



CITY OF MILWAUKEE



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CONSULTANT

FACILITIES IMPROVEMENT STUDY
POLICE ADMINISTRATION BUILDING

Volume I
Executive Summary
August 31, 1994

City of Milwaukee

FACILITIES IMPROVEMENT STUDY POLICE ADMINISTRATION BUILDING

This Report has been prepared by:

Eppstein Keller Uhen Architects
Samuel D. Eppstein, President
John C. Fox, AIA, Principal-in-Charge
Ray F. Sachs, AIA, Project Manager

Moyer Associates Incorporated
Frederic D. Moyer, AIA, Principal
Anne Kennett, Program Director
Peter Davidson
Brett Pudik

The Lozoff Company
Real Estate Consultant
Sheldon Lozoff, President

Grunau Project Development
Cost Estimating
Robert Schmidt, President
Thomas Hilton, Cost Estimator

Toki & Associates
Architectural Drafting
Structural Engineering
Electrical Engineering

Patrick M. Monihan & Associates
Voice, Data & Communications Consultants
Patrick M. Monihan, President
Matthew Kovar, Vice President, Project Man.

PSJ Engineering, Inc.
Mechanical Engineering
Plumbing & Fire Protection Engineering
Parmisat Jaspel, PE, President
Joel Ruprecht, PE, Project Manager

Volume I -Executive Summary

August 31, 1994

Recognition

This report is made possible through the authorization and support of:

Mayor John O. Norquist and the

City of Milwaukee Common Council:

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James N. Witkowiak, 12th District
Robert A. Anderson, 13th District
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Thomas G. Nardelli, 15th District
Michael J. Murphy, 16th District
E. Fay Anderson, 17th District

We also wish to acknowledge the contributions provided by members and participants of the Facilities Improvement Study Committee in addition to those listed to the right:

James C. Kaminski, Commissioner, Department of Public Works
Don Burda, Department of Public Works, Proj. Manager
James Boerner, Bureau of Bridges and Public Buildings, Supervising Architect
Catherine Anderson, City of Milwaukee, Senior Fiscal Analyst
Jane Beyer, City of Milwaukee, Budget Office
Diane Marek, City of Milwaukee, Finance and Personnel
Alderman Thomas Nardelli, City of Milwaukee, 15th District

In addition, for their assistance, we would like to thank the City of Milwaukee, Department of City Development, and in particular:

Thomas Miller, City of Milwaukee, Department of City Development, Director of Planning
Daniel McCarthy, City of Milwaukee, Department of City Development

We gratefully acknowledge the assistance provided by:

Chief Phillip Arreola and the Milwaukee Police Department and their representatives on the Ad Hoc Facilities Improvement Study Committee:

Inspector Dean J. Collins, Administration
Captain Phillip Eccher
Inspector Frank J. Sepic, Director
Technical Services Bureau
Lieutenant Thomas Auger
Mark Mader, Budget Manager
Michael Elder, Director of Facilities

as well as other representatives of other affected departments:

Kenneth Munson, Fire and Police Comm.
Leticia Smith, Municipal Court
Steven Fronk, Fire and Police Commission
Charles Theis, City Attorney
Dennis Michalowski, Fire Department
Thomas Hayes, City Attorney

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Purpose of Study -(City of Milwaukee, Request for Proposal, October 19, 1993)

Project Tasks as defined by the City of Milwaukee:

Task 1:

Review and update the existing Space Utilization Study dated July 16, 1992, as prepared by Eppstein Keller Uhen Architects (EKU). It is intended that the consultant will work with the occupying agencies in this review and update task to incorporate present and future organizational and staff changes.

Task 2:

Develop a Facilities Needs Program for each of the following three alternatives:

1. Alterations and Addition(s) to the existing PAB.
2. Alterations and/or Addition(s) to the PAB along with additional facility or facilities.
3. Complete relocation to other facilities from the PAB with no functions at the present site.

It is anticipated that program needs will vary as the alternatives are developed since partial or complete relocation will result in multiple site operations and affect inter and intra agency functions. Existing or newly constructed facilities can be used in alternatives 2 and 3. Programming shall pay particular attention to enhanced security needs throughout the facilities and to evidence storage needs, labor agreement obligations and legal requirements. Site selections should be in close proximity to the County Criminal Justice Facility to minimize operating costs of the various agencies.

Task 3:

Prepare reports for each of the three alternatives which illustrate the solutions. Provide complete costs, identify specific potential sites or existing facilities for relocation and cost benefit analysis for each solution. Costs are to include, in addition to alteration and construction costs, items such as furnishings, telephones and communications systems and cabling, environmental costs (asbestos abatement, site contamination) structural capabilities (existing PAB), moving costs, temporary facilities as may be needed for complete operations, site acquisition costs, parking facilities (both staff and public) and operating to the various agencies. The consultant is to prioritize the accomplishment of the various solutions within each alternative (ie., should moving of Communications Operations be accomplished before moving Data Services or can or should they be done at the same time?).

Introduction -cont'd.

It is anticipated that multiple site solutions will affect operating costs of various agencies and are to be considered in the cost benefit analysis.

Identify the anticipated useful life of the proposed facilities for the alternatives (ie., new construction, leased space, renovated and existing spaces, etc.)

Approach and Process:

The accompanying Component Space Program is a development of the previous EKU study but relies on specific questionnaires and in depth agency and departmental interviews. Progress program reports and interim reports including Profile of current Space Adequacy and Options Summary were regularly presented to and reviewed by the Ad Hoc Committee. The program information, which serves as a basis of this Facilities Improvement Study, is based on actual current staff and projections of future trends and personnel growth and upon work space standards consistent with both City of Milwaukee standards and accepted ergonomic standards.

Potential site selection options were made based generally on the following criteria:

- Proximity to the existing PAB, related facilities and/or to County Criminal Justice Facility and County Courts.
- Cost, potential availability and apparent ability to assemble coherent properties appropriate to the site needs of the various options.
- Minimizing effect on City tax rolls.
- Adequate access, alternative transportation and parking.

It must be pointed out that the sites selected have been identified without the benefit of an RFP or public advertisement and represent the opportunities that exist today as defined by the consultants. As the real estate market is quite fluid, additional opportunities could emerge or some disappear. The City of Milwaukee, Department of City Development has been used as a resource and for their opinions and views. Findings in this area are included within Volume 2 -Detailed Information.

As the scope of the departmental needs became more evident the consultants were directed to more fully investigate alternative approaches rather than to concentrate on fewer possible solutions.

This study has identified thirteen possible approaches within the framework of the RFP. A detailed cost analysis is provided for each option.

It must be noted that while we have tried to make options as comparable as possible, there are significant unique characteristics of a number of schemes.

Evaluation:

This study relies heavily on the Probable Cost Estimates to identify the most appropriate approaches to solving the current and future space needs of these City departments. Included in the cost estimates are both hard and soft costs as well as operating, staffing and transportation differentials. Both initial and 15 year costs are provide in order to allow the consideration of both capital and operating and efficiency factors. It must be noted, however, that judgments ought not to be made solely on the basis of cost and should take into account philosophical, policy and political issues that are beyond the scope of this study.

It should also be noted that each option can be phased and also that there may be other combinations of components that may suit the political and policy needs of the City. This report attempts to provide the basis for those policy decisions.

Summary of Functional and Space Needs Study

Using as its foundation, the Space Utilization Study completed July 16, 1992 by Eppstein Keller Uhen Architects, this present analysis has updated the functional and operational needs of the agencies and departments occupying the Police Administration Building. This assessment of Space Needs for the present occupants of the Police Administration Building was developed through a process that involved the Consultant team in the following:

- Physical Inspection of the PAB
- Interviews with Individual Users
- Application of Standards

As a general observation, the existing space within the Police Administration Building was found to be utilized at a level that is beyond its capacity. That is, multiple functions were found to occur within spaces never intended for them. Not only were these spaces not intended for the activities now occurring within them, but severe compromise was evident in the obvious conflicts in their use. Of necessity, such improvisation extends through all parts of the building.

Among some of the examples of existing functional and space deficiencies are these:

- Insufficient Public accommodations, including an inadequate and difficult to find Entrance and virtually no Lobby.
- Lack of sufficient and reliable elevators for the Public and, separately, for Law Enforcement personnel.
- Lack of sufficient and confidential interview rooms for use by the Public and Law Enforcement personnel.
- Inability to separate victim and suspect parties during normal investigative activities.

Summary of Functional and Space Needs Study

Existing functional and space deficiencies -(cont'd.)

- Lack of a sufficient Line-up component, requiring the use of corridor space for witness waiting (as many as 82 people).
- Lack of sufficient and secure Property storage, exposing evidence and evidence processing to potential public access.
- Lack of sufficient and appropriate work space for Law Enforcement personnel, compromising their ability to conduct necessary activities.
- Lack of employee toilets, requiring shared use of toilets with suspects, complainants and other Public parties.
- Lack of sufficient Lockers for Law Enforcement personnel, who are required to have uniforms, equipment and gear available at all times.
- Lack of sufficient and functional space for the Municipal Court.
- Lack of sufficient Conference space for administrative and Media information meetings.
- Lack of appropriate office space and conference rooms for confidential dialog between supervisory personnel and employees.

These and many other deficiencies are documented in this study. Of key importance is not only the inadequacy of existing space for designated functions, but the lack of any space whatsoever for many other functions. Hence, the overlapping and conflict in space use and the undermining of efficient and effective operations.

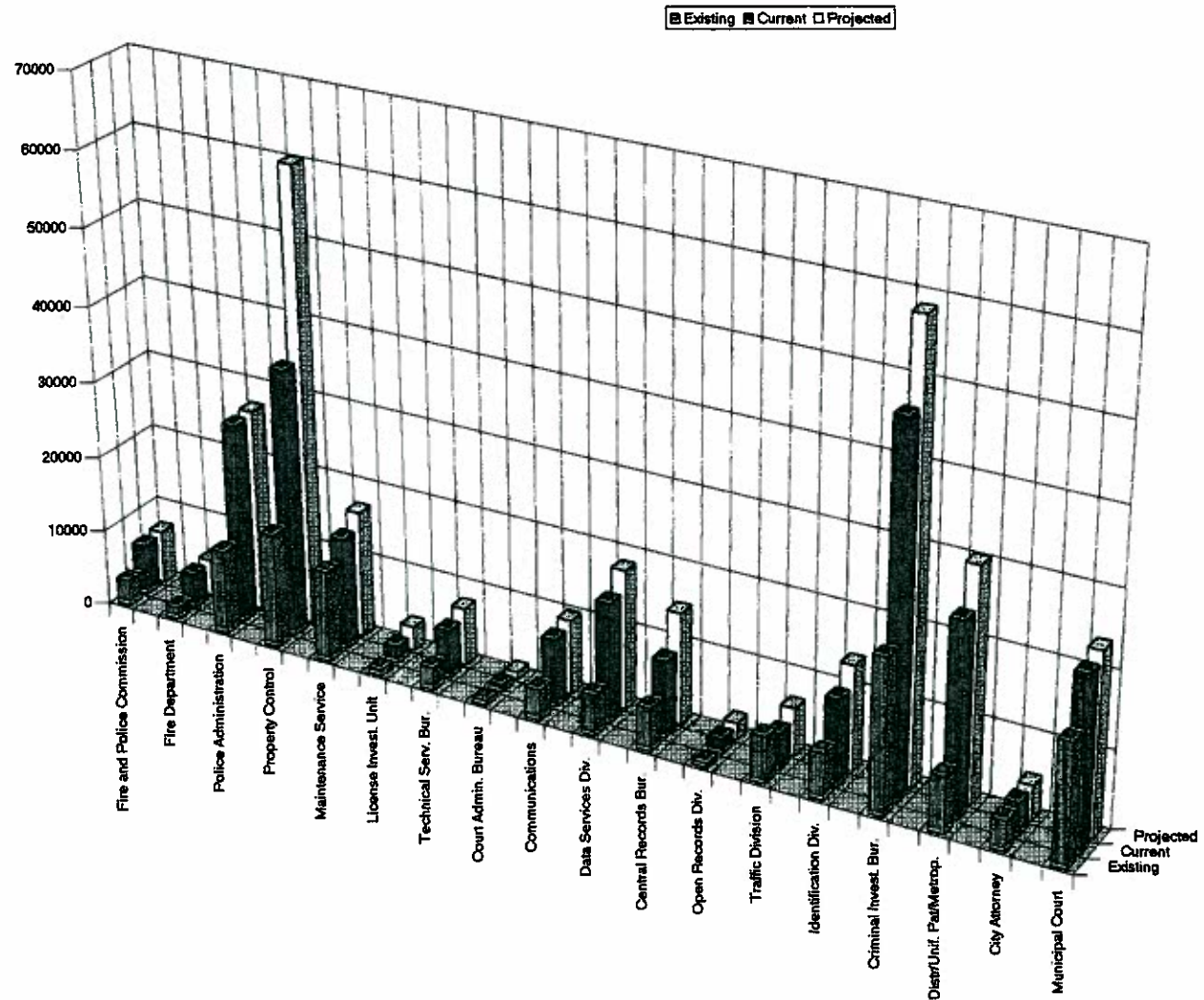
Summary of Functional and Space Needs Study

The detailed information concerning existing space available, current space needed, and projected space needs, which is presented in Volume II, is summarized in the chart to the right.

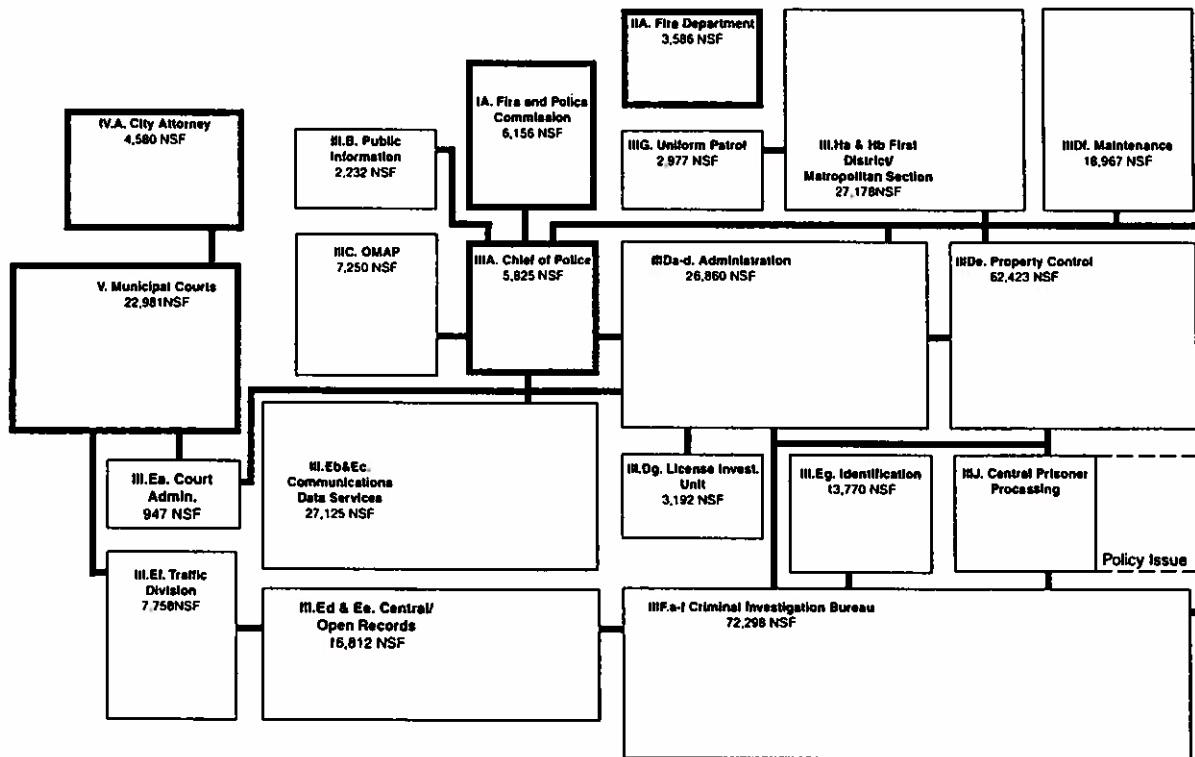
The study methodology which developed these findings included the survey of all occupied spaces and the observation of critical functional deficiencies, interviews with individual users in all departments, the application of minimum standards for each type of functional area, the application of required codes (including the Americans With Disabilities Act), and utilized an extensive process of review and feedback for all functional areas.

Projections of space need vary according to the extent to which individual units or departments are anticipated to face increased demand for services in the years ahead and the extent to which this implicates additional personnel or equipment and storage needs. Certain areas were found to present modest need for additional space in the future, while others can be expected to grow dramatically.

As a general observation, it is pointed out that the that greatest shortage is in the space currently provided in relation to space currently needed. This is true even for units not facing large future growth.



Summary of Functional and Space Needs Study



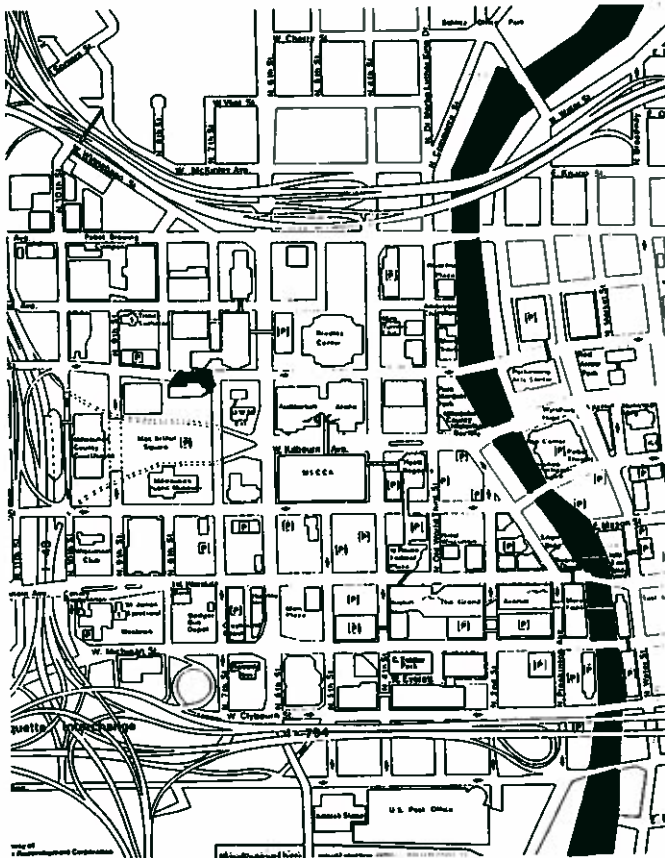
Police Administration Building Components - Primary Relationships

The diagram at the left illustrates the Primary Relationships between the operational components presently housed in the Police Administration Building.

These operational relationships involve the need for the movement of both people and information between these components on a daily basis. Access to files, various records and documents and, in some cases, evidence, is also involved. In the interest of attaining the greatest efficiency possible, these needed groupings and proximities have been observed as important criteria in the formulation and evaluation of solution options in this study.

The Three Basic Solution Options

DOWNTOWN CITY OF MILWAUKEE



In accordance with the direction given by the City of Milwaukee in its Consultant RFP for this study, and in the Consultant contract, three categories of solution options were to be explored by the Consultant. They are:

- Option 1 Renovation and expansion of the existing Police Administration Building to meet space needs.
- Option 2 Relocation of some present PAB occupants to other locations and renovation and expansion of the PAB as required to meet remaining occupants space needs.
- Option 3 Relocation of all present occupants of the PAB to another location, vacating the PAB.

Within this framework, the Consultant team and Ad Hoc Advisory Committee have identified three different alternatives within Option 1, eight different alternatives within Option 2, and two different alternatives within Option 3. It should be noted that even further variations are possible, although it is believed that the primary alternatives have been included in this study.

It also should be noted that any of the Options have the ability to be phased in their implementation. Some Options, particularly those involving the renovation of PAB in fact require phasing for their implementation. Accordingly, capital expenditures may be spread out over a multiple year implementation period and not encumbered at the outset.

Two other general introductory statements are required. First, functions requiring proximity to one another for operational efficiency are "clustered" in each of the Options and where deviation occurs from desirable relationships the operating cost impact is presented. Second, specialized functions involving prisoner movements or highly technical facility needs were not considered as appropriate candidates for leased space.

OPTION 1A -SUMMARY

Option 1A is the first in a series of three alternatives which have been identified for the renovation and expansion of the existing Police Administration Building.

In this Option all functions presently housed in the PAB remain at that location and no additional property needs to be acquired nor is leased space involved.

Option 1A involves the construction of an 8 story Addition to the Police Administration Building immediately to the South. Of necessity it would involve the demolition and reconstruction of the two level garage in that location, since the existing garage foundations are not adequate to support an additional superstructure of the magnitude required.

Functionally, the floor levels of the existing PAB and the addition would be aligned so that the available area at each floor level would be capable of the most efficient organization of the total space. Departmental arrangements would be possible which cross the boundary between existing and new space.

Implementation of Option 1A would involve the completion of the Addition, its staged occupancy by units presently located in the PAB, and the renovation of the vacated PAB space, followed by its re-occupancy in accordance with the total plan.

Additional elevators are a part of this Option, and each of the other PAB renovation-expansion options, in order to meet the need for the volume of activity and the separation of Public circulation from personnel and security movements. Also, improved Public accommodations are incorporated in the way of needed Lobby and reception space.

The expanded Police Administration Building, under Option 1A, would respect the alignments of the other buildings which define MacArthur Square and would reinforce rather than encroach upon this significant urban space.

Two levels of parking remain available for department-assigned vehicles and authorized staff.

OPTION 1A COST SUMMARY

Capital Cost:

Construction Cost	
New Construction	\$0
Renovation	\$17,755,424
Addition	\$23,767,967

Telecommunications/Radio \$966,615

Cost of Parking (Per Current Policy)	
Surface Parking	\$0
Structured Parking	\$0
Garage Parking	\$0

Site Acquisition \$0

Furniture Cost \$5,633,640

Development Cost @ 15% \$7,218,547

SUBTOTAL: **\$55,342,193**

Capital plus 1st Year Cost:

SUBTOTAL: **\$57,776,613**

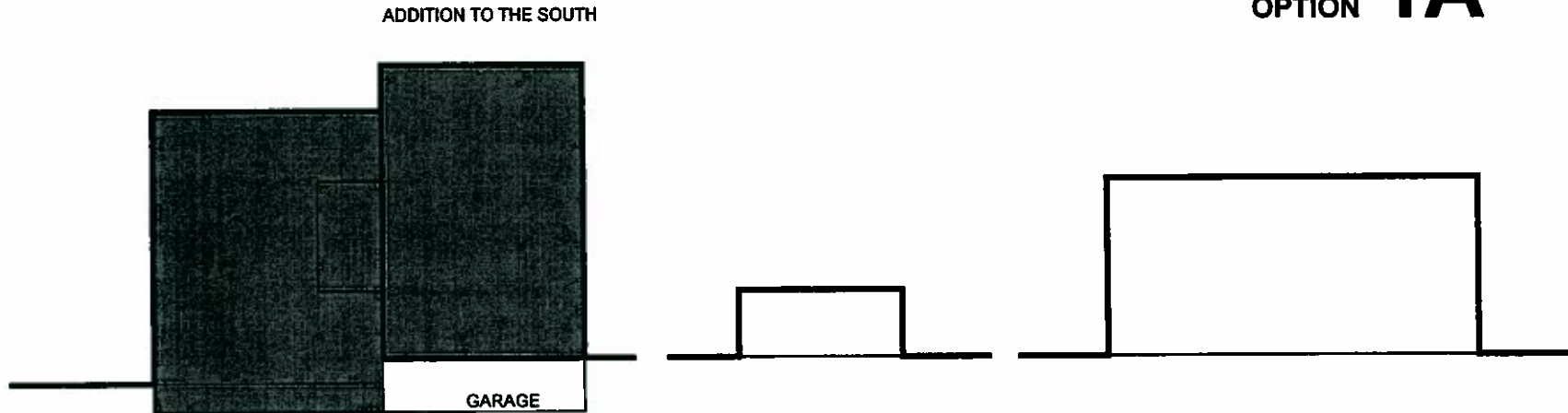
15 Year Total Option Cost:

TOTAL: **\$115,029,635**

* Refer to Volume 2 -Detailed Information

Police Administration Building Facilities Improvement Study
 Eppstein Keller Uhen Architects - Moyer Associates Consultant

OPTION 1A



POLICE ADM. BLDG.		ADDITION		LEASED SPACE		NEW CONSTRUCTION	
TOTAL:	190,638	TOTAL:	184,938	TOTAL:	0	TOTAL:	0

- | | |
|---|--|
| Municipal Court
City Attorney
Traffic Division | Fire and Police Comm.
Police Administration
Fire Department |
| First District
Uniform Patrol
Metropolitan
Property -Inactive
Communications
Data Services Division
Technical Serv. Bureau
Maintenance Service | Property Control
License Invest. Unit
Court Adm. Bureau
Central Rec. Bureau
Open Rec. Division
Identification Division
Criminal Invest. Bureau |
| Prisoner Processing | Public Facilities |
| Public Facilities | |

142,771 Utilized	154,532 Utilized
0 Available	

OPTION 1B -SUMMARY

Option 1B is based upon achieving the expansion of the existing Police Administration Building by means of an Addition which would be located on the Northwest corner of Seventh and State streets on property that could be acquired from UW Extension and connected to the PAB by a skyway over Seventh Street.

Inasmuch as the connection of the existing PAB and the Addition would be limited to the skyway level, the expanded facility would tend to function as two connected buildings rather than one expanded building. Accordingly, the opportunities for efficient floor layouts and functional adjacencies between departments are more limited in comparison to Option 1A.

The Addition in Option 1B is the same size as in Option 1A, with addition of a skyway connector. While Option 1B has the advantage that it leaves the existing garage space at the PAB intact, it requires the acquisition of the property across Seventh Street for the Addition.

As in Option 1A, the implementation of Option 1B would involve completion of the Addition, its staged occupancy by units presently located in the PAB, and the renovation of the vacated PAB space, followed by its re-occupancy in accordance with the total plan. However, this option does not allow expansion of departmental areas in contiguous floor plans.

Additional elevators are a part of this Option, and each of the other PAB renovation-expansion options, in order to meet the need for the volume of activity and the separation of Public circulation from personnel and security movements. Separate Public accommodations are incorporated in both the Addition and the PAB in the way of needed Lobby and reception space.

Option 1B involves no new construction on the Police Administration building site, other than that related to its connection to the Addition across the street. Renovation of existing space within the PAB, however, extends through every portion of the building in accordance with the identified needs. Provision of 11 additional secure parking spaces for department-assigned vehicles would be provided under the Addition to completely satisfy this need.

OPTION 1B COST SUMMARY

Capital Cost:

Construction Cost	
New Construction	\$0
Renovation	\$17,755,424
Addition	\$24,484,198

Telecommunications/Radio \$966,615

Cost of Parking (Per Current Policy)	
Surface Parking	\$0
Structured Parking	\$0
Garage Parking	\$1,554,000

Site Acquisition \$2,500,000

Furniture Cost \$5,723,640

Development Cost @ 15% \$7,947,582

SUBTOTAL: **\$60,931,459**

Capital plus 1st Year Cost:

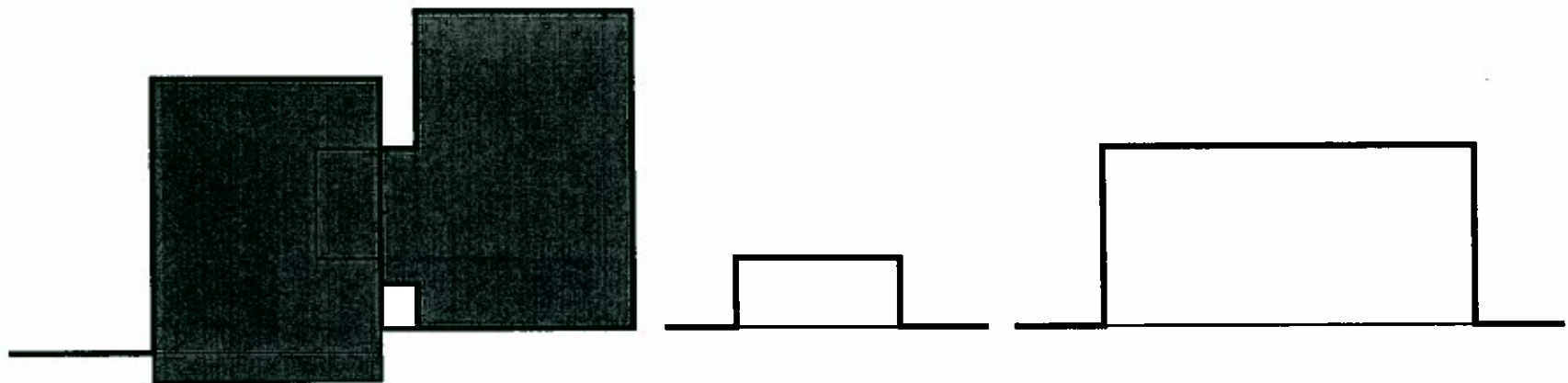
SUBTOTAL: **\$63,172,385**

15 Year Total Option Cost:

TOTAL: **\$119,382,086**

Police Administration Building Facilities Improvement Study
 Eppstein Keller Uhen Architects - Moyer Associates Consultant

OPTION 1B



POLICE ADM. BLDG. ADDITION	LEASED SPACE	NEW CONSTRUCTION
TOTAL: 190,638	TOTAL: 0	TOTAL: 0

- | | |
|---|--|
| Municipal Court
City Attorney
Traffic Division | Fire and Police Comm.
Police Administration
Fire Department |
| First District
Uniform Patrol
Metropolitan
Property -Inactive
Communications
Data Services Division
Technical Serv. Bureau
Maintenance Service | Property Control
License Invest. Unit
Court Adm. Bureau
Central Rec. Bureau
Open Rec. Division
Identification Division
Criminal Invest. Bureau |
| Prisoner Processing | |
| Public Facilities | Public Facilities |

142,771 Utilized	154,532 Utilized
0 Available	

OPTION 1C -SUMMARY

Option 1C achieves the expansion of the existing Police Administration Building by means of an Addition, as in Options 1A and 1B, but accomplishes this in a manner which avoids two of the less desirable features of the preceding options. First, no additional property needs to be acquired and, second, the existing garage does not need to be demolished and reconstructed in order to make the new construction possible.

Available engineering information suggests that this is possible by limiting construction above the existing garage to two stories, and achieving the remaining amount of additionally needed space by the means of an Addition on the PAB property to the east. Opportunities for efficient floor layouts and functional adjacencies between departments are equivalent to those in Option 1A since all three components, the PAB, the two story Addition over the garage, and an Addition to the east, are contiguous to one another. Zoning and setback ordinances would be required.

As in Options 1A and 1B, the implementation of Option 1C would involve completion of the Additions, their staged occupancy by units presently located in the PAB, and the renovation of the vacated PAB space, followed by its re-occupancy in accordance with the total plan.

Additional elevators are a part of this Option, and each of the other PAB renovation-expansion options, in order to meet the need for the volume of activity and the separation of Public circulation from personnel and security movements.

Separate Public accommodations are incorporated in the Option 1C plan in the way of needed Lobby and reception space.

As in the preceding options, complete renovation of existing space within the PAB is extensive in accordance with the identified needs.

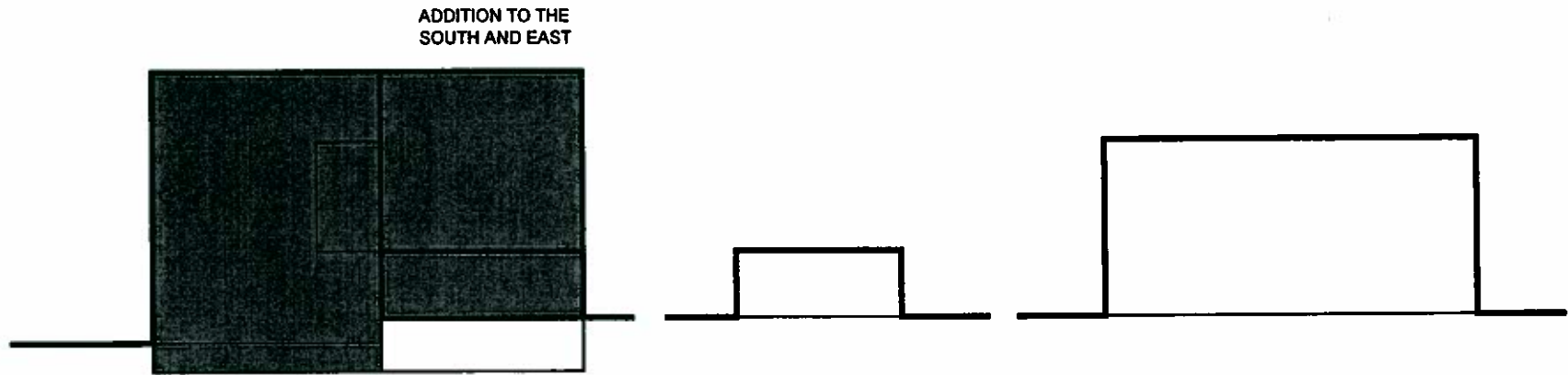
OPTION 1C COST SUMMARY

Capital Cost:

Construction Cost	
New Construction	\$0
Renovation	\$17,755,424
Addition	\$22,102,693
Telecommunications/Radio	\$966,615
Cost of Parking (Per Current Policy)	
Surface Parking	\$0
Structured Parking	\$0
Garage Parking	\$0
Site Acquisition	\$0
Furniture Cost	\$5,633,640
Development Cost @ 15%	\$6,968,756
SUBTOTAL:	\$53,427,128
Capital plus 1st Year Cost:	
SUBTOTAL:	\$55,836,878
15 Year Total Option Cost:	
TOTAL:	\$112,216,631

Police Administration Building Facilities Improvement Study
 Eppstein Keller Uhen Architects - Moyer Associates Consultant

OPTION 1C



POLICE ADM. BLDG. ADDITION

LEASED SPACE

NEW CONSTRUCTION

TOTAL: **190,638**

TOTAL: **184,938**

TOTAL: **0**

TOTAL: **0**

Municipal Court
 City Attorney
 Traffic Division

Fire and Police Comm.
 Police Administration
 Fire Department

First District
 Uniform Patrol
 Metropolitan
 Property -Inactive
 Communications
 Data Services Division
 Technical Serv. Bureau
 Maintenance Service

Property Control
 License Invest. Unit
 Court Adm. Bureau
 Central Rec. Bureau
 Open Rec. Division
 Identification Division
 Criminal Invest. Bureau

Prisoner Processing

Public Facilities

Public Facilities

142,771

154,532

Utilized

Utilized

0

Available

OPTION 2A -SUMMARY

Option 2A is the first in a series of eight options which have been identified for meeting space needs by means of the Renovation of the Police Administration Building plus various strategies for relocating certain operations presently housed in that building to other locations.

Option 2A involves the relocation of the Fire and Police Commission, Police Administration, and Fire Department Dispatch to leased space. It also involves the relocation of the First District, Uniform Patrol and Metropolitan to new construction at a separate site.

As in each of the "dispersed" options (Options 2A through 2H), the groupings of departments and units have been "clustered" in order to minimize the negative impacts of the dispersed configuration. That is, to the extent possible those units having a need for close proximity to one another are kept together.

In this option, the relocation of approximately 77,000 square feet of space need to locations outside the PAB reduces the amount of expansion needed there. The needed expansion for those functions remaining at the PAB is accomplished with a two story addition over the existing garage and a four story addition to the East, within the limits of the present property.

With varying degrees of negative impact on operational efficiency, the following components are separated: First District is separated from Property Control; First District is separated from Prisoner Processing; First District is separated from the Criminal Investigation Bureau; First District is separated from Police Administration; all units are separated from Police Administration. Additional staff and some redundancy of public facilities are included in the Cost Estimate.

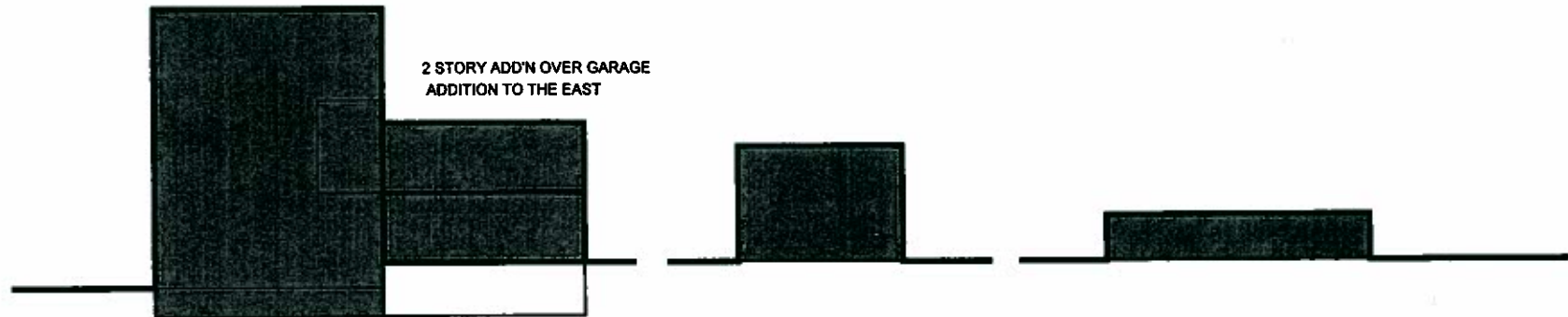
In Option 2A, the implementation would involve completion of the Additions, their staged occupancy by units presently located in the PAB, and the relocation of the remaining units to leased space and new construction upon their availability.

OPTION 2A COST SUMMARY

Capital Cost:

Construction Cost	
New Construction	\$3,511,065
Renovation	\$17,648,806
Addition	\$12,191,236
Telecommunications/Radio	\$1,820,387
Cost of Parking (Per Current Policy)	
Surface Parking	\$280,800
Structured Parking	\$0
Garage Parking	\$378,000
Site Acquisition	\$2,250,000
Furniture Cost	\$5,544,315
Development Cost @ 15%	\$6,543,691
SUBTOTAL:	\$50,168,300
Capital plus 1st Year Cost:	
SUBTOTAL:	\$54,343,934
15 Year Total Option Cost:	
TOTAL:	\$141,976,640

OPTION 2A



POLICE ADM. BLDG.	ADDITION	LEASED SPACE	NEW CONSTRUCTION
TOTAL: 190,638	TOTAL: 102,265	TOTAL: 42,529	TOTAL: 34,189

Municipal Court
 City Attorney
 Traffic Division

Central Rec. Bureau
 Open Rec. Division
 Identification Division

Fire and Police Comm.
 Police Administration
 Fire Department

First District
 Uniform Patrol
 Metropolitan

Property Control
 Property -Inactive
 License Invest. Unit
 Court Adm. Bureau
 Maintenance Service

Criminal Invest. Bureau
 Public Facilities

Communications
 Data Services Division
 Technical Serv. Bureau

Prisoner Processing

Public Facilities

144,779
Utilized

85,221
Utilized

36,982
Utilized

28,491
Utilized

0
Available

OPTION 2B -SUMMARY

Option 2B follows the pattern of Option 2A but increases the amount of new construction, eliminates leased space and further reduces the amount of expansion required at the PAB.

Expansion of the PAB is limited to a two story Addition over the existing garage. This would house First District, Uniform Patrol and the Metropolitan Division. Existing PAB space would be thoroughly renovated to meet the needs of the remaining units.

In this Option, Prisoner Processing remains at the PAB, adapting existing cell space to this need. However, since the Criminal Investigations Bureau is separated from the PAB under this Option, separate secure facilities and supervisory staff would be required in relation to the interviewing of suspects.

Also, as in all the dispersed options (Options 2A through 2H), separate facility locations would involve the additional provision of security screening at each location with its attendant staffing requirements.

With varying degrees of negative impact on operational efficiency, the following components are separated: First District is separated from Property Control; First District is separated from the Criminal Investigation Bureau; First District is separated from Central Records; Criminal Investigations is separated from Police Administration. Additional staff, transportation and some redundancy of public facilities are included in the Cost Estimate.

The Cost Summary for this Option shows that Annual operating costs are increased over those options where all functions are consolidated at one location. This is due to the transportation costs between units which are separated, separate security screening and separate security supervision needs.

Parking would continue to be available in the existing garage at MacArthur Square, supplemented as required at the new construction site in accordance with current parking policies.

OPTION 2B COST SUMMARY

Capital Cost:

Construction Cost	
New Construction	\$15,910,013
Renovation	\$18,862,535
Addition	\$3,617,771
Telecommunications/Radio	\$2,258,283
Cost of Parking (Per Current Policy)	
Surface Parking	\$710,400
Structured Parking	\$0
Garage Parking	\$1,106,000
Site Acquisition	\$4,500,000
Furniture Cost	\$5,559,780
Development Cost @ 15%	\$7,881,411
SUBTOTAL:	\$60,424,148

Capital plus 1st Year Cost:

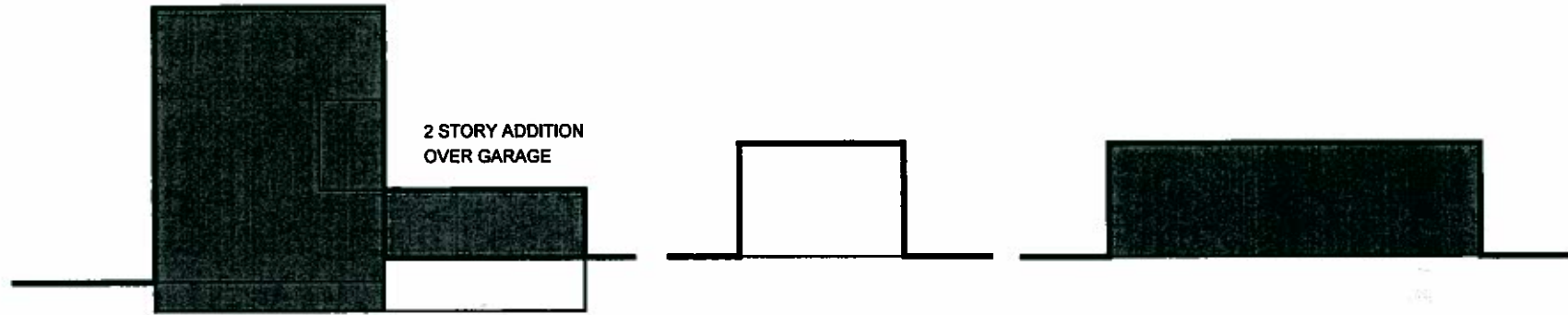
SUBTOTAL: **\$63,775,402**

15 Year Total Option Cost:

TOTAL: **\$140,133,716**

Police Administration Building Facilities Improvement Study
 Eppstein Keller Uhen Architects - Moyer Associates Consultant

OPTION 2B



POLICE ADM. BLDG.		ADDITION	LEASED SPACE	NEW CONSTRUCTION
TOTAL:	190,638	TOTAL: 35,689	TOTAL: 0	TOTAL: 144,325
Fire and Police Comm. Police Administration		First District Uniform Patrol Metropolitan		Fire Department
Municipal Court City Attorney Traffic Division		Public Facilities		Property Control License Invest. Unit Central Rec. Bureau Open Rec. Division Identification Division Criminal Invest. Bureau
Court Adm. Bureau Inactive Property Prisoner Processing				Public Facilities
Communications Data Services Division Technical Serv. Bureau				
Maintenance Service				
Public Facilities				
148,046 Utilized		28,491 Utilized		119,021 Utilized
0 Available				

OPTION 2C -SUMMARY

Option 2C continues the pattern of Option 2B but increases the amount of new construction to the extent that it eliminates the need for an Addition to the Police Administration Building.

No leased space is involved in this Option.

With varying degrees of negative impact on operational efficiency, the following components are separated: First District is separated from Property Control; First District is separated from the Criminal Investigation Bureau; First District is separated from Central Records; First District is separated from Police Administration; Criminal Investigations is separated from Prisoner Processing.

The basic difference between this Option and 2B is that the Fire and Police Commission and Police Administration have left the PAB and become a part of the new construction.

Parking would continue to be available in the existing garage at MacArthur Square, supplemented as required at the new construction site in accordance with current parking policies.

OPTION 2C COST SUMMARY

Capital Cost:

Construction Cost	
New Construction	\$20,910,497
Renovation	\$17,755,424
Addition	\$0
Telecommunications/Radio	\$2,378,535
Cost of Parking (Per Current Policy)	
Surface Parking	\$780,000
Structured Parking	\$0
Garage Parking	\$1,840,000
Site Acquisition	\$4,500,000
Furniture Cost	\$5,654,730
Development Cost @ 15%	<u>\$8,072,878</u>
SUBTOTAL:	\$61,892,064

Capital plus 1st Year Cost:

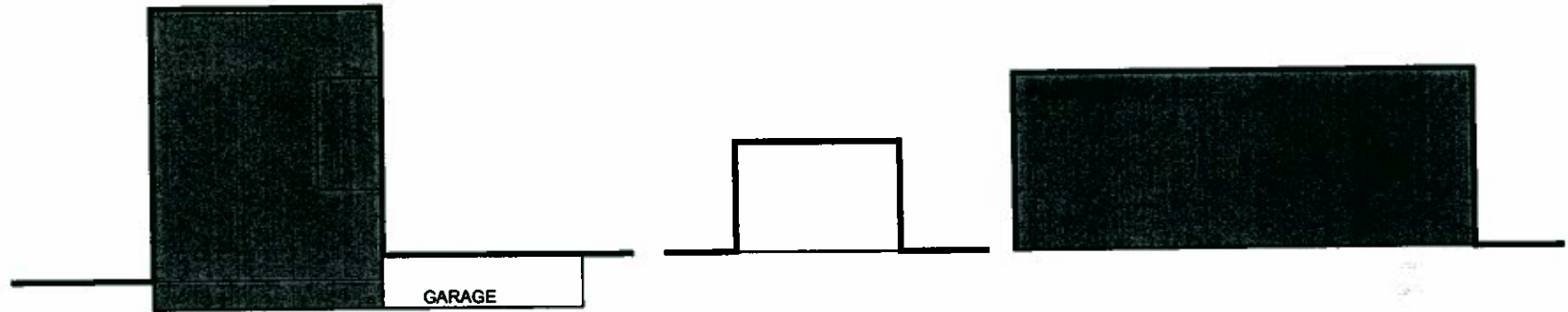
SUBTOTAL: **\$65,261,073**

15 Year Total Option Cost:

TOTAL: **\$142,483,912**

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OPTION 2C



POLICE ADM. BLDG.	ADDITION	LEASED SPACE	NEW CONSTRUCTION
TOTAL: 190,638	TOTAL: 0	TOTAL: 0	TOTAL: 186,344

Municipal Court
 City Attorney
 Traffic Division

First District
 Uniform Patrol
 Metropolitan

Prisoner Processing
 Property -Inactive
 Maintenance Service

Communications
 Data Services Division
 Technical Serv. Bureau

Public Facilities

142,771
 Utilized

0
 Available

Fire and Police Comm.
 Police Administration
 Fire Department

Property Control
 License Invest. Unit
 Court Adm. Bureau
 Central Rec. Bureau
 Open Rec. Division
 Identification Division
 Criminal Invest. Bureau

Public Facilities

152,787
 Utilized

OPTION 2D -SUMMARY

In order to explore the broadest range of options so that their features can be assessed, Option 2D seeks to maximize the use of leased space as an alternative to expansion of the Police Administration Building.

In Option 2D, the First District, Uniform Patrol and Metropolitan are not located in leased space due to the highly specialized space which First District requires and the lack of economy in adapting leased space for specialized needs on a short-term basis. Accordingly, First District is located in new construction under this Option.

The initial appeal of Option 2D, with its extensive reliance upon leased space, is the reduced amount new construction and the lower capital cost which results from this. However, this savings in first cost is more than eclipsed by the greatly increased operating costs which result from the separation of functions which require proximity to one another. Most critical among these is the separation, under this Option, of the Criminal Investigations Bureau from the Central Records Bureau. Detectives in CIB have the need for frequent access to Records throughout the day. The loss of staff efficiency in their separation brings a significant compensatory staffing cost in order to maintain the same level of service.

With varying degrees of negative impact on operational efficiency, the following components are separated: First District is separated from Property Control; First District is separated from the Criminal Investigation Bureau; First District is separated from Central Records; First District is separated from Police Administration; Criminal Investigations is separated from Central Records Bureau; Criminal Investigations is separated from Open Records; Criminal Investigations is separated from Police Administration.

Option 2D also examines the relocation of Communications into leased space, as a part of the exploration of the leased space potential. Cost estimates evidence that this carries what is considered to be an unacceptably high cost.

Parking would continue to be available in the existing garage at MacArthur Square, supplemented as required at the new construction site in accordance with current parking policies.

OPTION 2D COST SUMMARY

Capital Cost:

Construction Cost	
New Construction	\$3,534,023
Renovation	\$19,013,511
Addition	\$0
Telecommunications/Radio	\$4,719,233
Cost of Parking (Per Current Policy)	
Surface Parking	\$280,800
Structured Parking	\$0
Garage Parking	\$378,000
Site Acquisition	\$2,250,000
Furniture Cost	\$5,081,625
Development Cost @ 15%	\$5,288,579
SUBTOTAL:	\$40,545,771
Capital plus 1st Year Cost:	
SUBTOTAL:	\$50,275,634
15 Year Total Option Cost:	
TOTAL:	\$234,085,394



POLICE ADM. BLDG. ADDITION
 TOTAL: **190,638** TOTAL: **0**

- Municipal Court
- City Attorney
- Traffic Division
- Property Control
- License Invest. Unit
- Court Adm. Bureau
- Criminal Invest. Bureau
- Maintenance Service
- Prisoner Processing
- Public Facilities

149,390
Utilized
0
Available

LEASED SPACE
 TOTAL: **113,948**

- Fire and Police Comm.
- Police Administration
- Fire Department
- Property -Inactive
- Communications
- Data Services Division
- Technical Serv. Bureau
- Central Rec. Bureau
- Open Rec. Division
- Identification Division

99,085
Utilized

NEW CONSTRUCTION
 TOTAL: **34,189**

- First District
- Uniform Patrol
- Metropolitan

28,491
Utilized

OPTION 2E -SUMMARY

Option 2E seeks to reduce the long term cost aspects of Option 2D by locating Communications in new construction rather than leased space.

As in Option 2D, the First District, Uniform Patrol and Metropolitan are also not located in leased space due to the highly specialized space which First District requires and the lack of economy in adapting leased space for specialized needs on a short-term basis. Accordingly, First District is located in new construction under this Option.

As in Option 2D, also, the savings in first cost which comes from the use of leased space is more than offset by the greatly increased operating costs which result from the separation of functions which require proximity to one another. Most critical among these is the separation, under this Option, of the Criminal Investigations Bureau from the Central Records Bureau. Detectives in CIB have the need for frequent access to Records throughout the day. The loss of staff efficiency in their separation brings a significant compensatory staffing cost in order to maintain the same level of service.

With varying degrees of negative impact on operational efficiency, the following components are separated: First District is separated from Property Control; First District is separated from the Criminal Investigation Bureau; First District is separated from Central Records; First District is separated from Police Administration; Criminal Investigations is separated from Central Records Bureau; Criminal Investigations is separated from Open Records; Criminal Investigations is separated from Police Administration.

Parking would continue to be available in the existing garage at MacArthur Square, supplemented as required at the new construction site in accordance with current parking policies.

OPTION 2E COST SUMMARY

Capital Cost:

Construction Cost	
New Construction	\$7,318,824
Renovation	\$19,013,511
Addition	\$0
Telecommunications/Radio	\$4,535,083
Cost of Parking (Per Current Policy)	
Surface Parking	\$476,400
Structured Parking	\$0
Garage Parking	\$406,000
Site Acquisition	\$3,000,000
Furniture Cost	\$5,149,185
Development Cost @ 15%	\$5,984,850
SUBTOTAL:	\$45,883,853
Capital plus 1st Year Cost:	
SUBTOTAL:	\$55,264,050
15 Year Total Option Cost:	
TOTAL:	\$234,329,485



POLICE ADM. BLDG. ADDITION
 TOTAL: **190,638** TOTAL: **0**

- Municipal Court
- City Attorney
- Traffic Division

- Property Control
- License Invest. Unit
- Court Adm. Bureau
- Criminal Invest. Bureau
- Maintenance Service

- Prisoner Processing

- Public Facilities

147,390
 Utilized
0
 Available

LEASED SPACE
 TOTAL: **81,053**

- Fire and Police Comm.
- Police Administration
- Fire Department

- Property -Inactive

- Central Rec. Bureau
- Open Rec. Division
- Identification Division

70,481
 Utilized

NEW CONSTRUCTION
 TOTAL: **71,588**

- First District
- Uniform Patrol
- Metropolitan

- Communications
- Data Services Division
- Technical Serv. Bureau

59,657
 Utilized

OPTION 2F -SUMMARY

Option 2F is essentially a variation on certain features of the preceding options, in this case maximizing the use of leased space and eliminating any new construction on an acquired site by building a two story addition over the existing garage at the Police Administration Building.

Otherwise, the features of Options 2D and 2E are continued. First District, Uniform Patrol and Metropolitan are located in the Addition to the PAB.

Among the most critical of the features which are continued here from the previous option is the separation of the Criminal Investigations Bureau from the Central Records Bureau. As previously cited, detectives in CIB have the need for frequent access to Records throughout the day. The loss of staff efficiency in their separation brings a significant compensatory staffing cost in order to maintain the same level of service.

With varying degrees of negative impact on operational efficiency, the following components are separated: First District is separated from Central Records; First District is separated from Police Administration; Criminal Investigations is separated from Central Records Bureau; Criminal Investigations is separated from Open Records; Criminal Investigations is separated from Police Administration.

Parking provisions at the existing PAB garage remain unchanged. However, with the relocations of certain functions away from the PAB in this and other Option 2 series scenarios, a reduced demand upon the existing garage is realized, allowing it to achieve a greater measure of adequacy.

OPTION 2F COST SUMMARY

Capital Cost:

Construction Cost	
New Construction	\$0
Renovation	\$19,013,511
Addition	\$3,462,710
Telecommunications/Radio	\$4,598,873
Cost of Parking (Per Current Policy)	
Surface Parking	\$0
Structured Parking	\$0
Garage Parking	\$0
Site Acquisition	\$0
Furniture Cost	\$5,081,625
Development Cost @ 15%	\$4,823,508
SUBTOTAL:	\$36,980,227
Capital plus 1st Year Cost:	
SUBTOTAL:	\$46,159,103
15 Year Total Option Cost:	
TOTAL:	\$218,700,231

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OPTION **2F**



POLICE ADM. BLDG. ADDITION	LEASED SPACE	NEW CONSTRUCTION
TOTAL: 190,638	TOTAL: 113,948	TOTAL: 0

Municipal Court
 City Attorney
 Traffic Division

Property Control
 License Invest. Unit
 Court Adm. Bureau
 Criminal Invest. Bureau
 Maintenance Service

Prisoner Processing

Public Facilities

First District
 Uniform Patrol
 Metropolitan

Fire and Police Comm.
 Police Administration
 Fire Department

Property -Inactive

Communications
 Data Services Division
 Technical Serv. Bureau

Central Rec. Bureau
 Open Rec. Division
 Identification Division

147,390

Utilized

0

Available

99,085

Utilized

OPTION 2G -SUMMARY

Option 2G seeks to eliminate certain features of the undesirable features of the preceding "dispersed" options by locating the First District in a two story addition over the existing garage at the Police Administration Building and locating Communications in new construction at a separate site. These two specialized functions, requiring unique facility support conditions are not desirable candidates for leased space.

Since this option is one of those which explores the limits of leased space utilization, one of its features is the separation of the Criminal Investigations Bureau from the Central Records Bureau. As previously cited, detectives in CIB have the need for frequent access to Records throughout the day. The loss of staff efficiency in their separation brings a significant compensatory staffing cost in order to maintain the same level of service.

With varying degrees of negative impact on operational efficiency, the following components are separated: First District is separated from Central Records; First District is separated from Police Administration; Criminal Investigations is separated from Central Records Bureau; Criminal Investigations is separated from Open Records; Criminal Investigations is separated from Police Administration.

Parking would continue to be available in the existing garage at MacArthur Square, supplemented as required at the new construction site in accordance with current parking policies.

OPTION 2G COST SUMMARY

Capital Cost:

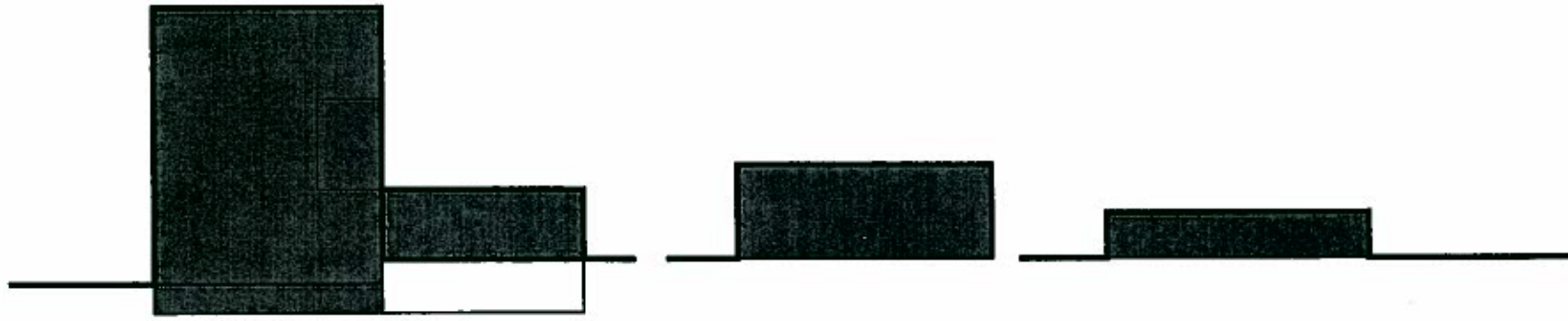
Construction Cost	
New Construction	\$3,314,287
Renovation	\$19,013,511
Addition	\$3,462,710
Telecommunications/Radio	\$4,598,873
Cost of Parking (Per Current Policy)	
Surface Parking	\$201,600
Structured Parking	\$0
Garage Parking	\$28,000
Site Acquisition	\$1,500,000
Furniture Cost	\$5,149,185
Development Cost @ 15%	<u>\$5,590,225</u>
SUBTOTAL:	\$42,858,391

Capital plus 1st Year Cost:

SUBTOTAL: **\$51,488,284**

15 Year Total Option Cost:

TOTAL: **\$216,150,999**



POLICE ADM. BLDG. ADDITION

LEASED SPACE

NEW CONSTRUCTION

TOTAL: **190,638** TOTAL: **34,189**

TOTAL: **81,053**

TOTAL: **37,399**

Municipal Court
 City Attorney
 Traffic Division

First District
 Uniform Patrol
 Metropolitan

Fire and Police Comm.
 Police Administration
 Fire Department

Communications
 Data Services Division
 Technical Serv. Bureau

Property Control
 License Invest. Unit
 Court Adm. Bureau
 Criminal Invest. Bureau
 Maintenance Service

Property -Inactive
 Central Rec. Bureau
 Open Rec. Division
 Identification Division

Prisoner Processing

Public Facilities

147,390

Utilized

0

Available

28,491

Utilized

70,481

Utilized

31,166

Utilized

OPTION 2H -SUMMARY

Option 2H is the final variation on the options for dispersing functions from the Police Administration Building as a strategy for making needed additional space available for the functions which remain behind. While it is the final variation presented here, many other combinations are certainly possible which might align the features which have been explored here in different combinations.

This Option, however, seeks to present the "best" of the dispersed series.

Recognized here is the potential for the re-use of the present Third District station, following the relocation of that function to a new facility, with the Communications, Data Services Division, and Technical Services Bureau. This is the only option which bears the additional \$5,543,500 cost of a new 3rd District Station. (Note: This additional cost does not change this option's relative cost ranking with other options.)

This is the only set of operations dispersed from the Police Administration Building under this Option.

The plan for the PAB, within Option 2H, otherwise bears close resemblance to Option 1C. A two story Addition is constructed over the existing garage and an Addition is constructed to the East to achieve the remaining amount of needed additional space.

It should be noted that the Cost Estimate for Option 2H includes within it the cost of a new 3rd District Station, as well as the cost of its renovation and expansion to provide a new location for Communications and Technical Services.

Parking would continue to be available in the existing garage at MacArthur Square, supplemented as required at the new construction site in accordance with current parking policies.

OPTION 2H COST SUMMARY

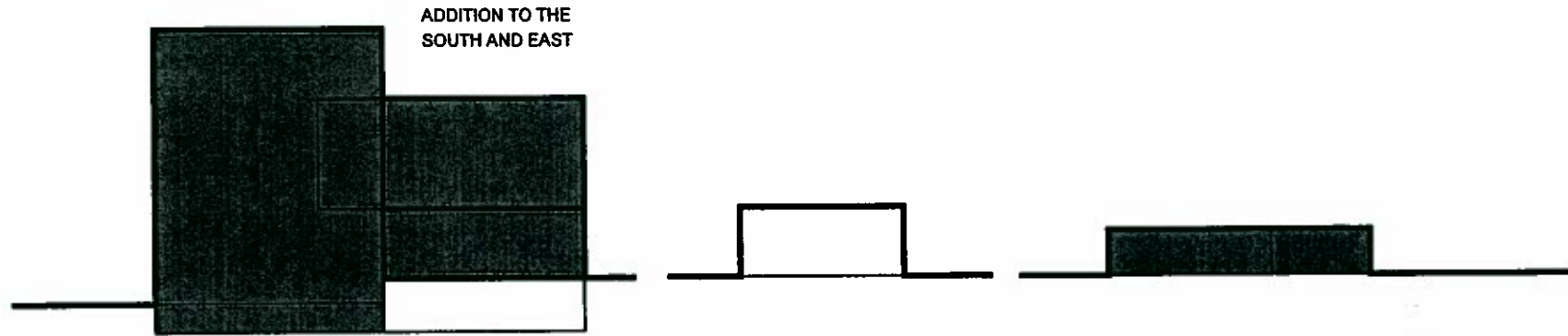
Capital Cost:

Construction Cost	
New Construction	\$7,301,880
Renovation	\$18,008,441
Addition	\$18,289,914
New 3rd District Station**	\$5,543,500
Telecommunications/Radio	\$4,305,023
Cost of Parking (Per Current Policy)	
Surface Parking	\$0
Structured Parking	\$0
Garage Parking	\$0
Site Acquisition	\$1,500,000
Furniture Cost	\$5,641,140
Development Cost @ 15%	<u>\$9,088,485</u>
SUBTOTAL:	\$69,678,383
Annual Cost:	
SUBTOTAL:	\$72,097,576
15 Year Total Option Cost:	
TOTAL:	\$137,073,355

** Additional cost unique to this option.

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OPTION 2H



POLICE ADM. BLDG.	ADDITION	LEASED SPACE	RENOVATION/ADDITION
TOTAL: 190,638	TOTAL: 148,039	TOTAL: 0	TOTAL: 37,399

Municipal Court
 City Attorney
 Traffic Division

First District
 Uniform Patrol
 Metropolitan
 Property -Inactive
 Property Control
 Central Rec. Bureau
 Open Rec. Division
 Maintenance Service

Prisoner Processing

Public Facilities

142,771

Utilized

0

Available

Fire and Police Comm.
 Police Administration
 Fire Department

License Invest. Unit
 Court Adm. Bureau

Identification Division
 Criminal Invest. Bureau

Public Facilities

123,366

Utilized

Communications
 Data Services Division
 Technical Serv. Bureau

31,166

Utilized

OPTION 3A -SUMMARY

Option 3A is the first of two alternatives which propose the relocation of all functions presently housed at the existing Police Administration Building.

Option 3A accomplishes this through new construction. It is also based upon the supposition that the site would be within reasonable proximity to the general downtown area. One such potential site has been identified as discussed in Volume 2 -Detailed Information.

The exact number of floors, and building configuration, would be dependent upon the circumstances of the site ultimately selected.

The primary advantages of this Option include the following. First, all units and departments are located together and the maximum level of efficiency in operations is possible. Second, implementation is greatly simplified over other options involving multiple locations or phased improvements of various pieces since the new building could be completed ready for occupancy and a very clean shift from the PAB accomplished. This also would contribute to the efficiency of operations since there would be no disruption of day-to-day activities at the PAB while all construction activities are going on a separate site location.

It is also recognized that some increased transportation costs are involved with this option relative to the need for Detectives and other Police personnel to appear in the District Court facilities and consult with the District Attorney's office. These are reflected in the Cost Summary for this option, in which a Shuttle Bus is proposed to convey personnel from the new facility to other Justice functions in the vicinity of MacArthur Square. Prisoner movements between the District stations and the Milwaukee County Adult Correctional Facility is already accomplished by such a shuttle operation and its route would only need to adjusted to include the new Police Administration Building location.

New parking is provided for department-assigned, staff and public needs; resulting additional parking would become available for other uses.

Neither future disposition of nor credit for the existing PAB have been addressed in this study.

OPTION 3A COST SUMMARY

Capital Cost:

Construction Cost	
New Construction	\$37,422,165
Renovation	\$0
Addition	\$0

Telecommunications/Radio \$6,216,970

Cost of Parking (Per Current Policy)

Surface Parking	\$1,670,400
Structured Parking	\$0
Garage Parking	\$3,540,000

Site Acquisition \$8,250,000

Furniture Cost \$5,213,850

Development Cost @ 15% \$9,347,008

SUBTOTAL: **\$71,660,393**

Capital plus

1st Year Cost:

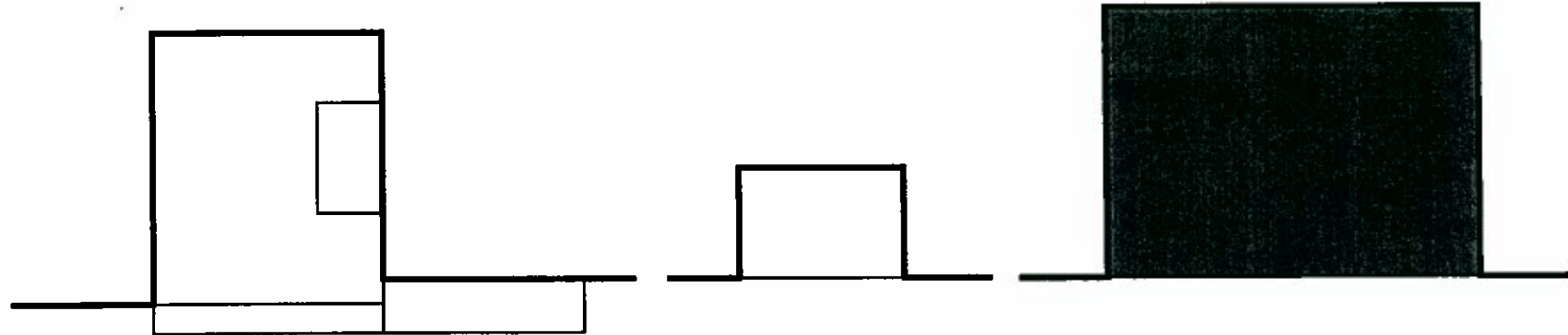
SUBTOTAL: **\$72,850,471**

15 Year Total Option Cost:

TOTAL: **\$121,444,055**

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OPTION 3A



POLICE ADM. BLDG. ADDITION

LEASED SPACE

NEW CONSTRUCTION

TOTAL: **0**

TOTAL: **0**

TOTAL: **0**

TOTAL: **347,590**

Fire and Police Comm.
 Police Administration
 Fire Department

Municipal Court
 City Attorney
 Traffic Division

Property Control
 License Invest. Unit
 Court Adm. Bureau
 Central Rec. Bureau
 Open Rec. Division
 Identification Division
 Criminal Invest. Bureau
 Maintenance Service
 Communications
 Data Services Division
 Technical Serv. Bureau

Public Facilities
 Prisoner Processing
 Property -Inactive

First District
 Uniform Patrol
 Metropolitan

289,658
 Utilized

0
 Utilized

190,638
 Available

OPTION 3B -SUMMARY

Option 3B is the second of the two alternatives which have been studied which propose the relocation of all functions presently housed at the existing Police Administration Building.

Option 3B accomplishes this through the renovation of an existing structure which is found to be capable of accomodating all of the needed functions. It is also based upon the supposition that the site would be within reasonable proximity to the general downtown area. One particular current opportunity has been studied for illustrative purposes in this study but is not intended to preclude other potential opportunities that may become available. The exact distribution of functions, and extent of renovation required, would be dependent upon the circumstances of the structure ultimately selected.

As in Option 3A, the primary advantages of this Option include the following. All units and departments are located together and the maximum level of efficiency in operations is possible. Next, implementation is greatly simplified over other options involving multiple locations or phased improvements of various pieces since the new building could be completed ready for occupancy and a very clean shift from the PAB accomplished. This also would contribute to the efficiency of operations since there would be no disruption to day-to-day activities at the PAB while all renovation activities are conducted at a separate site location.

As in Option 3A, also, it is recognized that some increased transportation costs are involved with this option relative to the need for Detectives and other Police personnel to appear in the District Court facilities and consult with the District Attorney's office. these are reflected in the Cost Summary for this option, in which a Shuttle Bus is proposed to convey personnel from the new facility to other Justice functions in the vicinity of MacArthur Square. Prisoner movements between the District stations and the Milwaukee County Adult Correctional Facility is already accomplished by such a shuttle operation and its route would only need to adjusted to include the new Police Administration Building location.

New parking is provided for department-assigned, staff and public needs; resulting additional parking would become available for other uses.

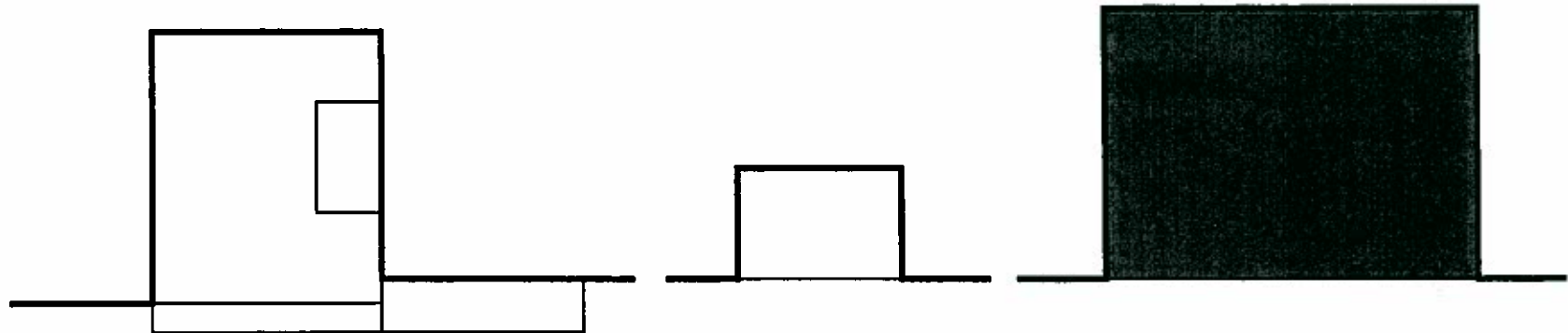
OPTION 3B COST SUMMARY

Capital Cost:

Construction Cost	
New Construction	\$0
Renovation	\$24,953,013
Addition	\$0
Telecommunications/Radio	\$6,269,095
Cost of Parking (Per Current Policy)	
Surface Parking	\$352,800
Structured Parking	\$5,784,000
Garage Parking	\$3,540,000
Site Acquisition	\$8,000,000
Furniture Cost	\$5,213,850
Development Cost @ 15%	<u>\$8,116,914</u>
SUBTOTAL:	\$62,229,672
Annual Cost:	
SUBTOTAL:	\$63,316,724
15 Year Total Option Cost:	
TOTAL:	\$107,609,899

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OPTION 3B



POLICE ADM. BLDG. ADDITION
 TOTAL: TOTAL:

LEASED SPACE
 TOTAL:

RENOVATION
 TOTAL:

- Fire and Police Comm.
- Police Administration
- Fire Department
- Property Control
- License Invest. Unit
- Court Adm. Bureau
- Central Rec. Bureau
- Open Rec. Division
- Identification Division
- Criminal Invest. Bureau
- Maintenance Service
- Communications
- Data Services Division
- Technical Serv. Bureau
- First District
- Uniform Patrol
- Metropolitan
- Municipal Court
- City Attorney
- Traffic Division
- Public Facilities
- Prisoner Processing
- Property -Inactive

Utilized

Available

Utilized

Detailed Cost Estimates for each option are provided in Volume II -Section 8. In developing these estimates, both Capital Cost as well as Operating Cost has been considered. The specific components which were estimated in these categories are summarized in the table to the right.

In those options where various units or departments are located at some distance from other units with which they interact, the operational cost impact has been included as a part of the option cost. In these instances, necessary personnel to maintain the same level of service has been accounted for. Also, needed maintenance staff and security control staff have been recognized where separate locations become involved.

It will be noted in the tabulation of option costs that appear in the following pages that those options which require the lowest capital cost bring with them the highest operating costs. This analysis, it is also pointed out, is for the first fifteen years only. Continuing operations beyond that time will only exacerbate that difference.

This Comparison of Options Costs is followed, on page 43, with the study Recommendations which weigh this information and identify the most cost-effective options for the City of Milwaukee.

Capital Cost -including:

- Construction Cost (New construction, Renovation or Addition).
- Telecommunications/Radio
- Cost of Parking (Surface, Structured or Garage -per policy)
- Site Acquisition (if required)
- Furniture Cost
- Development Cost

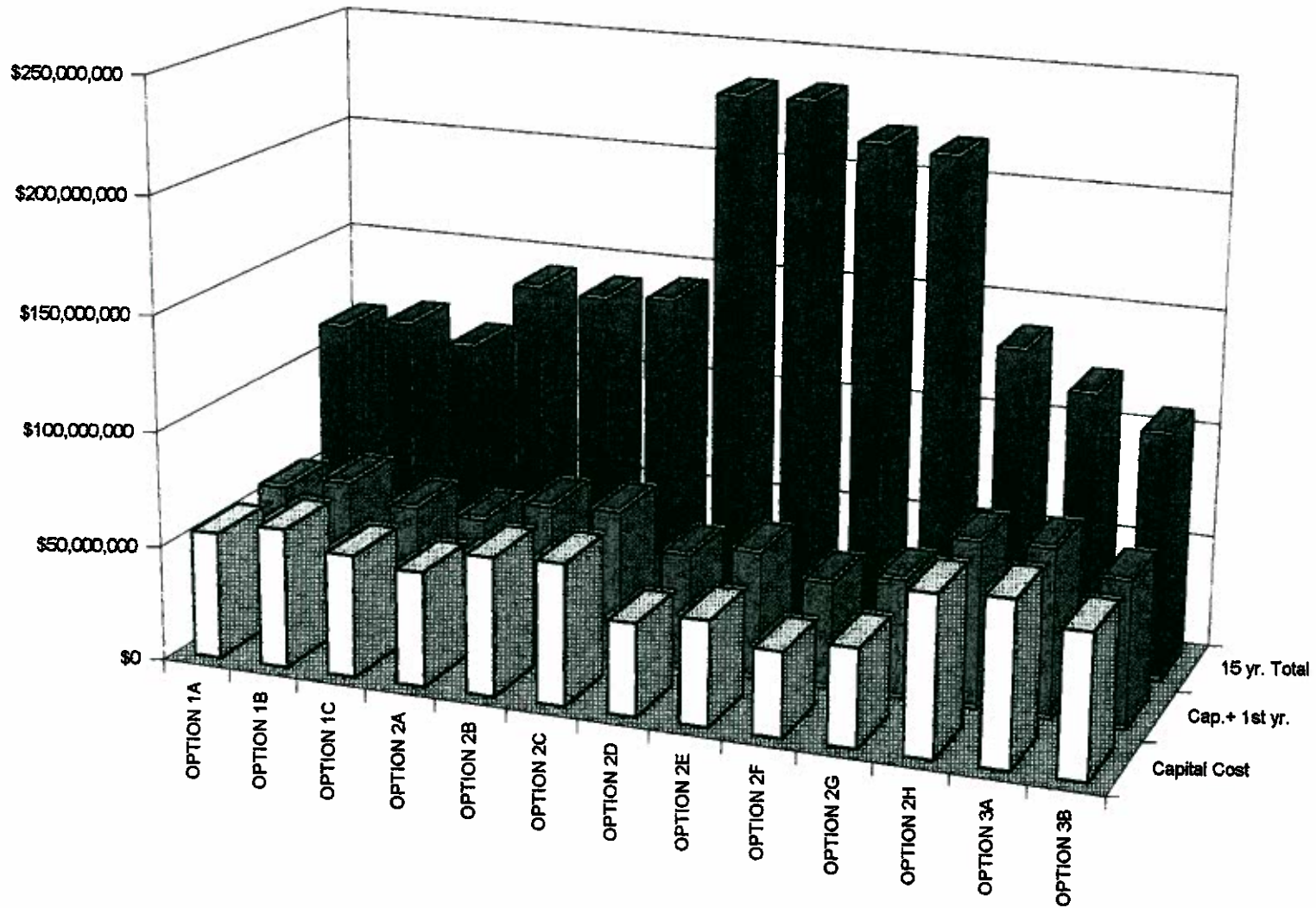
Annual Cost -including:

- Interest expense
- Operation and Maintenance Cost
- Moving/Phasing/Temporary Relocation
- Lease Costs (if any)
- Additional Parking Costs (if any)
- Staffing Costs
- Transportation Costs
- Parking Adjustments (Savings)

15 Year Total Cost -including:

- Total of Capital Costs
- Total of 15 Year Annual Costs

COST COMPARISON OF OPTIONS



COST COMPARISON OF OPTIONS

	Capital Cost	Capital plus 1st Year Cost	15 Year Total
OPTION 1A	\$55,342,193	\$57,776,613	\$115,029,635
OPTION 1B	\$60,931,459	\$63,172,385	\$119,382,086
OPTION 1C	\$53,427,128	\$55,836,878	\$112,216,631
OPTION 2A	\$50,168,300	\$54,343,934	\$141,976,640
OPTION 2B	\$60,424,148	\$63,775,402	\$140,133,716
OPTION 2C	\$61,892,064	\$65,261,073	\$142,483,912
OPTION 2D	\$40,545,772	\$50,275,634	\$234,085,394
OPTION 2E	\$45,883,853	\$55,264,050	\$234,329,485
OPTION 2F	\$36,980,227	\$46,159,103	\$218,700,231
OPTION 2G	\$42,858,391	\$51,488,284	\$216,150,999
OPTION 2H	\$69,678,383	\$72,097,576	\$137,073,355
OPTION 3A	\$71,660,393	\$72,850,471	\$121,444,055
OPTION 3B	\$62,229,672	\$63,316,724	\$107,609,899

OVERALL COMPARISON OF OPTIONS

The preceding summary of Option costs, which displays initial Capital Cost, Capital Cost plus First Year Cost, and 15 Year Total Cost for each option, identifies each of the options in terms of cost considerations. It will be seen that the options having the lowest capital expense (relying instead upon extensive use of leased space, ie: 2D, 2E, 2F, 2G), bring with them the greatest overall cost over time. While the period of analysis is for 15 years, this greater cost will be further increased over an extended period beyond that time.

It will also be seen that the options which explore the relocation of PAB occupants into new or renovated space do not have a significantly different cost from those options which renovate and expand the PAB, continuing its use for all occupants. Not taken into account is any economic value, or re-use value, which the PAB may have upon its vacancy under options 3A and 3B.

From a qualitative perspective, that is, the extent to which operational efficiency and performance objectives are met within a specific option, this study has also arrived to certain findings. Specifically, it is found that **the greatest operational efficiency and highest level of service delivery to the public is attained under those options which maintain the various operational units and administrative components at the same location rather than dispersing them.** This is provided by options 1A, 1B (to a lesser extent), 1C, 2H, 3A and 3B. The entire Option 2 series, (with the exception of Option 2H), which disperses various components to separate locations of one kind or another, bring not only higher operating cost, but reduced operational efficiency. Option 2H, however, meets the criteria for maintaining needed components at one location.

It should be noted that the different option series explore certain variations in component locations within a particular direction. While they examine the most prominent possibilities, they do not represent all the possible variations and other versions could be possible. To this extent, there is an opportunity for interchangeability between options.

Given the considerations of Capital Cost, long-term Operating Cost, and Qualitative evaluation, it is the consensus of the study team that each of the option series (ie: Option 1 series, Option 2 series and Option 3 series) yield a preferable option within that series.