staff spaces. The public counter configuration does not work particularly well.

C. Probate

Description: This division manages probate functions, including wills, trusts, mental commitments, and guardianships.

Location: 2nd Floor, 2nd Floor Mezzanine

Spatial Adequacy: The quantity of space is generally adequate. Ideally, there would be private offices for the Accountant and Mental Health Clerk, who currently work out of workstations. Building columns sometimes impinge on circulation and workstation layouts. The 2nd Floor file room could be larger, but space is available on the 2nd Floor Mezzanine for files.

Operational Adequacy: The location works well, including the current connection with Probate courtrooms. Staff would like some separation from the public at the counter area. This office averages about 30 public walk-ins per day.

D. Judicial Information Systems

Description: JIS provides Information Technology services for the Circuit Court Clerk's Office components and the Mental Health Complex courtroom.

Location: 1st Floor Mezzanine

Spatial Adequacy: JIS has an adequate amount of space to accommodate current needs. Staff work spaces are appropriately sized. There is generally enough room to work on computer equipment as needed. The server room has adequate square footage to accommodate the required number of server racks and other essential equipment. The amount of available storage space is acceptable but could be increased.

Operational Adequacy: The location of the Manager's office near the server room is beneficial. One IT Tech staff person is located in the Milwaukee Justice Center, and one position is vacant; however, these staff could probably be accommodated in existing JIS space if necessary. The overall configuration of this space is not ideal. Access to some storage space through a half-height doorway is awkward, and there are some areas with very low ceiling heights. The mezzanine level location makes ADA accessibility a concern.

Table E-2 (Continued)
COMPONENT ANALYSIS:

HISTORIC COURTHOUSE

Component	SQUARE FOOTAGE ANALYSIS				ANALYSIS OF EXISTING CONDITIONS									
	Total Staff (2015)	Approximate NSF/Person	Approximate NSF	Approximate DGSF	Inappropriate 1	2	Inadequate 3	4	Marginal 5	6	Adequate 7	8	Appropriate 9	10
4. CHILD SUPPORT SERVICES	**145**	**142**	**20,654**	**26,850**				**4**						

Description: The Department of Child Support Services works to ensure that all children in the County are supported by both parents whenever possible. The Department locates absent parents, oversees genetic testing to establish paternity, and obtains and enforces child support orders. Child Support Services also accepts, tracks, and disburses child support payments.

Location: Ground Floor, 1st Floor, 1st Floor Mezzanine, 7th Floor

Spatial Adequacy: The overall quantity of space is marginal. Public queuing space on the 1st Floor is insufficient for the number of public visitors to this office, which can total 400 in one day. Staff work spaces are generally of adequate size, but additional private offices are required for some staff who are currently in workstations. Increased circulation in the 1st Floor space would be beneficial, as well as more file and storage space. Areas on other floors are typically sufficient for existing needs. Available conference space is minimal.

Operational Adequacy: The separation of this department's five divisions is problematic. The 1st Floor location of the primary public component is appropriate. Security measures are suitable. Adjacency to the Genetic Testing Room is ideal, but the configuration of public entrances causes congestion. Improved layout and collocation of spaces would greatly enhance customer service capabilities, as well as staff efficiency.

5. JURY MANAGEMENT	**6**	**665**	**3,988**	**5,184**			**3**							

Description: Jury Management provides the Circuit Courts with jurors for trials on children's, civil, criminal, and traffic cases. Approximately 1,500 jury summons are sent to County citizens per week, with about 300 potential jurors reporting. Nearly 600 jury trials are conducted per year.

Location: 1st Floor

Spatial Adequacy: The quantity of space allocated for this agency is inadequate. Public queuing and check-in areas are too small. Staff work spaces are below recommended minimum sizes. Juror waiting areas are cramped. The size of the auditorium used for jury assembly is marginal. The amount of storage space is insufficient. Additional square footage for circulation is needed in both staff and public areas.

Operational Adequacy: The 1st Floor location is beneficial for the public, but closer proximity to the criminal courts would be helpful, since the majority of jury trials involve criminal cases. Overall, the space is not well laid out. The check-in area gets loud and staff have no privacy. The Jury Manager's office is inappropriately located and is triangular in shape. The auditorium contains multiple columns throughout the room and seating is uncomfortable for jurors. Jurors have a long walk from this space to the courtrooms, particularly to those in the Safety Building, and movement back and forth is difficult for mobility-impaired jurors.

6. LAW LIBRARY	**3**	**549**	**1,647**	**2,141**					**5**					

Description: The Law Library serves the public, court staff, and attorneys, and provides access to and assistance with both online and printed legal research materials. Staff are also responsible for maintaining judges' materials. The Law Library receives about 800 visitors per week.

Location: Ground Floor

Spatial Adequacy: The Law Library is slightly undersized. The front counter area is somewhat cramped and contains a large column. The Librarian's office is adequately sized but oddly configured. Storage space is insufficient. The stack area is fairly compact, and space for work tables is limited. There is a separate workroom for attorneys, but no space for small private meetings. A children's area would be beneficial.

Operational Adequacy: The Ground Floor location is ideal, and proximity to the Milwaukee Justice Center is helpful. The entrance and counter areas can become congested. The column at the counter greatly hinders visibility and efficiency. The Librarian's office is also used for storage, and as a workroom and staff break area. Additional space for mixed seating and work carrels is desired.

Table E-2 (Continued)
COMPONENT ANALYSIS:

HISTORIC COURTHOUSE

Component	SQUARE FOOTAGE ANALYSIS				ANALYSIS OF EXISTING CONDITIONS									
	Total Staff (2015)	Approximate NSF/Person	Approximate NSF	Approximate DGSF	Inappropriate		Inadequate		Marginal		Adequate		Appropriate	
					1	2	3	4	5	6	7	8	9	10
7. MILWAUKEE JUSTICE CENTER	6	551	3,307	4,299									9	

Description: The MJC is a coordinated effort of the County, the Milwaukee Bar Association, and the Marquette University Law School. It provides the public with assistance in completing self-help Family Law forms, and offers brief legal advice and referral service clinics for non-criminal matters. The MJC also operates a mobile legal clinic in the community. Services were provided to nearly 10,000 clients in 2014.

Location: Ground Floor

Spatial Adequacy: The overall quantity of space is adequate. Public reception and waiting areas are suitable. Staff work spaces meet or exceed minimum recommended size standards. Clinic space is adequately sized and configured to accommodate public visitors. A staff workroom, staff conference room, and public conference room with a children's area are included. Slightly more storage / file space would be beneficial.

Operational Adequacy: The Ground Floor location is appropriate, and proximity to the Law Library is helpful for both public and staff. Separate reception and waiting areas enhance security. The agency's layout allows for staff supervision while providing some privacy for clients. The space is quiet and works well for the nature of services provided. This space was renovated in 2014 and meets the current needs of the MJC.

8. RESTRAINING ORDER CLINIC	8	43	342	444		2								

Description: The Restraining Order Clinic assists victims of domestic violence with filing restraining orders, and provides other victims' services and safety planning. All restraining orders for the County are filed here, including those for the City of Milwaukee. Approximately 5,000 restraining orders are filed per year. The Clinic is staffed by advocates from the Sojourner Family Peace Center.

Location: 7th Floor

Spatial Adequacy: This agency is substantially undersized. There are no proper reception or waiting areas. Staff work areas are crowded and there is very little room for circulation. The Supervisor's office is well below the minimum recommended size. Lack of space requires rooms to be shared for victim interviews, staff work space, files, and storage.

Operational Adequacy: The lack of separation between public and private areas is a security concern, especially with the Clinic's proximity to the injunction courtroom. Clients must sometimes wait in the public hallway, which is inappropriate. Adjacency to the Family Court commissioners is ideal. The absence of dedicated interview space presents privacy and comfort issues for victims. The space is too small to function appropriately, and the environment does not reflect the agency's philosophy.

9. SUPPORT SPACES	-	-	810	1,053					5					

Description: This component includes various workroom spaces for the District Attorney, Probation Intake, Domestic Violence Intake, and the Sojourner Family Peace Center.

Location: 5th Floor, 6th Floor

Spatial Adequacy: All spaces could benefit from additional area. The victim waiting space is crowded, as it serves both Domestic Violence and Criminal Courts. The Public Defender lacks workroom space in the Historic Courthouse, which would be helpful.

Operational Adequacy: These types of spaces improve staff efficiency and aid in serving the public and the Courts. Better quality space is desirable.

Table E-3
COMPONENT ANALYSIS:

SAFETY BUILDING

Component	SQUARE FOOTAGE ANALYSIS: Total Courts (2015)	Approximate NSF/Court	Approximate NSF	Approximate DGSF	ANALYSIS OF EXISTING CONDITIONS: Inappropriate 1	2	Inadequate 3	4	Marginal 5	6	Adequate 7	8	Appropriate 9	10
10. CIRCUIT COURT	**9 Courts**	**3,330**	**29,968**	**38,958**		**2**								
A. Courtrooms & Support Spaces														
1. Criminal Courts	***9 Courts (8 judges / 1 commissioner)***					**2**								
B. Chamber Areas							**3**							

Description: The following section describes the current spatial and operational conditions of the Circuit Court judiciary and immediate staff in the Safety Building. This space evaluation includes 8 Circuit Court judges and 1 commissioner.

Location: 1st, 2nd, 3rd, 4th, 5th, and 6th Floors

A. Courtrooms & Support Spaces

1. Courtrooms

Spatial Adequacy: The number of litigation spaces (courtrooms and hearing rooms) is adequate for the current number of judicial officers. In the Safety Building, there are 9 litigation spaces for 9 judicial officers (8 judges and 1 commissioner). Eight of the nine courtrooms are jury courtrooms, with the ninth courtroom / hearing room used by the commissioner for traffic court. Four of the eight jury courtrooms (50%) meet the Wisconsin Supreme Court standard of 2,000 square feet or more for a jury courtroom. Three jury courtrooms are exceptionally undersized (1,300 to 1,600 NSF).

Operational Adequacy: ***Circulation / Security:*** As described in the Historic Courthouse evaluation, in a properly designed courthouse, there are three separate circulation zones: public, restricted, and secure. The Safety Building lacks these separate circulation zones. The Sheriff's Office has the ability to transport detainees vertically in the building through three elevators that are separate from the public elevators. However, judges, staff, jurors, detainees, and the public still must share the main hallways in order to access courtrooms and other operational spaces. **This situation creates a fundamental threat to public safety and potentially compromises the judicial process. As with the Criminal Courts in the Historic Courthouse, this is a fundamentally inappropriate condition which is reflected in the score.**

Configuration / Access: The Safety Building courtrooms lack the design quality and imagery of the Historic Courthouse courtrooms, but are still generally functional. The larger courtrooms on the 1st, 4th, 5th, and 6th Floors work better than the three smaller courtrooms on the 3rd Floor. All courtrooms have issues with respect to handicap accessibility, particularly to the witness stand, jury box, and judge's bench. The largest courtrooms lack entry vestibules, which contributes to noise pollution from the hallways. Most courtrooms have issues meeting modern technology requirements, particularly with respect to proper electrical capacity for computers and evidence presentation equipment. Proper lighting and sound can also be issues.

10. CIRCUIT COURT (continued)

A. Courtrooms & Support Spaces

2. Support Spaces

Spatial Adequacy: Courtrooms are served by 9.5' wide public hallways, which are inadequate for volume, since they also serve as public waiting areas. Courtrooms either lack entry vestibules, or the vestibules tend to be very small. There is little provision for attorney / client conference rooms. Parties must typically confer in hallways or in stairwells outside the courtrooms. The DA has a victim / witness waiting area on the 4th Floor, but such rooms are not available near courtrooms. Distributed prisoner holding areas are better in this building than in the Historic Courthouse, but those areas are often located within or adjacent to judicial chamber spaces. There are 8 jury deliberation rooms for the 8 jury-capable courtrooms. The rooms vary in size, but tend to be too small, with three rooms at 280 NSF or less. On the 3rd Floor, jurors must cross the public hallway to access the deliberation room.

Operational Adequacy: The small public hallways create congestion and increase tension among litigants. Inappropriate zoning is the chief concern.

B. Chamber Areas

Spatial Adequacy: The average judicial office is 289 net square feet, which is well below the Wisconsin Supreme Court standard of 500 square feet. Only one office meets the standard. Most chambers have space for a court reporter, but do not have space for a law clerk or court clerk. The Court Clerk / Judicial Assistant works in the courtroom full time. This is not believed to be ideal from space use and courtroom image perspectives, since the courtroom serves as both a litigation area and a reception area / office space.

Operational Adequacy: As previously mentioned with respect to the courtrooms, there are no private circulation zones in the Safety Building. Judges must share elevators and hallways with public, attorneys, and litigants. This condition creates security, privacy, procedural, and image issues, and is unfixable in the building. Chambers are directly attached to the courtrooms, which offers both operational advantages and disadvantages, but this is not the way modern courthouse facilities are designed. Modern facilities segregate the courtrooms from the chambers in order to facilitate flexible use and assignment of the courtrooms, and to provide additional privacy and security for the chamber spaces.

C. Physical Conditions

There are a number of design and physical conditions that negatively impact the Safety Building, its occupants, and visitors. Clear public orientation is an issue. Persons coming from the 1st Floor of the Historic Courthouse arrive on the 3rd Floor of the Safety Building. The looping circulation path, combined with multiple public elevator locations, makes for difficult public wayfinding.

The Safety Building also lacks the quality and maintenance condition of the Historic Courthouse. Concerns noted by staff include poor air quality, poor water quality, poor heating and cooling, electrical issues, and pest issues. This evaluation system focuses primarily on spatial and operational adequacies, but for the Safety Building, some of the physical conditions must be considered as well. Physical conditions will be examined in more detail during the engineering assessment.

Table E-3 (Continued)
COMPONENT ANALYSIS:

SAFETY BUILDING

Component	SQUARE FOOTAGE ANALYSIS				ANALYSIS OF EXISTING CONDITIONS									
	Total Staff (2015)	Approximate NSF/Person	Approximate NSF	Approximate DGSF	Inappropriate		Inadequate		Marginal		Adequate		Appropriate	
					1	2	3	4	5	6	7	8	9	10
11. COURT ADMINISTRATION	**6**	**529**	**3,174**	**4,126**						**6**				

Description: The Judicial Operations Manager / Pretrial Coordinator oversees all contracts with private agencies which provide Pretrial Services, and monitors the performance of these agencies. Court Coordinator staff provide specialized assistance for felony court, intake court, and interpreter services.

Location: 3rd Floor

Spatial Adequacy: The general quantity of space allocated for this office is generous, but the configuration is not ideal. There is a significant amount of wasted space in the entrance and circulation areas, while some of the staff work spaces are smaller than the recommended sizes. Excess equipment and much of the court videoconferencing equipment are stored here since space is available.

Operational Adequacy: The current location is adequate. Convenient access to the Pretrial Services agencies (JusticePoint and WCS) is beneficial due to the frequency of interaction with those staff. Jurors must come through this space to access the adjacent jury room, which is problematic. The layout of this office could be improved, but overall the space works sufficiently.

12. CIRCUIT CLERK														
A. Criminal / Traffic	**76**	**135**	**10,251**	**13,326**		**2**								

Description: The Criminal / Traffic Division of the Circuit Clerk's Office processes criminal and forfeiture cases for the County as well as traffic cases for the Milwaukee County Sheriff's Office, Marquette University, and the State Highway Patrol. This Division also collects fines, takes in search warrants, and processes jury trials and appeal requests from Municipal Courts throughout the County.

Location: 1st, 2nd, 4th, 5th Mezzanine, and 6th Floors

Spatial Adequacy: There are six public counters (2 customer service, 2 cashier, 1 appeals, and 1 reception), which is inadequate. The amount of public space for queuing, waiting, and file viewing is insufficient. Staff space is severely overcrowded. Staff generally operate out of open workstations with no privacy panels. Courtroom clerks operate out of courtrooms, with no space within the main office. Floater / unassigned clerks lack desks, and lockers are used to provide these staff with private storage space. Two years of active files are maintained in the main office space. The ability to store a few more years of files here is desired. The Clerk's Office is working towards more e-filing and greater use of electronic file storage, which should help reduce space need. This division lacks a much needed conference room. The break room is small and poorly configured, with an internally accessed toilet.

Operational Adequacy: The location of Criminal Courts in three different buildings creates issues for public and staff. Public space is inappropriate. Customers must queue in the main public hallway on the 1st Floor. This arrangement can create a congested environment, with little privacy or confidentiality. Public must come into staff space to view files, which creates privacy and security concerns. Staff workspaces are too dense. File and evidence storage rooms are distributed throughout the Safety Building, which is a control and security problem. Accessibility to many of these rooms is an issue. The evidence rooms lack proper environmental (climate and temperature) control. Evidence can become compromised, particularly photographs and paper documents. Ideally, all file and evidence rooms would be located in a secure area, rather than adjacent to public corridors.

Table E-3 (Continued)
COMPONENT ANALYSIS:

SAFETY BUILDING

Component	SQUARE FOOTAGE ANALYSIS				ANALYSIS OF EXISTING CONDITIONS									
	Total Staff (2015)	Approximate NSF/Person	Approximate NSF	Approximate DGSF	Inappropriate		Inadequate		Marginal		Adequate		Appropriate	
					1	2	3	4	5	6	7	8	9	10
13. DISTRICT ATTORNEY	**174**	**176**	**30,628**	**39,816**		**2**								

Description: The District Attorney's Office is responsible for the prosecution of all criminal cases in Milwaukee County. The office includes a number of specialized units for offenses involving homicides, drug violations, sexual assaults, white collar crimes, domestic violence, and consumer fraud. The District Attorney is an elected position, serving four-year terms. Staff and space totals shown in this section do not include functions located at the Criminal Justice Facility, Historic Courthouse, or Juvenile Justice Center. There are also community prosecution units located at various police stations (9 staff).

Location: 2nd, 4th, 5th, and 6th Floors

Spatial Adequacy: The layout of District Attorney space within the Safety Building is fairly idiosyncratic. Some of the offices in the administrative area on the 4th Floor are generously sized. However, offices on other floors, particularly the 6th Floor, are well below recommended standards. Many attorney offices are below 100 NSF, including some that are approximately 70 NSF in size. Due to the much larger number of trial attorneys to administrative staff, greater weight in the scoring is given to the undersized components. The office lacks sufficient conferencing and trial preparation spaces.

Operational Adequacy: The primary issue is the fragmentation of staff over numerous floors, in various locations. Ideally, many units would be collocated. For instance, the Homicide Unit (6th Floor) should be adjacent to the Violent Crimes Unit (2nd Floor). As with the Sheriff's Office, this agency could benefit from a redistribution of staff and space by floor, although the Safety Building itself has inherent physical condition issues that are not conducive to a positive working environment.

14. SHERIFF'S OFFICE	**180**	**215**	**38,726**	**50,344**				**4**						

Description: The Sheriff's Office is responsible for the detention of inmates at the Criminal Justice Facility, as well as prisoner transport, courthouse security, civil process, criminal investigation, and patrol. The Sheriff is elected to four-year terms. The Safety Building components include Administration, Central Records, and Civil Process on the 1st Floor; Investigations, Analytics, Fiscal, and Explorers on the 2nd and 5th Floors; Dispatch and Internal Affairs on the 3rd Floor; and roll call and locker rooms on the Ground Floor. The Gymnasium is used primarily by the Sheriff's Office, but is considered a shared use space, and not counted as part of the Sheriff's total area. Staff and space totals shown in this section also do not include functions located in the Criminal Justice Facility, Historic Courthouse, Juvenile Justice Center, or at satellite locations (Patrol - Watertown Plank Road; Airport - General Mitchell Airport; Training - Franklin).

Location: Ground, 1st, 2nd, 3rd, and 5th Floors

Spatial Adequacy: The Sheriff's Office has experienced a reduction in staff in recent years. This condition has helped with respect to the quantity of space per staff. However, some spaces are still overcrowded, with offices and workstations below recommended standards. The Dispatch / Emergency Operations Center area could be improved in both quantity and quality of space. Court security constitutes the largest proportion of staff. Although these officers are mainly mobile, the amount of work and support space provided is marginal.

Operational Adequacy: The primary operational issue is the distribution of staff over multiple floors, in multiple locations. The design of the Safety Building creates "pockets" of available area, typically divided by the central public corridor on all floors. The separation of staff creates supervisory issues, and hinders the flexible use of staff, resources, and space.

Table E-3 (Continued)
COMPONENT ANALYSIS:

SAFETY BUILDING

Component	SQUARE FOOTAGE ANALYSIS				ANALYSIS OF EXISTING CONDITIONS									
	Total Staff (2015)	Approximate NSF/Person	Approximate NSF	Approximate DGSF	Inappropriate		Inadequate		Marginal		Adequate		Appropriate	
					1	2	3	4	5	6	7	8	9	10
15. JUSTICEPOINT PRETRIAL	**42**	**171**	**7,198**	**9,357**			**3**							

Description: JusticePoint is a private agency which is contracted by the County to provide pretrial services. Staff conduct pretrial investigations of approximately 18,000 arrestees per year, and provide supervision and case management for over 1,000 defendants at a time. JusticePoint also provides Drug Treatment Court coordination and case management, as well as therapy and recovery support services.

Location: 2nd and 4th Floors

Spatial Adequacy: The overall amount of space is inadequate. The 4th Floor waiting area is shared with WCS Drug Testing, and is not large enough to serve both. Staff work spaces are below recommended minimum sizes. There is no meeting space for client groups on the 4th Floor. File and storage spaces are insufficient. Conference space on the 2nd Floor is adequate for staff meetings and client group sessions.

Operational Adequacy: The separation between floors creates supervisory issues and inefficiencies for both staff and clients. Waiting areas get crowded, and the space is loud. There is no privacy for clients during interviews. There are frequent heating and electrical issues, and the overall quality of the space is poor. Portions of this space originally served as booking and detention areas. This contributes to an unpleasant work atmosphere for staff, and is suggestive of a punitive environment, rather than reflecting the nature and goals of pretrial services.

16. WCS PRETRIAL SERVICES	**11**	**124**	**1,362**	**1,771**				**4**						
A. Drug Testing	**3**					**2**								
B. OWI Program	**8**									**6**				

Description: Wisconsin Community Services is a private agency which is contracted by the County to provide pretrial services.
The Drug Testing Lab provides specimen collection and screening for pretrial service clients in both JusticePoint and WCS programs.
The OWI Program provides supervision, case management, and alcohol monitoring for defendants arrested for a second or more Operating While Intoxicated citation. The program serves approximately 250 - 300 clients at a time.

A. Drug Testing

Location: 4th Floor

Spatial Adequacy: The quantity of space provided is unsuitable. It is located in the former booking area of the jail. The client waiting area is too small, especially since it serves both the Drug Testing Lab and JusticePoint Pretrial Services. The available work space for staff is very limited. There is only one drug testing toilet to serve between 60 - 120 clients daily. Additional storage space for testing supplies is needed.

Operational Adequacy: Clients must report to pretrial agencies before and after drug testing, so adjacency to these agencies is ideal. The waiting area frequently becomes crowded due to the number of clients served, but an area shared by all pretrial agencies could work well given an appropriate size and proximity. The Supervisor cannot spend significant time here due to the lack of available work space. The addition of a second drug testing toilet would increase operational efficiency and decrease clients' wait times. The overall quality of space is poor.

Component	SQUARE FOOTAGE ANALYSIS				ANALYSIS OF EXISTING CONDITIONS									
	Total Staff (2015)	Approximate NSF/Person	Approximate NSF	Approximate DGSF	Inappropriate		Inadequate		Marginal		Adequate		Appropriate	
					1	2	3	4	5	6	7	8	9	10
16. WCS PRETRIAL (Continued)														

B. OWI Program

Location: 4th Floor

Spatial Adequacy: The amount of space is fairly adequate, although some additional area for circulation would be beneficial. The waiting area is small and frequently becomes crowded. Most staff workstations are sufficient, but some do not accommodate a visitor chair very well. The conference room is suitable for staff meetings and client orientations. Some additional file and storage space would be useful.

Operational Adequacy: Proximity to the Drug Testing Lab and JusticePoint Pretrial is helpful. The configuration and layout of space function adequately for this agency's needs. Open office workstations with high panels provide some privacy during meetings with clients, but enhance security by allowing supervisors to monitor client activity. ADA accessibility is a concern. Wayfinding has been an issue for clients.

17. SUPPORT SPACES	-	-	412	536					5						

Description: This section includes a workroom for Community Corrections. It also includes a room for the media.

Location: 4th Floor, 6th Floor

Spatial Adequacy: The Community Corrections space is small. In addition, the Public Defender, which is located in the State Office Building, lacks workroom space in either the Safety Building or the Historic Courthouse. Ideally, there would be some dedicated space available. Other types of support spaces are often provided in courthouses, such as a law enforcement officers workroom, Bar Association workroom, and first aid room.
The media room is too small and would ideally be located on the Ground Floor for easier access.

Operational Adequacy: These types of spaces improve staff efficiency and aid in serving the public and the Courts. Better quality space is desirable.

Table E-4
COMPONENT ANALYSIS:

JUVENILE JUSTICE CENTER

Component	SQUARE FOOTAGE ANALYSIS				ANALYSIS OF EXISTING CONDITIONS									
	Total Courts (2015)	Approximate NSF/Court	Approximate NSF	Approximate DGSF	Inappropriate 1	2	Inadequate 3	4	Marginal 5	6	Adequate 7	8	Appropriate 9	10
18. CIRCUIT COURT	**11 Courts**	**2,550**	**28,051**	**36,466**					**5**					
A. Courtrooms & Support Spaces														
1. Children's Court	*11 Courts (8 judges / 3 commissioners)*								**5**					
B. Chamber Areas								**4**						

Description: The following section describes the current spatial and operational conditions of the Circuit Court judiciary and immediate staff in the Juvenile Justice Center. This space evaluation includes 8 Circuit Court judges and 3 commissioners.

Location: Main and Upper Levels

A. Courtrooms & Support Spaces

1. Courtrooms

Spatial Adequacy: The number of litigation spaces (courtrooms and hearing rooms) is adequate for the current number of judicial officers. In the Juvenile Justice Center, there are 11 litigation spaces for 11 judicial officers (8 judges and 3 commissioners). Eight of the rooms are considered courtrooms by the Consultant, as they are 1,000 NSF or above. Three rooms are considered hearing rooms, since they are each less than 1,000 NSF. A commissioner uses one of the larger rooms, while a judge uses one of the smaller rooms. Two of the eight courtrooms are jury capable courtrooms, but at 1,312 NSF each, they do not meet the Wisconsin Supreme Court standard of 2,000 square feet or more for a jury courtroom. The six other courtrooms, at approximately 1,000 NSF each, meet the Consultant's minimum standard for courtroom size. Two of the three hearing rooms are believed to be undersized.

Operational Adequacy: ***Circulation / Security:*** As described in the Historic Courthouse evaluation, in a properly designed courthouse, there are three separate circulation zones: public, restricted, and secure. The Juvenile Justice Center has two of the three zones. There is a separate circulation path for detainees, although it is not ideal. Two parallel corridors require judges and court staff to cross the detainee corridor in order to access the courtrooms. However, this situation is controlled operationally for the most part.

Configuration / Access: As a newer facility, constructed in the 1990s, the court portion of the Juvenile Justice Center comes closer to meeting modern standards. Courtroom workstations are handicap accessible. The rooms have appropriate width, but could benefit from more depth as seating is very limited. The three hearing rooms (2500A, 2500B, and 2500C) are located in an area that is not as publicly accessible as the main courtrooms, but it is a workable condition. An expansion courtroom is also located in this area. The courtrooms have lighting and acoustical issues. The rooms could benefit from higher light levels. Court reporters have mentioned poor sound quality in the courtrooms, so some sound treatment may be desirable.

18. CIRCUIT COURT (continued)

A. Courtrooms & Support Spaces

2. Support Spaces

Spatial Adequacy: Support spaces for the courtrooms are generally adequate. The Main Level courtrooms have access to a large public waiting area, with approximately ten conference rooms in an adjacent area. The conference rooms are slightly undersized, but they are easily accessible for use. There are fewer conference rooms on the Upper Level, and the waiting area is more constrained. All courtrooms have entry vestibules which are slightly undersized. The eight main courtrooms have centrally located detainee holding areas (one per floor), as well as attorney conferencing booths. There are two appropriately sized jury deliberation rooms for the two jury-capable courtrooms; however, the rooms are located some distance apart from the courtrooms they serve. The rooms are located adjacent to the jury assembly room. There are robing rooms for judges near the courtrooms since the judicial chambers are clustered in a collegial area.

Operational Adequacy: Operationally, the spaces are adequate. Each type of space could benefit from improvement in some way, but unlike the issues discussed in the Historic Courthouse and Safety Building evaluations, the appropriate spaces do exist and are utilized to the benefit of the Court.

B. Chamber Areas

Spatial Adequacy: The average judicial office is 255 net square feet, which is well below the Wisconsin Supreme Court standard of 500 square feet. The rating of Inadequate reflects the lack of compliance with State standards, and the disparity with chamber sizes in the Historic Courthouse.

The chambers are clustered on the Main Level. The Chief Judge indicated that judges prefer the collegial arrangement. Court reporters are collocated with the judges in open office workstations.

Operational Adequacy: Although well below Supreme Court standards, the judicial chambers are functional. Judges do have a separate parking area, and are able to enter the facility into a circulation zone which is separate from the public. Access from the public area is fairly open, and is a potential security concern. A secure waiting area would be beneficial.

Table E-4 (Continued)
COMPONENT ANALYSIS:

JUVENILE JUSTICE CENTER

Component	SQUARE FOOTAGE ANALYSIS				ANALYSIS OF EXISTING CONDITIONS									
	Total Staff (2015)	Approximate NSF/Person	Approximate NSF	Approximate DGSF	Inappropriate		Inadequate		Marginal		Adequate		Appropriate	
					1	2	3	4	5	6	7	8	9	10
19. COURT ADMINISTRATION	**8**	**164**	**1,315**	**1,710**					**5**					

Description: Staff include 1 Judicial Operations Manager, 1 Staff Attorney, 4 Court Coordinators, 1 Permanency Plan Counselor, and 1 Administrative Assistant.

Location: Main Level

Spatial Adequacy: The quantity of space is marginal. A former library has been converted into staff space, and a former conference room has been subdivided in order to accommodate two functions. Additional conference space is desired by all groups in the facility. There is currently a large shared conference room that can be subdivided, but it does not function very well and is remote from most offices. The Court often has mediations which take place in the jury rooms, but these are frequently displaced due to jury trials.

Operational Adequacy: Court Administration is located in the same area as the judicial chambers. This location works well due to the degree of interaction between judges and administrative staff.

20. CIRCUIT CLERK														
A. Juvenile	**17**	**245**	**4,170**	**5,421**					**5**					

Description: The Juvenile Division is responsible for maintaining court records and evidence at the Juvenile Justice Center.

Location: Main Level

Spatial Adequacy: The overall amount of space is marginal. There is a need for additional public counter positions. Staff could benefit from additional open office work space. The records area is somewhat tight, but the office engages in active purging. Archived records go to Coakley Storage in West Milwaukee. There is an unfinished area containing bulk items and supplies which could be renovated to address some space needs.

Operational Adequacy: A common issue with the Juvenile Justice Center is public wayfinding. The odd design often makes it difficult for members of the public to locate their destinations. The Clerk's Office can be difficult to locate since it is some distance away from the main entrance. However, the direct adjacencies to Court Administration and Judicial Chambers are beneficial.

Table E-4 (Continued)
COMPONENT ANALYSIS:

JUVENILE JUSTICE CENTER

Component	SQUARE FOOTAGE ANALYSIS: Total Staff (2015)	Approximate NSF/Person	Approximate NSF	Approximate DGSF	ANALYSIS OF EXISTING CONDITIONS: Inappropriate 1	2	Inadequate 3	4	Marginal 5	6	Adequate 7	8	Appropriate 9	10
21. DISTRICT ATTORNEY	60	224	13,448	17,483					5					

Description: The District Attorney's Office is responsible for prosecuting cases on behalf of the State of Wisconsin in Milwaukee County Courts. The specialized units of the DA's Office located at the Juvenile Justice Center include Delinquency, TPR (Termination of Parental Rights), CHiPS (Children in Need of Protection and Services), Child Protection and Advocacy, and Specialized Abuse.

Location: Lower Level, Main Level

Spatial Adequacy: The amount of space provided for the DA's Office is marginal. The waiting area is too small and frequently becomes overcrowded. Most staff offices are sufficient in size, but many are oddly configured with curved walls. Storage and workroom areas are lacking, and equipment is stored in hallways. There is only one conference room, which is undersized. There are no dedicated interview rooms to meet with witnesses and take depositions. Access to a private room for nursing mothers is desired.

Operational Adequacy: The separation from the downtown portion of the DA's Office contributes to some duplication of staff and resources. The space feels disjointed due to the configuration, which results from the building's design. An improved layout, combined with additional square footage, would enhance efficiency and operations for DA staff, visiting court staff, and the public.

22. GUARDIAN AD LITEM	20	220	4,405	5,726						6				

Description: The Guardian ad Litem division of the Milwaukee Legal Aid Society contracts with the County to provide court appointed attorneys to represent the legal best interests of children in guardianship, CHiPS (Children in Need of Protection and Services) and TPR (Termination of Parental Rights) matters.

Location: Upper Level

Spatial Adequacy: The quantity of space is generally adequate. There are enough work spaces to accommodate current staff; however, there are three vacant positions and additional offices would be required if all positions were filled. Most staff offices are slightly smaller than the recommended minimum size, and some are oddly configured. Additional work space for interns is needed. More conference space would be beneficial.

Operational Adequacy: The current location is appropriate, and separation from the adult courts is perceived to be beneficial. Overall, the layout of the agency is suitable, and the space functions adequately for both staff and clients.

23. PUBLIC DEFENDER	14	68	952	1,237					5					

Description: This unit is part of the statewide Public Defender system. The agency has approximately 60 attorneys and 43 support staff located on the 9th Floor of the State Office Building. The Juvenile and Mental Health Divisions are located at 10930 West Potter Road (about 25 attorneys/20 support staff). Two support staff work full time at the Juvenile Justice Center, with typically about 10 to 12 attorneys.

Location: Main Level

Spatial Adequacy: This space is crowded for the number of staff it serves. The majority of the space consists of open office cubicles which are used as workstations and interview space. Ideally, more private rooms would be provided, as other conference spaces are typically full.

Operational Adequacy: The location is easily accessible, but results in staff often serving as the main point of information for courthouse visitors. There is no divider behind the reception window, so noise carries into the space.

Table E-4 (Continued)
COMPONENT ANALYSIS:

JUVENILE JUSTICE CENTER

Component	SQUARE FOOTAGE ANALYSIS: Total Staff (2015)	Approximate NSF/Person	Approximate NSF	Approximate DGSF	ANALYSIS OF EXISTING CONDITIONS: Inappropriate 1	2	Inadequate 3	4	Marginal 5	6	Adequate 7	8	Appropriate 9	10
24. SHERIFF'S OFFICE	15	172	2,583	3,358							7			

Description: This component includes the central holding area for the Juvenile Justice Center.

Location: Lower Level

Spatial Adequacy: This area is generally adequate. There are 3 adult holding cells with a total capacity of about 20. The average number of adults held is 7, with peaks of 11. There are 8 juvenile holding cells (4 cells on each courtroom floor). The cell capacity is about 4 juveniles in each, for a total capacity of about 32. The Sheriff moves an average of 17 juveniles per day, with Monday having the highest average of 21. Peak movement this past year was 37 juveniles.

Operational Adequacy: The main operational issue is that adult prisoners must be walked through the juvenile holding area in order to get them to court. Deputies try to minimize sight and sound contact as much as possible, but it still occurs. However, this is not a violation of the Office of Juvenile Justice and Delinquency Prevention standards, as the standards recognize there may be some sight and sound issues related to circulation. The standards do call for separate holding areas, which are provided for at the Juvenile Justice Center.

25. JURY MANAGEMENT	-	-	1,465	1,905								8		

Description: This component includes the main jury assembly area. Currently, there are no jury trials for juveniles, although bills have been introduced which would allow that to happen. Jury trials are held in Termination of Parental Rights cases. Approximately one-third of all TPR cases go to jury trial (20 to 30 cases per year).

Location: Main Floor

Spatial Adequacy: The room is adequately sized.

Operational Adequacy: The room works well for its purpose. It is located near the front entrance, and is easy to find. It is linked to both public and restricted circulation.

26. SUPPORT SPACES	-	-	1,450	1,885					5					

Description: This component includes support spaces for functions such as the Bureau of Milwaukee Child Welfare, the Sojourner Family Peace Center, and the Department of Corrections. It also includes shared conference space.

Location: Main Level, Upper Level

Spatial Adequacy: As with the other facilities, support agencies have tried to find spaces wherever they can. This sometimes means using spaces that might otherwise be used for conferencing or sequestered waiting. Larger and additional spaces for the support functions are desirable. Additional workrooms and support spaces might be provided for law enforcement officers, private attorneys, and other agencies.

Operational Adequacy: These rooms are used for functions such as supervised visitation, counseling, and enrollment in support services. Their location near the courtrooms is ideal. The primary deficiency is the lack of an adequate number and size of rooms.

Table E-5
SUMMARY OF COMPONENT SCORES AND RATINGS BY BUILDING

	Component	Floor	Staff	DGSF	DGSF / Person	NSF / Person	Score	Rating
	HISTORIC COURTHOUSE							
1.	Circuit Court	2,3,4,4M,5,5M,6,6M,7,7M	45 Courts	180,517	-	-	4	Inadequate
2.	Court Administration	4M,6	7	5,971	853	656	5	Marginal
3.	Circuit Clerk	Ground,1,1M,2,2M,4	97	33,046	341	262	5	Marginal
4.	Child Support Services	Ground,1,1M,7	145	26,850	185	142	4	Inadequate
5.	Jury Management	1	6	5,184	864	665	3	Inadequate
6.	Law Library	Ground	3	2,141	714	549	5	Marginal
7.	Milwaukee Justice Center	Ground	6	4,299	717	551	9	Appropriate
8.	Restraining Order Clinic	7	8	444	56	43	2	Inappropriate
9.	Support Spaces	5,6	-	1,053	-	-	5	Marginal
	SUBTOTAL		**423**	**259,505**	**613**	**472**	**3.9**	**INADEQUATE**
	SAFETY BUILDING							
10.	Circuit Court	1,2,3,4,5,6	9 Courts	38,958	-	-	2	Inappropriate
11.	Court Administration	3	6	4,126	688	529	6	Marginal
12.	Circuit Clerk	1,2,4,5M,6	76	13,326	175	135	2	Inappropriate
13.	District Attorney	2,4,5,6	174	39,816	229	176	2	Inappropriate
14.	Sheriff's Office	Ground,1,2,3,5	180	50,344	280	215	4	Inadequate
15.	JusticePoint Pretrial Services	2,4	42	9,357	223	171	3	Inadequate
16.	WCS Pretrial Services	4	11	1,771	161	124	4	Inadequate
17.	Support Spaces	4	-	536	-	-	5	Marginal
	SUBTOTAL		**516**	**158,234**	**307**	**236**	**2.8**	**INAPPROPRIATE**
	JUVENILE JUSTICE CENTER							
18.	Circuit Court	Main, Upper	11 Courts	36,466	-	-	5	Marginal
19.	Court Administration	Main	8	1,710	214	164	5	Marginal
20.	Circuit Clerk	Main	17	5,421	319	245	5	Marginal
21.	District Attorney	Lower, Main	60	17,483	291	224	5	Marginal
22.	Guardian ad Litem	Upper	20	5,726	286	220	6	Marginal
23.	Public Defender	Main	14	1,237	88	68	5	Marginal
24.	Sheriff's Office	Lower	15	3,358	-	-	7	Adequate
25.	Jury Management	Main	-	1,905	-	-	8	Adequate
26.	Support Spaces	Main, Upper	-	1,885	-	-	5	Marginal
	SUBTOTAL		**167**	**75,191**	**450**	**346**	**5.0**	**MARGINAL**
	TOTAL		**1,106**	**492,930**	**446**	**343**	**3.7**	**INADEQUATE**

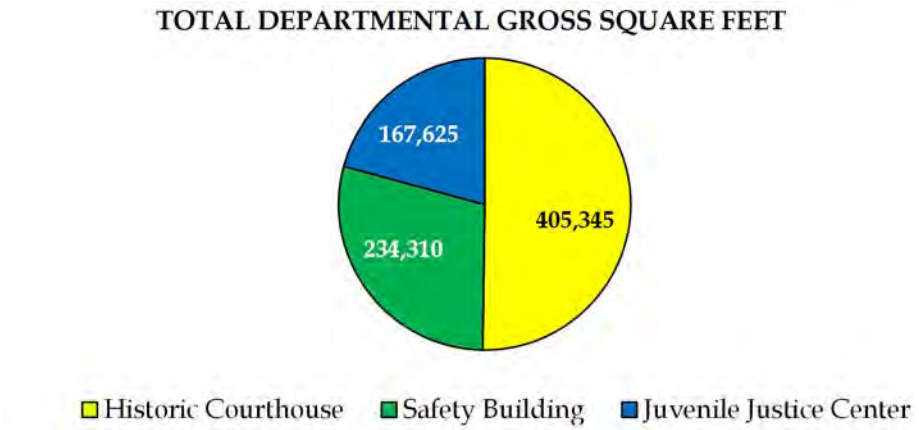
Notes: (1) NSF/Person has been estimated based on an assumed 30% DGSF grossing factor to account for interior hallways and wall partitions.
(2) The total of 65 Courts shown excludes the 3 courtrooms in the Criminal Justice Facility and the Chief Judge's courtroom, as this position is primarily administrative.
(3) The total staff for each facility includes an estimation for the Circuit Court as follows: Judge + Court Reporter + Bailiff/Law Clerk + Commissioners.
(4) Subtotal and Overall Total scores are weighted based on each component's proportion of total area. Scores are rounded down to determine ratings.

Table E-6
SUMMARY OF ALL BUILDING SPACES AND SQUARE FOOTAGES

FACILITY	COMPONENT	COURT FUNCTIONS		NON-EVALUATED		VACANT		TOTAL DGSF		TOTAL BGSF	
		DGSF	% of Total	DGSF	% of Total	DGSF	% of Total	DGSF	% of Total	BGSF	DGSF %
HISTORIC COURTHOUSE	Circuit Court	180,517	45%					180,517	45%		
	Circuit Clerk	33,046	8%					33,046	8%		
	Child Support Services	26,850	7%					26,850	7%		
	Court Administration	5,971	1%					5,971	1%		
	Jury Management	5,184	1%					5,184	1%		
	Milwaukee Justice Center	4,299	1%					4,299	1%		
	Law Library	2,141	1%					2,141	1%		
	DA / Family Peace Center	1,053	0%					1,053	0.3%		
	Restraining Order Clinic	444	0%					444	0.1%		
	County Functions			145,840	36%			145,840	36%		
	TOTAL	**259,505**	**64%**	**145,840**	**36%**	**0**	**0%**	**405,345**	**100%**	**717,883**	**56%**
SAFETY BUILDING	Sheriff's Office	50,344	21%					50,344	21%		
	District Attorney	39,816	17%					39,816	17%		
	Circuit Court	38,958	17%					38,958	17%		
	Circuit Clerk - Criminal	13,326	6%					13,326	6%		
	JusticePoint Pretrial Services	9,357	4%					9,357	4%		
	Court Administration	4,126	2%					4,126	2%		
	Wisconsin Community Services	1,771	1%					1,771	1%		
	Community Corrections	444	0.2%					444	0.2%		
	County Functions / Gym			39,345	17%			39,345	17%		
	Former Jail Space					36,823	16%	36,823	16%		
	TOTAL	**158,142**	**67%**	**39,345**	**17%**	**36,823**	**16%**	**234,310**	**100%**	**413,062**	**57%**
JUVENILE JUSTICE CTR.	Circuit Court	38,235	23%					38,235	23%		
	District Attorney	17,483	10%					17,483	10%		
	Guardian ad Litem	5,726	3%					5,726	3%		
	Circuit Clerk - Juvenile	5,421	3%					5,421	3%		
	Sheriff's Office	3,358	2%					3,358	2%		
	Jury Management	1,905	1%					1,905	1%		
	JJC Support Spaces	1,885	1%					1,885	1%		
	Court Administration	1,710	1%					1,710	1%		
	Public Defender	1,237	1%					1,237	1%		
	DHHS / Detention Facility			90,665	54%			90,665	54%		
	TOTAL	**76,960**	**46%**	**90,665**	**54%**	**0**	**0%**	**167,625**	**100%**	**260,910**	**64%**

Table E-6 (Continued)
SUMMARY OF ALL BUILDING SPACES AND SQUARE FOOTAGES

FACILITY	COMPONENT	COURT FUNCTIONS		NON-EVALUATED		VACANT		TOTAL DGSF		TOTAL BGSF	
		DGSF	% of Total	DGSF	% of Total	DGSF	% of Total	DGSF	% of Total	BGSF	DGSF %
ALL FACILITIES	Circuit Court	257,710	32%					257,710	32%		
	District Attorney	57,299	7%					57,299	7%		
	Sheriff's Office	53,702	7%					53,702	7%		
	Circuit Clerk	51,793	6%					51,793	6%		
	Child Support Services	26,850	3%					26,850	3%		
	Court Administration	11,807	1%					11,807	1%		
	JusticePoint Pretrial Services	9,357	1%					9,357	1%		
	Jury Management	7,089	1%					7,089	1%		
	Guardian Ad Litem	5,726	1%					5,726	1%		
	Milwaukee Justice Center	4,299	1%					4,299	1%		
	Law Library	2,141	0.3%					2,141	0.3%		
	JJC Support Spaces	1,885	0.2%					1,885	0.2%		
	Wisconsin Community Services	1,771	0.2%					1,771	0.2%		
	Public Defender	1,237	0.2%					1,237	0.2%		
	DA / Family Peace Center	1,053	0.1%					1,053	0.1%		
	Community Corrections	444	0.1%					444	0.1%		
	Restraining Order Clinic	444	0.1%					444	0.1%		
	Non-Court Space			275,850	34%			275,850	34%		
	Former Jail Space					36,823	5%	36,823	5%		
	TOTAL	**494,607**	**61%**	**275,850**	**34%**	**36,823**	**5%**	**807,280**	**100%**	**1,391,855**	**58%**



SECTION F: SCENARIOS AND COST ESTIMATES

SECTION F: SCENARIOS AND COST ESTIMATES

This section synthesizes the assessment of needs and existing condition evaluation into a strategic plan to address the long-term spatial and operational requirements of the Milwaukee County Court System. A courtroom reallocation plan for the Historic Courthouse has been developed. The plan documents an approach to improve public safety and public service in the historic building. In addition, two scenarios have been developed for a new Criminal Courthouse: a maximum option of 425,000 square feet and a minimum option of 360,000 square feet. Two sites have been identified as potential locations for the new facility: the existing Safety Building site, and a County-owned parking lot at the corner of 6th and State Streets. Cost estimates have been developed for each scenario at each site. The recommendation of the planning team and Project Advisory Group is for the smaller building on the Safety Building site.

PROJECT GOALS AND OBJECTIVES

Over the course of the project, the following three strategic goals were defined for the project:

- **Goal #1:** To determine the highest and best use of the Historic Courthouse, Safety Building, and Juvenile Justice Center.
- **Goal #2:** To improve public safety with respect to the Judicial system and process.
- **Goal #3:** To improve public service with respect to the Judicial system and process.

Various options and strategies were considered to address the proposed goals. The Consultant explored options for reuse of the Historic Courthouse and the Safety Building. These options included infilling light wells and the central open space above the gymnasium in the Safety Building. But the areas proved to be inadequate to meet spatial and operational requirements, and most of the current problems would have remained in both facilities. It became abundantly clear that no adaptive reuse, or internal expansion plan, could create in these 1930-era buildings the kind of three-dimensional zoning of judges/jurors, public, and detainees required in a modern criminal court facility.

As a result, the following strategic objectives were identified:

Goal #1: Determine the Highest and Best Use

HISTORIC COURTHOUSE: The highest and best use of the Historic Courthouse is as a courthouse, but only for Civil, Probate, and Family Courts. The key to solving the issues with the Historic Courthouse is to reduce the number of courtrooms in the building, and to eliminate the prisoner (criminal defendant in custody) movement now occurring in the public hallways. The 1932 Courthouse opened with 20 functioning courtrooms on the 2nd, 4th, and 5th Floors. Over time, the number of courtrooms and hearing rooms increased to 47. Many of these rooms are inadequate in size to achieve proper image, accessibility, and security. Reducing the number of courts, and in particular, removing the Criminal Courts, would significantly improve the utility and safety of the Historic Courthouse.

Other County functions, such as the County Board, County Executive's Office, Register of Deeds, and Treasurer could potentially remain in the Historic Courthouse. This determination should be made during a subsequent planning effort to define the spatial and operational needs of county agencies currently located in the facility.

Milwaukee County's second courthouse opened in 1873. It replaced the first courthouse, which was built in 1836. The current courthouse replaced the second in 1932. This building was razed in 1939, and is now the site of Cathedral Square Park.

SECTION F: SCENARIOS AND COST ESTIMATES

SAFETY BUILDING: The highest and best use of the Safety Building is not for its current use as an office and criminal court building. The highest and best use is as a site for a modern Criminal Courthouse. The building could continue to be used as an office building to support the court or general government systems, but refurbishment and renovation to bring the facility up to modern operating codes would require a significant capital investment. A 2014 report by Mortenson Construction indicated that approximately $75 million in structural repairs, systems upgrades, and asbestos abatement would be required to bring the building up to existing physical performance standards. That total of $75 million includes some escalation and contingency costs, and is believed by the Consultant to be a somewhat optimistic estimate. If tenant upfit costs for approximately 360,000 square feet were added to the 2014 total of $75 million for base building improvements, and if that new total were also escalated to some future construction date, along with a contingency, architectural/engineering fees, and other associated project costs, the total cost of renovating the Safety Building might be roughly equivalent to the cost of a new Criminal Courthouse. And, during that renovation process, the County would still need to relocate building occupants, just as would be the case for building demolition.

After spending the $125 million to $150 million that might be required to renovate the building, the County would still have a very makeshift office building, which was originally designed in 1929 for entirely different functions. In the Consultant's opinion, this building should be demolished to make way for a better operational solution.

This facility was built in 1929, and is not on the National Historic Register. It was originally designed as a mixed- use building and has become increasingly obsolete over time. One half of the building housed the central police station, City Courts, and City Jail, while the other half housed the County Sheriff, some County Courts, and the County Jail. Gradually, the building has been repurposed in ways that are far from its intended function. Large portions of the building which were intended for City and County detention are inappropriate for other uses. Based on an assessment of the floorplans, it appears that three original, double-height courtrooms were provided on the City side, and two double-height courtrooms on the County side. Over time, courtrooms were added on the lower floors in former office space areas. The additional criminal courtrooms fail to meet minimum standards established by the Wisconsin Supreme Court. As with

the Historic Courthouse, criminal defendants in custody are moved through public hallways in order to access courtrooms.

In addition to functional and security issues, the Safety Building suffers from a host of physical problems, including asbestos; structural issues; poor air and water quality due to mechanical, electrical, and plumbing inadequacies; pest issues; and various code conditions. Due to the uncertainty regarding long-term use of the building, proper maintenance of the facility has been deferred for an extended period of time, and will now be very expensive to achieve.

JUVENILE JUSTICE CENTER: The highest and best use of the Juvenile Justice Center is to continue as a combined, collocated Juvenile Court and Juvenile Detention Center. This complex was originally constructed in 1962, with major additions in 1994. Early in this planning process, the Consultant examined the desire to consolidate the Children's Court with the downtown courts. It was determined that the Children's Court and the Juvenile Detention Center function very well together, and should remain collocated. As part of this study, the participants also concluded that it is more important for Juvenile Courts, Juvenile Detention, and their related support components to be located together than for the various Courts to be located downtown. Detention centers function best as low-rise facilities, on one or two levels, rather than as high-rise facilities. The existing site is approximately 17 acres. In order to relocate the complex closer to downtown, a

minimum site of 10 to 12 acres would likely be required, which would be both difficult to find, and cost prohibitive.

The Consultant examined issues related to the relatively remote location of the Juvenile Justice Center in Wauwatosa. The facility is located on a transit line. The County Bus Line has a stop directly in front of the building, as part of Route 31. The Consultant rode the route to the downtown transit center, and spoke with transit personnel about the volume of traffic to the Children's Court and Detention Center. The majority of riders are court employees, and the volume ranges from approximately 20 to 30 persons per day. There is ample parking at the site, and many visitors drive or carpool.

The location of the facility within a mixed-use area was also noted as a potential issue. But the surrounding institutional and commercial area is consistent with the purpose and function of a Juvenile Justice Center. If the facility were to be relocated, it would ideally be located near a transit line, and probably in the vicinity of other institutional or commercial buildings rather than in a residential or remote open area.

It was also noted that both the Court and Detention Center have some internal expansion capability at the site, along with external addition possibilities due to the large site area. The Court currently has a future shelled courtroom and a storage area that is convertible to office space. The Detention Center is not currently using all housing pods, and therefore could increase its capacity. This expansion capability may become necessary if the juvenile jurisdiction is raised from 16 to 17 years of age.

Goal #2: Improve Public Safety

A major issue with the Milwaukee County facilities is the mixing of the public, judges, jurors, and detainees within hallways and elevators. That mixing is contrary to national best practice standards, and constitutes a fundamental threat to public safety. It also detracts from an appropriate court image, and potentially compromises the integrity of the judicial process as jurors and witnesses may come into direct contact with detainees. Modern court facilities are designed with three completely separate zones of circulation. A public zone is provided for members of the general public. A restricted zone is provided for judges, impaneled jurors, and court staff. A secure zone is provided for defendants in custody. The zones only intersect inside the courtroom. It is not possible to achieve that level of zoning within the Historic Courthouse or the Safety Building. These facilities are nearly 90 years old, and the concept of separate zoning is a relatively recent one, having first taken shape nationally in the early 1970s.

Therefore, it is recommended that a new Criminal Courthouse be developed which provides for the appropriate zoning and separation of parties. Removing the Criminal Courts from the Historic Courthouse, and from the Safety Building, is the best way to improve public safety.

Goal #3: Improve Public Service

A related goal to improving public safety is improving public service. A new, consolidated Criminal Courthouse will improve both public service and contribute to increased staff efficiency. Currently, the Criminal Clerk's office is located in the Safety Building, but it serves courtrooms in the Historic Courthouse, Safety Building, and Criminal Justice Facility. Both public and staff must move between the Clerk's Office and the criminal courtrooms in three different buildings. It can be a confusing, time consuming, and frustrating process.

In addition, jurors must move from the jury assembly room in the Historic Courthouse to courtrooms in the Safety Building and Criminal Justice Facility. This requires an extensive path of travel, which can be quite difficult for older citizens or those with mobility impairments. A new Criminal Courthouse would provide a dedicated jury assembly room for those courtrooms.

Of even more importance, from a public service standpoint, is the current operation of the Family Court. The majority of the litigation spaces for the Family Court are located on the 7th Floor of the Historic Courthouse. This floor is much smaller in size than the other floors in the building, and can become quite congested. The floor includes two courtrooms, as well as ten small hearing rooms, some of which are only about 200 square feet in size. This creates issues with respect to image, security, and accessibility. Some litigants do not feel that they have had their proper "day in court" when appearing before a Commissioner in one of these small office-size hearing rooms. Family Court cases are some of the most volatile, and conducting hearings in extremely constricted spaces creates both public safety and public service concerns. Removing the Criminal Courts from the courthouse would allow the Family Courts to relocate to more properly-sized courtrooms, with more generous public lobby and waiting areas.

This reassignment of courtrooms would improve both public service, as well as public safety in the facility. The overall number of courtrooms in the Historic Courthouse would immediately reduce from 47 to 37, which would significantly improve court operations.

SUMMARY OF PROJECTIONS

SECTION F: SCENARIOS AND COST ESTIMATES

SUMMARY OF PROJECTIONS

Tables F-1 through F-3 summarize the judicial officer and staff projections developed as part of the needs assessment portion of the project. It was important to disaggregate the Circuit Court and relevant agency staff by divisions or units in order to define scenarios for new and existing facilities. Based on the project goals and objectives identified in the preceding section, it was recommended that the Historic Courthouse house the Civil, Probate, and Family Divisions of the Circuit Court, and that a new Criminal Courthouse be developed for criminal and traffic functions.

Table F-1 presents staff projections by pertinent division. This table shows the distribution of the broad, agency-level forecasts developed as part of the needs assessment in Section C, into finer, unit-level projections. This step was necessary in order to appropriately plan space by facility. For instance, the distribution of Circuit Clerk staff must be determined in order to identify the number of current and future staff associated with the Civil, Probate, and Family Courts, versus the number of staff associated with the Criminal Courts.

Table F-2 presents the current distribution of judicial officers (judges and commissioners) by division. In 2015, there were two Administrative positions, 32 Civil and Family positions, and 24 Criminal positions, for a total of 58 downtown positions. In addition, there were 11 positions at the Children's Court in Wauwatosa. By 2040, it was projected that there would be 66 judicial officer positions serving the downtown divisions, and 13 positions serving the Children's Court.

Table F-3 presents the proposed judicial officer distribution by location for the three downtown facilities. Based on the year 2040 projections, the Historic Courthouse would house 38 judicial officers (1 Presiding Commissioner, 19 Civil/Probate Division, and 18 Family Division). This provides for a growth of five positions from the current total of 33 judicial officers.

The Criminal Justice Facility would house 2 judicial officers. The Intake and Preliminary Hearing Courts, conducted by commissioners, would remain as an aid to overall system efficiency. The current trial courtroom in the Criminal Justice Facility (Room G55A) would relocate to become part of the new Criminal Courthouse. It is not believed that trials, and particularly jury trials, should be conducted within the confines of the County Jail for functional and symbolic reasons.

The new Criminal Courthouse would house 26 judicial officers (1 Chief Judge and 25 Criminal Division). This provides for a growth of three positions from the current total of 23 judicial officers, excluding the two commissioners assigned to the Criminal Justice Facility.

Table F-1
SUMMARY OF STAFF PROJECTIONS BY PERTINENT DIVISION

Agency	Unit	Historical			Projected				
		1995	2005	2015	2020	2025	2030	2035	2040
Judicial Officers	*Judges*	*46*	*47*	*47*	*48*	*49*	*50*	*50*	*51*
	Commissioners	*18*	*27*	*22*	*23*	*24*	*26*	*27*	*28*
	TOTAL	**64**	**74**	**69**	**71**	**73**	**76**	**77**	**79**
District Court Administration	*Downtown Court Administration*			*11*	*12*	*13*	*14*	*15*	*17*
	JJC Court Administration			*8*	*8*	*9*	*10*	*11*	*11*
	TOTAL	**11**	**15**	**19**	**20**	**22**	**24**	**26**	**28**
Child Support Services		132	191	145	152	156	161	165	170
Circuit Clerk	*Administration / Financial*			*15*	*15*	*15*	*16*	*16*	*17*
	Judicial Information Systems			*2*	*2*	*3*	*3*	*3*	*4*
	Civil / Family			*73*	*75*	*77*	*79*	*81*	*83*
	Criminal			*82*	*85*	*87*	*89*	*92*	*94*
	Probate			*20*	*20*	*20*	*21*	*21*	*22*
	Juvenile			*34*	*35*	*35*	*36*	*37*	*38*
	Jury Management			*6*	*7*	*8*	*8*	*8*	*8*
	Family Court IV-D / Mediation			*15*	*15*	*16*	*16*	*17*	*17*
	TOTAL	**320**	**263**	**247**	**254**	**261**	**268**	**275**	**283**
District Attorney	*Safety Building*			*174*	*185*	*192*	*201*	*208*	*216*
	Criminal Justice Facility			*41*	*44*	*46*	*47*	*49*	*51*
	Juvenile Justice Center			*60*	*64*	*67*	*69*	*72*	*74*
	Satellite Police Departments			*9*	*9*	*9*	*10*	*10*	*11*
	TOTAL	**220**	**290**	**284**	**302**	**314**	**327**	**339**	**352**
Guardian ad Litem		19	22	20	22	23	24	25	25
JusticePoint Pretrial Services		n/a	6	42	54	58	63	67	71
Law Library		3	3	3	3	3	3	3	3
Milwaukee Justice Center		n/a	n/a	6	7	8	9	11	12
Restraining Order Clinic		5	5	8	9	10	11	12	13
Wisconsin Community Services	*Drug Testing*	*2*	*2*	*3*	*3*	*3*	*3*	*4*	*4*
	OWI Program	*n/a*	*5*	*8*	*9*	*9*	*10*	*10*	*11*
	TOTAL	**2**	**7**	**11**	**12**	**12**	**13**	**14**	**15**
TOTAL		**776**	**876**	**854**	**907**	**943**	**979**	**1,014**	**1,051**

Note: Historical staff data is not available for the Sheriff's Office from 1995-2008. Since a meaningful forecast could not be generated for this agency, Sheriff's Office staff have been excluded from the total shown above.

Table F-2
JUDICIAL OFFICER DISTRIBUTION BY DIVISION

ALL JUDICIAL OFFICERS	CURRENT 2015 Number	CURRENT 2015 Percent	ACTUAL PROJECTIONS 2020	ACTUAL PROJECTIONS 2030	ACTUAL PROJECTIONS 2040	ROUNDED PROJECTIONS 2020	ROUNDED PROJECTIONS 2030	ROUNDED PROJECTIONS 2040
1. Chief Judge	**1**	**1%**	**1.0**	**1.1**	**1.1**	**1**	**1**	**1**
Presiding Commissioner	**1**	**1%**	**1.1**	**1.2**	**1.3**	**1**	**1**	**1**
2. *Civil / Probate Division*	*17*	*25%*	*17.6*	*18.5*	*19.4*	*17*	*19*	*19*
Family Division	*15*	*22%*	*15.7*	*16.9*	*18.2*	*16*	*17*	*18*
CIVIL SUBTOTAL	**32**	**46%**	**33.3**	**35.4**	**37.6**	**33**	**36**	**37**
3. *Felony Division*	*15*	*22%*	*15.4*	*15.9*	*16.5*	*16*	*16*	*17*
Misdemeanor / DV Division	*9*	*13%*	*9.3*	*9.7*	*10.2*	*9*	*9*	*10*
CRIMINAL SUBTOTAL	**24**	**35%**	**24.7**	**25.7**	**26.6**	**25**	**25**	**27**
DOWNTOWN TOTAL	**58**	**84%**	**60.0**	**63.3**	**66.6**	**60**	**63**	**66**
4. Children's Division	**11**	**16%**	**11.4**	**11.9**	**12.5**	**11**	**12**	**13**
TOTAL	69	100%	71.4	75.2	79.1	71	75	79

EXISTING LITIGATION SPACES

	Courtrooms		Hearing Rooms		TOTAL
Building	Number	Avg. Size	Number	Avg. Size	Number
1. Historic Courthouse	34	1,761	14	360	48
2. Safety Building	9	1,882			9
3. Criminal Justice Facility	3	1,784			3
DOWNTOWN TOTAL	**46**	**1,786**	**14**	**360**	**60**
4. Juvenile Justice Center	8	1,084	3	406	11
TOTAL	54	1,682	17	368	71

Note: In 2015, there are 47 judges and 22 commissioners for a total of 69 judicial officers. By 2040, it is projected that there could be 51 judges and 28 commissioners for a total of 79 judicial officers.

Table F-3
JUDICIAL OFFICER DISTRIBUTION - BY DOWNTOWN LOCATION

JUDICIAL OFFICERS BY CURRENT LOCATION

ALL JUDICIAL OFFICERS	Historic Courthouse	Safety Building	CJF	TOTAL	PROJECTIONS 2020	2030	2040
1. **Chief Judge**	**1**			**1**	**1**	**1**	**1**
Presiding Commissioner	**1**			**1**	**1**	**1**	**1**
2. *Civil / Probate Division*	*17*			*17*	*17*	*19*	*19*
Family Division	*15*			*15*	*16*	*17*	*18*
CIVIL SUBTOTAL	**32**	**0**	**0**	**32**	**33**	**36**	**37**
3. *Felony Division*	*5*	*8*	*2*	*15*	*16*	*16*	*17*
Misdemeanor / DV Division	*7*	*1*	*1*	*9*	*9*	*10*	*10*
CRIMINAL SUBTOTAL	**12**	**9**	**3**	**24**	**25**	**26**	**27**
DOWNTOWN TOTAL	**46**	**9**	**3**	**58**	**60**	**64**	**66**

JUDICIAL OFFICERS BY RECOMMENDED LOCATION

	Historic Courthouse	Criminal Justice Facility	New Criminal Courthouse	TOTAL
1. **Chief Judge**			**1**	**1**
Presiding Commissioner	**1**			**1**
2. *Civil / Probate Division*	*19*			*19*
Family Division	*18*			*18*
CIVIL SUBTOTAL	**37**			**37**
3. *Felony Division*			*16*	*16*
Misdemeanor / DV Division			*8*	*8*
Traffic Court (Commissioner)			*1*	*1*
Intake Court (Commissioner)		*1*		*1*
Preliminary Hearing (Commissioner)		*1*		*1*
CRIMINAL SUBTOTAL		**2**		**27**
DOWNTOWN TOTAL	**38**	**2**	**26**	**66**

Note: The Historic Courthouse currently has 33 courtrooms (excluding Room 400 which is used for small claims calendar call).
There are also 14 hearing rooms, but all are below recommended standards. The 4 small claims hearing rooms work reasonably well as is.
But it is recommended that the 10 hearing rooms on the 7th Floor be abandoned, and those functions move to existing criminal courtrooms.

HISTORIC COURTHOUSE SCENARIOS

HISTORIC COURTHOUSE SCENARIOS

Tables F-4 through F-6 present a courtroom reallocation plan for the Historic Courthouse based on the project objectives identified in the preceding section.

Due to the project's focus on court-related functions only, a complete reuse and restacking plan for the Historic Courthouse was not developed. In order to complete that task, a similar assessment of the operational and spatial needs of County functions, such as the County Board, County Executive's Office, Department of Administrative Services, Register of Deeds, Treasurer's Office, and others must be performed. The graphic on Table F-4 shows the current distribution of space within the building by major component and floor.

However, a courtroom reallocation plan was developed for the Historic Courthouse. Two keys to improving the existing courthouse, in terms of both public safety and public service, are to eliminate detainee movement in the public hallways and to reduce the number of courtrooms. Removing the Criminal Courts will free up 12 existing assigned courtrooms on the 5th and 6th Floors. These courtrooms can then be reassigned to Family Court, thereby enabling the elimination of the significantly undersized hearing rooms on the 7th Floor. Once the 12 Criminal Courts are removed from the building, the 10 Family Court Commissioners currently using the undersized hearing rooms on the 7th Floor could utilize those vacated courtrooms. These rooms would require no modification other than changing names on the signage. An additional benefit is that the Family Courts would now be located on a larger floorplate, which provides the ability to separate and distribute litigants in what is often a contentious setting.

As mentioned previously, the number of litigation spaces would be reduced from 47 to 37. This total is enough to satisfy current Civil, Probate, and Family Division requirements, and to provide some future growth or flexible use. In the long-term, it would be possible to create two additional appropriately sized courtrooms on the 7th Floor in the area directly across from the two existing courtrooms.

The graphics on Tables F-5 and F-6 show existing and proposed litigation spaces. Each box documents the number of the room and the size of the space. Boxes with surrounding dashed lines indicate one of the original 20 courtrooms in the facility. Since 1932, the number of litigation spaces has increased from 20 to 47, and the courts have been fragmented into three other facilities. The proposed plan would eliminate the most inappropriately sized spaces, and would consolidate the Felony and Misdemeanor Courts in a new and operationally suitable facility.

Table F-4
HISTORIC COURTHOUSE CURRENT STACKING PLAN

Floor	Approx. DGSF						
7M	6,520	Circuit Court - Jury Rooms; Commissioner Space					
7	19,822	Circuit Court - Family Courts					
6M	2,720	Circuit Court - Jury Rooms					
6	38,918	Circuit Court - Criminal Courts; Chief Judge's Office					
5M	9,962	Circuit Court - Jury Rooms; Court Administration Space					
5	45,783	Circuit Court - Criminal, Family, Civil Courts					
4M	9,991	Circuit Court - Jury Rooms; Law Clerk Space					
4	45,820	Circuit Court - Civil Courts					Civil Clerk
3	44,889	County Functions - County Executive, Department of Administrative Services					
2	51,989	Circuit Court - Probate Courts	Probate Clerk	County Functions - County Board, Human Resources			
1M	34,530	Clerk IT	Civil Clerk	Probate Clerk	Child Support	County Functions - Storage, Non-Public	
1	41,449	Clerk Admin.	Civil Clerk	Jury Assembly	Child Support	County Functions - County Clerk, Deeds, Treasurer	
G	52,952	Milwaukee Justice Center	Civil Clerk	Law Library	Café	Child Support	County Functions - Deeds, Elections, Facility Mgmt.
TOTAL	**405,345**						

Note: Court functions total approximately 259,505 DGSF. County functions total approximately 145,840 DGSF (excluding basement & penthouse).

Table F-5
HISTORIC COURTHOUSE - EXISTING LITIGATION SPACES

LITIGATION SPACES:	Civil / Criminal	Family / Reserve	TOTAL Civil	TOTAL Family	TOTAL Criminal	TOTAL Reserve	TOTAL
7th Floor				**12**			**12**
Room #:	**702**	**712**					
NSF:	*1,558*	*1,558*					
Room #:	**707-J**	**707-K** / **707-L** / **707-M** / **707-X**					
NSF:	*450*	*372* / *407* / *407* / *320*					
Room #:	**711-F**	**711-H** / **711-M** / **711-N** / **711-T**					
NSF:	*241*	*241* / *230* / *230* / *390*					
6th Floor					**8**		**8**
Room #:	**608**	**615** / **622** / **623**					
NSF:	*2,173*	*1,554* / *1,316* / *1,316*					
Room #:	**629**	**632** / **634** / **635**					
NSF:	*1,554*	*1,796* / *1,796* / *2,173*					
5th Floor			**1**	**5**	**4**	**1**	**11**
Room #:	**500**	**501** / **502** / **503** / **504** / **508**					
NSF:	*2,448*	*1,964* / *1,964* / *1,964* / *1,694* / *1,092*					
Room #:	**509**	**512** / **513** / **514** / **515**					
NSF:	*1,092*	*1,732* / *1,964* / *1,964* / *1,964*					
4th Floor			**14**				**14**
Room #:	**400***	**401** / **402** / **403** / **404** / **408**					
NSF:	*2,448*	*1,964* / *1,964* / *1,964* / *1,964* / *1,092*					
Room #:	**409**	**412** / **413** / **414** / **415**					
NSF:	*1,092*	*1,964* / *1,964* / *1,964* / *1,964*					
Room #:	**400-AF**	**400-AK** / **400-E** / **400-H**					
NSF:	*418*	*324* / *619* / *391*					
2nd Floor			**2**				**2**
Room #:	**206**	**208**					
NSF:	*1,440*	*1,440*					
TOTAL			**17**	**17**	**12**	**1**	**47**
Judicial Officers (2015)			**17**	**15**	**12**	**1**	**45**

= Indicates one of the original 20 courtrooms

* Note: Room 400 is used for Calendar Call

Note: The 6th Floor includes the Chief Judge's Office / Court Administration. The 7th Floor includes the Restraining Order Clinic and other Family Court functions.

Table F-6
HISTORIC COURTHOUSE - PROPOSED LITIGATION SPACES

LITIGATION SPACES:	Civil / Criminal	Family / Flex					TOTAL Civil	TOTAL Family	TOTAL Criminal	TOTAL Flex	TOTAL
7th Floor								2		2	4
Room #:	702	712	Flex	Flex	Potentially Create Two New Courtrooms						
NSF:	*1,558*	*1,558*	*1,292*	*1,292*							
Room #:						Eliminate All Hearing Rooms					
NSF:											
Room #:											
NSF:											
6th Floor								8			8
Room #:	608	615	622	623							
NSF:	*2,173*	*1,554*	*1,316*	*1,316*							
Room #:	629	632	634	635							
NSF:	*1,554*	*1,796*	*1,796*	*2,173*							
5th Floor							3	8			11
Room #:	500	501	502	503	504	508					
NSF:	*2,448*	*1,964*	*1,964*	*1,964*	*1,694*	*1,092*					
Room #:	509	512	513	514	515						
NSF:	*1,092*	*1,732*	*1,964*	*1,964*	*1,964*						
4th Floor							14				14
Room #:	400*	401	402	403	404	408					
NSF:	*2,448*	*1,964*	*1,964*	*1,964*	*1,964*	*1,092*					
Room #:	409	412	413	414	415						
NSF:	*1,092*	*1,964*	*1,964*	*1,964*	*1,964*						
Room #:	400-AF	400-AK	400-E	400-H	* Note: Room 400 is used for Calendar Call						
NSF:	*418*	*324*	*619*	*391*							
2nd Floor							2				2
Room #:	206	208		= Indicates one of the original 20 courtrooms							
NSF:	*1,440*	*1,440*									
TOTAL							**19**	**18**	**0**	**2**	**39**
Judicial Officers (2040)							**19**	**18**		**1**	**38**

Note: The Restraining Order Clinic and other Family Court office functions would relocate to the 6th Floor into space vacated by the Chief Judge's Office / Court Administration.

SCENARIO DEVELOPMENT

SCENARIO DEVELOPMENT

Tables F-7 through F-21 present scenarios, site options, and cost estimates for a new Criminal Courthouse.

The only way to truly resolve the current Criminal Court issues is with a new building, designed to modern standards. Once that new building is occupied, the spaces vacated by the Criminal Court in the Historic Courthouse can be used to address the pressing issues of the Family Court on the 7th Floor. As noted, this courtroom reallocation can be done with minimal expense.

The development of the Criminal Courthouse scenarios began with the definition of the proposed courthouse mix. There are currently 24 Criminal Divisions: 21 judges and 3 commissioners. It has been projected that this total could increase to 27 by 2040. Of the 27, it is recommended that the two commissioners currently conducting Intake and Preliminary Hearings in the Criminal Justice Facility remain in that location. Therefore, 25 Criminal Courts should be planned for the new facility. In addition, it is recommended that the Chief Judge and his or her reserve courtroom be located in the new facility. This will free up space in the Historic Courthouse for other functions, while also providing some additional flexibility for the new building.

Table F-8 identifies the proposed courtrooms by size. It is recommended that two large, 3,000 NSF courtrooms be provided for high-volume, multi-litigant proceedings. These courtrooms would be approximately the same size as the current courtroom on the 6th Floor of the Safety Building. In addition, there would be 18 standard, 14-person jury capable courtrooms of 2,200 NSF. Finally, there would be six non-jury courtrooms of 1,600 NSF for misdemeanor and traffic cases. This is a deviation of the current arrangement in which every judge occupies a jury courtroom. But it is a way to economize on space, particularly given the limited number of jury trials in misdemeanor cases. This approach has been approved by the Chief Judge.

Table F-9 presents the planning standards for the three different courtroom sets, while Table F-10 shows the standards for judicial chambers. The graphic in Table F-11 shows how these spaces relate, with the three appropriate circulation zones. The Courts currently lack many of these spaces which ultimately contribute to the efficiency and effectiveness of the judicial process. With respect to the chambers, one goal was to eliminate the current condition of the courtroom deputy/judicial assistant working full-time in the courtroom. By providing space within the chamber area, this should improve communication, while maximizing flexible use of the courtroom, with enhanced control of courtroom operating expenses.

Table F-12 presents space projections by component. Projections were developed using programmatic information for the courtroom sets and chamber areas, as well as square footage multipliers for general office space. The spatial ratings and square footages per employee provide general indications of current overcrowding. Agencies with higher proportions of office and conferencing spaces have higher ratios of square footage per staff. There are also economy of scale factors, in that as the number of staff increases, the ratio of square feet per person decreases. When necessary, mini-programs were developed as a cross-check to the square footage ratio assumptions.

Table F-13 presents planning standards for court and facility support spaces. Court support spaces specifically relate to the operation of the Courts. Facility support spaces contribute to the operation of the facility in general. In addition, a programming contingency allowance of 5,000 square feet has been included in case any component has been under-planned or for any new program(s) that might be developed in the future.

Table F-7
DEFINITION OF SQUARE FOOTAGE TERMS AND GROSSING FACTORS

Net Square Feet (NSF)

The unobstructed floor area required to perform a particular function or task. All major components are defined as net spaces including the public lobby, loading dock, and storage rooms.

Departmental Gross Square Feet (DGSF)

The total floor area for a particular department or component. This includes the net square footage (NSF) for each space plus:

* circulation to connect each space within the department
* thickness of interior walls and partitions
* building support columns located within the departmental area

Corresponds to Net Occupiable or Net Rentable Area

Mechanical / Electrical Factor (M / E)

A mechanical factor is applied to the total departmental area in order to accommodate major mechanical and electrical systems.

Building Gross Square Feet (BGSF)

The total space required for a building. This includes the departmental gross square footage (DGSF) for each space plus:

* horizontal circulation including public corridors and corridors connecting departments
* vertical circulation including elevators, elevator shafts, elevator lobbies, ceremonial stairs, and fire stairs
* interior column supports not included in the DGSF
* mechanical / electrical / plumbing shafts and pipe chases
* public toilets / staff toilets
* janitors' closets
* the exterior skin of the building

Table F-8
YEAR 2040 COURTROOM MIX BY COURT

Litigation Space	Approximate Size (NSF)	Approximate Dimensions	POTENTIAL MIX			
			Chief Judge / Reserve	Felony	Misd. / DV / Traffic	TOTAL
LARGE COURTROOM 16-person Jury Box 130-140 Seating Capability (7-8 rows)	3,000	42' x 70'		2		**2**
STANDARD COURTROOM 14-person Jury Box 70-80 Seating Capability (4 rows)	2,200	42' x 52'	1	14	3	**18**
NON-JURY COURTROOM Non-Jury 50-60 Seating Capability (4-5 rows)	1,600	32' x 52'			6	**6**
TOTAL			**1**	**16**	**9**	**26**

Note: Current total is 25 courts: 1 Chief Judge / Reserve; 15 Felony; and 9 Misdemeanor / Domestic Violence. Two Commissioner Courts for Intake and Preliminary Hearings are intended to remain in the Criminal Justice Facility, resulting in 23 courts, plus 3 growth courts, for a total of 26.

Table F-9
PLANNING STANDARDS FOR COURTROOM SETS

COURTROOM AND SUPPORT SPACES	Large Jury Court	Standard Jury Court	Non-Jury Court
Courtroom	3,000	2,200	1,600
Courtroom Entry Vestibule	80	80	80
Attorney Conference Room	160	160	160
Victim / Witness Waiting Room	160	160	160
Audio / Visual Closet	40	40	40
Short-term Evidence Storage	30	30	30
Public Waiting Area	300	300	300
TOTAL NET SQUARE FOOTAGE	***3,770***	***2,970***	***2,370***
TOTAL DEPT. SQ. FOOTAGE (35% Grossing Factor)	**5,090**	**4,010**	**3,200**
Prisoner Holding Area			
Courtfloor Holding Cell	120	120	120
Staging Area / Soundlock	100	100	100
Interview Booth	60	60	60
TOTAL NET SQUARE FOOTAGE	***280***	***280***	***280***
TOTAL DEPT. SQ. FOOTAGE (50% Grossing Factor)	**420**	**420**	**420**
TOTAL DEPT. GROSS SQUARE FOOTAGE	**5,510**	**4,430**	**3,620**
Jury Deliberation Suite			
Entry Vestibule / Galley Area	60	60	--
Toilets	100	100	--
Deliberation Room	400	400	--
TOTAL NET SQUARE FOOTAGE	***560***	***560***	***0***
TOTAL DEPT. SQ. FOOTAGE (25% Grossing Factor)	**700**	**700**	**0**

Table F-10
JUDICIAL CHAMBER AREA

Chamber Component	CHIEF JUDGE CHAMBER			RESIDENT JUDGE CHAMBER			COMMISSIONER CHAMBER		
	Unit	NSF	DGSF	Unit	NSF	DGSF	Unit	NSF	DGSF
Judicial Chamber Suite									
Judge / Commissioner Office	1	500	675	1	500	675	1	320	432
Administrative Assistant Workstation	1	80	108	1	80	108	1	80	108
Law Clerk Office	1	120	162	1	120	162	0	0	0
Court Reporter Office	1	120	162	1	120	162	0	0	0
Reception Area	1	140	189	1	140	189	1	100	135
File / Equipment Area	1	100	135	1	100	135	1	60	81
Toilet	1	50	68	1	50	68	1	50	68
Judge Vestibule	1	50	68	1	50	68	1	50	68
Coat Closet / Galley Area	1	20	27	1	20	27	1	20	27
TOTAL		**1,180**	**1,593**		**1,180**	**1,593**		**680**	**918**
Number of Chambers		**1**			**24**			**1**	

Staff shown per judge is based on the recommendation of the Wisconsin Supreme Court Rules 68.12 of three full-time staff per judge.

Due to funding reality, the chamber suites may be modified to provide shared law clerk space at a ratio of less than 1:1 per judge.

Note: Departmental gross square footage is based on a 35 percent factor.

Table F-11
HYPOTHETICAL COURTROOM SET

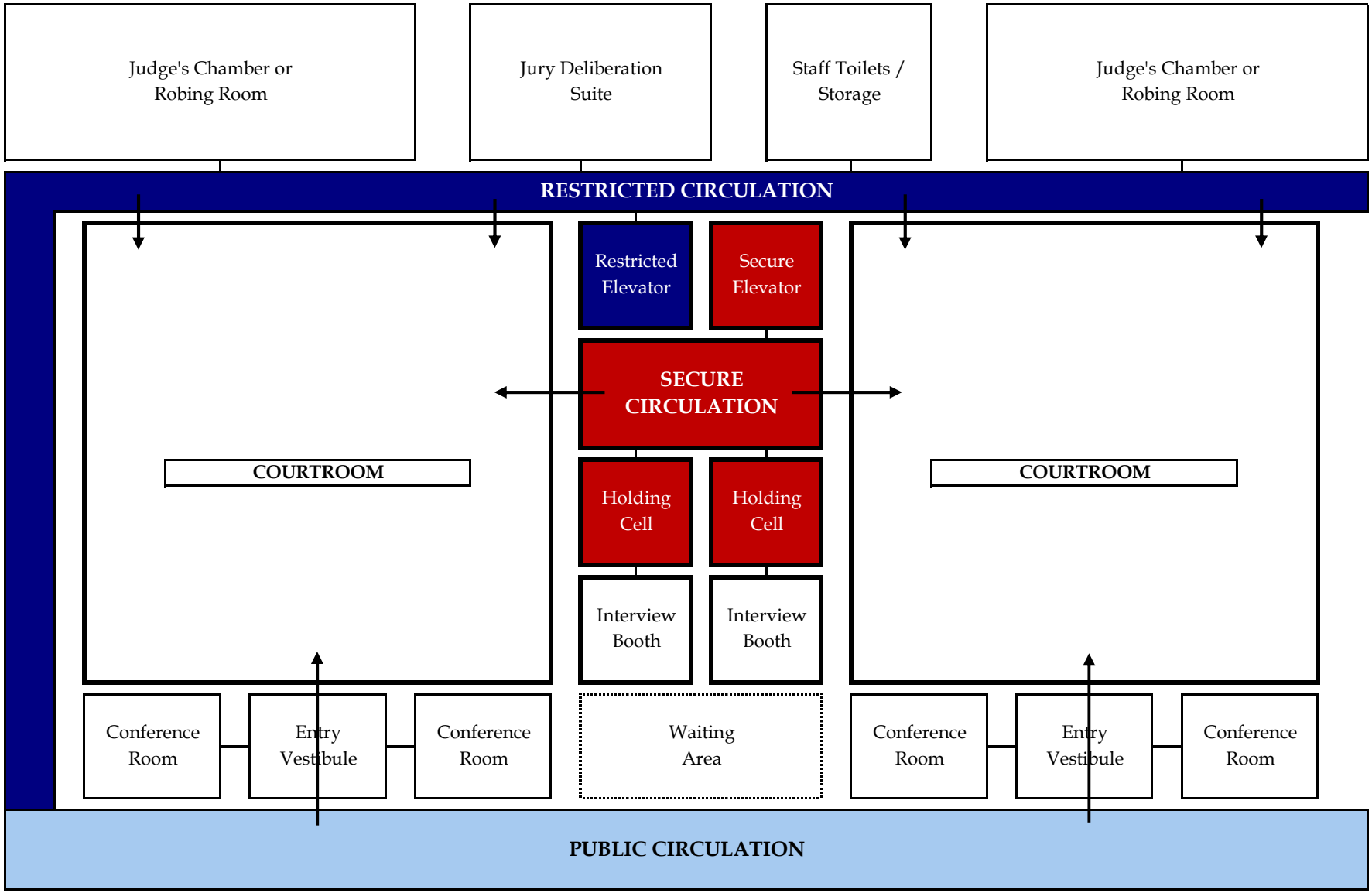


Table F-12
JUDICIAL COMPONENT SPACE PROJECTIONS

Component	EXISTING CONDITIONS 2015 Unit	EXISTING CONDITIONS DGSF/ Unit	EXISTING CONDITIONS Total DGSF	EXISTING CONDITIONS Spatial Rating	CURRENT NEEDS 2015 Unit	CURRENT NEEDS DGSF Factor	CURRENT NEEDS Total DGSF	YEAR 2030 SPACE NEEDS 2030 Unit	YEAR 2030 SPACE NEEDS DGSF Factor	YEAR 2030 SPACE NEEDS Total DGSF	YEAR 2040 SPACE NEEDS 2040 Unit	YEAR 2040 SPACE NEEDS DGSF Factor	YEAR 2040 SPACE NEEDS Total DGSF
A. CIRCUIT COURTS	**23**			2.0	**23**	**5,442**	**125,175**	**25**	**5,588**	**139,700**	**26**	**5,434**	**141,293**
1. Courtroom Sets					23		89,211	25		100,550	26		100,550
a. Large Court Set					*1*	*5,510*	*5,510*	*2*	*5,510*	*11,019*	*2*	*5,510*	*11,019*
Jury Deliberation Suite					*1*	*700*	*700*	*2*	*700*	*1,400*	*2*	*700*	*1,400*
b. Standard Court Set					*17*	*4,430*	*75,302*	*18*	*4,430*	*79,731*	*18*	*4,430*	*79,731*
Jury Deliberation Suite					*11*	*700*	*7,700*	*12*	*700*	*8,400*	*12*	*700*	*8,400*
c. Non-Jury Court Set					*5*	*3,620*	*18,098*	*5*	*3,620*	*18,098*	*6*	*3,620*	*21,717*
Jury Deliberation Suite					*0*	*700*	*-*	*0*	*700*	*-*	*0*	*700*	*-*
2. Judicial Chamber Area							35,964			39,150			40,743
a. Chief Judge Chambers					*1*	*1,593*	*1,593*	*1*	*1,593*	*1,593*	*1*	*1,593*	*1,593*
b. Resident Judge Chambers					*21*	*1,593*	*33,453*	*23*	*1,593*	*36,639*	*24*	*1,593*	*38,232*
c. Commissioner Chambers					*1*	*918*	*918*	*1*	*918*	*918*	*1*	*918*	*918*
B. COURT ADMINISTRATION	11	507	5,582	5.0	11	400	4,400	14	375	5,250	17	350	5,950
C. CIRCUIT CLERK	99	189	18,705	5.0	99	252	24,915	107	237	25,410	113	228	25,755
a. Administration / Finance	*15*	*238*	*3,571*	6.0	*15*	*325*	*4,875*	*16*	*320*	*5,120*	*17*	*315*	*5,355*
b. JIS (Split in Future)	*2*	*904*	*1,808*	7.0	*2*	*1,000*	*2,000*	*2*	*800*	*1,600*	*2*	*800*	*1,600*
c. Criminal Division	*82*	*163*	*13,326*	2.0	*82*	*220*	*18,040*	*89*	*210*	*18,690*	*94*	*200*	*18,800*
d. Jury Management					*Shown with Court Support*			*Shown with Court Support*			*Shown with Court Support*		

Table F-12 (Continued)
JUDICIAL COMPONENT SPACE PROJECTIONS

Component	EXISTING CONDITIONS				CURRENT NEEDS			YEAR 2030 SPACE NEEDS			YEAR 2040 SPACE NEEDS		
	2015 Unit	DGSF/ Unit	Total DGSF	Spatial Rating	2015 Unit	DGSF Factor	Total DGSF	2030 Unit	DGSF Factor	Total DGSF	2040 Unit	DGSF Factor	Total DGSF
D. DISTRICT ATTORNEY	174	229	39,816	2.0	174	303	52,640	201	284	57,030	216	274	59,160
a. Public Safety Building Staff	*152*				*152*	*300*	*45,600*	*176*	*280*	*49,280*	*188*	*270*	*50,760*
b. Victim/Witness Division	*22*				*22*	*320*	*7,040*	*25*	*310*	*7,750*	*28*	*300*	*8,400*
E. JUSTICEPOINT PRETRIAL	42	223	9,357	3.0	42	300	12,600	63	290	18,270	71	280	19,880
F. PUBLIC DEFENDER							2,500			2,500			2,500
G. WCS	11	161	1,771	4.0	11	350	3,850	13	340	4,420	15	330	4,950
a. Drug Testing	*3*				*3*			*3*			*4*		
b. OWI Program	*8*				*8*			*10*			*11*		
H. SHERIFF'S OFFICE							8,700			8,950			9,200
a. Courthouse Security							1,500			1,750			2,000
b. Central Holding							5,000			5,000			5,000
c. Vehicle Sallyport							2,200			2,200			2,200
I. COURT SUPPORT (Table F-13)							10,665			10,665			10,665
J. FACILITY SUPPORT (Table F-13)							22,135			22,135			22,135
TOTALS					**360**	**736**	**265,080**	**423**	**696**	**294,330**	**458**	**658**	**301,488**

Table F-13
COURT AND FACILITY SUPPORT SPACES

	YEAR 2040 NEEDS		
	NSF	**Grossing**	**DGSF**
COURT SUPPORT SPACES	***8,900***	***1.20***	***10,665***
1. Jury Assembly / Multi-Purpose Room	4,000	1.20	4,800
2. Judicial Conference Room	1,400	1.20	1,680
3. Community Services / Probation Intake Workroom	1,000	1.25	1,250
4. Domestic Violence Intake Workroom	600	1.25	750
5. Law Enforcement Officer Workroom	300	1.15	345
6. Bar Association Workroom	300	1.15	345
7. Media / Press Room	300	1.15	345
8. Flex Space	1,000	1.15	1,150
FACILITY SUPPORT SPACES	***19,900***	***1.11***	***22,135***
1. Entry Vestibule / Security Checkpoint / Facility Control	2,400	1.15	2,760
2. Public Lobby	6,000	1.15	6,900
3. First Aid Room	200	1.15	230
4. Central Mail Room	400	1.15	460
5. Vending /Concession Area	500	1.15	575
6. Staff Breakrooms / Staff Toilets	2,800	1.15	3,220
7. Loading Dock (covered portion only)	300	1.15	345
8. Bulk Storage Room	1,200	1.15	1,380
9. Recycling / Trash Area	300	1.15	345
10. Custodial Area	800	1.15	920
11. Programming Contingency Allowance	5,000	1.00	5,000

Grossing Key: 1.15 = Room only; 1.20 = Some Partitioning; 1.25 = Partitioning/Minimal Circulation; 1.30-1.35 = Partitioning/Typical Circulation; 1.40-1.50 = Extensive Partitioning/Circulation.

NEW CRIMINAL COURTHOUSE SCENARIOS

NEW CRIMINAL COURTHOUSE SCENARIOS

Two new courthouse scenarios were developed for Milwaukee County. These scenarios are presented in Table F-14.

- **Scenario #1:** This scenario is considered the Maximum Scenario. It envisions a building of approximately 425,000 square feet, with an additional 16,000 square feet for 40 secure parking spaces for judges and selected staff. It provides for 26 Courts (1 Chief Judge and 25 Criminal), as well as area for District Court Administration, the Administrative and Criminal Divisions of the Circuit Clerk's Office, and ancillary court and facility support spaces. The Sheriff's Office is provided space for court security, central holding, and a vehicle sallyport. In addition, office space is provided for JusticePoint Pretrial Services and Wisconsin Community Services. Over time, these last two functions could be easily displaced from the building in order to achieve up to four additional courtroom sets. Although projections have been generated to 2040, the building should be constructed to last far beyond that horizon. This approach provides the County and Court with a functional and economical way to expand the courts, as required, to achieve very long-term operational value from the building.

  This scenario also includes the entire operation of the District Attorney's Office to the year 2040. The District Attorney's Office will require approximately 60,000 square feet for its 200+ staff positions.

- **Scenario #2**: This scenario is considered the Minimum Scenario. It envisions a building of approximately 360,000 square feet, with an additional 16,000 square feet for a secure parking area. It is identical to Scenario #1, except that the main office of the District Attorney is not included in the new building. Space is provided for the Victim/Witness Unit as well as for Trial Preparation. The main office would be housed in a location to be determined, but ideally would be in close proximity to the new Criminal Courthouse.

Scenario #2 is the recommendation of the Consultant. This scenario is believed to provide the best value to the County. Courthouse construction, on a per square foot basis, is very costly in comparison to typical office space, for instance. The Consultant believes that building, or leasing, generic office space for the District Attorney would be far less costly than including the entire 60,000 square foot operation in a new courthouse. The recommended Scenario #2 serves as the basis for the following site plan analysis. If the County chooses instead to implement Scenario #1, the site plans could, for illustration purposes, simply be modified to include two additional floors.

Table F-15 describes the future expansion capability of Scenario #2. The Historic Courthouse can accommodate up to 39 litigation spaces, while the new Criminal Courthouse could potentially increase up to 30. The 69 total litigation spaces provide five additional beyond the 2040 projection of 64 judicial officers downtown. This growth should satisfy the needs of the Milwaukee County Judicial System well into the second half of the 21st Century.

Table F-14
NEW COURTHOUSE SCENARIOS

SCENARIOS	*SCENARIO #1: MAXIMUM*			*SCENARIO #2: MINIMUM*		
Component	**Courts**	**Staff**	**DGSF**	**Courts**	**Staff**	**DGSF**
COURTS	**26 Courts**			**26 Courts**		
A. Circuit Court	26 Courts	104	141,293	26 Courts	104	141,293
PRIMARY COMPONENTS						
B. District Court Administration	(2040)	17	5,950	(2040)	17	5,950
C. Circuit Clerk						
Administration:	(2040)	17	5,355	(2040)	17	5,355
Judicial Information Systems:	(2040)	2	1,600	(2040)	2	1,600
Criminal Division:	(2040)	94	18,800	(2040)	94	18,800
OTHER COMPONENTS						
D. District Attorney						
Safety Building Staff:		188	50,760		N/A *	N/A *
Victim / Witness:		28	8,400	(2040)	28	8,400
Trial Prep Workspace:		N/A *	N/A *			5,000
E. JusticePoint Pretrial	(2040)	71	19,880	(2040)	71	19,880
F. Public Defender Workspace			2,500			2,500
G. Wisconsin Community Services	(2040)	15	4,950	(2040)	15	4,950
H. Sheriff's Office						
Court Security / Holding / Sallyport:	(2040)		9,200	(2040)		9,200
I. Court Support Spaces	(2040)		10,665	(2040)		10,665
J. Facility Support Spaces	(2040)		22,135	(2040)		22,135
SUBTOTAL	**26 Courts**	**536**	**301,488**	**26 Courts**	**348**	**255,728**
Mechanical / Electrical Factor		**11%**	**+ 33,164**		**11%**	**+ 28,130**
TOTAL DGSF AND M&E			**334,652**			**283,858**
Building Grossing Factor		**27%**	**+ 90,356**		**27%**	**+ 76,642**
NEW COURTHOUSE SIZE			**425,008**			**360,500**
Secure Parking Area	40 Spaces	400	16,000	40 Spaces	400	16,000
TOTAL BUILDING SIZE WITH PARKING			**441,008**			**376,500**

Notes: (1) In Scenario #1, the entire District Attorney's Office is accommodated in the new building. In Scenario #2, only Victim / Witness and Trial Prep are accommodated.
(2) Components E and G total 24,830 DGSF, which is the approximate size of four future courtsets - 24,680 DGSF (3 Standard, 1 Non-Jury, 2 Jury Rooms, and 4 Chambers).

Table F-15
FUTURE EXPANSION CAPABILITY - MINIMUM SCENARIO

HISTORIC COURTHOUSE	33 Judges and Commissioners in 2015 (32 Civil / Family / Probate and 1 Presiding Commissioner) + 5 Projected New Judges and Commissioners by 2040 **38 Civil / Family / Probate Judicial Officers by 2040** 37 Existing Litigation Spaces (33 Courtrooms and 4 Hearing Rooms) + 2 New Courtrooms on 7th Floor **39 Total Litigation Spaces** 4 Existing Growth Courtrooms from 2015 (33 Judicial Officers / 37 Courtrooms) 1 New Growth Courtroom (7th Floor) to meet 2040 need (38 Judicial Officers / 38 Courtrooms) + 1 New Growth Courtroom (7th Floor) beyond 2040 (39 Judicial Officers / 39 Courtrooms) **6 TOTAL GROWTH COURTROOMS FROM 2015 (+1 Beyond 2040)**
NEW CRIMINAL COURTHOUSE	23 Judges and Commissioners in 2015 (22 Criminal and 1 Chief Judge) + 3 Projected New Judges and Commissioners by 2040 **26 Criminal Judicial Officers by 2040** 26 Proposed Litigation Spaces (26 Courtrooms) + 4 Potential Courtrooms through displacement of JusticePoint & Wisconsin Community Services **30 Total Litigation Spaces** 3 Growth Courtrooms from 2015 to meet 2040 need (23 Judicial Officers / 26 Courtrooms) + 4 Additional Growth Courtrooms beyond 2040 (30 Judicial Officers / 30 Courtrooms) **7 TOTAL GROWTH COURTROOMS FROM 2015 (+4 Beyond 2040)**
TOTAL	56 Judges and Commissioners in 2015 + 8 Projected New Judges and Commissioners by 2040 **64 Judicial Officers by 2040** 63 Existing and Proposed Litigation Spaces 2 New Historic Courthouse Courtrooms on 7th Floor + 4 Potential Criminal Courthouse Courtrooms through displacement **69 Total Litigation Spaces (+5 Beyond 2040)**

Note: The Criminal Justice Facility would continue to house two commissioners and their two courtrooms.

SITE PLANS

Two sites are proposed for the new Criminal Courthouse. Option 1 is the existing Safety Building site. Option 2 is currently a County-owned parking lot at the corner of 6th and State Streets. Other potential sites were considered, but ultimately discarded due to size constraints or security concerns.

Table F-16 shows a site plan of the downtown campus, with the two potential locations for the Criminal Courthouse. Preliminarily, the new facility is envisioned to be 10 stories above grade. In these site studies, there would be a two-story base to the building, consisting of approximately 45,000 square feet per floor. There would be an eight-story courtroom tower, consisting of four courtrooms per floor at approximately 30,000 square feet each. There would be a 30,000-square-foot basement, containing central holding, a secure sallyport, and mechanical spaces, plus approximately 16,000 square feet for secure judicial parking. A detailed programming process, and an actual design, would be required to move beyond this simple site planning concept.

Tables F-17 through F-19 show potential siting, orientation, and elevation on each site. Site 1, the Safety Building site, is believed to represent the best long-term option for the County and Courts. This solves the numerous physical and operational issues of the Safety Building, through its removal. This is also the ideal location for a Courthouse due to its ability to connect with both the Historic Courthouse and the Criminal Justice Facility. This aids in the ability to share staff and resources, simplifies public and attorney movement issues, and simplifies detainee movement issues. This location also provides the opportunity to re-invigorate MacArthur Square, as the entrances to both courthouses could operate off the park.

Site 2 at 6th and State Streets was also studied, as the Consultatnt felt obligated to present the County with alternatives. Of all the other potential locations in fairly close proximity to the Historic Courthouse, Site 2 was believed to be the most viable. But that viability is only relative to sites that did not work at all, due to size or security concerns.

The chief advantage of Site 2 is the ability to build immediately on a relatively clear, County-owned site. The site currently serves as a surface parking lot, and is roughly equal in area to the Safety Building site. By selecting this site, the County would be able to avoid the immediate demolition of the Safety Building, and the short-term costs associated with relocating Safety Building occupants, while a new criminal courthouse is constructed on that site.

But the Consultant believes that the short-term cost savings would be a false economy in this case. As stated earlier, the 1929 design of the Safety Building as a mixed-use jail/courts/office building makes it extremely inefficient for any other function. Renovation would be prohibitively expensive, perhaps nearly equivalent in total project cost to that of a new criminal courthouse. And the sheer volume of deferred maintenance makes it extremely difficult to continue its ongoing use without extensive renovations. In essence, the building needs to be torn down in any case, and doing it in conjunction with the creation of a new criminal courthouse affords the County the best possible reuse of that site.

In comparison with Site 1, Site 2 has numerous operational deficiencies. First, the public, judges, staff, and attorneys would all be physically disconnected from the Historic Courthouse by a distance of several blocks. And as noted earlier, that physical connection is a very important aspect of the daily operation of the Court. In fact, the desire to better consolidate the Courts was one of the original driving forces in performing this study.

A further problem with the physical disconnection is the inability to develop a secure link between the Criminal Justice Facility and the 6th and State Streets location. That means that all defendants in custody going to the Felony and Misdemeanor Courts on Site 2 would have to be transported, back and forth from the Criminal Justice Facility, by vehicle.

Although Site 2 was the only alternative site available in proximity to the Historic Courthouse, with the requisite site area, and although it could in theory be developed as a site for a new criminal courthouse, it is the Consultant's definite recommendation that the new criminal courthouse be built on Site 1, the current site of the Safety Building. The Advisory Group strongly concurs with that recommendation.

Table F-16
DOWNTOWN CAMPUS SITE PLAN

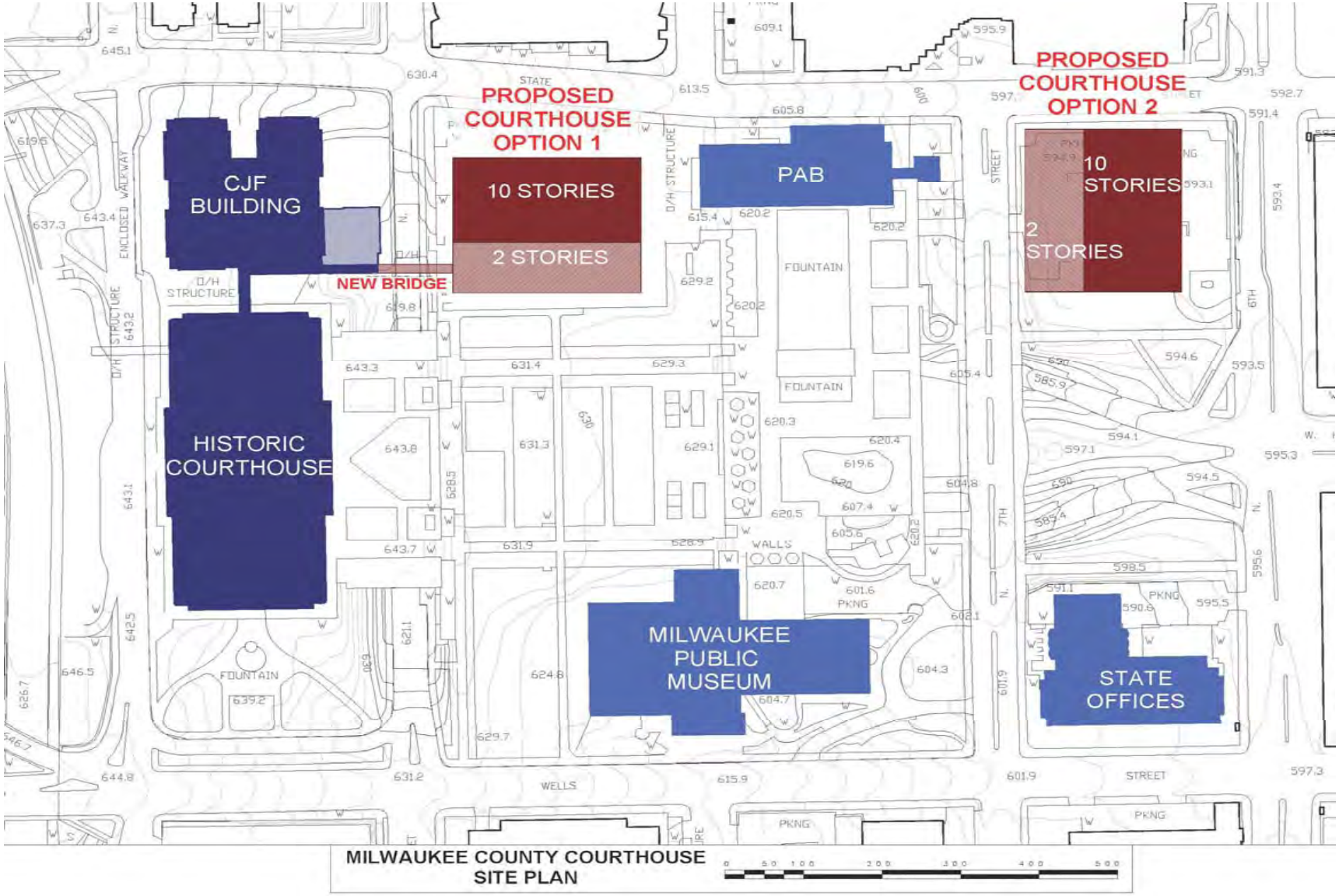


Table F-17
SITE 1 - SAFETY BUILDING SITE

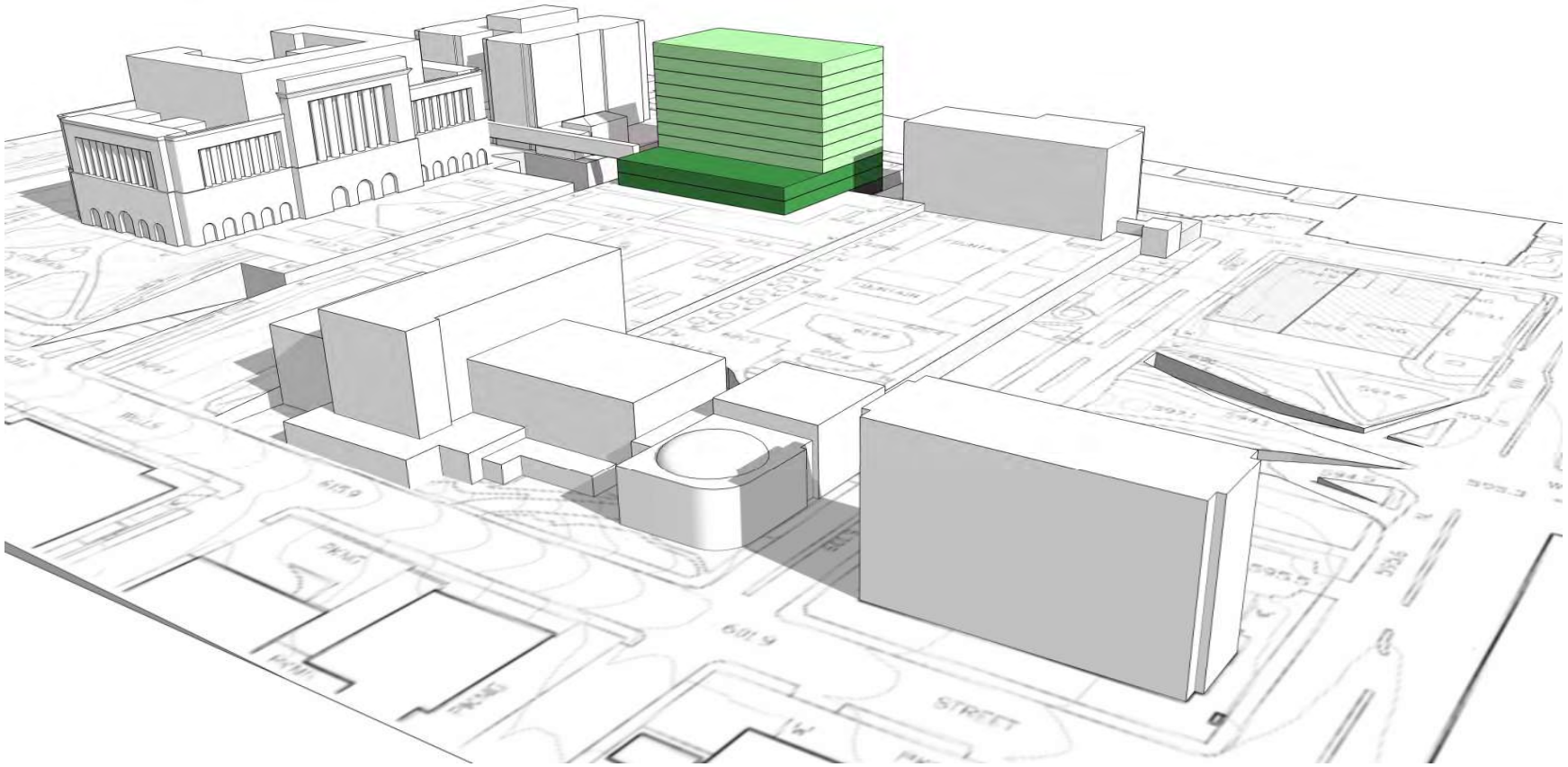


Table F-18
SITE 2 - 6TH AND STATE STREETS SITE

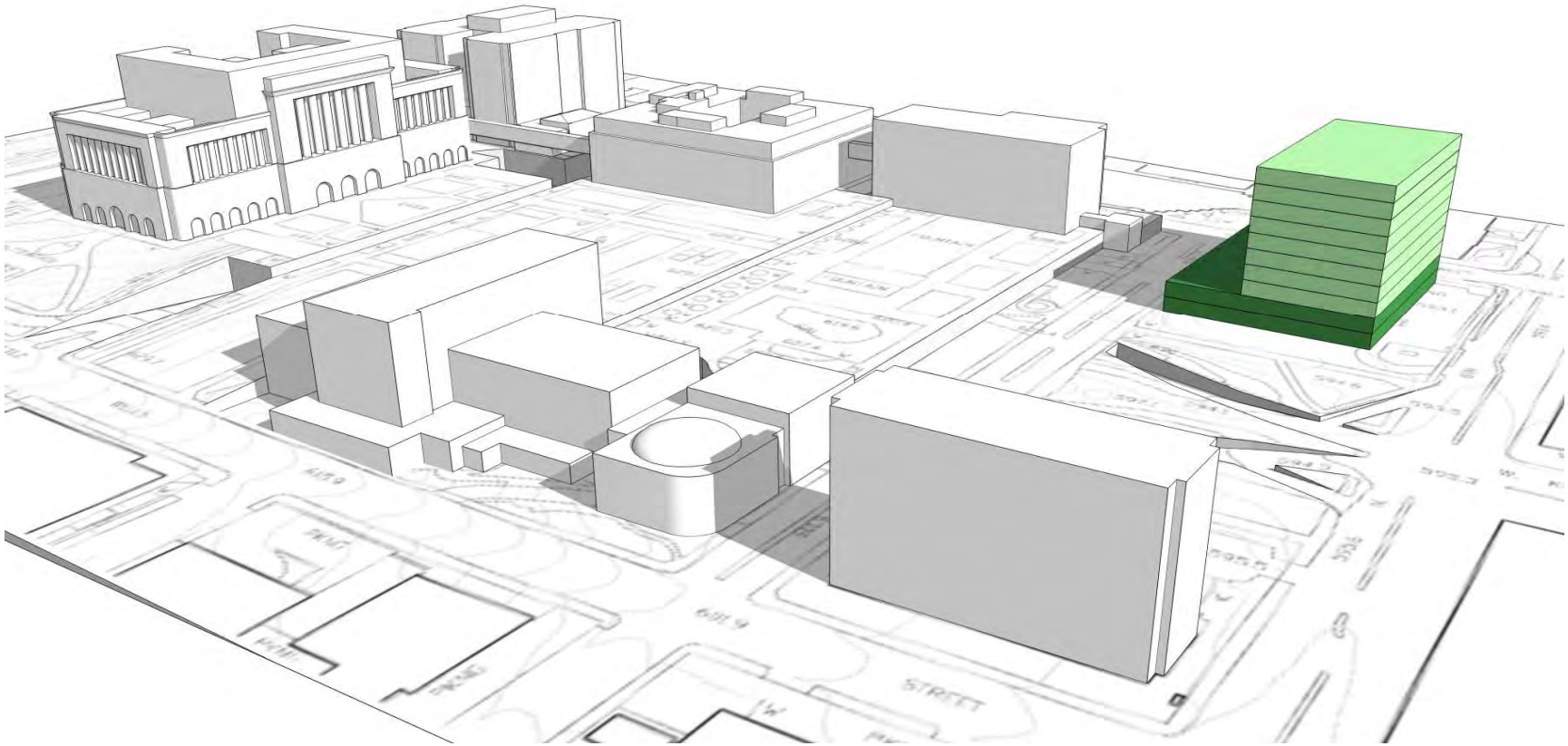
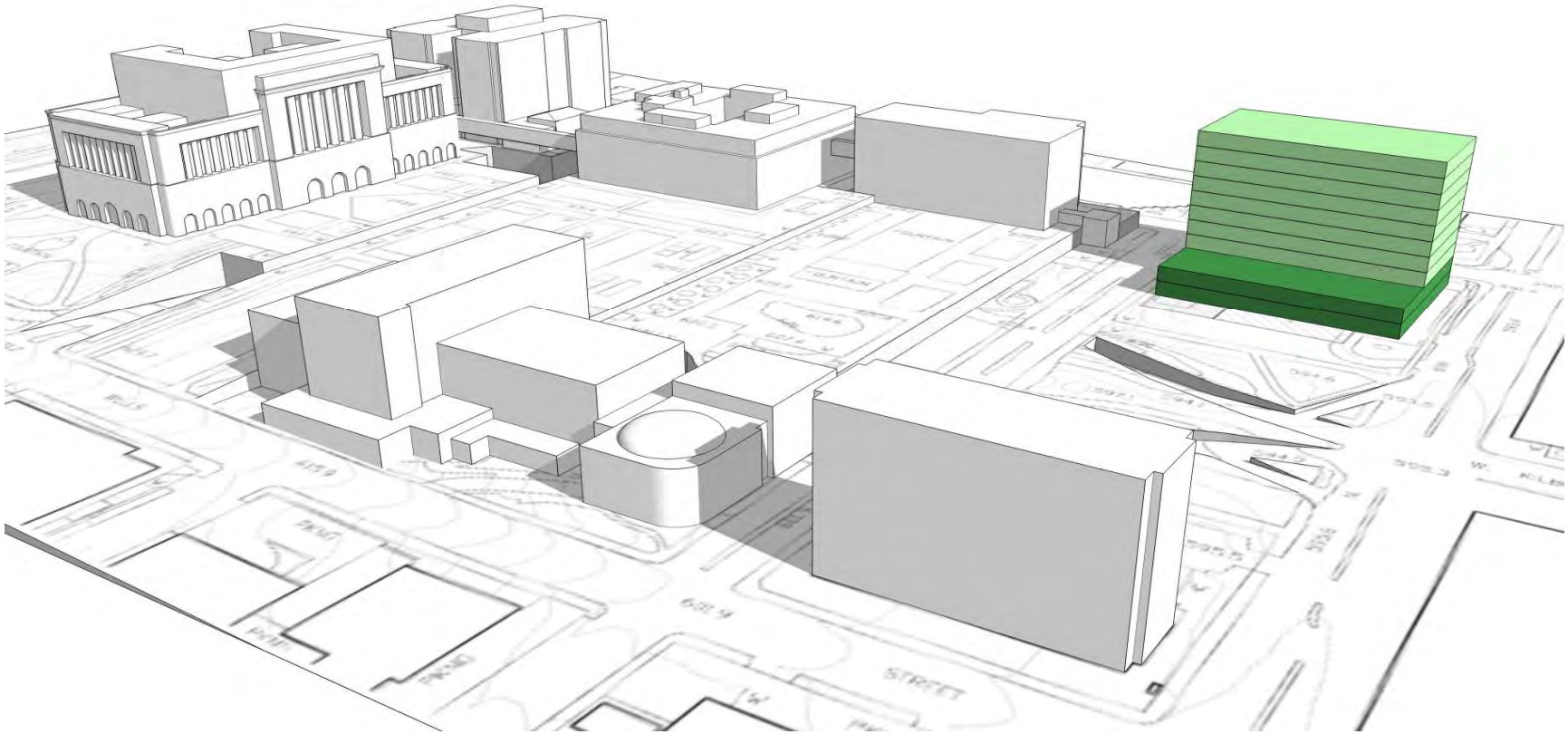


Table F-19
SITE 2 - 6TH AND STATE STREETS SITE (Option)



COST ESTIMATES

Tables F-20 and F-21 present preliminary cost estimates for each scenario on each site. Cost estimates are comprehensive, and include construction costs, contingencies, escalation, and project costs for fees, technology, and furnishings.

Costs for a new building on the Safety Building site (Option 1) range from $184 million for the Minimum Scenario, to $213 million for the Maximum Scenario, in year 2020 dollars. Costs are based on a courthouse construction cost of $320 per foot. Other associated costs include asbestos abatement of the Safety Building ($5 million); demolition of the building ($3 million); and potential demolition and reconstruction of bridges/building connectors ($3 million). This estimate assumes four years of escalation to the mid-point of construction in 2020.

Costs for a new building on the 6th and State Streets site (Option 2) range from $165 million for the Minimum Scenario to $193 million for the Maximum Scenario in year 2019 dollars. This option does not require the costs associated with the Safety Building, and is believed to be achievable one year sooner since waiting for building demolition and occupant relocation would not be required. However, at some point in the near future the County would still incur the costs associated with renovating the Safety Building, or more likely, with removing and replacing it with something else. As noted earlier, removing it in conjunction with the development of a new criminal courthouse would afford the County the best possible use of the site.

Table F-20
NEW COURTHOUSE COST ESTIMATES

SAFETY BUILDING SITE (OPTION 1)

Category	Unit	*OPTION #1A* MAXIMUM SCENARIO		*OPTION #1B* MINIMUM SCENARIO	
		Calculations	Costs	Calculations	Costs
A. CONSTRUCTION COST					
1. Building Construction	$320 per Building Square Foot	x **425,008**	$136,002,443	x **360,500**	$115,359,924
2. Secure Parking	$30,000 per Space	x 40 Spaces	$1,200,000	x 40 Spaces	$1,200,000
3. Sitework					
a. Asbestos Abatement of Safety Building	$12.00 per Building Square Foot	x 413,000	$4,956,000	x 413,000	$4,956,000
b. Demolition of Safety Building / Bridges	$8.00 per Building Square Foot	x 413,000	$3,304,000	x 413,000	$3,304,000
c. Site Development and Utilities	Approximately 2% of Construction		$2,500,000		$2,500,000
4. Building Connectors					
a. Public / Staff Bridge	$15,000 per Linear Foot	x 100	$1,500,000	x 100	$1,500,000
b. Detainee Bridge	$15,000 per Linear Foot	x 100	$1,500,000	x 100	$1,500,000
5. **SUBTOTAL BUILDING CONSTRUCTION**		Per Square Foot $355.20	**$150,962,443**	Per Square Foot $361.50	**$130,319,924**
B. CONTINGENCY					
1. Design / Construction Contingency	10% of Building Construction	x $150,962,443	$15,096,244	x $130,319,924	$13,031,992
2. **CONSTRUCTION COSTS (2016 Dollars)**		Per Square Foot $390.72	**$166,058,687**	Per Square Foot $397.65	**$143,351,916**
C. ESCALATION					
1. Future Escalation	3% per year to 2020 (4 years)	x $166,058,687	$19,927,042	x $143,351,916	$17,202,230
2. **ESCALATED COSTS (2020 Dollars)**	(Escalated to the mid-point of construction)	Per Square Foot $437.61	**$185,985,729**	Per Square Foot $445.37	**$160,554,146**
D. OTHER PROJECT COSTS					
1. Design Fees, Permits, Testing	11% of Building Construction	x $166,058,687	$18,266,456	x $143,351,916	$15,768,711
2. Security/Technology Allowance	$12.00 per Building Square Foot	x **425,008**	$5,100,092	x **360,500**	$4,325,997
3. Furniture, Fixtures, and Equipment	$10.00 per Building Square Foot	x **425,008**	$4,250,076	x **360,500**	$3,604,998
4. **SUBTOTAL OTHER PROJECT COSTS**		Per Square Foot $64.98	**$27,616,624**	Per Square Foot $65.74	**$23,699,706**
E. TOTAL COST		**Per Square Foot**	**Total**	**Per Square Foot**	**Total**
1. **PROJECT COST (2020 Dollars)**		$502.58	**$213,602,353**	$511.11	**$184,253,852**

Note: Total costs may not calculate exactly based on square footages shown due to computer rounding of building gross areas.

Table F-21
NEW COURTHOUSE COST ESTIMATES

6TH & STATE STREETS SITE (OPTION 2)

Category	Unit	*OPTION #2A* MAXIMUM SCENARIO		*OPTION #2B* MINIMUM SCENARIO	
		Calculations	Costs	Calculations	Costs
A. CONSTRUCTION COST					
1. Building Construction	$320 per Building Square Foot	x **425,008**	$136,002,443	x 360,500	$115,359,924
2. Secure Parking	$30,000 per Space	x 40 Spaces	$1,200,000	x 40 Spaces	$1,200,000
3. Sitework					
a. Asbestos Abatement of Safety Building	$12.00 per Building Square Foot	x 0	$0	x 0	$0
b. Demolition of Safety Building / Bridges	$8.00 per Building Square Foot	x 0	$0	x 0	$0
c. Site Development and Utilities	Approximately 2% of Construction		$2,500,000		$2,500,000
4. Building Connectors					
a. Public / Staff Bridge	$15,000 per Linear Foot	x 0	$0	x 0	$0
b. Detainee Tunnel	$15,000 per Linear Foot	x 0	$0	x 0	$0
5. **SUBTOTAL BUILDING CONSTRUCTION**		Per Square Foot $328.71	**$139,702,443**	Per Square Foot $330.26	**$119,059,924**
B. CONTINGENCY					
1. Design / Construction Contingency	10% of Building Construction	x $139,702,443	$13,970,244	x $119,059,924	$11,905,992
2. **CONSTRUCTION COSTS (2016 Dollars)**		Per Square Foot $361.58	**$153,672,687**	Per Square Foot $363.29	**$130,965,916**
C. ESCALATION					
1. Future Escalation	3% per year to 2019 (3 years)	x $153,672,687	$13,830,542	x $130,965,916	$11,786,932
2. **ESCALATED COSTS (2019 Dollars)**	(Escalated to the mid-point of construction)	Per Square Foot $394.12	**$167,503,229**	Per Square Foot $395.99	**$142,752,849**
D. OTHER PROJECT COSTS					
1. Design Fees, Permits, Testing	11% of Building Construction	x $153,672,687	$16,903,996	x $130,965,916	$14,406,251
2. Security/Technology Allowance	$12.00 per Building Square Foot	x 425,008	$5,100,092	x 360,500	$4,325,997
3. Furniture, Fixtures, and Equipment	$10.00 per Building Square Foot	x 425,008	$4,250,076	x 360,500	$3,604,998
4. **SUBTOTAL OTHER PROJECT COSTS**		Per Square Foot $61.77	**$26,254,164**	Per Square Foot $61.96	**$22,337,246**
E. TOTAL COST		**Per Square Foot**	**Total**	**Per Square Foot**	**Total**
1. **PROJECT COST (2019 Dollars)**		$455.89	**$193,757,392**	$457.95	**$165,090,094**

Note: Total costs may not calculate exactly based on square footages shown due to computer rounding of building gross areas.

FINAL RECOMMENDATIONS AND NEXT STEPS

FINAL RECOMMENDATIONS AND NEXT STEPS

Based on the conclusions of the study, it is recommended that a new Criminal Courthouse of approximately 360,000 square feet be developed on the existing Safety Building site (Option 1B).

At this point, there is additional investigation and problem-solving to be performed. Assuming Option 1B is approved, it is envisioned that the remainder of 2016, and some time beyond, should be dedicated to planning for the following:

- Potential swing space for Safety Building occupants. This would potentially include space for the nine Criminal Courts, Criminal Clerk, Court Administration, District Attorney, Sheriff's Office, JusticePoint Pretrial Services, Wisconsin Community Services, and other County functions.
- Potential permanent space for displaced occupants such as the District Attorney and Sheriff's Office.
- Additional study of Historic Courthouse occupants to determine potential renovation/restacking plans and recommended system upgrades. As part of that project, potential swing space or permanent relocation space may need to be identified.
- Finally, but not as urgently, consideration should be given to potential renovations and systems upgrades at the Juvenile Justice Center.

POTENTIAL ADDITIONAL COSTS

Potential Swing Space for Safety Building Occupants

Potential Permanent Space for Displaced Safety Building Occupants

Potential Historic Courthouse Systems Upgrades / Renovations

Potential Relocation / Swing Space for Historic Courthouse Occupants

Potential Juvenile Justice Center Systems Upgrades / Renovations

APPENDIX A: SITE DIAGRAMS AND FLOORPLANS

APPENDIX A: SITE DIAGRAMS AND FLOORPLANS

This section contains site diagrams of the existing court facilities, as well as floorplans for the Historic Courthouse, Safety Building, Juvenile Justice Center, and court-occupied portions of the Criminal Justice Facility. The floorplans have been color-coded to show current locations and square footages of court-related occupants.

The following four tables document the square footages for each component by building. Appendix 1 provides an overall summary for the three court facilities. Appendix 2 provides a summary of the Historic Courthouse. Appendix 3 provides a summary of the Safety Building. Appendix 4 provides a summary of the Juvenile Justice Center.

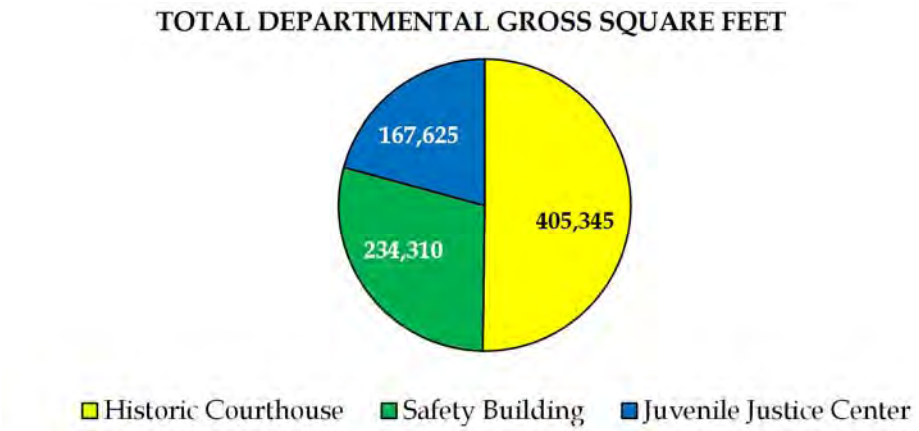
Two types of square footages are shown on the tables. DGSF represents Departmental Gross Square Feet. DGSF is the area utilized by an agency or component. It includes all net spaces, plus the square footage required for internal circulation and wall partitioning. BGSF represents Building Gross Square Feet. BGSF is the total area of the facility. It includes the building skin, all public circulation, elevators, stairs, toilets, mechanical spaces, and all departmental areas.

Appendix 1
SUMMARY OF ALL BUILDING SPACES AND SQUARE FOOTAGES

FACILITY	COMPONENT	COURT FUNCTIONS		NON-EVALUATED		VACANT		TOTAL DGSF		TOTAL BGSF	
		DGSF	% of Total	DGSF	% of Total	DGSF	% of Total	DGSF	% of Total	BGSF	DGSF %
HISTORIC COURTHOUSE	Circuit Court	180,517	45%					180,517	45%		
	Circuit Clerk	33,046	8%					33,046	8%		
	Child Support Services	26,850	7%					26,850	7%		
	Court Administration	5,971	1%					5,971	1%		
	Jury Management	5,184	1%					5,184	1%		
	Milwaukee Justice Center	4,299	1%					4,299	1%		
	Law Library	2,141	1%					2,141	1%		
	DA / Family Peace Center	1,053	0.3%					1,053	0.3%		
	Restraining Order Clinic	444	0.1%					444	0.1%		
	County Functions			145,840	36%			145,840	36%		
	TOTAL	**259,505**	**64%**	**145,840**	**36%**	**0**	**0%**	**405,345**	**100%**	**717,883**	**56%**
SAFETY BUILDING	Sheriff's Office	50,344	21%					50,344	21%		
	District Attorney	39,816	17%					39,816	17%		
	Circuit Court	38,958	17%					38,958	17%		
	Circuit Clerk - Criminal	13,326	6%					13,326	6%		
	JusticePoint Pretrial Services	9,357	4%					9,357	4%		
	Court Administration	4,126	2%					4,126	2%		
	Wisconsin Community Services	1,771	1%					1,771	1%		
	Community Corrections	444	0.2%					444	0.2%		
	County Functions / Gym			39,345	17%			39,345	17%		
	Former Jail Space					36,823	16%	36,823	16%		
	TOTAL	**158,142**	**67%**	**39,345**	**17%**	**36,823**	**16%**	**234,310**	**100%**	**413,062**	**57%**
JUVENILE JUSTICE CTR.	Circuit Court	38,235	23%					38,235	23%		
	District Attorney	17,483	10%					17,483	10%		
	Guardian ad Litem	5,726	3%					5,726	3%		
	Circuit Clerk - Juvenile	5,421	3%					5,421	3%		
	Sheriff's Office	3,358	2%					3,358	2%		
	Jury Management	1,905	1%					1,905	1%		
	JJC Support Spaces	1,885	1%					1,885	1%		
	Court Administration	1,710	1%					1,710	1%		
	Public Defender	1,237	1%					1,237	1%		
	DHHS / Detention Facility			90,665	54%			90,665	54%		
	TOTAL	**76,960**	**46%**	**90,665**	**54%**	**0**	**0%**	**167,625**	**100%**	**260,910**	**64%**

Appendix 1 (Continued)
SUMMARY OF ALL BUILDING SPACES AND SQUARE FOOTAGES

FACILITY	COMPONENT	COURT FUNCTIONS		NON-EVALUATED		VACANT		TOTAL DGSF		TOTAL BGSF	
		DGSF	% of Total	DGSF	% of Total	DGSF	% of Total	DGSF	% of Total	BGSF	DGSF %
ALL FACILITIES	Circuit Court	257,710	32%					257,710	32%		
	District Attorney	57,299	7%					57,299	7%		
	Sheriff's Office	53,702	7%					53,702	7%		
	Circuit Clerk	51,793	6%					51,793	6%		
	Child Support Services	26,850	3%					26,850	3%		
	Court Administration	11,807	1%					11,807	1%		
	JusticePoint Pretrial Services	9,357	1%					9,357	1%		
	Jury Management	7,089	1%					7,089	1%		
	Guardian Ad Litem	5,726	1%					5,726	1%		
	Milwaukee Justice Center	4,299	1%					4,299	1%		
	Law Library	2,141	0.3%					2,141	0.3%		
	JJC Support Spaces	1,885	0.2%					1,885	0.2%		
	Wisconsin Community Services	1,771	0.2%					1,771	0.2%		
	Public Defender	1,237	0.2%					1,237	0.2%		
	DA / Family Peace Center	1,053	0.1%					1,053	0.1%		
	Community Corrections	444	0.1%					444	0.1%		
	Restraining Order Clinic	444	0.1%					444	0.1%		
	Non-Court Space			275,850	34%			275,850	34%		
	Former Jail Space					36,823	5%	36,823	5%		
	TOTAL	**494,607**	**61%**	**275,850**	**34%**	**36,823**	**5%**	**807,280**	**100%**	**1,391,855**	**58%**



Appendix 2
SUMMARY OF BUILDING SPACES AND SQUARE FOOTAGES - HISTORIC COURTHOUSE

HISTORIC COURTHOUSE		COURT FUNCTIONS		NON-EVALUATED		VACANT		TOTAL DGSF		TOTAL BGSF	
		DGSF	% of Total	DGSF	% of Total	DGSF	% of Total	DGSF	% of Total	BGSF	DGSF %
FLOOR	**COMPONENT**										
BASEMENT	County Functions										
	SUBTOTAL									***88,136***	**-**
GROUND	Child Support Services	10,032	19%					10,032	19%		
	Milwaukee Justice Center	4,299	8%					4,299	8%		
	Circuit Clerk - Civil	2,959	6%					2,959	6%		
	Law Library	2,141	4%					2,141	4%		
	County Functions			33,521	100%			33,521	63%		
	SUBTOTAL	***19,431***	***37%***	***33,521***	***63%***	***0***	***0%***	***52,952***	***100%***	***88,881***	***60%***
FIRST	Child Support Services	7,233	17%					7,233	17%		
	Circuit Clerk - Civil	6,436	16%					6,436	16%		
	Jury Management	5,184	13%					5,184	13%		
	Circuit Clerk - Administration	3,571	9%					3,571	9%		
	County Functions			19,025	100%			19,025	46%		
	SUBTOTAL	***22,424***	***54%***	***19,025***	***46%***	***0***	***0%***	***41,449***	***100%***	***78,149***	***53%***
FIRST MEZZANINE	Circuit Clerk - Probate	5,206	15%					5,206	15%		
	Circuit Clerk - Civil	5,200	15%					5,200	15%		
	Circuit Clerk - JIS	1,808	5%					1,808	5%		
	Child Support Services	9,358	27%					9,358	27%		
	County Functions			12,958	100%			12,958	38%		
	SUBTOTAL	***21,572***	***62%***	***12,958***	***38%***	***0***	***0%***	***34,530***	***100%***	***52,068***	***66%***
SECOND	Circuit Court	7,709	15%					7,709	15%		
	Circuit Clerk - Probate	6,971	13%					6,971	13%		
	County Functions			37,309	100%			37,309	72%		
	SUBTOTAL	***14,680***	***28%***	***37,309***	***72%***	***0***	***0%***	***51,989***	***100%***	***71,736***	***72%***
THIRD	Circuit Court	1,862	4%					1,862	4%		
	County Functions			43,027	100%			43,027	96%		
	SUBTOTAL	***1,862***	***4%***	***43,027***	***96%***	***0***	***0%***	***44,889***	***100%***	***65,655***	***68%***
FOURTH	Circuit Court	44,925	98%					44,925	98%		
	Circuit Clerk - Civil	895	2%					895	2%		
	SUBTOTAL	***45,820***	***100%***	***0***	***0%***	***0***	***0%***	***45,820***	***100%***	***65,671***	***70%***

Appendix 2 (Continued)
SUMMARY OF BUILDING SPACES AND SQUARE FOOTAGES - HISTORIC COURTHOUSE

FLOOR	COMPONENT	COURT FUNCTIONS		NON-EVALUATED		VACANT		TOTAL DGSF		TOTAL BGSF	
		DGSF	% of Total	DGSF	% of Total	DGSF	% of Total	DGSF	% of Total	BGSF	DGSF %
FOURTH MEZZANINE	Circuit Court	9,139	91%					9,139	91%		
	Court Administration	852	9%					852	9%		
	SUBTOTAL	*9,991*	*100%*	*0*	*0%*	*0*	*0%*	*9,991*	*100%*	*12,700*	*79%*
FIFTH	Circuit Court	44,730	98%					44,730	98%		
	DA/Sojourner Family Peace Center	1,053	2%					1,053	2%		
	SUBTOTAL	*45,783*	*100%*	*0*	*0%*	*0*	*0%*	*45,783*	*100%*	*64,732*	*71%*
FIFTH MEZZANINE	Circuit Court	9,962	100%					9,962	100%		
	SUBTOTAL	*9,962*	*100%*	*0*	*0%*	*0*	*0%*	*9,962*	*100%*	*12,665*	*79%*
SIXTH	Circuit Court	33,799	87%					33,799	87%		
	Court Administration	5,119	13%					5,119	13%		
	SUBTOTAL	*38,918*	*100%*	*0*	*0%*	*0*	*0%*	*38,918*	*100%*	*54,738*	*71%*
SIXTH MEZZANINE	Circuit Court	2,720	100%					2,720	100%		
	SUBTOTAL	*2,720*	*100%*	*0*	*0%*	*0*	*0%*	*2,720*	*100%*	*3,904*	*70%*
SEVENTH	Circuit Court	19,151	97%					19,151	97%		
	Restraining Order Clinic	444	2%					444	2%		
	Child Support Services	227	1%					227	1%		
	SUBTOTAL	*19,822*	*100%*	*0*	*0%*	*0*	*0%*	*19,822*	*100%*	*29,931*	*66%*
SEVENTH MEZZANINE	Circuit Court	6,520	100%					6,520	100%		
	SUBTOTAL	*6,520*	*100%*	*0*	*0%*	*0*	*0%*	*6,520*	*100%*	*7,702*	*85%*
EIGHTH	County Functions										
	SUBTOTAL									*21,215*	*-*
TOTAL	**Circuit Court**	**180,517**	**45%**	**-**	**-**	**-**	**-**	**180,517**	**45%**		
	Circuit Clerk	**33,046**	**8%**	**-**	**-**	**-**	**-**	**33,046**	**8%**		
	Child Support Services	**26,850**	**7%**	**-**	**-**	**-**	**-**	**26,850**	**7%**		
	Court Administration	**5,971**	**1%**	**-**	**-**	**-**	**-**	**5,971**	**1%**		
	Jury Management	**5,184**	**1%**	**-**	**-**	**-**	**-**	**5,184**	**1%**		
	Milwaukee Justice Center	**4,299**	**1%**	**-**	**-**	**-**	**-**	**4,299**	**1%**		
	Law Library	**2,141**	**1%**	**-**	**-**	**-**	**-**	**2,141**	**1%**		
	DA / Sojourner Family Peace Center	**1,053**	**0.3%**	**-**	**-**	**-**	**-**	**1,053**	**0.3%**		
	Restraining Order Clinic	**444**	**0.1%**	**-**	**-**	**-**	**-**	**444**	**0.1%**		
	County Functions	**-**	**-**	**145,840**	**36%**	**-**	**-**	**-**	**-**		
	TOTAL	**259,505**	**64%**	**145,840**	**36%**	**0**	**0%**	**405,345**	**100%**	**717,883**	**56%**

Appendix 3
SUMMARY OF BUILDING SPACES AND SQUARE FOOTAGES - SAFETY BUILDING

SAFETY BUILDING		COURT FUNCTIONS		NON-EVALUATED		VACANT		TOTAL DGSF		TOTAL BGSF	
		DGSF	% of Total	DGSF	% of Total	DGSF	% of Total	DGSF	% of Total	BGSF	DGSF %
FLOOR	**COMPONENT**										
GROUND	Sheriff's Office	8,100	61%					8,100	18%		
	Parking	5,260	39%					5,260	11%		
	County Functions/Gymnasium			32,896	71%			32,896	71%		
	SUBTOTAL	***13,360***	***29%***	***32,896***	***71%***	***0***	***0%***	***46,256***	***100%***	***69,361***	***67%***
FIRST	Sheriff's Office	17,872	53%					17,872	53%		
	Circuit Clerk - Criminal	8,000	24%					8,000	24%		
	Circuit Court	4,655	14%					4,655	14%		
	County Functions			3,381	100%			3,381	10%		
	SUBTOTAL	***30,527***	***90%***	***3,381***	***10%***	***0***	***0%***	***33,908***	***100%***	***51,220***	***66%***
SECOND	Sheriff's Office	15,890	48%					15,890	48%		
	District Attorney	4,156	13%					4,156	13%		
	JusticePoint Pretrial Services	3,114	9%					3,114	9%		
	Circuit Clerk - Criminal	2,363	7%					2,363	7%		
	Circuit Court	2,343	7%					2,343	7%		
	County Functions			1,267	100%			1,267	4%		
	Former Jail Space					4,062	100%	4,062	12%		
	SUBTOTAL	***27,866***	***84%***	***1,267***	***4%***	***4,062***	***12%***	***33,195***	***100%***	***50,544***	***66%***
SECOND MEZZANINE	Vacant / Abandoned					3,875	100%	3,875	100%		
	SUBTOTAL	**0**	**0%**	***0***	***0%***	***3,875***	***100%***	***3,875***	***100%***	***5,468***	***71%***
THIRD	Circuit Court	11,407	34%					11,407	34%		
	Sheriff's Office	6,927	21%					6,927	21%		
	Court Administration	4,126	12%					4,126	12%		
	District Attorney	3,805	11%					3,805	11%		
	County Functions			1,241	100%			1,241	4%		
	Former Jail Space					5,732	100%	5,732	17%		
	SUBTOTAL	***26,265***	***79%***	***1,241***	***4%***	***5,732***	***17%***	***33,238***	***100%***	***50,497***	***66%***
THIRD MEZZANINE	Former Jail Space					4,210	100%	4,210	100%		
	SUBTOTAL	**0**	**0%**	***0***	***0%***	***4,210***	***100%***	***4,210***	***100%***	***5,415***	***78%***

Appendix 3 (Continued)
SUMMARY OF BUILDING SPACES AND SQUARE FOOTAGES - SAFETY BUILDING

FLOOR	COMPONENT	COURT FUNCTIONS		NON-EVALUATED		VACANT		TOTAL DGSF		TOTAL BGSF	
		DGSF	% of Total	DGSF	% of Total	DGSF	% of Total	DGSF	% of Total	BGSF	DGSF %
FOURTH	District Attorney	17,193	51%					17,193	51%		
	JusticePoint Pretrial Services	5,493	16%					5,493	16%		
	Circuit Court	4,474	13%					4,474	13%		
	Wisconsin Community Services	1,771	5%					1,771	5%		
	Circuit Clerk - Criminal	1,470	4%					1,470	4%		
	Community Corrections	444	1%					444	1%		
	County Functions			1,297	100%			1,297	4%		
	Former Jail Space					1,411	100%	1,411	4%		
	SUBTOTAL	***30,845***	***92%***	***1,297***	***4%***	***1,411***	***4%***	***33,553***	***100%***	***50,246***	***67%***
FIFTH	Circuit Court	11,341	44%					11,341	44%		
	Sheriff's Office	1,555	6%					1,555	6%		
	Circuit Clerk - Criminal	1,221	5%					1,221	5%		
	JusticePoint Pretrial Services	750	3%					750	3%		
	County Functions										
	Former Jail Space					10,776	100%	10,776	42%		
	SUBTOTAL	***14,867***	***58%***	***0***	***0%***	***10,776***	***42%***	***25,643***	***100%***	***44,064***	***58%***
SIXTH	District Attorney	14,662	55%					14,662	55%		
	Circuit Court	4,738	18%					4,738	18%		
	Circuit Clerk - Criminal	272	1%					272	1%		
	County Functions										
	Former Jail Space					6,757	100%	6,757	26%		
	SUBTOTAL	***19,672***	***74%***	***0***	***0%***	***6,757***	***26%***	***26,429***	***100%***	***42,181***	***63%***
TOTAL	**Sheriff's Office**	**50,344**	**21%**	**-**	**-**	**-**	**-**	**50,344**	**21%**		
	District Attorney	**39,816**	**17%**	**-**	**-**	**-**	**-**	**39,816**	**17%**		
	Circuit Court	**38,958**	**17%**	**-**	**-**	**-**	**-**	**38,958**	**17%**		
	Circuit Clerk - Criminal	**13,326**	**6%**	**-**	**-**	**-**	**-**	**13,326**	**6%**		
	JusticePoint Pretrial Services	**9,357**	**4%**	**-**	**-**	**-**	**-**	**9,357**	**4%**		
	Court Administration	**4,126**	**2%**	**-**	**-**	**-**	**-**	**4,126**	**2%**		
	Wisconsin Community Services	**1,771**	**1%**	**-**	**-**	**-**	**-**	**1,771**	**1%**		
	Community Corrections	**444**	**0.2%**	**-**	**-**	**-**	**-**	**444**	**0.2%**		
	County Functions	**-**	**-**	**40,082**	**17%**	**-**	**-**	**40,082**	**17%**		
	Former Jail Space	**-**	**-**	**-**	**-**	**36,823**	**16%**	**36,823**	**16%**		
	TOTAL	**158,142**	**67%**	**40,082**	**17%**	**36,823**	**16%**	**235,047**	**100%**	**368,996**	**64%**

Note: Total DGSF shown excludes parking.

Appendix 4
SUMMARY OF BUILDING SPACES AND SQUARE FOOTAGES - JUVENILE JUSTICE CENTER

JUVENILE JUSTICE CENTER		COURT FUNCTIONS		NON-EVALUATED		VACANT		TOTAL DGSF		TOTAL BGSF	
		DGSF	% of Total	DGSF	% of Total	DGSF	% of Total	DGSF	% of Total	BGSF	DGSF %
FLOOR	**COMPONENT**										
LOWER LEVEL	District Attorney	6,018	7%					6,018	7%		
	Sheriff's Office	3,358	4%					3,358	4%		
	DHHS / Detention Center			72,876	89%			72,876	89%		
	SUBTOTAL	***9,376***	***11%***	***72,876***	***89%***	***0***	***0%***	***82,252***	***100%***	***122,666***	***67%***
MAIN LEVEL	Circuit Court	19,663	29%					19,663	29%		
	District Attorney	11,465	17%					11,465	17%		
	Circuit Clerk - Juvenile	5,421	8%					5,421	8%		
	Jury Management	1,905	3%					1,905	3%		
	Public Defender	1,237	2%					1,237	2%		
	Court Administration	1,710	3%					1,710	3%		
	DHHS / Detention Center			14,920	22%			14,920	22%		
	SUBTOTAL	***41,401***	***61%***	***26,355***	***39%***	***0***	***0%***	***67,756***	***100%***	***103,841***	***65%***
UPPER LEVEL	Circuit Court	16,803	67%					16,803	67%		
	Guardian ad Litem	5,726	23%					5,726	23%		
	DHHS / Detention Center			2,689	100%			2,689	11%		
	SUBTOTAL	***22,529***	***89%***	***2,689***	***11%***	***0***	***0%***	***25,218***	***100%***	***34,403***	***73%***
TOTAL	**Circuit Court**	**36,466**	**22%**	**-**	**-**	**-**	**-**	**36,466**	**22%**		
	District Attorney	**17,483**	**11%**	**-**	**-**	**-**	**-**	**17,483**	**11%**		
	Guardian ad Litem	**5,726**	**3%**	**-**	**-**	**-**	**-**	**5,726**	**3%**		
	Circuit Clerk - Juvenile	**5,421**	**3%**	**-**	**-**	**-**	**-**	**5,421**	**3%**		
	Sheriff's Office	**3,358**	**2%**	**-**	**-**	**-**	**-**	**3,358**	**2%**		
	Jury Management	**1,905**	**1%**	**-**	**-**	**-**	**-**	**1,905**	**1%**		
	Court Administration	**1,710**	**1%**	**-**	**-**	**-**	**-**	**1,710**	**1%**		
	Public Defender	**1,237**	**1%**	**-**	**-**	**-**	**-**	**1,237**	**1%**		
	DHHS / Detention Center	**-**	**-**	**90,485**	**55%**	**-**	**-**	**90,485**	**55%**		
	TOTAL	**73,306**	**45%**	**90,485**	**55%**	**0**	**0%**	**163,791**	**100%**	**260,910**	**63%**

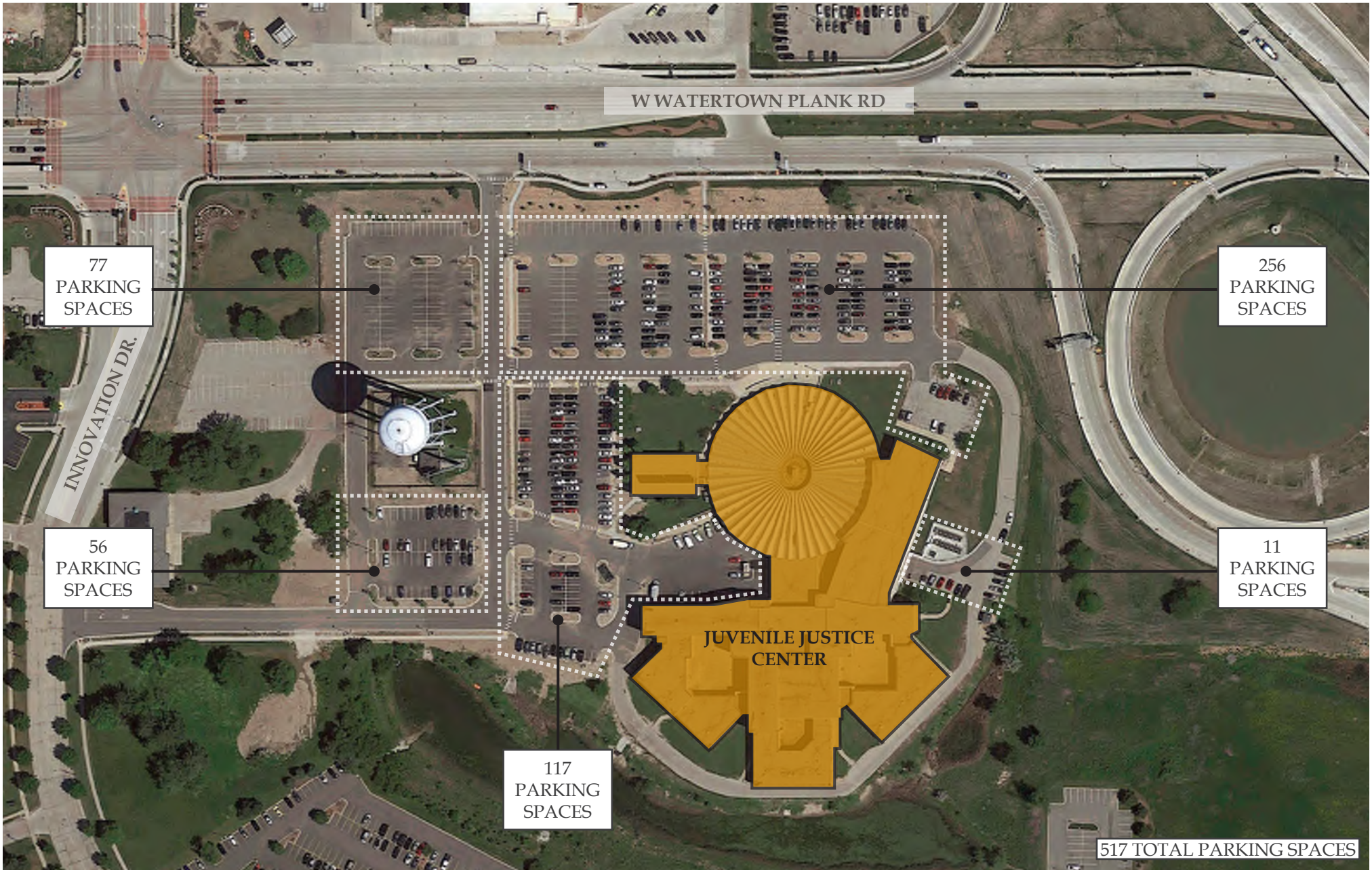
SITE DIAGRAMS

Site Diagram
Historic Courthouse, CJF Building and Safety Building

N

SCALE=1:2500

HGA Project # 1215-013-00
November, 2015



Site Diagram
Juvenile Justice Center

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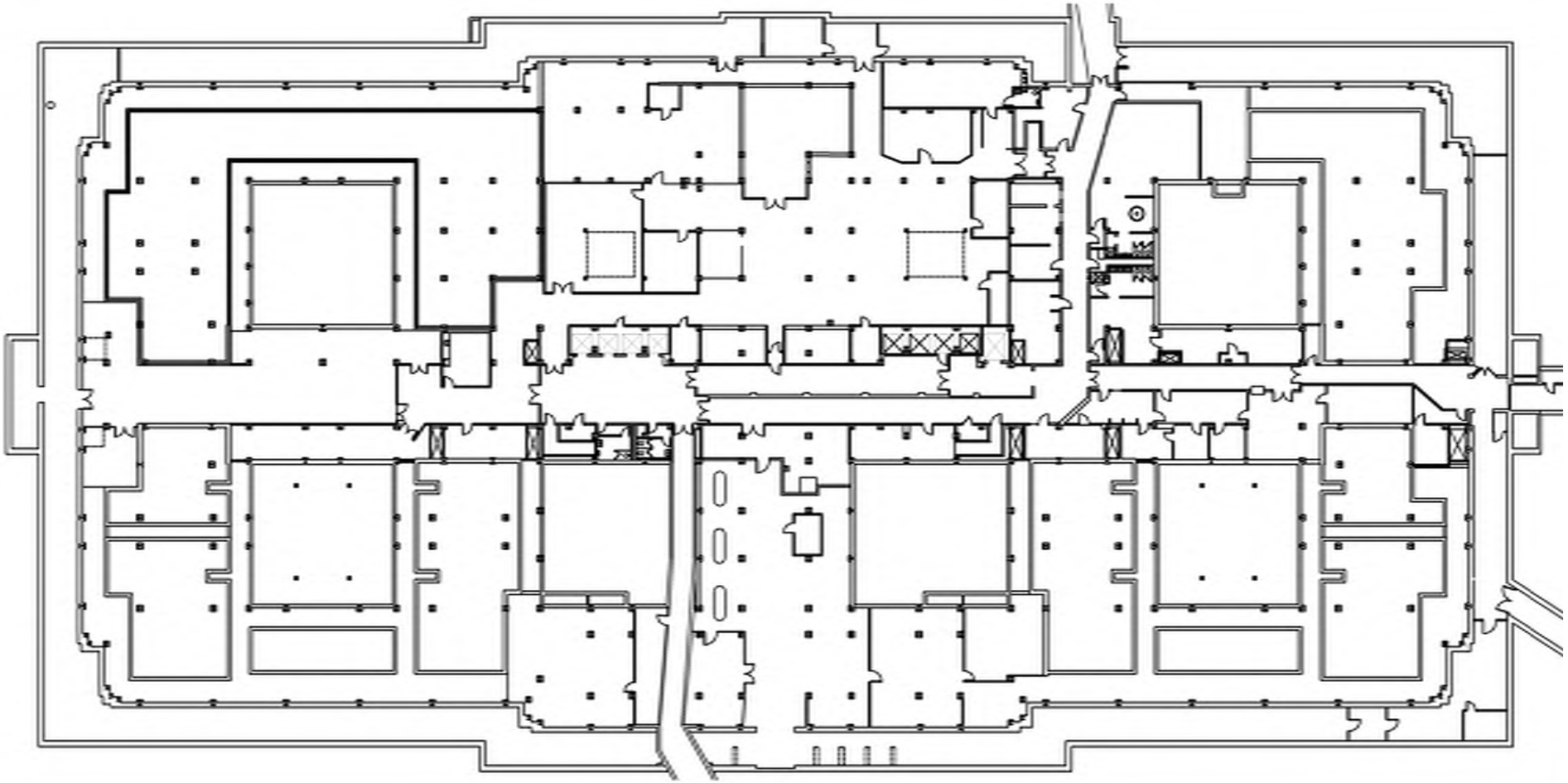
HGA Project # 1215-013-00
November, 2015

HGA IBC ENGINEERING SERVICES, INC. Justice Planning Associates, Inc.

HISTORIC COURTHOUSE



Historic Courthouse
Basement

COURTHOUSE BUILDING BASEMENT SUMMARY	
TOTAL DGSF - EVALUATED SPACES	0
TOTAL DGSF - NON-EVALUATED SPACES	0
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	88136
TOTAL FLOOR GSF	**88136**

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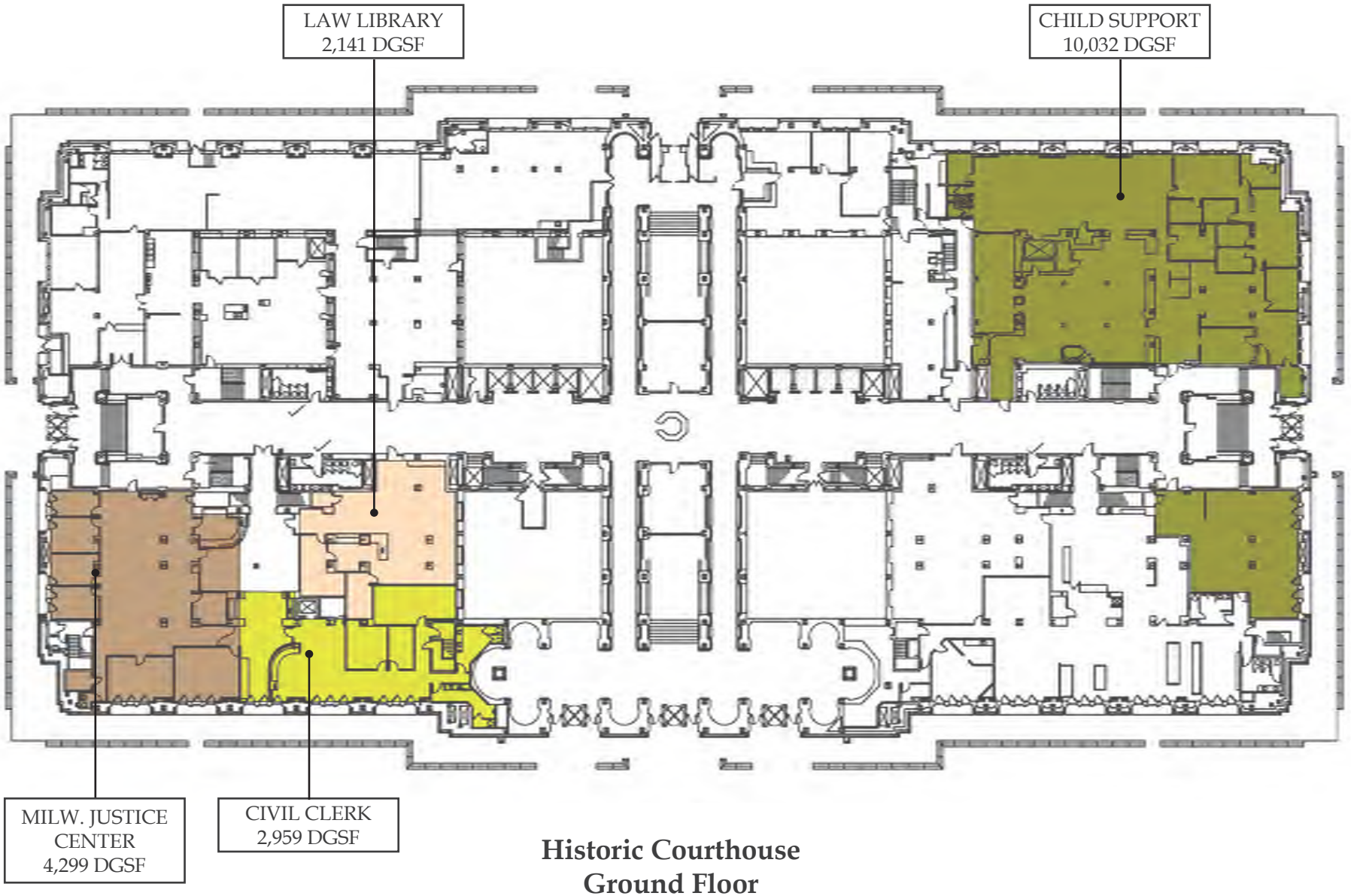
HGA Project # 1215-013-00
November, 2015

HGA IBC Engineering Services, Inc. Justice Planning Associates, Inc.



Historic Courthouse
Ground Floor

COURTHOUSE BUILDING GROUND FLOOR SUMMARY	
TOTAL DGSF - EVALUATED SPACES	19431
TOTAL DGSF - NON-EVALUATED SPACES	33521
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	35929
TOTAL FLOOR GSF	**88881**

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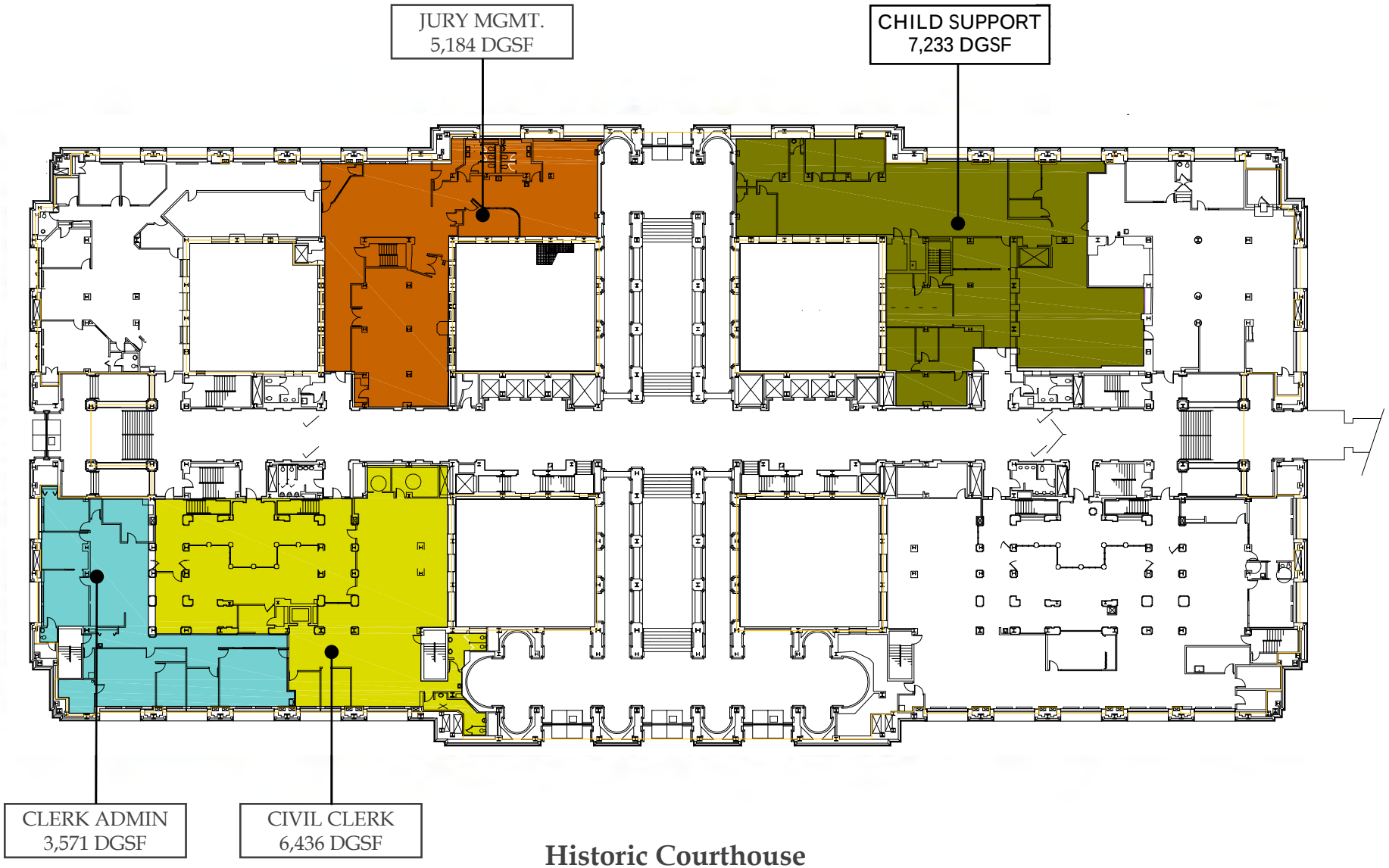
HGA Project # 1215-013-00
November, 2015

HGA IBC Engineering Services, Inc. Justice Planning Associates, Inc.



Historic Courthouse
First Floor

COURTHOUSE BUILDING FIRST FLOOR SUMMARY	
TOTAL DGSF - EVALUATED SPACES	22424
TOTAL DGSF - NON-EVALUATED SPACES	19025
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	36700
TOTAL FLOOR GSF	**78149**

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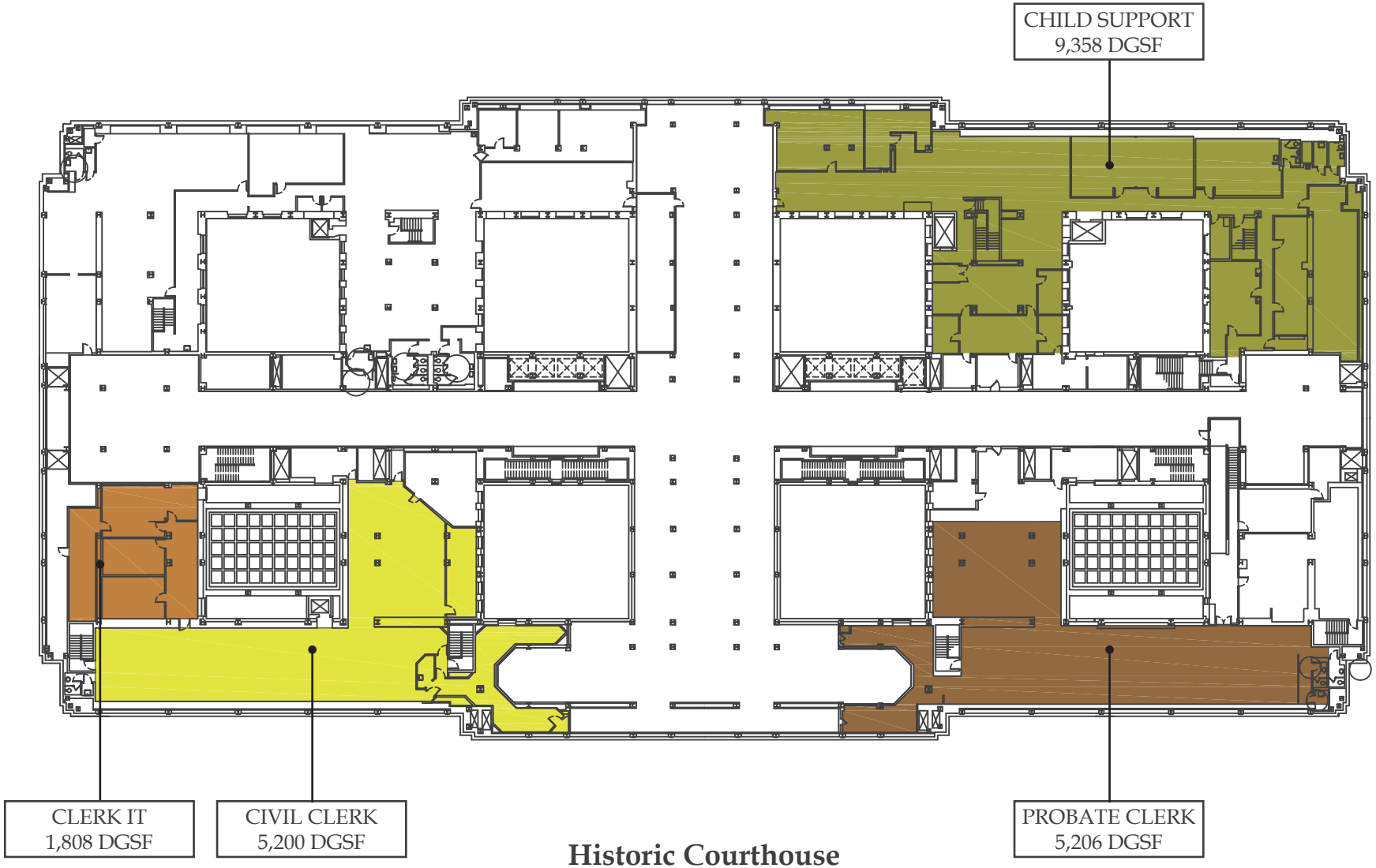
HGA Project # 1215-013-00
November, 2015

HGA IBC Engineering Services, Inc. Justice Planning Associates, Inc.



Historic Courthouse
First Floor Mezzanine

COURTHOUSE BUILDING FIRST FLOOR MEZZ. SUMMARY	
TOTAL DGSF - EVALUATED SPACES	21572
TOTAL DGSF - NON-EVALUATED SPACES	12958
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	17538
TOTAL FLOOR GSF	**52068**

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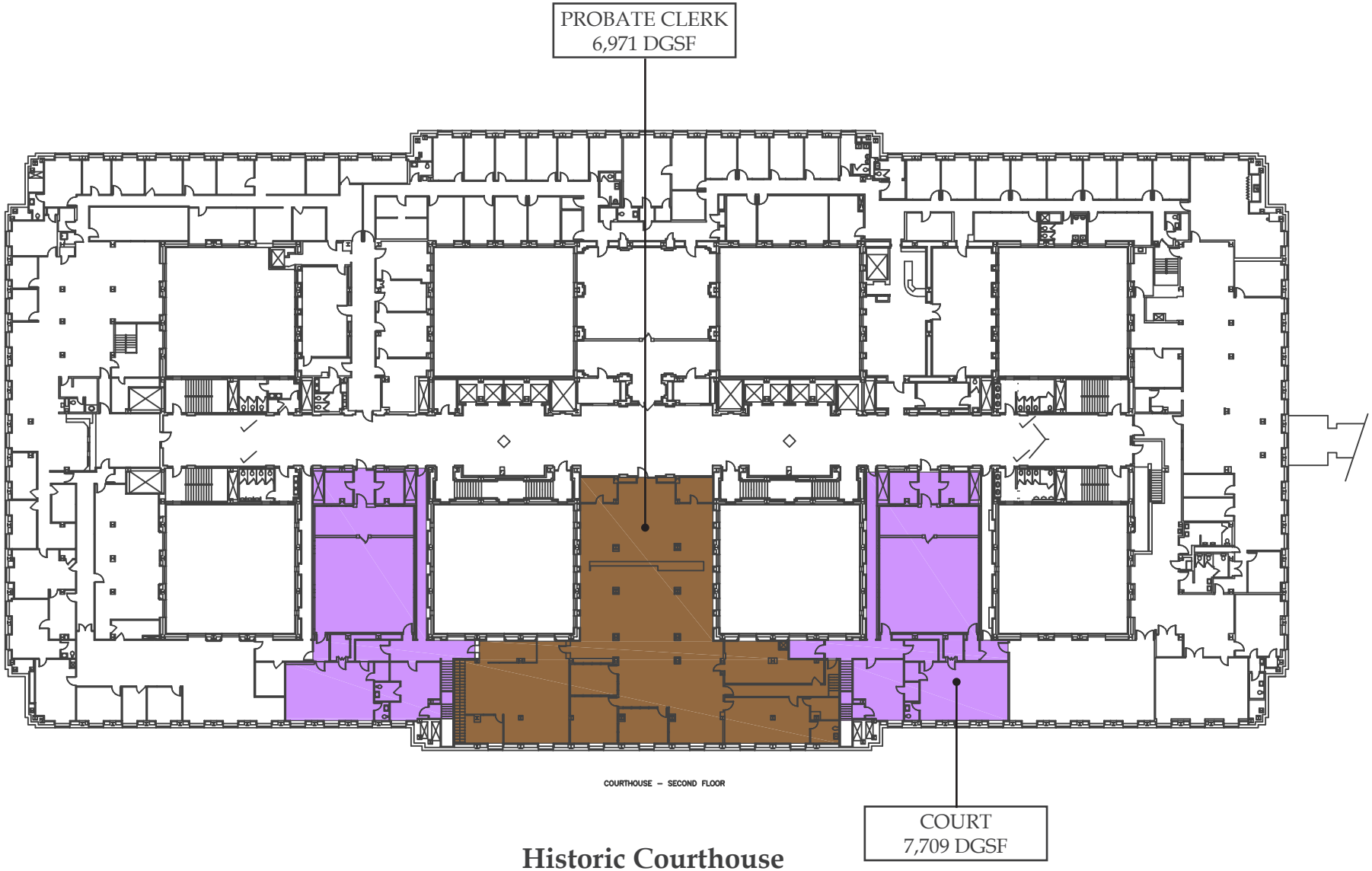
HGA Project # 1215-013-00
November, 2015



Historic Courthouse
Second Floor

COURTHOUSE BUILDING SECOND FLOOR SUMMARY	
TOTAL DGSF - EVALUATED SPACES	14680
TOTAL DGSF - NON-EVALUATED SPACES	37309
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	19747
TOTAL FLOOR GSF	**71736**

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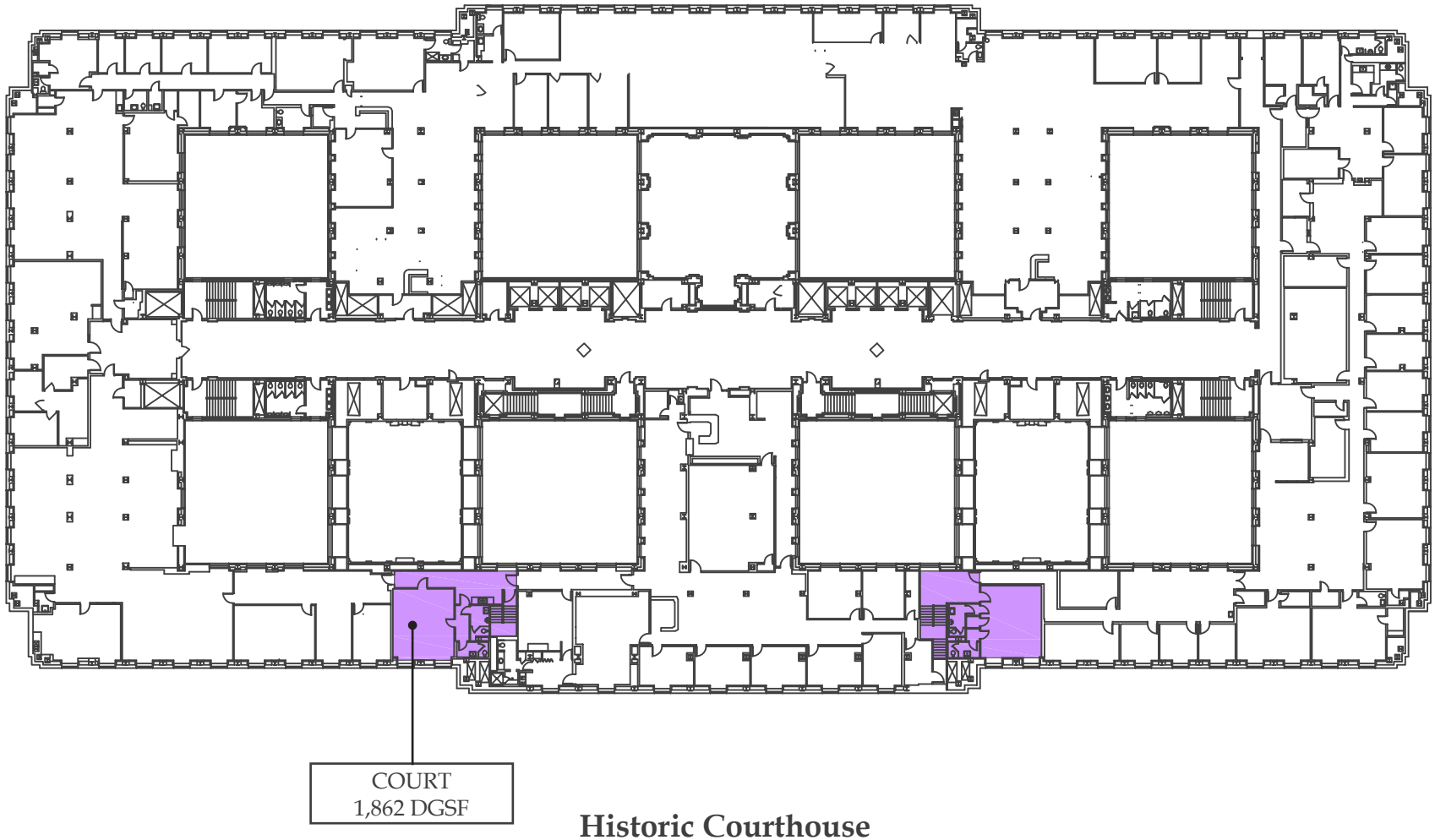
HGA Project # 1215-013-00
November, 2015



Historic Courthouse
Third Floor

COURTHOUSE BUILDING THIRD FLOOR SUMMARY	
TOTAL DGSF - EVALUATED SPACES	1862
TOTAL DGSF - NON-EVALUATED SPACES	43027
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	20766
TOTAL FLOOR GSF	**65655**

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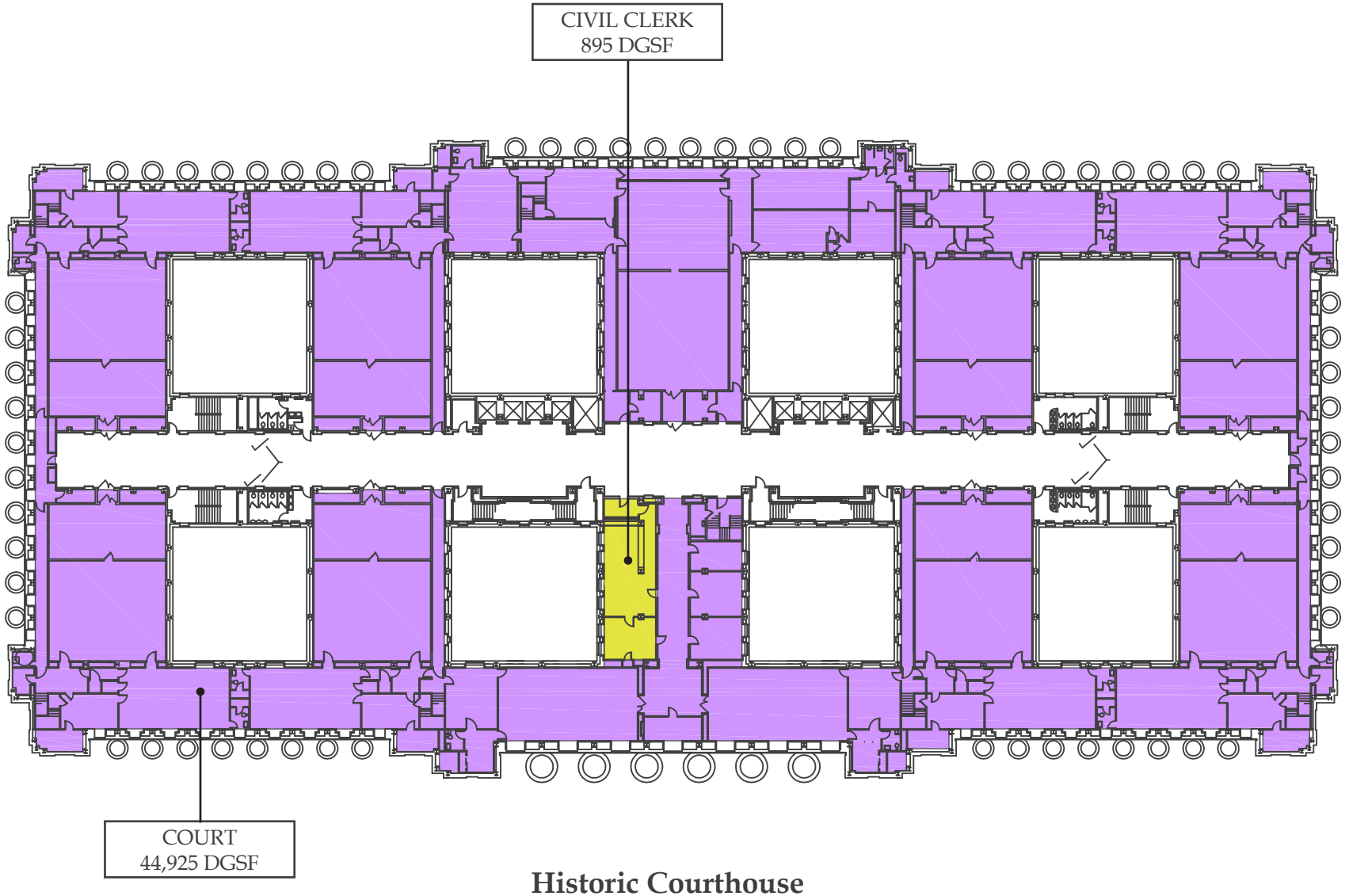
HGA Project # 1215-013-00
November, 2015



Historic Courthouse
Fourth Floor

COURTHOUSE BUILDING FOURTH FLOOR SUMMARY	
TOTAL DGSF - EVALUATED SPACES	45820
TOTAL DGSF - NON-EVALUATED SPACES	0
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	19851
TOTAL FLOOR GSF	**65671**

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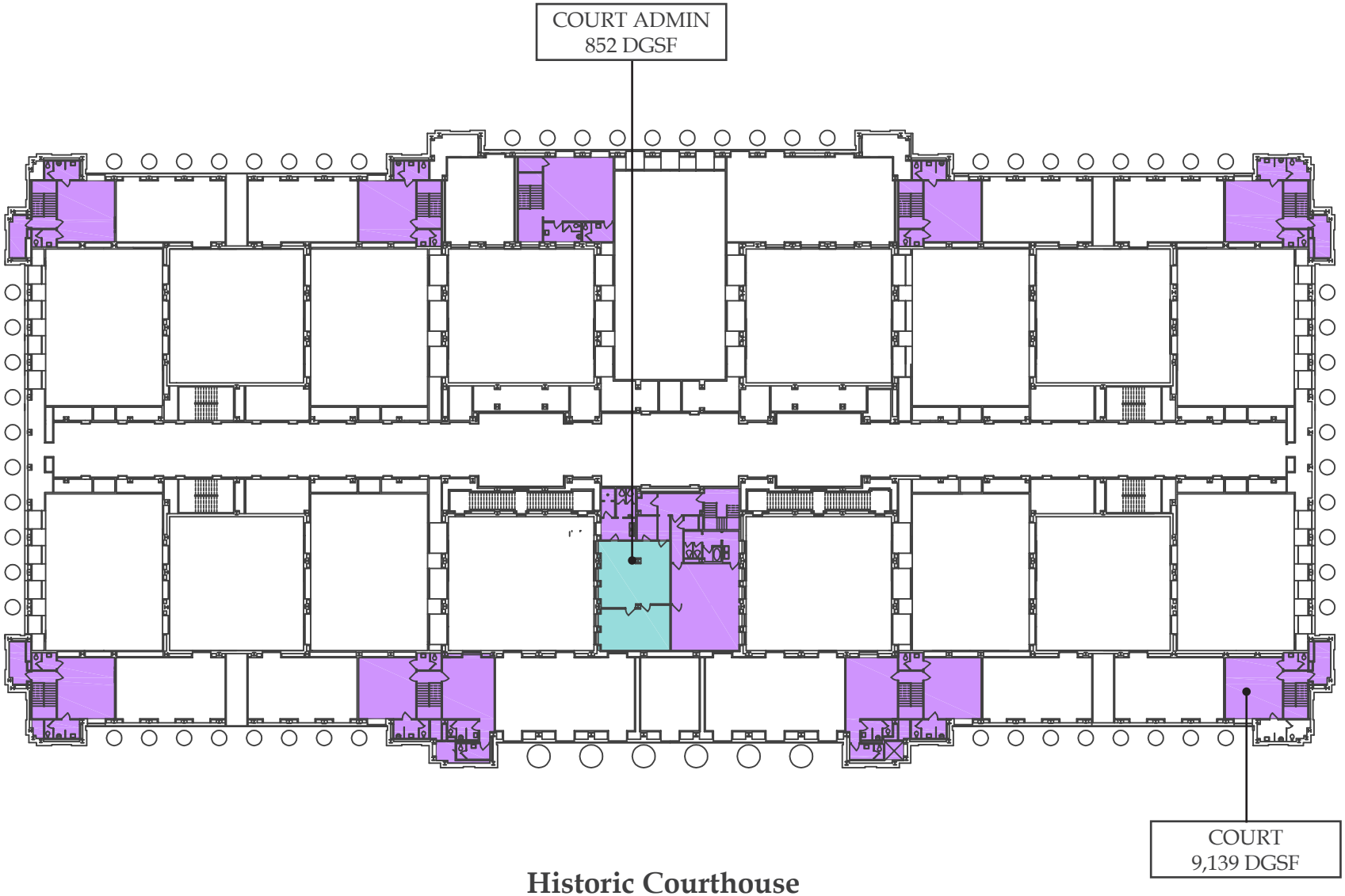
HGA Project # 1215-013-00
November, 2015

HGA IBC Engineering Services, Inc. Justice Planning Associates, Inc.



Historic Courthouse
Fourth Floor Mezzanine

COURTHOUSE BUILDING FOURTH FLOOR MEZZ. SUMMARY	
TOTAL DGSF - EVALUATED SPACES	9991
TOTAL DGSF - NON-EVALUATED SPACES	0
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	2709
TOTAL FLOOR GSF	**12700**

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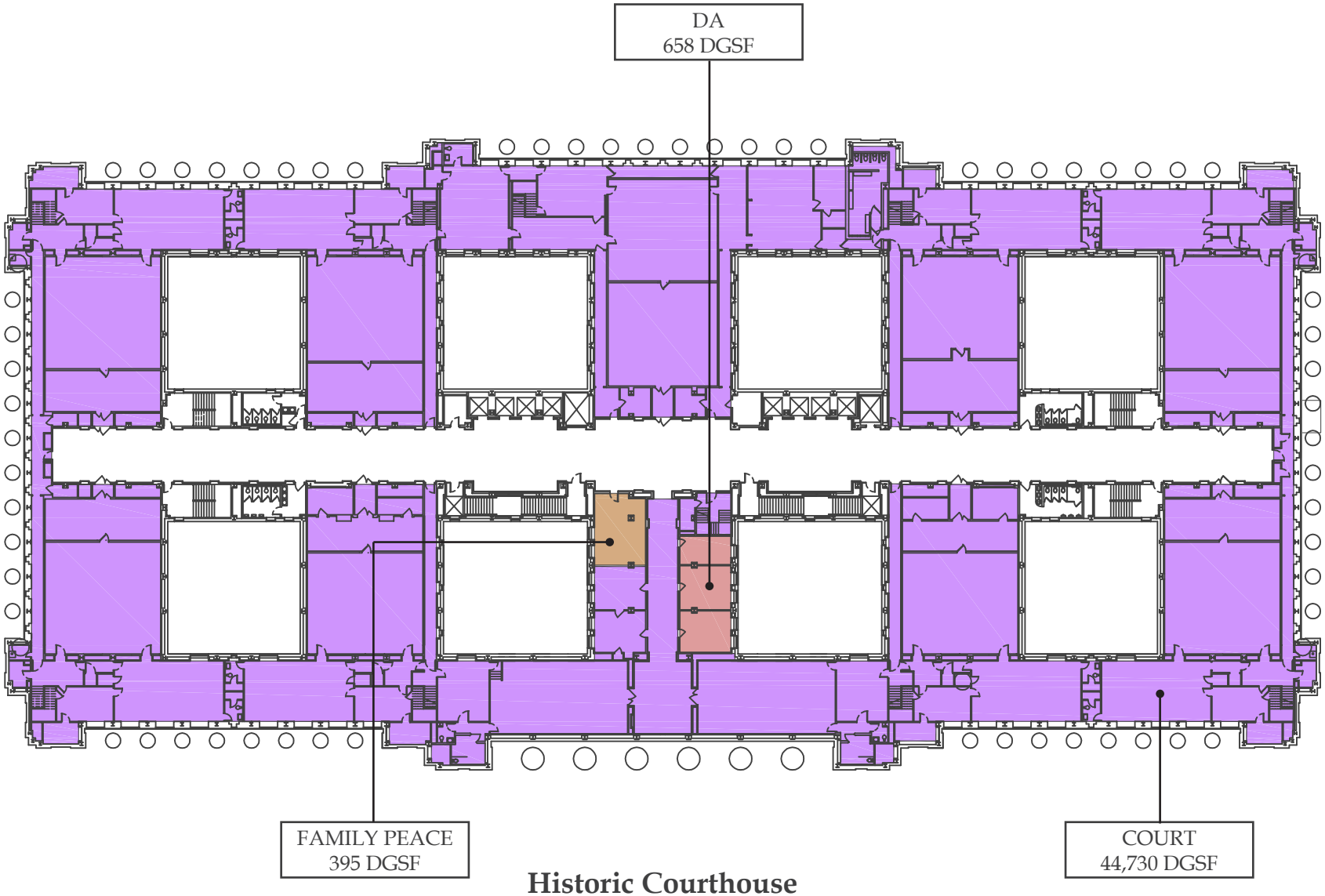
HGA Project # 1215-013-00
November, 2015

HGA IBC Engineering Services, Inc. Justice Planning Associates, Inc.



Historic Courthouse
Fifth Floor

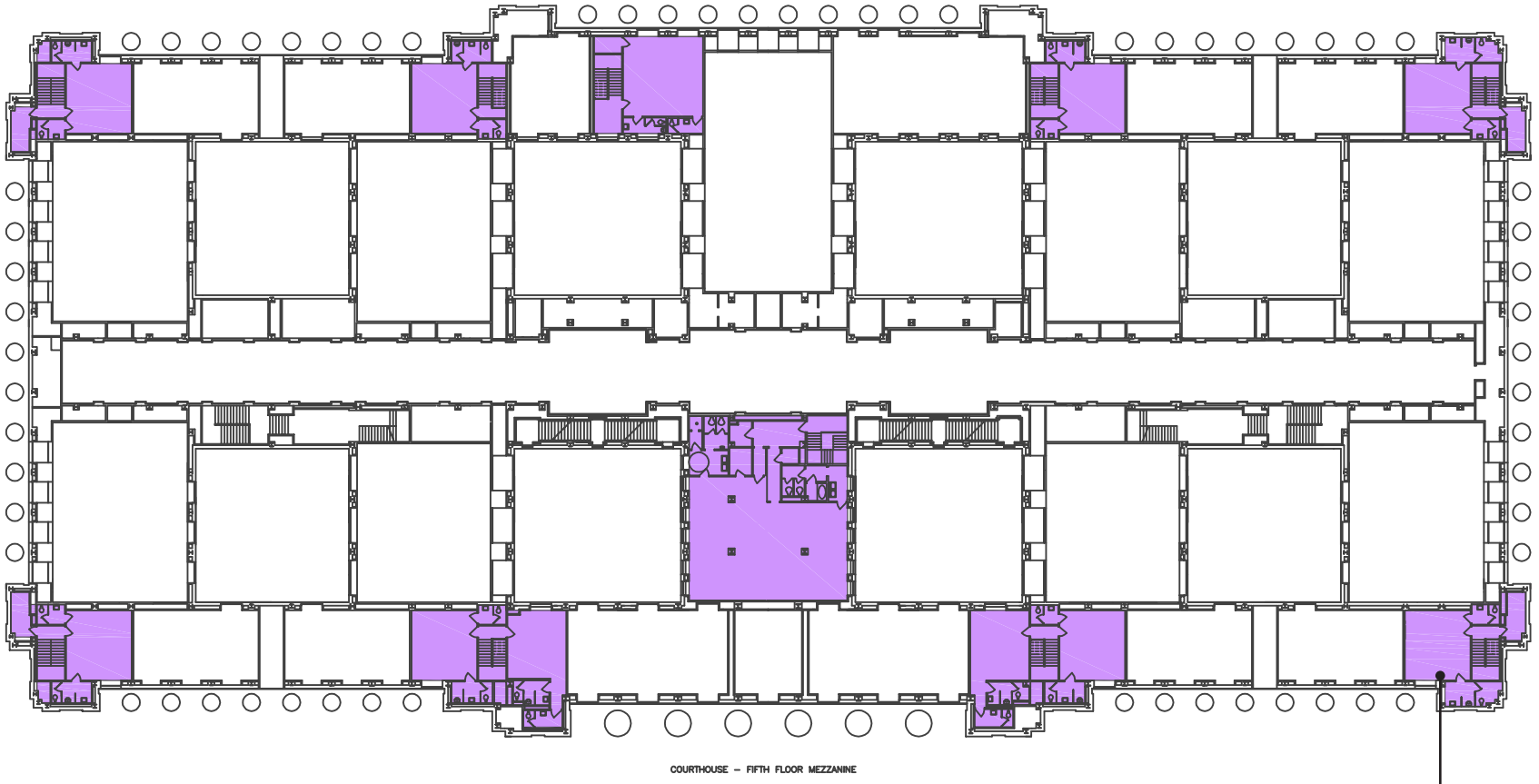
COURTHOUSE BUILDING FIFTH FLOOR SUMMARY	
TOTAL DGSF - EVALUATED SPACES	45783
TOTAL DGSF - NON-EVALUATED SPACES	0
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	18949
TOTAL FLOOR GSF	**64732**

SCALE=1:600

0 25 50

N

HGA Project # 1215-013-00
November, 2015



Historic Courthouse
Fifth Floor Mezzanine

COURTHOUSE BUILDING FIFTH FLOOR MEZZ. SUMMARY	
TOTAL DGSF - EVALUATED SPACES	9962
TOTAL DGSF - NON-EVALUATED SPACES	0
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	2703
TOTAL FLOOR GSF	**12665**

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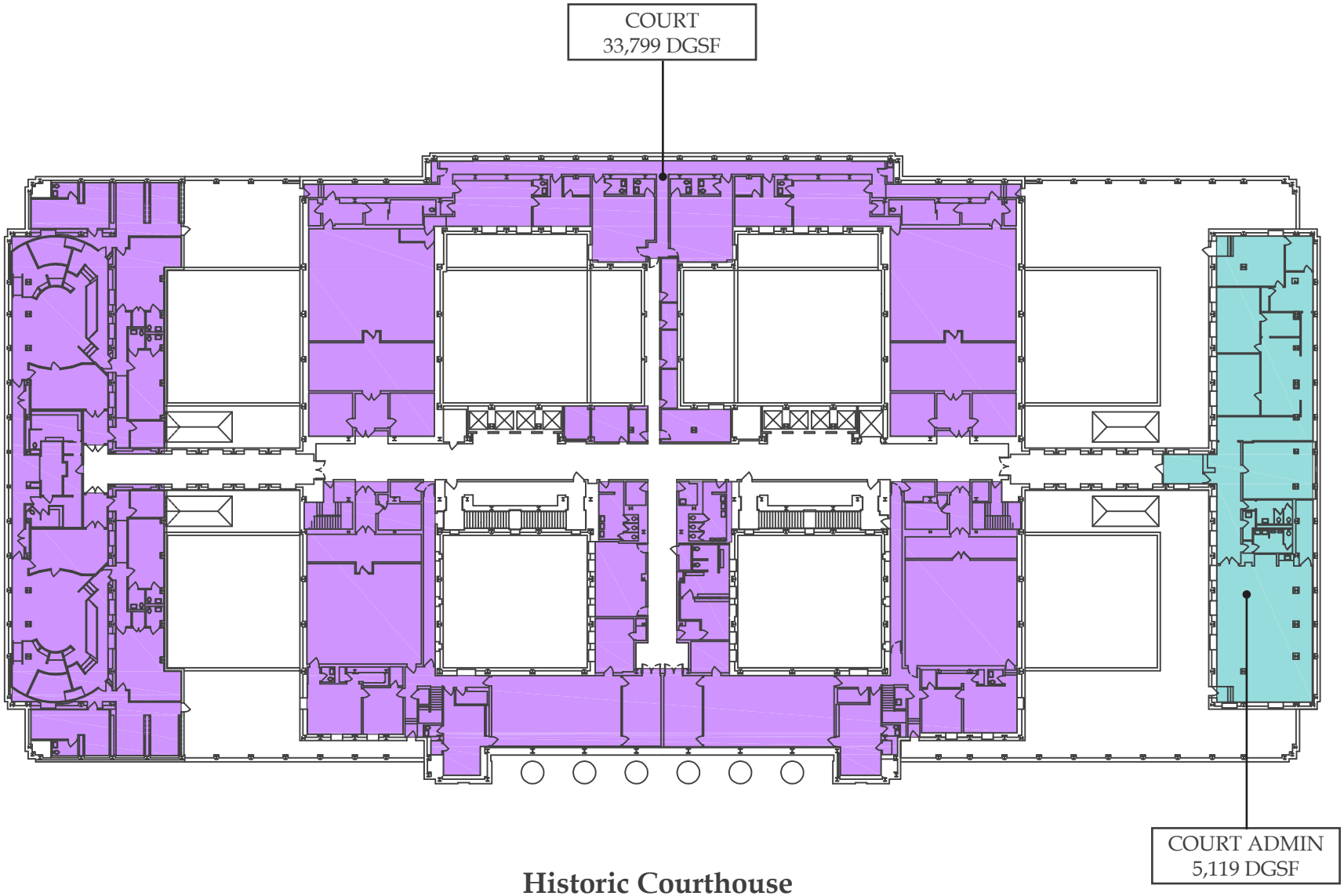
HGA Project # 1215-013-00
November, 2015

HGA IBC Engineering Services, Inc. Justice Planning Associates, Inc.



Historic Courthouse
Sixth Floor

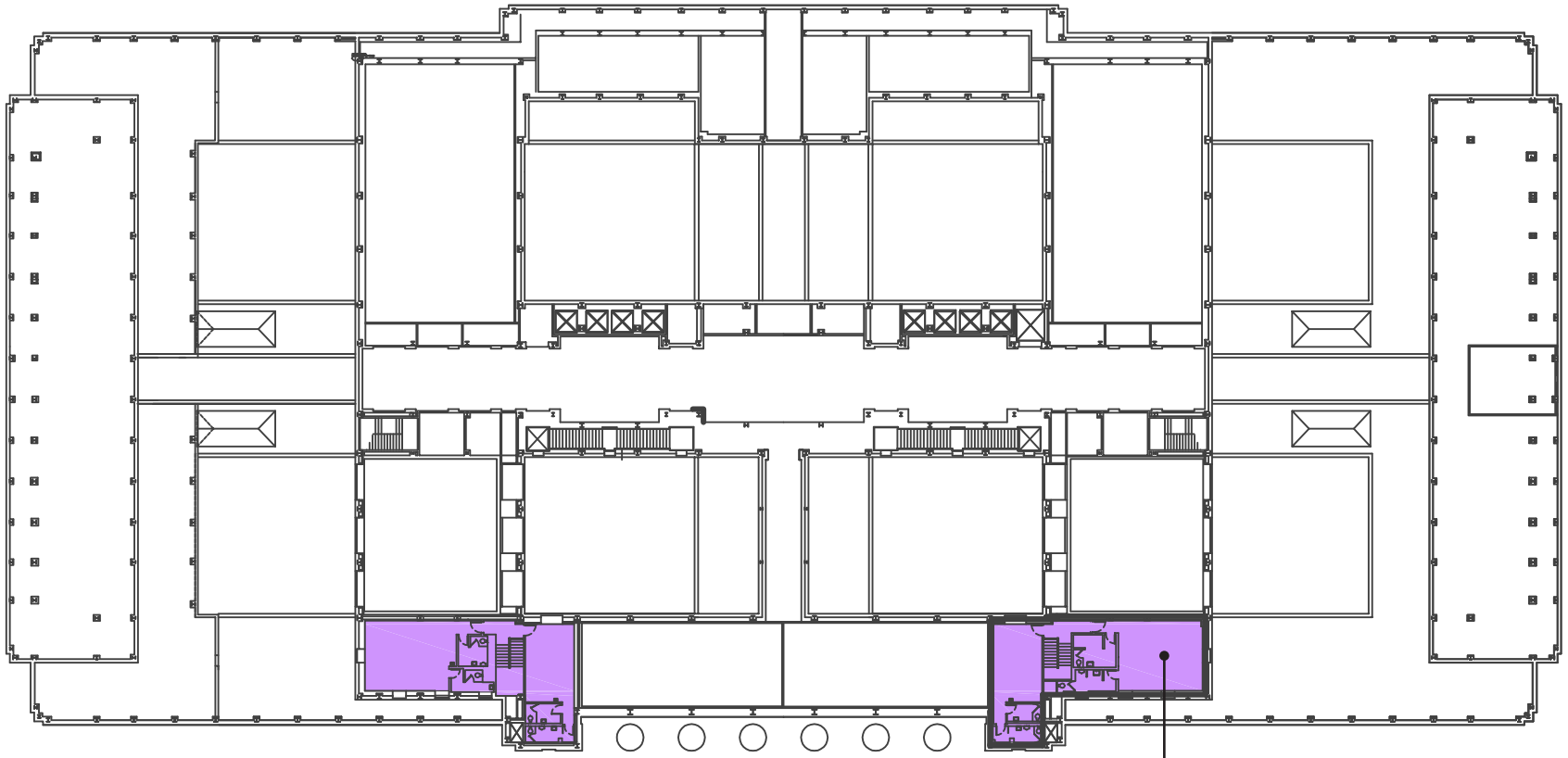
COURTHOUSE BUILDING SIXTH FLOOR SUMMARY	
TOTAL DGSF - EVALUATED SPACES	38918
TOTAL DGSF - NON-EVALUATED SPACES	0
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	15820
TOTAL FLOOR GSF	**54738**

SCALE=1:600

0 25 50

N

HGA Project # 1215-013-00
November, 2015



Historic Courthouse
Sixth Floor Mezzanine

COURTHOUSE BUILDING SIXTH FLOOR MEZZ. SUMMARY	
TOTAL DGSF - EVALUATED SPACES	2720
TOTAL DGSF - NON-EVALUATED SPACES	0
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	1184
TOTAL FLOOR GSF	**3904**

SCALE=1:600

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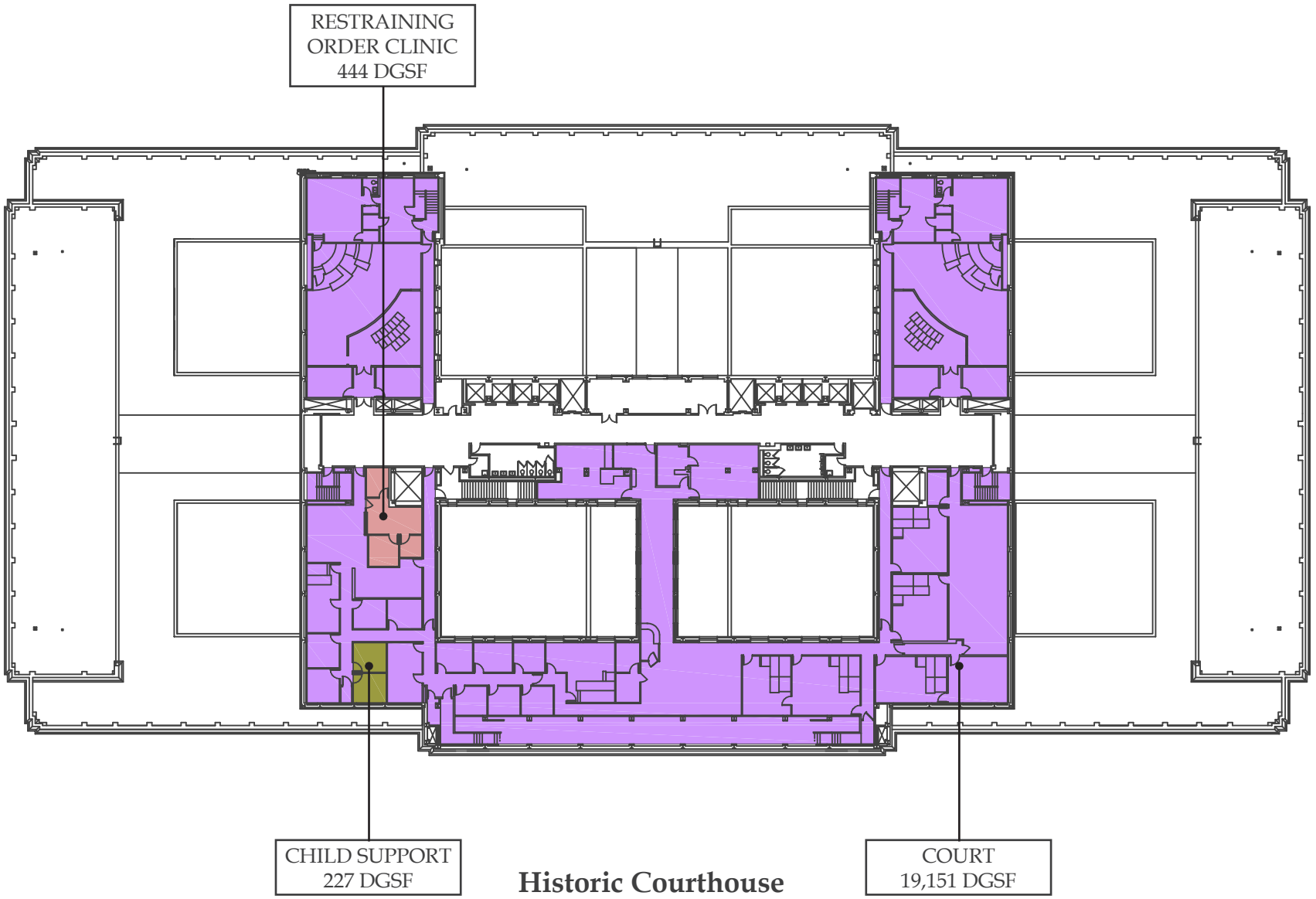
N

HGA Project # 1215-013-00
November, 2015

HGA IBC Engineering Services, Inc. Justice Planning Associates, Inc.



Historic Courthouse
Seventh Floor

COURTHOUSE BUILDING SEVENTH FLOOR SUMMARY	
TOTAL DGSF - EVALUATED SPACES	19822
TOTAL DGSF - NON-EVALUATED SPACES	0
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	10109
TOTAL FLOOR GSF	**29931**

SCALE=1:600

0 25 50

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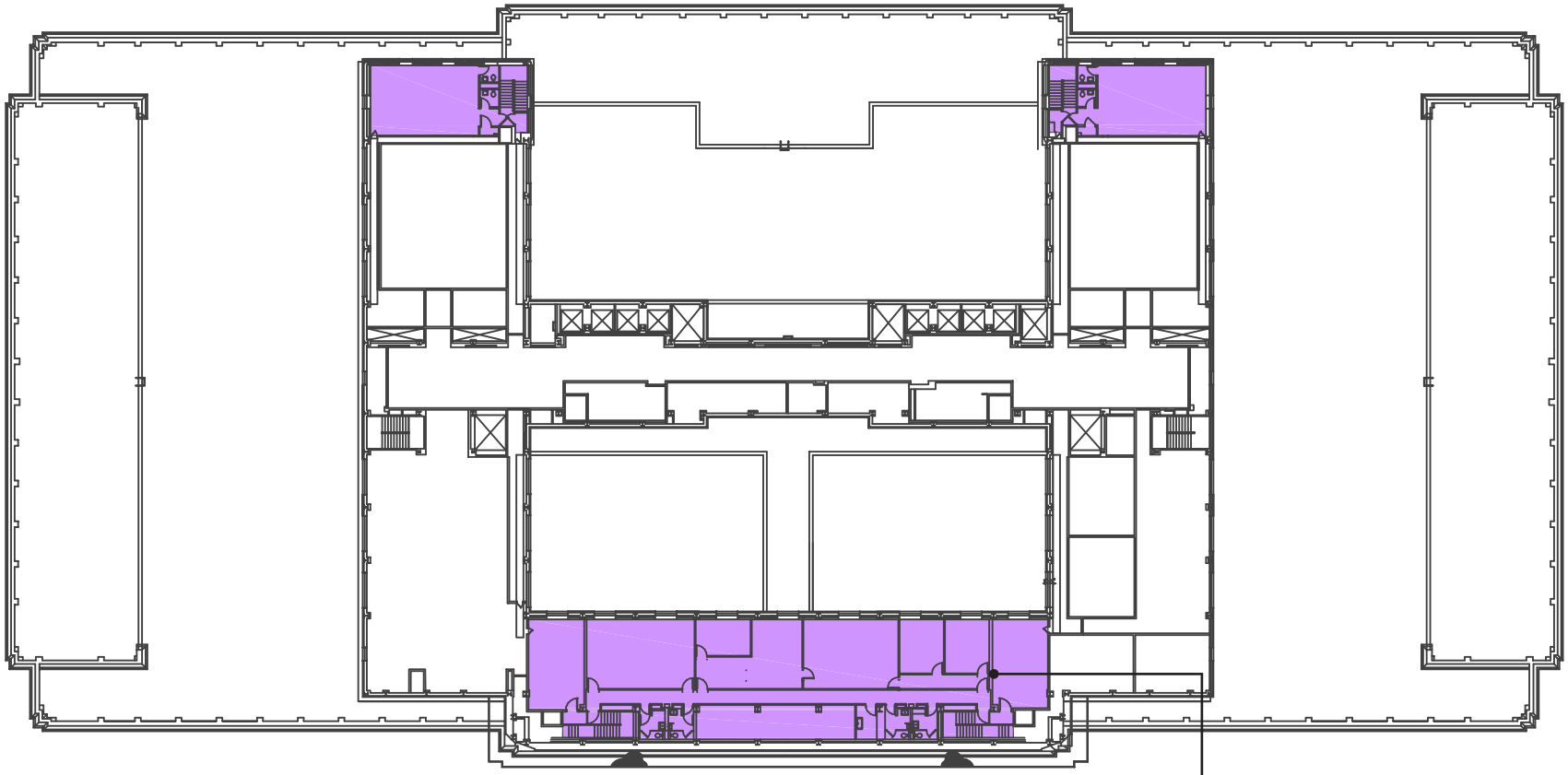
HGA Project # 1215-013-00
November, 2015



Historic Courthouse
Seventh Floor Mezzanine

COURTHOUSE BUILDING SEVENTH FLOOR MEZZ. SUMMARY	
TOTAL DGSF - EVALUATED SPACES	6520
TOTAL DGSF - NON-EVALUATED SPACES	0
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	1182
TOTAL FLOOR GSF	**7702**

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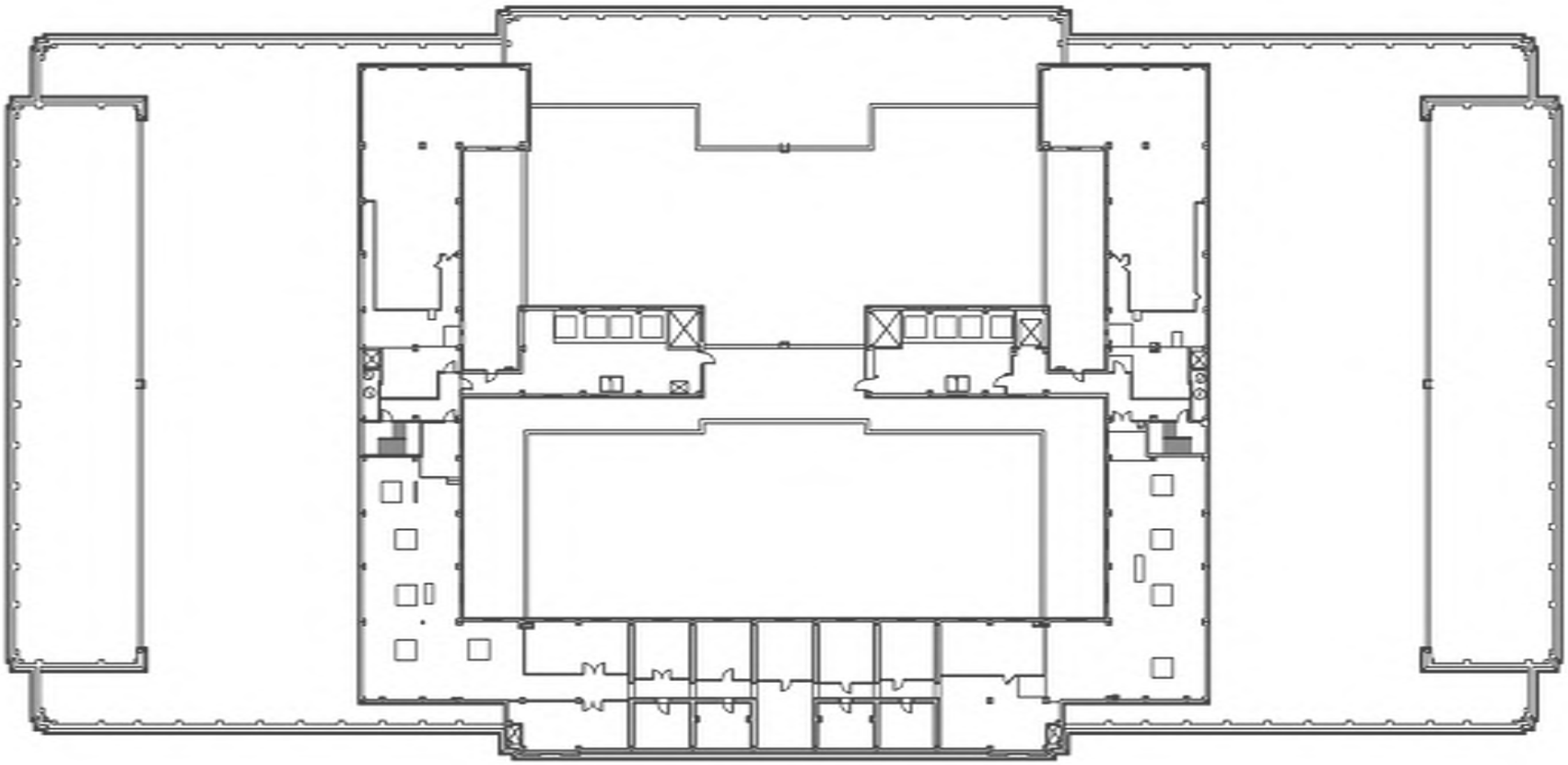
HGA Project # 1215-013-00
November, 2015



Historic Courthouse
Eighth Floor

COURTHOUSE BUILDING EIGHTH FLOOR SUMMARY	
TOTAL DGSF - EVALUATED SPACES	0
TOTAL DGSF - NON-EVALUATED SPACES	0
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	21215
TOTAL FLOOR GSF	**21215**

SCALE=1:600

0 25 50

N

HGA Project # 1215-013-00
November, 2015

HGA IBC Engineering Services, Inc. Justice Planning Associates, Inc.

SAFETY BUILDING

Safety Building
Ground Floor

SAFETY BUILDING GROUND FLOOR SUMMARY	
TOTAL DGSF - EVALUATED SPACES	13360
TOTAL DGSF - NON-EVALUATED SPACES	32896
TOTAL DGSF - NON-EVALUATED VACANT	0
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	23105
TOTAL FLOOR GSF	**69361**

SCALE=1:600

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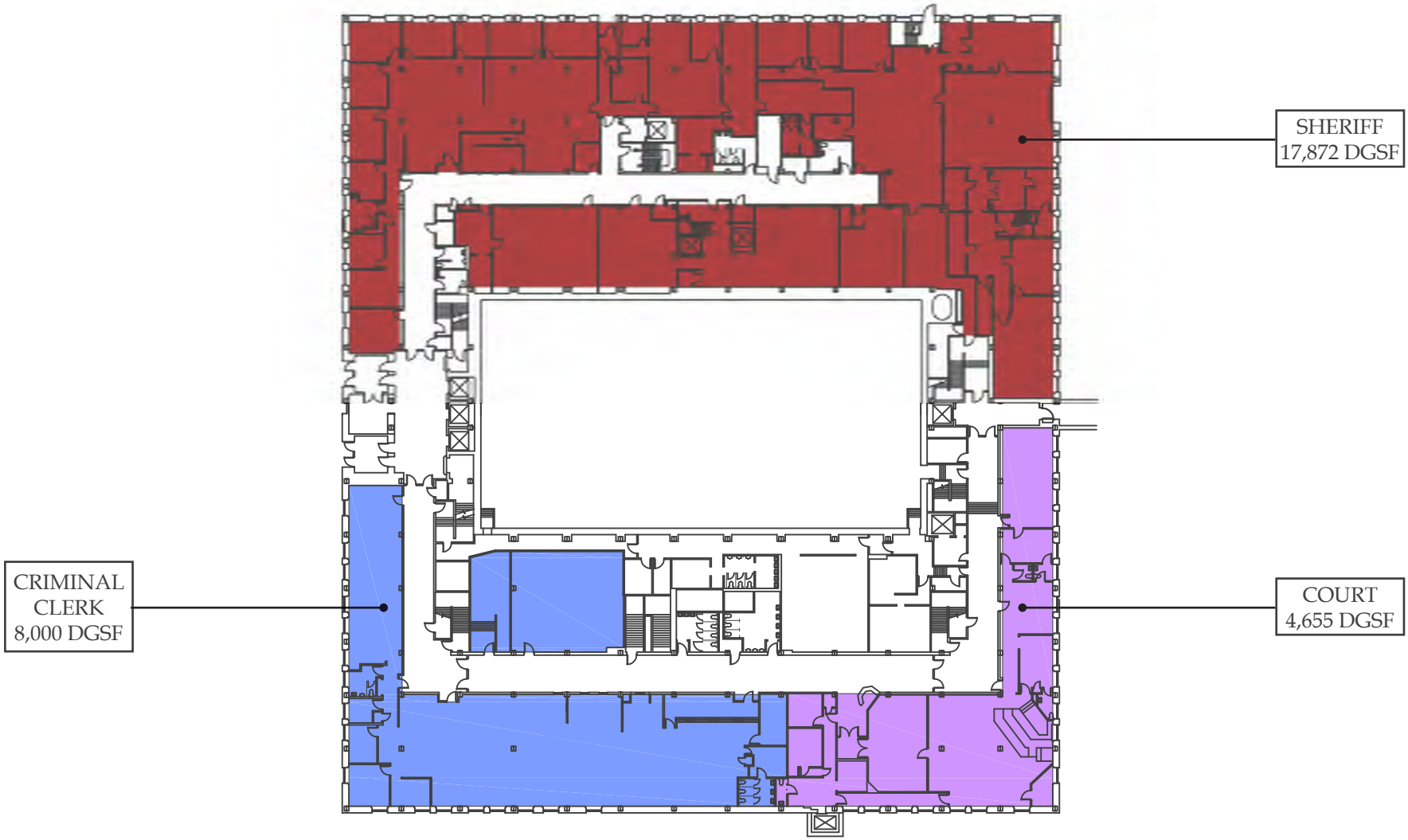

Safety Building
First Floor

SAFETY BUILDING FIRST FLOOR SUMMARY	
TOTAL DGSF - EVALUATED SPACES	30527
TOTAL DGSF - NON-EVALUATED SPACES	3381
TOTAL DGSF - NON-EVALUATED VACANT	0
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	17312
TOTAL FLOOR GSF	**51220**

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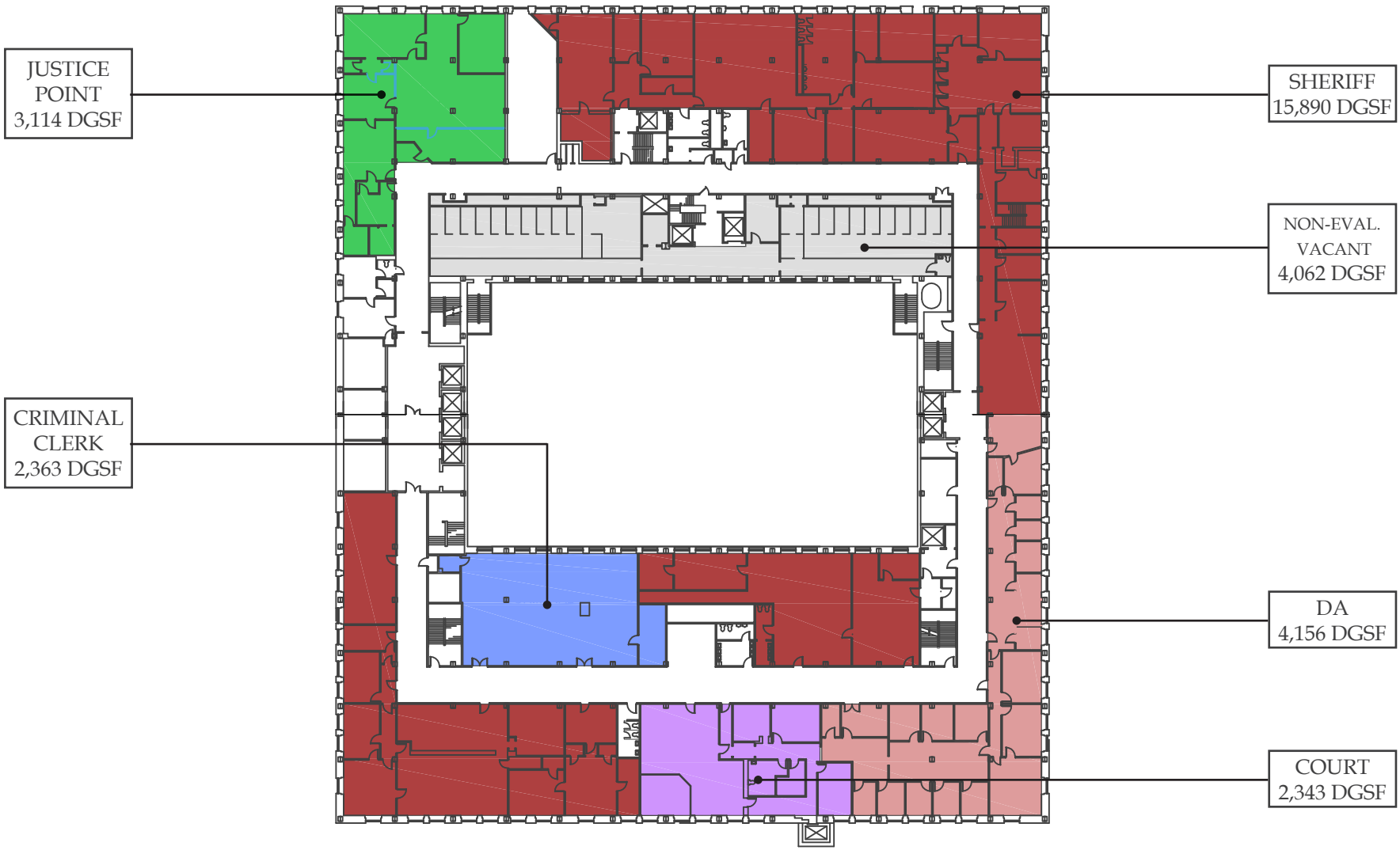
N

HGA Project # 1215-013-00
November, 2015

HGA IBC Engineering Services, Inc. Justice Planning Associates, Inc.



Safety Building
Second Floor

SAFETY BUILDING SECOND FLOOR SUMMARY	
TOTAL DGSF - EVALUATED SPACES	27866
TOTAL DGSF - NON-EVALUATED SPACES	1267
TOTAL DGSF - NON-EVALUATED VACANT	4062
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	17349
TOTAL FLOOR GSF	**50544**

SCALE=1:600

0 25 50

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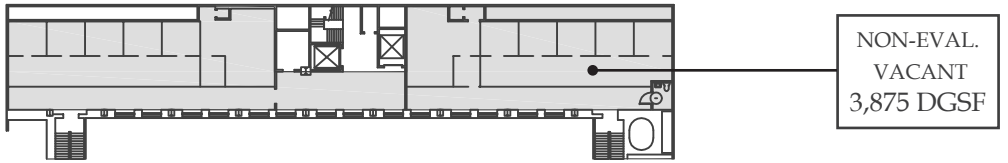
HGA Project # 1215-013-00
November, 2015

HGA IBC Engineering Services, Inc. Justice Planning Associates, Inc.



Safety Building
Second Floor Mezzanine

SAFETY BUILDING SECOND FLOOR MEZZ. SUMMARY	
TOTAL DGSF - EVALUATED SPACES	0
TOTAL DGSF - NON-EVALUATED SPACES	0
TOTAL DGSF - NON-EVALUATED VACANT	3875
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	1593
TOTAL FLOOR GSF	**5468**

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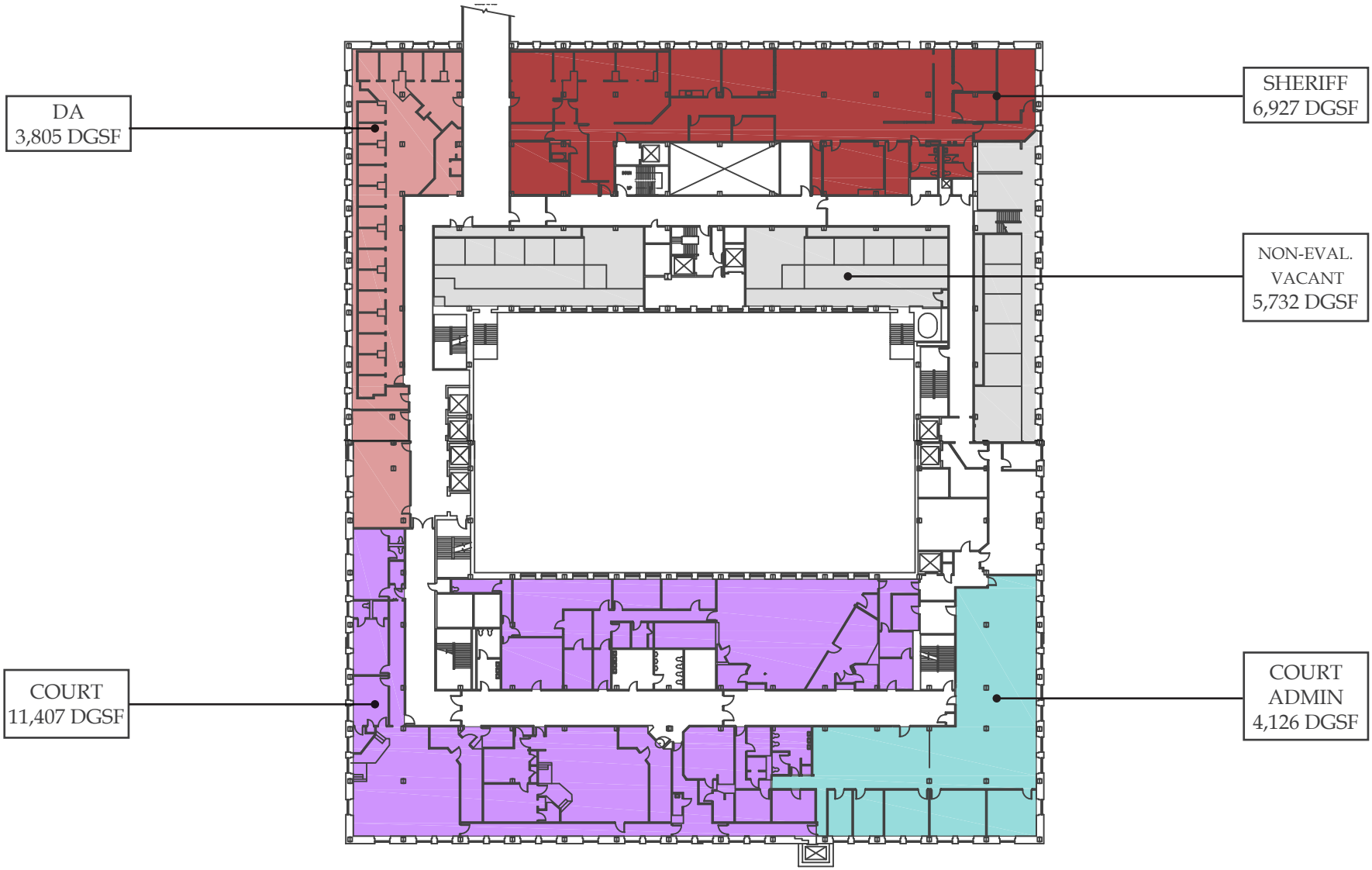

Safety Building
Third Floor

SAFETY BUILDING THIRD FLOOR SUMMARY	
TOTAL DGSF - EVALUATED SPACES	26265
TOTAL DGSF - NON-EVALUATED SPACES	1241
TOTAL DGSF - NON-EVALUATED VACANT	5732
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	17259
TOTAL FLOOR GSF	**50497**

SCALE=1:600

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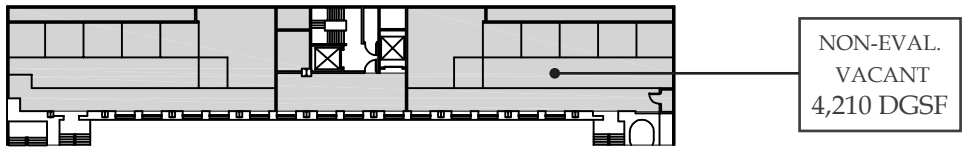
N

HGA Project # 1215-013-00
November, 2015



Safety Building
Third Floor Mezzanine

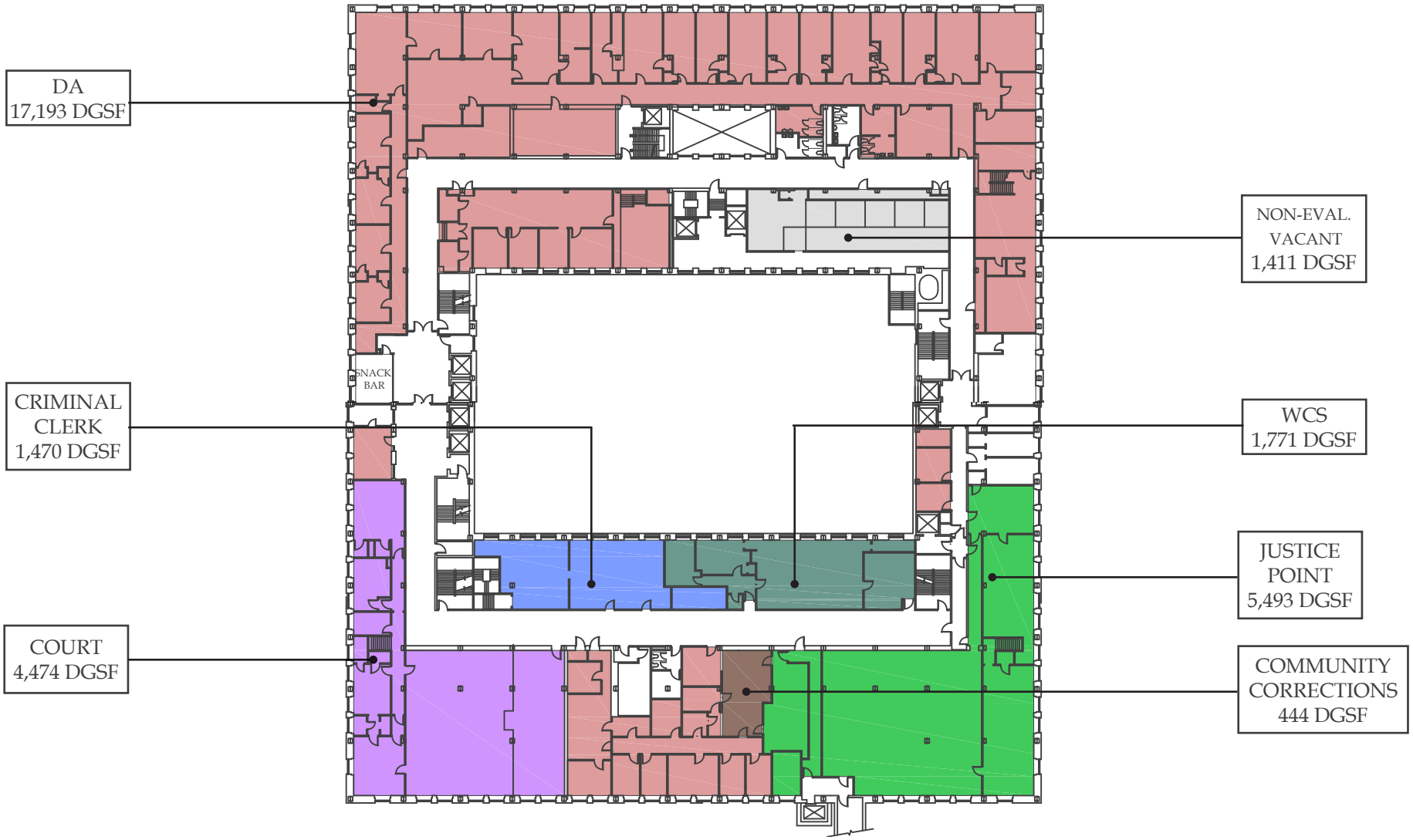
SAFETY BUILDING THIRD FLOOR MEZZ. SUMMARY	
TOTAL DGSF - EVALUATED SPACES	0
TOTAL DGSF - NON-EVALUATED SPACES	0
TOTAL DGSF - NON-EVALUATED VACANT	4210
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	1205
TOTAL FLOOR GSF	**5415**

SCALE=1:600

0 25 50

N

HGA Project # 1215-013-00
November, 2015



Safety Building
Fourth Floor

SAFETY BUILDING FOURTH FLOOR SUMMARY	
TOTAL DGSF - EVALUATED SPACES	30845
TOTAL DGSF - NON-EVALUATED SPACES	1297
TOTAL DGSF - NON-EVALUATED VACANT	1411
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	16693
TOTAL FLOOR GSF	**50246**

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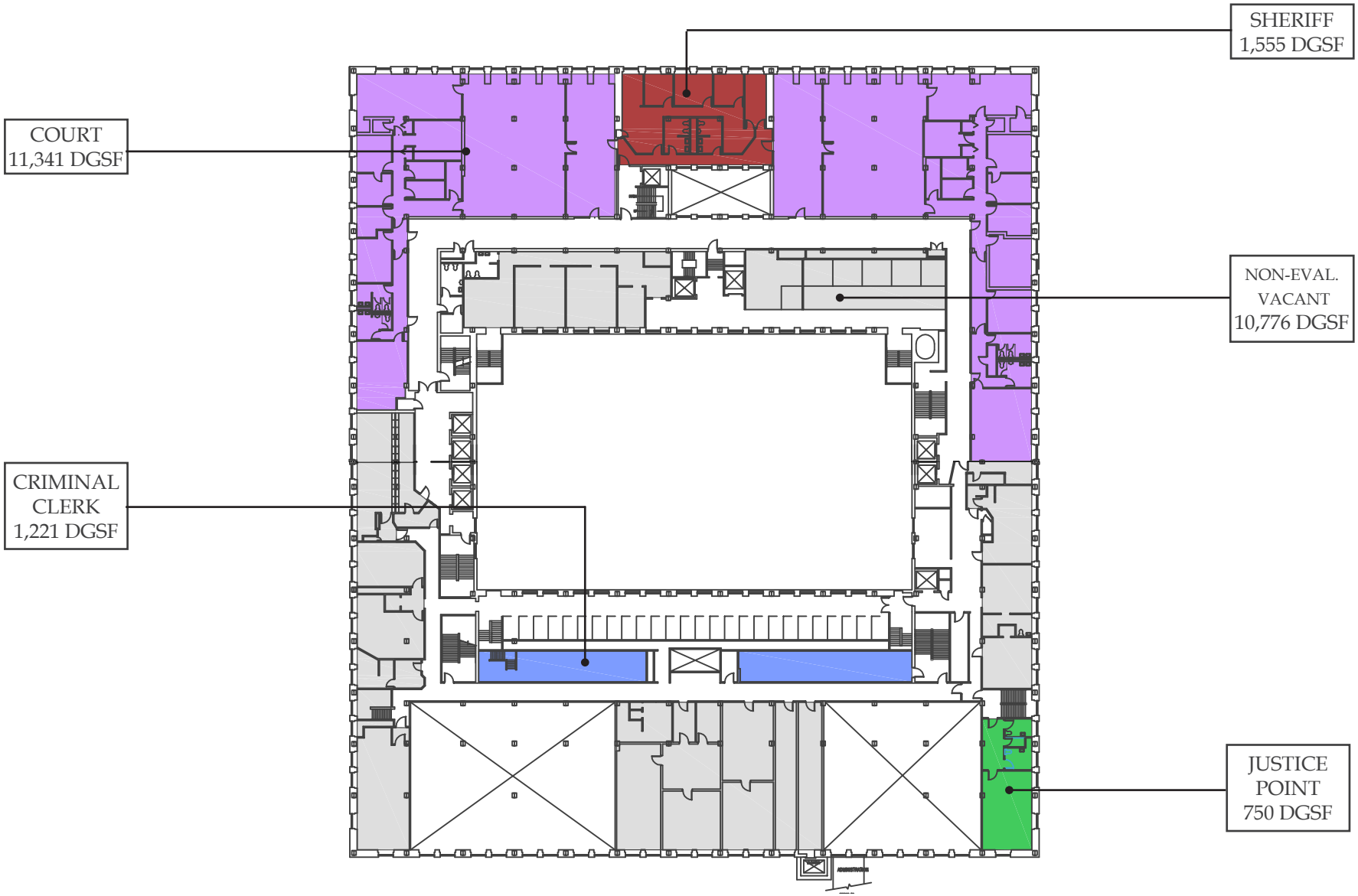
November, 2015



Safety Building
Fifth Floor

SAFETY BUILDING FIFTH FLOOR SUMMARY	
TOTAL DGSF - EVALUATED SPACES	14867
TOTAL DGSF - NON-EVALUATED SPACES	0
TOTAL DGSF - NON-EVALUATED VACANT	10776
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	18421
TOTAL FLOOR GSF	**44064**

SCALE=1:600

0 25 50

N

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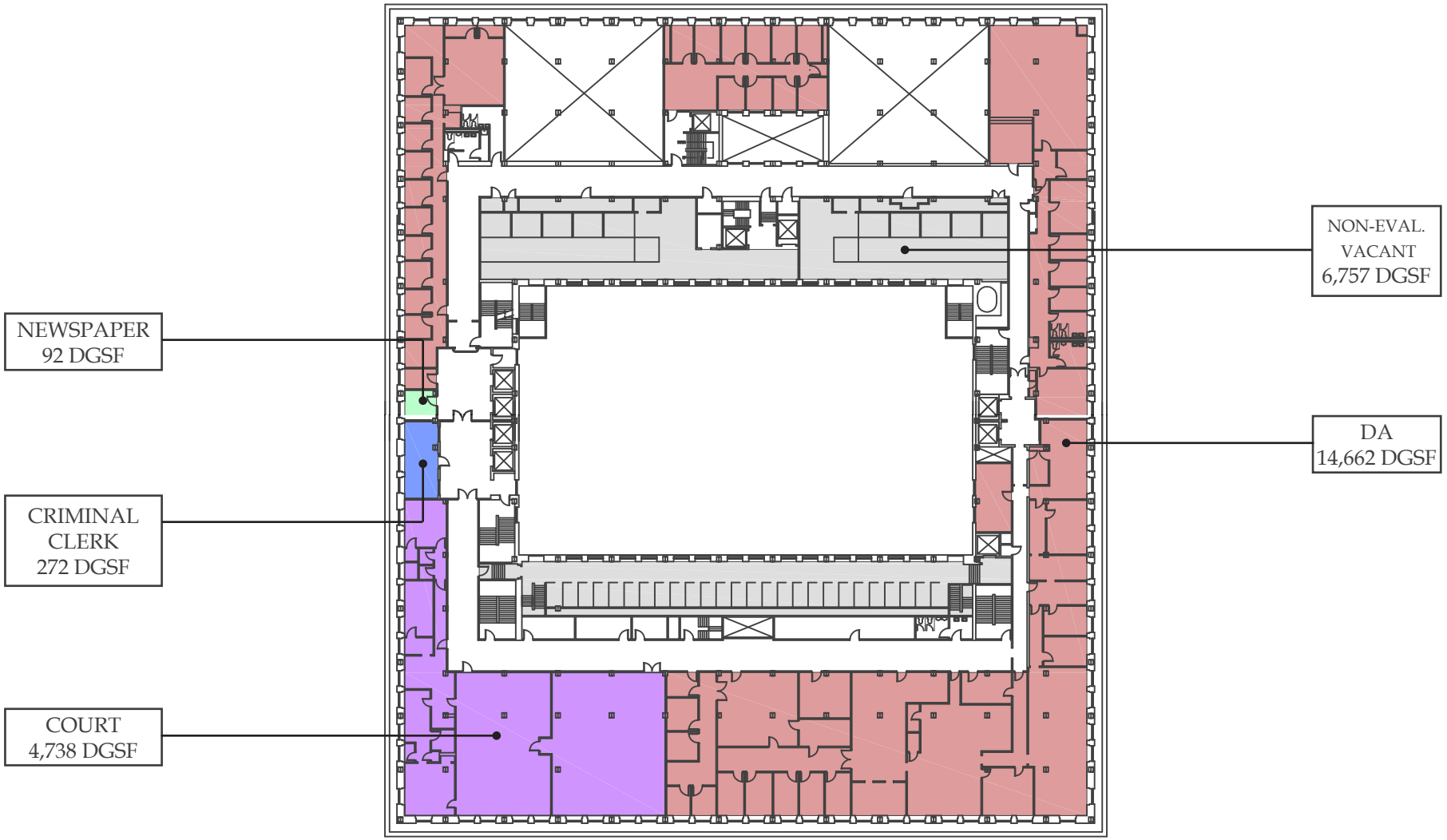
November, 2015



Safety Building
Sixth Floor

SAFETY BUILDING SIXTH FLOOR SUMMARY	
TOTAL DGSF - EVALUATED SPACES	19764
TOTAL DGSF - NON-EVALUATED SPACES	0
TOTAL DGSF - NON-EVALUATED VACANT	6757
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	15660
TOTAL FLOOR GSF	**42181**

SCALE=1:600

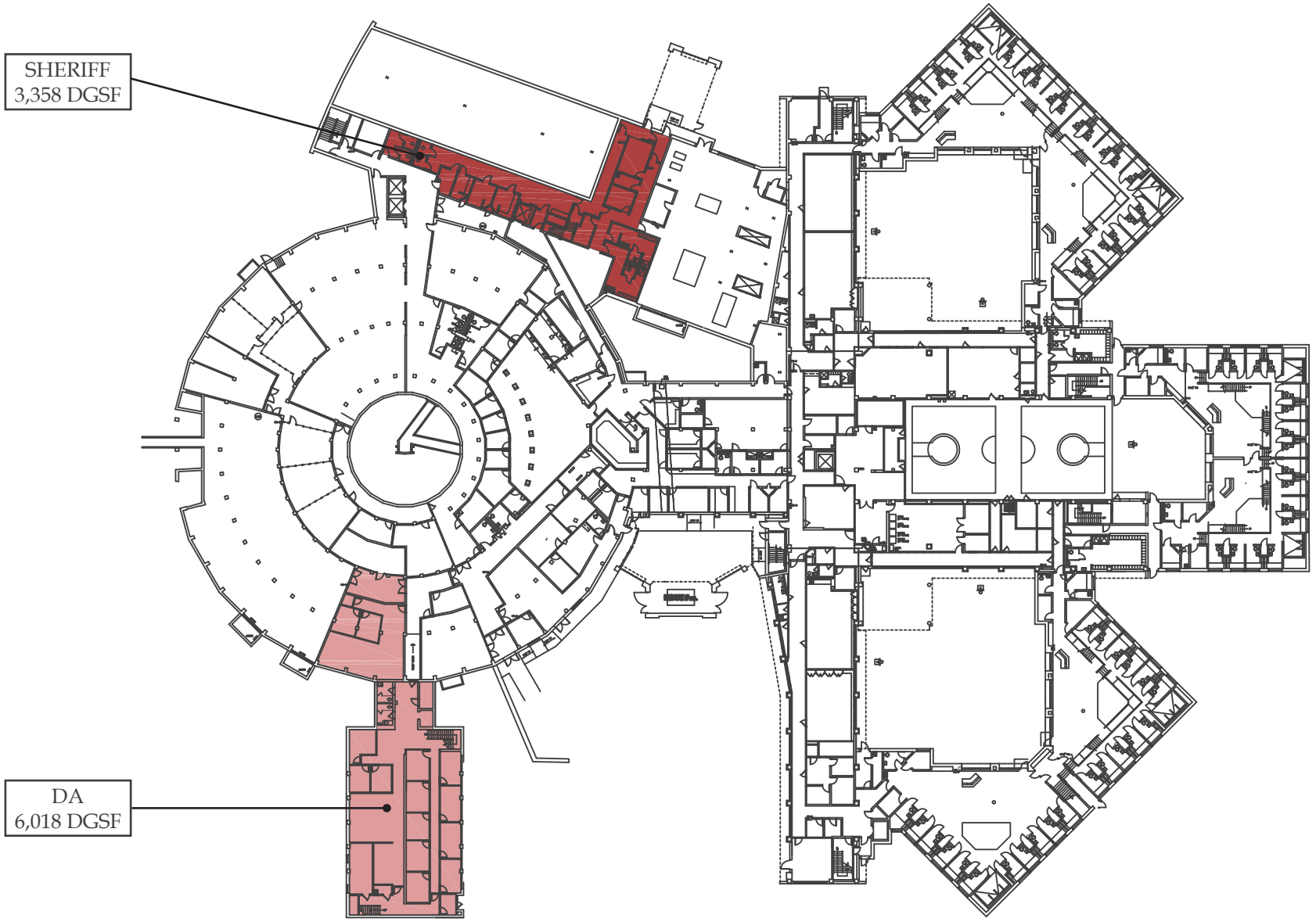
0 25 50

N

HGA Project # 1215-013-00
November, 2015

HGA IBC Engineering Services, Inc. Justice Planning Associates, Inc.

JUVENILE JUSTICE CENTER



Juvenile Justice Center
Lower Level

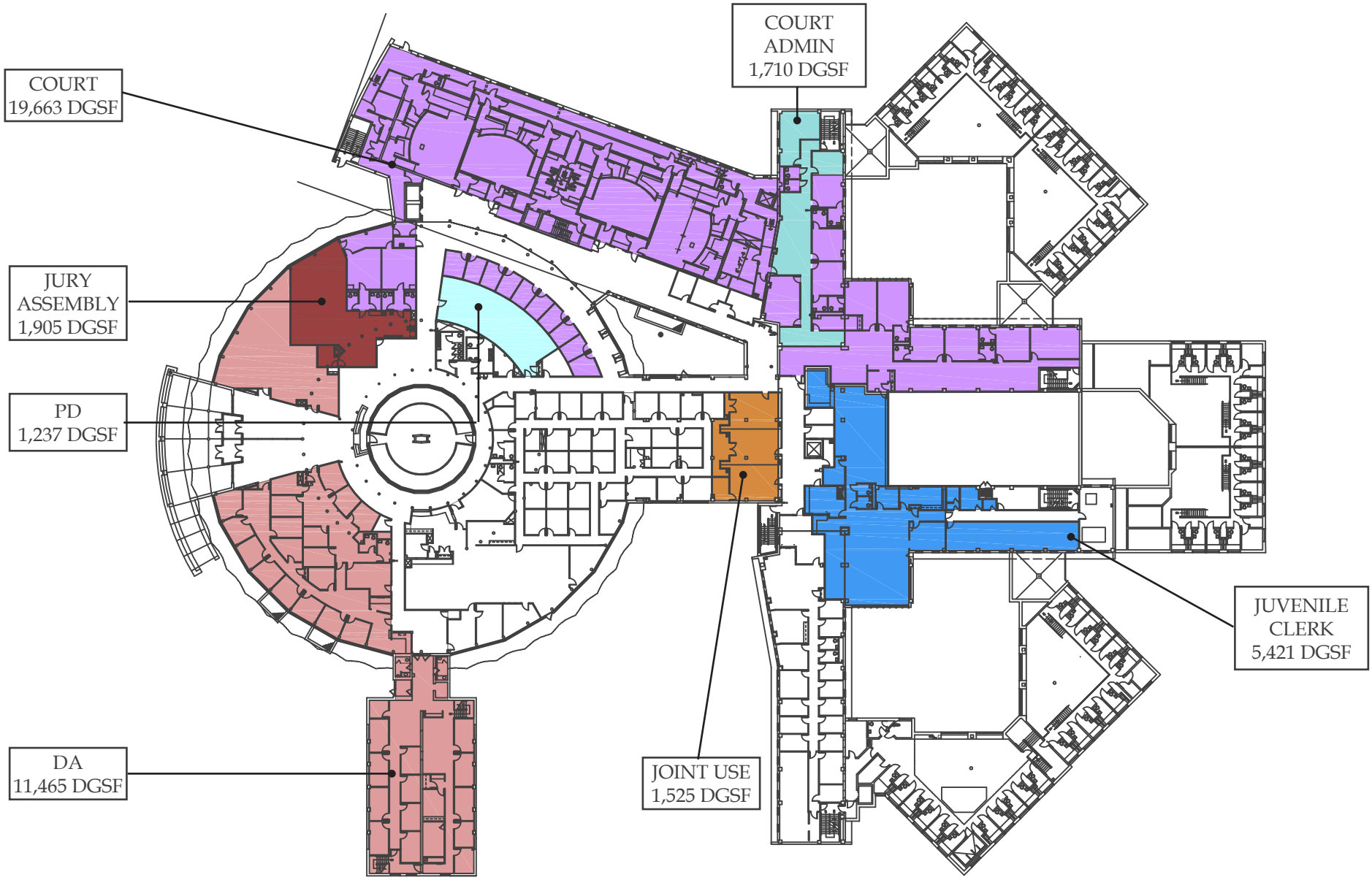
CHILDRENS COURT BUILDING LOWER LEVEL SUMMARY	
TOTAL DGSF - EVALUATED SPACES	9376
TOTAL DGSF - NON-EVALUATED SPACES	72876
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	40414
TOTAL FLOOR GSF	**122666**

SCALE=1:800

0 40 80

N

HGA Project # 1215-013-00
November, 2015



Juvenile Justice Center
Main Level

CHILDRENS COURT BUILDING MAIN LEVEL SUMMARY	
TOTAL DGSF - EVALUATED SPACES	42926
TOTAL DGSF - NON-EVALUATED SPACES	26355
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	34560
TOTAL FLOOR GSF	**103841**

SCALE=1:800

0 40 80

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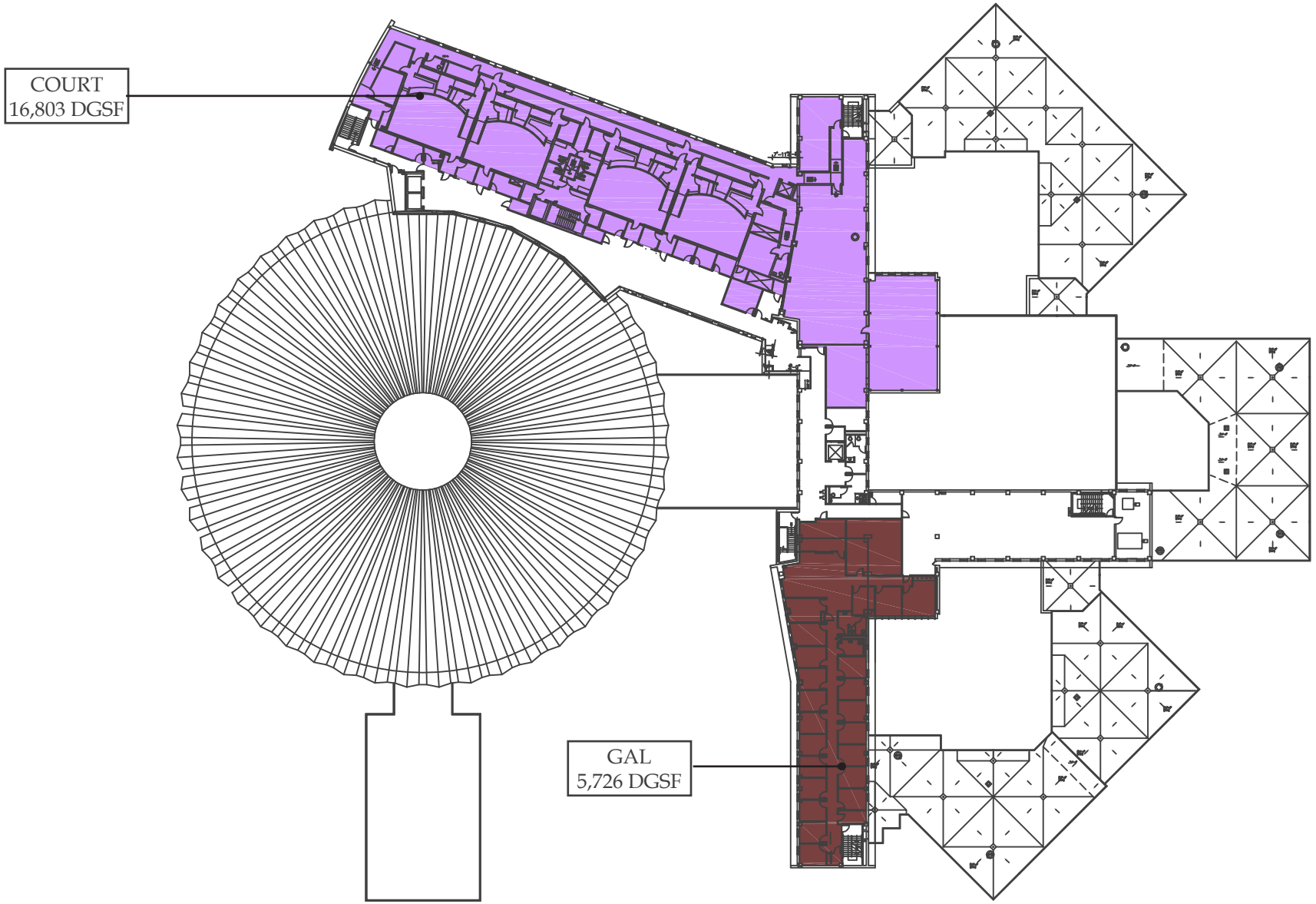
HGA Project # 1215-013-00
November, 2015



Juvenile Justice Center
Upper Level

CHILDRENS COURT BUILDING UPPER LEVEL SUMMARY	
TOTAL DGSF - EVALUATED SPACES	22529
TOTAL DGSF - NON-EVALUATED SPACES	2869
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	9005
TOTAL FLOOR GSF	**34403**

SCALE=1:800

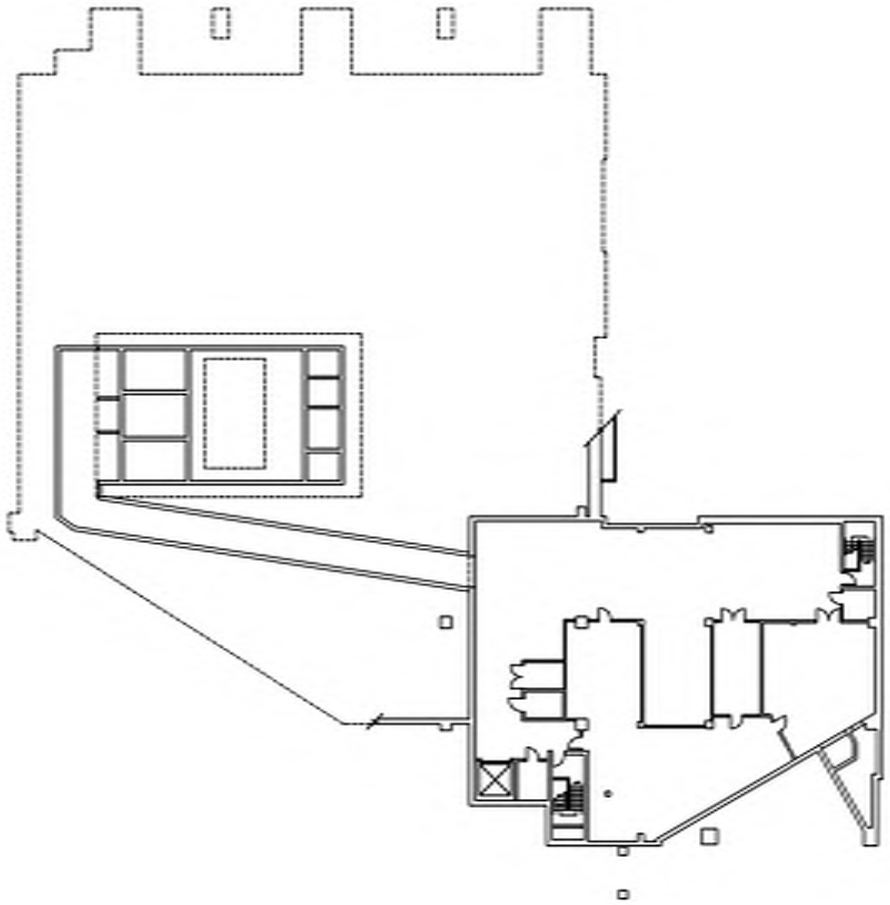
0 40 80

N

HGA Project # 1215-013-00
November, 2015

HGA IBC Engineering Services, Inc. Justice Planning Associates, Inc.

CJF BUILDING



CJF Building
Basement

CJF BUILDING BASEMENT SUMMARY	
TOTAL DGSF - EVALUATED SPACES	0
TOTAL DGSF - NON-EVALUATED SPACES	6751
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	1244
TOTAL FLOOR GSF	**7995**

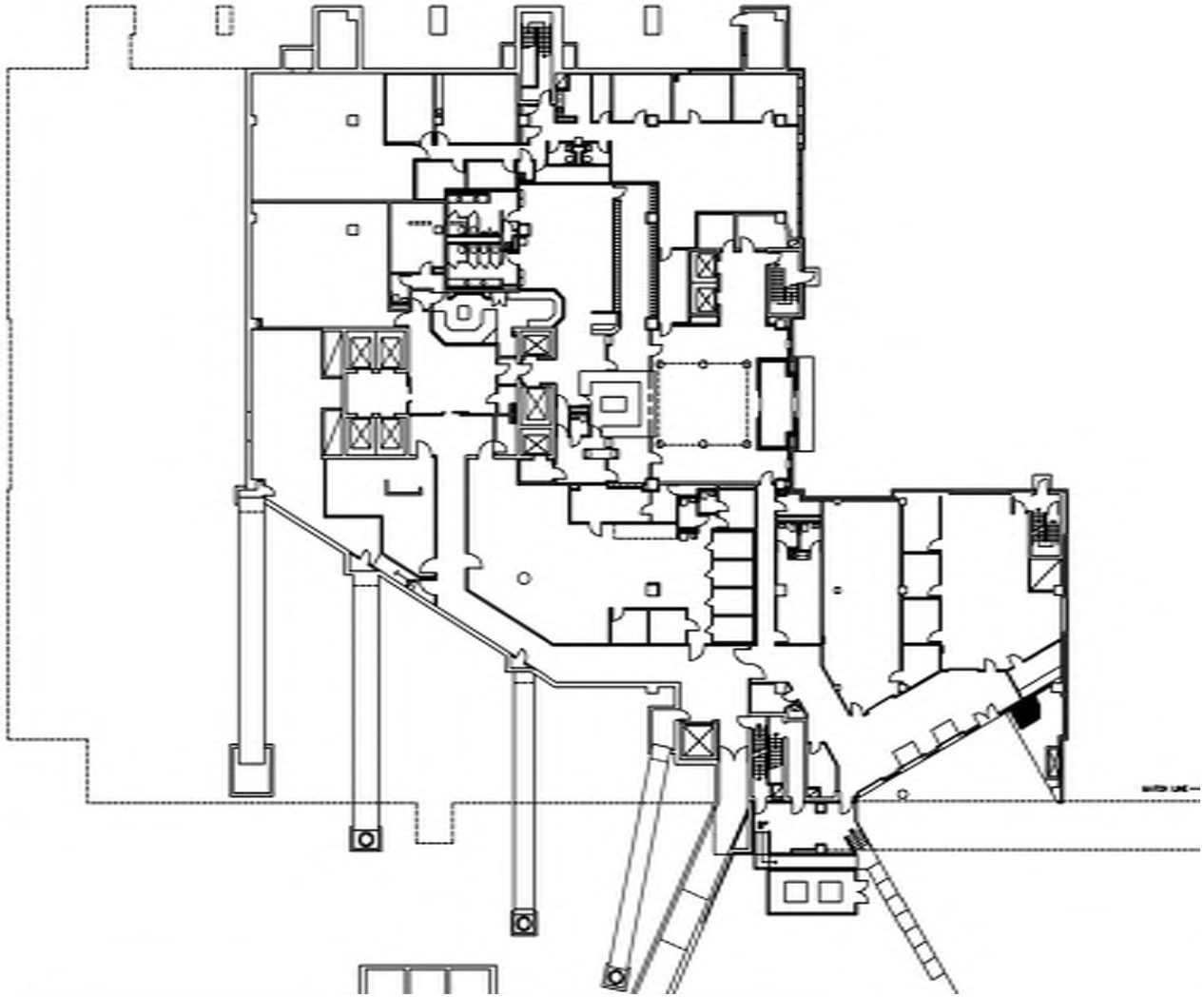
SCALE=1:600

0 25 50

N

HGA Project # 1215-013-00
November, 2015

HGA IBC Engineering Services, Inc. Justice Planning Associates, Inc.



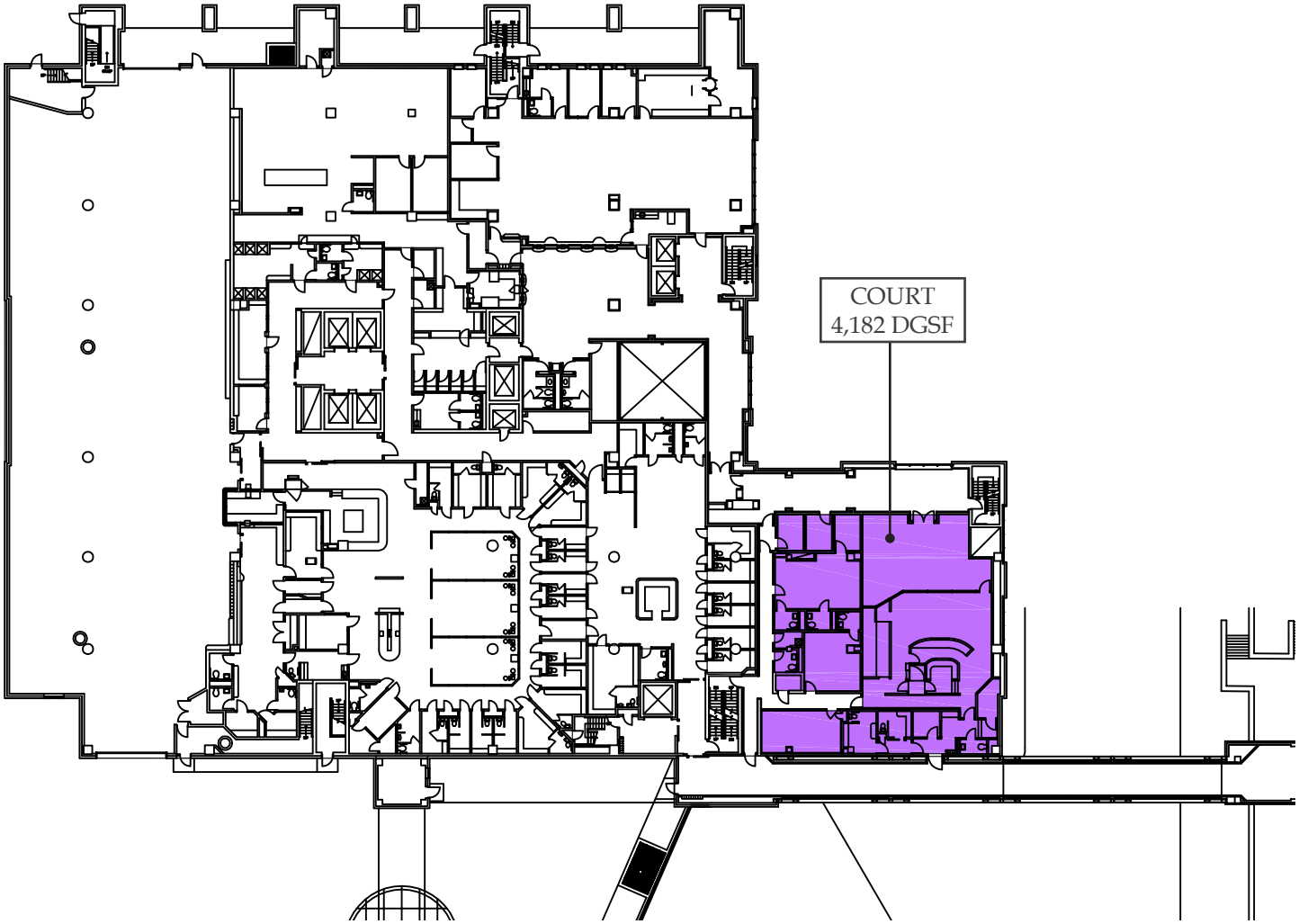
CJF Building
Lower Level

CJF BUILDING LOWER LEVEL SUMMARY	
TOTAL DGSF - EVALUATED SPACES	0
TOTAL DGSF - NON-EVALUATED SPACES	20674
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	9963
TOTAL FLOOR GSF	**30637**

SCALE=1:600

0 25 50

N



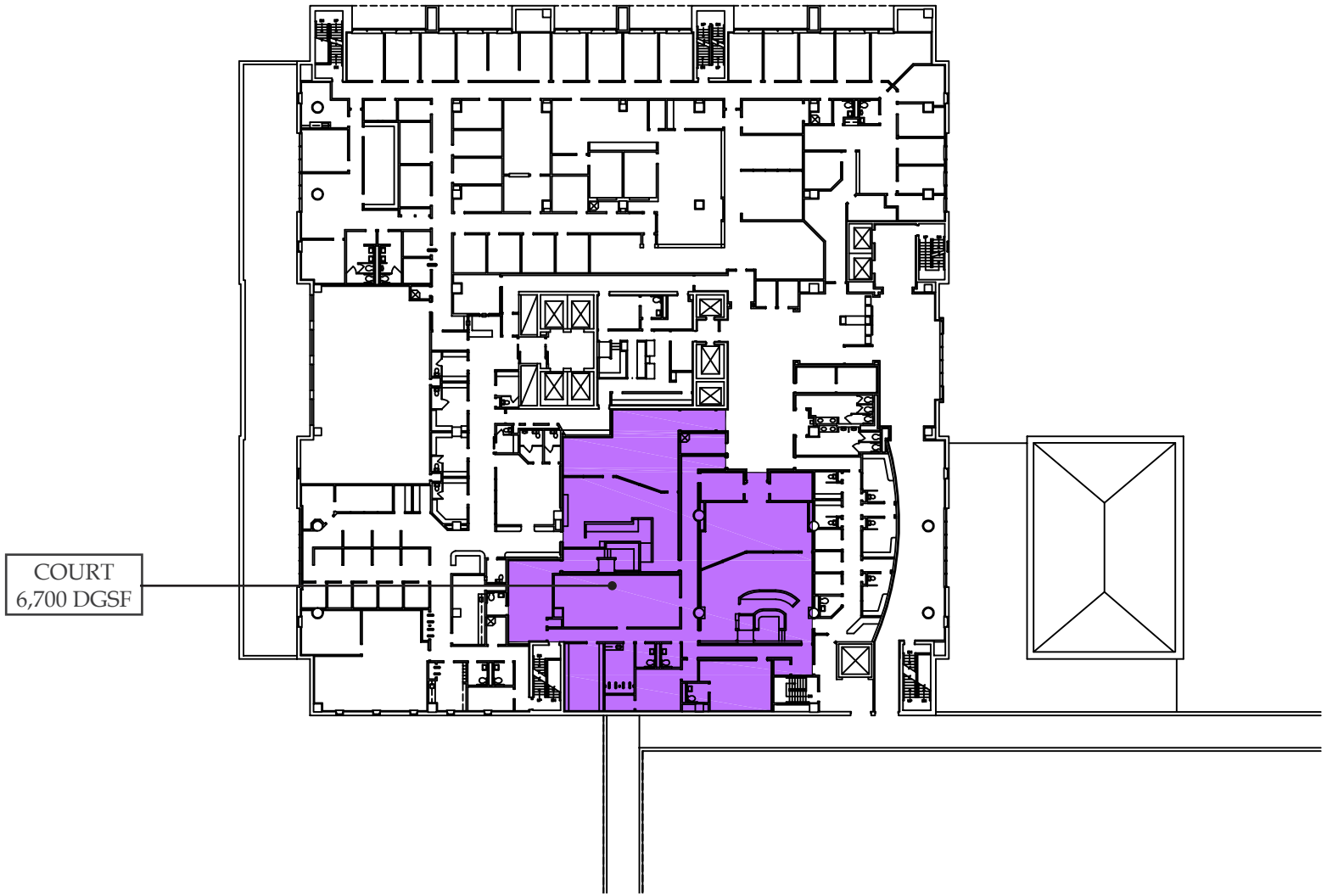
CJF Building
Ground Level

CJF BUILDING GROUND LEVEL SUMMARY	
TOTAL DGSF - EVALUATED SPACES	4182
TOTAL DGSF - NON-EVALUATED SPACES	18276
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	29299
TOTAL FLOOR GSF	**51757**

SCALE=1:600

0 25 50

N



CJF Building
Level 1

CJF BUILDING LEVEL 1 SUMMARY	6700
TOTAL DGSF - EVALUATED SPACES	0
TOTAL DGSF - NON-EVALUATED SPACES	28420
TOTAL CIRCULATION/BLDG. SUPPORT/ETC.	14615
TOTAL FLOOR GSF	**43035**

SCALE=1:600

0 25 50

N

HGA Project # 1215-013-00
November, 2015

HGA IBC Engineering Services, Inc. Justice Planning Associates, Inc.

hGA

Justice Planning Associates, Inc.

IBC ENGINEERING SERVICES, INC.

Exhibit 05 – MCCC Phase II Final Report

MILWAUKEE COUNTY COURTHOUSE PROJECT

FINAL REPORT

FEBRUARY 10, 2017

ACKNOWLEDGEMENTS

The integrated team of CBRE, Hammel, Green and Abrahamson Architects, Quorum Architects, and IBC Engineering wish to gratefully recognize the many Court and agency personnel who contributed both their time and expertise to Phase II of the Milwaukee County Courthouse Study. Specific acknowledgement is extended to the Project Advisory Group members, and their designees, who met during the planning efforts.

PROJECT ADVISORY GROUP

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Circuit Court Chief Judge

The Honorable Theodore Lipscomb
Board of Supervisors Chairman

Teig Whaley-Smith
Administrative Services Director

The Honorable Joseph M. Donald
Circuit Court Deputy Chief Judge

The Honorable John Barrett
Clerk of Circuit Court

Jeremy Theis
Facilities Management Director

The Honorable Mary E. Triggiano
Circuit Court Deputy Chief Judge

The Honorable John Chisholm
District Attorney

Peter Nilles
Director of Facilities Planning and Development

Holly Szablewski
District Court Administrator

The Honorable David A. Clarke, Jr.
Sheriff

William Banach
County Architect

EXECUTIVE SUMMARY

TABLE OF CONTENTS

Overview and Findings ..... Page 05
Section A: Programming ..... Page 11
Section B: Blocking and Stacking ..... Page 19
Section C: Swing Space ..... Page 27
Section D: Safety Building Due Diligence ..... Page 29
Section E: Vacant Site Due Diligence ..... Page 31

DETAILED ANALYSIS

Overview ..... Page 35
Section A: Programming
- Tours ..... Page 37
- Existing Conditions ..... Page 37
- Departmental Questionnaire & Interviews ..... Page 37
- Existing Floor Plans and Axonometrics ..... Page 40
- County Adopted Space Standards ..... Page 40
- Circulation Factor ..... Page 40
- Growth Projections ..... Page 41
- Comprehensive Program Summary ..... Page 41
- Program Per Department & Adjacency Diagrams ..... Page 41
- Key Findings ..... Page 42

Section B: Blocking & Stacking
- Phase 1 Recommendations ..... Page 167
- Establishing a Baseline ..... Page 167
- MEP ..... Page 167
- Key Findings ..... Page 174
- Blocking & Stacking Scenarios ..... Page 174

Section C: Swing Space
- Precedent Studies ..... Page 241
- Projects Studied ..... Page 241
- Key Findings ..... Page 245

Section D: Safety Building Due Diligence
- Existing Conditions ..... Page 247
- Previous Study ..... Page 247
- Key Findings ..... Page 247

Section E: Vacant Site Due Diligence
- Site Options ..... Page 250
- Key Findings ..... Page 250

APPENDICES

Completed Departmental Questionnaires ..... Page 254

EXECUTIVE SUMMARY

OVERVIEW

In June 2016, the Milwaukee County Department of Administrative Services (DAS) issued a contract for Phase II of the Milwaukee County Courthouse Project, a five phase project focused on assessing needs, developing a comprehensive program and masterplan for Milwaukee County Courthouse Complex, and the required construction/renovation to meet the County's long-term needs. The primary goal of Phase II of the study was to understand existing space parameters, define future space needs, key adjacencies and growth projections for non-court departments located within the Milwaukee County Courthouse, Safety Building and 633 Wisconsin Avenue. This phase builds on the preliminary findings of Phase I of the Milwaukee County Courthouse Project to provide a more complete picture of the County's needs.

The team of CBRE, Hammel, Green and Abrahamson Architects (HGA), Quorum Architects (QA), and IBC Engineering (IBC) was selected to perform the project. A kick-off meeting was held on June 22, 2016 that established Mission, Vision, and Project Process. Departmental interviews and surveys were conducted in June and July. Interim reports were presented to the Project Advisory Group on July 27, 2016 and October 19, 2016 and to the Transportation, Public Works, and Transit (TPWT) on September 14, 2016 and November 30, 2016. This final report documents the analysis and key findings of the project.

PHASE I SUMMARY

A primary goal of Phase I of the study was to establish the highest and best use of Milwaukee County's Historic 1932 Courthouse. The study developed a statement for court-related functions located in the Courthouse, Safety Building, and Vel Phillips Juvenile Justice Center. The team of consultants consisting of Hammel, Green and Abrahamson Architects (HGA) in association with Justice Planning Associates (JPA) and IBC Engineering (IBC) began the process in 2015. Through visioning and goal setting meetings with the Advisory Board, the team identified and developed the following three goals for the project:

Goal #1 - To determine the highest and best use of the Historic Courthouse, Safety Building, and Juvenile Justice Center.

Goal #2 - To improve public safety with respect to the judicial system and process

Goal #3 - To improve public service with respect to the judicial system and process

Analysis of needs assessment and resource evaluation focused on courts and court-related functions only. The following are the functions evaluated during Phase I:

- Circuit Court (69 Courts)
  - Chief Judge's Office (1 Court)
  - Children's Division (11 Courts)
  - Civil / Probate Division (18 Courts)
  - Criminal Division (24 Courts)
  - Family Division (15 Courts)
- District Court Administration
- Circuit Clerk
- Child Support Services
- District Attorney
- Guardian ad Litem
- JusticePoint Pretrial Services
- Law Library
- Milwaukee Justice Center
- Restraining Order Clinic
- Wisconsin Community Services (Drug Testing & OWI Program)

A strategic plan was developed to address the goals of the project. The strategic plan considered space projections and the development of scenarios. These scenarios considered complete reuse and restacking of the courthouse, incorporating a new criminal courthouse within or near the campus, and development of site plan options to include a

new criminal courthouse. Comprehensive cost estimates were developed based on the options and include construction costs, contingencies, escalation and project costs for fees, technology, and furnishings. Based on the analysis, Phase I recommended that the Safety Building be demolished and a new Criminal Courthouse of approximately 360,500 square feet be built in its place. The removal of the Criminal Courts from the Historic Courthouse would in turn afford Family and Civil adequate space to meet their long-term needs. Additionally, Phase I determined that the Vel R. Phillips Juvenile Justice Center should continue to operate as a combined, collocated Juvenile Court and Juvenile Detention Center.

MISSION

The mission for each of the five phases of the Milwaukee County Courthouse Project was defined in Phase II. Each phase will build upon the previous to create a complete and comprehensive strategy and implementation plan for the County. Each phase looks deeper into the Courthouse Complex and provides additional insight into the needs of various users. As such, final recommendations will be dependent upon a complete picture of all the users group needs, an assessment of the highest and best use of existing facilities, and the economic impact of any construction or renovation. The stated mission of each of the phases is as follows:

Phase I - Mission

Identify a consolidated, redesigned space for the people working in and served by the County Courts, and identify the highest and best use of the County Courthouse.

Phase II - Mission

Define a consolidated, redesigned space for the people working in the areas of non-court functions within the County Courthouse and Public Safety Building, and establish existing conditions and identify opportunities for increased efficiencies.

Phase III - Mission

Determine ultimate space locations for all Departments associated with Phases I and II; complete space programming, design and build outs for swing space required for completion of Phases IV and V; determine preferred ownership, financing, and delivery methods for interim and ultimate solutions.

Phase IV - Mission

Complete planning, programming, and design of the new Criminal Courthouse and other required facility improvements.

Phase V - Mission

Construct a new Criminal Courthouse, complete other required facility improvements, and relocate Departments to ultimate locations.

VISION

A project vision was developed to ensure that all phases of the project align with the County's core values. Five key points emerged as drivers that each of the phases will seek to emulate. They are as follows:

- Reflects a culture of quality, efficiency and innovation.
- Provides a safe and secure environment.
- Is fiscally and environmentally sustainable.
- Includes a healthy learning environment.
- Operates as part of a cooperative, regional system.

PROJECT METHODOLOGY

Phase II of the Milwaukee County Courthouse Project focused on the non-court functions located in the Historic Courthouse, the Safety Building and 633 W. Wisconsin Avenue. The Project was broken into five areas of study; Programming, Blocking & Stacking, Swing Space, Safety Building Due Diligence, and Vacant Site Due Diligence. Each of the five areas had specific tasks associated with them (Table 1).

Site tours of the Historic Courthouse and Safety Building were performed, programming questionnaires were released to selected departments, and interviews were conducted to gain an understanding of existing departmental space parameters, current headcount, projected growth, future space needs, key departmental adjacencies and areas of potential space reductions. Existing headcounts and space sizes for each department were documented along with projected growth to 2021. Once established, the County adopted space standards were applied to the 2021 projected program, resulting in spacial efficiencies when compared to current existing conditions. Key departmental adjacencies were complied into adjacency diagrams. This information was critical to establishing blocking and stacking diagrams and confirmed many existing adjacencies, while unveiling new ones. All non-court data collected in Phase II, along with the Phase I recommended locations of Civil and Family Courts and Court Support, were used to develop blocking and stacking scenarios within the Historic Courthouse.

The existing infrastructure systems within the Historic Courthouse were assessed by the team to understand the current conditions, challenges, and locations of equipment. New mechanical options were studied and evaluated based on cost, disruption to the courthouse, and impact on usable space.

Research of similar projects by other government agencies was done to compare both the process and solutions for swing space. Additionally, the amount of swing space required for sequencing both court and non-court functions as determined by Phase I and Phase II were estimated.

An analysis of the Safety Building was performed to determine if there were advantages of reusing the building for non-court functions that outweighed the Phase I recommendation of demolishing the building. Significant costs due to deferred maintenance, frequency of column spacing, and floor to floor heights all contributed to the conclusion that renovating the Safety Building for non-court functions did not provide enough value to override Phase I's recommendation, thus confirming the findings in Phase I.

Lastly, the consultant team studied vacant site scenarios to establish preliminary costs for a stand-alone courthouse complex that would serve as comparisons to renovating the Historic Courthouse and construction of a new criminal courthouse.

KEY FINDINGS

Each of the five sections of the report produced information that was vital to understanding the Historic Courthouse holistically. Below, the key findings from each section are listed.

Section A: Programming Key Findings

- Existing and Future departmental space metrics, headcount, and adjacencies complied into a comprehensive program summary.
- Significant efficiencies were achieved by implementing County Adopted Space Standards.
- Historic Courthouse mezzanines determined to be less than ideal for permanent departmental office space.

Section B: Blocking and Stacking Key Findings

- Adopting MEP recommendations for Historic Courthouse maximizes usable space while improving ease of maintenance.

- Many existing departmental adjacencies work well and can be maintained in current locations.
- Historically significant spaces within the Courthouse that still function as intended should be maintained.
- Renovation costs vary little based on where a department is placed within the Courthouse which allows required adjacencies to drive ultimate departmental placement.

Section C: Swing Space Studies Key Findings

- Many counties have gone through similar renovation processes and can serve as a model for the County.
- Demolition of the Safety Building will create an immediate need for 159,000 SF of swing space.
- Phased Construction will be required to keep the Historic Courthouse operational during the renovation process.

Section D: Safety Building Due Diligence Key Findings

- The Safety Building is not ideally suited to function as a modern office building.
- The Phase I recommendation to demolish the Safety Building to make room for a new Criminal Courthouse was validated.

Section E: Vacant Site Due Diligence Key Findings

- Between 11-26 acres would be required for a new, stand-alone courthouse complex.
- Construction of a new courthouse complex on a vacant site leaves the county with two vacant assets, both in need of repair.
- A new stand-alone courthouse complex is not the highest and best use of the Historic Courthouse and does not represent the goals of the County.

EXECUTIVE SUMMARY ORGANIZATION

The remainder of the Executive Summary describes the methodology and the key findings of each of the five tasks. Table 1 provides a summary of each. The five tasks seek to build on the previous study by looking at non-court functions of the Historic Courthouse and Safety Building that were not investigated during Phase I in order to create a more complete picture of the Historic Courthouse and Safety Building users' needs. Each task forms a section in both the Executive Summary and Detailed Analyses as follows:

- Section A: Programming
- Section B: Blocking & Stacking
- Section C: Swing Space
- Section D: Safety Building Due Diligence
- Section E: Vacant Site Due Diligence

The foundation of the report lies in Section A which gathered key programmatic data such as current headcounts, current space allocations, five year growth projections, and primary and secondary adjacencies. To some degree or another, this data informed each of the subsequent sections. Section B analyzed the data gathered in conjunction with Phase I recommendations to create various blocking and stacking scenarios. Sections C, D, and E aligned and validated Phase I recommendations with the Phase II findings from the non-court functions of the Historic Courthouse, Safety Building, and 633 W. Wisconsin Avenue.

Table 1
PROJECT METHODOLOGY

GATHERING	*ANALYSIS*	*ALIGN AND VALIDATE*		
Section A (Task 1) **Programming**	Section B (Task 2) **Blocking & Stacking**	Section C (Task 3) **Swing Space**	Section D (Task 4) **Safety Building Due Diligence**	Section E (Task 5) **Vacant Site Due Diligence**
1.1 Tour, identify and verify groups in Courthouse and Safety Building. 1.2 Understand County's design and planning standards. 1.3 Departmental Meetings 1.4 Develop Departmental Adjacencies Diagrams	2.1 Understand "courts" blocking from Phase I Study 2.2 Understand potential scenarios for blocking and stacking- driven by courts 2.3 Create blocking and stacking for "non-courts" functions 2.4 Incorporate engineering input into overall blocking and stacking planning	3.1 Research other projects to utilize temporary locations for criminal and other courts. 3.2 Conceptual identification of swing-space scenarios and potential locations 3.3 Incorporate blocking and stacking into identified spaces	4.1 Review previous study on Safety Building. 4.2 Understand potential scenarios for potential re-use of building, portion or demolition. 4.3 Incorporate blocking and stacking into any feasible scenario	5.1 Develop conceptual costs for two greenfield developments: A. "Courthouse" Scenario B. "Everything" Scenario

FINAL REPORT ORGANIZATION

Following the Executive Summary, the Detailed Analysis used to develop departmental programs, blocking and stacking scenarios and key findings are presented as follows:

- Section A: Programming
  - -Tours
  - -Existing Conditions
  - -Departmental Questionnaire & Interviews
  - -Existing Floor Plans and Axonometrics
  - -County Adopted Space Standards
  - -Circulation Factors
  - -Growth Projections
  - -Comprehensive Program Summary
  - -Program Per Department & Adjacency Diagrams
  - -Key Findings
- Section B: Blocking & Stacking
  - -Phase I Recommendations
  - -Establishing a Baseline
  - -MEP
  - -Key Findings
  - -Blocking & Stacking Scenarios
- Section C: Swing Space
  - -Precedent Studies
  - -Projects Studied
  - -Key Findings
- Section D: Safety Building Due Diligence
  - -Existing Conditions
  - -Previous Study
  - -Key Findings
- Section E: Vacant Site Due Diligence
  - -Vacant Site Sudies
  - -Key Findings

In addition, there is one appendix section:

- Completed Departmental Questionnaires

PROGRAMMING

The Programming Phase took place from late June to early August, with additional verification and clarification work through November. The project team was supplied a list of non-court departments located in the Historic Courthouse, Safety Building, and 633 W. Wisconsin Avenue. They are as follows:

AE & ES
Budget
CBDP
CBO
Child Support*
Clerk of Courts*
-Admin / IT
-Civil / Family / Records
-Criminal Division*
-FCC
-Foreclosure Mediation
-Jury Management*
-Justice Point*
-Law Library
-MKE Justice Center*
-Register in Probate*
-Restraining Order Clinic*
-WCS / OWI*
Comptroller
Corporation Counsel
County Board
County Clerk
County Executive
Court Coordinator
DAS
DHR
District Attorney*
Economic Development
Election Commission
Ethics, PRB & CSC
Facilities Management
Forensics*
IMSD
OEM
Persons w/ Disabilities
Planning & Development
Procurement
Register of Deeds
Risk Management
Sheriff*
Treasurer

* Overlap in programming from Phase I to Phase II due to duality in functions

Existing Conditions

The first and most critical step of the Programming Phase was to understand existing locations, headcounts, and space sizes of the non-court departments that the County directed to be included in Phase II. The consultants conducted tours of all spaces, making preliminary assumptions regarding the extents of department space, quantity of space types and sizes, and staff headcount. Current information was collected, verified, and documented for each non-court department on County supplied floor plans. This information helped prepare the consultant team for upcoming interviews, but more importantly, it established how efficiently existing space was being utilized and later provided a basis of comparison for future growth projections which applied County adopted space standards.

Surveys & Interviews

A departmental questionnaire was created (Figure 1.1) and distributed to each interviewee prior to the departmental interview. Questions regarding current and future headcount, a breakdown of staff counts by title, ancillary space needs, adjacency needs, and storage needs (reduction or increase) were included. Interviewees were asked to review the questions and, if possible, have the survey completed for discussing at their interview. The consultant team then personally met with each interviewee and verified current departmental boundaries on floor plans. The survey questions were reviewed and, if items required verifications, the consultant team followed up to ensure completion of the information gathering.

County Adopted Space Standards

In 2013, Milwaukee County adopted space standards based on GSA targets for various positions/categories. A Space Allocation Summary (Figure 1.2) shows the intended progression of space standards from

MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: _____

Department: _____

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions **in advance** of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

_____ CURRENT **Total** staff

_____ CURRENT Full time staff

_____ CURRENT Part time staff

_____ CURRENT Seasonal (interns)

_____ CURRENT Remote (mobile) staff

_____ FUTURE **Total** staff

_____ FUTURE Full time staff

_____ FUTURE Part time staff

_____ FUTURE Seasonal (interns)

_____ FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

_____ Elected Official

_____ Division (Department) Head

_____ Deputy or Executive Director

_____ Managers

_____ Supervisors

_____ Professional (Attorney / HR / EAP / AAP)

_____ Architect / Engineer

_____ Clerical / Fiscal / Accnt / Admin

_____ Other – please indicate _____

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

_____ Conference rooms

_____ Storage rooms

_____ Kitchenettes

_____ Other (please indicate):

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021.

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):

Secondary (occasional interaction with group / spaces):

8) Please list departments or spaces (if any) you prefer NO adjacency to.

Figure 1.1 - Departmental Questionnaire

Space Allocation Summary

Proposed Space Allocation by Position Categories				2009 Proposed	Transition	Goal
Code	**Position Type or Category**	**Constructed or Open Office**	**Job Title**	**Allocated Workspace Area (SF)**	**Workspace Area (SF)**	**Workspace Area (SF)**
A	Executive	C	Elected Official	216	180	180
B	Administrator	C	Division Head	192	150	120
C	Managers	C	Deputy Director	160	150	120
D	Managers	C	Executive Director 2 & 3	144	120	120
E	Supervising Professionals	O	Supervisor 2 & 3 Section Heads	96	48	48
F	Architect/ Engineer	O	Space fo Large Plan Layout	72	48	48
G	Professional General	O	Clerical/Fiscal/Accnt/Admin 1	64	48	48
H	Professionals with Confidentiality Needs	O	Confidential w/No Conf Access; Attorney, HR; EAP/AAP	120	120	120

Figure 1.2 - Milwaukee County Adopted Space Standards

"2009 Proposed" to "Transition" to "Goal" for each category. Current space utilization in the Courthouse and Safety Building often exceeds the '2009 Proposed' category. For future projections, the consultant team was directed to use the "Goal" standards presented in Figure 1.2.

Analyzing and Applying Circulation Factors

To determine a realistic circulation factor for the Historic Courthouse, test fits using the County space standards were performed for various segments of the Historic Courthouse. Likewise, a similar exercise was performed for a typical bay of a hypothetical, new office building to determine a circulation factor for new construction. Once established, both circulation factors were applied to the future departmental programs (Figure 1.3). In conjunction with adopted County space standards, the factors help the consultant team to identify future efficiencies in both the Historic Courthouse and a new modern office building. Additionally, these resulting numbers were used to compare future efficiencies against the current conditions of the Historic Courthouse (Figure 1.5).

Effects of growth & new workplace space standards

Historic Courthouse today = 317 SF/Person
Renovated Courthouse 2021 = 215 SF/Person
New Building 2021 = 193 SF/Person

Figure 1.5 - Effects of County Space Standards and Efficiency Factors

5 Year Growth Projections & Adjacencies

Departmental interviews and questionnaire responses provided a clear picture of the future needs of non-court departments and key adjacencies to optimize spatial relationships. Five year projections were used for the non-court functions, which is an industry standard for leased office space, to create a realistic level of certainty that could be used for both space planning and future cost projections in later phases. This data was recorded in the departmental programming spreadsheet.

DEPARMENT A
Courthouse Second Floor & New Building

		COURTHOUSE SECOND FLOOR					NEW BUILDING				
TITLE	SPACE	SIZE	SF	QTY	HDCNT	SF	SIZE	SF	QTY	HDCNT	SF
Director	Office	10 x 12	120	1	1	120	10 x 12	120	1	1	120
Managers	Office	10 x 12	120	5	5	600	10 x 12	120	5	5	600
Professional	Workstation	8 x 8	64	8	8	512	8 x 8	64	8	8	512
Administration	Workstation	6 x 6	36	12	9	432	6 x 6	36	12	9	432
Conference Rooms (Medium)	6 Person Conference Room	11 x 15	165	1	0	165	11 x 15	165	1	0	165
Conference Rooms (Medium)	6 Person Conference Room	13 x 18	225	1	0	225	12 x 12	144	1	0	144
Conference Room (Large)	12 Person Conference Room	17 x 20	340	1	0	340	16 x 20	310	1	0	310
Reception with Waiting	Reception with Waiting	10 x 30	300	1	0	300	14 x 20	280	1	0	280
Quiet Room	Quiet Room	9 x 10	85	1	0	85	8 x 10	80	1	0	80
Copy/Work Room	Copy/Work Room	12 x 20	240	1	0	240	12 x 20	240	1	0	240
Breakroom	12 Person Breakroom	14 x 20	280	1	0	280	15 x 20	290	1	0	290
Secure File Room	Storage Room	10 x 12	120	1	0	120	10 x 12	120	1	0	120
IT Server Room	IT Server Room	10 x 10	100	1	0	100	10 x 10	100	1	0	100
Coat Closet	Coat Closet	3 x 10	30	1	0	30	2 x 10	20	1	0	20
			Totals	36	23	**3,549**			36	23	**3,413**
			Total useable SF:			**5,592**			Total useable SF:		**4,327**
			Circulation Factor:			**35%**			Circulation Factor:		**20%**
			Efficiency Factor:			65%			Efficiency Factor:		80%

Figure 1.3 - Applying Circulation Factors to Standard Departmental Program

Programming Spreadsheet & Overall Totals

With all of the data gathered, the consultant team built a comprehensive spreadsheet that outlined current and future headcounts and associated square footage totals, and adjacency requirements for each department. This spreadsheet is the backbone of the report, allowing the team to quickly draw data and conclusive analysis around items such as efficiencies and growth projections (Table 1.4).

The bulk of the programming data resides in three columns; *2016*, *2021 - Courthouse*, and *2021 - New Building*. The *2016* column represent existing conditions without adopted County space standards or circulations factors. The SF numbers in this column were leveraged by direct area calculations of the departments' occupied space. The *2021 - Courthouse* column represents future growth when placed in the

LOCATION	DEPARTMENT/SPACE	% PROJECTED GROWTH	2016		2021 - COURTHOUSE		2021 - NEW BUILDING	ADJACENCIES	NOTES
			HDCNT	SF	HDCNT	SF	SF		
Courthouse - G	Cafeteria	-	0	10,263	0	10,020	9,018		
Some existing, some new	Shared Conferencing Spaces	-	0	0	0	6,862	6,100		
Courthouse - B, G & Safety - B	Facility Management	88%	10	5,987	17	5,345	5,195	Sheriff, Courts, Physical building(s)	Does not include shop staff / basement
Courthouse G, 1, 1M	Register Of Deeds	-	29	18,072	29	9,257	8,228	County Clerk, Clerk of Courts	
Courthouse - G, 1, 1M	Child Support	3.4%	147	26,623	152	20,428	18,158	Public, Courts, Treasurer, Jail, DA, Sheriff. NO adjacency to Sheriff (law enf)	
Courthouse - 1	County Clerk	-	12	5,044	12	2,410	2,142	Public, County Board, Comptroller's research staff	
Courthouse - G	Election Commission	-	3	1,440	3	2,614	2,323	Public	
Courthouse - G	Clerk of Courts - MKE Justice Center	16%	6	4,299	7	4,162	3,700	Public, Law Library. Secondary: Civil Division, FCC, Chief Judge's Office, Sheriff Civil Process	
Courthouse - G	Clerk of Courts - Law Library	-	3	2,141	3	2,317	2,059	MKE Justice Center	
Courthouse - G, 1, 1M	Clerk of Courts - Civil / Family / Records	10.60%	47	15,536	55	10,973	9,754	FCC, Restraining Order Clinic, Sheriff Civil Process. Secondary: MKE Justice Center	
Courthouse - 1, 1M	Clerk of Courts - IT / Admin	5.80%	17	12,936	18	3,060	2,720	Jury Mngmnt, Civil, Criminal Probate, MJC	
Courthouse - 1M	Clerk of Courts - Foreclosure Med	-	4	288	4	454	403	Civil Division	
Courthouse - 1	Clerk of Courts - Jury Management	16%	6	5,184	7	4,030	3,582	Courts	
Courthouse - 2	Clerk of Courts - Register in Probate	11%	18	6,971	20	4,579	4,070	Register of Deeds	
Courthouse - 7	Clerk of Courts - FCC	18.75%	16	8,500	19	2,457	2,184	Civil Division, Restraining Order Clinic. Secondary: Child Support Enforcement, MKE Justice Center	
Courthouse - 7	Clerk of Courts - Restraining Order Clinic	25%	8	444	10	1,750	1,555	FCC, Civil Division. Secondary: MKE Justice Center	
Safety - 1, 2, 4, 5, 6	Clerk of Courts - Criminal Division	15%	52	13,326	60	11,223	9,976	Sheriff (Warrants Division), DA (case prep)	
Safety - 2, 4, 5	Pretrial Services - Justice Point	17.00%	46	9,357	54	7,009	6,230	Criminal Courts, CJF, Sheriff, DA, Public Defender, Judicial Operations Manager, Chief Judge, Public, Clerk of Courts - Criminal Division, DOC, Law Enforcement	

Table 1.4 - Non-Court Departmental Program Summary

LOCATION	DEPARTMENT/SPACE	% PROJECTED GROWTH	2016		2021 - COURTHOUSE		2021 - NEW BUILDING	ADJACENCIES	NOTES
			HDCNT	SF	HDCNT	SF	SF		
Safety - 3	Court Coordinator	-	7	4,126	7	1,523	1,354	Chief Judge, Courts, CJF, Pretrial Services, Clerk of Courts, Sheriff, DA, MPD Liasion, Sheriff Liason, Public Defender	
Safety - 4	Pretrial Services - WCS / Drug / OWI	9%	11	1,771	13	4,420	4,420		Not interviewed or surveyed. Data per Phase 1.
Courthouse - 6	District Court Admin	9%	11	5,582	12	5,940	5,940		Not interviewed or surveyed. Data per Phase 1.
Courthouse 4, 5, 6	Court Admin (Reporters, DV, Law Clerks)	-	25	5,935	25	2,317	2,059		Not interviewed or surveyed. Reflected to understand total building occupant SF only.
Courthouse - 1	Treasurer	-	10	4,637	10	1,632	1,451		Interview not conducted.
Courthouse - 2	Employment & Staffing (DHR)	16%	44	23,736	51	10,764	9,568	Comptroller / payroll, Facilities, Budget, Risk, IT. NO adjacency to courts.	
Courthouse - 2	County Board	3%	33	20,132	34	9,599	8,532	Public, Comptroller's researchers, Corp Counsel, County Clerk, 1st floor postings	
Courthouse - 2	Ethics, CSC & PRB	-	3	755	3	292	259	Corporation Counsel, Law Library. Secondary: Public	
Courthouse - 2, 3 & 633 Wisc - 9	Comptroller / Payroll / Audit	-	61	13,649	61	9,509	8,453	Payroll, Budget, HR, Corporation Counsel, County Board, County Executive. NO adjacency to Courts or	
Courthouse - 3	Office for Persons w/ Disabilities	33%	3	764	4	800	720	County Executive, Courts, County Board, Family Care	
Courthouse - 3	OEM - Admin office	-	23	2,955	23	2,381	2,117	Public, medical examiners office (10th & Highland)	
Safety - 3	OEM - Dispatch office	-	12	5,371	0	0	0		Future totals of OEM Dispatch not included for project
Courthouse - 3	Administrative Services DAS	-	2	1,265	2	227	202	County Executive, County Board, Budget, Comptroller	
Courthouse - 3	County Executive	100%	10	7,203	20	6,761	6,010	No adjacencies reported.	
Courthouse - 3	Corporation Counsel	5%	19	9,638	20	3,750	3,334	Risk Management, County Exec, Board. Secondary: Public	
Courthouse - 3	Risk Management	11%	6	2,119	9	1,118	994	Corporation Counsel. Secondary: DAS. NO adjacency to Public.	
Courthouse - 3	Budget Office	25%	8	3,055	10	1,669	1,483	County Exec, County Board. Secondary: Comptroller, DAS	

Table 1.4 - Non-Court Departmental Program Summary (Continued)

LOCATION	DEPARTMENT/SPACE	% PROJECTED GROWTH	2016		2021 - COURTHOUSE		2021 - NEW BUILDING	ADJACENCIES	NOTES
			HDCNT	SF	HDCNT	SF	SF		
633 W Wisconsin - 9	Economic Development	15%	13	1,030	15	1,750	1,555	DAS Director, Central Biz Office, CBDP, FM, Facilities A&E, IMSD, Courthouse	
633 W Wisconsin	AE & ES	-	37	4,818	37	6,974	6,199	DAS, GMIA, Enviro Services, Facilities, CBO, Procurement	
633 W Wisconsin	Procurement - DAS	33%	9	650	12	2,450	2,178	Community Business Development Partners, AE&ES	
633 W Wisconsin	Community Bus Dev Partners (CBDP)	28.50%	7	618	9	1,312	1,166	Procurement, AE&ES, Economic Development; DHHS, Zoo, Parks, Transit	
633 W Wisconsin	Central Business Office (DAS)	7%	14	1,262	15	1,544	1,373	DAS, Facilities Management, AE&ES, & IMSD; Director's Office of OEM	
633 W Wisconsin	Planning & Development (DAS)	33%	6	1,639	8	1,855	1,649	AE&ES, Economic Development, Facilities Operation & Maintenance, Procurement, IMSD, Director of DAS	
Safety - B, Crthse - G, 633 Wisc	IMSD	29%	86	9,146	111	12,226	10,867	DAS, Courthouse, Safety Bdg tenants, Procurement, CBO, CBDP	
Safety - G, 1, 2, 3, 4	Sheriff	51%	108	50,344	164	48,747	43,331	Internal adjacencies noted, Courts & DA	HC does not include mobile Deputy staff
Safety - 2, 3, 4, 6	District Attorney	6%	174	39,816	185	38,950	34,622	Internal adjacencies noted, Courts, CJF, Clerk of Courts (Criminal Division). NO adjacency to Justice Point.	CJF number not included
Safety - 5	Forensics	17%	12	1,740	14	2,066	1,836	Criminal courts, DA, Defendants, Courts, Justice Point, WCS. NO adjacency to Juries.	
	TOTALS		**1,189**	**377,861**	**1,344**	**289,522**	**259,069**		
	EFFECTS OF GROWTH & NEW STNDRDS		317 SF / PP		215 SF / PP		193 SF / PP		5 year growth = 152. Most anticipated: County Exec, Sheriff, Facilities

Notes:

Conferencing room ratio: 1 to 15
Break room ratio: 1:30
Courthouse Circulation Factor - 35%
New Building Circulation Factor - 20%
Subtotal number does not include circulation

Table 1.4 - Non-Court Departmental Program Summary (Continued)

Historic Courthouse. The numbers are derived by applying both the County adopted space standards and the circulation ratio established for the Historic Courthouse to the five year departmental projections. The *2021 - New Building* column represents future growth when placed in a modern office building. The County adopted space standards, the established circulation ratio for a new office building, and departmental growth projection were used to determine the totals.

Departmental ancillary requirements such as break areas and conference rooms were briefly addressed during the survey and interviews. An effort to preserve space for these areas was observed by applying the following space standards per department: 1 conference room per 15 staff and 1 break room per 30 staff (Table 1.4, page 17).

KEY FINDINGS

Existing and Future Departmental Space Metrics & Headcount

Through the programming process a clear understanding was established of existing departmental utilization ratios, current headcount, and how departmental space is used. This baseline also established both programmatic deficits and inefficiencies. Along with this information, growth projections, circulation factors, and key adjacencies were incorporated into a comprehensive program spreadsheet.

Efficiencies Through County Adopted Space Standards

Applying County adopted space standards to existing and projected departmental headcounts resulted in reductions in the amount of square footage needed on a per person basis and typically resulted in a reduction of the overall space requirements for the non-court functions.

Use of Historic Courthouse Mezzanines

During Phase II programming, it was determined that the 2nd and 4th floor mezzanines are not ideally suited for permanent departmental office space due to limitations in both natural daylight and floor to ceiling heights. Therefore, whenever possible, the team dedicated programming elements such as shared conferencing space, storage, and select ancillary space to this area, respectful of necessary department adjacencies.

Image of Historic Courthouse Mezzanine

INCORPORATING PHASE I RECOMMENDATIONS

Phase I recommended renovating the Historic Courthouse to include Family and Civil courtrooms and relocating Criminal courts to a new Criminal Courthouse built on the site of the Safety Building. A table was developed to show the future location of the court functions in the Historic Courthouse (Table 2.1).

ESTABLISHING A BASELINE

Core elements like stairs, public corridors, public restrooms and vertical circulation were all determined to remain in their current location and were designated as non-assignable square footage. Similarly, certain programmatic elements like the cafeteria and the shoe shine (which were outside the scope of the Phase II investigation) were left in place and designated as non-assignable square footage. The MEP and Phase I Family and Civil courtrooms recommendations were then incorporated into the Historic Courthouse floor plans, resulting in +/- 390,000 SF of unassigned spaces (including mezzanines) that could be used for non-court Departments.

KEY FINDINGS

MEP Recommendations for Historic Courthouse

An analysis of the existing mechanical, electrical, and plumbing systems took place to determine the best way to meet the future needs of the Historic Courthouse. The consultant team developed multiple MEP strategies, each with the overall goal of balancing usable square footage, longterm serviceability, efficiency, and cost.

The recommended Mechanical solution stacks new mechanical rooms in four of the light courts. This would remove all of the exterior ductwork that currently fills large portions of these spaces and would allow easy access to equipment while minimizing the amount of usable floor space lost to mechanical rooms (Figure 2.1). The new rooms would be approximately 15' wide and run the length of the light courts.

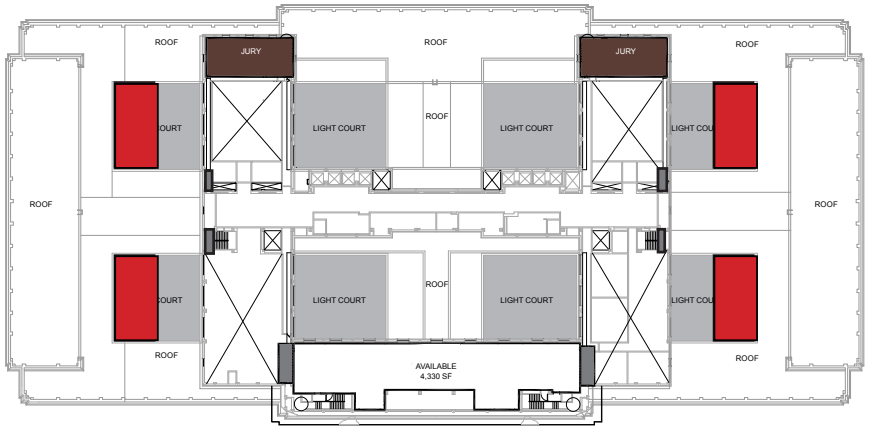


Figure 2.1 - New mechanical rooms in red located in existing light courts

New electrical rooms will be needed on both sides of the main corridor of the Historic Courthouse. Plumbing alterations will be limited to renovated spaces without a requirement for new rooms.

Mechanical and electrical rooms were accounted for on each floor plan. These spaces remained constant in each of the blocking and stacking scenarios. Placement of both electrical and mechanical systems were done to maximize the amount of usable floor space. Additional bathrooms and/or plumbing fixtures will require further analysis in later Phases.

Existing Adjacencies

Existing departmental locations were compared with desired departmental adjacencies. This included studying any required, non-departmental adjacencies such as access to the Public, Courts and/or any other County owned facilities. In many cases, it was determined that existing departmental adjacencies worked well. As result, these departments were maintained in the same location throughout the various scenarios.

Table 7
HISTORIC COURTHOUSE - PROPOSED LITIGATION SPACES

LITIGATION SPACES:	Civil / Criminal	Family / Flex					TOTAL Civil	TOTAL Family	TOTAL Criminal	TOTAL Flex	TOTAL
7th Floor								2		2	4
Room #:	702	712	Flex	Flex	Potentially Create Two New Courtrooms						
NSF:	*1,558*	*1,558*	*1,292*	*1,292*							
Room #:						Eliminate All Hearing Rooms					
NSF:											
Room #:											
NSF:											
6th Floor								8			8
Room #:	608	615	622	623							
NSF:	*2,173*	*1,554*	*1,316*	*1,316*							
Room #:	629	632	634	635							
NSF:	*1,554*	*1,796*	*1,796*	*2,173*							
5th Floor							3	8			11
Room #:	500	501	502	503	504	508					
NSF:	*2,448*	*1,964*	*1,964*	*1,964*	*1,694*	*1,092*					
Room #:	509	512	513	514	515						
NSF:	*1,092*	*1,732*	*1,964*	*1,964*	*1,964*						
4th Floor							14				14
Room #:	400*	401	402	403	404	408					
NSF:	*2,448*	*1,964*	*1,964*	*1,964*	*1,964*	*1,092*					
Room #:	409	412	413	414	415						
NSF:	*1,092*	*1,964*	*1,964*	*1,964*	*1,964*						
Room #:	400-AF	400-AK	400-E	400-H	* Note: Room 400 is used for Calendar Call						
NSF:	*418*	*324*	*619*	*391*							
2nd Floor							2				2
Room #:	206	208		= Indicates one of the original 20 courtrooms							
NSF:	*1,440*	*1,440*									
TOTAL							**19**	**18**	**0**	**2**	**39**
Judicial Officers (2040)							**19**	**18**		**1**	**38**

Note: The Restraining Order Clinic and other Family Court office functions would relocate to the 6th Floor into space vacated by the Chief Judge's Office / Court Administration.

MILWAUKEE COUNTY COURTHOUSE PROJECT *HGA / JPA / IBC*

Table 2.1 - Proposed Litigation Spaces, Table 7 from Phase I of the Milwaukee County Courthouse Project

Historical Spaces

Certain spaces within the Courthouse retain original historic features and finishes and still serve the intended function for that space. Additionally, programmatic adjacencies of these spaces align with the findings from the programming interviews. As a result, it was determined that these spaces (such as Register of Deeds) could remain in their current location.

Renovation Cost vs Location

A cost analysis of the various programmatic scenarios was conducted to determined whether departmental location within the Historic Courthouse would impact overall renovation costs. Each scenario worked with the same MEP constraints, court functions as described in Phase I, and treatment of historical, non-court spaces. It was determined that programmatic placement produced little variation in the overall estimated renovation cost. As a result, ideal program adjacencies should be respected when possible and drive future space planning efforts.

BLOCKING & STACKING SCENARIOS

Four blocking and stacking scenarios were developed. Each scenario looked at different ways to improve departmental adjacencies and test which adjacencies and functions were most important. Each of the scenarios assumed that a new 376,500 SF Criminal Courthouse (inclusive of parking) will replace the Safety Building as recommended in Phase I and that it will meet the projected 2041 court related space needs. Minor variations among the four scenarios represent responses and feedback from departmental surveys and interviews that were conducted in Phase II.

Images of Register of Deeds in the Historic Courthouse

Scenario 1

Scenario 1 represents the recommendations from Phase I for Court and Non-Court functions (Figure 2.2). Civil and Family courts are placed in the Historic Courthouse and a new Criminal courthouse is constructed on the site of the existing Safety Building. Additionally, non-court departments are house within the Historic Courthouse while the Sheriff and IMSD are in a new building or leased space.

Scenario 2

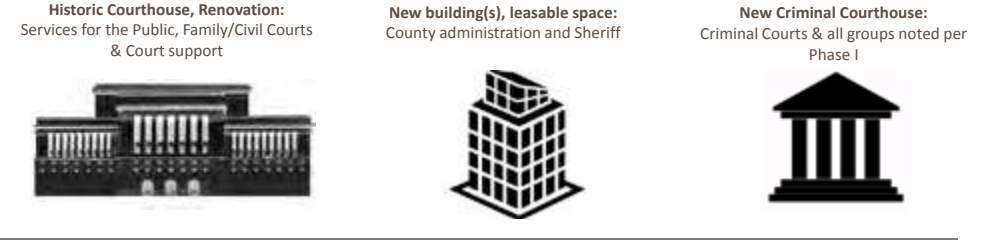
Scenario 2 locates all County Administration groups, Public services, Family/Civil courts and all related support in the Historic Courthouse. Sheriff and DA would be housed in a new building or leased space. Criminal Courts and various Criminal Court support functions would be housed within the new Criminal Courthouse proposed in Phase I (Figure 2.3).

Scenario 3

Scenario 3 locates most current Safety building occupants (Sheriff, DA and COC Criminal) and services relating to the Public and Family/ Civil courts in the Historic Courthouse. Various County Administration groups would co-exist in a new building or leased space and the new Criminal Courthouse proposed in Phase I would replace the current Safety Building (Figure 2.4)

Scenario 4

Scenario 4 proposes that most all existing Historic Courthouse non-court tenants remain, with the addition of the District Attorney. County Administration located at 633 W Wisconsin and the Sheriff are placed in either a new building or leased space and the new Criminal Courthouse proposed in Phase I would replace the current Safety Building (Figure 2.5).



SCENARIO 1

Historic Courthouse, Renovation:
Services for the Public, Family/Civil Courts, Court Support and County Administration

368,405 [1]

AE & ES	7,140
Budget	2,150
Cafeteria	10,500
CBDP	1,310
CBO	1,540
Child Support	21,340
Clerk of Courts [3]	31,660
Comptroller	9,500
Corporation Counsel	4,100
County Board	8,600
County Clerk	3,200
County Executive	7,100
Court Admin [4]	11,570
DAS – Director's Office	350
DHR	13,210
District Attorney	37,430
Economic Development	1,750
Election Commission	3,240
Ethics	290
Facilities (office only)	1,720
Family/Civil Courts	160,000
IMSD	940
OEM (office only)	3,200
Persons w/ Disabilities	800
Planning & Development	1,855
Procurement	2,450
Register of Deeds	9,500
Risk Management	1,170
Shared Conference	9,090
Treasurer	1,700
Available [6]	22,320

New building(s) / leasable space
IMSD & Sheriff

53,600 [2]

IMSD	10,270
Sheriff	43,330

New Criminal Courthouse:
Criminal Courts & all groups noted per Phase I

360,500 [5]

Clerk of Courts – Admin	5,355
Clerk of Courts – JIS	1,600
Clerk of Courts – Criminal Div	18,800
Court Support	10,665
Criminal Courts	141,293
DA – Victim Witness	8,400
DA – Trial Prep Workspace	5,000
District Court Admin	5,950
Facility Support	22,135
Justice Point	19,880
Public Defender Workspace	2,500
Sallyport, Holding & Security	9,200
WCS	4,950
Subtotal	255,728
M/E Factor (11%)	28,130
Subtotal	283,858
Bdg Gross Factor (27%)	76,642
TOTAL	360,500
Parking	16,000
Building size w/ Parking	376,500

Footnotes:

1 Approximate usable space reflected in floor plans. Does not include new mechanical and electrical rooms, basement level, or available space.

2 Department program only, reflective of new building circulation factor.

3 Clerk of Courts is inclusive of the following departments: Civil / Family Division, Milwaukee Justice Center, Law Library, Civil Records, Foreclosure Mediation, Register in Probate, Family Court Commissioner, Restraining Order Clinic.

4 Court Admin is inclusive of the following departments, currently located in the Historic Courthouse: Court Reporting Services, Domestic Violence Interview / Waiting, Law Clerks and Court Reporters.

5 Space types and square footage amount per Phase 1 recommendation, page 181 of report, Scenario #2, targeting 2040.

6 More than half of "available" space is located on the mezzanines.

Figure 2.2 - Scenario 1 Summary

SCENARIO 2

Historic Courthouse, Renovation:
Services for the Public, Family/Civil Courts, Court Support, & County Administration

340,940 [1]

AE & ES	6,970
Budget	1,670
Cafeteria	10,500
CBDP	1,310
CBO	1,540
Child Support	20,150
Clerk of Courts [3]	29,730
Comptroller	9,510
Corporation Counsel	3,750
County Board	9,980
County Clerk	3,200
County Executive	7,140
Court Admin [4]	11,570
DAS – Director's Office	230
DHR	11,390
Dist. Court Admin	5,340
Economic Development	1,750
Election Commission	2,530
Ethics	290
Facilities (office & mail)	5,260
Family/Civil Courts	160,000
IMSD	11,070
Persons w/ Disabilities	800
Planning & Development	1,860
Procurement	2,450
Register of Deeds	9,500
Risk Management	1,500
Shared Conferencing	8,320
Treasurer	1,630
Available	51,030

New building(s) / leasable space
DA & Sheriff

77,950 [2]

DA	34,620
Sheriff	43,330

New Criminal Courthouse:
Criminal courts & all groups noted per Phase I

360,500 [5]

Clerk of Courts – Admin	5,355
Clerk of Courts – JIS	1,600
Clerk of Courts – Criminal Div	18,800
Court Support	10,665
Criminal Courts	141,293
DA – Victim Witness	8,400
DA – Trial Prep Workspace	5,000
District Court Admin	5,950
Facility Support	22,135
Justice Point	19,880
Public Defender Workspace	2,500
Sallyport, Holding & Security	9,200
WCS	4,950
Subtotal	255,728
M/E Factor (11%)	28,130
Subtotal	283,858
Bdg Gross Factor (27%)	76,642
TOTAL	360,500
Parking	16,000
Building size w/ Parking	376,500

Footnotes:

1 Approximate usable space reflected in floor plans. Does not include new mechanical and electrical rooms, basement level, or available space.

2 Department program only, reflective of new building circulation factor.

3 Clerk of Courts is inclusive of the following departments: Civil / Family Division, Milwaukee Justice Center, Law Library, Civil Records, Foreclosure Mediation, Register in Probate, Family Court Commissioner, Restraining Order Clinic.

4 Court Admin is inclusive of the following departments, currently located in the Historic Courthouse: Court Reporting Services, Domestic Violence Interview / Waiting, Law Clerks and Court Reporters.

5 Space types and square footage amount per Phase 1 recommendation, page 181 of report, Scenario #2, targeting 2040.

6 More than half of "available" space is located on the mezzanines.

Figure 2.3 - Scenario 2 Summary

SCENARIO 3

Historic Courthouse, Renovation:
Select Safety building occupants, Services for the Public, Family/Civil Courts & Court support

349,990 [1]

Cafeteria	10,500
Child Support	21,340
Clerk of Courts [3]	33,090
County Clerk	3,200
Court Admin [4]	11,570
District Attorney	40,940
Election Commission	3,240
Facilities (office only)	1,720
Family / Civil Courts	160,000
IMSD	940
Register of Deeds	9,500
Sheriff	53,950
Available	41,760

New building(s) / leasable space
County Administration

99,398 [2]

AE & ES	6,200
Budget	1,480
CBDP	1,170
CBO	1,370
Comptroller	8,450
Corporation Counsel	3,330
County Executive	6,010
County Board	8,530
DAS – Director's Office	200
DHR	9,570
Economic Development	1,560
Ethics	260
IMSD	10,270
OEM (office only)	2,120
Persons w/ Disabilities	720
Planning & Development	1,650
Procurement	2,180
Risk Management	990
Shared Conference	3,000
Treasurer	1,450
Subtotal	70,510
M/E Factor (11%)	7,756
Subtotal	78,266
Bdg Gross Factor (27%)	21,132
TOTAL	99,398
Parking	

New Criminal Courthouse:
Criminal Courts & all groups noted per Phase I

360,500 [5]

Clerk of Courts – Admin	5,355
Clerk of Courts – JIS	1,600
Clerk of Courts – Criminal Div	18,800
Court Support	10,665
Criminal Courts	141,293
DA – Victim Witness	8,400
DA – Trial Prep Workspace	5,000
District Court Admin	5,950
Facility Support	22,135
Justice Point	19,880
Public Defender Workspace	2,500
Sallyport, Holding & Security	9,200
WCS	4,950
Subtotal	255,728
M/E Factor (11%)	28,130
Subtotal	283,858
Bdg Gross Factor (27%)	76,642
TOTAL	360,500
Parking	16,000
Building size w/ Parking	376,500

Footnotes:

1 Approximate usable space reflected in floor plans. Does not include new mechanical and electrical rooms, basement level, or available space.

2 Department program only, reflective of new building circulation factor.

3 Clerk of Courts is inclusive of the following departments: Civil / Family Division, Milwaukee Justice Center, Law Library, Civil Records, Foreclosure Mediation, Register in Probate, Family Court Commissioner, Restraining Order Clinic.

4 Court Admin is inclusive of the following departments, currently located in the Historic Courthouse: Court Reporting Services, Domestic Violence Interview / Waiting, Law Clerks and Court Reporters.

5 Space types and square footage amount per Phase 1 recommendation, page 181 of report, Scenario #2, targeting 2040.

6 More than half of "available" space is located on the mezzanines.

Figure 2.4 - Scenario 3 Summary

SCENARIO 4

Historic Courthouse, Renovation:
Services for the Public, Family/Civil Courts & Court support

339,950 [1]

Budget	2,150
Cafeteria	10,500
Child Support	21,340
Clerk of Courts [3]	33,090
Comptroller	9,500
Corporation Counsel	4,100
County Board	8,600
County Clerk	3,200
County Executive	7,100
Court Admin [4]	11,570
DAS – Director's Office	350
District Attorney	40,000
Election Commission	3,240
Ethics	290
Facilities (office only)	1,720
Family/Civil Courts	160,000
IMSD	940
Persons w/ Disabilities	800
Register of Deeds	9,500
Risk Management	1,170
Shared Conference	9,090
Treasurer	1,700
Available	50,080

New building(s), leasable space:
County administration and Sheriff

82,420 [2]

AE & ES	6,200
CBDP	1,170
CBO	1,370
DHR	9,570
Economic Development	1,560
IMSD	10,270
OEM (office only)	2,120
Planning & Development	1,650
Procurement	2,180
Shared Conference	3,000
Sheriff	43,330

New Criminal Courthouse:
Criminal Courts & all groups noted per Phase I

360,500 [5]

Clerk of Courts – Admin	5,355
Clerk of Courts – JIS	1,600
Clerk of Courts – Criminal Div	18,800
Court Support	10,665
Criminal Courts	141,293
DA – Victim Witness	8,400
DA – Trial Prep Workspace	5,000
District Court Admin	5,950
Facility Support	22,135
Justice Point	19,880
Public Defender Workspace	2,500
Sallyport, Holding & Security	9,200
WCS	4,950
Subtotal	255,728
M/E Factor (11%)	28,130
Subtotal	283,858
Bdg Gross Factor (27%)	76,642
TOTAL	360,500
Parking	16,000
Building size w/ Parking	376,500

Footnotes:

1 Approximate usable space reflected in floor plans. Does not include new mechanical and electrical rooms, basement level, or available space.

2 Department program only, reflective of new building circulation factor.

3 Clerk of Courts is inclusive of the following departments: Civil / Family Division, Milwaukee Justice Center, Law Library, Civil Records, Foreclosure Mediation, Register in Probate, Family Court Commissioner, Restraining Order Clinic.

4 Court Admin is inclusive of the following departments, currently located in the Historic Courthouse: Court Reporting Services, Domestic Violence Interview / Waiting, Law Clerks and Court Reporters.

5 Space types and square footage amount per Phase 1 recommendation, page 181 of report, Scenario #2, targeting 2040.

6 More than half of "available" space is located on the mezzanines.

Figure 2.5 - Scenario 4 Summary

PRECEDENT STUDIES

The primary focus of this research was to understand how other counties around the country had utilized swing space to successfully complete their courthouse renovation. Several projects offered different solutions dependent on the availability, type, and proximity of swing space. Examples of swing spaces utilized in other projects included an office park located near the project, using existing administrative office buildings owned by the municipality, and purchasing an existing building within proximity of the project.

Research of similar projects by other government agencies was done to compare both the process and solutions for swing space. The projects researched were found on government websites, in public government documents, on websites of other architectural firms involved in courthouse projects, and articles from local publications where the projects were located. Recommended projects from Milwaukee County and other team members were considered in the research, as well as other projects discovered during the research process.

Swing space is defined as a temporary work environment or occupancy for a business, usually during a renovation or new construction project.

The criteria for the research included:

- Size of the project: Comparable square footage and number of buildings
- Type of building: Historic courthouse or buildings versus new courthouse or buildings
- Type of renovation: Includes office and historic courthouse renovation versus only infrastructure or ADA upgrades
- Solutions for swing space: Comparable decisions made to accommodate phasing

PROJECTS STUDIED

The following represent examples of projects which are most related to the approach and scope of the Milwaukee County Courthouse project:

-Metro Nashville Davidson County Courthouse Renovation
Nashville, TN

-Birch Bayh Federal Building & U.S. Courthouse Renovation
Indianapolis, IN

-Polk County Courts
Des Moines, IA

-Willows Courthouse
Glenn County, CA

-Broward County Courthouse
Fort Lauderdale, FL

-Governor George Deukmejian Courthouse
Long Beach, CA

KEY FINDINGS

Not a Unique Situation

It was found that many municipal and federal agencies faced similar challenges as Milwaukee County does in renovating an existing, historic courthouse while accommodating growth needs, modernizing courthouses, and updating ADA and infrastructure systems. While the projects researched did not always align exactly, they did validate the proposed renovation and construction process that Milwaukee County is planning to undertake.

A Need for Swing Space

Swing space calculations were estimated to determine the square footage required for sequencing both court and non-court functions. 159,000 square feet of office functions and courts will be displaced once the Public Safety Building is razed to accommodate the construction of a new criminal courthouse building. Based on research and discussion, leased space within a downtown office building or a new speculative office building could accommodate the office components being displaced from a demolition of the Public Safety Building and the renovation of the Courthouse. A vacant shopping mall or single story office building could potentially accommodate temporary courthouses because of the requirement for high ceiling heights and openness of space.

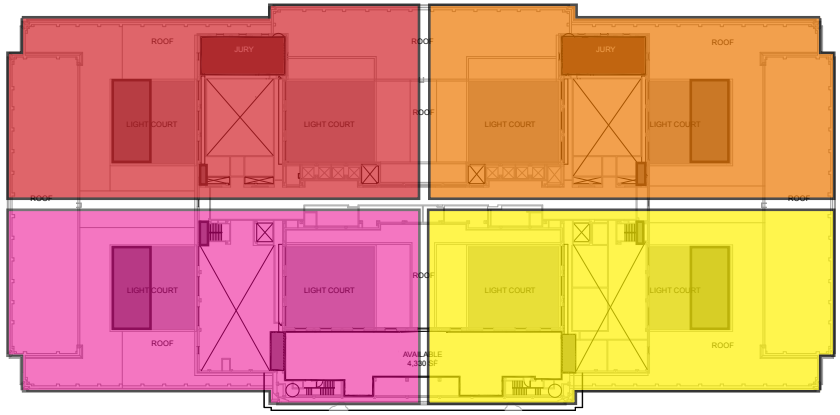


Figure 3.1 - Phasing diagram showing ideal quadrant divisions

Phased Construction

The Historic Courthouse must continue to function and provide public services while the project is under construction. While the demolition will create an immediate need for 159,000 SF of swing space, the amount of space will vary during the construction of the new criminal courthouse and the renovation of the Historic Courthouse. To ensure that the Historic Courthouse remains functional during the renovation, a phased construction is envisioned for the project. It was suggested that the equivalent of a single floor, roughly 30,000 square feet, would be the ideal amount of space for each phase. By dividing the courthouse into quadrants, upgrades to the mechanical, electrical and plumbing systems can be achieved while limiting the displacement of departments during renovation of the Courthouse (Figure 3.1). The 30,000 SF could include multiple, vertical quadrants or one single floor depending on the approach determined during the per-construction phase.

SAFETY BUILDING DUE DILIGENCE

Phase I determined the highest value of the existing Safety Building was its proximity to the Historic Courthouse and other County facilities and, as a result, recommended demolition of the structure. Phase I based this conclusion solely on the needs of the court functions. Phase II expanded this investigation to determine if the building would be suitable for non-court functions. Building tours were conducted to assess space allocation of non-court departments and their space utilization, as well as general building conditions. Additionally, a previous study was reviewed to see if any of the findings could be applied to meet the County's non-court space needs.

EXISTING CONDITIONS

The public safety building was built in 1929 and provided space for both the City and the County. The building consists of 6 floors plus a basement and sub-basement. Mezzanines are located on second, third, forth and sixth floor. The sub-basement, basement, and first floor utilize the full footprint of the building. A large gym with basketball courts, fitness equipment, and a second level track that wraps the playing surface occupies the center portion of the building on the first floor. The remaining floors having a large light court in the middle of the floor plate (Figure 4.1). Today, the light court houses mechanical equipment and ducts. Generally, the exterior of the building is in need of repair and suffers from deferred maintenance.

PREVIOUS STUDY

A previous study conducted in July of 2014 looked at the potential reuse of the Safety Building non-court spaces. That report suggested more shared amenities, a central green space, a retail component and a portion of the Sheriff's office. However, this study predated the Milwaukee County Courthouse Project Phase I study and, as a result, does not address the deficiencies of Court Function or the adjacencies that were identified in both Phases I and II. As a result, the study provides little support for reuse of the existing building to meet the needs of the County.

KEY FINDINGS

Inefficient For Non-Court Functions

Overall, the Safety Building does not function well for non-court departments. Interior space is poorly utilized with most departments lacking adequate space to meet their current needs. Other areas such as the holding cells and gun range no longer serve the intended programmatic purpose and sit vacant with no tangible use. Existing floor to floor heights vary from 11'- 6" to 15'-0", with variations sometimes occurring on the same floor (Figure 4.2). Additionally, portions of the tallest floors have mezzanines, which further limit the ceiling heights. Column spacing varies through the building and limits the flexibility for future use. Together, these conditions are less than optimal and are not reflective of modern office standards.

Highest and Best Use

Phase I determined the highest value of the existing Safety Building is its proximity to the Historic Courthouse and other County facilities. Due to functional deficiencies associated with courtrooms, it was recommended that the building should be demolished and a new criminal courthouse be built in its place. Phase II validated this conclusion by verifying the Safety Building provides no functional advantage for non-court programmatic elements of the Historic Courthouse and Safety Building. Therefore, the highest and best use of the Safety Building is to demolish it in favor of a vacant site for construction of a new Criminal Courthouse.

SECTION D: SAFETY BUILDING DUE DILIGENCE

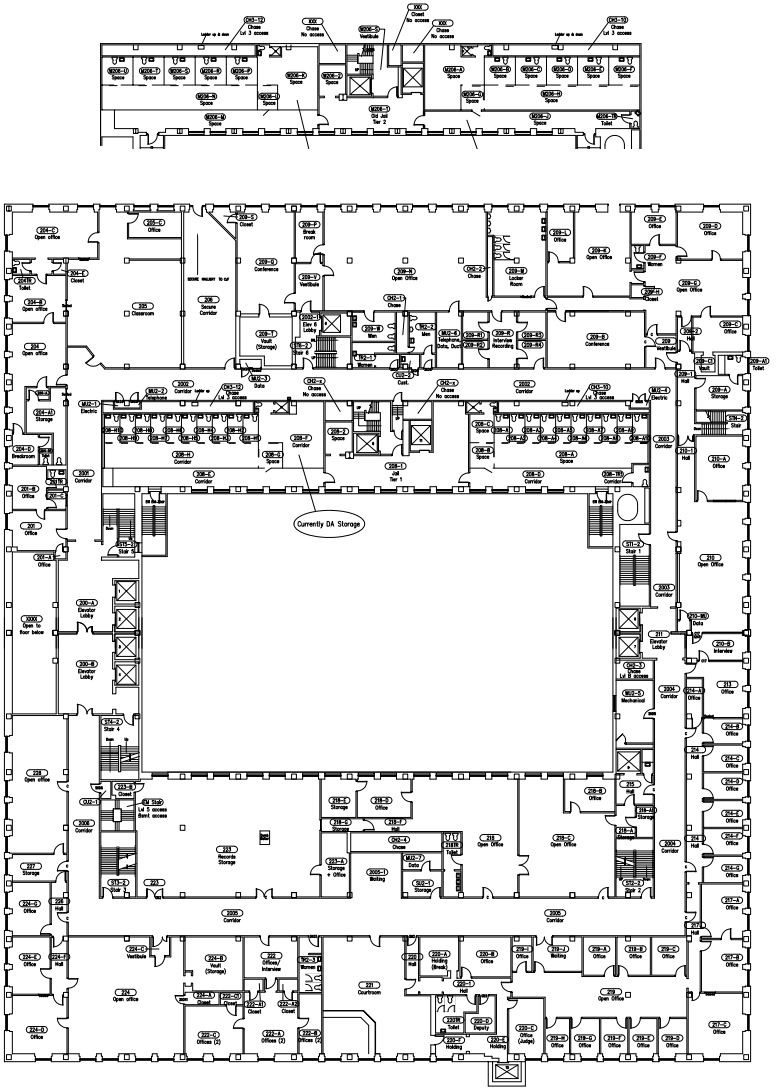


Figure 4.1 - Typical Safety Building Floor Plan and Mezzanine Plan

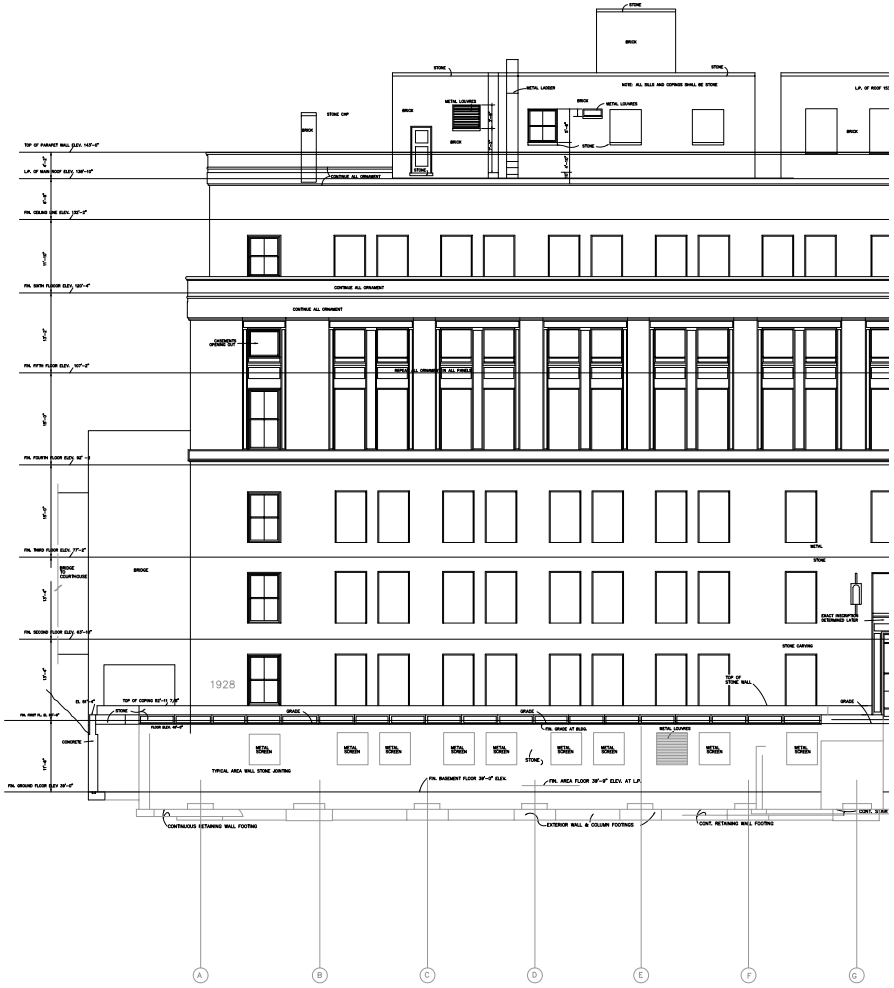


Figure 4.2 - Partial Safety Building Elevation showing floor to floor heights

VACANT SITE DUE DILIGENCE

As the County looks to the future with a full renovation of the Historic Courthouse and demolition and replacement of the Safety Building, a more complete understanding of alternate opportunities was sought. The consultant team was tasked to establish baseline costs for a stand-alone replacement of both facilities on a vacant site. Two scenarios were considered; 1. A stand-alone courthouse and administration building with structured parking, and 2. A stand-alone courthouse and administration building with surface parking. Both scenarios assume the replacement of all program associated with the court and non-court functions of the Historic Courthouse and Safety Building.

For the two studies, program assumptions were based on the need for 360,000 SF for all court functions per Phase I and 360,000 SF for non-court functions identified in Phase II. A parking ratio of 3 spaces per 1,000 square feet was used to determine a required amount of parking; a total of 1,200 spots. Options for both surface parking and structured parking were looked at to determine the amount of land required for a project of this scale. Parking stalls were assumed to be 9′ x 18′. Drive aisles were assumed to be 24′.

New building costs were estimated to be roughly $375/SF. The cost of land acquisition was assumed to be $125,000/acre. $1,500/space was used for surface parking while structured parking utilized $30,000/space. A construction escalation (four years) of 16%, a construction contingency of 10% and non construction costs of 33% were all assumed.

Vacant Site Option 1

Option 1 (Table 5.1) has a total program of 720,000 SF split evenly between court and non-court functions. As a downtown site is preferred with proximity to other county functions, structured parking was assumed to reduce the required amount of land. An estimated project cost of $459,906,00.00 was determined for Option 1.

Vacant Site Option 2

Option 2 (Table 5.2) also has a total program of 720,000 SF split evenly between court and non-court functions, but looked at a more suburban setting that would allow for surface parking. While the amount of land required increased, the cost per parking spot decreased. An estimated project cost of $414,344,000.00 was determined for Option 2.

KEY FINDINGS

Land Requirement

The amount of land needed for a new stand-alone facility varies considerably depending on program and type of parking supplied to support the facility. Surface parking requires far more land than structured parking, but the cost associated with it is considerably less. Depending on the use of surface or structured parking, a vacant site of 11 to 24 acres would be required. Due to this requirement, it is likely that a site with adequate space would not be located downtown and could result in additional long-term operational costs that were not considered in this study.

Vacant Assets

A new, stand-alone courthouse could leave the County with two vacant assets that would continue to need maintenance. Additionally, extensive renovations would be required to retrofit the buildings for potential tenants.

Highest and Best Use of the Historic Courthouse

While a vacant site may provide a cost-effective solution based strictly on construction costs, it is a solution that does not align with the County's needs. The highest and best use of the Historic Courthouse is renovation as recommended in the Phase I report with a combination of Civil Courts, Family Courts, and other non-court functions to ensure the safety of both county employees and the public.

VACANT SITE - STRUCTURED PARKING		LOCATION TBD	
Category	Unit	Calculations	Cost
A. SITE ACQUISITION			
1. Land Cost	$125,000 per Acre	x 16 Acres	$2,000,000
B. CONSTRUCTION COST			
1. Building Core and Shell	$150 per Building Square Foot	x 720,000	$108,000,000
2. Building Interior TI's - Court Functions	$300 per Building Square Foot	x 360,000	$108,000,000
Building Interior TI's - Non-Court Functions	$150 per Building Square Foot	x 360,000	$54,000,000
3. Secure Parking	$30,000 per Space	x 40 Spaces	$1,200,000
Structured Parking	$30,000 per Space	x 1,200 Spaces	$36,000,000
4. Sitework			
a. Asbestos Abatement of Safety Building	$12.00 per Building Square Foot	x 0	$0
b. Demolition of Safety Building / Bridges	$8.000 per Building Square Foot	x 0	$0
c. Site Development and Utilities	$20.00 per Building Square Foot	x 720,000	$14,400,000
5. Building Connectors			
a. Public / Staff Bridge	$15,000 per Linear Foot	x 0	$0
b. Detainee Tunnel	$15,000 per Linear Foot	x 0	$0
6. **SUBTOTAL BUILIDNG CONSTURCTION**		**Per Square Foot $449.44**	**$323,600,000**
C. CONTINGENCY			
1. Design / Construction Contingency	10% of Building Construction	x $323,600,000	$32,360,000
D. ESCALATION			
1. Future Escalation	3.5% per year to 2021 (4 years)	x $355,960,000	$52,510,000
2. **ESCALATED COST (2021 Dollars)**		**Per Square Foot $72.93**	**$408,470,000**
E. OTHER PROJECT COSTS			
1. Design Fees, Permits, Testing	11% of Building Construction	x $323,600,000	$35,596,000
2. Security/Technology Allowance	$12.00 per Building Square Foot	x 720,000	$8,640,000
3. Furniture, Fixtures, and Equipment	$10.00 per Building Square Foot	x 720,000	$7,200,000
4. **SUBTOTAL OTHER PROJECT COST**		**Per Square Foot $10.00**	**$51,436,000**
F. TOTAL COST		**Per Square Foot**	**Total**
1. **PROJECT COST (2021 Dollars)**		**$638.76**	**$459,906,000**

Note: Total costs may not calculate exactly based on square footages shown due to computer rounding of building gross areas.

Figure 5.1 - Vacant Site Study - Option 1 Structured Parking

VACANT SITE - SURFACE PARKING		LOCATION TBD	
Category	Unit	Calculations	Cost
A. SITE ACQUISITION			
1. Land Cost	$125,000 per Acre	x 24 Acres	$3,000,000
B. CONSTRUCTION COST			
1. Building Core and Shell	$150 per Building Square Foot	x 720,000	$108,000,000
2. Building Interior TI's - Court Functions	$300 per Building Square Foot	x 360,000	$108,000,000
Building Interior TI's - Non-Court Functions	$150 per Building Square Foot	x 360,000	$54,000,000
3. Secure Parking	$30,000 per Space	x 40 Spaces	$1,200,000
Surface Parking	$1,500 per Space	x 1,200 Spaces	$1,800,000
4. Sitework			
a. Asbestos Abatement of Safety Building	$12.00 per Building Square Foot	x 0	$0
b. Demolition of Safety Building / Bridges	$8.000 per Building Square Foot	x 0	$0
c. Site Development and Utilities	$20.00 per Building Square Foot	x 720,000	$14,400,000
5. Building Connectors			
a. Public / Staff Bridge	$15,000 per Linear Foot	x 0	$0
b. Detainee Tunnel	$15,000 per Linear Foot	x 0	$0
6. **SUBTOTAL BUILIDNG CONSTURCTION**		**Per Square Foot $403.33**	**$290,400,000**
C. CONTINGENCY			
1. Design / Construction Contingency	10% of Building Construction	x $290,400,000	$29,040,000
D. ESCALATION			
1. Future Escalation	3.5% per year to 2021 (4 years)	x $319,440,000	$47,120,000
2. **ESCALATED COST (2021 Dollars)**		**Per Square Foot $65.44**	**$366,560,000**
E. OTHER PROJECT COSTS			
1. Design Fees, Permits, Testing	11% of Building Construction	x $290,400,000	$31,944,000
2. Security/Technology Allowance	$12.00 per Building Square Foot	x 720,000	$8,640,000
3. Furniture, Fixtures, and Equipment	$10.00 per Building Square Foot	x 720,000	$7,200,000
4. **SUBTOTAL OTHER PROJECT COST**		**Per Square Foot $10.00**	**$47,784,000**
F. TOTAL COST		**Per Square Foot**	**Total**
1. **PROJECT COST (2021 Dollars)**		**$575.48**	**$414,344,000**

Note: Total costs may not calculate exactly based on square footages shown due to computer rounding of building gross areas.

Figure 5.2 - Vacant Site Study - Option 2 Surface Parking

DETAILED ANALYSIS

OVERVIEW

The Executive Summary provides a condensed overview of the project's process and key findings. The Detailed Analysis section of the report provides greater depth into the methodology, data gathered, and outcomes of each sections. The analysis is broken up into the following sections:

- Section A: Programming
  - -Tours
  - -Existing Conditions
  - -Departmental Questionnaire & Interviews
  - -Existing Floor Plans and Axonometrics
  - -County Adopted Space Standards
  - -Circulation Factors
  - -Growth Projections
  - -Comprehensive Program Summary
  - -Program Per Department & Adjacency Diagrams
  - -Key Findings
- Section B: Blocking & Stacking
  - -Phase I Recommendations
  - -Establishing a Baseline
  - -MEP
  - -Key Findings
  - -Blocking & Stacking Scenario
- Section C: Swing Space
  - -Precedent Studies
  - -Projects Studied
  - -Key Findings
- Section D: Safety Building Due Diligence
  - -Existing Conditions
  - -Previous Study
  - -Key Findings
- Section E: Vacant Site Due Diligence
  - -Site Options
  - -Key Findings

Following is a brief summary of each section:

Section A: Programming

The high level programming performed in Phase II represents the foundation of this report. Existing conditions, key departmental adjacencies, and growth projections were compiled from information obtained through site visits, departmental surveys, and departmental interviews.

Section B: Blocking & Stacking

Once implemented, Phase I recommendations leave approximately 370,000 SF (+/-) of space for non-court functions. Four scenarios explore how this space could be utilized in different ways to best meet the County's needs.

Section C: Swing Space

Other counties around the country had utilized swing space to successfully complete a courthouse renovation. This section looks at how others have handled a similar process and what information could be applied to Milwaukee County.

Section D: Safety Building Due Diligence

Phase I explored the viability of reusing the Safety Building for court functions. Phase II expands upon this exploration to include non-court functions.

Section E: Vacant Site Due Diligence

As the County looks to the future with a full renovation of the Historic Courthouse and the replacement of the Safety Building, a more complete understanding of alternate opportunities was sought. The consultant team was tasked to establish baseline costs for a stand-alone replacement to both facilities on a vacant site.

SECTION A: PROGRAMMING

PROGRAMMING

Tours

Tours of the Historic Courthouse and Safety Building took place from late June to early July with additional verification and clarification happening through November. The project team was supplied a list of non-court departments located in the Historic Courthouse, Safety Building and 633 W. Wisconsin Avenue. They are as follows:

AE & ES
Budget
CBDP
CBO
Child Support*
Clerk of Courts*
-Admin / IT
-Civil / Family / Records
-Criminal Division*
-FCC
-Foreclosure Mediation
-Jury Management*
-Justice Point*
-Law Library
-MKE Justice Center*
-Register in Probate*
-Restraining Order Clinic*
-WCS / OWI*
Comptroller
Corporation Counsel
County Board
County Clerk
County Executive
DAS
DHR
District Attorney*
Economic Development
Election Commission
Ethics, PRB & CSC
Facilities Management
Forensics*
IMSD
OEM
Persons w/ Disabilities
Planning & Development
Procurement
Register of Deeds
Risk Management
Sheriff*
Treasurer

* Overlap in programming from Phase I to Phase II due to duality in functions

Existing Conditions

Current information was collected, verified and documented for each non-court department on County provided floor plans. Site observations were documented in photographs and provided an understanding of how current space was being utilized. General overall conditions of the buildings were observed and recorded, but the effort does not constitute a detailed building assessment. The goal of the tours was to establish departmental extents and gain an understanding of current space metrics and uses. Findings and observations were reviewed and clarified during departmental interviews. Separate tours were conducted by the consultant team to assess the mechanical, electrical, and plumbing systems of the Historic Courthouse in order to determine viable solutions for future renovations. From information gathered, floor plans and axons of current departmental locations were constructed.

Departmental Questionnaire & Interviews

A departmental questionnaire was created (Figure 1.1) and distributed to each interviewee prior to the departmental interview. Questions regarding current and future headcount, a breakdown of staff counts by title, ancillary space needs, adjacency needs and storage needs (reduction or increase) were included. Interviewees were asked to review the questions and, if possible, have the survey completed for discussing at their interview. The consultant team then personally met with each interviewee and verified each department's current space extents via floor plans. The survey questions were then reviewed and, if items required confirmation, the consultant team followed up to ensure completion of the information gathering.

MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: _____

Department: _____

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions **in advance** of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

_____ CURRENT **Total** staff

_____ CURRENT Full time staff

_____ CURRENT Part time staff

_____ CURRENT Seasonal (interns)

_____ CURRENT Remote (mobile) staff

_____ FUTURE **Total** staff

_____ FUTURE Full time staff

_____ FUTURE Part time staff

_____ FUTURE Seasonal (interns)

_____ FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

_____ Elected Official

_____ Division (Department) Head

_____ Deputy or Executive Director

_____ Managers

_____ Supervisors

_____ Professional (Attorney / HR / EAP / AAP)

_____ Architect / Engineer

_____ Clerical / Fiscal / Accnt / Admin

_____ Other – please indicate _____

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

_____ Conference rooms

_____ Storage rooms

_____ Kitchenettes

_____ Other (please indicate):

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021.

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

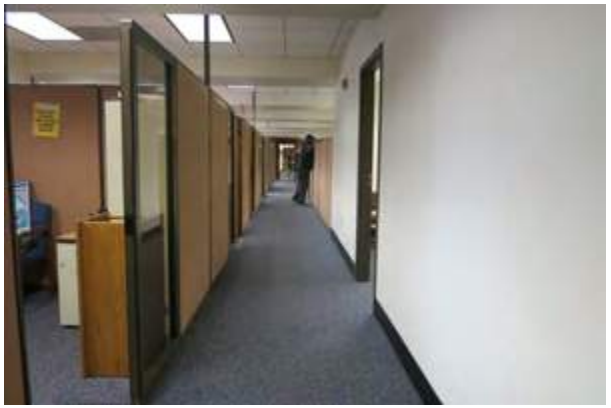
7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):

Secondary (occasional interaction with group / spaces):

8) Please list departments or spaces (if any) you prefer NO adjacency to.

Figure 1.1 - Departmental Questionnaire



Images from the Historic Courthouse and Safety Building

Existing Floor Plans and Axonometrics

Using County provided floor plans, the consultant team produced existing departmental plans of the Historic Courthouse (Figure A.01-A.14). Departmental locations were documented on building tours and confirmed at departmental interviews. Once established, existing floor plans were translated to an axonometric drawing to show vertical relationships and provide an overview of programmatic distribution throughout the Historic Courthouse (Axonometric A.1).

County Adopted Space Standards

In 2013, Milwaukee County adopted space standards based on GSA targets for various positions/categories. A Space Allocation Summary (Figure 1.2) shows the intended progression of space standards from "2009 Proposed" to "Transition" to "Goal" for each category. Current space utilization in the Courthouse and Safety Building often exceeds the '2009 Proposed' category. For future projections, the consultant team was directed to use the "Goal" standards laid out in Figure 1.2.

Space Allocation Summary

Proposed Space Allocation by Position Categories				2009 Proposed	Transition	Goal
Code	Position Type or Category	Constructed or Open Office	Job Title	Allocated Workspace Area (SF)	Workspace Area (SF)	Workspace Area (SF)
A	Executive	C	Elected Official	216	180	180
B	Administrator	C	Division Head	192	150	120
C	Managers	C	Deputy Director	160	150	120
D	Managers	C	Executive Director 2 & 3	144	120	120
E	Supervising Professionals	O	Supervisor 2 & 3 Section Heads	96	48	48
F	Architect/ Engineer	O	Space fo Large Plan Layout	72	48	48
G	Professional General	O	Clerical/Fiscal/Accnt/Admin 1	64	48	48
H	Professionals with Confidentiality Needs	O	Confidential w/No Conf Access; Attorney, HR; EAP/AAP	120	120	120

Figure 1.2 - Milwaukee County Adopted Space Standards

Circulation Factors

When compared to the space efficiency of a modern office building, the Historic Courthouse performs very poorly due to inconsistent column spacing, multiple light courts, and historical elements. As a result, the consultant team developed two circulation factors, one for the Courthouse and one for a modern office building, that could be applied to non-court departmental program numbers depending on where the department was located.

To determine a realistic circulation factor for the Historic Courthouse, test fits using the County adopted space standards were performed for various segments of the Historic Courthouse. Likewise, a similar exercise was performed for a typical bay of a hypothetical, new office building to determine a circulation factor for new construction. Resulting circulation factors of 35% for the Courthouse and 20% for a modern office building were realized.

DEPARMENT A
Courthouse Second Floor & New Building

		COURTHOUSE SECOND FLOOR					NEW BUILDING				
TITLE	SPACE	SIZE	SF	QTY	HDCNT	SF	SIZE	SF	QTY	HDCNT	SF
Director	Office	10 x 12	120	1	1	120	10 x 12	120	1	1	120
Managers	Office	10 x 12	120	5	5	600	10 x 12	120	5	5	600
Professional	Workstation	8 x 8	64	8	8	512	8 x 8	64	8	8	512
Administration	Workstation	6 x 6	36	12	9	432	6 x 6	36	12	9	432
Conference Rooms (Medium)	6 Person Conference Room	11 x 15	165	1	0	165	11 x 15	165	1	0	165
Conference Rooms (Medium)	6 Person Conference Room	13 x 18	225	1	0	225	12 x 12	144	1	0	144
Conference Room (Large)	12 Person Conference Room	17 x 20	340	1	0	340	16 x 20	310	1	0	310
Reception with Waiting	Reception with Waiting	10 x 30	300	1	0	300	14 x 20	280	1	0	280
Quiet Room	Quiet Room	9 x 10	85	1	0	85	8 x 10	80	1	0	80
Copy/Work Room	Copy/Work Room	12 x 20	240	1	0	240	12 x 20	240	1	0	240
Breakroom	12 Person Breakroom	14 x 20	280	1	0	280	15 x 20	290	1	0	290
Secure File Room	Storage Room	10 x 12	120	1	0	120	10 x 12	120	1	0	120
IT Server Room	IT Server Room	10 x 10	100	1	0	100	10 x 10	100	1	0	100
Coat Closet	Coat Closet	3 x 10	30	1	0	30	2 x 10	20	1	0	20
			Totals	36	23	3,549			36	23	3,413
			Total useable SF:			5,592			Total useable SF:		4,327
			Circulation Factor:			35%			Circulation Factor:		20%
			Efficiency Factor:			65%			Efficiency Factor:		80%

Figure 1.3 - Applying Circulation Factors to Standard Departmental Program

Once established, both circulation factors were applied to the future departmental programs (Figure 1.3). In conjunction with adopted County space standards, the factors help the consultant team to identify future efficiencies in both the Historic Courthouse and a new modern office building. Additionally, these resulting numbers were used to compare future efficiencies against the current conditions of the Historic Courthouse (Figure 1.5).

Effects of growth & new workplace space standards

Historic Courthouse today = 317 SF/Person
Renovated Courthouse 2021 = 215 SF/Person
New Building 2021 = 193 SF/Person

Figure 1.5 - Effects of County Space Standards and Efficiency Factors

Growth Projections

Phase I established a long term picture of the court needs projecting to 2040 and recommending the County build a new criminal courthouse. Phase I also detailed how the Historic Courthouse would be reconfigured for Civil and Family courts. After deductions of this court-dedicated space from the Historic Courthouse, approximately 390,000 SF of space remained for non-court functions.

Since more than half of the Historic Courthouse will remain dedicated to servicing the courts, the non-court functions were treated as more fluid and flexible in nature, with the potential to move to new space assuming key adjacencies were met. Much of the non-court departments function in a typical office environment and have many of the same needs. As such, five-year growth projections, which are an industry standard for leased office space, were agreed upon and used for the non-court departments. This approach painted an accurate picture of departmental space needs for both space planning and establishing renovation costs.

Comprehensive Program Summary

With all of the data gathered, the consultant team built a comprehensive spreadsheet that outlined current and future headcounts and associated square footage totals, and adjacency requirements for each department. This spreadsheet is the backbone of the report, allowing the team to quickly draw data and conclusive analysis around items such as efficiencies and growth projections (Table 1.4).

The bulk of the programming data resides in three columns; *2016*, *2021 - Courthouse*, and *2021 - New Building*. The *2016* column represent existing conditions without adopted County space standards or circulations factors. The SF numbers in this column were leveraged by direct area calculations of the departments' occupied space. The *2021 - Courthouse* column represents future growth when placed in the Historic Courthouse. The numbers are derived by applying both the County adopted space standards and the circulation ratio established for the Historic Courthouse to the five year departmental projections. The *2021 - New Building* column represents future growth when placed in a modern office building. The County adopted space standards, the established circulation ratio for a new office building, and departmental growth projection were used to determine the totals.

Departmental ancillary requirements such as break areas and conference rooms were briefly addressed during the survey and interviews. An effort to preserve space for these areas was observed by applying the following space standards per department: 1 conference room per 15 staff and 1 break room per 30 staff.

Program Per Department & Adjacencies Diagrams

Detailed individual department programs were constructed by the consultant team. The programs represent the findings from tours, existing space analysis, departmental questionnaire, and interviews. Growth projections were supplied by each department, to which County adopt-

ed space standards and circulation factors were then applied to create ultimate space needs projecting to 2021 (Table A.01-A.40). Key adjacencies were also noted for by each non-court department. Adjacency diagrams were developed to provide a quick, visual understanding of desired spatial relationships (Diagram A.01-A.39). It is important to note that the adjacency diagrams are independent of one another, meaning that if 'Group A' cited an adjacency to 'Group B', but 'Group B' did not cite an adjacency to 'Group A', that the adjacency is solely reflected on 'Group A's' diagram.

KEY FINDINGS

Existing and Future Departmental Space Metrics & Headcount

Through the programming process a clear understanding was established of existing departmental utilization ratios, current headcount, and how departmental space is used. This baseline also established both programmatic deficits and inefficiencies. Along with this information, growth projections, circulation factors, and key adjacencies were incorporated into a comprehensive program spreadsheet.

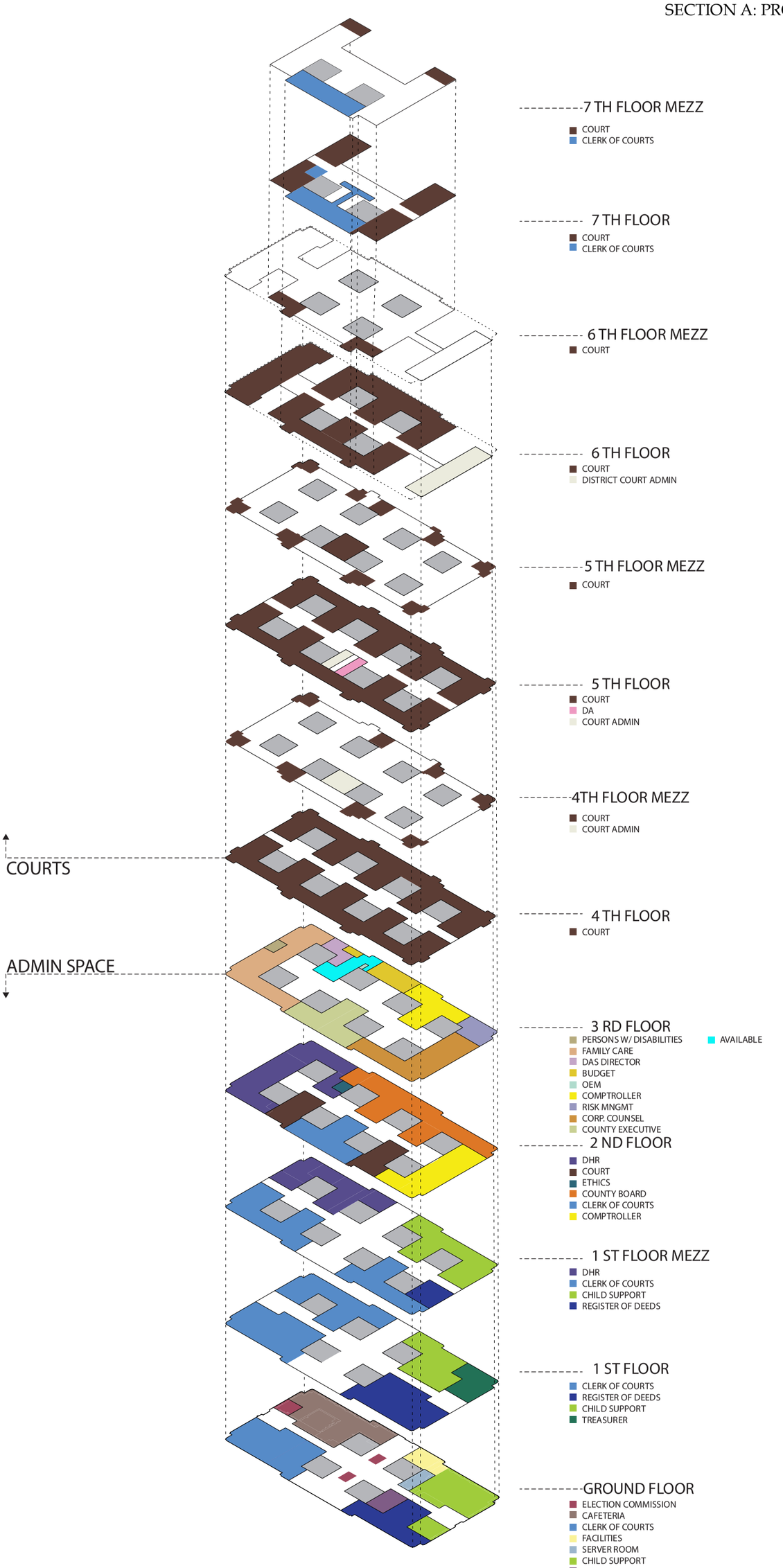
Efficiencies Through County Adopted Space Standards

Applying County adopted space standards to existing and projected departmental headcounts resulted in reductions in the amount of square footage needed on a per person basis and typically resulted in a reduction of the overall space requirements for the non-court functions.

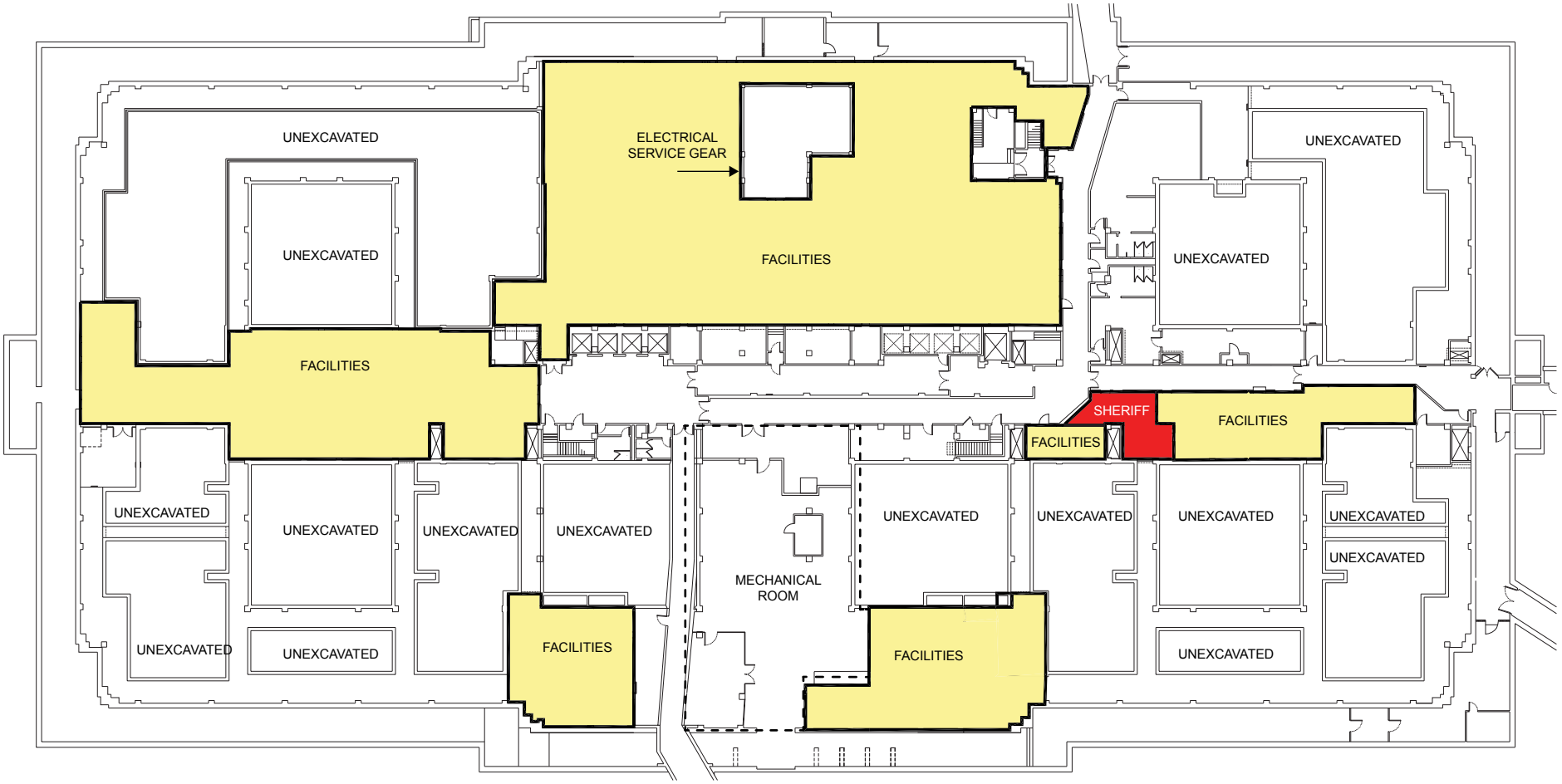
Use of Historic Courthouse Mezzanines

During Phase II programming, it was determined that the 2nd and 4th floor mezzanines are not ideally suited for permanent departmental office space due to limitations in both natural daylight and floor to ceiling heights. Therefore, whenever possible, the team dedicated programming elements such as shared conferencing space, storage, and select ancillary space to this area, respectful of necessary department adjacencies.

Images of Historic Courthouse Mezzanine



Axonometric A.1 - Axonometric of Historic Courthouse showing Existing Departmental Locations

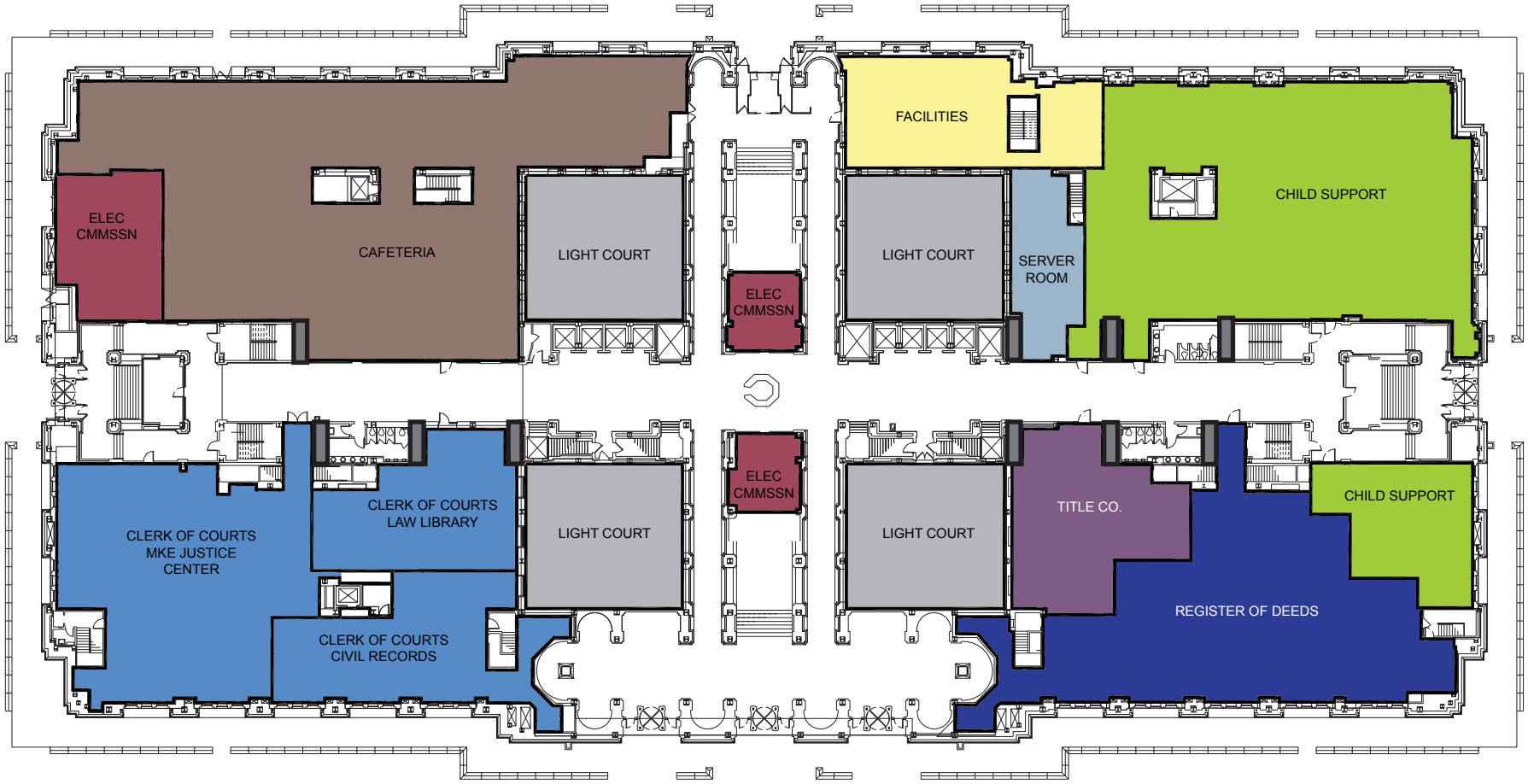


BASEMENT

SCALE = 1:50

0 25 50 N

Figure A.01 - Basement Floor Plan - Historic Courthouse Existing Locations of Court and Non-Court Departments



GROUND FLOOR

SCALE = 1:50

0 25 50 N

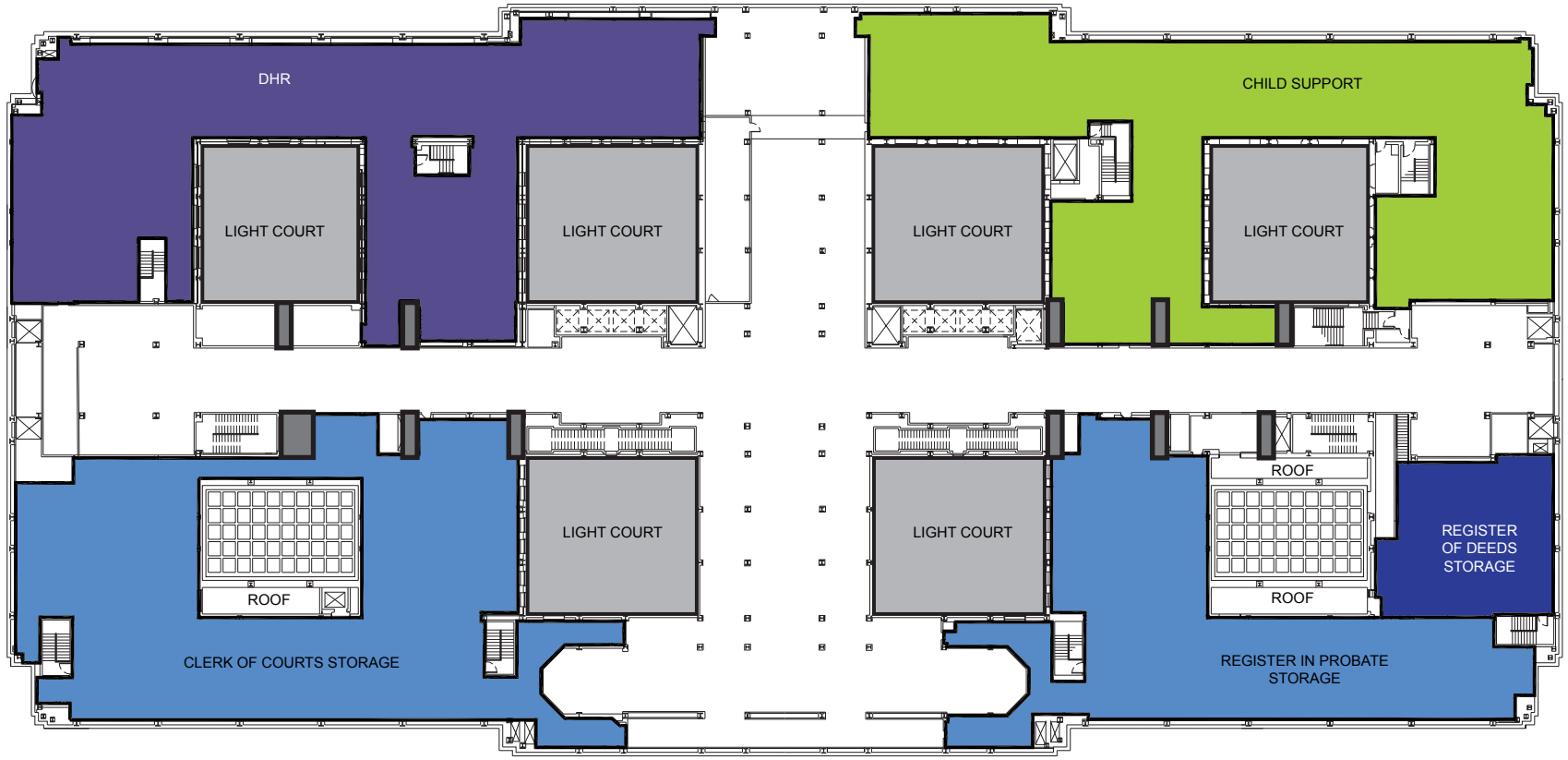
Figure A.02 - Ground Floor Plan - Historic Courthouse Existing Locations of Court and Non-Court Departments

FIRST FLOOR

SCALE = 1:50

0 25 50 N

Figure A.03 - First Floor Plan - Historic Courthouse Existing Locations of Court and Non-Court Departments



FIRST FLOOR MEZZANINE

SCALE = 1:50

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Figure A.04 - First Floor Mezzanine Plan - Historic Courthouse Existing Locations of Court and Non-Court Departments

SECOND FLOOR

SCALE = 1:50

0 25 50 N

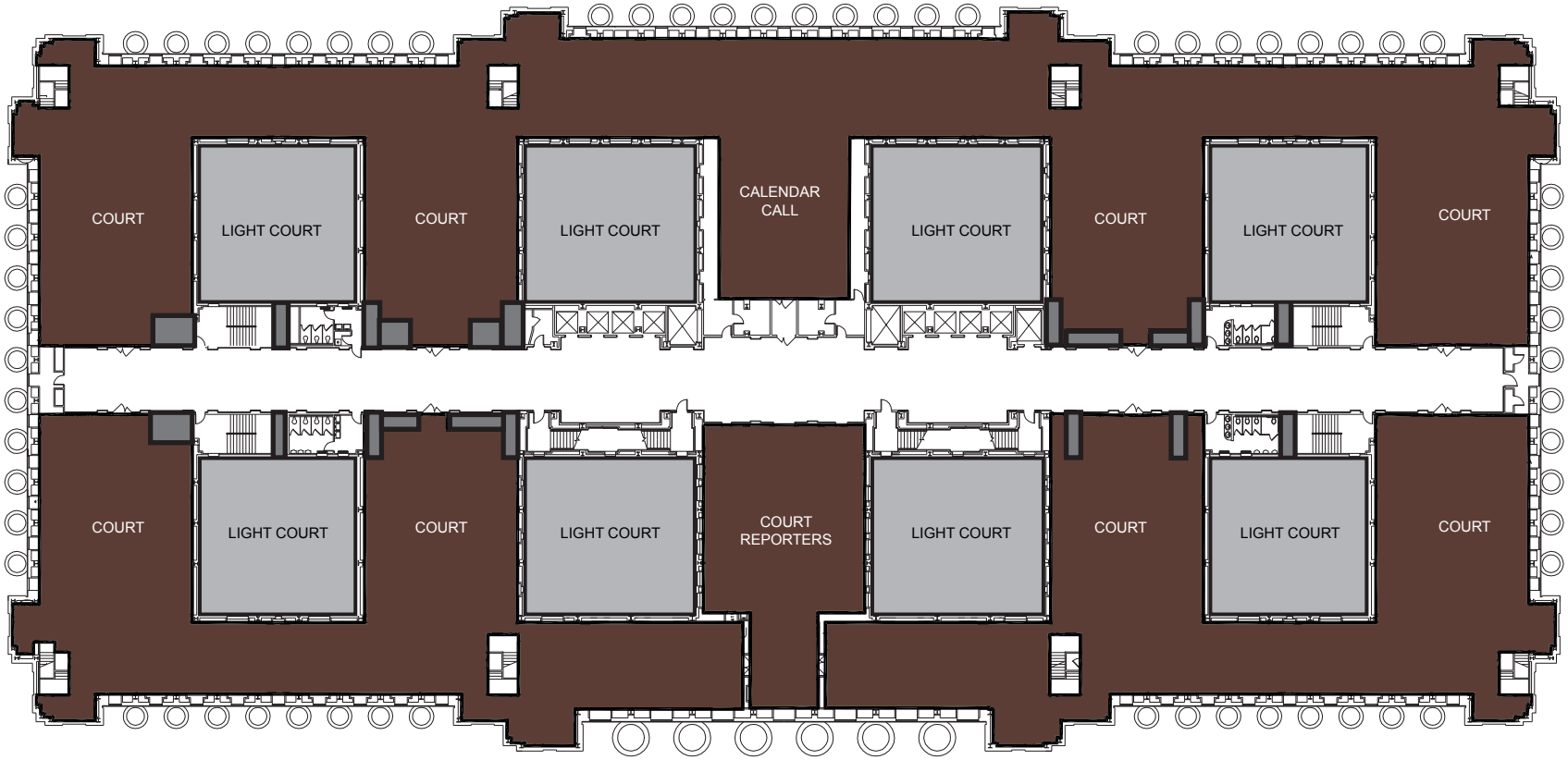
Figure A.05 - Second Floor Plan - Historic Courthouse Existing Locations of Court and Non-Court Departments

THIRD FLOOR

SCALE = 1:50

0 25 50 N

Figure A.06 -Third Floor Plan - Historic Courthouse Existing Locations of Court and Non-Court Departments

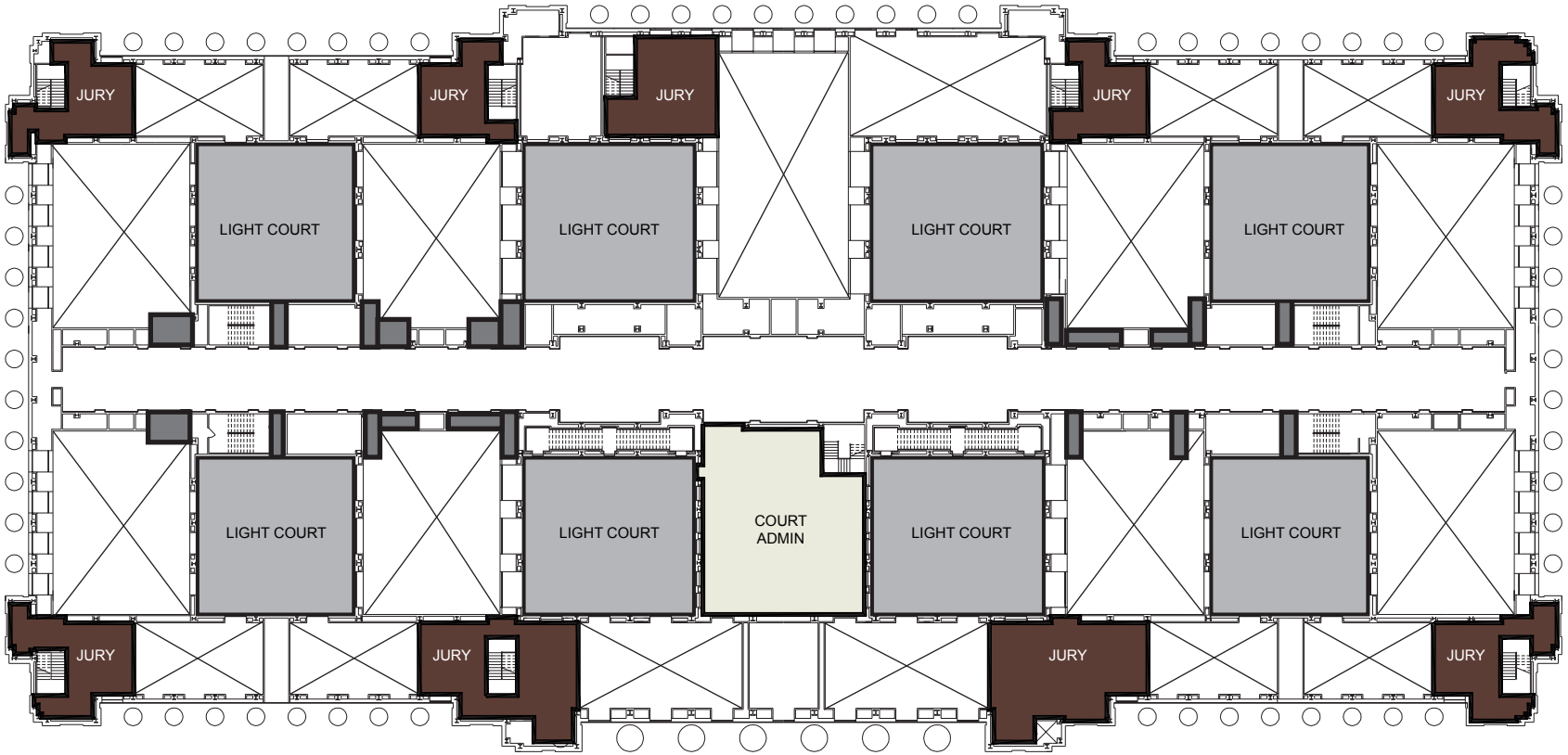


FOURTH FLOOR

SCALE = 1:50

0 25 50 N

Figure A.07 -Fourth Floor Plan - Historic Courthouse Existing Locations of Court and Non-Court Departments

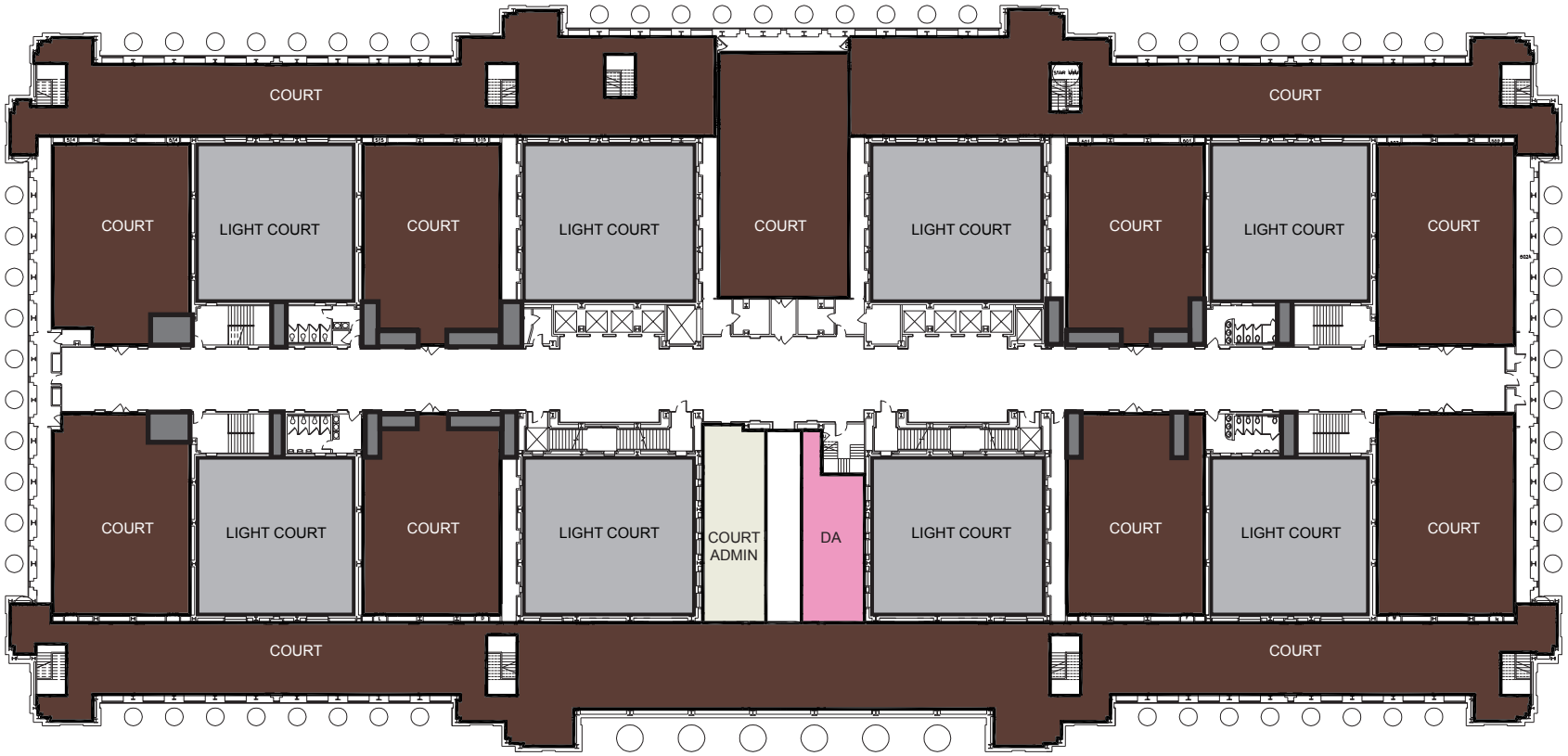


FOURTH FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure A.08 -Fourth Floor Mezzanine Plan - Historic Courthouse Existing Locations of Court and Non-Court Departments

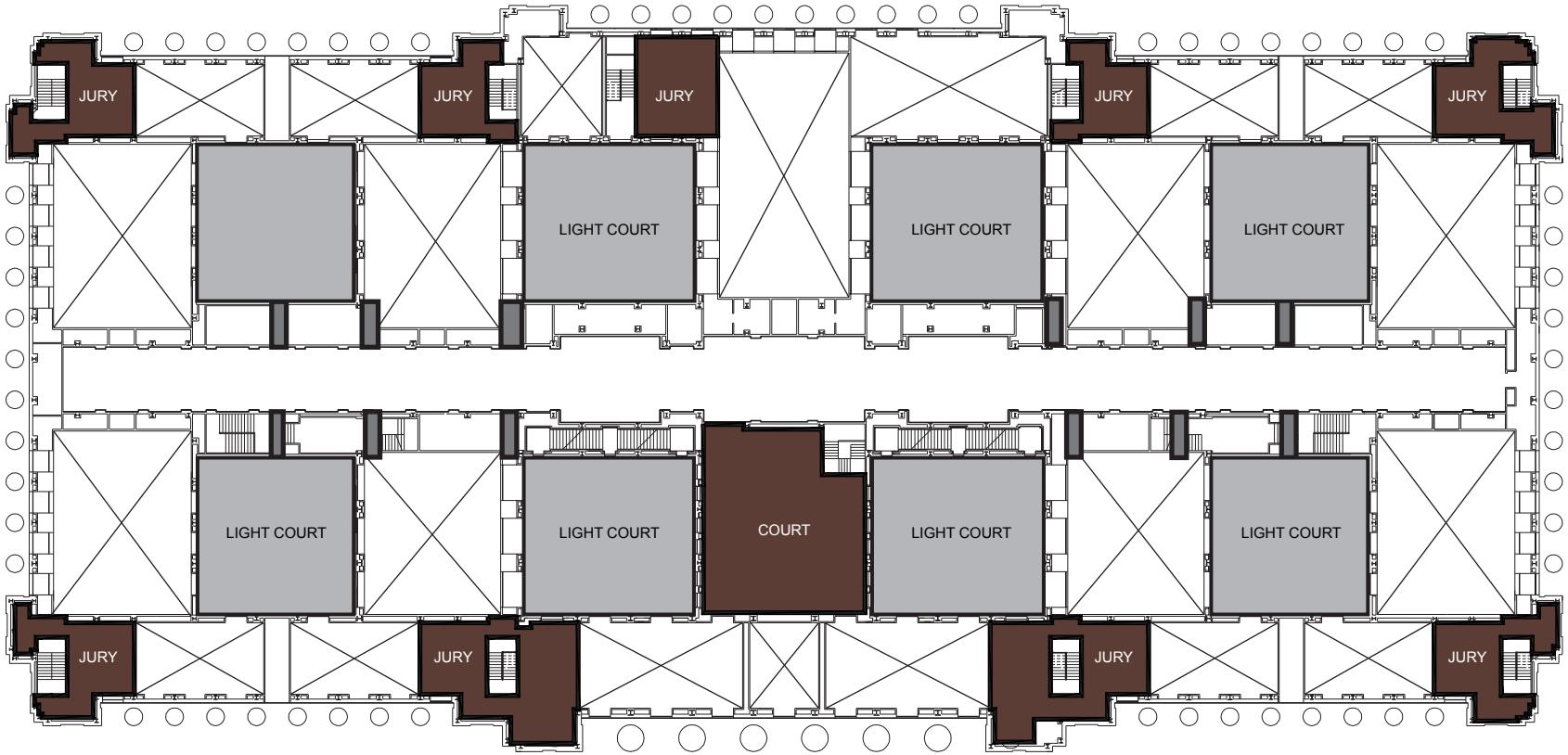


FIFTH FLOOR

SCALE = 1:50

0 25 50 N

Figure A.09 -Fifth Floor Plan - Historic Courthouse Existing Locations of Court and Non-Court Departments



FIFTH FLOOR MEZZANINE

SCALE = 1:50

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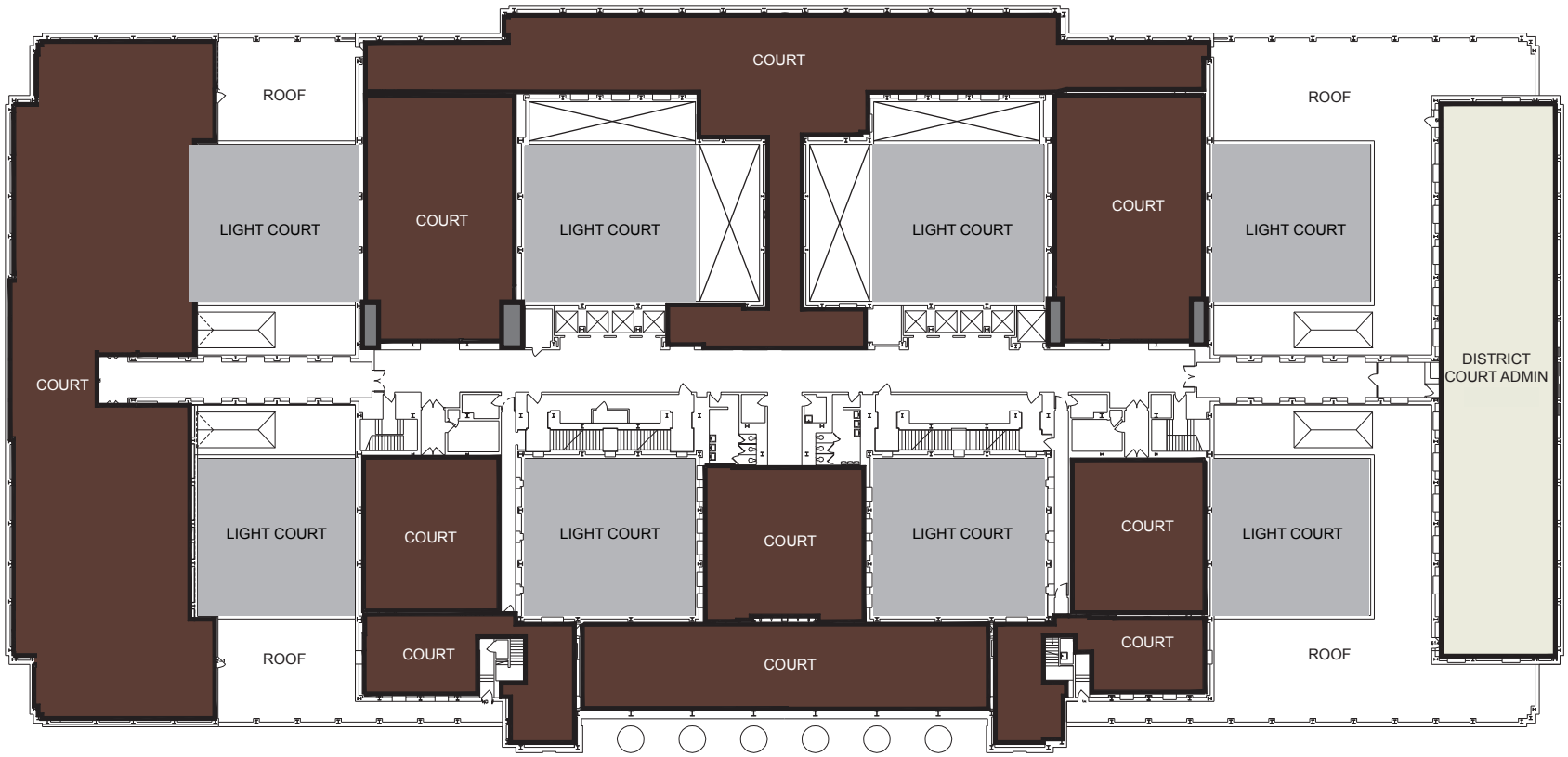
Figure A.10 -Fifth Floor Mezzanine Plan - Historic Courthouse Existing Locations of Court and Non-Court Departments

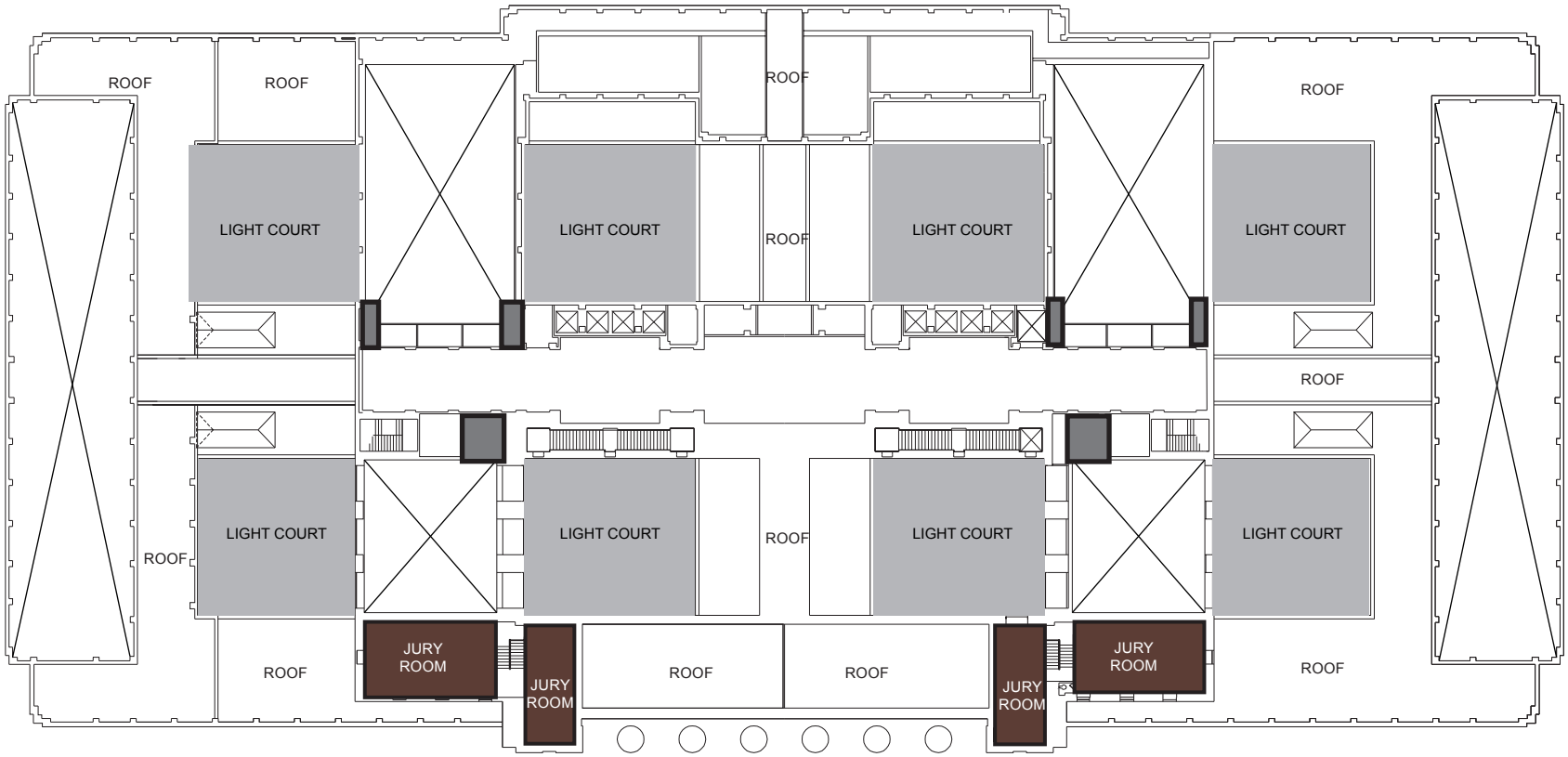


SIXTH FLOOR

SCALE = 1:50

0 25 50 N

Figure A.11 -Sixth Floor Plan - Historic Courthouse Existing Locations of Court and Non-Court Departments

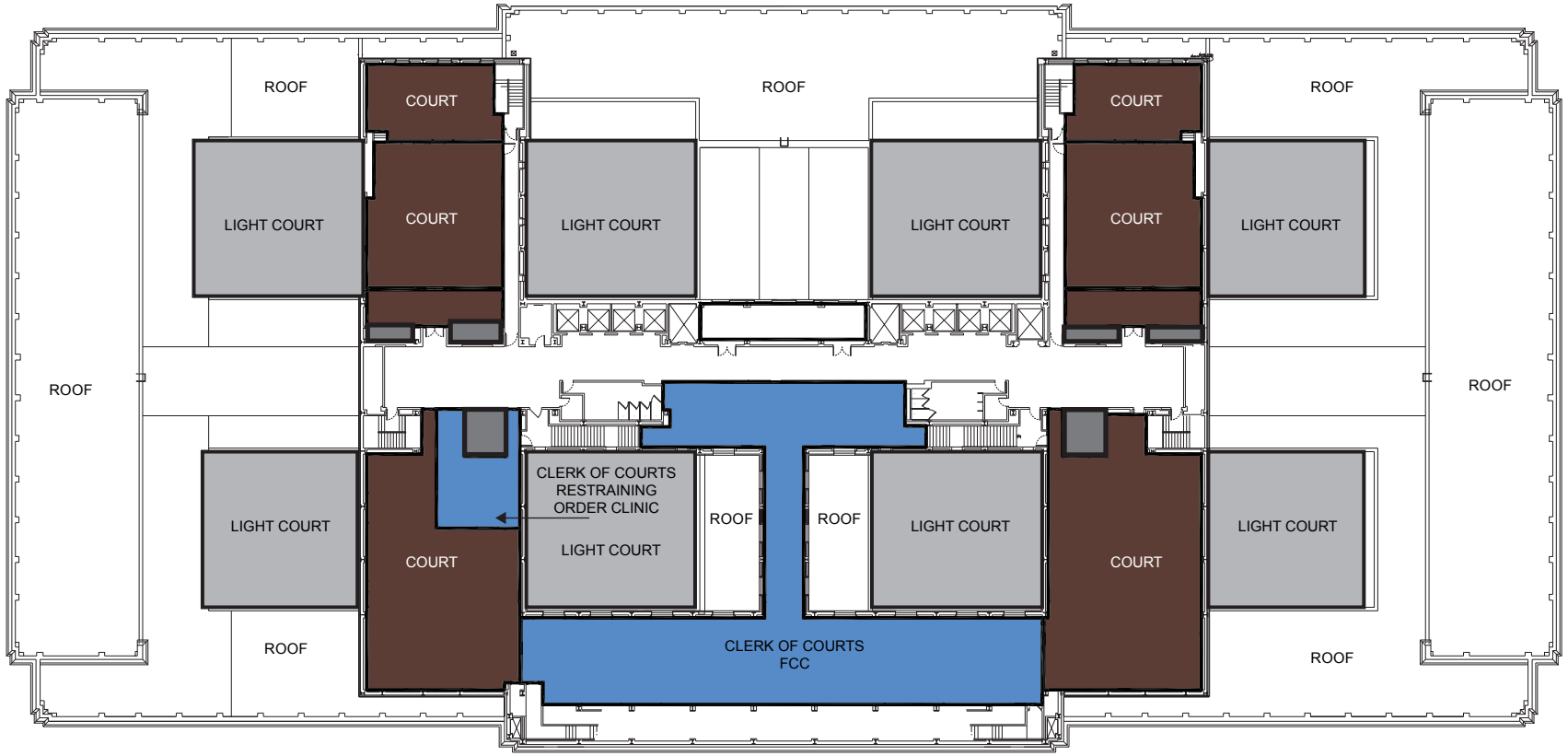


SIXTH FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure A.12 -Sixth Floor Mezzanine Plan - Historic Courthouse Existing Locations of Court and Non-Court Departments

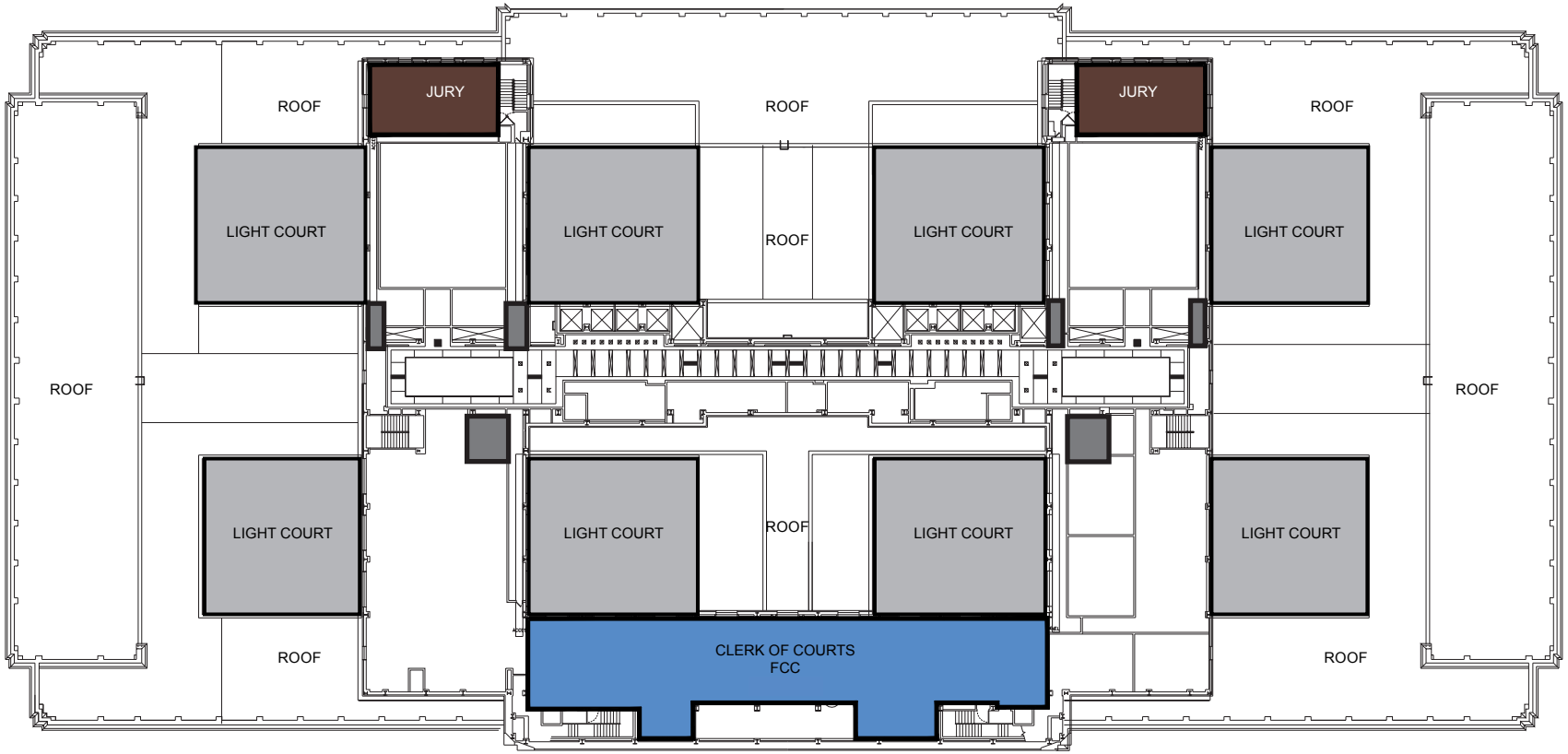


SEVENTH FLOOR

SCALE = 1:50

0 25 50 N

Figure A.13 -Seventh Floor Plan - Historic Courthouse Existing Locations of Court and Non-Court Departments



SEVENTH FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure A.14 -Seventh Floor Mezzanine Plan - Historic Courthouse Existing Locations of Court and Non-Court Departments

LOCATION	DEPARTMENT/SPACE	% PROJECTED GROWTH	2016		2021 - COURTHOUSE		2021 - NEW BUILDING	ADJACENCIES	NOTES
			HDCNT	SF	HDCNT	SF	SF		
Courthouse - G	Cafeteria	-	0	10,263	0	10,020	9,018		
Some existing, some new	Shared Conferencing Spaces	-	0	0	0	6,862	6,100		
Courthouse - B, G & Safety - B	Facility Management	88%	10	5,987	17	5,345	5,195	Sheriff, Courts, Physical building(s)	Does not include shop staff / basement
Courthouse G, 1, 1M	Register Of Deeds	-	29	18,072	29	9,257	8,228	County Clerk, Clerk of Courts	
Courthouse - G, 1, 1M	Child Support	3.4%	147	26,623	152	20,428	18,158	Public, Courts, Treasurer, Jail, DA, Sheriff. NO adjacency to Sheriff (law enf)	
Courthouse - 1	County Clerk	-	12	5,044	12	2,410	2,142	Public, County Board, Comptroller's research staff	
Courthouse - G	Election Commission	-	3	1,440	3	2,614	2,323	Public	
Courthouse - G	Clerk of Courts - MKE Justice Center	16%	6	4,299	7	4,162	3,700	Public, Law Library. Secondary: Civil Division, FCC, Chief Judge's Office, Sheriff Civil Process	
Courthouse - G	Clerk of Courts - Law Library	-	3	2,141	3	2,317	2,059	MKE Justice Center	
Courthouse - G, 1, 1M	Clerk of Courts - Civil / Family / Records	10.60%	47	15,536	55	10,973	9,754	FCC, Restraining Order Clinic, Sheriff Civil Process. Secondary: MKE Justice Center	
Courthouse - 1, 1M	Clerk of Courts - IT / Admin	5.80%	17	12,936	18	3,060	2,720	Jury Mngmnt, Civil, Criminal Probate, MJC	
Courthouse - 1M	Clerk of Courts - Foreclosure Med	-	4	288	4	454	403	Civil Division	
Courthouse - 1	Clerk of Courts - Jury Management	16%	6	5,184	7	4,030	3,582	Courts	
Courthouse - 2	Clerk of Courts - Register in Probate	11%	18	6,971	20	4,579	4,070	Register of Deeds	
Courthouse - 7	Clerk of Courts - FCC	18.75%	16	8,500	19	2,457	2,184	Civil Division, Restraining Order Clinic. Secondary: Child Support Enforcement, MKE Justice Center	
Courthouse - 7	Clerk of Courts - Restraining Order Clinic	25%	8	444	10	1,750	1,555	FCC, Civil Division. Secondary: MKE Justice Center	
Safety - 1, 2, 4, 5, 6	Clerk of Courts - Criminal Division	15%	52	13,326	60	11,223	9,976	Sheriff (Warrants Division), DA (case prep)	
Safety - 2, 4, 5	Pretrial Services - Justice Point	17.00%	46	9,357	54	7,009	6,230	Criminal Courts, CJF, Sheriff, DA, Public Defender, Judicial Operations Manager, Chief Judge, Public, Clerk of Courts - Criminal Division, DOC, Law Enforcement	

Table 1.4 - Non-Court Departmental Program Summary

LOCATION	DEPARTMENT/SPACE	% PROJECTED GROWTH	2016		2021 - COURTHOUSE		2021 - NEW BUILDING	ADJACENCIES	NOTES
			HDCNT	SF	HDCNT	SF	SF		
Safety - 3	Court Coordinator	-	7	4,126	7	1,523	1,354	Chief Judge, Courts, CJF, Pretrial Services, Clerk of Courts, Sheriff, DA, MPD Liasion, Sheriff Liason, Public Defender	
Safety - 4	Pretrial Services - WCS / Drug / OWI	9%	11	1,771	13	4,420	4,420		Not interviewed or surveyed. Data per Phase 1.
Courthouse - 6	District Court Admin	9%	11	5,582	12	5,940	5,940		Not interviewed or surveyed. Data per Phase 1.
Courthouse 4, 5, 6	Court Admin (Reporters, DV, Law Clerks)	-	25	5,935	25	2,317	2,059		Not interviewed or surveyed. Reflected to understand total building occupant SF only.
Courthouse - 1	Treasurer	-	10	4,637	10	1,632	1,451		Interview not conducted.
Courthouse - 2	Employment & Staffing (DHR)	16%	44	23,736	51	10,764	9,568	Comptroller / payroll, Facilities, Budget, Risk, IT. NO adjacency to courts.	
Courthouse - 2	County Board	3%	33	20,132	34	9,599	8,532	Public, Comptroller's researchers, Corp Counsel, County Clerk, 1st floor postings	
Courthouse - 2	Ethics, CSC & PRB	-	3	755	3	292	259	Corporation Counsel, Law Library. Secondary: Public	
Courthouse - 2, 3 & 633 Wisc - 9	Comptroller / Payroll / Audit	-	61	13,649	61	9,509	8,453	Payroll, Budget, HR, Corporation Counsel, County Board, County Executive. NO adjacency to Courts or	
Courthouse - 3	Office for Persons w/ Disabilities	33%	3	764	4	800	720	County Executive, Courts, County Board, Family Care	
Courthouse - 3	OEM - Admin office	-	23	2,955	23	2,381	2,117	Public, medical examiners office (10th & Highland)	
Safety - 3	OEM - Dispatch office	-	12	5,371	0	0	0		Future totals of OEM Dispatch not included for project
Courthouse - 3	Administrative Services DAS	-	2	1,265	2	227	202	County Executive, County Board, Budget, Comptroller	
Courthouse - 3	County Executive	100%	10	7,203	20	6,761	6,010	No adjacencies reported.	
Courthouse - 3	Corporation Counsel	5%	19	9,638	20	3,750	3,334	Risk Management, County Exec, Board. Secondary: Public	
Courthouse - 3	Risk Management	11%	6	2,119	9	1,118	994	Corporation Counsel. Secondary: DAS. NO adjacency to Public.	
Courthouse - 3	Budget Office	25%	8	3,055	10	1,669	1,483	County Exec, County Board. Secondary: Comptroller, DAS	

Table 1.4 - Non-Court Departmental Program Summary (Continued)

LOCATION	DEPARTMENT/SPACE	% PROJECTED GROWTH	2016		2021 - COURTHOUSE		2021 - NEW BUILDING	ADJACENCIES	NOTES
			HDCNT	SF	HDCNT	SF	SF		
633 W Wisconsin - 9	Economic Development	15%	13	1,030	15	1,750	1,555	DAS Director, Central Biz Office, CBDP, FM, Facilities A&E, IMSD, Courthouse	
633 W Wisconsin	AE & ES	-	37	4,818	37	6,974	6,199	DAS, GMIA, Enviro Services, Facilities, CBO, Procurement	
633 W Wisconsin	Procurement - DAS	33%	9	650	12	2,450	2,178	Community Business Development Partners, AE&ES	
633 W Wisconsin	Community Bus Dev Partners (CBDP)	28.50%	7	618	9	1,312	1,166	Procurement, AE&ES, Economic Development; DHHS, Zoo, Parks, Transit	
633 W Wisconsin	Central Business Office (DAS)	7%	14	1,262	15	1,544	1,373	DAS, Facilities Management, AE&ES, & IMSD; Director's Office of OEM	
633 W Wisconsin	Planning & Development (DAS)	33%	6	1,639	8	1,855	1,649	AE&ES, Economic Development, Facilities Operation & Maintenance, Procurement, IMSD, Director of DAS	
Safety - B, Crthse - G, 633 Wisc	IMSD	29%	86	9,146	111	12,226	10,867	DAS, Courthouse, Safety Bdg tenants, Procurement, CBO, CBDP	
Safety - G, 1, 2, 3, 4	Sheriff	51%	108	50,344	164	48,747	43,331	Internal adjacencies noted, Courts & DA	HC does not include mobile Deputy staff
Safety - 2, 3, 4, 6	District Attorney	6%	174	39,816	185	38,950	34,622	Internal adjacencies noted, Courts, CJF, Clerk of Courts (Criminal Division). NO adjacency to Justice Point.	CJF number not included
Safety - 5	Forensics	17%	12	1,740	14	2,066	1,836	Criminal courts, DA, Defendants, Courts, Justice Point, WCS. NO adjacency to Juries.	
	TOTALS		**1,189**	**377,861**	**1,344**	**289,522**	**259,069**		
	EFFECTS OF GROWTH & NEW STNDRDS		317 SF / PP		215 SF / PP		193 SF / PP		5 year growth = 152. Most anticipated: County Exec, Sheriff, Facilities

Notes:

Conferencing room ratio: 1 to 15
Break room ratio: 1:30
Courthouse Circulation Factor - 35%
New Building Circulation Factor - 20%
Subtotal number does not include circulation

Table 1.4 - Non-Court Departmental Program Summary (Continued)

Table A-01: Facility Management

SECTION A: PROGRAMMING
Courthouse:
Basement, Ground Floor. Safety: Basement

Gary Waszak		2016								2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
Gary Waszak	Office G1-C1	16	x	28	448	1	1	448		Director	10	x	12	120	1	1	120
	Office G1-B	10	x	12	120	1	1	120		Managers	6	x	8	48	3	3	144
	G1-A (open office + hotel)	30	x	20	600	1	2	600		Supervisors	6	x	8	48	9	9	432
	G1-D (open office)	12	x	22	264	1	1	264			0	x	0	0	0	0	0
	First Aid G2-B	22	x	11	242	1	0	242		First Aid	10	x	12	120	1	0	120
										Conference	12	x	15	180	1	0	180
					Subtotal		1	690						Subtotal		13	996
										Circulation Factor- Courthouse							1,345
										Circulation Factor - New Building							1,195
	Mail Room B-8		x		4,000	1	4	4,000		Mail Room		x		4,000	1	4	4,000
	Facility Management 2016 - Actual Area						**10**	**5,987**		**Facility Management 2021 - Courthouse**						**17**	**5,345**
										Facility Management 2021 - New Building						**17**	**5,195**
Rob Cotton	Office B-19	29	x	10	290	1	1	290		Supervisor	6	x	8	48	1	1	48
	Employee Lounge B-50 (fits 50	41	x	14	574	1	0	574		Employee Lounge	30	x	20	600	1	0	600
Trade & Maintenance	Shop spaces - Basement				19,773	1	35	19,773		Shop				19,773	1	48	19,773
										Conference	12	x	15	180	2	0	360
										L. Conference	15	x	20	300	1	0	300
	Shop space 2016 - Actual Area						**36**	**20,637**		**Shop space 2021**						**49**	**21,081**
				Adjacencies	Sheriff, Courts, Physical building(s)												

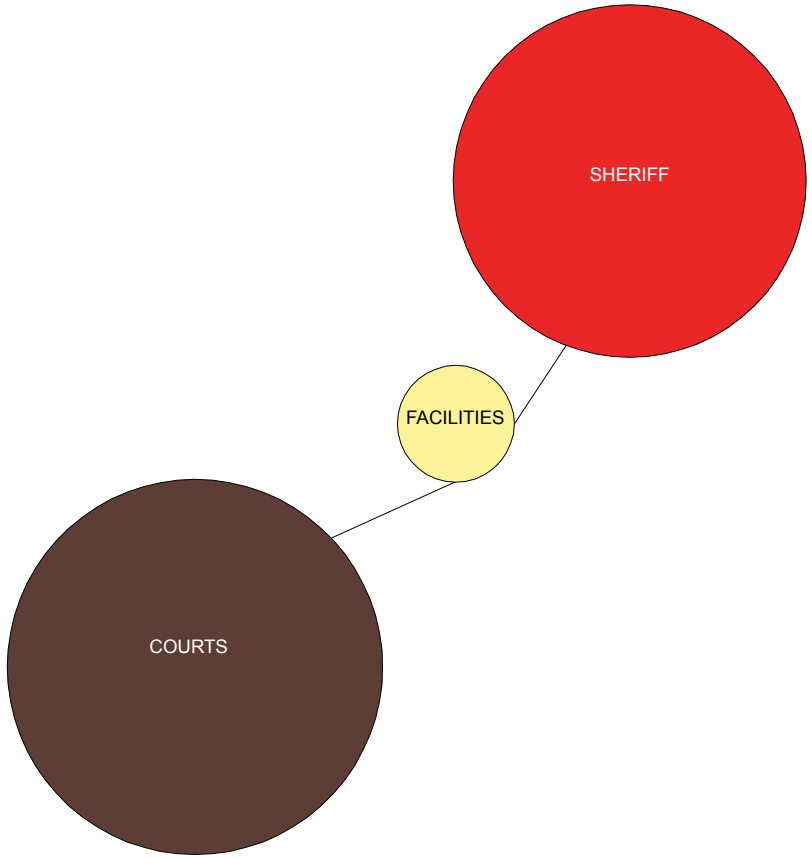


Diagram A.01 - Adjacency Diagram for Facility Management

Table A-02: Register of Deeds

SECTION A: PROGRAMMING
Courthouse: Ground,
First Floor*, First Floor Mezz

John LaFave		2016								2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
Supervisor	GIS	8	x	8	64	2	1	128		Supervisor	6	x	8	48	4	4	192
Supervisor	Tax Listing	8	x	8	64	3	3	192			0	x	0	0	0	0	0
	Property Records		x		383	1	0	383		Property Records		x		383	1	0	383
	Plat Maps		x		480	1	0	480		Plat Maps		x		400	1	0	400
	Customer Area G-6		x		857	1	0	857		Customer Area G-6		x		400	1	0	400
	Microfilm Area G-6		x		1,000	1	0	1,000		Microfilm Area G-6		x		1,000	1	0	1,000
	Break Rm G6-C		x		440	1	0	440			0	x	0	0	0	0	0
	Storage G6-B		x		385	1	0	385			0	x	0	0	0	0	0
John LaFave	Office 103-H	21	x	14	294	1	1	294		Head	10	x	12	120	1	1	120
	Office 103-G	16	x	14	224	1	1	224		Director	10	x	12	120	1	1	120
	Workstations 103-D		x		2,223	1	11	2,223		Admin	6	x	8	48	21	21	1,008
	Reception 103-J		x		1,742	1	6	1,742			0	x	0	0	0	0	0
	Waiting		x		836	1	0	836		Waiting	20	x	40	800	1	0	800
	Workstations		x		900	1	6	900		Supervisors	6	x	8	48	2	2	96
	Vital Stats		x		1,360	1	0	1,360		Vital Stats		x		1,360	1	0	1,360
	Work/Copy 103-A	24	x	10	240	1	0	240		Work/Copy	24	x	10	240	1	0	240
	Storage 103-P	7	x	10	70	1	0	70			0	x	0	0	0	0	0
	Storage 103-E	15	x	8	120	1	0	120			0	x	0	0	0	0	0
	Storage 103-I	22	x	9	198	1	0	198		Storage 103-I	22	x	9	198	1	0	198
	Storage 103-F	23	x	10	230	1	0	230			0	x	0	0	0	0	0

Table A-02: Register of Deeds (continued)

SECTION A: PROGRAMMING
Courthouse: Ground,
First Floor*, First Floor Mezz

John LaFave		2016								2021						
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
	Storage 103-C	23	x	13	299	1	0	299			0	x	0	0	0	0	0
	Storage 103-B	27	x	12	324	1	0	324			0	x	0	0	0	0	0
	Storage M103		x		1,287	1	0	1,287			0	x	0	0	0	0	0
										Conference	12	x	15	180	2	0	360
										Break Rm	12	x	15	180	1	0	180
					Subtotal		29	14,212		Subtotal						29	6,857
	Register of Deeds 2016 - Actual Area						**29**	**18,072**		**Register of Deeds 2021 - Courthouse**						**29**	**9,257**
										Register of Deeds 2021 - New Building						**29**	**8,228**
				Adjacencies	County Clerk, Clerk of Courts												
				Notes	* First floor includes Vital Stats, Admin, Real Estate												

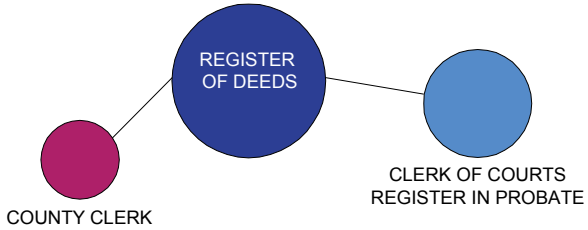


Diagram A.02 - Adjacency Diagram for Register of Deeds

Table A-03: Child Support

SECTION A: PROGRAMMING
Courthouse:
Ground, First Floor, First Floor Mezz

Jim Sullivan, Agnes Marcinowski & Janet Nelson		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
OE / INIT	G3-A		x		1,510	1	9	1,510		Admin	6	x	8	48	10	10	480	
	G3-F		x		488	1	4	488		Admin	6	x	8	48	4	4	192	
	G4-J		x		1,704	1	17	1,704		Admin	6	x	8	48	17	17	816	
	Office G4-M	11	x	9	99	1	1	99		Head	10	x	12	120	1	1	120	
Legal	G-4		x		173	1	2	173		Admin	6	x	8	48	2	2	96	
	G-4B		x		612	1	4	612		Admin	6	x	8	48	4	4	192	
	G-4N		x		346	1	3	346		Admin	6	x	8	48	3	3	144	
	G-4.1		x		210	1	1	210		Admin	6	x	8	48	1	1	48	
	Office G4-H		x		337	1	3	337		Admin	6	x	8	48	3	3	144	
	Office G4-F	14	x	10	140	1	1	140		Head	10	x	12	120	1	1	120	
	Office G4-E, G, D, C	11	x	8	88	4	4	352		Professional	10	x	12	120	4	4	480	
	Office G4-I	16	x	13	208	1	1	208		Director	10	x	12	120	1	1	120	
	Office G4-O	15	x	11	165	1	1	165		Manager	10	x	12	120	1	1	120	
	Conf Room G4-A	18	x	12	216	1	0	216		Conference	12	x	15	180	1	0	180	
Customer Service	G5, G5-1 (wksts)		x		1,652	1	13	1,652		Admin	6	x	8	48	13	13	624	
	Manager (wkst)	10	x	15	150	1	1	150		Manager	10	x	12	120	1	1	120	
	Genetic Testing Center 100		x		590	1	2	590		Genetic Testing		x		800	1	2	800	
Attorney & Intern	53206 Project 100-B	15	x	10	150	1	2	150		Professional	10	x	12	120	1	1	120	
										Intern	6	x	8	48	1	1	48	

Table A-03: Child Support (continued)

SECTION A: PROGRAMMING
Courthouse:
Ground, First Floor, First Floor Mezz

Jim Sullivan, Agnes Marcinowski & Janet Nelson		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
	Waiting 101	19	x	19	361	1	0	361		Waiting		x		800	1	0	800	
	Reception 101-B	19	x	10	190	1	3	190		Reception		x		200	1	3	200	
	Advisory area 101-A1	23	x	13	299	1	0	299		Interview Rooms	10	x	12	120	10	0	1,200	
Programming	Open area 101-C	23	x	10	1,600	1	18	1,600		Admin	6	x	8	48	18	18	864	
	Open area 102-1A		x		301	1	3	301		Admin	6	x	8	48	8	8	384	
	Open area 102-1		x		998	1	12	998		Admin	6	x	8	48	13	13	624	
	Office 101-D (Conf)	14	x	14	196	1	0	196		Conference	12	x	15	180	1	0	180	
Jim Sullivan	Office 101-E	18	x	14	252	1	1	252		Director	10	x	12	120	1	1	120	
Agnes Marcinowski	Office 101-G	12	x	10	120	1	1	120		Manager	10	x	12	120	1	1	120	
HR	Office 101-H	17	x	12	204	1	2	204		Manager	10	x	12	120	1	1	120	
	Office 102-F	12	x	11	132	1	1	132		Manager	10	x	12	120	1	1	120	
	Office 101-K	12	x	10	120	1	1	120		Manager	10	x	12	120	1	1	120	
	Mail Rm 101-J		x		182	1	2	182		Admin	6	x	8	48	2	2	96	
Finance	Open Office M101		x		2,134	1	14	2,134		Admin	6	x	8	48	14	14	672	
	Open Office M101-G		x		499	1	3	499		Admin	6	x	8	48	3	3	144	
	Office Area M101-K	28	x	20	560	1	5	560		Admin	6	x	8	48	5	5	240	
Review / Adjust	Open Office M101-M		x		760	1	9	760		Admin	6	x	8	48	9	9	432	
	Office M101-E	11	x	10	110	1	1	110		Manager	10	x	12	120	1	1	120	
	Office M101-A	15	x	8	120	1	1	120		Director	10	x	12	120	1	1	120	

Table A-03: Child Support (continued)

SECTION A: PROGRAMMING
Courthouse:
Ground, First Floor, First Floor Mezz

Jim Sullivan, Agnes Marcinowski & Janet Nelson		2016								2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
	Files M101-R	55	x	15	825	1	1	825		Files		x		800	1	0	800
	Files M101-W	24	x	16	384	1	0	384		Files		x		300	1	0	300
	Lunch Room M101-O	24	x	19	456	1	0	456		Break room	12	x	15	180	2	0	360
	Storage M101-S	39	x	11	429	1	0	429		Files	0	x	0	400	1	0	400
										Conference	12	x	15	180	3	0	540
										Conference	15	x	20	300	3	0	900
										Open Collab	12	x	8	96	2	0	192
		Subtotal					147	20,334		Subtotal						152	15,132
	Child Support 2016 - Actual Area					*	**147**	**26,623**		**Child Support 2021 - Courthouse**					*	**152**	**20,428**
										Child Support 2021 - New Building						**152**	**18,158**
				Adjacencies		Public, Courts, Treasurer, Jail, DA, Sheriff											
						NO adjacency to Law Enforcement (Sheriff's group)											
					Notes	* Totals are based off of Phase 1 study.											
						Assumption made on future titles (offices vs. wksts) due to lack of information											
						50 person Town Hall											
						Training - 10-15, Assembly style											

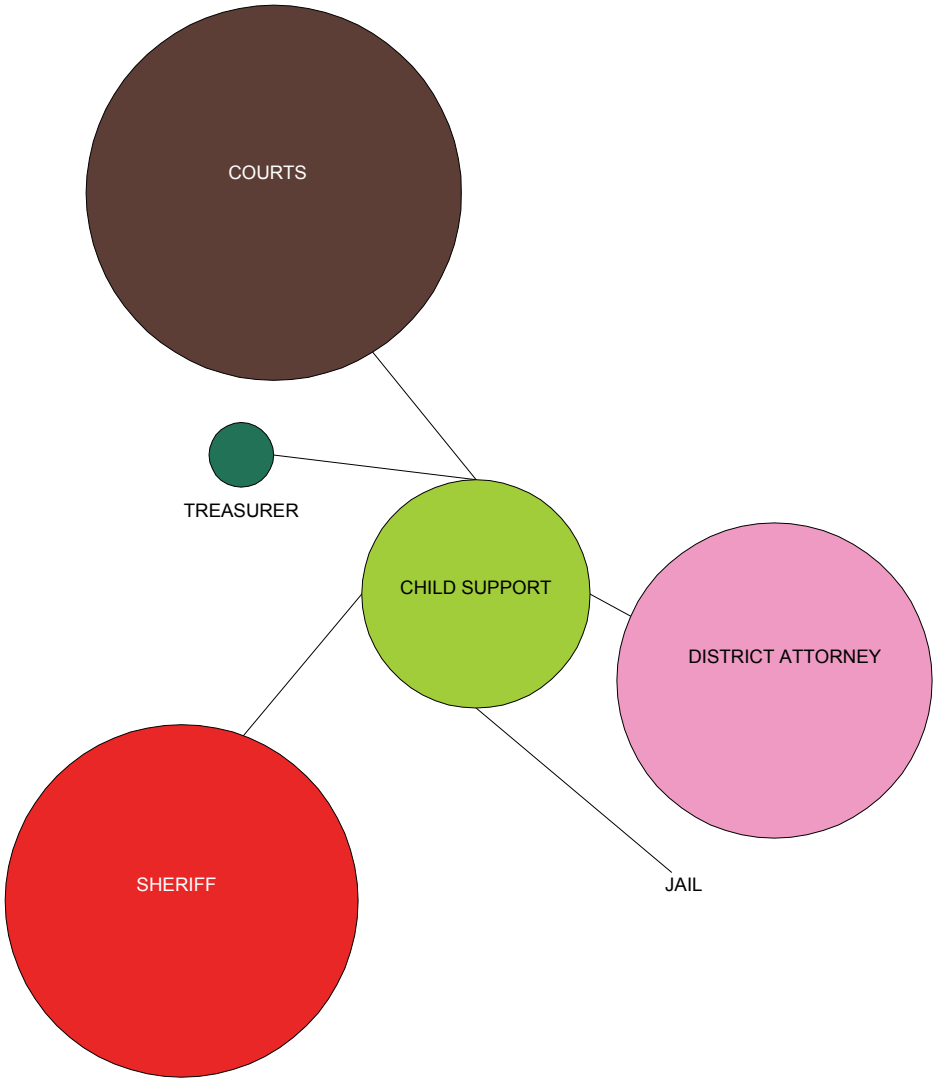


Diagram A.03 - Adjacency Diagram for Child Support

Table A-04: County Clerk

SECTION A: PROGRAMMING
Courthouse:
First Floor

Joe Czarnezki, George Christianson (EC head on PTO)		2016									2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
George Christianson	Office 105-E	14	x	13	182	1	1	182		Director	10	x	12	120	1	1	120
	Office 105-G	14	x	13	182	1	1	182		Supervisor	6	x	8	48	1	1	48
Joe Czarnezki	Office 105-C	21	x	17	357	1	1	357		Elected Official	12	x	15	180	1	1	180
	Office 105-H (Conf)	14	x	13	182	1	0	182		Conference Room	12	x	15	180	1	0	180
	File Room 105-J	45	x	15	675	1	0	675		File Room	45	x	15	675	1	0	675
	Break Room 105-M	14	x	8	112	1	0	112			0	x	0	0	0	0	0
	Storage 105-F	7	x	10	70	1	0	70			0	x	0	0	0	0	0
	Closet 105-C2	6	x	4	24	1	0	24			0	x	0	0	0	0	0
	Open office 105-L	46	x	9	414	1	5	414		Admin	6	x	8	48	9	9	432
	Open office 105-A		x		848	1	4	848			0	x	0	0	0	0	0
	Customers 105	41	x	8	328	1	0	328		Waiting Area	10	x	15	150	1	0	150
		Subtotal					**12**	**3,374**		Subtotal						**12**	**1,785**
	County Clerk 2016 - Actual Area						**12**	**5,044**		**County Clerk 2021 - Courthouse**						**12**	**2,410**
										County Clerk 2021 - New Building						**12**	**2,142**
				Adjacencies		Public, County Board, Comptroller's research staff											
					Notes	Reception counter is not ADA accessible, could be elimiated in favor of client serving workstations											

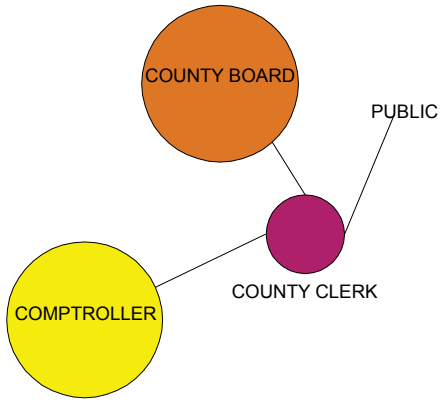


Diagram A.04 - Adjacency Diagram for County Clerk

Table A-05: Election Commission

SECTION A: PROGRAMMING
Courthouse:
Ground Floor

Joe Czarnezki, George Christianson (EC head on PTO)		2016								2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
Head	Office G10-1A	12	x	12	144	1	1	144		Head	10	x	12	120	1	1	120
***	Open office G10-1		x		569	1	2	569		Admin	6	x	8	48	2	2	96
	Waiting		x		205	1	0	205		Waiting Area	10	x	12	120	1	0	120
(seasonal volunteers) ***	Open Conference		x		313	1	0	313		Open conference	20	x	25	500	1	0	500
	Storage SUG-3 (new)		x		500	1	0	500		Storage SUG-3 (new)		x		800	1	0	800
	Storage SUG-6 (archive)		x		180	1	0	180		Storage SUG-6 (archive)		x		300	1	0	300
	Media Room		x		0	0	0	0		Media Room*		x		500	0	0	0
		Subtotal					**3**	**1,911**		Subtotal						**3**	**1,936**
Election Commission 2016 - Actual Area (not including storage)							**3**	**1,440**		**Election Commission 2021 - Courthouse**						**3**	**2,614**
										Election Commission 2021 - New Building						**3**	**2,323**
				Adjacencies	Public												
				Notes	Storage - could use HD file cabinets												
					*** 8 seasonal volunteers												

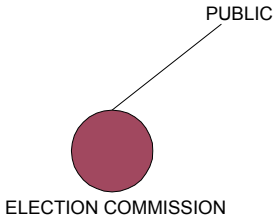


Diagram A.05 - Adjacency Diagram for Election Commission

Table A-06: Clerk of Courts - MKE Justice Center

SECTION A: PROGRAMMING
Courthouse: Ground Floor, First Floor, First Floor Mezz, Second, Fourth, Fifth, Seventh
Safety Building: First, Second, Third Flr, Fourth, Fifth, Sixth

John Barrett, Amy Wochos, Jim Wilson		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
MKE Justice Center	Office G9-I	16	x	11	176	1	1	176		Division Head	10	x	12	120	1	1	120	
	Office G9-H	16	x	11	176	1	1	176		Supervisor	10	x	12	120	1	1	120	
	Office G9-M	23	x	14	322	1	2	322		Professional	10	x	12	120	3	3	360	
13 client stations	Open office G9-1	53	x	32	1,696	1	0	1,696		Client meeting area	0	x	0	1,500	1	0	1,500	
	Conference G9-I	16	x	11	176	1	0	176		Conference	15	x	10	150	1	0	150	
	Break Room G9-J	8	x	11	88	1	0	88		Break Rm	8	x	10	80	1	0	80	
	Classroom G9-N	23	x	17	391	1	0	391		Training	15	x	25	375	1	0	375	
	Office G9-O	12	x	11	132	1	0	132		Storage	12	x	11	132	1	0	132	
	Reception area	15	x	10	150	1	2	150		Admin	6	x	8	48	2	2	96	
	Waiting area	39	x	23	897	1	0	897		Waiting area	10	x	15	150	1	0	150	
		Subtotal					**6**	**4,204**		Subtotal						**7**	**3,083**	
	MKE Justice Center 2016 - Actual Area						**6**	**4,299**		**MKE Justice Center 2021 - Courthouse**						**7**	**4,162**	
										MKE Justice Center 2021 - New Building						**7**	**3,700**	
				Adjacencies		Law Library												
						Secondary: Civil Division, FCC, Chief Judge's Office, Sheriff Civil Process												

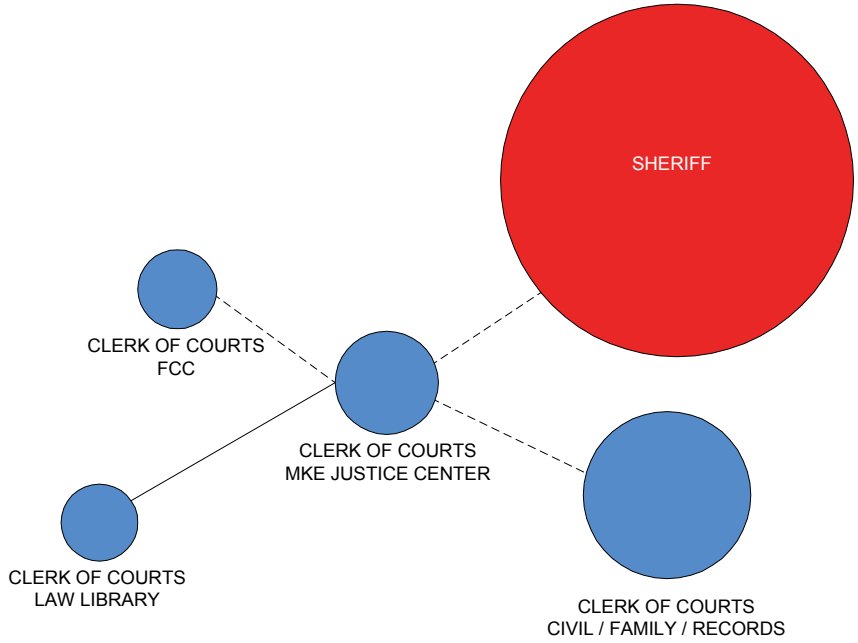


Diagram A.06 - Adjacency Diagram for Clerk of Courts - MKE Justice Center

Table A-07: Clerk of Courts - Law Library

SECTION A: PROGRAMMING
Courthouse: Ground Floor, First Floor, First Floor, Mezz, Second, Fourth, Fifth, Seventh
Safety Building: First, Second, Third Flr, Fourth, Fifth, Sixth

John Barrett, Amy Wochos, Jim Wilson		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
Law Library	Library G-8				1,380	1	0	1,380		Library		x		1,380	1	0	1,380	
Librarian	Office G8-B	20	x	12	240	1	1	240		Division Head	10	x	12	120	1	1	120	
Client research rm	Office G8-A	16	x	9	144	1	0	144		Research room	10	x	12	120	1	0	120	
	Admin	15	x	9	135	1	2	135		Admin	6	x	8	48	2	2	96	
		Subtotal					**3**	**1,899**		Subtotal						**3**	**1,716**	
	Law Library 2016 - Actual Area						**3**	**2,141**		**Law Library 2021 - Courthouse**						**3**	**2,317**	
										Law Library 2021 - New Building						**3**	**2,059**	
				Adjacencies:		Milwaukee Justice Center												

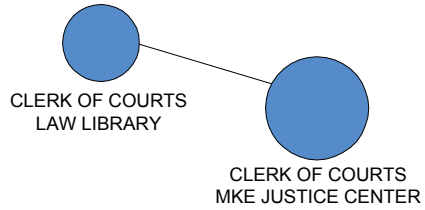


Diagram A.07 - Adjacency Diagram for Clerk of Courts - Law Library

Table A-08: Clerk of Courts - Civil/Family Division

SECTION A: PROGRAMMING
Courthouse: Ground Floor, First Floor, First Floor, Mezz, Second, Fourth, Fifth, Seventh
Safety Building: First, Second, Third Flr, Fourth, Fifth, Sixth

John Barrett, Amy Wochos, Jim Wilson		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
Civil / Family Division	104 (Waiting)		x		572	1	0	572		Waiting		x		500	1	0	500	
	104-Q (Reception / Open)		x		1,424	1	6	1,424		Reception (Admin)	6	x	8	48	6	6	288	
	104-A (Open)		x		2,100	1	23	2,100		Admin	6	x	8	48	40	40	1,920	
	Office 104-B	10	x	16	160	1	1	160		Head	10	x	12	120	1	1	120	
	Office 104-H	13	x	11	143	1	1	143		Director	10	x	12	120	2	2	240	
	Conference Room 104F	20	x	23	460	1	1	460		Conference	15	x	20	300	1	0	300	
	Office 104-E	12	x	11	132	1	1	132		Managers	10	x	12	120	3	3	360	
	Office 104-R	13	x	10	130	1	1	130			0	x	0	0	0	0	0	
	Files M104-C		x		2,600	1	3	2,600		Files	0	x	0	1,500	1	0	1,500	
	Break Rm M104-B		x		685	1	0	685		Break Rm	12	x	15	180	1	0	180	
	Records M204-C, D		x		4,738	1	1	4,738		Records	0	x	0	2,600	1	0	2,600	
										Admin	6	x	8	48	1	1	48	
										Director	10	x	12	120	1	1	120	
										Manager	10	x	12	120	1	1	120	

Table A-08: Clerk of Courts - Civil/Family Division (Continued)

SECTION A: PROGRAMMING
Courthouse: Ground Floor, First Floor,First Floor, Mezz, Second, Fourth, Fifth, Seventh
Safety Building: First, Second, Third Flr, Fourth, Fifth, Sixth

John Barrett, Amy Wochos, Jim Wilson		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
Civil Records	Reception G9-4		x		233	1	2	233			0	x	0	0	0	0	0	
	Open office G9-4		x		618	1	4	618			0	x	0	0	0	0	0	
	Office G9-P	14	x	15	210	1	1	210			0	x	0	0	0	0	0	
	Files G9-Q	9	x	15	135	1	0	135		Files	10	x	12	120	1	0	120	
	Appeals office G9-R	29	x	13	377	1	2	377			0	x	0	0	0	0	0	
										Conference	12	x	15	180	2	0	360	
										Open Collab	12	x	8	96	1	0	96	
		Subtotal					47	14,717		Subtotal						55	8,128	
		Civil / Family 2016 - Actual Area					**47**	**15,536**		**Civil Division 2021 - Courthouse**						**55**	**10,973**	
										Civil Division 2021 - New Building						**55**	**9,754**	
				Adjacencies		FCC, Restraining Order Clinic, Sheriff Civil Process												
						Secondary: Milwaukee Justice Center												

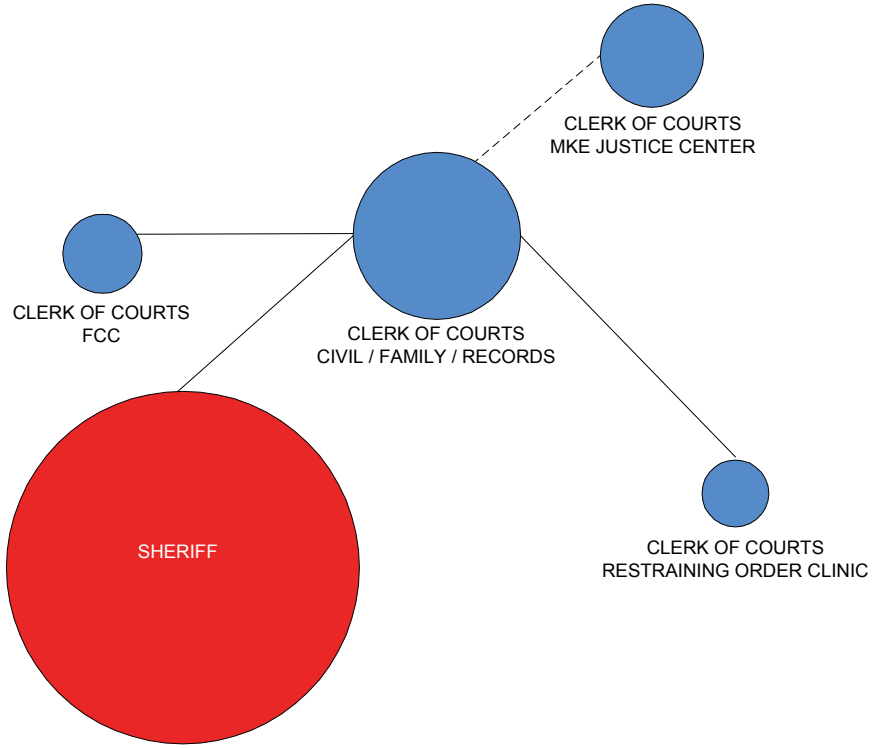


Diagram A.08 - Adjacency Diagram for Clerk of Courts - Civil/Family Division

Table A-09: Clerk of Courts - Administration/IT

SECTION A: PROGRAMMING
Courthouse: Ground Floor, First Floor, First Floor, Mezz, Second, Fourth, Fifth, Seventh
Safety Building: First, Second, Third Flr, Fourth, Fifth, Sixth

John Barrett, Amy Wochos, Jim Wilson		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
Administration / IT	104-P		x		200	1	3	200		Admin	6	x	8	48	3	3	144	
	Office 104-N		x		202	1	1	202		Head	10	x	12	120	1	1	120	
	Office 104-L	16	x	12	192	1	1	192		Head	10	x	12	120	1	1	120	
	Break 104-K (Conf)	14	x	13	182	1	0	182		Break Rm	12	x	15	180	1	1	180	
John Barrett	Office 104-J	19	x	15	285	1	1	285		Elected Official	12	x	15	180	1	1	180	
	Conf 104-S	8	x	12	96	1	0	96		Conference	12	x	15	180	1	0	180	
	Office 104-I	21	x	19	399	1	2	399		Professional	10	x	12	120	2	2	240	
	Storage 104-I2	15	x	10	150	1	0	150			0	x	0	0	0	0	0	
	Office 104-II	13	x	11	143	1	1	43		Professional	10	x	12	120	1	1	120	
	IT Office M104-F	20	x	12	240	1	1	240		Professional (IT)	10	x	12	120	1	1	120	
	IT Computer Rm M104-G	31	x	17	527	1	0	527		IT Computer Room	31	x	17	527	1	0	527	
	M104 Files / Open		x		2,600	1	7	2,600		Admin (IT)	6	x	8	48	7	7	336	

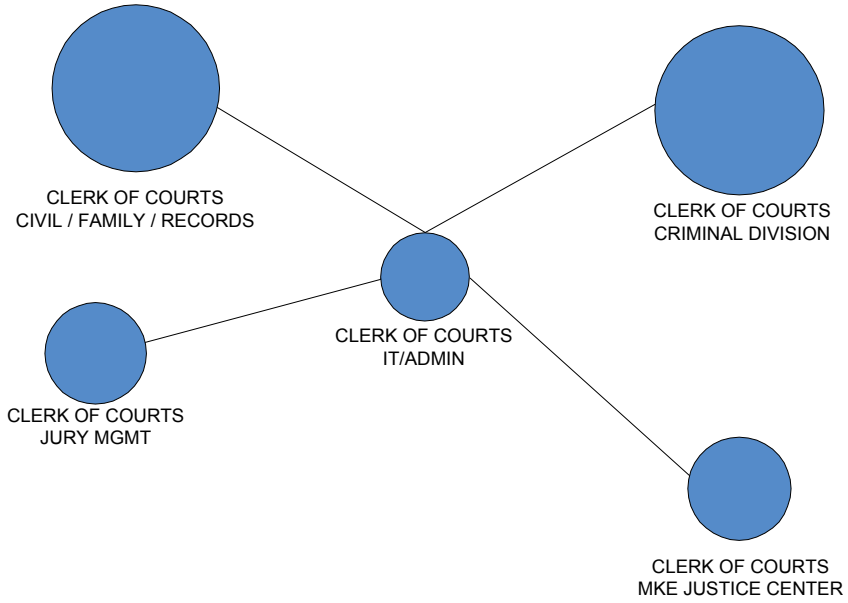


Diagram A.09 - Adjacency Diagram for Clerk of Courts - Administration/IT

Table A-10: Clerk of Courts - Foreclosure Mediation

SECTION A: PROGRAMMING
Courthouse: Ground Floor, First Floor, First Floor, Mezz, Second, Fourth, Fifth, Seventh
Safety Building: First, Second, Third Flr, Fourth, Fifth, Sixth

John Barrett, Amy Wochos, Jim Wilson		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
Foreclosure Mediation	Foreclosure Office M104-E	20	x	14	280	1	4	280		Director	10	x	12	120	1	1	120	
										Manager	10	x	12	120	1	1	120	
										Admin	6	x	8	48	2	2	96	
		Subtotal					4	280		Subtotal						**4**	**336**	
	Foreclosure Med 2016 - Acutal Area						**4**	**288**		**Foreclosure 2021 - Courthouse**						**4**	**454**	
										Foreclosure 2021 - New Building						**4**	**403**	
				Adjacencies	Civil Division													

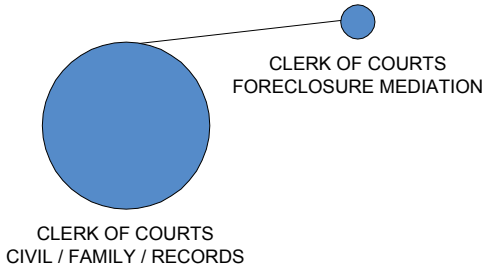


Diagram A.10- Adjacency Diagram for Clerk of Courts - Foreclosure Mediation

Table A-11: Clerk of Courts - Jury Management

SECTION A: PROGRAMMING
Courthouse: Ground Floor, First Floor, First Floor, Mezz, Second, Fourth, Fifth, Seventh
Safety Building: First, Second, Third Flr, Fourth, Fifth, Sixth

John Barrett, Amy Wochos, Jim Wilson		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
Jury Management	106		x		1,330	1	5	1,330		106 (Admin)	6	x	8	48	6	6	288	
	Auditorium 106-A		x		1,404	1	0	1,404		Auditorium		x		1,404	1	0	1,404	
	Office 106-B		x		109	1	1	109		Manager	10	x	12	120	1	1	120	
	Quiet Rm 106-F		x		196	1	0	196		Quiet Room 106-F	10	x	12	120	1	0	120	
	Jury Assembly 106-H		x		1,053	1	0	1,053		Jury Assembly 106-H (Admin)		x		1,053	1	0	1,053	
	Storage 106-C		x		91	1	0	91			0	x	0	0	0	0	0	
		Subtotal					6	4,183		Subtotal						**7**	**2,985**	
		Jury Man. 2016 - Actual Area					**6**	**5,184**		**Jury Management 2021 - Courthouse**						**7**	**4,030**	
										Jury Management 2021 - New Building						**7**	**3,582**	
				Adjacencies		Courts												

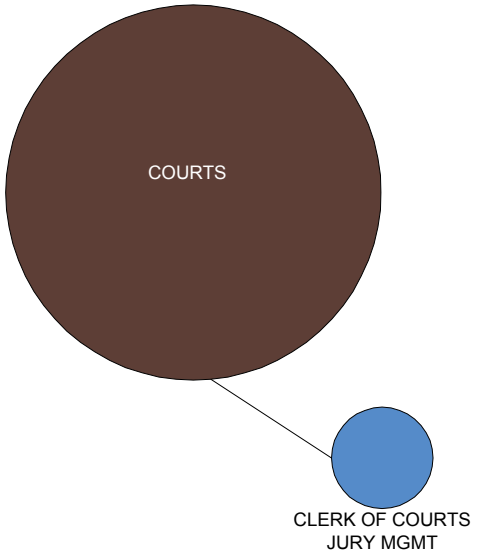


Diagram A.11 - Adjacency Diagram for Clerk of Courts - Jury Management

Table A-12: Clerk of Courts - Register In Probate

SECTION A: PROGRAMMING
Courthouse: Ground Floor, First Floor, First Floor, Mezz, Second, Fourth, Fifth, Seventh
Safety Building: First, Second, Third Flr, Fourth, Fifth, Sixth

John Barrett, Amy Wochos, Jim Wilson		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
Register in Probate	Lobby 207		x		1,035	1	0	1,035		Lobby		x		1,035	1	0	1,035	
	Register in Probate 207-C		x		2,258	1	14	2,258		Admin	6	x	8	48	16	16	768	
	Office 207-G	12	x	17	204	1	1	204		Director	10		12	120	1	1	120	
	Office 207-H	16	x	16	256	1	1	256		Head	10		12	120	1	1	120	
	Office 207-I	11	x	16	176	1	1	176		Professional	10	x	12	120	1	1	120	
	Office 207-F	29	x	16	464	1	1	464		Professional	10	x	12	120	1	1	120	
	File 207-J		x		869	1	0	869		Files		x		869	1	0	869	
	Office 207-K	8	x	10	80	1	0	80			0	x	0	0	0	0	0	
	Break 207-L		x		113	1	0	113		Break Rm	10	x	12	120	1	0	120	
										Conference	12	x	15	180	1	0	120	
		Subtotal					18	5,455		Subtotal						**20**	**3,392**	
		Probate 2016 - Actual Area					**18**	**6,971**		**Register in Probate 2021 - Courthouse**						**20**	**4,579**	
										Register in Probate 2021 - New Building						**20**	**4,070**	
				Adjacencies		Register of Deeds												

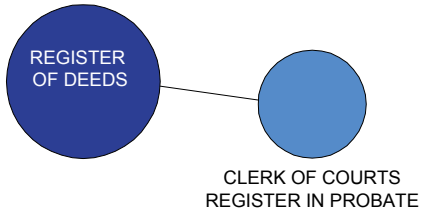


Diagram A.12 - Adjacency Diagram for Clerk of Courts - Register In Probate

Table A-13: Clerk of Courts - FCC

SECTION A: PROGRAMMING
Courthouse: Ground Floor, First Floor,First Floor, Mezz, Second, Fourth, Fifth, Seventh
Safety Building: First, Second, Third Flr, Fourth, Fifth, Sixth

John Barrett, Amy Wochos, Jim Wilson		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
Family Crt Cmsnr (FCC)	Open Office 703 *	20	x	50	1,000	1	4	1,000		Admin	6	x	8	48	15	15	720	
	Library 703-F *	16	x	20	320	1	0	320		Library 703-F	16	x	20	320	1	0	320	
	Lobby 707		x		1,602	1	1	1,602			0	x	0	0	0	0	0	
	Office 707-B		x		441	1	4	441		Head	10	x	12	120	1	1	120	
	Office 707-C	11	x	14	154	1	1	154		Director	10	x	12	120	1	1	120	
	Office 707-D		x		458	1	4	458		Professional	10	x	12	120	1	1	120	
	Office 707-G	8	x	20	160	1	1	160		Manager	10	x	12	120	1	1	120	
	Hearing Room 707-J	23	x	20	460	1	0	460			0	x	0	0	0	0	0	
	Hearing Room 707-K *	16	x	24	384	1	0	384			0	x	0	0	0	0	0	
	Hearing Room 707-L *	23	x	19	437	1	0	437			0	x	0	0	0	0	0	
	Hearing Room 707-M *	22	x	19	418	1	0	418			0	x	0	0	0	0	0	
	Hearing Room 707-X	20	x	16	320	1	0	320		Break Rm	10	x	12	120	1	0	120	
	Counseling 707-MG	12	x	15	180	1	1	180		Conference	12	x	15	180	1	0	180	
		Subtotal					16	6,334		Subtotal						**19**	**1,820**	
		FCC 2016 - Actual Area					**16**	**8,500**		**FCC 2021 - Courthouse**						**19**	**2,457**	
										FCC 2021 - New Building						**19**	**2,184**	
				Adjacencies		Civil Division, Restraining Order Clinic												
						Secondary: Child Support enforcement, Milw Justice Center												
		Notes			* Phase 1 study suggests these rooms are eliminated in favor of (2) new courts. Remainder of program to be relocated.													

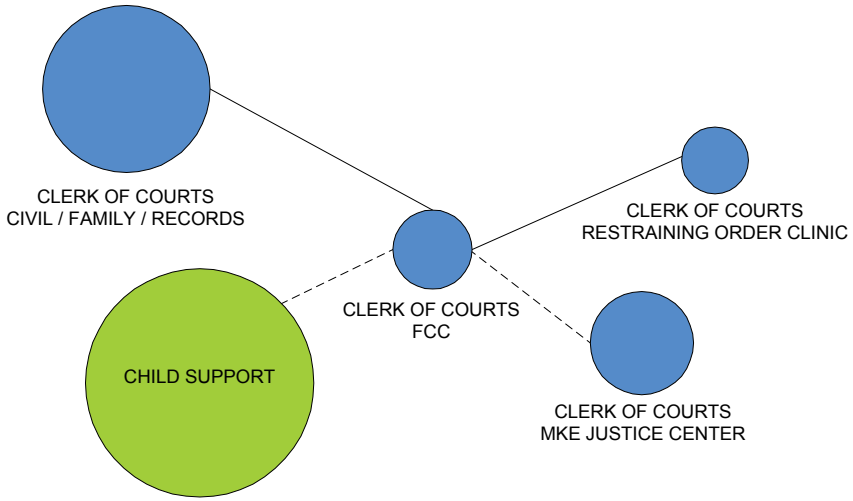


Diagram A.13 - Adjacency Diagram for Clerk of Courts - FCC

Table A-14: Clerk of Courts - Restraining Order Clinic

SECTION A: PROGRAMMING
Courthouse: Ground Floor, First Floor,First Floor, Mezz, Second, Fourth, Fifth, Seventh
Safety Building: First, Second, Third Flr, Fourth, Fifth, Sixth

John Barrett, Amy Wochos, Jim Wilson		2016								2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
Restraining Order Clinic	Waiting 711 *		x		434	1	0	434		Waiting		x		600	1	0	600
	Office 711-A *	8	x	10	80	1	1	80		Managers	10	x	12	120	2	2	240
	Office 711-A1 *		x		192	1	1	192		Head	10	x	12	120	1	1	120
	Office 711-B *	10	x	11	110	1	0	110		Admin	6	x	8	48	7	7	336
	Office 711-C *	8	x	8	64	1	0	64			0	x	0	0	0	0	0
	Waiting 711-D *		x		250	1	0	250			0	x	0	0	0	0	0
	Hearing 711-E *	23	x	10	230	1	0	230			0	x	0	0	0	0	0
	Hearing 711-F *	23	x	11	253	1	0	253			0	x	0	0	0	0	0
	Hearing 711-H *	10	x	23	230	1	0	230			0	x	0	0	0	0	0
	Office 711-K *	10	x	11	110	1	1	110			0	x	0	0	0	0	0
	Office 711-L *	10	x	11	110	1	1	110			0	x	0	0	0	0	0
	Hearing 711-N *	12	x	20	240	1	0	240			0	x	0	0	0	0	0
	Office 711-Q	10	x	12	120	1	1	120			0	x	0	0	0	0	0
	Commissioner Office 711-R	10	x	13	130	1	1	130			0	x	0	0	0	0	0
	Storage 711-S	10	x	11	110	1	0	110			0	x	0	0	0	0	0
	Commissioner Hearing 711-T		x		396	1	1	369			0	x	0	0	0	0	0
	Break 711-V	10	x	11	110	1	0	110			0	x	0	0	0	0	0

Table A-14: Clerk of Courts - Restraining Order Clinic (Continued)

SECTION A: PROGRAMMING
Courthouse: Ground Floor, First Floor, First Floor, Mezz, Second, Fourth, Fifth, Seventh
Safety Building: First, Second, Third Flr, Fourth, Fifth, Sixth

John Barrett, Amy Wochos, Jim Wilson		2016								2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
	Office 711-W	10	x	11	110	1	0	110			0	x	0	0	0	0	0
	Office 711-X	10	x	11	110	1	1	110			0	x	0	0	0	0	0
		Subtotal					8	3,362		Subtotal						**10**	**1,296**
		ROC 2016 - Actual Area					**8**	**444**		**Restraining Order 2021 - Courthouse**						**10**	**1,750**
										Restraining Order 2021 - New Building						**10**	**1,555**
				Adjacencies		FCC, Civil Division											
						Secondary: Milw Justice Center											
		Notes			* Phase 1 study suggests these rooms are eliminated in favor of (2) new courts. Remainder of program to be relocated.												

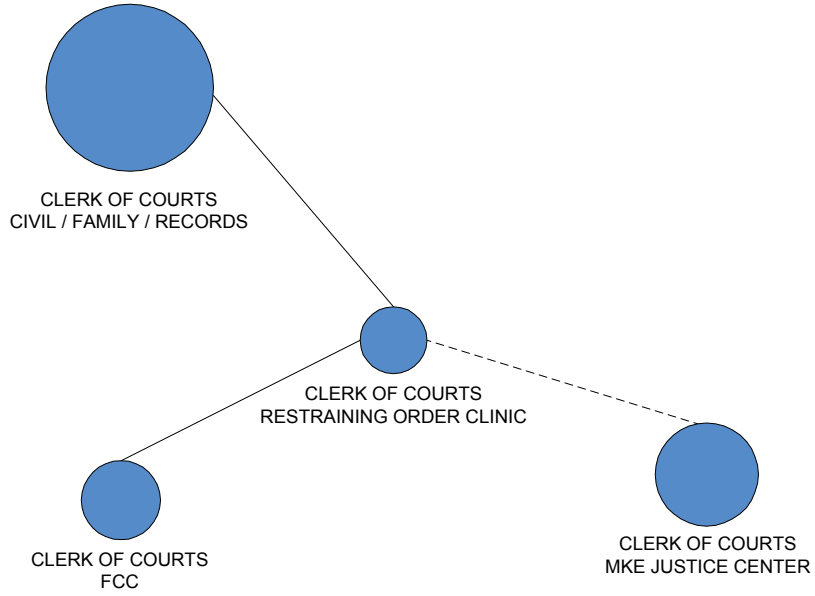


Diagram A.14 - Adjacency Diagram for Clerk of Courts - Restraining Order Clinic

Table A-15: Clerk of Courts - Criminal Division

SECTION A: PROGRAMMING
Courthouse: Ground Floor, First Floor,First Floor, Mezz, Second, Fourth, Fifth, Seventh
Safety Building: First, Second, Third Flr, Fourth, Fifth, Sixth

John Barrett, Amy Wochos, Jim Wilson		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
Criminal Division	Records Storage 116& 116-1	50	x	33	1,650	1	0	1,650		Record Storage		x		660	1	0	660
	Open office 117		x		3,891	1	33	3,891		Admin	6	x	8	48	36	36	1,728
Jim Wilson	Office 117-A	9	x	12	108	1	1	108		Director	10	x	12	120	1	1	120
Tammy	Office 117-B	14	x	13	182	1	1	182		Head	10	x	12	120	1	1	120
	Office 117-C	13	x	9	117	1	1	117		Director	10	x	12	120	1	1	120
	Open Office 120	59	x	17	1,003	1	14	1,003		Admin	6	x	8	48	18	18	864
	Vault 117-E	8	x	17	136	1	0	136		Vault	8	x	17	136	1	0	136
	Break Room 117-F	13	x	10	130	1	0	130		Break Rm	12	x	15	180	1	0	180
	Records Storage 223	37	x	58	2,146	1	2	2,146		Record Storage		x		900	1	0	900
	Evidence Vault 419	23	x	34	782	1	0	782		Evidence Vault	23	x	34	782	1	0	782
	Evidence Vault 419-A		x		563	1	0	563		Evidence Vault		x		563	1	0	563
	Evidence Vault 518	59	x	10	590	1	0	590		Evidence Vault	59	x	10	590	1	0	590
	Evidence Vault 519	44	x	10	440	1	0	440		Evidence Vault	44	x	10	440	1	0	440
	File storage 600	25	x	10	250	1	0	250		File Storage		x		150	1	0	150
										Managers	10	x	12	120	1	3	120
										Conference	12	x	15	180	3	0	540
										Conference	15	x	20	300	1	0	300
		Subtotal					52	11,988		Subtotal						**60**	**8,313**
	Criminal Division 2016 - Actual Area						**52**	**13,326**		**Criminal Division 2021 - Courthouse**						**60**	**11,223**
										Criminal Division 2021 - New Building						**60**	**9,976**
				Adjacencies		Sheriff (warrants division)											
						DA (case prep)											

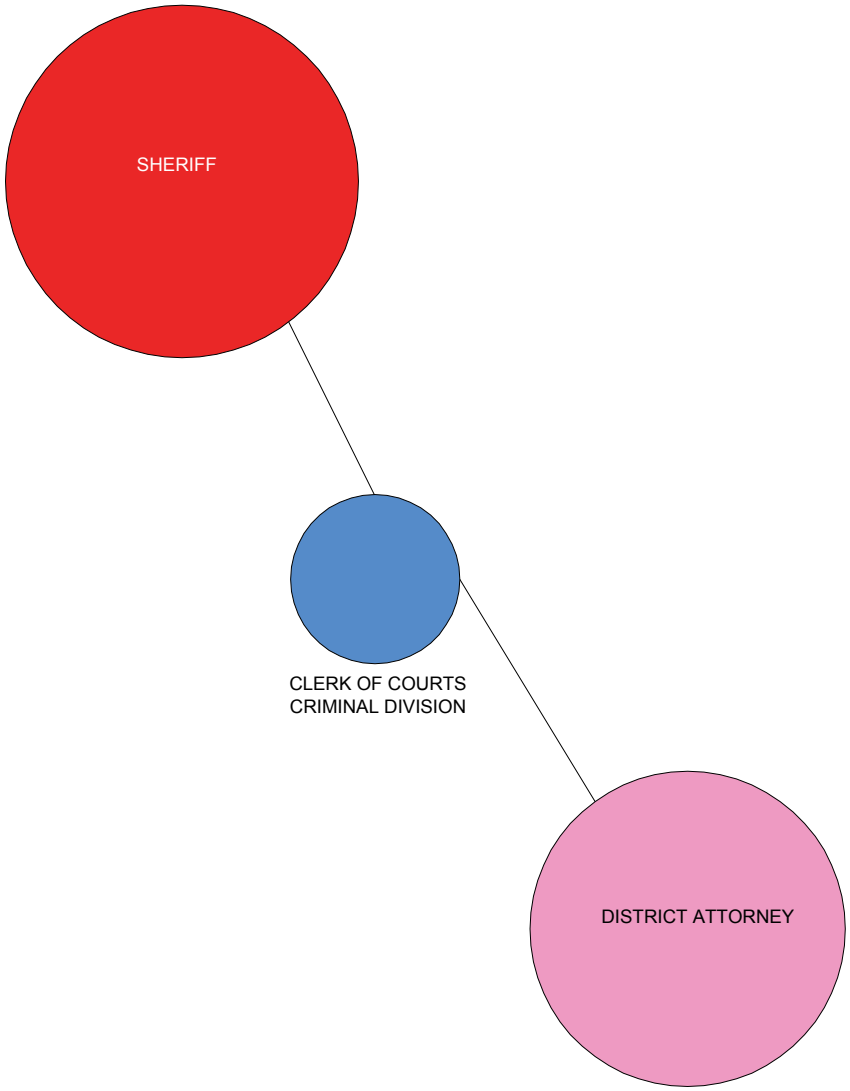


Diagram A.15 - Adjacency Diagram for Clerk of Courts - Criminal Division

Table A-16: Treasurer

SECTION A: PROGRAMMING

Courthouse: First Floor

N/A	2016									2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
Rex	Office 102-E	17	x	13	221	1	1	221		Head	10	x	12	120	1	1	120	
David Cullen	Office 102-D	18	x	16	288	1	1	288		Elected Official	12	x	15	180	1	1	180	
	Open Office 102		x		1,934	1	8	1,934		Admin	6	x	8	48	8	8	384	
	Open 102-B (Files)	15	x	15	225	1	0	225		Files	15	x	15	225	1	0	225	
	Vault 102-C	12	x	10	120	1	0	120		Vault	12	x	10	120	1	0	120	
	Open 102-H (Conf)	21	x	12	252	1	0	252		Conference	12	x	15	180	1	0	180	
	Office 102-A (Conf)	19	x	14	266	1	0	266			0	x	0	0	0	0	0	
		Subtotal					10	3,306		Subtotal						**10**	**1,209**	
	Treasurer 2016 - Actual Area						**10**	**4,637**		**Treasurer 2021 - Courthouse**						**10**	**1,632**	
										Treasurer 2021 - New Building						**10**	**1,451**	
				Adjacencies	Interview was unable to be conducted - future counts assumed by consultant													

Diagram A.16 - Adjacency Diagram for Treasurer

Table A-17: DHR

SECTION A: PROGRAMMING

Courthouse: First Floor Mezzanine & Second Floor

Rick Cheschin, Kerry Mitchell		2016								2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
	Retirement office M-210-1	25	x	17	425	1	0	425			0	x	0	0	0	0	0
	File Room M210-2		x		2,636	1	0	2,636		File room		x		659	1	0	659
	Conference Room M-210-B	31	x	16	496	1	0	496		Conference	12	x	15	180	2	0	360
	M-210E	12	x	12	144	1	0	144			0	x	0	0	0	0	0
	M-210F	12	x	12	144	1	0	144			0	x	0	0	0	0	0
	Performance Testing M210-H	50	x	16	800	1	0	800			0	x	0	0	0	0	0
	Break room M-210G (ping pong)	24	x	17	408	1	0	408		Break Rm	12	x	15	180	2	0	360
	TBD 210-I (Training) *	43	x	25	1,075	1	0	1,075			0	x	0	0	0	0	0
	Office 210-CD, P, O, T, S, U	12	x	12	144	6	6	864		Professional	10	x	12	120	33	33	3,960
	Office 210-R	12	x	24	288	1	1	288		Director	10	x	12	120	6	6	720
	Office 210-CC, 210-A	8	x	12	96	2	2	192		Admin	6	x	8	48	8	8	384
	Office 210-CB,L,M,W	15	x	12	180	4	4	720			0	x	0	0	0	0	0
	Conf Rm 210-Q	20	x	12	240	1	0	240		Conference	20	x	12	240	1	0	240
	Office 210-D1, D2, E	9	x	17	153	3	3	459		Manager	10	x	12	120	3	3	360
Rick Cheschin	Deputy Director Office 210-F	21	x	16	336	1	1	336		Head	10	x	12	120	1	1	120
	Office 210-H	9	x	10	90	1	1	90			0	x	0	0	0	0	0
	Work 210-N	10	x	12	120	1	0	120		Work	10	x	12	120	1	0	120
	Office 210-V	23	x	8	184	1	1	184			0	x	0	0	0	0	0
Kerry Mitchell	Director Office 210-E1	18	x	12	216	1	1	216			0	x	0	0	0	0	0
	Office 210-Y	14	x	9	126	1	1	126			0	x	0	0	0	0	0

Table A-17: DHR (Continued)

SECTION A: PROGRAMMING

Courthouse: First Floor Mezzanine & Second Floor

Rick Cheschin, Kerry Mitchell		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
	Storage 210-K (office)	8	x	10	80	1	1	80			0	x	0	0	0	0	0	
	Open office 210		x		2,250	1	8	2,250			0	x	0	0	0	0	0	
	Open office 210-C		x		1,333	1	9	1,333			0	x	0	0	0	0	0	
	Commission Room 210-CA (Conf)	14	x	21	294	1	0	294		Conference	15	x	20	300	1	0	300	
	File Room 210-B	42	x	22	924	1	3	924			0	x	0	0	0	0	0	
	DHR General office 210					1	2				0	x	0	0	0	0	0	
	Lobby 210-2	24	x	18	432	1	0	432		Lobby	18	x	15	270	1	0	270	
	Training 212-B	30	x	15	450	1	0	450			0	x	0	0	0	0	0	
	DHR Deferred Comp 212-C	18	x	13	234	1	0	234		Deferred Comp	10	x	12	120	1	0	120	
		Subtotal					44	15,960		Subtotal						**51**	**7,973**	
				DHR 2016 - Actual Area			**44**	**23,736**		**DHR 2021 - Courthouse**						**51**	**10,764**	
										DHR 2021 - New Building						**51**	**9,568**	
					Remote staff		13									10		
				Adjacencies	Comptroller / payroll, Facilities, Budget, Risk, IT. NO adjacency to courts.													
		Notes			* First Floor Mezz lunch room not included													
					* Would like large training room for 10-25 people, classroom style with break out space.													
					Would also like an auditorium space to support 50 new hires. Frequency is once a week. Consider parking.													
					(Refer to shared conferencing)													

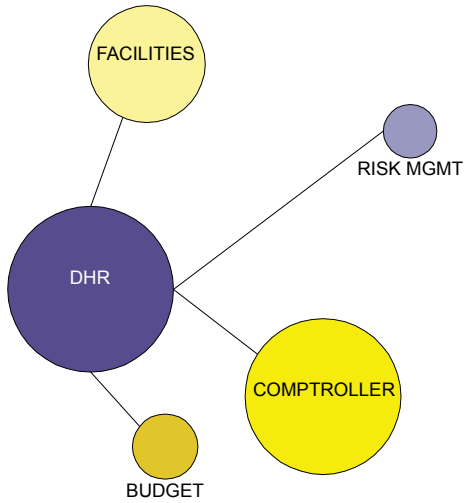


Diagram A.17 - Adjacency Diagram for DHR

Table A-18: County Board

SECTION A: PROGRAMMING
Courthouse: Second Floor, Third Floor

Kelly Bablitch	2016									2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
	Office 201-II, KK,LL, MM,HH,GG,FF,EE,H,I, J,K,E,DB,C	10	x	15	150	15	15	2,250		Elected Officials	12	x	15	180	18	18	3,240
	Office 201-G3	23	x	16	368	1	1	368		Head	10	x	12	120	1	1	120
	Office 201-F, NN	10	x	11	110	2	2	220		Director	10	x	12	120	1	1	120
	Office 201-T,S,R,Q,P,O,N,U, 203-O	13	x	11	143	9	8	1,287		Admin	6	x	8	48	6	6	288
	Office 201-G	18	x	11	198	1	3	198		Legislative Asst	6	x	8	48	8	8	384
	Office 201-X, Z	22	x	9	198	2	4	396				x		0	0	0	0
	Conference 203-K	21	x	15	315	1	0	315		Conference	20	x	16	320	1	0	320
	Conference Room 201-D	24	x	15	360	1	0	360		Media Rm	24	x	15	360	1	0	360
	County Board Room	42	x	31	1,302	1	0	1,302		County Board Rm	42	x	30	1,260	1	0	1,260
	Copy 201-JJ	10	x	15	150	2	0	300		Copy	10	x	15	150	1	0	150
	Copy 201-CC	7	x	10	70	1	0	70		Break Rm	12	x	15	180	1	0	180
	Copy 203-F	17	x	8	136	1	0	136			0	x	0	0	0	0	0
	County Board Lobby 201	43	x	20	860	1	0	860		Lobby	20	x	20	400	1	0	400
	Committee Room 201-B	43	x	20	860	1	0	860		Committee Rm*		x		0	0	0	0
	Committee Room 203-R	49	x	27	1,323	1	0	1,323		Committee Rm*		x		0	0	0	0
	Committee Room 203-P	31	x	21	651	1	0	651		Committee Rm*		x		0	0	0	0
	JS Press Room 201-A	18	x	8	144	1	0	144		Press Rm	10	x	12	120	1	0	120
	Assembly Room 201-V (Lunch Rm)		x		731	1	0	731			0	x	0	0	0	0	0

Table A-18: County Board (Continued)

SECTION A: PROGRAMMING
Courthouse: Second Floor, Third Floor

Kelly Bablitch	2016									2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
	Computer Room 203-G	17	x	8	136	1	0	136			0	x	0	0	0	0	0
	Storage SU3-1	12	x	14	168	1	0	168		Storage	12	x	14	168	1	0	168
		Subtotal					33	12,075		Subtotal						**34**	**7,110**
	County Board 2016 - Actual Area						**33**	**20,132**		**County Board 2021 - Courthouse**						**34**	**9,599**
										County Board 2021 - New Building						**34**	**8,532**
				Adjacencies	The Public - must be accessible for meetings, Comptroller's researchers, Corp Counsel,												
					County Clerk (Committee Coordinators), postings on 1st floor												
				Notes	* Meeting rooms are largely shared with other staff.					Refer to Shared Conferencing.							

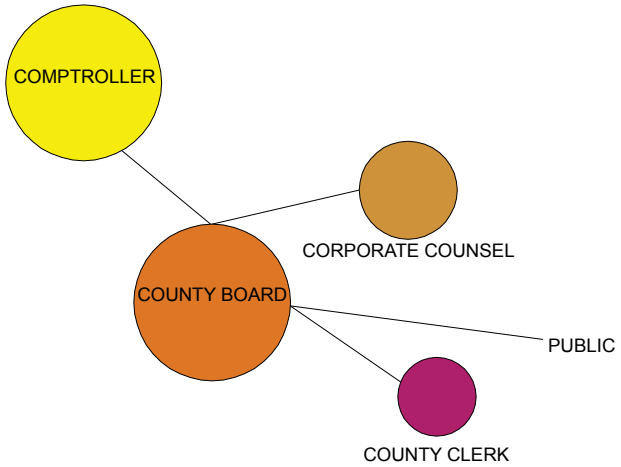


Diagram A.18 - Adjacency Diagram for County Board

Table A-19: Ethics, PRB, CSC

SECTION A: PROGRAMMING

Courthouse: Second Floor

Rebecca Janz	2016									2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
Rebecca Janz	Office 212-D	18	x	15	270	1	1	270		Head	10	x	12	120	1	1	120	
	Office 212-E	18	x	11	198	1	1	198		Admin	6	x	8	48	2	2	96	
	Office 212-F	18	x	13	234	1	1	234			0	x	0	0	0	0	0	
	Conference Rm for 20*				0	0	0	0										
		Subtotal					3	702		Subtotal						**3**	**216**	
	Ethics, PRB, CSC 2016 - Actual Area						**3**	**755**		**Ethics, PRB, CSC 2021 - Courthouse**						**3**	**292**	
										Ethics, PRB, CSC 2021 - New Building						**3**	**259**	
				Adjacencies	Corporation Counsel, Law Library. Secondary: Public													
					Notes	* Needs conference space 30x40' (currently shares with County Board)												

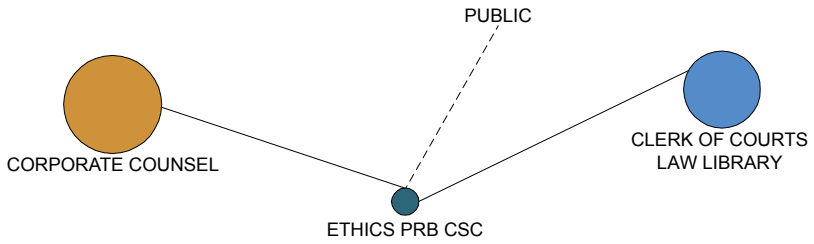


Diagram A.19 - Adjacency Diagram for Ethics, PRB, CSC

Table A-20: Comptroller/Central Payroll

SECTION A: PROGRAMMING

Courthouse: Second & Third Floor, 633 W. Wisconsin: 9th Floor

Michelle Nate	2016									2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
	Open Office 203-A		x		2,000	1	6	2,000		Admin	6	x	8	48	2	2	96
Research staff	Open Office 203-A	26	x	11	286	1	3	286		Admin	6	x	8	48	3	3	144
Research staff	Office 203-O	14	x	11	154	1	1	154		Director	10	x	12	120	1	1	120
	Office 203-V	16	x	12	192	1	1	192			0	x	0	0	0	0	0
	Copy 203-F	17	x	8	136	1	0	136		Copy	10	x	12	120	1	0	120
	203-E	12	x	8	96	1	1	96			0	x	0	0	0	0	0
	Kitchen 203-D	16	x	7	112	1	0	112			0	x	0	0	0	0	0
	Storage 203-W (Conf)	13	x	16	208	1	0	208		Conference	12	x	15	180	2	0	360
	Computer Room 203-G	17	x	8	136	1	0	136			0	x	0	0	0	0	0
	Office 203-X	17	x	8	136	1	1	136			0	x	0	0	0	0	0
	Office 301-F (Conf Rm)	21	x	9	189	1	0	189			0	x	0	0	0	0	0
	Office 301-E	11	x	9	99	1	1	99			0	x	0	0	0	0	0
Scott Meske	Office 301-B	19	x	13	247	1	1	247		Elected Official	12	x	15	180	1	1	180
Michelle Nate	Office 301-C	13	x	13	169	1	1	169		Deputy	10	x	12	120	1	1	120
	Open office 301-G + adj.		x		844	1	5	844		Supervisors	6	x	8	48	9	9	432
Accounts Payable	Open office 301-A		x		2,035	1	8	2,035		Professional	10	x	12	120	16	16	1,920

Table A-20: Comptroller/Central Payroll (Continued)

SECTION A: PROGRAMMING

Courthouse: Second & Third Floor, 633 W. Wisconsin: 9th Floor

Michelle Nate	2016									2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
Payroll	Open office 301-A		x		1,100	1	5	1,100		Admin	6	x	8	48	5	5	240
	Work Area 301-D	13	x	13	169	1	1	169			0	x	0	0	0	0	0
	Open Office		x		590	1	3	590		File storage	0	x	0	440	1	0	440
	Entry 301	16	x	8	128	1	0	128			0	x	0	0	0	0	0
					Subtotal		38	9,026		Subtotal						38	4,172
	Courthouse Comptroller 2016 - Actual Area							**10,825**									
633 W. Wisconsin	Office 915	10	x	21	210	1	1	210		Director	10	x	12	120	1	1	120
	Office 914	10	x	13	130	1	1	130		Deputy	10	x	12	120	1	1	120
	Office 913	10	x	13	130	1	1	130		Manager	10	x	12	120	1	1	120
	Office 916, 917, 918, 924	10	x	11	110	4	4	440		Manager	10	x	12	120	4	4	480
	Shared Office 925	12	x	20	240	1	2	240		Manager	10	x	12	120	2	2	240
	Shared Office 926	11	x	20	220	1	2	220		Professional	10	x	12	120	2	2	240
	Workstation 922A - D, 922G - M	6	x	8	48	11	11	528		Admin	6	x	8	48	11	11	528
	Workstation 922F	6	x	6	36	1	1	36		Admin	6	x	8	48	1	1	48
	Conference Room 908	10	x	18	180	1	0	180		Conference	12	x	15	180	1	0	180

Table A-20: Comptroller/Central Payroll (Continued)

SECTION A: PROGRAMMING

Courthouse: Second & Third Floor, 633 W. Wisconsin: 9th Floor

Michelle Nate	2016								2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF	TITLE	SIZE			SF	QTY	HDCNT	SF
	Huddle Room 923	5	x	10	50	1	0	50	Open Collab	12	x	8	96	1	0	96
	Copy/Work/Storage Room 910	10	x	20	200	1	0	200	Storage	10	x	20	200	1	0	200
	File Storage	6	x	10	60	1	0	60	File Storage	6	x	10	60	1	0	60
	Breakroom 911	16	x	20	320	1	0	320	Breakroom	12	x	15	180	2	0	360
	Room 921	8	x	10	80	1	0	80	Copy/Workroom	8	x	10	80	1	0	80
	633 Audit - Actual Area						**23**	**2,824**	633 Subtotal						23	2,872
									Subtotal - 633 & Courthouse						61	7,044
	Comptroller/Audit 2016 - Actual Area						**61**	**13,649**	**Comptroller 2021 - Courthouse**						**61**	**9,509**
									Comptroller 2021 - New Building						**61**	**8,453**
				Adjacencies	Payroll, Budget, HR, Corporation Counsel, County Board, County Executive											
					NO adjacency to Public or Courts											

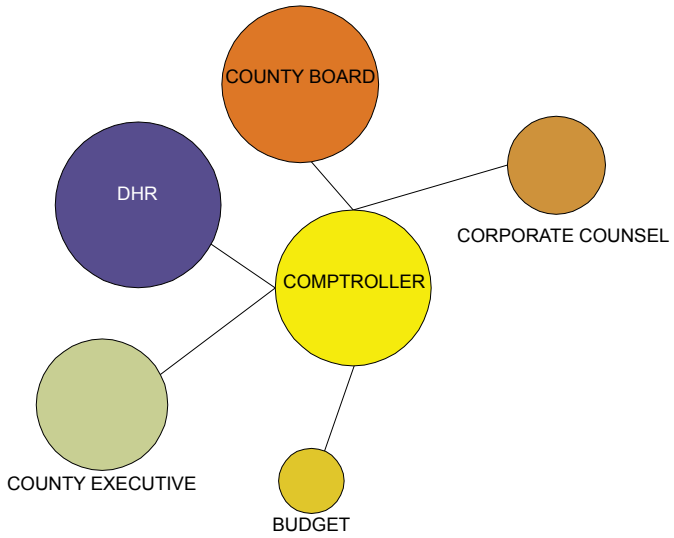


Diagram A.20 - Adjacency Diagram for Comptroller/Central Payroll

Table A-21: Persons W/ Disabilities

SECTION A: PROGRAMMING

Courthouse: Third Floor

Tim Ochnikowski	2016								2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF	TITLE	SIZE			SF	QTY	HDCNT	SF
	Open Office 307-B		x		764	1	3	764	Head / Managers		x		800	1	4	800
	Storage 303-1		x		60	1	0	60		0	x	0	0	0	0	0
		Subtotal					3	824	Subtotal						4	800
	Disabilities 2016 - Actual Area						**3**	**764**	**Disabilities 2021 - Courthouse***						**4**	**800**
	(does not include storage closet)								**Disabilities 2021 - New Building**						**4**	**720**
				Adjacencies		County Executive, Courts, County Board, Family Care										
				Notes		* Do not plan workstations - need open space for manuverability										
						Additional person is an intern										

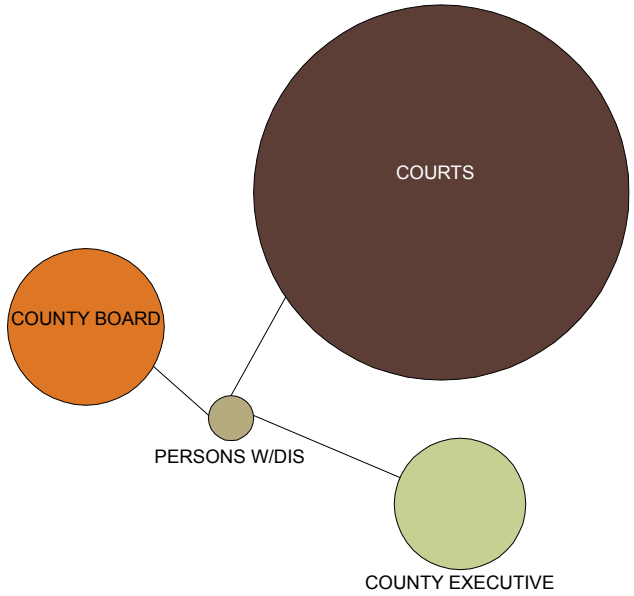


Diagram A.21 - Adjacency Diagram for Persons With Disabilities

Table A-22: OEM

SECTION A: PROGRAMMING

Courthouse: Third Floor. Safety Building: Basement, Third Floor

Christine Westrich		2016								2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
	Office 308-G	10	x	16	160	1	1	160		Director	10	x	12	120	1	1	120
	Courthouse & Safety Building	10	x	12	120	2	2	240		Deputy Director	10	x	12	120	2	2	240
	Safety Building	10	x	12	120	1	1	120		Manager	10	x	12	120	1	1	120
	Safety Building	10	x	12	120	1	1	120		Supervisor	6	x	8	48	4	4	192
	Office 308-I	12	x	16	192	1	1	192		Radio room (Director)	10	x	12	120	1	1	120
	Safety Building	8	x	8	64	3	3	192		Coordinator	6	x	8	48	4	4	192
	Open office	8	x	8	64	8	8	512		Technician	6	x	8	48	8	8	384
	Admin 308-A ***		x		1,722	1	6	1,722		Admin	6	x	8	48	2	2	96
										Conference	12	x	15	180	1	0	180
										Break	10	x	12	120	1	0	120
		Subtotal					23	3,258		Subtotal						**23**	**1,764**
	OEM 2016 Office - Actual Area						**23**	**2,955**		**OEM 2021 - Courthouse**						**23**	**2,381**
										OEM 2021 - New Building						**23**	**2,117**
		Adjacencies	Public, medical examiners office (10th & Highland)														

Table A-22: OEM (Continued)

SECTION A: PROGRAMMING

Courthouse: Third Floor. Safety Building: Basement, Third Floor

Christine Westrich		2016								2021						
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
OEM Radio Equip	Radio & Electronics B17	26	x	16	416	1	0	416			25	x	25	625	1		625
OEM Dispatch	Office SB 305-H	14	x	10	140	1	0	140				x					
	Office SB 305-I	21	x	14	294	1	1	294				x					
	Office SB 305-J	17	x	6	102	1	1	102				x					
	911 Dispatch SB 305 (wksts)	53	x	25	1,325	1	10	1,325			8	x	7	53	19	19	998
	Open Office SB 305-C (training)	17	x	16	272	1	0	272				x					
	Break Room SB 305-B	17	x	16	272	1	0	272				x					
	Data/Phone SB 305-G, 305-F	28	x	18	504	1	0	504				x					
	Storage SB 305-A	12	x	10	120	1	0	120				x					
	Storage SB 305-K	24	x	12	288	1	0	288				x					
	Men's Lockers SB 305-E	14	x	8	112	1	0	112				x					
	Women's Lockers SB 305-D	14	x	8	112	1	0	112				x					
		Subtotal					12	3,541									
	OEM Dispatch Totals - Actual Area						**12**	**5,371**							*	**19**	**5,706**
				Notes	Possible addition of (2) Municipality PSAP's (Public Safety Answering Point)												
					Due to required robust infrastructure, OEM dispatch may require separate building												
					* Future Dispatch numbers are per Quorum's program, includes Circulation												
					** Entire OEM Division is approximately 30,000 - 40,000 sf with circulation base on Space Needs												
					Report completed by Quorum Architects, Inc. in June 2015												

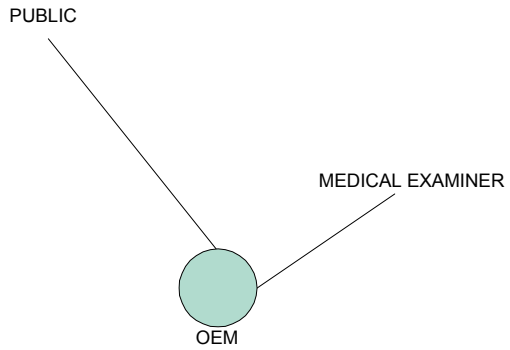


Diagram A.22 - Adjacency Diagram for OEM

Table A-23: Administrative Services DAS

SECTION A: PROGRAMMING

Courthouse: Third Floor

Jeremy Theis	2016									2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
Tieg	Office 308-B	21	x	16	336	1	1	336		Head	10	x	12	120	1	1	120	
	Admin station	11	x	6	66	1	1	66		Admin	6	x	8	48	1	1	48	
		Subtotal					2	402		Subtotal						2	168	
		DAS 2016 - Actual Area					**2**	**1,265**		**DAS 2021 - Courthouse**						**2**	**227**	
										DAS 2021 - New Building						**2**	**202**	
				Adjacencies		County Executive, County Board, Budget, Comptroller												
					Notes	Majority of group is at 633 Wisconsin												

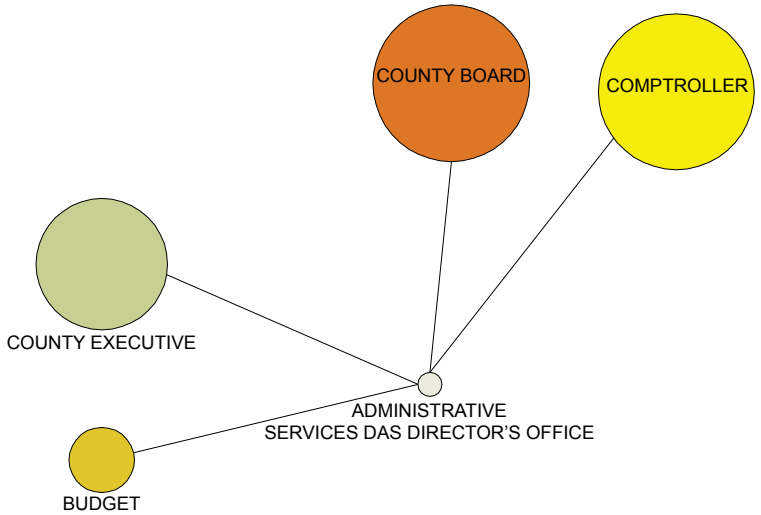


Diagram A.23 - Adjacency Diagram for Administrative Services DAS

Table A-24: County Executive

SECTION A: PROGRAMMING

Courthouse: Third Floor

Linda Walsh	2016									2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
	Office 306-J, 306-L	15	x	12	180	2	2	360		Elected Official	12	x	15	180	1	1	180	
	Office 306-I	17	x	11	187	1	1	187		Dept Head	10	x	12	120	1	1	120	
	Office 306-K	16	x	15	240	1	0	240		Director	0	x	0	0	0	0	0	
	Office 306-H, G, F	17	x	12	204	3	3	612		Manager	10	x	12	120	3	3	360	
Chris Abele	Office 306-D	23	x	27	621	1	1	621		Supervisor	0	x	0	0	0	0	0	
	CE Closet 306-D1	10	x	16	160	1	0	160		Professional	10	x	12	120	10	10	1,600	
	CE Toilet Room 306-D4	14	x	8	112	1	0	112		Admin	6	x	8	48	1	1	112	
Security Office *	Office 306-D2	17	x	18	306	1	0	306		Security Office	12	x	15	180	0	0	180	
	Open office 306-A	46	x	11	506	1	1	506			0	x	0	0	0	0	0	
	Lobby / Conf / Work	46	x	22	1,012	1	1	1,012			0	x	0	0	0	0	0	
	Lobby / Rec / Wait 306	31	x	20	620	1	1	620		Lobby / Reception	30	x	20	600	1	1	600	
	Meeting Room 306-B	32	x	26	832	1	0	832		Conference	32	x	26	832	1	0	832	
	Conference 306-R	21	x	19	399	1	0	399		Conference	20	x	20	400	1	0	400	
	Storage 306-N	14	x	9	126	1	0	126			0	x	0	0	0	0	0	
	Storage 306-AA	7	x	8	56	1	0	56			0	x	0	0	0	0	0	
	Tele 306-M	15	x	4	60	1	0	60			0	x	0	0	0	0	0	
	Storage 306-A3	4	x	8	32	1	0	32			0	x	0	0	0	0	0	
	Storage SU3-2	12	x	14	168	1	0	168		Storage	12	x	14	168	1	0	168	
	Storage SU3-3	12	x	14	168	1	0	168		Storage	12	x	14	168	1	0	168	

Table A24: County Executive (Continued)

SECTION A: PROGRAMMING

Courthouse: Third Floor

Linda Walsh	2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF	TITLE	SIZE			SF	QTY	HDCNT	SF
									Office of African American Affairs							
									Director	10	x	12	120	1	1	120
									Professional	10	x	12	120	1	1	120
									Admin	6	x	8	48	1	1	48
		Subtotal					10	6,577	Subtotal						**20**	**5,008**
	County Executive 2016 - Actual Area						**10**	**7,203**	**County Executive 2021 - Courthouse**						**20**	**6,761**
									County Executive 2021 - New Building						**20**	**6,010**
				Adjacencies	None indicated											
				Notes	* Headcount of (2) not included with County Exec staff											

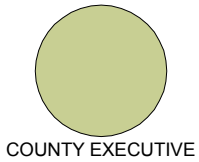


Diagram A.24 - Adjacency Diagram for County Executive

Table A-25: Corporation Counsel

SECTION A: PROGRAMMING
Courthouse:
Third Floor, 303

Colleen Foley	2016								2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF	TITLE	SIZE			SF	QTY	HDCNT	SF
	Office 303-I	8	x	11	88	1	0	88		0	x	0	0	0	0	0
	Office 303-N	8	x	11	88	1	1	88	Admin	6	x	8	48	6	6	288
	303-L (Library)	19	x	10	181	1	0	181	Library	10	x	12	120	1	0	120
	Office 303-J, G	17	x	11	187	2	2	374	Professional	10	x	12	120	10	10	1,200
	Office 303-I,-H, F, E	17	x	12	204	4	4	816		0	x	0	0	0	0	0
	Office 303-D	20	x	17	340	1	1	340	Director	10	x	12	120	2	2	240
Colleen Foley	Office 303-A, B	23	x	16	368	2	2	736	Head	10	x	12	120	1	1	120
	Office 303-Q, R, S	11	x	11	121	3	3	363		0	x	0	0	0	0	0
	Office 303-T	23	x	11	253	1	1	253	Manager	10	x	12	120	1	1	120
	Office 303-O	19	x	9	171	1	1	171		0	x	0	0	0	0	0
	Open office 303-B1	33	x	32	1,056	1	4	1,056		0	x	0	0	0	0	0
	Files 303-B2	35	x	15	525	1	0	525		0	x	0	0	0	0	0
	Lobby 303	16	x	17	272	1	0	272	Lobby	15	x	18	270	1	0	270
	Conference Rm 303-C	17	x	22	374	1	0	374	Conference	15	x	20	300	1	0	300
	Lunch Room 303-U	18	x	11	198	1	0	198	Break	10	x	12	120	1	0	120
		Subtotal					19	5,835	Subtotal						20	2,778
	Corporation Counsel 2016 - Actual Area						**19**	**9,638**	**Corporation Counsel 2021 - Courthouse**						**20**	**3,750**
									Corporation Counsel 2021 - New Building						**20**	**3,334**
					Adjacencies	Risk Management, County Exec, Board.										
						Secondary: Public (3rd party mental initiatives)										

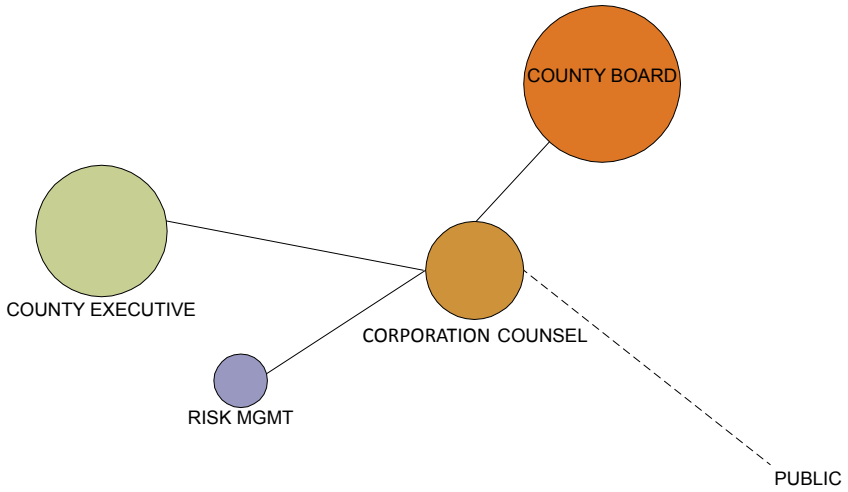


Diagram A.25 - Adjacency Diagram for Corporation Counsel

Table A-26: Risk Management

SECTION A: PROGRAMMING

Courthouse: Third Floor

Amy Pechacek	2016									2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
Field Workers	Office 302-D	14	x	11	154	1	2	154		Field Wrkrs	6	x	8	48	5	5	240	
Manager	Office 302-A	14	x	11	154	1	1	154		Manager	10	x	12	120	2	2	240	
Manager	Office 302-H	14	x	12	168	1	1	168			0	x	0	0	0	0	0	
Amy Pechacek	Office 302-I	19	x	12	228	1	1	228		Head	10	x	12	120	1	1	120	
Admin	Open Office 302-B		x		513	1	1	513		Admin	6	x	8	48	1	1	48	
	Conference 302-J	17	x	9	153	1	0	153		Conference	12	x	15	180	1	0	180	
		Subtotal					6	1,370		Subtotal						9	828	
	Risk Management 2016 - Actual Area						**6**	**2,119**		**Risk Management 2021 - Courthouse**						**9**	**1,118**	
										Risk Management 2021 - New Building						**9**	**994**	
				Adjacencies	Corporation Counsel. Secondary: DAS. Does not want to be near public.													
					Notes	Would also benefit from open collaborative space.												

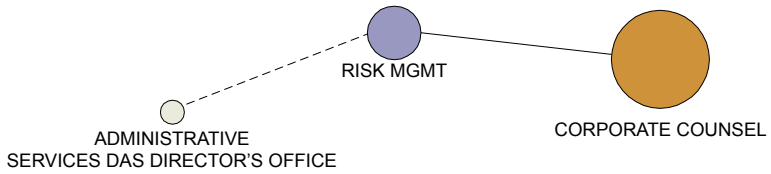


Diagram A.26 - Adjacency Diagram for Risk Management

Table A-27: Budget Office

SECTION A: PROGRAMMING
Courthouse:
Third Floor

	Steven Kreklow	2016							2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF	TITLE	SIZE			SF	QTY	HDCNT	SF
Steven Kreklow	Office 308-C	21	x	16	336	1	1	336	Head	10	x	12	120	1	1	120
	Open office 308-K		x		2,577	1	7	2,577	Professional	10	x	12	120	7	7	840
			x		0	0	0	0	Interns	6	x	8	48	2	2	96
	Conference Rm for 14*								Conference	12	x	15	180	1	0	180
		Subtotal					8	2,913	Subtotal						10	1,236
	Budget Office 2016 - Actual Area						**8**	**3,055**	**Budget 2021 - Courthouse**						**10**	**1,669**
									Budget 2021 - New Building						**10**	**1,483**
				Adjacencies	County Exec, County Board. Secondary: Comptroller, DAS											
					Notes	Confidential issues re: salaries, employees										
						* currently shares with DAS, OEM										

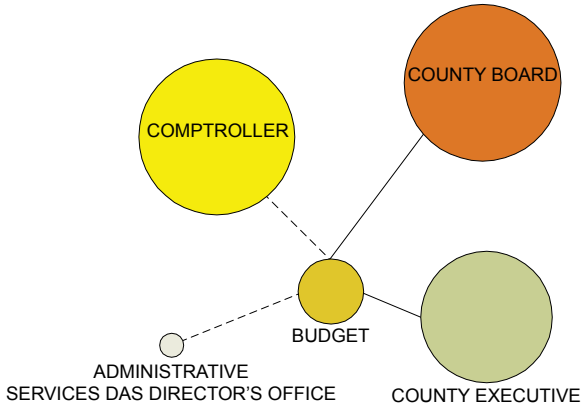


Diagram A.27 - Adjacency Diagram for Budget Office

Table A-28: Economic Development

SECTION A: PROGRAMMING
633
W Wisconsin: 903

	Jim Tarantino	2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
	Office 931	10	x	13	130	1	1	130		Executive Director	10	x	12	120	1	1	120
	Office 932 (includes 2 workstatio	10	x	14	140	1	1	140		Managers	10	x	12	120	2	2	240
	Office 934	10	x	12	120	1	1	120		Manager (LIS)	10	x	12	120	3	2	360
	Office 933 (includes 4 workstatio	10	x	20	200	1	4	200		Technicians (LIS)	6	x	8	48	4	4	192
	Reception	8	x	10	80	1	1	80		Administration/Reception	8	x	10	80	1	1	80
	Workstation 929A & 940A	6	x	8	48	2	2	96		Administration	6	x	8	48	2	2	96
	Hoteling 930A & B	6	x	6	36	3	3	108		Interns	6	x	6	36	3	3	108
	Huddle Space	10		10	100	1	0	100		Conference Room	10	x	10	100	1	0	100
	Storage	7	x	8	56	1	0	56		Storage	8	x	10	80	1	0	0
										Subtotal						15	1,296
	Economic Development 2016 - Actual Area						**13**	**1,030**		**ED 2021 - Courthouse**						**15**	**1,750**
										ED 2021 - New Building						**15**	**1,555**
						Adjacencies	DAS Director, Central Biz Office, CBDP, FM, Facilities A&E, IMSD, Courthouse										

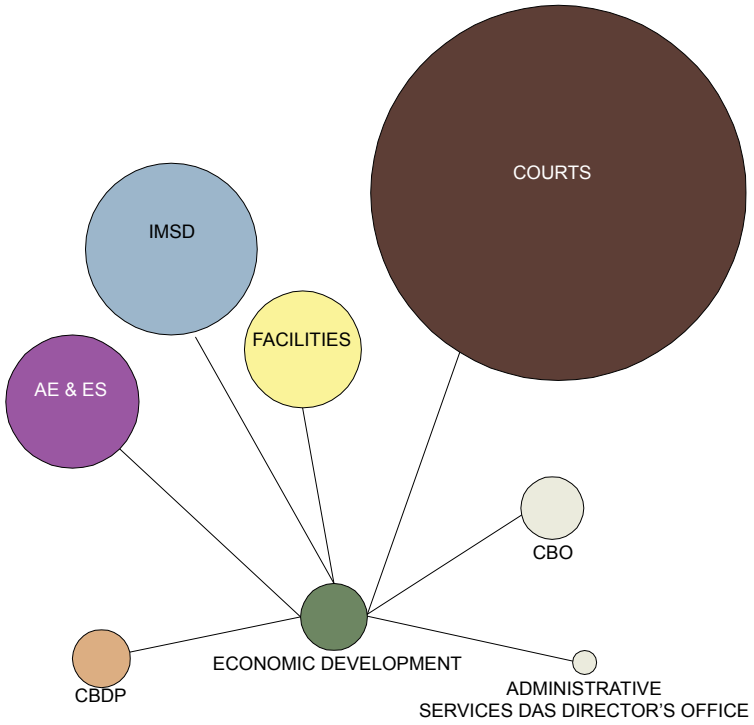


Diagram A.28 - Adjacency Diagram for Economic Development

Table A-29: AE & ES

SECTION A: PROGRAMMING
633 W. Wisconsin: 10th Floor

Gregory High		2016								2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
A/E	Office 1027	11	x	20	220	1	1	220		Director	10	x	12	120	1	1	120
	Office 1026	10	x	13	130	1	1	130		Manager	10	x	12	120	1	1	120
	Workstation 1010A - G	8	x	9	72	7	7	504		Architect/Engineer	10	x	12	120	7	7	840
	Workstation 1023B	8	x	8	64	2	2	128		Architect/Engineer	8	x	8	64	2	2	128
	Plan Desk Room 1006	8	x	9	72	2	2	144		Professional	6	x	8	48	2	2	96
	Reception Room 1006	6	x	8	48	1	1	48		Administration	6	x	8	48	1	1	48
	Clerical Records Office 1005	11	x	12	132	1	1	132		Clerical	6	x	6	36	1	1	36
	Records Storage Room 1033	20	x	32	640	1	0	640		Storage	20	x	32	640	1	0	640
	Basement of 633	22	x	35	770	1	0	770		Storage	20	x	35	700	1	0	700
Enviro. Services	Workstation 1012	10	x	11	110	1	1	110		Manager	10	x	12	120	1	1	120
	Workstation 1011E	9	x	10	85	1	1	85		Manager	10	x	12	120	1	1	120
	Workstation 1011A - D	8	x	9	72	4	4	288		Professional	6	x	8	48	4	4	192
	File Storage	8	x	10	80	1	0	80		Storage	8	x	10	80	1	0	80
Facilities	Office 1015	10	x	10	95	1	1	95		Manager	10	x	12	120	1	1	120
Assess. Team	Workstation 1018A - D	8	x	8	64	4	4	256		Architect/Engineer	8	x	8	64	4	4	256
Civil Engineer	Office 1021	10	x	15	150	1	1	150		Manager	10	x	12	120	1	1	120
Site Development	Workstation 1018G, 1018K - N	8	x	8	64	5	5	320		Architect/Engineer	8	x	8	64	5	5	320
	Workstation 1018E - F, 1018H - J	6	x	8	48	5	5	240		Architect/Engineer	6	x	8	48	5	5	240
	File Storage	2	x	5	10	1	0	10		Storage	2	x	5	10	1	0	10
	Conference Room	18	x	26	468	1	0	468		Conference	20	x	25	500	1	0	500
										Conference	12	x	15	180	1	0	180

Table A-29: AE & ES (Continued)

SECTION A: PROGRAMMING
633 W. Wisconsin: 10th Floor

Gregory High		2016							2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
										Break	12	x	15	180	1	0	180
										Subtotal						37	5,166
	FM AE&ES 2016 - Actual Area						**37**	**4,818**		**AE & ES - Courthouse**						**37**	**6,974**
										AE & ES - New Building						**37**	**6,199**
				Adjacencies	Department of Administrative Services; Proximity to GMIA												
					Environmental Services: Facilities & Planning, Central Business Office, & Procurement												
				Notes	Additional AE&ES staff are located at GMIA but will remain there for adminstrative purposes.												

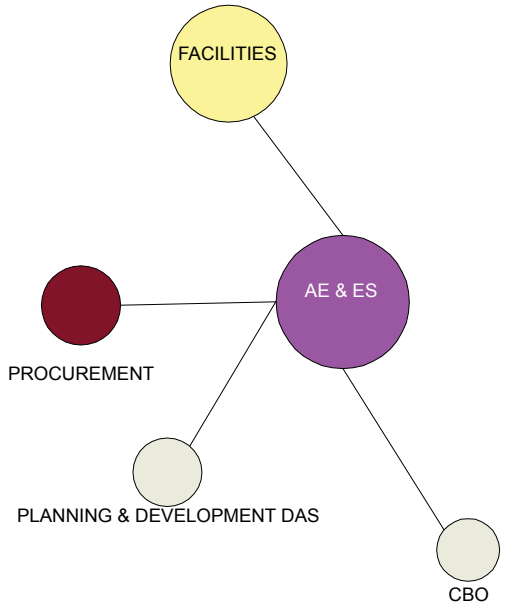


Diagram A.29 - Adjacency Diagram for AE & ES

Table A-30: Procurement

SECTION A: PROGRAMMING

633 W. Wisconsin: 9th Floor

Patrick Lee		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
	Office 942B	9	x	10	90	1	1	90		Manager	10	x	12	120	1	1	120
	Office 943 & 945	10	x	11	110	1	1	110		Manager	10	x	12	120	5	5	600
	Office 944	10	x	12	120	1	1	120		Managers	10	x	12	120	6	6	720
	Workstation 940A - G	6	x	8	48	6	6	288		Administration	6	x	8	48	0	0	0
	File Storage	6	x	7	42	1	0	42		Storage	6	x	8	48	0	0	0
										Conference Room (10-15)	15	x	25	375	1	0	375
										Subtotal						12	1,815
	Procurement 2016 - Actual Area						**9**	**650**		**Procurement 2021 - Courthouse**						**12**	**2,450**
										Procurement 2021 - New Building						**12**	**2,178**
				Adjacencies	Community Business Development Partners, AE&ES												

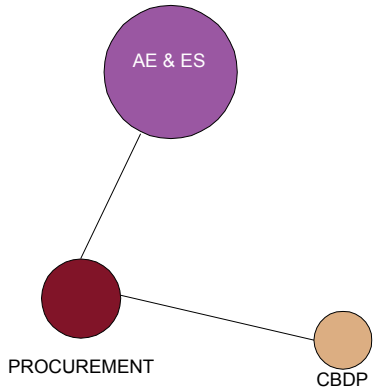


Diagram A.30- Adjacency Diagram for Procurement

Table A-31: CBDP

SECTION A: PROGRAMMING

633 W. Wisconsin: 9th Floor

Rick Norris		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
	Office 935	10	x	12	120	1	1	120		Director	10	x	12	120	1	1	120
	Office 936	10	x	11	110	1	1	110		Manager	10	x	12	120	1	1	120
	Office 942	10	x	10	100	1	1	100		Managers	10	x	12	120	1	1	120
	Workstation 941E & F	6	x	8	48	2	1	96		Manager	10	x	12	120	1	1	120
										Professional	10	x	12	120	1	1	120
	Workstation 941A, 941 C - D	6	x	8	48	3	3	144		Admin	6	x	8	48	3	3	144
	Workstation 941B	6	x	8	48	1	0	48		Intern	6	x	8	48	1	1	48
										Conference	12	x	15	180	1	0	180
										Subtotal						**9**	**972**
	CBDP 2016 - Actual Area						**7**	**618**		**CBDP 2021 - Courthouse**						**9**	**1,312**
										CBDP 2021 - New Building						**9**	**1,166**
				Adjacencies	Procurement, AE&ES, Economic Development;												
					DHHS, Parks, ZOO, and Transit												

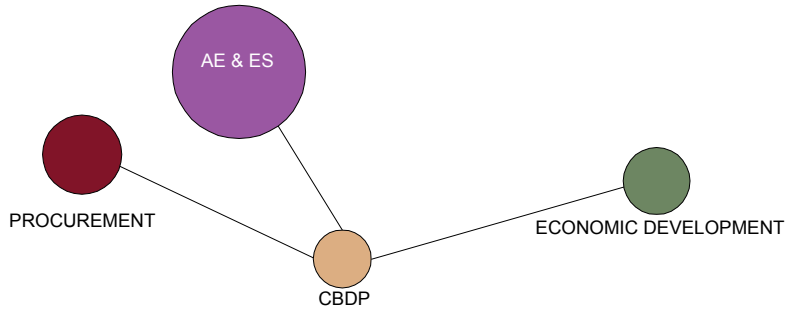


Diagram A.31 - Adjacency Diagram for CBDP

Table A-32: CBO

SECTION A: PROGRAMMING

633 W. Wisconsin: 9th Floor

Rick Norris		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
	Office 1028	10	x	17	170	1	1	170		Manager	10	x	12	120	1	1	120	
	Office 1029	10	x	15	150	1	1	150		Manager	10	x	12	120	1	1	120	
	Workstation 1023B	8	x	8	64	1	1	64			0	x	0	0	0	0	0	
	Workstation 1031A - I, 1038A - D	6	x	8	48	9	11	432		Admin	6	x	8	48	13	13	624	
	File Storage	5	x	10	50	1	0	50		Storage	6	x	10	60	1	0	60	
	File Storage Corridor 1025 & 1034	11	x	20	220	1	0	220		Storage	11	x	20	220	1	0	220	
	Coffee 1032 & Copy/Work/Files 1	8	x	22	176	1	0	176		Work Area	12	x	15	180	1	0	180	
										Conference	10	x	18	180	1	0	180	
										Subtotal						15	1,144	
		CBO 2016 - Actual Area					**14**	**1,262**		**CBO 2021 - Courthouse**						**15**	**1,544**	
										CBO 2021 - New Building						**15**	**1,373**	
				Adjacencies	DAS, Facilities Management, AE&ES, & IMSD; Director's Office of OEM													

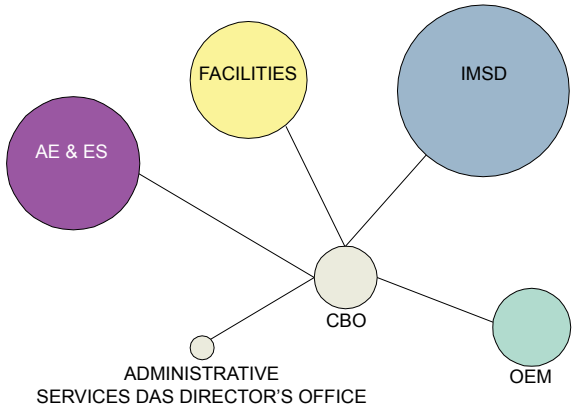


Diagram A.32 - Adjacency Diagram for CBO

Table A-33: Planning & Development

SECTION A: PROGRAMMING

633 W. Wisconsin: Future 7th Floor

Peter Nilles		2016							2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF	TITLE	SIZE			SF	QTY	HDCNT	SF
	Office in Suite 705	12	x	16	192	1	1	192	Director	10	x	12	120	1	1	120
	Office in Suite 705	12	x	13	156	1	1	156	Planning Director	10	x	12	120	1	1	120
	Office in Suite 705	11	x	11	121	1	1	121	Manager (O&M)		x					
	Offices in Suite 705	10	x	12	120	3	3	360	Architect/Engineer	8	x	8	64	6	6	384
	Located in Suite 705	22	x	31	682	1	0	682	Open Collaboration Space	20	x	30	600	1	0	600
	Copy/Storage in Suite 705	8	x	16	128	1	0	128	Copy/Storage	10	x	15	150	1	0	150
									Subtotal						8	1,374
	Planning & Development 2016 - Actual Area						**6**	**1,639**	**P&D 2021 - Courthouse**						**8**	**1,855**
									P&D 2021 - New Building						**8**	**1,649**
					Adjacencies	AE&ES, Economic Development, Facilities Operation & Maintenance, Procurement, IMSD, DAS Director										
					Notes											

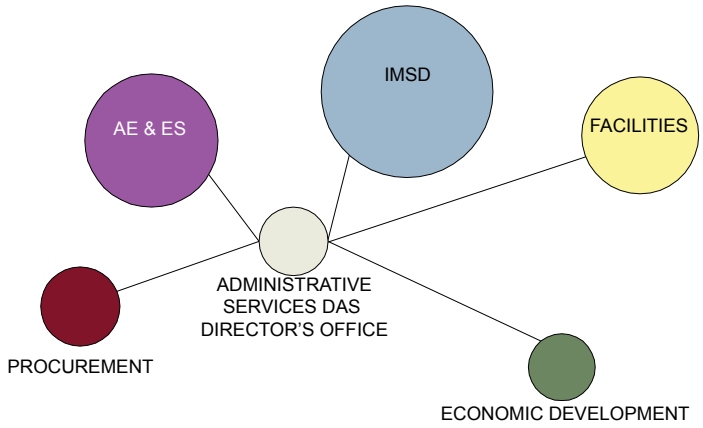


Diagram A.33 - Adjacency Diagram for Planning & Development

Table A-34: IMSD

SECTION A: PROGRAMMING

633 W. Wisconsin: 9, 10, 11
Safety Building: Basement, Courthouse G, 1M, Third Flr

Laurie Panella		2016								2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
	Common B9-2		x		357	1	0	357			0	x	0	0	0	0	0
	Office B9- F (Storage)	15	x	13	195	1	0	195			0	x	0	0	0	1	0
	Office B9-G	15	x	13	195	2	2	390		Manager	12	x	10	120	1	1	120
	Office B9-H	15	x	13	195	1	1	195			12	x	10	120	1	1	120
	Office B9-C	15	x	11	165	1	1	165			12	x	10	120	1	1	120
	911 UPS B9-B	20	x	12	240	1	0	240			0	x	0	0	0	0	0
	Storage B9-A	17	x	8	136	1	0	136		Storage	10	x	14	140	1	0	140
		Subtotal					4	1,678		Subtotal						4	500
	IMSD Safety Bdg 2016 - Actual Area						**4**	**2,160**									
	G2-A (Server rm)	10	x	10	100	1	0	100		Server	10	x	10	100	1	0	100
Sits w/n Child Support	Office area M101	8	x	8	64	2	2	128		Admin	6	x	8	48	2	2	96
	Computer Rm 308-H	16	x	10	160	1	1	160		Computer Room	12	x	10	120	1	1	120
		Subtotal					3	388		Subtotal						3	816
	IMSD Courthouse 2016 - Actual Area						**3**	**1,018**									

Table A-34: IMSD (Continued)

SECTION A: PROGRAMMING

633 W. Wisconsin: 9, 10, 11
Safety Building: Basement, Courthouse G, 1M, Third Flr

Laurie Panella		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
633 W Wisconsin																		
	Office 1117	10	x	20	200	1	1	200		Director	10	x	12	120	1	1	120	
	Office	10	x	12	120	3	3	360		Executive Director	10	x	12	120	4	4	480	
	Office	10	x	12	120	1	1	120		Managers	10	x	12	120	7	7	840	
	Workstation	6	x	8	48	58	58	2,784		Professionals	6	x	8	48	91	91	4,368	
	Workstation	8	x	8	64	7	7	448		Professionals	6	x	8	48	0	0	0	
	Workstation	6	x	6	36	5	5	180		Intern	6	x	6	36	0	0	0	
	Workstation	6	x	8	48	0	0	0		Mobile Staff	6	x	6	36	0	0	0	
	Workstation	6	x	8	48	2	2	96		Admin	6	x	8	48	1	1	48	
	Room 1114	10	x	18	180	2	2	360		Shared worklab	12	x	8	96	1	0	96	
	Room 1110	10	x	7	70	1	0	70		Break area	10	x	10	100	1	0	100	
	Room 1125	10	x	41	410	1	0	410			0	x	0	0	0	0	0	
	Room 1112	6	x	8	48	1	0	48		IT Server Room	10	x	12	120	1	0	120	
	Room 1127	14	x	15	210	1	0	210		Buildlab	14	x	15	210	1	0	210	
	Team Space 1108	12	x	20	240	1	0	240		Conference Room	12	x	20	240	1	0	240	
	Room 1128	15	x	22	330	1	0	330		Conference Room	15	x	22	330	1	0	330	
			x		0	0	0	0		Conference Room	10	x	15	150	2	0	300	

Table A-34: IMSD (Continued)

SECTION A: PROGRAMMING

633 W. Wisconsin: 9, 10, 11
Safety Building: Basement, Courthouse G, 1M, Third Flr

Laurie Panella		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
	Room 1115	8	x	8	64	1	0	64		Storage	10	x	20	200	1	0	200	
	Room 1111	6	x	8	48	1	0	48		Electrical Room	0	x	0	0	0	0	0	
										Open Collab	12	x	8	96	3	0	288	
	IMSD 633 2016 - Actual Area						**79**	**5,968**										
										Subtotal						104	7,740	
	IMSD 2016 - Actual Area						**86**	**9,146**		**IMSD 2021 - Courthouse**						**111**	**12,226**	
										IMSD 2021 - New Building						**111**	**10,867**	
					Adjacencies		Proximity to heavy-use clients including Department of Administration,											
							Courthouse and Safety Building tenants; Procurement, Central Business Office,											
							Community Business Development Partners											

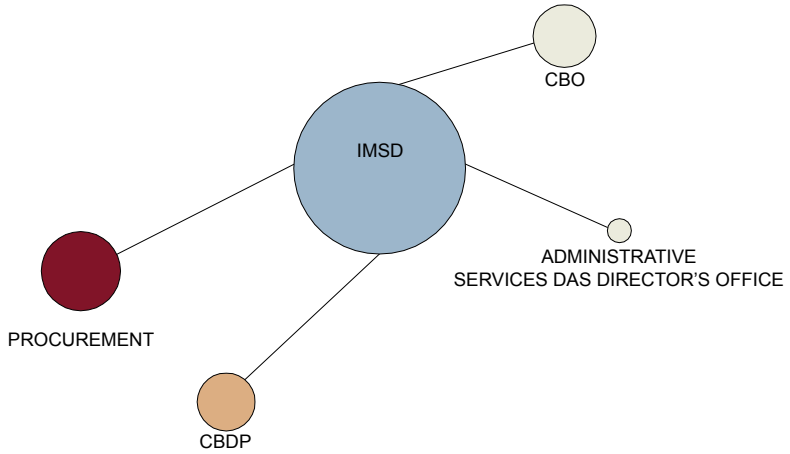


Diagram A.34 - Adjacency Diagram for IMSD

Table A-35: Sheriff

SECTION A: PROGRAMMING

Safety Building: Ground, First, Second, Third & Fourth Floors
Courthouse: Basement

	Capt. Catherine Trimboli (107)	2016								2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
	Contraband Storage B19	17	x	14	238	1	0	238		Contraband Storage	18	x	15	270	1	0	270
	Kitchen B18	21	x	16	336	1	0	336			0	x	0	0	0	0	0
	Office B12-B	24	x	17	408	1	0	408			0	x	0	0	0	0	0
	Assembly B12 "Roll Call" (90 pax)	53	x	44	2,332	1	0	2,332		"Roll Call" (90 pax)	50	x	45	2,250	1	0	2,250
	Storage B17-A	24	x	9	216	1	0	216		Storage	24	x	8	192	1	0	192
	Office B12-A	6	x	12	72	1	0	72			0	x	0	0	0	0	0
	Work Area B13	39	x	28	1,092	1	0	1,092		Work Area	25	x	45	1,125	1	0	1,125
	Storage B14	24	x	21	504	1	0	504		Storage	25	x	20	500	1	0	500
	Mens Shower/Locker	48	x	13	624	1	0	624		Mens Shower/Locker	15	x	45	675	1	0	675
	Womens Shower/Locker	48	x	16	768	1	0	768		Womens Shower/Locker	15	x	45	675	1	0	675
	Gymnasium	144	x	83	11,952	1	0	11,952		Gymnasium	0	x	0	6,000	1	0	6,000
	Sheriff Ground Flr Totals						**0**	**18,542**								**0**	**11,687**
Courts	Sheriff Security (Courthouse, B-20)	20	x	10	200	1	1	200		Deputies	20	x	10	200	1	2	200
	Meeting Room 101	15	x	17	255	1	0	255		Conference	15	x	20	300	1	0	300
	Office 102-A	12	x	17	204	1	0	204		Manager	10	x	12	120	2	2	240
	Office 102-B, D	11	x	11	121	2	0	242		Supervisor	10	x	12	120	5	5	600
	Office 102-F, 107-L	11	x	11	121	2	0	242			0	x	0	0	0	0	0
	Office 102-E, G, I, J, 107-J	17	x	11	187	5	5	935		Deputies (Traffic)	6	x	8	48	3	3	144
	Office 102-H	17	x	11	187	1	0	187		Admin	6	x	8	48	4	4	192
Civil Process	Open Office 102 (wksts)		x		2,418	1	20	2,418		Deputies	6	x	8	48	25	25	1,200
										Manager	10	x	12	120	1	1	120
										Supervisor	10	x	12	120	1	2	120

Table A-35: Sheriff (Continued)

SECTION A: PROGRAMMING

Safety Building: Ground, First, Second, Third & Fourth Floors
Courthouse: Basement

	Capt. Catherine Trimboli (107)	2016								2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
Administration	Meeting 107-2 (seats 12)	25	x	12	300	1	0	300		Conference	15	x	20	300	1	0	300
	Office 107-K, 107-N	8	x	9	72	2	2	144		Deputies	6	x	8	48	7	7	336
	Office 107-P, F, D	16	x	15	240	3	3	720		Manager	10	x	12	120	4	4	480
	Office 107-E	10	x	15	150	1	1	150		Director	10	x	12	120	2	2	240
	Office 107-M	15	x	11	165	1	2	165		Head	10	x	12	120	2	2	240
	Open Office 107 (wksts)		x		609	1	4	609		Admin	6	x	8	48	6	6	288
	Workout 107-G	21	x	11	231	1	0	231		Workout	20	x	15	300	1	0	300
Sheriff Clarke	Office 107-C (& Toilet)	36	x	16	576	1	1	576		Elected Official	12	x	15	180	1	1	180
	Garage 107-B	36	x	31	1,116	1	0	1,116			0	x	0	0	0	0	0
CID	Evidence Storage B209-B	12	x	13	156	1	0	156		Evidence Storage	12	x	14	168	1	0	168
	Evidence Storage B209-C	10	x	13	130	1	0	130		Evidence Storage	12	x	14	168	1	0	168
	Evidence Storage B209-E	18	x	13	234	1	0	234		Evidence Storage	20	x	12	240	1	0	240
	Storage 107-A	26	x	14	364	1	0	364		Storage	40	x	30	1,200	1	0	1,200
	Storage 108	26	x	21	546	1	0	546			0	x	0	0	0	0	0
	Storage 105	28	x	25	700	1	0	700			0	x	0	0	0	0	0
	Vault Work Area 103	28	x	8	224	1	0	224		Vault Work Area	22	x	10	220	1	0	220
	Evidence Vault 103-2	34	x	12	408	1	0	408		Evidence Vault	32	x	14	448	1	0	448
	Evidence Vault 103-3	16	x	14	224	1	0	224		Evidence Vault 1	18	x	16	288	1	0	288
	Evidence Vault 103-4	19	x	11	209	1	0	209		Evidence Vault	24	x	20	480	1	0	480
	Storage B209-F	33	x	19	627	1	0	627		Storage	40	x	25	1,000	1	0	1,000
	Storage 102-H1	11	x	12	132	1	0	132			0	x	0	0	0	0	0

Table A-35: Sheriff (Continued)

SECTION A: PROGRAMMING

Safety Building: Ground, First, Second, Third & Fourth Floors
Courthouse: Basement

	Capt. Catherine Trimboli (107)	2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
	Storage 107-I	12	x	12	144	1	0	144			0	x	0	0	0	0	0	
	Storage 107-H	8	x	12	96	1	0	96			0	x	0	0	0	0	0	
	Running Track 119		x		6,426	1	0	6,426			0	x	0	0	0	0	0	
										Conference	12	x	15	180	2	0	360	
										Break	12	x	15	180	2	0	360	
		Sheriff First Flr Totals					**39**	**19,314**								**66**	**10,412**	
CID / LEAD	Open Office 210 (WAR rm) wksts		x		658	1	0	658		War Room	35	x	20	700	1	0	700	
	Office 210-A	20	x	15	300	1	1	300		Head	10	x	12	120	1	1	120	
	Interview 210-B	17	x	8	136	1	0	136		Interview	20	x	14	280	1	0	280	
CID	Office 209-C	15	x	11	165	1	1	165		Sargent	10	x	12	120	2	2	240	
	Office 209-E	14	x	10	140	1	1	140		Sargent	10	x	12	120	2	2	240	
	Office 209-D	20	x	15	300	2	2	600		Managers	10	x	12	120	2	2	240	
	Open Office 209-G				364	1	1	364		Admin	6	x	8	48	3	3	144	
	Open Office 209-N				1,612	1	28	1,612		Deputies	6	x	8	48	40	40	1,920	
	Interview Recording 209-R	17	x	8	136	1	0	136		Interview Recording	12	x	15	180	1	0	180	
	Interview 209-R1, R2, R3, R4	8	x	8	64	4	0	256		Interview	12	x	15	180	4	0	720	
	Conference 209-B (seats 14)	30	x	18	540	1	0	540		Conference	25	x	15	375	1	0	375	
	Conference 209-Q (seats 14)	32	x	18	576	1	0	576		Conference	25	x	15	375	1	0	375	
	Break Room 209-P	16	x	8	128	1	0	128		Break	12	x	15	180	1	0	180	
	Vault Storage 209-T	16	x	14	224	1	0	224		Vault Storage	16	x	14	224	1	0	224	
	Storage 209-A	15	x	10	150	1	0	150		Storage	15	x	10	150	1	0	150	
	Locker Room 209-M	27	x	16	432	1	0	432		Locker Room	27	x	16	432	1	0	432	

Table A-35: Sheriff (Continued)

SECTION A: PROGRAMMING

Safety Building: Ground, First, Second, Third & Fourth Floors
Courthouse: Basement

	Capt. Catherine Trimboli (107)	2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
CID Background Inv.	Office 222-A	19	x	17	323	1	4	323		Bckgrnd Invest	10	x	12	120	15	15	1,800	
	Office 222-B	19	x	7	133	1	2	133			0	x	0	0	0	0	0	
	Office 222-C	18	x	15	270	1	4	270			0	x	0	0	0	0	0	
	Offices / Interview 222	17	x	12	204	1	0	204		Interview	14	x	12	168	1	0	168	
HR	Office 209-L	16	x	8	128	1	1	128		Head	10	x	12	120	1	1	120	
HR	Open Office 209-K		x		323	1	2	323		Admin	6	x	8	48	4	4	192	
Fiscal / Sales	Office 224-D	18	x	17	306	1	1	306		Head	10	x	12	120	1	1	120	
	Office 224-E	18	x	12	216	1	0	216			0	x	0	0	0	0	0	
	Office 224-G	17	x	12	204	1	1	204		Managers	10	x	12	120	2	2	240	
	Open Office 224 (wksts)		x		1,330	1	2	1,330		Analyst	6	x	8	48	4	4	192	
	Vault Storage 224-B	18	x	17	306	1	0	306		Vault Storage	18	x	15	270	1	0	270	
	Storage 227	12	x	8	96	1	0	96			0	x	0	0	0	0	0	
	Open Office 228 (wksts)		x		743	1	6	743		Admin	6	x	8	48	10	10	480	
Community Liason	Office 218-B	16	x	10	160	1	1	160		**Community Liason "Future" staff reflected in Admin totals**								
	Office 218-D	17	x	12	204	1	0	204			0	x	0	0	0	0	0	
	Open Office 218-C (training & wkst)	30	x	30	900	1	1	900		Training	30	x	30	900	1	0	900	
	Open Office 218 (wkst)	37	x	23	851	1	1	851			0	x	0	0	0	0	0	
	Storage 218-A, A1	10	x	6	60	2	0	120		Storage	10	x	20	200	1	0	200	
	Storage 218-E	12	x	11	132	1	0	132			0	x	0	0	0	0	0	
	Storage 218-G	13	x	4	52	1	0	52			0	x	0	0	0	0	0	
										Conference	12	x	15	180	3	0	540	
										Break	12	x	15	180	2	0	360	
		Sheriff Second Flr Totals					**60**	**13,418**								**87**	**12,102**	

Table A-35: Sheriff (Continued)

SECTION A: PROGRAMMING

Safety Building: Ground, First, Second, Third & Fourth Floors
Courthouse: Basement

	Capt. Catherine Trimboli (107)	2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
Internal Affairs	Office 304-F	10	x	10	100	1	0	100			0	x	0	0	0	0	0	
Lieutenant	Office 304-G	13	x	10	130	1	1	130		Lieutenant	10	x	12	120	2	2	240	
Deputy	Office 304-H	19	x	10	190	1	1	190		Deputy	10	x	12	120	1	1	120	
Lieutenant	Office 304-I	12	x	10	120	1	1	120		Lieutenant	10	x	12	120	2	2	240	
	Office / Reception 304-A (wksts)	17	x	15	255	1	2	255		Admin	6	x	8	48	2	2	96	
	Conference 304-B	17	x	12	204	1	0	204		Conference	15	x	20	300	1	0	300	
	Interview 304-J	13	x	8	104	1	0	104		Interview	10	x	12	120	1	0	120	
	Storage 304-C	13	x	10	130	1	0	130		Storage	20	x	25	500	1	0	500	
	Storage 304-D	18	x	8	144	1	0	144			0	x	0	0	0	0	0	
	Storage 304-E	14	x	9	126	1	0	126			0	x	0	0	0	0	0	
		Internal Affairs Totals					**5**	**1,503**								**7**	**1,616**	
MKE Deputy Sheriffs	Open office Sheriff Union 408-1	24	x	20	480	1	4	480		Admin	6	x	8	48	4	4	192	
	Storage 408-2, 408-3	9	x	6	54	2	0	108		Storage	10	x	10	100	1	0	100	
		Sheriff Fourth Flr Totals					**4**	**588**								**4**	**292**	

Table A-35: Sheriff (Continued)

SECTION A: PROGRAMMING

Safety Building: Ground, First, Second, Third & Fourth Floors
Courthouse: Basement

	Capt. Catherine Trimboli (107)	2016							2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF	TITLE	SIZE			SF	QTY	HDCNT	SF
					Subtotal		108	53,365	Subtotal						**164**	**36,109**
	Deputies (do not required dedicated work space)						70								90	
				TOTAL Headcount			178								254	
	Phase 1 Totals (references 5th floor of Safety Bdg)						180	50,344								
	Sheriff 2016 - Actual Area						**108**	**50,344**	**Sheriff 2021 - Courthouse**						**164**	**48,747**
									Sheriff 2021 - New Building						**164**	**43,331**
				Adjacencies	CID to CID 222 (Background Investigators) to LEAD to Administration to Internal Affairs											
					Administration - secondary to Community Liason											
					Courts to Civil Process to Traffic											
					Fiscal - can operate on their own											
					Non Departmental: CJF, CJF records, Courts, DA											

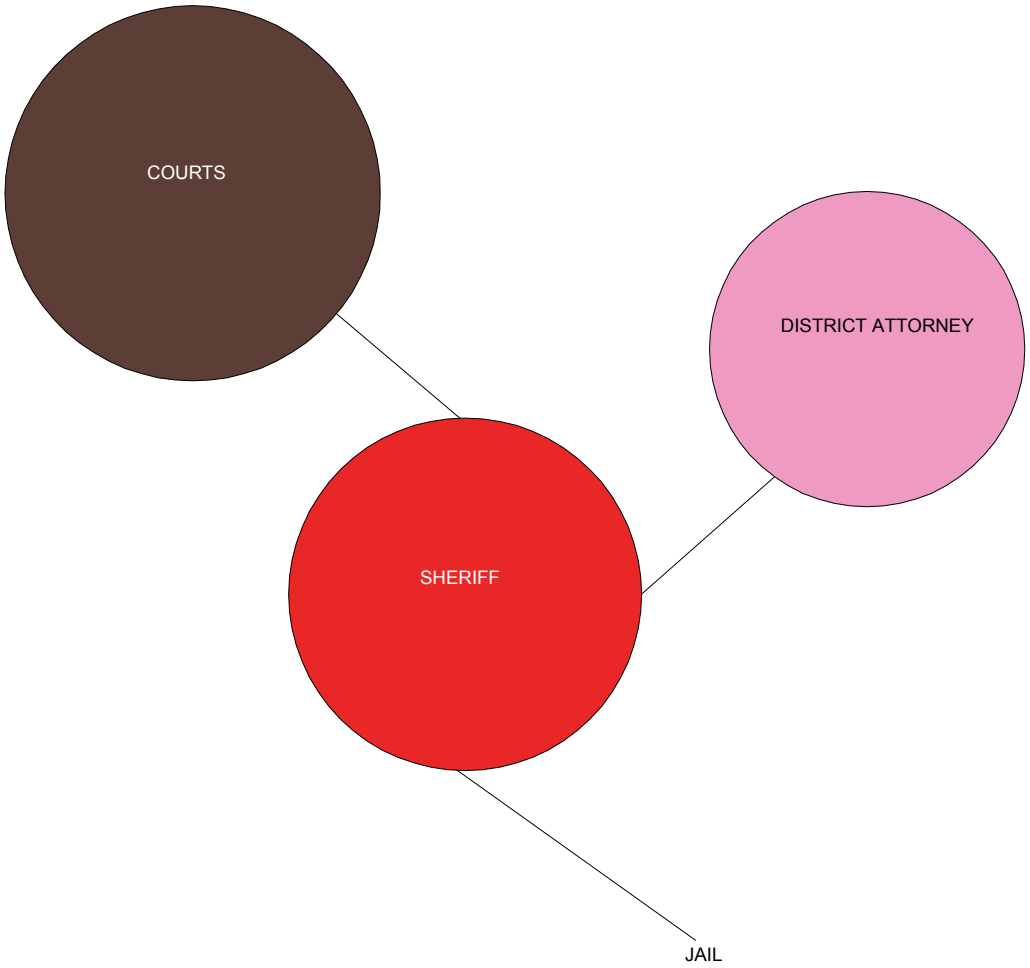


Diagram A.35 - Adjacency Diagram for Sheriff

Table A-36: District Attorney

SECTION A: PROGRAMMING

Safety Building:
Second, Third, Fourth & Sixth Floors

		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
Violent Crimes	Office 213	17	x	12	204	1	1	204		Professional	10	x	12	120	20	20	2,400	
	Office 214-A	12	x	5	60	1	1	60			0	x	0	0	0	0	0	
	Office 214-B, C, D, E, F, G	12	x	8	96	6	6	576			0	x	0	0	0	0	0	
	Office 217-A	17	x	13	221	1	1	221			0	x	0	0	0	0	0	
	Office 217-B	16	x	13	208	1	1	208			0	x	0	0	0	0	0	
	Office 217-C	19	x	17	323	1	5	323			0	x	0	0	0	0	0	
	Office 219-A, B, C	12	x	11	132	3	3	396			0	x	0	0	0	0	0	
	Office 219-D, E, F, G, H	11	x	9	99	5	5	495			0	x	0	0	0	0	0	
	Office 219-I	11	x	6	66	1	1	66			0	x	0	0	0	0	0	
	Open Office 219 (wksts)				570	1	5	570		Admin	6	x	8	48	9	9	432	
	Waiting 219-J	11	x	15	165	1	0	165		Waiting	11	x	15	165	1	0	165	
										Interrogation Rms	10	x	12	120	3	0	360	
										Conference	12	x	15	180	2	0	360	
										Break	12	x	15	180	1	0	180	
	Violent Crimes Second Flr Totals						29	3,284								**29**	**3,897**	

Table A-36: District Attorney (Continued)

SECTION A: PROGRAMMING

Safety Building:
Second, Third, Fourth & Sixth Floors

		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
MKE PD	Office 300 Liason	15	x	10	150	1	1	150		Professional	10	x	12	120	1	1	120	
Domestic Violence	Office 303-A, B, C	15	x	9	135	3	6	405		Professional	10	x	12	120	10	10	1,200	
	Office 303-D, E, F, G, H, J, K, L, M, N	12	x	10	120	1	10	120			0	x	0	0	0	0	0	
	Office 303-S	22	x	8	176	1	3	176			0	x	0	0	0	0	0	
	Clerical 303-W (wksts)				380	1	4	380		Admin	6	x	8	48	15	15	720	
	Conference 303-P	17	x	11	187	1	0	187		Conference	12	x	15	180	2	0	360	
	Waiting 303-U	12	x	10	120	1	0	120		Waiting	12	x	10	120	1	0	120	
										Break	12	x	15	180	1	0	180	
	Domestic Violence Third Flr Totals						**24**	**1,538**								**26**	**2,700**	
Administration																		
John Chisholm	Office 405-F (& toilet)	34	x	17	578	1	1	578		Elected Official	12	x	15	180	1	1	180	
Kent Lovern	Office 405-H	16	x	15	240	1	1	240		Deputy	10	x	12	120	1	1	120	
David Budde	Office 405-E	20	x	11	220	1	1	220		Deputy	10	x	12	120	1	1	120	
	Office 405-C, B	20	x	11	220	2	2	440		Deputy	10	x	12	120	1	1	120	
	Office 405-D	20	x	11	220	1	2	220		Professionals	10	x	12	120	9	9	1,080	
	Office 405-A	12	x	10	120	1	1	120			0	x	0	0	0	0	0	
	Office 405-G (wkst)	18	x	15	270	1	1	270		Admin	6	x	8	48	4	4	192	
	Office 405-I	23	x	15	345	1	1	345			0	x	0	0	0	0	0	
	Office 405-I2	23	x	10	230	1	1	230			0	x	0	0	0	0	0	
	Office 405-J (Server)	23	x	10	230	1	0	230			0	x	0	0	0	0	0	
	Office 405-K	23	x	13	299	1	1	299			0	x	0	0	0	0	0	
	Office 405-L	23	x	10	230	1	1	230			0	x	0	0	0	0	0	

Table A-36: District Attorney (Continued)

SECTION A: PROGRAMMING

Safety Building:
Second, Third, Fourth & Sixth Floors

		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
	Office 405-M	23	x	10	230	1	1	230			0	x	0	0	0	0	0	
	Office 405-N	23	x	12	276	1	1	276			0	x	0	0	0	0	0	
	Office 405-O, P	23	x	10	230	2	2	460			0	x	0	0	0	0	0	
	Office 405-Q (Conf Rm)	23	x	12	276	1	0	276		Conference	23	x	12	276	1	0	276	
	Office 405-R	23	x	10	230	1	1	230			0	x	0	0	0	0	0	
	Office 405-S	23	x	10	230	1	2	230			0	x	0	0	0	0	0	
	Office 405-T	23	x	12	276	1	2	276			0	x	0	0	0	0	0	
	Open Office 405-U	20	x	19	380	1	1	380		Admin	6	x	8	48	8	8	384	
	Office 405-V	12	x	12	144	1	1	144			0	x	0	0	0	0	0	
	Office 405-W	20	x	10	200	1	1	200			0	x	0	0	0	0	0	
	Open Office 405-3		x		552	1	4	552		Admin	6	x	8	48	8	8	384	
	Reception 405	20	x	10	200	1	0	200		Reception	20	x	10	200	1	0	200	
	File Storage 405-4	17	x	9	153	1	0	153		File Storage	17	x	9	153	1	0	153	
	File Storage 405-Y	18	x	17	306	1	0	306		File Storage	18	x	17	306	1	0	306	
	File Storage 405-X	19	x	9	171	1	0	171		File Storage	19	x	9	171	1	0	171	
	Work Room (Vault) 405-5	34	x	15	510	1	0	510		Work Room (Vault)	34	x	15	510	1	0	510	
	Office 410	12	x	11	132	1	1	132			0	x	0	0	0	0	0	
	Office 411	11	x	9	99	1	1	99			0	x	0	0	0	0	0	
										Conference	12	x	15	180	1	0	180	
										Break	12	x	15	180	1	0	180	
	Administration Fourth Flr Totals						**29**	**7,576**								**33**	**4,556**	

Table A-36: District Attorney (Continued)

SECTION A: PROGRAMMING

Safety Building:
Second, Third, Fourth & Sixth Floors

		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
Witness Protection /	Office 404-A (Interrogation Rm)	12	x	13	156	1	0	156		Interrogation Rm	10	x	12	120	2	0	240	
Child Support	Office 404-B	10	x	13	130	1	1	130		Head	10	x	12	120	1	1	120	
	Office 404-C	10	x	13	130	1	2	130		Professional	10	x	12	120	4	4	480	
	Office 404-D	14	x	13	182	1	2	182			0	x	0	0	0	0	0	
	Open Office 404		x		482	1	0	482			0	x	0	0	0	0	0	
	Open Office 404-E	25	x	21	525	1	5	525			0	x	0	0	0	0	0	
	Loft Office 404-E1	25	x	21	525	1	4	525		Admin	6	x	8	48	10	10	480	
										Evidence Room	10	x	15	150	1	0	150	
										Conference	12	x	15	180	1	0	180	
										Break	10	x	12	120	1	0	120	
	Witness Protection / Child Support Fourth Flr Totals						**14**	**2,130**								**15**	**1,770**	
Special Investigations	Office 421-A, B	13	x	9	117	2	4	234		Professional	10	x	12	120	5	5	600	
	Office 421-C, D, E, F	13	x	9	117	4	4	468		Admin	6	x	8	48	5	5	240	
	Office 421-G	13	x	7	91	1	0	91			0	x	0	0	0	0	0	
	Office 421-H	12	x	10	120	1	0	120			0	x	0	0	0	0	0	
	Office 421-I	12	x	7	84	1	1	84			0	x	0	0	0	0	0	
	Data 421-K	12	x	7	84	1	0	84			0	x	0	0	0	0	0	
	Conference 421-J	17	x	15	255	1	0	255		Conference	17	x	15	255	1	0	255	
										Evidence Room	10	x	15	150	1	0	150	
	Investigators Fourth Flr Totals						**9**	**1,336**								**10**	**1,245**	

Table A-36: District Attorney (Continued)

SECTION A: PROGRAMMING

Safety Building:
Second, Third, Fourth & Sixth Floors

		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
Victim Witness Waiting	Reception 422-1	10	x	11	110	1	1	110		Reception	10	x	11	110	1	1	110	
	Waiting 422-A	22	x	11	242	1	0	242		Waiting	22	x	11	242	1	0	242	
	Child 422-B	11	x	8	88	1	0	88		Child	11	x	8	88	1	0	88	
	Meeting 422-C	11	x	8	88	1	1	88		Admin	6	x	8	48	1	1	48	
	Victim Witness Waiting Fourth Flr Totals						**2**	**528**								**2**	**488**	
General Crimes Team 1	Open Office 607A (Conf & wksts)	40	x	32	1,280	1	3	1280		Admin	6	x	8	48	8	8	384	
	Office 607-C	11	x	9	99	1	1	99		Professional	10	x	12	120	3	3	360	
	Office 607-D	17	x	12	204	1	1	204			0	x	0	0	0	0	0	
	Office 607-E	12	x	8	96	1	1	96			0	x	0	0	0	0	0	
	Office 607-F	12	x	9	108	1	1	108			0	x	0	0	0	0	0	
	Office 607-G	12	x	8	96	1	1	96			0	x	0	0	0	0	0	
	Office 607-H	16	x	14	224	1	1	224			0	x	0	0	0	0	0	
										Conference	12	x	15	180	1	0	180	
General Crimes Team 2	Office 605	17	x	11	187	1	1	187		Professional	10	x	12	120	4	4	480	
	Office 605-A, B, C, D, E, F	12	x	7	84	6	4	504		Admin	6	x	8	48	3	3	144	
	Office 605-H	11	x	10	110	1	1	110			0	x	0	0	0	0	0	
	Office 605-I, J, K	10	x	8	80	3	3	240			0	x	0	0	0	0	0	
General Crimes Team 3	Office 604-A	10	x	9	90	1	1	90		Professional	10	x	12	120	4	4	480	

Table A-36: District Attorney (Continued)

SECTION A: PROGRAMMING

Safety Building:
Second, Third, Fourth & Sixth Floors

		2016								2021							
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
	Office 604-B	7	x	9	63	1	1	63		Admin	6	x	8	48	11	11	528
	Office 604-C, D, E, F, G, H, I, J	8	x	9	72	8	6	576			0	x	0	0	0	0	0
	Office 604-K	12	x	9	108	1	1	108			0	x	0	0	0	0	0
	Office 604-L	13	x	10	130	1	1	130			0	x	0	0	0	0	0
	Office 604-N, P	10	x	8	80	2	2	160			0	x	0	0	0	0	0
	Office 603	10	x	8	80	1	1	80			0	x	0	0	0	0	0
	Conference 604-M (seats 10)	19	x	18	342	1	0	342		Conference	20	x	25	500	1	0	500
										Break	12	x	15	180	1	0	180
	General Crimes Sixth Flr Totals						**31**	**4,617**								**33**	**3,236**
Clerical / Storage	Office 610	25	x	12	300	1	2	300		Professional	10	x	12	120	10	10	1,200
	Office 612-G	17	x	14	238	1	2	238			0	x	0	0	0	0	0
	Office 612-E, 612	14	x	8	112	2	2	224			0	x	0	0	0	0	0
	Office 612-C, D	14	x	10	140	2	2	280			0	x	0	0	0	0	0
Victim Witness	Open Office 612-B	48	x	17	816	1	4	816		Admin	6	x	8	48	12	12	576
	Office 615-B	17	x	15	255	1	2	255			0	x	0	0	0	0	0
	Open Office 615	35	x	24	840	1	5	840		Admin	6	x	8	48	10	10	480
	Office 614 (break/mothers rm)	8	x	9	72	1	0	72		Break	12	x	15	180	1	0	180
	File Storage 616	47	x	17	799	1	0	799		File Storage	50	x	20	1,000	1	0	1,000
Homicide	File Storage 616-1	17	x	9	153	1	0	153			0	x	0	0	0	0	0
	Office 618-B, C, D, E, F	13	x	9	117	5	5	585			0	x	0	0	0	0	0
	Office 619-F, E	12	x	9	108	2	2	216			0	x	0	0	0	0	0
	Office 619-D, C, B	12	x	10	120	3	3	360			0	x	0	0	0	0	0
	Office 617	17	x	12	204	1	2	204			0	x	0	0	0	0	0

Table A-36: District Attorney (Continued)

SECTION A: PROGRAMMING

Safety Building:
Second, Third, Fourth & Sixth Floors

		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
	Waiting 618	22	x	10	220	1	0	220		Waiting	10	x	15	150	1	0	150	
	Open Office 618-A	43	x	7	301	1	3	301		Admin	6	x	8	48	3	3	144	
	Reception & Office 618-1	25	x	10	250	1	1	250		Admin	6	x	8	48	1	1	48	
Resource Prosecutor	Office 611	19	x	11	209	1	1	209		Admin	6	x	8	48	1	1	48	
										Conference	12	x	15	180	2	0	360	
	Homicide / VW / Clerical Sixth Flr Totals						**36**	**6,322**								**37**	**4,186**	
Storage	Evidence Storage (Former Jail Cells)						0	6,774								**0**	**6,774**	
					Subtotal		174	34,105		Subtotal						**185**	**28,852**	
	Phase 1 Totals (p.101 of Final Report)						174	39,816								185		
							(71 Attorneys, 103 Support)									(75 Attorneys,		
																110 Support)		
		DA 2016 Actual Area					**174**	**39,816**		**DA 2021 - Courthouse**						**185**	**38,950**	
										DA 2021 - New Building						**185**	**34,622**	
		Criminal Justice Facility					59	(not included)										

Adjacencies Courts, CJF, Clerk of Courts (Criminal Division)
Investigators to DA (for Security only), Domestic Violence to Witness Protection
Public access for DA Admin office & Domestic Violence unit
Adjacency to files and transporting them to Court is an issue
NO Adjacency to Justice Point

Notes: More Interrogation rooms, conference, break.
Town Hall space - Refer to Shared Conferencing
Training room for 10-12. Refer to Shared Conferencing

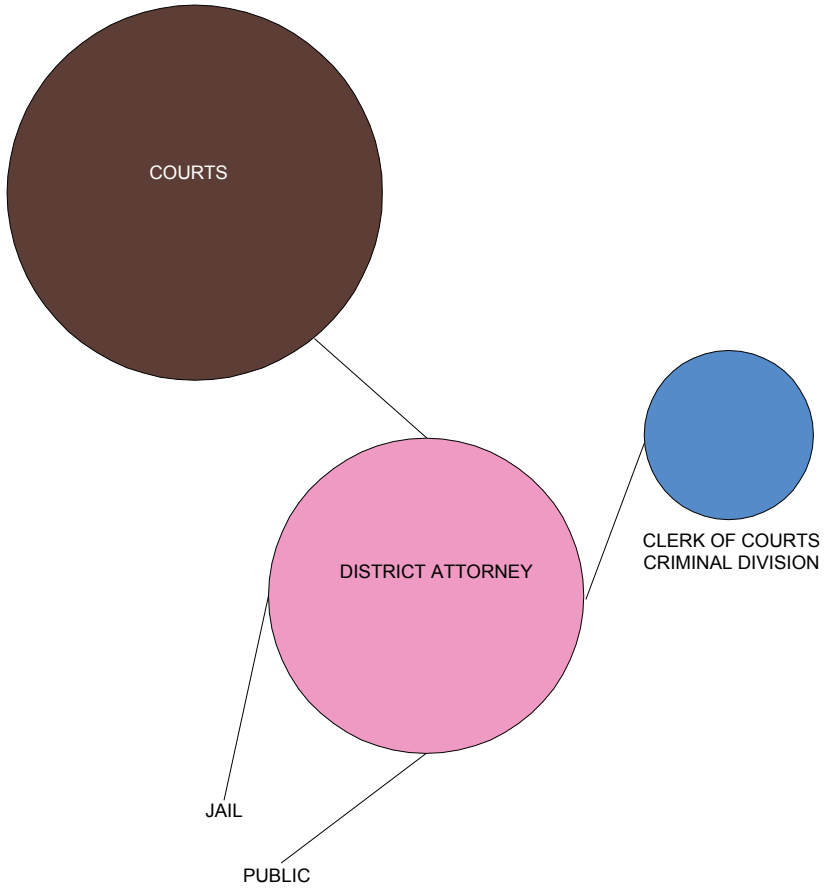


Diagram A.36 - Adjacency Diagram for District Attorney

Table A-37: Forensics

SECTION A: PROGRAMMING
Safety Building:
Fifth Floor

Dr. Deborah Collins & John Collins		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF
	Open office & Reception 504	14	x	12	168	1	4	168		Admin	6	x	8	48	4	4	672
John Collins	Office 504-A	10	x	9	90	1	1	90		Director	10	x	12	120	1	1	90
Dr. Deborah Collins	Office 504-B	13	x	10	130	1	1	130		Head	10	x	12	120	1	1	120
(shared)	Office 504-C	10	x	11	110	1	2	110		Manager	10	x	12	120	1	1	120
(shared)	Office 504-E	18	x	7	126	1	2	126		Professional	10	x	12	120	2	2	240
	Storage 504-F (Break)	12	x	7	84	1	0	84		Supervisor	6	x	8	48	1	1	48
	Interns						2			Flex space (interns, testing)	10	x	12	120	1	2	120
										Remote Doctors (will use offices)						2	
										Break	10	x	12	120	1	0	120
					Subtotal		12	708		Subtotal						14	1,530
				Forensics 2016			**12**	**1,740**		**Forensics 2021 - Courthouse**						**14**	**2,066**
										Forensics 2021 - New Building						**14**	**1,836**
				Adjacencies	Common hallway (for waiting area), Criminal courts, DA, Defendants, Courts, Justice Point, WCS												
					Notes	NO adjacency to Juries											
						Private company - manages 72 counties											

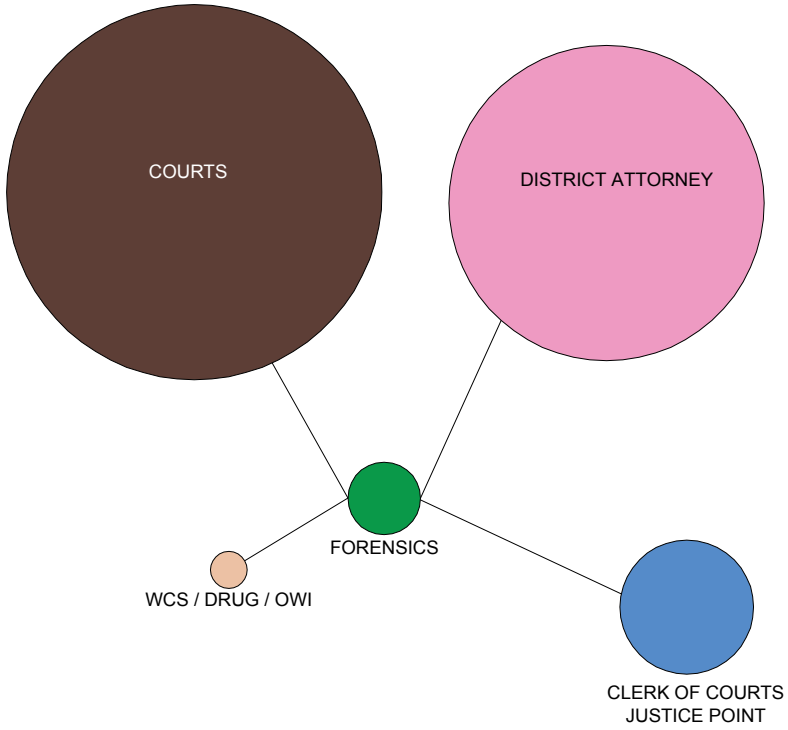


Diagram A.37 - Adjacency Diagram for Forensics

Table A-38: Court Coordinator

SECTION A: PROGRAMMING

Safety Building: Third Floor

	Stephanie Garbo	2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
	Open office 308		x		1,414	1	1	1,414		Admin	6	x	8	48	1	1	48	
	Common 308-1		x		719	1	1	719			0	x	0	0	0	0	0	
	Storage 308-1A	13	x	12	156	1	0	156		Storage	12	x	15	180	1	0	180	
	Storage 308-1B	12	x	9	108	1	0	108			0	x	0	0	0	0	0	
	Office 308-A	16	x	8	128	1	1	128				x		0			0	
	Office 308-B	16	x	10	160	1	1	160		Managers	10	x	12	120	5	5	600	
	Office 308-C	16	x	15	240	1	1	240			0	x	0	0	0	0	0	
	Office 308-D	16	x	19	304	1	1	304			0	x	0	0	0	0	0	
Mary Jo Swider	Office 308-E	16	x	17	272	1	1	272		Head	10	x	12	120	1	1	120	
	Office 308-F	12	x	10	120	1	0	120		Interpreters	12	x	15	180	1	0	180	
	Office 308-G	12	x	10	120	1	0	120			0	x	0	0	0	0	0	
	Office 308-H	12	x	10	120	1	0	120			0	x	0	0	0	0	0	
	Office 308-J	12	x	10	120	1	0	120			0	x	0	0	0	0	0	
		Subtotal					**7**	**3,981**		Subtotal						7	1,128	
	Court Coordinator 2016 - Actual Area						**7**	**4,126**		**Court Coordinator 2021 - Courthouse**						**7**	**1,523**	
										Court Coordinator 2021- New Building						**7**	**1,354**	
				Adjacencies		Chief Judge's office, Courts, CJF, Pretrial Services, Clerk of Courts, Sheriff, DA, MPD Liasion, Sheriff Liason													
						Secondary: Public Defender's office												

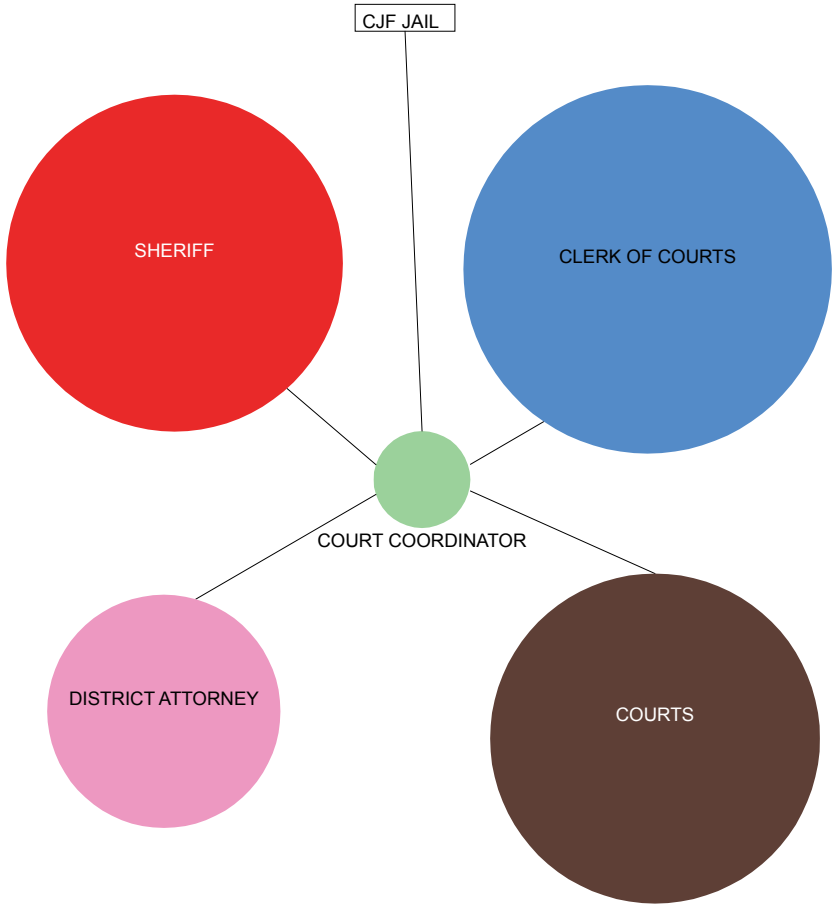


Diagram A.38 - Adjacency Diagram for Court Coordinator

Table A-39: Justice Point

SECTION A: PROGRAMMING

Safety Building: Second, Fourth, Fifth

Stephanie Garbo		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
Justice Point	Office 201	17	x	12	204	1	0	204		Head	10	x	12	120	1	1	120	
	Office 201-B	14	x	10	140	1	2	140		Managers	10	x	12	120	13	13	1,560	
	Office 205-C	16	x	8	128	1	0	128				x		0		0		
	Open Office 204 (wksts)		x		332	1	4	332				x		0		0		
	Open Office 204-B		x		246	1	3	246				x		0		0		
	Open Office 204-C		x		388	1	6	388				x		0		0		
	Classroom 205	36	x	34	1,224	1	0	1,224				x		0		0		
	Storage 204-A1	12	x	10	120	1	0	120		Storage	10	x	12	120	1	0	120	
	Breakroom 201-B	10	x	8	80	1	0	80		Break	12	x	15	180	2	0	360	
	Open Office 412	22	x	16	352	1	5	352		Case Managers	6	x	8	48	38	38	1,824	
	Open office 412-A	34	x	17	578	1	8	578				x		0		0		
	Open Office 415	44	x	17	748	1	7	748				x		0		0		
	Open Office 417-D	21	x	16	336	1	4	336				x		0		0		
	Office 417-C	10	x	10	100	1	1	100				x		0		0		
	Office 417-B	17	x	10	170	1	2	170				x		0		0		
	Office 417-3	12	x	9	108	1	1	108				x		0		0		
	Reception/Wait 417-JP	24	x	22	528	1	2	528		Reception / Wait	20	x	25	500	1	2	500	
	Office 417-A	44	x	10	440	1	1	440				x		0		0		
	Storage 417-1	21	x	11	231	1	0	231		Storage	10	x	20	200	1	0	200	
	Waiting 417-2	9	x	9	81	1	0	81		Waiting	10	x	10	100	1	0	100	
	Work 417-4, 5, 6	9	x	7	63	3	0	189				x		0		0		

Table A-39: Justice Point (Continued)

SECTION A: PROGRAMMING

Safety Building: Second, Fourth, Fifth

Stephanie Garbo		2016								2021								
TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF		TITLE	SIZE			SF	QTY	HDCNT	SF	
	Break Room 507-1	27	x	17	459	1	0	459				x		0		0		
										Conference	12	x	15	180	2	0	360	
										Drug Test Restroom	6	x	8	48	1	0	48	
				Subtotal			46	7,182		Subtotal						54	5,192	
	Justice Point 2016 - Actual Area						**46**	**9,357**		**Justice Point 2021 - Courthouse**						**54**	**7,009**	
										Justice Point 2021 - New Building						**54**	**6,230**	
				Adjacencies		Criminal Courts, CJF, Sheriff, DA, Public Defender, Judicial Operations Manager, Chief Judge, Public												
						Secondary: Clerk of Courts - Criminal Division, DOC, Law Enforcement												
						NO adjacency to Victim Witness												
					Notes	Town Hall for 20 - refer to Shared Conferencing.												

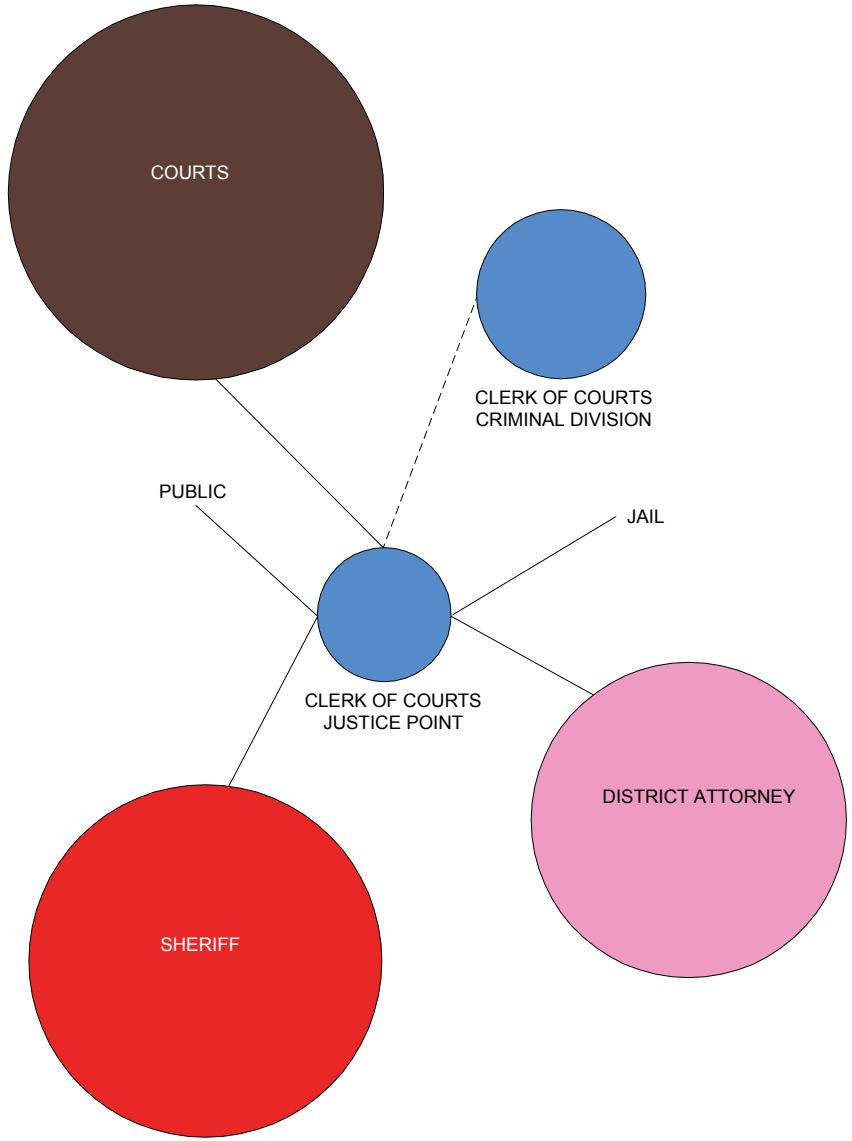


Diagram A.39 - Adjacency Diagram for Justice Point

Table A-40: Shared Conferencing

SECTION A: PROGRAMMING

REQUESTER	SPACE	SIZE			SF	QTY	SF	NOTES
Election Commission	Media Room				500	1	500	must have hard wire connection
HR, Child Support, DA, Justice Point	Training - 10-25 pax				625	1	625	
HR, Child Support, DA	Auditorium or Town Hall - 50 pax	45	x	25	1,125	1	1,125	
County Board	Committee Rm		x		860	1	860	Currently shared with others
County Board	Committee Rm		x		1,323	1	1,323	Currently shared with others (Ethics)
County Board	Committee Rm		x		650	1	650	Currently shared with others
	Subtotal						5,083	
	Shared Conferencing - Courthouse						**6,862**	
	Shared Conferencing - New Building						**6,100**	

SECTION B: BLOCKING & STACKING

PHASE I RECOMMENDATIONS

Based on the analysis, Phase I recommended renovating the Historic Courthouse to include Family and Civil courtrooms with Criminal courtrooms located in a new Criminal Courthouse. A table was developed to show the future location of the court functions in the Historic Courthouse (Table 2.1).

ESTABLISHING A BASELINE

Core elements like stairs, public corridors, public restrooms and vertical circulation were all determined to remain in their current location and were designated as non-assignable square footage. Similarly, certain programmatic elements like the cafeteria and the shoe shine which were outside the scope of the Phase II investigation were left in place and were designated as non-assignable square footage. The Phase I (Table 2.1) and the MEP recommendations were then incorporated into the Historic Courthouse floor plans and resulted in +/- 390,000 SF of unassigned spaces that could be used for the non-court Departments.

MEP

Existing Systems

The existing mechanical systems for the Historic Courthouse consist of a steam heating system connected to WE Energies district system serving heating coils and radiation throughout the building, a chilled water system serving cooling coils, and an air distribution system consisting of four (4) primary air handlers with mixing box terminal units to control individual spaces. The existing mechanical system also consists of multiple smaller heating, cooling and ventilating units as well as numerous exhaust fans serving areas such as toilet rooms, equipment rooms and general areas. A building automation system (BAS) consisting primarily of pneumatic type controls serves the facility.

Ductwork distribution for the building utilizes the existing light courts and roof areas to communicate between the floor levels. It is the desire of the County to minimize or eliminate the use of the light courts and external ductwork for future renovations. Conditions of existing equipment and systems range from fair to good as documented in previous reports and studies.

Mechanical Space Programming Options

Below is a brief description of the three space programming options for mechanical system upgrades associated with the Phase 2 Programming Study.

All options assume local remodeling limited to code-defined Alteration Level 2 work (Architectural work is local in nature and limited to the renovation of the portions of the floors with limited changes in occupancy and overall scope is less than 50% of the building). Scope of HVAC work is limited to the area affected by the Architectural Alteration Level 2.

New systems would consist of modular air handling units with VAV system consisting of supply and return fans, heating and cooling coils, filtration system. New systems will have ducted supply air distribution inside the building, a combination of ducted and ceiling plenum return air distribution and electronically controlled VAV boxes with hot water reheat coils. Existing perimeter steam radiation system with vacuum return to remain (replace control valves and steam traps).

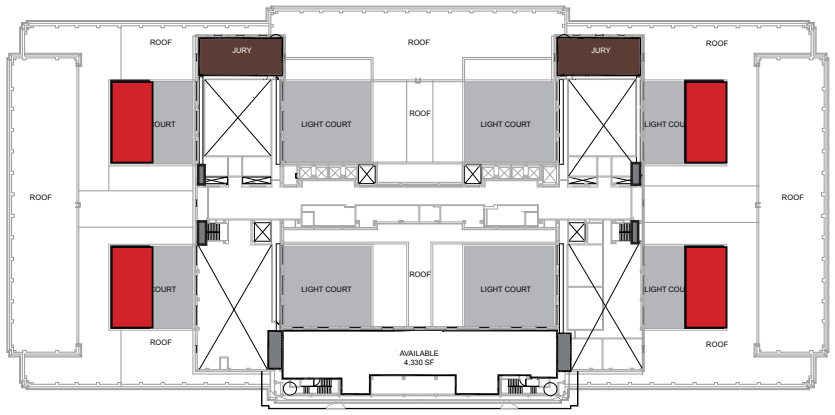
It is recommended to demolish the existing air distribution to the area affected, and provide a new system consisting of new air handling units (limited in size to 15,000 CFM) installed in 1) infilled light courts on the same floor, 2) mezzanine levels of the

Table 7
HISTORIC COURTHOUSE - PROPOSED LITIGATION SPACES

LITIGATION SPACES:	Civil / Criminal	Family / Flex					TOTAL Civil	TOTAL Family	TOTAL Criminal	TOTAL Flex	TOTAL
7th Floor								**2**		**2**	**4**
Room #:	**702**	**712**	Flex	Flex	Potentially Create Two New Courtrooms						
NSF:	*1,558*	*1,558*	*1,292*	*1,292*							
Room #:						Eliminate All Hearing Rooms					
NSF:											
Room #:											
NSF:											
6th Floor								**8**			**8**
Room #:	**608**	**615**	**622**	**623**							
NSF:	*2,173*	*1,554*	*1,316*	*1,316*							
Room #:	**629**	**632**	**634**	**635**							
NSF:	*1,554*	*1,796*	*1,796*	*2,173*							
5th Floor							**3**	**8**			**11**
Room #:	**500**	**501**	**502**	**503**	**504**	**508**					
NSF:	*2,448*	*1,964*	*1,964*	*1,964*	*1,694*	*1,092*					
Room #:	**509**	**512**	**513**	**514**	**515**						
NSF:	*1,092*	*1,732*	*1,964*	*1,964*	*1,964*						
4th Floor							**14**				**14**
Room #:	**400***	**401**	**402**	**403**	**404**	**408**					
NSF:	*2,448*	*1,964*	*1,964*	*1,964*	*1,964*	*1,092*					
Room #:	**409**	**412**	**413**	**414**	**415**						
NSF:	*1,092*	*1,964*	*1,964*	*1,964*	*1,964*						
Room #:	**400-AF**	**400-AK**	**400-E**	**400-H**	* Note: Room 400 is used for Calendar Call						
NSF:	*418*	*324*	*619*	*391*							
2nd Floor							**2**				**2**
Room #:	**206**	**208**		=	Indicates one of the original 20 courtrooms						
NSF:	*1,440*	*1,440*									
TOTAL							**19**	**18**	**0**	**2**	**39**
Judicial Officers (2040)							**19**	**18**		**1**	**38**

Note: The Restraining Order Clinic and other Family Court office functions would relocate to the 6th Floor into space vacated by the Chief Judge's Office / Court Administration.

affected floor or adjacent floor or 3) on various floor levels. Below are descriptions of these options based on recent project meetings. In all options the Ground Floor Level would be served from new air handling units placed in the basement level below and ducted to the Ground Floor ceilings.



Option 1 – Light Court Infill for Mechanical Spaces

This option would utilize the areas of the existing interior light courts to construct new mechanical spaces to house new air handlers. Beginning at the First-Floor Mezzanine level at least one partial light court from each quadrant of the building would be utilized to accommodate new equipment. Ductwork distribution would be routed from each new mechanical room to serve that quadrant of the affected floor level. The proposed mechanical spaces would still leave part of the light wells open to allow daylighting to limited internal portions of the building.

Option 2 – Utilize Mezzanine Levels for Mechanical Spaces

Option 2 would utilize the mezzanine levels for placement of air handling equipment and routing of ductwork and piping to serve the floor below. This option would effectively make the mezzanine levels mechanical interstitial space and would prohibit the mezzanine levels from being used as occupied space. Since the 2nd and 3rd floors do not have mezzanine levels these floors would need to be served by air handlers placed on each of these floor levels.

Option 3 – Utilize Various Floor Levels for Mechanical Spaces

The final option explored would create mechanical spaces on various floor levels to serve either individual or multiple floors. Mechanical spaces on the Basement Level would house air handlers that would serve the Ground, First and First Floor Mezzanine Levels. The Second Floor would be served by mechanical spaces located on that level. The Third-Floor Level would house mechanical spaces that would serve the 3rd, 4th and 5th floor levels, including the Mezzanine Levels on the 4th and 5th floors. The Sixth and Seventh Floor Levels would be served from Mechanical Spaces located either on the roof of the 6th and 7th floors and from newly created mechanical spaces on the 8th floor level.

Existing systems for the area not affected by the Level 2 alteration to remain "as is" while repairs or replacement of the existing equipment is part of the capital maintenance project and not included as part of this scope.
Estimated HVAC cost – Square Foot per Option (for the affected area):

HVAC Cost Breakdown	Option 1	Option 2	Option 3
Selective Demolition	$5.00	$5.00	$5.00
Air Handling Units	$10.00	$12.00	$14.00
Ductwork	$12.00	$15.00	$17.00
Piping	$10.00	$12.00	$14.00
Controls	$5.00	$5.00	$5.00
Additional Electrical	$2.00	$2.00	$3.00
Balancing	$3.00	$3.00	$3.00
Total Cost per S.F.	**$47.00**	**$54.00**	**$61.00**

Recommendations and Phasing

The Mechanical system has a primary influence on the future courthouse renovations. As the system effects every portion of the building, various impacts need to be considered when reviewing the options noted above. This study reviewed the above options and found Option 1 to be the preferred approach. Option 1 minimizes disruption of existing floor and mezzanine spaces while eliminating the use of external ductwork distribution in the interior light courts.

The current ductwork distribution is split at the fourth-floor level. The ground through fourth floors are served from two built up air handlers located on the ground floor level in the interior light courts. The fifth through seventh floor levels are served from two built up air handlers located on the eighth-floor level. It is recommended that future renovations should start from the fourth-floor level and progress down to the ground floor or start at the fifth-floor level and progress to the seventh floor. This sequencing will minimize the interruption of the existing air distribution system by starting at the end of each system and working back to the existing air handlers. As areas are renovated and new mechanical systems brought online the existing ductwork would be removed and capped at the next floor or building area.

Further review of the mechanical renovation options and sequencing will be conducted during phase 3 portion of the Milwaukee County Courthouse Project.

PLUMBING

Existing Systems

The existing plumbing systems for the Historic Courthouse consist of a 6" domestic cold water supply from municipal water source, water treatment systems, booster and recirculation pumps, steam to hot water heat exchangers with storage tanks, sanitary and storm drainage systems. A natural gas system supplied from WE Energies utility service serves the kitchen located on the ground floor. Typical toilet room plumbing fixtures are of the vitreous china type. The fixtures range in age from original (1930's) to updated ADA, water efficient fixtures. Toilet fixtures consists of a mixture of flush valve and tank type water closets with the tank type observed in non-public areas of building (i.e. judge's chambers, court support areas).

The existing fire protection system in the courthouse consists of a fire pump (replaced with new in 2015) and existing standpipes throughout the building.

Conditions of existing equipment, fixtures and piping systems range from fair to very good as documented in previous reports and studies.

Plumbing Space Programming Option

Below is a brief description of the space programming option for plumbing system upgrades associated with the Phase 2 Programming Study.

Local remodeling is limited to the Alteration Level 2. Architectural work is local in nature and limited to the renovation of portions of the floors with limited changes in occupancy and overall scope is less than 50% of the building. Scope of plumbing work is limited to the area affected by the architectural Alteration Level 2. New plumbing piping and fixtures would be included to bring areas of renovation into code compliance and meet industry standards. It is recommended that public restrooms should remain at or near current locations at each end of the main corridors on each floor level. This approach will allow for the use of existing vertical plumbing shafts and risers while minimizing disruption of the floor level below the work area.

Scope of fire protection work would be to extend overhead sprinkler piping from existing risers to bring the affected area into current code compliance.

Existing systems for the area not affected by the Level 2 alteration to remain "as is" while repairs or replacement of the existing equipment (i.e. water heaters, pumps, etc.) is part of the capital maintenance project and not part of this scope.

Phasing

Sequencing for the plumbing work would follow proposed renovation phases. Interruptions of services to accommodate new work will be required. The floor level below the renovation area could experience disruption to accommodate any new drainage system work.
Further review of the plumbing system renovation and sequencing will be conducted during phase 3 portion of the Milwaukee County Courthouse Project.

ELECTRICAL

Power Distribution System

In 2014, the existing main electrical switchgear was removed and new high voltage (13.2kV) fusible switchgear was installed. The Courthouse building electrical is fed with two 13.2kV high voltage feeders provided by We Energies. There is a tie switch between the two main high voltage switches. If there is loss of power from one of the WE Energies lines, the tie switch closes and the electrical service is available for the entire building. There are a number of additional high voltage switches that feed unit substations throughout the building. The Safety building is being fed from this substation with two high voltage switches in the line-up. Substations identified in the Courthouse are USS-1 through USS-6, USS-6A, and USS-12, the fire pump and parallel 13.2kV feeders to the Safety Building.

USS-1 has a 600A Main Switch, 1000kVA, 13.2kV – 208Y/120V transformer. This substation serves various lighting and power panels in the building, USS-3 and USS-4 tie, north and south bus duct risers, and normal power source for ATS serving switchboard EDP. These substations were installed in 2014.

USS-2 has a 600A Main Switch, 500kVA, 13.2kV – 240V Ground Bø transformer. The 240V Grounded Bø distribution serves elevators, annex parking, power panels and other HVAC equipment. This substation was installed in 2014.

USS-3 has a 600A Main Switch, 500kVA, 13.2kV – 208Y/120V transformer. The 120/208V distribution serves various lighting and power distribution panels, and USS-1 & USS-4 tie breaker. This unit is original 1960's with a new core installed in 2014.

USS-4 has a 500kVA, 13,2kV – 208/120V Transformer. The 208Y/120V distribution serves various lighting and power distribution panels, and USS-1 & USS-3 tie breaker. This unit is original 1960's with a new core installed in 2014.

USS-5 has a 600A Main Switch, 750/1000kVA, 13.2kV – 208Y/120V transformer. The 208/120V distribution serves North and South bus duct risers. This unit is original 1960's.

USS-6 has a 600A Main Switch, 750/1000kVA, 13.2kV – 480V transformer. The 480V distribution serves Chillers #3 and #4, HVAC equipment (SA-2, MU6-3), and Motor Control Center MCC-South.

USS-6A has a 1000/1333Kva, 13.2Kv – 480V transformer. The 480V distribution serves Chiller #1 and #2, HVAC equipment (SA-1, MU6-3), and Motor Control Center MCC-North. This unit is original 1960's.

USS-12 has a 600A Main Switch, 750/1000Kva, 13.2Kv – 480/277V transformer. The 480/277V distribution serves Panel DP, HVAC equipment (AC-3/EF-6, and AC-4/EF-7), and ATS-6. This unit was installed in 2014.

If there is loss of power from both WE-Energies service lines, there is an emergency generator that will energize and provide power for exit and egress lighting, elevators, water pumps, fire pump and fire alarm system and master clock system. The generator was installed in 2014 and is rated 600kW, 480/277V.

There are two motor control centers, 1960 vintage, that need to be replaced. Motor Control Centers can be removed and individual motor starter and VFD's can be provided for motors.

208/120V, 240V Grounded B Phase, and 480/277V branch circuit panels are located throughout the building on various floors to serve lighting, receptacles, and power branch circuits. Many of the branch circuit panels are older Kinney panels that were installed in the 1950's and 1960's. When areas of the building were remodeled, the older existing panels were replaced with new panels. Many of the newer panels are manufactured by Square D. Any panels rated at 240V should be removed and panels with 208/120V should be provided.

As part of the remodeling of the Courthouse, electrical rooms with both normal and emergency power distribution panels should be incorporated so that a floor has four electrical distribution rooms for normal and emergency power on the floor. Two electrical rooms should be located on the East side of the main corridor and two electrical rooms located on the West side of the main corridor with panels providing normal and emergency power loads in a quadrant of the floor.

Any existing electrical distribution equipment that is 1960's vintage should be removed and new distribution provided as required for new work.

Lighting and Power

Lighting in the different Courtrooms varies, depending on when the courtrooms were last remodeled.

The Courtrooms that were remodeled most recently have decorative brass and glass globe pendants in the main courtroom with recessed 2'x4' parabolic fluorescent fixtures in the judge's chamber and other supporting spaces. The decorative pendants have metal halide lamps for the uplight component and PL fluorescent lamps for the downlight component. The predominant lighting comes from the uplight component of the pendant fixtures and the light level in the courtroom appears dim due to the wood beams on the ceiling and wood wall finishes. Electrical maintenance staff noted that the wattage of the metal halide lamps exceeds the 20-amp circuit rating but the circuit breakers do not trip.

Other courtrooms have recessed 2'x4' or 4'x4' fluorescent fixtures with acrylic lenses located in the raised center section of the ceilings. No lighting fixtures were installed on the soffit areas around the perimeter of the courtroom. This, combined with the wood wall finishes, attributed to reduced lighting levels.

Any remodeling of the building should include installation of new lighting fixtures with LED lamps and lighting levels that will meet or exceed the current IES standards for lighting in Judicial buildings. Lighting controls should include dimming, occupancy/vacancy sensors, daylight sensors and be connected to a network lighting control system.

Duplex receptacles are minimal in the Courtrooms and throughout the building. As the building is remodeled, new and additional duplex receptacles should be added.

Systems

The existing fire alarm system is Honeywell. It is part of a combined campus fire alarm system that also serves the Safety Building and the Criminal Justice Facility. The fire alarm system is addressable and is capable of providing voice announcements. System also includes duress buttons in the courtrooms for separate alarm notifications.

The Fire Alarm system should be replaced with a new fire alarm system that is capable of two-way fire fighter's communications and include mass notification communication capabilities.

Additional NAC (Notification Appliance Circuit) panels may be added to each floor and located in an electrical room or telecom room.

The building should also have a Fire Command Center with control of elevators and air handling units and any additional smoke control systems as required for a high-rise building.
Data and telecommunication systems need to be upgraded throughout the building. Additional Tele-com rooms should be added on each floor to better serve the needs of the departments on those floors. Data/telecom rooms should be provided in quadrants of each floor. Two data rooms should be located on the East side of the main corridor and two data rooms located on the West side of the main corridor. Wiring to a telecom/data device cannot be extended more than 290 feet from a telecom/data headend equipment to a device.

KEY FINDINGS

Existing Adjacencies

Existing departmental locations were compared with desired departmental adjacencies. This included studying any required, non-departmental adjacencies such as access to the Public, Courts and/or any other County owned facilities. In many cases, it was determined that existing departmental adjacencies worked well. As result, these departments were maintained in the same location throughout the various scenarios.

Historical Spaces

Certain spaces within the Courthouse retain original historic features and finishes and still serve the intended function for that space. Additionally, programmatic adjacencies of these spaces align with the findings from the programming interviews. As a result, it was determined that these spaces (such as Register of Deeds) could remain in their current location.

Renovation Cost Vs Location

A cost analysis of the various programmatic scenarios was conducted to determined whether departmental location within the Historic Courthouse would impact overall renovation costs. Each scenario worked with the same MEP constraints, court functions as described in Phase I, and treatment of historical, non-court spaces. It was determined that programmatic placement produced little variation in the overall estimated renovation cost. As a result, ideal program adjacencies should be respected when possible and drive future space planning efforts.

BLOCKING & STACKING SCENARIOS

Four blocking and stacking scenarios were developed. Each scenario looked at different ways to improve departmental adjacencies and test which adjacencies and functions were most important. Each of the scenarios assumed that a new 376,500 SF Criminal Courthouse (inclusive of parking) will replace the Safety Building as recommended in Phase I and that it will meet the projected 2041 court related space needs. Minor variations among the four scenarios represent responses and feedback from departmental surveys and interviews that were conducted in Phase II. Colored floor plans (Figure B.01-B.56) and axonometric drawings (Axonometric B.1-B.4) were developed for each of the four scenarios.

Scenario 1

Scenario 1 represents the recommendations from Phase I for Court and Non-Court functions (Figure 2.2). Civil and Family courts are placed in the Historic Courthouse and a new Criminal courthouse is constructed on the site of the existing Safety Building. Additionally, non-court departments are house within the Historic Courthouse while the Sheriff and IMSD are in a new building or leased space.

Historic Courthouse, Renovation:
(Most all) Existing tenants
(Most all) 633 W Wisconsin tenants
DA

New building(s), leasable space:
IMSD
Sheriff

New Criminal Courthouse:
Criminal Courts & all groups noted per Phase I

Scenario 2

Scenario 2 locates all County Administration groups, Public services, Family/Civil courts and all related support in the Historic Courthouse. Sheriff and DA would be housed in a new building or leased space. Criminal Courts and various Criminal Court support functions would be housed within the new Criminal Courthouse proposed in Phase I (Figure 2.3).

Historic Courthouse, Renovation:
Services for the Public, Family/Civil Courts, Court Support, & County Administration

New building(s), leasable space:
DA
Sheriff

New Criminal Courthouse:
Criminal courts & all groups noted per Phase I

Scenario 3

Scenario 3 locates most current Safety building occupants (Sheriff, DA and COC Criminal) and services relating to the Public and Family/Civil courts in the Historic Courthouse. Various County Administration groups would co-exist in a new building or leased space and the new Criminal Courthouse proposed in Phase I would replace the current Safety Building (Figure 2.4)

Historic Courthouse, Renovation:
Select Safety building occupants, Services for the Public, Family/Civil Courts & Court support

New building(s), leasable space:
County Administration

New Criminal Courthouse:
Criminal Courts & all groups noted per Phase I

Scenario 4

Scenario 4 proposes that most all existing Historic Courthouse non-court tenants remain, with the addition of the District Attorney. County Administration located at 633 W Wisconsin and the Sheriff are placed in either a new building or leased space and the new Criminal Courthouse proposed in Phase I would replace the current Safety Building (Figure 2.5).

Historic Courthouse, Renovation:
Services for the Public, Family/Civil Courts & Court support

New building(s), leasable space:
County administration and Sheriff

New Criminal Courthouse:
Criminal Courts & all groups noted per Phase I

SCENARIO 1

Historic Courthouse, Renovation:
Services for the Public, Family/Civil Courts, Court Support and County Administration

368,405 [1]

AE & ES	7,140
Budget	2,150
Cafeteria	10,500
CBDP	1,310
CBO	1,540
Child Support	21,340
Clerk of Courts [3]	31,660
Comptroller	9,500
Corporation Counsel	4,100
County Board	8,600
County Clerk	3,200
County Executive	7,100
Court Admin [4]	11,570
DAS – Director's Office	350
DHR	13,210
District Attorney	37,430
Economic Development	1,750
Election Commission	3,240
Ethics	290
Facilities (office only)	1,720
Family/Civil Courts	160,000
IMSD	940
OEM (office only)	3,200
Persons w/ Disabilities	800
Planning & Development	1,855
Procurement	2,450
Register of Deeds	9,500
Risk Management	1,170
Shared Conference	9,090
Treasurer	1,700
Available [6]	22,320

New building(s) / leasable space
IMSD & Sheriff

53,600 [2]

IMSD	10,270
Sheriff	43,330

New Criminal Courthouse:
Criminal Courts & all groups noted per Phase I

360,500 [5]

Clerk of Courts – Admin	5,355
Clerk of Courts – JIS	1,600
Clerk of Courts – Criminal Div	18,800
Court Support	10,665
Criminal Courts	141,293
DA – Victim Witness	8,400
DA – Trial Prep Workspace	5,000
District Court Admin	5,950
Facility Support	22,135
Justice Point	19,880
Public Defender Workspace	2,500
Sallyport, Holding & Security	9,200
WCS	4,950
Subtotal	255,728
M/E Factor (11%)	28,130
Subtotal	283,858
Bdg Gross Factor (27%)	76,642
TOTAL	360,500
Parking	16,000
Building size w/ Parking	376,500

Footnotes:

1 Approximate usable space reflected in floor plans. Does not include new mechanical and electrical rooms, basement level, or available space.

2 Department program only, reflective of new building circulation factor.

3 Clerk of Courts is inclusive of the following departments: Civil / Family Division, Milwaukee Justice Center, Law Library, Civil Records, Foreclosure Mediation, Register in Probate, Family Court Commissioner, Restraining Order Clinic.

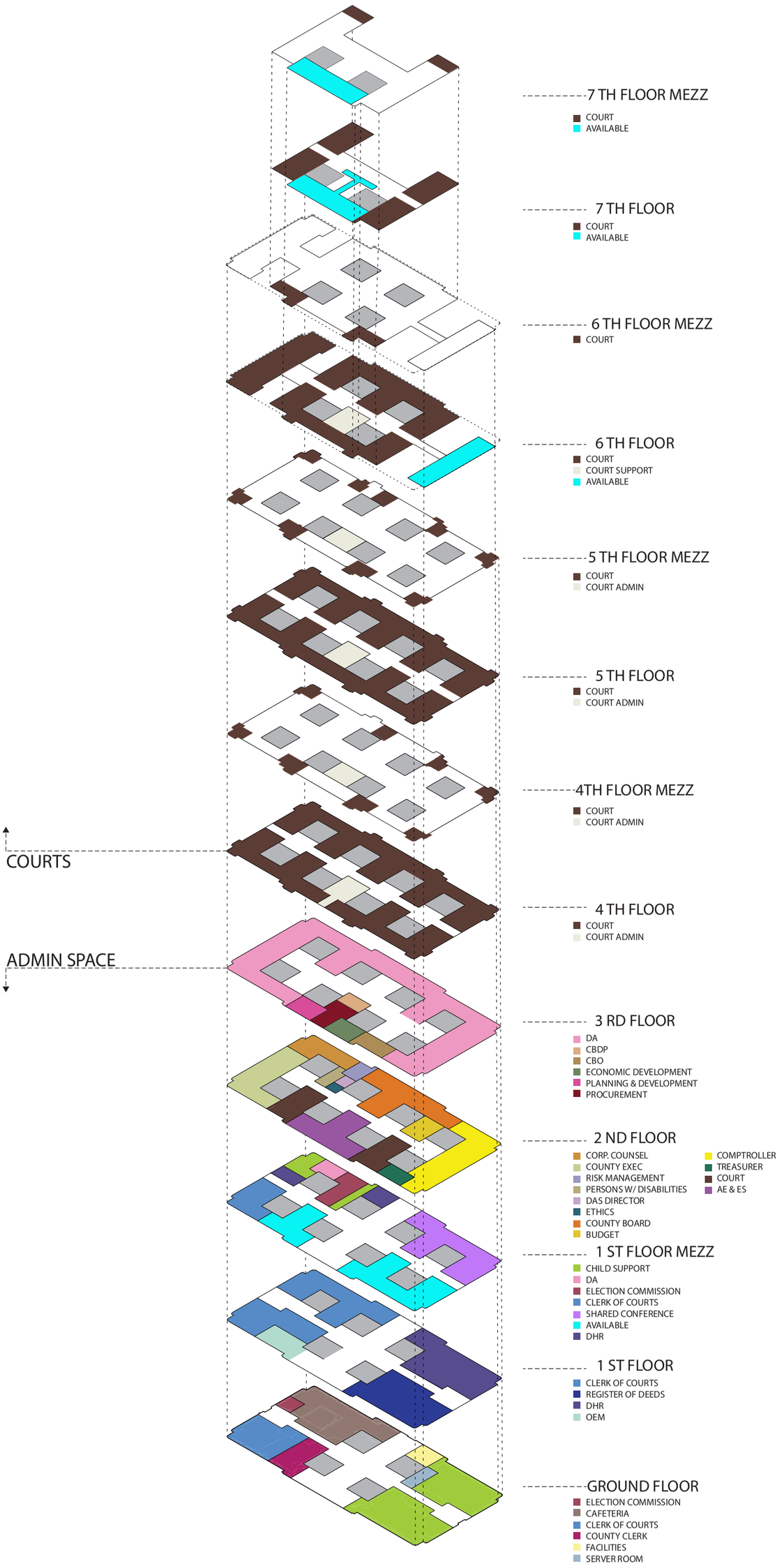
4 Court Admin is inclusive of the following departments, currently located in the Historic Courthouse: Court Reporting Services, Domestic Violence Interview / Waiting, Law Clerks and Court Reporters.

5 Space types and square footage amount per Phase 1 recommendation, page 181 of report, Scenario #2, targeting 2040.

6 More than half of "available" space is located on the mezzanines.

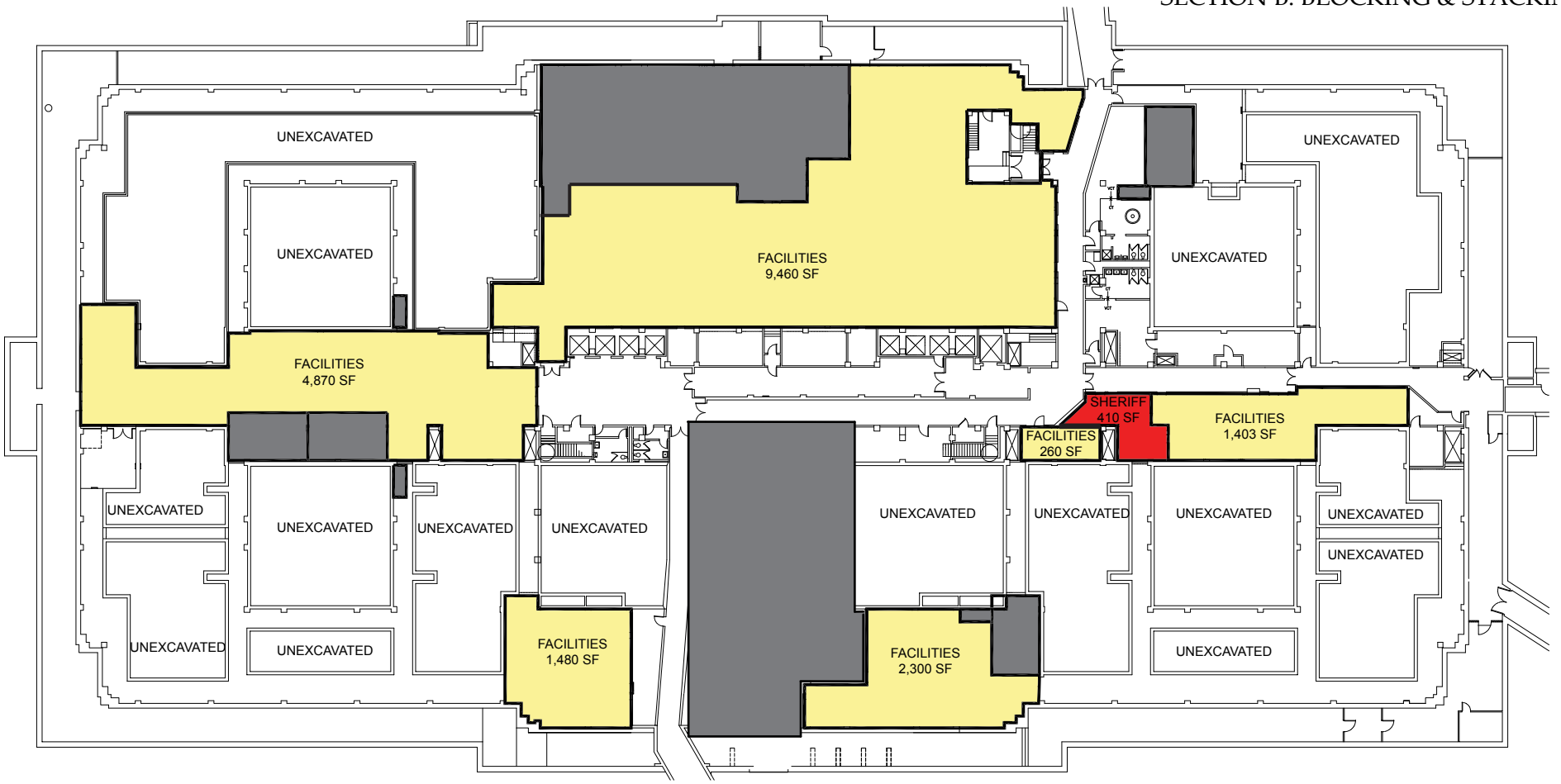
Figure 2.2 - Scenario 1 Summary

SECTION B: BLOCKING & STACKING



Axonometric B.1 - Scenario 1 Axonometric of Historic Courthouse

SECTION B: BLOCKING & STACKING



BASEMENT

SCALE = 1:50

0 25 50 N

Figure B.01 - Basement Floor Plan - Historic Courthouse - Scenario 1

SECTION B: BLOCKING & STACKING

GROUND FLOOR

SCALE = 1:50

0 25 50 N

Figure B.02 - Ground Floor Plan - Historic Courthouse - Scenario 1

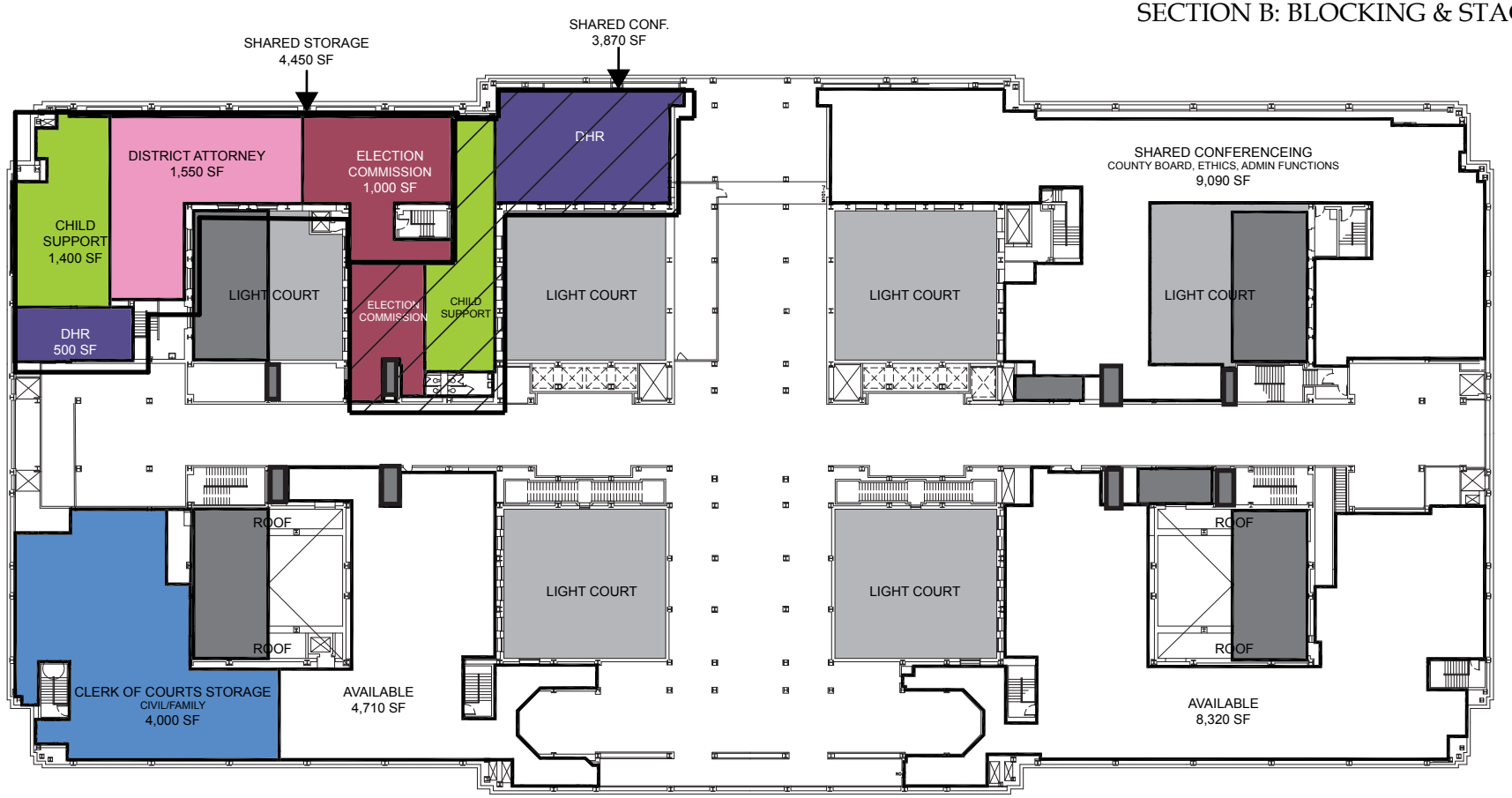
FIRST FLOOR

SCALE = 1:50

0 25 50 N

Figure B.03 - First Floor Plan - Historic Courthouse - Scenario 1

SECTION B: BLOCKING & STACKING



FIRST FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

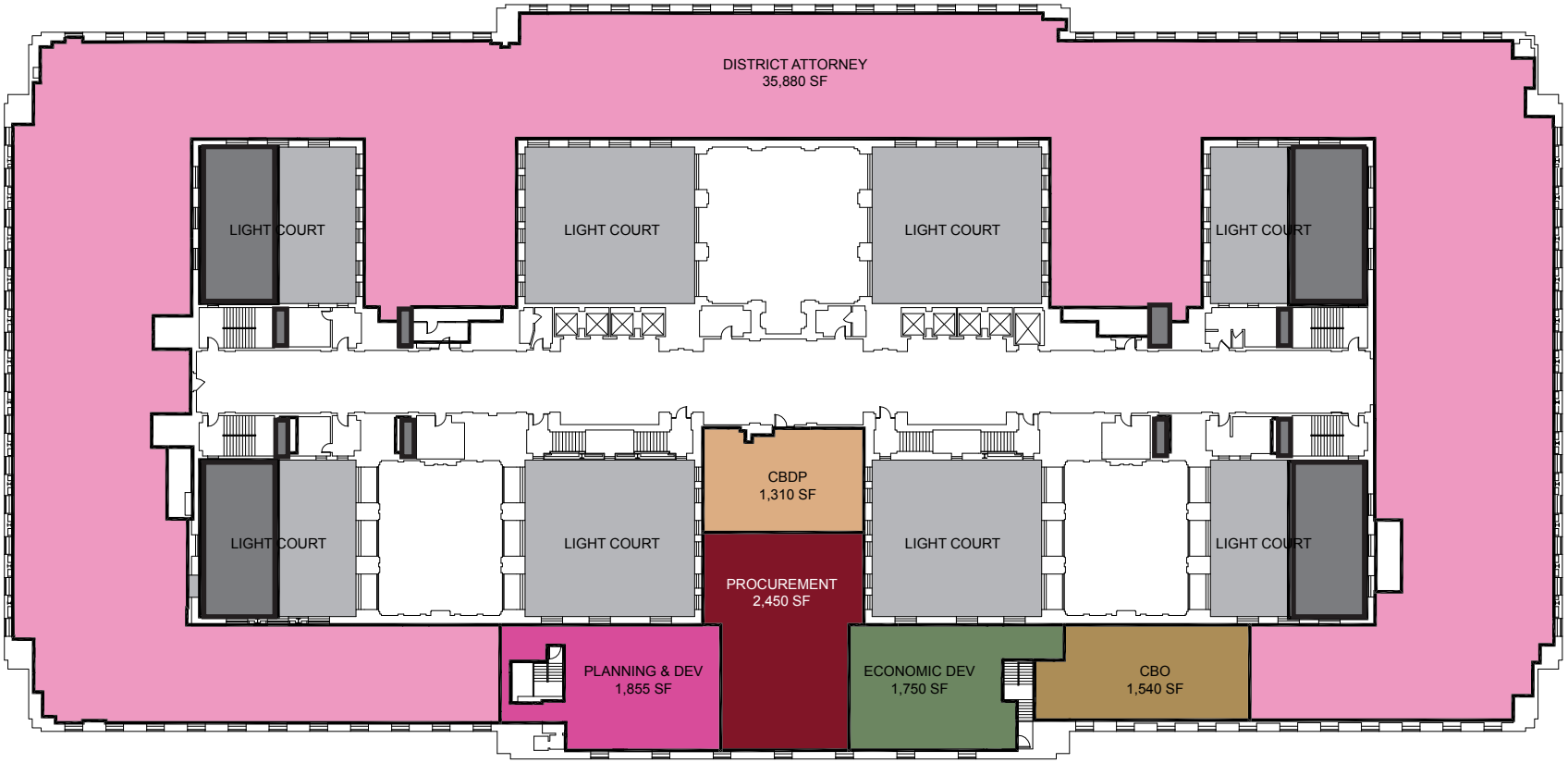
Figure B.04 - First Floor Mezzanine Plan - Historic Courthouse - Scenario 1

SECOND FLOOR

SCALE = 1:50

0 25 50 N

Figure B.05 - Second Floor Plan - Historic Courthouse - Scenario 1

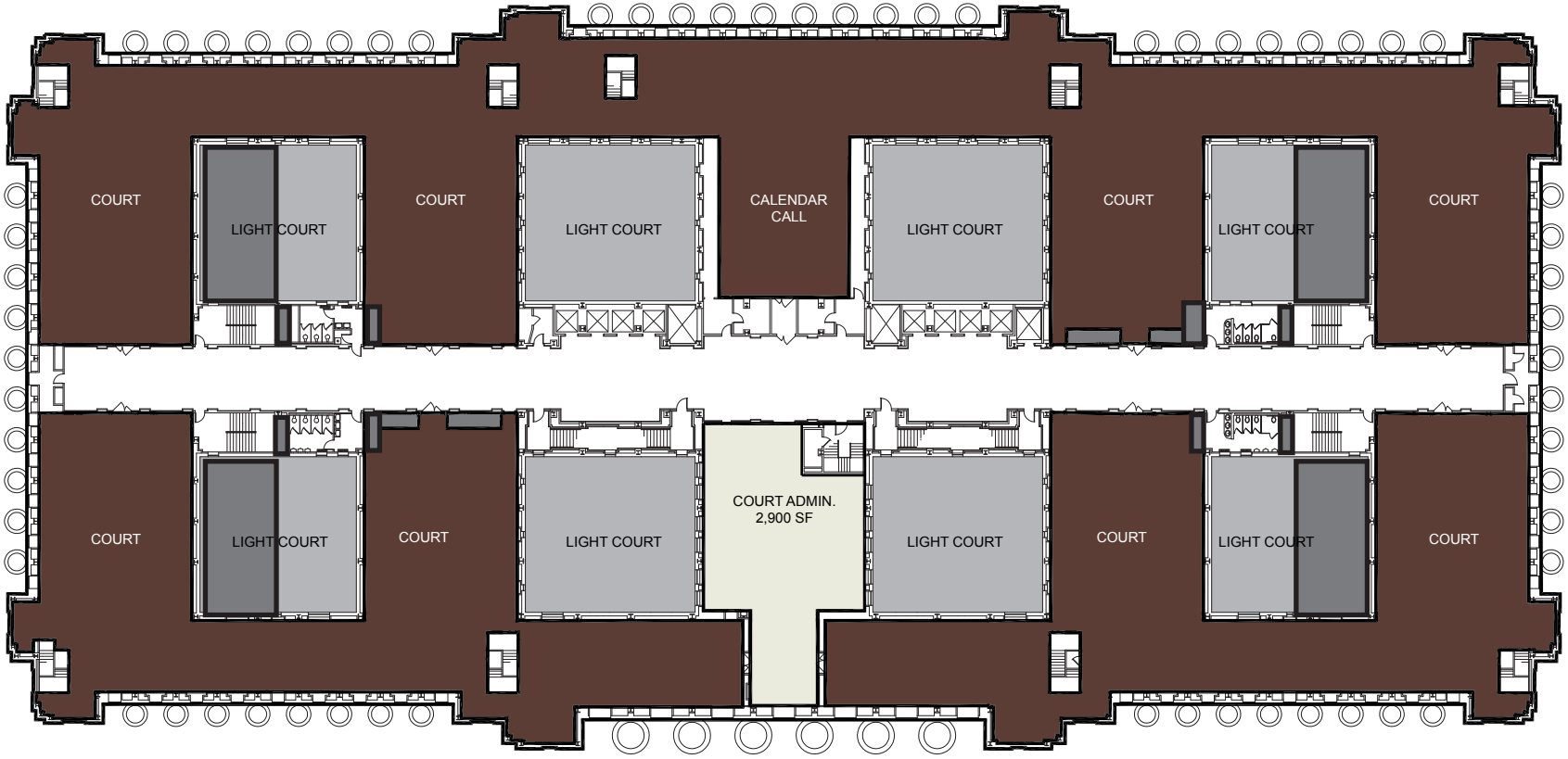


THIRD FLOOR

SCALE = 1:50

0 25 50 N

Figure B.06 - Third Floor Plan - Historic Courthouse - Scenario 1

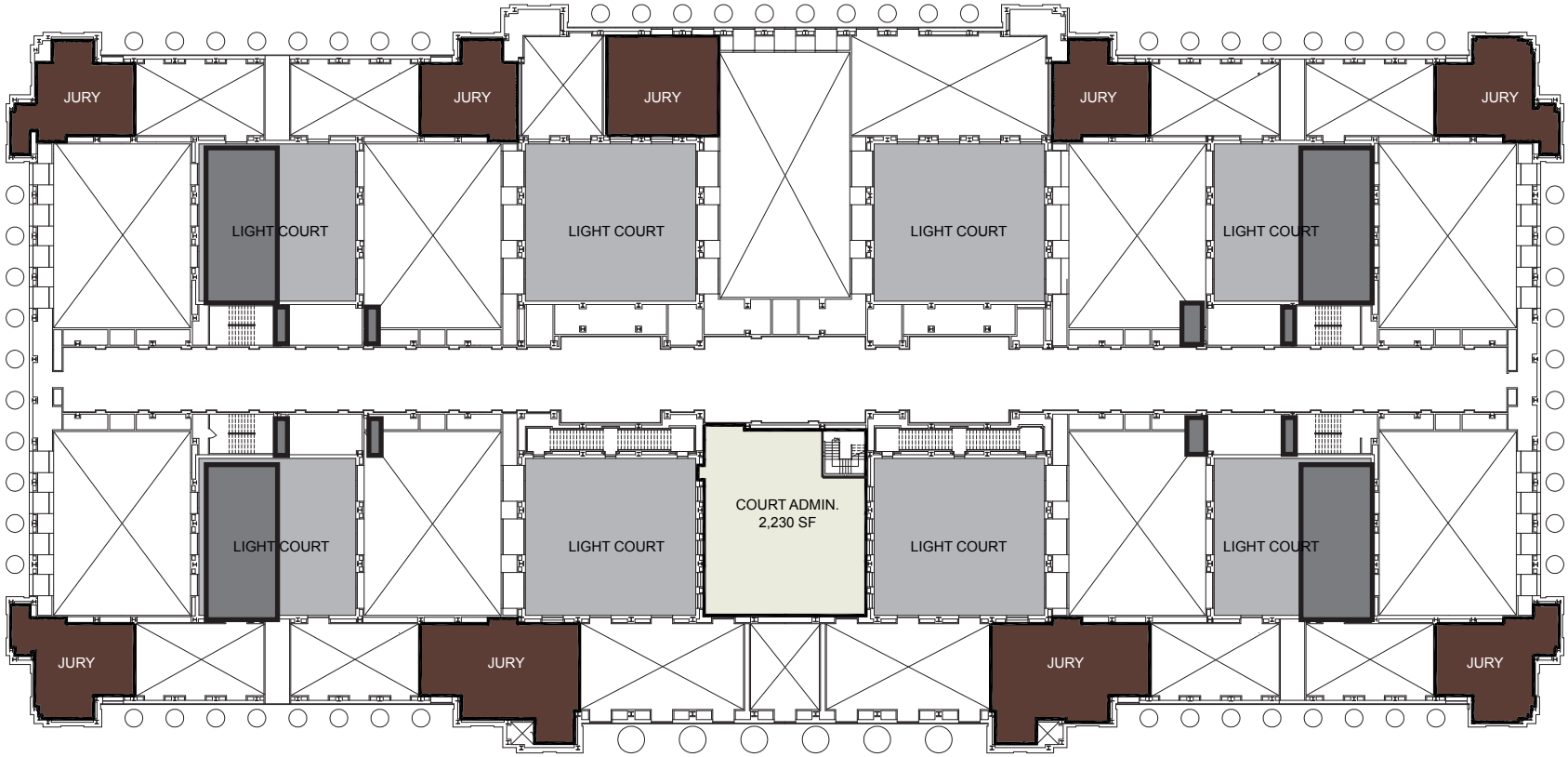


FOURTH FLOOR

SCALE = 1:50

0 25 50 N

Figure B.07 - Fourth Floor Plan - Historic Courthouse - Scenario 1

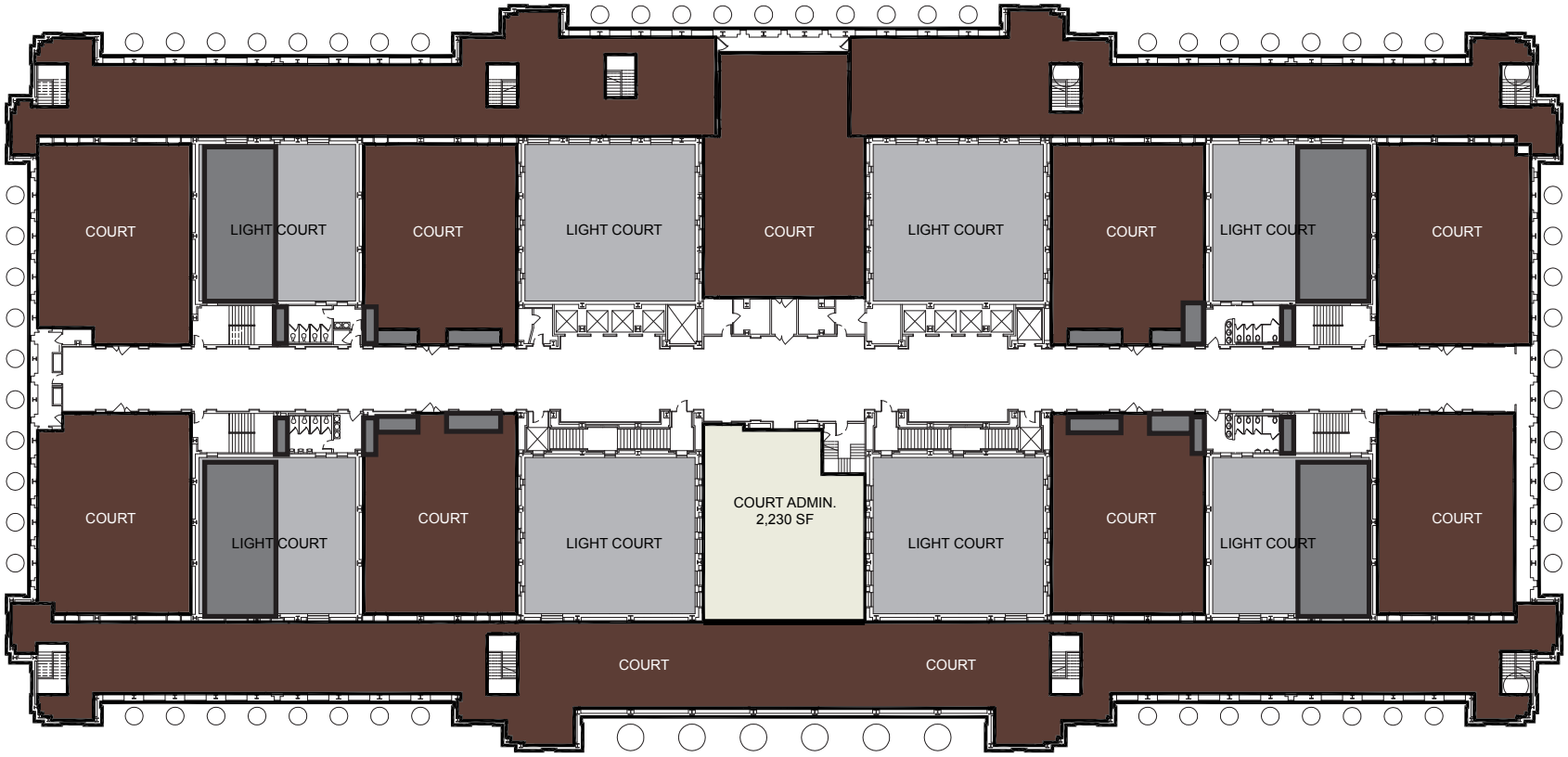


FOURTH FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure B.08 - Fourth Floor Mezzanine Plan - Historic Courthouse - Scenario 1

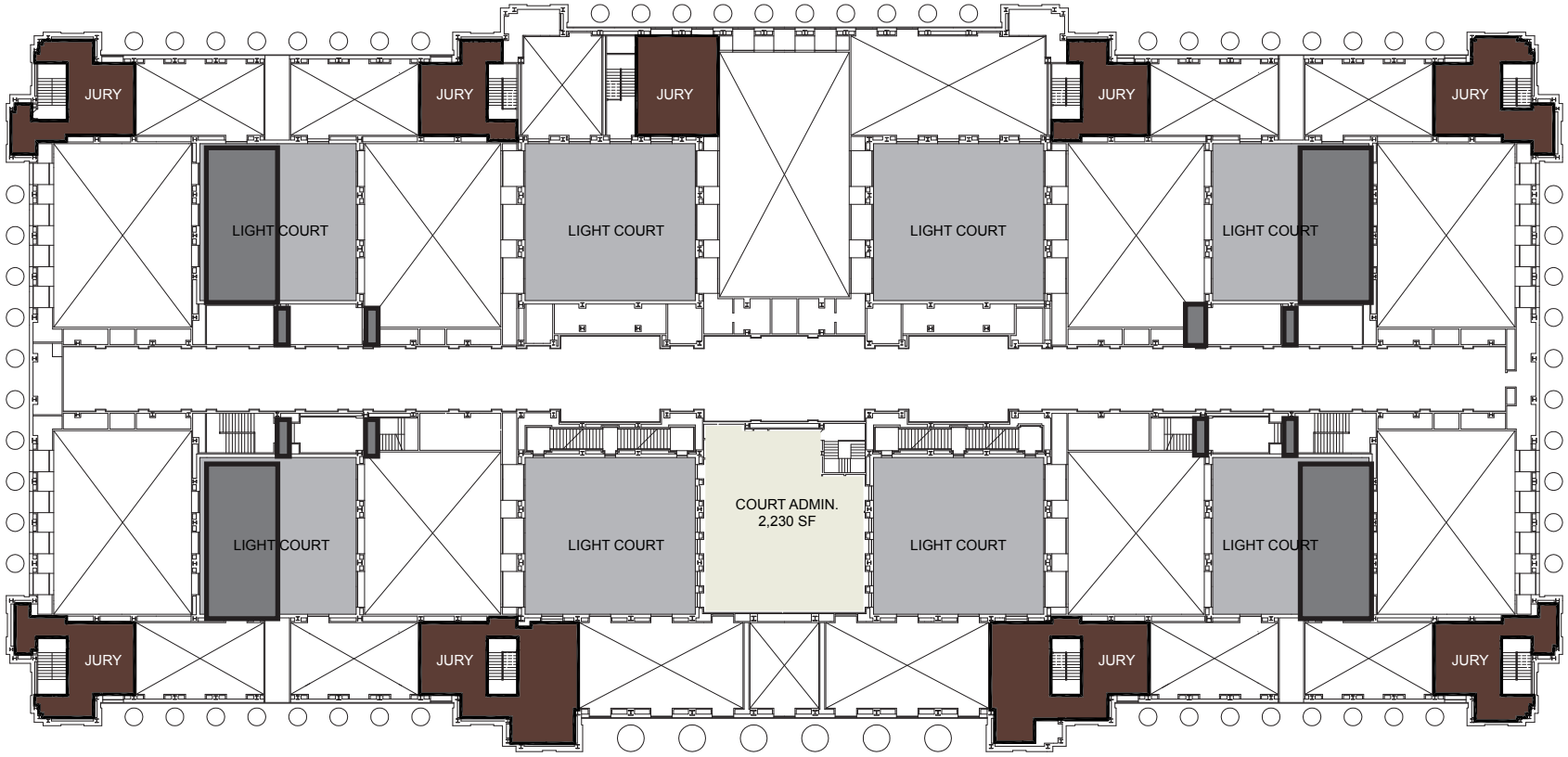


FIFTH FLOOR

SCALE = 1:50

0 25 50 N

Figure B.09 - Fifth Floor Plan - Historic Courthouse - Scenario 1

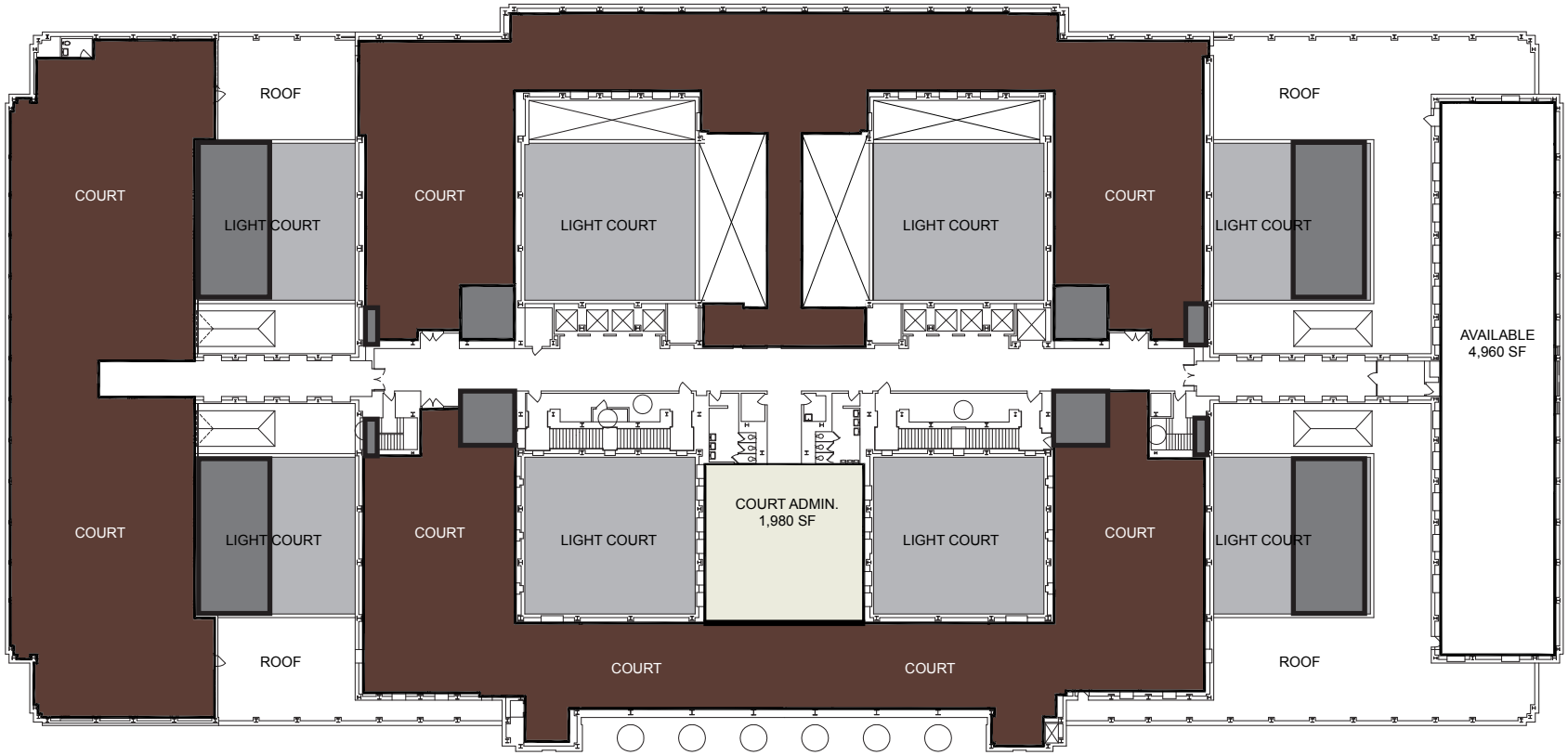


FIFTH FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure B.10 - Fifth Floor Mezzanine Plan - Historic Courthouse - Scenario 1

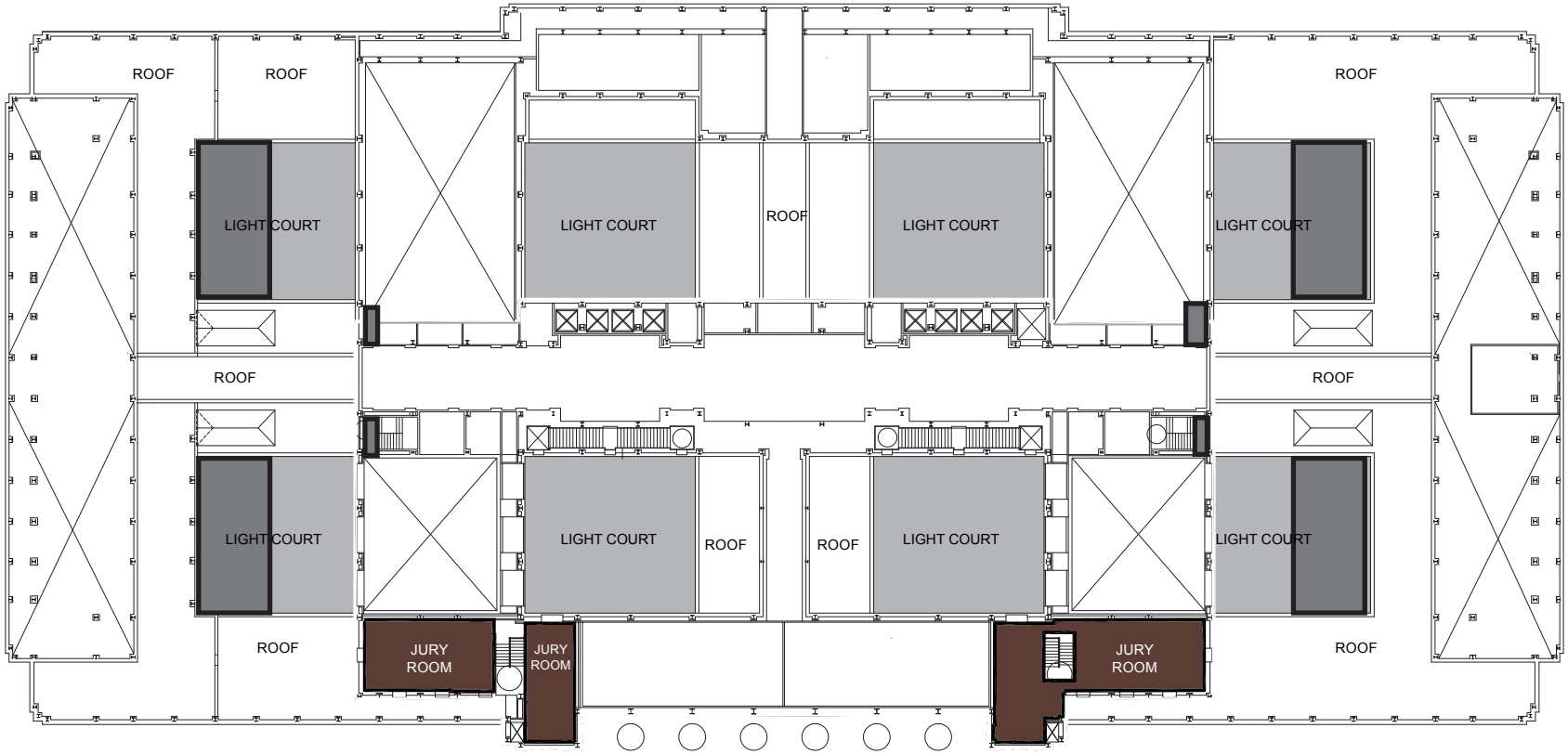


SIXTH FLOOR

SCALE = 1:50

0 25 50 N

Figure B.11 - Sixth Floor Plan - Historic Courthouse - Scenario 1

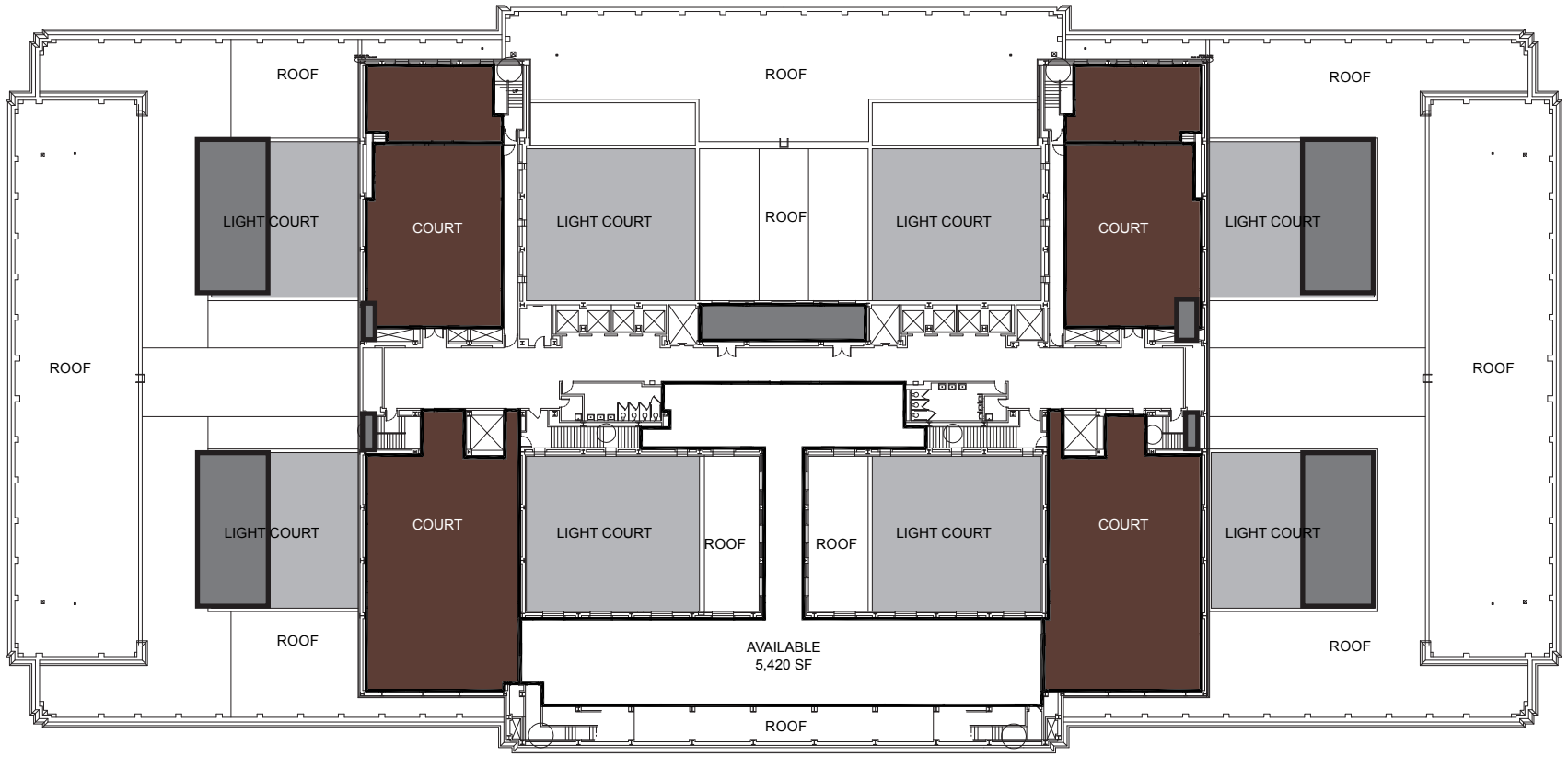


SIXTH FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure B.12 - Sixth Floor Mezzanine Plan - Historic Courthouse - Scenario 1

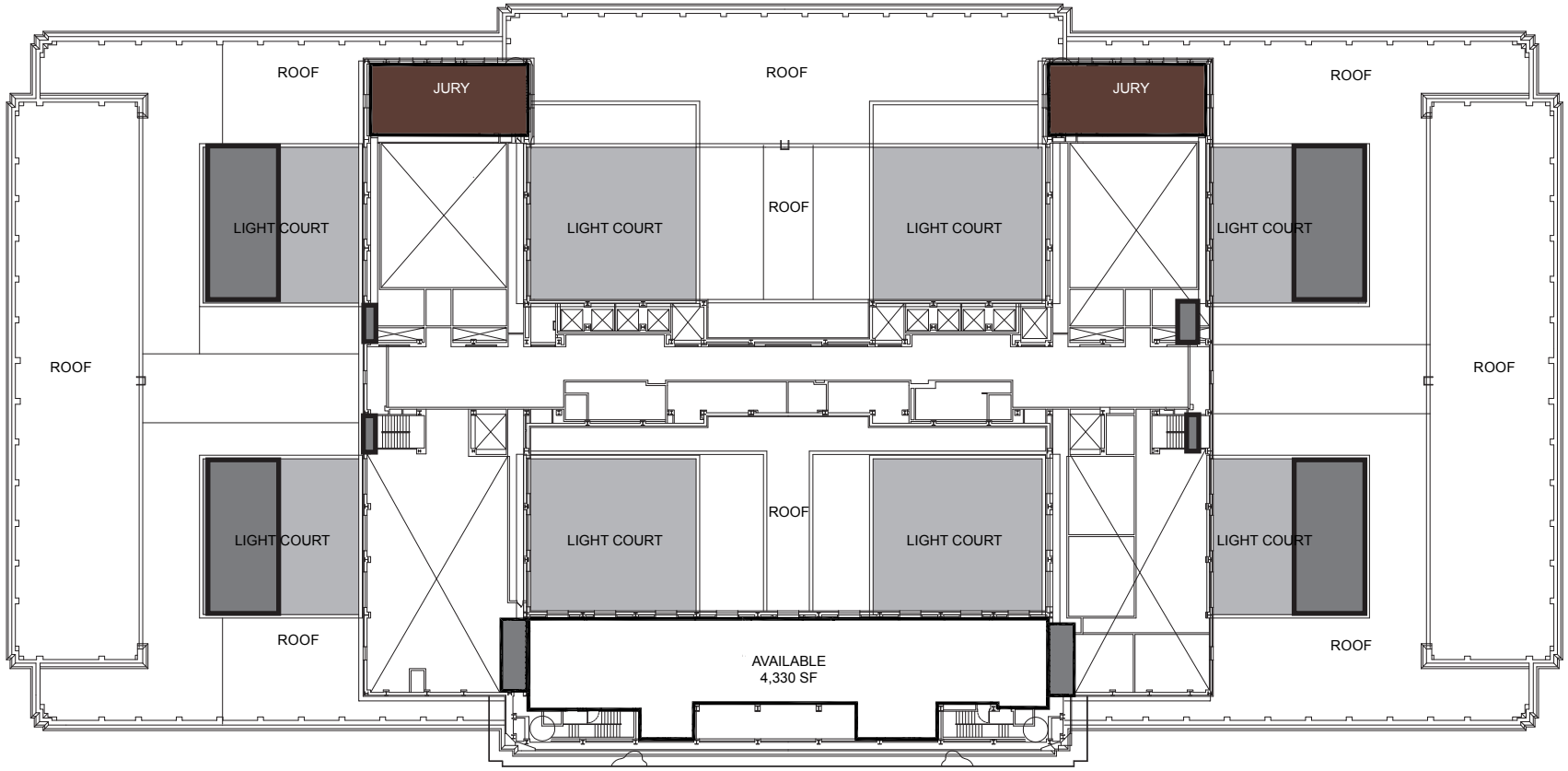


SEVENTH FLOOR

SCALE = 1:50

0 25 50 N

Figure B.13 - Seventh Floor Plan - Historic Courthouse - Scenario 1



SEVENTH FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure B.14 - Seventh Floor Mezzanine Plan - Historic Courthouse - Scenario 1

SCENARIO 2

Historic Courthouse, Renovation:
Services for the Public, Family/Civil Courts, Court Support, & County Administration

340,940 [1]

AE & ES	6,970
Budget	1,670
Cafeteria	10,500
CBDP	1,310
CBO	1,540
Child Support	20,150
Clerk of Courts [3]	29,730
Comptroller	9,510
Corporation Counsel	3,750
County Board	9,980
County Clerk	3,200
County Executive	7,140
Court Admin [4]	11,570
DAS – Director's Office	230
DHR	11,390
Dist. Court Admin	5,340
Economic Development	1,750
Election Commission	2,530
Ethics	290
Facilities (office & mail)	5,260
Family/Civil Courts	160,000
IMSD	11,070
Persons w/ Disabilities	800
Planning & Development	1,860
Procurement	2,450
Register of Deeds	9,500
Risk Management	1,500
Shared Conferencing	8,320
Treasurer	1,630
Available	51,030

New building(s) / leasable space
DA & Sheriff

77,950 [2]

DA	34,620
Sheriff	43,330

New Criminal Courthouse:
Criminal courts & all groups noted per Phase I

360,500 [5]

Clerk of Courts – Admin	5,355
Clerk of Courts – JIS	1,600
Clerk of Courts – Criminal Div	18,800
Court Support	10,665
Criminal Courts	141,293
DA – Victim Witness	8,400
DA – Trial Prep Workspace	5,000
District Court Admin	5,950
Facility Support	22,135
Justice Point	19,880
Public Defender Workspace	2,500
Sallyport, Holding & Security	9,200
WCS	4,950
Subtotal	255,728
M/E Factor (11%)	28,130
Subtotal	283,858
Bdg Gross Factor (27%)	76,642
TOTAL	360,500
Parking	16,000
Building size w/ Parking	376,500

Footnotes:

1 Approximate usable space reflected in floor plans. Does not include new mechanical and electrical rooms, basement level, or available space.

2 Department program only, reflective of new building circulation factor.

3 Clerk of Courts is inclusive of the following departments: Civil / Family Division, Milwaukee Justice Center, Law Library, Civil Records, Foreclosure Mediation, Register in Probate, Family Court Commissioner, Restraining Order Clinic.

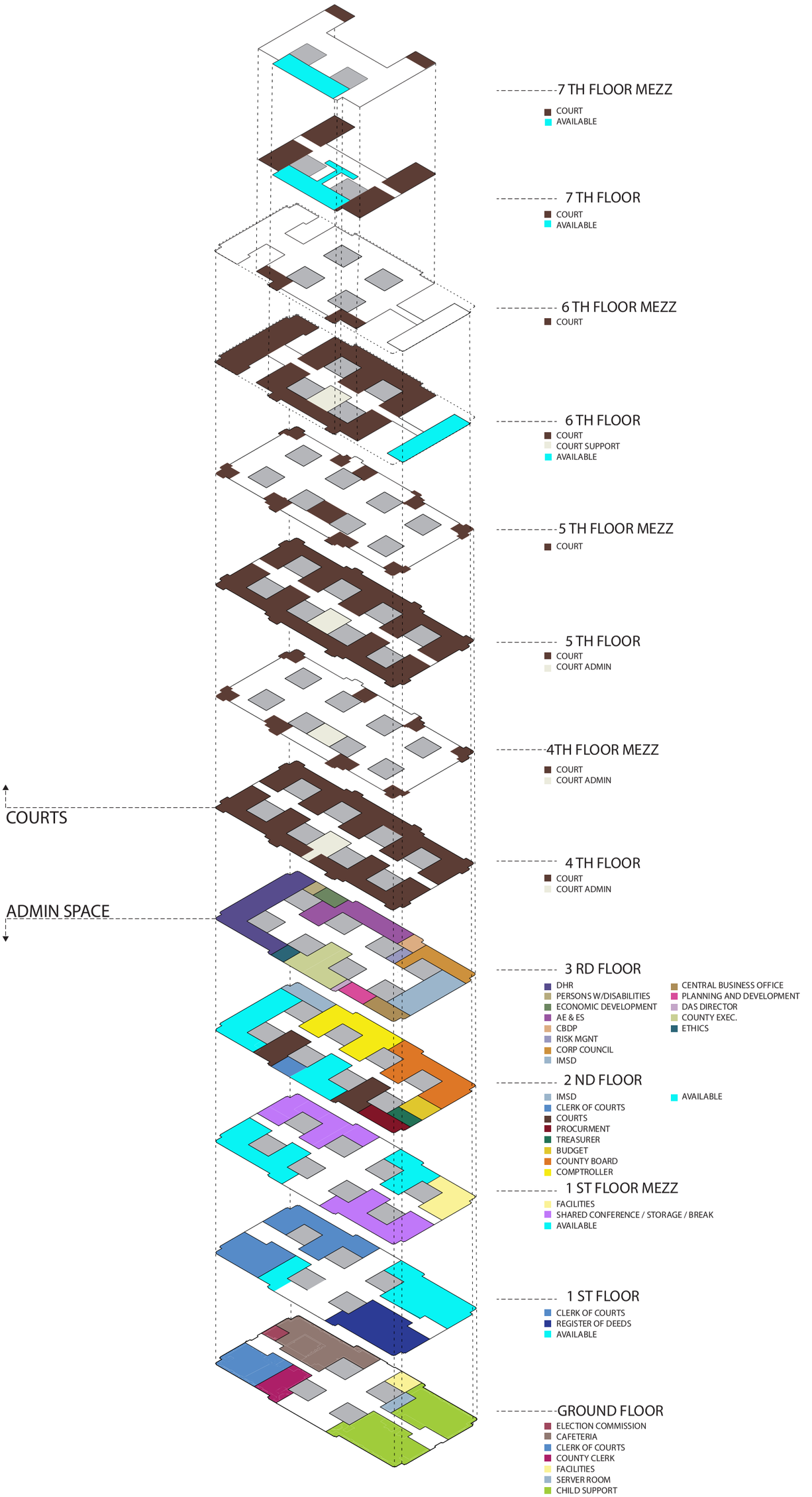
4 Court Admin is inclusive of the following departments, currently located in the Historic Courthouse: Court Reporting Services, Domestic Violence Interview / Waiting, Law Clerks and Court Reporters.

5 Space types and square footage amount per Phase 1 recommendation, page 181 of report, Scenario #2, targeting 2040.

6 More than half of "available" space is located on the mezzanines.

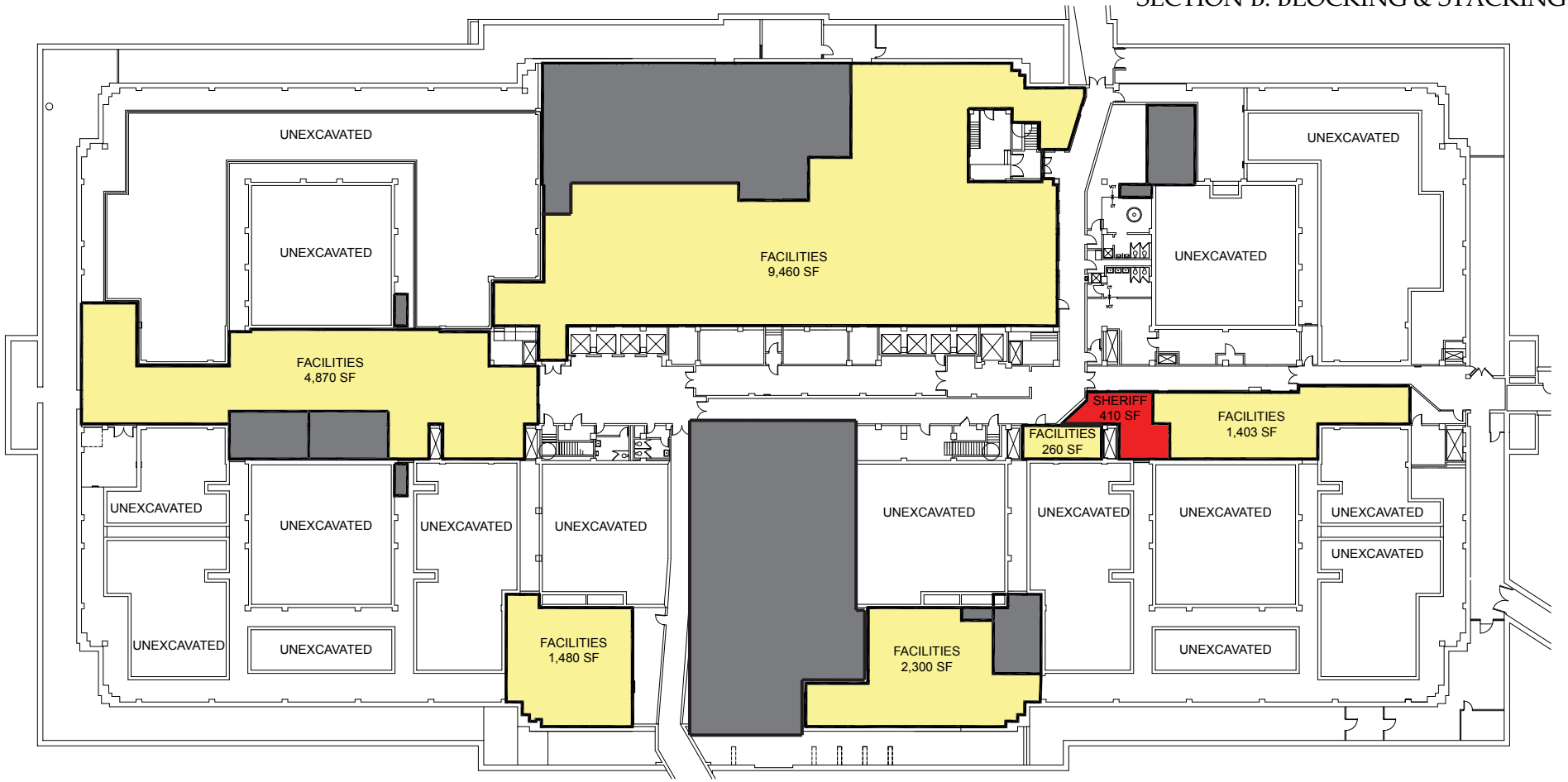
Figure 2.3 - Scenario 2 Summary

SECTION B: BLOCKING & STACKING



Axonometric B.2 - Scenario 2 Axonometric of Historic Courthouse

SECTION B: BLOCKING & STACKING



BASEMENT

SCALE = 1:50

0 25 50 N

Figure B.15 - Basement Floor Plan - Historic Courthouse - Scenario 2

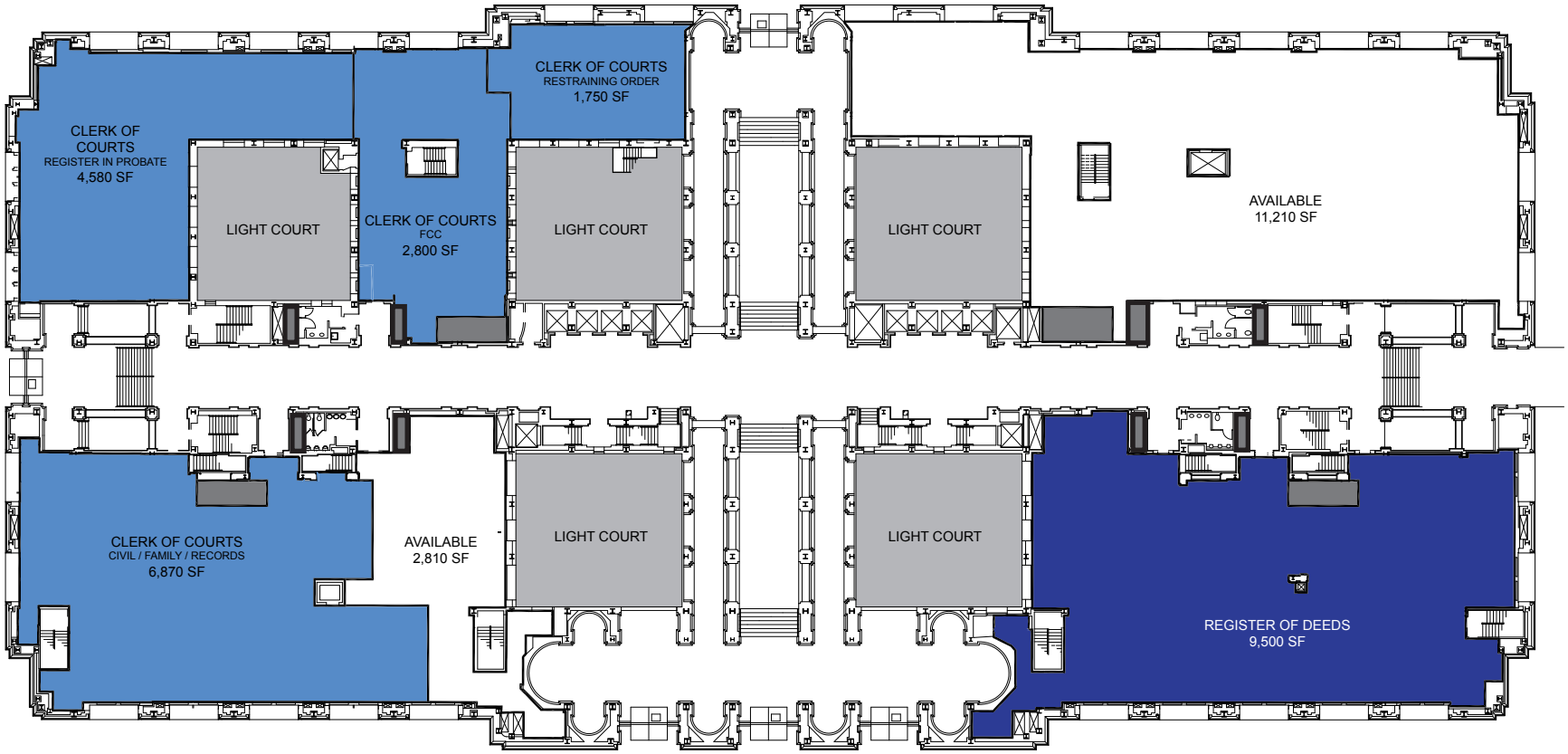
SECTION B: BLOCKING & STACKING

GROUND FLOOR

SCALE = 1:50

0 25 50 N

Figure B.16 - Ground Floor Plan - Historic Courthouse - Scenario 2

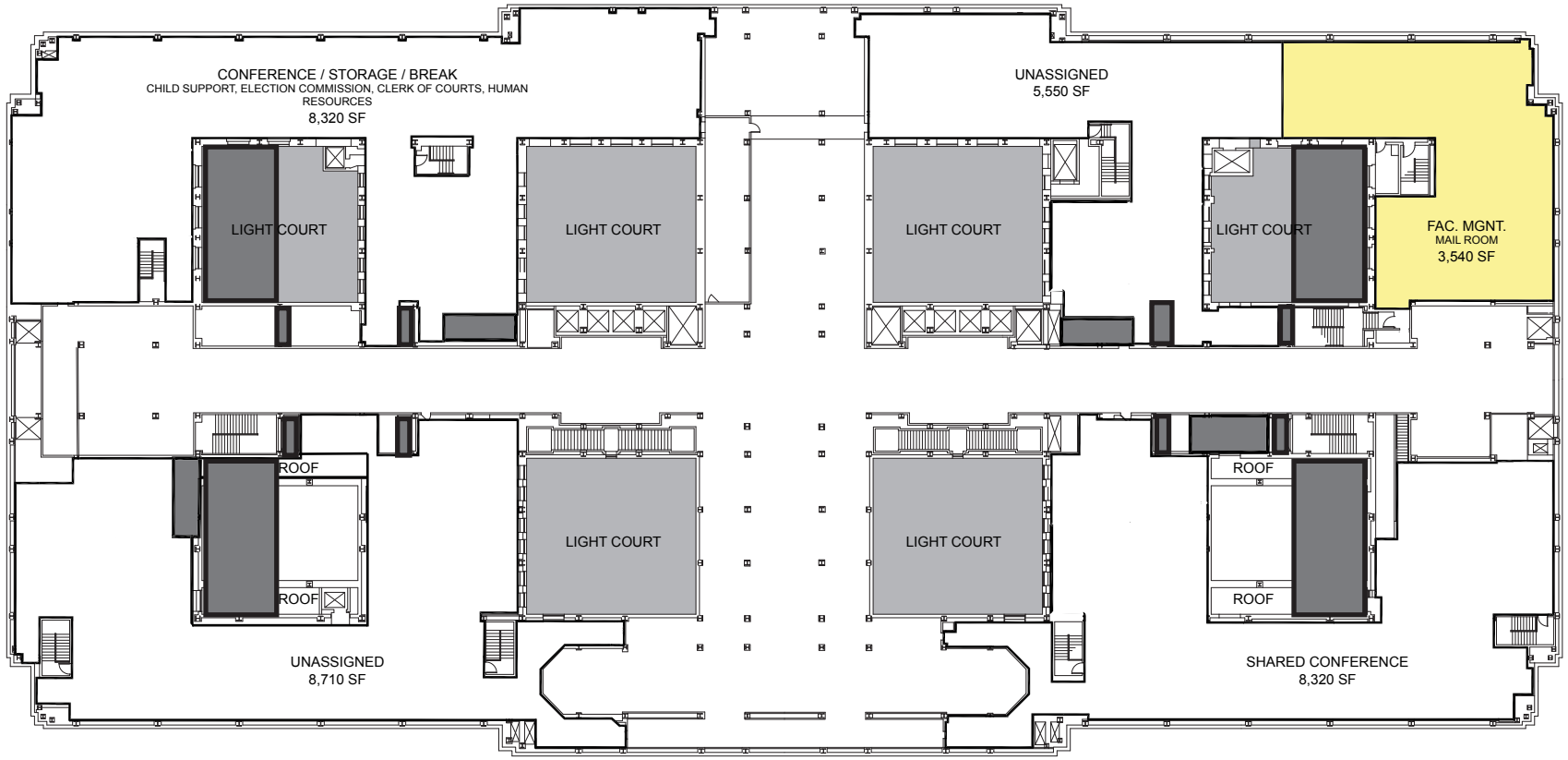


FIRST FLOOR

SCALE = 1:50

0 25 50 N

Figure B.17 - First Floor Plan - Historic Courthouse - Scenario 2

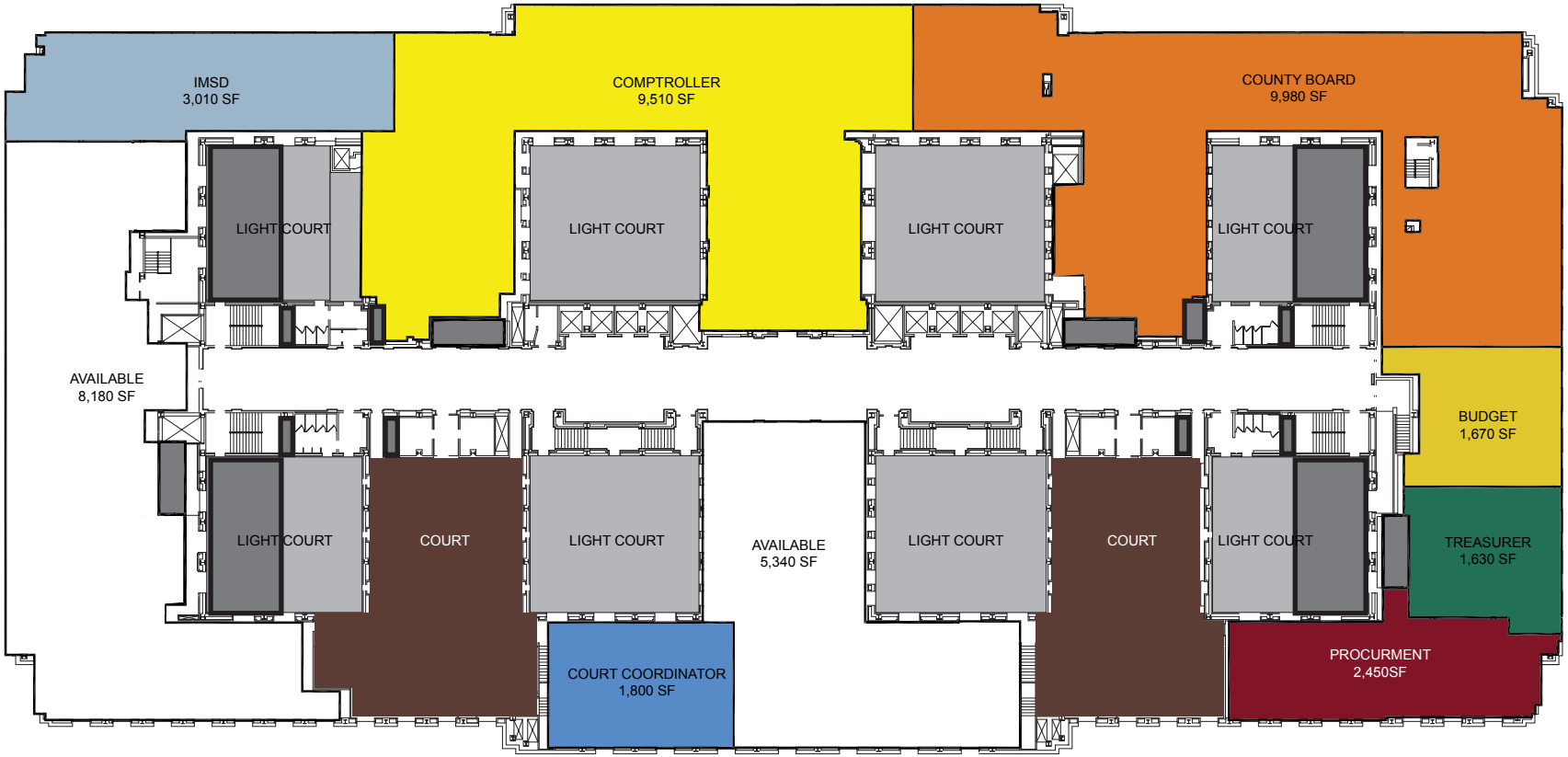


FIRST FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure B.18 - First Floor Mezzanine Plan - Historic Courthouse - Scenario 2

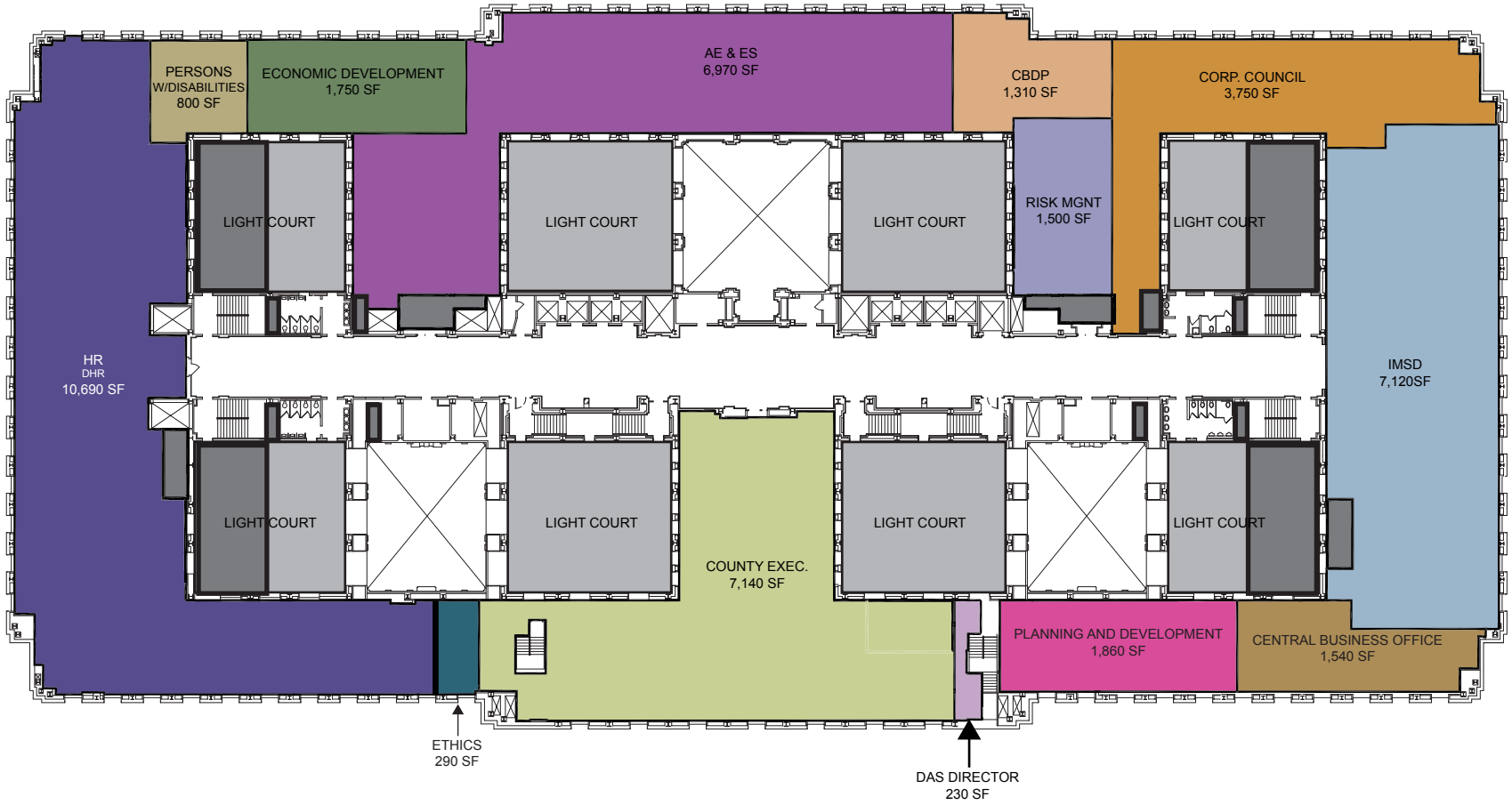


SECOND FLOOR

SCALE = 1:50

0 25 50 N

Figure B.19 - Second Floor Plan - Historic Courthouse - Scenario 2

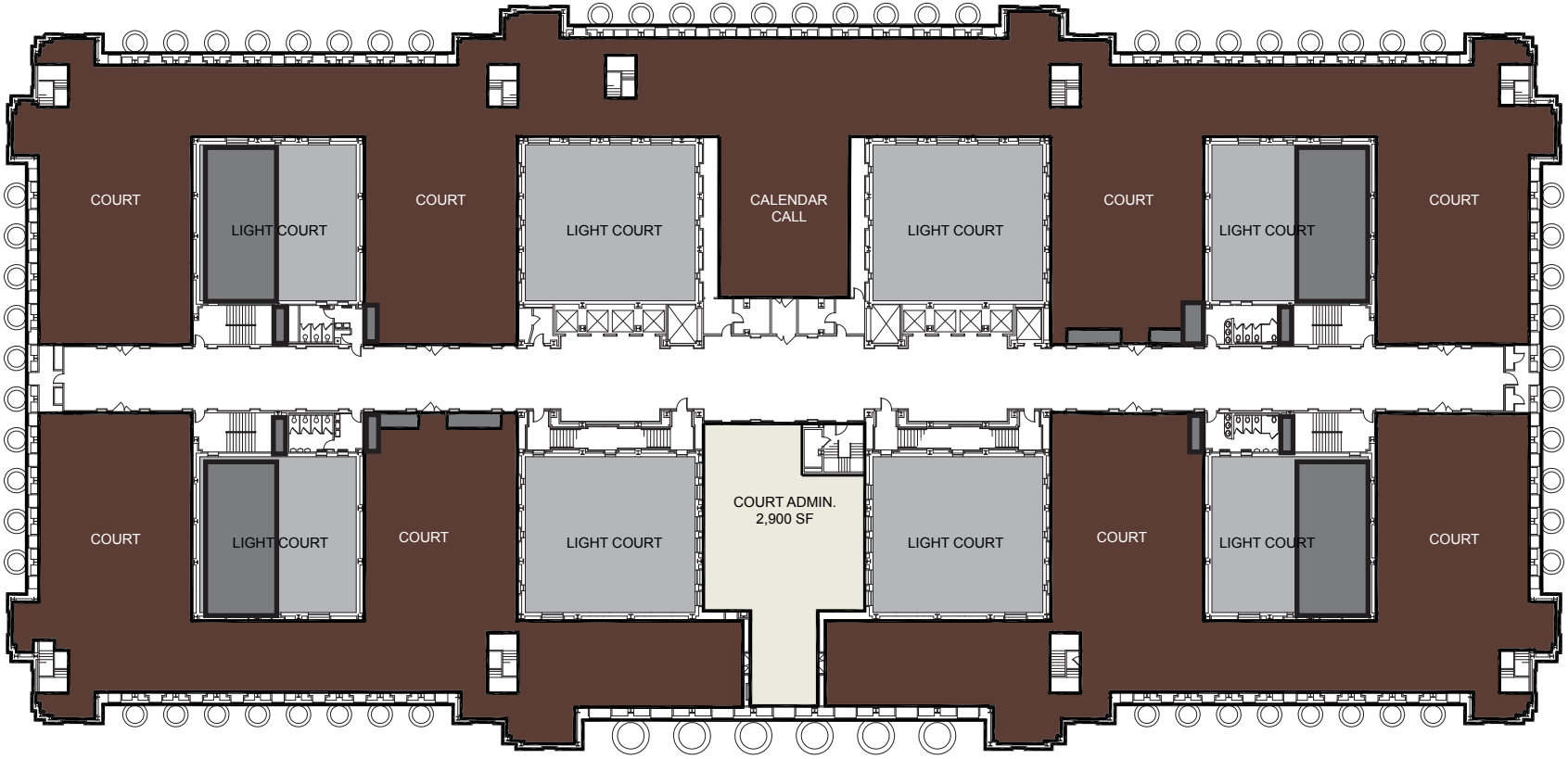


THIRD FLOOR

SCALE = 1:50

0 25 50 N

Figure B.20 - Third Floor Plan - Historic Courthouse - Scenario 2

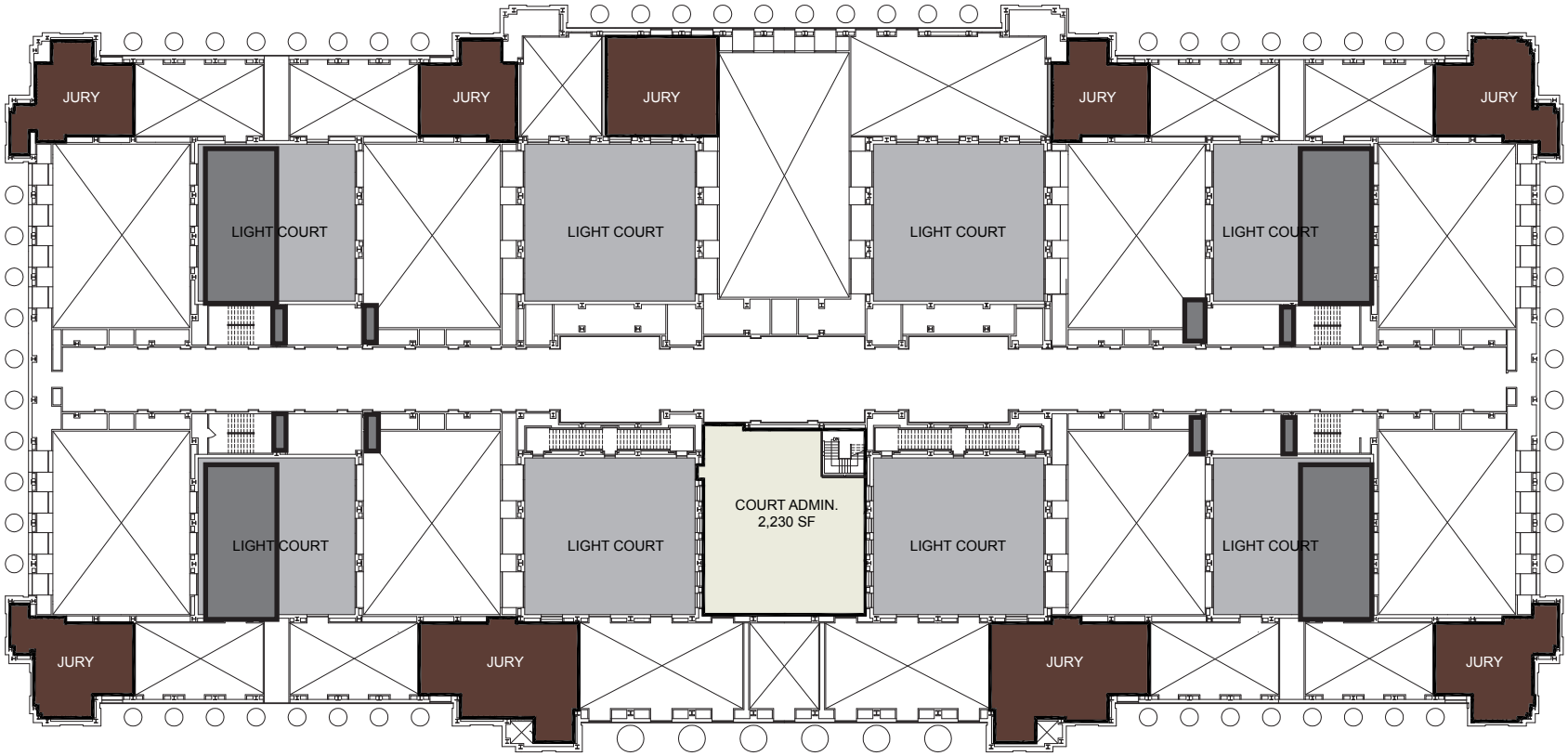


FOURTH FLOOR

SCALE = 1:50

0 25 50 N

Figure B.21 - Fourth Floor Plan - Historic Courthouse - Scenario 2

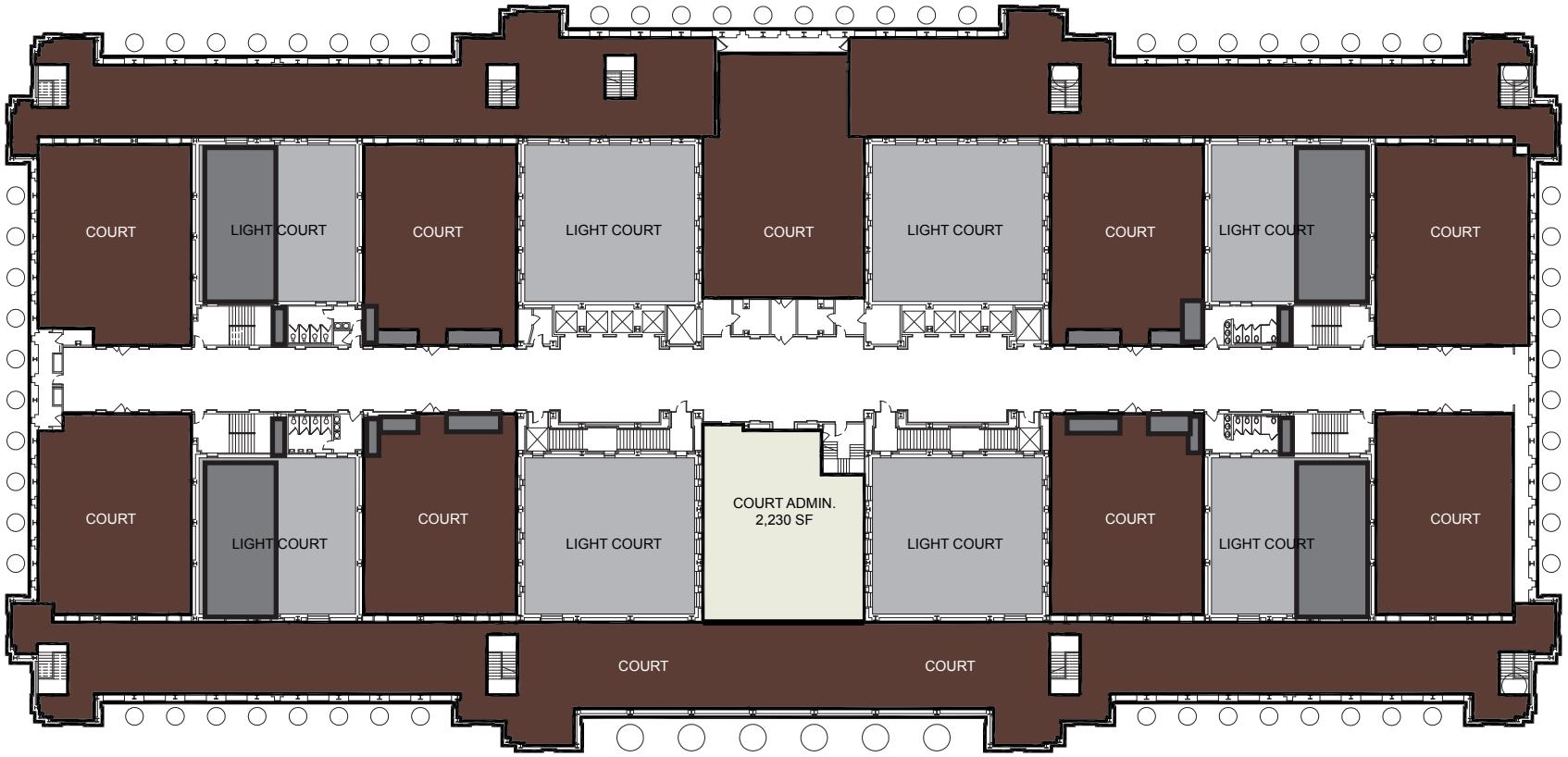


FOURTH FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure B.22 - Fourth Floor Mezzanine Plan - Historic Courthouse - Scenario 2

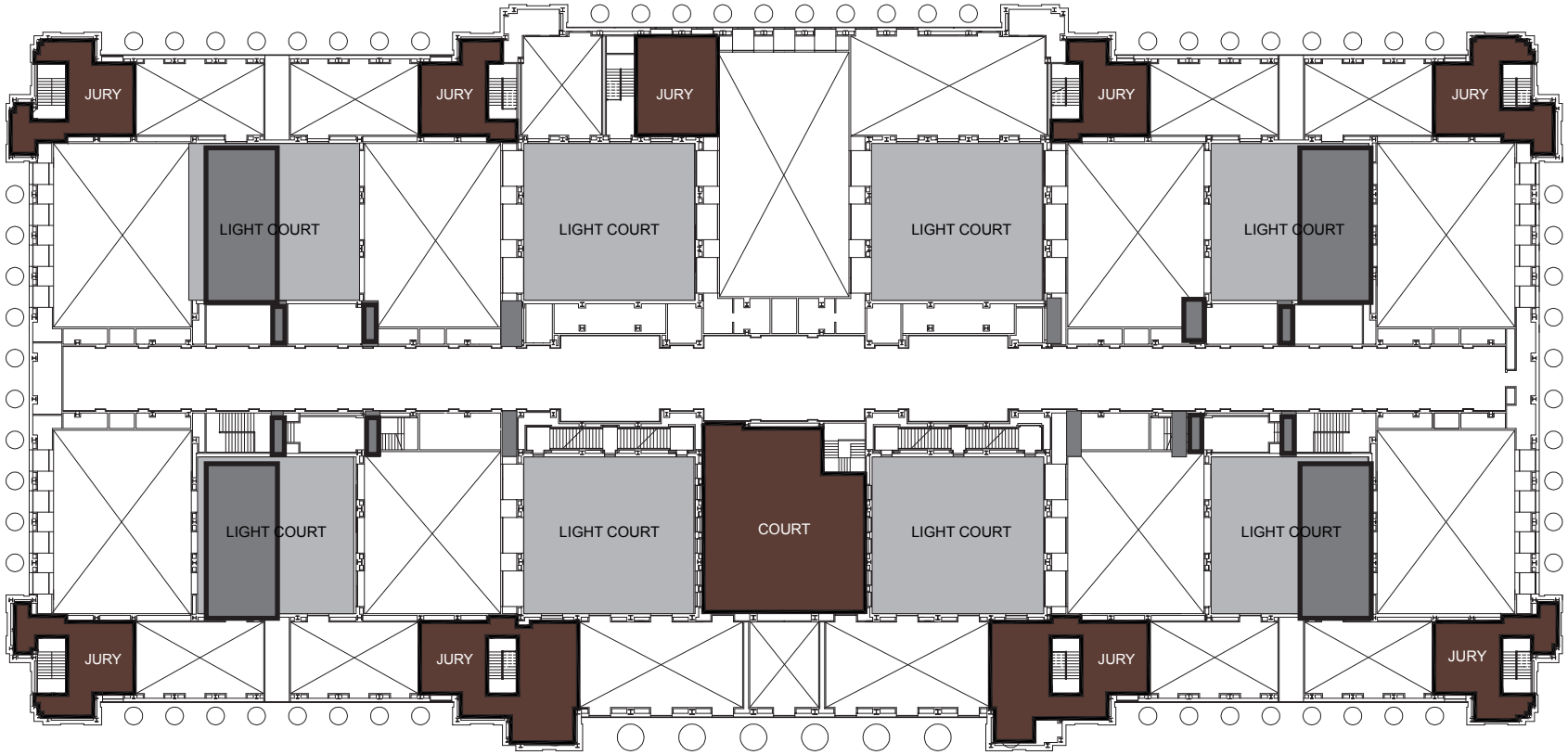


FIFTH FLOOR

SCALE = 1:50

0 25 50 N

Figure B.23 - Fifth Floor Plan - Historic Courthouse - Scenario 2

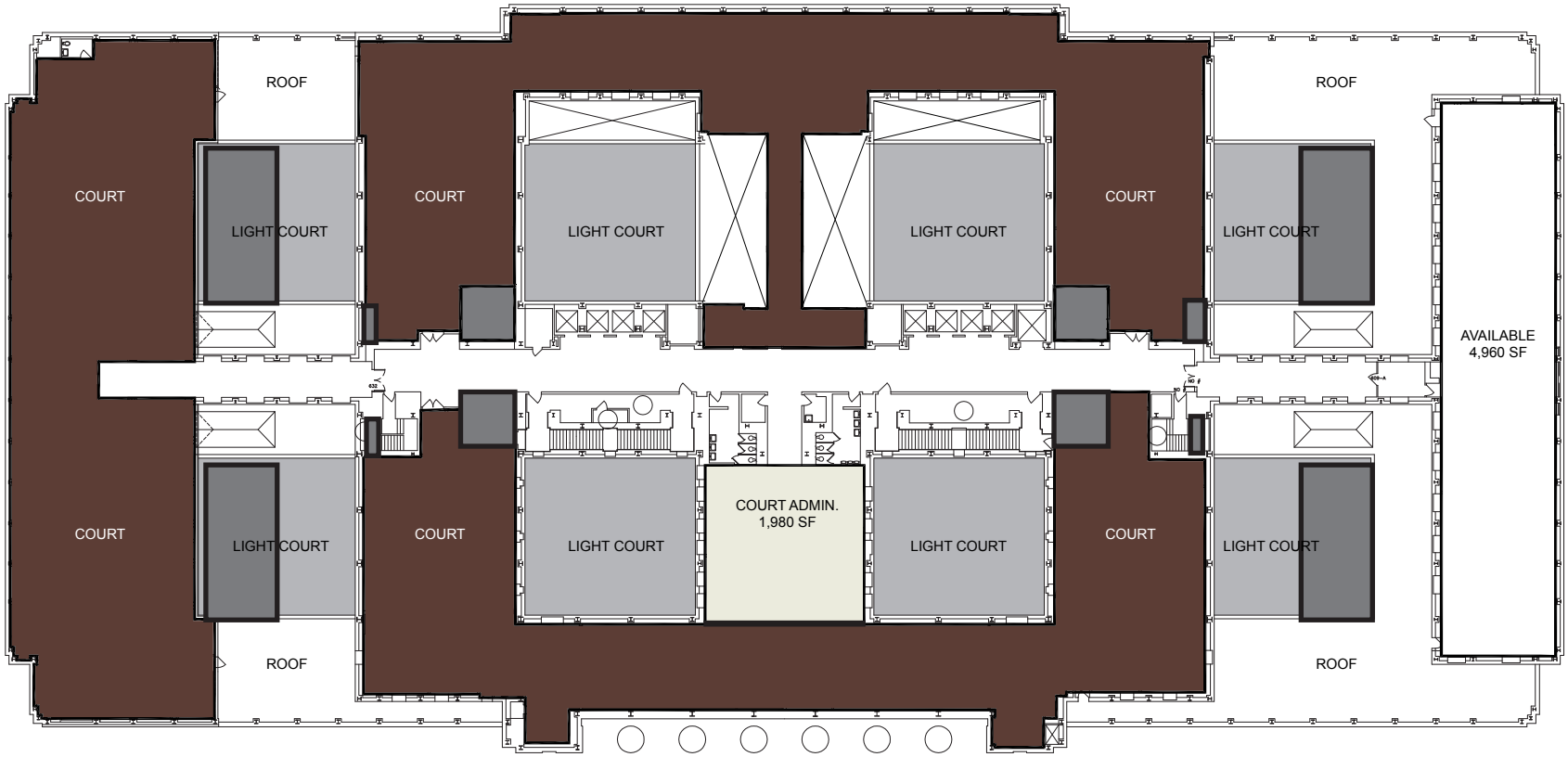


FIFTH FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure B.24 - Fifth Floor Mezzanine Plan - Historic Courthouse - Scenario 2

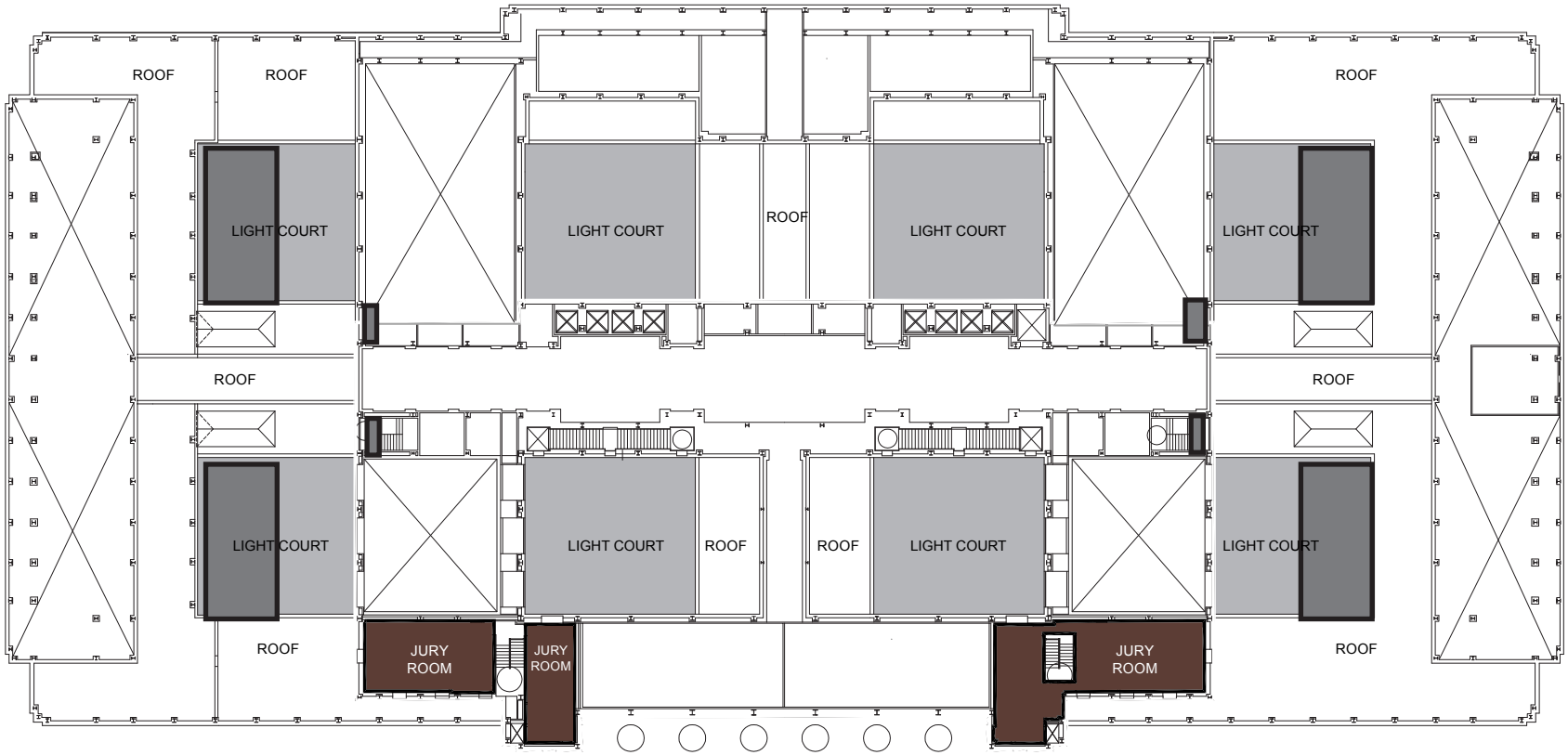


SIXTH FLOOR

SCALE = 1:50

0 25 50 N

Figure B.25 - Sixth Floor Plan - Historic Courthouse - Scenario 2

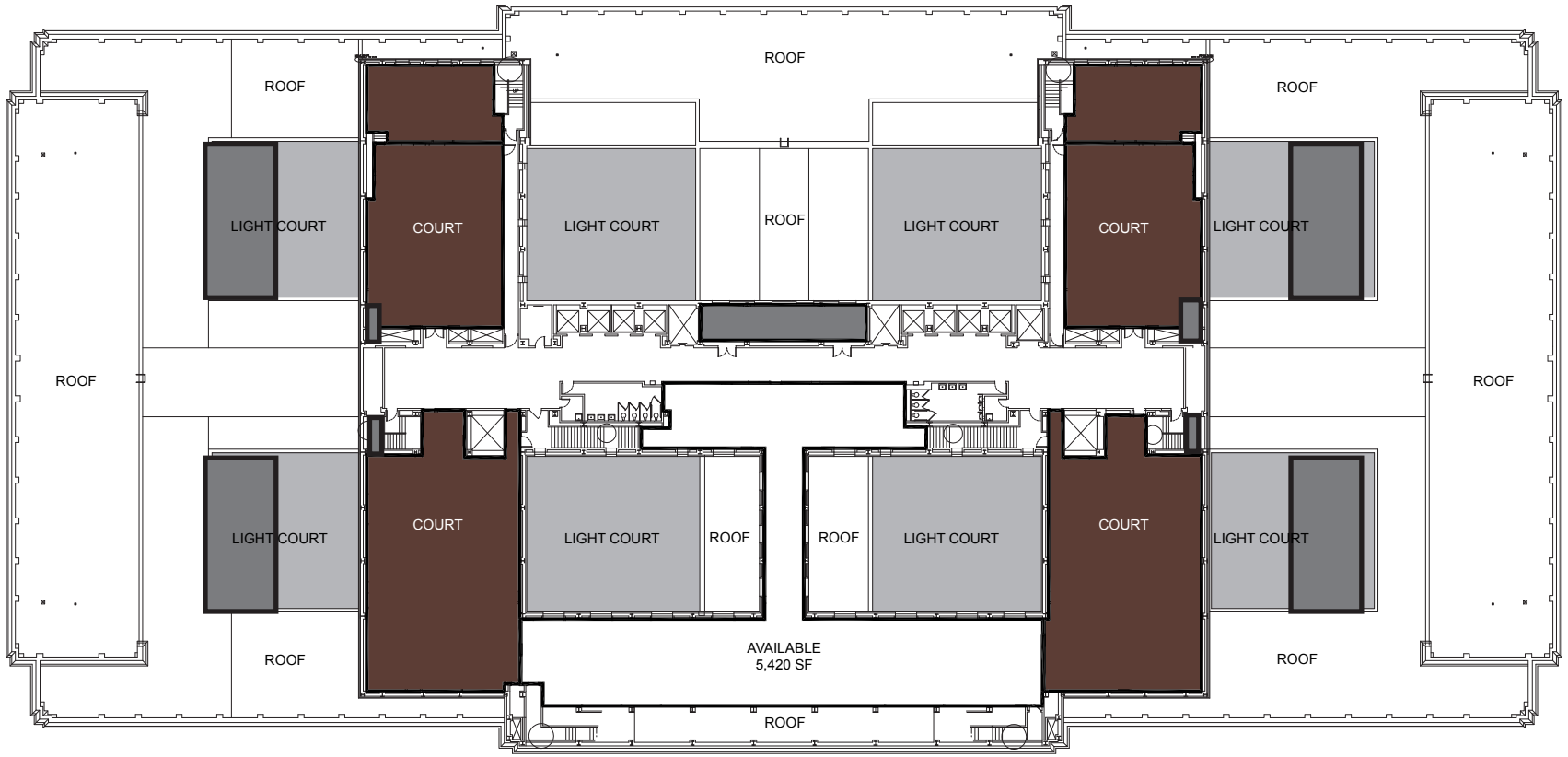


SIXTH FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure B.26 - Sixth Floor Mezzanine Plan - Historic Courthouse - Scenario 2

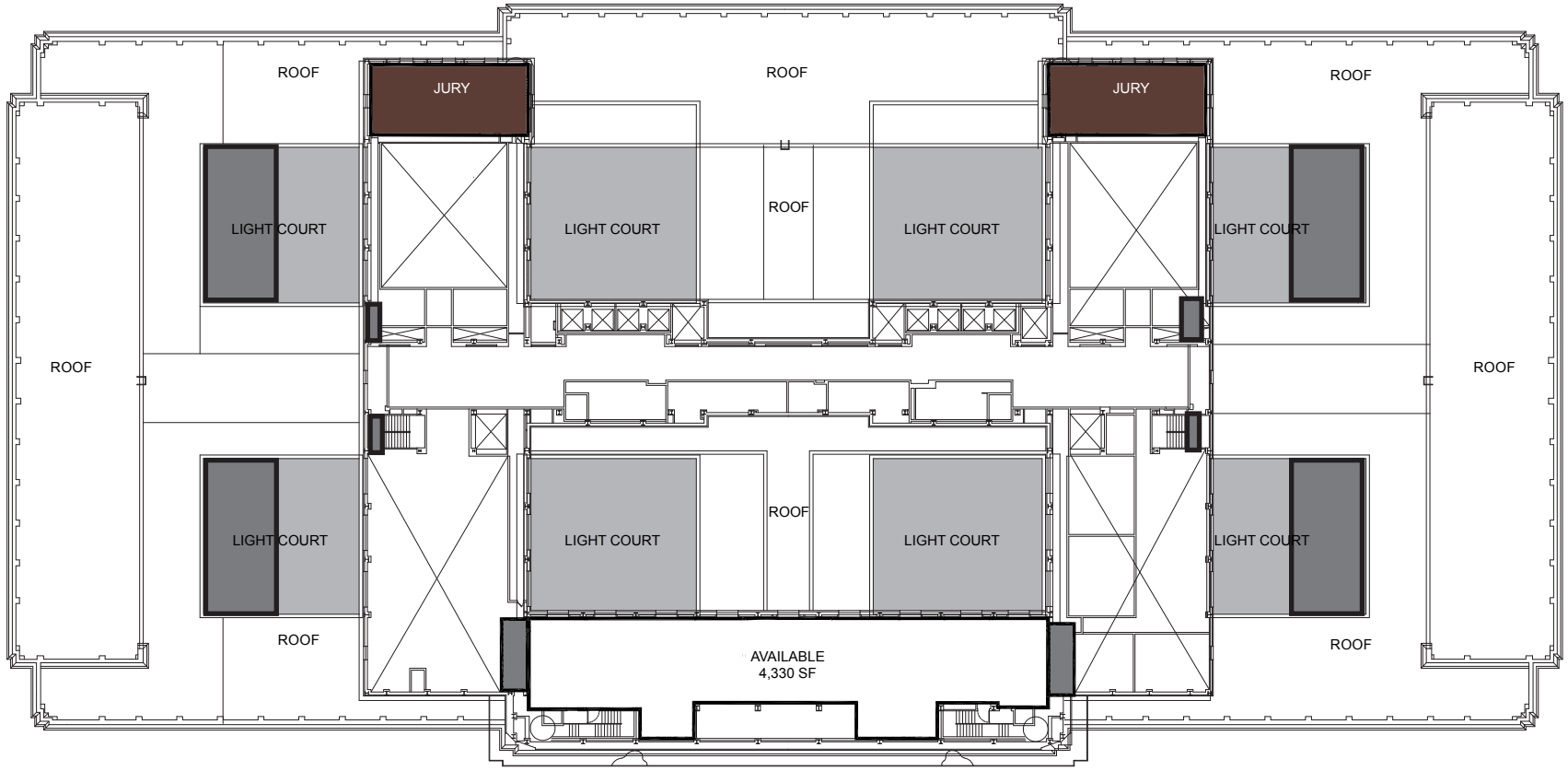


SEVENTH FLOOR

SCALE = 1:50

0 25 50 N

Figure B.27 - Seventh Floor Plan - Historic Courthouse - Scenario 2



SEVENTH FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure B.28 - Seventh Floor Mezzanine Plan - Historic Courthouse - Scenario 2

SCENARIO 3

Historic Courthouse, Renovation:
Select Safety building occupants, Services for the Public, Family/Civil Courts & Court support

349,990 [1]

Cafeteria	10,500
Child Support	21,340
Clerk of Courts [3]	33,090
County Clerk	3,200
Court Admin [4]	11,570
District Attorney	40,940
Election Commission	3,240
Facilities (office only)	1,720
Family / Civil Courts	160,000
IMSD	940
Register of Deeds	9,500
Sheriff	53,950
Available	41,760

New building(s) / leasable space
County Administration

70,510 [2]

AE & ES	6,200
Budget	1,480
CBDP	1,170
CBO	1,370
Comptroller	8,450
Corporation Counsel	3,330
County Executive	6,010
County Board	8,530
DAS – Director's Office	200
DHR	9,570
Economic Development	1,560
Ethics	260
IMSD	10,270
OEM (office only)	2,120
Persons w/ Disabilities	720
Planning & Development	1,650
Procurement	2,180
Risk Management	990
Shared Conference	3,000
Treasurer	1,450

New Criminal Courthouse:
Criminal Courts & all groups noted per Phase I

360,500 [5]

Clerk of Courts – Admin	5,355
Clerk of Courts – JIS	1,600
Clerk of Courts – Criminal Div	18,800
Court Support	10,665
Criminal Courts	141,293
DA – Victim Witness	8,400
DA – Trial Prep Workspace	5,000
District Court Admin	5,950
Facility Support	22,135
Justice Point	19,880
Public Defender Workspace	2,500
Sallyport, Holding & Security	9,200
WCS	4,950
Subtotal	255,728
M/E Factor (11%)	28,130
Subtotal	283,858
Bdg Gross Factor (27%)	76,642
TOTAL	360,500
Parking	16,000
Building size w/ Parking	376,500

Footnotes:

1 Approximate usable space reflected in floor plans. Does not include new mechanical and electrical rooms, basement level, or available space.

2 Department program only, reflective of new building circulation factor.

3 Clerk of Courts is inclusive of the following departments: Civil / Family Division, Milwaukee Justice Center, Law Library, Civil Records, Foreclosure Mediation, Register in Probate, Family Court Commissioner, Restraining Order Clinic.

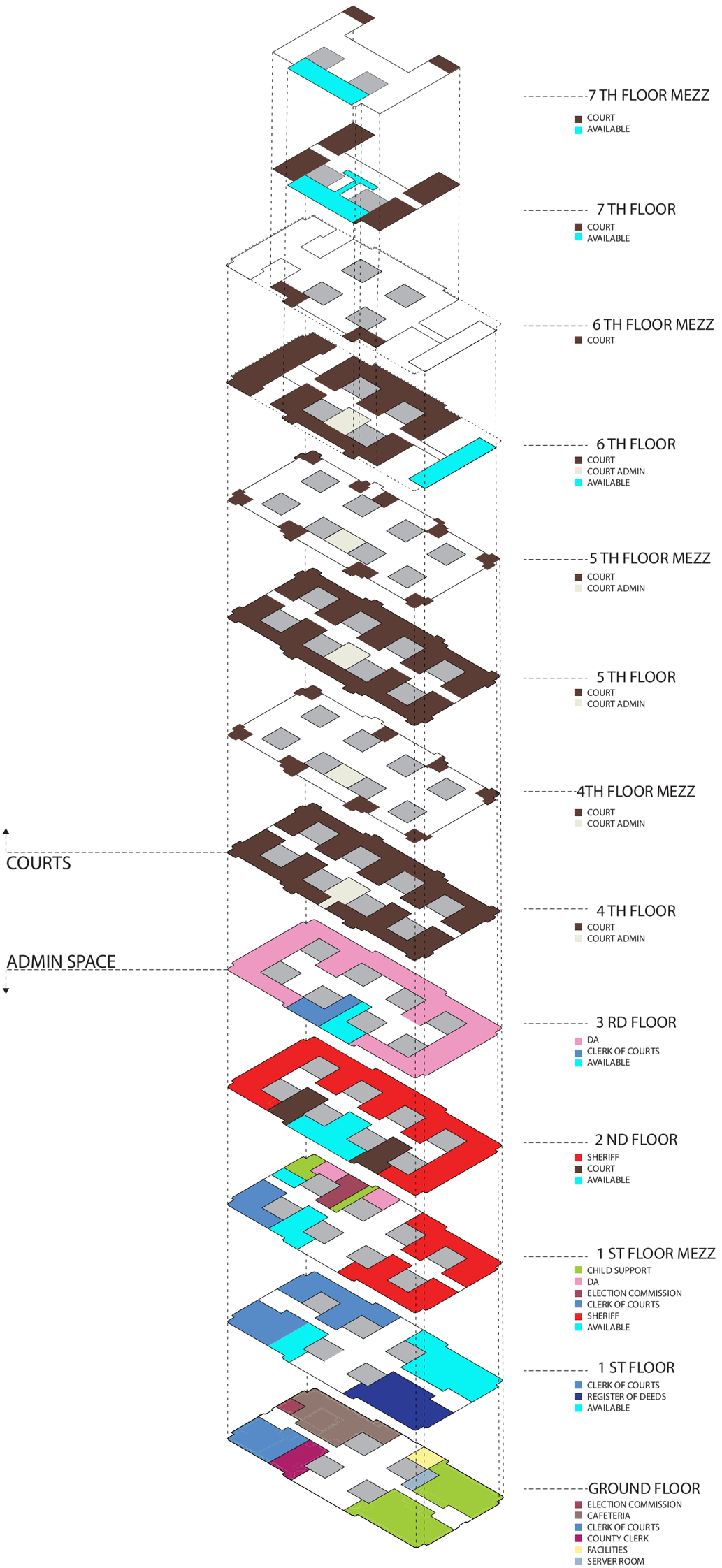
4 Court Admin is inclusive of the following departments, currently located in the Historic Courthouse: Court Reporting Services, Domestic Violence Interview / Waiting, Law Clerks and Court Reporters.

5 Space types and square footage amount per Phase 1 recommendation, page 181 of report, Scenario #2, targeting 2040.

6 More than half of "available" space is located on the mezzanines.

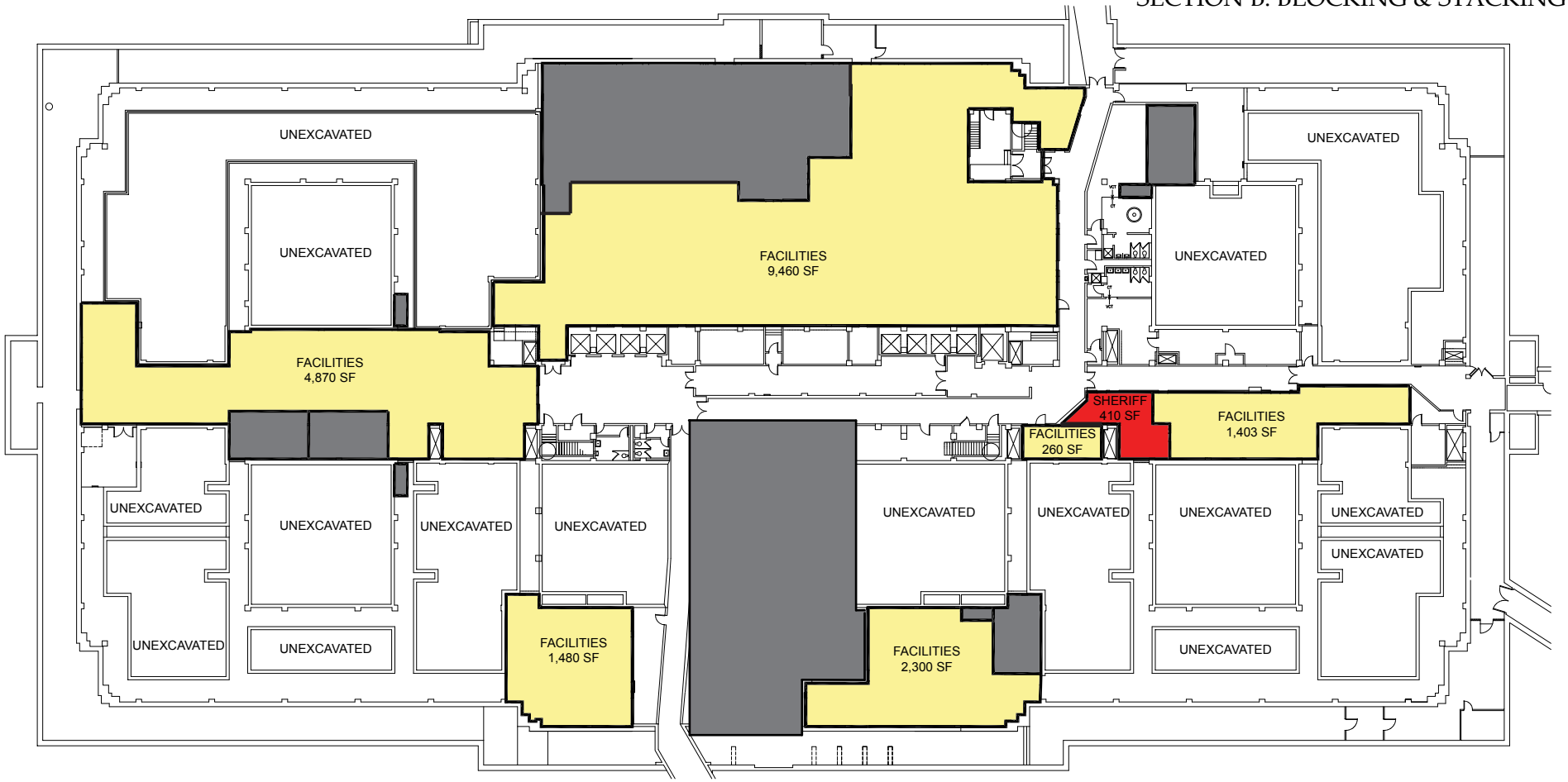
Figure 2.4 - Scenario 3 Summary

SECTION B: BLOCKING & STACKING



Axonometric B.3 - Scenario 3 Axonometric of Historic Courthouse

SECTION B: BLOCKING & STACKING



BASEMENT

SCALE = 1:50

0 25 50 N

Figure B.29 - Basement Floor Plan - Historic Courthouse - Scenario 3

SECTION B: BLOCKING & STACKING

GROUND FLOOR

SCALE = 1:50

0 25 50 N

Figure B.30 - Ground Floor Plan - Historic Courthouse - Scenario 3

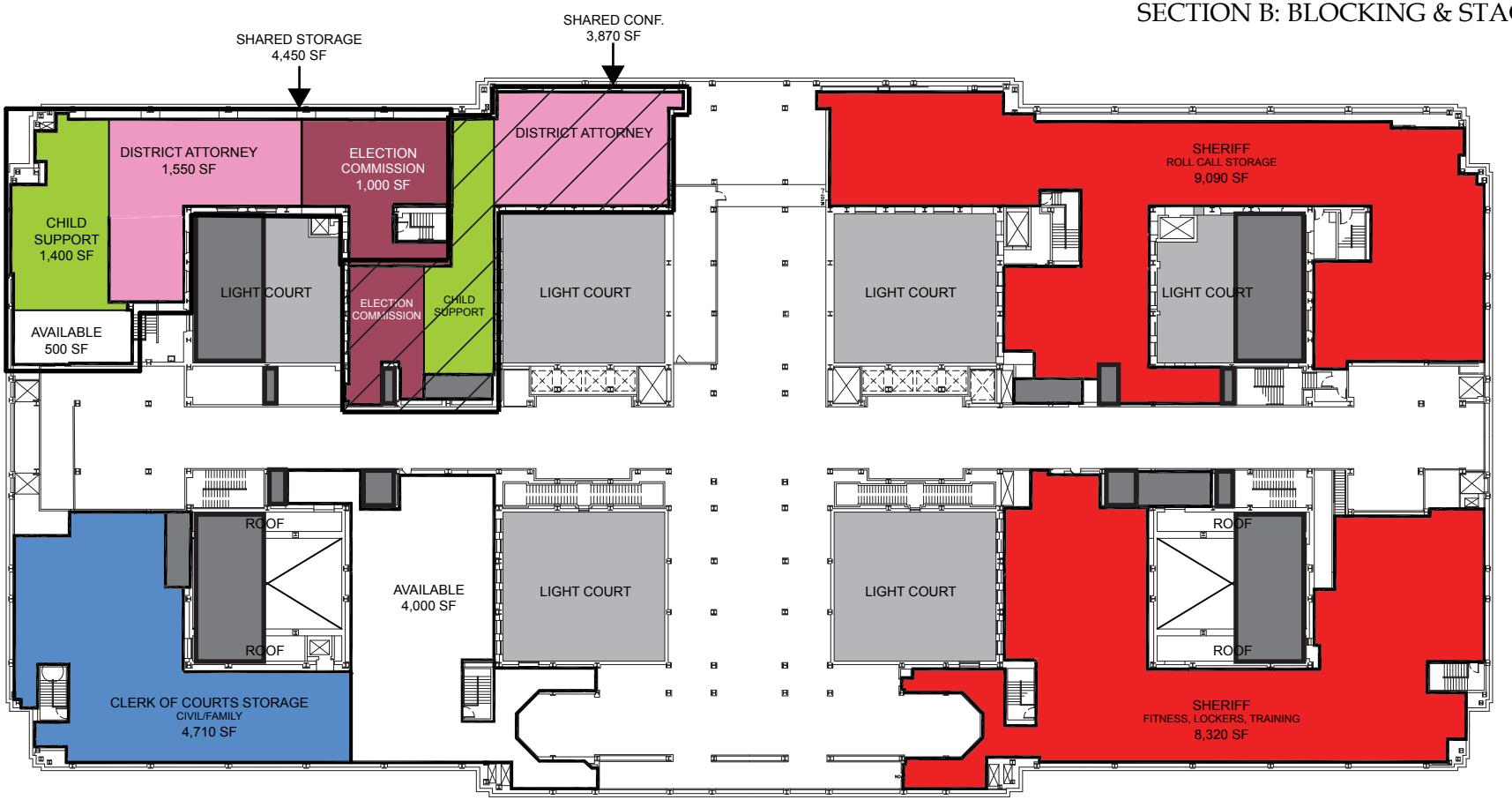
FIRST FLOOR

SCALE = 1:50

0 25 50 N

Figure B.31 - First Floor Plan - Historic Courthouse - Scenario 3

SECTION B: BLOCKING & STACKING

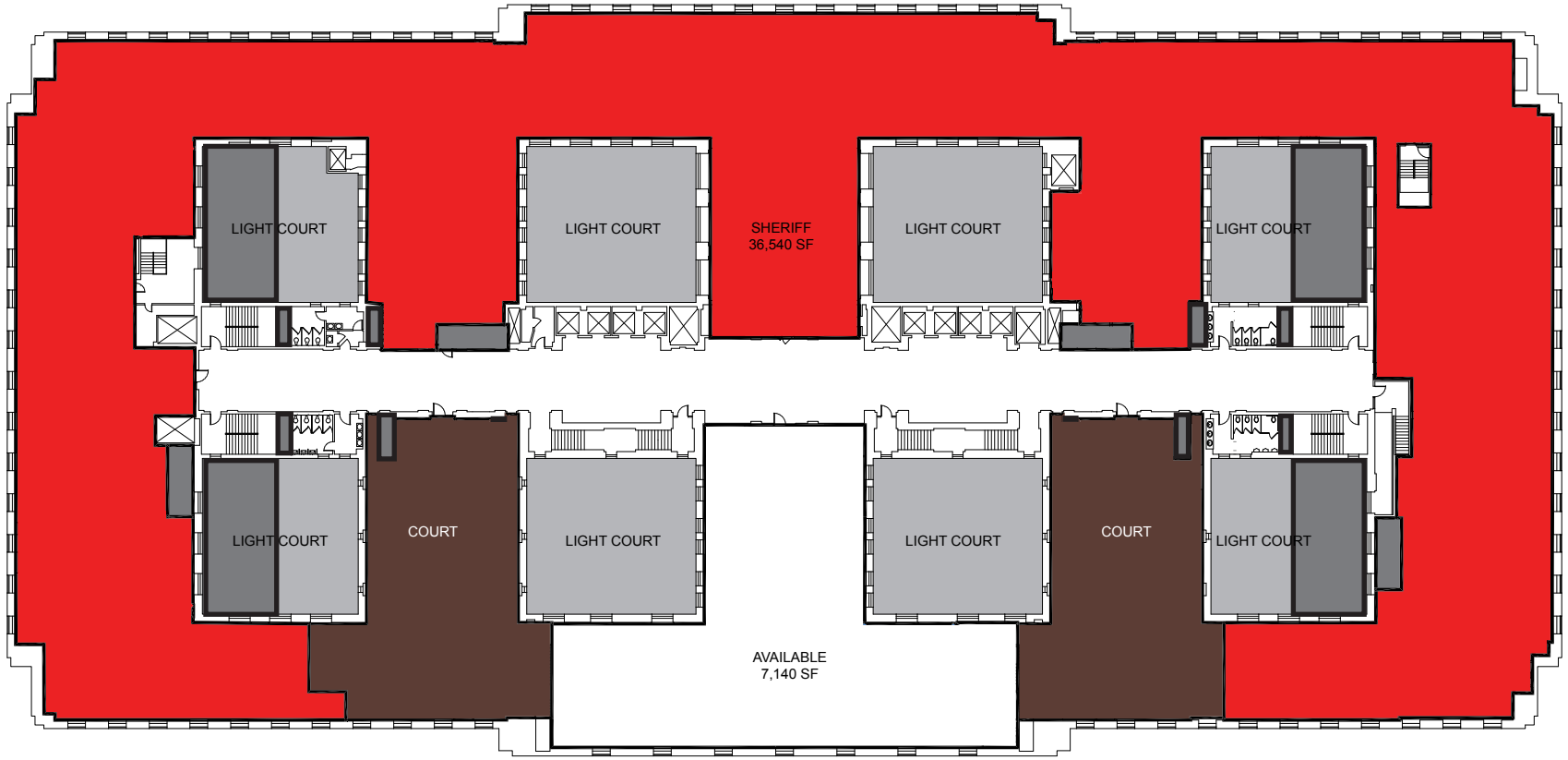


FIRST FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure B.32 - First Floor Mezzanine Plan - Historic Courthouse - Scenario 3

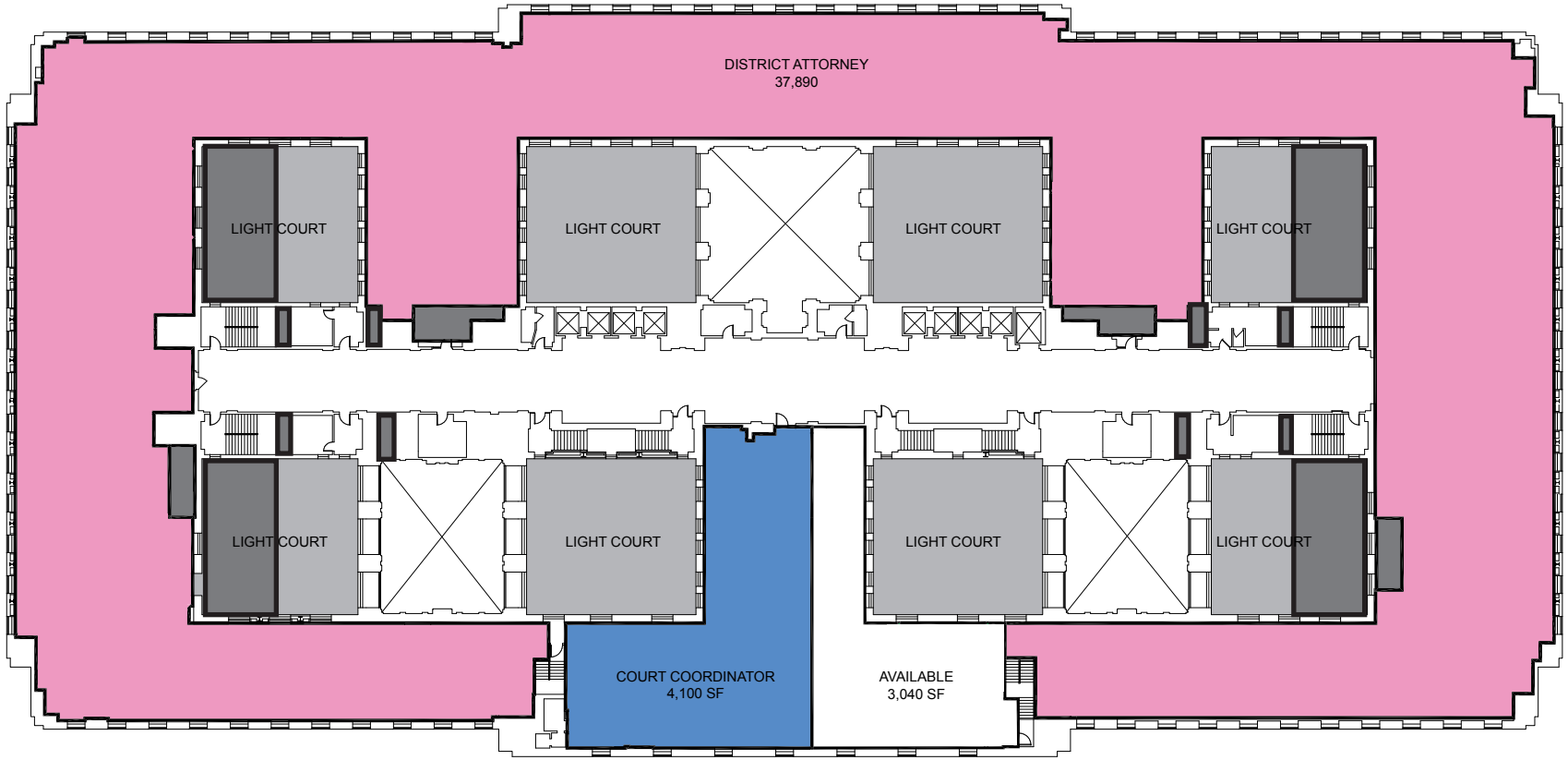


SECOND FLOOR

SCALE = 1:50

0 25 50 N

Figure B.33 - Second Floor Plan - Historic Courthouse - Scenario 3

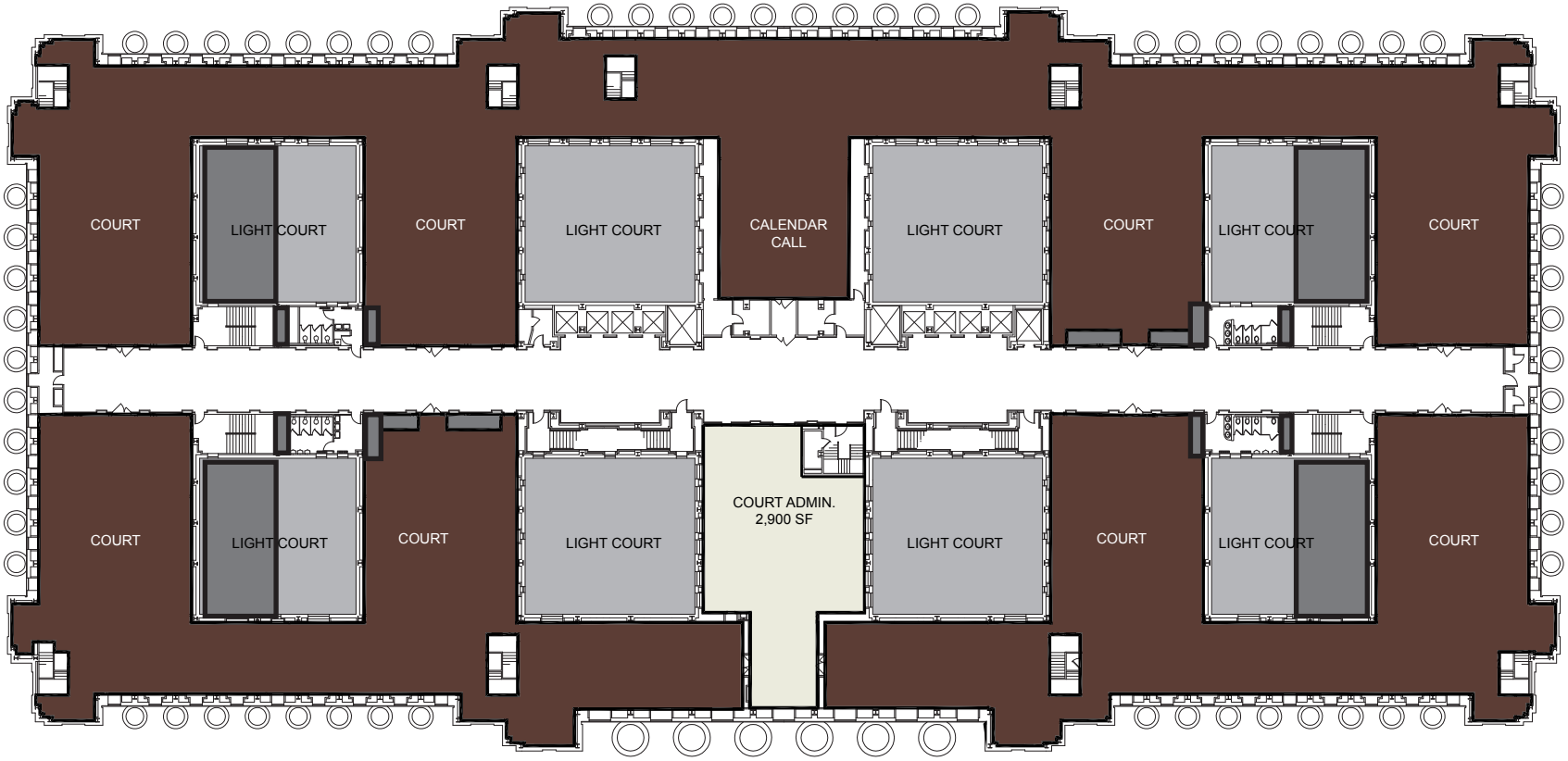


THIRD FLOOR

SCALE = 1:50

0 25 50 N

Figure B.34 - Third Floor Plan - Historic Courthouse - Scenario 3

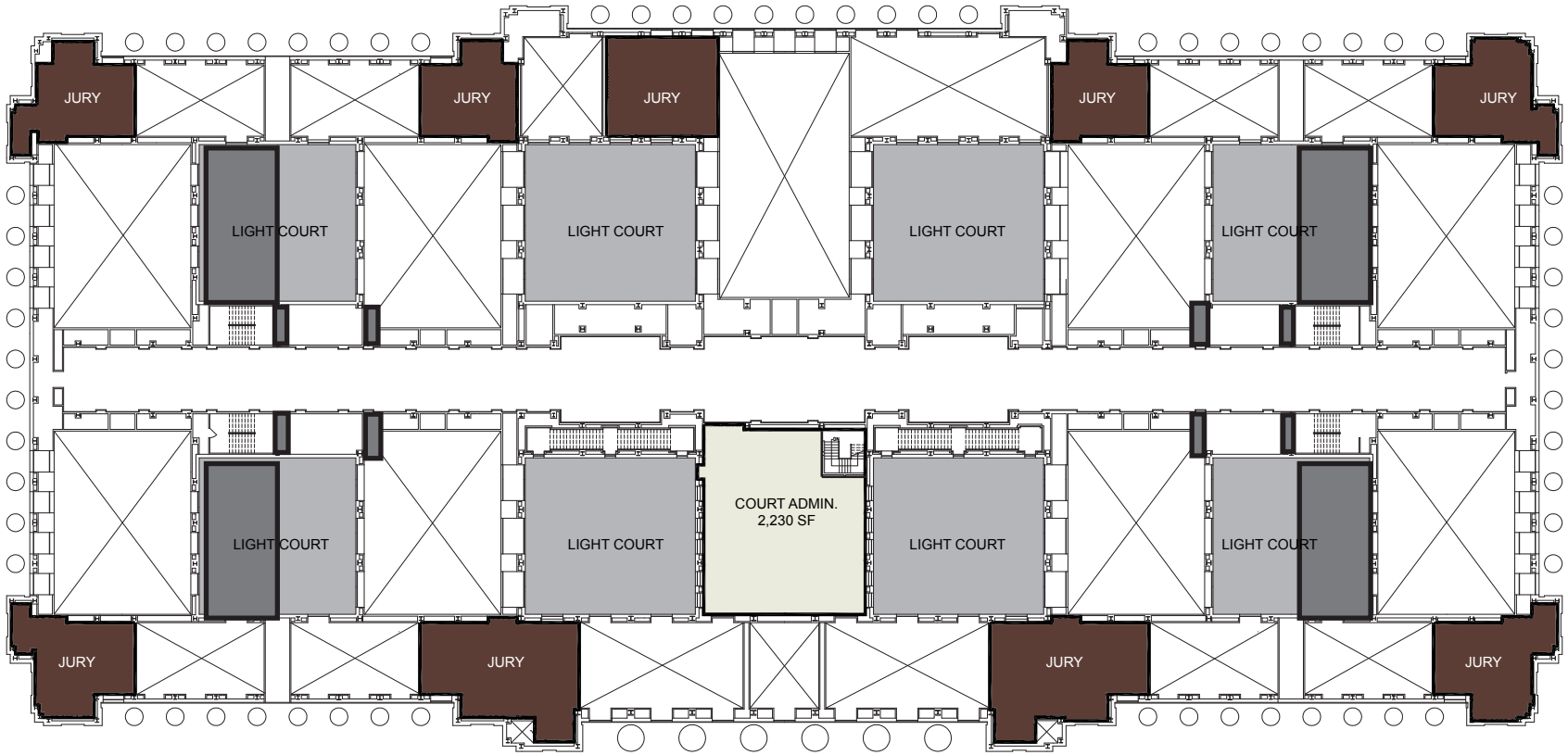


FOURTH FLOOR

SCALE = 1:50

0 25 50 N

Figure B.35 - Fourth Floor Plan - Historic Courthouse - Scenario 3

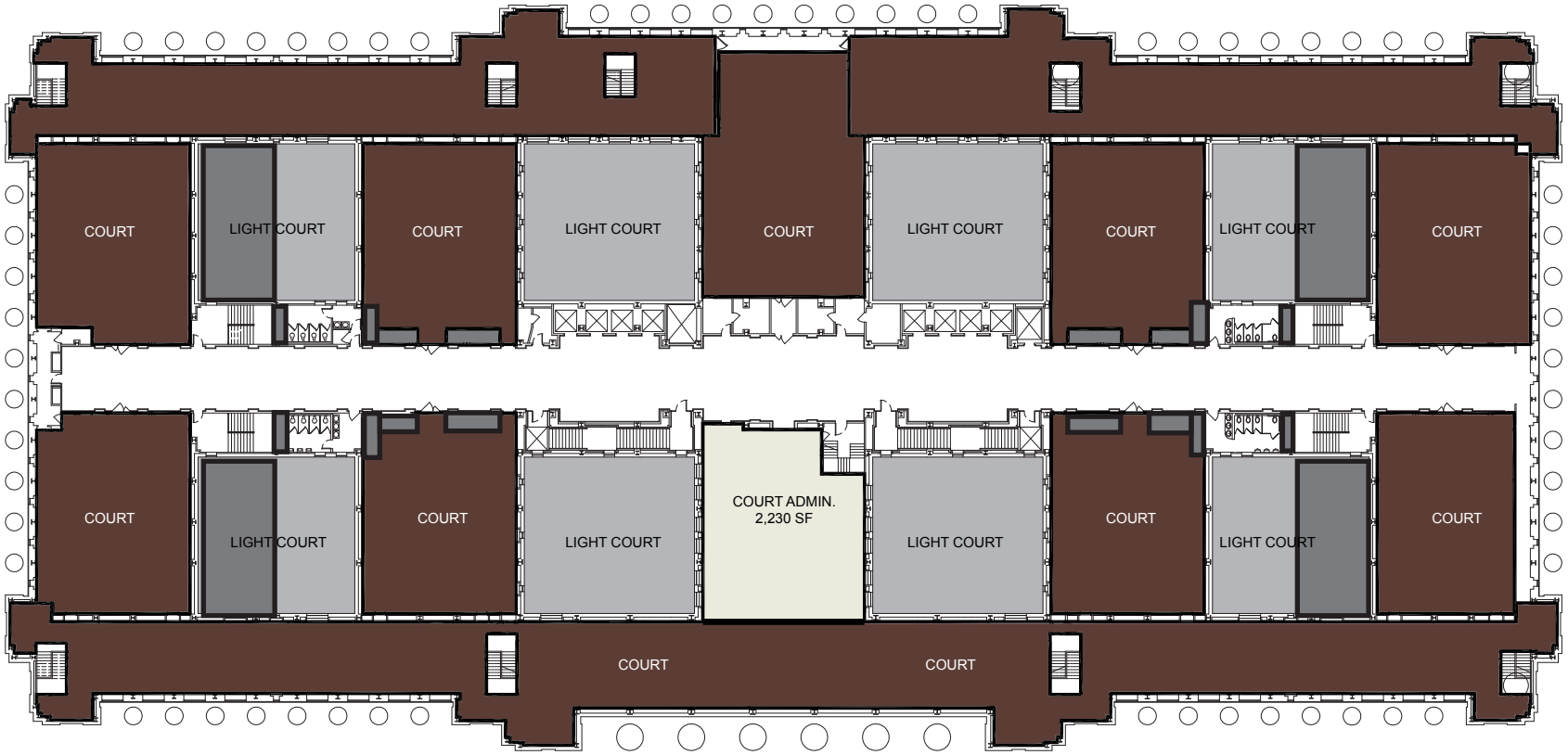


FOURTH FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure B.36 - Fourth Floor Mezzanine Plan - Historic Courthouse - Scenario 3

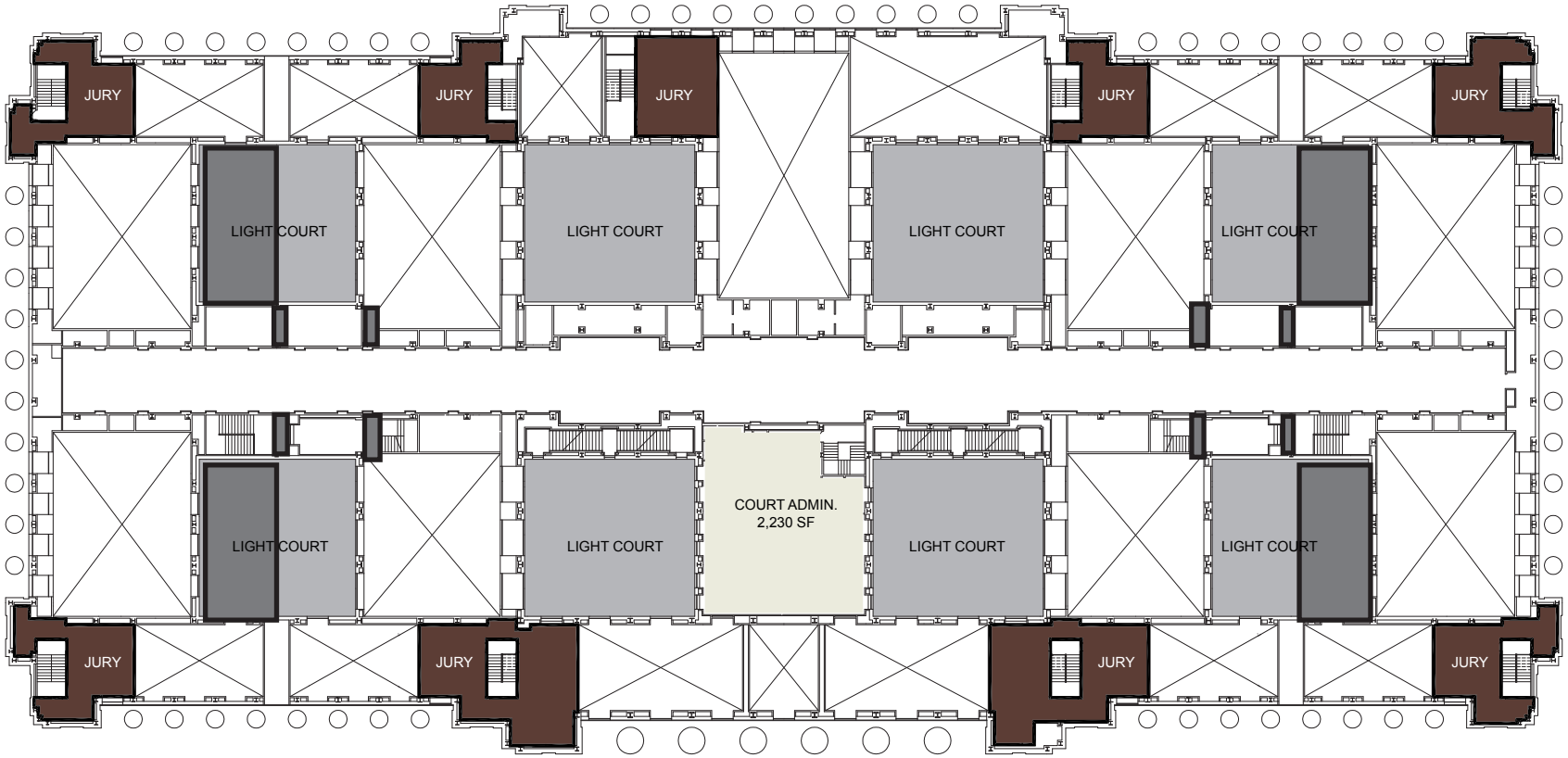


FIFTH FLOOR

SCALE = 1:50

0 25 50 N

Figure B.37- Fifth Floor Plan - Historic Courthouse - Scenario 3

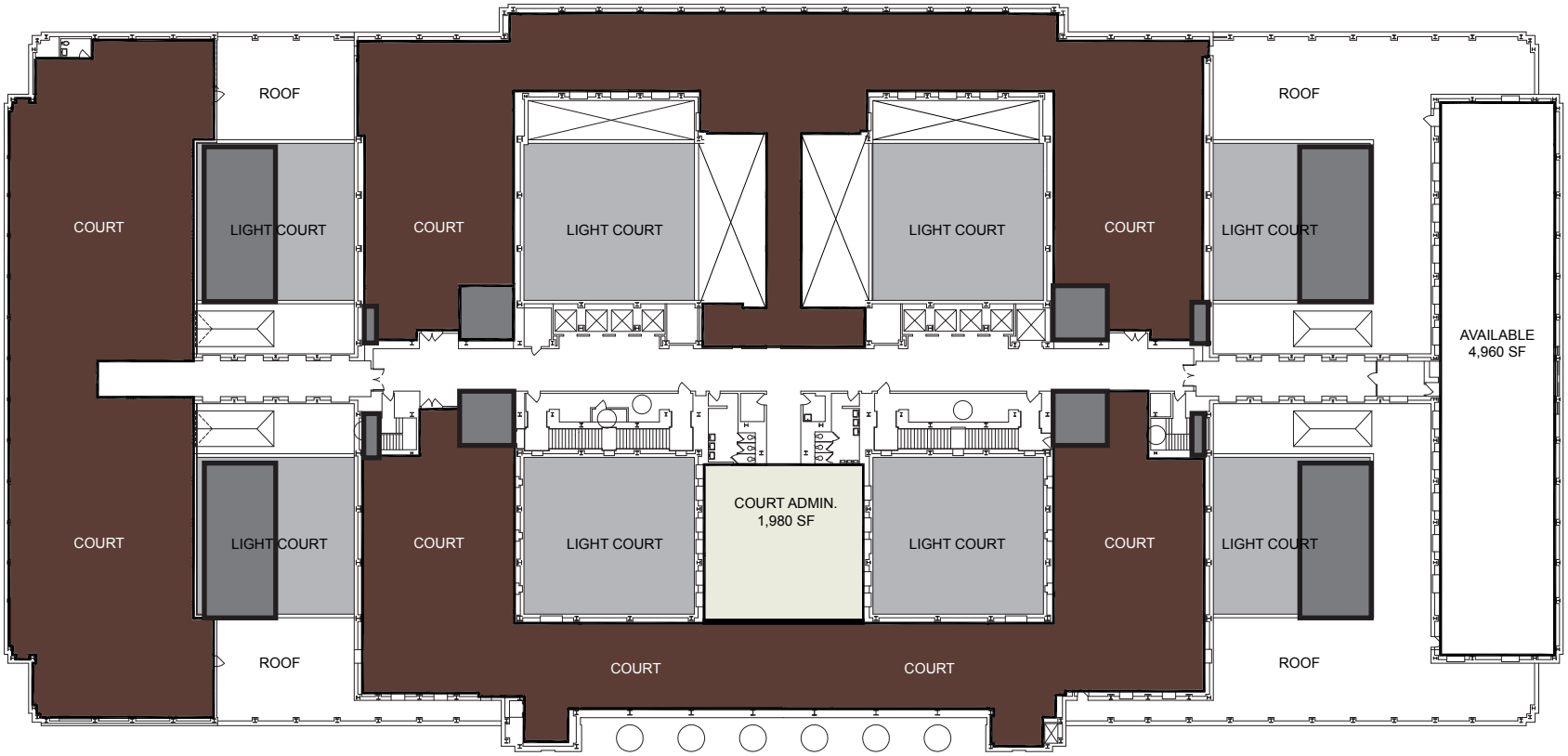


FIFTH FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure B.38 - Fifth Floor Mezzanine Plan - Historic Courthouse - Scenario 3

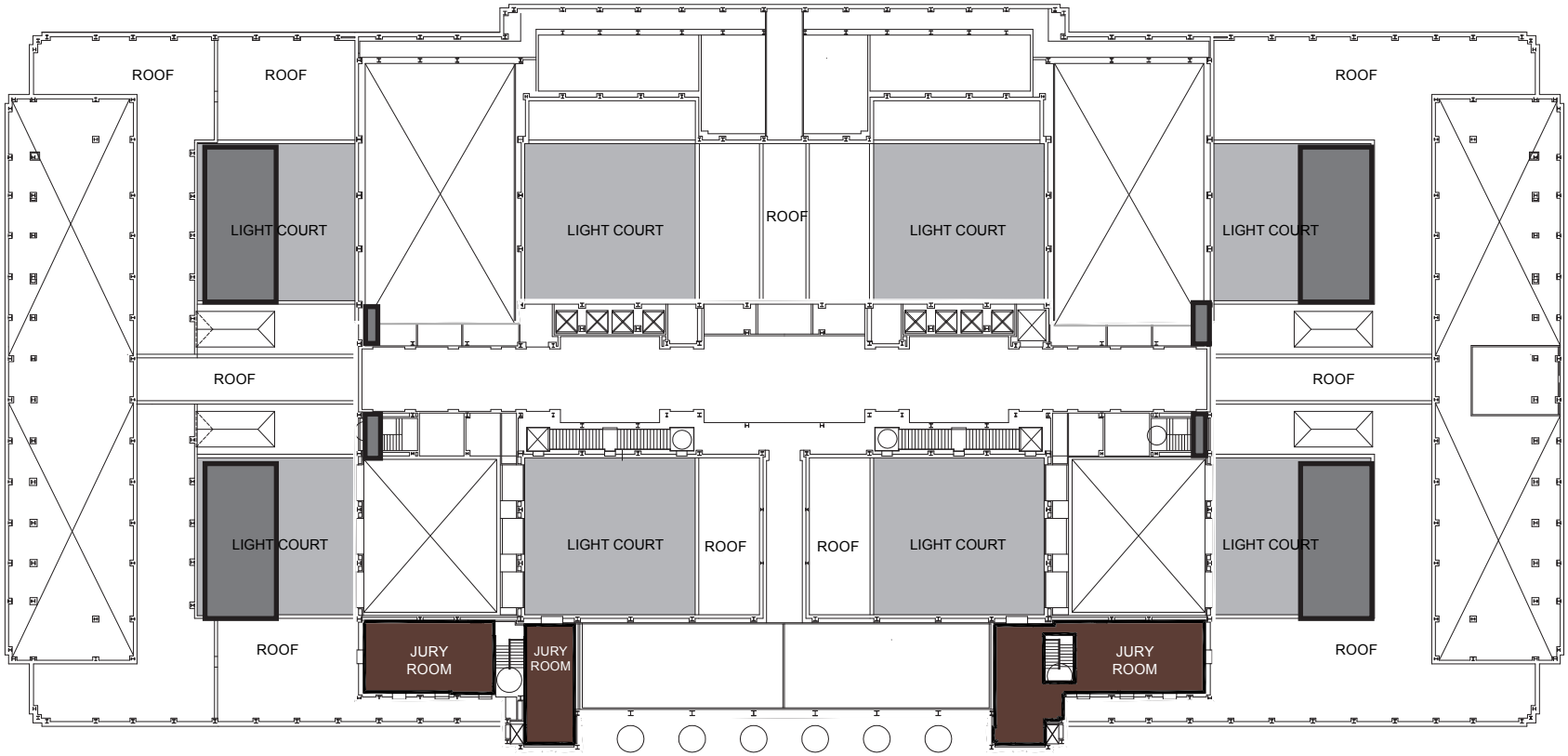


SIXTH FLOOR

SCALE = 1:50

0 25 50 N

Figure B.39 - Sixth Floor Plan - Historic Courthouse - Scenario 3

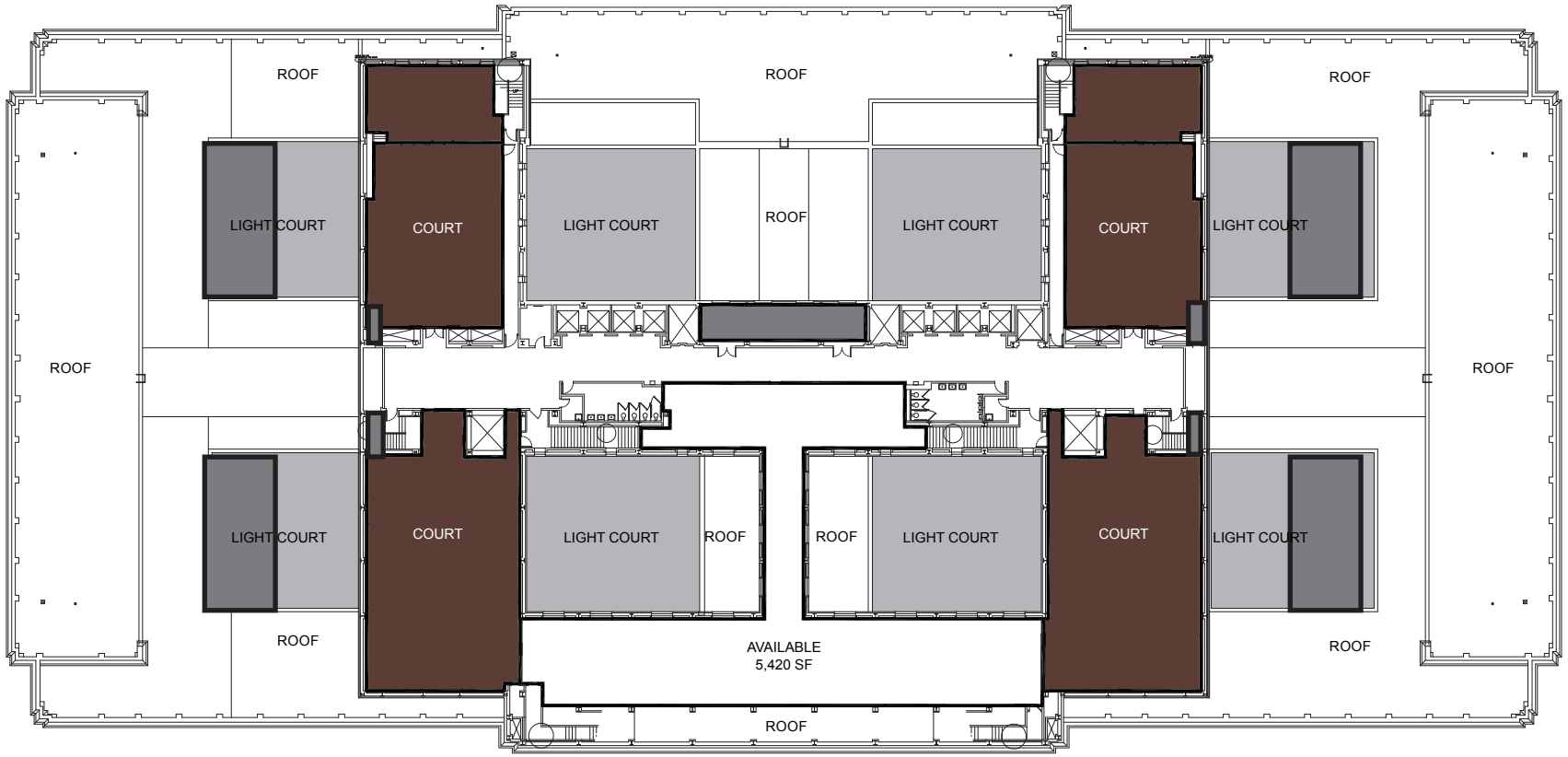


SIXTH FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure B.40 - Sixth Floor Mezzanine Plan - Historic Courthouse - Scenario 3

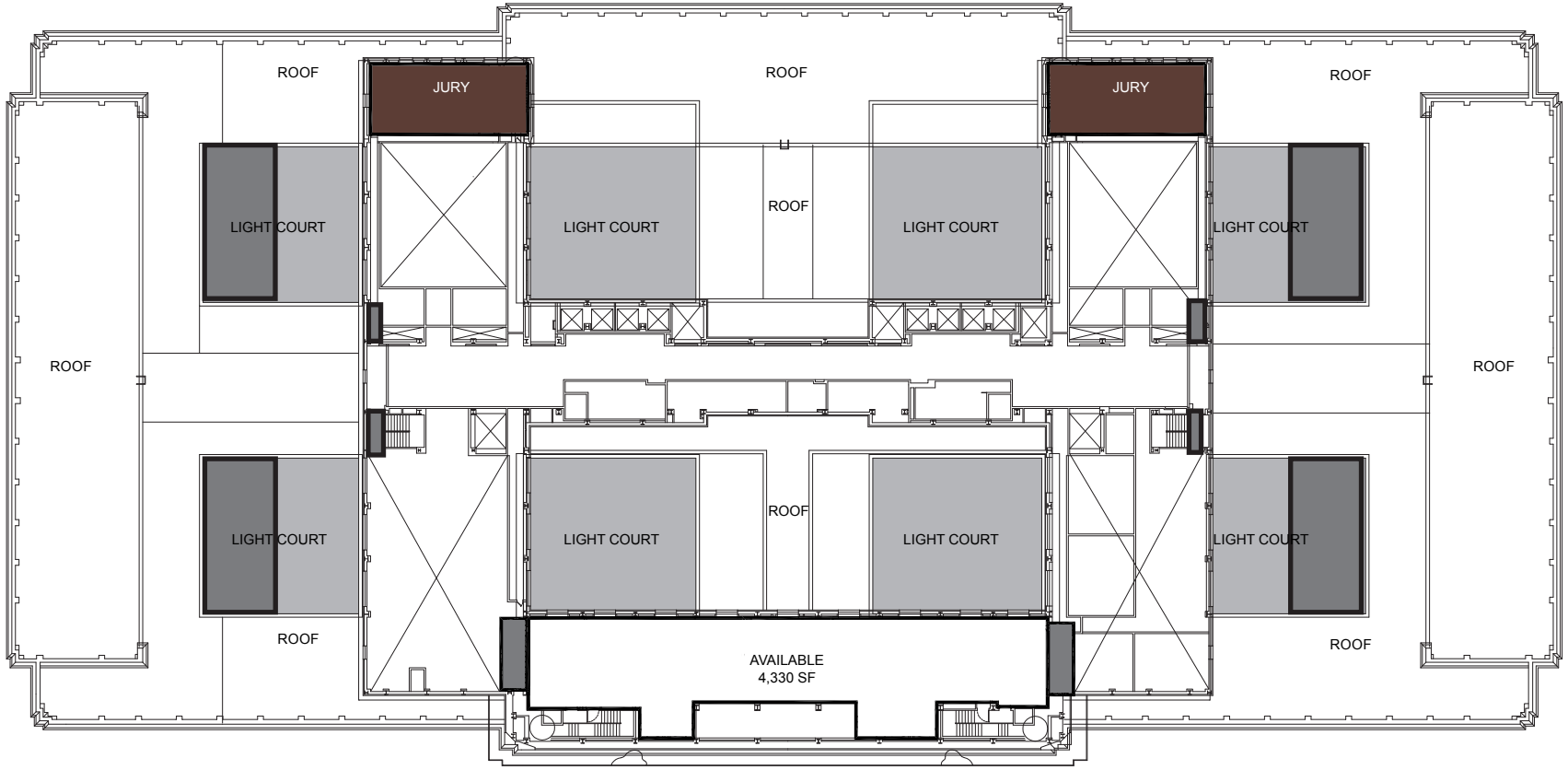


SEVENTH FLOOR

SCALE = 1:50

0 25 50 N

Figure B.41 - Seventh Floor Plan - Historic Courthouse - Scenario 3



SEVENTH FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure B.42 - Seventh Floor Mezzanine Plan - Historic Courthouse - Scenario 3

SCENARIO 4

Historic Courthouse, Renovation:
Services for the Public, Family/Civil Courts & Court support

339,950 [1]

Budget	2,150
Cafeteria	10,500
Child Support	21,340
Clerk of Courts [3]	33,090
Comptroller	9,500
Corporation Counsel	4,100
County Board	8,600
County Clerk	3,200
County Executive	7,100
Court Admin [4]	11,570
DAS – Director's Office	350
District Attorney	40,000
Election Commission	3,240
Ethics	290
Facilities (office only)	1,720
Family/Civil Courts	160,000
IMSD	940
Persons w/ Disabilities	800
Register of Deeds	9,500
Risk Management	1,170
Shared Conference	9,090
Treasurer	1,700
Available	50,080

New building(s), leasable space:
County administration and Sheriff

82,420 [2]

AE & ES	6,200
CBDP	1,170
CBO	1,370
DHR	9,570
Economic Development	1,560
IMSD	10,270
OEM (office only)	2,120
Planning & Development	1,650
Procurement	2,180
Shared Conference	3,000
Sheriff	43,330

New Criminal Courthouse:
Criminal Courts & all groups noted per Phase I

360,500 [5]

Clerk of Courts – Admin	5,355
Clerk of Courts – JIS	1,600
Clerk of Courts – Criminal Div	18,800
Court Support	10,665
Criminal Courts	141,293
DA – Victim Witness	8,400
DA – Trial Prep Workspace	5,000
District Court Admin	5,950
Facility Support	22,135
Justice Point	19,880
Public Defender Workspace	2,500
Sallyport, Holding & Security	9,200
WCS	4,950
Subtotal	255,728
M/E Factor (11%)	28,130
Subtotal	283,858
Bdg Gross Factor (27%)	76,642
TOTAL	360,500
Parking	16,000
Building size w/ Parking	376,500

Footnotes:

1 Approximate usable space reflected in floor plans. Does not include new mechanical and electrical rooms, basement level, or available space.

2 Department program only, reflective of new building circulation factor.

3 Clerk of Courts is inclusive of the following departments: Civil / Family Division, Milwaukee Justice Center, Law Library, Civil Records, Foreclosure Mediation, Register in Probate, Family Court Commissioner, Restraining Order Clinic.

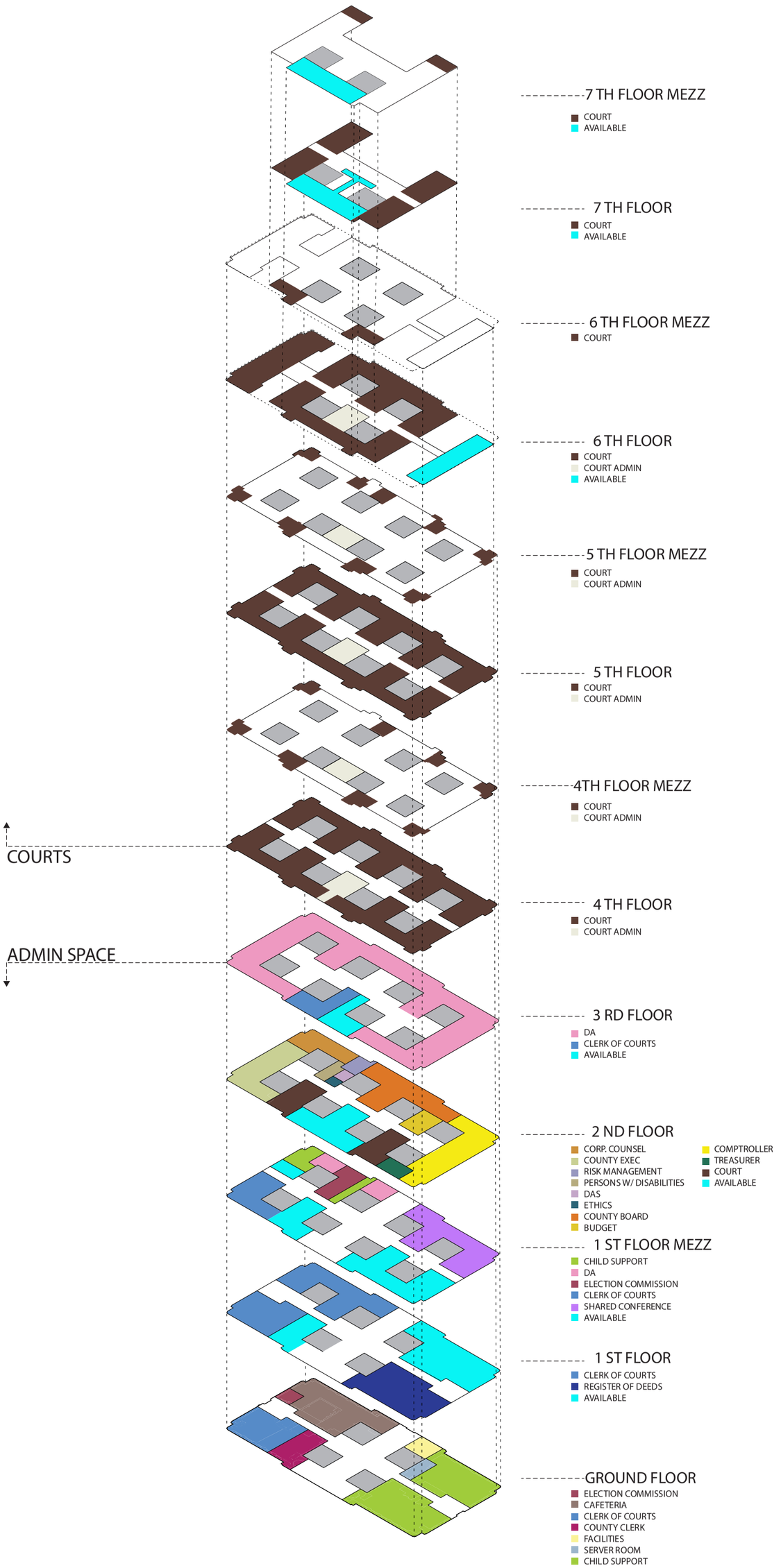
4 Court Admin is inclusive of the following departments, currently located in the Historic Courthouse: Court Reporting Services, Domestic Violence Interview / Waiting, Law Clerks and Court Reporters.

5 Space types and square footage amount per Phase 1 recommendation, page 181 of report, Scenario #2, targeting 2040.

6 More than half of "available" space is located on the mezzanines.

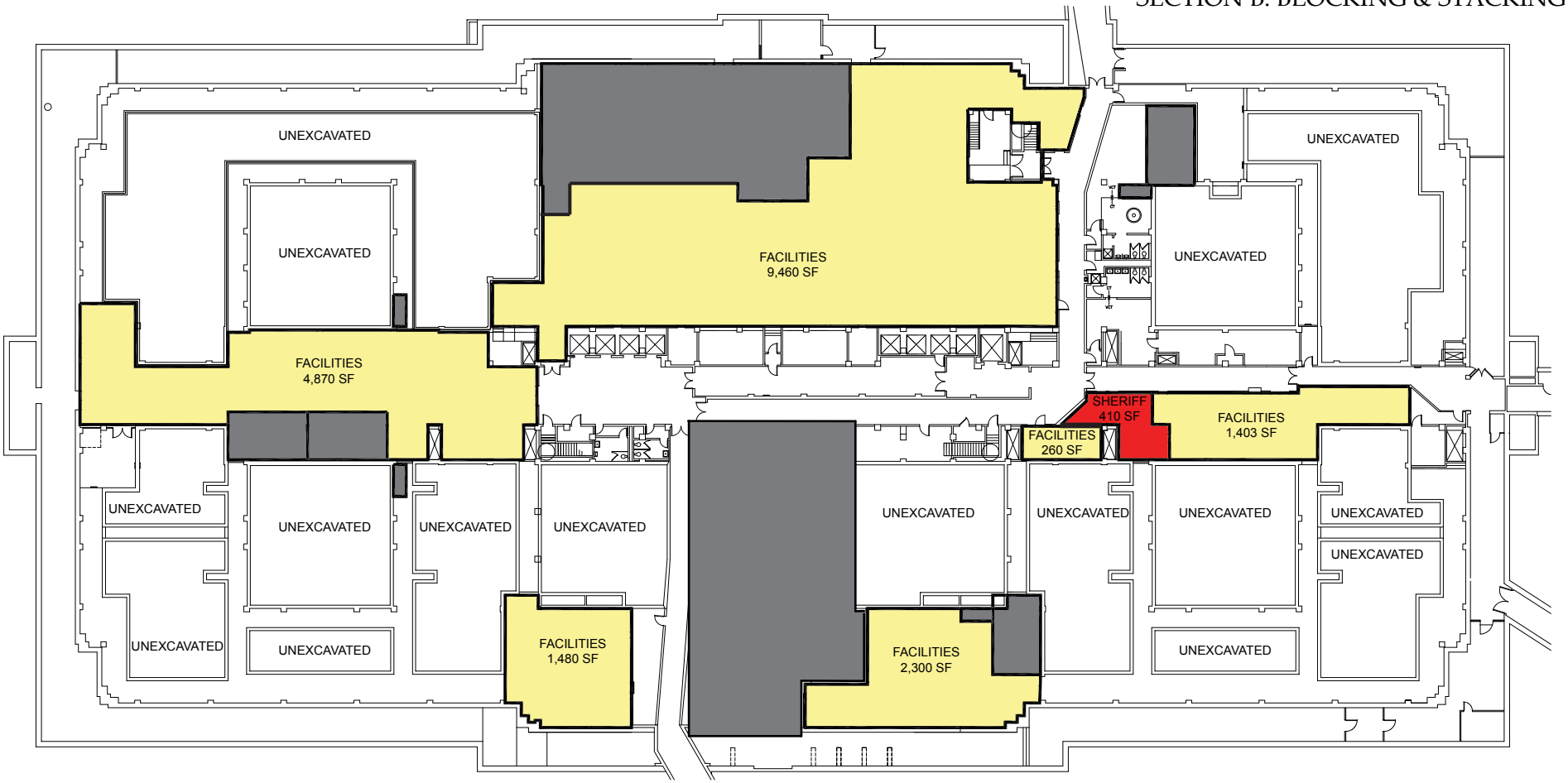
Figure 2.5 - Scenario 4 Summary

SECTION B: BLOCKING & STACKING



Axonometric B.4 - Scenario 4 Axonometric of Historic Courthouse

SECTION B: BLOCKING & STACKING



BASEMENT

SCALE = 1:50

0 25 50 N

Figure B.43 - Basement Floor Plan - Historic Courthouse - Scenario 4

SECTION B: BLOCKING & STACKING

GROUND FLOOR

SCALE = 1:50

0 25 50 N

Figure B.44 - Ground Floor Plan - Historic Courthouse - Scenario 4

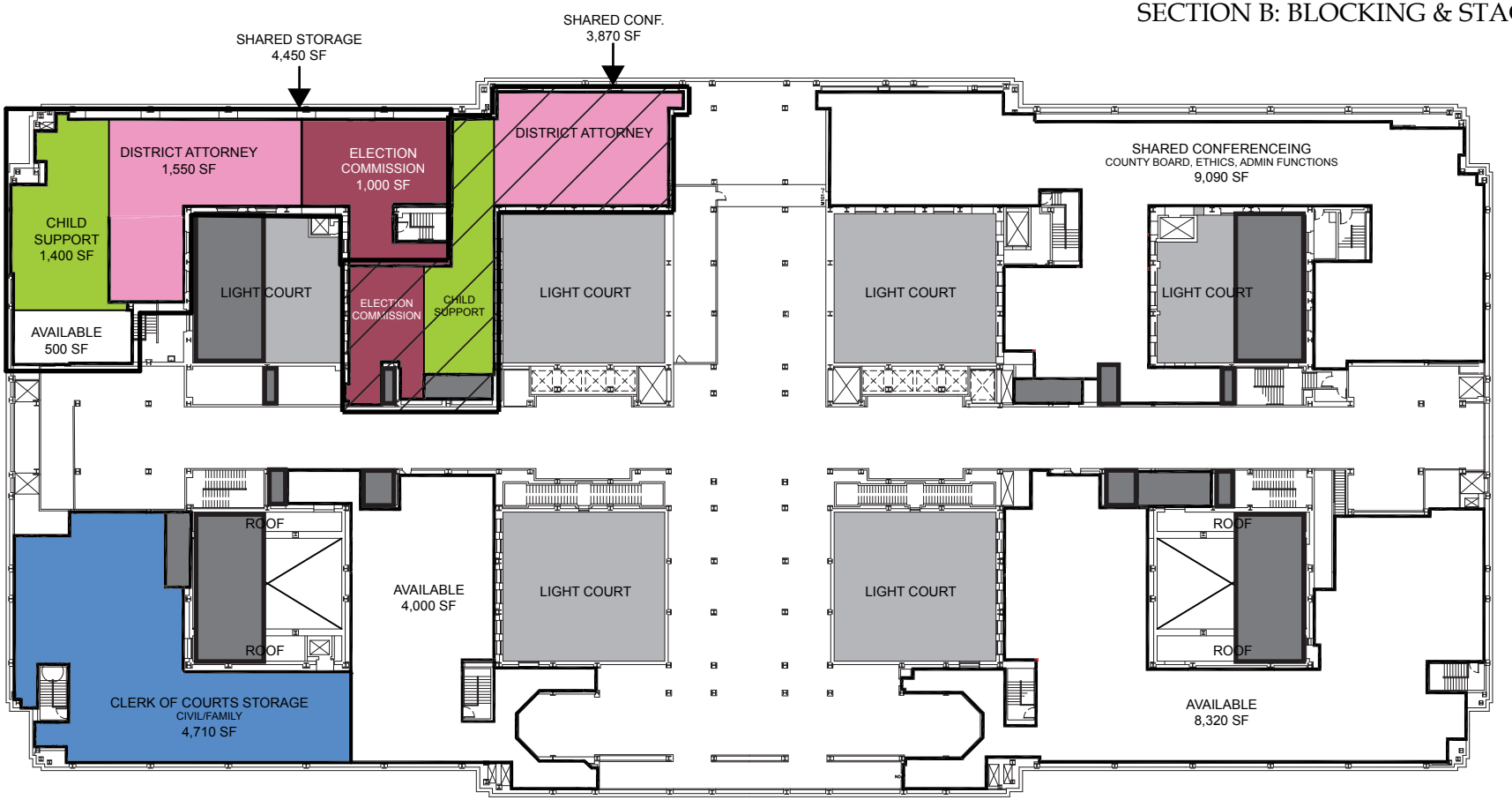
FIRST FLOOR

SCALE = 1:50

0 25 50 N

Figure B.45 - First Floor Plan - Historic Courthouse - Scenario 4

SECTION B: BLOCKING & STACKING



FIRST FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

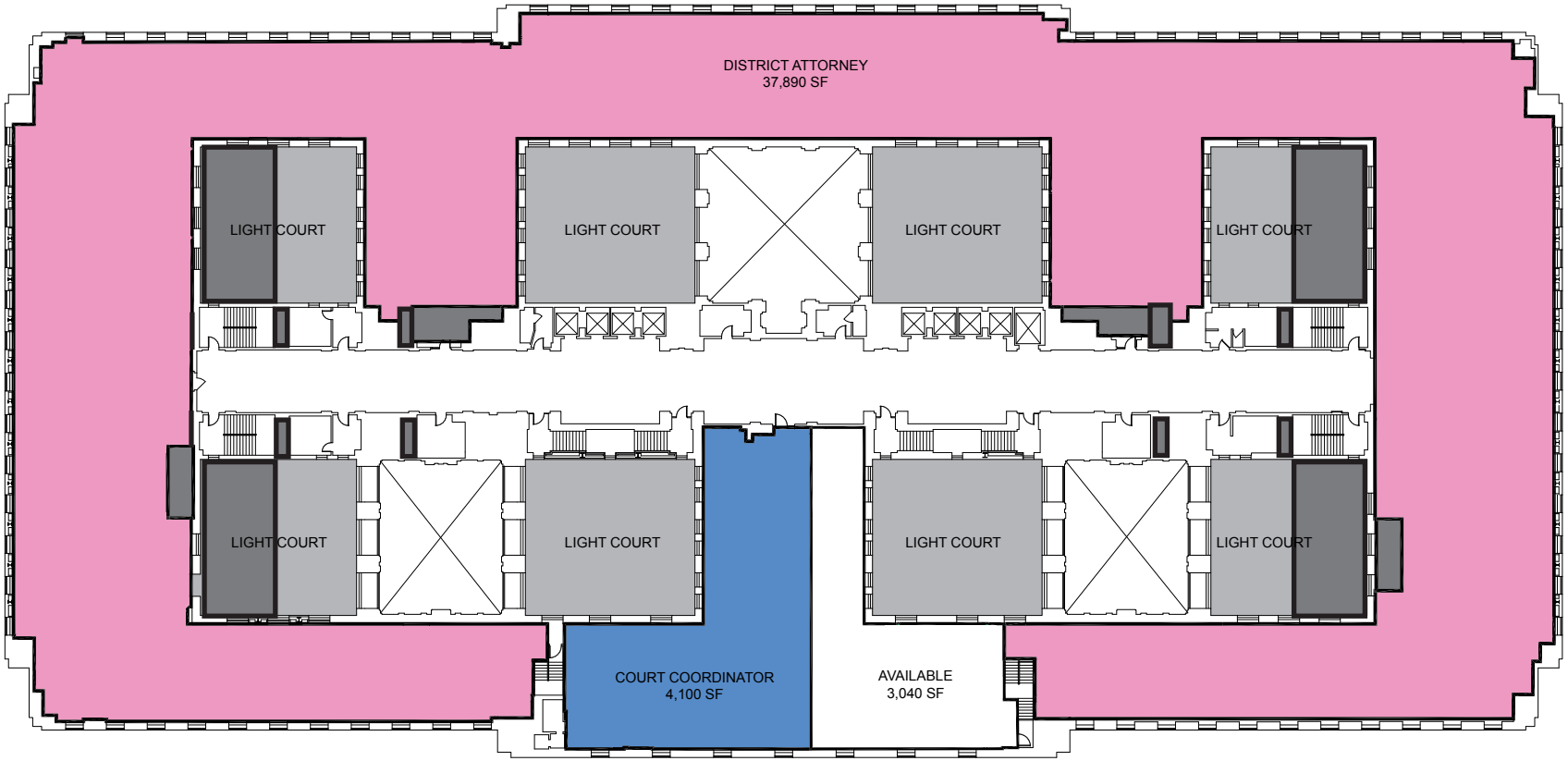
Figure B.46 - First Floor Mezzanine Plan - Historic Courthouse - Scenario 4

SECOND FLOOR

SCALE = 1:50

0 25 50 N

Figure B.47 - Second Floor Plan - Historic Courthouse - Scenario 4

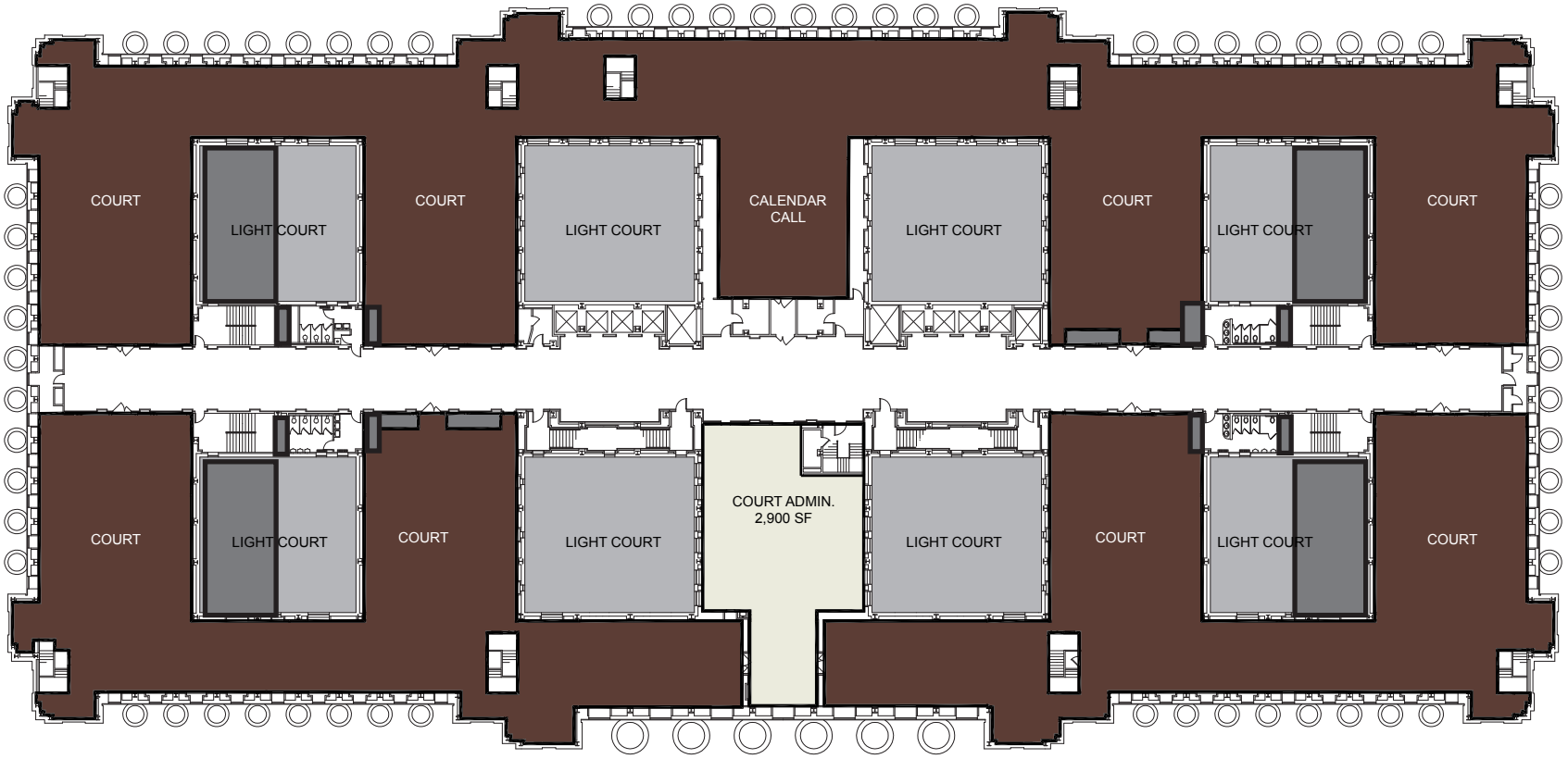


THIRD FLOOR

SCALE = 1:50

0 25 50 N

Figure B.48 - Third Floor Plan - Historic Courthouse - Scenario 4

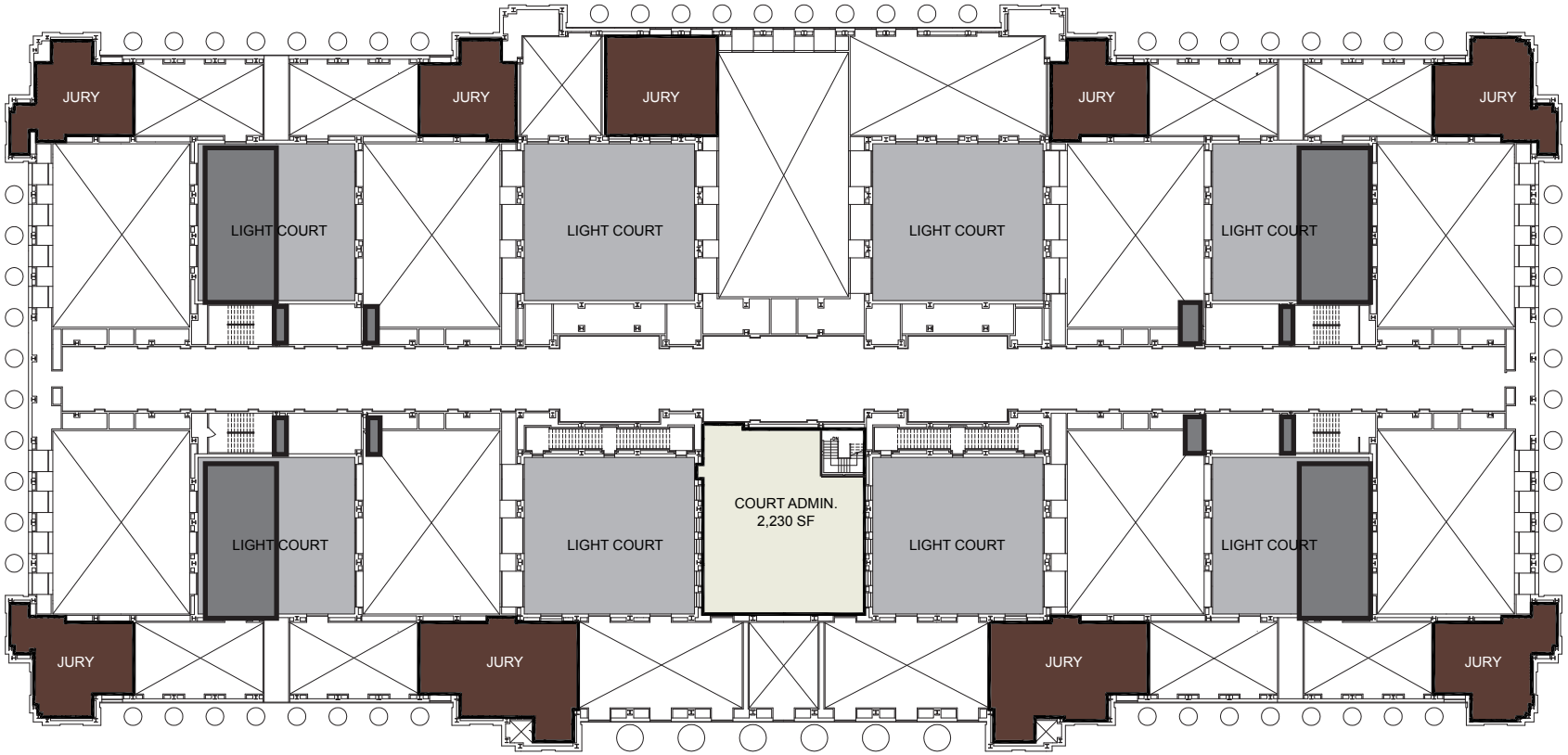


FOURTH FLOOR

SCALE = 1:50

0 25 50 N

Figure B.49 - Fourth Floor Plan - Historic Courthouse - Scenario 4

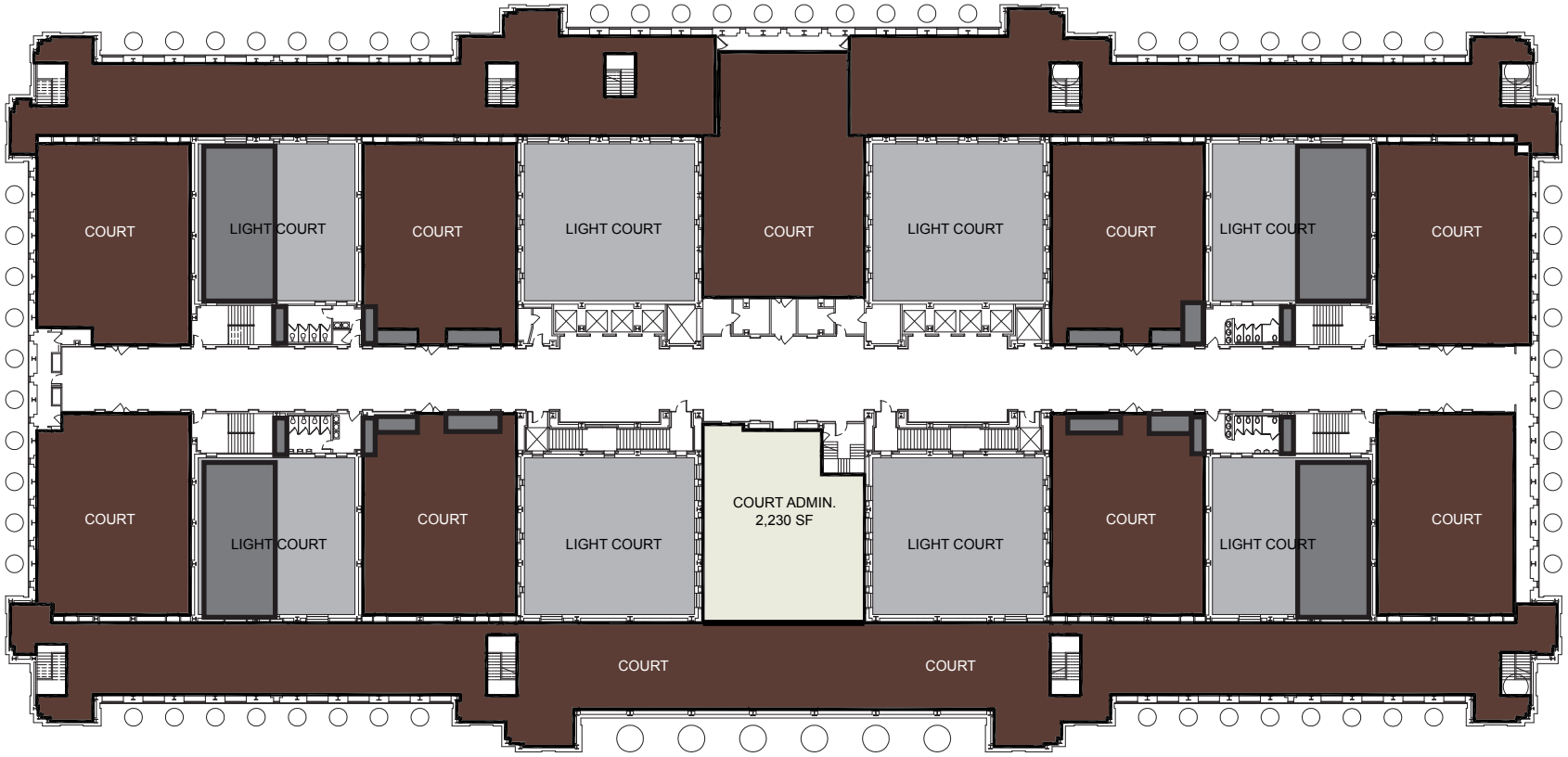


FOURTH FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure B.50 - Fourth Floor Mezzanine Plan - Historic Courthouse - Scenario 4

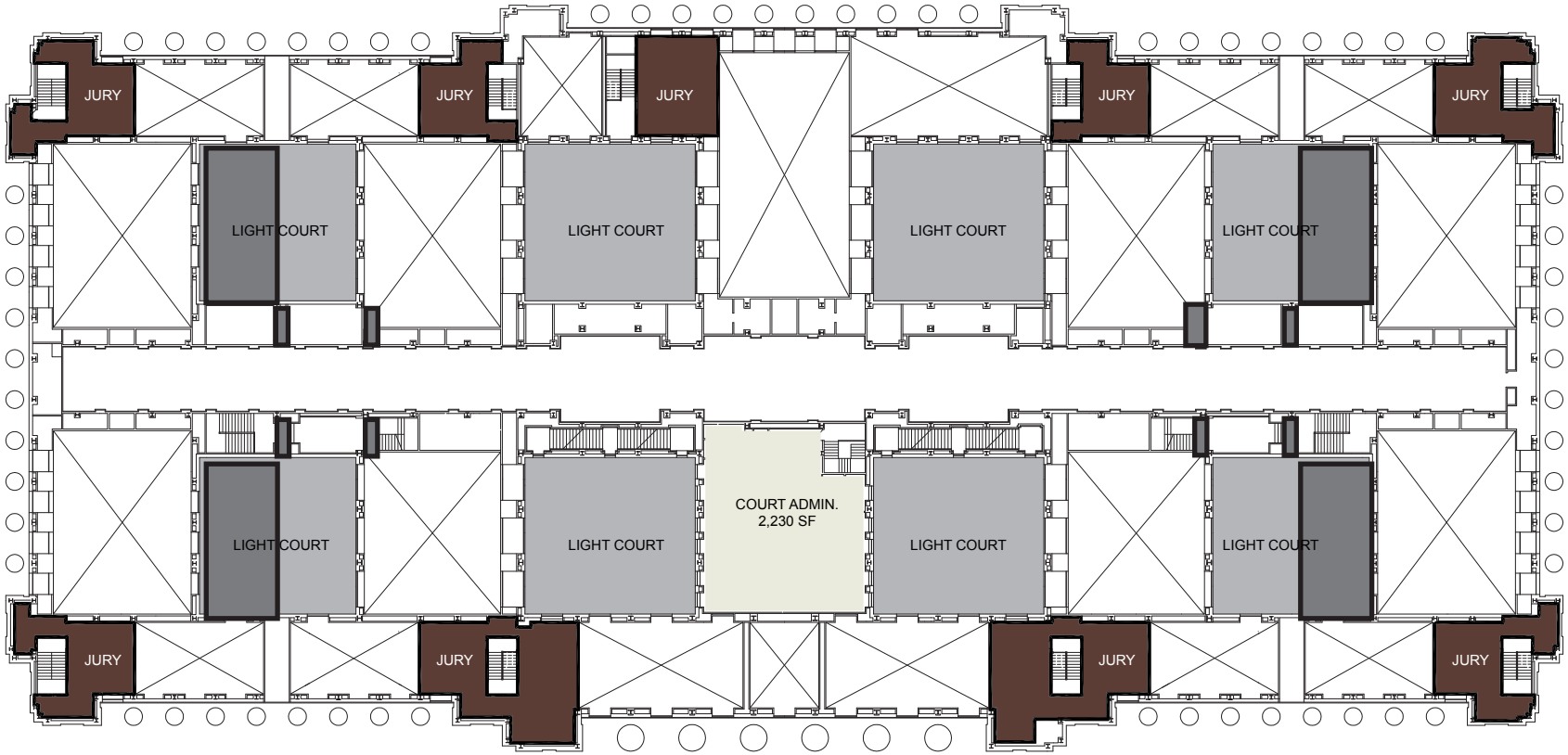


FIFTH FLOOR

SCALE = 1:50

0 25 50 N

Figure B.51 - Fifth Floor Plan - Historic Courthouse - Scenario 4

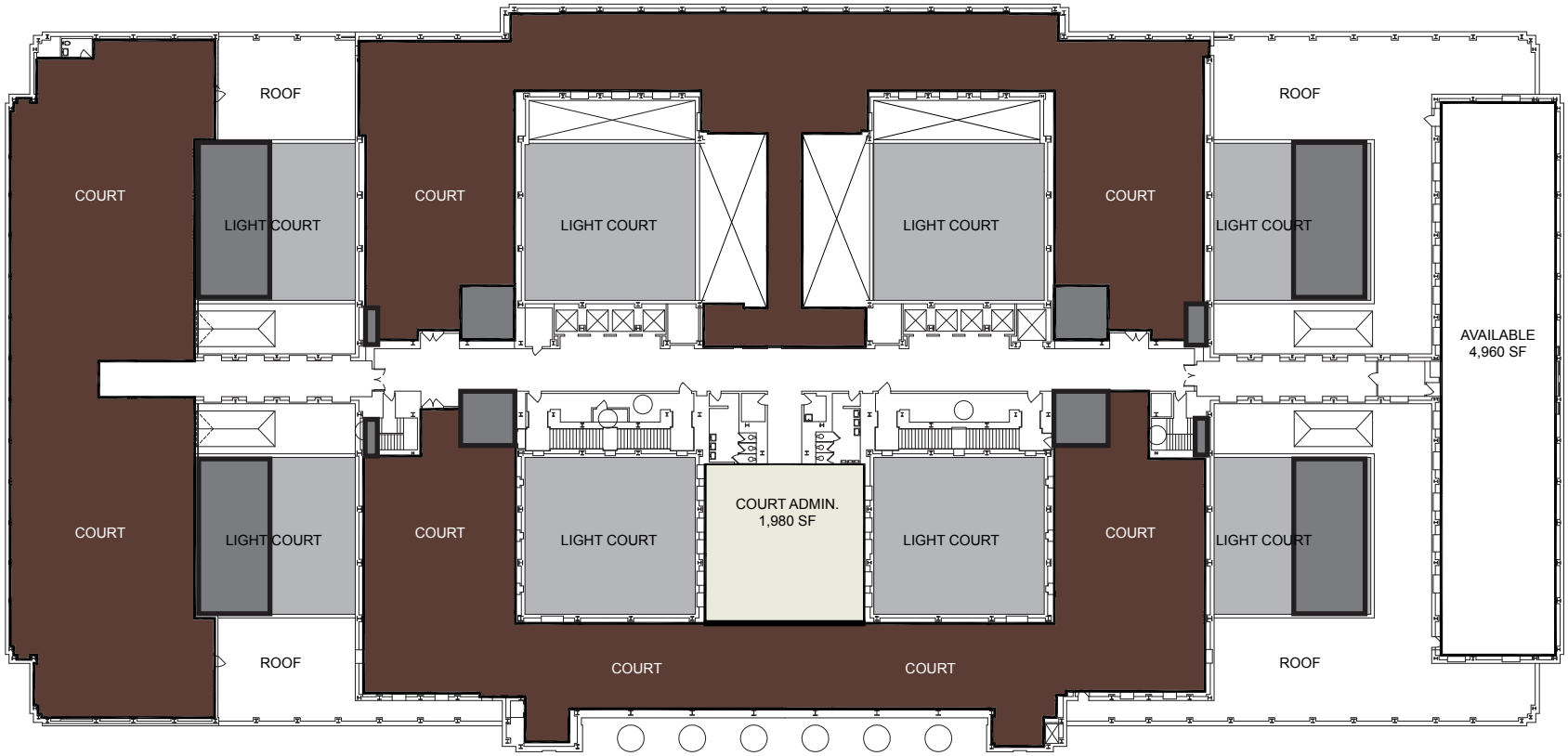


FIFTH FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure B.52 - Fifth Floor Mezzanine Plan - Historic Courthouse - Scenario 4

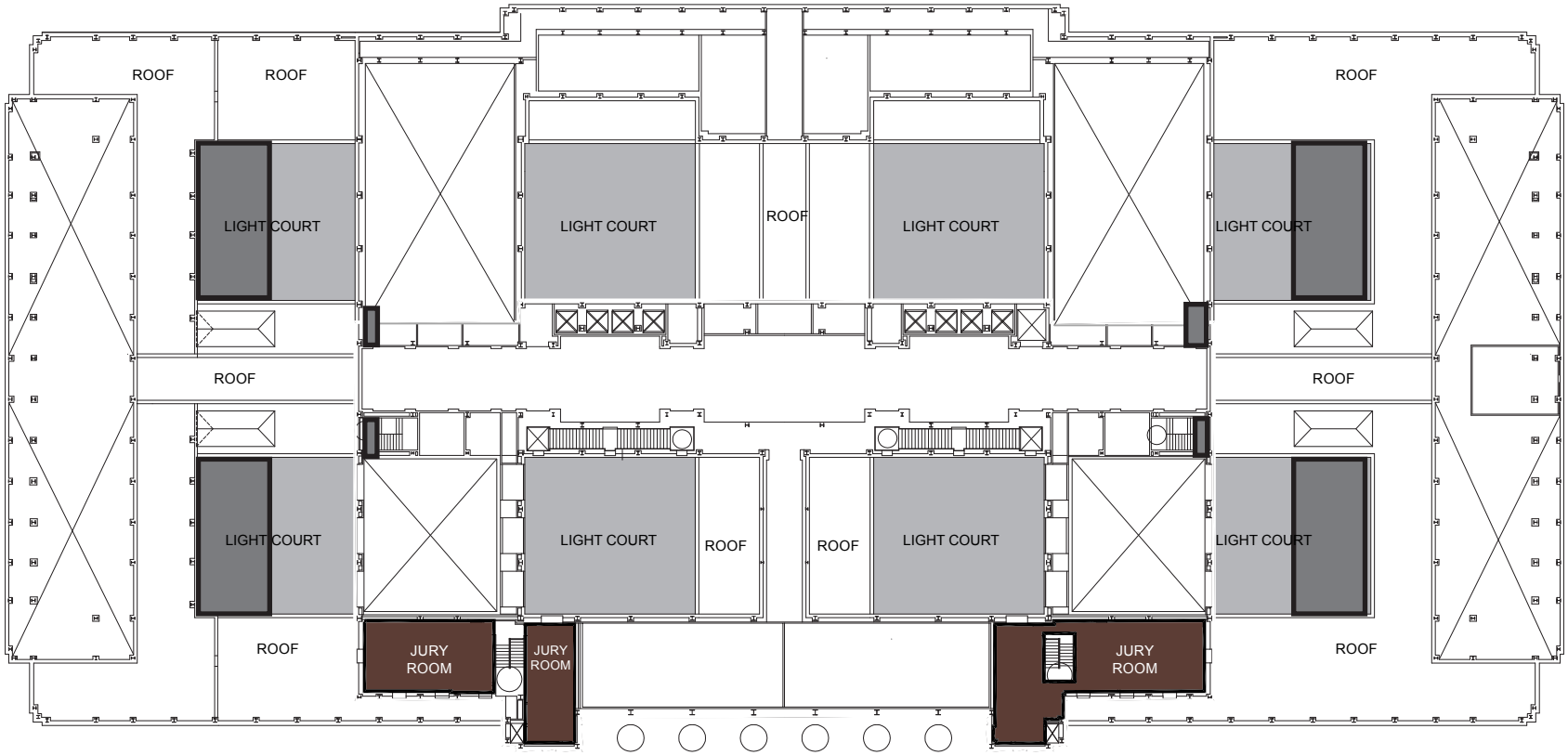


SIXTH FLOOR

SCALE = 1:50

0 25 50 N

Figure B.53 - Sixth Floor Plan - Historic Courthouse - Scenario 4

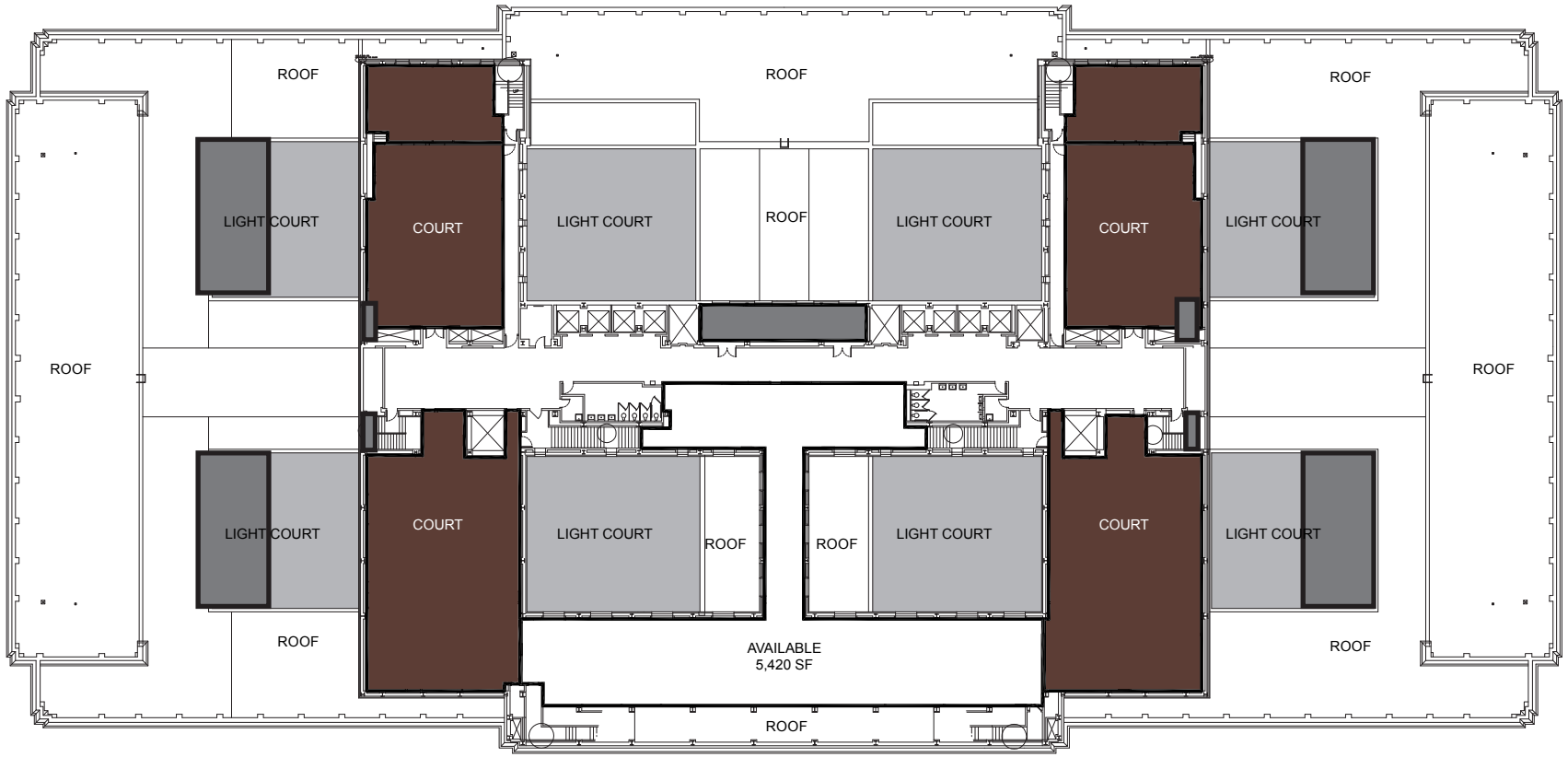


SIXTH FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure B.54 - Sixth Floor Mezzanine Plan - Historic Courthouse - Scenario 4

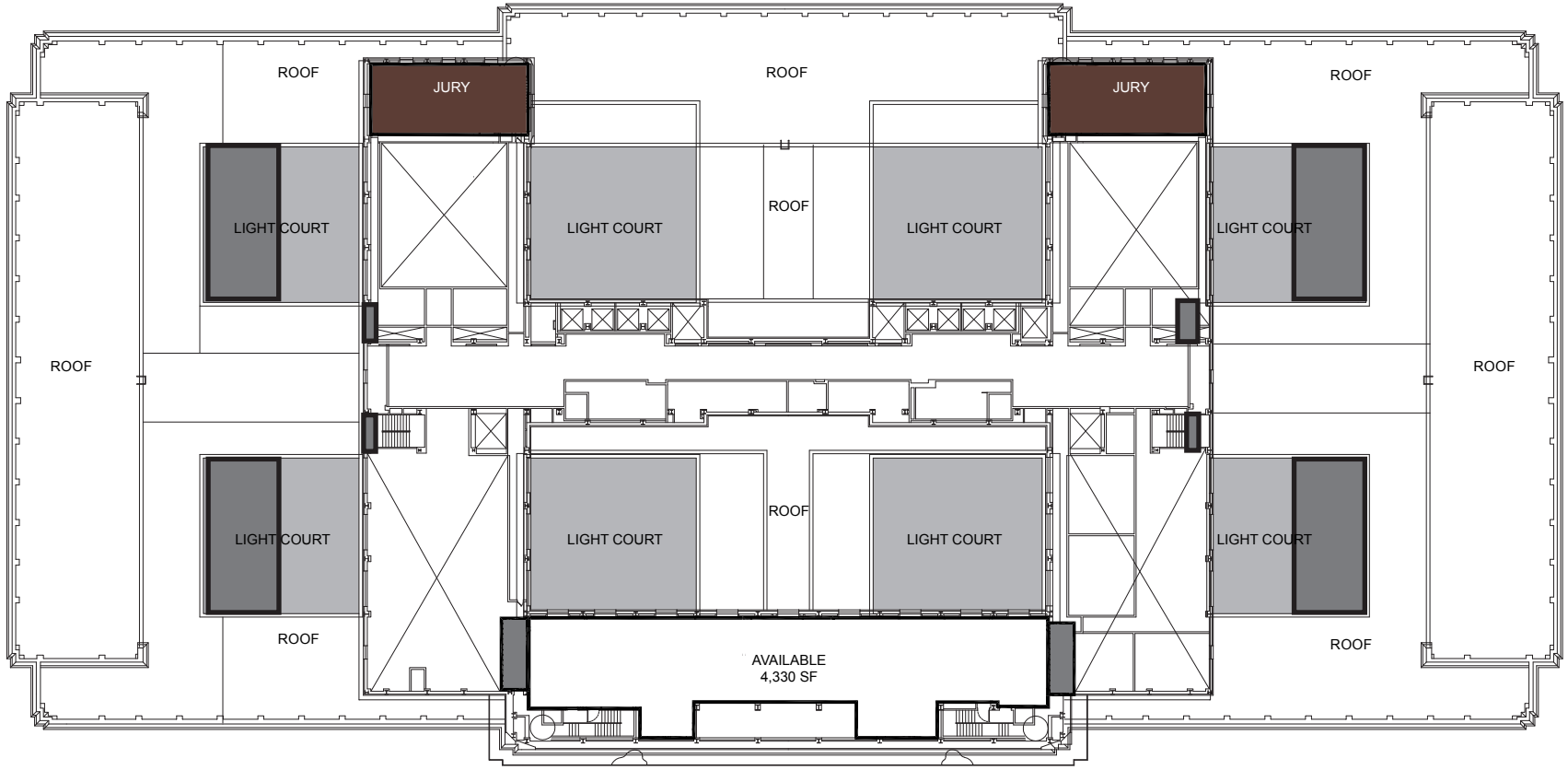


SEVENTH FLOOR

SCALE = 1:50

0 25 50 N

Figure B.55 - Seventh Floor Plan - Historic Courthouse - Scenario 4



SEVENTH FLOOR MEZZANINE

SCALE = 1:50

0 25 50 N

Figure B.56 - Seventh Floor Mezzanine Plan - Historic Courthouse - Scenario 4

SECTION C: SWING SPACE

PRECEDENT STUDIES

The primary focus of this research was to understand how other counties around the country had utilized swing space to successfully complete their courthouse renovation. Several projects offered different solutions dependent on the availability, type, and proximity of swing space. Examples of swing spaces utilized in other projects included an office park located near the project, using existing administrative office buildings owned by the municipality, and purchasing an existing building within proximity of the project.

Research of similar projects by other government agencies was done to compare both the process and solutions for swing space. The projects researched were found on government websites, in public government documents, on websites of other architectural firms involved in courthouse projects, and articles from local publications where the projects were located. Recommended projects from Milwaukee County and other team members were considered in the research, as well as other projects discovered during the research process.

Swing space is defined as a temporary work environment or occupancy for a business, usually during a renovation or new construction project.

The criteria for the research included:

- Size of the project: Comparable square footage and number of buildings
- Type of building: Historic courthouse or buildings versus new courthouse or buildings
- Type of renovation: Includes office and historic courthouse renovation versus only infrastructure or ADA upgrades
- Solutions for swing space: Comparable decisions made to accommodate phasing

PROJECTS STUDIED

The following represent examples of projects which are most related to the approach and scope of the Milwaukee County Courthouse project:

-Metro Nashville Davidson County Courthouse Renovation
Nashville, TN

-Birch Bayh Federal Building & U.S. Courthouse Renovation
Indianapolis, IN

-Polk County Courts
Des Moines, IA

-Willows Courthouse
Glenn County, CA

-Broward County Courthouse
Fort Lauderdale, FL

-Governor George Deukmejian Courthouse
Long Beach, CA

METRO NASHVILLE DAVIDSON COUNTY COURTHOUSE RENOVATION - Nashville, TN

- Restoration of exterior and lobbies to their original art deco luster.
- Complete reconstruction of the interior of the building, bringing it up to modern standards for security, fire protection, ADA accessibility, ventilation and energy management.
- Relocation of the Court System into 230,000 square feet of temporary transition space. For three years, the Courts operated effectively in an office park approximately three miles from the current site.
- Justice A.A. Birch Building – 260,000 sq. ft. (16 courtrooms); $47 million; completed in 2006
- Historic Courthouse – 220,000 sq. ft. (13 courtrooms); $35 million; completed in 2007
- Ben West Building – 34,000 sq. ft.; $6 million; completed in 2007
- Metro Center Transition Space – 230,000 sq. ft. (20 courtrooms); $13 million; completed in 2003

http://www.justiceplanning.com/case-study-mashville.html

Photo by Aaron Renn

BIRCH BAYH FEDERAL BUILDING & U.S. COURTHOUSE RENOVATION - Indianapolis, IN

- $75 million renovation of the 475,000 s.f. national landmark structure
- "Everything but the structure and stone"; major roof work, fire alarm throughout the building, design and coordination for a new sprinkler system that respects the Historic character of the original vaulted ceramic tiled ceilings. Upgrading and re-routing of HVAC lines and equipment, as well as electrical circuits. All restrooms, public and private were upgraded which included, in some cases historic restoration work
- Construction occurred during off business ours; building occupied during construction.
- Phase 1 included the renovation of a judge's chamber.
- Phase 2 consisted of a major renovation which included two Magistrate chambers, a courtroom, the judge's bench and jury box, security upgrades, holding cells, jury rooms and interior design upgrades of furniture and finishes.

http://www.archituracorp.com/birch-bayh-federal-building-u-s-courthouse-renovation/

Photo by Nyttend

POLK COUNTY COURTS - Des Moines, IA

- 406,260 SF with project cost of $81 Million
- Multi-phased project including renovation to existing courthouse and other buildings.
- Similar issues: Security, MEP infrastructure, accessibility, lack of secured circulation zone.
- Departments will remain in existing locations until construction is complete of assigned buildings.
- Project began in June 2016 with an estimated completion in 2018
- Goal is to combine all court and court related departments into one complex while using existing County buildings:

1. Phase I: Exterior renovation of existing historic courthouse
2. Phase II: Renovation of JCPenney building into a Justice Center (Juvenile Court, Juvenile Court Services, Magistrate Court (Small claims and Traffic), Attorney's Office, and Clerk of Courts Storage
3. Phase III: Renovation of existing Old Main Jail into Criminal Court Annex (Criminal Court)
4. Phase IV: Renovation of Historic Courthouse (Probate, Civil and Family Courts)

http://www.polkcountyiowa.gov/media/63311/13_05-20%20Marketing%20Booklet.pdf

Photo by Stephen Matthew Milligan

WILLOWS COURTHOUSE - Glenn County, CA

- 16,100 SF existing historic courthouse (main entrance and lobby, security screening, self-help center, mediation and settlement spaces, court administration, and one courtroom
- 26,900 SF two story addition (clerk's offices and court operations, two courtrooms, the sheriff, and holding areas for in-custody defendants)
- $41 million
- During construction, the court will vacate the main courthouse, operating at the Orland Branch and at the Willows Memorial Hall, which houses the Board of Supervisors. Staff will relocate to leased swing space in Willows until construction is complete

http://www.courts.ca.gov/facilities-glenn.htm

Photo by Alvis Hendley

BROWARD COUNTY COURTHOUSE - Fort Lauderdale, FL

- 714,000 SF
- $245 million, new 20 story building is being constructed west of the existing courthouse on what was formerly the judicial parking garage and renovation of existing buildings.
- 70 courtrooms
- Renovation of East Wing of Broward County Judicial Complex (HVAC, restrooms and infrastructure updates)
- Renovation of Mid-Rise Building to accommodate Public Defender's Office, the State Attorney's Office, Broward Sheriff's Office, Pre-Trial Office, Probation, Offices and the Clerk of the Courts.

http://www.broward.org/NewCourthouse/AboutThisProject/Pages/ProjectDescription.aspx

Photo by Google Earth

GOVERNOR GEORGE DEUKMEJIAN COURTHOUSE - Long Beach, CA

- 531,000 sf new building
- $340 million
- 24 courtrooms
- Public-private partnership
- Security issues similar to Milwaukee County in the existing building. Old building demolished.

http:// www.courts.ca.gov/facilities-la-longbeach.htm#ad-image-0

Photo by Google Earth

KEY FINDINGS

Not a Unique Situation

It was found that many municipal and federal agencies faced similar challenges as Milwaukee County does in renovating an existing, historic courthouse while accommodating growth needs, modernizing courthouses, and updating ADA and infrastructure systems. While the projects researched did not always align exactly, they did validate the proposed renovation and construction process that Milwaukee County is planning to undertake.

A Need for Swing Space

Swing space calculations were estimated to determine the square footage required for sequencing both court and non-court functions. 159,000 square feet of office functions and courts will be displaced once the Public Safety Building is razed to accommodate the construction of a new criminal courthouse building. Based on research and discussion, leased space within a downtown office building or a new speculative office building could accommodate the office components being displaced from a demolition of the Public Safety Building and the renovation of the Courthouse. A vacant shopping mall or single story office building could potentially accommodate temporary courthouses because of the requirement for high ceiling heights and openness of space.

Phased Construction

The Historic Courthouse must continue to function and provide public services while the project is under construction. While the demolition will create an immediate need for 159,000 SF of swing space, the amount of space will vary during the construction of the new criminal courthouse and the renovation of the Historic Courthouse. To ensure that the Historic Courthouse remains functional during the renovation, a phased construction is envisioned for the project. It was suggested that the equivalent of a single floor, roughly 30,000 square feet, would be the ideal amount of space for each phase. By dividing the courthouse into quadrants, upgrades to the mechanical, electrical and plumbing systems can be achieved while limiting the displacement of departments during renovation of the Courthouse (Figure 3.1). The 30,000 SF could include multiple, vertical quadrants or one single floor depending on the approach determined during the per-construction phase.

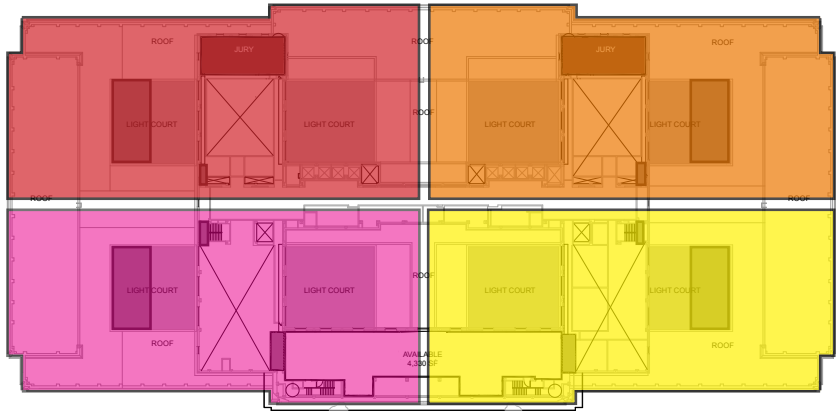


Figure 3.1 - Phasing diagram showing ideal quadrant divisions

SECTION D: SAFETY BUILDING DUE DILIGENCE

SAFETY BUILDING DUE DILIGENCE

Phase I determined the highest value of the existing Safety Building was its proximity to the Historic Courthouse and other County facilities and, as a result, recommended demolition of the structure. Phase I based this conclusion solely on the needs of the court functions. Phase II expanded this investigation to determine if the building would be suitable for non-court functions. Building tours were conducted to assess space allocation of non-court departments and their space utilization, as well as general building conditions. Additionally, a previous study was reviewed to see if any of the findings could be applied to meet the County's non-court space needs.

EXISTING CONDITIONS

The public safety building was built in 1929 and provided space for both the City and the County. The building consists of 6 floors plus a basement and sub-basement. Mezzanines are located on second, third, forth and sixth floor. The sub-basement, basement, and first floor utilize the full footprint of the building. A large gym with basketball courts, fitness equipment, and a second level track that wraps the playing surface occupies the center portion of the building on the first floor. The remaining floors having a large light court in the middle of the floor plate (Figure 4.1). Today, the light court houses mechanical equipment and ducts. Generally, the exterior of the building is in need of repair and suffers from deferred maintenance.

PREVIOUS STUDY

A previous study conducted in July of 2014 looked at the potential reuse of the Safety Building non-court spaces. That report suggested more shared amenities, a central green space, a retail component and a portion of the Sheriff's office. However, this study predated the Milwaukee County Courthouse Project Phase I study and, as a result, does not address the deficiencies of Court Function or the adjacencies that were identified in both Phases I and II. As a result, the study provides little support for reuse of the existing building to meet the needs of the County.

KEY FINDINGS

Inefficient For Non-Court Functions

Overall, the Safety Building does not function well for non-court departments. Interior space is poorly utilized with most departments lacking adequate space to meet their current needs. Other areas such as the holding cells and gun range no longer serve the intended programmatic purpose and sit vacant with no tangible use. Existing floor to floor heights vary from 11'- 6" to 15'-0", with variations sometimes occurring on the same floor (Figure 4.2). Additionally, portions of the tallest floors have mezzanines, which further limit the ceiling heights. Column spacing varies through the building and limits the flexibility for future use. Together, these conditions are less than optimal and are not reflective of modern office standards.

Highest and Best Use

Phase I determined the highest value of the existing Safety Building is its proximity to the Historic Courthouse and other County facilities. Due to functional deficiencies associated with courtrooms, it was recommended that the building should be demolished and a new criminal courthouse be built in its place. Phase II validated this conclusion by verifying the Safety Building provides no functional advantage for non-court programmatic elements of the Historic Courthouse and Safety Building. Therefore, the highest and best use of the Safety Building is to demolish it in favor of a vacant site for construction of a new Criminal Courthouse.

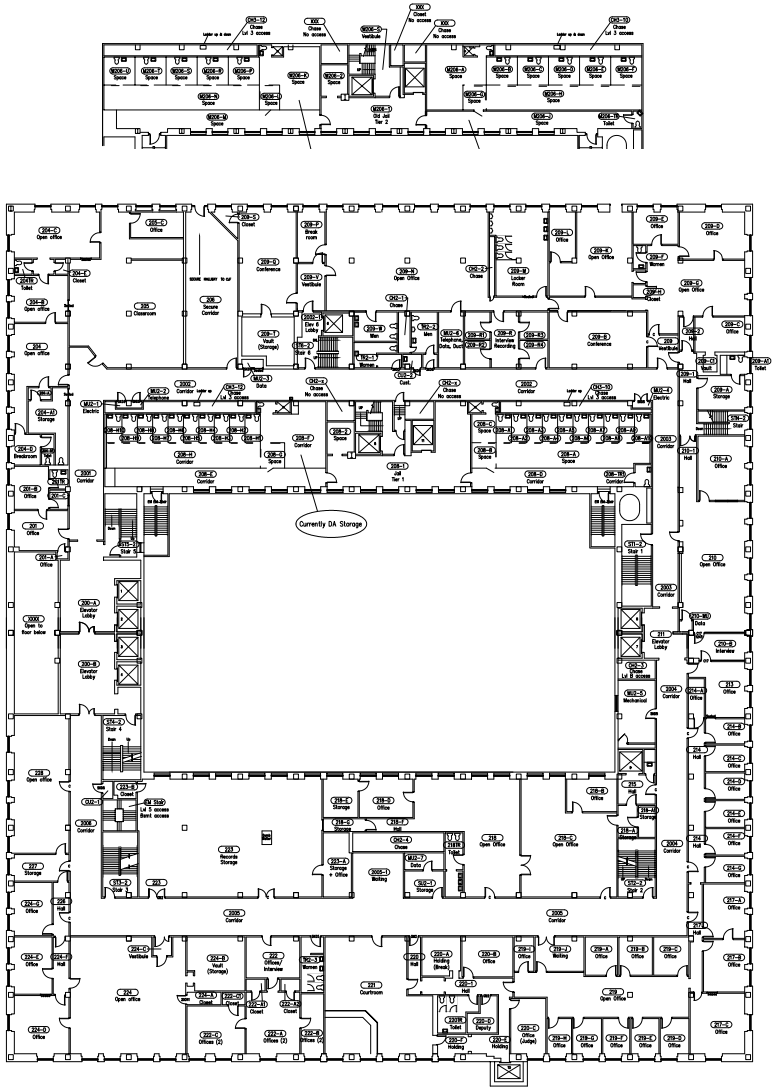


Figure 4.1 - Typical Safety Building Floor Plan and Mezzanine Plan

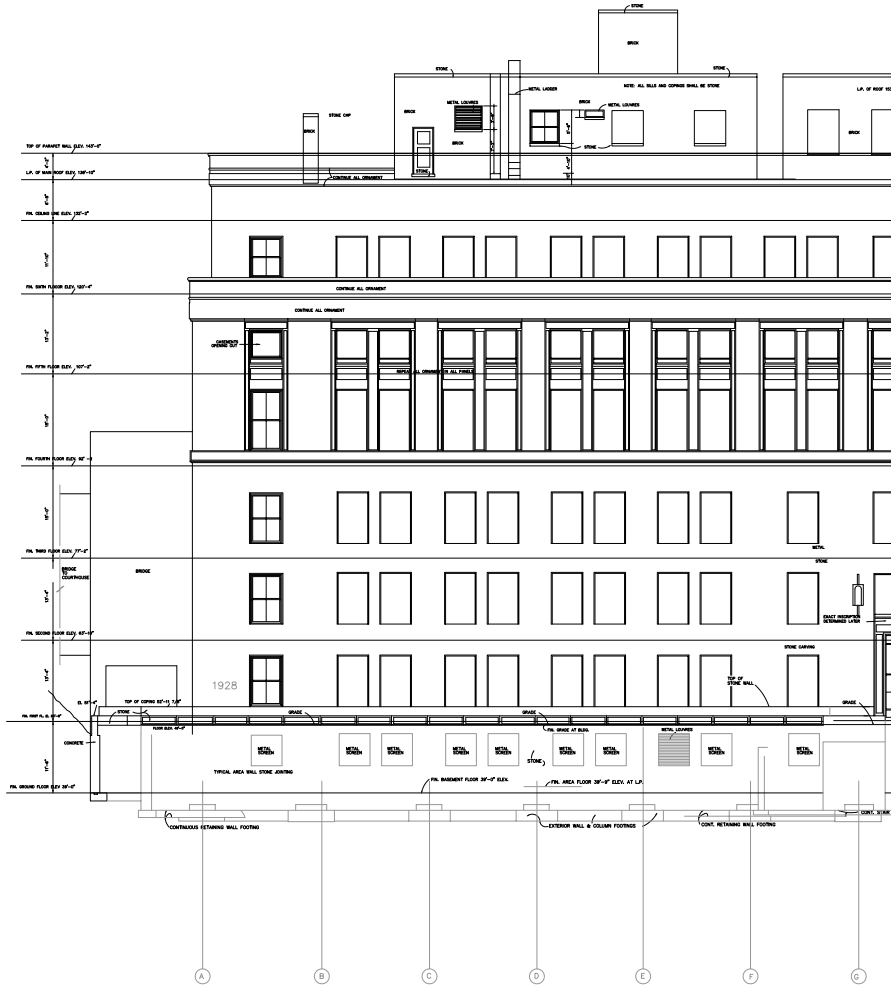


Figure 4.2 - Partial Safety Building Elevation showing floor to floor heights

SECTION E: VACANT SITE DUE DILIGENCE

VACANT SITE DUE DILIGENCE

As the County looks to the future with a full renovation of the Historic Courthouse and demolition and replacement of the Safety Building, a more complete understanding of alternate opportunities was sought. The consultant team was tasked to establish baseline costs for a stand-alone replacement of both facilities on a vacant site. Two scenarios were considered; 1. A stand-alone courthouse and administration building with structured parking, and 2. A stand-alone courthouse and administration building with surface parking. Both scenarios assume the replacement of all program associated with the court and non-court functions of the Historic Courthouse and Safety Building.

For the two studies, program assumptions were based on the need for 360,000 SF for all court functions per Phase I and 360,000 SF for non-court functions identified in Phase II. A parking ratio of 3 spaces per 1,000 square feet was used to determine a required amount of parking; a total of 1,200 spots. Options for both surface parking and structured parking were looked at to determine the amount of land required for a project of this scale. Parking stalls were assumed to be 9′ x 18′. Drive aisles were assumed to be 24′.

New building costs were estimated to be roughly $375/SF. The cost of land acquisition was assumed to be $125,000/acre. $1,500/space was used for surface parking while structured parking utilized $30,000/space. A construction escalation (four years) of 16%, a construction contingency of 10% and non construction costs of 33% were all assumed.

Vacant Site Option 1

Option 1 (Table 5.1) has a total program of 720,000 SF split evenly between court and non-court functions. As a downtown site is preferred with proximity to other county functions, structured parking was assumed to reduce the required amount of land. An estimated project cost of $459,906,00.00 was determined for Option 1.

Vacant Site Option 2

Option 2 (Table 5.2) also has a total program of 720,000 SF split evenly between court and non-court functions, but looked at a more suburban setting that would allow for surface parking. While the amount of land required increased, the cost per parking spot decreased. An estimated project cost of $414,344,000.00 was determined for Option 2.

KEY FINDINGS

Land Requirement

The amount of land needed for a new stand-alone facility varies considerably depending on program and type of parking supplied to support the facility. Surface parking requires far more land than structured parking, but the cost associated with it is considerably less. Depending on the use of surface or structured parking, a vacant site of 11 to 24 acres would be required. Due to this requirement, it is likely that a site with adequate space would not be located downtown and could result in additional long-term operational costs that were not considered in this study.

Vacant Assets

A new, stand-alone courthouse could leave the County with two vacant assets that would continue to need maintenance. Additionally, extensive renovations would be required to retrofit the buildings for potential tenants.

Highest and Best Use of the Historic Courthouse

While a vacant site may provide a cost-effective solution based strictly on construction costs, it is a solution that does not align with the County's needs. The highest and best use of the Historic Courthouse is renovation as recommended in the Phase I report with a combination of Civil Courts, Family Courts, and other non-court functions to ensure the safety of both county employees and the public.

VACANT SITE - STRUCTURED PARKING		LOCATION TBD	
Category	Unit	Calculations	Cost
A. SITE ACQUISITION			
1. Land Cost	$125,000 per Acre	x 16 Acres	$2,000,000
B. CONSTRUCTION COST			
1. Building Core and Shell	$150 per Building Square Foot	x 720,000	$108,000,000
2. Building Interior TI's - Court Functions	$300 per Building Square Foot	x 360,000	$108,000,000
Building Interior TI's - Non-Court Functions	$150 per Building Square Foot	x 360,000	$54,000,000
3. Secure Parking	$30,000 per Space	x 40 Spaces	$1,200,000
Structured Parking	$30,000 per Space	x 1,200 Spaces	$36,000,000
4. Sitework			
a. Asbestos Abatement of Safety Building	$12.00 per Building Square Foot	x 0	$0
b. Demolition of Safety Building / Bridges	$8.000 per Building Square Foot	x 0	$0
c. Site Development and Utilities	$20.00 per Building Square Foot	x 720,000	$14,400,000
5. Building Connectors			
a. Public / Staff Bridge	$15,000 per Linear Foot	x 0	$0
b. Detainee Tunnel	$15,000 per Linear Foot	x 0	$0
6. **SUBTOTAL BUILIDNG CONSTURCTION**		**Per Square Foot $449.44**	**$323,600,000**
C. CONTINGENCY			
1. Design / Construction Contingency	10% of Building Construction	x $323,600,000	$32,360,000
D. ESCALATION			
1. Future Escalation	3.5% per year to 2021 (4 years)	x $355,960,000	$52,510,000
2. **ESCALATED COST (2021 Dollars)**		**Per Square Foot $72.93**	**$408,470,000**
E. OTHER PROJECT COSTS			
1. Design Fees, Permits, Testing	11% of Building Construction	x $323,600,000	$35,596,000
2. Security/Technology Allowance	$12.00 per Building Square Foot	x 720,000	$8,640,000
3. Furniture, Fixtures, and Equipment	$10.00 per Building Square Foot	x 720,000	$7,200,000
4. **SUBTOTAL OTHER PROJECT COST**		**Per Square Foot $10.00**	**$51,436,000**
F. TOTAL COST		**Per Square Foot**	**Total**
1. **PROJECT COST (2021 Dollars)**		**$638.76**	**$459,906,000**

Note: Total costs may not calculate exactly based on square footages shown due to computer rounding of building gross areas.

Figure 5.1 - Vacant Site Study - Option 1 Structured Parking

VACANT SITE - SURFACE PARKING		LOCATION TBD	
Category	Unit	Calculations	Cost
A. SITE ACQUISITION			
1. Land Cost	$125,000 per Acre	x 24 Acres	$3,000,000
B. CONSTRUCTION COST			
1. Building Core and Shell	$150 per Building Square Foot	x 720,000	$108,000,000
2. Building Interior TI's - Court Functions	$300 per Building Square Foot	x 360,000	$108,000,000
Building Interior TI's - Non-Court Functions	$150 per Building Square Foot	x 360,000	$54,000,000
3. Secure Parking	$30,000 per Space	x 40 Spaces	$1,200,000
Surface Parking	$1,500 per Space	x 1,200 Spaces	$1,800,000
4. Sitework			
a. Asbestos Abatement of Safety Building	$12.00 per Building Square Foot	x 0	$0
b. Demolition of Safety Building / Bridges	$8.000 per Building Square Foot	x 0	$0
c. Site Development and Utilities	$20.00 per Building Square Foot	x 720,000	$14,400,000
5. Building Connectors			
a. Public / Staff Bridge	$15,000 per Linear Foot	x 0	$0
b. Detainee Tunnel	$15,000 per Linear Foot	x 0	$0
6. **SUBTOTAL BUILIDNG CONSTURCTION**		**Per Square Foot $403.33**	**$290,400,000**
C. CONTINGENCY			
1. Design / Construction Contingency	10% of Building Construction	x $290,400,000	$29,040,000
D. ESCALATION			
1. Future Escalation	3.5% per year to 2021 (4 years)	x $319,440,000	$47,120,000
2. **ESCALATED COST (2021 Dollars)**		**Per Square Foot $65.44**	**$366,560,000**
E. OTHER PROJECT COSTS			
1. Design Fees, Permits, Testing	11% of Building Construction	x $290,400,000	$31,944,000
2. Security/Technology Allowance	$12.00 per Building Square Foot	x 720,000	$8,640,000
3. Furniture, Fixtures, and Equipment	$10.00 per Building Square Foot	x 720,000	$7,200,000
4. **SUBTOTAL OTHER PROJECT COST**		**Per Square Foot $10.00**	**$47,784,000**
F. TOTAL COST		**Per Square Foot**	**Total**
1. **PROJECT COST (2021 Dollars)**		**$575.48**	**$414,344,000**

Note: Total costs may not calculate exactly based on square footages shown due to computer rounding of building gross areas.

Figure 5.2 - Vacant Site Study - Option 2 Surface Parking

APPENDICES

Architecture | Engineering | Planning

Quorum Architects, Inc.

CBRE

IBC

MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: John La Fave
Department: Register of Deeds - TAX LISTING. - VITAL STATS - REAL ESTATE

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions **in advance** of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

29 - CURRENT Total staff	29 - FUTURE Total staff
29 - CURRENT Full time staff	29 - FUTURE Full time staff
None- CURRENT Part time staff	None -FUTURE Part time staff
None - CURRENT Seasonal (interns)	None - FUTURE Seasonal (interns)
None - CURRENT Remote (mobile) staff	None -FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

____1__ Elected Official/Department Head

____1_ Deputy or Executive Director

____0_ Managers

____6_ Supervisors

____0_ Professional (Attorney / HR / EAP / AAP)

____0_ Architect / Engineer

____21_ Clerical / Fiscal / Accnt / Admin

_____ Other – please indicate _____

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

No additional space is needed: Conference rooms, Storage rooms, Kitchenettes:

COUNTY CLERK – MARRIAGE LICENSE
VAL OF RECDS - BIRTH CERT. TO GET MARRIAGE LICENSE

4) Please indicate any current ancillary space that is under utilized or may not be required by the year 2021.
Room 103 – we have removed several cubicles as our number of employees has been reduced from 47 in 2003 to the current 29. Also in our microfilm/scanning/imaging area there is space not used. Our Vital Records section has some a couple of work stations for scanning that *might* not be needed by 2021. Also, we have tall, moveable shelving units housing millions of paper death, marriage and birth certificates that someday might not be needed. Someday that paper might be able to be stored offsite as records are available from a state database or imaged in our dept. We have some back storage rooms full of stuff; much of it could be tossed.
You really need to see all this on a walk through to understand it.
Room G-6 – Several empty cubicles. A counter location no longer housing books. If all of our microfilm becomes digitized then that probably could be moved offsite or at least into a backroom. Again, you really need to see all this on a walk through to understand it.
Mezzanine – a lot of old records and books stored up there. I'd need staff to comment on whether it could be moved offsite.

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021.
Yes, we've been doing this for years.
Responses above allude to this. It is possible that much occupied storage space would not be needed by 2021. Difficult to say exactly how much. For Vital Records it depends upon how many years and to what extent the State Registrar makes it all available on their database.
As for Real Estate, for instance, we have original plat maps in plastic sleeves that are also digitized and available on computer. However, sometimes the public wants to view the original larger plat map. Etc.

6) Do you (or will you) require more storage than you currently occupy? **NO.**
If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

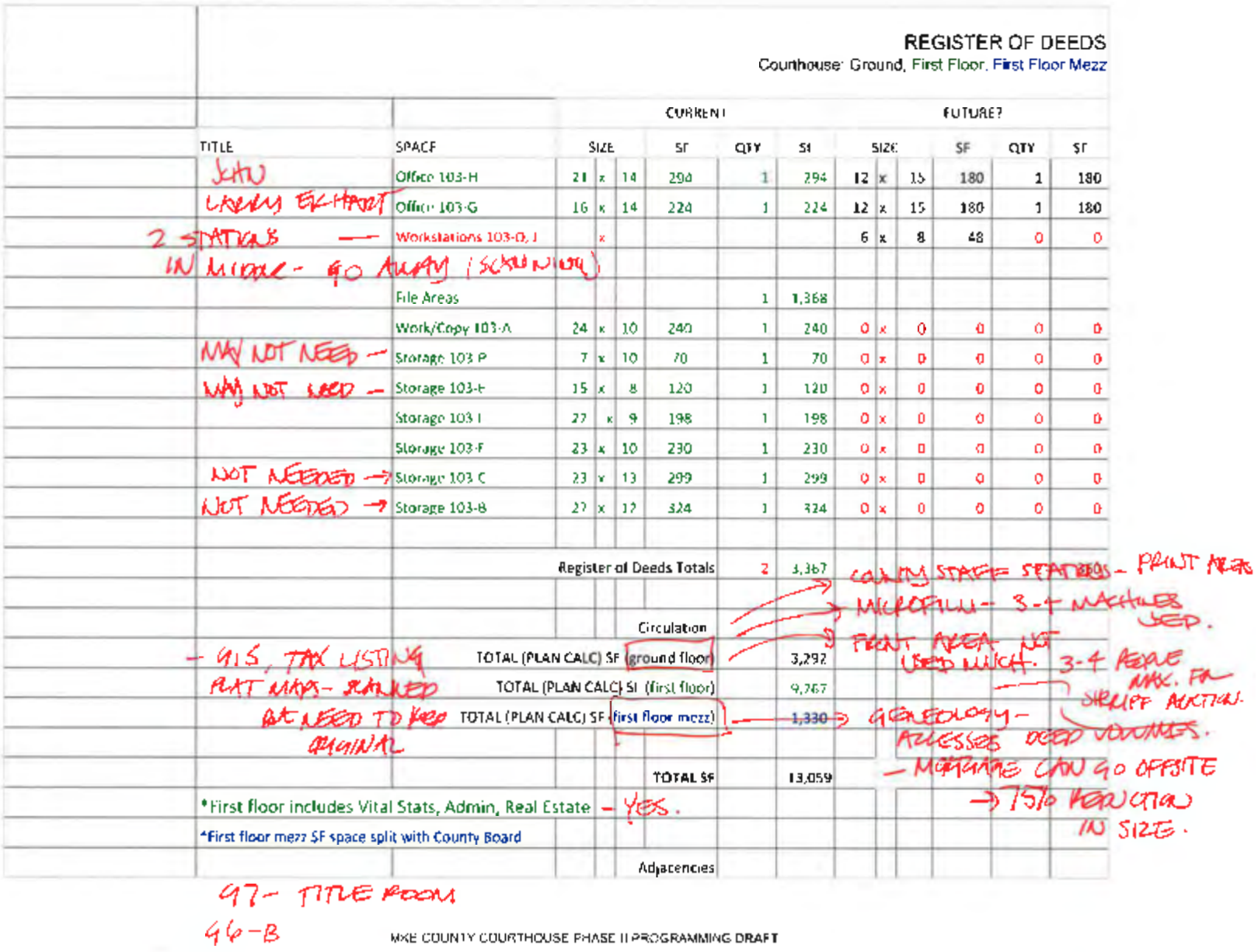
7) Please list required departmental or non departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces): **NONE** – FOR PUBLIC – COUNTY CLERK, WORK + CARTS

Secondary (occasional interaction with group / spaces): The public would probably appreciate it if we continued to be in the vicinity of the Clerk of Courts and County Clerk. We also have some interaction with the County Treasurer. Being near these entities is not an absolute requirement.

8) Please list departments or spaces (if any) you prefer NO adjacency to. NO.
Not sure I understand this question. We certainly don't want to be located real close to jail inmates!

- VITAL RECORDS ROOM MAY BE ELECTRONIC AT SOME POINT
- ALL ELECTRONIC NOW - BIRTH, DEATH, MARRIAGE



REGISTER OF DEEDS

Courthouse: Ground, First Floor, First Floor Mezz

TITLE	SPACE	CURRENT SIZE			CURRENT SF	CURRENT QTY	CURRENT ST	FUTURE? SIZE			FUTURE? SF	FUTURE? QTY	FUTURE? ST
JOHN	Office 103-H	21	x	14	294	1	294	12	x	15	180	1	180
LARGELY EXTRANEOUS	Office 103-G	16	x	14	224	1	224	12	x	15	180	1	180
2 STATIONS —	Workstations 103-D, I		x					6	x	8	48	0	0
IN MIDDLE - GO AWAY (SCANNING)													
	File Areas					1	1,368						
	Work/Copy 103-A	24	x	10	240	1	240	0	x	0	0	0	0
MAY NOT NEED —	Storage 103-P	7	x	10	70	1	70	0	x	0	0	0	0
MAY NOT NEED —	Storage 103-E	15	x	8	120	1	120	0	x	0	0	0	0
	Storage 103-I	22	x	9	198	1	198	0	x	0	0	0	0
	Storage 103-F	23	x	10	230	1	230	0	x	0	0	0	0
NOT NEEDED →	Storage 103-C	23	x	13	299	1	299	0	x	0	0	0	0
NOT NEEDED →	Storage 103-B	27	x	12	324	1	324	0	x	0	0	0	0
	Register of Deeds Totals					2	3,367						
	Circulation												
- 915, TAX LISTING	TOTAL (PLAN CALC) SF (ground floor)						3,292						
PLAT MAPS - SCANNED	TOTAL (PLAN CALC) SF (first floor)						9,767						
BE NEED TO KEEP ORIGINAL	TOTAL (PLAN CALC) SF (first floor mezz)						1,330						
	TOTAL SF						13,059						
*First floor includes Vital Stats, Admin, Real Estate	- YES.												
*First floor mezz SF space split with County Board													
	Adjacencies												

COUNTY STAFF= SEATED - PRINT AREA

MICROFILM - 3-4 MACHINES NEED.

PRINT AREA NOT USED MUCH. 3-4 PEOPLE MAX. FOR SURPLUS AUCTION.

GENEOLOGY - ACCESSES DEED VOLUMES.

- MORTGAGE CAN GO OFFSITE → 75% REDUCTION IN SIZE.

97 - TITLE ROOM

96-B

MKE COUNTY COURTHOUSE PHASE II PROGRAMMING DRAFT

Architecture , Engineering | Planning

Quorum Architects, Inc.

MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: GARY WASZAK

Department: FACILITIES MANAGMT

8TH FLR - STORAGE - OLD MATRON FLRS.

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions **in advance** of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

(WILL SEND)

_____ CURRENT **Total** staff	_____ FUTURE **Total** staff
_____ CURRENT Full time staff	_____ FUTURE Full time staff
0 CURRENT Part time staff	_____ FUTURE Part time staff
_____ CURRENT Seasonal (interns)	_____ FUTURE Seasonal (interns)
_____ CURRENT Remote (mobile) staff	_____ FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

_____ Elected Official

_____ Division (Department) Head

_____ Deputy or Executive Director

_____ Managers

_____ Supervisors

_____ Professional (Attorney / HR / EAP / AAP)

_____ Architect / Engineer

_____ Clerical / Fiscal / Accnt / Admin

_____ Other – please indicate _____

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

10 PERSON. Conference rooms - LIKES CONF W/N OFFICE. #6

_____ Storage rooms

_____ Kitchenettes - SOME TYPE OF TOWN HALL SPACE. (50 MAX.)

_____ Other (please indicate):

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021. OPEN WEST AREA - DEPENDS ON BUDGET FOR YEAR.

- INCLUDES HOTELING ACCESS FOR STAFF - PAYROLL, ETC.

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021.

~~10%~~ MINIMAL STOR.

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

NO.

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):

KEEPS PRESENCE W/N BUILDING.

- SHERIFF - BDG SECURITY & OPS
- COURTS - FUNCTION OF...
- PHYSICAL BUILDING.

Secondary (occasional interaction with group / spaces):

- ELECTED OFFICIALS

8) Please list departments or spaces (if any) you prefer NO adjacency to.

- DOESN'T WANT TO BE ISOLATED
- ISSUES KEYS/PKG PASS

PUBLIC TRAFFIC

3RD FLR - VERY QUIET

1ST FLR - TOO BUSY

- MAY NEED TO MAINTAIN VISUAL PRESENCE IN COURTHSE BDG.

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MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: Dr. Deborah Collins

Department: Wisconsin Forensic Unit

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions in advance of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

12 CURRENT Total staff

14 FUTURE Total staff

10 CURRENT Full time staff

10 FUTURE Full time staff

1 CURRENT Part time staff

2 FUTURE Part time staff

0 CURRENT Seasonal (interns)

1 FUTURE Seasonal (interns)

1 CURRENT Remote (mobile) staff

1 FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

n/A Elected Official

1 Division (Department) Head

1 Deputy or Executive Director

1 Managers

1 Supervisors

4 Doctors 0 Professional (Attorney / HR / EAP / AAP)

0 Architect / Engineer

4 Clerical / Fiscal / Accnt / Admin

2 Other – please indicate Intern / post doc.

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

_____ Conference rooms

__1__ Storage rooms

__1__ Kitchenettes

__1__ Other (please indicate):
Testing / intern room / stor

4) Please indicate any current ancillary space that is under utilized or may not be required by the year 2021.
none

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021.
yes 10%

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?
presently storage is in hallway, need room

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):
courts; jail, attorneys, defendants
Justice Point, WCS

Secondary (occasional interaction with group / spaces):

8) Please list departments or spaces (if any) you prefer NO adjacency to.

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MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: DEBORAH COLLINS

Department: FORENSICS

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions **in advance** of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

12 CURRENT **Total** staff	14 FUTURE **Total** staff +2.
_____ CURRENT Full time staff	_____ FUTURE Full time staff
_____ CURRENT Part time staff	_____ FUTURE Part time staff
_____ CURRENT Seasonal (interns)	_____ FUTURE Seasonal (interns)
_____ CURRENT Remote (mobile) staff	_____ FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

_____ Elected Official WANTS 1 MORE OFFICE SPACE BEYOND EXC.

_____ Division (Department) Head

_____ Deputy or Executive Director

_____ Managers

_____ Supervisors

_____ Professional (Attorney / HR / EAP / AAP) (5 DOCTORS) - PROF. (OFFICES) (4 - REMOTE)

_____ Architect / Engineer

4 Clerical / Fiscal / Accnt / Admin

2 Other – please indicate INTERN (POST DOC) - WEST

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

WAITING SPACE - FILE OUT IN HALL.

_____ Conference rooms

_1_ Storage rooms - COULD USE MORE

_____ Kitchenettes

_____ Other (please indicate): TESTING / INTERN POOL - SMALL SPACE W/ DESK. USE FOR MULTI-FUNCTION

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021. OFFSITE STORAGE - 7 YEARS

TO MAKE ANTICIPATED STORAGE ADDS.

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):

- CRIMINAL COURTS - 95%
- ATTORNEYS
- DEFENDANTS
- COURTS JUSTICE POINT, WCS

Secondary (occasional interaction with group / spaces):

8) Please list departments or spaces (if any) you prefer NO adjacency to.

- JURY - (PUBLIC).

Jennifer Herr

From: Trimboli, Catherine <Catherine.Trimboli@milwaukeecountywi.gov>
Sent: Monday, August 01, 2016 5:14 PM
To: Jennifer Herr; natalie@quorumarchitects.com
Cc: Andrew Lasca
Subject: FW: Programming meeting - follow up - Staffing #s
Attachments: MKE Courthouse PH 2 questionnaire.docx

- Internal Affairs
- HR, Fiscal, Sales, Comm. Liason ?

Jennifer,

Please see attached current and projected #s. Please contact me if you have any questions.

Division	Current	Future
Administration		
Sheriff (Elected)	1	1
Department Head (Inspector)	2	2
Executive Director / Asst.	1	2
Managers (Media Director/Captain)	3	4
Deputy / Correctional Officer	2	7
Clerical	4	6
Courts		
Managers (Captain)	2	2 0
Supervisor (Sergeant)	2	5 0
Deputy	70	90 X's
Clerical	2	4
Civil Process		
Supervisor (Sergeant)	1	2
Manager (Admin Asst.)	1	1
Deputies	13	25
Clerical	5	8
CID		
Department Head (Deputy Inspector)	1	1
Managers (Captain)	2	2
Sergeant/Lieutenant	2	4
Detective/Deputy/CO	28	40
Clerical	1	3
Part Time Employees		
Background Investigators	10	15

Catherine Trimboli, Captain
Milwaukee County Sheriff's Office
Administration
Open Records Custodian

Room 107 – Safety Building
414.278.4875
414.659.3913
www.mkesheriff.org
www.shopwithacopforkids.com

From: Jennifer Herr [mailto:JHerr@hga.com]
Sent: Friday, July 22, 2016 1:58 PM
To: Trimboli, Catherine <Catherine.Trimboli@milwaukeecountywi.gov>
Cc: Natalie Strohm (natalie@quorumarchitects.com) <natalie@quorumarchitects.com>; Andrew Lasca <ALasca@hga.com>
Subject: Programming meeting - follow up

Hi Catherine-
Thanks again for taking the time to meet with Natalie and I last week.
Do you have any questions regarding the Sheriff departmental breakdown we requested? We would certainly be happy to meet again to help gather the info if you would find that helpful.
I've attached the questionnaire for your convenience. Simply answering questions 1 & 2 for each of the groups is really all we need.

Thank you very much

Jennifer Herr NCIDQ, LEED AP
Senior Associate

HGA Architects and Engineers
333 East Erie Street, Milwaukee, WI 53202
Direct 414.278.3489 | Fax 414.270.7433
jherr@hga.com | hga.com

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Jennifer Herr

From: Trimboli, Catherine <Catherine.Trimboli@milwaukeecountywi.gov>
Sent: Monday, August 08, 2016 11:33 AM
To: Jennifer Herr; natalie@quorumarchitects.com
Cc: Andrew Lasca
Subject: RE: Programming meeting - follow up Staffing #s

Follow Up Flag: Follow up
Flag Status: Flagged

Jennifer,

I inadvertently omitted the following: (My apologies)

Division	Current	Future
HR – (Clerical)	3	5
Fiscal		
Fiscal Administrators	3	5
Fiscal Support Staff	7	9
Internal Affairs		
Bureau Commander – Deputy Inspector	1	1
Lieutenant	2	4
Admin Assistant	1	1
Clerical Support	1	1

I counted the Community Liaisons with the Admin group in the previous email.

Courts - We would need a roll call room large enough to accommodate the 90, however they would be assigned as Bailiffs to the courts and other assignments throughout the day within the Courthouse Complex. The ones that would need office space would be:

-Captains
SGTS
-One shared office for 3 deputies (Traffic Liaisons)
-One shared office for 2 deputies (Courthouse Security Liaisons)

I hope that helps.

Catherine Trimboli, Captain
Milwaukee County Sheriff's Office
Administration
Open Records Custodian
Room 107 – Safety Building
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www.mkesheriff.org
www.shopwithacopforkids.com

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FOLLOW UP EMAIL – 7.22

MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: CATHERINE TRIMBOLI

Department: SHERIFF - 107 PSB

FOLLOW UP CALL 8.1

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

WILL FOLLOW UP – 9 GROUPS.

If possible, please come prepared with answers to the following questions **in advance** of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

_____ CURRENT **Total** staff	_____ FUTURE **Total** staff
_____ CURRENT **Full time** staff	_____ FUTURE **Full time** staff
_____ CURRENT **Part time** staff	_____ FUTURE **Part time** staff
_____ CURRENT **Seasonal (interns)**	_____ FUTURE **Seasonal (interns)**
_____ CURRENT **Remote (mobile)** staff	_____ FUTURE **Remote (mobile)** staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

_____ Elected Official X

_____ Division (Department) Head

_____ Deputy or Executive Director

_____ Managers

_____ Supervisors

_____ Professional (Attorney / HR / EAP / AAP)

_____ Architect / Engineer

_____ Clerical / Fiscal / Acent / Admin

_____ Other – please indicate _____

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

_____ Conference rooms

_____ Storage rooms

_____ Kitchenettes

_____ Other (please indicate):

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021. ACCESS TO JAIL RECORDS — (OTHER DEPT)

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):

Secondary (occasional interaction with group / spaces):

8) Please list departments or spaces (if any) you prefer NO adjacency to.

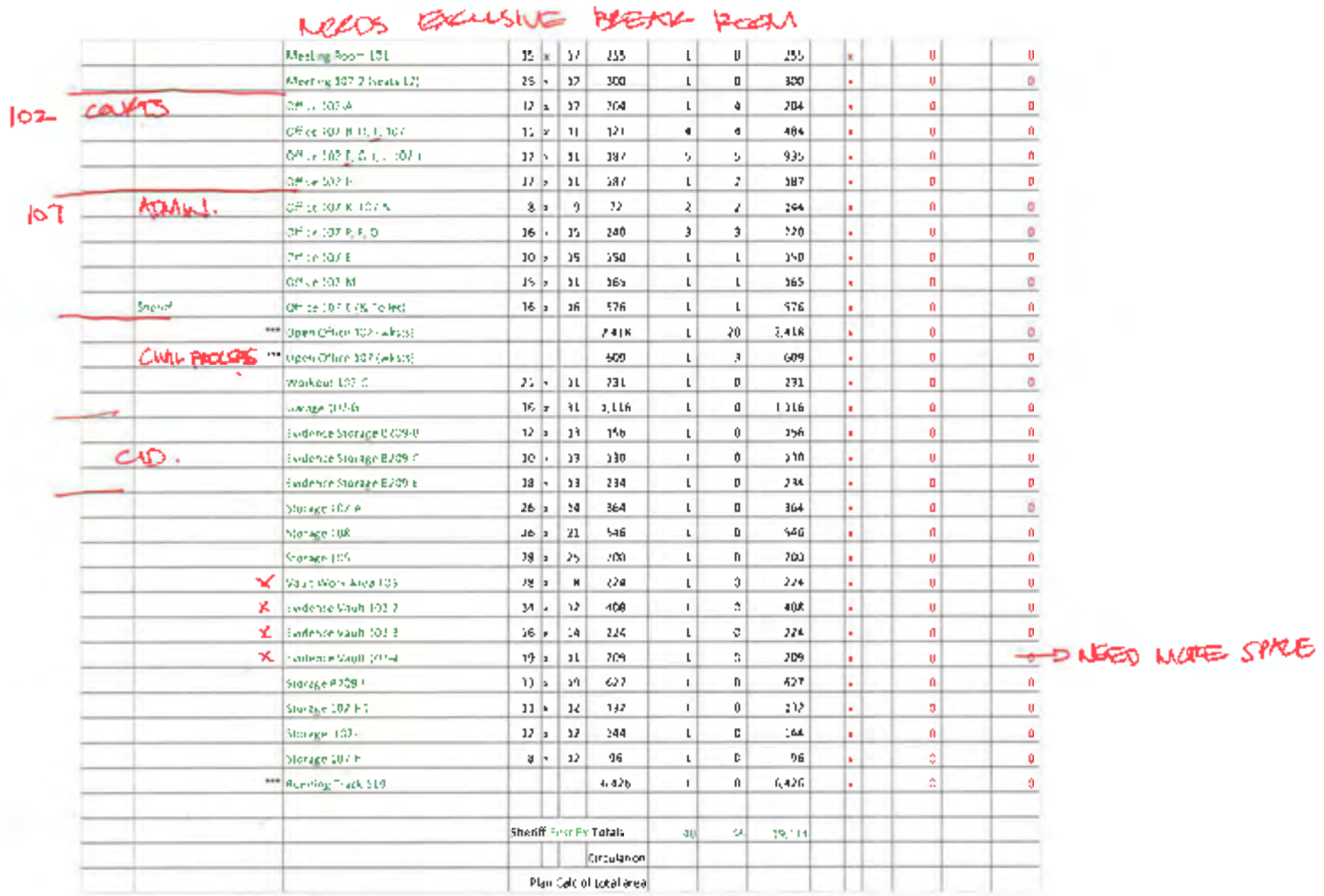
SHERIFF

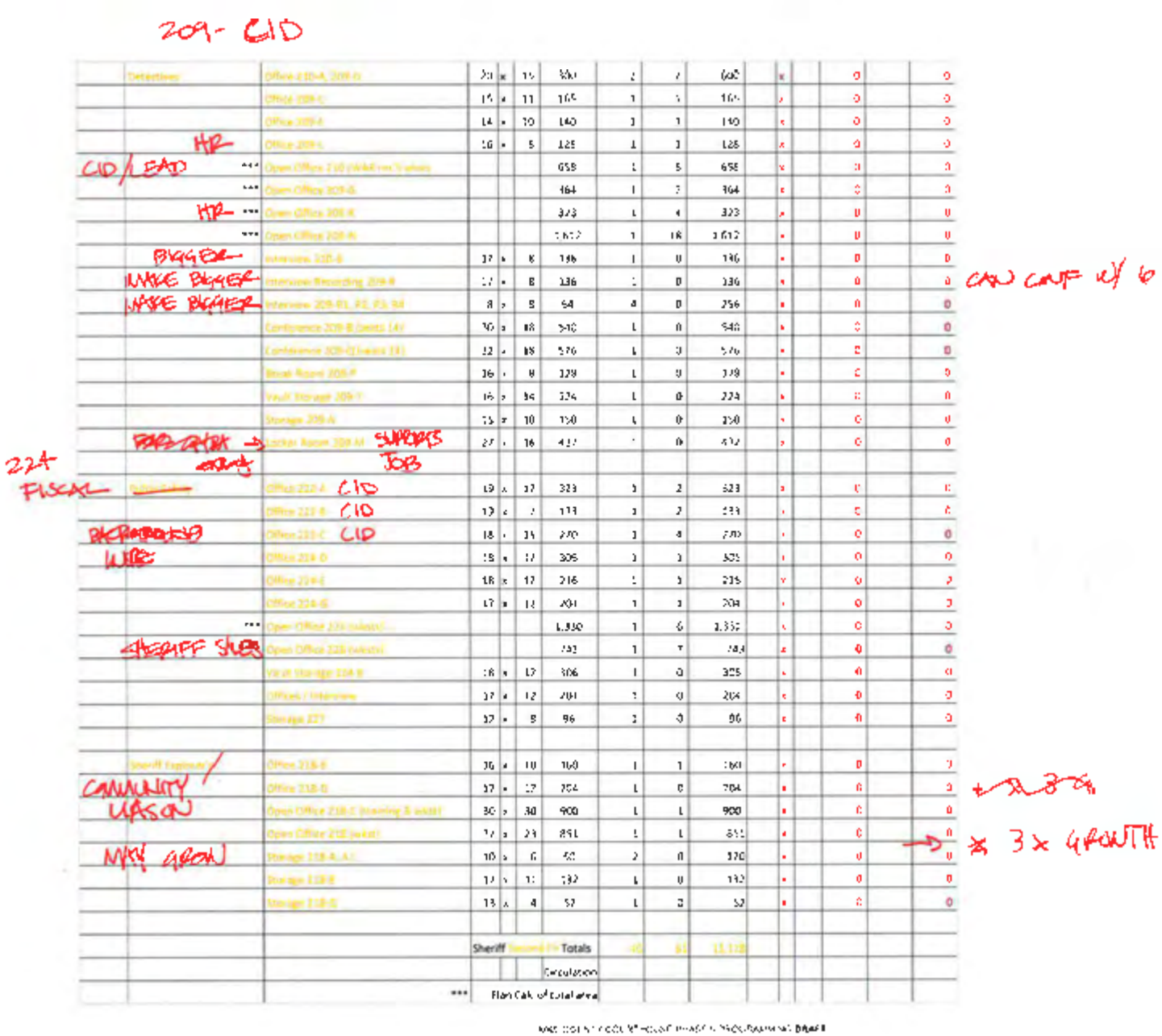
Safety Building Ground, First,
Second Third & Fourth Floors

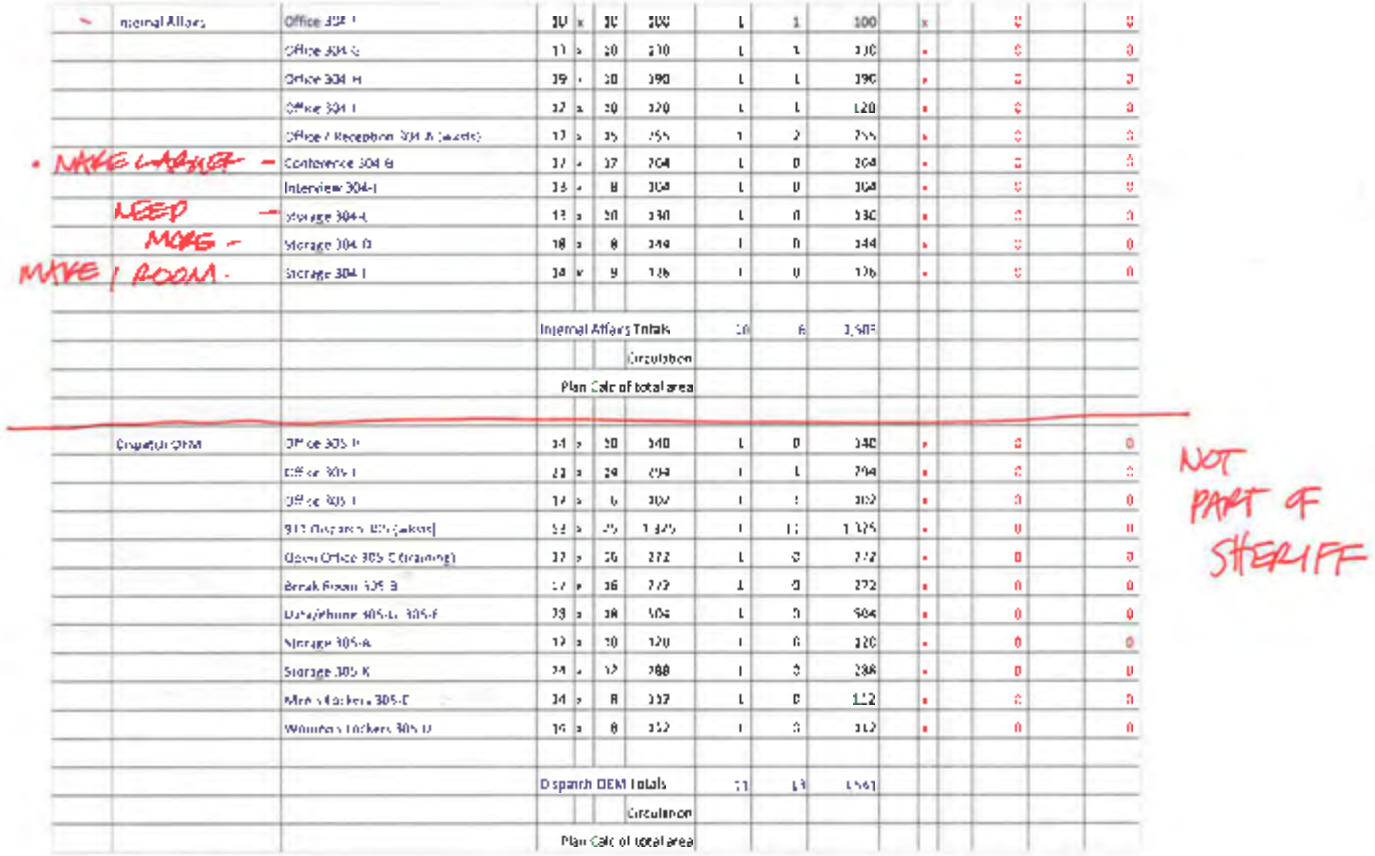
TITLE	SPACE	CURRENT SIZE			SF	QTY	ROUND	SF	FUTURE SIZE			SF	QTY	SF
X	Contraband Storage B19	17	x	14	238	1	0	238	x			0		0
NO	~~Kitchen B18~~	21	x	16	336	1	0	336	0	x	0	0	0	0
?	~~Radio & Electronics B17~~	26	x	16	416	1	0	416	x			0		0
	~~Office B12-B~~	24	x	17	408	1	0	408	x			0		0
79 MAX. COATS X	Assembly B12 "Roll Call" X	53	x	44	2,332	1	0	2,332	x			0		0
	Storage B12-A	24	x	9	216	1	0	216	x			0		0
	~~Office B12-A~~	6	x	12	72	1	0	72	x			0		0
X	Work Area B13	39	x	28	1,092	1	0	1,092	x			0		0
	Storage B13-F	25	x	16	400	1	0	400	x			0		0
X	Storage B14	24	x	21	504	1	0	504	x			0		0
FOR 4 LKRS, ETC X	Mens Shower/Locker	48	x	13	624	1	0	624	x			0		0
X	Womens Shower/Locker	48	x	8	368	1	0	368	x			0		0
X	Gymnasium	144	x	83	11,952	1	0	11,952	x			0		0
	Sheriff Ground Fl Totals				19,558	13	0	19,558						
	Circulation													
	Plan Calc of Area													

CONVENIENCE OF LOCATION — ONLY AN HOUR FOR LUNCH.

107-4 - WORKOUT FOR ADMIN GROUP ONLY.


NEEDS EXCLUSIVE BREAK ROOM
102- COURTS
107 ADMIN.
CIVIL PROCESS
CSD.
NEED MORE SPACE


209- CID
HR
CID/LEAD
HR
BIGGER
MAKE BIGGER
MAKE BIGGER
CAN CONF W/ 6 PAX IN AM.
224
FISCAL
CID
CID
CID
SHERIFF SUES
COMMUNITY
LIAISON
MAY GROW
+ 3x GROWTH
Totals



	nternal Affairs	Office 304 F	10	x	10	100	L	1	100	x		0	0
		Office 304 G	11	x	10	110	L	1	110	x		0	0
		Office 304 H	19	x	10	190	L	1	190	x		0	0
		Office 304 I	12	x	10	120	L	1	120	x		0	0
		Office / Reception 304 A (waste)	13	x	35	455	1	2	755	x		0	0
• MAKE LARGER —		Conference 304 B	12	x	17	204	L	0	204	x		0	0
		Interview 304-I	16	x	8	128	L	0	128	x		0	0
NEED —		Storage 304-J	13	x	10	130	L	0	130	x		0	0
MORE —		Storage 304 G	18	x	8	144	1	0	144	x		0	0
MAKE / ROOM -		Storage 304 I	18	x	9	126	1	0	126	x		0	0
			Internal Affairs Totals				20	6	2,507				
						Circulation							
			Plan Calc of total area										
	Dispatch OEM	Office 305 F	14	x	20	280	L	0	280	x		0	0
		Office 305 I	22	x	24	528	1	1	704	x		0	0
		Office 305 J	14	x	6	302	1	1	302	x		0	0
		911 Operators (20) (alcove)	52	x	25	1,325	1	11	1,325	x		0	0
		Open Office 305 E (training)	27	x	26	272	L	0	272	x		0	0
		Break Room 305 B	27	x	26	272	1	0	272	x		0	0
		Data/Phone 305-D, 305-F	28	x	28	504	L	0	504	x		0	0
		Storage 305-A	12	x	10	120	1	0	120	x		0	0
		Storage 305 K	24	x	12	288	1	0	288	x		0	0
		Men's Lockers 305-E	14	x	8	112	L	0	112	x		0	0
		Women's Lockers 305 D	16	x	8	312	1	0	312	x		0	0
			Dispatch OEM Totals				11	13	4,561				
						Circulation							
			Plan Calc of total area										

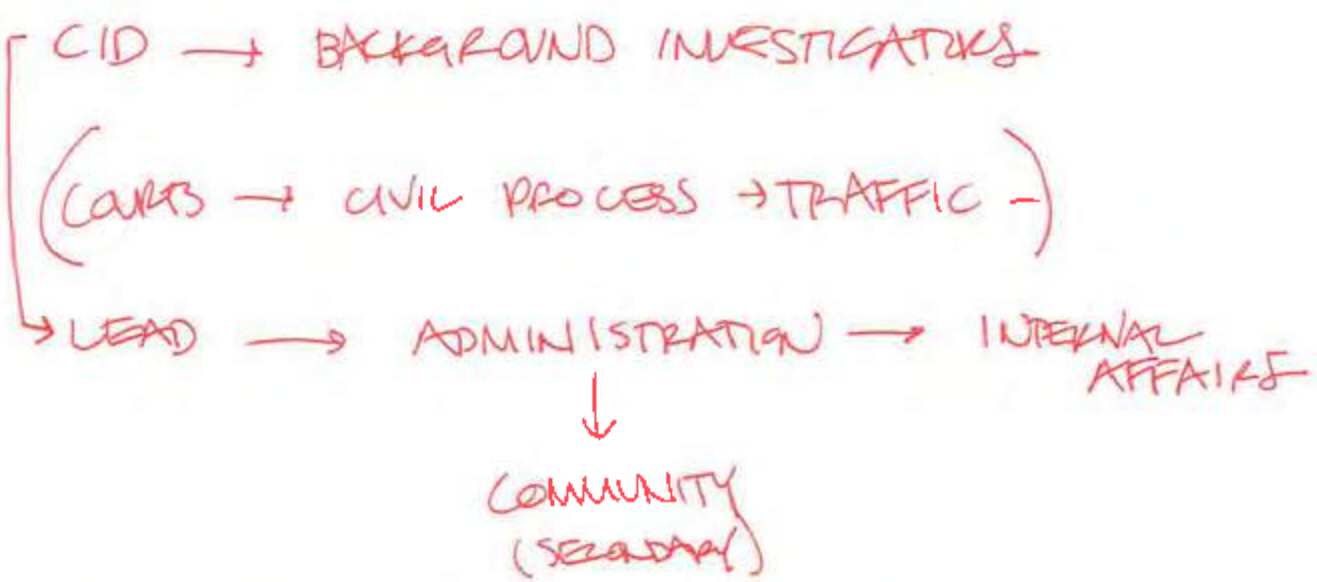
NOT PART OF SHERIFF

	MKE Deputy Sheriffs	Open office Sheriff Union 408-1	24	x	20	480	1	x	480	x		0	0
		Storage 408 2, 408 3	9	x	6	54	2	0	108	x		0	0
			Sheriff Fourth Flr Totals				3	4	588				
						Circulation							
			Plan Calc of floor area										
	Others	Sheriff Security (Courthouse B-20)	20	x	10	200	1	1	200	x		0	0
		"TSA"											
						Sheriff TOTALS		131	57,422				

NOT SURE IF UNDER SHERIFF OR NOT.

4-9

MAKE TO COURTS GROUP



- FISCAL - CAN BE ON THEIR OWN

INTERNAL ADJ

COURTS/TRAFFIC → CIVIL PROCESS
CID/LEAD/BACKGROUND
ADMIN → LEAD → IA → COMMUNITY
FISCAL

OTHER ADJ

- CONNECT TO JAIL
- COURTS
- DA's

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MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: Rick Ceschin, Director HR Operations

Department: Human Resources

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions **in advance** of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

57 CURRENT **Total staff** INCORRECT	61 60 FUTURE **Total staff**
57 CURRENT Full time staff	60 FUTURE Full time staff
_____ CURRENT Part time staff	_____ FUTURE Part time staff
_____ CURRENT Seasonal (interns)	_____ FUTURE Seasonal (interns)
13 15 CURRENT Remote (mobile) staff INCLUDES (3) IN SHERIFF'S OFFICE	13 FUTURE Remote (mobile) staff 10

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

_____ Elected Official

1 Department Head

6 ~~Deputy or Executive~~ Division Director

4 Managers

_____ Supervisors ← WILL GET BACK TO US.

33 31 Professional (Attorney / HR / EAP / AAP)

_____ Architect / Engineer

8 12 Clerical / Fiscal / Accnt / Admin

_____ Other – please indicate _____

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

___1__ Conference rooms (quality training/NEO space) • 10-25 PAX. - CLASSROOM + BREAK OUT

_____ Storage rooms • ALSO - NEED 50 PAX.

_____ Kitchenettes — AUDITORIUM SEATING — 10-50 PAX.

_____ Other (please indicate): NEW PARKING - 8-3:30 AM

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.
The Mezzanine is currently underutilized for a variety of reasons. – CAN'T RUN AIR FLOW – WAITING + RECEPTION TOO BIG.

PARKING IS AN ISSUE.

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021.
Yes. Scanning active employee records and developing a plan for archiving other records. By 2021, could have a reduction of 75-90% of onsite records.

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?
No additional storage space will be required.

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):

Administrative services (Budget, IT, CBO, Risk, etc.) + CENTRAL HUB
Facilities
Comptroller (payroll)
Space for training, testing, and new employee orientations

Secondary (occasional interaction with group / spaces):
Departments supported by field HR staff (All departments)

8) Please list departments or spaces (if any) you prefer NO adjacency to:

- COURTS

- ADD TRAINING
- (3) IN SHERIFF'S OFFICE
- (2) CHILD SUPPORT - HOTELING.

EMPLOYMENT & STAFFING (DHR)

Courthouse, First Floor Mezzanine & Second Floor

			CURRENT						FUTURE				
	TITLE	SPACE	SIZE		SF	QTY	HOTEL	SF	SIZE		SF	QTY	SF
		Reception office M 210 L	25	x 17	425	1	0	425	x		0		0
		File Room M210-2		x	2,636	1	0	2,636	x		0		0
		Conference Room M-210 B	31	x 16	496	1	0	496	x		0		0
		M-210E	12	x 12	144	1	0	144	x		0		0
		M-210F	12	x 12	144	1	0	144	x		0		0
		Performance Testing M210 H	50	x 16	800	1	0	800	x		0		0
		Break room M-210G (ping pong)	24	x 17	408	1	0	408	x		0		0
		TBD 210 I (training)	43	x 25	1,075	1	0	1,075	x		0		0
		Office 210 J-1, J-2, J-3, J-4	12	x 12	144	6	6	864	x		0		0
		Office 210 K	12	x 24	288	1	1	288	x		0		0
		Office 210 K1, K2, K3 A	8	x 12	96	3	4	192	x		0		0
		Office 210 L, L1, L2, L3	15	x 15	180	4	4	720	x		0		0
		Conf Rm 210 G	20	x 12	240	1	0	240	x		0		0
		Office 210 B1, B2, B	7	x 17	459	3	3	459	x		0		0
		Deputy Director Office 210 A	21	x 16	336	1	1	336	x		0		0
		Office 210 P	5	x 18	90	1	1	90	x		0		0
		Work 210 N	10	x 12	120	1	0	120	x		0		0
		Office 210 W	23	x 8	184	1	1	184	x		0		0
		Director Office 210 U	18	x 12	216	1	1	216	x		0		0
		Office 210 Y	14	x 9	126	1	1	126	x		0		0
		Storage 210A (office)	6	x 10	60	1	1	60	x		0		0
	***	Open office 210		x	2,250	1	11	2,250	x		0		0
	***	Open office 210 T		x	3,393	1	10	3,393	x		0		0
		Conference Room 210 CA (Conf)	14	x 21	294	1	0	294	x		0		0
		Storage 210-H1	16	x 7	112	1	0	112	x		0		0
		File Room 210 S	24	x 22	528	1	1	528	x		0		0
		Lobby 210 T	24	x 18	432	1	0	432	x		0		0
		Computer Room 210 J	33	x 12	396	1	0	396	x		0		0
					DHR Totals		48	35,784					
			Circulation/mechanical/toilets										
					TOTAL (PLAN CALC) SF								
					Adjacencies								

NOT HR - PARTIAL SMALL CAF

HGA Architecture | Engineering | Planning

Quorum Architects, Inc.

CBRE

IBC

KENT LAVERN
DAVID BUDDE
405 - SAFETY

FALLOW UP:
8.1

MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: KENT LAVERNE, DAVID BUDDE

Department: DA PLANS

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions **in advance** of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

_____ CURRENT **Total** staff 174	_____ FUTURE **Total** staff 185
_____ CURRENT Full time staff	_____ FUTURE Full time staff
_____ CURRENT Part time staff	_____ FUTURE Part time staff
_____ CURRENT Seasonal (interns)	_____ FUTURE Seasonal (interns)
_____ CURRENT Remote (mobile) staff	_____ FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

_____ Elected Official

_____ Division (Department) Head

_____ Deputy or Executive Director

_____ Managers

_____ Supervisors

_____ Professional (Attorney / HR / EAP / AAP)

_____ Architect / Engineer

_____ Clerical / Fiscal / Accnt / Admin

_____ Other – please indicate _____

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

_____ Conference rooms — NEED INTERROGATION ROOMS -

_____ Storage rooms

_X_ Kitchenettes

_____ Other (please indicate):

- TOWN HALL
- 10-12 CONFERMS.
- TRAINING - 10-12

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

INVESTIGATORS - NEED EVIDENCE ROOM
421 + 404

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021.

DON'T HAVE TO SCAN.

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):

FILES - NEAR ATTORNEYS
INVESTIGATORS → DA
DOMESTIC VIOLENCE → WITNESS PROTECTION.

Secondary (occasional interaction with group / spaces):

NON-DA - CLERK OF COURTS - CRIMINAL DIVISION
- COURTS
- CJF

8) Please list departments or spaces (if any) you prefer NO adjacency to.

JUSTICE POINT.

→ TRANSPORTING FILES AN ISSUE
- MAIN DA - NEEDS PUBLIC ACCESS
DOMESTIC VIOLENCE ↗

FORENSICS?

DISTRICT ATTORNEY

Safety Building – Third, Fourth & Sixth Floors

	TITLE	SPACE	EXISTING SIZE	EXISTING SF	EXISTING QTY	EXISTING SF	PROGRAM SIZE	PROGRAM SF	PROGRAM QTY	PROGRAM SF
		Office 233	17 x 12	204	1	1	204	x	0	0
		Office 234-A	12 x 5	60	1	1	60	x	0	0
		Office 234 B, C, D, E, F, G	12 x 8	96	6	6	576	x	0	0
		Office 237-A	17 x 13	221	1	1	221	x	0	0
		Office 237-B	16 x 13	208	1	1	208	x	0	0
		Office 237-C	18 x 17	333	1	1	333	x	0	0
		Office 239-A, B, C	12 x 11	132	3	3	396	x	0	0
		Office 239-D, E, F, G, H	11 x 9	99	5	5	495	x	0	0
		Office 239-I	11 x 8	88	1	1	88	x	0	0
		*** Open Office 239 (waiting)			1	5	570	x	0	0
		Waiting 239-J	11 x 15	165	1	1	165	x	0	0
		DA Third Fl Totals			22	32	3,284			
		Circulation / cores / mechanical								
		*** Plan Calc of area								
	MKE PD	Office 301	15 x 10	150	1	1	150	x	0	0
	Domestic Violence	Office 303 A, B, C	15 x 9	135	3	6	405	x	0	0
		Office 303-H, J, K, L, M, N	12 x 10	120	6	20	720	x	0	0
		Office 303 S	22 x 8	176	1	1	176	x	0	0
		*** Clerical 305 Waiting			1	4	480	x	0	0
		Conference 303 P	17 x 11	187	1	0	187	x	0	0
		Waiting 303 U	12 x 10	120	1	0	120	x	0	0
		DA Third Fl Totals			9	76	1,538			
		Circulation / cores / mechanical								
		*** Plan Calc of area								
	Chief DA	Office 405	24 x 17	408	1	1	408	x	0	0
		Office 405 A, B	20 x 15	300	2	2	600	x	0	0
		Office 405 C	22 x 11	220	1	2	220	x	0	0
		Office 405 D	17 x 10	170	1	1	170	x	0	0
		Office - 405 E (waiting)	18 x 15	270	1	1	270	x	0	0
		Office 405 F	24 x 15	360	1	1	240	x	0	0
		Office 405	23 x 15	345	1	2	690	x	0	0

VIOLENT CRIMES

• 20 ATTORNEYS

• 1-2 LEGAL INTERNS

• 6 SUPPORT (SOME POLICE)

(+3) → SPACE

INTERROGATION

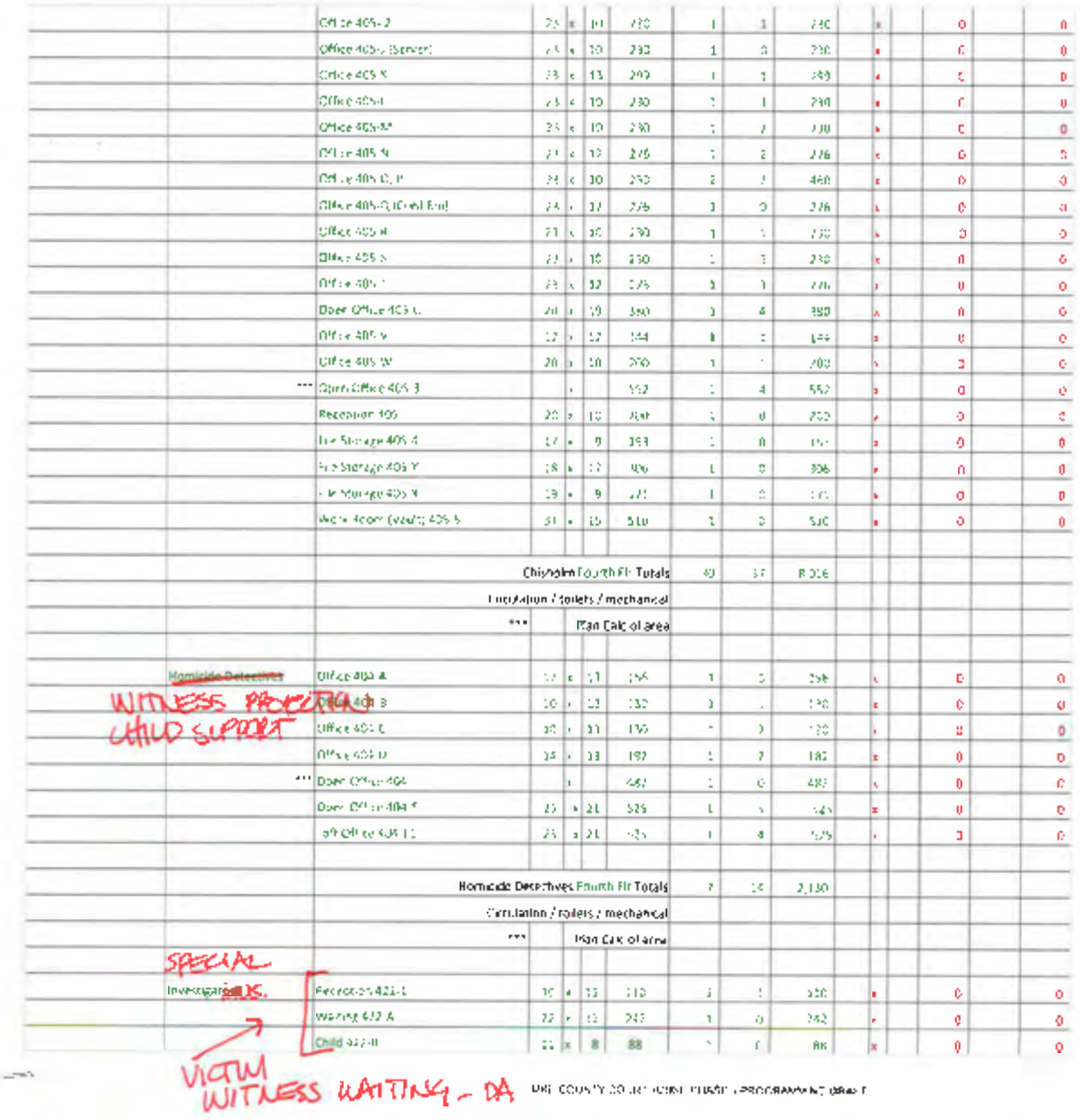
10X(2 (3)

• 11 ATTORNEYS

• SUPPORT

ADMINISTRATIVE

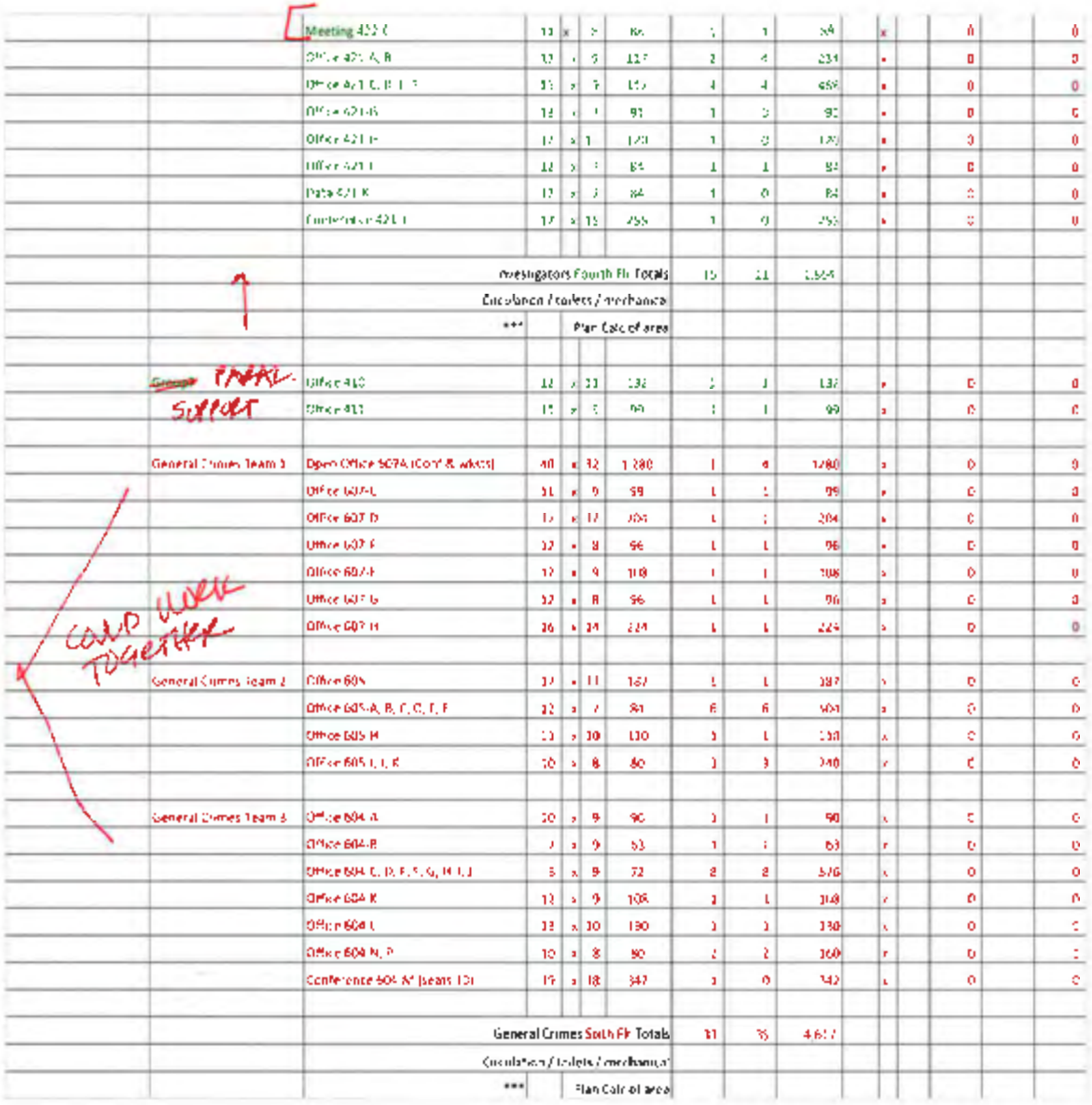
↓ ADJ. TO INVESTIGATORS



		Office 405-J	25	x	10	250	1	1	250		x	0		0
		Office 405-J (Server)	25	x	10	250	1	0	250		x	0		0
		Office 405-K	18	x	13	240	1	1	240		x	0		0
		Office 405-L	25	x	10	250	1	1	250		x	0		0
		Office 405-M	25	x	10	250	1	1	250		x	0		0
		Office 405-N	21	x	13	276	1	2	276		x	0		0
		Office 405-O, P	24	x	20	480	2	2	480		x	0		0
		Office 405-Q (Conf Rm)	24	x	11	276	1	0	276		x	0		0
		Office 405-R	21	x	10	210	1	1	210		x	0		0
		Office 405-S	21	x	10	210	1	1	210		x	0		0
		Office 405-T	23	x	12	276	1	1	276		x	0		0
		Door Office 405-U	20	x	19	380	1	0	380		x	0		0
		Office 405-V	12	x	12	144	1	0	144		x	0		0
		Office 405-W	20	x	10	200	1	1	200		x	0		0
***		Open Office 405-X		x		552	1	4	552		x	0		0
		Reception 406	20	x	10	200	1	0	200		x	0		0
		File Storage 405-Z	17	x	9	153	1	0	153		x	0		0
		File Storage 405-Y	18	x	17	306	1	0	306		x	0		0
		File Storage 405-X	13	x	9	117	1	0	117		x	0		0
		Work Room (Vault) 405-S	51	x	10	510	1	0	510		x	0		0
		Chrysler Fourth Flr Totals					40	37	8,016					
		Circulation / toilets / mechanical												
***		Plan Calc of area												
Homicide Detectives		Office 403-A	12	x	11	132	1	0	132		x	0		0
WITNESS PROCESSING CHILD SUPPORT		Office 403-B	10	x	13	130	1	0	130		x	0		0
		Office 403-C	10	x	11	110	1	0	110		x	0		0
		Office 403-D	14	x	14	196	1	2	196		x	0		0
***		Door Office 404		x		480	1	0	480		x	0		0
		Door Office 404-F	25	x	21	525	1	1	525		x	0		0
		99 Office 405-T	25	x	21	525	1	1	525		x	0		0
		Homicide Detectives Fourth Flr Totals					7	14	2,130					
		Circulation / toilets / mechanical												
***		Plan Calc of area												
SPECIAL Investigations		Reception 421-L	10	x	11	110	1	1	220		x	0		0
		Waiting 412 A	22	x	11	242	1	0	242		x	0		0
		Child 412-H	11	x	8	88	1	1	88		x	0		0

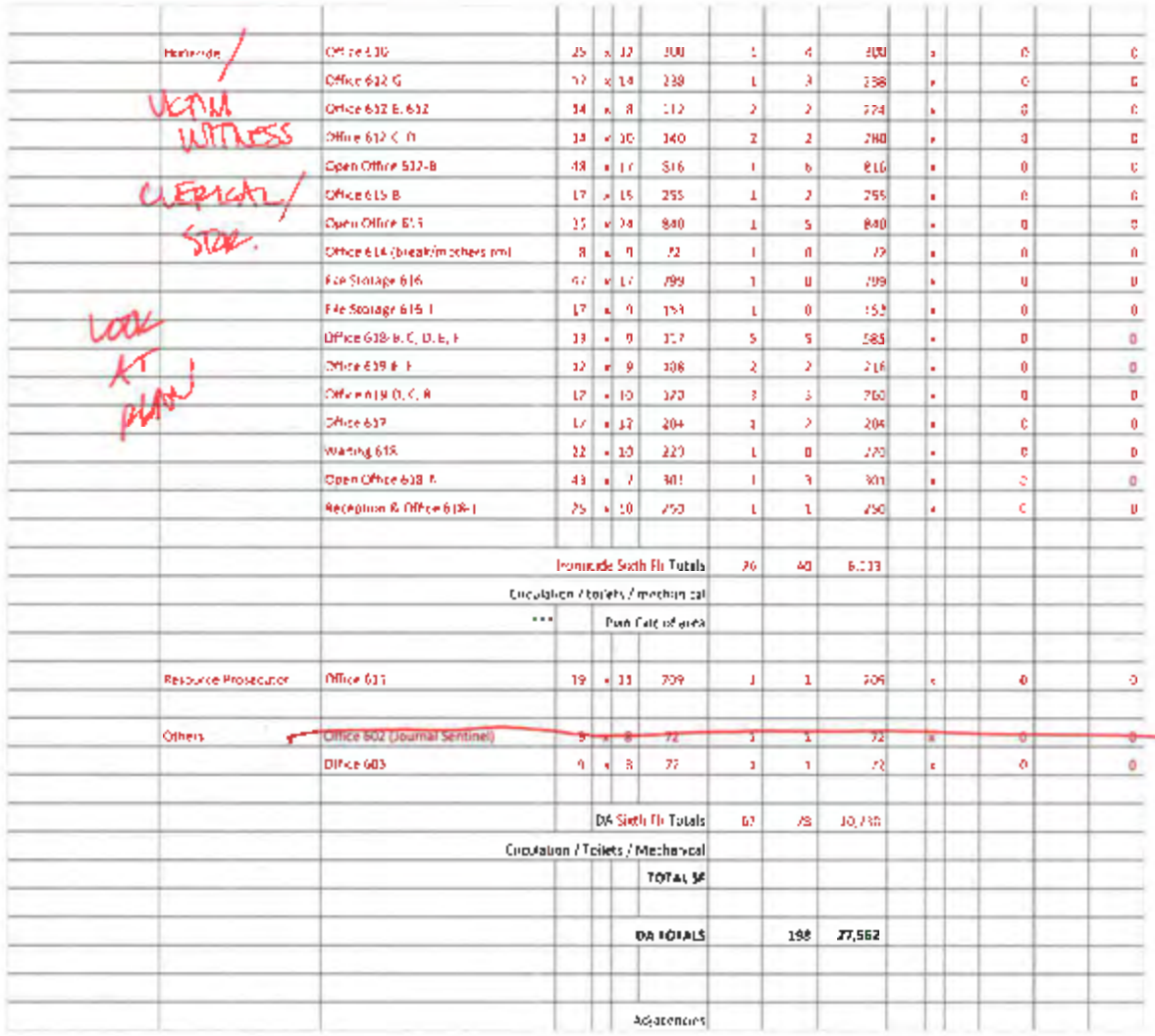
VICTIM WITNESS WAITING - DA

DRI COUNTY COURTHOUSE PROGRAMMING (Rev 1



		Meeting 422 C	11	x	5	55	1	1	54	x		0	0
		Office 421 A, B	11	x	9	117	2	4	234	x		0	0
		Office 421 D, E, F, I	11	x	7	77	4	4	308	x		0	0
		Office 421-G	11	x	1	11	1	1	11	x		0	0
		Office 421 H	11	x	11	121	1	1	121	x		0	0
		Office 421 J	11	x	7	84	1	1	84	x		0	0
		Data 421 K	11	x	7	84	1	0	84	x		0	0
		Conference 421 L	11	x	15	255	1	0	255	x		0	0
		Investigators Fourth Flr Totals					15	11	1,364				
		Circulation / toilets / mechanical											
		*** Plan Calc of area											
Group	FINAL-	Office 410	11	x	11	132	1	1	132	x		0	0
	SUPPORT	Office 411	11	x	9	99	1	1	99	x		0	0
	General Crimes Team 3	Open Office 607A (Cont'd & adds)	40	x	32	1,280	1	0	1,280	x		0	0
		Office 607-C	11	x	9	99	1	1	99	x		0	0
		Office 607 D	12	x	17	204	1	1	204	x		0	0
		Office 607 E	12	x	8	96	1	1	96	x		0	0
		Office 607-F	12	x	9	108	1	1	108	x		0	0
		Office 607 G	12	x	8	96	1	1	96	x		0	0
		Office 607 H	26	x	24	624	1	1	624	x		0	0
	General Crimes Team 2	Office 609	17	x	11	187	1	1	187	x		0	0
		Office 605-A, B, C, D, E, F	22	x	7	84	6	6	504	x		0	0
		Office 605 H	11	x	10	110	1	1	110	x		0	0
		Office 605 I, J, K	10	x	8	80	3	3	240	x		0	0
	General Crimes Team 3	Office 604-A	10	x	9	90	1	1	90	x		0	0
		Office 604-B	7	x	9	63	1	1	63	x		0	0
		Office 604 C, D, E, F, G, H, I, J	8	x	9	72	8	8	576	x		0	0
		Office 604 K	12	x	9	108	1	1	108	x		0	0
		Office 604 L	11	x	10	110	1	1	110	x		0	0
		Office 604 M, P	10	x	8	80	2	2	160	x		0	0
		Conference 604 N* (seats 12)	19	x	18	342	1	0	342	x		0	0
		General Crimes South Flr Totals					31	35	4,612				
		Circulation / toilets / mechanical											
		*** Plan Calc of area											

MKE COUNTY COURTHOUSE PHASE I PROGRAMMING DRAFT



	Homicide	Office 630	25	x	12	300	1	4	300	s	0		0
		Office 632 G	12	x	14	168	1	3	336	s	0		0
		Office 632 E, 632	34	x	8	272	2	2	272	s	0		0
		Office 632 C, D	28	x	10	140	2	2	280	s	0		0
		Open Office 632-B	48	x	17	816	1	6	816	s	0		0
		Office 615 B	17	x	15	255	1	2	255	s	0		0
		Open Office 615	35	x	24	840	1	5	840	s	0		0
		Office 614 (breakrm schevs rm)	8	x	9	72	1	0	72	s	0		0
		File Storage 616	67	x	17	799	1	0	799	s	0		0
		File Storage 615 I	17	x	9	153	1	0	153	s	0		0
		Office 618 B, C, D, E, F	33	x	9	297	5	5	585	s	0		0
		Office 619 E, F	32	x	9	288	2	2	216	s	0		0
		Office 619 D, C, B	17	x	10	170	3	3	760	s	0		0
		Office 617	17	x	12	204	1	2	204	s	0		0
		Waiting 615	22	x	10	220	1	0	220	s	0		0
		Open Office 618 F	43	x	7	301	1	1	301	s	0		0
		Reception & Office 613-1	25	x	10	250	1	1	250	s	0		0
						Homicide Sixth Fl Totals	76	40	6,033				
						Circulation / Toilets / Mechanical							
						Push Out of area							
	Resource Prosecutor	Office 611	19	x	11	209	1	1	209	s	0		0
	Others	Office 602 (Journal Sentinel)	9	x	8	72	1	1	72	s	0		0
		Office 603	9	x	8	72	1	1	72	s	0		0
						DA Sixth Fl Totals	97	43	10,733				
						Circulation / Toilets / Mechanical							
						TOTAL SF							
						DA TOTALS		198	27,562				
						Adjacencies							

MKE COUNTY COURTHOUSE PHASE II PROGRAMMING DRAFT

HGA Architecture | Engineering | Planning

Quorum Architects, Inc.

CBRE

IBC

7- FCC

FOLLOW UP EMAIL 7.20

FOLLOW UP CALL 8.1

MKE County Courthouse - Phase 2 -- Programming Questionnaire

Name: JIM SULLIVAN, AGNES, JANET

Department: _____

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions in advance of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

145 CURRENT Total staff	152 FUTURE Total staff
_____ CURRENT Full time staff	_____ FUTURE Full time staff
_____ CURRENT Part time staff	_____ FUTURE Part time staff
_____ CURRENT Seasonal (interns)	_____ FUTURE Seasonal (interns)
_____ CURRENT Remote (mobile) staff	_____ FUTURE Remote (mobile) staff

EMAIL AGNES

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

_____ Elected Official

_____ Division (Department) Head

_____ Deputy or Executive Director

_____ Managers

_____ Supervisors

_____ Professional (Attorney / HR / EAP / AAP)

_____ Architect / Engineer

_____ Clerical / Fiscal / Accnt / Admin

_____ Other – please indicate _____

- LEGAL
- PROGRAMING – LARGEST
  - ENFORCEMENT
  - ESTABLISHMENT
- FINANCIAL
- OPS
- GENETIC TESTING

- CHILDREN'S SPACE
- DOUBLE WAITING ROOM SPACE - ADD KIOSK?

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

- INTERVIEW ROOMS - FOR PATIENTS PROOF (7-10)
- 40-50 PAX. TOWN HALL ?
- TRAINING - 10-15 - ASSEMBLY
- OPEN COLLAB. SPACE
- TELECAF - IMPORTANT (TWICE A WEEK)

_____ Conference rooms

_____ Storage rooms

_____ Kitchenettes

_____ Other (please indicate):

ZIPS - DIFF. DISCIPLINES TOGETHER

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

RECEPTION - HANDLES CASH

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021.

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):

- PUBLIC IS IMPORTANT
- COURTS
- TREASURER

Secondary (occasional interaction with group / spaces):

- JAIL - GENETIC TESTING
- DA's -
- SHERIFF'S OFFICE - BAIL FUNDS OUT.

8) Please list departments or spaces (if any) you prefer NO adjacency to.

- LAW ENFORCEMENT (SHERIFF)

Architecture | Engineering | Planning

Quorum Architects, Inc.

CBRE

IBC

MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: Michelle Nate, Deputy Comptroller for Scott Manske, Comptroller

Department: County Comptroller AUDIT @ 633

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions in advance of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

61 61 CURRENT **Total** staff

61 CURRENT Full time staff

____ CURRENT Part time staff

____ CURRENT Seasonal (interns)

____ CURRENT Remote (mobile) staff

61 FUTURE **Total** staff

61 FUTURE Full time staff (5)

____ FUTURE Part time staff

____ FUTURE Seasonal (interns)

____ FUTURE Remote (mobile) staff

(+5-6) AUDITORS - CONTRACTORS.

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

(3) ERP STAFF - CONTRACTORS

↘ WORKS WITH COMP & HR

1 Elected Official

2 Division (Department) Head

2 Deputy or Executive Director

7 Managers

9 Supervisors

18 Professional (Attorney / HR / EAP / AAP)

____ Architect / Engineer

22 Clerical / Fiscal / Acent / Admin

____ Other – please indicate _____

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

_____ Conference rooms USES COUNTY EXEC - 15-20 MAX. CAN RUN.

_____ Storage rooms

_____ Kitchenettes HAS 8 PERSON LOUNGE.

_____ Other (please indicate): TRAINING - 4-5 PEOPLE DESKTOP MONITOR/

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021. WILL REDUCE - 7 YR HAS FILES - WILL NEED - REFER TO PLAN FOR SIZES.

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site? Unlikely to reduce needs in near term. Depends on implementation of ERP (in spec development), would anticipate more electronic document storage post implementation.
ARCHIVES

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively: Good to be near Budget. Need to be at least as close if not closer to Payroll. Payroll works daily with Human Resources. Research Department needs to be near Board and County Exec. COMP PAYROLL

8) **Primary** (frequent interaction with group / spaces): DAS, Human Resources, Board, Executive's Office. HR @ CORPORATION COUNSEL ERP (IT FOR HR & FIN PAYROLL)

Secondary (occasional interaction with group / spaces): Payroll, payables and central accounting provide service to the entire county.

9) Please list departments or spaces (if any) you prefer NO adjacency to.
- COURTS
- PUBLIC

Jennifer Herr

From: Amy Wochos <Amy.Wochos@wicourts.gov>
Sent: Tuesday, August 02, 2016 10:31 AM
To: Andrew Lasca; Jennifer Herr; Natalie Strohm (natalie@quorumarchitects.com)
Cc: James Smith
Subject: RE: Programming Questionnaires - Clerk of Courts

Follow Up Flag: Follow up
Flag Status: Flagged

To answer your questions –

1) In addition to the staff that you mentioned, Civil also has 3 staff people in Room 411 of the Courthouse.

2) No, we did not include any of the staff in Safety Building 308 (or, for that matter, Courthouse 609) in any of our staff counts.

Also, we realized that we included deputy court clerks who are assigned to a particular court room (and who do not have additional work space outside the courtroom suite) in our counts. In case that matters, civil/family has 26 clerks assigned to specific courtrooms and Criminal has 26 clerks assigned to specific courtrooms. They would not need non-court space.

If you have any further questions, please do not hesitate to contact me.

Amy E. Wochos
Legal Counsel-Courts
Senior Administrator
MILWAUKEE COUNTY CLERK OF CIRCUIT COURT
901 N. 9th St. Room 104
Milwaukee, WI 53233
Ph: (414) 278-4912
Fx: (414) 223-1260
amy.wochos@wicourts.gov

>>> Jennifer Herr <JHerr@hga.com> 8/1/2016 2:50 PM >>>

Additionally Amy, given the statement below, we will assume the number reflected for the Criminal Division (86) DOES NOT account for staff in the Safety Building rooms designated 308?

I attached a clip of the 3rd floor plan with the area in question highlighted.

Thanks again for your help!

Jennifer Herr NCIDQ, LEED AP
Senior Associate

HGA Architects and Engineers
333 East Erie Street, Milwaukee, WI 53202
Direct 414.278.3489 | Fax 414.270.7433

jherr@hga.com | hga.com

From: Amy Wochos [mailto:Amy.Wochos@wicourts.gov]
Sent: Friday, July 22, 2016 4:36 PM
To: Andrew Lasca; Jennifer Herr; en@quorumarchitects.com
Cc: James Smith; John Barrett
Subject: Programming Questionnaires - Clerk of Courts

Jennifer,

As we discussed, I have attached separate questionnaires for each of our divisions and the partner organizations contained therein. Per our discussion, I did not enter the current staff portion, as the numbers drawn up by JPA are essentially the same as today. Also, I did not prepare questionnaires for program areas controlled directly by the Chief Judge and District Court Administrator (essentially, the staff in 609 of the courthouse and 308 of the safety building), the pretrial services partners (JusticePoint and WCS), the court reporters or court officials (judges and commissioners). Holly Szablewski, the district court administrator, is the best contact for those groups.

Please let me know if you need anything else from us.

A

Amy E. Wochos
Legal Counsel-Courts
Senior Administrator
MILWAUKEE COUNTY CLERK OF CIRCUIT COURT
901 N. 9th St. Room 104
Milwaukee, WI 53233
Ph: (414) 278-4912
Fx: (414) 223-1260
amy.wochos@wicourts.gov

HGA Architecture | Engineering | Planning

Quorum Architects, Inc.

CBRE

IBC

7-? • FCC - FAMILY COURT COMMISSIONER
ADMIN/IT . PROBATE
. JURY MNGMT
↳ 4, 5, 7

MKE County Courthouse - Phase 2 – Programming Questionnaire

• LAW LIB, JUSTICE CTR
• CIVIL RECORDS
• 4H - CALENDAR CLERK
• 5H - EMPTY
• FORECLOSURE MEDIATIONS ↳ MEZZ

Name: JOHN BARRETT

Department: CLERK OF COURT

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions in advance of your scheduled interview session.

308 – PRETRIAL SERVICES → • JUSTICE POINT • DCS-DWI • -609? HOLLY (STATE)

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

• 7-COURTHSE - PRETRAINING OFFER CLINIC

225 ~~220~~ ~~210~~ _____ CURRENT **Total** staff _____ FUTURE **Total** staff

308 IS IN TOTAL. _____ CURRENT Full time staff _____ FUTURE Full time staff

• CRIMINAL DIVISION - SAFETY BLDG.

_____ CURRENT Part time staff _____ FUTURE Part time staff

_____ CURRENT Seasonal (interns) _____ FUTURE Seasonal (interns)

_____ CURRENT Remote (mobile) staff _____ FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

1 Elected Official - JOHN

CRIMINAL

10 Division (Department) Head - HEAD

↳ JIM, MARY

8 Deputy or Executive Director +1 - DEPUTY

8 Managers +1

5 Supervisors

15 ~~12~~ ~~10~~ Professional (Attorney / HR / EAP / AAP) ~~8~~ +2

_____ Architect / Engineer

18 ~~remaining~~ 9 Clerical / Fiscal / Accnt / Admin +6

_____ Other please indicate _____

FOLLOW UP 7.32 EMAIL

• COUNTY PAID EMPLOYEES? CHIEF JUDGE

216 ~~224~~

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

2 Conference rooms ~ MEDIATIONS

_____ Storage rooms

2 Kitchenettes + (1) JIM'S GROUP.

_____ Other (please indicate):

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021. SII - MAY NOT BE USED.

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021. IN PROCESS - 50% OF SPACE(S) SIZE

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

NO.

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively: ~ APPEARANCES

Primary (frequent interaction with group / spaces):

FAMILY, REGISTRATION, FCC

JUSTICE CENTER + CHILD SUPPORT

PROBATE → REGISTER OF DEEDS

~~Secondary (occasional interaction with group / spaces):~~

CRIMINAL DIVISION ↔ SHERIFF

↘ DA

8) Please list departments or spaces (if any) you prefer NO adjacency to.

MIGHT BE NICE TO HAVE CRIMINAL, PROBATE, ADMIN TOGETHER

WOULD BE NICE - APPEARANCES

HGA Architecture | Engineering | Planning

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CBRE

IBC

MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: Reiss Kaltsas

Department: Co. Exec Office

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions in advance of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

10 CURRENT **Total** staff	20 FUTURE **Total** staff
16 CURRENT Full time staff	20 FUTURE Full time staff
0 CURRENT Part time staff	0 FUTURE Part time staff
3 ~~2~~ CURRENT Seasonal (interns)	5 FUTURE Seasonal (interns)
0 CURRENT Remote (mobile) staff	0 FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

1 Elected Official

1 Division (Department) Head

1 Deputy or Executive Director

3 Managers

___ Supervisors

~~12~~ Professional (Attorney / HR / EAP / AAP)

___ Architect / Engineer

2 Clerical / Fiscal / Accnt / Admin + 5 seasonal interns

+ 2 security guards (contracted)

___ Other - please indicate _____

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

1(?) 0 Conference rooms

0 Storage rooms

0 Kitchenettes

_____ Other (please indicate):

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021. NO

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):

Secondary (occasional interaction with group / spaces):

8) Please list departments or spaces (if any) you prefer NO adjacency to.

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CBRE

IBC

MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: ~~[illegible]~~ LINDA WALSH

Department: COUNTY EXECUTIVE

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions in advance of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

10 CURRENT Total staff	20 FUTURE Total staff
10 CURRENT Full time staff	20 FUTURE Full time staff
0 CURRENT Part time staff	0 FUTURE Part time staff
3 CURRENT Seasonal (interns) SUMMER FALL – 2 AT A TIME	5 FUTURE Seasonal (interns)
0 CURRENT Remote (mobile) staff	0 FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

1	Elected Official
1	Division (Department) Head
1	Deputy or Executive Director
3	Managers
	Supervisors
11	Professional (Attorney / HR / EAP / AAP)
	Architect / Engineer
3	Clerical / Fiscal / Acct / Admin + 5
	Other – please indicate

+ OFFICE OF AFRICAN AFFAIRS MM.

NOT SURE WHERE?

3 PEOPLE
- DIRECTOR
- GRANTS WRITER

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

BK ROOM →

_____ Conference rooms – CABINET MTG - ~~ES~~ 30 PAX. - SHARED.

_____ Storage rooms BUNKER – 10-15 CHAIRS - OF.

_____ Kitchenettes

_____ Other (please indicate): – LARGE OPEN TABLE – LUNCH, OPEN CAUCUS.

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021.

(HAS STOR. RMS) 0

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):

- PAS - TIER.
- DHHS, CORP COUNSEL, COMPTROLLER

Secondary (occasional interaction with group / spaces):

OPEN TO PUBLIC BUT NOT IN MAIN BLDG.

8) Please list departments or spaces (if any) you prefer NO adjacency to.

- COURTS, SHERIFF

Johnson Controls
INGENUITY WELCOME

SUBJECT:
DATE: 1/4/SD BY: PAGE:

- PRESENT WORK IS AT CONSTRUCTION DOCUMENTS 12-15 - CONTRACTORS.
  AS PREIS IS STAFF
- 1 MONTH - 3-5 MONTHS PERE YEAR ?
- USE 6333 PLANS AS WELL
- STATE CAPITOL CABLE TECHNOLOGY (CLOSE OF CABLES)
- DO NOT SUPPORT PA.
- (2) CONVERTERS W/ CHILD SUPPORT
  (1) CAMERA - NEXT TO OEM
  (1) - SITS AT 911 DISPATCH
  CONTRACTORS - "STAFF AUGMENTATION"
  "PROJECT BASE"
- KEEPS MOVE EQUIP STORAGE - DOUBLE 633 STORAGE
  ACTS - CLOSE TO CONVERTERS
  OTHERWISE NOT NECESSARY FOR AVAILABLE.
  UNLESS OPEN CAMERA SPACE - WOULD WANT MORE

Architecture | Engineering | Planning

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MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: STEVEN

Department: BUDGET

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions in advance of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

8 CURRENT **Total** staff	10 8 FUTURE **Total** staff
_____ CURRENT Full time staff	8 FUTURE Full time staff
_____ CURRENT Part time staff	_____ FUTURE Part time staff
_____ CURRENT Seasonal (interns)	2 FUTURE Seasonal (interns)
_____ CURRENT Remote (mobile) staff	_____ FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

_____ Elected Official

1 Division (Department) Head – STEVEN K.

_____ Deputy or Executive Director

_____ Managers

_____ Supervisors

7 Professional (Attorney / HR / EAP / AAP) – ANALYSTS

_____ Architect / Engineer

_____ Clerical / Fiscal / Acct / Admin

2 Other – please indicate INTERNS

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

1 Conference rooms 12-14 - AT TREAS - USES DEM CONF MAY NEED LARGER ON OCCASION

_____ Storage rooms

_____ Kitchenettes

_____ Other (please indicate): — SHARED WORK AREA — COLLABORATION FOR INTERNS

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

WEST SPACE MIGHT HAVE SOME

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021. GOOD ABOUT SCANNING

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):

JUNE - NOV - 1/2 TIME W/ COUNTY EXEC

- COUNTY BOARD

Secondary (occasional interaction with group / spaces):

- COMPTROLLER
- DAS

8) Please list departments or spaces (if any) you prefer NO adjacency to.

CONFIDENTIAL - . SALARIES
. EMPLOYEES

COULD EXIST W/ COMPTROLLER

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IBC

MKE County Courthouse - Phase 2 – Programming Questionnaire

Name:_Kelly Bablitch, Chief of Staff_____

Department: _County Board of Supervisors, Org. 1000_____ ____

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions **in advance** of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:
Form references Elected Officials in Question #2, but omitted from this inquiry

___15_ CURRENT **Total** staff	34 FUTURE **Total** staff
__12__ CURRENT Full time staff	_____ FUTURE Full time staff
___3_ CURRENT Part time staff	_____ FUTURE Part time staff
___5 CURRENT Seasonal (interns)	_____ FUTURE Seasonal (interns)
__NA__ CURRENT Remote (mobile) staff	_____ FUTURE Remote (mobile) staff

18 Elected Officials, Supervisors
Future years subject to Annual County Budget

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:
Based on current model

___18_ Elected Official, Supervisors, includes Board Chairman, 1st and 2nd Vice Chair

___1_ Division (Department) Head, Board Chairman

___1__ Deputy or Executive Director, 1 Chief of Staff

____ Managers

____ Supervisors

NA___ Professional (Attorney / HR / EAP / AAP)

__NA_ Architect / Engineer

__1__ Clerical / Fiscal / Accnt / Admin, Executive Secretary +3 Hourly

__10_ Other please indicate [redacted] 1 Public Information Manager; and 8 Legislative Assistants, shared constituent services provided to Supervisor Offices

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

_____ Conference rooms

_____ Storage rooms

_____ Kitchenettes

_____ Other (please indicate):

Maintenance of current space needed for public meetings and legislative proceedings.

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

NA

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021.

Yes, the Board lost a significant amount of office and storage space in 2014, and has been actively working toward storage reduction as a result of that recent space loss.

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

As a public entity, Milwaukee County is subject to public records laws, and each Supervisor is the custodian of his or her own records. Decisions on retention of records is guided by the advice of Corporation Counsel.

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):

Secondary (occasional interaction with group / spaces):

8) Please list departments or spaces (if any) you prefer NO adjacency to.

HGA | Quorum Architects, Inc. | CBRE | IBC

MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: _____

Department: ~~[illegible]~~ COUNTY BOARD
"PEOPLE'S HOUSE"

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions in advance of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

15 CURRENT Total staff	_____ FUTURE Total staff
12 CURRENT Full time staff	_____ FUTURE Full time staff
3 CURRENT Part time staff	_____ FUTURE Part time staff
5 CURRENT Seasonal (interns)	_____ FUTURE Seasonal (interns)
__ ___ CURRENT Remote (mobile) staff	_____ FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

_____ Elected Official

_____ Division (Department) Head

_____ Deputy or Executive Director

_____ Managers

_____ Supervisors

_____ Professional (Attorney / HR / EAP / AAP)

_____ Architect / Engineer

_____ Clerical / Fiscal / Acct / Admin

_____ Other – please indicate _____

MPS - ACCESS TO AFTER 5PM

BIG ISSUES - OFF MPS CAMPUS

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

_____ Conference rooms

_____ Storage rooms

_____ Kitchenettes

_____ Other (please indicate):

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

NEEDS STORAGE ON 3RD FLR.

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021.

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):

* PUBLIC ACCESSIBILITY FOR MTPS - BY LAW.
COMPTROLLER - RESEARCHERS
CORP. COUNSEL
COMMITTEE COORDINATORS → COUNTY CLERK

Secondary (occasional interaction with group / spaces):

1ST FLR - POSITIONS ON 1ST FLR.

8) Please list departments or spaces (if any) you prefer NO adjacency to.

MUST BE PHYSICAL POST, NOT VIRTUAL.

COUNTY BOARD

Courthouse Second Floor & First Floor Mezz

			CURRENT						FUTURE				
	TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF	SIZE	SF	QTY	SF
	Supervisors	Office 201-M, KK,LL, MM,HH,GG,FF,EE,H,I, J,K,E,DD,C	10	x	15	150	15	15	2,250	x	0		0
	Chairman	Office 201-G3	23	x	16	368	1	1	368	x	0		0
	Supervisors	Office 201-F, NN	10	x	11	110	2	2	220	x	0		0
	Legal Assistants	Office 201-T,S,R,Q,P,O,N,U, 203-O	13	x	11	143	9	8	1,287	x	0		0
	Hourly Staff	Office 201-G	18	x	11	198	1	3	198	x	0		0
	Interns	Office 201-X, Z	22	x	9	198	2	3	396	x	0		0
	Admin Staff	?						4					
✓		Conference 203-K	21	x	15	315	1		315	x	0		0
		Conference Room 201-D	24	x	15	360	1		360	x	0		0
		County Board Room	42	x	31	1,302	1		1,302	x	0		0
		Copy 201-B	10	x	15	150	2		300	x	0		0
		Copy 201-CC	7	x	10	70	1		70	x	0		0
		Copy 203-F	17	x	8	136	1		136	x	0		0
		County Board Lobby 201	43	x	20	860	1		860	x	0		0
		Committee Room 201-B	43	x	20	860	1		860	x	0		0
SIZE IS GOOD ✓		Committee Room 203-R	49	x	27	1,323	1		1,323	x	0		0
✓		Committee Room 203-P	31	x	21	651	1		651	x	0		0
THEY HAVE KEY →		J5 Press Room 201-A	18	x	8	144	1		144	x	0		0
		Assembly Room 201-V		x		731	1		731	x	0		0
		Computer Room 203-G	17	x	8	136	1		136	x	0		0
		Training Room 212-B	30	x	15	450	1		450	x	0		0
		STORAGE @ 3											
201-NN - INTERNS		County Board (2nd floor) Totals					45	36	12,352				
201-F - INTERNS		First Floor Mezz (split with Deeds)							1,330				
		County Board Total							13,682				
201-N		Circulation											
201-CC - STOR. FOR SUPERVISORS?													
		TOTAL (PLAN CALC) SF											

MKE COUNTY COURTHOUSE PHASE II PROGRAMMING DRAFT

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CBRE

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MKE County Courthouse - Phase 2 – Programming Questionnaire

- REAL ESTATE OFFICE
- MANAGES LEASE/PURCHASE/SALE ETC.

Name: JIM TARANTINO

Department: ECONOMIC DEVELOPMENT - 5 + INTERN

GIS / LAND INFO. OFFICE → LIO - 3 + 0.2 INTERNS

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions in advance of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

8 CURRENT Total staff	10 FUTURE Total staff - GIS ADDED IS A VARIABLE
_____ CURRENT Full time staff	_____ FUTURE Full time staff
_____ CURRENT Part time staff	_____ FUTURE Part time staff
_____ CURRENT Seasonal (interns)	_____ FUTURE Seasonal (interns)
_____ CURRENT Remote (mobile) staff	_____ FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

_____ Elected Official

_____ Division (Department) Head

1 Deputy or Executive Director

2 Managers

_____ Supervisors

2 Professional (Attorney / HR / EAP / AAP)

_____ Architect / Engineer

_____ Clerical / Fiscal / Accnt / Admin

_____ Other – please indicate _____

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

_____ Conference rooms - 12 PAX. – (2) ROOMS AS IS - OK

_____ Storage rooms

_____ Kitchenettes

_____ Other (please indicate):

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021.

CAKLEY. – NEED TO RETAIN FOR 7 YEARS.

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):

DAS, ACCOUNTING (10TH FLR OF 633)

COURTHOUSE – DAILY

Secondary (occasional interaction with group / spaces):

8) Please list departments or spaces (if any) you prefer NO adjacency to.

– PARKING AT 633 DOESN'T WORK FOR VOLUNTEERS

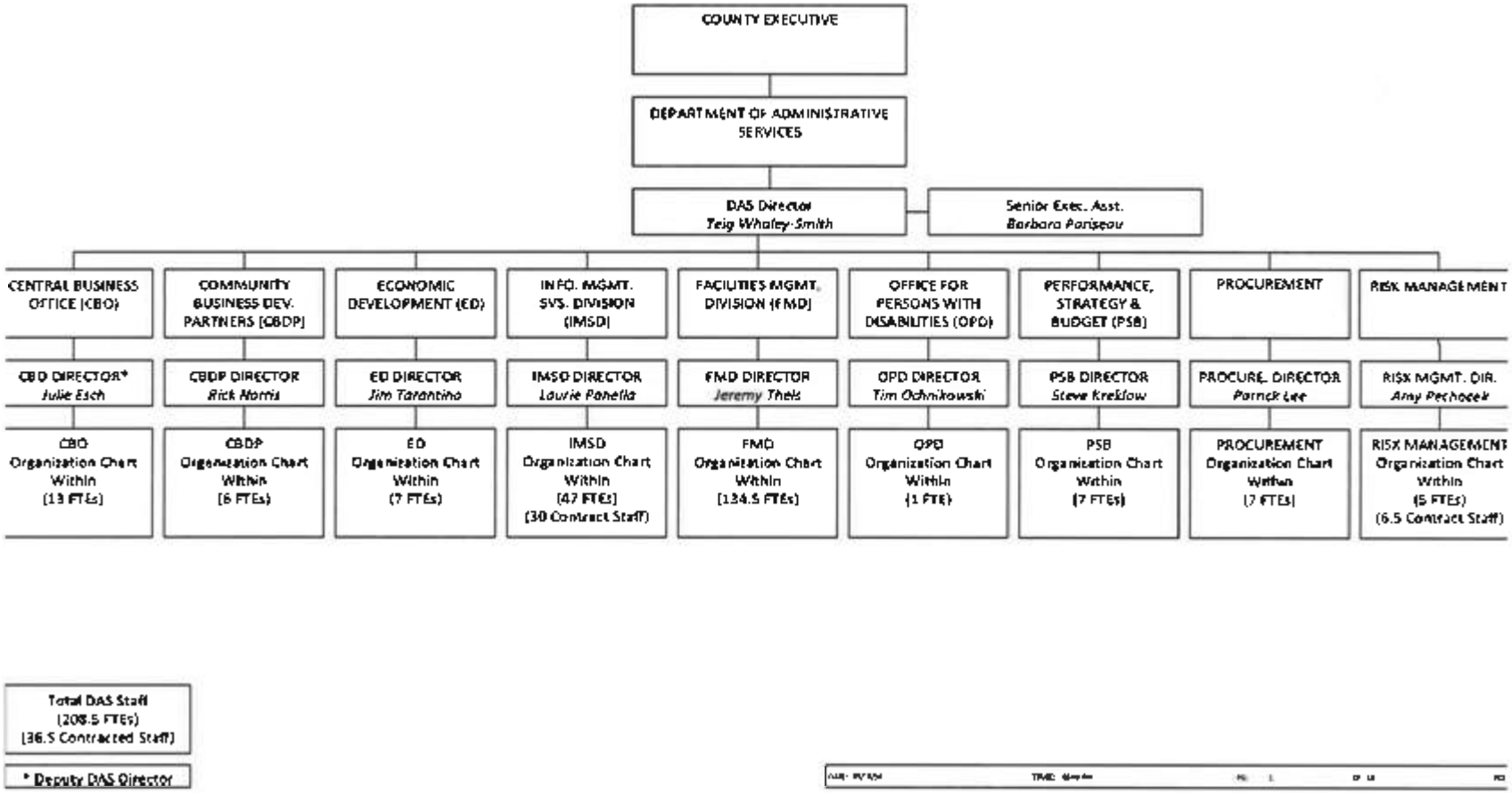
– COURTS

– COUNTY BOARD, HEAVY PUBLIC, SECURITY

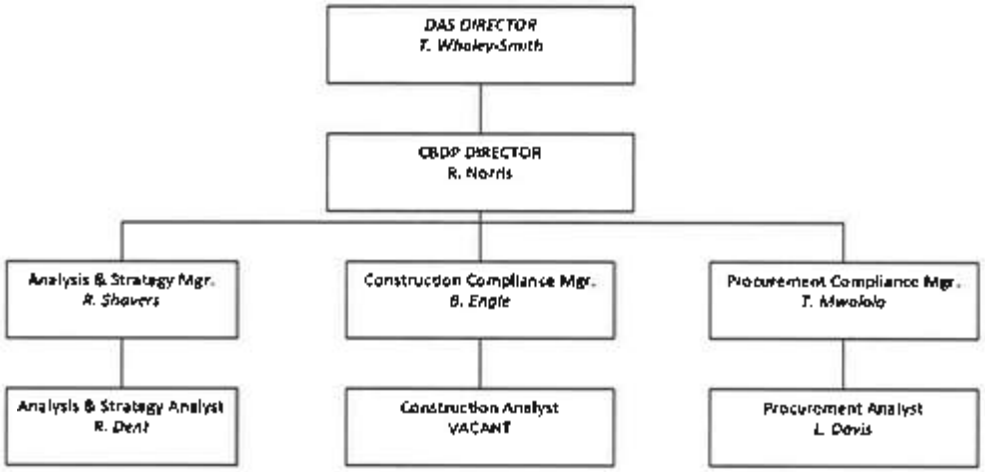
Economic Development Division/Land Information Office

- **Space Verifications (Office and Ancillary Spaces) – 10 max w/ interns ?**
  - 4 offices housing 6 employees (2 single occupancy, 2 shared spaces)
  - 2 permanent cubicles housing 2 employees
  - 2 hotel spaces for interns and limited term employees
  - Minimal ancillary space needs other than a large format printer used for printing maps, use of shared conference rooms, some filing cabinets
- **Current Departmental Headcounts/Organizational Chart**
  - Economic Development – 5 FTE, 1 intern, 1 shared administrative assistant employed by the Central Business Office
  - Land Information Office – 3 FTE, 2 interns 12 w/ interns ?
  - Org chart for all of the Dept. of Administrative Services is attached, we are on page 4
- **Projected Growth**
  - Potential growth for the Land Information Office, up to 5 new employees. This is to be determined by discussions with other departments related to the consolidation of Geographic Information Systems (GIS) technicians, analysts, and programmers. 5 addt'l or 5 total?
- **Crucial Departmental and Non-Departmental Adjacencies**
  - Dept. of Administrative Services Director
  - Central Business Office
  - Community Business Development Partners
  - Facilities Management – basement
  - Facilities – Architecture and Engineering
  - Potentially IMSD depending on discussion of GIS consolidation
  - In general, Courthouse adjacency is important for meeting with elected officials, most frequently the County Executive, Board Supervisors, Comptroller, Treasurer, and Clerk

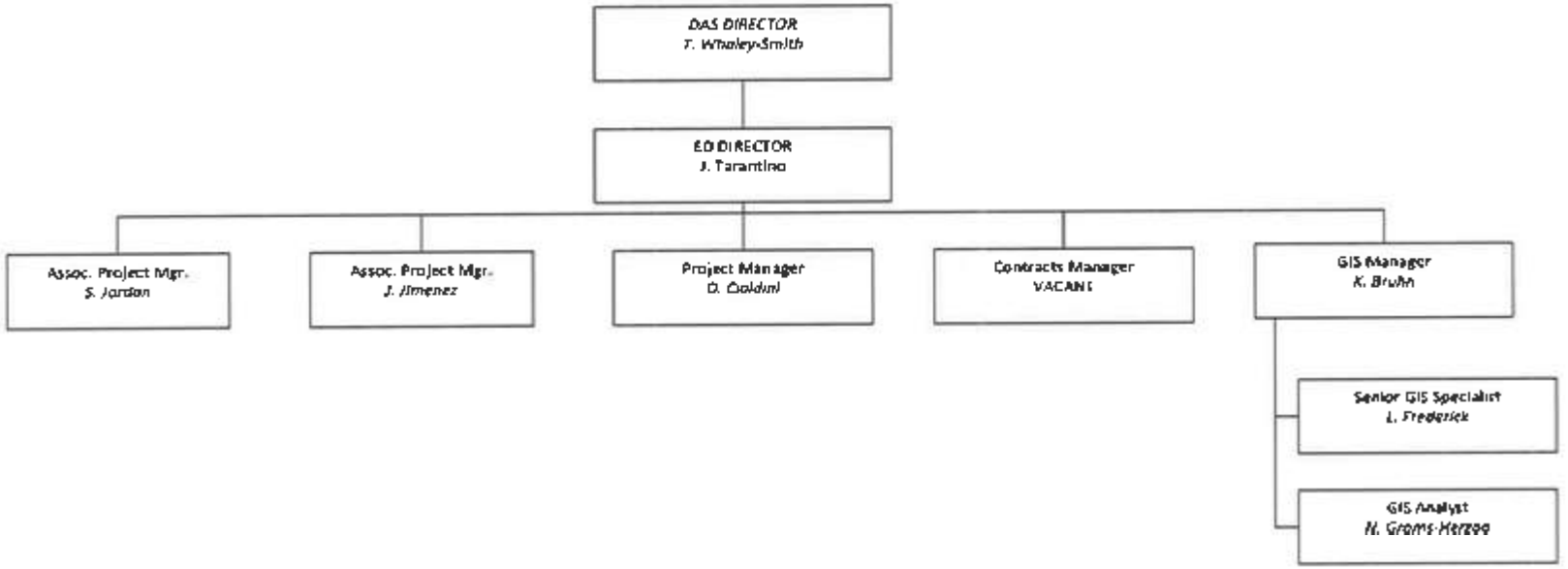
DEPARTMENT OF ADMINISTRATIVE SERVICES
2016 ORGANIZATION CHART



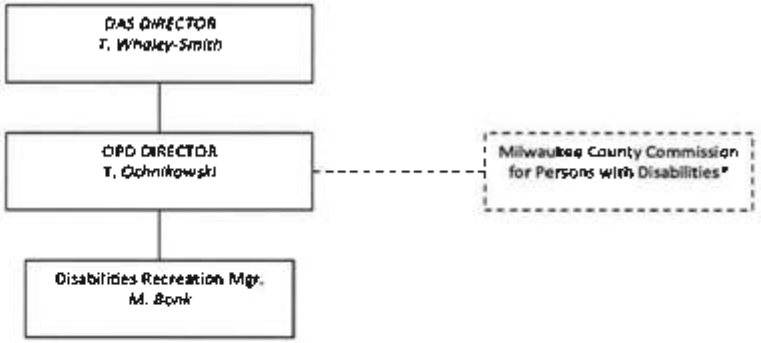
DEPARTMENT OF ADMINISTRATIVE SERVICES (DAS)
COMMUNITY BUSINESS DEVELOPMENT PARTNERS (CBDP)
2016 ORGANIZATION CHART



DEPARTMENT OF ADMINISTRATIVE SERVICES (DAS)
Economic Development (ED)
2016 ORGANIZATION CHART

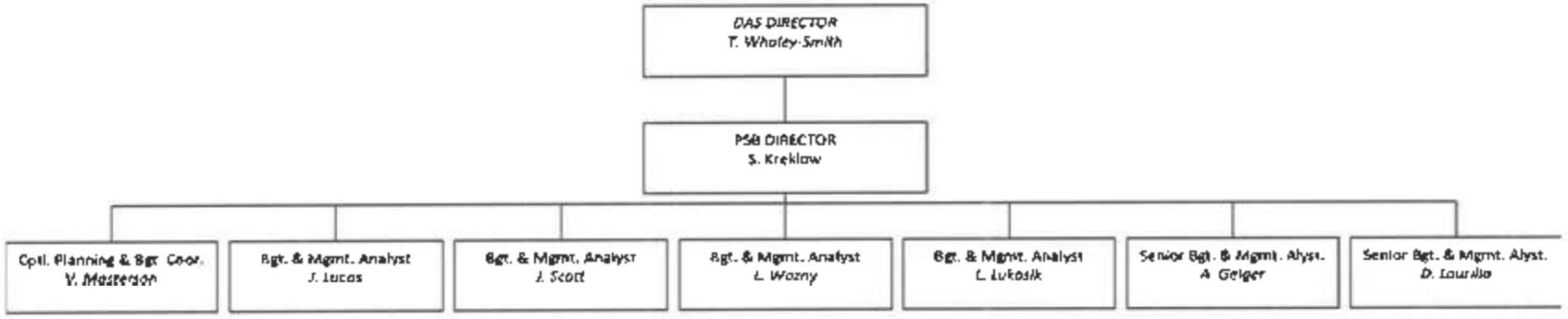


DEPARTMENT OF ADMINISTRATIVE SERVICES (DAS)
Office for Persons with Disabilities (OPD)
2016 ORGANIZATION CHART

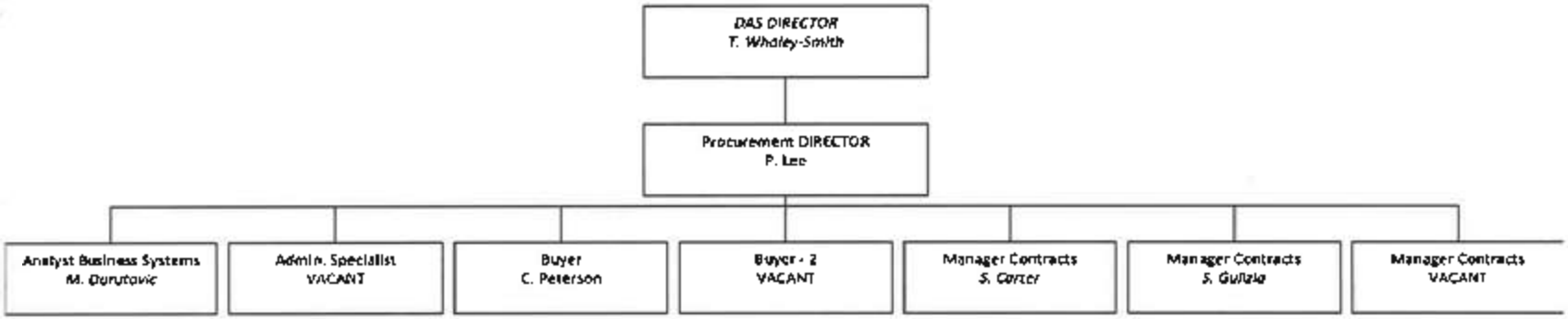


Advisory Board*

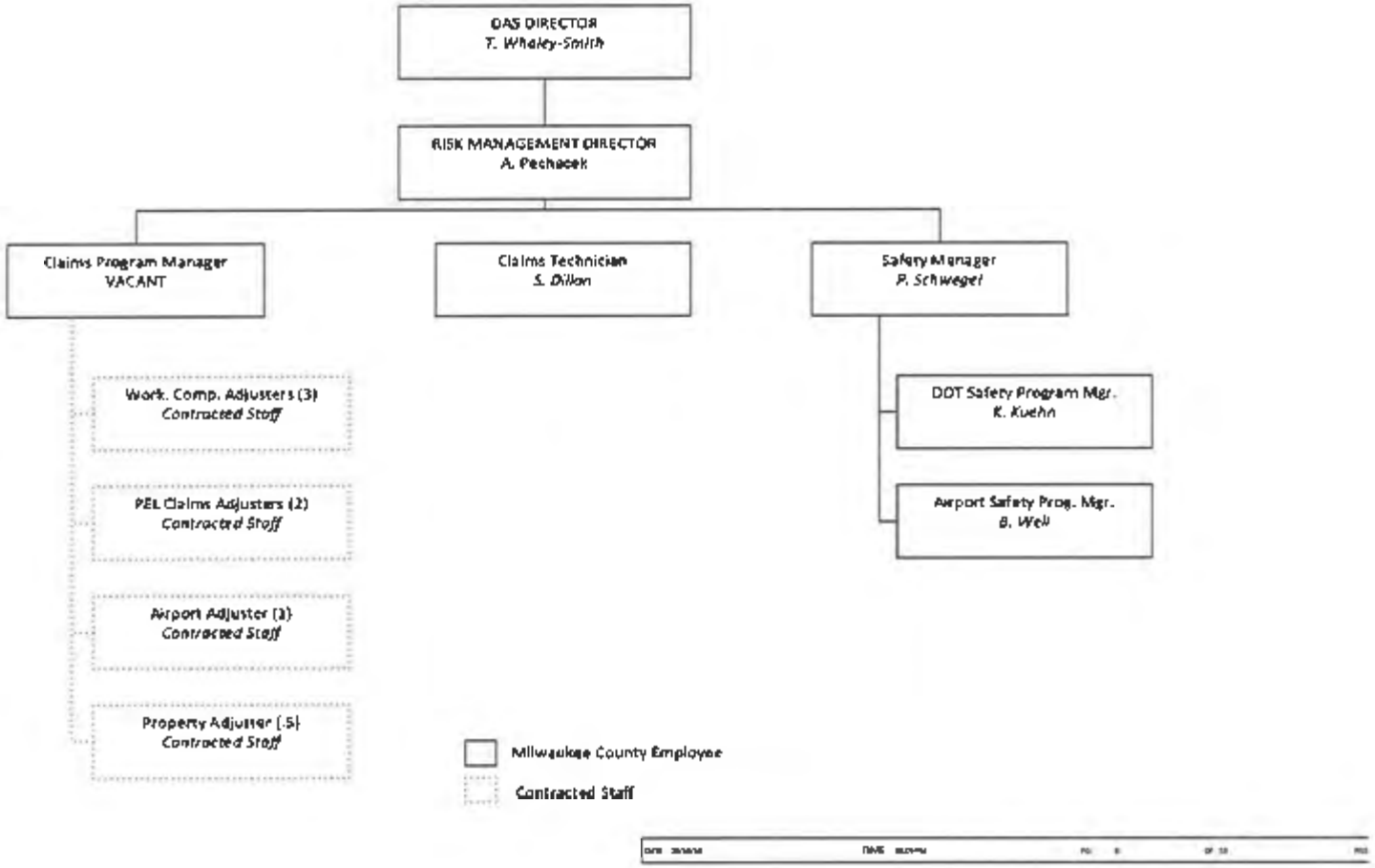
DEPARTMENT OF ADMINISTRATIVE SERVICES (DAS)
Performance, Strategy & Budget (PSB)
2016 ORGANIZATION CHART



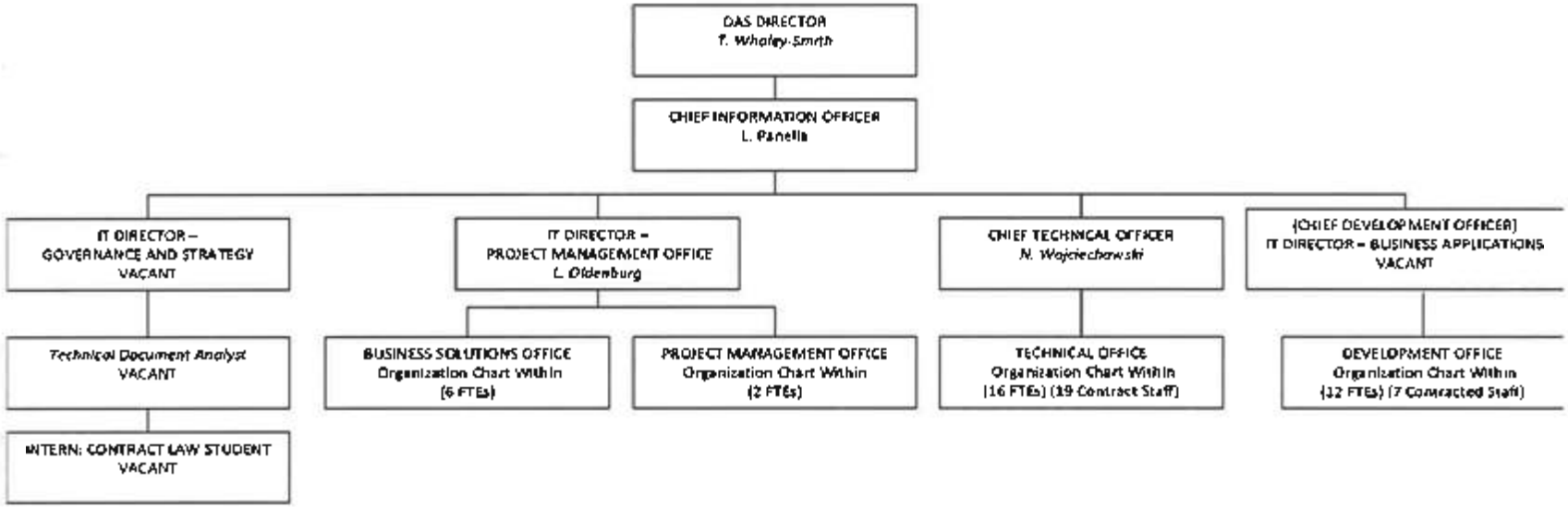
DEPARTMENT OF ADMINISTRATIVE SERVICES (DAS)
Procurement
2016 ORGANIZATION CHART

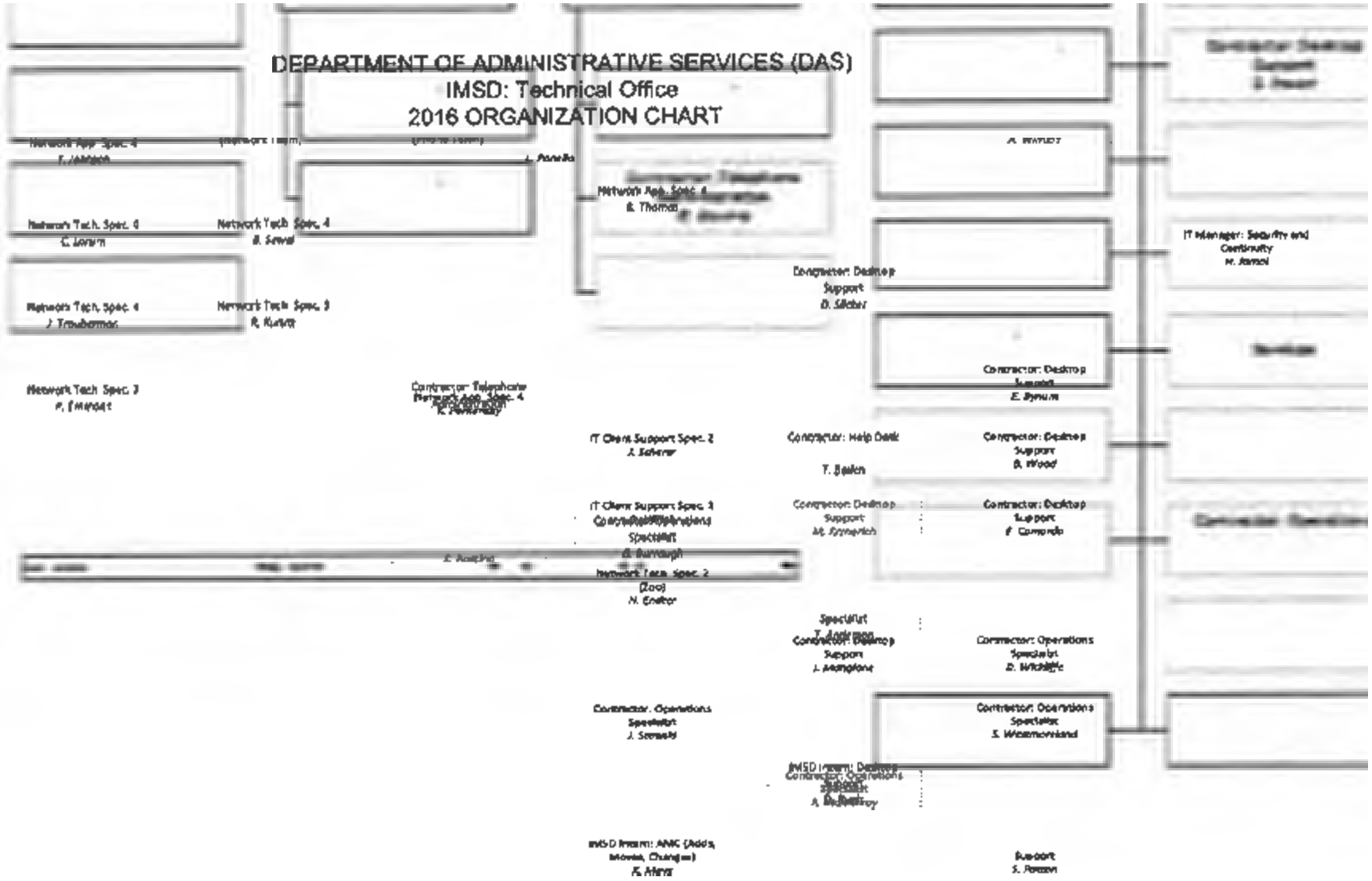


DEPARTMENT OF ADMINISTRATIVE SERVICES (DAS)
Risk Management
2016 ORGANIZATION CHART

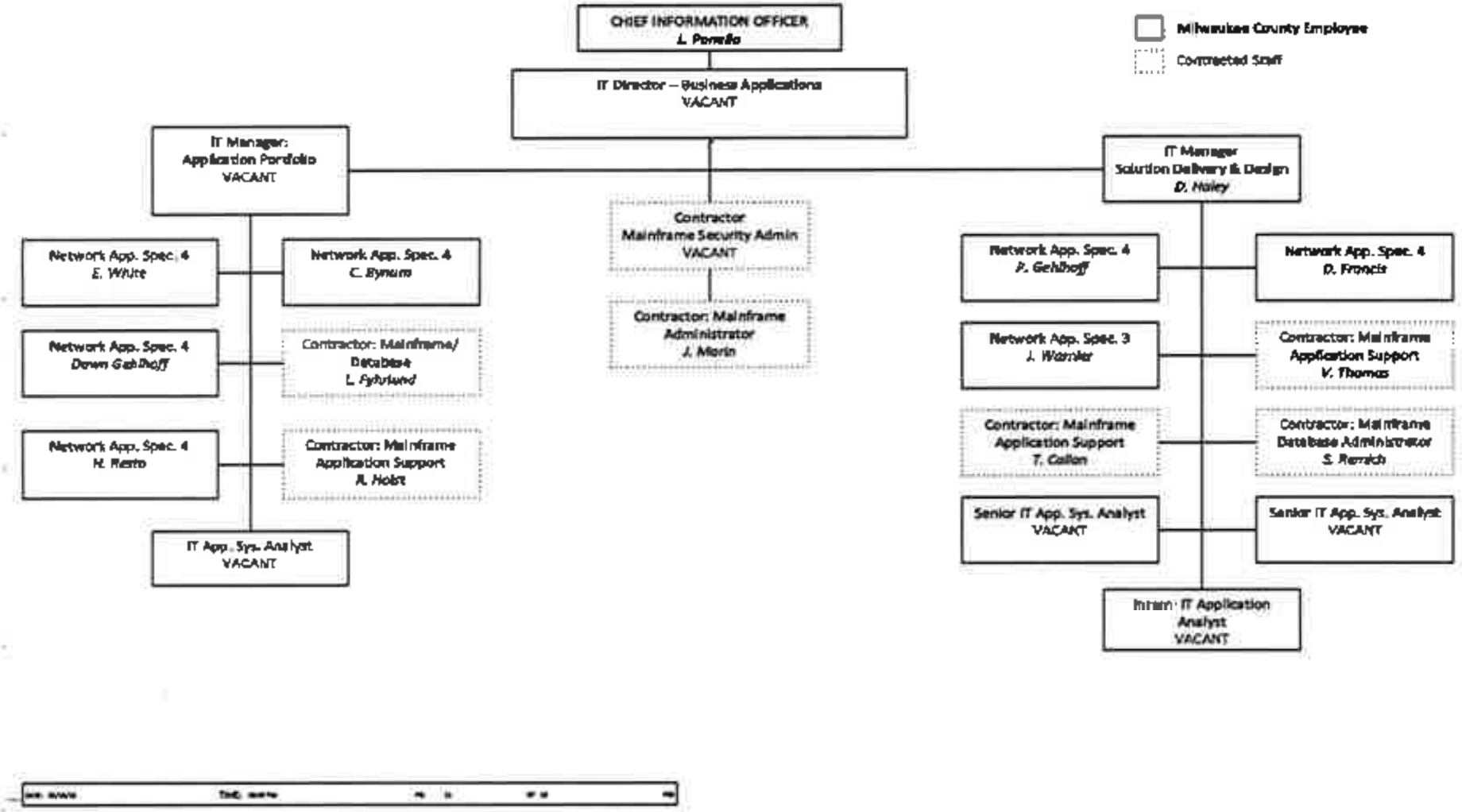


DEPARTMENT OF ADMINISTRATIVE SERVICES
INFORMATION MANAGEMENT SERVICES DIVISION (IMSD)
PROPOSED 2017 ORGANIZATION CHART

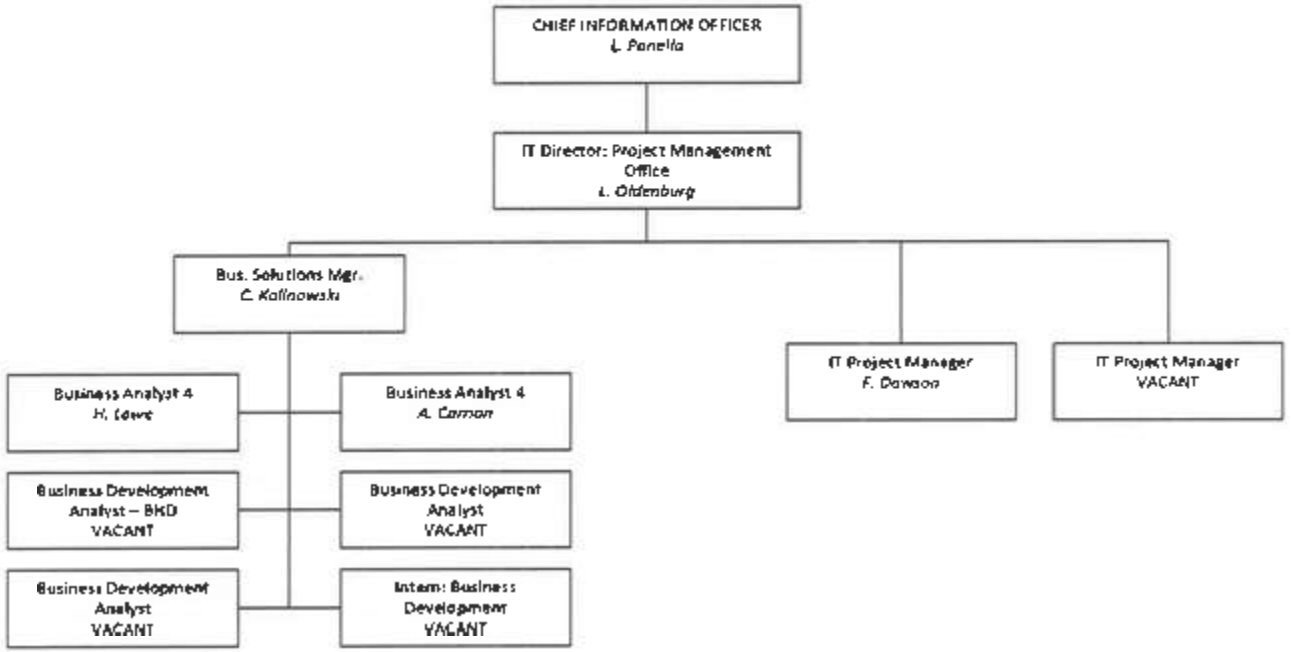



DEPARTMENT OF ADMINISTRATIVE SERVICES (DAS)
IMSD: Technical Office
2016 ORGANIZATION CHART
Network Tech. Spec. 4
C. Lovern
Network Tech. Spec. 4
B. Sewal
Network Tech. Spec. 4
J. Troubermax
Network Tech. Spec. 3
R. Kuntz
Network Tech. Spec. 3
P. Emanuel
Network App. Spec. 4
B. Thomas
Contractor: Desktop Support
D. Silcher
IT Manager: Security and Continuity
M. Jarosz
Contractor: Desktop Support
E. Bynum
IT Client Support Spec. 2
J. Scherer
Contractor: Help Desk
T. Bailon
Contractor: Desktop Support
B. Wood
IT Client Support Spec. 3
Specialist
Contractor: Desktop Support
Contractor: Desktop Support
F. Compello
Network Tech. Spec. 2
(Zoo)
N. Endter
Specialist
Contractor: Desktop Support
J. Assingtone
Contractor: Operations Specialist
D. Wiltshire
Contractor: Operations Specialist
J. Szewski
Contractor: Operations Specialist
S. Westmoreland
Contractor: Operations Specialist
IMSD Intern: ANIC (Adds, Moves, Changes)
R. Alsaqr
Support
S. Pearson

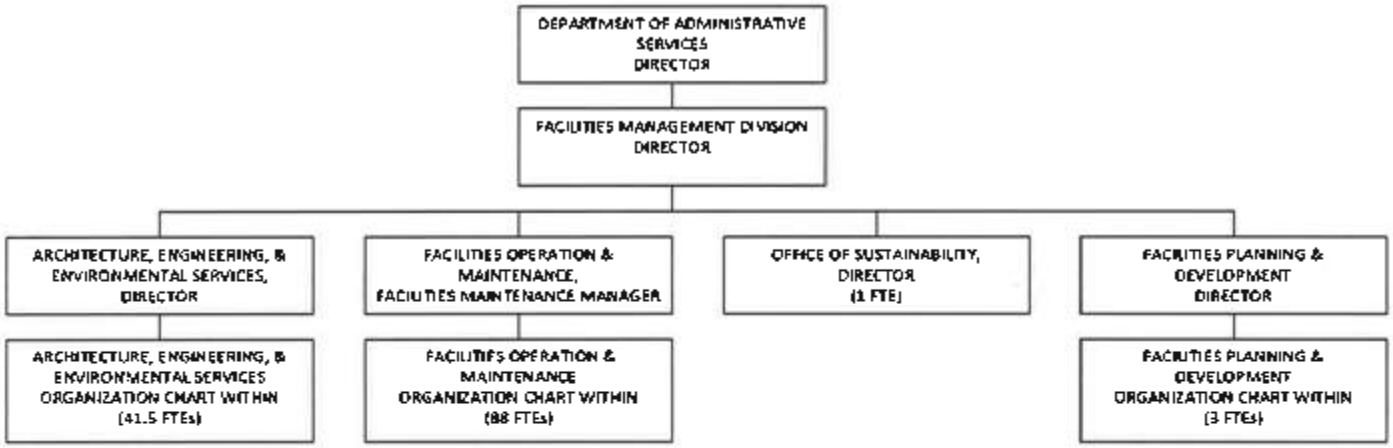
DEPARTMENT OF ADMINISTRATIVE SERVICES (DAS)
IMSD: Development Office
2016 ORGANIZATION CHART



DEPARTMENT OF ADMINISTRATIVE SERVICES (DAS)
IMSD: Project Management Office
2016 ORGANIZATION CHART



DEPARTMENT OF ADMINISTRATIVE SERVICES
FACILITIES MANAGEMENT DIVISION



FACILITY ZONES

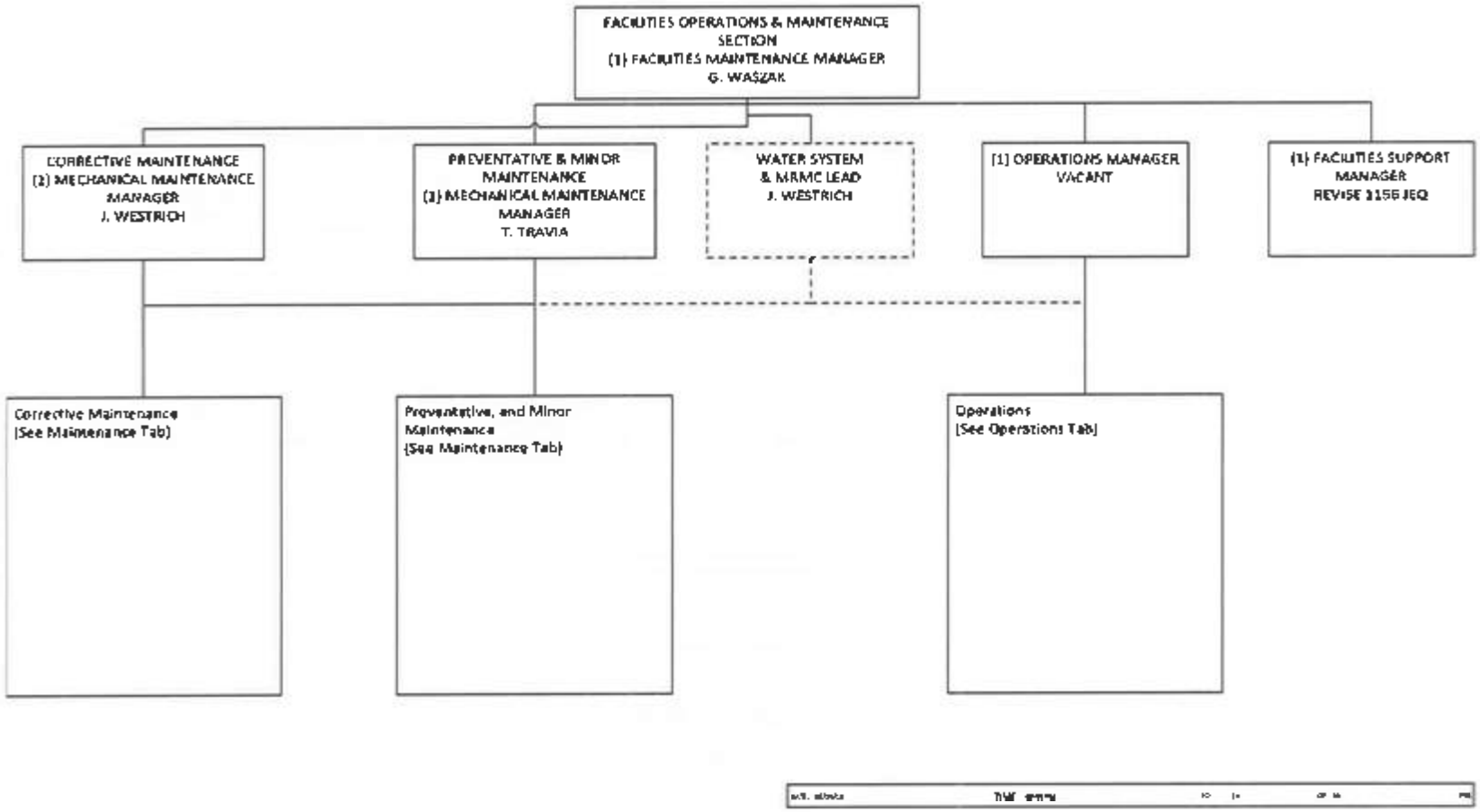
FMD OPERATED
1: Facilities Management Courthouse Complex, Medical Examiner
2: Facilities Management VPJJC, CATC, Facilities West, Water System
3: Coggs
4: Office for Persons with Disabilities & Aging

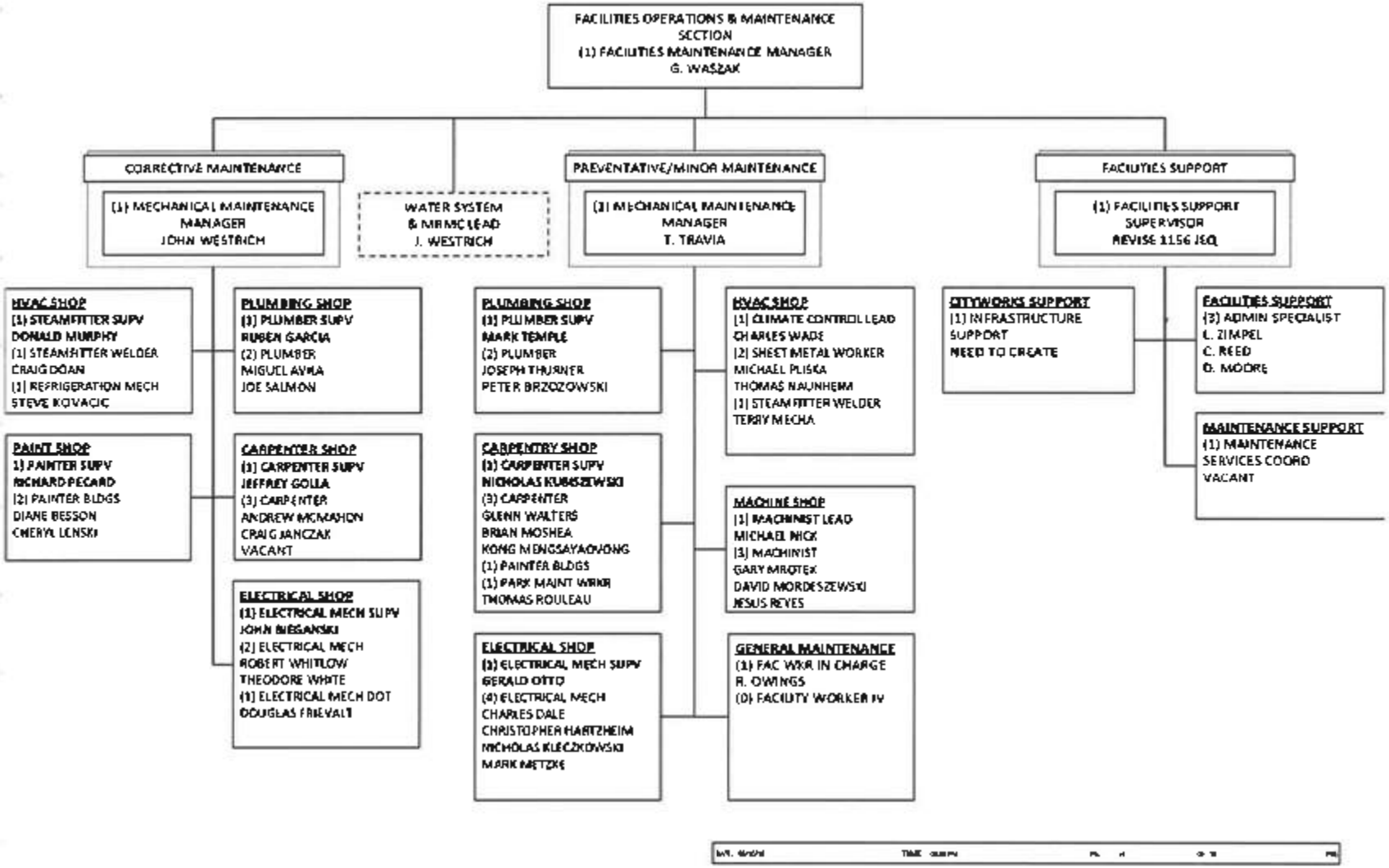
TENANT OPERATED
5: Zoo
6: MCSO
7: House of Corrections
8: Parks
9: Fleet/Highway
10: Behavioral Health Division

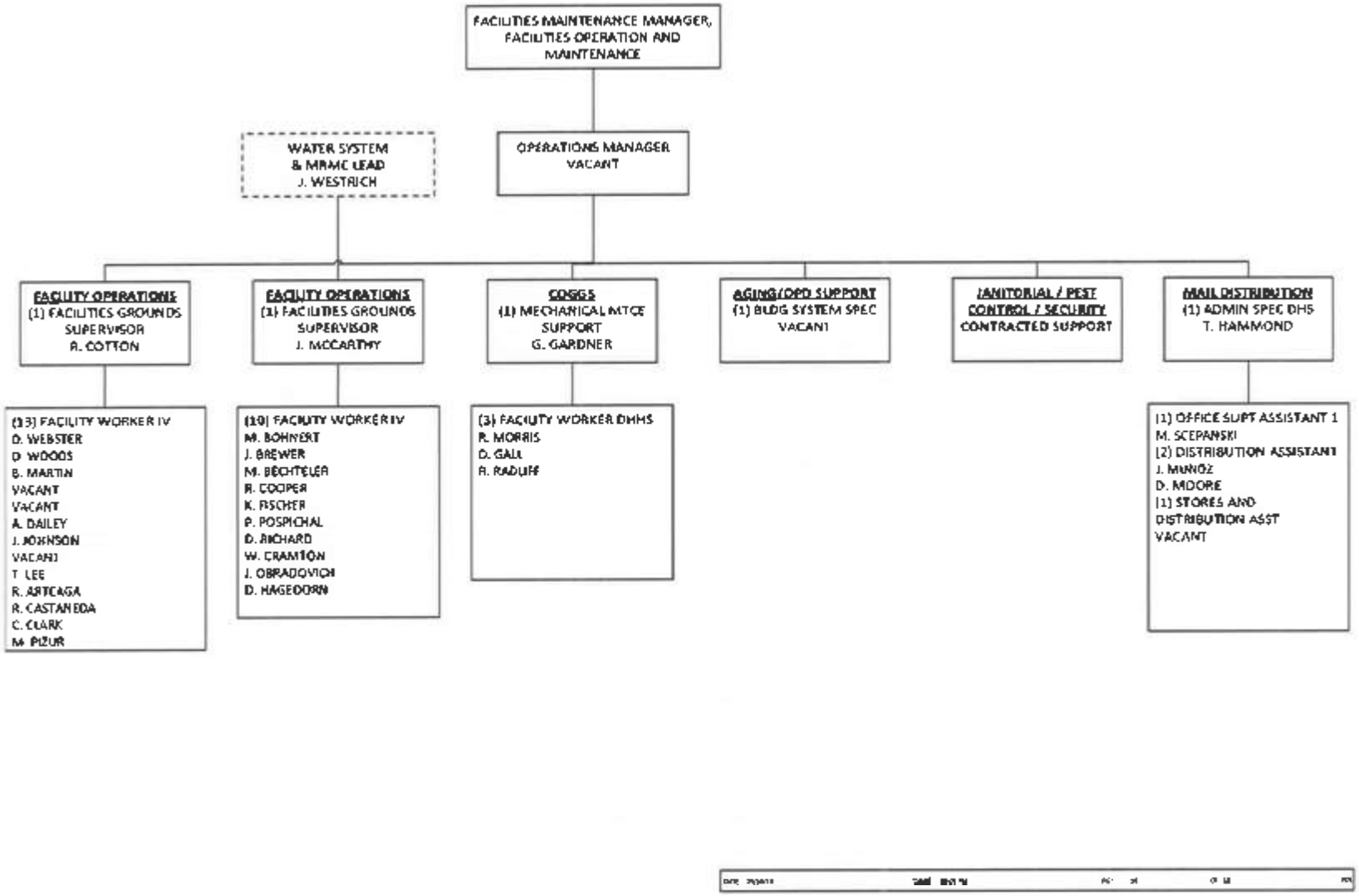
TENANT OPERATED / EXTERNAL FUNDING
11: MCTS
12: Airport

CULTURAL FACILITIES
13: Charles Allis – Villa Terrace
14: Milwaukee Public Museum
15: Historical Society
16: Milwaukee Art Museum

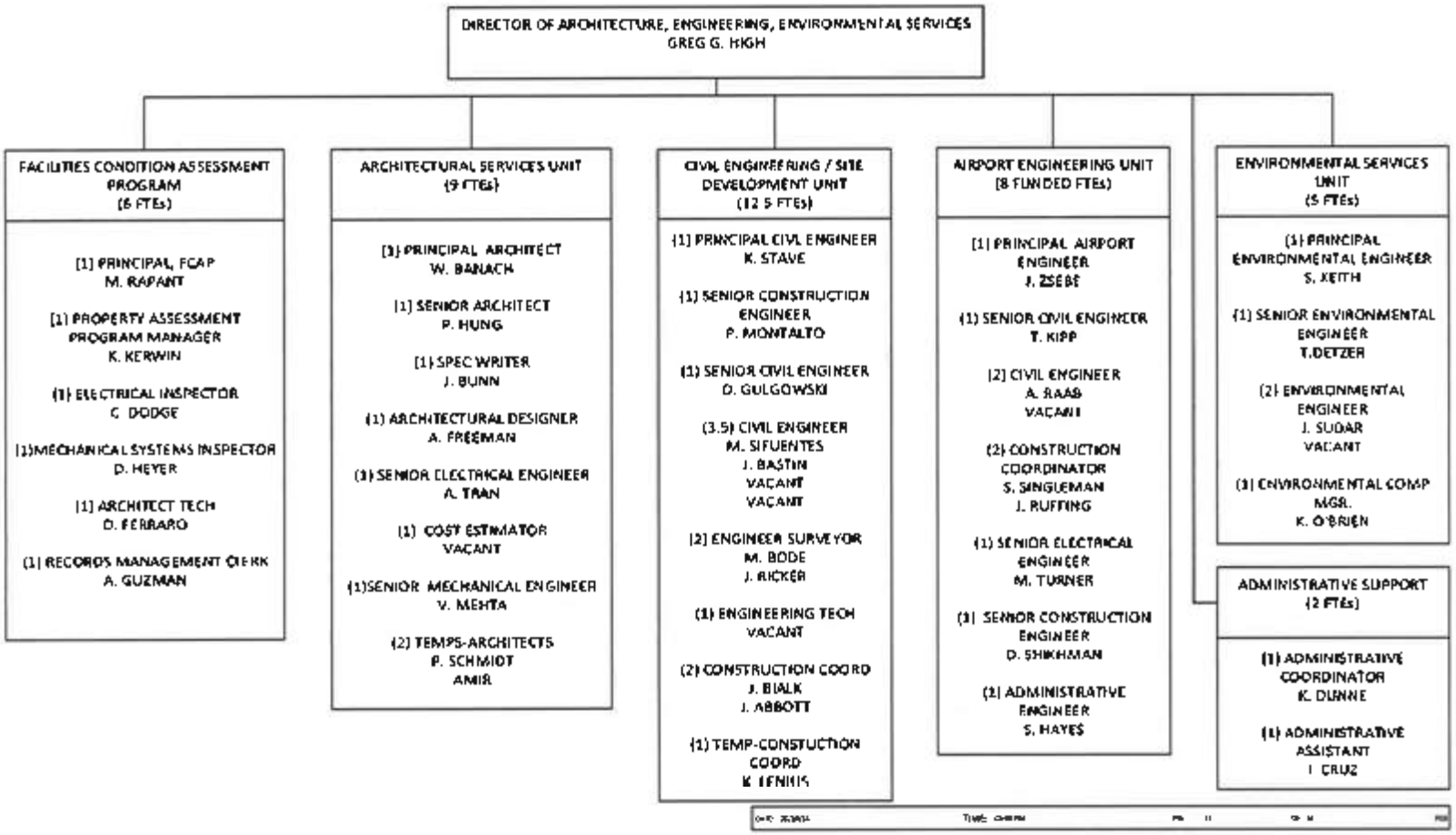
DEPARTMENT OF ADMINISTRATIVE SERVICES
FACILITIES MANAGEMENT DIVISION
FACILITIES OPERATION & MAINTENANCE

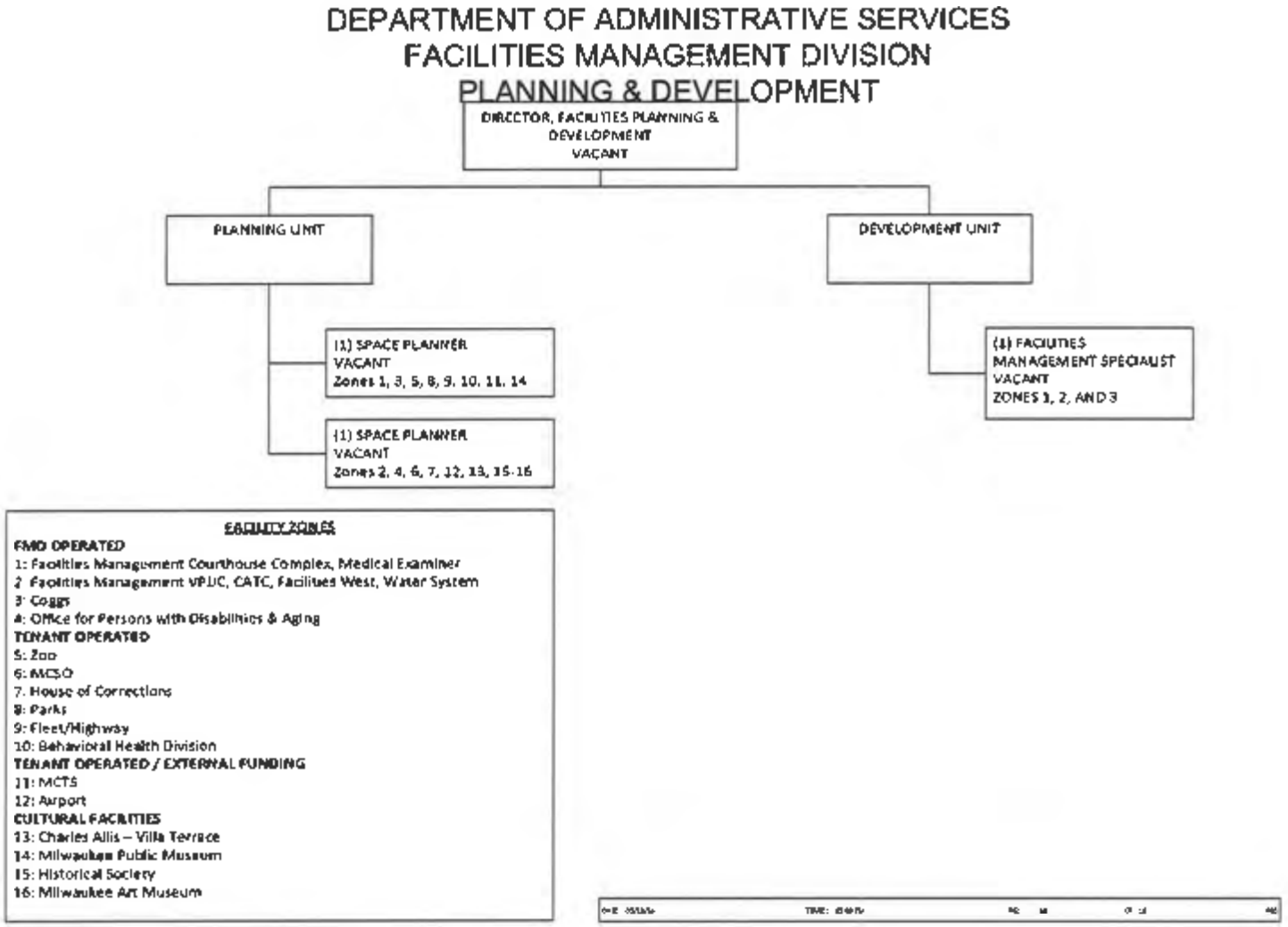



FACILITIES OPERATIONS & MAINTENANCE SECTION
(1) FACILITIES MAINTENANCE MANAGER
G. WASZAK
CORRECTIVE MAINTENANCE
(1) MECHANICAL MAINTENANCE MANAGER
JOHN WESTRICH
WATER SYSTEM & MRMC LEAD
J. WESTRICH
PREVENTATIVE/MINOR MAINTENANCE
(1) MECHANICAL MAINTENANCE MANAGER
T. TRAVIA
FACILITIES SUPPORT
(1) FACILITIES SUPPORT SUPERVISOR
REVISE 1156 JEQ
HVAC SHOP
(1) STEAMFITTER SUPV
DONALD MURPHY
(1) STEAMFITTER WELDER
CRAIG DOAN
(1) REFRIGERATION MECH
STEVE KOVACIC
PAINT SHOP
1) PAINTER SUPV
RICHARD PECARD
(2) PAINTER BLDGS
DIANE BESSON
CHERYL LENSKI
PLUMBING SHOP
(1) PLUMBER SUPV
RUBEN GARCIA
(2) PLUMBER
MIGUEL AVILA
JOE SALMON
CARPENTER SHOP
(1) CARPENTER SUPV
JEFFREY GOLLA
(3) CARPENTER
ANDREW MCMAHON
CRAIG JANCZAK
VACANT
ELECTRICAL SHOP
(1) ELECTRICAL MECH SUPV
JOHN BIEGANSKI
(2) ELECTRICAL MECH
ROBERT WHITLOW
THEODORE WHITE
(1) ELECTRICAL MECH DOT
DOUGLAS FREVALT
PLUMBING SHOP
(1) PLUMBER SUPV
MARK TEMPLE
(2) PLUMBER
JOSEPH THURNER
PETER BRZOZOWSKI
CARPENTRY SHOP
(1) CARPENTER SUPV
NICHOLAS KUBISZEWSKI
(3) CARPENTER
GLENN WALTERS
BRIAN MOSHEA
KONG MENGSAYAOVONG
(1) PAINTER BLDGS
(1) PARK MAINT WRKR
THOMAS ROULEAU
ELECTRICAL SHOP
(1) ELECTRICAL MECH SUPV
GERALD OTTO
(4) ELECTRICAL MECH
CHARLES DALE
CHRISTOPHER HARTZHEIM
NICHOLAS KLECZKOWSKI
MARK METZKE
HVAC SHOP
(1) CLIMATE CONTROL LEAD
CHARLES WADE
(2) SHEET METAL WORKER
MICHAEL PLISKA
THOMAS NAUNHEIM
(1) STEAMFITTER WELDER
TERRY MECHA
MACHINE SHOP
(1) MACHINIST LEAD
MICHAEL NICK
(3) MACHINIST
GARY MROTEK
DAVID MORDESZEWSKI
JESUS REYES
GENERAL MAINTENANCE
(1) FAC WKR IN CHARGE
R. OWINGS
(0) FACILITY WORKER IV
CITYWORKS SUPPORT
(1) INFRASTRUCTURE SUPPORT
NEED TO CREATE
FACILITIES SUPPORT
(3) ADMIN SPECIALIST
L. ZIMPEL
C. REED
D. MOORE
MAINTENANCE SUPPORT
(1) MAINTENANCE SERVICES COORD
VACANT


FACILITIES MAINTENANCE MANAGER, FACILITIES OPERATION AND MAINTENANCE
WATER SYSTEM & MRMC LEAD J. WESTRICH
OPERATIONS MANAGER VACANT
FACILITY OPERATIONS
(1) FACILITIES GROUNDS SUPERVISOR A. COTTON
(13) FACILITY WORKER IV
D. WEBSTER
D. WOODS
B. MARTIN
VACANT
VACANT
A. DAILEY
J. JOHNSON
VACANT
T. LEE
R. ARTEAGA
R. CASTANEDA
C. CLARK
M. PIZUR
FACILITY OPERATIONS
(1) FACILITIES GROUNDS SUPERVISOR J. MCCARTHY
(10) FACILITY WORKER IV
M. BOHNERT
J. BREWER
M. BECHTELER
R. COOPER
K. FISCHER
P. POSPICHAL
D. RICHARD
W. CRAMTON
J. OBRADOVICH
D. HAGEDORN
CDSGS
(1) MECHANICAL MTCE SUPPORT G. GARDNER
(3) FACILITY WORKER DHHS
R. MORRIS
D. GALL
A. RADLIFF
AGING/DPD SUPPORT
(1) BLDG SYSTEM SPEC VACANT
JANITORIAL / PEST CONTROL / SECURITY
CONTRACTED SUPPORT
MAIL DISTRIBUTION
(1) ADMIN SPEC DHS T. HAMMOND
(1) OFFICE SUPT ASSISTANT 1
M. SCEPANSKI
(2) DISTRIBUTION ASSISTANT
J. MUNOZ
D. MOORE
(1) STORES AND DISTRIBUTION ASST
VACANT

DEPARTMENT OF ADMINISTRATIVE SERVICES
FACILITIES MANAGEMENT DIVISION
ARCHITECTURE, ENGINEERING & ENVIRONMENTAL SERVICES




DEPARTMENT OF ADMINISTRATIVE SERVICES
FACILITIES MANAGEMENT DIVISION
PLANNING & DEVELOPMENT
DIRECTOR, FACILITIES PLANNING & DEVELOPMENT
VACANT
PLANNING UNIT
DEVELOPMENT UNIT
(1) SPACE PLANNER
VACANT
Zones 1, 3, 5, 8, 9, 10, 11, 14
(1) SPACE PLANNER
VACANT
Zones 2, 4, 6, 7, 12, 13, 15-16
(1) FACILITIES MANAGEMENT SPECIALIST
VACANT
ZONES 1, 2, AND 3
FACILITY ZONES
FMD OPERATED
1: Facilities Management Courthouse Complex, Medical Examiner
2: Facilities Management VPJC, CATC, Facilities West, Water System
3: Coggs
4: Office for Persons with Disabilities & Aging
TENANT OPERATED
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ETHICS - CH. 9 - CONFLICT OF INTEREST

MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: REBECCA JANZ — CSC - EMPLOYEE RIGHTS FOR COUNTY

Department: ETHICS, PRB, CSC — PRB - DISCIPLINARY FOR EMPLOYEES.

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions in advance of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

_____ CURRENT Total staff	_____ FUTURE Total staff
3 CURRENT Full time staff	3 FUTURE Full time staff
_____ CURRENT Part time staff	_____ FUTURE Part time staff
_____ CURRENT Seasonal (interns)	_____ FUTURE Seasonal (interns)
_____ CURRENT Remote (mobile) staff	_____ FUTURE Remote (mobile) staff

16 BOARD MEMBERS -

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

_____ Elected Official

1 Division (Department) Head REBECCA

_____ Deputy or Executive Director

_____ Managers

_____ Supervisors

_____ Professional (Attorney / HR / EAP / AAP)

_____ Architect / Engineer

2 Clerical / Fiscal / Acct / Admin (PARALEGAL, & ADMIN ASST)

_____ Other – please indicate _____

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

_____ Conference rooms (1) BOARD RM - 20 PEOPLE

_____ Storage rooms

_____ Kitchenettes

_____ Other (please indicate):

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021. THINK TO PEOPLE BUT DOESN'T HAVE A LOT OF FILES - CAN THROW OUT

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

- LAW LIBRARY

Primary (frequent interaction with group / spaces):

- CORPORATION COUNSEL - SAME BUILDING

Secondary (occasional interaction with group / spaces):

COULD BE MORE ACCESSIBLE TO PUBLIC.

8) Please list departments or spaces (if any) you prefer NO adjacency to.

Jennifer Herr

From: Westrich, Christine <Christine.Westrich@milwaukeecountywi.gov>
Sent: Wednesday, July 20, 2016 7:16 PM
To: Jennifer Herr
Cc: Allyson Nemec (allyson@quorumarchitects.com); Natalie Czarkowski; John Chapman; Andrew Lasca
Subject: OEM Staffing

Jennifer,

Thank you (and Emily) for meeting me last Thurs. I appreciate your patience

Here is projected staffing per the Phase 2 Questionnaire:

	2016	2021
Elected Official	0	0
Department Hea	1	1
Deputy Dir	4	4
Manager	5	5
Supervisor	2	5
Professional	1	2
Clerical	1.5	2
Coordinator	3	4
Technician	8	8
Dispatchers working on the floor	10	19
TOTAL	55.5	50
Dispatchers employed by the County	33	58
ACTUAL TOTAL	58.5	89
Increases over five years assume addition of 311 and 3 municipalities to the 911 Div. [3 dispatchers must be hired to fill 1 dispatcher position on the floor.]		

There are significant future changes for OEM, however, this is my best estimate today

Please let me know if you need additional information.

Thanks!
Christine

Christine Westrich | Director
Office of Emergency Management (OEM)
414.278.4751 o | 414.235.1450 m
901 N 9th St. Rm 308, Milwaukee, WI 53233
christine.westrich@milwaukeecountywi.gov

Architecture | Engineering | Planning

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33,245 SF FOR
· DSA
· SAFETY
· CRIME

MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: CHRISTINE

Department: OEJA

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions in advance of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

65 CURRENT **Total** staff	77 FUTURE **Total** staff
_____ CURRENT Full time staff	_____ FUTURE Full time staff
_____ CURRENT Part time staff	_____ FUTURE Part time staff
_____ CURRENT Seasonal (interns)	_____ FUTURE Seasonal (interns)
_____ CURRENT Remote (mobile) staff	_____ FUTURE Remote (mobile) staff

3-5 PEOPLE PER SEAT

ADD'L MUNI – 2 PEOPLE + 2 PEOPLE

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

– MUNICIPALITY – "TOSA" PSAP

_____ Elected Official

_____ Division (Department) Head

_____ Deputy or Executive Director

_____ Managers

_____ Supervisors

_____ Professional (Attorney / HR / EAP / AAP)

_____ Architect / Engineer

(2) JOINING IN (1)

_____ Clerical / Fiscal / Accnt / Admin

_____ Other – please indicate _____

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

_____ Conference rooms
_____ Storage rooms
_____ Kitchenettes
_____ Other (please indicate):

- LOCKER ROOMS
RADIO EQUIP
- SLEEPING QUARTERS
- FULLY OPERATIONAL KITCHEN - STOVE
- LARGER CONF - EOC
- MID CONF
- SMALL CONF

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021.

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):

- THEIR OWN GROUP
- MEDICAL EXAMINER'S OFFICE 10TH & HIGHLAND

Secondary (occasional interaction with group / spaces):

8) Please list departments or spaces (if any) you prefer NO adjacency to.

PUBLIC - HIGH VOLUME SPACES

MILWAUKEE COUNTY - OFFICE OF EMERGENCY MANAGEMENT
Radio Services Division

	DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
WORK SPACES	Private Office	3	3	120	360	
	Radio System Administrator	1	1			
	Radio Shop Manager	1	1			
	Dispatch	1	1			
	Workstation + Work Bench	10	10	64	640	Workstation plus a standing height work bench for projects
	Senior Radio Technician	1	1			
	Senior Communications System Specialist	1	1			
	Radio Technician	4	4			Dedicated circuits for radio charging banks, countertop electrical outlets on isolated ground, shelves, secure cabinets for tools
	Radio Technician (future expansion)	4	4			Future expansion for increase of staffing, can be used for internal space in the interim
				SUBTOTAL Work Spaces Square Feet	1,000	

Page 1 of 2

	DESCRIPTION	# Spaces	# Occupants	SF / Space	Total SQ. FT.	Additional Information
SUPPORT SPACES	**Conference Rooms**					
	15 Person Conference Room	1	15	400	400	
	Copy/Work Room					
	Copy / Work Room	1	n/a	120	120	
	Printer Area	1	n/a	30	30	
	Storage					
	Equipment Storage	1	n/a	915	915	Secure, card access, security camera, cat and wide doors to allow for panels, dry area, provide protection from HVAC and plumbing systems above, high ceilings, visible 2 SI
	Disposable Equipment Storage	1	n/a	400	400	Chemical Shower
	Office Supply Room	1	n/a	120	120	
	Other Spaces					
	Heated Two Vehicle Garage / Loading Dock	1	n/a	1,872	1,872	Floor drain
	Faraday Cage	1	1	80	80	
	Network Operating Center	1	1	390	390	Access to an alternate is required to be part of the UC Ny, 4 5 radio racks, workspace in CRU A/C similar to a server room
	Break Area	1	n/a	325	325	
	Resource Library	1	n/a	120	120	
	Reception/Waiting Area	1	1	375	375	
	Generator Room	1	n/a	370	370	Located on the exterior or basement of the building
	Fuel Room	1	n/a	380	380	Located on the exterior or basement of the building
			SUBTOTAL Support Spaces Square Feet:		5,897	
			TOTAL Program Square Feet:		6,897	
			Circulation Multiplier (.35):		2,414	
			Approximate Total Useable Square Feet:		9,311	

= Potential Shared Spaces

SAFETY

MILWAUKEE COUNTY - OFFICE OF EMERGENCY MANAGEMENT
911 Communications Division

	DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
WORK SPACES	Private Office	3	3	120	360	
	Manager	1	1			Adjustable desk for sitting and standing
	Dispatch Supervisor	1	1			Adjustable desk for sitting and standing
	Warrant System Specialist	1	1			Adjustable desk for sitting and standing
	Workstation	12	12	55	660	
	Lead Dispatch	2	2			Workstations should be located in shared office with glass wall/windows to view Call Center; can be adjusted for sitting and standing
	Communications & Highway Safety Dispatcher	10	10			Specialized workstations as part of the Call Center; can be adjusted for sitting and standing; located on raised flooring
	Specialty Monitoring Workstation	2	1	16	32	Manned station monitoring the alarm systems; located in a central, convenient space
	Training/Flex Workstation	3	3	55	165	
	Hoteling	1	1	15	15	
	Visiting Milw. County Staff	1	1			Adjacent to Manager & Supervisor office; Does not need to be near Call Center
			SUBTOTAL Work Spaces Square Feet:		1,232	
SUPPORT SPACES	Copy/Work Room					
	Dispatch Copy / Printer Area	1	n/a	30	30	Located in the 911 Dispatch Area
	Division Copy / Printer Area	1	n/a	120	120	Division use
	Storage					
	Office Supply Room	1	n/a	120	120	General office supplies
	Other Spaces					
	Server Room	1	n/a	450	450	
	Break Room	1	n/a	325	325	
	Shower/Locker Room	2	n/a	450	900	Men's & Women's each; adjacent to On Call rooms
	On Call Room	2	1	150	300	Men's & Women's each; adjacent to Shower/Locker Room
	Generator Room	1	n/a	370	370	Located on the exterior or basement of the building
	Fuel Room	1	n/a	380	380	Located on the exterior or basement of the building
			SUBTOTAL Support Spaces Square Feet:		2,995	
			TOTAL Program Square Feet:		4,227	
			Circulation Multiplier (.35):		1,479	
			Approximate Total Useable Square Feet:		5,706	

= Potential Shared Spaces

1 of 1

COURTHOUSE

MILWAUKEE COUNTY - OFFICE OF EMERGENCY MANAGEMENT
Director's Office

	DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
WORK SPACES	Private Office	1	1	240	240	
	Director	1	1			Includes laptop with two (2) computer monitors to monitor current events and conference table for up to six (6)
	Private Office	1	1	120	120	
	Deputy Director	1	1			Includes laptop with two (2) computer monitors to monitor current events
	Workstation	1	1	64	64	
	Executive Assistant	1	1			Includes laptop with one 911 computer monitor
				SUBTOTAL Work Spaces Square Feet	424	

	DESCRIPTION	# SPACES	# OCCUPANTS	SF / SPACE	TOTAL SQUARE FEET	ADDITIONAL INFORMATION
SUPPORT SPACES	**Other Spaces**					
	Copy / Printer/ Fax / Supply Room	1	n/a	120	120	
	Break Area	1	n/a	120	120	
				SUBTOTAL Office Support Spaces Square Feet	240	

TOTAL Program Square Feet:	664
Circulation Multiplier (.35):	232
Approximate Total Useable Square Feet:	896

= Potential Shared Spaces

Page 1 of 1

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CBRE

IBC

MEZZ SPACE - WHAT BECOMES OF IT.

MKE County Courthouse - Phase 2 – Programming Questionnaire

↓ TRAINING.

Name: JEREMY

Department: DAS

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions in advance of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

2 CURRENT Total staff	2 FUTURE Total staff
_____ CURRENT Full time staff	_____ FUTURE Full time staff
_____ CURRENT Part time staff	_____ FUTURE Part time staff
_____ CURRENT Seasonal (interns)	_____ FUTURE Seasonal (interns)
_____ CURRENT Remote (mobile) staff	_____ FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

_____ Elected Official

1 Division (Department) Head — NEW. - WORKS CLOSELY W/ COUNTY EXEC.

1 Deputy or (Executive Director) — JULIE AT 633.

_____ Managers

_____ Supervisors

_____ Professional (Attorney / HR / EAP / AAP)

_____ Architect / Engineer

1 Clerical / Fiscal / Acent / Admin — RATES

_____ Other – please indicate _____

Dept ↓ Div ↓ Section ↓ Unit

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

_____ Conference rooms

_____ Storage rooms

_____ Kitchenettes

_____ Other (please indicate):

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021.

0

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):

- COUNTY EXEC.
- CORP. COUNSEL
- BUDGET COMPTROLLER

Secondary (occasional interaction with group / spaces):

8) Please list departments or spaces (if any) you prefer NO adjacency to.

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CBRE

IBC

MKE County Courthouse - Phase 2 – Programming Questionnaire

- INSURANCE
- WORKERS COMPENSATION CASES

Name: KIMY

Department: RISK MANAGEMENT

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions **in advance** of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

6 CURRENT **Total** staff	9 FUTURE **Total** staff
_____ CURRENT Full time staff	_____ FUTURE Full time staff
_____ CURRENT Part time staff	_____ FUTURE Part time staff
_____ CURRENT Seasonal (interns)	_____ FUTURE Seasonal (interns)
_____ CURRENT Remote (mobile) staff	_____ FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title: 17-2.00 18-PARKS

_____ Elected Official

1 Division (Department) Head

_____ Deputy or Executive Director

2 Managers

_____ Supervisors

_____ Professional (Attorney / HR / EAP / AAP)

_____ Architect / Engineer

1 Clerical / Fiscal / Acent / Admin

5 Other – please indicate SAFETY - OUT IN FIELD. (WEST)

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

1 Conference rooms - 10-12 + OPEN COLLABORATION AREA

_____ Storage rooms

_____ Kitchenettes

_____ Other (please indicate):

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021.

0

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

0

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):

- CORPORATION COUNSEL

Secondary (occasional interaction with group / spaces):

- PART OF DAS

8) Please list departments or spaces (if any) you prefer NO adjacency to.

WORKS W/ EVERYONE - BUT NOT PUBLIC

- NEEDS SECURE DOOR

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MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: LAUREN FOLEY

Department: CORPORATION COUNSEL - 303 - COURTHSE

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions **in advance** of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

19 ~~20~~ CURRENT **Total** staff (1) AT AIRPORT — 20 FUTURE **Total** staff

_____ CURRENT Full time staff — _____ FUTURE Full time staff

_____ CURRENT ~~Part-time~~ staff (NOT FACILITIES) — _____ FUTURE Part time staff

_____ CURRENT ~~Seasonal~~ (interns) — _____ FUTURE Seasonal (interns)

_____ CURRENT Remote (mobile) staff — _____ FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

_____ Elected Official

1 Division (Department) Head

2 Deputy or Executive Director

1 Managers

_____ Supervisors

10 ~~12~~ Professional (Attorney / HR / EAP / AAP)

_____ Architect / Engineer

6 Clerical / Fiscal / Accnt / Admin

_____ Other – please indicate _____

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

_____ Conference rooms

_____ Storage rooms

_____ Kitchenettes

_____ Other (please indicate):

ALL CURRENT IS GOOD.

LIBRARY - CUT IN HALF

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

303 - B - 2 IS FILING

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021. - MAILING TOWARDS SCANNING - CLOSED LAWSUITS - IN OFFICE FOR 2 YEARS BUT WILL GO AWAY

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

NO - WILL GO DOWN.

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces): • RISK MANAGEMENT • REPRESENTS COUNTY EXECS & BOARD ELECTED OFFICIALS

PUBLIC - 3 PARTY MENTAL INITIATIVES

Secondary (occasional interaction with group / spaces):

8) Please list departments or spaces (if any) you prefer NO adjacency to.

—

CORPORATION COUNSEL

Courthouse
Third Floor

			2016							2021				
	TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF	SIZE			SF	QTY	SF
		Office 303-I (Waiting)	8	x	11	88	1	0	88		x		0		0
		Office 303-N	8	x	11	88	1	1	88		x		0		0
USED AS →	CNT IN HALF	303-L (Library)	19	x	10	181	1	0	181		x		0		0
ANOTHER		Office 303-J, G	17	x	11	187	2	2	374		x		0		0
MEN AM		Office 303-I,-H, F, E	17	x	12	204	4	4	816		x		0		0
		Office 303-D	20	x	17	340	1	1	340		x		0		0
	A - Colleen Foley	Office 303-A, B	23	x	16	368	2	2	736		x		0		0
		Office 303-Q, R, S	11	x	11	121	3	3	363		x		0		0
		Office 303-T	23	x	11	253	1	1	253		x		0		0
		Office 303-O	19	x	9	171	1	1	171		x		0		0
		Open office 303-B1	33	x	32	1,056	1	5	1,056		x		0		0
		Lobby 303	16	x	17	272	1	0	272		x		0		0
GOOD SIZE →		Conference Rm 303-C	17	x	22	374	1	0	374		x		0		0
		Lunch Room 303-U	18	x	11	198	1	0	198		x		0		0
		Corporate Counsel Totals					21	20	5,310						
		Circulation													
		TOTAL (PLAN CALC) SF							8,586						
		Adjacencies													

MKE COUNTY COURTHOUSE PHASE II PROGRAMMING DRAFT

Architecture | Engineering | Planning

Quorum Architects, Inc.

CBRE

IBC

MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: TIM

Department: OFFICE OF DISABILITIES

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions in advance of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

2 CURRENT Total staff	3 FUTURE Total staff
_____ CURRENT Full time staff	_____ FUTURE Full time staff
_____ CURRENT Part time staff	_____ FUTURE Part time staff
1 CURRENT Seasonal (interns)	1 FUTURE Seasonal (interns)
_____ CURRENT Remote (mobile) staff	_____ FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

_____ Elected Official

1 Division (Department) Head

_____ Deputy or Executive Director

2 Managers — NO WORKSTATIONS

_____ Supervisors

_____ Professional (Attorney / HR / EAP / AAP)

_____ Architect / Engineer

_____ Clerical / Fiscal / Acct / Admin

1 Other – please indicate INTERN

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

_____ Conference rooms MEETING TABLE – REVIEWS PLANS (ARCHITECTS)

_____ Storage rooms

_____ Kitchenettes LIKES OPEN CONCEPT.

_____ Other (please indicate):

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021. DOES AS MUCH AS WE CAN TO SCAN.

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):

- COUNTY EXEC - COMMISSION WORK, PUBLIC APPEARANCES
- COURTS – HEARING AIDS FOR PUBLIC
- COUNTY BOARD.
- FAMILY CARE IS NICE BUT THEY ARE LEAVING

Secondary (occasional interaction with group / spaces):

BUDGET?

8) Please list departments or spaces (if any) you prefer NO adjacency to. NO.

WANTS :
- ACCESSIBLE
- VISIBLE
- OPEN

OFFICE FOR PERSONS W/ DISABILITIES
Courthouse Third Floor

			CURRENT						FUTURE			
	TITLE	SPACE	SIZE	SF	QTY	HDCNT	SF	SIZE	SF	QTY	SF
		Open Office 307-B	x	764	1	2	764	x	0		0
	SHARED W. 303-1							x			
			Disabilities Totals			2	764				
		Circulation/mechanical / toilets									
			TOTAL (PLAN CALC) SF								
			Adjacencies								

EC – 19 MUNICIPALITIES

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MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: Joseph J. Czarnezki — WILL SHARE STAFF. GEORGE CHRISTIANSEN – DEPUTY C.C.

Department: County Clerk/Election Commission (C) – INDEPENDENTLY GOVERNED. (1)

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions **in advance** of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

23 CURRENT **Total** staff	23 FUTURE **Total** staff
12 ~~15~~ CURRENT Full time staff (3 - ELECTION COMMISSION)	15 FUTURE Full time staff
0 CURRENT Part time staff	0 FUTURE Part time staff
8 CURRENT Seasonal (interns) (ELECTION COMMISSION)	8 FUTURE Seasonal (interns)
0 CURRENT Remote (mobile) staff	0 FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

1 Elected Official – JOE

0 Division (Department) Head

2 Deputy or Executive Director (EC) (CC)

0 Managers

1 Supervisors (CC)

0 Professional (Attorney / HR / EAP / AAP)

0 Architect / Engineer

11 Clerical / Fiscal / Acct / Admin (2 EC), (9 EC)

8 Other – please indicate Seasonal Clerical (EC)

"CANVAS" = OFFICIAL CONFIRMED VOTES

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today: BEEP

1 Conference rooms

1 Storage rooms — MORE BALLOT STORAGE

1 Kitchenettes

0 Other (please indicate):

- RESULTS / MEDIA ROOM — PROFITS RESULTS IN CAFE - NAW.
- COULD USE SHARED CONF RM - COMPUTER MUST BE HARDWIRED

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

None

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021.

Scanning/Unknown

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

Election Commission may require additional ballot storage space — MUST STORE FOR 22 MOS AFTER ELECTION

COULD USE H.D. FILING + CARDS. # SVG - 3 - NEW SVG - 60 - ARCHIVE

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):

- PUBLIC ACCESS IMPORTANT

County Clerk/Election Commission — NOT TOTALLY NECESSARY TO BE DIRECTLY ADJACENT.

COUNTY BOARD,

- COMPTROLLER — RESEARCH STAFF.

Secondary (occasional interaction with group / spaces):

None

8) Please list departments or spaces (if any) you prefer NO adjacency to.

None

UAAM → COUNTY CLERK → PASS/CORP. COUNSEL

PROMOTES VOTE

MANAGES LEGISLATIVE

MARRIAGE, DNR, NOTARY, PASSPORTS

COUNTY CLERK & ELECTION COMMISSION
Courthouse: Ground & First Floor

TABLE SIZE OF, ROOM SIZE COULD BE BIGGER

			CURRENT						FUTURE				
	TITLE	SPACE	SIZE			SF	QTY	HDCNT	SF	SIZE		SF	QTY	SF
		Office G10-1A	12	x	12	144	1	1	144	x		0		0
		Open office G10-1		x		569	1	3	569	x		0		0
		Waiting		x		205	1	0	225					
		Conference (11)		x		313	1	0	313					
		Election Commission Totals					4	4	1,231					
		Office 105-E,G	14	x	13	182	2	2	364	x		0	0	0
	Joseph Czarnezki	Office 105-C	21	x	17	357	1	1	357	x		0	0	0
		Office 105-H (Cont)	14	x	13	182	1	0	182	x		0	0	0
		File Room 105-J	45	x	15	675	1	0	675	x		0	0	0
		Break Room 105-M	14	x	8	112	1	0	112	x		0	0	0
		Storage 105-F	7	x	10	70	1	0	70	x		0	0	0
		Closet 105-C2	6	x	4	24	1	0	24	x		0	0	0
		Open office 105-L	46	x	9	414	1	3	414	x		0	0	0
		Open office 105-A		x		848	1	4	848	x		0	0	0
		Customers 105	41	x	8	328	1	0	328	x		0	0	0
		County Clerk Totals					11	10	3,374					
		TOTALS:					15	14	4,605					
		Adjacencies												

MKE COUNTY COURTHOUSE PHASE II PROGRAMMING DRAFT

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MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: AE & ES SECTION

Department: DAS - FM

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions in advance of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

46 CURRENT Total staff	46 FUTURE Total staff
46 CURRENT Full time staff	46 FUTURE Full time staff
_____ CURRENT Part time staff	_____ FUTURE Part time staff
_____ CURRENT Seasonal (interns)	_____ FUTURE Seasonal (interns)
_____ CURRENT Remote (mobile) staff	_____ FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

_____ Elected Official

_____ Division (Department) Head

_____ Deputy or Executive Director

_____ Managers

_____ Supervisors

_____ Professional (Attorney / HR / EAP / AAP)

_____ Architect / Engineer

_____ Clerical / Fiscal / Accnt / Admin

_____ Other – please indicate _____

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

2 Conference rooms

2 Storage rooms

_____ Kitchenettes

_____ Other (please indicate):

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.

N/A

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021.

NO

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

NO

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

SEE ATTACHED

Primary (frequent interaction with group / spaces):

Secondary (occasional interaction with group / spaces):

8) Please list departments or spaces (if any) you prefer NO adjacency to.

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MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: Gordie Bennett

Department: DAS-FMD, Sustainability Section

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions **in advance** of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

1 CURRENT **Total** staff	3 FUTURE **Total** staff
1 CURRENT Full time staff	2 FUTURE Full time staff
0 CURRENT Part time staff	0 FUTURE Part time staff
0 CURRENT Seasonal (interns)	1 FUTURE Seasonal (interns)
0 CURRENT Remote (mobile) staff	0 FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

_____ Elected Official

_____ Division (Department) Head

_____ Deputy or Executive Director

1_____ Managers

_____ Supervisors

1_____ Professional (Attorney / HR / EAP / AAP)

_____ Architect / Engineer

_____ Clerical / Fiscal / Accnt / Admin

1_____ Other – please indicate Seasonal intern

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

_____ Conference rooms

_____ Storage rooms

_____ Kitchenettes

X_____ Other (please indicate): Office space for one full-time Sustainability Coordinator (professional) and one seasonal Sustainability Intern.

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.
N/A

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021.
No

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?
Standard on-site storage space will be needed for two additional staff. Off-site storage will be strictly project-related documents.

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):
FMD Director's Office & Sections (AE&ES, P&D, O&M)
DAS-CBO
DAS-Procurement

Secondary (occasional interaction with group / spaces):
DAS-IMSD

8) Please list departments or spaces (if any) you prefer NO adjacency to.
N/A

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MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: Rick Norris_____

Department: _CBDP_____

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions **in advance** of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

____6 CURRENT **Total** staff	____8_ FUTURE **Total** staff
____6_ CURRENT Full time staff	____8_ FUTURE Full time staff
___0__ CURRENT Part time staff	____0_ FUTURE Part time staff
___0__ CURRENT Seasonal (interns)	____0_ FUTURE Seasonal (interns)
____0_ CURRENT Remote (mobile) staff	___0__ FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

_____ Elected Official

____1__ Division (Department) Head

_____ Deputy or Executive Director

____3__ Managers

_____ Supervisors

_____ Professional (Attorney / HR / EAP / AAP)

_____ Architect / Engineer

_____ Clerical / Fiscal / Accnt / Admin

____4__ Other – please indicate
__**Analysts**_____

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

_____ Conference rooms

_____ Storage rooms

_____ Kitchenettes

_____1__ Other (please indicate): Office for manager

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021. **none**

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021. **The same current (very little space needed)**

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site? **No additional space needed.**

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces): **Procurement, A&E and ED**

Secondary (occasional interaction with group / spaces): **DHHS, Parks, ZOO, and Transit**

8) Please list departments or spaces (if any) you prefer NO adjacency to. **NA**

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CBRE

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MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: JULIE ESCH

Department: ADMINISTRATIVE SERVICES - CENTRAL BUSINESS OFFICE

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions in advance of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers: SEE EXCEL SPREADSHEET

_____ CURRENT **Total** staff

_____ CURRENT Full time staff

_____ CURRENT Part time staff

_____ CURRENT Seasonal (interns)

_____ CURRENT Remote (mobile) staff

_____ FUTURE **Total** staff

_____ FUTURE Full time staff

_____ FUTURE Part time staff

_____ FUTURE Seasonal (interns)

_____ FUTURE Remote (mobile) staff

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

_____ Elected Official

_____ Division (Department) Head

_____ Deputy or Executive Director

_____ Managers

_____ Supervisors

_____ Professional (Attorney / HR / EAP / AAP)

_____ Architect / Engineer

_____ Clerical / Fiscal / Acent / Admin

_____ Other – please indicate _____

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

✓ Conference rooms

_____ Storage rooms

_____ Kitchunettes

_____ Other (please indicate):

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021. N/A

5) Are you acuvely participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021. Approximately 50%. Much was reduced in preparation for the move to 633 building.

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?

Do not anticipate additional storage.

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):

DAS Facilities Architectural, Engineering and Environmental Services and IMSD

Secondary (occasional interaction with group / spaces):

Office of Emergency Management
Director's Office

8) Please list departments or spaces (if any) you prefer NO adjacency to.

Those outside of DAS and OEM.

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IBC ENGINEERING SERVICES, INC

MKE County Courthouse - Phase 2 – Programming Questionnaire

Name: ___Rick Trisco, Laurie Panella, Erin Schaffer_____

Department: _____DAS - IMSD_____

We will begin the session with discussion of current space extents, individual group locations and review of site walk through data; visual support will be provided by the consultants.

If possible, please come prepared with answers to the following questions **in advance** of your scheduled interview session.

1) Please indicate the following current & future (projecting to year 2021) staff numbers:

___83_ CURRENT **Total** staff

__104_ FUTURE **Total** staff

___68_ CURRENT Full time staff

___84_ FUTURE Full time staff

_N/A_ CURRENT Part time staff

___0_ FUTURE Part time staff

___5__ CURRENT Seasonal (interns)

___10_ FUTURE Seasonal (interns)

__10__ CURRENT Remote (mobile) staff

___10_ FUTURE Remote (mobile) staff

***Note**: *Mobile staff will require 8 personal cubes and 2 hotel cubes*

2) Please indicate the following FUTURE (projecting to year 2021) staff numbers, by job title:

___0__ Elected Official

___1__ Division (Department) Head

___4__ Deputy or Executive Director

___7__ Managers

___0__ Supervisors

__104__ Professional (Attorney / HR / EAP / AAP)

___0__ Architect / Engineer

___1__ Clerical / Fiscal / Accnt / Admin

___0__ Other – please indicate _____

3) Please indicate the number of desired FUTURE ancillary space needs, above and beyond what you have today:

___2___ Conference rooms

___1___ Storage rooms

___0___ Kitchenettes

___1___ Other (please indicate): IMSD requires a secure, walled location for the help desk. Noise dampening and security are primary concerns.

4) Please indicate any current ancillary space that is under-utilized or may not be required by the year 2021.
N/A – All space is utilized.

5) Are you actively participating in a storage reduction initiative (i.e. scanning or offsite archiving of documents)? If so, please estimate a percentage reduction of occupied storage spaces, projecting to the year 2021.
IMSD actively participates in, and promoted, electronic document storage. However, there is no space saving specifically for IMSD as a result of physical storage reduction.

6) Do you (or will you) require more storage than you currently occupy? If so, please estimate how much, again projecting to the year 2021. Can this storage be contained off site?
We will require additional space for staging and building-out devices to be deployed. This space can be incorporated into the additional storage area stated in section 3 above.

7) Please list required departmental or non-departmental adjacencies that will help your department work more effectively:

Primary (frequent interaction with group / spaces):
Proximity (walking distance) to heavy-use client divisions (customer requiring more frequent physical support) including DAS, the Courthouse, Safety building.

Secondary (occasional interaction with group / spaces):
Procurement, Central Business Office, Community Business Development.

8) Please list departments or spaces (if any) you prefer NO adjacency to.
Areas that could disrupt services or cause delay in response by IMSD.

Exhibit 06 – MCCC Phase III Final Report

Milwaukee County Courthouse Complex

Planning Phase III Report

FINAL | September 21, 2018

/Venture/*Architects* • HOK • Gilbane

Project Team & Advisory Group – Milwaukee County

*Project Team

† Advisory Group

***†Milwaukee County Courts – First Judicial District**
Honorable Maxine White, Chief Judge
John Barrett, Clerk of Circuit Court/Register in Probate
Holly Szablewski, District Court Administrator
Amy Wochos, Senior Administrator and Legal Counsel

***†Milwaukee County Department of Administrative Services**
Teig Whaley-Smith, Director
Stuart Carron, Director, Facilities Management Division
William Banach, Principal Architect
Peter Nilles, Director of Facilities Planning and Development

***†Milwaukee County Sheriff's Office**
Richard Schmidt, Acting Sheriff
Captain Douglas Holton Jr.
Captain Catherine Trimboli
Lieutenant James Novotny

***†Milwaukee County District Attorney's Office**
John Chisholm, Milwaukee County District Attorney
Kent Lovern, Chief Deputy District Attorney

***†Wisconsin State Public Defender's Office**
Tom Reed, Regional Attorney Manager

†Milwaukee County Executive's Office
Chris Abele, Milwaukee County Executive
Raisa Koltun, Chief of Staff

†Milwaukee County Board of Supervisors
Theodore Lipscomb Sr., Chairman
Kelly Bablitch, Chief of Staff

†Office of the Comptroller
Scott Manske, Comptroller
Michelle Nate, Deputy Comptroller

Project Team – Consulting Members

Justice Architecture / Planning
Venture Architects
212 North 25th Street | Milwaukee, WI 53233

Courts / Justice Specialist / Architecture / Planning
HOK - Justice
60 East Van Buren Street, 14th Floor | Chicago, IL 60605

Implementation Planner
Gilbane, Inc.
101 West Pleasant Street, Suite 104 | Milwaukee, WI 53212

Swing Space Study
JCP Construction
1849 North MLK Drive, Suite 200 | Milwaukee, WI 53212

Architectural Visualization Graphics
Andersen & Andersen Technical Services, LLC
1985 Hawthorne Drive | Elm Grove, WI 53122

Project Coordinator
Jennifer Studebaker, LLC
PO Box 444 | Elm Grove, WI 53122

Table Of Contents

EXECUTIVE SUMMARY 5

SECTION 1 - INTRODUCTION 18

PROJECT HISTORY: HOW HAVE WE ARRIVED HERE? 19
WHAT IS THE NEED? 24
A DAY IN MILWAUKEE COUNTY'S JUDICIAL SYSTEM 38

SECTION 2 - STUDY TASK A 45

SPACE PROGRAM 46
NEW JUSTICE CENTER 65
MASTER SPACE PLAN SCENARIOS 66
SCENARIOS AND CONCEPT-LEVEL PROJECT COST ESTIMATES 87
LIFE CYCLE COST ANALYSIS 96

SECTION 3 - STUDY TASK B 98

IMPLEMENTATION STRATEGIES 99
PROJECT DELIVERY & FINANCIAL STRATEGIES 99
TRANSITION CONCEPT 112

SECTION 4 - ATTACHMENT 131

COMPARABLE INFORMATION 132

SECTION 5 - COMPANION REPORTS 140

SPACE PROGRAM 140
EXISTING BUILDING FLOOR PLANS 140
DETAILED CONCEPT-LEVEL PROJECT COST ESTIMATE 140

Executive Summary

Over the years, Milwaukee County's judicial system has evolved to meet the needs of its citizens. That evolution has slowed though as its facilities have become more outdated. Key Courthouse Complex buildings - the 1929 Public Safety Building and the 1932 Historic Courthouse - are outmoded facilities in their current form and cannot support a modern judicial system. They do not support safety, efficiency, universal accessibility, and procedural justice for all Milwaukee County citizens as mandated by the County. This study presents three long-term scenarios for transforming the Courthouse Complex to better support public safety, public service and efficient and sustainable judicial and general government operations.

CONCLUSIONS

1. The goals of this project and the needs of Milwaukee County citizens can best be met with a new 374,000 SF Justice Center that will house the criminal courtrooms. The 10-level planning concept includes 24 criminal courtrooms with space to add two courtrooms in the future; secure three-way circulation; secure entrances and underground parking; and an adjacent office tower for the Milwaukee County Sheriff and District Attorney.
2. The new Justice Center concept remains consistent across the three long-term scenarios. The scenarios address options for housing Milwaukee County's general government offices.
3. Though planning and programming of the transition phase will be complex, there are properties in the area which could support the swing space required.
4. The transition phase will add significant financial resources, which will be more fully developed in future phases.
5. Concept-level project cost estimates were developed for all three scenarios as well as the transition phase based on a project bid date of third quarter 2020, and the assumption that financing is secured by the end of 2018. As this project becomes more defined in Phases IV and V, cost estimates will also become more defined.

Executive Summary

RECOMMENDATIONS

1. Present findings and cost projections from this Phase III Report to the County Board for review and approval, and proceed to secure financing as directed.
2. Finalize Phase III activities with evaluation of Juvenile Courts addition, and other long-lead/high-risk planning items.
3. Establish protocols for entering Phase IV, which will include design development and initiation of transition plans as well as investigation of infrastructure requirements for the new Justice Center.
4. Initiate Phase IV, design development through construction bid, upon receipt of project funding.

PROJECT HISTORY

Though the current Milwaukee County Courthouse Complex Planning Project officially began in 2015, the need to address critical problems with the Public Safety Building as well as the County's vision for a modern justice system within the Courthouse complex was recognized many years prior. Several studies over the past 25 years have detailed poor conditions, potential solutions and costs. The question of whether to remodel or demolish the Public Safety Building has been a core issue.

This current project is led by Milwaukee County's Department of Administrative Services (DAS). Because the Historic Courthouse space also houses more than two dozen general government departments, DAS has secured project participation by key Milwaukee County leaders from judicial and general government functions.

Key Phase I Findings (2016)

1. The highest and best use of the Historic Courthouse is as a courthouse, but only for civil, probate and family courts.
2. Removing the criminal courts from the Historic Courthouse and Safety Building, and constructing a new criminal courthouse with appropriate zoning and separation of parties, is the best way to improve public safety.

3. The highest and best use of the Vel R. Phillips Juvenile Justice Center is to continue as a combined, collocated juvenile court and juvenile detention center.

A primary final recommendation was construction of a new criminal courthouse of approximately 360,000 square feet on the Public Safety Building site.

Key Phase II Work and Findings (2017)

In Phase II, a project mission for each of the five phases was defined, and the project vision developed. Among the many key findings which are foundational for Phase III:

- The Public Safety Building is not ideally suited to function as a modern office building.
- The Phase I recommendation to demolish the Public Safety Building to make room for a new criminal courthouse was validated.
- The highest and best use of the Historic Courthouse is renovation as recommended in the Phase I report with a combination of civil courts, family courts, and other non-court functions to ensure the safety of both county employees and the public.

In Resolution 16-673 adopted at its March 23, 2017 meeting, the Milwaukee County Board resolved to demolish the Public Safety Building and construct a new criminal courthouse on the Safety Building Site (lines 183-188).

> *"The highest and best use of the Safety Building is to demolish it in favor of a vacant site for construction of a new Criminal Courthouse."*
> (Milwaukee County Courthouse Complex Phase II Report, p. 247)

Executive Summary

2017 - Phase III Begins

In 2017, Phase III began with an Advisory Group expanded to include leaders from more Milwaukee County departments and the Judicial System. The Project Team validated and refined the Project Vision:

Milwaukee County Courthouse Complex Planning Project Vision

- Reflects a culture of quality, efficiency and innovation
- Provides a safe, secure and accessible environment
- Is fiscally and environmentally sustainable
- Includes a healthy learning environment
- Operates as part of a cooperative, regional system
- Supports a trauma-informed service mindset (added in Phase III)

Phase III Deliverables

The scope for Phase III of the Courthouse Complex Planning Project is divided into two tasks. The associated deliverables consist of:

Task A:

- Space Program for all Milwaukee County judicial and general government departments currently housed in the Courthouse Complex or adjacent buildings
- Planning Concept for a new Justice Center
- Three long-term options and associated capital costs for accommodating the judicial and general government functions of the Courthouse Complex

Task B:

- Implementation strategies:
    - Project delivery, scheduling and financing strategies for a long-term solution

- Transition options (definition of space needs and potential sites for swing space) and associated costs.

Milwaukee County Children's Court

In light of 2017-2018 proposed changes to the State of Wisconsin's juvenile justice strategy, Milwaukee County requested additional work by the consulting team to determine requirements to accommodate juvenile justice space needs in the proposed new Justice Center. This effort is summarized in the 2018 Milwaukee County Children's Court Planning Study.

Executive Summary

WHAT IS THE NEED?

To provide the appropriate level of judicial integrity, Milwaukee County's judicial leaders and key stakeholders of the First Judicial District will require the County to restructure the Courthouse Complex space. Primary needs include construction of a new Justice Center, and renovation of specific Historic Courthouse spaces.

The County's judicial leaders envision a modern court system grounded in the principles of procedural justice that delivers on Constitutional guarantees of equal justice and equal protection for all. Conditions in the Public Safety Building and to a degree, the Historic Courthouse, are compromising Milwaukee County's judicial process and public safety. Best practices for modern courthouses, such as three-way separation of judicial staff, in-custody defendants and the public, including victims, witnesses, jurors, visitors and employees, cannot be implemented in the current condition. The lack of separate circulation zones creates significant safety risks and undermines the integrity of the judicial system.

Postponing the construction of a new Justice Center is an option that needs to be recognized. However, continuing to defer significant maintenance at the Public Safety Building has a detrimental impact operationally, physically and financially.

The operational and physical impact of continuing to use the Safety Building falls into three main categories:

Safety Risk

- Lack of three-way separation
- Inadequate inmate holding areas
- Inadequate emergency exits
- Poorly sized courtrooms

Poor Physical Condition

- Aged and out dated building systems
- Deferred maintenance/capital improvements

- Poor air quality
- Inadequate building systems
- Asbestos problems
- Poorly-functioning elevators and accessibility lifts
- Potential damage to existing equipment and furnishings
- Postponement of scheduled activities due to building system failure

Lack of Functional Space

- Departments are fragmented throughout the building
- Operational inefficiencies
- Issues with confidentiality violation
- Problem with wayfinding for the public
- Compromised evidence
- Limited capacity for technology
- Accessibility issues
- Inefficient use of space

Financial Impact

According to a report prepared by Milwaukee County's Facilities Condition Assessment Program team, an estimated $59 million will be required through 2036 simply to maintain the Safety Building. This cost does not include improving Safety Building functionality.

Executive Summary

PHASE III TASK A – SPACE PROGRAM/PLANNING/COST ESTIMATING

SPACE PROGRAM

Space Programs have been developed for all 57 Departments and Divisions currently located in the Historic Courthouse, Safety Building, and 633 West Wisconsin Avenue building, and are part of the scope of the Phase III study. Departments are divided into General Government Departments currently in the Historic Courthouse and the 633 West Wisconsin Avenue building (rented space), and Judicial Departments, currently located in the Historic Courthouse and Safety Building. The scenarios in this report are based on these Space Program recommendations.

The Space Program Summary is included in this report. A complete Space Program with detailed information on all Departments is a companion document to this report.

PLANNING CONCEPT

Based on the Space Program developed and described in that section, three different scenarios have been developed and are illustrated in Section 2. All three scenarios recommend the construction of a new Justice Center for the County's criminal court operations and associated Departments on the site of the existing Public Safety Building.

CONCEPT-LEVEL PROJECT COST ESTIMATES

Concept-level project cost estimates have been developed for each of the three scenarios. The budgets include the new Justice Center project cost, Historic Courthouse renovation, and addressing the need for an additional 40,000 square feet of office space. Construction costs are based on a bid date of third quarter 2020.

Scenario A: County-Owned General Government Building

This scenario proposes that the current lease for the existing 40,000 net square feet of space in the 633 West Wisconsin Avenue Building be

terminated and the space need be met with a County-owned building rather than leasing the space. Options could include the construction of a new 50,000 gross square foot General Government County Building on County-owned property (40,000 net square feet plus 10,000 additional square feet for circulation, toilets, mechanical space, etc.) or the purchase of an existing building in downtown Milwaukee. For this Report, the option to construct has been used for budgeting purposes.

Scenario B: Remodeled Historic Courthouse

This scenario proposes the 40,000 net square feet of space in the 633 West Wisconsin Building be moved and incorporated into the existing Historic Courthouse. To accomplish this move, several physical changes will need to be made to the Historic Courthouse including modifications to several existing Departments, and filling several light wells in the Historic Courthouse to create additional space. The relocation of existing Departments will require additional planning and cost estimating in future project phases.

Scenario C: Leased General Government Building

This scenario proposes leasing approximately 40,000 net square feet in the downtown area. There are a number of options currently available in the downtown area, including the Reuss Federal Plaza.

The following table provides concept-level project cost estimates.

Executive Summary

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CONCEPT-LEVEL PROJECT COST ESTIMATE

New Justice Center			
Design & Construction	$261,694,558		
Demolition & Site Utilities	$10,465,000		
Subtotal New Justice Center	$272,159,558		
Historic Courthouse			
7th Floor – 2 New Courtrooms	$5,449,618		
MEP Upgrades	$15,818,083		
Subtotal Historic Courthouse	$21, 267,701		
General Government Space	**SCENARIO A** (COUNTY OWN)	**SCENARIO B** (HISTORIC COURTHOUSE)	**SCENARIO C** (COUNTY LEASE)
Courthouse Department Renovation	NA	$7,554,490	NA
Courthouse Lightwell Buildout	NA	$7,133,903	NA
Total Occupancy Cost*	$19,175,159	NA	$36,146,907
Relocation / Moving Cost (from 633 W. Wisconsin bldg.)	$52,800	$52,800	$52,800
Subtotal General Government	$19,227,959	$14,741,193	$36,199,707
TOTAL PROJECT COSTS	**$312,655,218**	**$308,168,452**	**$329,626,966**

**JLL 30-Year Life Cycle Cost Analysis / Net Present Value – September 11, 2018*

Executive Summary

PHASE III TASK B: IMPLEMENTATION STRATEGIES

Project Delivery & Financial Strategies

There are a number of options for design and construction delivery of projects in the public sector. Each has its advantages and disadvantages with respect to first cost, long term cost, ownership, and delivery schedule, to name a few. Following are options identified for the Milwaukee County Courthouse Complex project. Option 4, Construction Manager at Risk, is recommended.

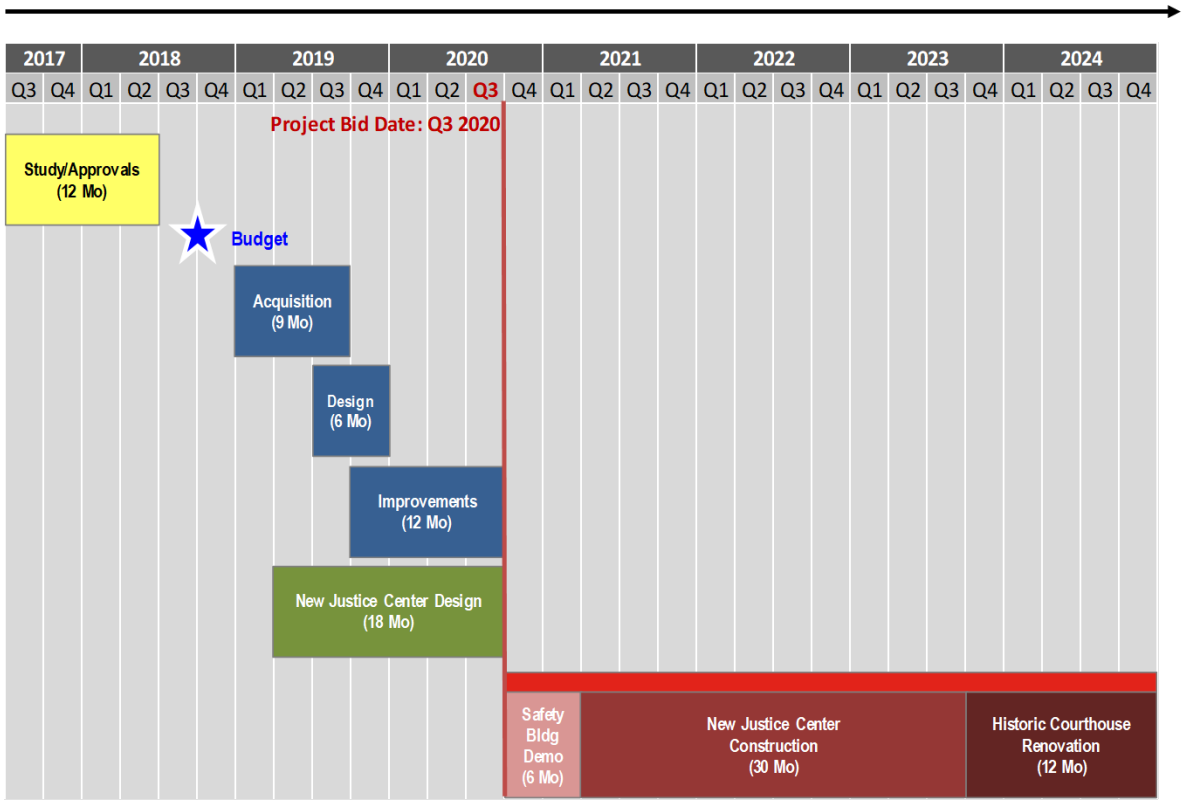
OPTIONS	CONSTRUCTION DELIVERY METHOD	OPERATOR	OWNERSHIP	FINANCING	EXAMPLE PROJECT
1	Single Prime / Lump Sum Bid GC	Milwaukee County	Milwaukee County	Public	Milwaukee County Zoo Elephant Exhibit
2	Multi-Prime /CM-Agency (CMa)	Milwaukee County	Milwaukee County	Public	Milwaukee County Jail & Criminal Justice Facility
3	P3 Public/Private/Partnership	Private Developer	Private Developer	Private	State of Wisconsin / Hill Farms Office Complex
4	**Construction Manager At Risk (CMr)**	**Milwaukee County**	**Milwaukee County**	**Public**	**Potawatomi Hotel Addition**
5	Design/Build (D/B)	Milwaukee County	Milwaukee County	Public	Milwaukee City Hall Foundation Restoration

Project Scheduling

It is estimated that the project will require a seven-year time span from Phase III study beginning in third quarter 2017 to completion of new Justice Center construction and Historic Courthouse renovation in fourth quarter 2024. A project bid date of third quarter 2020 was used for all concept-level project cost estimates in this Report. A change in this bid date will require updates to all cost estimates.

Executive Summary

Project Scheduling: 7 Years*



**assumed financing secured end of 2018*

Transition Concept

In the projected four-year time span between demolition of the Public Safety Building and completion of the new Justice Center and Historic Courthouse renovation, several Milwaukee County departments will require transitional accommodations, including the Criminal Courts, Milwaukee County District Attorney, Milwaukee County Sheriff's Office and others. After study of security requirements, department adjacencies and other factors, it is recommended that nine civil courtrooms be temporarily relocated in swing space off the Courthouse Campus, and the criminal courts move into the vacated space in the Historic Courthouse. In addition, temporary office space will be needed for the District Attorney, Forensics – WI Unit, JusticePoint, specific units within the Sheriff's Office, and storage.

Executive Summary

Swing Space Criteria and Programmatic Requirements

Phase III included study of temporary (swing) space for the transition. It was determined that 56,000 square feet are needed to relocate the civil courts, and 79,000 square feet are needed to relocate additional departments to temporary office space. Criteria and programmatic requirements for temporary civil court and office space were identified and used during swing space investigation.
As of third quarter 2017:

- 10 swing space options were identified for the civil courts within 13 miles of the Historic Courthouse. Lease rates ranged from $4.50 per square foot to $14.00 per square foot. Options included office buildings, Milwaukee Public Schools and vacant big box retail space.
- 10 swing space options for office space were identified within 13 blocks of the Historic Courthouse. Lease rates ranged from $12 per square foot to $24 per square foot. Options included existing office space.

While useful for benchmarking purposes, it is recognized that these spaces may or may not be available at the time this project is approved and funded.

Transition Costs

For each of the three scenarios, transition costs are estimated to be $33,166,278. These cost estimates are based on the following assumptions:

- Move of offices out of Public Safety Building based on the possibility of two locations.
- Move of nine civil courts out of Historic Courthouse to temporary location estimated at 56,000 square feet. Renovation costs are included for this temporary space. In addition, the cost estimate includes moving from the temporary location back into the Historic Courthouse.
- Move of offices in the Safety Building offices estimated at 79,000 square feet to a temporary location which has existing structure/layout from a previous office operation. Renovation costs are included for this temporary space. In addition, the cost estimate includes moving offices into the new Justice Center.

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Section 1 - Introduction

Project History: How Have We Arrived Here?

What is the Need?

A Day in Milwaukee County's Judicial System

Though the current Milwaukee County Courthouse Complex Planning Project officially began in 2015, the need to address the Safety Building's critical problems and the County's vision for a modern justice system within the Courthouse complex was recognized many years prior. In the past 25 years, the situations within the Public Safety Building and Historic Courthouse have become increasingly urgent, and the estimate of financial resources needed to solve these issues has grown exponentially. The following sections briefly detail key studies.

1992 – Milwaukee County Safety Building Reuse Study

With the opening of the new Milwaukee County Criminal Justice Facility (CJF), the County commissioned an evaluation of options for reuse of the vacated jail space in the Public Safety Building as well as evaluation of the future projected growth and needs of other tenant departments. The study provided three options and costs:

- Option A: $108,506,000. (Construct new building between Public Safety Building and Criminal Justice Facility, renovate part of Public Safety Building and leave rest unused)
- Option B: $99,506,000. (Renovate entire Public Safety Building, construct new elevator towers, lobbies and secure corridors)
- Option C: $112,236,000. (Demolish Public Safety Building, construct slightly smaller building on same site)

2008 – Milwaukee County Safety Building Reuse Study Update

In 2008, the study was updated with cost adjustments to reflect inflation over the 16-year interim. Deficiency repair costs were added.

- Option A: $204,070,000
- Option B: $187,144,000
- Option C: $211,085,000

- Deficiency Repair Costs: $15,449,655 (Deficiencies identified included failing mechanical, electrical and plumbing systems as well as replacement of skylights, numerous façade repairs, repair of handrails in stairwells, and many others. Soft costs were not included.)

2013 – CBRE Comprehensive Facilities Plan Consulting Report

This study was initiated by the County to develop a comprehensive facilities plan with recommendations for improvements to management of the County's facilities portfolio. The Public Safety Building was one of 25 key County facilities included in the study. The study documented issues related to physical safety, public restroom accessibility, and poor physical condition of the Public Safety Building. According to the report, *"The building should be assessed to see if it is cost effective to renovate the facility to accommodate additional departments. If cost prohibitive to remodel, the site should be considered for construction of a new facility to house departments related to core County functions."* (p. 102)

2015 – Pursuing "Highest and Best Use"

Based on the 2013 CBRE report, the Milwaukee County Department of Administrative Services (DAS) moved forward with a project to determine "the highest and best use" of the judicial facilities related to the Courthouse Complex. The multi-phase project is focused on the planning, design and implementation of facility improvements to meet the County's long-term spatial, physical and functional needs.

2016 – Milwaukee County Courthouse Complex Planning Project Phase I

DAS convened a Project Advisory group of key County leaders in the judicial system and general government, and a team of consultants, to guide project work. Key findings of this phase:

1. The highest and best use of the Historic Courthouse is as a courthouse, but only for civil, probate and family courts.
2. Removing the criminal courts from the Historic Courthouse and Safety Building, and constructing a new criminal courthouse with appropriate

zoning and separation of parties, is the best way to improve public safety.

3. The highest and best use of the Vel R. Phillips Juvenile Justice Center is to continue as combined, collocated juvenile court and juvenile detention center.

Among the final recommendations was construction of a new criminal courthouse of approximately 360,000 square feet on the Public Safety Building site.

"The only way to truly resolve the current Criminal Court issues is with a new building, designed to modern standards." (Milwaukee County Courthouse Complex Phase I Report, p. 170)

2016 – Milwaukee County Courthouse Complex Planning Project Phase II

In Phase II, the Project Advisory Group defined the mission for each of the project's five phases:

Mission for Each Project Phase

Phase I - Identify a consolidated, redesigned space for the people working in and served by the County Courts, and identify the highest and best use of the County Courthouse.

Phase II - Define a consolidated, redesigned space for the people working in the areas of non-court functions within the County Courthouse and Public Safety Building, and establish existing conditions and identify opportunities for increased efficiencies.

Phase III - Determine ultimate space locations for all Departments associated with Phases I and II; complete space programming, design and build outs for swing space required for completion of Phases IV and V; determine preferred ownership, financing, and delivery methods for interim and ultimate solutions.

Phase IV - Complete planning, programming, and design of the new Criminal Courthouse and other required facility improvements.

Phase V - Construct a new Criminal Courthouse, complete other required facility improvements, and relocate Departments to ultimate locations.

The Project Advisory Group also developed a Project Vision to ensure that all phases align with Milwaukee County's core values.

Key Findings from Phase II

Phase II resulted in several key findings. Among the many key findings which are foundational for Phase III:

- The Public Safety Building is not ideally suited to function as a modern office building.
- Phase I recommendation to demolish the Public Safety Building to make room for a new criminal courthouse was validated.
- The highest and best use of the Historic Courthouse is renovation as recommended in the Phase I report with a combination of civil courts, family courts, and other non-court functions to ensure the safety of both county employees and the public.

In Resolution 16-673 adopted at its March 23, 2017 meeting, the Milwaukee County Board resolved to demolish the Public Safety Building and construct a new criminal courthouse on the Safety Building Site (lines 183-188).

> *"The highest and best use of the Safety Building is to demolish it in favor of a vacant site for construction of a new Criminal Courthouse."*
>
> (Milwaukee County Courthouse Complex Phase II Report, p. 247)

2017 – Phase III of the Milwaukee County Courthouse Complex Planning Project

DAS engaged a team of consultants with diverse expertise to complete the Phase III mission described above. A broader Project Team of County judicial system and general government leaders was convened to guide the work. During a visioning session, the Project Team validated the Project Vision developed in Phase II, and expanded on the ideals the project seeks to achieve:

Milwaukee County Courthouse Complex Planning Project Vision

- Reflects a culture of quality, efficiency and innovation
- Provides a safe, secure and accessible environment

- Is fiscally and environmentally sustainable
- Includes a healthy learning environment
- Operates as part of a cooperative, regional system
- Supports a trauma-informed service mindset (added in Phase III)

The scope for Phase III of the Courthouse Complex Planning Project is divided into two tasks. The associated deliverables consist of:

Task A:

- Space Program for all Milwaukee County judicial and general government departments currently housed in Courthouse Complex or adjacent buildings
- Planning Concept for a new Justice Center
- Three long-term options and associated capital costs for accommodating the judicial and general government functions of the Courthouse Complex

Task B:

- Implementation strategies:
    - Project delivery, scheduling and financing strategies for a long-term solution
    - Transition options (definition of space needs and potential sites for swing space) and associated costs.

Milwaukee County Children's Court

In light of 2017-2018 proposed changes to the State of Wisconsin's juvenile justice strategy, Milwaukee County requested additional work by the consulting team to determine requirements to accommodate juvenile justice space needs in the proposed new Justice Center. This effort is summarized in the 2018 Milwaukee County Children's Court Planning Study.

To provide the appropriate level of judicial integrity, Milwaukee County's judicial leaders and the key stakeholders of the First Judicial District require the County to restructure Courthouse Complex space. Primary needs include construction of a new Justice Center, and renovation of specific Historic Courthouse spaces.

The County's judicial leaders envision a modern court system grounded in the principles of procedural justice that delivers on Constitutional guarantees of equal justice and equal protection for all. Conditions in the Public Safety Building and to a degree, the Historic Courthouse, are compromising Milwaukee County's judicial process and public safety. Best practices for modern courthouses, such as three-way separation of judicial staff, in-custody offenders and the public, including victims, witnesses, jurors, visitors and employees, cannot be implemented in the current condition. The lack of separate circulation zones creates significant safety risks and undermines the integrity of the judicial system. This section documents the operational issues, the physical condition and issues caused by inadequate space in the Safety Building and Historic Courthouse.

PUBLIC SAFETY BUILDING

Built in 1929, the Public Safety Building houses the First Judicial District criminal courtrooms, court-support departments, the Milwaukee County Sheriff administrative offices, the District Attorney's office, Wisconsin Forensics Unit, and JusticePoint (pretrial services). It also houses the Office of Emergency Management staff. It is an outdated building that does not support effective, efficient and safe judicial processes in Milwaukee County.

Postponing the construction of a new Justice Center is an option that needs to be recognized. But a lengthy postponement has its impact, both operationally and physically.

1. Operational Need

Operational issues arising from use of the outdated Safety Building space include:

Safety Risks

- Lack of Three-Way Separation: Inmates, jurors, witnesses, victims, visitors, judges and other judicial system staff use the same small hallways and elevators, putting parties in conflict and in close physical proximity. The safety risks are great: The Milwaukee County Sheriff's Office reports 10 daily security-related incidents in the Safety Building, and more than 100 cases per month in which extra deputies are assigned to a courtroom as a preventative safety measure. In addition, there is a growing issue of witness and victim intimidation by families of defendants waiting in hallways as inmates, jurors, staff and the public pass by. The lack of secure, restricted circulation zones increases tension and creates a dangerous, highly volatile environment on a daily basis.
- Inmate movement/holding: The Milwaukee County Sheriff's Office reports at least 29 movements of one or multiple inmates per day from the Criminal Jail Facility through the halls of the Public Safety Building. A maximum of 10 inmates are moved at a time in five-person chain gangs supervised by two Sheriff deputies. The two inmate elevators are extremely small, creating a high security risk. These elevators are often out of service, requiring deputies to interrupt public elevator service to move the inmates. Inmate chain gangs pass through public hallways on the way to holding areas, which were carved out from other space and are not adequate in number for the quantity of courtrooms in the Public Safety Building.
- Additional safety risks: There are several additional risks, including difficult public wayfinding and lack of clear emergency egress paths. Some stairways lead only to the floor above or below and are not a

building exit. Dead-end hallways on the third and fourth floors create isolated spaces that are not quickly or easily accessible to Sheriff's deputies, and restrict egress. Sheriff's radio and cell phones do not work consistently throughout the Safety Building.

Lack of Accessibility

Physical access into and within the Public Safety Building is difficult, if not impossible, for individuals with mobility issues. Individuals must climb stairs at the main entrance on State Street, or enter via the MacArthur Square parking garage. Public elevators are often not operational. There is a single wheelchair lift on several floors as hallways on these floors are located an additional three stairs up from the elevator landing, but those lifts are often not operational. Jury boxes cannot accommodate wheelchairs; ADA-accessible restrooms are not available on all floors.

Lack of Courtroom Technology

It is difficult and expensive to equip 90-year-old courtrooms with technologies vital to a modern and efficient judicial system. There is little to no digital technology in the Public Safety Building criminal courtrooms, including no access to the online state case management system. Video monitors for presentation of evidence are shared between courtrooms and rolled around on carts. Though video teleconferencing is a common practice for arraignments, hearings, and remote testimony from witnesses and experts, Milwaukee County has a single video conferencing technician and mobile equipment serving all 47 courts. As a result, court schedules are interrupted and cases adjourned to accommodate availability of the video technician. Digital recording devices and other technologies which could improve judicial system efficiency and experience are not in use. The Public Safety Building does not have electrical capacity to handle widespread implementation of modern courthouse technology.

Service to the Citizens of Milwaukee County

The First Judicial District aspires to provide procedural justice, a concept described by the National Initiative for Building Community Trust and Justice as, *"Treating people with dignity and respect, giving citizens 'voice' during encounters, being neutral in decision making, and conveying trustworthy motives."* Procedural justice is more than a process – citizens' perception of and experience with the judicial system are integral elements.

In Milwaukee, the Safety Building environment has a negative effect on citizens' interaction with their judicial system:

- Perception that the Safety Building is not safe: The lack of three-way circulation, inmate movement through public halls, frequent security incidents and visual evidence that the building is not well-maintained all contribute to public perception that the courts are not a safe place to be.
- Perceived lack of care and respect: The lack of confidentiality, the indignity of attorney-client meetings that take place in public hallways with garbage bins as desks, and the lack of building cleanliness and order all send a negative message to citizens which contradicts the actual high degree of care, respect and commitment by the professionals who work in Milwaukee County's judicial system. For these professionals, the perceived lack of respect is frustrating and disheartening.
- Lack of confidence in Milwaukee County's judicial system: The Safety Building is not representative of citizens' Constitutional right to a fair judicial process. The lack of legitimacy and confidence make it difficult for judicial staff to build rapport with in-custody defendants, victims and their families.

- The lack of a three-way circulation system requires in-custody defendant movement in back hallways past jury deliberation suites and through public hallways past victims, witnesses and other members of the public, which is unsafe and could lead to a mistrial.

2. Poor Physical Condition

The poor physical condition of the Safety Building and the environment within has been documented in several reports starting with Milwaukee County's 1992 Safety Building Reuse Study, and most recently with the 2017 Facilities Condition Assessment Report (FCAP) by Milwaukee County's Department of Administrative Services. Due to County budget constraints, regular maintenance has been marginal, and most capital improvements have been minimal fixes for critical deficiencies. Between 2012 and 2017, the County spent $548,600 for building repairs, and $634,600 for major maintenance in the Public Safety Building. Based on facility assessments by Milwaukee County staff, another $59 million is estimated to be required for future building renewal projects through 2036.

Ongoing issues include:

- Poor air quality, poor water quality, uneven and ineffective climate control
- Persistent issue with sewer gas
- Inadequacy of the electrical system, leading to temporary, unsafe fixes by staff
- Significant pest infestations, including cockroaches and bats
- Outdated elevators and wheelchair lifts that are often out of service

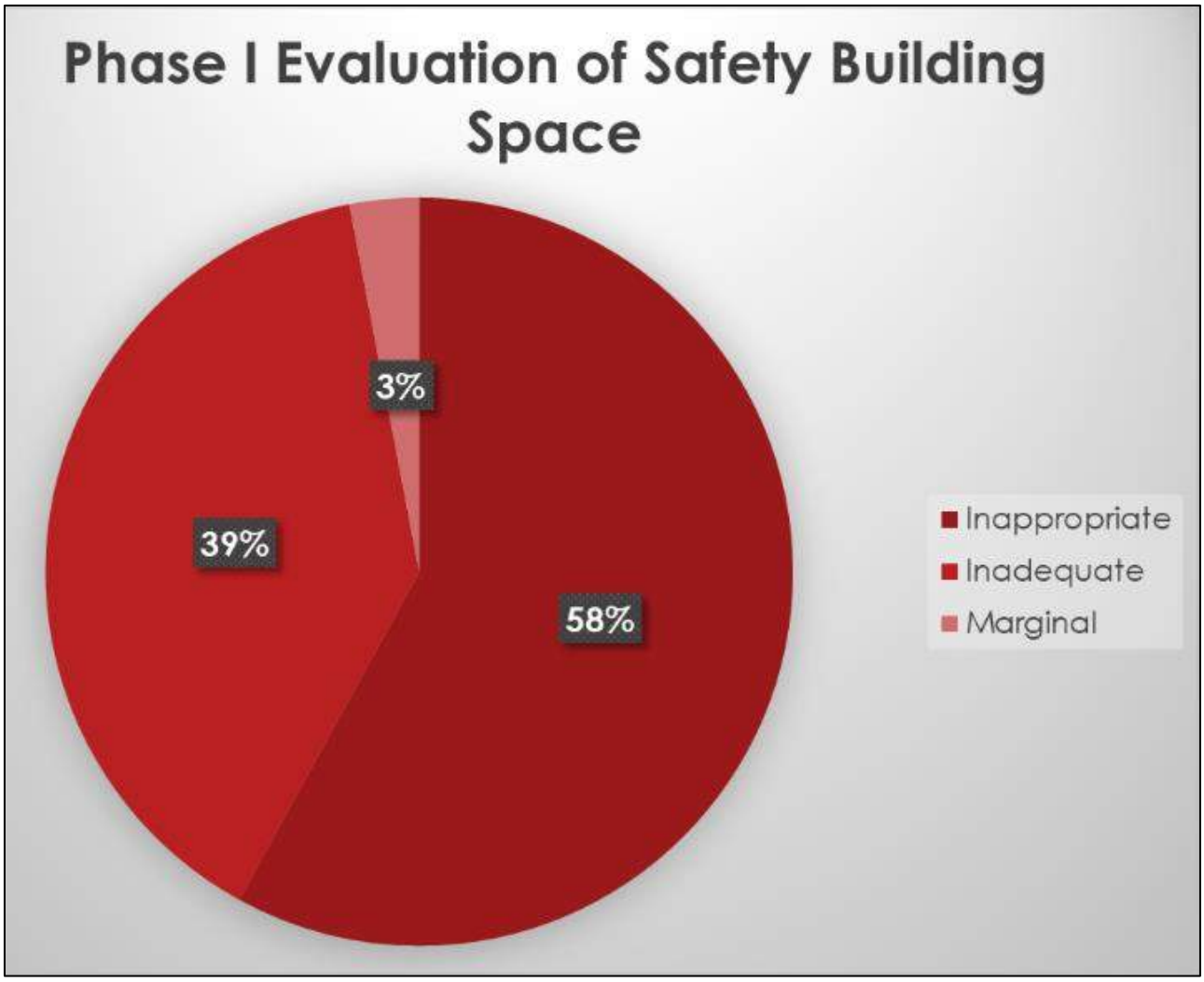
3. Lack of Functional Space

In Phase I, the Public Safety Building was evaluated in terms of both quantity and quality of judicial space. Findings indicate that 97% of the Public Safety Building space is inappropriate or inadequate:

(58%) **INAPPROPRIATE:** Numerous layout, security, or accessibility issues. Fundamentally inappropriate for continued use.

(39%) **INADEQUATE:** Poor quantity and quality of space; improper layout; urgently requires improvement

(3%) **MARGINAL:** Requires some renovation or expansion to achieve minimum recommended operating standards



In Phase III, the Consulting Team conducted a deeper evaluation of the Public Safety Building space, finding extensive space deficiencies that affect safety, efficiency and efficacy of the departments housed in the building. Issues include:

- In the Branch 20 courtroom as in many of the Safety Building courtrooms, the staff area is extremely cramped. Judge's chambers are 216 square feet, (significantly below state guidelines) and there is no room for a confidential sidebar. Coffee break supplies and the coffee maker are in the judge's chambers. For more detail, please see the section in this report, *A Day in Milwaukee County's Judicial System*.
- Lack of adequate, appropriately designed space means the pretrial services department cannot provide adequate confidentiality to its clients for supervision meetings and drug testing.
- Office space in many departments is extremely cramped, with multiple staff working in a space more appropriate for one person.
- Many departments including the Sheriff's Office, District Attorney and JusticePoint have space on multiple floors, creating inefficiencies, barriers to collaboration, and challenges for individuals with mobility issues.
- Evidence storage areas for drugs, guns and DNA have no climate control. DNA is destroyed/compromised; marijuana becomes moldy and toxic.
- 18% of the building is former jail space that is vacant, and cost-prohibitive in terms of renovation.

For a complete summary of future space requirements for departments currently housed in the Safety Building, refer to the section *Space Program – New Justice Center.*

4. Financial Impact

The Public Safety Building requires an infusion of funds for Milwaukee County simply to maintain it. The building has seen extensive deferred maintenance, and does not meet current County standards for facilities condition. During Phase III, the Project Team examined these costs in Milwaukee County's FCAP Report and 5-Year Capital Improvement Plan. Despite the recommendation to replace the Safety Building, investments to address basic life safety issues are ongoing, such as the County Board-approved 2018 elevator modernization project.

Facilities Condition Assessment Program (FCAP) Report

Milwaukee County's Facilities Condition Assessment Program (FCAP) team provides building systems condition assessment inspection services for County owned facilities and administers a software-based asset management system that is a repository for all the building condition data and building system deficiencies (this database provides the basis for major maintenance and capital improvement project requests).

In April 2017, the County's FCAP Team completed a cursory assessment of the Public Safety Building. The assessment was not as detailed as the FCAP team would typically complete due to the potential fate of the building. The report identified asset renewal and replacement recommendations addressing architectural and structural conditions, utility services, heating, ventilation and air conditioning (HVAC) systems, plumbing, fire suppression, electrical and power systems, lighting, fire alarms and telecommunication systems. Additionally, an exterior façade inspection was completed in 2016. That report identified critical exterior façade repair items that were remedied in a timely manner, but there are still many areas of the exterior façade that are in fair condition and could someday pose a safety risk.

Highlights of the Funding Needs Report, as prepared for the FCAP Report, by year include:

TABLE 1 – FUNDING TO MAINTAIN THE PUBLIC SAFETY BUILDING (Long-Term)

Year	Funding Needs	Year	Funding Needs
2017	$ 15,162,753	2027	$ 2,388,394
2018	$ 16,230,931	2028	$ 4,272,533
2019	$ 312,206	2029	$ -
2020	$ 2,925,710	2030	$ 1,814,870
2021	$ 20,601	2031	$ -
2022	$ 11,282,906	2032	$ 1,239,739
2023	$ -	2033	$ -
2024	$ -	2034	$ -
2025	$ 2,341,446	2035	$ 1,277,758
2026	$ -	2036	$ 89,970

TOTAL: $59,359,817

Current 5-Year Capital Improvement Recommendations

For the short term, County staff identified Public Safety Building projects as part of the 5-year Capital Improvement Plan, with projects and costs listed below.

TABLE 2 – CAPITAL IMPROVEMENT PROJECTS (Short-Term)

YEAR	CAPITAL IMPROVEMENT PROJECT	Estimated Cost (2018)	
2018	Elevator Modernization (cars 3, 4, 6)	$	1,181,031
2019	Safety Building Window Replacement	$	283,058
2019	Safety Building Window Replacement	$	2,221,164
2019	Clerk of Court, Room 419 Renovation	$	255,000
		$	3,940,253

HISTORIC COURTHOUSE

The Historic Courthouse currently houses Milwaukee County's four misdemeanor courts, three domestic violence courts, thirty-four probate courts, twelve felony courts including a gun-related felony court, and court-support departments as well as general government departments and other facility support operations. The courts and judicial areas are challenged by many of the same issues identified in the Public Safety Building evaluation. For general government departments, the issues are driven more by the Historic Courthouse's ineffective design and inadequate size for modern office functions.

1. Operational Need

Safety Risks

Lack of Three-Way Separation: The Historic Courthouse lacks the three-way separation that is a best practice in modern judicial spaces. Use of the same hallways and elevators by inmates, jurors, victims, witnesses, visitors, judges and other judicial system staff increases tension and safety risk to all.

Inmate movement/holding: As with the Public Safety Building, inmates move through public areas to get from the Criminal Justice Facility to courtrooms, which increases risks in terms of intimidation of defendants, violent incidents, inmate escape, and a compromised judicial process.

Lack of Accessibility

Physical access into the Historic Courthouse is difficult for individuals with mobility issues. Individuals must climb stairs at the south entrance or enter via the parking garage. As noted in the Phase I report for this project:

- Only 4 of the 34 courtrooms in the Historic Courthouse are ADA-accessible with respect to the witness stand, jury box, and judge's bench;
- Only 4 of 34 jury rooms are located on the same level as the courtrooms they serve. The others must be accessed by stairwell;

- Most jury room restrooms do not meet ADA requirements.

Limited Capacity for Technology

Though the Historic Courthouse is equipped with Wi-Fi, courtrooms in this building also lack modern judicial technology and adequate electrical capacity for new technologies.

Service to the Citizens of Milwaukee County

Though operational conditions within the Historic Courthouse are not as severe as within the Safety Building, many elements that contribute to a negative public perception and poor experience for users are present. Hallways are crowded and offer little seating. Inmates, jurors, judges and families share the hallways and elevators. Government offices with public service counters are visibly cramped, while other service areas, such as Child Support Services, require visitors to walk through a maze of crowded cubicles to tiny meeting spaces. In many areas of the Historic Courthouse, lack of space translates into lack of confidentiality. The lack of routine maintenance is evident. As with the Public Safety Building, conditions within the Historic Courthouse negatively impact procedural justice and give a false impression that County staff is not respectful of or committed to serving Milwaukee County residents.

2. Physical Condition

The physical condition of the Historic Courthouse was rated as "fair" in the 2017 Public Policy Form Report, *"Cracks in the Foundation: An Analysis of Building Repair and Replacement Needs at the City and County of Milwaukee."* This rating was based on the 2013 Comprehensive Facilities Planning Consulting Report by CBRE cited earlier as well as subsequent capital projects and project requests.

3. Lack of Functional Space

In Phase I of the Milwaukee County Courthouse Planning Project, the Historic Courthouse was evaluated in terms of both quantity and quality of space for judicial and general government functions.

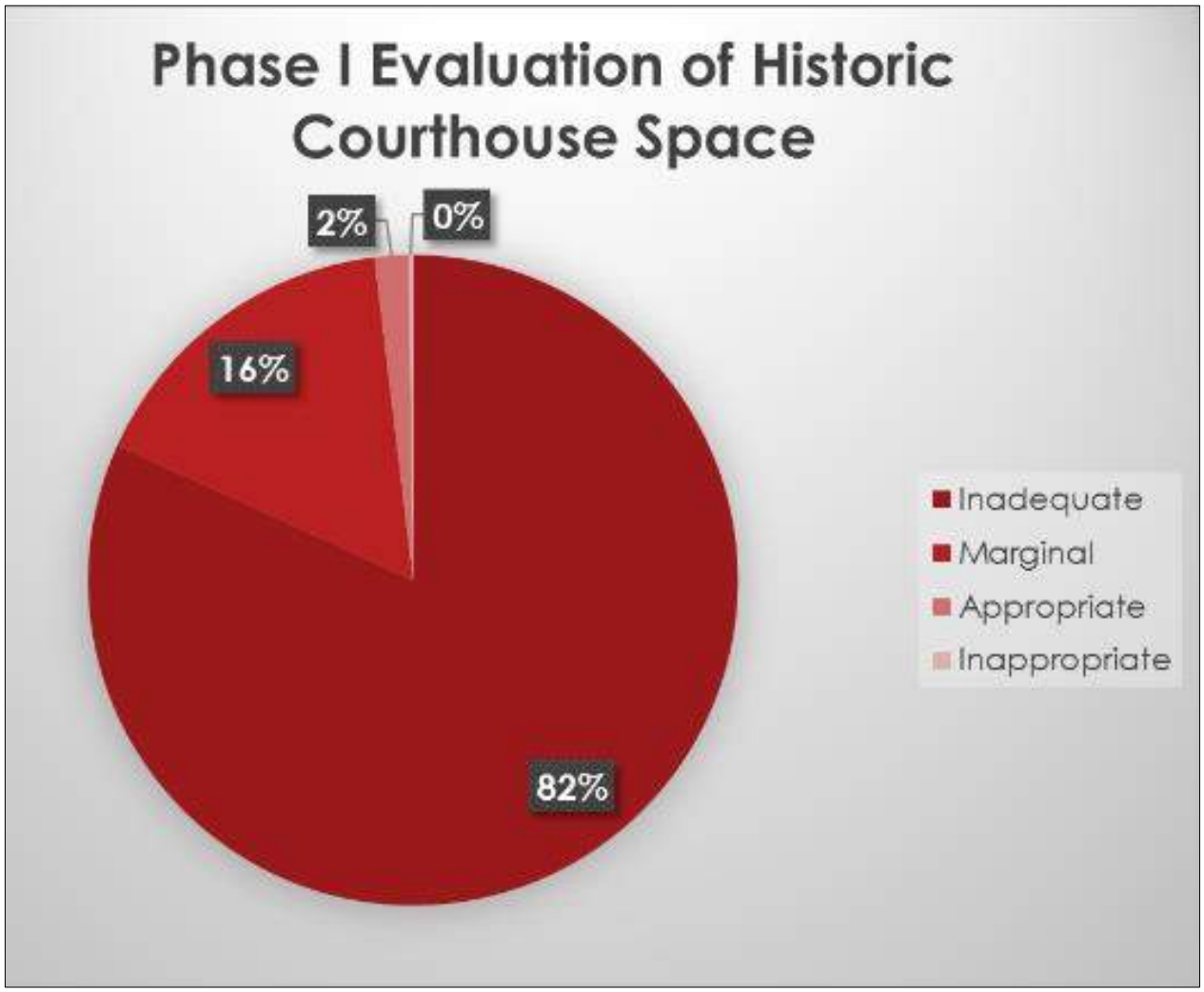
From the Phase I report:

(82%) **INADEQUATE:** Poor quantity and quality of space; improper layout; urgently requires improvement

(16%) **MARGINAL:** Requires some renovation or expansion to achieve minimum recommended operating standards

(2%) **APPROPRIATE:** Sufficient quantity of space; good configuration and layout; little, if any, expansion required or renovation would be useful

(.2%) **INAPPROPRIATE:** Numerous layout, security, or accessibility issues. Fundamentally inappropriate for continued use.



In Phase III, the Consulting Team met individually with the leadership and staff of nearly all general government departments at least once to better understand their challenges with the existing Historic Courthouse space, and to determine their future space requirements. This effort built on work conducted in Phases I and II, but delved deeper into the specific needs of each Milwaukee County department.

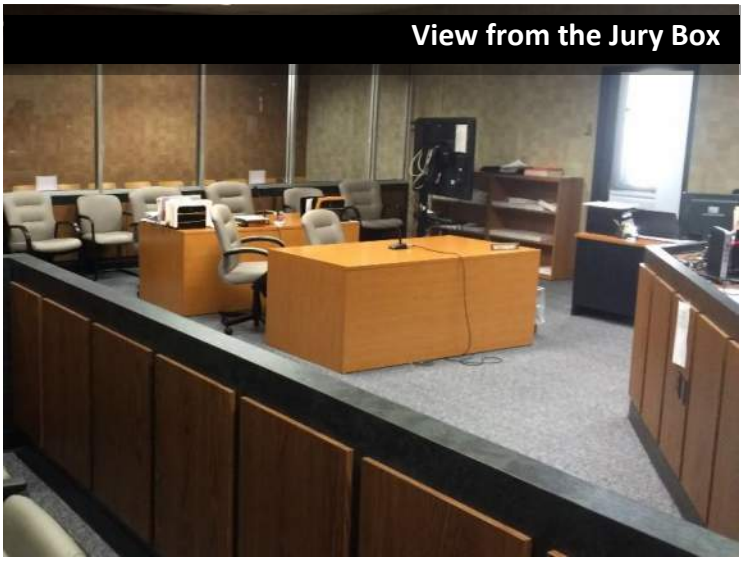
The outcome is a Space Program that captures current and future space requirements for each Department. The consulting team has also identified two separate lists of potential renovation projects which could increase departmental efficiency. Projects on the first list fall within the scope of the Milwaukee County Courthouse Complex Planning Project, and are included in budgeting for Scenarios A, B, and C. Projects on the second list contain renovation projects deemed by the Project Team to be outside the scope of this project, and that could be considered for implementation when County resources allow.

For further detail, refer to the Space Program – Historic Courthouse of this report, and the Space Program companion report.

Though no two courtrooms in Milwaukee County's Historic Courthouse and Safety Building are the same, there are commonalities in the experience all citizens have as participants in Milwaukee County's judicial process. The examples in this section are intended to be representative of that experience.

A JUROR'S PERSPECTIVE: THE BRANCH 20 COURTROOM

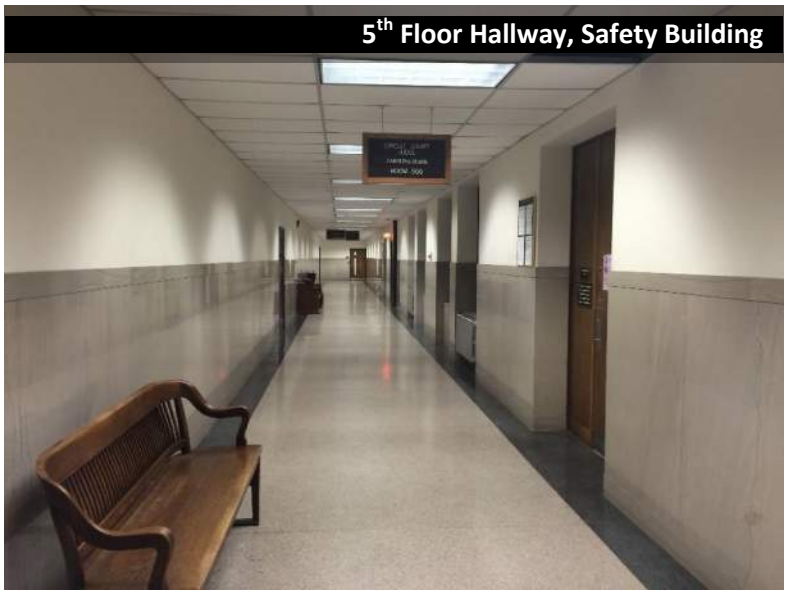
Branch 20 on the third floor of the Public Safety Building is a criminal courtroom with close quarters and no natural light. The courtroom is just 30 feet wide, so spaces for the defendant and prosecution are stacked front to back, within inches of each other. The jury box is also in close physical proximity to defendant and prosecutor as well as the witness stand and the judge. Jurors can clearly see the faces of the spectators in the gallery just 15 feet away. Jurors with mobility challenges may sit to the side or in front of the jury box, but not in the jury box.


View from the Jury Box

The path to the jury deliberation room takes jurors through the narrow public hallway, past family members of defendants and victims. The only other option for passage takes jurors by the inmate holding areas. From there, they wind through a maze of open office cubicles, where court staff are at work, and may be discussing cases. In the jury room, they find old furniture, outdated bathrooms, and no place to store bag lunches.

At the end of the day, Branch 20 jurors again exit into the public hallway where families of victims and defendants congregate. They may ride the elevator down with the judge or district attorney from the case, with silence as the only means to preserve the practice of no contact.

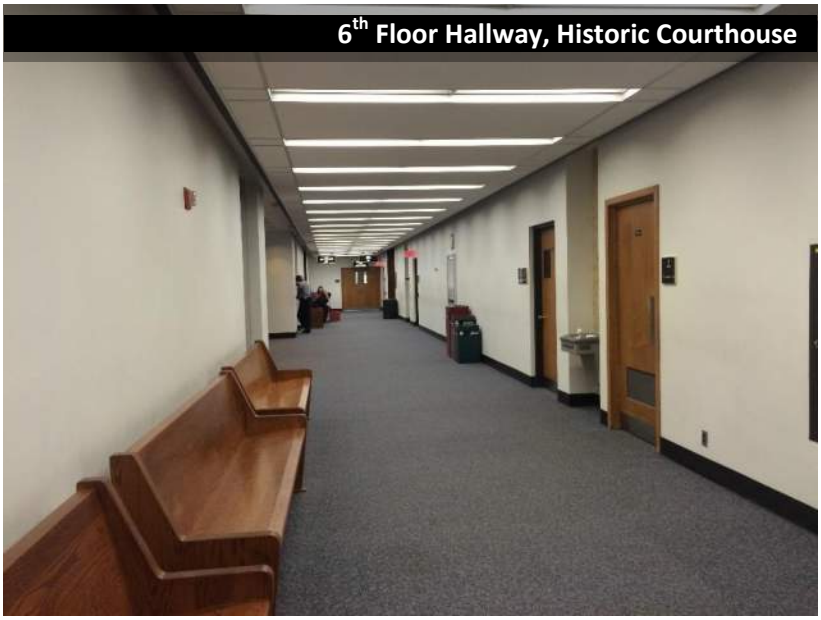
A DEFENDANT'S PERSPECTIVE: 5TH FLOOR PUBLIC HALLWAY


5th Floor Hallway, Safety Building

For defendants coming from the Criminal Justice Facility to a Public Safety Building 5th floor courtroom, the public hallway of the Public Safety Building can seem much longer than it really is. Stretching between two homicide courtrooms, the narrow hallway is often congested with family members of the victims, witnesses and other members of the public. As in-custody defendants pass by in orange jumpsuits, handcuffs and chains, they may have doubts that their right to a fair trial, and the presumption of innocence until proven guilty as guaranteed by the Constitution, will be fulfilled.

The Milwaukee County Sheriff's Office calls this hallway one of the most dangerous spaces in the Public Safety Building because the number of incidents of intimidating behavior by the public in the hallway has risen sharply. Extra Sheriff's deputies are called to respond to security incidents in the Public Safety Building hallways on a weekly basis.

THE PERSPECTIVE OF A DEFENDANT'S FAMILY MEMBER AT THE 6TH FLOOR GUN COURT


6th Floor Hallway, Historic Courthouse

In the Historic Courthouse, the 6th floor public hallway is often overflowing with family members of defendants charged with a gun-related felony. For some, this may be the last chance to see their parent or child for several years. Citizens of all ages wait anxiously on the few benches, sit on the floor, or lean against the wall. With eight courts in total on the 6th floor, it's a noisy, overcrowded, overheated environment made even more uncomfortable by high levels of emotion and stress. Judges, jurors, attorneys, and more family members are continually flowing by.

As in the Public Safety Building, in-custody defendants in orange jumpsuits and handcuffs pass through the crowd on their way to the courtroom. Often, they are chained to other defendants. And, as in the Public Safety Building, incidents of intimidation are on the rise. A defendant's family may be sitting or standing next to the victim's family, and tensions may rise as the defendant walks by. For family members of defendants as well as jurors, witness, and victims and their family members, the 6th floor hallway is an experience that can create or strengthen a negative impression of Milwaukee County's judicial system.

"GARBAGE CAN CONFERENCES"

Safety Building Hallway, 3rd Floor

Justice in the 21st century is a highly collaborative system, by design. Collaboration can lead to better outcomes for defendants, victims and family members; greater support for staff working in high-stress roles; and process efficiencies that increase judicial speed and reduce taxpayer cost. However, the meeting spaces needed for collaboration are not found in the Historic Courthouse or Public Safety Building. As a result, attorney-client meetings often happen in the public hallways.

Citizens' personal case information is laid on top of garbage cans; traumatic incidents and the future of their lives are discussed in public hallways. These "garbage can conferences" create serious issues, including lack of confidentiality, and a perceived lack of dignity and respect for defendants, witnesses and victims.

From a public defender's point of view, garbage can conferences also create issues of credibility and legitimacy in the eyes of their clients. Building rapport with clients isn't made easier by the need to whisper the entire meeting, or by the distractions of the crowded hallway. Several times each year, a defendant in Milwaukee County requests a different public defender simply because he or she believes a person who would conduct this type of meeting in this setting isn't well-qualified to do the job. This clearly articulated lack of confidence is a process efficiency issue and much more – a barrier to procedural justice that Milwaukee County's public defense professionals find difficult to overcome.

A STAFF MEMBER'S PERSPECTIVE AT THE PRETRIAL SUPERVISION PROGRAM

Located in the Public Safety Building, JusticePoint's pretrial supervision program provides supervision and case management services to defendants ordered to supervision as a condition of their bail. Pretrial officers and case managers monitor all court-ordered conditions of release and provide referral services to support programs. In many critical ways, the JusticePoint space is highly unsuited for the work staff members do:

Drug Testing Station in JusticePoint waiting area

- **Inadequate space:** JusticePoint staff members serve a client base that has nearly quadrupled in the last decade. They see more than 100 clients on an average day, and serve 1,300 to 1,400 out-of-custody defendants at a given time. JusticePoint has expanded to a maze of spaces on two floors of the Public Safety Building, but the client areas have no room for expansion. One staff member's drug testing workstation is a tiny, open cubicle located in the waiting area.
- **Unwelcoming space:** Some of the JusticePoint workspace is in former jail cells – untouched except to replace bars with a door. The space increases tension for all in it.

- **Lack of confidentiality:** Client chairs are back-to-back with the chairs of co-workers, making confidential discussions with clients about their health, traumas experienced, and emotional well-being very difficult.
- **Safety risks:** JusticePoint staff members receive some basic first responder medical training, because medical emergencies related to clients' drug use have risen dramatically. With the isolated location of JusticePoint, getting help from Sheriff's deputies and medical responders takes much longer than is acceptable.
- **Volatile environment:** In the undersized waiting area, the space often leads to a volatile situation when clients know each other or recognize each other from the street.

JusticePoint Client Meeting Areas

A JUDGE'S PERSPECTIVE: What does our courthouse say about our judicial system?

As keepers of the law, judges in Milwaukee County's courthouse complex worry about much more than the daily logistical challenges created by outdated space. A larger concern is public safety. The lack of 3-way separation and other aspects of the 1930s-era buildings create enormous safety risks on a daily basis for visitors and staff.

Minimal Technology

Another major concern is the gap between judicial leaders' vision for a modern judicial system in Milwaukee that's grounded in procedural justice, and the reality of today's judicial experience for citizens. Do citizens believe their constitutional right to a fair judicial process will be fulfilled here? Do citizens associate issues with building security, cleanliness and maintenance with a lack of respect? These questions are on judges' minds as they walk the halls and work in their courtrooms.

The logistical issues have an impact, too:

- Cramped quarters mean judges must find workarounds for some processes
- Elevator service is often disrupted since judges can't ride with jurors or prisoners

And, minimal technology means the judicial process is slow, inefficient and inconvenient - Milwaukee is behind in the digital age. All of these issues are barriers to the exemplary judicial system and citizen experience Milwaukee's judges aspire to create.

2

Section 2 - Study Task A

Space Program

Master Space Plan Scenarios

Scenarios and Concept-Level Project Cost Estimates

Life Cycle Cost Analysis

SUMMARY/RECOMMENDATIONS

Space Programs have been developed for all 57 Departments and Divisions currently located in the Historic Courthouse, Public Safety Building, and 633 West Wisconsin Avenue building, and are part of the scope of the Phase III study. Departments are divided into General Government Departments currently in the Historic Courthouse and the 633 West Wisconsin Avenue building (leased space), and Judicial Departments, currently located in the Historic Courthouse and Public Safety Building.

The final Recommendations presented in section *Planning Concept – New Justice Center* of this Report are based on these Space Program recommendations.

The Space Program Summary is included in here. For detailed information on all Departments, refer to the Space Program companion document to this report.

METHODOLOGY

The development of the Space Program involved a number of steps. They included:

- Tours of the Historic Courthouse, Safety Building, and 633 West Wisconsin Avenue building to understand the location and physical arrangement of the Departments.
- Updates of existing floor plans for the Historic Courthouse, Safety Building, and 633 West Wisconsin Avenue building to document the existing layout of the Departments.
- Interviews with all Department leaders to review questionnaire information and to develop an up-to-date space program based on work started in the Phase I and Phase II Reports.
- Development of a final Space Program for all Departments.

ASSUMPTIONS

Phase III included a deep dive on personnel to better understand the organization of each County department, with department leaders being asked to project future staffing and space needs five years into the future.
Reasons for the differences between the Phase I and Phase III square footages:

- Phase I did not include square footage of the courts in the Criminal Justice Facility.
- In Phase III the team took a more comprehensive look across the campus at all four buildings, using a deeper level of information and application of new County Space Standards across the board.

New Milwaukee County Space Standards were outlined by CBRE in its 2013 Comprehensive Facilities Plan Consulting Report, with detail shown below.

TABLE 3 – SUMMARY OF PROPOSED SPACE ALLOCATION IN 2013

Proposed Space Allocation by Position Categories				2009 Proposed	Transition	Goal
Code	Position Type or Category	Constructed or Open Office	Job Title	Allocated Workspace Area (SF)	Workspace Area (SF)	Workspace Area (SF)
A	Executive	C	Elected Official	216	180	180
B	Administrator	C	Division Head	192	150	120
C	Managers	C	Deputy Director	160	150	120
D	Managers	C	Executive Director 2 & 3	144	120	120
E	Supervising Professionals	O	Supervisor 2 & 3 Section Heads	96	48	48
F	Architect/ Engineer	O	Space for Large Plan Layout	72	48	48
G	Professional General	O	Clerical/Fiscal/Accnt/Admin 1	64	48	48
H	Professionals with Confidentiality Needs	O	Confidential w/No Conf Access; Attorney, HR; EAP/AAP	120	120	120

CURRENT DEPARTMENT LOCATIONS

The following list identifies the current location for each Department and Division as of January 1, 2018:

Historic Courthouse

Judicial

- Circuit Court – Civil/Probate Division
- Circuit Court – Criminal Division - Felony
- Circuit Court – Criminal Division – Misdemeanor
- Circuit Court – Family Division
- Circuit Court – Restraining Order Clinic
- Circuit Court – Chief Judge
- Circuit Court – District Court Administrator
- Clerk of Courts – Administration/IT
- Clerk of Courts – Civil/Family Division
- Clerk of Courts – Foreclosure Mediation
- Clerk of Courts – Jury Management
- Clerk of Courts – Register in Probate
- Clerk of Courts – Milwaukee Justice Center
- Clerk of Courts – Law Library
- Child Support Services
- Court Reporting Services

General Government

- Department of Administrative Services
    - Director's executive suite
    - Information Management Services Division
        - Server Room
        - ERP (2-year program scheduled to start in February 2018)
    - Office of Performance, Strategy and Budget
    - Office for Persons with Disabilities
    - Risk Management
    - Facilities Management Division - Operations & Maintenance
- Building Services
- Cafeteria
- Comptroller/Central Payroll
- Corporation Counsel
- County Board of Supervisors
- County Clerk
    - Election Commission
- County Executive
    - Office of African American Affairs
- Ethics Board
- Department of Human Resources
    - Civil Service Commission
- Personnel Review Board
- Register of Deeds

- Treasurer

Public Safety Building

Judicial

- Circuit Court – Criminal Division of Out-of-Custody Intake
- Circuit Court – Criminal Division - Felony
- Clerk of Courts – Criminal Division
- Court Coordinators
- District Attorney
- JusticePoint
- Forensics, Wisconsin Unit
- Sheriff's Office, including Civil Process Unit

General Government

- Office of Emergency Management
    - 911 Division
    - Radio Services Division

633 West Wisconsin Avenue Building

General Government

- Department of Administrative Services (DAS)
    - Community Business Development Partners
    - Central Business Office
    - Economic Development Division
    - Facilities Management Division
        - Architecture, Engineering & Environmental Services Section
        - Office of Sustainability

        - Land Information Office
    - Information Management Services Division (IMSD)
    - Procurement Office
- Comptroller
    - Audit Services
- Office of Emergency Management
    - Director's Office
    - Training Center
    - Emergency Medical Services Division
    - Emergency Management Division

HIGHLIGHTS OF THE SPACE PROGRAM

Overall Comments

- The Space Program developed as part of the Phase III Report documents the current conditions as of January 1, 2018. It is recognized that there have been changes since that date that have not been reflected in this Space Program. On a small scale, there will be constant changes with respect to names and titles.
- Exhibits 3 and 4 illustrate three numbers for each Department or Group. They are:
    - Phase I/II Existing – represents the current square footage of the Department or Group as identified by the Department or Group leader.

    - The Phase I/II Recommended – represents the consulting team's best interpretation of the information developed as part of the Phase II study.

- The Phase III Verification – represents the recommended space needs for each Department or Group as of January 1, 2018, based on Milwaukee County's adopted space standards and discussions with Department or Group leaders.

General Government Departments

- Though some changes will occur during this project's time period, from a high-level perspective most Departments are not anticipating any major changes in space or location in the next five years due to staffing, storage, or customer needs.
- For the most part, the Departments in the Historic Courthouse function adequately in the space they currently occupy. However, the layout of several of the General Government Departments is far from ideal. To address requests for space changes from departments within the Historic Courthouse as well as other County locations, and to build on the work of this study, DAS is in the process of developing a master space plan for County administrative space needs.
- From a space needs standpoint, the Departments in the 633 West Wisconsin Avenue building are in the best condition of all Departments and Divisions as they recently moved there from the City Campus and Historic Courthouse.
- As previously discussed, use of the County's space standards in the development of the Phase III Space Program has led to differences between the Phase I space numbers and the Phase III space numbers. Specifically, many of the existing private offices become smaller when applying the County's space standards.
- Other differences between the Phase I/II Existing and the Phase III Verification are a result of adjustments to support spaces found in the Historic Courthouse and the elimination of certain vacant office positions.

- While recognizing that the County's space standards would potentially reduce the size of many Departments if implemented, the cost to remodel Departments if only to adhere to those standards probably does not warrant the expense.

Judicial Departments

- A new Justice Center is expected to replace the existing Public Safety Building. All of the criminal courtrooms currently located in the Historic Courthouse and Public Safety Building will move into the new Justice Center. A key space program requirement is the creation of a three-way separation between court staff, the public, and in-custody defendants.
- Incorporated into the development of the new Justice Center Space Program is the adherence to the program requirements for Milwaukee County's Judicial Departments, U.S. Supreme Court and State of Wisconsin SCR Chapter 68 judicial space standards, and best practices for modern courthouse design.
- Highlights include:
    - Secure three-way separation between in-custody defendants, staff and public.
    - 26 criminal courtrooms, including two shell courtrooms for future fit-out.
    - Court-support departments including the Criminal Division of the Clerk of Circuit Court.
    - Chief Judge and Court Administration, including Court Reporting Services and Court Coordinators.
    - The District Attorney's Office, not including the Charging Unit currently located in the Criminal Justice Facility (CJF).
    - The Sheriff's Office, including Administration/Support, Court Security, and Evidence Storage.

- JusticePoint, a nonprofit organization under contract with Milwaukee County to provide pretrial services and early interventions.
- Relocation of Jury Assembly to accessible space in the new Justice Center where over 80% of jury proceedings will occur.
- Workrooms for the Public Defender, Community Services/Probation Intake, Domestic Violence Intake and the Bar Association.
- Civil Process will relocate to the Historic Courthouse during transition and remain there to maintain adjacency to the Civil Clerk and Restraining Order Clinic.

- **Sheriff's Office**
  - The Sheriff's Office, including Administration/Support, Court Security, and Evidence Storage will relocate to the Historic Courthouse during transition.
  - Square footage indicated in the Phase III space program for the Sheriff's Office is substantially less, for several reasons:
    - "Legacy space" in the Public Safety Building, including a large gymnasium, kitchen and basement work areas, is no longer programmed for in future Sheriff's Office operations
    - The existing space is circuitous, with large, long corridors. The new space will be more space efficient.
    - The Phase III space program utilizes Milwaukee County Space Standards.

EXHIBITS

The following exhibits illustrate the Space Program:

- **EXHIBIT 01** – Courtroom Assignment Existing Distribution – illustrates the current placement of all courtrooms in the Historic Courthouse, Criminal Justice Facility, and Public Safety Building. Note that there are 12 criminal courtrooms in the Historic Courthouse that involve the transfer of in-custody defendants to these courtrooms using the main public hallways. The small shared inmate holding areas create the need for multiple transfers of in-custody defendants through public hallways.
- **EXHIBIT 02** – Courtroom Assignment Final Distribution – illustrates the final placement of all courtrooms in the Historic Courthouse, Criminal Justice Facility, and the new Justice Center. All criminal courtrooms involving the transfer of in-custody defendants are now in the new Justice Center and provide for the three-way separation between court staff, the public, and in-custody defendants.
- **EXHIBIT 03** – General Government Department Space Summary. As previously noted, the Phase III Space Program follows the County's space standards, creating differences between the Phase I Space Program and the Phase III Space Program.
- **EXHIBIT 04** – Judicial Department Space Summary. As previously noted, the Space Program follows the Wisconsin SCR Chapter 68 judicial space standards for courtrooms, jury deliberation rooms, and judge's chambers sizes.
- **EXHIBIT 05** – Circuit Courts Distribution. This outlines distribution for all three Phases.
- **EXHIBIT 06** – Final Location: General Government Building Occupants. A listing of those departments that will be in a new potential future County General Government Building.

- **EXHIBIT 07** – Final Location: Historic Courthouse Occupants. A listing of those departments that will be in the Historic Courthouse.
- **EXHIBIT 08** – Final Location: New Justice Center. A listing of those departments that will be in the new Justice Center.

ABBREVIATIONS:

- DGSF – Department Gross Square Feet is the size of a department including all walls within the department, corridors within the department, and non-assignable spaces within the department
- BGSF – Building Gross Square Feet is the size of an entire building including all exterior walls, mechanical spaces, toilets, janitor closets, corridors outside the departments, and all other spaces not included in the departments.
- Grossing Factor – is a multiplying factor which convert the Department Gross Square Feet into an entire building, or Building Gross Square Feet. The factor takes into account space for building circulation, non-programmed areas such as toilets and mechanical spaces, stairs and elevators, and the exterior wall construction. The 1.25 factor is based on actual similar types of projects.

Exhibit 01 – Courtroom Assignment Existing Distribution (based on Phase I information)

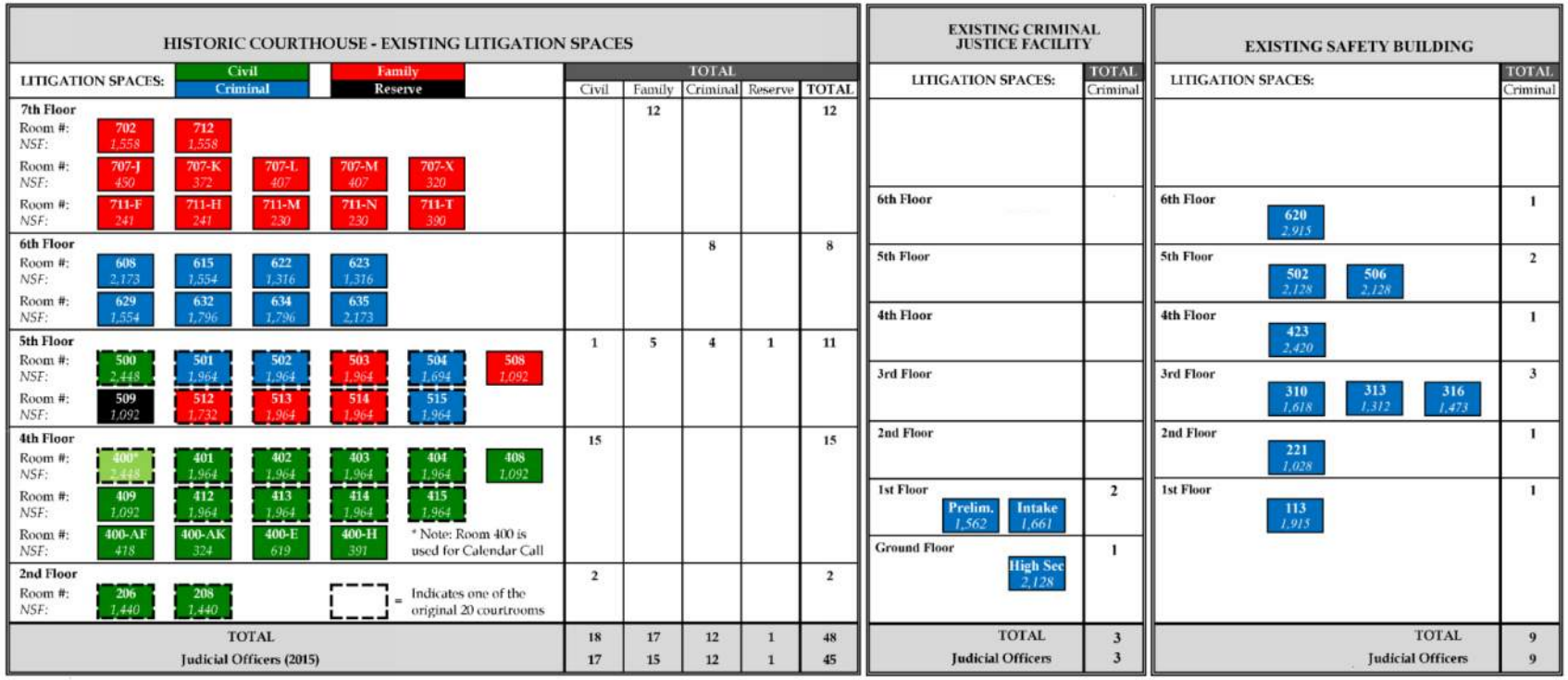
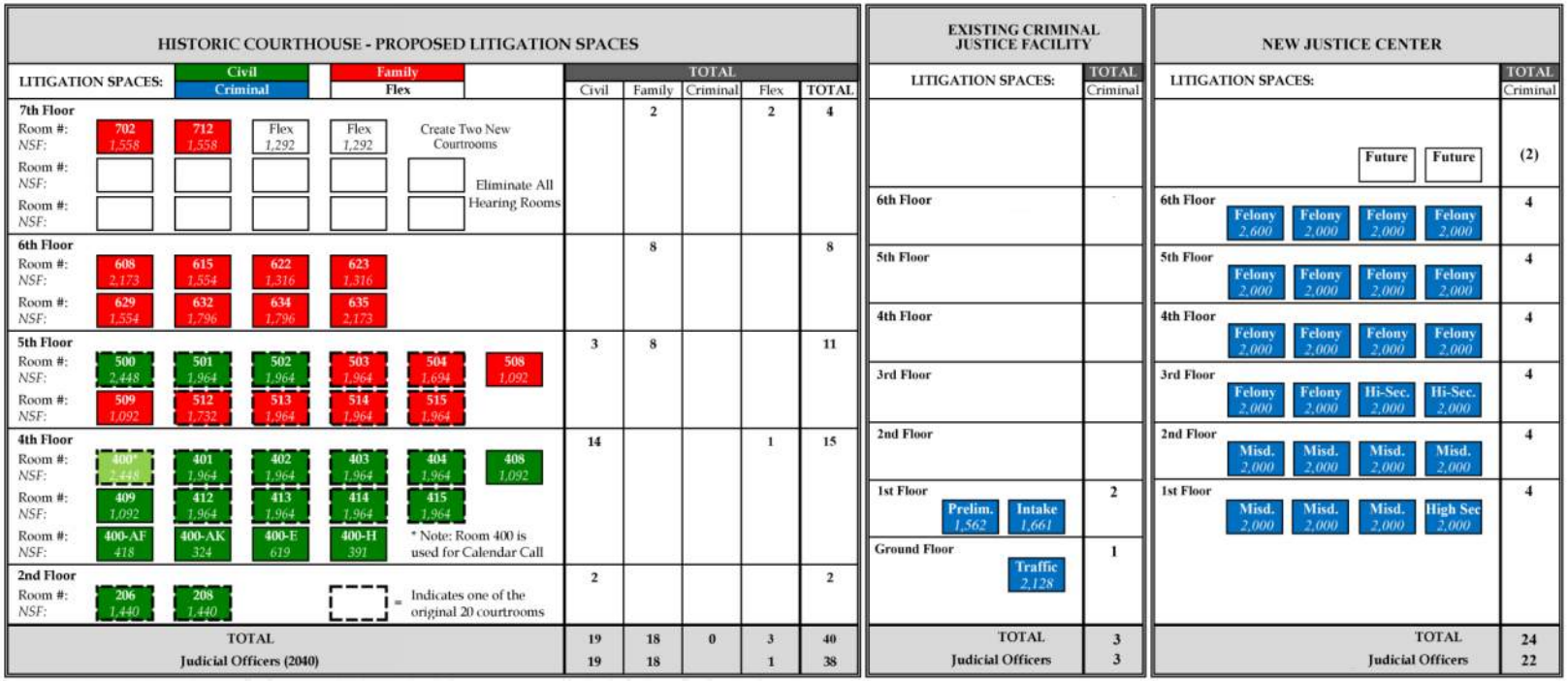


Exhibit 02– Courtroom Assignment Final Distribution



HISTORIC COURTHOUSE - PROPOSED LITIGATION SPACES

LITIGATION SPACES:	Civil / Criminal	Family / Flex	Civil	Family	Criminal	Flex	TOTAL
7th Floor				2		2	4
Room #: 702 1,558	Room #: 712 1,558	Flex 1,292	Flex 1,292	Create Two New Courtrooms			
Room #:				Eliminate All Hearing Rooms			
Room #:							
6th Floor				8			8
Room #: 608 2,173	615 1,554	622 1,316	623 1,316				
Room #: 629 1,554	632 1,796	634 1,796	635 2,173				
5th Floor			3	8			11
Room #: 500 2,448	501 1,964	502 1,964	503 1,964	504 1,694	508 1,092		
Room #: 509 1,092	512 1,732	513 1,964	514 1,964	515 1,964			
4th Floor			14			1	15
Room #: 400 2,448	401 1,964	402 1,964	403 1,964	404 1,964	408 1,092		
Room #: 409 1,092	412 1,964	413 1,964	414 1,964	415 1,964			
Room #: 400-AF 418	400-AK 324	400-E 619	400-H 391	* Note: Room 400 is used for Calendar Call			
2nd Floor			2				2
Room #: 206 1,440	208 1,440	= Indicates one of the original 20 courtrooms					
TOTAL			19	18	0	3	40
Judicial Officers (2040)			19	18		1	38

EXISTING CRIMINAL JUSTICE FACILITY

LITIGATION SPACES:	TOTAL Criminal
6th Floor	
5th Floor	
4th Floor	
3rd Floor	
2nd Floor	
1st Floor: Prelim. 1,562; Intake 1,661	2
Ground Floor: Traffic 2,128	1
TOTAL	3
Judicial Officers	3

NEW JUSTICE CENTER

LITIGATION SPACES:	TOTAL Criminal
Future; Future	(2)
6th Floor: Felony 2,600; Felony 2,000; Felony 2,000; Felony 2,000	4
5th Floor: Felony 2,000; Felony 2,000; Felony 2,000; Felony 2,000	4
4th Floor: Felony 2,000; Felony 2,000; Felony 2,000; Felony 2,000	4
3rd Floor: Felony 2,000; Felony 2,000; Hi-Sec. 2,000; Hi-Sec. 2,000	4
2nd Floor: Misd. 2,000; Misd. 2,000; Misd. 2,000; Misd. 2,000	4
1st Floor: Misd. 2,000; Misd. 2,000; Misd. 2,000; High Sec 2,000	4
TOTAL	24
Judicial Officers	22

Exhibit 03– General Government Department Space Summary

Milwaukee County
Courthouse Complex Planning Phase III
Milwaukee, Wisconsin
PART ONE SPACE PROGRAM
SUMMARY
AS OF: May 11, 2018

FINAL

FD Series	DEPARTMENT / GROUP	TOTAL DEPARTMENT GROSS SQ FT (DGSF) PHASE I / II Existing	PHASE I / II Recommended	PHASE III Verification	X BUILDING GROSSING FACTOR	= TOTAL BUILDING GROSS SQ FT (BGSF) PHASE I / II Existing	PHASE I / II Recommended	PHASE III Verification	REMARKS
	GENERAL GOVERNMENT								
	ADMINISTRATIVE SERVICES, DEPARTMENT OF (DAS)								
	DIRECTOR'S EXECUTIVE SUITE	1,297	227	**807**	**1.25**	1,622	284	**1,009**	
	FACILITIES MANAGEMENT DIVISION - OPERATIONS & MAINTENANCE	26,471	26,077	**26,325**	**1.25**	33,089	32,596	**32,906**	
	ARCHITECTURE, ENGINEERING & ENVIRONMENTAL SERVICES SECTION	6,332	6,974	**6,375**	**1.25**	7,914	8,718	**7,968**	
	PLANNING & DEVELOPMENT	1,904	1,855	**1,436**	**1.25**	2,379	2,319	**1,796**	
	CENTRAL BUSINESS OFFICE	2,300	2,030	**2,462**	**1.25**	2,876	2,538	**3,078**	
	COMMUNITY BUSINESS DEVELOPMENT PARTNERS	921	1,312	**1,037**	**1.25**	1,151	1,640	**1,296**	
	ECONOMIC DEVELOPMENT DIVISION	1,391	1,750	**1,372**	**1.25**	1,738	2,187	**1,715**	
	INFORMATION MANAGEMENT SERVICES DEPARTMENT (IMSD)	14,908	12,226	**13,732**	**1.25**	18,635	15,283	**17,165**	
	OFFICE OF PERFORMANCE, STRATEGY, AND BUDGET	4,373	1,669	**1,733**	**1.25**	5,466	2,086	**2,167**	
	OFFICE OF PERSONS WITH DISABILITIES	1,112	800	**407**	**1.25**	1,391	1,000	**509**	
	PROCUREMENT OFFICE	961	2,450	**1,563**	**1.25**	1,202	3,063	**1,954**	
	RISK MANAGEMENT	3,572	1,118	**1,415**	**1.25**	4,465	1,397	**1,769**	
	COMPTROLLER / CENTRAL PAYROLL	17,204	9,509	**8,967**	**1.25**	21,506	11,887	**11,208**	
	CORPORATION COUNSEL	9,399	3,912	**6,934**	**1.25**	11,748	4,890	**8,667**	
	COUNTY BOARD OF SUPERVISORS	16,666	9,599	**14,963**	**1.25**	20,832	11,998	**18,704**	
	COUNTY CLERK	4,788	2,410	**2,525**	**1.25**	5,986	3,012	**3,156**	
	ELECTION COMMISSION	2,580	2,614	**3,353**	**1.25**	3,225	3,267	**4,192**	
	COUNTY EXECUTIVE	9,261	6,761	**6,758**	**1.25**	11,576	8,451	**8,448**	
	ETHICS BOARD, PERSONNEL REVIEW BOARD, CIVIL SERVICE COMMISSION	948	292	**664**	**1.25**	1,185	365	**830**	
	HUMAN RESOURCES	22,132	11,412	**15,811**	**1.25**	27,665	14,264	**19,764**	
	OFFICE OF EMERGENCY MANAGEMENT	14,832	4,038	**20,579**	**1.25**	18,541	5,047	**25,724**	
	REGISTER OF DEEDS	13,161	9,257	**10,167**	**1.25**	16,452	11,571	**12,709**	
	TREASURER	5,285	1,632	**2,554**	**1.25**	6,607	2,040	**3,193**	
	SHARED CONFERENCING								
	SHARED CONFERENCING	4,054	6,862	**6,831**	**1.25**	5,068	8,578	**8,539**	
					1.25	0	0	**0**	

TOTAL DEPARTMENT GROSS SQ FT (DGSF) PHASE II Existing 2016	PHASE II Recommended 2016	PHASE III Verification 2017	X DING GROSSING FA	= TOTAL BUILDING GROSS SQ FT (BGSF) PHASE II Existing 2016	PHASE II Recommended 2016	PHASE III Verification 2017	
185,852	**126,784**	158,772		**232,315**	**158,480**	198,465	GENERAL GOVERMENT TOTAL BGSF

Exhibit 04– Judicial Department Space Summary

Milwaukee County
Courthouse Complex Planning Phase III
Milwaukee, Wisconsin
PART ONE SPACE PROGRAM
SUMMARY
AS OF: May 11, 2018

FINAL

FD Series	DEPARTMENT / GROUP	TOTAL DEPARTMENT GROSS SQ FT (DGSF) PHASE I / II Existing	PHASE I / II Recommended	PHASE III Verification	X BUILDING GROSSING FACTOR	= TOTAL BUILDING GROSS SQ FT (BGSF) PHASE I / II Existing	PHASE I / II Recommended	PHASE III Verification	REMARKS
	JUDICIAL								
	CIRCUIT COURT								
	CIVIL / PROBATE DIVISION	0	93,520	**83,473**	**1.25**	0	116,900	**104,341**	
	CRIMINAL DIVISION - FELONY	0	102,287	**78,033**	**1.25**	0	127,859	**97,542**	
	CRIMINAL DIVISION - MISDEMEANOR	0	54,383	**58,193**	**1.25**	0	67,978	**72,741**	
	CRIMINAL DIVISION - FUTURE	0	0	**11,844**	**1.25**	0	0	**14,805**	
	FAMILY DIVISION	17,669	91,140	**62,668**	**1.25**	22,086	113,925	**78,335**	
	RESTRAINING ORDER CLINIC	689	1,750	**1,929**	**1.25**	861	2,187	**2,412**	
	DISTRICT COURT ADMINISTRATION	20,901	9,928	**7,790**	**1.25**	26,126	12,410	**9,737**	
	CLERK OF COURTS								
	ADMINISTRATION / IT	5,746	3,681	**4,055**	**1.25**	7,183	4,602	**5,069**	
	CIVIL/FAMILY DIVISION	14,977	11,572	**14,190**	**1.25**	18,721	14,465	**17,737**	
	CRIMINIAL DIVISION	13,326	11,628	**11,684**	**1.25**	16,658	14,534	**14,605**	
	FORECLOSURE MEDIATION	288	454	**454**	**1.25**	361	567	**567**	
	JURY MANAGEMENT	5,184	4,030	**6,290**	**1.25**	6,480	5,037	**7,863**	
	REGISTER IN PROBATE	12,629	4,660	**7,515**	**1.25**	15,787	5,825	**9,394**	
	MILWAUKEE JUSTICE CENTER	4,299	3,700	**4,931**	**1.25**	5,374	4,625	**6,164**	
	LAW LIBRARY	2,141	2,317	**2,508**	**1.25**	2,676	2,896	**3,135**	
	OTHER								
	CHILD SUPPORT SERVICES	26,850	20,007	**20,547**	**1.25**	33,563	25,009	**25,684**	
	DISTRICT ATTORNEY	37,117	34,682	**38,611**	**1.25**	46,396	43,353	**48,264**	
	JUSTICEPOINT	9,337	7,009	**9,130**	**1.25**	11,671	8,762	**11,413**	
	FORENSIC, WISCONSIN UNIT	1,720	1,418	**1,390**	**1.25**	2,151	1,773	**1,738**	
	SHERIFF'S OFFICE	54,073	36,109	**27,590**	**1.25**	67,591	45,136	**34,488**	
	PUBLIC DEFENDER			**799**	**1.25**			**999**	
	COURT SUPPORT SERVICES	38,280	32,800	**28,769**	**1.25**	47,851	41,000	**35,961**	

TOTAL DEPARTMENT GROSS SQ FT (DGSF) PHASE II Existing 2016	PHASE II Recommended 2016	PHASE III Verification 2017	X BUILDING GROSSING FACTOR	= TOTAL BUILDING GROSS SQ FT (BGSF) PHASE II Existing 2016	PHASE II Recommended 2016	PHASE III Verification 2017	
265,226	**527,073**	**482,394**		**331,533**	**658,842**	**602,992**	JUDICIAL TOTAL BGSF

Exhibit 05– Circuit Courts Distribution

CIRCUIT COURTS DISTRIBUTION

		PHASE I / II Existing						PHASE I / II Proposed						PHASE III Verification					
	SPACE DESCRIPTION	Qty.	Size	Qty.	Size	Qty.	Size	Qty.	Size	Qty.	Size	Qty.	Size	Qty.	Size	Qty.	Size	Qty.	Size
	LOCATION	HISTORIC		SAFETY BLDG.		CJF		HISTORIC		NEW CRIMINAL		CJF		HISTORIC		NEW CRIMINAL		CJF	
	CIVIL/PROBATE	18		0		0		20		0		0		20		0		0	
	Large Courtrooms	1	2,448					1	2,448					1	2,448				
	Typical Courtrooms	8	1,964					10	1,964					10	1,964				
	Non-Jury Courtrooms	2	1,440					2	1,440					2	1,440				
	Hearing Rooms	2	1,092					2	1,092					2	1,092				
	Hearing Rooms	4	438					4	438					4	438				
	Small Claims	1	2,448					1	2,448					1	2,448				
	FAMILY	16		0		0		18		0		0		18		0		0	
	Typical Courtrooms	3	1,964					6	1,922					6	1,922				
	Non-Jury Courtrooms	2	1,558					0	1,556					0	1,556				
	Hearing Rooms	1	1,092					12	1,204					12	1,204				
	Hearing Rooms	10	329																
	CRIMINAL	12		9		3		0		26		3		0		26		3	
	Large Courtrooms									2	3,000					1	2,600		
	Typical Courtrooms	8	1,940	8	1,989					18	2,200					20	2,000		
	Typical Courtrooms	2	1,554																
	Non-Jury Courtrooms	2	1,316	1	1,028											1	2,000		
	High Security					1	2,128					1	2,128			2	2,000	1	2,128
	Future Typical Courtrooms (Shell Space)															2	2,000		
	Preliminary Hearing					1	1,562			6	1,600	1	1,562					1	1,562
	Intake					1	1,661					1	1,661					1	1,661
	RESERVE/FLEX	1		0		0		2		0		0		2		0		0	
	Hearing Rooms	1	1,092																
	Hearing Rooms							2	1,440					2	1,440				
	Hearing Rooms																		
	TOTAL	47		9		3		40		26		3		40		26		3	

Exhibit 06– Final Location: General Government Building Occupants

Milwaukee County
Courthouse Complex Planning Phase III
Milwaukee, Wisconsin
PART ONE SPACE PROGRAM
SUMMARY - GENERAL GOVERNMENT BUILDING
May 11, 2018

FINAL

		TOTAL DEPARTMENT GROSS SQ FT (DGSF)			X	BUILDING GROSSING FACTOR	=	TOTAL BUILDING GROSS SQ FT (BGSF)		
FD Series	DEPARTMENT / GROUP	PHASE I / II Existing	PHASE I / II Recommended	PHASE III Verification				PHASE I / II Existing	PHASE I / II Recommended	PHASE III Verification
	GENERAL GOVERNMENT									
	ADMINISTRATIVE SERVICES, DEPARTMENT OF (DAS)									
	FACILITIES MANAGEMENT DIVISION							0	0	**0**
	ARCHITECTURE, ENGINEERING & ENVIRONMENTAL SERVICES SECTION	6,332	6,974	**6,375**		**1.25**		7,914	8,718	**7,968**
	PLANNING & DEVELOPMENT	1,904	1,855	**1,436**		**1.25**		2,379	2,319	**1,796**
	CENTRAL BUSINESS OFFICE	2,300	2,030	**2,462**		**1.25**		2,876	2,538	**3,078**
	COMMUNITY BUSINESS DEVELOPMENT PARTNERS	921	1,312	**1,037**		**1.25**		1,151	1,640	**1,296**
	ECONOMIC DEVELOPMENT DIVISION	1,391	1,750	**1,372**		**1.25**		1,738	2,187	**1,715**
	INFORMATION MANAGEMENT SERVICES DIVISION (less occupants at PSB)	9,871	9,250	**9,752**		**1.25**		12,339	11,563	**12,191**
	OFFICE OF PERSONS WITH DISABILITIES	1,112	800	**407**		**1.25**		1,391	1,000	**509**
	PROCUREMENT OFFICE	961	2,450	**1,563**		**1.25**		1,202	3,063	**1,954**
	COMPTROLLER/CENTRAL PAYROLL (other divisions at Historic Courthouse)					**1.25**				
	AUDIT SERVICES	2,538	2,728	**3,267**		**1.25**		3,173	3,410	**4,084**
	OFFICE OF EMERGENCY MANAGEMENT	14,832	4,038	**20,579**		**1.25**		18,541	5,047	**25,724**

TOTAL DEPARTMENT GROSS SQ FT (DGSF)			X	BUILDING GROSSING FACTOR	=	TOTAL BUILDING GROSS SQ FT (BGSF)		
PHASE II Existing 2016	PHASE II Recommended 2016	PHASE III Verification 2017				PHASE II Existing 2016	PHASE II Recommended 2016	PHASE III Verification 2017
42,162	33,188	48,251				52,702	41,484	60,314
GENERAL GOVERMENT TOTAL DGSF						GENERAL GOVERMENT TOTAL BGSF		

Exhibit 07– Final Location: Historic Courthouse Occupants

Milwaukee County
Courthouse Complex Planning Phase III
Milwaukee, Wisconsin
PART ONE SPACE PROGRAM
SUMMARY - HISTORIC COURTHOUSE
May 11, 2018

FINAL

FD Series	DEPARTMENT / GROUP	TOTAL DEPARTMENT GROSS SQ FT (DGSF) PHASE I / II Existing	PHASE I / II Recommended	PHASE III Verification	X BUILDING GROSSING FACTOR	= TOTAL BUILDING GROSS SQ FT (BGSF) PHASE I / II Existing	PHASE I / II Recommended	PHASE III Verification
	JUDICIAL							
	CIRCUIT COURT							
	CIVIL / PROBATE DIVISION	0	93,520	**83,473**	1.25	0	116,900	**104,341**
	FAMILY DIVISION	17,669	91,140	**62,668**	1.25	22,086	113,925	**78,335**
	RESTRAINING ORDER CLINIC	689	1,750	**1,929**	1.25	861	2,187	**2,412**
	CLERK OF COURTS							
	ADMINISTRATION / IT	5,746	3,681	**4,055**	1.25	7,183	4,602	**5,069**
	CIVIL/FAMILY DIVISION	14,977	11,572	**14,190**	1.25	18,721	14,465	**17,737**
	FORECLOSURE MEDIATION	288	454	**454**	1.25	361	567	**567**
	REGISTER IN PROBATE	12,629	4,660	**7,515**	1.25	15,787	5,825	**9,394**
	MILWAUKEE JUSTICE CENTER	4,299	3,700	**4,931**	1.25	5,374	4,625	**6,164**
	LAW LIBRARY	2,141	2,317	**2,508**	1.25	2,676	2,896	**3,135**
	OTHER							
	CHILD SUPPORT SERVICES	26,850	20,007	**20,547**	1.25	33,563	25,009	**25,684**

TOTAL DEPARTMENT GROSS SQ FT (DGSF) PHASE II Existing 2016	PHASE II Recommended 2016	PHASE III Verification 2017	X BUILDING GROSSING FACTOR	= TOTAL BUILDING GROSS SQ FT (BGSF) PHASE II Existing 2016	PHASE II Recommended 2016	PHASE III Verification 2017
85,288	**232,800**	**202,271**		**106,611**	**291,000**	**252,838**
JUDICIAL TOTAL DGSF				JUDICIAL TOTAL BGSF		

	GENERAL GOVERNMENT							
	ADMINISTRATIVE SERVICES, DEPARTMENT OF (DAS)							
	DIRECTOR'S EXECUTIVE SUITE	1,297	227	**807**	1.25	1,622	284	**1,009**
	FACILITIES MANAGEMENT DIVISION - OPERATIONS & MAINTENANCE	26,471	26,077	**26,325**	1.25	33,089	32,596	**32,906**
	INFORMATION MANAGEMENT SERVICES DIVISION (less occupants at 633 Wisconsin)	5,037	2,976	**3,980**	1.25	6,296	3,720	**4,975**
	COMPTROLLER/CENTRAL PAYROLL (less Audit Services who is at 633 Wisconsin)	13,778	5,827	**5,700**	1.25	17,223	7,283	**7,125**
	CORPORATION COUNSEL	9,399	3,912	**6,934**	1.25	11,748	4,890	**8,667**
	COUNTY BOARD OF SUPERVISORS	16,666	9,599	**14,963**	1.25	20,832	11,998	**18,704**
	COUNTY CLERK	4,788	2,410	**2,525**	1.25	5,986	3,012	**3,156**
	ELECTION COMMISSION	2,580	2,614	**3,353**	1.25	3,225	3,267	**4,192**
	COUNTY EXECUTIVE	9,261	6,761	**6,758**	1.25	11,576	8,451	**8,448**
	ETHICS BOARD, PERSONNEL REVIEW BOARD, CIVIL SERVICE COMMISSION	948	292	**664**	1.25	1,185	365	**830**
	HUMAN RESOURCES	22,132	11,412	**15,811**	1.25	27,665	14,264	**19,764**
	OFFICE OF PERFORMANCE, STRATEGY, AND BUDGET	4,373	1,669	**1,733**	1.25	5,466	2,086	**2,167**
	REGISTER OF DEEDS	13,161	9,257	**10,167**	1.25	16,452	11,571	**12,709**
	RISK MANAGEMENT	3,572	1,118	**1,415**	1.25	4,465	1,397	**1,769**
	TREASURER	5,285	1,632	**2,554**	1.25	6,607	2,040	**3,193**
	SHARED CONFERENCING							
	SHARED CONFERENCING	4,054	6,862	**6,831**	1.25	5,068	8,578	**8,539**
					1.25	0	0	**0**

TOTAL DEPARTMENT GROSS SQ FT (DGSF) PHASE II Existing 2016	PHASE II Recommended 2016	PHASE III Verification 2017	X BUILDING GROSSING FACTOR	= TOTAL BUILDING GROSS SQ FT (BGSF) PHASE II Existing 2016	PHASE II Recommended 2016	PHASE III Verification 2017
142,802	**92,642**	**110,521**		**178,503**	**115,802**	**138,151**

Exhibit 08– Final Location: New Justice Center

Milwaukee County
Courthouse Complex Planning Phase III
Milwaukee, Wisconsin

PART ONE SPACE PROGRAM

SUMMARY - NEW JUSTICE CENTER

May 11, 2018

FINAL

		TOTAL DEPARTMENTAL GROSSING FACTOR (DGSF)	X	BUILDING GROSSING FACTOR	=	TOTAL BUILDING GROSS SQ FT (BGSF)
FD Series	DEPARTMENT / GROUP	PHASE III Final Location - New Justice Center				PHASE III Final Location - New Justice Center
	JUDICIAL					
	CIRCUIT COURT					
	CRIMINAL DIVISION - FELONY	78,033		1.25		97,542
	CRIMINAL DIVISION - MISDEMEANOR	58,193		1.25		72,741
	CRIMINAL DIVISION - FUTURE	11,844		1.25		14,805
	DISTRICT COURT ADMINISTRATION	7,790		1.25		9,737
	CLERK OF COURTS					
	CRIMINIAL DIVISION	11,684		1.25		14,605
	JURY MANAGEMENT	6,290		1.25		7,863
	OTHER					
	DISTRICT ATTORNEY	38,611		1.25		48,264
	JUSTICEPOINT	9,130		1.25		11,413
	FORENSIC, WISCONSIN UNIT	1,390		1.25		1,738
	SHERIFF'S OFFICE					
	ADMINISTRATION	19,585		1.25		24,481
	SUPPORT	5,153		1.25		6,441
	COURT SECURITY	1,975		1.25		2,469
	EVIDENCE STORAGE	2,240		1.25		2,800
	SECURE STORAGE	3,375		1.25		4,219
	PUBLIC DEFENDER	799		1.25		999
	BUILDING SUPPORT					
	COURT SUPPORT SERVICES					
	COURT SUPPORT SPACES	4,200		1.25		5,250
	FACILITY SUPPORT SPACES	24,569		1.25		30,711
	VEHICLE SALLYPORT	1,000		1.25		1,250
	SECURE PARKING	13,500		1.25		16,875
			X	BUILDING GROSSING FACTOR	=	
		PHASE III Final Location - New Justice Center				PHASE III Final Location - New Justice Center
		299,361				374,201
		JUSTICE CENTER TOTAL DGSF				JUSTICE CENTER TOTAL BGSF

NEW JUSTICE CENTER

Summary/Recommendation

Based on the Space Program developed and described in this section, three different scenarios have been developed and are illustrated in this section of the Phase III Report. All three scenarios recommend the construction of a new Justice Center for the County's criminal courtrooms and associated Departments on the site of the existing Public Safety Building.

Highlights

The following are highlights of the three scenarios:

- In all three scenarios, the Public Safety Building will be demolished, and a new approximately 374,200 square foot Justice Center will be constructed on the Public Safety Building site. All functions currently in the Public Safety Building will need to be relocated during a Transition Phase to allow for the Public Safety Building demolition and construction of the new Justice Center.
- In all three scenarios, the new Justice Center will house the criminal courtrooms. The Historic Courthouse will house the civil courtrooms. The Criminal Justice Facility will house the preliminary, in-custody intake and out-of-custody intake courtrooms.
- In all three scenarios, all General Government Departments now located in the Historic Courthouse will remain in their current locations. It is anticipated that projects separate from this Phase III study to accommodate ever-changing needs may be completed in the coming years as County resources allow, including potential improvements for Corporation Counsel, Risk Management, County Clerk, Election Commission, Comptroller, Human Resources, and Child Support.
- In all three scenarios on the 7th floor of the Historic Courthouse, the Restraining Order Clinic will be restructured and the existing hearing rooms

and support spaces will be reconfigured into two new civil/family courtrooms.

MASTER SPACE PLAN SCENARIOS

The following three scenarios describe an approach to meeting the needs of the new Justice Center as well as providing space for the existing 40,000 net square feet that currently exists in the 633 West Wisconsin Avenue Building. The 40,000 net square feet represents space utilized by County Departments currently located on the 7th, 9th, 10th and 11th floors. The Departments include:

- Department of Administrative Services (DAS)
  - Community Business Development Partners
  - Central Business Office
  - Economic Development Division
  - Facilities Management Division
    - Architecture, Engineering & Environmental Services Section
    - Office of Sustainability
    - Land Information Office
  - Information Management Services Division (IMSD)
  - Procurement Office
- Comptroller
  - Audit Services
- Office of Emergency Management
  - Director's Office
  - Training Center
  - Emergency Medical Services Division
  - Emergency Management Division

Scenario A: County-Owned General Government Building

This scenario proposes that the current lease for the existing 40,000 net square feet of space in the 633 West Wisconsin Avenue Building be terminated and the space need be met with a new County-owned building rather than leasing the space. Options could include the construction of a new 50,000 gross square foot General Government County Building on County-owned property (40,000 net square feet plus 10,000 additional square feet for circulation, toilets, mechanical space, etc.) or the purchase of an existing building in downtown Milwaukee. For this Report, the option to construct has been used for budgeting purposes.

Scenario B: Remodeled Historic Courthouse

This scenario proposes the 40,000 net square feet of space in the 633 West Wisconsin Building be moved and incorporated into the existing Historic Courthouse. To accomplish this move, several physical changes will need to be made to the Historic Courthouse including:

- Modifications to several existing Departments including the Register of Deeds/Election Commission consolidation, Register of Deeds consolidation and Café reduction to create new space for the moved Departments.
- Construction of roughly 18,000 additional net square feet of new space by filling in a portion of the two lightwells on four levels in the southwest quadrant of the Historic Courthouse. A portion of that new space would also be devoted to new mechanical equipment.
- The size of these new spaces does not provide the amount of contiguous space the moved Departments will require. Additional relocation of other existing Departments will be required at additional cost. The relocation of existing Departments will require additional planning and cost estimating in future project phases.

Scenario C: Leased General Government Building

This scenario proposes leasing approximately 40,000 net square feet in the downtown area. The study proposes breaking the 611 West Wisconsin location lease, and a new lease in the downtown. There are a number of options currently available in the downtown area, including the Reuss Federal Plaza.

THE NEW JUSTICE CENTER PLANNING CONCEPT

The new Justice Center Planning Concept is based on the Space Program requirements for Milwaukee County's Judicial Departments, U.S. Supreme Court and State of Wisconsin SCR Chapter 68 judicial space standards, and best practices for modern courthouse design.

Key features of the new Justice Center include:

- A two-tower concept with the Courts and Court support in the ten-level tower and the Sheriff's Office and District Attorney in the adjoining four-level tower with interior public space in between. The common entry into the interior public space is by secure pedestrian entrances from both MacArthur Square to the south and State Street to the north. Access from the MacArthur Square parking garage will continue.
- The footprint of the new Justice Center, including the Sheriff's Office and District Attorney, fits on the site of the current Safety Building.
- 26 Criminal Courtrooms:
    - 23 typical-sized juried courtrooms (2,000 square feet), of which six are high security
    - 1 large-sized jury courtroom (2,600 square feet)
    - 2 future criminal typical-sized courtroom suites (shelled space)
    - Continuation of the two-level connecting bridge to the Criminal Justice Facility with the public passage on the upper level and the in-custody defendant movement passage on the lower level.
- Approximately 374,200 gross square feet of space.
- Secure three-way separation between in-custody defendants, staff and public.
- ADA-accessibility for in-custody defendants, staff and public.

As noted, the Planning Concept includes an adjacent office tower for the Sheriff's Office and the District Attorney, not including the Charging Unit, which will remain in the Criminal Justice Facility. Close proximity for these two departments to the new Justice Center will support more efficient operations. This four-level tower will share a lobby with the new Justice Center to maximize efficiency with security at building entrances. It is designed as an office building to take advantage of construction costs that would be lower compared to courthouse construction. Additional floors could be added to this building for additional office space in the future.

The following growth factors were used in development of the space program and new Justice Center Planning Concept:

- Review of present and future staffing within the Courts, Clerk of Court and related agencies.
- Current State of Wisconsin projections for growth in the number of judges, which shows little future growth and projections below those in the Phase I Report.
- Increased efficiency through statewide adoption of electronic filing, dramatically reducing paper files as well as staff to process the paper.
- Current caseload filings show a decrease from historic highs.

To accommodate these growth factors, the Planning Concept includes two courtroom suites (chambers, jury deliberation and holding) provided as shell space for future flexibility as well as two unassigned jury courtrooms on the 7th floor of the Historic Courthouse.

EXHIBITS

The following exhibits illustrate the new Justice Center:

- **EXHIBIT 9** – Aerial view looking northwest showing the site for the new Justice Center in the context of MacArthur Square, the Historic Courthouse, and the Criminal Justice Facility. The new Justice Center would be located on the site of the former Public Safety Building.

- **EXHIBIT 10** – Aerial view looking northwest showing the new Justice Center on the site of the former Public Safety Building.
- **EXHIBIT 11** – Enlarged view looking northwest showing the new Justice Center. The west ten-level tower includes all the criminal courtrooms and associated Judicial Departments. The east four-level tower includes the Sheriff's Office and District Attorney. The existing two-level bridge from the Criminal Justice Facility connects to the new Justice Center. One of the two building entrances is from the MacArthur Square side (south).
- **EXHIBIT 12** – Aerial view looking southwest showing the new Justice Center in the context of MacArthur Square, the Historic Courthouse, and Criminal Justice Facility. One of the two building entrances is from the State Street side (north).
- **EXHIBIT 13** – Typical courts floor plan showing the conceptual layout of the four courtrooms. Note the three-way separation of court staff, public, and in-custody defendants. Additionally, the staff can access each Justice Center courtroom and the jurors can move from the Jury Assembly area to each Justice Center courtroom without having to go out into the public hallway.
- **EXHIBIT 14** – Stacking diagram with enlarged views of levels LL and G. Level LL includes Building Support, Sheriff's Support and secure parking for staff. Level G is the secure main entrance with public access from MacArthur Square to the south and State Street to the north, and includes the public lobby with single control point, Jury Management, Security Office, Café and Criminal Clerk of Court.
- **EXHIBIT 15** – Stacking diagram with enlarged views of Levels 1 and 2. Level 1 includes the Public Defender, Forensics, and JusticePoint. Level 2 includes two typical courtrooms, one of two future courtrooms, and the secure in-custody defendant bridge from the Criminal Justice Facility.
- **EXHIBIT 16** – Stacking diagram with enlarged views of Levels 3 through 7 (typical court floor) and 8 (one of two future courtrooms and District Courts Administrator).

- **EXHIBIT 17** – Composite plan of the existing Courthouse Complex showing the in-custody defendant movement from the Criminal Justice Facility into the basement of the Historic Courthouse.
- **EXHIBIT 18** – Composite plan of the existing Courthouse Complex showing the in-custody defendant movement from the Criminal Justice Facility into Level 2 of the Safety Building. Once in-custody defendants are in the building, they must travel through the public hallway to get to the courtroom, passing by the public and staff.
- **EXHIBIT 19** – Composite plan of the existing Courthouse Complex showing the public movement from the Criminal Justice Facility into Level 3 of the Safety Building and into Level 1 of the Historic Courthouse.
- **EXHIBIT 20** – Composite plan of the new Courthouse Complex showing the in-custody defendant movement from the Criminal Justice Facility into the basement of the Historic Courthouse.
- **EXHIBIT 21** – Composite plan of the new Courthouse Complex showing the in-custody defendant movement from the Criminal Justice Facility into Level 1 of the new Justice Center. Once in-custody defendants are in the building, they remain in a secure hallway that is separate from the public and staff.
- **EXHIBIT 22** – Composite plan of the new Courthouse Complex showing the public movement from the Criminal Justice Facility into Level 2 of the new Justice Center and into Level 1 of the Historic Courthouse. The staff and public never cross paths in the public hallways with the in-custody defendants.

Exhibit 09 – New Criminal Justice Center – Northwest Aerial View of Site

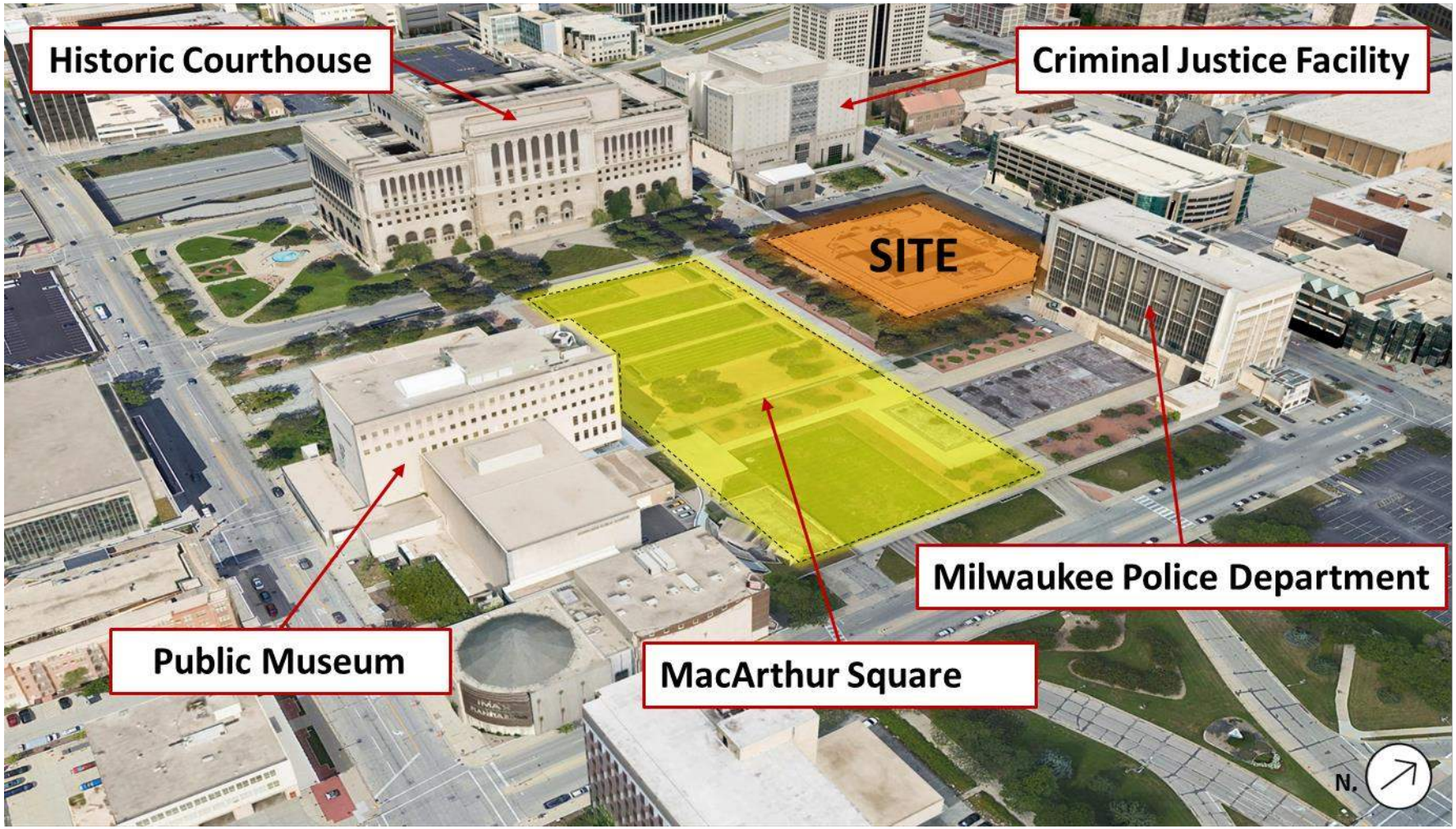


Exhibit 10 – New Criminal Justice Center – Northwest Aerial View of Site

Exhibit 11 – New Criminal Justice Center – Northwest Aerial View, Enlarged

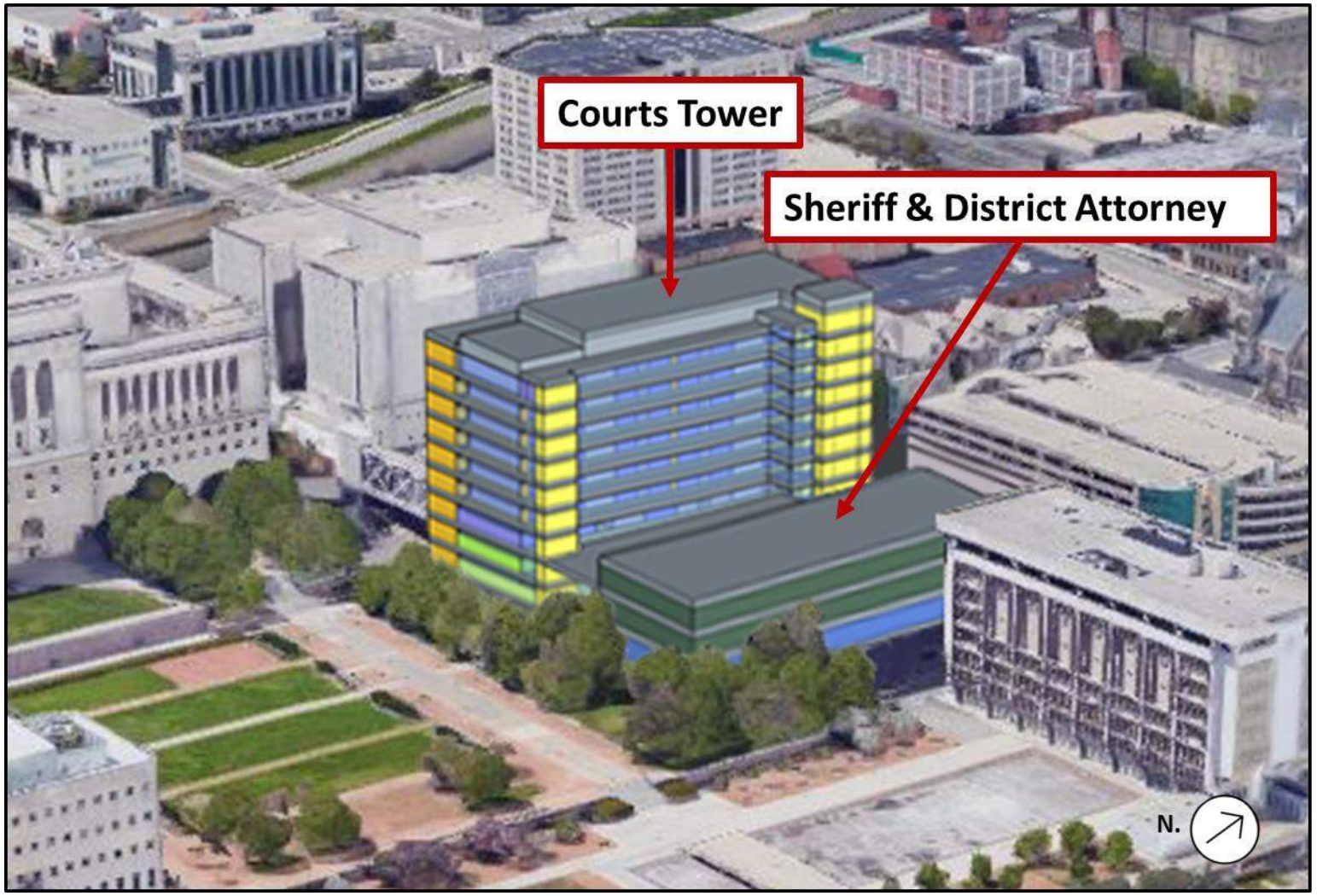


Exhibit 12 – New Criminal Justice Center – Southeast Aerial View

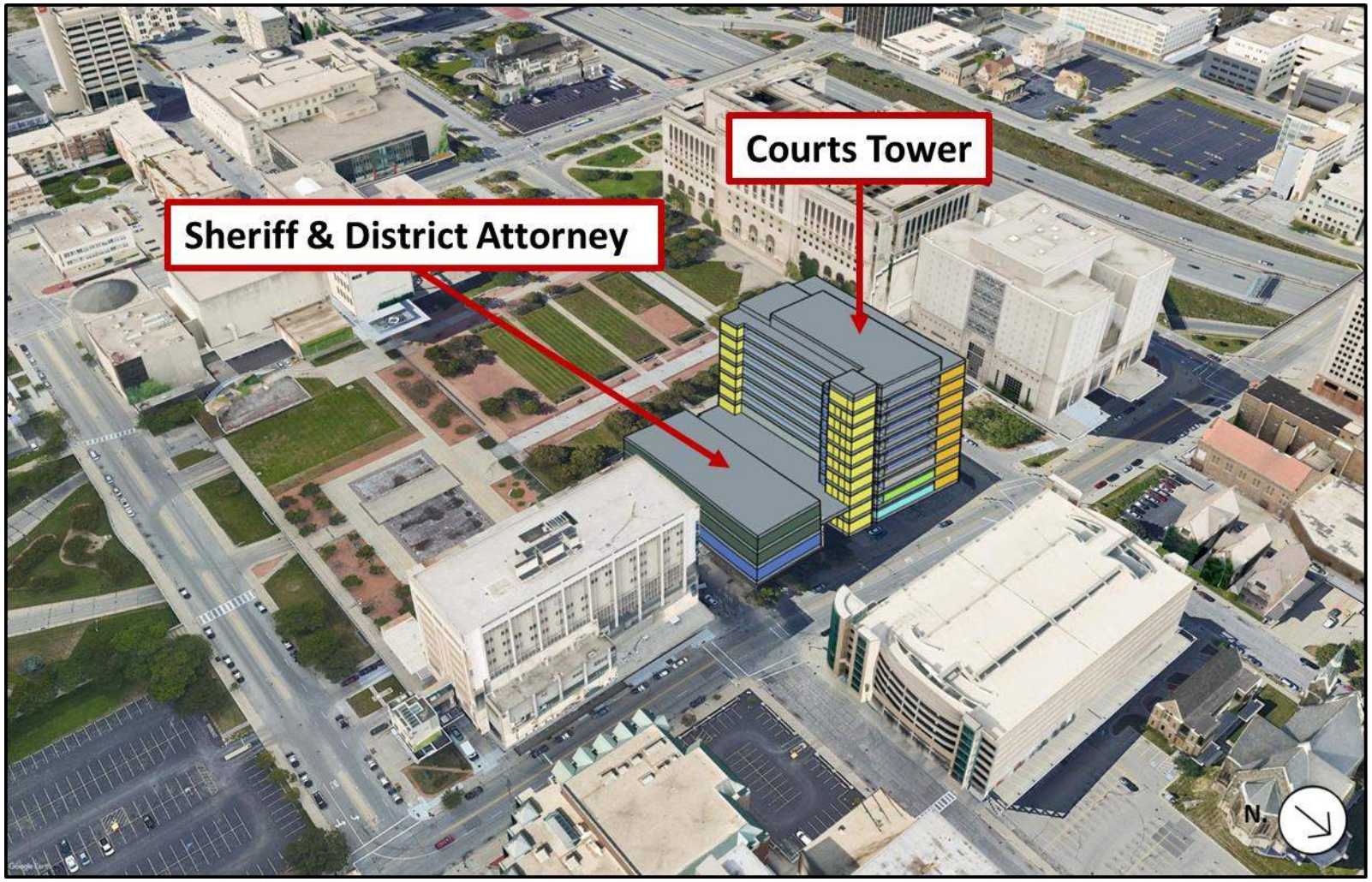


Exhibit 13 – Conceptual Layout – Typical Courts Floor Plan

Typical Court Floor Plan

- Four Courtrooms per Floor
- Attorney/Client Conference Rooms
- Secure Separation
  - Public
  - Judges & Staff
  - Offenders
- Disabled Accessible

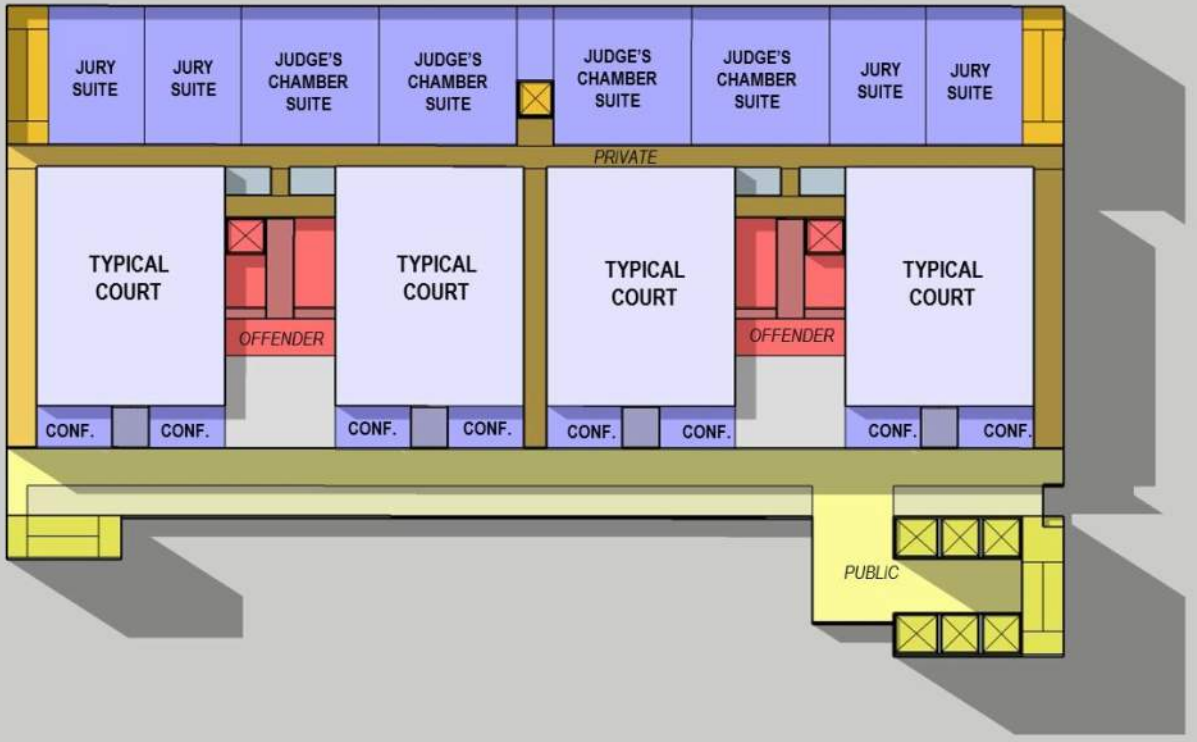
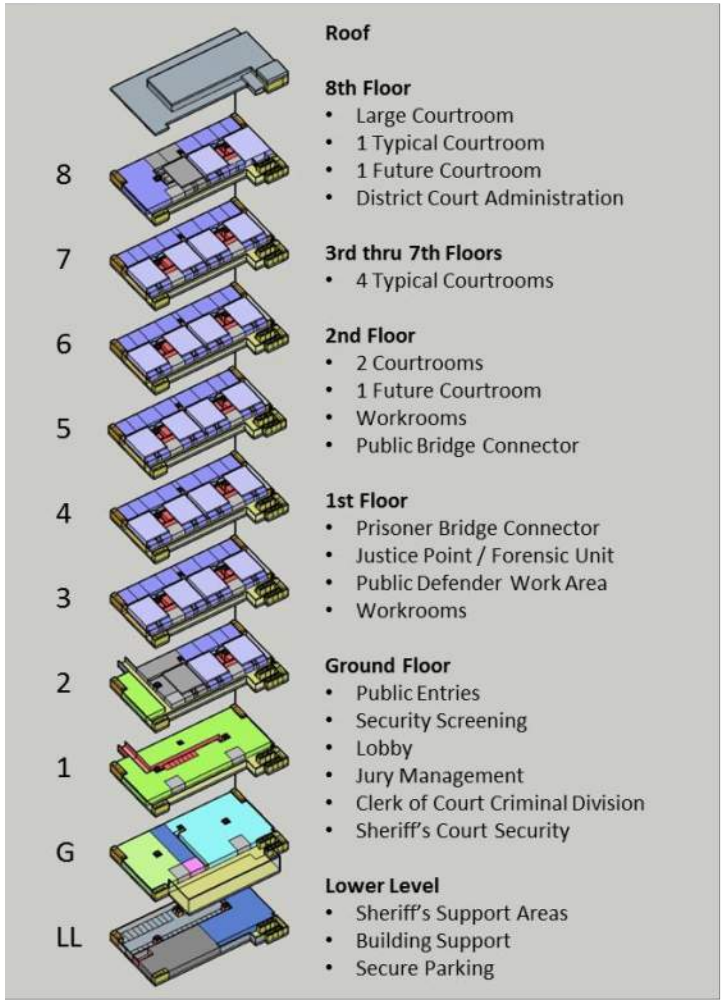


Exhibit 14 –Stacking Diagram With Enlarged Views Of Levels LL And G



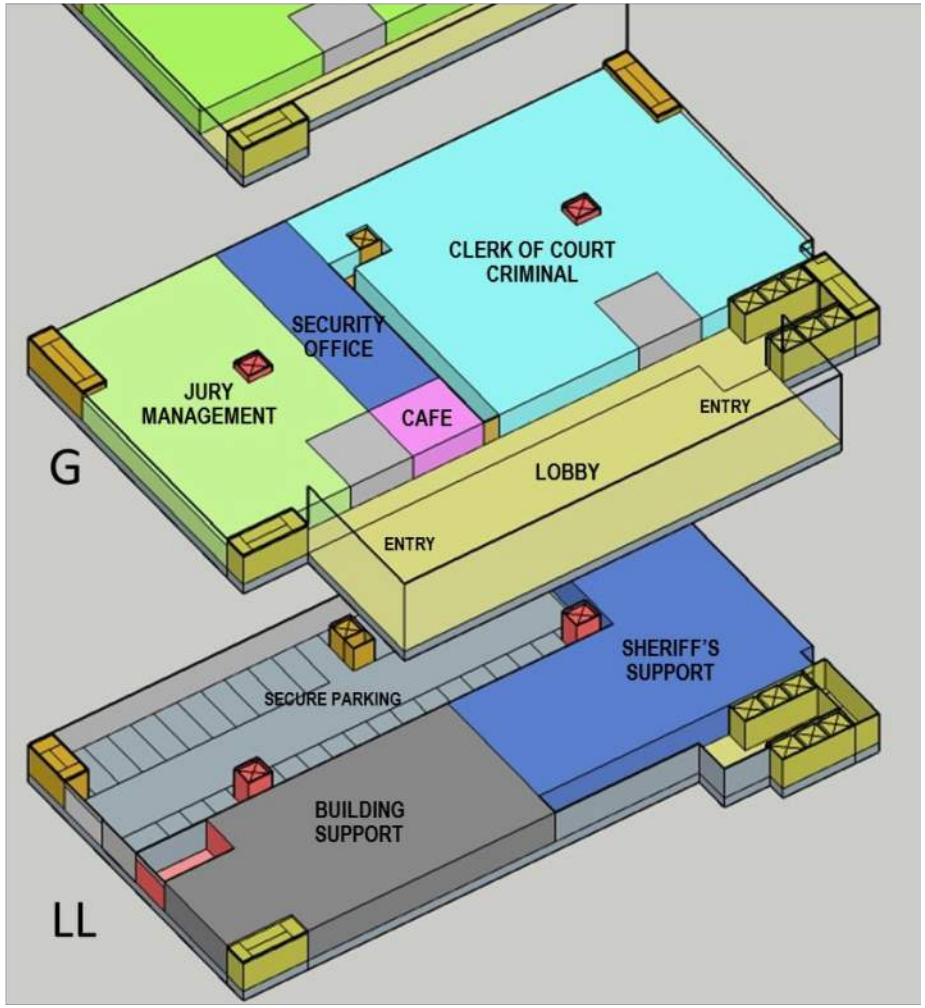
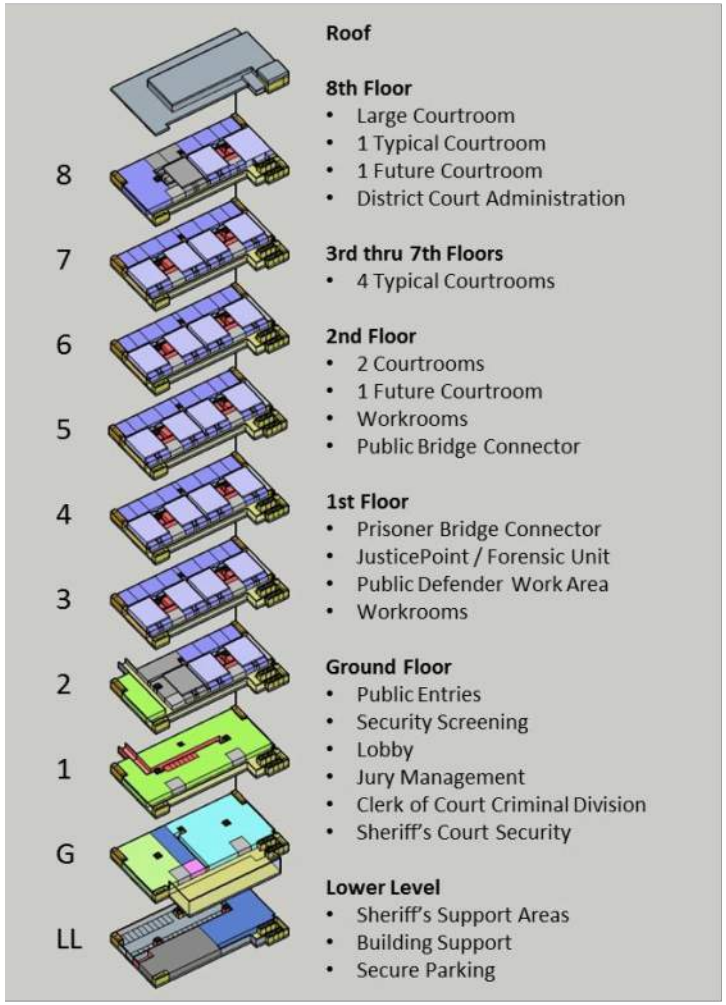


Exhibit 15 –Stacking Diagram With Enlarged Views Of Levels 1 And 2



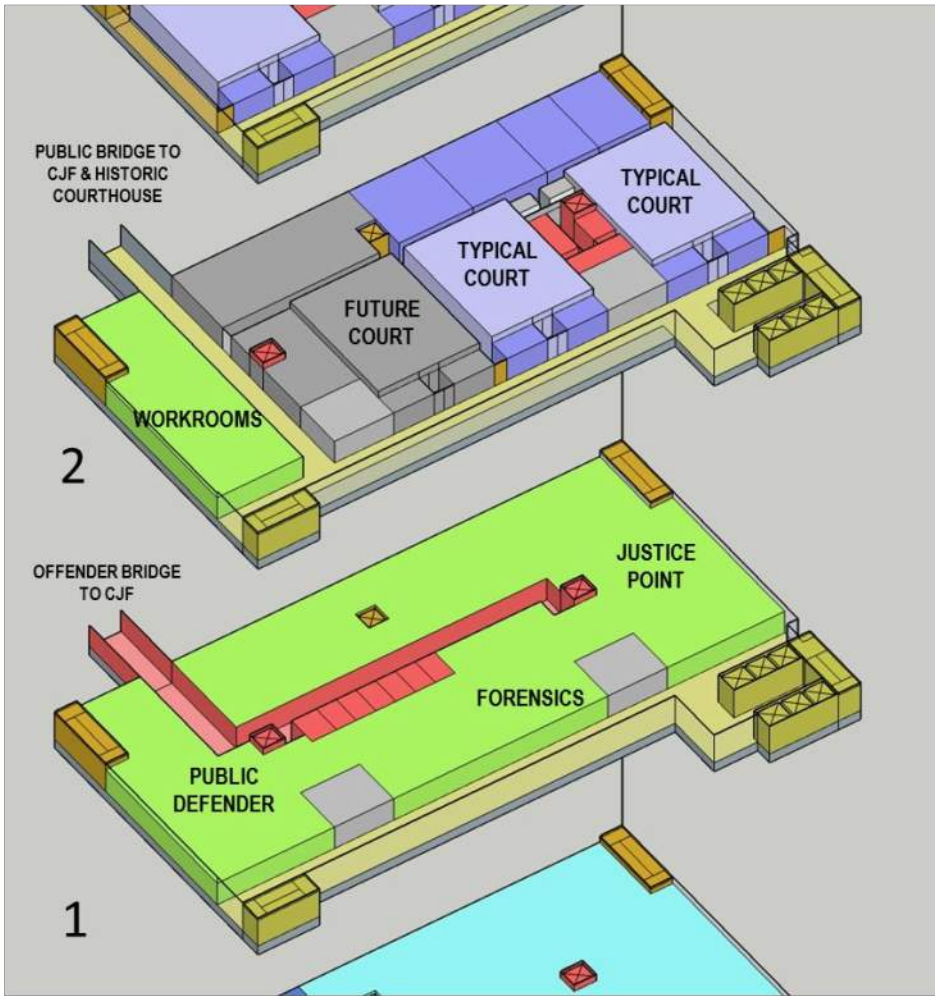
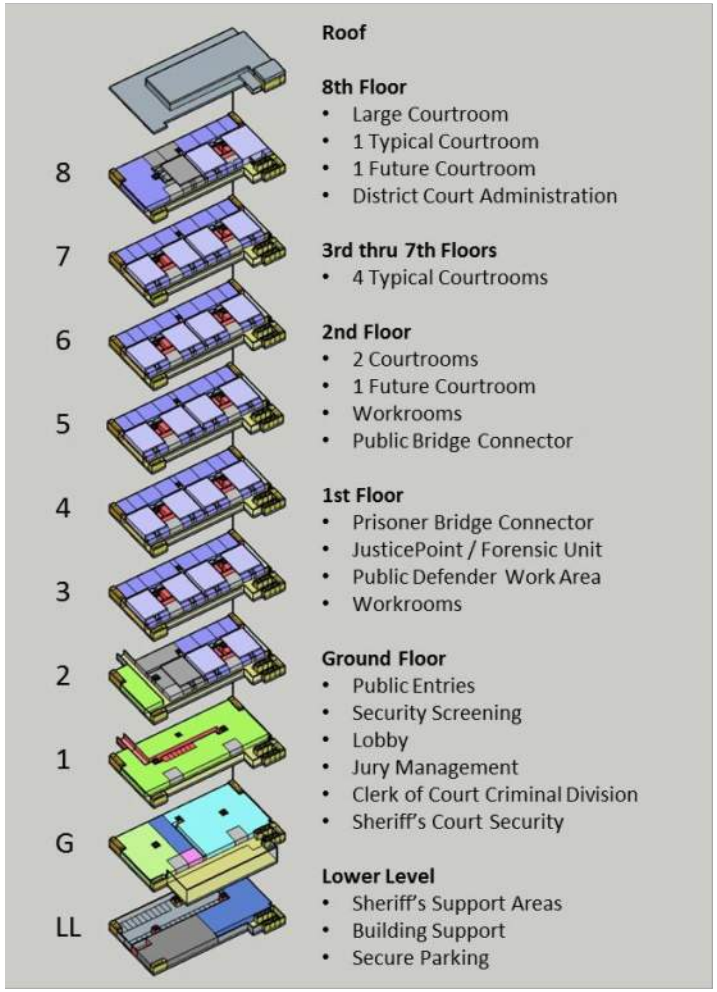


Exhibit 16 –Stacking Diagram With Enlarged Views Of Levels 3-7 (Typical Court Floor) And 8 (One Of Two Future Courtrooms And District Courts Administrator)



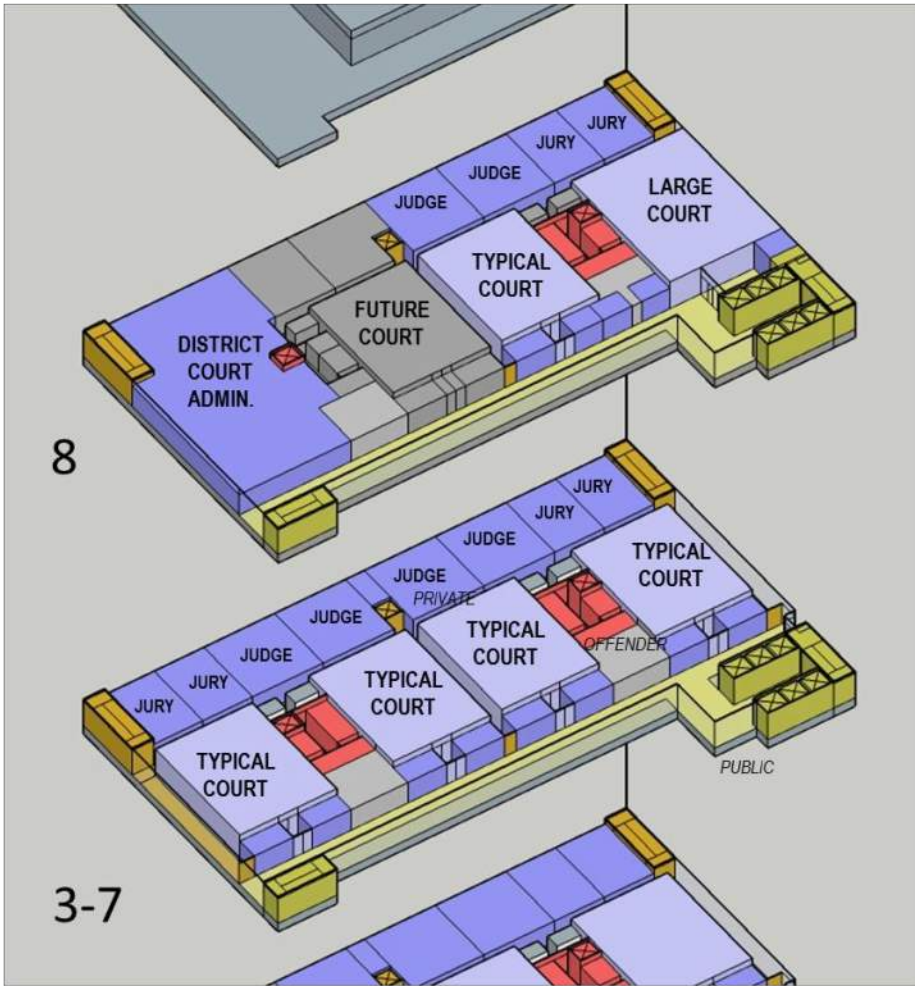


Exhibit 17 — Composite Plan of Existing Courthouse Complex Of In-Custody Defendant Movement From Criminal Justice Facility Into Basement Of Historic Courthouse

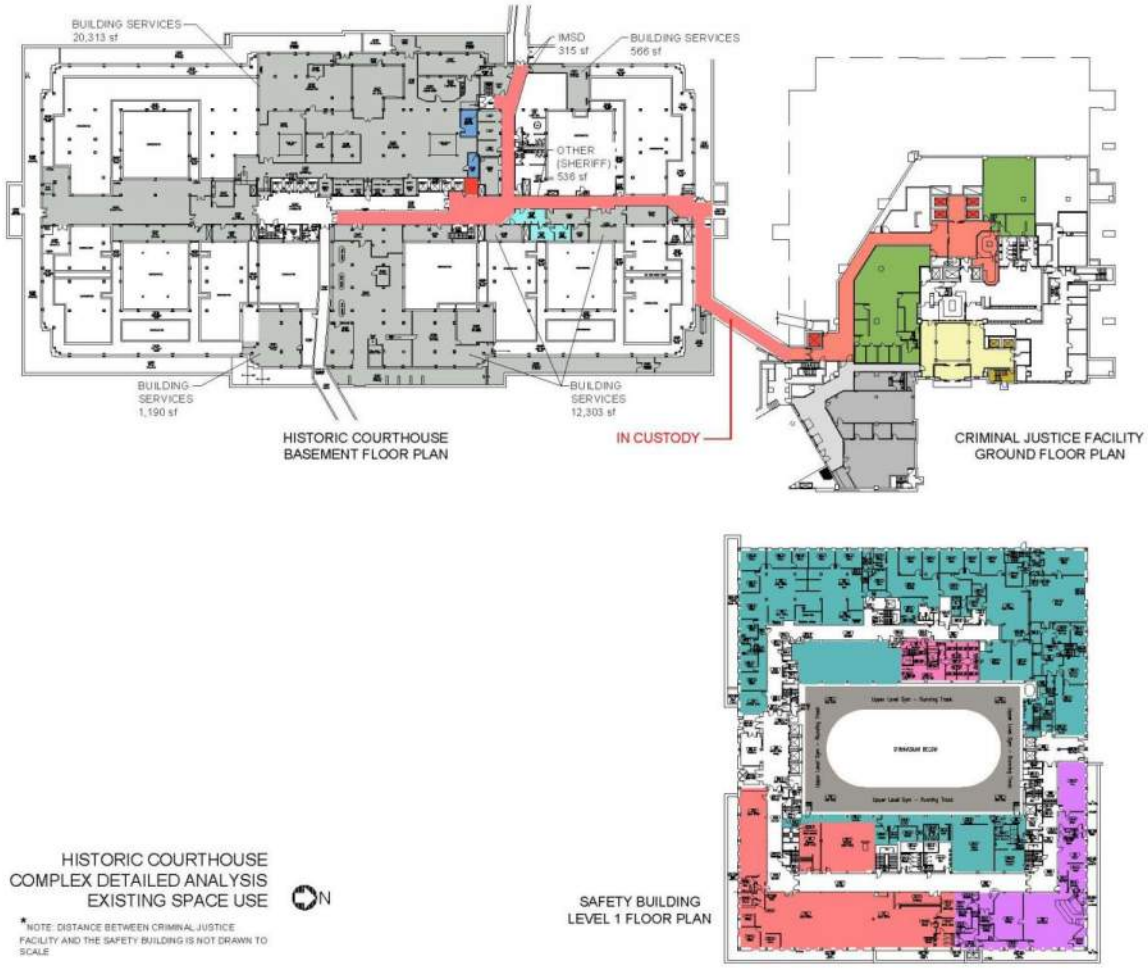


Exhibit 18 — Composite Plan Of Existing Courthouse Complex Of In-Custody Defendant Movement From Criminal Justice Facility Into Level 2 Of Safety Building

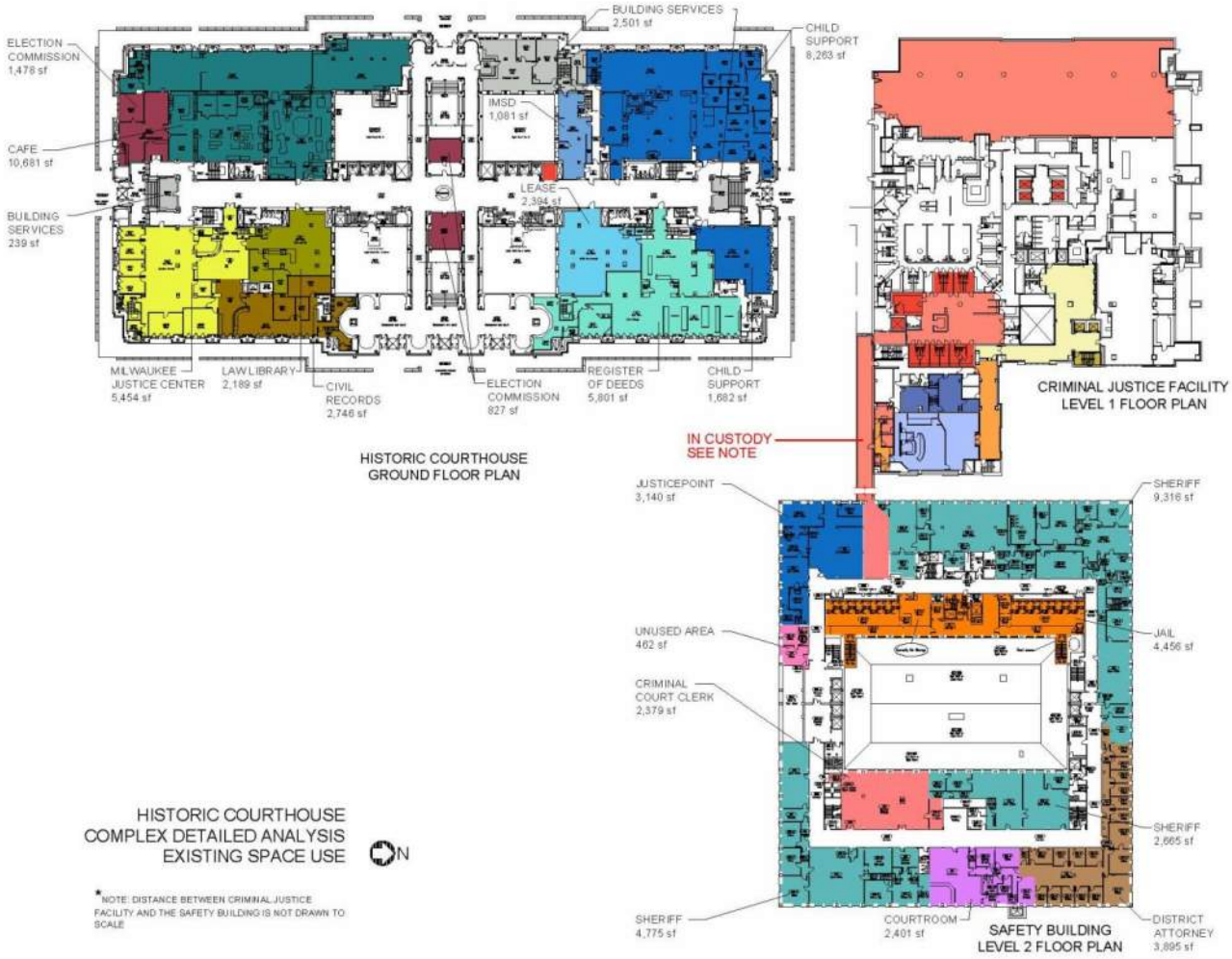


Exhibit 19 — Composite Plan Of Existing Courthouse Complex Of Public Movement From Criminal Justice Facility Into Level 3 Of Safety Building And Into Level 1 Of Historic Courthouse

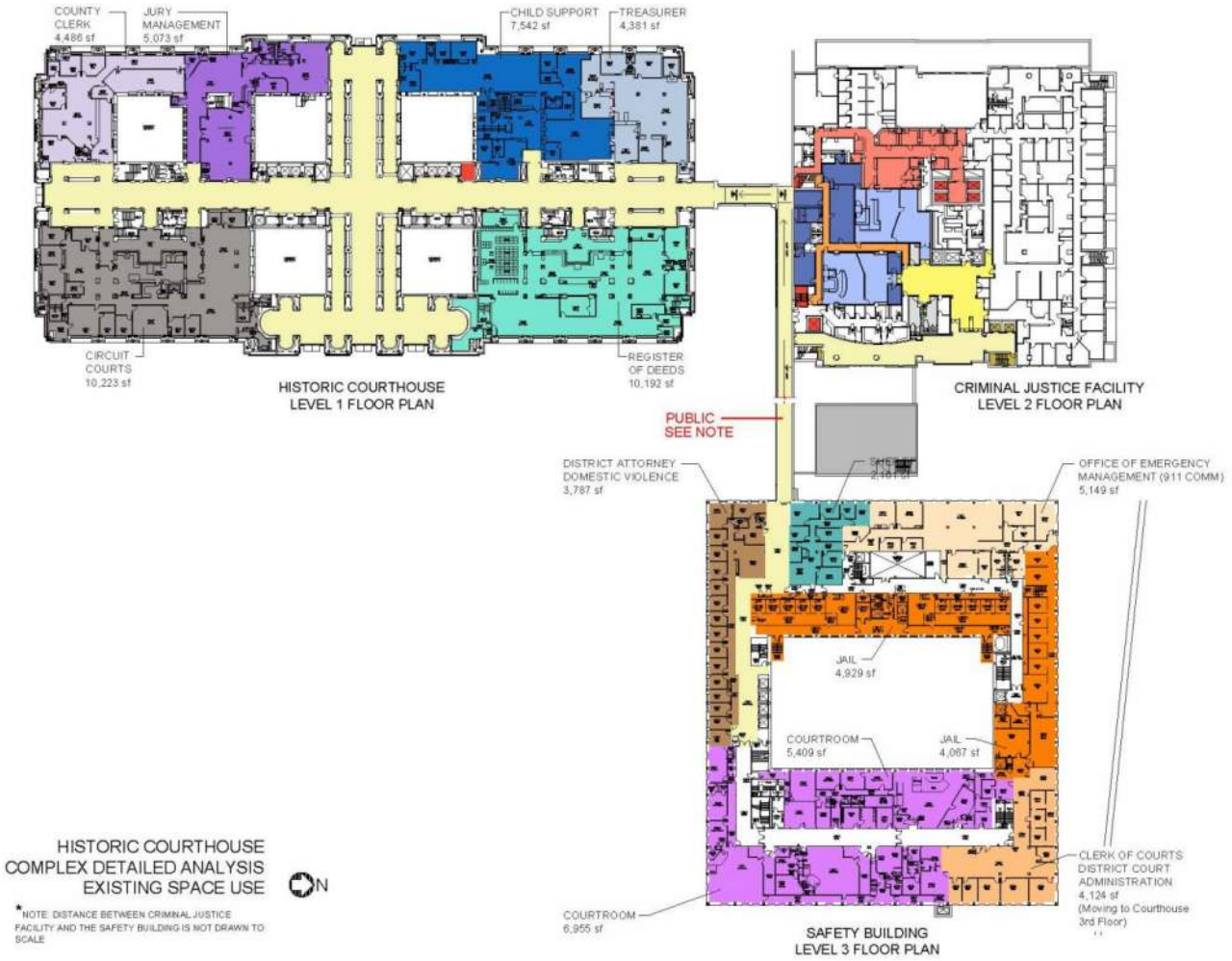


Exhibit 20 — Composite Plan of New Courthouse Complex

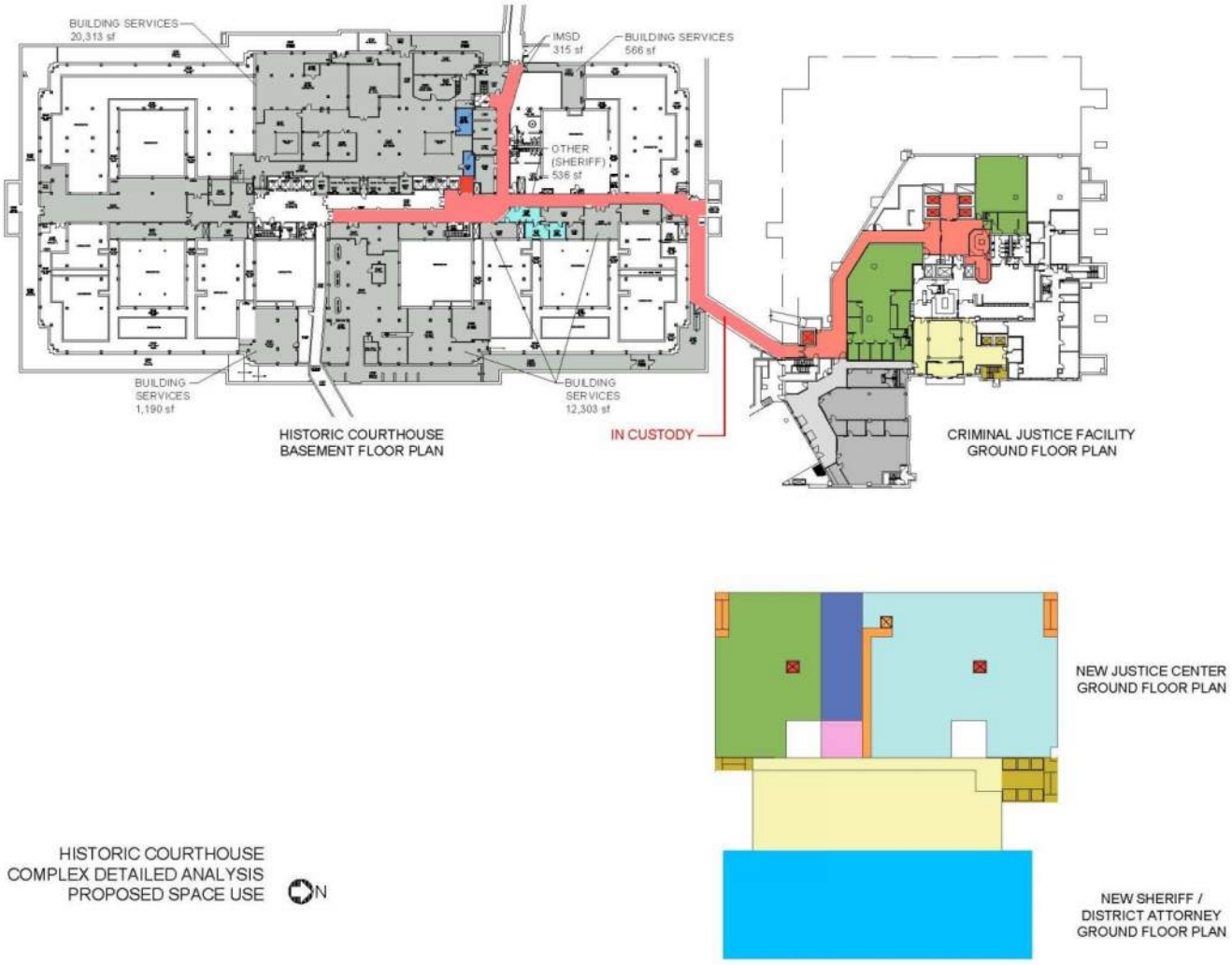


Exhibit 21 — Composite Plan of New Courthouse Complex Into Level 1 of New Justice Center

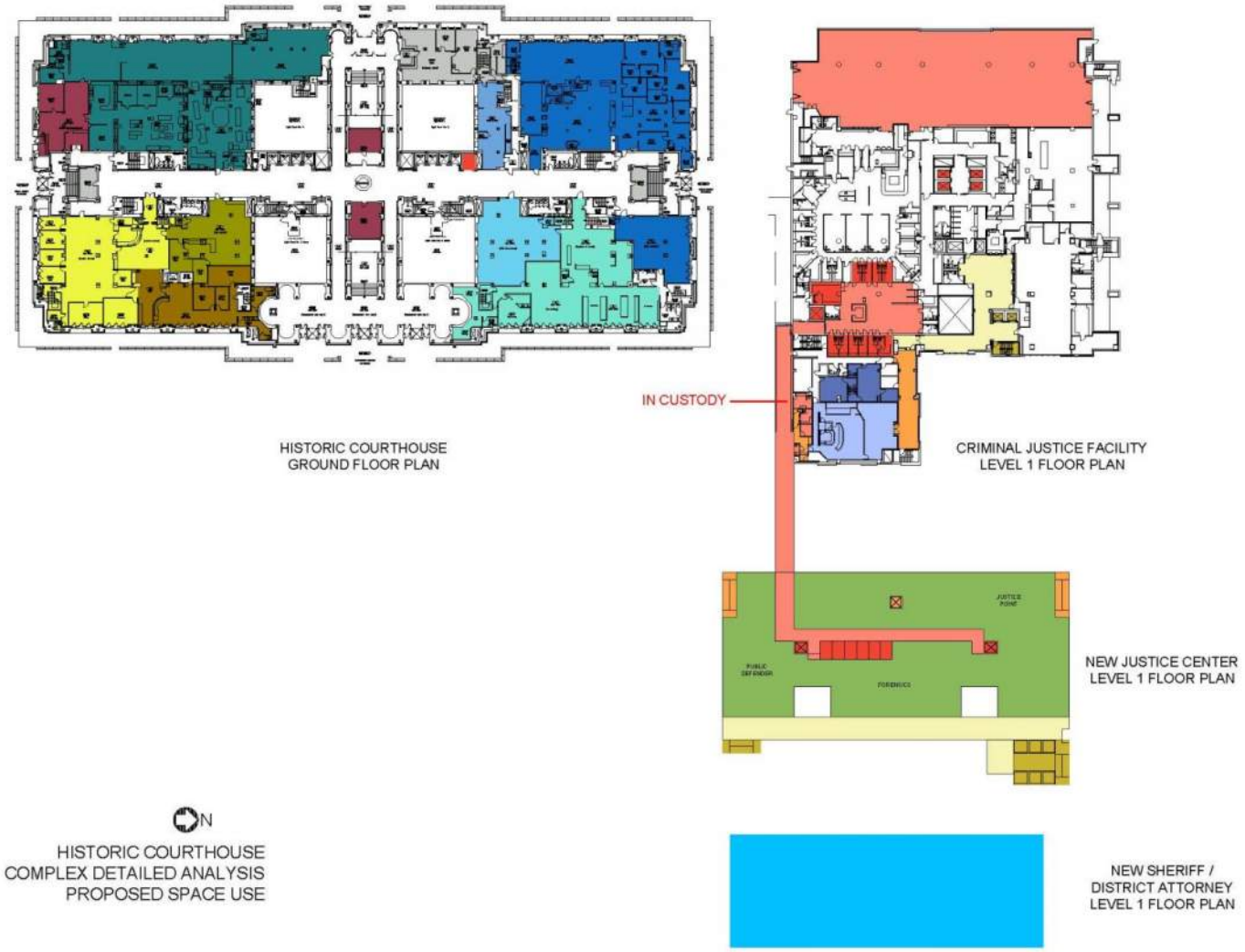
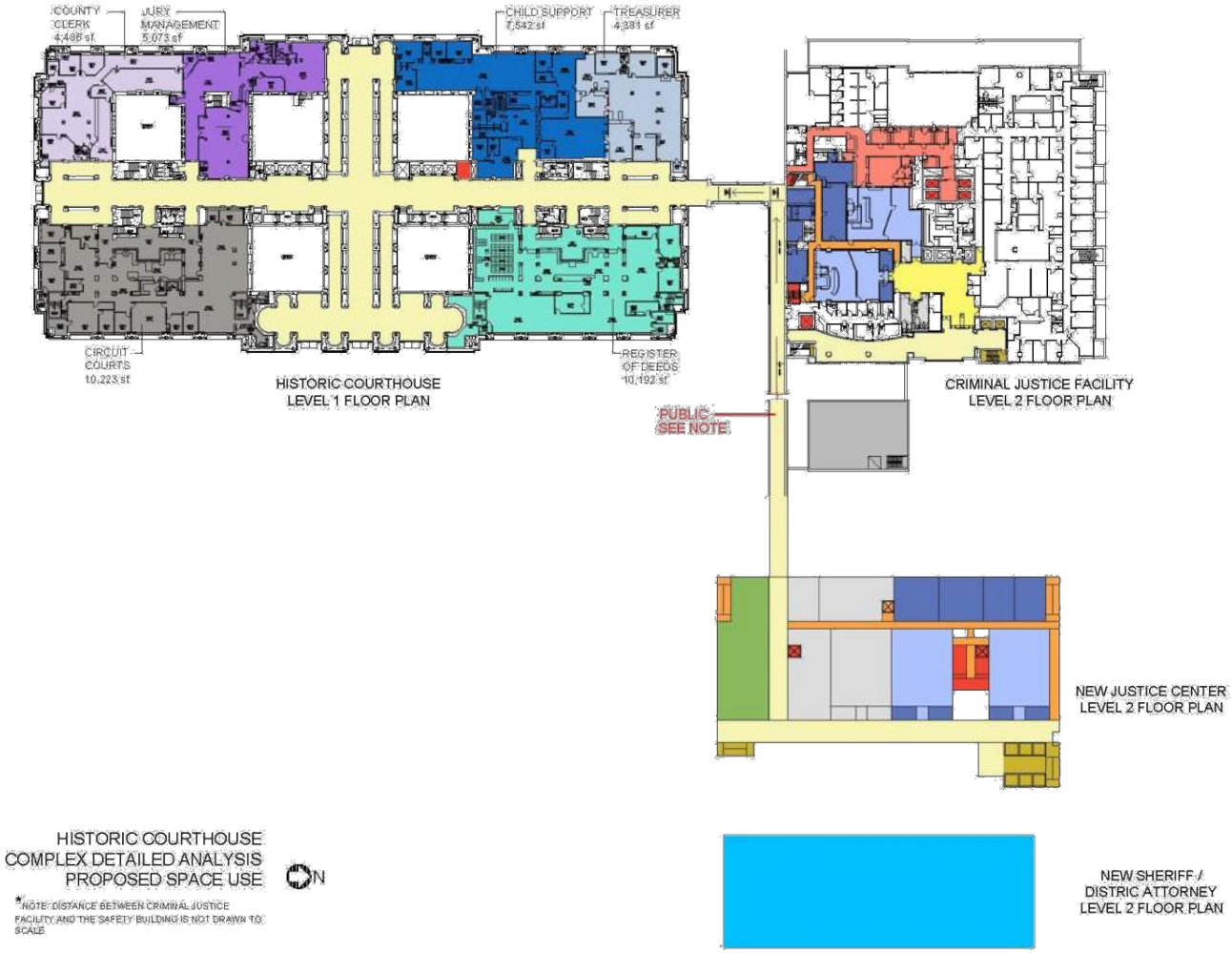


Exhibit 22 — Composite Plan of New Courthouse Complex Into Level 2 of New Justice Center



SUMMARY

Concept-level project cost estimates have been developed for each of the three scenarios, as shown in the following table. The estimates include the new Justice Center project cost, Historic Courthouse renovation, and addressing the space currently in the 633 West Wisconsin building as outlined in Scenarios A, B and C. Construction costs are based on a bid procurement date of third quarter 2020.

- Scenario A: County-Owned General Government Building
- Scenario B: Remodeled Historic Courthouse
- Scenario C: Leased General Government Building

Refer to pages 66 – 68 for descriptions of scenarios A, B and C.

Costs associated with the departmental transitions for the Public Safety Building demolition / new Justice Center construction are not included in the estimate. These are presented as part of Task B.

Table 4 – Concept-Level Project Cost Estimate Summary

CONCEPT-LEVEL PROJECT COST ESTIMATE				
New Justice Center				
Design & Construction	$261,694,558			
Demolition & Site Utilities	$10,465,000			
Subtotal New Justice Center	$272,159,558			
Historic Courthouse				
7th Floor – 2 New Courtrooms	$5,449,618			
MEP Upgrades	$15,818,083			
Subtotal Historic Courthouse	$21, 267,701			
General Government Space	**SCENARIO A** (COUNTY OWN)	**SCENARIO B** (HISTORIC COURTHOUSE)	**SCENARIO C** (COUNTY LEASE)	
Courthouse Department Renovation	NA	$7,554,490	NA	
Courthouse Lightwell Buildout	NA	$7,133,903	NA	
Total Occupancy Cost*	$19,175,159	NA	$36,146,907	
Relocation / Moving Cost (from 633 W. Wisconsin bldg.)	$52,800	$52,800	$52,800	
Subtotal General Government	$19,227,959	$14,741,193	$36,199,707	
TOTAL PROJECT COSTS	**$312,655,218**	**$308,168,452**	**$329,626,966**	

**JLL 30-Year Life Cycle Cost Analysis / Net Present Value – September 11, 2018*

CONCEPT-LEVEL PROJECT COST ESTIMATE

The concept-level cost estimate developed for the Milwaukee County Courthouse Complex project is based on a bid procurement date of third quarter 2020. Table 4 is a summary; for details please see the companion report. As this project becomes more defined in Phases IV and V, cost estimates will also become more defined. Factors which could influence the cost estimate include Foxconn and related economic development, and Target Business Enterprise (TBE) and Residential Preference Program (RPP) requirements.

New Justice Center

Construction: The budget includes both construction costs based on the noted building size, scope, and site selection, and associated non-construction (soft costs). Non-construction costs are for professional consulting, design, engineering, supervision, testing, surveys, permits / fees, insurances, furniture, fixtures, equipment, technology, IT, network requirements, audio visual systems and other miscellaneous project expenses.

Costs were developed based on five similar judicial construction projects, taking into account cost escalation and geographic location criteria:

- Will County Courthouse / Joliet, IL
- Franklin County Courthouse / Columbus, OH
- Maricopa County, Downtown Court Tower / Phoenix, AZ
- Worcester Trial Court Complex / Worcester, MA
- Dane County Courthouse / Madison, WI
  As the largest courthouse project in Wisconsin in recent years, this project is included here. However, it is not considered an accurate comparable for the Milwaukee County Justice Center project for several reasons, including project age and subsequent changes to building requirements, market changes in bidding circumstances, and changes in technology since 2005.

Demolition and Site Utilities: The Public Safety Building totals 321,832 square feet, with six floors, plus basement and sub-basement. The Building's type, size, materials and urban restraints will require extensive planning and coordination for demolition. As noted in Milwaukee County's July 2017 Facilities Condition Assessment Report, inspections in 2000, 2011 and 2012 by Jackson MacCudden indicated that hazardous materials are present throughout the building, requiring extensive abatement.

Historic Courthouse

7th Floor Courtrooms: The buildout of two new Family Courtrooms with associated office space, and new office space for the Restraining Order Clinic.

MEP Upgrades: Mechanical, electrical, and plumbing improvements that were identified a number of years ago and not implemented.

General Government Space

Courthouse Department Renovations: For Scenario B, the renovation of existing and potentially available space in the Historic Courthouse.

Historic Courthouse Department Renovations Required for Scenario B	
Election Commission	1,500 sq. ft.
Cafe	5,200 sq. ft.
Lease/Register of Deeds (Ground Floor)	4,400 sq. ft.
Jury Management	5,200 sq. ft.
Register of Deeds (First Floor)	2,300 sq. ft.
Suite 307	11,700 sq. ft
Total	**30,300 sq. ft.**

Courthouse Light Well Build-Out: For Scenario B, building roughly 18,000 square feet of new office space in the two southwest courtyards of the Historic Courthouse.

Total Net Present Value Costs: Refer to Life Cycle Cost Analysis at the end of Section 2.

Relocation / Moving Cost: The cost to move the general government departments out of the 633 W. Wisconsin building and relocate them.

EXHIBITS

The following exhibits illustrate Scenarios A, B and C:

- **EXHIBIT 23** – Aerial view of Scenario A, including potential purchase and construction options for a County-Owned General Government building near the Courthouse Complex.
- **EXHIBIT 24** – Aerial view of Scenario B, with reuse of existing Historic Courthouse space.
- **EXHIBIT 25** – Illustrates the infilling of selected light wells in the Historic Courthouse as part of Scenario B.
- **EXHIBIT 26** – Aerial view of Scenario C, with options for leasing office space in the downtown area.

Exhibit 23 – Scenario A – County Owned General Government Building

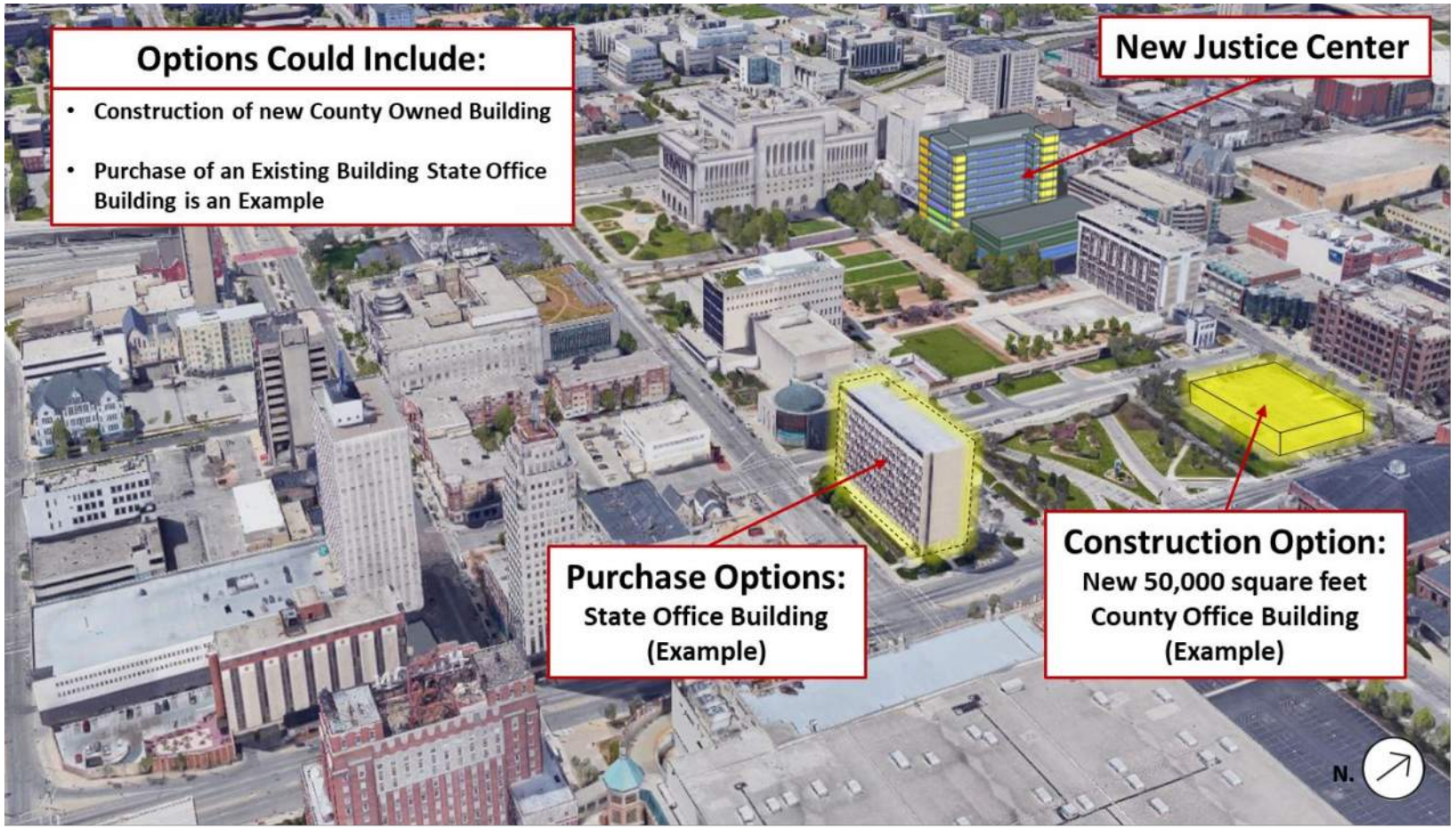


Exhibit 24 – Scenario B – Remodeled Historic Courthouse

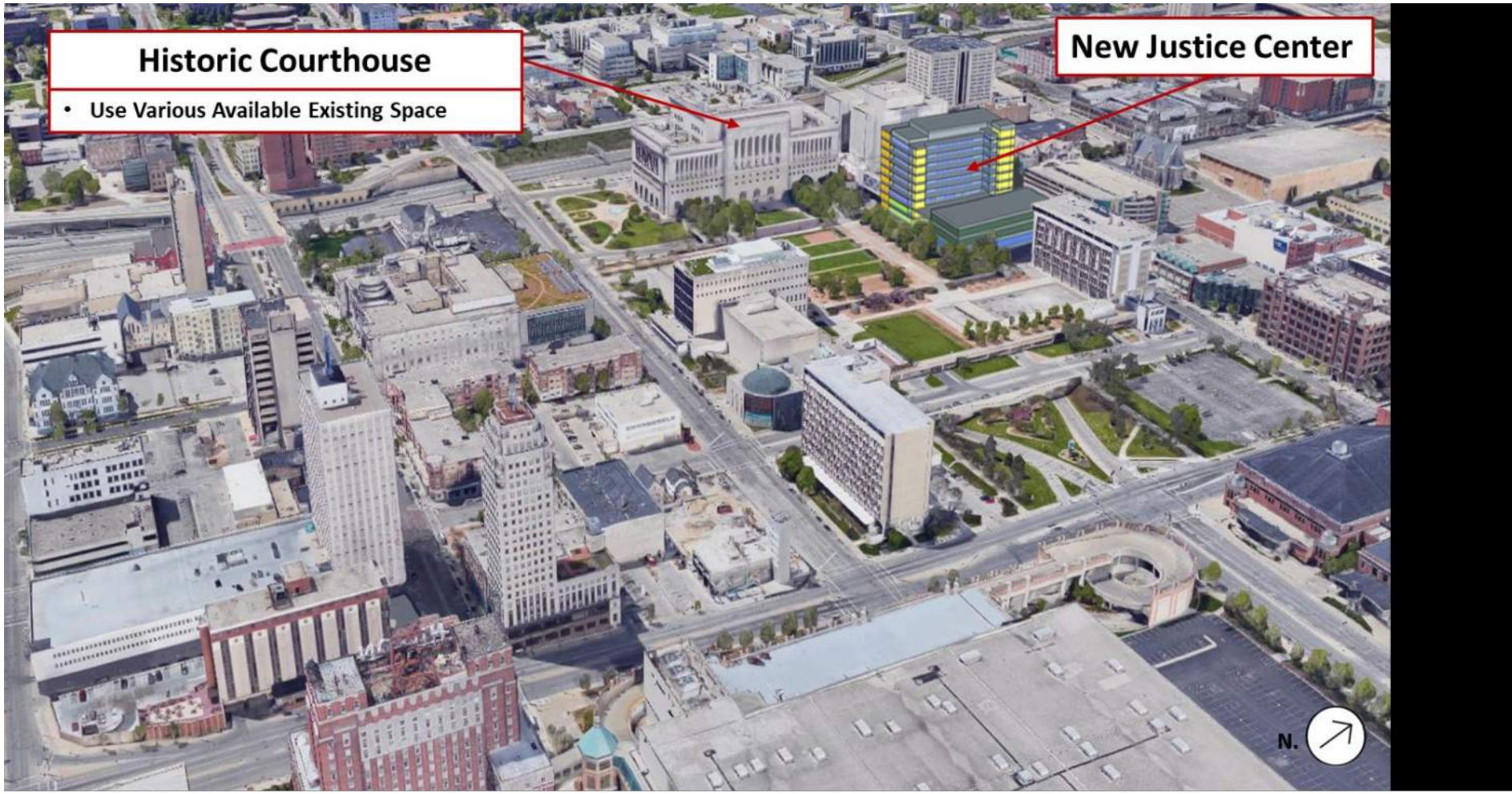


Exhibit 25 – Scenario B – Remodeled Historic Courthouse

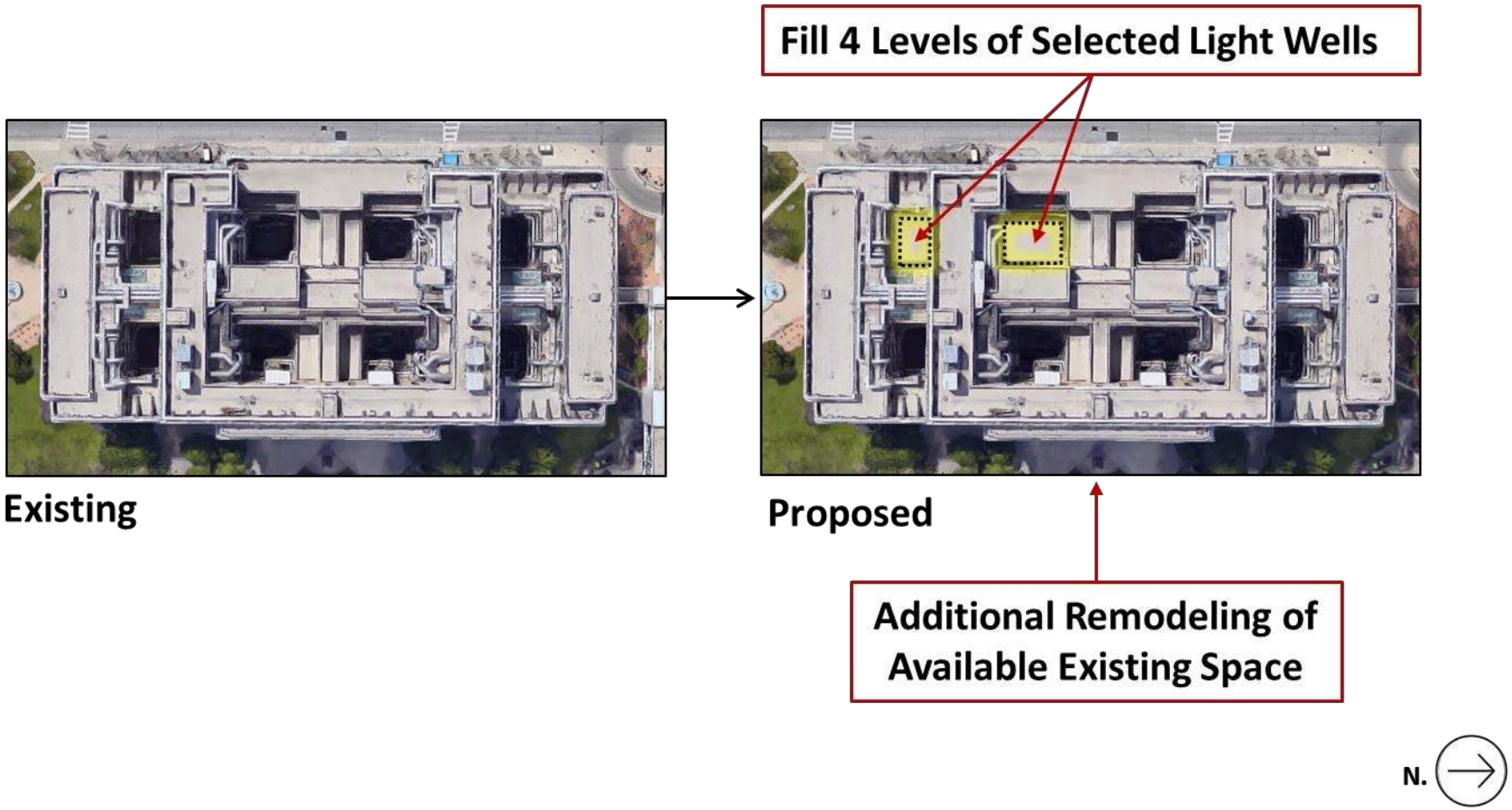
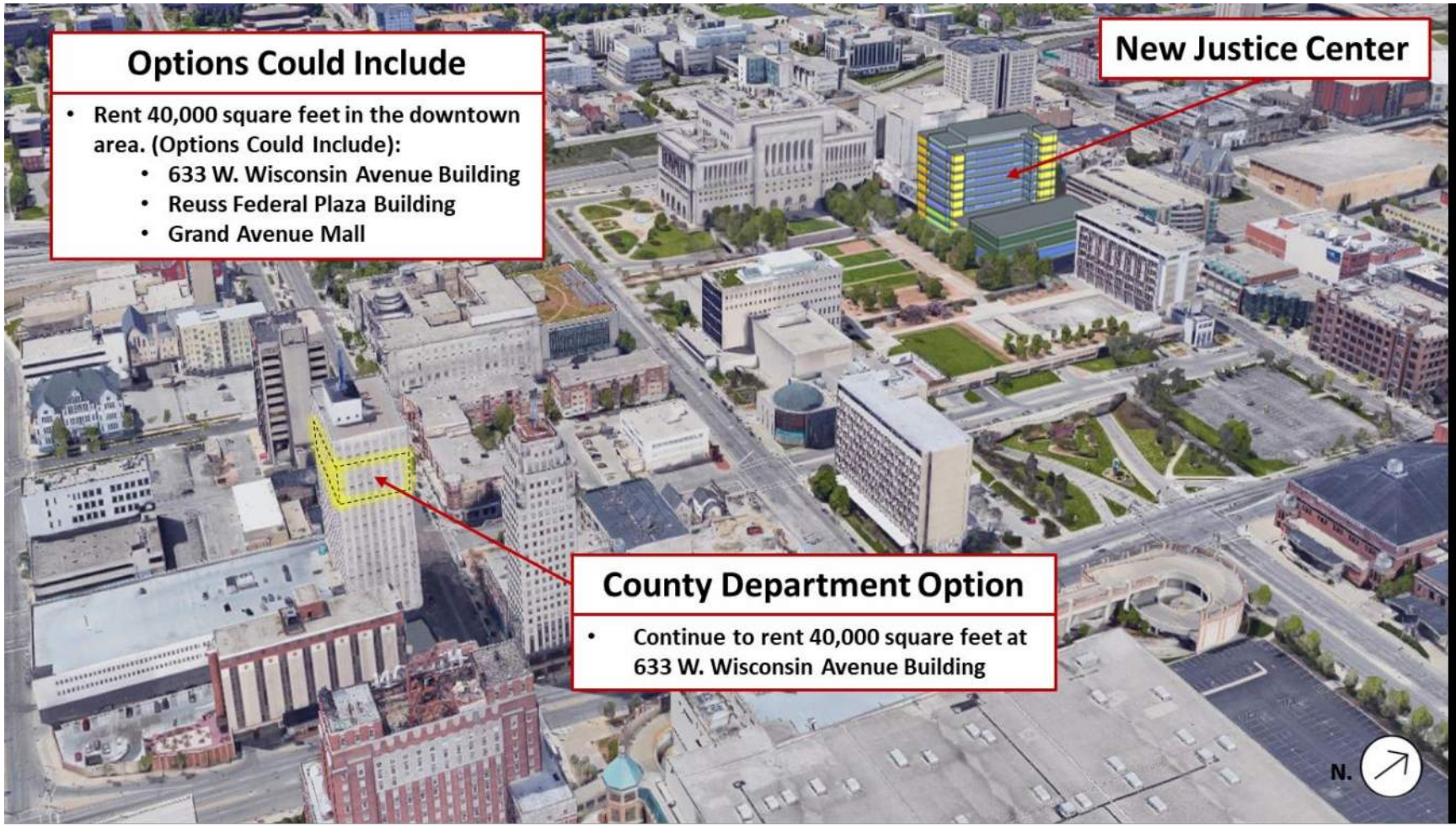


Exhibit 26 – Scenario C – Leased General Government Building



LIFE CYCLE COST ANALYSIS

Milwaukee County contracted directly with JLL to develop a 30-year life cycle cost analysis using a bonding approach for two options:

- Option 1: a 40,000 square-foot market lease in an existing office building
- Option 2: a 50,000 square-foot built-to-suit/own office building

SUMMARY*

	Option 1: Lease	Option 2: Build-to-Suit/Own
Total occupancy costs	**$46,493,697**	**$52,192,886**
Total net present value costs	**$29,528,988**	**$35,042,105**
Average annual rent (including capital investment)	**$1,549,790**	**$1,737,663**
Average annual rent per s.f. per year (including capital investment)	**$38.74**	**$34.75**
Average annual rent (excluding capital investment)	**$1,455,623**	**$916,257**
Average annual rent per s.f. per year (excluding capital investment)	**$36.39**	**$18.33**

*Source: *JLL's September 2018 report, 30-year life cycle analysis: Lease vs. build-to-suit update for Milwaukee County*

Methodology (from Executive Summary in JLL Report)

- Life cycle analysis includes initial cash investment or lease payments coupled with a 30-year capital improvement, repairs and replacement plan.
- Future capital improvements will be different for the lease option in comparison to a build-to-suit to own. As an owner, costs of all building repairs, replacements and all structural/roof issues are borne by the owner. In a lease scenario, the risk of capital improvements and replacements are shifted to the owner of the property.

- The lease option provides a construction allowance at the start of the term as well as after the first 15-year term. Therefore, capital outlays are reduced.
- Build-to-suit analyzed using a 3%, 15-year fully amortized loan on project costs
- All costs, including future capital and rent payments have been discounted using an annual discount rate of 3%.

For assumptions and more detailed costs, please see JLL's September 2018 report, *30-year life cycle analysis: Lease vs. build-to-suit update for Milwaukee County.*

3

Section 3 - Study Task B

Implementation Strategies

Project Delivery, Financial Strategies & Scheduling

Transition Concept

PROJECT DELIVERY & FINANCIAL STRATEGIES

There are a number of options for design and construction delivery of projects in the public sector. Each has its advantages and disadvantages with respect to first cost, long term cost, ownership, phasing, complexity and schedule. Exhibit 28 - Project Delivery Approaches explains advantages and disadvantages of these options. Table 5 is a reduction of these options on the premise of this project's characteristics. Option 4, Construction Manager At-Risk (CMr) is recommended for this project due to the complexity, size, logistics, schedule, and multiple phasing requirements.

TABLE 5 – PROJECT DELIVERY OPTIONS

OPTIONS	CONSTRUCTION DELIVERY METHOD	OPERATOR	OWNERSHIP	FINANCING	EXAMPLE PROJECT
1	Single Prime/ Lump Sum Bid GC	Milwaukee County	Milwaukee County	Public	Milwaukee County Zoo Elephant Exhibit
2	Multi-Prime /CM-Agency (CMa)	Milwaukee County	Milwaukee County	Public	Milwaukee County Jail & Criminal Justice Facility
3	P3 Public/Private/Partnership	Private Developer	Private Developer	Private	State of Wisconsin / Hill Farms Office Complex
4	**Construction Manager at Risk (CMr)**	**Milwaukee County**	**Milwaukee County**	**Public**	**Potawatomi Hotel Addition**
5	Design/Build (D/B)	Milwaukee County	Milwaukee County	Public	Milwaukee City Hall Foundation Restoration

Please refer to Exhibit 28 for further clarification and information for each of the options.

Option 1 – Single Prime / Lump Sum Bid GC

Milwaukee County would be the owner and operator of the building, and would hold a single prime construction contract, awarded to a general contractor based on low qualified bid price. The general contractor would manage multiple trade contracts. The project design team would provide completed construction design documents developed with Milwaukee County for lump sum bidding.

Option 2 – Multi-Prime / CM-Agency (CMa)

Milwaukee County would be the owner and operator of the building and would hold multiple prime construction contracts. The County would hire a construction manager as an agent to provide administrative duties for the County, managing the multiple prime contractors. The project design team would provide completed construction design documents for lump sum multi-prime bidding.

Option 3 – P3 Public/Private/Partnership

A public/private/partnership (P3) is a contractual arrangement between a public agency (federal, state, or local) and a private sector entity. Through this agreement, the skills and assets of each sector (public and private) are shared, and risks are appropriately allocated, in delivering a service or facility for use by the general public. In addition to the sharing of resources, each party shares in the potential risks and rewards in the delivery and operation of the service or facility. A developer would be the building owner, provide project financing, build and lease the building to Milwaukee County. The developer would hire and manage the architect and contractor to build the project based on an outline scope provided by the County. Either Milwaukee County or the developer may operate the building.

Option 4 – Construction Manager At Risk (CMr)

Milwaukee County would be the owner and operator of the building and would hold a single prime construction contract with the Construction Manager. The Construction Manager would be brought on at the onset of design providing estimating, scheduling and constructability support to the design team. Delivery would be through an open book design, bid, build process. Milwaukee County would contract directly with the professional services design team (such as architects and engineers).

Option 5 – Design Build (D/B)

Milwaukee County would be the owner and operator of the building and would hold a single prime construction contract with a design-build contractor. The design-build contractor would hold subcontracts with their sub-contractors and design professionals. This D/B method provides delivery efficiency with the project schedule and financial risk mitigation. Use of a design-build contract arrangement would require legislative approval from the State of Wisconsin.

Exhibit 27 – Project Delivery Approaches

Provides a comprehensive list of project delivery options with advantages, disadvantages, best suited and least suited descriptions.

Exhibit 28 – Program/Design/Construction Schedule

Illustrates the seven-year time span for the project from Phase III study beginning in third quarter 2017 to completion of new Justice Center construction and Historic Courthouse renovation in fourth quarter 2024. A project bid date of third quarter 2020 was used for all concept-level project cost estimates in this Report. A change in this bid date will require updates to all cost estimates.

Exhibit 27a – Project Delivery Approaches (OPTION 1)

	PROJECT DELIVERY APPROACH: SINGLE PRIME / LUMP SUM BID GC
Description	• Owner engages Architect/Engineer to develop design • No builder input during design. Completed design bid competitively to open or select list of General Contractors • GC contact obligation to price, schedule and design documents • Non-fiduciary relationship
Advantages	• Simple, traditional approach • Defined project scope • Suitable for small and/or straightforward projects • Clarity of fiduciary A/E and non-fiduciary GC roles
Disadvantages	• No builder input in design • Price uncertain until bids • Slowest project delivery • No control over subcontractor selection • Adversarial relationship • Prone to cost growth via changes and claims • High incidence of litigation
Best Suited	• Straightforward, simple or repetitive projects • Not time-sensitive • Able to secure clean, complete design documents prior to bidding • Owner comfortable with an adversarial relationship
Least Suited	• Challenging, complex and/or large projects • Schedule-sensitive • Owner scope or design is prone to change • Early budget assurance needed Design Build

Exhibit 27b – Project Delivery Approaches (OPTION 2)

	PROJECT DELIVERY APPROACH: MULTI-PRIME / CM-AGENCY (CMa)
Description	• CM function is an "agency" role, providing administration and management services • The CM, Agent provides preconstruction services (cost schedule, constructability), but holds no subcontracts nor provides project bonding for the construction • The Owner holds trade contracts (typically multiple), and the CM acts as the owner's Agents in the Management and direction of the work • The CM is normally selected at the same time as the Architect/Engineer or shortly before or after • The Owner can speed construction by awarding elements of the work prior to the completion of design (Fast-Track or Phased)
Advantages	• Builder selection flexibility • Preconstruction services • Faster schedule delivery • Early budget input/ control • Change flexibility • Controlled purchasing saves money • Optimal trade contractor selection with competitive bidding • Effective M/WBE procurement • Non-adversarial relationship with CM: advocacy
Disadvantages	• Owner assumes contractual cost/schedule risk • No single point of contract accountability; Owner must manage more contracts • No guaranteed price • Potential additional design costs • Potential for claims
Best Suited	• Larger new or renovation projects • Schedule sensitive, difficult to define, or subject to change • Preconstruction budget assurance needed, but not a guarantee
Least Suited	• Smaller projects • Simple, well-defined projects

Exhibit 27c – Project Delivery Approaches (OPTION 3)

	PROJECT DELIVERY APPROACH: PUBLIC-PRIVATE-PARTNERSHIP
Description	• Contractual arrangement between a public agency (federal , state, or local) and a private sector entity • Through this agreement , the skills and assets of each sector are shared , and risks are appropriately allocated in delivering a service or facility for use by the general public • In addition to the sharing of resources, each party shares in potential the risk and rewards in the delivery and operation of the service facility
Advantages	• Can be a means of overcoming common projects constraints • Time- P3 can offer faster delivery , critical for meeting externally-driven deadlines • Dollars - P3 can reduce cost through efficiency of delivery/ operations and access to private sectors capital • Staff- P3 can help overcome human resources constraints and access projects-specific expertise • Need not exist only when private sector financing is involved; it can also be of value to the public partners in terms of turnkey delivery, outsourced risk, time/cost savings, staff optimization, privatized operations/managements, etc.
Disadvantages	• Requires stakeholder understanding and support, requiring investment of time up front to educate and inform • Without a "champion" on the public partner's side, the P3 may not be sustainable • Undertaking a P3 often requires that enabling legislation be in place
Best Suited	• Horizontal infrastructure projects such as roads, airports, ports, power, water, and solid waste treatment • Social infrastructure projects such as healthcare, higher education, government facilities • In general, P3s are best suited for more complex projects that are revenue-generating
Least Suited	• In general, P3s are least suited for simpler, easily defined projects that lend themselves to a more traditional form of delivery

Exhibit 27d – Project Delivery Approaches (OPTION 4)

	PROJECT DELIVERY APPROACH: CM AT-RISK
Description	• Construction Manager at Risk serves as the General Contractor, assuming the risk for construction • Provides preconstruction services (cost, schedule, implications of alternative designs, systems and materials) • The CM at risk contracts directly with multiple subcontractors and has single point of responsibility for delivery of the project • The CM at Risk is normally selected at the same time, or shortly before or after, the A/E ("Three-legged stool") • Guaranteed Maximum Price (GMP) option • Phased or Fast-track schedule option
Advantages	• Preconstruction services • Single point of responsibility for construction • Team concept; check and balance • Faster schedule delivery • Change flexibility • Controlled purchasing; open book • Effective Quality Control • Balances advocacy with risk assumption
Disadvantages	• GMP Contingency vs. risk tradeoff • Potential for increased adversarial relationship with A/E • GMP protection may compromise CM advocacy
Best Suited	• Larger new or defined-renovation projects • Schedule sensitive, difficult to define, or subject to change • Owner needs financial cost guarantee
Least Suited	• Smaller projects • Highly change-oriented projects (GMP)

Exhibit 27e – Project Delivery Approaches (OPTION 5)

	PROJECT DELIVERY APPROACH: DESIGN BUILD
Description	• Single entity is contracted to provide both design and construction • Designer/Builder is either in-house single firm or a team of builder, architect and engineer • Design/Builder contracts directly with the subcontractors and is responsible for project delivery • Early selection of D/B firm or team. Sometimes includes concept design and pricing; Alternatively qualifications-based with subsequent GMP
Advantages	• Single point of responsibility for design and construction • Fastest schedule delivery • Early identification of guaranteed cost
Disadvantages	• Loss of Owner control and/or quality • Loss of check and balance • Potential adversarial relationship between Owner and design/Builder • Contractor profits may be excessive • Competitive-bid D/B selection with GMP is problematic
Best Suited	• New or renovation projects that are highly schedule driven • Prototypical and repetitive projects
Least Suited	• Projects that have difficult-to-define scope • Projects where potential for design change is high • Projects less schedule sensitive • Projects where owners desire strong involvement and/or design/quality focus

Exhibit 27f – Project Delivery Approaches

	PROJECT DELIVERY APPROACH: MULTI-PRIME
Description	• Similar to Lump-Sum GC except owner bids to trade direct prime contractors (limited or minimum numbers • Typically, multiple-prime contracts include general trades mechanical, HVAC, electrical, site work and occasional specialties (e.g. fire Protection) • General trades prime coordinates other contractors (or may be assigned contracts) • May be used with Agency CM
Advantages	• Traditional, understood method in some states • Works well for defined package scopes, straightforward projects
Disadvantages	• No builder preconstruction services • Prices uncertain until bids • Slower projects delivery • No real control over contractor selection • Coordination issues among trades • Prone to claims and changes
Best Suited	• *(Same as Lump-Sum Bid GC)* • Straightforward, simple or repetitive projects • Not time-sensitive • Able to secure clean, complete design documents prior to bidding • Owner comfortable with an adversarial relationship
Least Suited	• *(Same as Lump-Sum Bid GC)* • Challenging, complex and/or large projects • Schedule-sensitive • Owner scope or design is prone to change • Early budget assurance needed Design Build

Exhibit 27g – Project Delivery Approaches

	PROJECT DELIVERY APPROACH: DESIGN/BUILD/FINANCE
Description	• Developer outsources design and construction risk • Off-balance-sheet financing potential • Flexible lease structure terms
Advantages	• Lease commitment vs. capital expense • Early lease cost determination • Single-source management of entire program and risk assumption • Lease/financing/ownership flexibility • Avoids long-term capital ownership commitment
Disadvantages	• Potential interest rate risks • Diminished owner control • Potential for higher operating costs • Future facility control limited • Reduced or eliminated residual value
Best Suited	• Owner prefers lease; avoid capital commitment • Owner desires development to control the process • Straightforward project with fallback market value
Least Suited	• Owner is cash-rich • Owner prefers full control of real estate • Complex, single-purpose, non-marketable facility

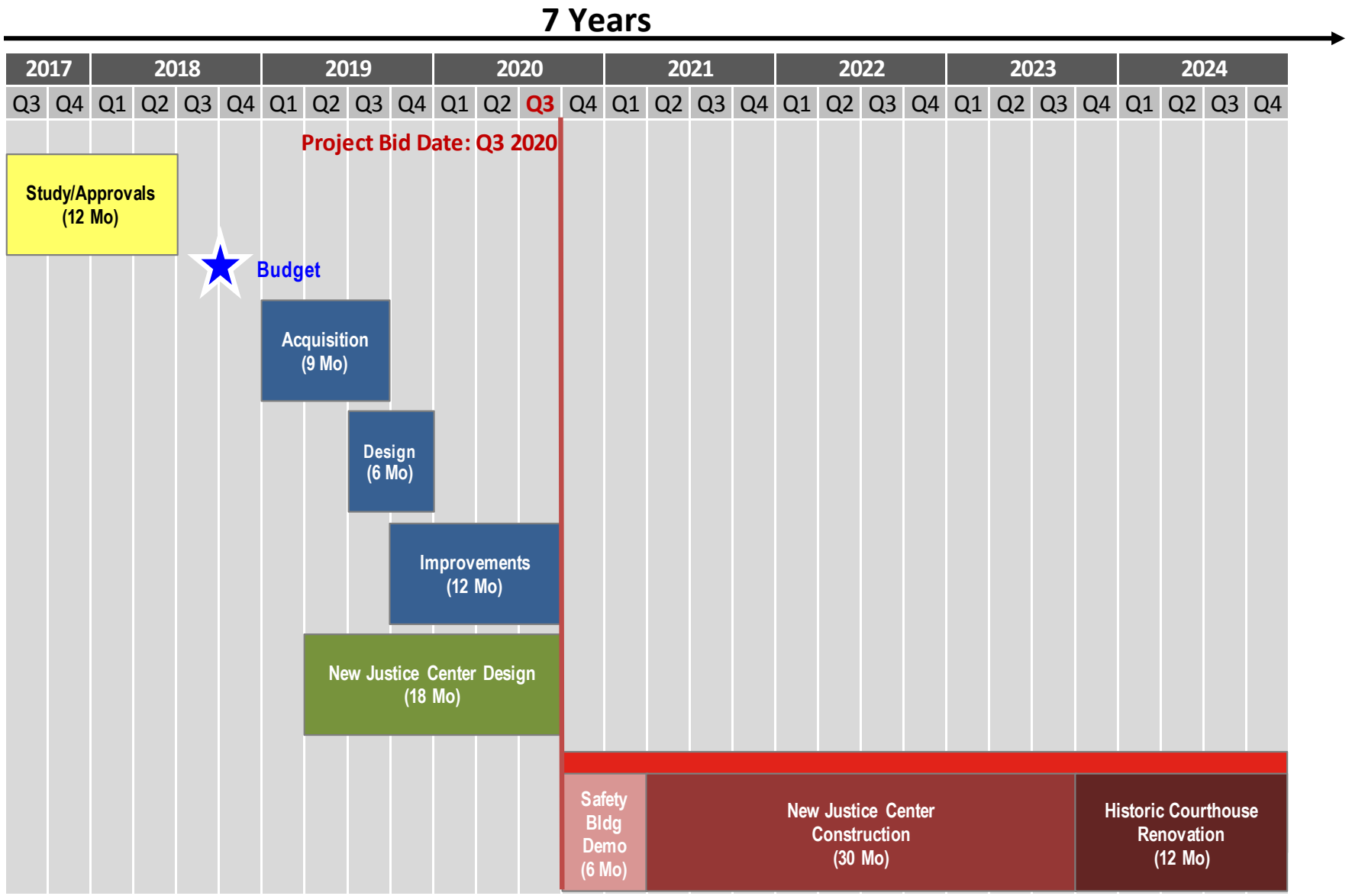
Exhibit 27h – Project Delivery Approaches

	PROJECT DELIVERY APPROACH: JOB ORDER CONTRACTING (JOC)
Description	• Pricing (typically hard construction cost, GC overhead and profit) based on coefficient of "book" preset unit (e.g. Means or client specific) • Need to inflation-index over contract term • Pricing on building components (mix of work assigned will affect returns, i.e. high percentage of mechanical work at a low unit price)
Advantages	• Owner flexibility on multiple small projects types • Pricing competitively predetermined and fixed for life of contract • Ease of administering multiple smaller projects through JOC contractor • Avoid cumbersome procurement of small maintenance projects
Disadvantages	• Pricing can be a gambling exercise for JOC contracts based on work-type mix • Breaking projects down into excessive number of components will mean higher project costs for owner • Uncertainties on work mix and inflation can produce adversarial circumstances (through relief can be sought)
Best Suited	• Multiple, predictable minor, maintenance-type scope programs • Owner needs procurement flexibility on many small jobs • Cost/components of work are predictable
Least Suited	• Project task will vary in scope/make-up • Preconstruction services desired • Larger, more complex projects with limited repetitive work

Exhibit 27i – Project Delivery Approaches

	PROJECT DELIVERY APPROACH: PROJECT OR PROGRAM MANAGEMENT
Description	• Services provided to an owner which has multiple concurrent projects underway • Owner desires standardization of criteria and consistency of controls and contract administration • The Program Manager typically functions as an "agent" for the owner • PM is frequently selected before any other consultant • PM established budgets, schedule, procedures and policies for the building program • PM often selects designers and consultants
Advantages	• Full advocacy for owner • Allows flexible scope of service • Extends Owners' staff • Allows various contract delivery approaches under PM umbrella • Good for ongoing multiple projects
Disadvantages	• Adds an extra layer • May present perceived conflicts for PM to broaden its role
Best Suited	• Large or multiple-project programs • Owner in-house staff is limited • Flexibility suitable for approaches to various program elements
Least Suited	• Owner has full in-house capability • Straightforward single projects

Exhibit 28 – Program/Design/Construction Schedule



TRANSITION CONCEPT

In the projected four-year time span between demolition of the Public Safety Building and completion of the new Justice Center and Historic Courthouse renovation, several Milwaukee County departments will require transitional accommodations, including the Criminal Courts, Milwaukee County District Attorney, Milwaukee County Sheriff's Office, and others. After study of security requirements, department adjacencies and other factors, it is recommended that nine civil courtrooms be temporarily relocated in swing space off the Courthouse Campus, and the criminal courts move into the vacated space in the Historic Courthouse. In addition, temporary office space will be needed for the District Attorney, Forensics – WI Unit, JusticePoint, specific units within the Sheriff's Office, and storage. Refer to Exhibit 29 for specific Safety Building department relocation space requirements.

SWING SPACE CRITERIA & PROGRAMMATIC REQUIREMENTS

The Phase III study included exploration of potential swing space for the civil courts and support departments. While useful for benchmarking purposes, it is recognized that some of these spaces may or may not be available at the time this project is approved and funded.

Swing space criteria consistent for both civil courts and office space includes:

- Adherence to space standards for Milwaukee County's Judicial and General Government Departments, U.S. Supreme Court and State of Wisconsin SCR Chapter 68 judicial space standards
- Close proximity to public bus route(s) serving downtown Milwaukee area and to interstates
- Ideally not in industrial or residential areas
- Properties available immediately (as of September 2017) and in next two years

Civil Courts Programmatic Requirements

- Located in the downtown area is ideal, but not required
- 56,000 usable square feet

- Preferably on one floor
- High floor-to-floor height to provide for high ceilings in the courtrooms
- Large column bays to reduce potential for free-standing columns in the courtrooms
- Adequate parking in close proximity to courts (9 courtrooms x 24 people per courtroom = 216 spaces)

Office Space Programmatic Requirements

- Located in the downtown Milwaukee area is required
- 79,000 usable square feet
- Can be on multiple levels
- Typical office space is preferred to other space configurations
- Adequate parking in close proximity to the space (319 current staff x .8 factor = 255 staff plus 30 visitors = 285 spaces)

Criminal Courts Requirements (Move to Historic Courthouse)

- Criminal Division Clerk of Courts, the criminal courts, and JusticePoint must have adjacency. However, JusticePoint is moving to a temporary location.
- District Attorney and Sheriff both should have adjacency to departments listed above, but may be separate from each other
- Refer to Exhibit 29 for the temporary location of criminal courtrooms in the Historic Courthouse

Sheriff's Office Transition

- As noted in Exhibit 29, some units within the Sheriff's Office will move to the Historic Courthouse during the transition, while others will move to the temporary office space.

Summary of Swing Space Options

- As of third quarter 2017, the consulting team had evaluated many properties found to be deficient based on the criteria noted above.

- 10 swing space options were identified for the civil courts within 13 miles of the Historic Courthouse. Lease rates ranged from $4.50 per square foot to $14.00 per square foot. Options included office buildings, Milwaukee Public Schools and vacant big box retail space.
- 10 swing space options for office space were identified within 13 blocks of the Historic Courthouse. Lease rates ranged from $12 per square foot to $24 per square foot. Options included existing office space.

The following exhibits illustrate various swing space options investigated.

- **Exhibit 29** – Table illustrating space requirements and temporary locations of departments moving from the Safety Building.
    - **Civil Courts detail**: nine civil courtrooms and support areas
        - Judge's chambers with toilet and closet
        - Court reporters
        - Courtrooms (2,000 square feet/courtroom)
            - Sound lock vestibule
            - Two attorney client conference rooms
            - Shared court technology rooms
        - Jury deliberation suites (400 square feet/suite)
            - Sound lock vestibule
            - Two toilets
        - Criminal clerk workroom (clerks in courtrooms) – 1,200 square feet
        - Security screening and bailiff workroom – 1,500 square feet
    - **Sheriff's Support detail:** Existing space includes running track, garage, gym, work area not included in Phase III. Areas included in Phase III: Assembly/roll call, courthouse contraband storage, staff mail boxes and work stations, locker rooms.
- **Exhibit 30** – Table illustrating temporary location of criminal courtrooms in historic courthouse
- **Exhibit 31** – Table illustrating 10 sites investigated as swing space options for the civil court.
- **Exhibit 32** – Table illustrating 10 sites investigated as temporary space options for office space during transition.
- **Exhibit 33** – Visual representation at the regional level of swing space sites investigated.
- **Exhibit 34** – Visual representation at the City of Milwaukee level of swing space sites investigated.
- **Exhibit 35** – Visual representation at the downtown Milwaukee level of swing space sites investigated.

Exhibit 29 – Relocation Space Requirements for Departments Moving from the Public Safety Building

Department	Current SF	Needed SF	Temporary Space: H. Courthouse	Temporary Space: Court Swing Space	Temporary Space: Office Swing Space	Remarks
CIVIL COURTS	38,517	56,093		**56,093**		*Moving from Historic Courthouse to court swing space. See prior page for detail.*
JUSTICEPOINT	9,357	9,130			**9,130**	*pretrial supervision program that diverts defendants from jail*
DISTRICT ATTORNEY	37,117	38,611			**38,611**	
CRIMINAL COURT CLERK	13,326	11,684	**11,684**			*moving to Historic Courthouse Level 3*
FORENSIC, WI UNIT	1,720	1,390			**1,390**	
SHERIFF'S OFFICE						
Administration	6,567	3,683			**3,683**	
Crim. Investigative Division	13,418	13,092			**13,092**	
Internal Affairs	1,503	2,170			**2,170**	
MKE Deputy Sheriff's	588	365			**365**	
SUPPORT	19,289	5,153			**5,153**	*see prior page for detail*
COURT SECURITY	2,134	1,975	**1,975**			*must stay with the courts; temporary use of existing locker rooms and jury assembly room*
CIVIL PROCESS	2,418	2,160	**2,160**			*move permanently to Historic Courthouse*
EVIDENCE STORAGE	1,361	2,240	**1,000**		**1,240**	*split between courthouse for active cases and off site location for inactive cases*
SECURE STORAGE	224	275			**275**	*location - stay with Sheriff's Administration*
STORAGE	3,327	3,375			**3,375**	
8 FELONY COURTS	45,171		**45,171**			*moving into existing civil court space as is*
1 MISDEMEANOR COURT	3,821		**3,821**			*moving into existing civil court space as is*
Total			**65,811**	**56,093**	**78,484**	

Exhibit 30 – Temporary Location of Criminal Courtrooms in Historic Courthouse

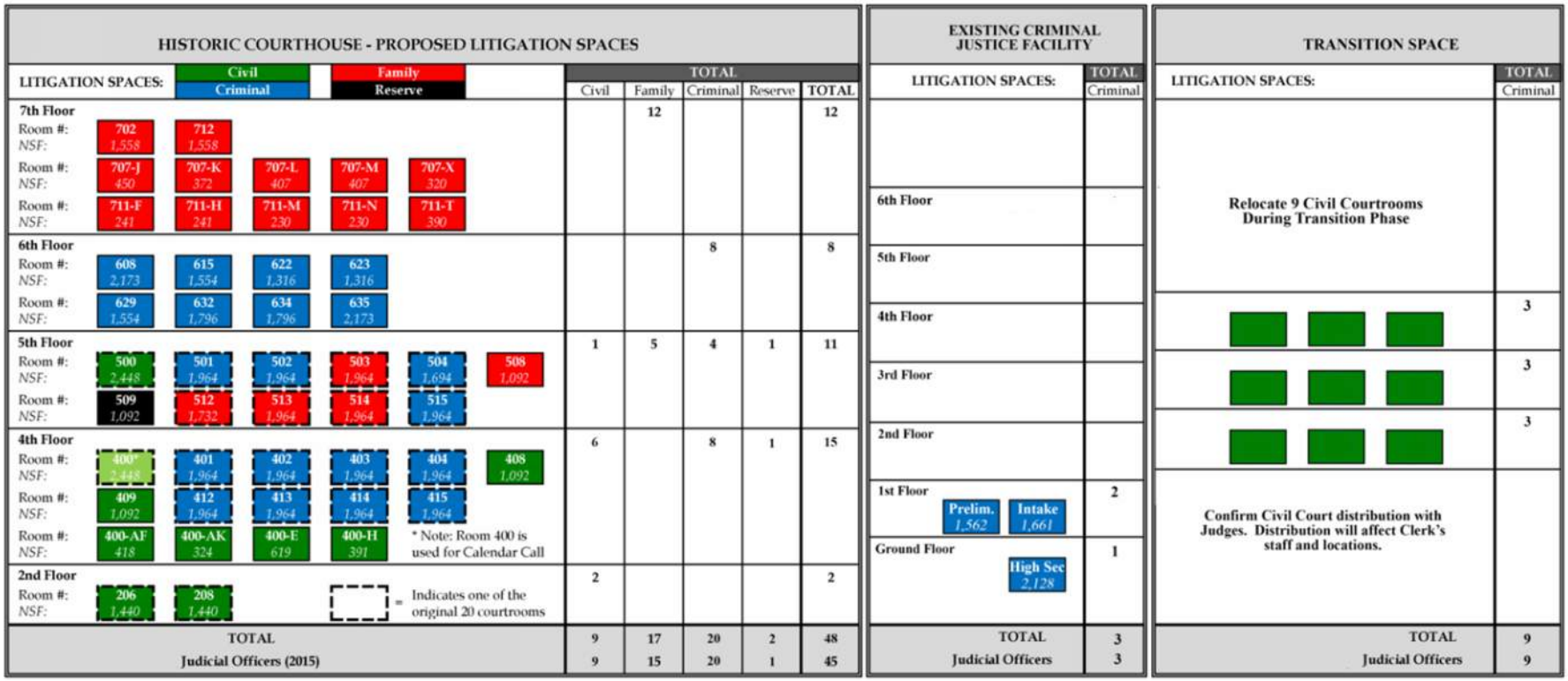


Exhibit 31 – Civil Court Swing Space Options (September 2017)

Civil Court Swing Space Available (Estimated 56,000 square feet)

#	Location	Total SF	SF Available	Lease Rate SF	Sale Price	Current Use	Occupancy	Terms	Distance (Miles)
1	**2708 W Wisconsin Ave**	**92,600**	**92,600**	**N/A**	**$850,000**	**school**			**1.5**
2	**2442 N 20th Street**	**84,222**	**84,222**	**N/A**	**TBD**	**school**			**2**
3	**1715 N 37th Street**	**62,555**	**62,555**	**N/A**	**$170,000**	**school**			**2.5**
4	11700 W Lake Park Drive	32,334	32,334	$9.50	N/A	office		NNN	11
5	11900 W Lake Park Drive	36,552	36,552	$13.00	N/A	office		FS	11
6	11925 W Lake Park Drive	36,067	36,067	$10.50	N/A	office		NNN	11
7	11000 W Park Place	32,000	32,000	$14.00	Negotiable	office		NNN	11
8	11000 W Park Place	45,000	45,000	Negotiable	Negotiable	office			11
9	9099 N Deerbrook Trail	97,400	44,076	$4.50		office	Immediate	NNN	13
10	8989 N Deerwood Drive	62,173	62,173	$8.00-$11.00	$4.0 M	office	Immediate	NNN	13

Exhibit 32 – Office Swing Space Options (September 2017)

Office Swing Space Available (Estimated 95,000 square feet)

#	Location	Total SF	SF Available	Lease Rate SF	Current Use	Occupancy	Terms	Distance (Blocks)
1	633 W Wisconsin			$14.50	County leased space			6
2	819 N 6th Street			N/A	State Office Building			3
3	800 W Wells				MPM			2
4	310 W Wisconsin	573,786	255,000/ 50,000	$16.50	office	Immediate 2018	Mod Gross	7
5	275 W Wisconsin – The Grand Ave	160,000	135,000	$23.00	office	2nd Qtr 2018 or Sooner	Gross + Electric	8
6	111 W Michigan Street	100,250	100,250	$17.00	office		FSG	11
7	330 E Kilbourn	520,900	57,999	$12.00	office		NNN	11
8	100 E Wisconsin	435,000	36,000	$16.50- $19.50	office			11
9	833 E Michigan		70,000	$23.60	office	Immediate	Net	18
10	1421-1475 N Water	210,000	50,000	Negotiable	office	Immediate	NNN	13

Exhibit 33 – Regional Swing Space Options (September 2017)

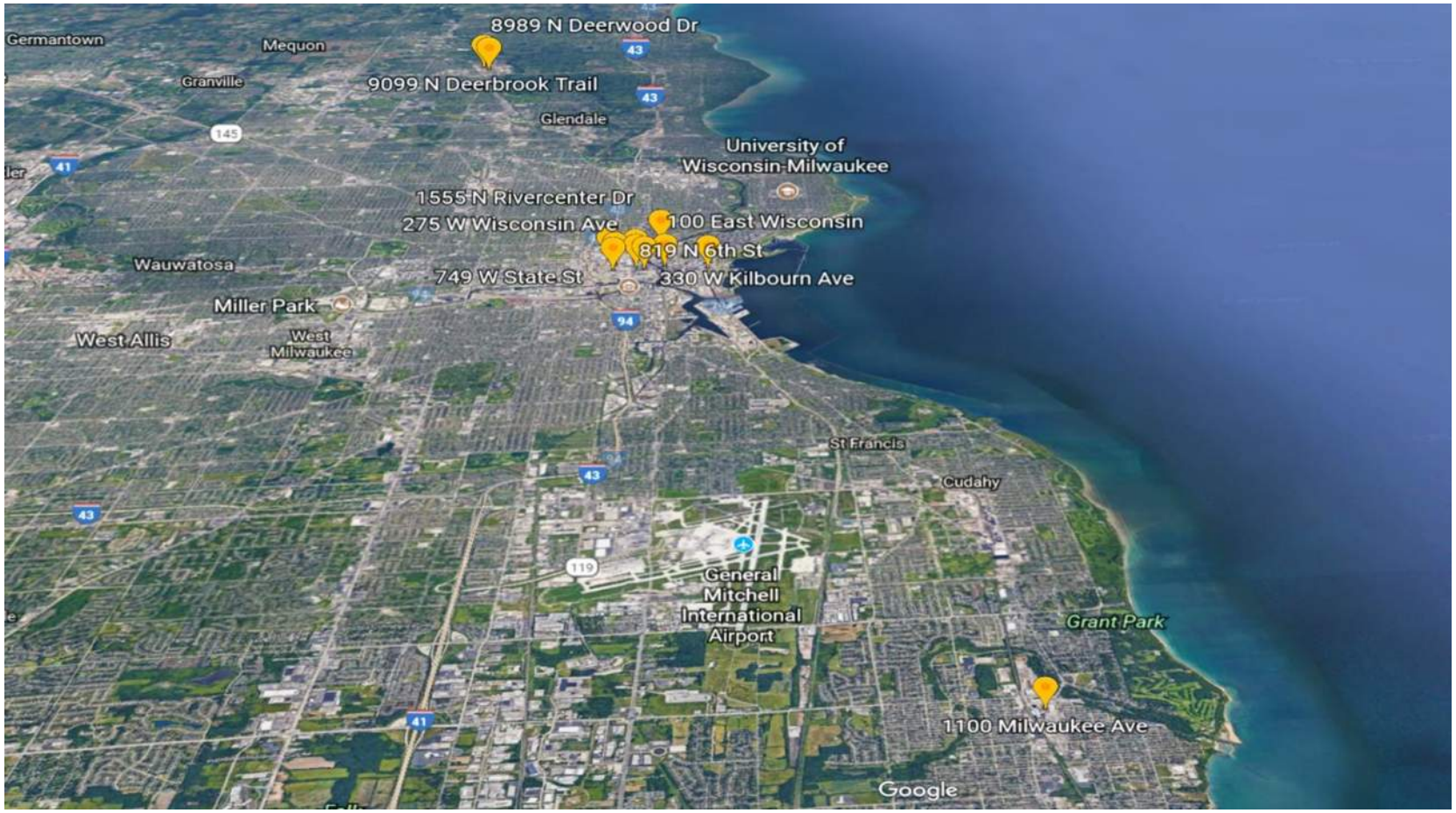


Exhibit 34 – City Swing Space Options (September 2017)

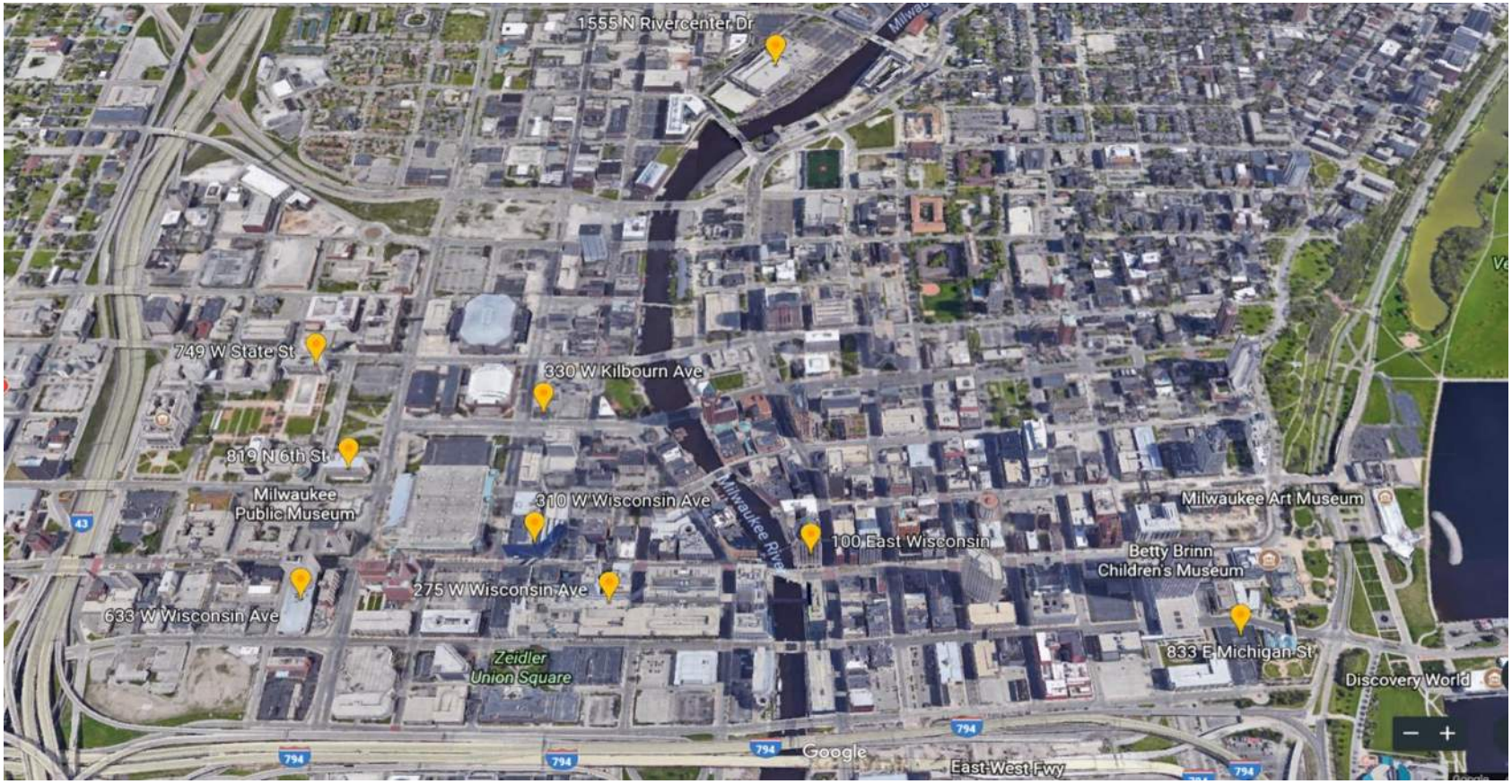
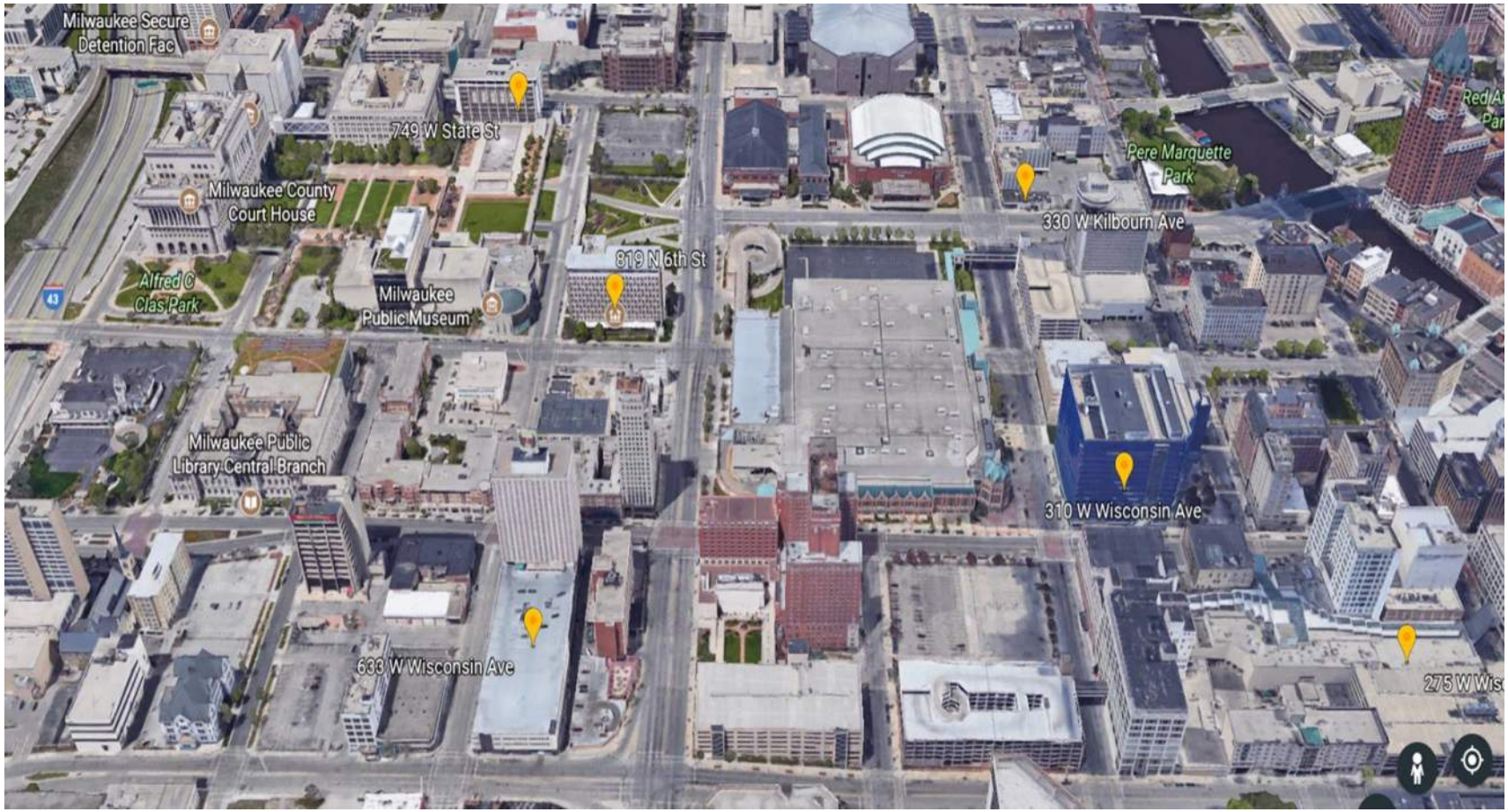


Exhibit 35 – Downtown Swing Space Options (September 2017)



TRANSITION COSTS

For each of the three scenarios, transition costs are estimated to be $33,166,278.

These cost estimates are based on the following assumptions:

- Move of offices out of Public Safety Building based on the possibility of two locations.
- Move of nine civil courts out of Historic Courthouse to temporary location estimated at 56,000 square feet. Renovation costs are included for this temporary space. In addition, the cost estimate includes moving from the temporary location back into the Historic Courthouse.
- Move departments in the Safety Building offices estimated at 79,000 square feet to a temporary location which has existing structure/layout from a previous office operation. Renovation costs are included for this temporary space. In addition, the cost estimate includes moving offices into the new Justice Center.

The following table provides details.

Table 6 – Transition Costs

TEMPORARY TRANSITION SPACE	*square feet*	*cost/square foot*	
Moving Costs	135,000	$6.29	**$907,852**
Short-Term Lease (6 years)			
Civil Courts	56,000	$69.56	**$3,895,161**
Offices	79,000	$125.17	**$9,888,588**
Tenant Improvement Build Out Costs			
Civil Courts	56,000	$256.57	**$14,368,000**
Offices	79,000	$51.87	**$4,097,400**
Relocation of Clerk of Courts Criminal Division to Historic Courthouse*			**$666,006**
TOTAL TEMPORARY TRANSITION SPACE COSTS	135,000	$250.54	**$33,823,007**

*DAS Estimate Facilities Planning Project Number 70 December 2017

TRANSITION STEPS

The following exhibits illustrate the various steps required to complete the transition from existing conditions to the new completed Justice Center.

- **Exhibit 36 – Existing Conditions:** Illustrates the current placement of key buildings in and around MacArthur Square.
- **Exhibits 37 – Move Out Of Safety Building:** Illustrates how the existing Safety Building tenants temporarily move to other locations to allow for the demolition of the Safety Building. There are a number of options available. For budgeting purposes, the option illustrated shows the nine existing civil courtrooms currently in the Historic Courthouse, temporarily move to a big-box building. The existing office-type departments currently in the Safety Building move into the Wisconsin State Office Building. Related to civil courts relocation, two other buildings were also studied. They are the Milwaukee Public Museum and the Wisconsin State Office Building. Neither were as cost effective as the big-box option.
- **Exhibit 38 – New Justice Center Construction:** Illustrates the completion of the new Justice Center and the remodeling of the two new family courtrooms and the Restraining Order Clinic. Both on the 7th floor of the Historic Courthouse.
- **Exhibit 39 – Move Into New Justice Center:** Illustrates the move into the new Justice Center from a big box building and the Wisconsin State Office Building. All criminal courtrooms move into the new Justice Center.
- **Exhibit 40 – New Completed Justice Center:** Illustrates the final location for all courtrooms in the new Justice Center, Criminal Justice Facility, and the Historic Courthouse.

Exhibit 36 – Existing Conditions

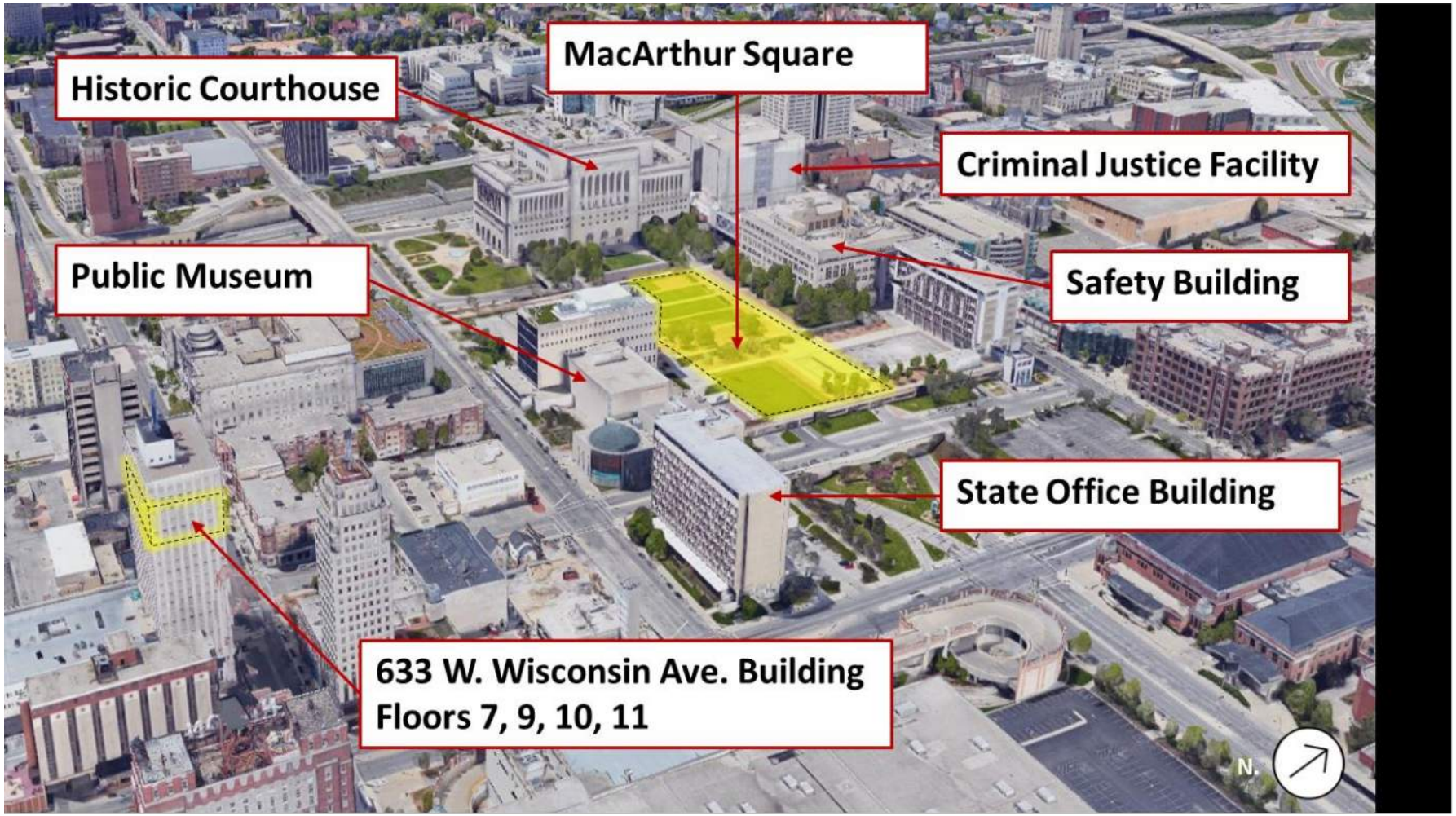


Exhibit 37 – Move Out Of Safety Building

1. Safety Building

2. Big Box Building Example

- Move 9 Existing Civil Courtrooms (56,000 SQ.FT.) to Temporary Location

3. State Office Building Example

- Move Existing Departments (79,000 SQ.FT.) to Temporary Location
  - District Attorney
  - Sheriffs Office
  - JusticePoint
  - WI Forensics
- Example: State Office Building 16,000/Floor SQ.FT.

! Other Building Examples are also Available

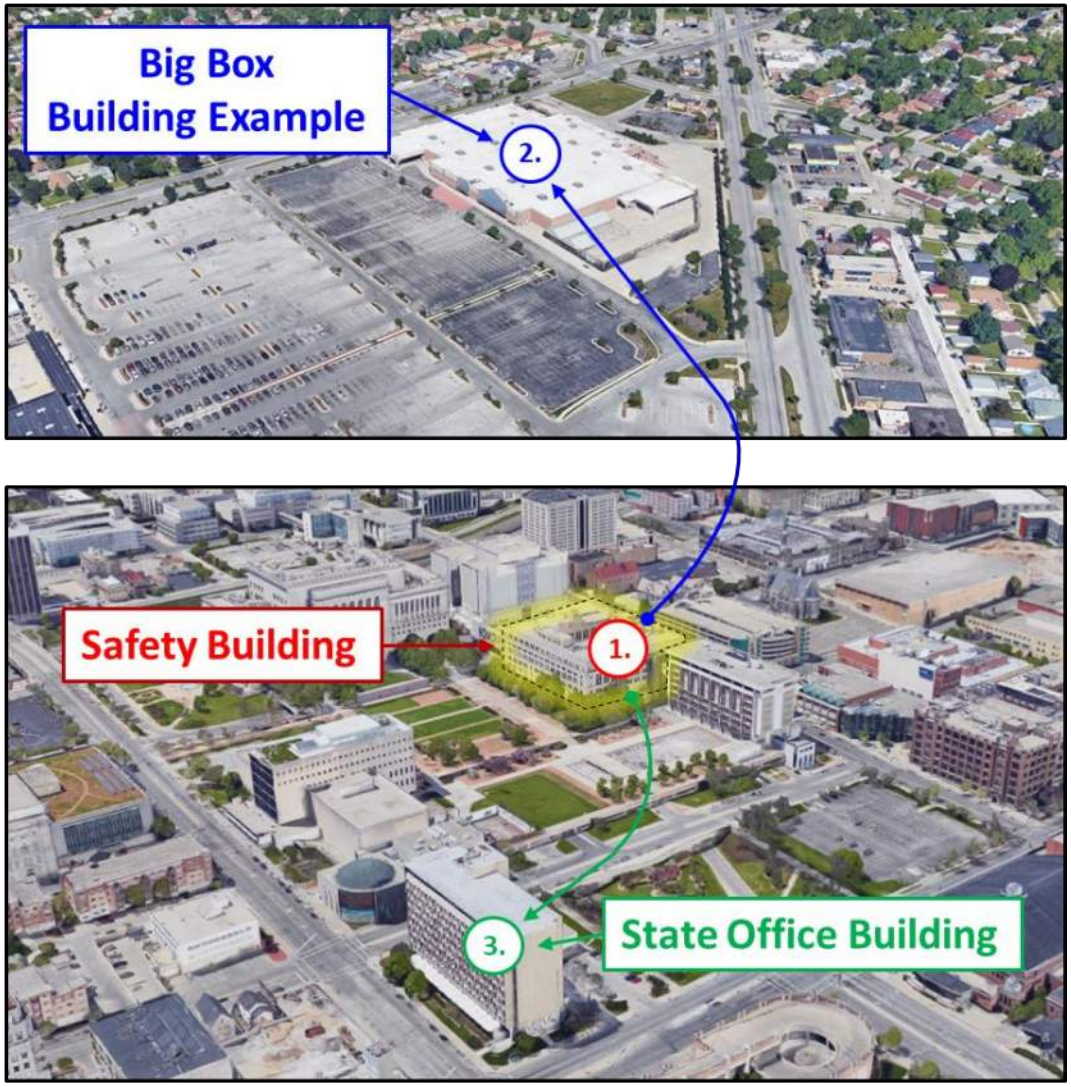


Exhibit 38 – New Justice Center Construction

Exhibit 39 – Move Into New Justice Center

1. New Justice Center
2. Move 5 Existing Departments to new Justice Center
3. Move Criminal Courtrooms to new Justice Center
4. Move Civil Courtrooms to Historic Courthouse

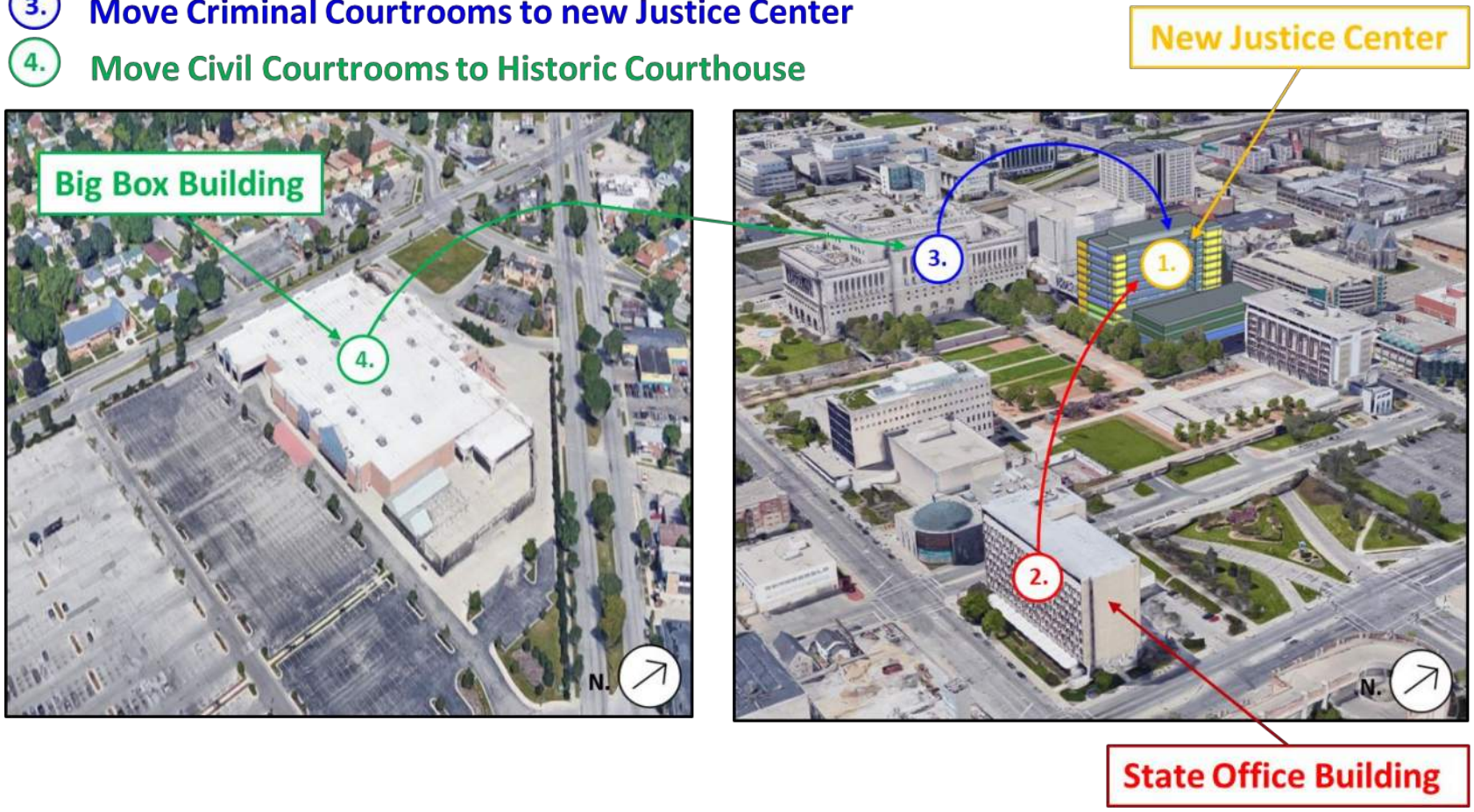
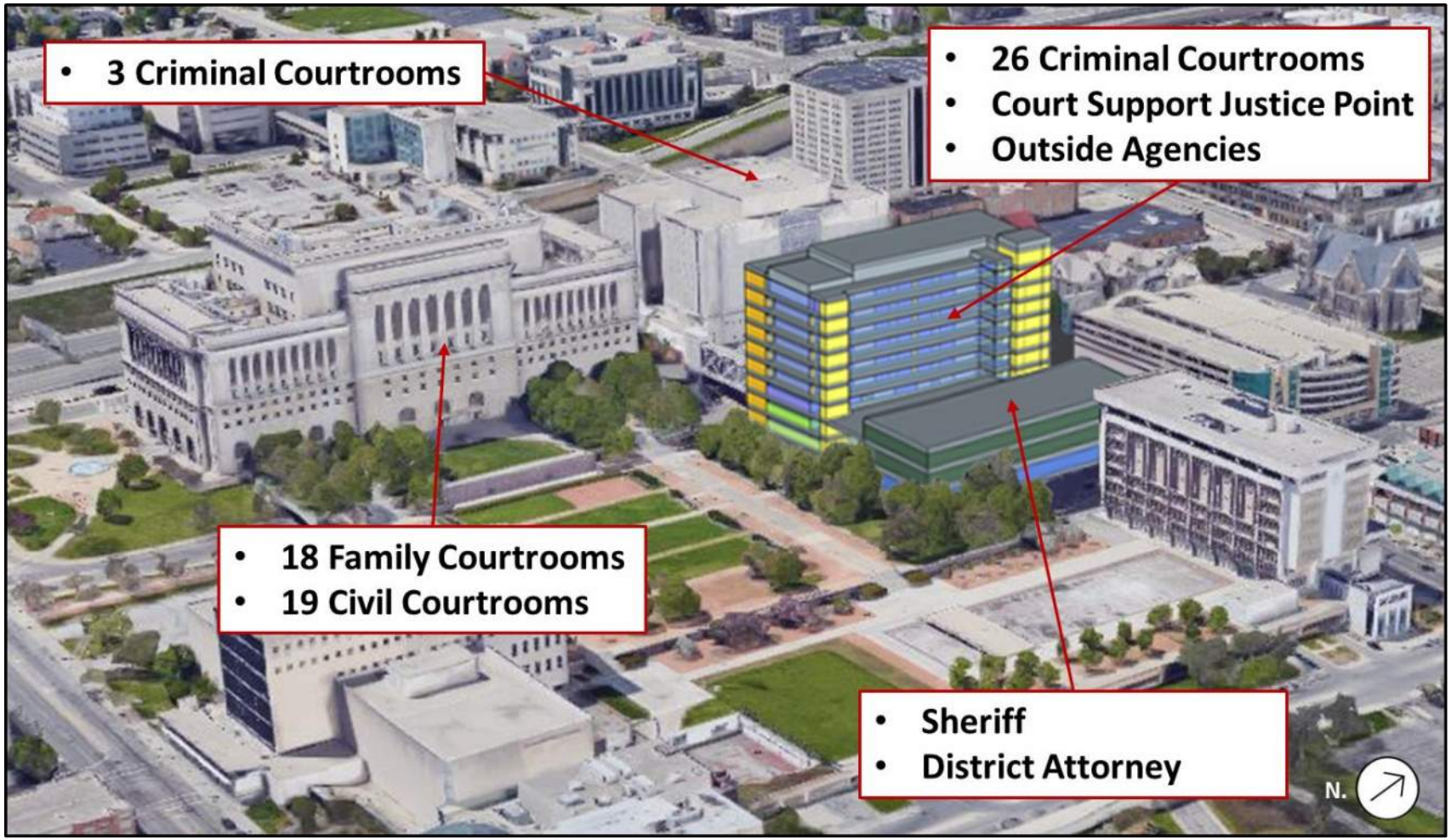


Exhibit 40 – Final Courtroom Locations



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Section 4 - Attachment

Comparable Information

COMPARABLE JUDICIAL PROJECTS

The concept-level project cost estimate for the Milwaukee County Courthouse Complex project was developed based on five similar judicial construction projects, taking into account cost escalation and geographic location criteria:

- Will County Courthouse / Joliet, IL
- Franklin County Courthouse / Columbus, OH
- Maricopa County, Downtown Court Tower / Phoenix, AZ
- Worcester Trial Court Complex / Worcester, MA
- Dane County Courthouse / Madison, WI
  As the largest courthouse project in Wisconsin in recent years, this project is included here. However, it is not considered an accurate comparable for the Milwaukee County Justice Center project for several reasons, including project age and subsequent changes to building requirements, market changes in bidding circumstances, and changes in technology since 2005.

COMPARISON WITH WILL COUNTY, IL

Table 7 compares the space program for the Milwaukee County Justice Center to the space program for the Will County Courthouse (Joliet, IL). Though the two projects are similar in size, there are programmatic differences. In developing the construction budget for the Milwaukee County Justice Center, these differences have been taken into account. In general, the differences are:

- Will County has 11% more total area attributed to courts.
- Will County has no shelled court suites. Milwaukee County has 4% of its total area devoted to shelled court suites.
- Milwaukee County has 9% more office space and 3% more parking/vehicle sallyport space.
- Will County has twice as much area assigned to court holding than Milwaukee County since it is not directly attached to the county adult detention center.

Table 7: Comparison by Program Component

Milwaukee County vs. Will County

	Milwaukee County		Will County	
Component	Program*	Ratio	Program*	Ratio
BUILT COURTS				
Criminal Courts	158,851		110,347	
Civil Courts	-		50,656	
Family Courts	-		36,923	
SUBTOTAL BUILT COURTS	158,851	42%	197,926	53%
SHELLED COURT SUITES	14,805	4%	-	0%
JURY MANAGEMENT	7,863	2%	13,683	4%
OFFICE				
Court Administration	9,737		19,970	
Clerk of Courts	14,605		43,478	
Grand Jury	-		4,159	
Law Library/Self-Help Center	-		5,011	
District Attorney	48,264		2,667	
JusticePoint	11,413		5,567	
Forensic, Wisconsin Unit	1,738		-	
Sheriff Court Units	11,005		11,279	
Sheriff's Administration	29,403		-	
Public Defender Work Area	999		2,362	
Court Support Services	5,250		3,271	
SUBTOTAL OFFICES	132,414	35%	97,764	26%
FACILITY SUPPORT SERVICES	30,711	8%	32,217	9%
PRISONER HOLDING AREAS	11,432	3%	22,819	6%
SALLYPORT/PARKING				
Vehicle Sallyport	1,250		6,186	
Secure Parking	16,875		-	
SUBTOTAL PARKING	18,125	5%	6,186	2%
TOTAL GROSS AREA (BGSF)	374,201	100%	370,595	100%

Exhibit 41a – Courthouse Comparative Cost Study

NAME	**Milwaukee County Justice Center**	**Will County Justice Center**	**Franklin County Courthouse**	**Maricopa County Courthouse**
LOCATION	**Milwaukee, WI**	**Joliet, IL**	**Columbus, OH**	**Phoenix, AZ**
GROSS AREA	255,610	369,116	325,545	691,223
LEVELS DOWN		1	1	1
LEVELS UP	10	11	8	15
COURTROOMS	24	38	21	32
CONSTRUCTION PERIOD		36 mos.	23 mos.	34 mos.
SCHEDULE	Q2 2020 - Q4 2022	12/17 - 11/20	04/09 - 03/11	05/09 - 03/12
ARCHITECT / DESIGN CONSULTANTS		Wight / HOK	Design Group	L2 Architecture
TOTAL CURRENT BUILDING DIRECT CONSTRUCTION COST PER SQUARE FOOT (Q1 2018)	**416.60**	**434.64**	**386.27**	**460.44**

Gilbane

Exhibit 41b – Courthouse Comparative Cost Study

NAME	**Milwaukee County Justice Center**	**Worcester Trial Court Complex**	**Dane County Courthouse**
LOCATION	**Milwaukee, WI**	**Worcester, MA**	**Madison, WI**
GROSS AREA	255,610	427,000	255,610
LEVELS DOWN		1	
LEVELS UP	10	6	10
COURTROOMS	24	27	17
CONSTRUCTION PERIOD		35 mos.	
SCHEDULE	Q2 2020 - Q4 2022	07/04 - 06/07	Completed - 09/05
ARCHITECT / DESIGN CONSULTANTS		Shepley, Bulfinch, Richardson & Abbott, Inc.	Durrant Architects
TOTAL CURRENT BUILDING DIRECT CONSTRUCTION COST PER SQUARE FOOT (Q1 2018)	**416.60**	**427.19**	**349.99**

Gilbane

Exhibit 42 – Courthouse Historical Cost – Will County, Illinois

Will County Courthouse
Joliet, Illinois

The existing courthouse was constructed in 1969 to serve around 250,000 residents. Sustained economic growth and an increasing population created the demand for a new judicial facility.

The project includes a 10-story, 375,000 SF building consisting of 38 courtrooms, offices for the Will County Clerk of the Circuit Court, and standard judicial building features. These features will include enhanced security, operational efficiency, and sustainability.

ARCHITECT:
Wight & Company
HOK

PROJECT SIZE:
365,000 SF

CONSTRUCTION COST:
$170,000,000

Gilbane

Exhibit 43 – Courthouse Historical Cost – Franklin County, Ohio

Franklin County Courthouse
Columbus, Ohio

The seven-story structure includes court sets used for the common pleas courts. Each is a self-contained unit featuring a court room, jury box, judge's chamber, holding cell, bailiff's office, and jury deliberation rooms. There are magistrate court rooms, one special proceedings court room, and one arraignment court room.
Each court set contains extensive sound and vibration control to eliminate noise transmissions from adjacent court rooms and office spaces.

Other space includes the Clerk of Courts, court administration/assignment area, jury commission and jury assembly areas, adult probation intake department, secure detainee hold cells and support staff spaces, common and secured vertical transportation, and a café. Additional areas include an underground sally port, central holding, building services, jury commission, and grand jury and magistrates offices. The building's lower portion features one level of secure parking for judges.

Also included in the scope was the new pavilion, which connects to the existing courthouse complex and new courthouse building. The pavilion also links the existing jail to the new courthouse through a secure underground-tunneling system, which allows detainees to be transported to the courts without vehicle assistance. An uninterrupted flow of traffic on the street was maintained throughout the tunnel construction. An entire city block of surface parking was transformed into a community centerpiece displaying high-quality urban spaces with an entrance fore court, pocket park, seating terrace, and streetscapes, all with a focus on sustainable design. Franklin County Courthouse is LEED® Gold certified.

ARCHITECT:
Design Group, Inc.

PROJECT SIZE:
325,000 SF

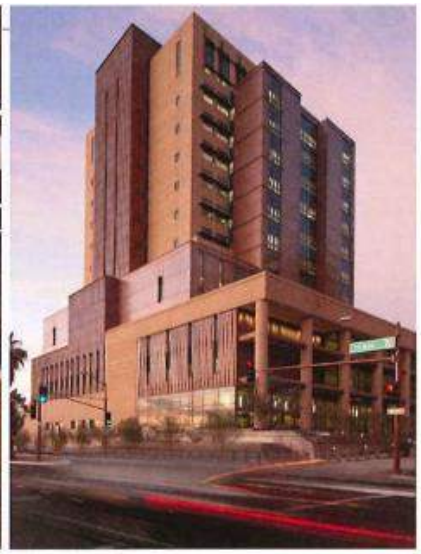
CONSTRUCTION COST:
$92,000,000

COMPLETION DATE:
December 2010

DELIVERY METHOD:
Construction Management - Agency

Gilbane

Exhibit 44 – Courthouse Historical Cost – Maricopa County, Arizona



Maricopa County, Downtown Court Tower
Phoenix, Arizona

Gilbane provided Construction Management at Risk services for the 16-story, 695,000 SF Maricopa County South Court Tower in Phoenix, AZ. The tower houses 32 courtrooms and includes central juror assembly space, office and clerk space, collegian judicial chambers, secure central underground parking for county court judges, central in-custody holding and vehicular sally port for in-custody transfers, and a secure underground tunnel which connects the new south tower to the central court tower.

The facility includes extensive security features which allow for control centers at multiple locations and biometric readers for iris and fingerprint scanning. The facility also features flexible juror seating and courtrooms, and technology which provides state-of-the-art public docket displays, juror check-in stations, and juror notification systems.

The South Court Tower achieved LEED Gold certification.

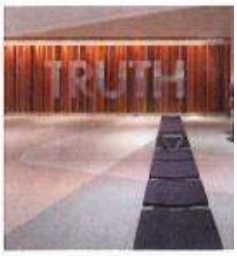
ARCHITECT:
Multiple Architects

PROJECT SIZE:
695,000 SF

CONSTRUCTION COST:
$263,605,842

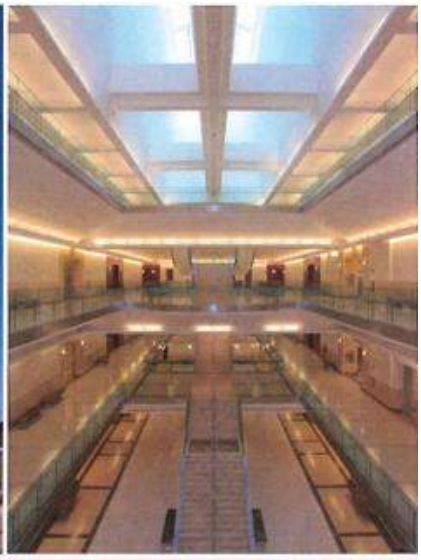
COMPLETION DATE:
March 2012

DELIVERY METHOD:
Construction Management at-Risk



Gilbane

Exhibit 45 – Courthouse Historical Cost – Worcester County, Massachusetts



Worcester Trial Court Complex - DCAM
Worcester, Massachusetts

This project was the Commonwealth of Massachusetts' first state agency project undertaken under the construction management at risk delivery method. The Division of Capital Asset Management (DCAM) initiated and supported special legislation to enable this major project to be delivered as such, prior to the passage of Chapter 193 legislation that allows the use of the construction management at risk contracting methodology for public projects in excess of $5 million.

ARCHITECT:
Shepley Bulfinch Richardson & Abbott

PROJECT SIZE:
427,000 SF

CONSTRUCTION COST:
$146,300,000

COMPLETION DATE:
June 2007

DELIVERY METHOD:
Construction Management at-Risk

The new six-level court complex houses all five court departments, contains 27 courtrooms, and accommodate three circulation systems—public, restricted, and secure. In response to a heightened focus on security resulting from the September 11th terrorist attacks, the design and layout of the new building integrates innovative safety and security features including well-designed lockup areas, a secured entrance, and entirely separate meeting areas and hallways for the judges, lawyers, family members, and prisoners.

- An aggressive fast track 35-month construction schedule.
- The quality team conducting over 950 inspections during the project.
- This downtown urban project with "curb to curb" construction required extensive logistics planning and coordination with the city, neighbors, and an adjacent hotel construction project.

Gilbane

5

Section 5 - Companion Reports

Space Program

Existing Building Floor Plans

Detailed Concept-Level Cost Estimate

Exhibit 07 – Milwaukee County Security & Surveillance Standards

OWNER'S PROJECT REQUIREMENTS

SECURITY AND SURVEILLANCE

Milwaukee County

Milwaukee, WI

Original Document Date: 01/10/2024

Last Revision Date: 05/22/2024

Approved By: _____

MILWAUKEE COUNTY

TABLE OF CONTENTS

1. OVERVIEW AND INSTRUCTIONS....3
2. SCOPE....3
3. OWNER'S DIRECTIVES....3
4. EQUIPMENT AND SYSTEM STANDARDS....5
5. PREFERRED EQUIPMENT AND SYSTEM MANUFACTURERS....10
6. INSTALLATION AND TESTING REQUIREMENTS....11
7. WARRANTY REQUIREMENTS....12
8. REFERENCE CODES AND STANDARDS....12
9. USER REQUIREMENTS....12
10. REVISION HISTORY....14

1. OVERVIEW AND INSTRUCTIONS

The purpose of this Owner's Project Requirements (OPR) is to provide clear and concise documentation of the Milwaukee County's goals, expectations, and requirements for the Project, to provide guidelines for additional planning design development and planning for project execution. This document shall be utilized throughout the project delivery and commissioning process to provide an informed baseline and focus for design development and for validating the project performance, expectations, constraints, and alignment with overall values and goals.

Note that the OPR does not generally list items that are already required by code, nor does it supersede or replace any code or regulatory requirements. Where practical and known, the OPR includes measurable indicators used to verify that the performance requirements are met.

The OPR will be followed by the Basis of Design (BOD) that's developed by the design team. The BOD documentation is an opportunity for the design team to verify their understanding of the OPR and describe how they intend to achieve its goals with the design. The BOD document records the concepts, design assumptions, important calculations, decisions, product selections, and rationale used to satisfy the OPR, regulatory requirements, and industry standards and guidelines.

The OPR is considered a "living" document during the design phase of the project, and as such is subject to change as the design progresses, although every effort possible has been put into the completion of the document in order to minimize future changes. This document may, however, require updating and minor modification upon the completion, by the project team, of the programming exercises with Milwaukee County.

Updates to or deviations from the OPR Document throughout the course of project delivery shall be made by the project team based on decisions and agreements coordinated with and agreed to by Milwaukee County. Thus, some discussion points remain in this document to encourage dialog between the design and owner's teams.

2. SCOPE

This document focuses on standardizing the requirements, goals, and expectations of Security and Surveillance, including but not limited to Access Controls, Intrusion Detection, Video Surveillance System (VSS), and Alarm Systems.

This section covers the equipment, hardware, and cabling requirements of a for all Milwaukee County buildings and applies to all departments, buildings, personnel. The following are exempt from these guidelines:

- Body Cameras
- Squad evidence cameras
- Video equipment used for the recording of public events or for broadcast, educational or operational purposes. Examples include broadcasts of committee meetings, special events, lectures.

It is the responsibility of the Contractor to include any and all items required for a complete and functional Security and Surveillance Systems, even if not identified in this document.

3. OWNER'S DIRECTIVES

3.1. Project Approvals

a. For any new project, all OPR omissions, additions, or alterations must be routed through the IMSD department for approval and verification of conformity with the Milwaukee County standards and expectations of all construction projects.

b. For any new project related to Access Controls, Security, and/or Surveillance, the IMSD and FMD departments must sign off on the project prior to approval. Replacement of in-kind assets under $10,000.00 do not require a review or sign off.

3.2. General

a. The following are the directives from the owner to the design team. Each directive has been related to underlying Owner's Project Requirements.

i. Efficient and adequate workspace – The spaces must be designed to provide ample workspace and support areas to facilitate the operations of the building rather than hamper them.
ii. Sustainability – The design and construction of the building must account for long term and life cycle issues. The building systems must be easily maintainable by Milwaukee County and contracted maintenance personnel with easy and non-disruptive access to components and systems for routine maintenance. All building systems shall be designed and installed for the lowest possible life cycle impact while meeting all other project specific requirements.
iii. Project documentation requirements – In order to properly install, start-up, operate, troubleshoot, and maintain the systems for the life of the facility, accurate and accessible documentation is required. The owner requires all documentation to be hard copy in manual form and electronic, tailored to the specific components installed. There must be one (1) As-Built paper copy provided to the owner and a digital searchable As-Built and O&M package.
iv. Proprietary equipment and systems should be avoided during design and construction. Open protocol and serviceability for equipment and systems will be necessary.

b. Vendor Requirements
i. Genetec Enterprise Level certified vendor.
ii. Qognify Ocularis Enterprise Level certified.
iii. 5 years of experience installing and supporting similar software and hardware for government buildings.
iv. Ability to pass fingerprint-based background check to comply with FBI CJIS requirements.

3.3. Access Controls

a. The purpose of the access control system is to monitor and restrict access to specified areas, and to report on the activity and violations of restricted access in those areas.
b. The access control system shall be adapted to meet the needs and requirements of the building type and functions.
c. Any local system shall be integrated into the overall building system, unless specifically directed by Milwaukee County IMSD and FMD-Security.
d. If applicable, the access control system shall integrate with the County Genetec Security Center.
e. System design shall incorporate cardholder management across multiple facilities as deemed necessary by the Milwaukee County IMSD and FMD-Security.
f. System administration for card holder modifications, door schedules and access rules shall be managed by the Milwaukee County FMD-Security. Both Police and Fire Departments shall have access to all areas.

3.4. Intrusion Detection and Alarm Systems

a. The purpose of the security system is to monitor and restrict access to specified areas, and to report on the activity and violations of restricted access in those areas.
b. The security system shall be adapted to meet the needs and requirements of the building type and functions.
c. Any local system shall be integrated into the overall building system, unless specifically directed by Milwaukee County IMSD and FMD-Security.
d. If applicable, the security system shall integrate with the County Security Operations Center (SOC).
e. The security system design and installation shall be reviewed by the Milwaukee County IMSD and FMD-Security Representative.
f. Project plan view drawings for the security system shall include room names and furniture layouts. Coordinate design with floor plans and reflected ceiling plans, noting locations of soffits, beam pockets, skylights, etc.

3.5. Surveillance Systems

a. The purpose of the surveillance system is to monitor and restrict access to specified areas, and to report on the activity and violations of restricted access in those areas.
b. The surveillance system shall be adapted to meet the needs and requirements of the building type and integrated with the access controls and security systems of the facility. Any cameras and surveillance

equipment proposed to be added to the facility should be compatible with the existing facility and approved by Milwaukee County IMSD and FMD-Security.

c. Any local system shall be integrated into the overall building system, unless specifically directed by Milwaukee County IMSD and FMD-Security.
d. If applicable, the security system shall integrate with the County Genetec Security unless approved by Milwaukee County IMSD and FMD-Security departments.
e. The security system design and installation shall be reviewed by Milwaukee County IMSD and FMD-Security.
    i. The Contractor shall furnish and install all aspects of the video surveillance system.
    ii. As technology advances, the basis of design will change, therefore the Design Team shall inform the Milwaukee County IMSD and FMD-Security teams of any new innovative devices that will provide enhanced surveillance to the facility that also meet the requirements set forth by Milwaukee County.
    iii. Camera models typically change each year and the specific model recommended should align to the specific needs of the business.
f. Cameras shall be provided as required by the County, to cover exterior and interior areas, including exits, loading docks, lobbies, facility perimeter, parking areas, sensitive interior areas, pedestrian and vehicle entrances and other identified areas including hallways, stairwells, and elevators.
g. It will be critical to ensure a qualified vendor is involved with recommendations on specific cameras to account for lighting, image quality, field of view, fps, resolution, and camera features.
h. The surveillance system shall utilize a shared telecommunications backbone infrastructure for connectivity. All network switches will be purchased, installed, and configured by Milwaukee County.

4. EQUIPMENT AND SYSTEM STANDARDS

4.1. Access Controls

i. The current County standard for access control is Software House C-Cure 9000. The county maintains an enterprise server that can be utilized for any location that has county network access.
j. Card reader standard is iClass or pivClass reader that supports SEOS card encryption.
k. C-Cure 9000 client software using either thick client or web client depending on needs. Version 3.0 or higher.
l. Network
    i. The County standard is Cisco managed switches that support PoE.
    ii. 802.1x RBAC segmented network access to control exactly which users are allowed to access/view/control security platforms.
m. The Active Directory for Domain Management is to be utilized during integration for synchronizing user accounts and access control system cardholder accounts.
n. Standard naming conventions for partitions, areas, doors, elevators, and other similar areas of restricted access shall be obtained from the Milwaukee County IMSD.
o. Exterior Access
    i. No magnetic locks are permitted on any exterior doors or access points.
    ii. All exterior systems hardware must be exterior rated and installed per manufacturer specifications and instructions for exterior installation.
p. No wireless, point of entry, or WiFi locks are permitted.
q. Emergency and Backup Power
    i. Dedicated electrical circuit(s) shall be on the emergency or backup power system for security system and network switches on which security devices are connected.
    ii. Battery backup is required inside each panel in buildings dictated by Milwaukee County.
r. Storage capacity shall be discussed on project-by-project basis with Milwaukee County to meet the needs of the project facility.
s. A schematic of the equipment and system functions shall be provided for placement in the appropriate space.

t. Door Access:
    i. Door operator actuators shall only be active when the door is electronically unlocked.
    ii. Openings with multiple doors shall have a single reader controlling a single door.
    iii. All openings with a reader shall have a keyed override. Coordinate locksets with Milwaukee County Facility Management Team.

u. Access Control Hardware:
    i. Coordinate with the Milwaukee County Representative on requirements and interfacing with access control hardware.
    i. All electronic access control door hardware shall fail secure unless otherwise required to meet building, fire, AHJ, or other code requirements.
    ii. All doors shall require the use of request to exit and door contacts.

v. Door Strikes:
    i. Door strikes must fail secure.
    ii. Electronic strike can be flush or surface mounted.
    iii. Door contacts shall be recessed mounted. Door contacts are required for all steel and metal doors.
    iv. When surface mount contacts are required, the contacts shall be provided with a supervision loop and shall have flexible armored cable with total encapsulation to protect against moisture.
    v. Overhead door contacts shall be provided with armored cables and be surface mounted.
    vi. Floor mounted units shall be constructed with a low-profile heavy cast aluminum housing. The contact assembly shall be fully encased to prevent damage due to moisture or humidity.
    vii. Door contacts shall have an anodized aluminum finish with stainless steel flexible cable.
    viii. Door hardware shall provide free egress. Facility specific requirements shall be made by the Milwaukee County Representative and design team.

w. Access and Electrical Panels
    i. Tamper switches must be installed on all panels and enclosures.
    ii. A standard key must be used on all panels and enclosures.

x. Wiring and Conductors
    i. All wiring for the system shall be in conduit or surface raceways. Use concealed conduit whenever possible and practical. When concealed conduit cannot be used in finished areas, provide surface raceways.
    ii. The wiring shall be copper wire and conductors.
    iii. All cabling shall be continuous from control equipment to door hardware. No splicing is permitted.
    iv. Access Control Network wires shall be colored yellow.

y. The system shall be resistant to damage from power system surges, spikes, and voltage dips.
    i. Protect all equipment against surges induced on all control cables. Control conductors shall have surge protection circuits where conductors enter or exit a building.
    ii. All power connections shall be equipped with surge suppression devices and shall be bonded to the building grounding system in accordance with Article 250 of the National Electric Code.
    iii. Fuses shall not be used for surge protection.

z. All hardware must be home run to the Access Control System panel. No hardware shall be physically connected to perform a task outside of the Access Control System panel but should be programmatically connected unless otherwise approved by Milwaukee County IMSD Department and the facilities security personnel.

4.2. Intrusion Detection and Alarm Systems

a. The security system shall be field programmable.

b. All system controls and alarms shall connect and be controlled from the Security Operations Center (SOC).
    i. The SOC has access to a network printer for report output.

c. The Intrusion Detection System shall provide alarm monitoring of designated areas through the security system software. The inclusion of intrusion alarms shall be determined by Milwaukee County.
    i. The intrusion detection system shall include a keypad to allow arming/disarming of the system.
    ii. Alarm panels communicate using the Milwaukee County's network infrastructure.

iii. Security software shall be integrated with surveillance and access controls.
iv. Forced entry alarms are to report to the SOC.

d. Perimeter Intrusion Detection Systems shall be adapted based on the use of the facility.
   i. Provides detection for the entire facility perimeter, without gaps, and organized into zones. These perimeters also include the perimeter penetrations (i.e. sallyports, etc.) and rooftops of any buildings that intersect or penetrate the perimeter. The security system detects attempts to access the rooftops of such buildings from interior and exteriors pathways.

e. Alerts and notifications shall be sent out to the County FMD-Security Team.
   i. Alarm descriptions shall include Milwaukee County Department name, Building name, room number, and description of the alarm.

f. Standards naming conventions for partitions, areas, doors, elevators, and other similar areas of restricted access shall be obtained from Milwaukee County.

g. Dedicated electrical circuit(s) shall be on the emergency or backup power system for security system and network switches on which security devices are connected.

h. All security systems and network switches shall be laid out and have ample dedicated wall space and dedicated electrical outlets specifically to support the access controls system and equipment.
   i. A schematic of the equipment and system functions shall be provided for placement in the appropriate space.

i. All motion detection devices shall use passive infrared, microwave, or digital signal processing technologies.

j. Access and Electrical Panels
   i. Tamper switches must be installed on all panels and enclosures.
   ii. A standard key must be used on all panels and enclosures.
   iii. Battery backup is required inside each panel in buildings dictated by Milwaukee County.

k. The Intrusion Detection and Alarm System shall have emergency battery backup power.

l. Wiring and Conductors
   i. All wiring for the system shall be in conduit or surface raceways. Use concealed conduit whenever possible and practical. When concealed conduit cannot be used in finished areas, provide surface raceways.
   ii. Route security system wiring in separate conduits or surface raceways from the other building wiring.
   iii. The wiring shall be copper wire and conductors.
   iv. All cabling shall be continuous from control equipment to door hardware. No splicing is permitted.

m. The system shall be resistant to damage from power system surges, spikes, and voltage dips.
   i. Protect all equipment against surges induced on all control cables. Control conductors shall have surge protection circuits where conductors enter or exit a building.
   ii. All power connections shall be equipped with surge suppression devices and shall be bonded to the building grounding system in accordance with Article 250 of the National Electric Code.
   iii. Fuses shall not be used for surge protection.

n. All hardware must be home run to the Security System panel. No hardware shall be physically connected to perform a task outside of the Security Systems panel but should be programmatically connected unless otherwise approved by Milwaukee County IMSD department and the facilities security personnel.

4.3. Surveillance System

a. General Camera Standards
   i. All camera microphones shall be disabled, and no audio recording is permitted. Any exceptions to this requirement must be reviewed and approved by the Security Director and Corporation Counsel.
   ii. All cameras must be certified to operate under the Genetec Security Center software, version 5.11 or later.
   iii. Support PoE.
   iv. Work within WI temperatures indoors 14°F to 122°F, outdoors -40°F to 122°F.

v. Resolution
    1) High-resolution cameras are recommended.
    2) Typical resolutions are 1080p, 2k, 4k, and high megapixel specialized cameras.
    3) Other considerations are infrared, motion, thermal and low light capabilities.
vi. Video Analytics
    1) AI capable cameras for people and vehicle identification, crowd identification, boundaries, etc.
vii. Network
    1) The County standard is Cisco managed switches that support PoE.
    2) DHCP IP address assignment preferred.
    3) 802.1x support to allow full authentication and identify cameras so they can receive the appropriate security controls from a network perspective.
viii. Monitoring
    1) Vendor to monitor and maintain locking systems for jail spaces via touchscreen.

b. PTZ Outdoor Cameras
    i. Day/Night Functionality
    ii. H.264 compliant
    iii. Tour mode capable
    iv. 20x optical zoom or better
    v. Wide dynamic range compatible with ability to account for varying environmental conditions
    vi. 1080p compliant or better
    vii. Image stabilization
    viii. SD/Card compatible with minimum storage capacity of 64 GB or greater
    ix. Auto focus IR illuminator
    x. Edge based video analytics
c. PTZ Indoor Cameras
    i. Wide dynamic range compatible with the ability to account for varying environmental conditions
    ii. H.264 compliant
    iii. Tour recording capable
    iv. 20x optical zoom or better
    v. 1080p complaint or better
    vi. Image stabilization
    vii. SD/Card compatible with minimum storage capacity of 64 GB or greater
    viii. Auto Focus
    ix. Day/Night functionality
    x. IR illuminator
    xi. Edge based video analytics
d. Indoor Fixed Cameras
    i. Auto focus
    ii. Wide dynamic range compatible with the ability to account for varying environmental conditions
    iii. 1080p compliant or better
    iv. H.264 compliant
    v. 4x digital zoom or better
    vi. Edge based video analytics
e. Outdoor Fixed Cameras
    i. Auto Focus
    ii. Wide dynamic range compatible with the ability to account for varying environmental conditions
    iii. 1080p compliant or better
    iv. 4x digital zoom or better
    v. 180 degree
    vi. Edge based video analytics
f. License Plate Recognition

i. Milwaukee County utilizes FLOCK Safety for ALPR cameras in the county. Standard hardware is the Flock Safety Falcon family of products. Each camera is on an annual support plan, which includes support, equipment coverage, and use of the flock cloud hosted Safety Platform.
ii. Squad cars utilize the Axon Fleet 3 camera with the ALPR add-on license. The system is managed through evidence.com and sends plate reads to the Flock Platform to aid in investigative searches.

g. Video Management System (VMS)
i. The Video Management system standard for Milwaukee County is Genetec Security Central, which is a unified security platform.
ii. Please note that with only a few exceptions, IMSD recommends providing camera viewing access to the 911 center. This will ensure the 911 operators can assist law enforcement or emergency personnel in the event of a major incident.
iii. The current standard for Milwaukee County is version 5.11.1. When a new version becomes available, consult Milwaukee County IMSD.

h. Network Video Recorder
i. Milwaukee County standard for servers and workstations used for surveillance cameras is BCD Video. BCD video should be consulted to make recommendations on required hardware specifications to meet the specific current and future business needs.
1) BCD Video will consider the number of cameras a server can support, bandwidth, and other factors to ensure a robust and reliable solution.
2) Depending on location and the number of cameras, there are options for a server or workstation to both serve as the management server as well as provide necessary storage for recordings.
3) In some cases, cloud storage can also be considered for smaller camera counts and lower retention periods, but this must be reviewed and approved by IMSD.
ii. The county hosts SAN based NVR solutions at the Community Reitegration Center and at the downtown criminal Justice Facility. Other buildings utilize recording management servers with sufficient storage to comply with retention standards.
1) For most locations, minimum recommended retention is 30 days.
2) Retention recommendations for locations with custodial management services is 180 days, 15 FPS, 24/7 recording for 24 hours.
iii. Locations that do not reside at the Community Reintegration Center of the Downtown complex have the option of either sending data to the SAN for recording, installation or BCD video workstations or servers, or edge storage. Because there are various factors involved with making recording decisions, IMSD must be engaged to provide recommendations to meet recording and retention requirements that satisfy county standards.

i. Hardware
i. Milwaukee County's standard incorporates purpose-built VMS servers and storage devices using BCD video hardware.
ii. Milwaukee County has partnered with BCD video to provide hardware that meets and exceeds county requirements and will ensure consistency with currently deployed equipment and standardize support.

j. In the event of a short or failure of a component of the surveillance system an alarm shall be signaled, and the SOC shall be notified.

k. Standards naming conventions for partitions, areas, doors, elevators, and other similar areas of restricted access shall be obtained from Milwaukee County.

l. All surveillance systems and network switches shall be laid out and have ample dedicated wall space and dedicated electrical outlets specifically to support the access controls system and equipment.
i. A schematic of the equipment and system functions shall be provided for placement in the appropriate space.

m. Dedicated electrical circuit(s) shall be on the emergency or backup power system for surveillance system and network switches on which security devices are connected.

n. Access and Electrical Panels
i. Tamper switches must be installed on all panels and enclosures.

ii. A standard key must be used on all panels and enclosures.
iii. Battery backup is required inside each panel in buildings dictated by Milwaukee County.

o. The surveillance system shall have emergency battery backup power.

p. Wiring and Conductors
   i. All wiring for the system shall be in conduit or surface raceways. Use concealed conduit whenever possible and practical. When concealed conduit cannot be used in finished areas, provide surface raceways.
   ii. Route security system wiring in separate conduits or surface raceways from the other building wiring.
   iii. The wiring shall be copper wire and conductors.
   iv. All cabling shall be continuous from control equipment to door hardware. No splicing is permitted.
   v. Camera network wiring shall be color coded purple.

q. The system shall be resistant to damage from power system surges, spikes, and voltage dips.
   i. Protect all equipment against surges induced on all control cables. Control conductors shall have surge protection circuits where conductors enter or exit a building.
   ii. All power connections shall be equipped with surge suppression devices and shall be bonded to the building grounding system in accordance with Article 250 of the National Electric Code.
   iii. Fuses shall not be used for surge protection.

r. All hardware must be home run to the surveillance panel. No hardware shall be physically connected to perform a task outside of the security panel but should be programmatically connected unless otherwise approved by Milwaukee County IMSD and the facilities security personnel.

s. Recording periods shall be determined by the Milwaukee County Representative based on the expected and intended operation of the building to meet the necessary surveillance requirements.

5. PREFERRED EQUIPMENT AND SYSTEM MANUFACTURERS

5.1. Access Controls

a. Software
   i. Software House C-Cure 9000, version 3.0 or higher.
   ii. Any deviation must be approved by Milwaukee County.

b. Card Readers
   i. HID Global
   ii. Quam cis2/25
   iii. Any deviation must support SEOS card encryption and be approved by Milwaukee County.

c. Wireless Entry
   i. HID Global
   ii. Any deviation must be approved by Milwaukee County.

d. Request to Exit (REX) Devices
   i. Bosch
   ii. Any deviation must be approved by Milwaukee County.

e. Motion Detection Devices
   i. Bosch
   ii. Any deviation must be approved by Milwaukee County.

5.2. Intrusion Detection and Alarm Systems

a. Motion Detection Devices, Intrusion Detection Devices, and Alarming Devices
   i. Honeywell
   ii. Bosch
   iii. Or Approved Equal as confirmed with Milwaukee County

5.3. Surveillance System

a. Cameras

i. AXIS
ii. Hanwha
iii. Any deviation to meet special requirements must be approved by Milwaukee County.

b. Video Management System (VMS)
i. Genetec Security Central, version 5.11.1
ii. Any deviation must be approved by Milwaukee County.

6. INSTALLATION AND TESTING REQUIREMENTS

6.1. Access Controls

a. Installation
i. Access controls wiring shall be segregated from other system wiring. Wiring shall be installed in raceways, cable trays or in J-hooks used only above the ceiling. In mechanical rooms, unfinished spaces and other areas wiring may be subject to physical damage wiring below 10'-0 shall be installed in conduit.

b. Testing
i. The contractor shall perform testing in accordance with Milwaukee County procedures and provide Milwaukee County with test reports.
ii. Testing shall include both access controls and manual hardware access of systems and equipment. Test reports shall be provided to the Owner following successful completion of tests, including any issues found during the testing procedures.

6.2. Intrusion Detection and Alarm Systems

c. Installation
i. Security System wiring shall be segregated from other system wiring. Wiring shall be installed in raceways, cable trays or in J-hooks used only above the ceiling. In mechanical rooms, unfinished spaces and other areas wiring may be subject to physical damage wiring below 10'-0 shall be installed in conduit.
ii. Instruct the Contractor to wire the sensors in each zone in numerical order beginning with the detector closest to the control panels and progressing away from the control panel.
iii. The Contractor shall provide a typed list identifying all zones and sensors, including the sensor types and locations.
iv. When a special device such as a wireless remote control is required to control the system, provide at least one (1) device as part of the system.

d. Testing
i. The Contractor shall perform testing in accordance with Milwaukee County procedures and provide Milwaukee County with test reports.
ii. Testing shall include both access controls and manual hardware access of systems and equipment. Test reports shall be provided to the Owner following successful completion of tests, including any issues found during the testing procedures.
iii. All security device testing shall test all Event to Actions that are required for alarm monitoring.

6.3. Surveillance Systems

e. Installation
i. Contractor shall furnish and install all aspects of the video surveillance system.
ii. The surveillance system shall utilize a shared telecommunications backbone infrastructure for connectivity. All network switches will be purchased, installed, and configured by Milwaukee County.
iii. Surveillance System wiring shall be segregated from other system wiring. Wiring shall be installed in raceways, cable trays or in J-hooks used only above the ceiling. In mechanical rooms, unfinished spaces and other areas wiring may be subject to physical damage wiring below 10'-0 shall be installed in conduit.
iv. Camera installation shall be an 84-inch minimum clear space below cameras and their mountings. Design documents should include an elevation or section view to show close

coordination on the locations of camera mounting, lighting mounting, and other pertinent equipment, and any roof overhangs which may impact the maximum view area of the camera to ensure a clear unobstructed view.

v. The Contractor shall provide a typed list identifying all zones and cameras, including the device types and locations.

f. Testing

i. The Contractor shall perform testing in accordance with Milwaukee County procedures and provide Milwaukee County with test reports.

ii. Testing shall include both access controls and manual hardware access of systems and equipment. Test reports shall be provided to the Owner following successful completion of tests, including any issues found during the testing procedures.

7. WARRANTY REQUIREMENTS

7.1. General warranty periods provided by manufacturers for building materials and systems equipment are for a period of one year after substantial completion as defined in the contract documents. Some specific materials, systems or equipment may have a longer warranty period. Typical extended warranties are:

a. One (1) year builders' warranty and construction warranty on all items related to the project.

b. Asset/System – Warranty Details

7.2. Additional Parts Required

a. Consult with Milwaukee County IMSD department on a per project basis.

7.3. Access Controls

b. Consult with Milwaukee County IMSD department on a per project basis.

7.4. Intrusion Detection and Alarm Systems

a. The Security System Contractor should have a 24/7/365 telephone number to receive support and service calls. The Contractor shall provide live response to telephone calls for assistance from the Owner's Representative.

7.5. Surveillance Systems

a. Warranty shall begin on Owner's written acceptance and will include three (3) preventative maintenance visits.

b. The Contractor at the conclusion of the warranty period shall update all SMS firmware, software and applicable licenses to the most current release.

8. REFERENCE CODES AND STANDARDS

8.1. General

a. International Building Code

b. Wisconsin Department of Safety and Professional Services (DSPS)

c. National Institute of Standards and Technology (NIST)

d. National Burglar and Fire Alarm Association (NBFAA)

e. Americans with Disabilities Association (ADA)

f. Security Industry Association (SIA)

g. Telecommunications Industry Association (TIA)

h. U.S. Energy Information Administration (EIA)

i. Underwriters Laboratories (UL)

9. USER REQUIREMENTS

9.1. Facility Operations and Maintenance

a. The owner will employ operating engineers and/or maintenance staff to provide for all operation and maintenance of the facility. These internal or external staff members must be trained by the design and construction teams to adequately operate and maintain the facility.
b. Annual testing and upkeep of the systems and equipment shall be addressed by the engaged subcontractors as related to the relevant systems and equipment.

9.2. Operator Training

a. A comprehensive training process shall be provided to Milwaukee County facilities management staff regarding the operation and maintenance of all new building systems and related controls. Training sessions shall be delivered live and on-site, as well as on-demand via Internet connection. The County shall be provided with a security and surveillance systems summary for all new or modified equipment and systems. Additionally, the County shall be provided with an industry/manufacturer recommended preventative maintenance plan complete with an associated frequency schedule.
b. Prior to Operator Training, a schematic of the access control, security, and surveillance systems shall be provided to the Operator Team.

9.3. O&M Manuals

a. All Operating and Maintenance manuals shall provide the information needed to understand startup, operate, maintain, shut down, and repair equipment, assemblies, and systems used on the project. At a minimum, the O&M manuals shall include but not be limited to:
    i. Basic Description
    ii. Name, address and contact information for the manufacturer and local representative.
    iii. Startup, shut down, and operating instructions.
    iv. Parts list
    v. Specific maintenance information for actions taken, materials used, and required frequency.
    vi. Troubleshooting guide and instructions.
    vii. Name, address and contact information for the authorized service and repair providers.
    viii. Be easily searchable and bookmarked by section.

9.4. As-Built Drawings

a. As built drawings shall be provided that record all revisions and changes to construction documents. The contractor is to maintain one set of as-built record drawings that accurately reflect actual changes made to the project. Include a cross reference on the contract drawings that changes have been made and where the change document is located. Identify and date each change, or revised drawing made. Submit one set of approved contract drawings in .pdf and .dwg format to be used by the owner for future renovations. Additionally, submit (1) paper copies to the owner.

10. REVISION HISTORY

10.1. Revisions made shall be recorded using the table below. The comment field shall be used to summarize major changes made to the document.

Original Document Date: 1/10/2024

Revision Date	Name	Comments
2/1/2024	Dustin Schrader	I have reviewed this document and have no further updates
3/13/2024	Dustin Schrader	Please see comments made on 3/13. Approval for security tech planning and installation must go through both IMSD and FMD-Security

Exhibit 08 – Milwaukee County Sustainable Design Standards

SUSTAINABLE DESIGN STANDARDS

Part of Milwaukee County's commitment to achieving net zero carbon emissions by 2050 while advancing Equity, Justice, & Community Resilience

MARCH 2025

MILWAUKEE COUNTY

Message from County Leadership

On Earth Day 2021, The Milwaukee County Board of Supervisors adopted File No. 21-389 committing the County to achieve carbon neutral operations by 2050. In support of Milwaukee County's vision for achieving racial equity and our commitment to carbon-neutral operations, the Office of Sustainability has developed the Milwaukee County Climate Action 2050 Plan.

We are proud to say that the County has already made substantial progress in reducing emissions since 2005, our adopted baseline year. Our 2023 emissions inventory has shown a 46% overall reduction in greenhouse gas emissions compared to 2005. To help the County achieve our 50% reduction goal by 2030 and 100% reduction goal by 2050, aggressive climate action strategies must be implemented.

As of 2025, approximately 65% of Milwaukee County's operational emissions are associated with buildings. The development and implementation of Milwaukee County Sustainable Design Standards (SDS) for buildings is a primary climate action strategy to address this share of our emissions. It is our hope that these SDS will be utilized by Milwaukee County stakeholders and partners to thoroughly encompass our sustainability goals into all new construction, renovation, and replacement projects moving forward.

Together, we will continue to develop creative and meaningful solutions that not only address climate change but also are investments in Milwaukee County's future.

Respectfully,

Grant Helle

Director - Office of Sustainability

Table of Contents

Message from County Leadership 1

1. Overview 3

1.1 Purpose 3

1.2 Environmental Justice and Community Wellness 3

1.3 Sustainability Vision and Focus Areas 4

1.4 Applicability and Exclusions 5

1.5 Governance 7

2. Sustainability Strategies 8

2.1 Energy Efficiency (EE) 8

2.2 Emissions and Pollution Control (EPC) 21

2.3 Climate Resilience and Adaptation (CRA) 34

2.4 Site (S) 43

2.5 Water Conservation and Stormwater Management (WC) 49

2.6 Materials and Waste Management (MWM) 54

2.7 Occupant Health and Wellbeing (OHW) 59

2.8 Education and Community Engagement (ECE) 65

3. Implementation Process 70

4. Vision Forward 72

Appendix A. Exemption Request Form 73

Appendix B. SDS Scorecards 75

1. Overview

1.1 Purpose

Milwaukee County, located in southeastern Wisconsin and home to nearly one million residents, with an existing portfolio of over 900 buildings spanning 12 million square feet, has a long history of environmental stewardship. Early efforts focused on energy efficiency, waste management, and conservation within its renowned parks. In 2021, the Milwaukee County Board of Supervisors adopted File 21-389, committing the County to achieving carbon-neutral operations by 2050. This action reinforced the County's leadership in addressing climate change and signaled a shift toward more aggressive sustainability strategies, including electrification of County operations, increased renewable energy deployment, and enhanced resilience planning.

Building on this commitment, the County is currently developing a comprehensive Climate Action 2050 Plan (CA50) to achieve carbon neutrality and climate adaptation goals. The Sustainable Design Standards (SDS) support this effort by embedding sustainability into building design and construction. These standards provide clear sustainability requirements and practical guidance for County new construction, renovation, and replacement projects, ensuring alignment with broader climate objectives.

Developed through extensive stakeholder collaboration, the SDS reflects a shared vision for resilience, equity, and environmental responsibility. It institutionalizes sustainable practices within County operations, guiding the transition toward a low-carbon, climate-resilient future. Ongoing stakeholder engagement will be key to successful implementation and continuous improvement.

Alignment with County's Strategic Vision:
The SDS aligns with the County's strategic goals and the forthcoming CA50 by embedding sustainability into all aspects of building development. These standards advance the County's commitment to environmental stewardship, equity, and resilience by promoting strategies such as energy efficiency, renewable energy adoption, and low-impact development. By prioritizing sustainable practices, the SDS directly supports the CA50's key objectives of achieving carbon neutrality, reducing greenhouse gas emissions, and enhancing the County's climate resilience. This holistic approach positions Milwaukee County as a leader in sustainable development.

1.2 Environmental Justice and Community Wellness

In 2019, Milwaukee became the first jurisdiction in the nation to declare racism a public health crisis. The County is committed to achieving racial equity as a cornerstone of its vision to become the healthiest county in Wisconsin and recognizes that environmental sustainability must go hand in hand with social equity and community wellness to create a truly sustainable future. Each sustainability strategy proposed within the standards should be assessed through a social equity and community health lens to ensure that the benefits of sustainable development, such as enhanced

energy efficiency and resilient infrastructure, are shared equitably. Guided by the County's core values of Inclusion, Influence, and Integrity, the standards reflect a collaborative approach that actively seeks diverse perspectives in decision-making and strives to positively impact the broader community. By integrating environmental justice into its sustainability efforts, the County seeks to promote healthier, more inclusive communities while advancing its key goals of racial equity, carbon neutrality and climate resilience.

1.3 Sustainability Vision and Focus Areas

The sustainability vision statement communicates the County's aspirations for sustainability and serves as a guiding framework for both current and future decisions. To develop this vision statement, County stakeholders actively participated in a visioning workshop, contributing to the development of a draft statement. The draft vision statement was circulated for further review and feedback, leading to the following sustainability vision statement for the SDS:

> The Sustainable Design Standards will support Milwaukee County's commitment to achieving net zero carbon emissions by 2050 while advancing Equity, Justice, & Community Resilience. These Standards will facilitate the planning, design, construction and renovation of resilient, net-zero carbon facilities that foster thriving communities and a sustainable future for the community.

This vision statement is a cornerstone for embedding sustainability into County projects, ensuring that all future initiatives contribute to long-term environmental, social, and economic well-being. It reinforces the County's commitment to sustainability while aligning with broader goals of equity and climate resilience.

As part of the SDS development process, eight key sustainability focus areas have been identified:

1. **Energy Efficiency**
2. **Emissions and Pollution Control**
3. **Climate Resilience and Adaptation**
4. Site
5. Water Conservation and Stormwater Management
6. Materials and Waste Management
7. Occupant Health and Wellbeing
8. Education and Community Engagement

Among these, the first three focus areas have been identified as **priority areas** due to their direct alignment with the CA50. These priority areas will include mandatory requirements and encouraged measures for each sustainability strategy (detailed in Section 3). The emphasis in this first version of the standards will be on strategies that support the CA50 and County's North Star goal of achieving net-zero carbon emissions, ensuring that sustainability efforts are both ambitious and achievable while laying a strong foundation for future improvements in the other focus areas.

1.4 Applicability and Exclusions

The SDS is designed to help guide project teams in implementing sustainable design and construction practices across all County projects. These standards apply to all County new construction, renovation, and replacement projects at its facilities, and must be followed to the maximum extent possible. While the current version of the SDS focuses on building projects, sustainability standards for infrastructure projects will be addressed in future updates.

To accommodate the varying scopes and impacts of different County projects, a compliance pathway graphic has been developed to help users quickly identify relevant requirements based on project type, size, and cost. County projects are categorized into two tiers (see below). This approach ensures that sustainability practices are appropriately applied to each project while recognizing the unique circumstances of individual projects.

Tier 1	**Meet all mandatory requirements ("Mandatory for all projects" and "Better (Tier 1 Mandatory)") where applicable to the project scope.**
Tier 2	**Meet all mandatory requirements ("Mandatory for all projects") where applicable to the project scope.**

All sustainability focus areas outline sustainability strategies and best practice guidance, but only the three sustainability focus areas identified as priority areas (Energy Efficiency, Emissions and Pollution Control, and Climate Resilience and Adaptation) include mandatory requirements and encouraged measures. Mandatory requirements must be implemented where applicable (e.g., for an air handling unit (AHU) replacement project, requirements relating to building envelope are not applicable) for both Tier 1 and Tier 2 projects. Encouraged measures ("Best") are optional and not required for Tier 1 or Tier 2 projects but should still be considered as part of each project's broader sustainability plan.

It is recognized that due to the diverse nature of County projects, all sustainability strategies should be reviewed for applicability for each project.

The following project types have been identified as being exempt from the SDS:

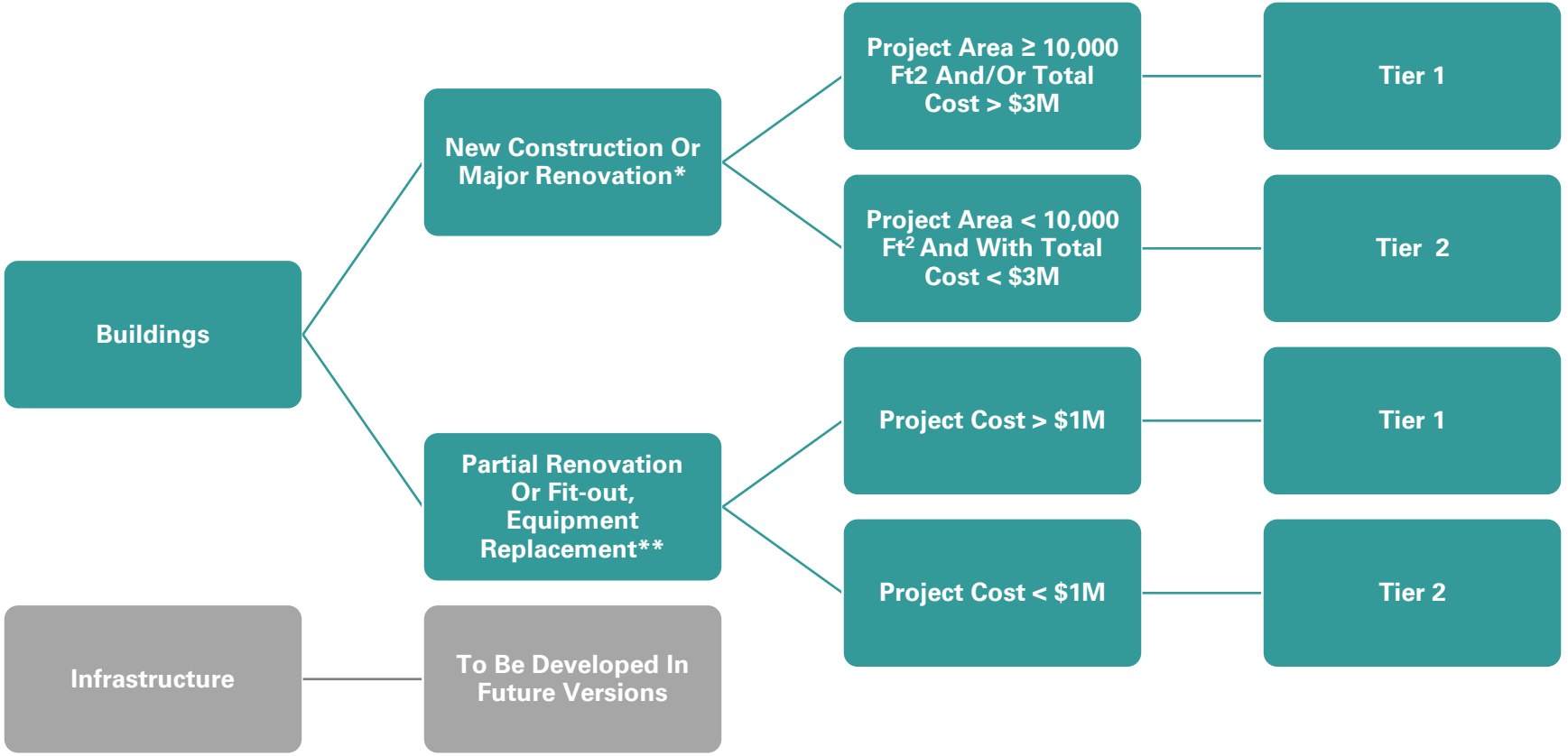
- Temporary structures (less than 5 years) e.g., job trailers
- Emergency repair or disaster response projects
- Leased spaces

Projects seeking exemption from the SDS (e.g., technical limitations / safety, operability) must complete an exemption request form and submit it to the Director of the Office of Sustainability during the Pre-Design stage.

Figure 1. Compliance Pathways

***Major Renovation** = Extensive alteration work in addition to work on the exterior shell of the building and/or primary structural components and/or core / peripheral MEP and service systems and/or site work (source: USGBC LEED v4 glossary)

****Partial Renovation or Fit-Out, Equipment Replacement** = system upgrades / replacements (e.g., lighting, finishes, plumbing, HVAC, windows, roof)



1.5 Governance

Minimum requirements are established herein for priority strategies, for every facility new construction or renovation/replacement project. Each project shall make every effort to meet these requirements. Projects which require any deviation from the mandatory sustainability requirements must seek written approval from the Director of Sustainability, Director of Architecture, Engineering and Environmental Services (AE&ES), Director of Facilities Management (FMD), and the Executive Director of the Department of Administrative Services (DAS) and complete an exemption request form. Included in the AE&ES annual report to the County Board of Supervisors, the Director of AE&ES must provide an update on the status of implementation of the Sustainable Design Standards. This shall itemize any approved deviations from the SDS requirements and highlight successes and key project indicators (KPIs).

Capital Project Charter documents shall include a section on applicable SDS requirements in accordance with the most recent approved version. Capital project management teams shall fold applicable sustainable design standards into all capital projects from the 2026 Capital Budget process forward. The capital project team shall use the project Charter as initial guidance but shall not rely on the Charter as the definition of applicability. Capital project teams shall conduct a comprehensive review of SDS to determine the applicability of each sustainability strategy / requirement and shall document the outcome of this SDS Applicability Review in the project file. The Director of Sustainability and Director of AE&ES may access the SDS Applicability Review document at any time to audit capital project compliance.

The County Facilities Planning Steering Committee (CFPSC) shall consider incorporation of SDS in its annual review and recommendation of capital project requests. The CFPSC recommendations, which are typically considered by the County Board in their further review and analysis of capital project requests, will be based on a pass/fail determination of incorporation of the SDS. Those capital project requests which do not include incorporation of SDS will not be recommended for inclusion in the County Executive's recommended capital budget or for adoption by the County Board.

No later than at the point of substantial completion of a project, the project team shall submit to the Director of Sustainability a report on the project achievements relative to the SDS. The standard form of report or SDS Scorecard shall be developed and maintained by the Director of Sustainability (see Appendix B). The Office of Sustainability shall use the library of completed SDS Scorecards to inform its next update of the Standards.

This version of the standards was developed and finalized in 2025 by a working group of Milwaukee County facility management professionals. These standards will be reviewed and formally updated at minimum every four years.

2. Sustainability Strategies

This section sets out goals, sustainability strategies, and best practice guidance for each sustainability focus area. Mandatory requirements and encouraged measures are provided for the three priority areas only (Energy Efficiency, Emissions and Pollution Control, and Climate Resilience and Adaptation).

The "Guidance" section under each sustainability strategy within the focus areas includes a list of best practices (for reference only) on how project teams may meet sustainability requirements and encouraged measures.

2.1 Energy Efficiency (EE)

Milwaukee County has a long history of incorporating energy efficiency measures into its operations, including retrofitting existing buildings with energy-efficient lighting, upgrading HVAC systems, and improving building envelopes to reduce energy consumption. These efforts have already resulted in significant energy savings and reduced operating costs across County facilities. Additionally, the County has implemented energy management programs to track and optimize energy use, further advancing its sustainability goals.

While Wisconsin's state energy code is currently based on ASHRAE 90.1-2013 (as of January 2025), the County is taking a proactive approach by using ASHRAE 90.1-2022 as the reference standard for its SDS. This approach goes beyond current state requirements and positions the County ahead of future code changes, whilst setting a higher standard for energy efficiency.

Building on these initiatives, Milwaukee County is committed to continuously improving energy efficiency by integrating advanced technologies, enhancing energy performance in new and existing buildings, and promoting sustainable design practices. These strategies will not only improve operational efficiency but also reinforce Milwaukee County's leadership in sustainability, helping to create a more sustainable and resilient community for all residents.

Goal: To reduce energy consumption and improve energy efficiency by optimizing building envelopes, HVAC systems, lighting, and equipment, while integrating energy management strategies for long-term sustainability and performance.

Sustainability Strategies:

- EE1: High-Performance Building Envelope
- EE2: Energy-Efficient HVAC Systems
- EE3: Efficient Lighting Systems
- EE4: Building Automation and Energy Monitoring
- EE5: High-Efficiency Equipment and Appliances
- EE6: Demand Response and Load Management
- EE7: Commissioning and Performance Verification

Project Example | Countryside, IL – Net Zero Municipal Complex

Source: https://www.illinoisgreenalliance.org/net-zero-building-case-study-countryside-municipal-complex

The City of Countryside's new Municipal Complex, completed in 2019, exemplifies energy efficiency through its net-zero design. This facility, replacing the previous 49-year-old City Hall, incorporates energy-efficient design elements and renewable energy systems to minimize its environmental impact, meeting net zero energy standards whilst fulfilling the needs of a public facility and battling the fluctuating Illinois weather. Key features include high-performance building insulation, energy-efficient HVAC systems, LED lighting, a geothermal heat pump system with 32 deep wells, and an extensive 638-panel solar photovoltaic array that provides sufficient energy to offset the building's energy usage. Additionally, educational displays on energy use engage the public in sustainability awareness. The project achieved Zero Energy Certification from the International Living Future Institute (ILFI) and LEED v4 Gold Certification.

EE1: High-Performance Building Envelope

Strategy: Optimize the building envelope to reduce heat loss and gain, improving energy efficiency and occupant comfort.

Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)	References
Meet or exceed ASHRAE 90.1-2022 Section 5 (Building Envelope) requirements.	Optimize envelope performance using energy modeling to refine design (e.g., insulation, shading, glazing, and WWR ratio) to achieve 5% reduction in annual heating and cooling loads when compared to ASHRAE 90.1-2022 prescriptive envelope requirements and 40% WWR (excluding infiltration improvements). Carry out whole building testing and meet air barrier performance at 0.15 CFM/ft2 at 75 Pa.	Design building envelope to Passive House standards or equivalent, incorporating continuous insulation, triple-glazed windows, and airtightness below 0.6 ACH50.	ASHRAE 90.1-2022 (Section 5) LEED v4.1 BD+C Credit Optimize Energy Performance LEED v5 BD+C Credit Reduce Peak Thermal Loads

Guidance:

- Select high-performance insulation with high R-values appropriate for the local climate and apply continuous insulation to eliminate thermal bridging.
- Use thermal modeling software (e.g., THERM or WUFI) to analyze thermal performance and identify areas prone to thermal bridging, such as structural penetrations, window frames, and junctions.
- Design for penetration-free installations by routing ducts, pipes, and cables within the conditioned space where possible. Ensure all penetrations through the envelope are properly insulated and sealed to prevent heat loss or gain.
- Install continuous air barriers to prevent air leakage and incorporate vapor-permeable barriers within the wall assembly to manage moisture and humidity.
- Perform blower door tests during construction to identify and seal drafts, ensuring a tight building envelope and reducing energy loss through air infiltration.
- Where appropriate for climate, consider triple-pane windows with low-E coatings and inert gas fills (such as argon) to reduce heat transfer and improve insulation.
- Align buildings to maximize natural daylight, orienting the longest side to face the south for optimal sunlight exposure. Use overhangs, pergolas, and other shading devices to reduce heat gain in summer while allowing passive solar heating in the winter.

- Design the building envelope with an optimized window-to-wall ratio (typically no greater than 40%) to balance daylighting, views, and thermal performance.
- Use dynamic façade systems, such as operable shading devices or electrochromic (tinting) glass, to regulate heat gain and glare throughout the day based on environmental conditions.

EE2: Energy-Efficient HVAC Systems

Strategy: Use advanced, energy-saving HVAC technologies to optimize performance, reduce energy consumption and greenhouse gas emissions.

Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)	References
Install high-efficiency HVAC equipment that meet or exceed ASHRAE 90.1-2022 requirements. Ensure any necessary requirements for rebates under the Focus on Energy utility program are included in the project design.	Implement a highly efficient HVAC system that achieves 5% better efficiency than ASHRAE 90.1-2022 prescriptive requirements for total fan power allowance, heating generation, and cooling generation. If connected with a district system, performance should still be achieved on items that that project has control over.	Implement a highly efficient HVAC system that achieves 10% better efficiency than ASHRAE 90.1-2022 prescriptive requirements for total fan power allowance, heating generation, and cooling generation. If connected with a district system, performance should still be achieved on items that that project has control over.	ASHRAE 90.1-2022 (Sections 6-7) LEED v4.1 BD+C Credit Optimize Energy Performance

Guidance:

- Utilize advanced HVAC systems which leverage technologies such as heat pumps (air, ground or water source), heat recovery for ventilation and separating loads and ventilation.
- Ensure HVAC systems are sized correctly to meet a building's thermal loads. Use zoning to provide targeted heating and cooling in different areas, maximizing efficiency by avoiding over-conditioning spaces.
- Implement energy recovery ventilators (ERV) or heat recovery ventilators (HRV) to capture energy from exhaust air and reuse it for conditioning incoming air, reducing overall HVAC energy demand.
- Use high-efficiency fans and pumps with variable frequency drives (VFDs) to reduce energy consumption during part-load operation.
- Use high-induction diffusers and low-pressure duct systems to improve airflow distribution and reduce energy consumption by minimizing fan power.
- When connected to a district energy system, focus on improving components within the project's control, such as internal distribution, controls, and terminal units.
- Consider ductless mini-split systems in retrofits or smaller spaces to electrify heating and cooling without extensive ductwork installation.

EE3: Efficient Lighting Systems

Strategy: Implement energy-efficient interior and exterior lighting systems to minimize electricity use while maintaining optimal lighting levels.

Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)	References
Install LED lighting systems that meet or exceed ASHRAE 90.1-2022 requirements. Ensure any necessary requirements for rebates under the Focus on Energy utility program are included in the project design (e.g., lighting products must have the brand, model/catalog number(s), specification sheet(s), and invoicing match their respective DesignLights Consortium (DLC) product listing).	Integrate lower power density luminaires, optimized design layouts and surface finishes, and daylight harvesting and tunable lighting systems to achieve 10% lower interior lighting power annual energy when compared to the ASHRAE 90.1-2022 prescriptive requirements for lighting power density and controls.	Integrate advanced lighting systems with building-wide automation to enable real-time optimization and dynamic adaptation to occupant needs. Implement tunable luminaires, time-of-day scheduling, and task-specific lighting controls to achieve at least 15% lower interior annual lighting energy use compared to ASHRAE 90.1-2022 prescriptive requirements.	ASHRAE 90.1-2022 (Section 9) LEED v4.1 BD+C Credits Optimize Energy Performance and Interior Lighting Focus on Energy (Partnering with Wisconsin utilities) program[1]

Guidance:

- Review Focus on Energy program requirements for incentives and rebates (e.g., lighting products must have the brand, model/catalog number(s), specification sheet(s), and invoicing match their respective DesignLights Consortium (DLC) product listing).
- Optimize the lighting design to minimize over-lighting and ensure even illumination, using lighting simulation tools during design to achieve appropriate lighting levels with minimal energy use.
- Select energy-efficient LED lighting fixtures with high efficacy (lumens per watt) to reduce electricity consumption while providing adequate illumination.
- Install occupancy sensors to automatically turn off lights in unoccupied spaces (e.g., general lighting in offices larger than 250 square feet should be controlled by occupant sensors, with each sensor managing a zone no larger than 600 square feet) and integrate dimming controls offering continuous dimming capabilities ranging from 10% to 100% to adjust lighting levels based on occupancy or daylight availability, ensuring minimal energy use without sacrificing occupant comfort.
- Design lighting systems with independently controlled zones to allow for flexibility in adjusting lighting levels according to specific space functions.

[1] https://focusonenergy.com/Business

- Incorporate daylight sensors to adjust artificial lighting levels based on the amount of natural light in the space, reducing energy use and enhancing the quality of the indoor environment.
- Leverage smart lighting technologies, such as motion-sensing and time-based controls, that allow for more granular control over energy use, particularly in areas with variable occupancy patterns.
- Incorporate lighting systems that support circadian rhythms by adjusting color temperature and intensity throughout the day, enhancing occupant health and productivity. Install electric lighting (except decorative features, emergency lighting, and other special-purpose lighting) that has a color rendering index (CRI) ≥ 80.
- Ensure the lighting control panel communicates with the central BMS to be able to view all information required for control, supervision and data logging.

EE4: Building Automation and Energy Monitoring

Strategy: Deploy smart systems to control energy use efficiently by adjusting energy systems based on occupancy and demand.

Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)	References
Install systems to monitor energy use at the dedicated whole-building level and establish reporting protocols for buildings over 1,000 square feet of gross floor area. Comply with County BMS Guidelines and follow ASHRAE Guideline 36-2021 High Performance Sequences of Operation for HVAC Systems.	Implement advanced sub-metering for key systems (e.g., heating, cooling, fans, pumps, lighting, receptacles). Incorporate more advanced energy usage and efficiency optimization into BMS. Include the following energy metrics on the BMS dashboard: Gas consumption (MBTU), Electricity consumption (kWh), Photovoltaic generation (kWh) (where applicable), and Energy Use Intensity (kbtu/sqft).	Use real-time monitoring systems integrated with building wide automation to optimize building performance dynamically and public dashboards for transparency.	ASHRAE 90.1-2022 (Sections 8 and 10) LEED v4.1 BD+C Credit Advanced Energy Metering

Guidance:

- Install advanced energy meters and submeters for major energy-consuming systems (e.g., heating, cooling, fans, pumps, lighting) and plug loads. Use a centralized energy management system for continuous energy monitoring, diagnostics, and fault detection.
- Use real-time monitoring systems integrated with the Building Management System (BMS) to track and display key metrics such as gas consumption (MBTU), electricity consumption (kWh), photovoltaic generation (where applicable), and Energy Use Intensity (EUI). Enable automated alerts for anomalies or deviations from expected performance.

- Leverage data from real-time monitoring systems to enable demand-based controls, such as variable frequency drives (VFDs) for pumps and fans, and demand-controlled ventilation (DCV) to optimize energy use dynamically based on occupancy and load conditions.
- Use automation to optimize the sequencing of equipment operation, ensuring that only necessary systems run during off-peak hours, such as early morning warm-up or evening cool-down cycles.
- Utilize predictive analytics within the BMS to forecast energy consumption patterns, optimize system settings, and identify areas for energy savings.

EE5: High-Efficiency Equipment and Appliances

Strategy: Install energy-efficient appliances and equipment to reduce energy consumption and operational costs.

Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)	References
For all eligible equipment and appliances, specify ENERGY STAR or equivalent-certified (e.g., appliances, office equipment, electronics). Ensure any necessary requirements for rebates under the Focus on Energy utility program are included in the project design.	Use smart power strips and centralized energy management systems to reduce standby power and plug load energy.	Specify Internet of Things (IoT)-connected equipment to optimize plug load usage dynamically based on building occupancy patterns and achieve plug load energy reductions of 20% or more.	ASHRAE 90.1-2022 (Sections 8 and 10) LEED v4.1 BD+C Credits Optimize Energy Performance and Grid Harmonization Focus on Energy (Partnering with Wisconsin utilities) program[2]

Guidance:

- Evaluate equipment choices based on both upfront costs and long-term energy consumption, lifespan, and operational efficiency to maximize overall cost-effectiveness and sustainability. Review Focus on Energy program requirements for incentives and rebates.
- For all eligible equipment and appliances (e.g., office equipment, kitchen appliances, and electronics), specify ENERGY STAR or equivalent-certified models.
- Prioritize appliances and electronics with low standby power consumption (below 0.5 watts) to minimize phantom loads when equipment is not in active use.
- Install smart power strips with load-sensing and scheduling features to cut off power to devices when not in use. Incorporate occupancy-sensing controls for appliances and office equipment to eliminate unnecessary energy use during off-hours.
- Specify motors, pumps, and fans with variable speed drives (VSDs) to adjust output based on demand, reducing energy use during partial load conditions and extending equipment lifespan.

[2] https://focusonenergy.com/Business

- Specify Internet of Things (IoT)-connected equipment capable of integrating with centralized energy management systems. Use these systems to dynamically adjust plug load energy based on real-time building occupancy patterns.

EE6: Demand Response and Load Management

Strategy: Optimize energy usage during peak demand periods by implementing strategies for load shedding and demand response.

Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)	References
Review the utility rate structure to understand peak demand charges and design systems to reduce peak energy usage through basic operational adjustments, such as optimizing equipment schedules or staggering equipment start-up times.	Design the building to be demand response (DR) capable by incorporating infrastructure that enables participation in DR programs (such as ability to load shed within the BMS) and ensuring control systems can receive and respond to external DR event signals. Undertake analysis of estimated energy utility costs using utility rate structure for the project.	Combine load management systems, integrating renewable energy and on-site energy or thermal storage to achieve at least a 10% peak demand reduction.	LEED v4.1 BD+C Credit Grid Harmonization Wisconsin Electric and Natural Gas Rates (We Energies)[3]

Guidance:

- Engage with utility providers offering incentives for reducing energy use during peak demand periods, such as enrolling in programs that provide financial incentives for load shedding.
- Analyze utility rate structures and design systems that optimize energy usage during peak times, such as adjusting operational schedules for energy-intensive equipment and staggering equipment start-up times to minimize peak demand charges.
- Implement strategies to shift energy-intensive operations to off-peak periods, such as pre-cooling or pre-heating spaces before peak hours to maintain occupant comfort with reduced energy use during demand peaks and scheduling non-essential processes (e.g., HVAC cooling, water heating, EV charging) during off-peak hours.
- Use zonal controls to prioritize critical areas while shifting or shedding non-critical loads during demand peaks.
- Ensure the building is demand response-capable by incorporating infrastructure that allows for real-time load shedding and response to DR event signals, including installing control systems that can receive and act on external DR signals from utility providers and enabling automated load reductions via the BAS.

[3] https://www.we-energies.com/payment-bill/rates

- Use on-site renewable energy sources (e.g., solar PV) in combination with energy storage systems (e.g., battery energy storage Systems, thermal energy storage) to offset grid energy use during peak periods.

EE7: Commissioning and Performance Verification

Strategy: Ensure systems are properly commissioned, verified, and optimized to maintain high energy performance over time.

Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)	References
For new buildings / additions or major renovations with minimum 5,000 square feet of gross floor area, perform commissioning (Cx) process activities for mechanical, electrical, plumbing, and renewable energy systems.	Engage a third-party commissioning provider to perform enhanced commissioning for building enclosure (e.g., building air leakage testing, water penetration testing, infrared imaging).	In addition to building enclosure commissioning, perform enhanced and monitoring-based commissioning for mechanical, electrical, plumbing, and renewable energy systems.	ASHRAE 90.1-2022 (Sections 4-10) LEED V4.1 BD+C Credit Enhanced Commissioning

Guidance:

- Establish a commissioning plan that covers mechanical, electrical, plumbing (MEP), and renewable energy systems, as well as the building enclosure (if applicable). The plan should define scope, budget, schedule, and responsibilities, ensuring alignment with project goals and sustainability standards. Select a qualified Commissioning Provider (CxP) to oversee the process and ensure thorough execution.
- Perform commissioning activities during design, construction, and initial occupancy phases. Include pre-functional and functional performance testing for MEP, renewable energy, and enclosure systems to verify installation and operational efficiency.
- Integrate monitoring systems that enable continuous data collection on building performance. Use this data to identify inefficiencies, inform adjustments, and continuously optimize system performance.
- Conduct enhanced commissioning for building enclosure systems, including air leakage testing, water penetration testing, and thermal imaging to ensure a high-performance building envelope that minimizes energy loss and prevents moisture-related issues.
- Establish a periodic re-commissioning schedule for all major systems (e.g., every 3-5 years), particularly for buildings with significant energy consumption or complex MEP systems. For existing buildings, conduct retro-commissioning (RCx) to identify and correct any performance issues that could lead to energy inefficiencies. Review Focus on Energy RCx offering[4].
- Ensure building operators are well-trained on system operations, monitoring tools, and maintenance practices. Include procedures for ongoing performance verification and

[4] https://focusonenergy.com/business/building-optimization

troubleshooting. Provide commissioning documentation, including system manuals, test results, and performance benchmarks.

Consolidated List of Energy Efficiency (EE) Sustainability Strategies

Sustainability Strategy	Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)
Design			
High-Performance Building Envelope	Meet or exceed ASHRAE 90.1-2022 Section 5 (Building Envelope) requirements.	Optimize envelope performance using energy modeling to refine design (e.g., insulation, shading, glazing, and WWR ratio) to achieve 5% reduction in annual heating and cooling loads when compared to ASHRAE 90.1-2022 prescriptive envelope requirements and 40% WWR (excluding infiltration improvements). Carry out whole building testing and meet air barrier performance at 0.15 CFM/ft2 at 75 Pa.	Design building envelope to Passive House standards or equivalent, incorporating continuous insulation, triple-glazed windows, and airtightness below 0.6 ACH50.
Energy-Efficient HVAC Systems	Install high-efficiency HVAC systems that meet or exceed ASHRAE 90.1-2022 requirements.	Implement a highly efficient HVAC system that achieves 5% better efficiency than ASHRAE 90.1-2022 prescriptive requirements for total fan power allowance, heating generation, and cooling generation. If connected with a district system, performance should still be achieved on items that that project has control over.	Implement a highly efficient HVAC system that achieves 10% better efficiency than ASHRAE 90.1-2022 prescriptive requirements for total fan power allowance, heating generation, and cooling generation. If connected with a district system, performance should still be achieved on items that that project has control over.

Sustainability Strategy	Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)
Efficient Lighting Systems	Install LED lighting systems that meet or exceed ASHRAE 90.1-2022 requirements. Ensure any necessary requirements for rebates under the Focus on Energy utility program are included in the project design (e.g., lighting products have the brand, model/catalog number(s), specification sheet(s), and invoicing match their respective DesignLights Consortium (DLC) product listing).	Integrate lower power density luminaires, optimized design layouts and surface finishes, and daylight harvesting and tunable lighting systems to achieve 10% lower lighting power annual energy when compared to the ASHRAE 90.1-2022 prescriptive requirements for lighting power density and controls.	Integrate advanced lighting systems with building-wide automation to enable real-time optimization and dynamic adaptation to occupant needs. Implement tunable luminaires, time-of-day scheduling, and task-specific lighting controls to achieve at least 15% lower annual lighting energy use compared to ASHRAE 90.1-2022 prescriptive requirements.
Building Automation and Energy Monitoring	Install systems to monitor energy use at the dedicated whole-building level and establish reporting protocols for buildings over 1,000 square feet of gross floor area. Comply with County BMS Guidelines and follow ASHRAE Guideline 36-2021 High Performance Sequences of Operation for HVAC Systems.	Implement advanced sub-metering for key systems (e.g., heating, cooling, fans, pumps, lighting, receptacles). Incorporate more advanced energy usage and efficiency optimization into BMS. Include the following energy metrics on the BMS dashboard: Gas consumption (MBTU), Electricity consumption (kWh), Photovoltaic generation (kWh) (where applicable), and Energy Use Intensity (kbtu/sqft).	Use real-time monitoring systems integrated with building wide automation to optimize building performance dynamically and public dashboards for transparency.
High-Efficiency Equipment and Appliances	For all eligible equipment and appliances, specify ENERGY STAR or equivalent-certified (e.g., appliances, office equipment, electronics).	Use smart power strips and centralized energy management systems to reduce standby power and plug load energy.	Specify Internet of Things (IoT)-connected equipment to optimize plug load usage dynamically based on building occupancy patterns and achieve plug load energy reductions of 20% of more.

Sustainability Strategy	Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)
Demand Response and Load Management	Review the utility rate structure to understand peak demand charges and design systems to reduce peak energy usage through basic operational adjustments, such as optimizing equipment schedules or staggering equipment start-up times.	Design the building to be demand response (DR) capable by incorporating infrastructure that enables participation in DR programs (such as ability to load shed within the BMS) and ensuring control systems can receive and respond to external DR event signals. Undertake analysis of estimated energy utility costs using utility rate structure for the project.	Combine load management systems, integrating renewable energy and on-site energy or thermal storage to achieve at least a 10% peak demand reduction.
Construction			
Commissioning and Performance Verification	For buildings with minimum 5,000 square feet of gross floor area, perform commissioning (Cx) process activities for mechanical, electrical, plumbing, and renewable energy systems.	Engage a third-party commissioning provider to perform enhanced commissioning for building enclosure (e.g., building air leakage testing, water penetration testing, infrared imaging).	In addition to building enclosure commissioning, perform enhanced and monitoring-based commissioning for mechanical, electrical, plumbing, and renewable energy systems.

2.2 Emissions and Pollution Control (EPC)

Milwaukee County is committed to emissions reduction and pollution control through various sustainability initiatives, including energy efficiency upgrades in County facilities, investments in renewable energy, and the expansion of green infrastructure. These efforts have already contributed to reducing the County's carbon footprint and improving local air quality. The County's CA50 and participation in state and regional sustainability programs underscore its commitment to achieving net-zero emissions and fostering environmental stewardship.

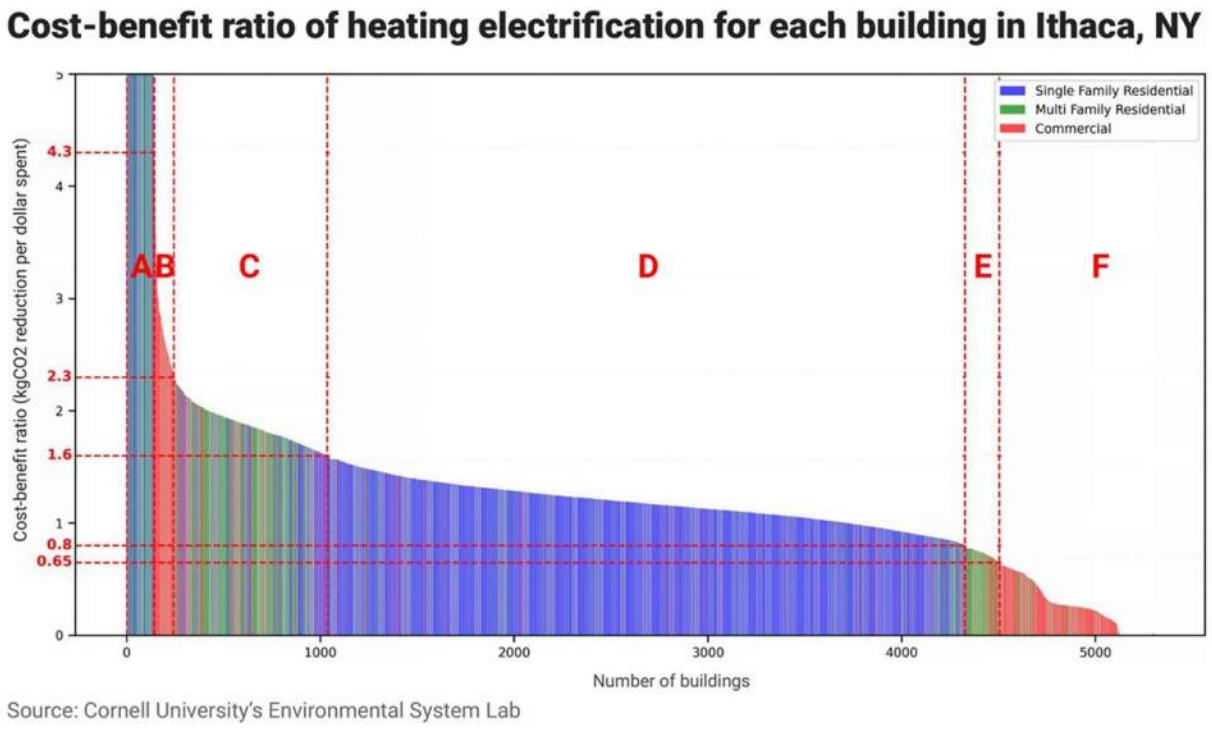
Ongoing efforts, such as transitioning County buildings to clean energy, promoting low-emission transportation (e.g., alternative fuel vehicles, electric vehicle infrastructure), and implementing pollution management strategies in construction projects, are critical steps toward meeting these goals. By continuing to incorporate emissions and pollution control measures into building design, operations, and maintenance, Milwaukee County is well-positioned to lead in sustainability, reduce environmental health disparities, and create a healthier, more resilient future for its residents.

Goal: To minimize environmental and health impacts by reducing greenhouse gas emissions, improving air quality, and eliminating pollution from buildings and materials, fostering a healthier and more sustainable community.

Sustainability Strategies:

- EPC1: Building Electrification
- EPC2: Renewable Energy
- EPC3: Embodied Carbon Assessment
- EPC4: Electric Vehicles
- EPC5: Low-Carbon Construction Practices
- EPC6: Construction Pollution Management
- EPC7: Refrigerant Management
- EPC8: Low-Emission and Healthy Material Selection

Project Example | Ithaca, NY – Electrification of Municipal Buildings



Source: Cornell University's Environmental System Lab

The City of Ithaca, NY, is electrifying all municipal and privately-owned buildings to support its ambitious Ithaca Green New Deal goal of carbon neutrality by 2030. Partnering with BlocPower, the city is retrofitting properties with electric heating, cooling, and energy systems powered by renewable energy. Federal, state, and private incentives, totaling $1.4 million, have reduced costs for building owners by about two-thirds, facilitating upgrades like heat pumps and weatherization measures to enhance energy efficiency. This initiative not only lowers emissions but also positions Ithaca as a model for urban sustainability, including aligning all city operations with 100% renewable electricity by 2025 and conducting rigorous greenhouse gas inventories to track progress.

EPC1: Building Electrification

Strategy: Transition from fossil-fuel based systems to electric systems.

Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)	References
Identify and document opportunities for beneficial electrification and create a building decarbonization plan aligned with 2050 carbon neutral goals. Implement strategies to allow the building to be all electric ready (e.g., low temperature heating systems, space for electric equipment, increase in electrical requirements, structural load on roof, space and size of renewables, and improvements to the thermal envelope which enable electrification).	Perform life-cycle cost analysis (LCCA) for energy systems with and without social cost of carbon[5] as agreed with County (e.g., $300/tCO$_2$e), including at least one all-electric option, and prioritize lowest carbon option where LCCA shows parity or savings in line with Climate Action 2050 Plan.	Design and implement fully electric systems for all energy-consuming functions (heating, cooling, water heating, and cooking).	LEED V5 BD+C Credit Electrification

Guidance:

- Conduct detailed energy modeling and feasibility studies to evaluate and document opportunities for transitioning to all-electric systems in new and retrofit projects.
- Replace fossil fuel-based HVAC systems (e.g., gas boilers, furnaces) with efficient electric alternatives (e.g., air-source, ground-source heat pumps).
- Replace domestic hot water systems with electric alternatives such as electric heat pump water heaters or point-of-use electric water heaters.
- Electrify cooking appliances in commercial and institutional kitchens, prioritizing induction systems and integrating training programs for staff on induction technology.
- Conduct a life-cycle cost analysis (LCCA) energy-consuming systems to compare electric options against fossil fuel-based alternatives, considering future energy costs, carbon pricing (e.g., $300/tCO$_2$e), maintenance, available rebates, and operational savings.
- Develop a phased electrification roadmap for existing County facilities, prioritizing buildings with the highest emissions or outdated systems and factoring current and future climate projections, and incorporate cost-benefit analyses and funding strategies, such as utility rebates and federal tax credits, to offset electrification costs.

[5] Social cost of carbon (SCC) is a monetary estimate / dollar value of the long-term economic damages from carbon emissions and is measured in USD per tonne of carbon dioxide equivalent ($/tCO$_2$e). Including SCC in the LCCA helps ensure that the long-term environmental and social costs of carbon choices are considered in decision-making.

- When considering future proofing for electrification, consider steam heat exchangers, low-temperature hot water systems, space for future electric equipment, and electric capacity.
- Take advantage of available federal, state, and local rebates or incentives for electrification systems (e.g., Focus on Energy program).

EPC2: Renewable Energy

Strategy: Integrate on-site and/or procure off-site renewable energy sources to reduce reliance on non-renewable energy, prioritizing on-site generation first.

Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)	References
Evaluate and document on-site renewable energy feasibility (e.g., is there unshaded roof space for solar PV, is there opportunity for solar carport over parking?). Design building to be solar-ready by including conduit, roof space, capacity within existing electric infrastructure, and structural support for future photovoltaic systems (e.g., where not heavily shaded and roof area is >200sq.ft.) and roof layouts to maximize available solar potential.	Perform life-cycle cost analysis (LCCA) for solar PV and energy storage and install if life-cycle cost effective (LCCE).	Achieve net-zero energy through 100% renewable energy generation or procurement agreements, ensuring energy resilience with advanced storage systems.	LEED v4.1 BD+C Credit Renewable Energy Milwaukee County Solar Photovoltaic Systems Feasibility Study (2024)[6]

Guidance:

- Conduct a site-specific feasibility study to evaluate renewable energy potential, including rooftop and building integrated solar, solar carports, small wind turbines, or geothermal systems. Identify local resource availability and system performance.
- Design buildings to be "solar-ready" or "microgrid-ready" by integrating necessary infrastructure such as conduit pathways, roof load capacity, and switchgear provisions. This ensures future renewable energy systems can be installed or expanded without extensive retrofits.
- Procure renewable energy through certified green power purchasing programs, Renewable Energy Certificates (RECs), or utility offerings (e.g., Focus on Energy program). Explore virtual

[6] https://county.milwaukee.gov/files/county/administrative-services/Sustainability/Milwaukee-County-Solar-Feasibility-Study.pdf

power purchase agreements (VPPAs) or participation in community solar programs for large facilities or distributed locations.

- Incorporate energy storage systems (e.g., batteries, thermal storage) to maximize the use of on-site renewable energy. Use advanced energy management technologies, such as bi-directional batteries or vehicle-to-grid systems, to balance energy demand and supply.
- Design energy systems for future expansion by ensuring scalability of renewable energy infrastructure (e.g., solar panels, wind turbines) and incorporating grid-interactive capabilities to adapt to evolving energy needs.

EPC3: Embodied Carbon Assessment

Strategy: Assess and minimize embodied carbon emissions across a building's life cycle.

Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)	References
[No mandatory requirement]	Provide at least five Environmental Product Declarations (EPDs) for distinct material categories (e.g., concrete, steel, insulation) that demonstrate reduced Global Warming Potential (GWP) compared to industry averages.	Conduct a whole-building life-cycle assessment (LCA) using recognized tools (e.g., EC3, One Click LCA) to calculate embodied carbon. Set and achieve a minimum embodied carbon reduction target of ≥ 20% compared to baseline designs.	LEED v4.1 BD+C Credit Building Life-Cycle Impact Reduction

Guidance:

- Perform Whole Life Cycle (WLC) assessments during the early design phase and revisit them throughout the project lifecycle. Include major and secondary components (e.g., structure, façade, systems, finishes) to capture carbon impacts during design, construction, and post-occupancy phases.
- Establish specific and measurable targets for both embodied and operational carbon reductions (e.g., ≥ 20% reduction in embodied carbon from an industry baseline). Aim for achieving net-zero carbon emissions across the building's entire life cycle, including construction, operation, and decommissioning.
- Choose materials based on Environmental Product Declarations (EPDs) and third-party verified low-carbon certifications (e.g., Cradle-to-Cradle, Declare Label). Opt for renewable, bio-based materials like timber where feasible and sustainable.
- Utilize modular components, reversible connections, and durable materials to allow for easy disassembly and material reuse at the end of the building's lifecycle. Optimize structural design for material efficiency, reducing the need for high-carbon materials like steel and concrete.

- Engage early with suppliers to source materials with low Global Warming Potential (GWP) and encourage waste reduction during manufacturing and delivery. Require contractors, and their subs, to provide carbon data for materials and align their practices with the project's WLC goals.
- Integrate WLC analysis into design, procurement, and construction processes by utilizing carbon accounting tools and certification systems (e.g., LEED, BREEAM, EC3 Tool) to ensure consistent tracking and improvement of embodied carbon performance.

EPC4: Electric Vehicles

Strategy: Promote electric vehicle (EV) adoption by providing infrastructure to support EV use.

Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)	References
[No mandatory requirement]	Provide EV-ready parking spaces with conduit for future charging for 10% of total parking spaces.	Install electrical vehicle supply equipment (EVSE) that provides a Level 2 charging capacity for at least 10% of total parking spaces.	LEED v4.1 BD+C Credit Electric Vehicles

Guidance:

- Prepare at least 10% of parking spaces with dedicated conduit, electrical capacity, and space allocation for future EV chargers, ensuring scalability based on demand, building type, and future technology advancements.
- Install EV charging stations for a minimum of 10% of parking spaces, prioritizing Level 2 or Level 3 chargers and incorporating fast-charging capabilities where feasible to meet the diverse needs of EV users.
- Use on-site renewable energy, such as solar panels, to power EV chargers and incorporate battery storage systems to manage peak demand, enhance grid resilience, and reduce overall carbon emissions.
- Include infrastructure for shared EV mobility options like car-sharing services or dedicated fleet management and consider advanced charging technologies such as wireless charging or dynamic charging for innovative mobility solutions.
- Develop policies and incentives to encourage EV adoption and use, such as priority EV parking, reduced or free charging rates, subsidies for EV leases, or providing workplace charging incentives for tenants and employees.
- Design the parking lot and infrastructure to be adaptable to the growing needs of EVs in the future by incorporating flexibility in the electrical system and planning for easy future expansion of charging stations as demand increases.
- Identify federal and local tax credits / incentivization programs for EV charging infrastructure (e.g., federal alternative fuel infrastructure tax credit).

EPC5: Low-Carbon Construction Practices

Strategy: Implement construction practices that minimize carbon emissions through sustainable materials and techniques.

Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)	References
[No mandatory requirement]	Develop and implement a construction carbon management plan and optimize logistics to reduce transportation emissions.	Employ low-carbon construction methods, including electrified equipment, low-carbon materials, modular construction, and alternative fuels.	-

Guidance:

- Create a construction carbon management plan to identify major emissions sources (e.g., material production, transportation, equipment usage) and outline strategies for emissions reduction and mitigation. Incorporate measurable targets to track progress.
- Select low-carbon materials (e.g., recycled steel, low-carbon concrete) and alternative materials (e.g., cross-laminated timber, reclaimed wood) for major building components, such as foundations and structural systems. Specify materials with lower embodied carbon footprints.
- Reduce transportation-related emissions by sourcing materials locally and optimizing logistics. Plan just-in-time material deliveries to minimize trips and avoid unnecessary transportation.
- Use energy-efficient or zero-emission construction equipment (e.g., electric or hybrid vehicles) and minimize idle times to reduce onsite emissions.
- Implement modular or prefabricated construction methods to reduce on-site waste, material usage, and emissions. Employ digital tools like Building Information Modeling (BIM) and AI-driven logistics to improve efficiency and reduce resource consumption.
- Power construction sites with renewable energy sources (e.g., portable solar arrays) and offset any remaining emissions with verified carbon credits to achieve net-zero construction.

EPC6: Construction Pollution Management

Strategy: Reduce air, water, and soil pollution during construction through proper site management and dust control measures.

Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)	References
[No mandatory requirement]	Implement enhanced pollution controls that exceed local code requirements, such as advanced dust management systems, stormwater treatment, and non-toxic site stabilization materials.	Utilize low- to zero-emission construction equipment where available, real-time air quality monitoring, and advanced stormwater pollution control measures during construction.	LEED v4.1 BD+C Prerequisite Construction Activity Pollution Prevention and Credit Construction Indoor Air Quality Management Plan

Guidance:

- Implement robust erosion and sediment control measures in compliance with local codes, including solutions like silt fences, sediment basins, bio-swales, or retention ponds to protect water quality and manage stormwater runoff effectively.
- Develop and implement a construction indoor air quality management plan to minimize indoor air quality contamination during construction and before occupancy, including strategies such as protecting HVAC systems from dust infiltration, using low-emission materials, sequencing high-emission activities appropriately, and performing building flush-outs or air testing before occupancy.
- Reduce dust and air pollution by using water spraying, dust suppressants, and barriers such as screens or fences. Limit vehicle idling and prioritize the use of low-emission or zero-emission construction equipment, ensuring regular maintenance for optimal performance.
- Deploy on-site air quality monitoring systems, such as sensors to track dust levels and air quality and adjust construction operations to ensure compliance with air quality standards, proactively mitigating pollution.
- Prioritize the reduction, recycling, and reuse of construction waste materials. Ensure proper handling and disposal of hazardous materials, including hazardous chemicals or materials, to prevent environmental contamination and encourage a circular economy approach.
- Introduce strategies for preventing water pollution, including spill prevention and containment measures, proper disposal of construction wastewater, and treatment of contaminated water before discharge.

EPC7: Refrigerant Management

Strategy: Use low-global warming potential (GWP) refrigerants and manage leaks to minimize environmental impact.

Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)	References
[No mandatory requirement]	Do not use ozone-depleting substances and high Global Warming Potential (GWP) chemicals where EPA's Significant New Alternatives Policy (SNAP) Program has identified acceptable substitutes. Include leak detection systems to minimize refrigerant loss.	Use natural refrigerants (e.g., ammonia, CO_2, hydrocarbons) or refrigerants with ultra-low GWP (<10), ODP=0, AND implement advanced monitoring systems to track refrigerant performance and minimize leakage throughout the lifecycle.	LEED v4.1 BD+C Prerequisite Fundamental Refrigerant Management and Credit Enhanced Refrigerant Management

Guidance:

- Replace high-GWP refrigerants with low-GWP alternatives (e.g., HFOs, CO_2, ammonia) and ensure system compatibility and ability to maintain system performance with different refrigerant type.
- Use advanced technologies (e.g., infrared sensors, automated systems) for proactive leak detection and continuous monitoring.
- Implement a scheduled maintenance plan to check for leaks, pressure, and system performance to prevent refrigerant loss.
- Establish a refrigerant recovery program for safe recycling and reuse of refrigerants from decommissioned systems.
- Quickly repair leaks and consider upgrading to energy-efficient systems with lower refrigerant charge requirements.
- Ensure proper training and certification for all personnel handling refrigerants, with an emphasis on best practices and low-GWP technologies.

EPC8: Low-Emission and Healthy Material Selection

Strategy: Choose materials with low emissions and potential harmful impacts on indoor air quality and human health.

Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)	References
Specify materials that meet low-VOC criteria per industry standards.	Use materials certified under rigorous health and environmental standards (e.g., Cradle to Cradle, Declare Label).	Ensure all interior materials are non-toxic, fully recyclable, and contribute to improved indoor air quality.	LEED v4.1 BD+C Credit Low-Emitting Materials

Guidance:

- Specify paints, coatings, adhesives, finishes, and other materials with low or zero volatile organic compounds (VOCs) to minimize indoor air pollution and enhance indoor air quality (IAQ). Opt for non-toxic finishes and natural building materials such as clay, bamboo, cork, and those with minimal chemical additives.
- Ensure that construction machinery and equipment, such as storage tanks and generators, use low-VOC or zero-VOC products to reduce emissions during the building process, thereby improving air quality during both construction and occupancy.
- Choose materials certified under health and emissions standards such as Green Seal, FloorScore, Cradle to Cradle, or Declare Label, which evaluate the material's lifecycle impacts, toxicity, and IAQ (see databases such as Environdec and UL Spot).
- Select materials with low embodied carbon, high recycled content, and those made from rapidly renewable resources to reduce environmental impact and conserve natural resources. Consider products with a high percentage of post-consumer and post-industrial recycled content.

- Strive for materials that can be recycled, disassembled, and reused at the end of their life, contributing to a circular economy and reducing landfill waste. Prioritize products designed for easy disassembly, reuse, or repurposing.
- Opt for materials with air-purifying properties or those that can absorb toxins to improve indoor air quality. Ensure that materials used meet stringent IAQ standards, such as those established by the California Department of Public Health (CDPH) or Green Seal.

Consolidated List of Emissions and Pollution Control (EPC) Sustainability Strategies

Sustainability Strategy	Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)
Design			
Building Electrification	Identify and document opportunities for electrification and create a building decarbonization plan aligned with 2050 carbon neutral goals. Implement strategies to allow the building to be all electric ready (e.g., low temperature heating systems, space for electric equipment, increase in electrical requirements, structural load on roof, space and size of renewables, and improvements to the thermal envelope which enable electrification).	Perform life-cycle cost analysis (LCCA) for energy systems with and without social cost of carbon as agreed with County (e.g., $\$300/tCO_2e$), including at least one all-electric option, and prioritize lowest carbon option where LCCA shows parity or savings in line with Climate Action 2050 Plan.	Design and implement fully electric systems for all energy-consuming functions (heating, cooling, water heating, and cooking).
Renewable Energy	Evaluate and document on-site renewable energy feasibility (e.g., is there unshaded roof space for solar PV, is there opportunity for solar carport over parking?). Design building to be solar-ready by including conduit, roof space, capacity within existing electric infrastructure, and structural support for future photovoltaic systems (e.g., where not heavily shaded and roof area is >200sq.ft.) and roof layouts to maximize available solar potential.	Perform life-cycle cost analysis (LCCA) for solar PV and energy storage and install if life-cycle cost effective (LCCE).	Achieve net-zero energy through 100% renewable energy generation or procurement agreements, ensuring energy resilience with advanced storage systems.

Sustainability Strategy	Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)
Embodied Carbon Assessment	-	Provide at least five Environmental Product Declarations (EPDs) for distinct material categories (e.g., concrete, steel, insulation) that demonstrate reduced Global Warming Potential (GWP) compared to industry averages.	Conduct a whole-building life-cycle assessment (LCA) using recognized tools (e.g., EC3, One Click LCA) to calculate embodied carbon. Set and achieve a minimum embodied carbon reduction target of ≥ 20% compared to baseline designs.
Electric Vehicles	-	Provide EV-ready parking spaces with conduit for future charging for 10% of total parking spaces.	Install electrical vehicle supply equipment (EVSE) that provides a Level 2 charging capacity for at least 10% of total parking spaces.
Refrigerant Management	-	Do not use ozone-depleting substances and high Global Warming Potential (GWP) chemicals where EPA's Significant New Alternatives Policy (SNAP) Program has identified acceptable substitutes. Include leak detection systems to minimize refrigerant loss.	Use natural refrigerants (e.g., ammonia, CO_2, hydrocarbons) or refrigerants with ultra-low GWP (<10), ODP=0, AND implement advanced monitoring systems to track refrigerant performance and minimize leakage throughout the lifecycle.
Construction			
Low-Carbon Construction Practices	-	Develop and implement a construction carbon management plan and optimize logistics to reduce transportation emissions.	Employ low-carbon construction methods, including electrified equipment, low-carbon materials, modular construction, and alternative fuels.

Sustainability Strategy	Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)
Construction Pollution Management	-	Implement enhanced pollution controls that exceed local code requirements, such as advanced dust management systems, stormwater treatment, and non-toxic site stabilization materials.	Utilize low- to zero-emission construction equipment where available, real-time air quality monitoring, and advanced stormwater pollution control measures during construction.
Low-Emission and Healthy Material Selection	Specify low-VOC materials per industry standards (e.g., Green Seal, GREENGUARD).	Use at least 20 distinct, permanently installed materials certified under rigorous health and environmental standards (e.g., Cradle to Cradle, Declare Label).	Ensure all interior materials are non-toxic, fully recyclable, and contribute to cradle-to-cradle sustainability, while enhancing indoor air quality and reducing embodied carbon.

2.3 Climate Resilience and Adaptation (CRA)

Milwaukee County is committed to ensuring that buildings are resilient to the growing impacts of climate change, including extreme weather events, flooding, and temperature extremes. This effort is guided by the need to assess climate risks and vulnerabilities, integrate resilient design features, and plan for long-term adaptability. By incorporating climate resilience into building design and infrastructure, the County aims to protect communities, reduce potential damages, and ensure that structures can withstand and recover from climate-related disruptions.

These strategies support the County's CA50, aligning with regional climate adaptation plans and state and federal resilience initiatives. By prioritizing resilience, Milwaukee County is preparing for future climate challenges while fostering sustainable development that can thrive in a rapidly changing environment.

Goal: To enhance the resilience of buildings against climate impacts by conducting climate risk and vulnerability assessments, integrating adaptive design features, and prioritizing flexibility in building systems to ensure long-term durability and functionality in the face of evolving climate conditions.

Sustainability Strategies:

- CRA1: Climate Change Vulnerability Assessment
- CRA2: Resilient Site Design
- CRA3: Climate-Adaptive Building Design
- CRA4: Emergency Preparedness and Critical Buildings Redundancy
- CRA5: Nature-Based Solutions for Resilience

Project Example | Santa Cruz, CA – Resilient Coast Santa Cruz Initiative

Source: https://www.cityofsantacruz.com/home/showpublisheddocument/82336/637418110343870000

The Resilient Coast Santa Cruz Initiative addresses coastal flooding and erosion resulting from sea-level rise by implementing adaptation strategies informed by comprehensive vulnerability assessments. Key measures include nature-based solutions like living shorelines and beach nourishment to mitigate climate risks. The initiative emphasizes resilient site and building design, incorporating features that enhance adaptability to extreme weather conditions. Infrastructure improvements, such as stormwater system upgrades and seawall retrofits, are integral to protecting the community. A significant aspect of the project is the development of a Coastal Change Monitoring Network in partnership with UC Santa Cruz and other agencies, enhancing the city's capacity to respond to climate impacts. The initiative also prioritizes community-driven resilience through public engagement, ensuring that adaptation plans reflect the needs and values of residents. In 2024, the city was awarded nearly $8 million from the National Oceanic and Atmospheric Administration (NOAA) to support these coastal resilience projects, underscoring the initiative's commitment to safeguarding Santa Cruz's unique coastal environment.

CRA1: Climate Change Vulnerability Assessment

Strategy: Identify, assess, and prioritize potential climate-related risks to inform resilient design and adaptation measures.

Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)	References
Review and consider implications of the Milwaukee County Vulnerability Assessment[7] conducted as part of the Climate Action 2050 Plan. Account for findings in the design.	Conduct a site-specific climate change vulnerability assessment using local climate data, focusing on current hazards and referencing the Milwaukee County Vulnerability Assessment conducted as part of the Climate Action 2050 Plan.	Expand the assessment to include future climate projections, evaluate impacts on building systems, and integrate findings into design documents.	LEED V5 BD+C Prerequisite Climate Resilience Assessment

Guidance:

- Evaluate potential climate-related risks for each site, including flooding, extreme heat, severe storms, wildfires, and water-level rise, referencing the County Vulnerability Assessment. Use historical climate data, geographic information systems (GIS), and climate projection models to assess both current and future risks.
- Collaborate with local stakeholders, government agencies, environmental experts, and community members to better understand regional climate vulnerabilities and incorporate local knowledge into risk assessments and resilience strategies.
- Utilize the results of vulnerability assessments to inform resilient design strategies, ensuring structures are designed to withstand extreme weather events. Establish metrics to measure resilience, such as reduced exposure to hazards, minimized recovery time, and maintained functionality during adverse events.
- Develop adaptation strategies based on the identified risks, such as enhanced stormwater management, flood-resistant materials, heat-mitigating designs, and fire-resistant landscaping. Adaptation measures should also consider the long-term durability of materials and infrastructure in response to changing climate conditions.
- Continuously monitor climate data and reassess risks at regular intervals (e.g., annually, bi-annually) to account for evolving climate patterns, emerging threats, and new scientific knowledge to help ensure that design strategies remain effective over time.
- Coordinate climate risk assessments with broader urban planning initiatives, such as zoning, transportation, and infrastructure planning, to enhance overall community resilience. Focus on strategies that integrate climate adaptation across all scales of development.

[7] https://milwaukeecounty.legistar.com/View.ashx?M=F&ID=12470895&GUID=3C260B43-DEE0-4337-BE24-348EF0005BE0

CRA2: Resilient Site Design

Strategy: Design sites to withstand and recover from climate-related hazards and impacts of extreme weather.

Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)	References
Incorporate basic resilient site features, such as erosion control, permeable surfaces, and stormwater detention basins, appropriate to the project scope. If project development is in a total maximum daily load (TMDL) area and stormwater is being impacted, connect with County Environmental section to ensure green infrastructure requirements are met.	Design site infrastructure to handle extreme weather events (e.g., heat waves, flooding) and elevate or protect critical systems.	Use advanced modeling to create a regenerative site design that integrates nature-based solutions, achieves net-positive stormwater management, and adapts dynamically to changing conditions.	LEED V5 BD+C Credit Enhanced Resilient Site Design

Guidance:

- Design sites to manage extreme weather impacts by elevating critical infrastructure (e.g., electrical systems, mechanical equipment) above projected flood levels (e.g., current 100-year flood elevation) on flexible connections for future adaptability. Use flood-resistant materials for ground-level structures and utility systems to minimize flood damage.
- Incorporate erosion-resistant ground covers, retaining walls, and vegetation buffers to stabilize soil and reduce degradation during heavy rainfall or storms. Utilize native plant species to ensure long-term resilience.
- Implement green infrastructure such as permeable pavements, green roofs, and bio-retention areas to manage runoff, improve water infiltration, and reduce the risk of flooding.
- Integrate cool roofs, reflective pavements, and increased vegetation to reduce the urban heat island effect, enhance site cooling, and protect against heat waves.
- Design sites to accommodate long-term climate change by considering the future impacts of extreme weather events (e.g., droughts, heatwaves) and using flexible, adaptive site planning strategies such as modular landscapes or adaptable / modular stormwater systems.
- Choose materials that are not only sustainable but also resilient to the impacts of extreme weather, including materials that are fire-resistant, UV-resistant, or engineered for high winds, heavy rainfall, and extreme cold and snow.

CRA3: Climate-Adaptive Building Design

Strategy: Incorporate flexible, climate-adaptive design strategies and construction techniques that can adjust to changing climate conditions.

Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)	References
Ensure that building systems and spaces can accommodate future updates, such as simplified retrofitting for climate-related upgrades (e.g., additional HVAC space, pre-wiring for solar, flexible mechanical rooms).	Incorporate modular or flexible design elements (e.g., 2-4-inch flashing overlaps and metal copings) to allow adaptation to significant changes in use or climate conditions over the building's lifecycle.	Design a fully climate-adaptive building with dynamic systems that respond to climate data in real time, including modular structures and adaptive façades.	LEED v5 BD+C Credit Resilient Spaces WELL v2 Air Feature A07 Operable Windows

Guidance:

- Implement modular construction techniques with prefabricated components for easy assembly and disassembly. Design structural systems with expandable frameworks, allowing for future adaptability in response to changing needs or climate conditions (e.g., additional floors, wings, or structures).
- Incorporate flexible floor plans with movable walls and partitions, enabling easy reconfiguration of spaces to meet future requirements or shifting building functions in response to climate-driven changes in use.
- Where feasible, incorporate operable windows to enhance natural ventilation, reduce mechanical cooling demand, and provide occupants with greater control over indoor environmental conditions. Design window placement to optimize cross-ventilation and passive cooling strategies, especially in response to rising temperatures and extreme heat events.
- Use HVAC systems with adjustable controls to respond to varying climate conditions, including systems that integrate natural ventilation, radiant cooling, and heat recovery ventilation, enhancing energy efficiency and adapting to seasonal temperature fluctuations.
- Design building systems to accommodate renewable energy sources, such as solar or wind power, ensuring that buildings can easily incorporate future renewable technologies to reduce reliance on fossil fuels.
- Implement green roofs, permeable paving, and integrated stormwater management systems that can adapt to increasing precipitation and changing rainfall patterns.
- Choose materials resistant to climate stressors, such as moisture, extreme temperatures, and UV radiation. Opt for treated wood, high-performance glass, and durable composite materials that can withstand these stressors.
- Integrate sensors and automation systems to continuously monitor environmental factors (temperature, humidity, air quality) and adjust building systems to optimize performance based on real-time conditions.

- Involve local stakeholders in the design process to ensure the building aligns with the community's climate adaptation needs and long-term resilience goals, ensuring that the building serves as a proactive part of the local climate strategy.

CRA4: Emergency Preparedness and Critical Buildings Redundancy

Strategy: Ensure continuous operation during emergencies by integrating redundancy and backup power solutions into building design.

Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)	References
Provide backup power for critical buildings and spaces (e.g., Mission Essential Functions) and ensure accessible egress routes in line with the County's Continuity of Operations Plan (COOP).	Equip critical buildings with emergency systems (e.g., backup generators or battery energy systems) capable of maintaining essential operations for at least 72 hours during outages.	Design for full self-sufficiency during emergencies, including renewable energy with storage, water recycling systems, and adaptable shelter spaces.	WELL v2 Community Feature C15 Emergency Resilience and Recovery LEED v5 BD+C Credit Grid-Interactive

Guidance:

- Identify and equip safe gathering areas within buildings, such as shelters for occupants during severe weather or natural disasters. Ensure these spaces are stocked with essentials, including first aid supplies, food, water, and blankets, and have clear evacuation routes.
- Integrate reliable backup power solutions, such as generators or battery storage systems, that automatically activate during power outages. These systems should support critical infrastructure, including medical equipment, emergency lighting, HVAC systems, and communication devices.
- Design buildings with emergency water storage systems, such as cisterns or tanks, to ensure an accessible supply of potable water during emergencies. Ensure these systems are regularly maintained and can be easily accessed in times of crisis.
- Set up communication systems that function independently of the main power grid, including satellite phones or two-way radios, to maintain contact with emergency responders and ensure occupant safety. Provide training for building staff on how to use these systems effectively.
- Design critical building systems (e.g., HVAC, electrical, fire suppression) with redundancy to ensure operation during emergencies. Implement failover strategies, such as dual power sources or backup cooling, to maintain functionality when primary systems fail.
- Establish regular training and emergency response drills for building occupants and staff to ensure readiness and familiarity with evacuation procedures, emergency systems, and shelter locations. This training should be updated regularly (e.g., annually, bi-annually) based on new risks or building upgrades.

CRA5: Nature-Based Solutions (NBS)[8] for Resilience

Strategy: Enhance resilience by leveraging natural systems to mitigate climate risks and improve ecosystem health.

Mandatory For All Projects	Better (Tier 1 Mandatory)	Best (Encouraged)	References
[No mandatory requirement]	Integrate at least one nature-based solution, such as a bioswale or rain garden, into the project.	Create a site-wide resilience plan that strengthens ecosystems, increases biodiversity (e.g., native planting, green infrastructure), and restores natural water cycles (e.g., rain gardens).	LEED v4.1 BD+C Credit Rainwater Management FEMA's Building Community Resilience With Nature-Based Solutions, A Guide For Local Communities

Guidance:

- Design bioswales and rain gardens to capture and filter stormwater per FEMA's Building Community Resilience With Nature-Based Solutions, A Guide For Local Communities. Utilize native plant species that are well-suited to local conditions, which enhances ecological value and supports biodiversity. Ensure landscape design promotes natural water infiltration and minimizes runoff. Permeable pavements enhance groundwater recharge.
- Integrate green infrastructure elements such as tree canopies, green walls, and shaded outdoor spaces to reduce the urban heat island effect.
- Implement sustainable soil management practices, such as reducing soil compaction, enhancing soil health, and using permeable surfaces, to support the functionality of natural systems and improve stormwater absorption and retention.
- Integrate habitat restoration initiatives, including planting native vegetation and creating wildlife corridors, to enhance biodiversity, promote ecosystem services, and strengthen the resilience of both natural and built environments.
- Encourage NbS adoption through subsidies for green infrastructure or ecosystem restoration.
- Collaborate with institutions like the University of Wisconsin-Milwaukee to research and implement innovative NbS tailored to Milwaukee's specific environmental challenges.
- Leverage the Urban Ecology Center's resources to educate residents about NbS and involve them in local environmental projects, fostering a sense of stewardship and resilience.

[8] Nature-based Solutions (NBS) are practical ways of working with nature to solve problems like flooding, extreme heat, or air pollution, while also improving the environment (e.g., planting trees to cool down hot areas and improve air quality).

Consolidated List of Climate Resilience and Adaptation (CRA) Sustainable Strategies

Sustainability Strategy	Mandatory for all projects	Better (Tier 1 Mandatory)	Best (Encouraged)
Planning			
Climate Change Vulnerability Assessment	Review and consider implications of the Milwaukee County Vulnerability Assessment conducted as part of the Climate Action 2050 Plan. Account for findings in the design.	Conduct a site-specific climate change vulnerability assessment using local climate data, focusing on current hazards and referencing the Milwaukee County Vulnerability Assessment conducted as part of the Climate Action 2050 Plan.	Expand the assessment to include future climate projections, evaluate impacts on building systems, and integrate findings into design documents.
Design			
Resilient Site Design	Incorporate basic resilient site features, such as erosion control, permeable surfaces, and stormwater detention basins, appropriate to the project scope.	Design site infrastructure to handle extreme weather events (e.g., heat waves, flooding) and elevate or protect critical systems.	Use advanced modeling to create a regenerative site design that integrates nature-based solutions, achieves net-positive stormwater management, and adapts dynamically to changing conditions.
Climate-Adaptive Building Design	Ensure that building systems and spaces can accommodate future updates, such as simplified retrofitting for climate-related upgrades (e.g., additional HVAC space, pre-wiring for solar, flexible mechanical rooms).	Incorporate modular or flexible design elements (e.g., 2–4-inch flashing overlaps and metal copings) to allow adaptation to significant changes in use or climate conditions over the building's lifecycle.	Design a fully climate-adaptive building with dynamic systems that respond to climate data in real time, including modular structures and adaptive façades.
Emergency Preparedness and Critical Buildings Redundancy	Provide backup power for critical buildings and spaces and ensure accessible egress routes.	Equip critical buildings with emergency systems (e.g., backup generators or battery energy systems) capable of maintaining essential operations for at least 72 hours during outages.	Design for full self-sufficiency during emergencies, including renewable energy with storage, water recycling systems, and adaptable shelter spaces.

Sustainability Strategy	Mandatory for all projects	Better (Tier 1 Mandatory)	Best (Encouraged)
Nature-Based Solutions for Resilience	-	Integrate at least one nature-based solution, such as a bioswale or rain garden, into the project.	Create a site-wide resilience plan that strengthens ecosystems, increases biodiversity (e.g., native planting, green infrastructure), and restores natural water cycles (e.g., rain gardens).

2.4 Site (S)

Milwaukee County is committed to creating resilient, environmentally responsible sites that enhance biodiversity and integrate seamlessly with surrounding communities. Past efforts include the integration of green infrastructure to manage stormwater, projects to reduce the urban heat island effect through increased tree canopy and green roofs, and initiatives to enhance public access to parks and natural spaces. These measures have demonstrated the County's commitment to fostering sustainable development while protecting natural ecosystems.

Through the preservation of biodiversity and habitat, as well as thoughtful community integration and public access, the County fosters a balanced relationship between development and nature. These strategies contribute to healthier, more sustainable communities, supporting Milwaukee County's commitment to environmental stewardship and the creation of spaces that promote both ecological and community resilience.

Goal: To create environmentally responsible and resilient sites that protect and enhance biodiversity, optimize resource use and minimize impacts on the surrounding community, fostering a harmonious balance between development and the environment.

Sustainability Strategies:

- S1: Context-Sensitive Site Planning
- S2: Enhanced Air Quality and Noise Management
- S3: Proximity to Public Transit and Active Transportation
- S4: Urban Heat Island Mitigation
- S5: Community Integration and Public Access
- S6: Biodiversity and Habitat Preservation

Project Example | Rino, CO – Arkins (RiNo) Promenade

Source: https://rinoartdistrict.org/post/rino-promenade

The City of Denver, CO, transformed an existing local street within a former industrial zone along the South Platte River into the River North (RiNo) Promenade, a vital mixed-use arts district. The project integrates nature-based solutions, including native vegetation, riparian buffers, and wildlife corridors, to enhance biodiversity and protect water quality. Green infrastructure elements, such as permeable paving, tree-lined streets, and bioswales, mitigate the urban heat island effect and manage stormwater runoff. Public amenities, walking and cycling paths, and cultural programming have made the promenade a vibrant public space that balances development with environmental stewardship, supporting the city's long-term climate and resilience goals.

S1: Context-Sensitive Site Planning

Strategy: Design sites that respond to local environmental, cultural, and historical contexts while minimizing ecological disruption.

Guidance:

- During project identification, assess the project's potential impact to broader external systems such as growth patterns, congestion, energy and water demand/production, and how these influence the long-term sustainability of the community or region.
- Conduct detailed environmental assessments (e.g., EPA Phase 1 and/or Phase 2) to identify sensitive ecosystems, wetlands, floodplains, or wildlife habitats on or near the site and evaluate the site's proximity to major highways, industrial zones, and urban infrastructure to assess potential exposure to noise, air pollution, and other environmental hazards.
- Avoid construction on protected areas, including forests, wetlands, or areas with high ecological, cultural, or historical value, ensuring that the development respects these spaces.
- Establish buffer zones around sensitive habitats and natural features to mitigate potential development impacts, preserving the integrity of ecosystems.
- Avoid developing in flood-prone areas or steep slopes to minimize risks of flooding, erosion, and landslides.
- Prioritize building locations that minimize disruption to natural features such as mature trees, rock formations, water bodies, and wildlife corridors, integrating the natural landscape into design.
- Encourage the reuse of previously developed land, such as brownfields or abandoned lots, to reduce the environmental impact of new development and promote sustainable land regeneration.
- Use plant species and designs that reflect the region's natural and cultural identity, using native plants wherever possible.

S2: Proximity to Public Transit and Active Transportation

Strategy: Promote sustainable mobility by ensuring convenient access to public transit, walking, and cycling infrastructure.

Guidance:

- Design safe (e.g., Crime Prevention Through Environmental Design (CPTED)), accessible, and clearly marked pedestrian walkways that connect directly to nearby transit stops, ensuring compliance with ADA standards for accessibility.
- Install comprehensive, clear signage that includes real-time transit schedules, maps, and directional guidance to enhance user experience and facilitate access to transit facilities.
- Develop and maintain well-marked, protected bike lanes within the project site that connect to key transit hubs, local pathways, and neighborhoods, ensuring safe crossings and adequate lighting.
- Provide secure, conveniently located bike racks and/or indoor bicycle storage facilities (e.g., showers, changing facilities, lockers) at transit stops and building entrances to support cyclists.

- Integrate covered, weather-protected transit shelters at key stops within the project site, equipped with seating, lighting, and other amenities to improve comfort and safety.
- Implement "bike-share" programs or partnerships with local bike-sharing services to further promote cycling as a convenient transportation option.
- Ensure that transit and cycling infrastructure is integrated with green spaces or green corridors, promoting both sustainability and aesthetic value.

S3: Enhanced Air Quality and Noise Management

Strategy: Implement measures to reduce air pollution and noise impacts from construction and operation on surrounding communities.

Guidance:

- For noise management, follow a mitigation hierarchy of avoidance/source elimination, minimization, abatement/receiver reduction, and offsetting/compensation.
- Use dense vegetation as vegetative buffers to filter air pollutants. Install high-efficiency air filtration systems to improve both indoor and outdoor air quality.
- Orient buildings strategically to minimize exposure to prevailing winds that carry pollutants from nearby highways, railways, or industrial areas. Utilize passive ventilation and design strategies to reduce reliance on mechanical systems.
- Construct physical sound barriers, such as walls or berms, made from acoustic attenuation materials. Incorporate living walls and green roofs as natural noise buffers and use sound-insulating materials in building envelopes (e.g., double-glazed or better windows, insulated walls, and sound-dampening doors).
- Install air quality and noise sensors to continuously monitor conditions, enabling real-time data for effective mitigation actions. Implement strategies based on the data to address any issues promptly.
- Assess potential air quality and noise impacts during the construction and operational phases. Develop a comprehensive noise and pollution management plan, incorporating mitigation measures like temporary barriers or noise-reduction practices during high-impact activities.

S4: Urban Heat Island Mitigation

Strategy: Reduce heat island effects through reflective surfaces, green roofs, and increased vegetation.

Guidance:

- Apply roofing materials with high solar reflectance and thermal emittance and retrofit existing surfaces with reflective coatings on rooftops (e.g., Cool Roof Rating Council (CRRC) rated roof products), pavements, and other impervious surfaces to reduce heat absorption.
- Replace traditional asphalt with cool pavements made of reflective, light-colored materials or permeable surfaces that allow natural cooling through water infiltration.

- Plant trees to provide natural shading, and incorporate shrubs, ground cover, and green spaces along pedestrian paths, parking lots, and building perimeters to reduce heat buildup and improve comfort for occupants.
- Incorporate both extensive green roof systems (with low-growing vegetation and shallow soils) for cooling and insulation, and intensive green roofs (with deeper soil for larger plants) to increase the cooling effect, enhance stormwater management, and improve air quality.
- Introduce water bodies, such as ponds, fountains, or rain gardens, within urban spaces to provide evaporative cooling and reduce surrounding temperatures.
- Incorporate shading structures, such as pergolas, trellises, and solar canopies, to minimize heat exposure on hardscapes and outdoor areas, while also improving pedestrian comfort.
- Surface at least 60% of the building's gross exterior wall area (including vertical fenestration) with a "cool-wall material", which must be opaque to sunlight, exhibit an initial solar reflectance of at least 0.60, and exhibit an initial thermal emittance of at least 0.75. To avoid disproportionate placement of cool-wall materials on the building face that receives the least sun, no more than 25% of the building's total cool-wall area should be sited on the wall facing away from the equator.

S5: Community Integration and Public Access

Strategy: Foster vibrant communities by providing accessible public spaces and promoting local social and cultural engagement.

Guidance:

- Design inclusive green spaces that cater to diverse activities and age groups, incorporating playgrounds, picnic areas, sports facilities, and accessible, flexible seating.
- Promote ecological and community engagement through native, pollinator-friendly plant species, community gardens, and educational signage that highlights local ecosystems and culture.
- Ensure universal accessibility by incorporating ADA-compliant features like ramps, continuous surfaces and railings, tactile surfaces, and adequate lighting in all public spaces. Ensure equitable access by offering community amenities at minimal or no cost to ensure inclusivity and broaden participation.
- Integrate water bodies and natural landscapes with boardwalks, trails, and observation points, enhancing / encouraging public access while minimizing environmental impact.
- Develop walking and cycling trails that wind through natural landscapes, incorporating educational signage to highlight local ecosystems, history, and culture.
- Use sustainable materials and durable designs to ensure longevity and climate resilience, while reflecting local cultural heritage through art and public design.

S6: Biodiversity and Habitat Preservation

Strategy: Protect and restore local ecosystems by maintaining and enhancing native habitats and wildlife corridors.

Guidance:

- Conduct a site ecological assessment to map existing vegetation, wildlife habitats, and critical areas before development to ensure informed decision-making.
- Prioritize native plants, including local flora, fruits, and vegetables, to support wildlife, enhance soil health, and increase ecosystem resilience.
- Protect and preserve significant trees and critical root zones during construction by implementing measures such as fencing and careful planning.
- Integrate pollinator-friendly plants to support bees, butterflies, and other essential pollinators, fostering biodiversity.
- Establish wildlife corridors to connect fragmented habitats, allowing for safe wildlife movement across urban developments.
- Develop a long-term maintenance plan for ongoing habitat health, including controlling invasive species, promoting native plant growth, and maintaining ecosystem features.

2.5 Water Conservation and Stormwater Management (WC)

Milwaukee County has long prioritized water conservation and stormwater management to protect local water resources and mitigate flooding risks. Past efforts include implementing green infrastructure projects, such as bioswales, rain gardens, and permeable pavements, in County parks and public spaces. These initiatives have successfully reduced stormwater runoff, improved water quality, and supported the County's environmental and sustainability goals. Additionally, the County has adopted water-efficient systems in its facilities, including low-flow fixtures and smart irrigation technologies, to minimize potable water use.

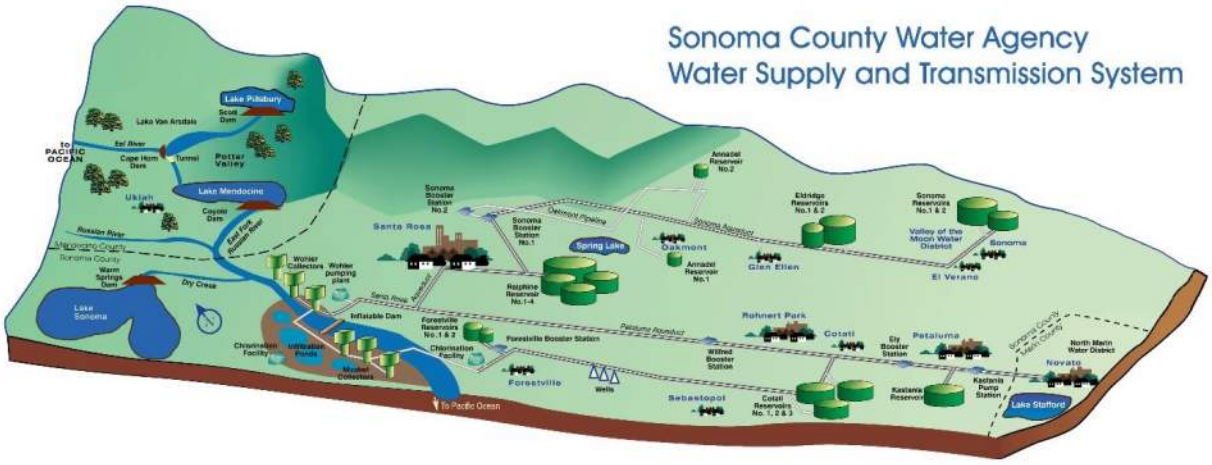
By implementing these strategies, Milwaukee County seeks to create sustainable, water-efficient communities that protect local water resources, improve resilience to flooding, and reduce pollution. These efforts align with the County's broader environmental goals, contributing to the long-term sustainability of both urban and natural environments, while ensuring that water resources are preserved for future generations.

Goal: To reduce water consumption and enhance stormwater management by promoting water-efficient systems, alternative water sources, smart irrigation, green infrastructure, and measures to protect water quality, ensuring sustainable use of water resources.

Sustainability Strategies:

- WC1: Water-Efficient Fixtures and Systems
- WC2: Smart Irrigation and Landscaping
- WC3: Alternative Water Use Systems
- WC4: Green Infrastructure for Stormwater Management
- WC5: Water Quality Protection Measures

Project Example | Sonoma County, CA



Source: https://www.sonomawater.org/Infrastructure

Sonoma County enforces comprehensive water conservation and stormwater management measures to promote sustainable water use. Per County Code Section 25B-13, all water well permits—excluding public and injection wells—must comply with best management practices. Level 1 water conservation requirements, effective countywide, mandate leak assessments, the installation of water-efficient faucets and showerheads, and adherence to water-efficient landscape regulations as specified in County Code Section 7D3. Notably, developments post-October 4, 2022, face restrictions on grass lawns, which are prohibited unless compliant with these regulations, and cannot exceed 2,500 square feet without adherence. Additional measures include the disconnection of downspouts and compliance with rules set by Groundwater Sustainability Agencies. The county also offers various water-saving partnership programs and rebates to encourage conservation. These initiatives have yielded significant results; for instance, in June 2022, Petaluma city water users reduced consumption by 34.3%, ranking sixth in conservation statewide and leading in the San Francisco Bay hydrologic area.

WC1: Water-Efficient Fixtures and Systems

Strategy: Install water-efficient fixtures and water systems to reduce potable water consumption in buildings.

Guidance:

- Install EPA WaterSense-labeled fixtures and systems that use less water than standard products (e.g., LEED baseline water consumption of fixtures and fittings), including dual-flush and aerated toilets, low-flow or waterless urinals, low-flow faucets, and efficient showerheads.
- Integrate smart water leak detection systems that provide real-time alerts to facility managers about potential leaks or unusual water usage, ensuring prompt action to prevent waste.
- Utilize automated water shutoff valves to minimize water losses in case of pipe bursts or system failures.
- Implement occupancy sensors in faucets and urinals to adjust water flow based on actual demand, particularly in high-traffic commercial or public facilities.
- Display signage in restrooms and other high-traffic areas to promote water conservation practices, including turning off taps when not in use and using water-efficient fixtures properly.

WC2: Smart Irrigation and Landscaping

Strategy: Implement smart irrigation technologies and drought-tolerant landscaping to minimize outdoor potable water use.

Guidance:

- Design landscapes that do not require permanent irrigation systems beyond an initial two-year establishment period, reducing long-term water dependency.
- Prioritize native or climate-adapted plant species that are more resilient to local environmental conditions, requiring less water, and offering additional benefits for local wildlife. Refer to online databases such as the EPA's WaterSense "What to Plant' database and Water Use Classification of Landscape Species (WUCOLS).
- Reduce turfgrass areas by incorporating ground covers, xeriscaping, and drought-tolerant grass varieties to minimize water-intensive lawn maintenance.
- Utilize weather-based ET (Evapotranspiration) controllers that adjust irrigation schedules based on real-time weather conditions, along with soil moisture sensors to prevent overwatering and optimize water use.
- Install drip irrigation systems that deliver water directly to plant roots, reducing evaporation and runoff, and ensuring efficient water delivery.
- Implement zoning for irrigation systems, grouping plants with similar water needs together, and programming irrigation schedules to match their specific requirements for water use.

WC3: Alternative Water Use Systems

Strategy: Incorporate alternative water use systems that reuse graywater, harvest rainwater, and/or use reclaimed water for non-potable uses.

Guidance:

- Install rainwater harvesting systems for non-potable uses, such as irrigation, toilet flushing, cooling towers, and landscape irrigation, to reduce dependence on potable water sources.
- Incorporate water filtration mechanisms, such as sediment traps and first-flush diverters, to ensure water is adequately treated for safe non-potable uses while reducing contaminants.
- Ensure compliance with local codes and regulations by designing and installing systems that adhere to all relevant building codes, health standards, and water quality guidelines.
- Reuse graywater from safe sources like sinks, showers, bathtubs, and washing machines for non-potable uses, while excluding higher-contamination water from toilets and kitchens.
- Implement subsurface irrigation systems for graywater reuse to minimize evaporation, promote water efficiency, and limit exposure to humans and animals.

WC4: Green Infrastructure for Stormwater Management

Strategy: Integrate green infrastructure solutions to manage and treat stormwater on-site.

Guidance:

- Incorporate drought-tolerant, low-maintenance vegetation such as sedums, native grasses, and wildflowers, paired with lightweight growing media designed for high water retention to manage stormwater effectively.
- Position rain gardens in low-lying areas to intercept runoff, using soil mixtures that offer high infiltration rates. Incorporate native, deep-rooted plants to minimize irrigation needs and optimize stormwater capture and infiltration.
- Design bioswales with gentle slopes (<4%) to slow down water flow, promoting infiltration. For steeper slopes (>4%), integrate check dams or berms to enhance water retention and sediment capture.
- Use permeable materials such as permeable concrete, asphalt, or interlocking pavers for driveways, walkways, and parking areas to enable water infiltration and reduce runoff.
- Implement systems like infiltration trenches, detention basins, or constructed wetlands to capture, store, and treat stormwater on-site, reducing the burden on municipal systems and improving water quality.
- Regularly maintain green infrastructure elements, using vacuum sweepers or pressure washers to remove sediment and debris from permeable surfaces, ensuring sustained functionality and water quality.

WC5: Water Quality Protection Measures

Strategy: Adopt measures that prevent pollution and protect local water bodies by controlling runoff and filtration.

Guidance:

- Install rainwater harvesting systems with gutters equipped with debris guards and leaf screens to prevent clogging, ensuring proper filtration and retention of water quality.
- Install oil and grease separators at high-risk locations, such as parking lots and fueling stations, positioned upstream of stormwater discharge points to capture pollutants before they enter water bodies.
- Select appropriate sediment filters based on site conditions and incorporate them with settling basins as pretreatment measures. Ensure the filters are positioned downstream of erosion-prone areas.
- Regularly inspect and clean sediment filters, especially after heavy rain, and ensure that erosion-prone areas are adequately controlled to prevent pollution from reaching water bodies.
- Establish dense vegetated buffer zones with native plants between water bodies and developed areas to stabilize soil, reduce runoff, and filter pollutants.
- Monitor vegetative buffers and other soil stabilization measures for damage from storms or erosion. Replace damaged plants and implement corrective actions to maintain water quality protection.

2.6 Materials and Waste Management (MWM)

Milwaukee County has a history of incorporating materials and waste management practices into its operations, focusing on reducing environmental impacts and promoting sustainable resource use. Past initiatives include efforts to divert construction and operational waste from landfills, implement recycling programs in County facilities, and prioritize the procurement of sustainable materials. These efforts have laid the groundwork for a more circular approach to material use and waste management.

Through these strategies, Milwaukee County seeks to reduce the environmental footprint of construction projects and operations, promote resource efficiency, and foster a culture of sustainability across the building lifecycle. These efforts align with the County's broader sustainability objectives, contributing to a circular economy where materials are reused, repurposed, and recycled, ensuring a healthier and more sustainable community for future generations.

Goal: To minimize environmental impact by using sustainable materials, promoting materials reuse and deconstruction, reducing construction and operational waste, and implementing on-site waste management systems to support adaptability and circularity throughout the building lifecycle.

Sustainability Strategies:

- MWM1: Sustainable Materials Procurement
- MWM2: Materials Reuse and Deconstruction
- MWM3: Construction and Operational Waste Diversion
- MWM4: On-Site Waste Management Systems
- MWM5: Design for Adaptability and Circularity

Project Example | Marin County, CA – Marin County's Zero Waste Marin Program

Source: https://zerowastemarin.org/

Marin County's Zero Waste Marin program exemplifies effective materials and waste management by emphasizing sustainable materials procurement, materials reuse and deconstruction, construction and operational waste diversion, on-site waste management systems, and design for adaptability and circularity. In the 2022/23 fiscal year, the Household Hazardous Waste Facility collected over 1 million pounds of materials, serving 27,577 households and 308 small quantity generators. Additionally, the Reuse Area facilitated the reuse of 38,649 pounds of materials. The program provides resources to contractors and project managers to comply with local, state, and federal regulatory requirements, promoting sustainable construction and demolition practices. By focusing on reuse and deconstruction first and providing guidance on source separation of materials at project sites, Zero Waste Marin supports the highest and best use of building materials, assisting with certifications like LEED. These efforts contribute to Marin County's goal of reducing waste and promoting recycling and composting throughout the region.

MWM1: Sustainable Materials Procurement

Strategy: Prioritize the use of environmentally responsible materials with low embodied carbon, recycled content, and third-party sustainability certifications.

Guidance:

- Develop and implement a sustainable procurement policy that includes commitments to identify and select manufacturers and/or suppliers that implement sustainable practices.
- Prioritize low embodied carbon materials (e.g., low carbon concrete, engineered wood products, biobased materials) to minimize the environmental impact over the project's lifecycle.
- Select materials with high recycled content and ensure that they have recognized sustainability certifications, such as Forest Stewardship Council (FSC) for wood, Cradle-to-Cradle for recyclable materials, and ISO 14001 for overall environmental performance.
- Source materials locally to reduce transportation emissions, decrease supply chain complexity, and support regional economies. Collaborate with local suppliers and manufacturers to enhance community sustainability.
- Implement "take-back" programs with manufacturers / suppliers to encourage recycling and reuse of materials such as carpet tiles, ceiling systems, and other building components, reducing landfill waste and promoting circular economy practices.
- Optimize material efficiency by selecting durable, long-lasting materials that require less frequent replacement, thereby reducing overall resource consumption and waste over time.

MWM2: Materials Reuse and Deconstruction

Strategy: Facilitate material reuse and recycling by designing for deconstruction and salvage to minimize construction waste.

Guidance:

- Incorporate design principles that prioritize the disassembly of buildings at the end of their life cycle, making it easier to salvage and reuse materials like wood, bricks, metals, and concrete.
- Encourage the use of modular furniture or furniture made with fasteners (no glues or adhesives), recyclable carpet tiles, demountable partitions or modular wall systems (i.e., these systems use screws, clips, or interlocking pieces that can be removed and reused in different configurations or locations, and the materials (glass, wood, metal) can also be recycled at the end of their life), wooden or plastic pallets (i.e., they can be repurposed into furniture or building materials, or recycled into new products at end of life).
- Identify and prioritize materials that can be salvaged and reused (e.g., structural components, fixtures, and finishes) to reduce waste and promote resource conservation.
- Collaborate with local salvage operations, reuse organizations, and building material exchanges to ensure the proper redistribution of recovered materials within the community.
- Provide training and certification for professionals on deconstruction methods, including the safe removal, storage, and handling of materials for reuse.

- Where feasible, integrate salvaged or upcycled materials (e.g., salvaged wood, bricks, or metals) into new construction projects, reducing the need for virgin materials and contributing to a circular economy.
- Track and document the quantity and types of materials diverted from landfills to quantify the impact and inform future projects, supporting transparency and sustainability goals.

MWM3: Construction and Demolition Waste Diversion

Strategy: Implement practices and infrastructure to divert construction and demolition waste from landfills through recycling, composting, and reuse.

Guidance:

- Establish measurable targets for waste diversion, aiming for at least 80% diversion from landfills during construction and demolition.
- Ensure that contractors, site staff, and facility managers receive training on waste diversion best practices, proper sorting, and contamination reduction. Consider recommending third-party training programs such as GPRO (Green Professional Building Skills Training) or other industry-recognized courses to build competency in sustainable construction waste management.
- Utilize software or manual tracking systems to monitor waste types, quantities, and diversion rates, ensuring ongoing measurement of progress and identification of opportunities for improvement.
- Perform detailed waste audits before starting construction to assess existing waste streams and identify key areas for diversion and reduction during construction and operations.
- Incorporate practices to maximize material reuse (e.g., deconstructing rather than demolishing) and establish on-site recycling stations for construction debris. Encourage the use of recycled materials in new building components.
- Collaborate with certified recycling and waste diversion companies to ensure materials are responsibly diverted and properly processed, minimizing contamination and maximizing the efficiency of waste streams.

MWM4: On-Site Waste Management Systems

Strategy: Establish on-site systems to manage waste sustainably, such as composting, recycling, and waste separation.

Guidance:

- Create dedicated spaces on-site for the collection, storage, and separation of various waste streams (e.g., recyclables, compostables, landfill waste), ensuring the spaces are easily accessible to all occupants and waste haulers.
- Provide well-labeled bins for different waste types, accompanied by clear signage and instructions to promote proper waste sorting, tailored to the needs of the facility.
- Develop operational waste management plans that promote recycling, composting, and minimal waste generation in building operations. Include strategies for tenant engagement and educating building occupants.

- Conduct periodic waste audits to track waste diversion rates, assess sorting accuracy, and identify opportunities for improvement in waste management practices.
- Promote practices that reduce waste generation on-site, such as purchasing in bulk, using reusable packaging, and avoiding single-use items wherever possible.
- Provide ongoing training and educational campaigns to ensure that occupants are aware of proper waste management procedures and the environmental impact of their actions.
- Set measurable goals for waste diversion (e.g., percentage of materials diverted from landfills) and report performance regularly to identify areas for improvement and recognize successes.

2.7 Occupant Health and Wellbeing (OHW)

Milwaukee County is dedicated to promoting occupant health and well-being by incorporating measures to improve indoor air quality, thermal comfort, and access to natural light across its facilities. Past efforts include retrofitting existing structures with better ventilation systems, integrating energy-efficient lighting, and improving thermal performance to create more comfortable and healthier environments for employees and visitors. These initiatives reflect the County's ongoing commitment to creating spaces that promote physical and mental health for both residents and employees.

Incorporating biophilic design elements, such as the use of natural materials, green spaces, and visual connections to nature, further enhances occupant wellness. These strategies align with the County's broader sustainability goals, creating healthy, livable spaces that prioritize the wellbeing of residents and workers while contributing to the overall resilience and sustainability of the built environment.

Goal: To promote occupant health and wellbeing by promoting good indoor air quality, thermal comfort, natural lighting, acoustic comfort, and access to drinking water, while incorporating biophilic design elements to create environments that support physical and mental health.

Sustainability Strategies:

- OHW1: Daylight and Views
- OHW2: Access to Drinking Water
- OHW3: Thermal Comfort and Zoning
- OHW4: Enhanced Ventilation and Humidity Control
- OHW5: Biophilic Design and Restorative Spaces
- OHW6: Sound Quality and Acoustic Comfort

Project Example | San Francisco, CA – San Francisco Airport Harvey Milk Terminal 1

Source: https://www.flysfo.com/hmt1

San Francisco International Airport's (SFO) Harvey Milk Terminal 1 exemplifies a commitment to occupant health and well-being through comprehensive sustainability initiatives. The terminal features dedicated spaces for exercise, yoga, and meditation, offers access to healthy, sustainable food, and connects occupants to nature with both indoor and outdoor areas. It accommodates new mothers and utilizes non-toxic cleaning products. To enhance indoor air quality, SFO implemented a green cleaning policy and adhered to the City and County of San Francisco's Green Procurement Standards. The terminal's air filtration system, designed to reduce particulate matter, VOCs, formaldehyde, and odors, includes MERV 14 filters, an ultraviolet photocatalytic oxidation filter, and a 1-inch bonded particulate structure carbon filter. Additionally, the terminal's design incorporates dynamic glazing to optimize natural lighting and thermal comfort, contributing to a healthier indoor environment. These efforts have earned the terminal LEED Platinum and WELL Building Standard Platinum certifications in 2022, underscoring its dedication to occupant health and sustainable design.

OHW1: Daylight and Views

Strategy: Maximize access to natural light and outdoor views to enhance occupant mood, productivity, and well-being.

Guidance:

- Position windows and glazing strategically to bring in natural light, and incorporate skylights, clerestories, light shelves or light wells to illuminate interior spaces deeper and more evenly, ensuring regularly occupied spaces have access to daylight.
- Consider using electrochromic or "smart glass," which can adjust its transparency or tint to control glare, heat gain, and privacy while still allowing natural light.
- Use reflective surfaces, such as light-colored walls, ceilings, and finishes, to bounce daylight further into the building. Opt for low-emissivity (low-E) glass to maintain energy efficiency without compromising daylight transmission.
- Design open floor plans or use transparent or translucent interior partitions (e.g., glass walls) to allow daylight to permeate shared and enclosed spaces while maintaining privacy as needed.
- Incorporate adjustable shading devices (e.g., blinds, louvers, external shading systems) and/or optimize window overhangs to minimize glare and reduce solar heat gain while maintaining views to the outdoors.
- Ensure that windows are positioned at appropriate heights and sizes to provide clear outdoor views for most occupants, even when seated. Where possible, design outdoor landscapes with greenery, water features, and seasonal interest to enhance the visual experience and promote biophilic connections.
- Use daylight-responsive lighting controls to balance natural and artificial lighting, optimizing energy efficiency while maintaining consistent light levels throughout the day.

OHW2: Access to Drinking Water

Strategy: Ensure convenient access to clean, potable drinking water throughout the building to promote occupant hydration and health.

Guidance:

- Install easily accessible drinking water stations (e.g., drinking water fountains / water bottle filling stations) in key areas such as lobbies, break rooms, hallways, and near restrooms and in publicly accessible areas, ensuring compliance with ADA standards for inclusivity.
- Use certified, non-toxic materials for all plumbing systems to ensure water safety and prevent contamination.
- Integrate advanced water filtration systems, such as carbon filters or reverse osmosis, to remove harmful contaminants and enhance water quality.
- Conduct regular water quality testing (e.g., quarterly) and system maintenance to monitor contaminants and ensure water remains safe and clean.
- Incorporate low-flow or motion-activated water dispensers to promote water conservation and minimize waste.

- Provide clear signage and educational materials to encourage regular hydration and raise awareness about the benefits of clean drinking water.

OHW3: Thermal Comfort and Zoning

Strategy: Provide thermal zoning and control systems to maintain comfortable indoor temperatures for different occupant needs.

Guidance:

- Implement zone-specific temperature controls with individual thermostats or smart controls, allowing occupants to adjust their environment based on personal comfort preferences.
- Incorporate systems (e.g., variable air and water systems) to optimize airflow and temperature adjustments based on occupancy levels, external weather conditions, and room-specific requirements.
- If feasible, install radiant heating and cooling systems (e.g., radiant ceilings, walls, floors, or panels), which provide more consistent thermal comfort.
- Design HVAC systems with efficient thermal zoning to balance heating and cooling loads, ensuring consistent temperature regulation across different areas of the building and supporting energy efficiency.
- Install occupancy sensors that automatically adjust temperature and ventilation settings based on room usage, reducing energy consumption when spaces are unoccupied.
- Integrate advanced building management systems (BMS) to monitor and adjust thermal comfort conditions in real time, providing data-driven insights for ongoing optimization and improving energy use without compromising occupant wellbeing.

OHW4: Enhanced Ventilation and Humidity Control

Strategy: Improve indoor air quality by implementing enhanced ventilation systems and maintaining optimal humidity levels.

Guidance:

- Design mechanical ventilation systems that go beyond the minimum requirements set by ASHRAE 62.1-2022, ensuring an adequate supply of fresh outdoor air and reducing the concentration of indoor pollutants.
- Incorporate Energy Recovery Ventilation (ERV) systems to exchange indoor and outdoor air while capturing heat or cooling energy, optimizing energy use and maintaining comfortable indoor temperatures.
- Use filters with a minimum MERV 13 rating for ventilation systems, upgrading to MERV 16 or HEPA filters for spaces with sensitive populations or high pollutant levels.
- Combine air filtration systems with energy recovery or heat recovery ventilation (ERV/HRV) to enhance both indoor air quality and energy efficiency.
- Maintain indoor relative humidity between 30-60% to reduce the risk of mold, bacteria, and allergens. Utilize dehumidifiers or humidifiers integrated into the HVAC systems to regulate moisture levels effectively.

- Install humidity sensors throughout the building to continuously monitor and adjust the levels to ensure a healthy indoor environment.
- Design buildings with strategic placement of windows and doors to facilitate natural cross-ventilation, allowing fresh air to flow freely throughout the space and reducing dependence on mechanical systems.
- Implement HVAC zoning based on occupancy and room usage, optimizing ventilation to meet specific needs while improving energy efficiency and ensuring optimal air quality in all areas.

OHW5: Biophilic Design[9] and Restorative Spaces

Strategy: Create a biophilia plan / narrative which incorporates natural elements and design features that promote relaxation, reduce stress, and support occupant mental health.

Guidance:

- Use natural materials such as wood, stone, bamboo, and clay in building elements and finishes to create tactile connections with nature and enhance visual warmth and texture.
- Install greenery like indoor plants or vertical gardens to improve indoor air quality, reduce stress, and foster a strong visual connection to the natural world.
- Create green roofs with diverse vegetation to promote biodiversity, reduce the urban heat island effect, and provide accessible outdoor spaces for relaxation and mindfulness.
- Integrate shapes, textures, and patterns that mimic natural forms (e.g., flowing water, tree canopies, organic shapes) in furniture, finishes, and architectural details to evoke a sense of nature.
- Add natural water elements such as fountains, small streams, or reflective pools to promote tranquility, improve air quality, and encourage moments of relaxation.
- Ensure biophilic elements are sensitive to the local climate, flora, and fauna, while also reflecting cultural values and traditions related to nature, fostering a sense of place and belonging.

OHW6: Sound Quality and Acoustic Comfort

Strategy: Design spaces with appropriate acoustic treatments to minimize noise pollution and enhance occupant comfort.

Guidance:

- Incorporate carpets, rugs, and acoustic wall panels with high sound absorption properties to reduce noise levels and control reverberation.
- Use specialized ceiling tiles and wall panels designed for sound absorption to minimize echoes and improve room acoustics.
- Strategically separate high-noise areas (e.g., kitchens, mechanical rooms) from quieter spaces (e.g., meeting rooms, lounges) with buffer zones or sound barriers to enhance comfort. Stagger door alignments down hallways to minimize noise trespass between spaces.

[9] Biophilic design is an architectural approach that incorporates natural elements (e.g., sunlight, plants) into buildings to improve the health and wellbeing of people.

- Implement white noise systems or ambient soundscapes in open-plan offices and shared spaces to improve privacy and reduce distractions.
- Choose HVAC equipment that operates quietly to avoid disruptive sounds that can negatively impact occupant comfort and acoustic quality (e.g., 55dB, max.).
- Install noise monitoring systems to continuously track and adjust sound levels in real-time, ensuring compliance with acoustic comfort standards.
- Use strategic placement of furniture, partitions, and plants to absorb and deflect sound, minimizing unwanted noise in collaborative or quiet zones.

2.8 Education and Community Engagement (ECE)

Milwaukee County has a strong foundation in promoting sustainability through education and community engagement, with efforts guided by tools like the County's Community Engagement Toolkit. This toolkit has been instrumental in ensuring that public participation is inclusive, transparent, and meaningful across various County initiatives. Past efforts include hosting educational workshops, community listening sessions, sustainability-focused public events, and outreach programs such as online surveys that encourage residents to actively participate in shaping the County's environmental strategies.

By incorporating sustainable design elements that promote environmental stewardship, the County seeks to inspire a sense of responsibility and connection to the environment. These efforts not only build awareness but also strengthen the community's role in shaping a more sustainable and resilient region, reinforcing Milwaukee County's commitment to long-term environmental, social, and economic sustainability.

Goal: To foster community engagement and sustainability awareness by providing interactive educational elements and community-focused features into building design, facilitating public participation, and incorporating sustainable design elements that promote environmental stewardship and inspire collective action.

Sustainability Strategies:

- ECE1: Interactive Signage and Displays
- ECE2: Community Workshops and Tours
- ECE3: Community Feedback Mechanisms
- ECE4: Public Art with Sustainability Themes

Project Example | St. Louis Park, MN – The Westwood Hills Nature Center

Source: https://www.stlouisparkmn.gov/government/departments-divisions/parks-rec/westwood-hills-nature-center

The Westwood Hills Nature Center in St. Louis Park, Minnesota, exemplifies sustainable building design by integrating educational and community-oriented elements. Serving as a teaching tool, the center features interactive signage and displays that educate visitors on energy efficiency and stormwater management. It offers community workshops and tours, providing hands-on learning experiences about Minnesota's landscape and wildlife. Public spaces are designed to encourage informal gatherings, fostering community engagement, and accessible restrooms, seating areas, and braille wayfinding signage enhance usability. Art installations with sustainability themes are incorporated into the design, enriching the visitor experience. Additionally, the center has established educational partnerships with the local school district, integrating its exhibits into STEM curricula to reach a diverse audience.

ECE1: Interactive Signage and Displays

Strategy: Highlight sustainability features with interactive signage and displays.

Guidance:

- Place digital kiosks or interactive displays in highly visible and accessible locations, such as building lobbies or public gathering areas, to maximize engagement. Ensure the design is intuitive, durable, and sustainably sourced.
- Display real-time metrics (e.g., energy usage, water consumption, renewable energy generation) alongside historical data and trends. Use visually engaging comparisons to demonstrate performance improvements and regularly update the data (e.g., weekly).
- Ensure displays and signage are inclusive by offering content in multiple languages and providing accessibility features such as text-to-speech options, visual aids, and high-contrast design for users with visual impairments.
- Use touch-screen interfaces, augmented reality (AR), and/or gamification features (e.g., quizzes or challenges) to educate users about sustainability systems like solar panels or rainwater harvesting in an engaging, hands-on way.
- Complement digital displays with static signage made from durable, sustainably sourced materials. Include concise explanations and diagrams of key features (e.g., green roofs, energy-efficient systems), and add QR codes linking to online resources, virtual tours, or deeper content.
- Allow visitors to provide feedback via kiosks or digital forms, such as rating sustainability initiatives or suggesting additional improvements. Display aggregated feedback periodically to show how community input informs future updates.

ECE2: Community Workshop and Tours

Strategy: Offer guided tours and hands-on workshops to engage the community in sustainable design practices and building operations.

Guidance:

- Organize open houses and guided tours to engage the community. These events can be scheduled monthly, quarterly, or annually to maintain continuous engagement and education.
- Tailor events to accommodate different community demographics, including families, schools, businesses, and local organizations.
- Integrate demonstrations of sustainable technologies such as solar panels, rainwater harvesting systems, green roofs, and energy-efficient appliances into events.
- Partner with local community groups, schools, and organizations to help organize and promote events.
- Provide information and event materials in multiple languages to ensure accessibility for all community members.

ECE3: Community Feedback Mechanisms

Strategy: Implement systems that allow for continuous community input on building design and operations to improve sustainability outcomes as per the County's Community Engagement Toolkit.

Guidance:

- Implement a variety of feedback mechanisms (e.g., surveys, suggestion boxes, focus groups, and public meetings), ensuring they are available both in-person and online to capture broad community input on sustainability priorities.
- Develop user-friendly, mobile-compatible platforms (e.g., surveys, interactive apps, and a centralized website) to gather feedback and share updates on sustainability initiatives. Enhance engagement using social media tools like polls, posts, and live sessions.
- Ensure all feedback channels are accessible to people with disabilities by offering multiple options, such as audio-enabled surveys, large-print materials, and ensuring that physical venues are accessible for all participants.
- Use real-time feedback opportunities during key project phases, such as construction and post-occupancy evaluations. Establish continuous, open feedback loops to promote long-term community involvement in building operations.
- Build trust by regularly demonstrating how community feedback has influenced decisions. Publish summaries, reports, or visual dashboards that highlight key insights and outline specific actions taken as a result of input received.
- Conduct targeted outreach to engage historically underrepresented groups, including low-income residents, youth, and minority communities, to ensure diverse perspectives are reflected in sustainability planning and outcomes.

ECE4: Public Art with Sustainability Themes

Strategy: Integrate public art installations that convey sustainability themes and inspire environmental stewardship.

Guidance:

- Encourage art installations that communicate pressing environmental issues such as climate change, biodiversity loss, pollution, and energy conservation. These can raise public awareness and inspire action toward sustainability.
- Develop art that resonates with the local community by integrating regional environmental concerns, cultural heritage, or prominent natural features. This ensures relevance and fosters a stronger connection between the public and the artwork.
- Promote art pieces that serve both aesthetic and practical purposes. Examples include sculptures that harvest rainwater, solar-powered kinetic art, or interactive installations that demonstrate renewable energy principles.
- Include plants, moss, or other living components in public art to promote biodiversity, improve air quality, and create visually engaging green spaces within urban environments.

- Partner with local artists, community organizations, and businesses that prioritize sustainability to co-sponsor and co-create art installations. This fosters broad community engagement and ensures long-term stewardship of the art.
- Design installations that provide educational opportunities, such as accompanying interpretive signage, digital guides, or augmented reality experiences. These elements can help the public learn about sustainability concepts in an engaging way.

3. Implementation Process

This section details the SDS implementation process and builds on section 2.4 Governance. The implementation of the standards follows a process across **three key phases:**

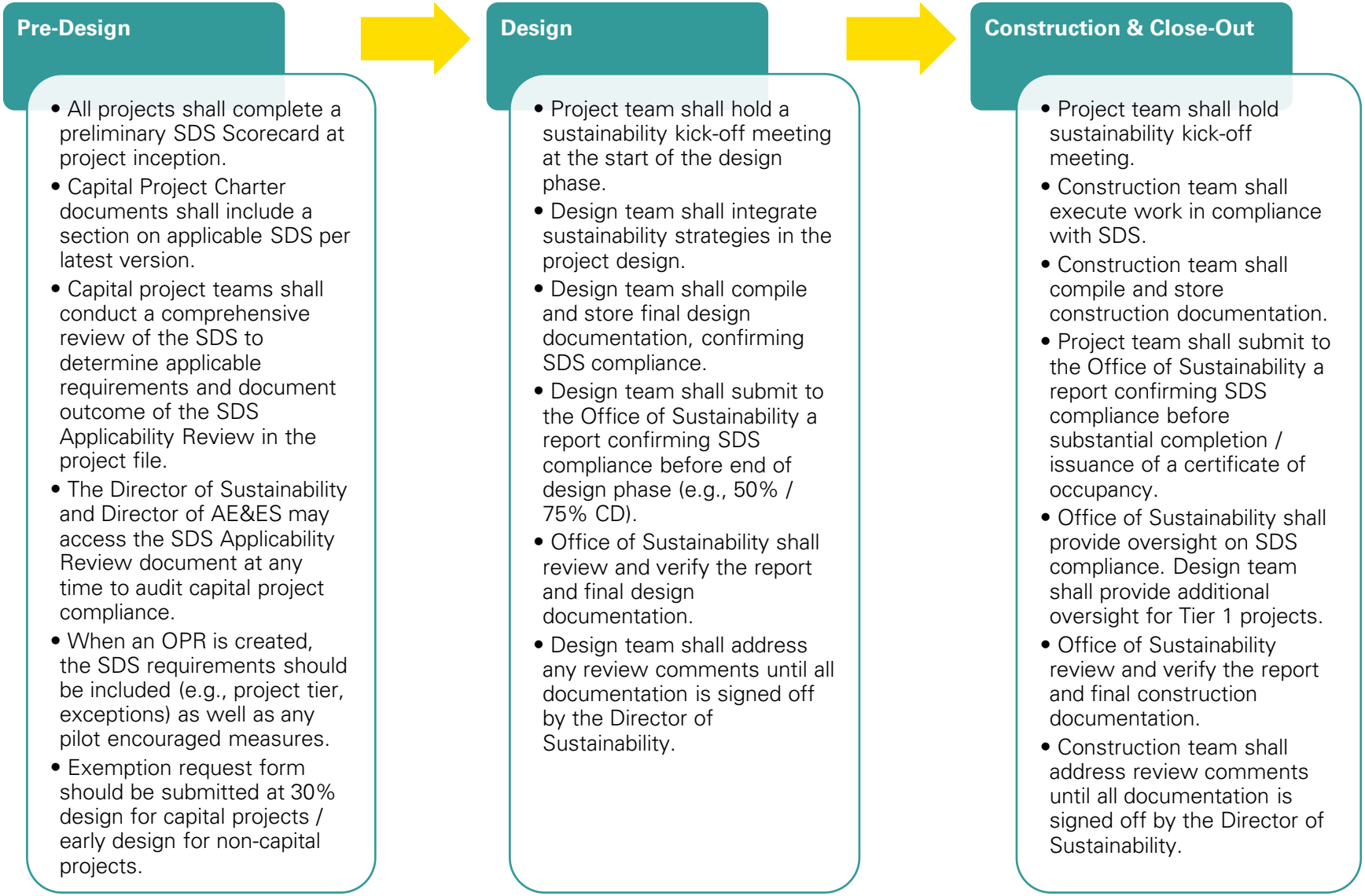
1. **Pre-Design**
2. **Design**
3. **Construction and Close-Out**

Project teams are expected to ensure the standards are implemented through each phase, with each phase including specific actions and documentation requirements to ensure full compliance with the standards. The standards are designed to be a living document, evolving over time to reflect new developments and insights. An implementation workflow diagram is provided on the next page to outline the required actions at each project stage, helping project teams effectively integrate the standards.

In addition to these steps, the SDS will be piloted on the County's Investing in Justice: Courthouse Complex (IJCC) project, which is currently in the early design phase. This pilot project will serve as a testing ground for refining and enhancing the standards as they are implemented on future County projects.

This structured process ensures that sustainability is prioritized at each stage, with ongoing review and verification to ensure full compliance with the County's sustainability goals.

Figure 2. Implementation Workflow



4. Vision Forward

The vision for sustainability in Milwaukee County will continue to evolve as the County strengthens its commitment to building a healthier, more sustainable community in the years ahead. In alignment with the County's broader sustainability and climate goals, future initiatives will focus on further integrating sustainability into both the built environment and County operations. This includes enhancing the SDS to incorporate emerging best practices, innovative technologies, and the latest climate science to support the County's ambitious goal of achieving net zero carbon emissions by 2050. Encouraged measures (Better / Best) will be piloted to help the County test applicability and lessons learned for potential incorporation in future versions of the standards.

The County will also prioritize ongoing stakeholder engagement to ensure the SDS remains responsive to community needs and evolving sustainability priorities. To maintain the relevance and effectiveness of the standards, the SDS will be reviewed and updated regularly, with formal revisions planned at a minimum every four years. The process will include a cycle of performance evaluations, feedback loops, and stakeholder reporting, ensuring continuous improvement. This evaluation process will assess the success of sustainability strategies and compliance, integrating feedback to refine standards, track progress, and identify opportunities for further innovation.

In the coming years, Milwaukee County will continue to lead by example, strengthening its sustainability vision and working collaboratively with its stakeholders to foster a thriving, resilient, and equitable community. The ongoing evolution of the SDS will help to ensure that the County's projects and initiatives remain aligned with its sustainability objectives, contribute to environmental justice, and support the health and well-being of all residents.

Appendix A. Exemption Request Form

Sustainable Design Standards Scorecard (SDS) - Exemption Request Form

To be used in conjunction with the Milwaukee County Sustainable Design Standards (SDS)

Project:	
Project Address:	
Project #:	
Project Size (ft²):	
Project Cost ($):	
Date Created:	
Completed By (include email):	

The Sustainable Design Standards (SDS) include minimum requirements which are applicable for all County new construction, renovation, and replacement projects unless specific exception request is granted. This form shall be submitted to the Office of Sustainability as a request to deviate from the SDS.

NOTE: Any deviation from the SDS will need written approval from Director of Sustainability, Director of AE&ES, Director of Facilities Management (FMD), and the Executive Director of the Department of Administrative Services (DAS).

Reference to Standard:

SDS version number referenced	
Section of SDS which exception is requested	
Brief explanation for standard deviations	

Description of Exemption Request / Proposed Alternative:

Provide detailed description below:

To be completed by requesting Department Director	
It is acknowledged that this exemption may affect the department's emissions reduction goals. However, the potential impact has been thoroughly assessed and deemed necessary.	
SIGNATURE / DATE	

To be completed by Office of Sustainability	
APPROVED / NOT APPROVED	
SIGNATURE / DATE (Director of Sustainability)	
SIGNATURE / DATE (Director of AE&ES)	
COMMENTS	

Appendix B. SDS Scorecards

Sustainable Design Standards (SDS) Scorecard - TIER 1

To be used in conjunction with the Milwaukee County Sustainable Design Standards (SDS)

Project Name:	
Project Address:	
Project #:	
Project Size (ft²):	
Project Cost ($):	
Project Stage:	
Completed by (include email):	
Date Completed:	
	Tier 1 Only: Building Energy Use Intensity (EUI) (kBtu/ft²/yr)
	Tier 1 Only: Solar PV Generation Capacity (kW)
	Tier 1 Only: Solar - Total Building Annual Energy (%)

Focus Area	Sustainability Strategy (see SDS for full requirements)	Required		Optional	N/A	Exempt	Compliance Narrative (include details of going beyond mandatory requirements such as best practices listed and N/A items)
		Mand.	Better	Best			
Energy Efficiency	High-Performance Building Envelope	☐	5% better ☐	☐	☐	☐	
	Energy-Efficient HVAC Systems	☐	5% better ☐	10% better ☐	☐	☐	
	Efficient Lighting Systems	☐	10% better ☐	15% better ☐	☐	☐	
Emissions and Pollution Control	Building Electrification	☐	☐	☐	☐	☐	
	Renewable Energy	☐	☐	Net-zero energy ☐	☐	☐	
	Embodied Carbon Assessment	☐	☐	☐	☐	☐	
	Electric Vehicles	☐	10% EV-ready ☐	10% EVSE ☐	☐	☐	
	Low-Carbon Construction Practices	☐	☐	☐	☐	☐	
	Construction Pollution Management	☐	☐	☐	☐	☐	
	Refrigerant Management	☐	☐	☐	☐	☐	
	Low-Emitting Materials	☐	20 materials ☐	All materials ☐	☐	☐	
Climate Resilience and Adaptation	Climate Change Vulnerability Assessment	☐	☐	☐	☐	☐	
	Resilient Site Design	☐	☐	☐	☐	☐	
	Climate-Adaptive Building Design	☐	☐	☐	☐	☐	
	Emergency Preparedness and Critical Buildings Redundancy	☐	☐	☐	☐	☐	
	Nature-Based Solutions for Resilience	☐	☐	☐	☐	☐	
Site	Context-Sensitive Site Planning	-	-	☐	-	-	
	Proximity to Public Transit and Active Transportation	-	-	☐	-	-	
	Enhanced Air Quality and Noise Management	-	-	☐	-	-	
	Urban Heat Island Mitigation	-	-	☐	-	-	
	Community Integration and Public Access	-	-	☐	-	-	
	Biodiversity and Habitat Preservation	-	-	☐	-	-	
Water Conservation and Stormwater Management	Water-Efficient Fixtures and Systems	-	-	☐	-	-	
	Smart Irrigation and Landscaping	-	-	☐	-	-	
	Alternative Water Use Systems	-	-	☐	-	-	
	Green Infrastructure for Stormwater Management	-	-	☐	-	-	
	Water Quality Protection Measures	-	-	☐	-	-	
Materials and Waste Management	Sustainable Materials Procurement	-	-	☐	-	-	
	Materials Reuse and Deconstruction	-	-	☐	-	-	
	Construction and Operational Waste Diversion	-	-	☐	-	-	
	On-Site Waste Management Systems	-	-	☐	-	-	
	Design for Adaptability and Circularity	-	-	☐	-	-	
Occupant Health and Wellbeing	Daylight and Views	-	-	☐	-	-	
	Access to Drinking Water	-	-	☐	-	-	
	Thermal Comfort and Zoning	-	-	☐	-	-	
	Enhanced Ventilation and Humidity Control	-	-	☐	-	-	
	Biophilic Design and Restorative Spaces	-	-	☐	-	-	
	Sound Quality and Acoustic Comfort	-	-	☐	-	-	
Education and Community Engagement	Interactive Signage and Displays	-	-	☐	-	-	
	Community Workshops and Tours	-	-	☐	-	-	
	Community Feedback Mechanisms	-	-	☐	-	-	
	Public Art with Sustainability Themes	-	-	☐	-	-	

Sustainable Design Standards (SDS) Scorecard - TIER 2

To be used in conjunction with the Milwaukee County Sustainable Design Standards (SDS)

Project Name:	
Project Address:	
Project #:	
Project Size (ft²):	
Project Cost ($):	
Project Stage:	
Completed by (include email):	
Date Completed:	

Focus Area	Sustainability Strategy (see SDS for full requirements)	Required	Optional		N/A	Exempt	Compliance Narrative (include details of going beyond mandatory requirements such as best practices listed and N/A items)
		Mand.	Better	Best			
Energy Efficiency	High-Performance Building Envelope	☐	5% better ☐	☐	☐	☐	
	Energy-Efficient HVAC Systems	☐	5% better ☐	10% better ☐	☐	☐	
	Efficient Lighting Systems	☐	10% better ☐	15% better ☐	☐	☐	
	Building Automation and Energy Management Systems	☐	☐	☐	☐	☐	
	High-Efficiency Equipment and Appliances	☐	☐	20% better ☐	☐	☐	
	Demand Response and Load Management	☐	☐	10% better ☐	☐	☐	
	Electric Vehicles	☐	10% EV-ready ☐	10% EVSE ☐	☐	☐	
	Low-Carbon Construction Practices	☐	☐	☐	☐	☐	
	Construction Pollution Management	☐	☐	☐	☐	☐	
	Refrigerant Management	☐	☐	☐	☐	☐	
	Low-Emitting Materials	☐	20 materials ☐	All materials ☐	☐	☐	
Climate Resilience and Adaptation	Climate Change Vulnerability Assessment	☐	☐	☐	☐	☐	
	Resilient Site Design	☐	☐	☐	☐	☐	
	Climate-Adaptive Building Design	☐	☐	☐	☐	☐	
	Emergency Preparedness and Critical Buildings Redundancy	☐	☐	☐	☐	☐	
	Nature-Based Solutions for Resilience	☐	☐	☐	☐	☐	
Site	Context-Sensitive Site Planning	-	-	☐	-	-	
	Proximity to Public Transit and Active Transportation	-	-	☐	-	-	
	Enhanced Air Quality and Noise Management	-	-	☐	-	-	
	Urban Heat Island Mitigation	-	-	☐	-	-	
	Community Integration and Public Access	-	-	☐	-	-	
	Biodiversity and Habitat Preservation	-	-	☐	-	-	
Water Conservation and Stormwater Management	Water-Efficient Fixtures and Systems	-	-	☐	-	-	
	Smart Irrigation and Landscaping	-	-	☐	-	-	
	Alternative Water Use Systems	-	-	☐	-	-	
	Green Infrastructure for Stormwater Management	-	-	☐	-	-	
	Water Quality Protection Measures	-	-	☐	-	-	
Materials and Waste Management	Sustainable Materials Procurement	-	-	☐	-	-	
	Materials Reuse and Deconstruction	-	-	☐	-	-	
	Construction and Operational Waste Diversion	-	-	☐	-	-	
	On-Site Waste Management Systems	-	-	☐	-	-	
	Design for Adaptability and Circularity	-	-	☐	-	-	
Occupant Health and Wellbeing	Daylight and Views	-	-	☐	-	-	
	Access to Drinking Water	-	-	☐	-	-	
	Thermal Comfort and Zoning	-	-	☐	-	-	
	Enhanced Ventilation and Humidity Control	-	-	☐	-	-	
	Biophilic Design and Restorative Spaces	-	-	☐	-	-	
	Sound Quality and Acoustic Comfort	-	-	☐	-	-	
Education and Community Engagement	Interactive Signage and Displays	-	-	☐	-	-	
	Community Workshops and Tours	-	-	☐	-	-	
	Community Feedback Mechanisms	-	-	☐	-	-	
	Public Art with Sustainability Themes	-	-	☐	-	-	