# AGENDA OF THE AD HOC FACILITIES COMMITTEE

## MONDAY, OCTOBER 16, 2023, 11:00 AM
### In person at City Hall, Room 310.
### Virtual attendance also available via Zoom.

**A. Zoom Meeting Information.**

1. Join Zoom Meeting Online:
   https://us02web.zoom.us/j/87329759414?pwd=dUZ4WkFlTUUwdFZXbkZDeTJQSHpEdz09

   Or call in by phone: +1 312 626 6799
   Meeting ID: 873 2975 9414
   Passcode: 369066

   If you wish to speak at this public meeting or leave a comment, please fill out the online Comment Form prior to the meeting. More detailed Zoom Instructions can be found online.

**B. Roll Call.**

**C. Approval of the Agenda.**

1. Approval of the agenda for the October 16, 2023, meeting of the Ad Hoc Facilities Committee.

**D. Approval of Minutes.**

1. Approval of the Ad Hoc Facilities Committee minutes from the November 15, 2022 meeting.

**E. Regular Business.**

1. Discussion with possible action regarding the flow analysis by Berners Schober for the City of Green Bay – City Hall.
2. Discussion with possible action regarding the flow analysis by Berners Schober for the City of Green Bay – Police Department building.

3. Discussion with possible action regarding the flow analysis by Berners Schober for the City of Green Bay – Municipal Court building.

4. Discussion with possible action regarding an update on the Fire Station needs and location.

*The Committee may convene in closed session pursuant to Sections 19.85(1)(e), Wis. Stats., for purposes of deliberating or negotiating the sale of public properties, investing of public funds or conducting other specified public business as necessary for competitive or bargaining reasons. The Committee will thereafter reconvene in open session pursuant to Section 19.85(2), Wis. Stats., to take action on items discussed in closed session, if appropriate, and to consider the remainder of the agenda.*

5. Discussion with possible action regarding portions of the Citywide Clean Energy Plan that pertains to city buildings.

6. Discussion with possible action on the 2024-2028 Capital Improvement request and potential 2024 bonding request for city buildings.

7. Discussion with possible action regarding the next steps.

## F. Adjournment.

1) THIS MEETING IS RECORDED: THE VIDEO OF THIS MEETING AND MINUTES ARE AVAILABLE ONLINE AT www.greenbaywi.gov
2) ACCESSIBILITY: Any person wishing to attend who requires special accommodation because of a disability, should contact the City Safety Manager at 920-448-3125 at least 48 hours before the scheduled meeting time so that arrangements can be made.
3) QUORUM: Please take notice that a majority or quorum of the Common Council will attend this Ad Hoc Facilities Committee meeting and will constitute a meeting of the Common Council for purposes of discussion and information gathering relative to this agenda.
4) QUORUM: Please take notice that a majority or quorum of the Finance Committee will attend this Ad Hoc Facilities Committee meeting and will constitute a meeting of the Finance Committee for purposes of discussion and information gathering relative to this agenda.
5) REPRESENTATION: The party requesting the communication, or their representative, should be present at this meeting.

Report to the
# Ad Hoc Facilities Committee of the City of Green Bay

## MEETING DATE

October 16, 2023

## AGENDA ITEM # E.1

Discussion with possible action regarding the flow analysis by Berners Schober for the City of Green Bay – City Hall.

## BACKGROUND

## RECOMMENDATION

## FISCAL IMPACT

## ATTACHMENTS

1. 23CGB03.00_CityHall_EFA_PKG 11OCT2023

# existing flow analysis

Document prepared for:

The City of Green Bay - City Hall
Green Bay, WI

Ad Hoc Facilities Committee
23CGB03.00

10/12/2023

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## executive summary

**background**
The existing city hall building was constructed in 1956. The six-story structure has an exterior consisting of granite panels and face brick masonry with a precast concrete wall cap. There is mechanical penthouse on the roof that is also constructed of face brick and has a pre-cast concrete cap. This building holds several City of Green Bay Department offices as well as the City Council Chambers.

**ad hoc committee motion:**
Moved by Garritt Bader, seconded by Board Member Jesse Sharp to proceed with BSA for a flow review not to exceed $30,000 and direct staff to find funding or bring it back to the Finance Committee.

**service agreement project narrative:**
Produce high level existing flow analysis of police station and existing program of police, municipal court, and city hall with high level synopsis of potential program fit on existing police department site.
Additionally, we will assemble benchmarking square footage for police facilities based on similar size cities.

**process:**
Space Identification Meeting(s)
- Review, with plans, identify departments, rooms and use, staff count and positions.
- Establish Existing Space Allocation Spread Sheet and Existing Graphic Program

Space Identification Tour(s)
- Tour Buildings to confirm plan accuracy and area. Field Verify as necessary.
- Refine Space Program and Graphic Program.

High Level Stakeholder Interviews
- Identify list of Building Occupant Internal Process Flow Diagrams / Existing Deficiencies

Identify comparable Municipalities for Data Collection
High-Level Test-Fit on Existing Police Site

**final deliverables:**
Presentation of Findings to committee
Study Narrative and Executive Summary
Existing Space Program
- Organized By Building, By Department including Area by square foot.

Existing Graphic Program
- Overlaid on existing floor plans, showing adjacency.

Like-Sized Municipalities Comparison Data
Facility Assessment Documents via appendix

**report description**
An assessment of City Hall was conducted in 2015 by Berners Schober with an update in 2022, which reviewed the condition of the building's architectural, structural, mechanical, plumbing, and electrical elements. This report is a flow analysis, studying and noting the observed deficiencies.

The assessment of Green Bay City Hall reveals deficiencies across its various floors.

**Basement**
In the basement, cracked and missing composite tiles in the print shop area pose structural and health concerns. An unconventional layout of the I.T. Equipment room adds to the irregular arrangement of adjacent workspaces.

**First Floor**
On the first floor, an inefficient allocation of space is noted, with internal departments occupying valuable areas that could be better used for public-serving functions. Additionally, a vacant reception desk represents an underutilization of floor space, while wayfinding challenges demand improved signage and layout for a more visitor-friendly environment.

**Second Floor**
The second floor exhibits some inefficiencies mostly due to the floor plate of the building.

**Third Floor**
The third floor exhibits excessive circulation space, dispersed sub-departments, and subpar wayfinding, all of which hinder functionality and navigation. Relocating public-serving departments to the first floor is suggested to enhance visitor experience.

**Fourth Floor**
Moving to the fourth floor, the dated I.T. department requires modernization to align with technological standards. Vault and safe room constraints impact layout and space use. Opportunities exist to optimize underutilized 'flex space' and media rooms.

**Fifth Floor**
On the fifth floor, excessive circulation space and an inefficient layout affect functionality. The fragmented placement of the Human Resources (H.R.) department across levels leads to workplace inefficiencies.

**Sixth Floor**
Finally, the sixth floor, despite recent updates, exhibits areas requiring finish updates, including peeling paint in restrooms. There are also vacant offices, offering an opportunity to optimize space usage, potentially relocating internal functions from the first floor to enhance visitor experience.

Addressing these deficiencies and optimizing space usage is essential to enhance Green Bay City Hall's functionality, aesthetics, and efficiency, aligning the building with modern standards and operational needs.

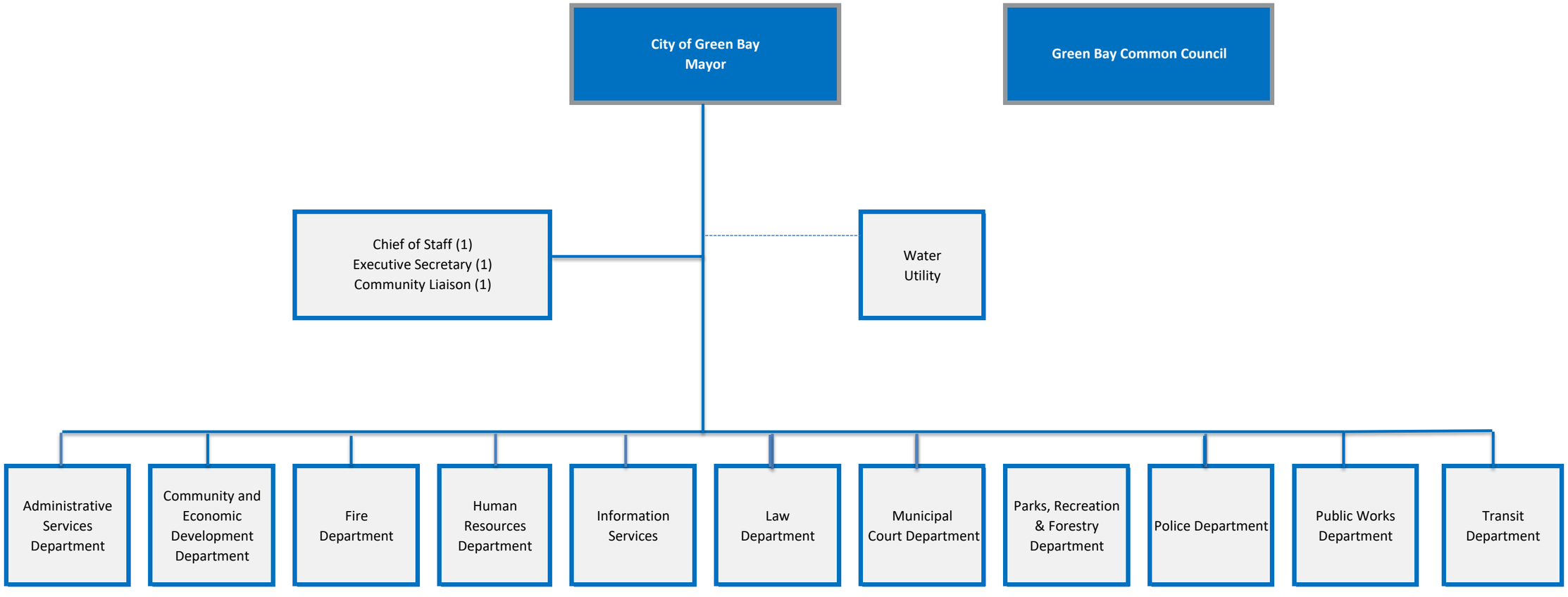
**recommendation**
It is our recommendation that the committee move forward with conducting a comprehensive Space Needs Assessment Study for Green Bay City Hall. This study will provide valuable insights into addressing the deficiencies and optimizing space utilization within the facility.

Moreover, coordinating the Space Needs Assessment Study with the existing Flow Analysis will create a synergistic approach to evaluating and improving the overall functionality of City Hall. These complementary assessments will empower the city to make informed decisions, ensuring that resources are strategically allocated to meet both current and future needs efficiently.

organizational chart

# MAYOR'S OFFICE

Rev. 9.30.2020



# ADMINISTRATIVE SERVICES DEPARTMENT

## ADMINISTRATIVE SERVICES

Finance Director (1)

### Finance

- Assistant Finance Director (1)
- Sr. Accountant (1)
- Financial Analyst (2)
- Account Clerk II (1)

**Payroll**

- Payroll Manager (1)
- Payroll Specialist (1)

### City Clerk's Ofice

- City Clerk (1)
- Deputy City Clerk (1)
- Administrative Clerk II (1)
- Administrative Clerk (2)
- Seasonal Workers/Poll Workers/ Voting Machine Mechanics

### Assessor's Office

- City Assessor (1)
- Appraiser II (4)
- Contracted Staff

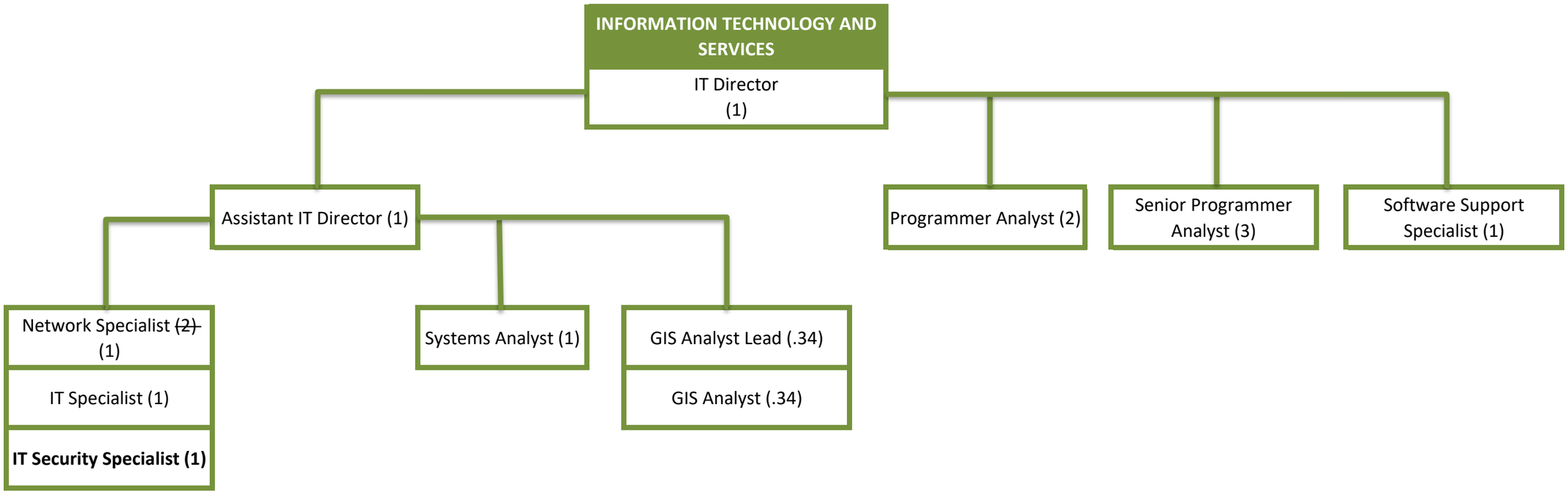
### Purchasing

- Procurement Manager (1)
- Buyer (1)
- Purchasing Assistant (1)
- Document Center Lead (1)
- Document Center Operator (.5)

Grant Administrator/Internal Auditor (1)

Fulltime Employees 23
Parttime Employees 1

# INFORMATION TECHNOLOGY AND SERVICES

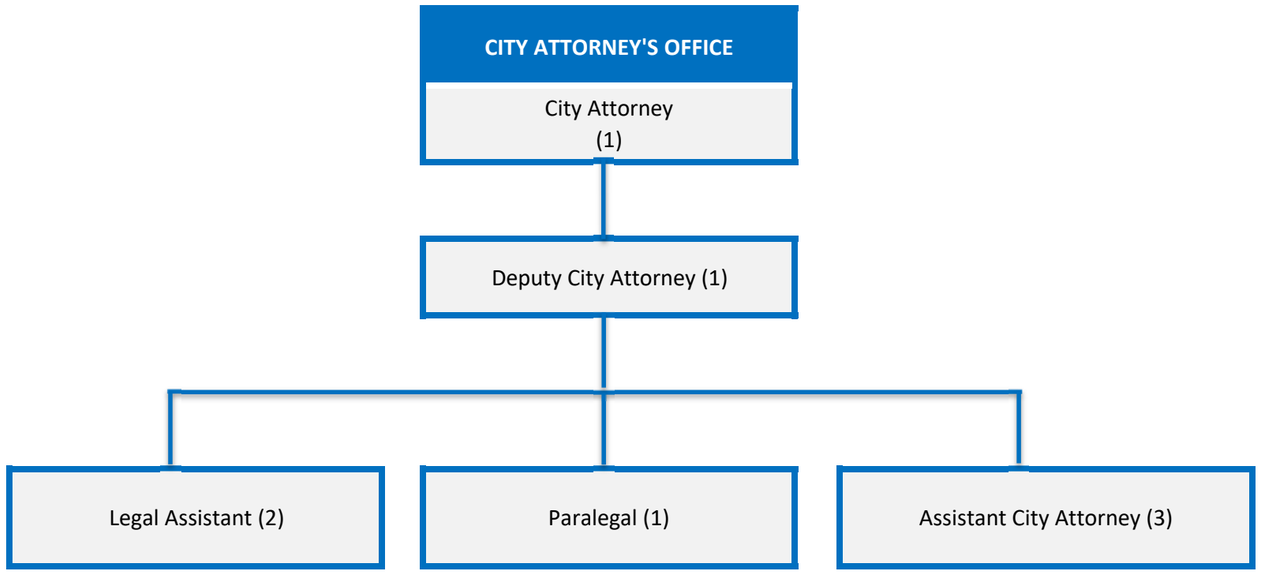



Full-time Employees 12

Funded by the Police Dept-1 Sr. Programmer Analyst, 1 Programmer Analyst, 1 I.T. Security Specialist and .75 Network Specialist
Funded by the Fire Dept-1 I.T. Specialist
66% of GIS Analyst Lead and GIS Analyst positions funded by DPW

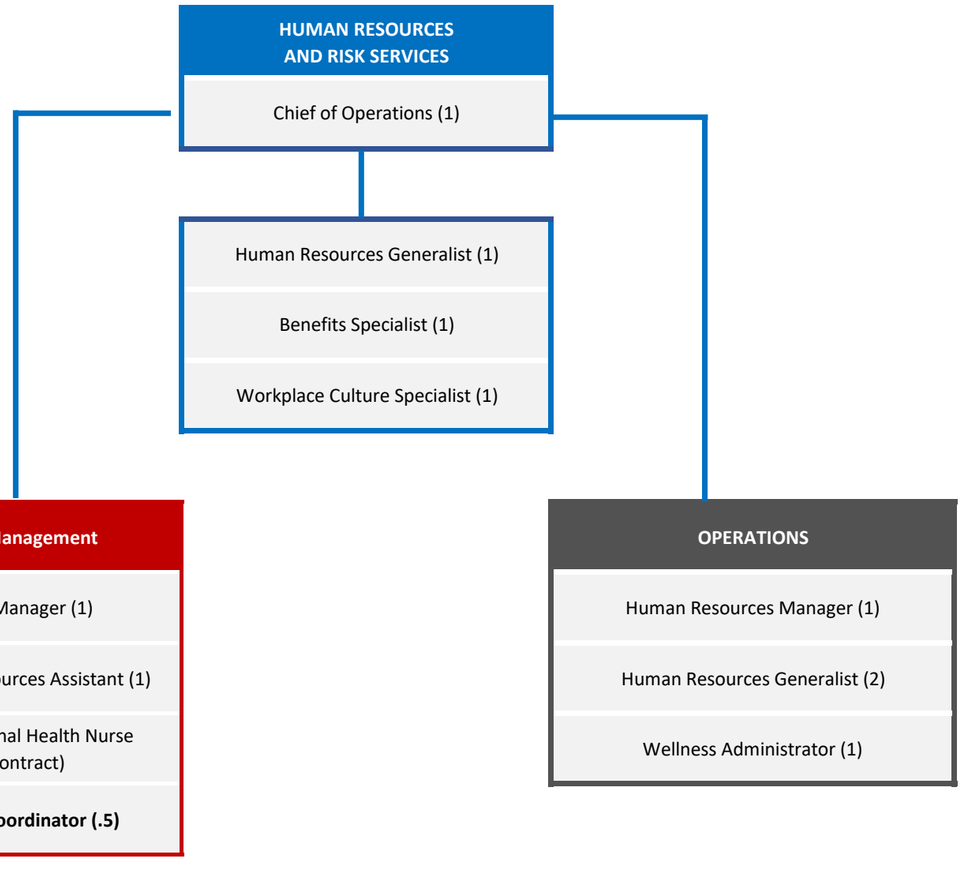
# LAW DEPARTMENT

**Updated 9.20.2022**




**Fulltime Employees 8**

# HUMAN RESOURCES DEPARTMENT




**Fulltime Employees ~~10~~ 10.5**
**Contract Employees 1**

# COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

Development Director (1)

Deputy Development Director (1)

**OPERATIONS**

- Administrative Assistant (1)
- Administrative Clerk (3)
- Accountant (1)

**INSPECTIONS AND ENFORCEMENT**

| PROPERTY INSPECTION | BUILDING INSPECTION |
|---|---|
| Housing and Zoning Enforcement Supervisor (1) | Chief Building Official (1) |
| Housing Inspector (4) | Commercial Building Inspector (1) |
| Neighborhood Compliance Inspector (2) | Building Inspector (3) |
| Residential Housing Investigator (Contract) | Electrical Inspector (2) |
| | Plumbing/Heating Inspector (2) |
| | City Sealer (1) |

**PLANNING AND PROJECTS**

| PLANNING | NEIGHBORHOODS |
|---|---|
| Principal Planner (1) | Community Development Specialist (1) |
| Zoning Administrator (1) | Neighborhood Development Specialist (1) |
| Planner II (1) | **ECONOMIC OPPORTUNITY** |
| Planner I (1) | Project and Program Manager (1) |
| Design Specialist (1) | Economic Development Specialist (1) |
| Historic Preservation Specialist (Contract) | Real Estate Specialist (1) |
| Public Arts Coordinator (.75 FTE) | |

**HOUSING**
**Green Bay Housing Authority**

| | |
|---|---|
| Housing Administrator (1) | |
| Building Services Coordinator (1) | Resident Services Coordinator (2) |
| Building Custodian II (1) | Casual Employees |
| Building Custodian I (1) | Cleaner (.43 FTE) |

Full-time employees 41.18
Contract Employees 2

# DEPARTMENT OF PUBLIC WORKS

**PUBLIC WORKS DIRECTOR (1)**

## DPW SUPPORT OPERATIONS

- Administrative Supervisor (1)
- Account Clerk III (1)
- Account Clerk II (2)
- Administrative Clerk (3)

## DPW FINANCIAL OPERATIONS

- Financial Supervisor (1)
- Time Clerk (1)

## PROJECT DEVELOPMENT & CONSTRUCTION SERVICES

- Assistant Public Works Director (1)
- Assistant City Engineer (1)
- Civil Engineer (3)
- Construction Inspection Mgr (1)
- Engineering Technician (4)
- Engineering Aide (5)

### SPECIAL PROJECTS

- Assistant City Engineer (1)
- Civil Engineer II (1)
- Engineering Technician (1)

### TRAFFIC SECTION

- Civil Engineer III (1)
- Right of Way Specialist (1)
- Engineering Technician (1)

## UTILITY & SEWER OPERATIONS

- Utility Manager (1)
- Public Works Superintendent (1)

### SEWER SECTION

- Sewer Worker Foreperson (1)
- Sewer Technical Worker (1)
- Sewer Maintenance Worker (14)

### UTILITY DEVELOPMENT SECTION

- Civil Engineer (2)
- Erosion Control Specialist (2)
- GIS Analyst (1)
- GIS Leadworker (1)
- Engineering Technician (2)
- Engineering Aide (1)
- Fat, Oil, Grease (FOG) Inspector (1)
- Resiliency Coordinator (1)
- Locate Technician (1)

## DPW OPERATIONS

- Operations Director (1)

### ELECTRICAL DIVISION

- Electrician Foreperson (1)
- Electrician (6)
- Communications Technician (1)

### STREET SECTION

- Public Works Superintendent (1)
- Public Works Supervisor (3)
- Signs Worker Foreperson (1)
- Signs Operator (2)
- Signs Laborer (2)
- Operator II (13)
- Operator I (21)
- Truck Driver (16)
- Laborer (10)

### MOTOR EQUIPMENT SECTION

- Fleet Manager (1)
- Mechanic Foreperson (2)
- Mechanic (11)
- Parts Clerk (2)
- Building Maintenance Technician (2)
- HVAC Technician (1)

### PARKING SECTION

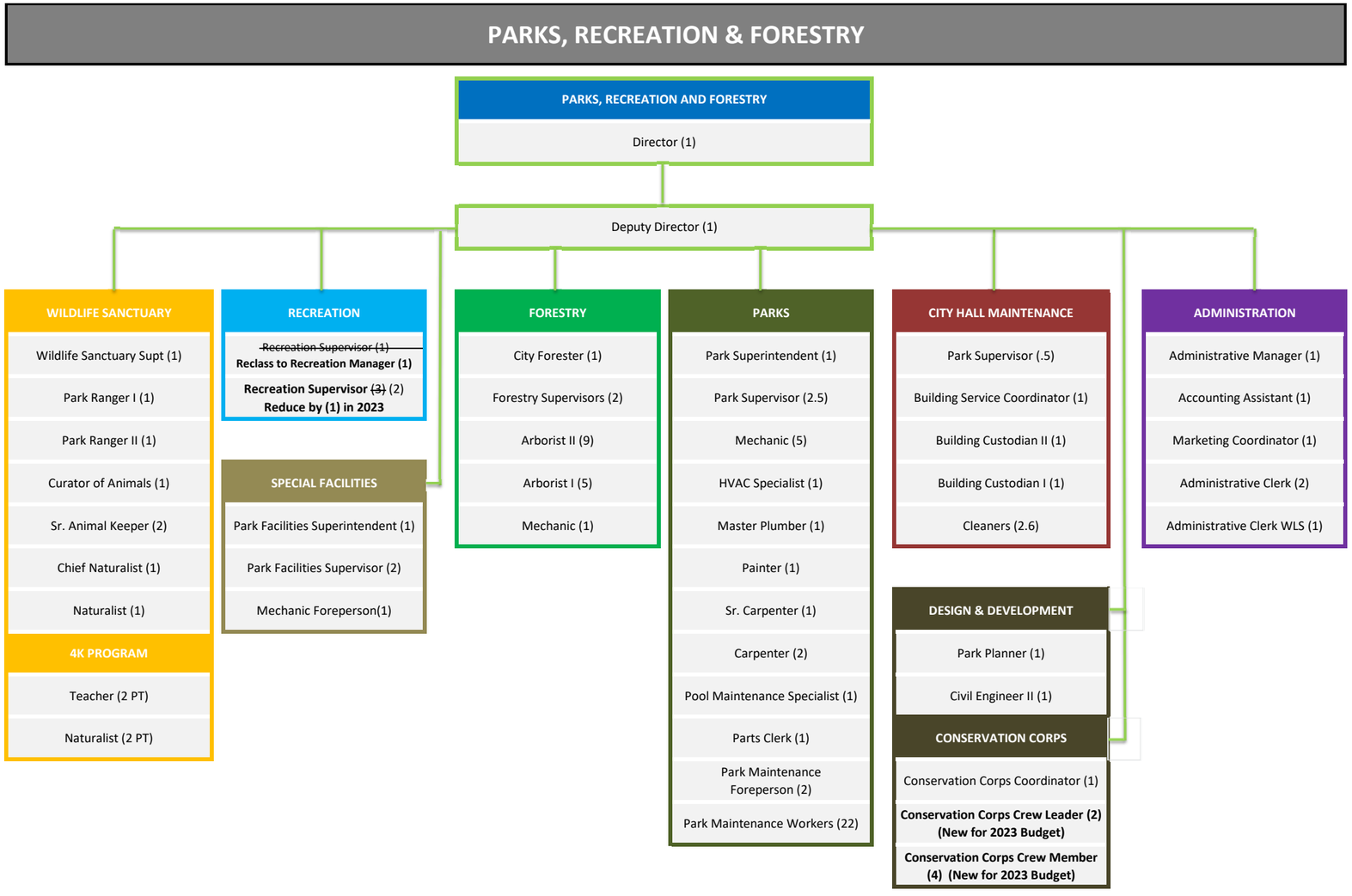
- Public Works Superintendent (1)
- Parking Maintenance Technician (8)
- Parking Building Technician (4)
- Parking Enforcement Officer (4)

### SANITATION SECTION

- Public Works Superintendent (1)
- Truck Driver (23)
- Laborer (7)

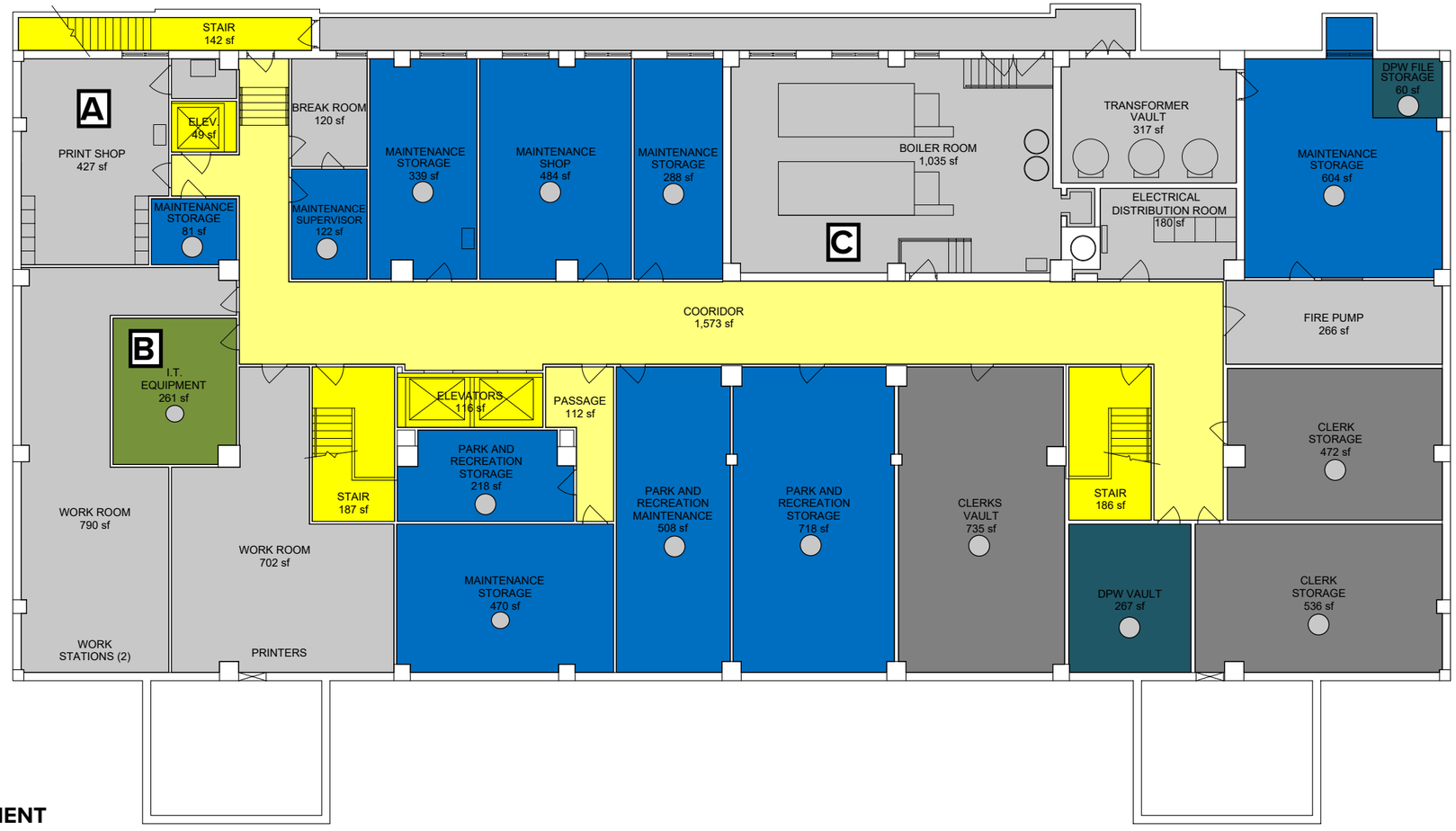
**Fulltime Employees 206**

Existing Flow Analysis - City Hall | Green Bay, WI




**Full-time Employees 96.6**
**Part-time Employees 4**

## Existing Flow Analysis - City Hall | Green Bay, WI




**Basement**

| Room | Department | S.F |
|---|---|---|
| Clerk Storage | Administrative Services Department | 472 |
| Clerk Storage | Administrative Services Department | 536 |
| Clerks Vault | Administrative Services Department | 735 |
| | Sub Total | 1,743 |
| | % of Floor | 12% |

| | | |
|---|---|---|
| Parks and Recreation Storage | Parks, Recreation, & Forestry | 718 |
| Parks and Recreation Storage | Parks, Recreation, & Forestry | 470 |
| Parks and Recreation Maintenance | Parks, Recreation, & Forestry | 508 |
| Maintenance Storage | Parks, Recreation, & Forestry | 218 |
| Maintenance Storage | Parks, Recreation, & Forestry | 604 |
| Maintenance Storage | Parks, Recreation, & Forestry | 288 |
| Maintenance Storage | Parks, Recreation, & Forestry | 339 |
| Maintenance Storage | Parks, Recreation, & Forestry | 81 |
| Maintenance Shop | Parks, Recreation, & Forestry | 484 |
| Maintenance Supervisor | Parks, Recreation, & Forestry | 122 |
| | Sub Total | 3,832 |
| | % of Floor | 27% |

| | | |
|---|---|---|
| I.T. Equipment | Information Technology & Services | 261 |
| | Sub Total | 261 |
| | % of Floor | 2% |

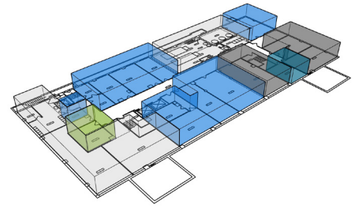
| | | |
|---|---|---|
| DPW File Storage | Department of Public Works | 60 |
| DPW Vault | Department of Public Works | 267 |
| | Sub Total | 327 |
| | % of Floor | 2% |

| | | |
|---|---|---|
| Fire Pump | Miscellaneous | 266 |
| Electrical Distribution Room | Miscellaneous | 180 |
| Transformer Vault | Miscellaneous | 317 |
| Boiler Room | Miscellaneous | 1035 |
| Break Room | Miscellaneous | 120 |
| Print Shop | Miscellaneous | 427 |
| Work Room | Miscellaneous | 790 |
| Work Room | Miscellaneous | 702 |
| | Sub Total | 3,837 |
| | % of Floor | 27% |

| | | |
|---|---|---|
| Corridor | Circulation | 1573 |
| Passage | Circulation | 112 |
| Stair | Circulation | 186 |
| Stair | Circulation | 142 |
| Stair | Circulation | 187 |
| Elevators | Circulation | 116 |
| Elevator | Circulation | 49 |
| | Sub Total | 2,365 |
| | % of Floor | 17% |

| | |
|---|---|
| Subtotal SF | 12,365 |
| Net SF | 8,082 |
| SF Ratio | 1.73 |
| Gross SF | 14,021 |

| | |
|---|---|
| Total Building Gross SF | 94,631 |
| Total Building Net SF | 53,283 |
| Total Building SF Ratio | 1.78 |



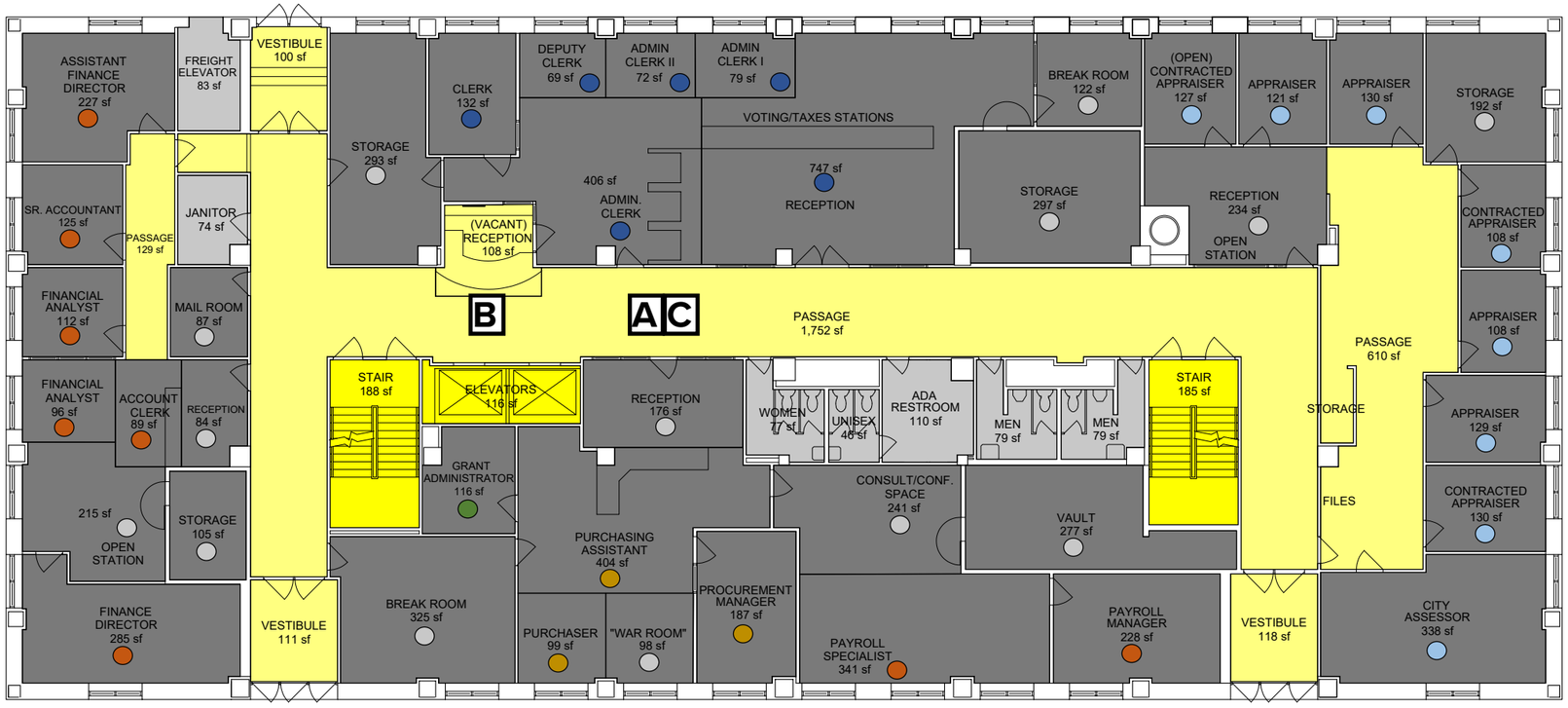
### BASEMENT

**A.** Cracked and Missing Composite Tile in Print Shop Area:
The presence of cracked and missing 9-inch composite tiles within the print shop area poses a structural and health concern. While previous asbestos surveys have identified asbestos in the adhesive for the tiles, the current condition of missing or damaged tiles warrants attention. Addressing these areas is essential to prevent the release of old adhesive particles into the environment, which may pose health risks.

**B.** I.T. Equipment Room Layout:
The I.T. Equipment room, located within what used to be an old vault, features an unconventional layout. Placed in the middle of two workrooms, this layout creates an irregular arrangement for the adjacent workspaces, potentially affecting their functionality and efficiency.

**C.** Outdated HVAC System:
The basement level houses the deficient and outdated HVAC system. This occupies a large footprint of space that could oherwise be used for additional record retention.

## Existing Flow Analysis - City Hall | Green Bay, WI




**First Floor**

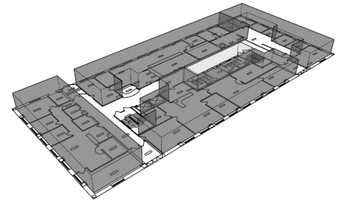
| Room | Department | S.F. |
|---|---|---|
| City Assessor | Administrative Services Department | 338 |
| Contracted Appraiser | Administrative Services Department | 130 |
| Appraiser | Administrative Services Department | 129 |
| Appraiser | Administrative Services Department | 108 |
| Contracted Appraiser | Administrative Services Department | 108 |
| Appraiser | Administrative Services Department | 130 |
| Appraiser | Administrative Services Department | 121 |
| Contracted Appraiser (open) | Administrative Services Department | 127 |
| Storage | Administrative Services Department | 192 |
| Reception | Administrative Services Department | 234 |
| City Clerk | Administrative Services Department | 132 |
| Deputy Clerk | Administrative Services Department | 69 |
| Admin Clerk II | Administrative Services Department | 72 |
| Admin Clerk I | Administrative Services Department | 79 |
| Admin Clerk | Administrative Services Department | 406 |
| Reception - Voting/Taxes Station | Administrative Services Department | 747 |
| Break Room | Administrative Services Department | 122 |
| Storage | Administrative Services Department | 297 |
| Storage | Administrative Services Department | 293 |
| Assistant Finance Director | Administrative Services Department | 227 |
| Senior Accountant | Administrative Services Department | 125 |
| Financial Analyst | Administrative Services Department | 112 |
| Financial Analyst | Administrative Services Department | 96 |
| Account Clerk | Administrative Services Department | 89 |
| Finance Director | Administrative Services Department | 285 |
| Payroll Manager | Administrative Services Department | 228 |
| Payroll Specialist | Administrative Services Department | 341 |
| Open Station | Administrative Services Department | 215 |
| Reception | Administrative Services Department | 84 |
| Storage | Administrative Services Department | 105 |
| Mail Room | Administrative Services Department | 87 |
| Consult / Conference Space | Administrative Services Department | 241 |
| Vault | Administrative Services Department | 277 |
| Procurement Manager | Administrative Services Department | 187 |
| Purchasing Assistant | Administrative Services Department | 404 |
| Purchaser | Administrative Services Department | 99 |
| "War Room" | Administrative Services Department | 98 |
| Reception | Administrative Services Department | 176 |
| Break Room | Administrative Services Department | 325 |
| Grant Administrator | Administrative Services Department | 116 |
| | Sub Total | 7,751 |
| | % of Floor | 58% |
| ADA Restroom | Miscellaneous | 110 |
| Men's Toilet | Miscellaneous | 79 |
| Men's Toilet | Miscellaneous | 79 |
| Women's Toilet | Miscellaneous | 77 |
| Unisex Toilet | Miscellaneous | 46 |
| Janitor | Miscellaneous | 74 |
| Freight Elevator | Miscellaneous | 83 |
| | Sub Total | 548 |
| | % of Floor | 4% |
| Reception (Vacant) | Circulation | 108 |
| Passage | Circulation | 1,752 |
| Passage | Circulation | 129 |
| Passage | Circulation | 610 |
| Vestibule | Circulation | 118 |
| Vestibule | Circulation | 111 |
| Vestibule | Circulation | 100 |
| Stair | Circulation | 185 |
| Stair | Circulation | 188 |
| Elevators | Circulation | 116 |
| | Sub Total | 3,417 |
| | % of Floor | 25% |
| | Subtotal SF | 11,716 |
| | Net SF | 7,751 |
| | SF Ratio | 1.73 |
| | Gross SF | 13,435 |

### FIRST FLOOR

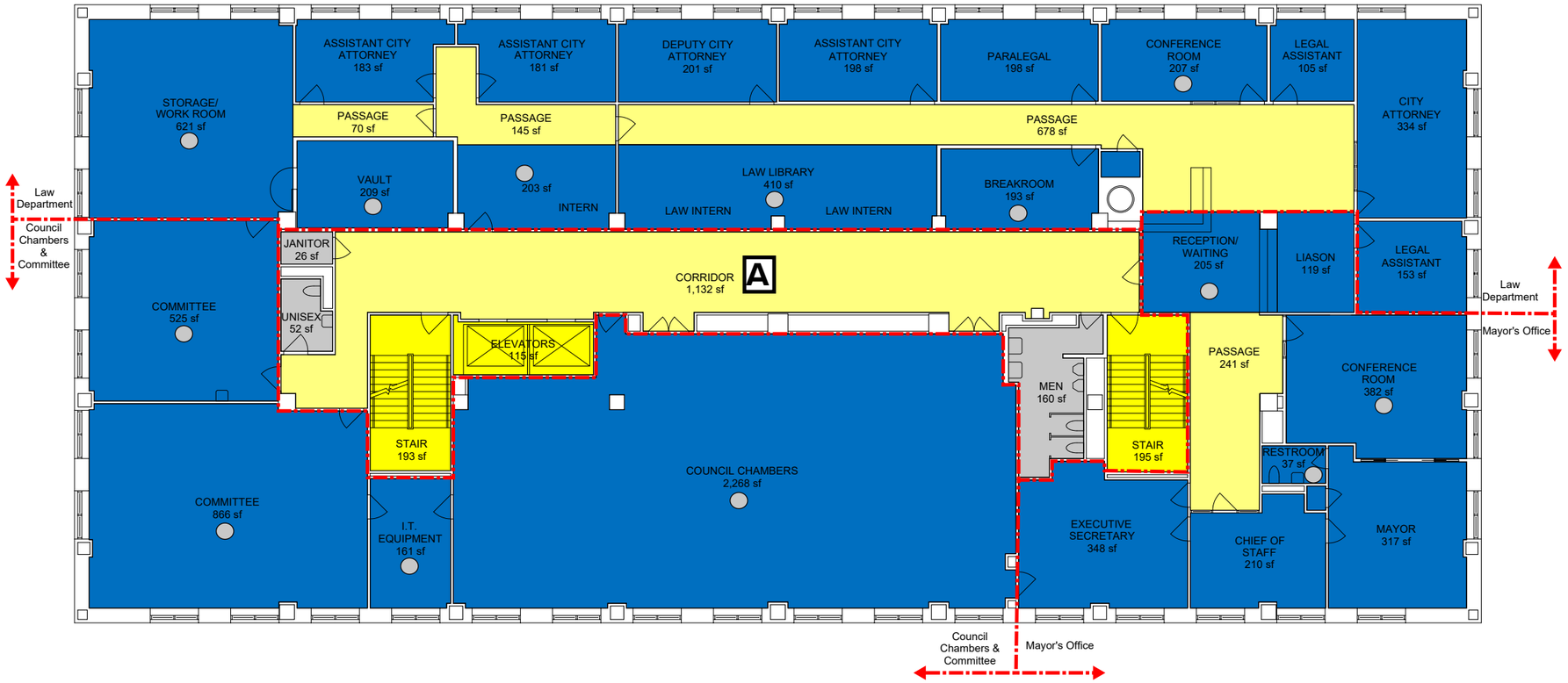
**A.** Inefficient Use of Public Space:
Despite being an ideal floor for accommodating public-use spaces, the current configuration does not align with this potential. Departments such as Purchasing, Finance, and the Assessor's office, which are primarily internal and private in nature, occupy valuable first-floor real estate. Relocating these departments to other levels could free up space for more public-oriented functions.

**B.** Vacant Reception Desk:
The reception desk, which is no longer in use, stands vacant, representing an inefficient utilization of valuable floor space. Repurposing or redesigning this area is essential to optimize the use of available space and enhance functionality.

**C.** Wayfinding Challenges:
The overall wayfinding within the first floor is suboptimal, potentially causing confusion and frustration for visitors. Improvements in wayfinding signage and layout are necessary to create a more user-friendly and intuitive environment.



## Existing Flow Analysis - City Hall | Green Bay, WI




**Second Floor**

| Room | Department | S.F. |
|---|---|---|
| Mayor | Mayor's Office | 317 |
| Chief of Staff | Mayor's Office | 210 |
| Executive Secretary | Mayor's Office | 348 |
| Legal Assistant | Mayor's Office | 153 |
| Liason | Mayor's Office | 119 |
| Conference Room | Mayor's Office | 382 |
| Restroom | Mayor's Office | 37 |
| Reception / Waiting | Mayor's Office | 205 |
| | Sub Total | 1,771 |
| | % of Floor | 13% |

| | | |
|---|---|---|
| City Attorney | Law Department | 334 |
| Legal Assistant | Law Department | 105 |
| Paralegal | Law Department | 198 |
| Assistant City Attorney | Law Department | 198 |
| Deputy City Attorney | Law Department | 201 |
| Assistant City Attorney | Law Department | 181 |
| Assistant City Attorney | Law Department | 183 |
| Conference Room | Law Department | 207 |
| Law Library | Law Department | 410 |
| Breakroom | Law Department | 193 |
| Intern | Law Department | 203 |
| Vault | Law Department | 209 |
| Storage / Work Room | Law Department | 621 |
| | Sub Total | 3,243 |
| | % of Floor | 24% |

| | | |
|---|---|---|
| Council Chambers | Council Chambers & Committee | 2268 |
| I.T. Equipment | Council Chambers & Committee | 161 |
| Committee | Council Chambers & Committee | 866 |
| Committee | Council Chambers & Committee | 525 |
| | Sub Total | 3,820 |
| | % of Floor | 28% |

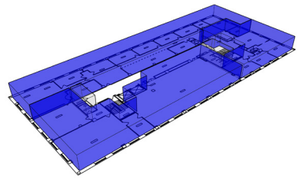
| | | |
|---|---|---|
| Janitor | Miscellaneous | 26 |
| Unisex Toilet | Miscellaneous | 52 |
| Men's Toilet | Miscellaneous | 160 |
| | Sub Total | 238 |
| | % of Floor | 2% |

| | | |
|---|---|---|
| Corridor | Circulation | 1132 |
| Passage | Circulation | 678 |
| Passage | Circulation | 70 |
| Passage | Circulation | 241 |
| Passage | Circulation | 145 |
| Stair | Circulation | 195 |
| Stair | Circulation | 193 |
| Elevators | Circulation | 115 |
| | Sub Total | 2,769 |
| | % of Floor | 21% |

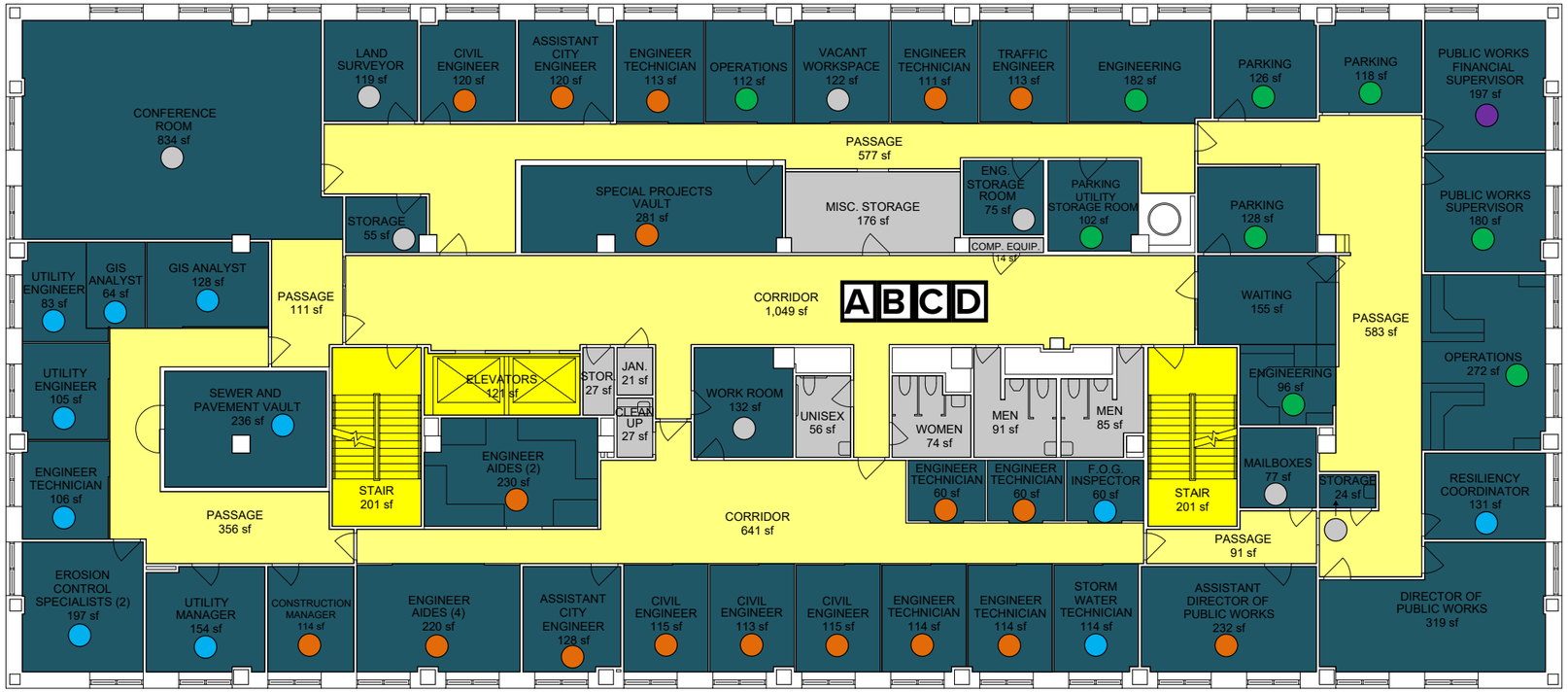
| | |
|---|---|
| Subtotal SF | 11,841 |
| Net SF | 8,834 |
| SF Ratio | 1.52 |
| Gross SF | 13,435 |

### SECOND FLOOR

**A.** Inefficient Layout:
Certain areas on the second floor exhibit an inefficient layout, partly due to constraints imposed by the building's floor plate and gridline. These layout challenges impact the overall functionality and flow of the floor.



## Existing Flow Analysis - City Hall | Green Bay, WI




### THIRD FLOOR

**A.** Excessive Circulation Space:
The presence of an excessive amount of circulation space on the third floor, partly attributed to the building's gridlines and layout, results in inefficient utilization of available area. This excess space could be better repurposed to enhance functionality and accommodate the needs of various departments more effectively.

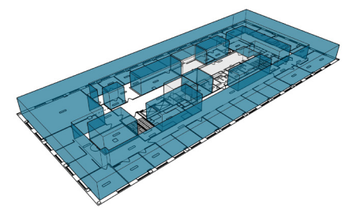
**B.** Dispersed Sub-Departments:
Similar sub-departments are not consistently located in proximity to one another on the third floor. This dispersion hinders collaboration and communication among related departments, impacting operational efficiency and effectiveness.

**C.** Subpar Wayfinding:
Wayfinding on the third floor is suboptimal, contributing to navigation difficulties for visitors and personnel. Enhanced wayfinding measures, including improved signage and layout, are necessary to provide a more intuitive and user-friendly experience.

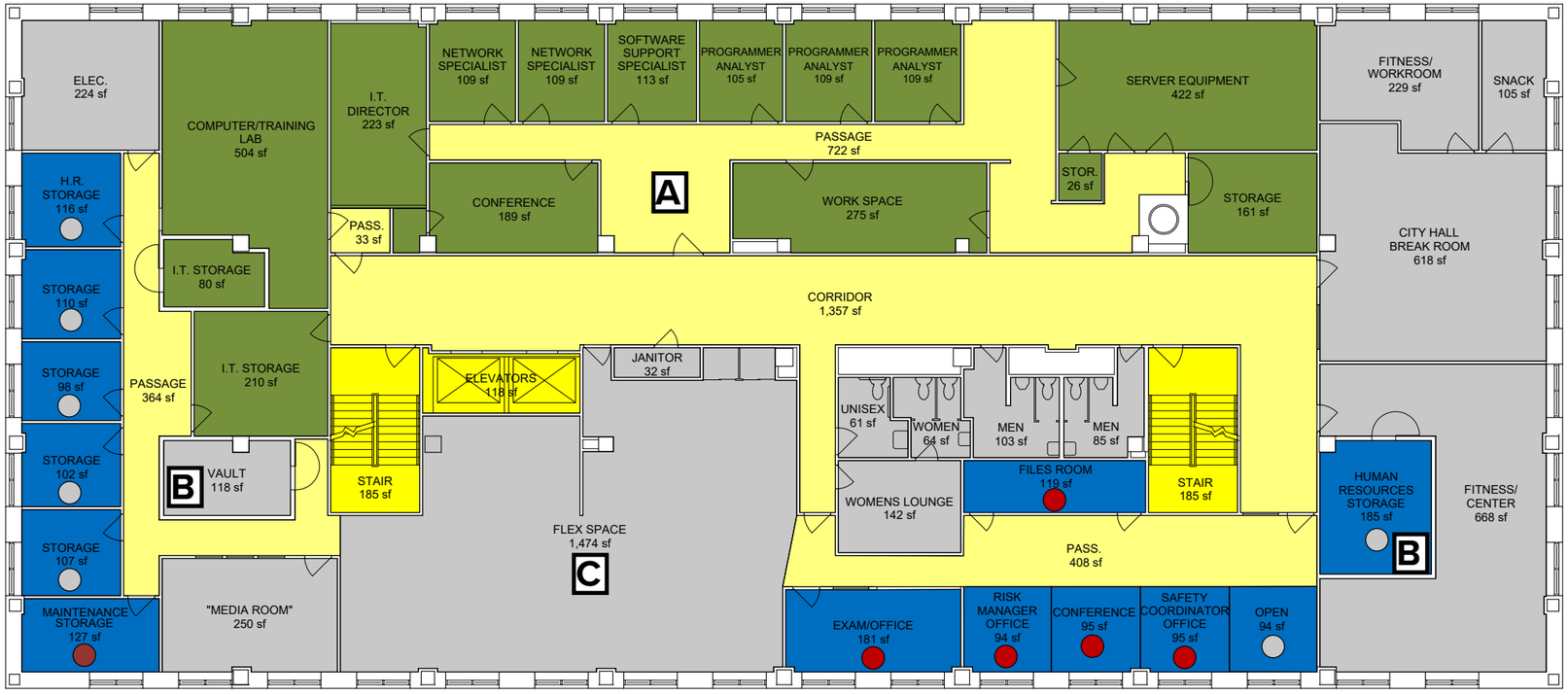
**D.** Public Serving Departments:
A notable issue on the third floor is the placement of certain sub-departments that serve the public. Placing public-serving departments on the first floor, where they are more accessible and visible to visitors, would improve the overall visitor experience

**Third Floor**

| Room | Department | S.F. |
|---|---|---|
| Director of Public Works | Department of Public Works | 319 |
| Public Works Financial Supervisor | Department of Public Works | 180 |
| Resiliency Coordinator | Department of Public Works | 131 |
| Storm Water Technician | Department of Public Works | 114 |
| F.O.G. Inspector | Department of Public Works | 60 |
| Utility Manager | Department of Public Works | 154 |
| Erosion Control Specialists | Department of Public Works | 197 |
| Engineer Technician | Department of Public Works | 106 |
| Utility Engineer | Department of Public Works | 105 |
| Utility Engineer | Department of Public Works | 83 |
| GIS Analyst | Department of Public Works | 64 |
| GIS Analyst | Department of Public Works | 128 |
| Sewer and Pavement Vault | Department of Public Works | 236 |
| Assistant Director of Public Works | Department of Public Works | 232 |
| Engineer Technician | Department of Public Works | 60 |
| Engineer Technician | Department of Public Works | 60 |
| Engineer Technician | Department of Public Works | 114 |
| Engineer Technician | Department of Public Works | 114 |
| Engineer Technician | Department of Public Works | 111 |
| Engineer Technician | Department of Public Works | 113 |
| Civil Engineer | Department of Public Works | 115 |
| Civil Engineer | Department of Public Works | 113 |
| Civil Engineer | Department of Public Works | 115 |
| Civil Engineer | Department of Public Works | 120 |
| Assistant City Engineer | Department of Public Works | 128 |
| Assistant City Engineer | Department of Public Works | 120 |
| Engineer Aides | Department of Public Works | 220 |
| Engineer Aides | Department of Public Works | 230 |
| Construction Manager | Department of Public Works | 114 |
| Traffic Engineer | Department of Public Works | 113 |
| Special Projects Vault | Department of Public Works | 281 |
| Operations | Department of Public Works | 272 |
| Engineering | Department of Public Works | 96 |
| Parking | Department of Public Works | 128 |
| Parking | Department of Public Works | 118 |
| Parking | Department of Public Works | 126 |
| Engineering | Department of Public Works | 182 |
| Parking Utility Storage Room | Department of Public Works | 102 |
| Operations | Department of Public Works | 112 |
| Conference Room | Department of Public Works | 834 |
| Land Surveyor | Department of Public Works | 119 |
| Storage | Department of Public Works | 55 |
| Vacant Workspace | Department of Public Works | 122 |
| Engineer Storage Room | Department of Public Works | 75 |
| Storage | Department of Public Works | 24 |
| Mailboxes | Department of Public Works | 77 |
| Work Room | Department of Public Works | 132 |
| | Sub Total | 6,924 |
| | % of Floor | 52% |
| Misc. Storage | Miscellaneous | 176 |
| Computer Equipment | Miscellaneous | 14 |
| Janitor | Miscellaneous | 21 |
| Clean Up | Miscellaneous | 27 |
| Storage | Miscellaneous | 27 |
| Waiting | Circulation | 155 |
| | Sub Total | 420 |
| | % of Floor | 3% |
| Stair | Circulation | 201 |
| Stair | Circulation | 201 |
| Elevators | Circulation | 121 |
| Passage | Circulation | 583 |
| Passage | Circulation | 91 |
| Passage | Circulation | 577 |
| Passage | Circulation | 356 |
| Passage | Circulation | 111 |
| Corridor | Circulation | 1,049 |
| Corridor | Circulation | 641 |
| | Sub Total | 3,931 |
| | % of Floor | 29% |
| | Subtotal SF | 11,275 |
| | Net SF | 6,924 |
| | SF Ratio | 1.94 |
| | Gross SF | 13,435 |



## Existing Flow Analysis - City Hall | Green Bay, WI




### FOURTH FLOOR

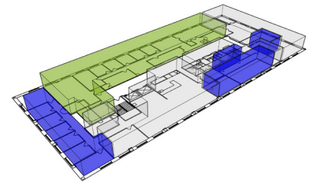
**A.** Dated I.T. Department:
The Information Technology (I.T.) department on the fourth floor is in need of modernization and upgrading to align with current technological standards. This deficiency affects the efficiency and effectiveness of the department's operations.

**B.** Vault/Safe Room Constraints:
The presence of existing vaults and safe rooms poses challenges for remodeling and layout planning, particularly concerning the fitness center. These constraints may limit the effective utilization of space and hinder the overall layout.

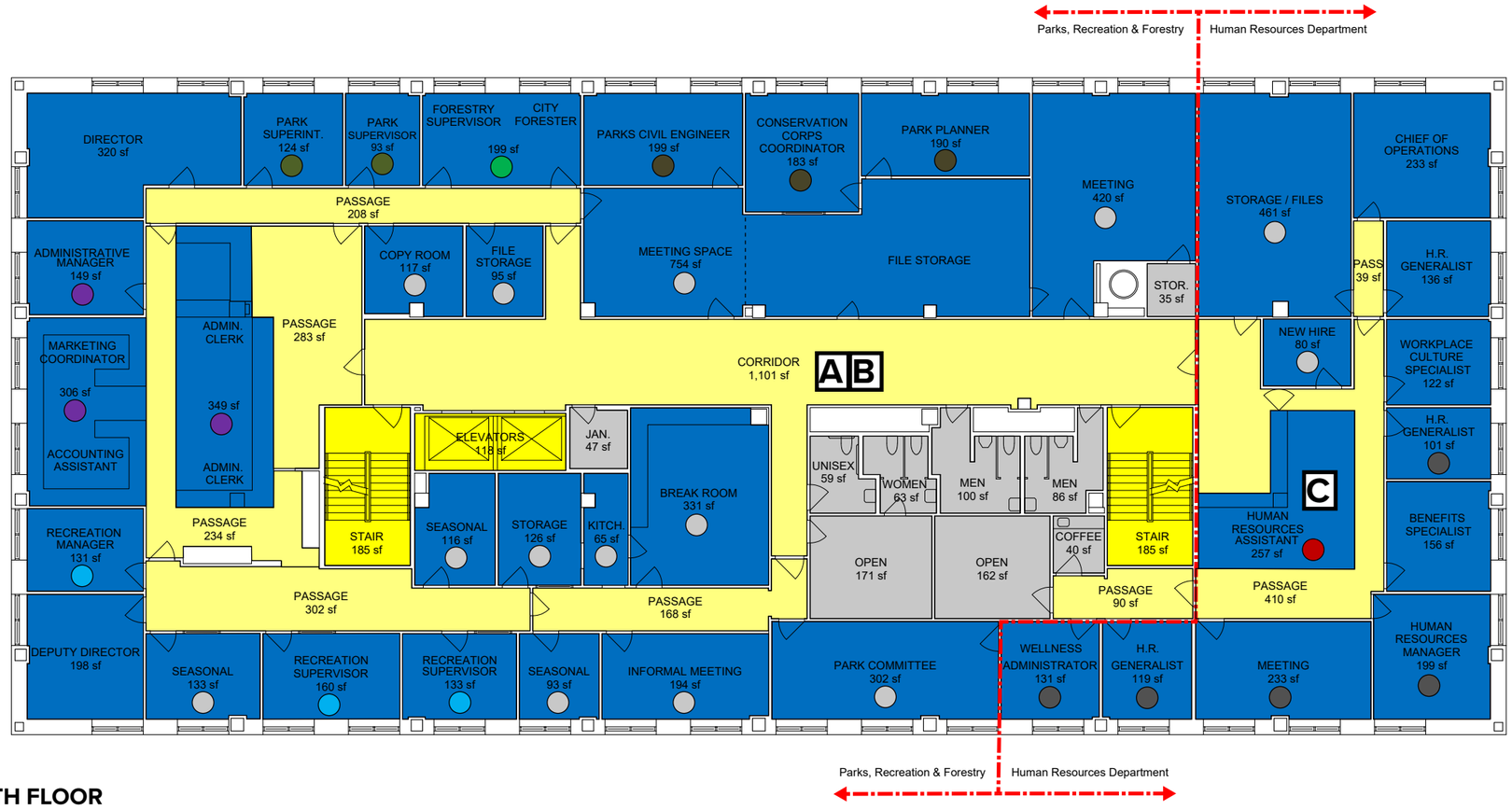
**C.** Underutilized 'Flex Space' and Media Room:
Certain areas on the fourth floor, such as the 'flex space' and media room, are currently underutilized. These spaces could be repurposed or optimized to enhance functionality and better serve the needs of the building occupants.

**Fourth Floor**

| Room | Department | S.F. |
|---|---|---|
| Server Equipment | I.T. and Services | 422 |
| Storage | I.T. and Services | 161 |
| Storage | I.T. and Services | 26 |
| Work Space | I.T. and Services | 275 |
| Programmer Analyst | I.T. and Services | 109 |
| Programmer Analyst | I.T. and Services | 109 |
| Programmer Analyst | I.T. and Services | 105 |
| Software Support Specialist | I.T. and Services | 113 |
| Network Specialist | I.T. and Services | 109 |
| Network Specialist | I.T. and Services | 109 |
| I.T. Director | I.T. and Services | 223 |
| Conference | I.T. and Services | 189 |
| Computer / Training Lab | I.T. and Services | 504 |
| I.T. Storage | I.T. and Services | 80 |
| I.T. Storage | I.T. and Services | 210 |
| | Sub Total | 2,744 |
| | % of Floor | 20% |
| Files Room | Human Resources | 119 |
| Safety Coordinator Office | Human Resources | 95 |
| Conference | Human Resources | 95 |
| Risk Manager Office | Human Resources | 94 |
| Exam / Office | Human Resources | 181 |
| Open | Human Resources | 94 |
| Human Resources Storage | Human Resources | 185 |
| H.R. Storage | Human Resources | 116 |
| | Sub Total | 979 |
| | % of Floor | 7% |
| Maintenance Storage | Parks, Recreation, & Forestry | 127 |
| Storage | Parks, Recreation, & Forestry | 107 |
| Storage | Parks, Recreation, & Forestry | 102 |
| Storage | Parks, Recreation, & Forestry | 98 |
| Storage | Parks, Recreation, & Forestry | 110 |
| | Sub Total | 544 |
| | % of Floor | 4% |
| Fitness / Workroom | Miscellaneous | 229 |
| Snack | Miscellaneous | 105 |
| City Hall Break Room | Miscellaneous | 618 |
| Fitness Center | Miscellaneous | 668 |
| Flex Space | Miscellaneous | 1474 |
| Janitor | Miscellaneous | 32 |
| Media Room | Miscellaneous | 250 |
| Vault | Miscellaneous | 118 |
| Women's Lounge | Miscellaneous | 142 |
| Women's Toilet | Miscellaneous | 64 |
| Men's Toilet | Miscellaneous | 103 |
| Men's Toilet | Miscellaneous | 85 |
| Unisex Toilet | Miscellaneous | 61 |
| Electrical | Miscellaneous | 224 |
| | Sub Total | 4,173 |
| | % of Floor | 31% |
| Passage | Circulation | 722 |
| Passage | Circulation | 33 |
| Passage | Circulation | 408 |
| Passage | Circulation | 364 |
| Corridor | Circulation | 1357 |
| Stair | Circulation | 185 |
| Stair | Circulation | 185 |
| Elevators | Circulation | 118 |
| | Sub Total | 3,372 |
| | % of Floor | 25% |
| | Subtotal SF | 11,812 |
| | Net SF | 4,517 |
| | SF Ratio | 2.97 |
| | Gross SF | 13,435 |



# Existing Flow Analysis - City Hall | Green Bay, WI




## FIFTH FLOOR

**A.** Excessive Circulation Space:
The presence of excessive circulation space, coupled with small and irregular passages, contributes to a somewhat awkward and inefficient layout. These design elements may impede the effective use of available space.

**B.** Inefficient Layout:
Certain areas on the fifth floor exhibit an inefficient layout, partly due to constraints imposed by the building's floor plate and gridline. These layout challenges impact the overall functionality and flow of the floor.

**C.** Human Resources Department Fragmented:
An additional concern on the fifth floor is the fragmented placement of the Human Resources (H.R.) department. This department is currently divided between levels 4 and 5, leading to workplace inefficiencies. Consolidating the H.R. department on a single floor would promote better collaboration, communication, and operational efficiency within the department, ultimately optimizing its functionality and service delivery.

**Fifth Floor**

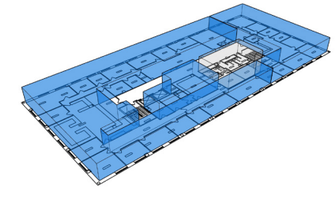
| Room | Department | S.F. |
|---|---|---|
| Chief Of Operations | H.R. and Risk Services | 233 |
| H.R. Generalist | H.R. and Risk Services | 136 |
| Workplace Culture Specialist | H.R. and Risk Services | 122 |
| Benefits Specialist | H.R. and Risk Services | 156 |
| H.R. Generalist | H.R. and Risk Services | 101 |
| Human Resources Manager | H.R. and Risk Services | 199 |
| Meeting | H.R. and Risk Services | 233 |
| H.R. Generalist | H.R. and Risk Services | 119 |
| Wellness Administrator | H.R. and Risk Services | 131 |
| Human Resources Assistant | H.R. and Risk Services | 257 |
| New Hire | H.R. and Risk Services | 80 |
| Storage / Files | H.R. and Risk Services | 461 |
| | Sub Total | 2,228 |
| | % of Floor | 17% |

| | | |
|---|---|---|
| Park Planner | Parks, Recreation, & Forestry | 190 |
| Conservation Corps Coordinator | Parks, Recreation, & Forestry | 183 |
| Parks Civil Engineer | Parks, Recreation, & Forestry | 199 |
| City Forester / Forestry Supervisor | Parks, Recreation, & Forestry | 199 |
| Park Supervisor | Parks, Recreation, & Forestry | 93 |
| Park Superintendant | Parks, Recreation, & Forestry | 124 |
| Director | Parks, Recreation, & Forestry | 320 |
| Deputy Director | Parks, Recreation, & Forestry | 198 |
| Administrative Manager | Parks, Recreation, & Forestry | 149 |
| Marketing Coordinator | Parks, Recreation, & Forestry | 153 |
| Accounting Assistant | Parks, Recreation, & Forestry | 153 |
| Administrative Clerk | Parks, Recreation, & Forestry | 175 |
| Administrative Clerk | Parks, Recreation, & Forestry | 175 |
| Recreation Manager | Parks, Recreation, & Forestry | 160 |
| Recreation Supervisor | Parks, Recreation, & Forestry | 133 |
| Recreation Supervisor | Parks, Recreation, & Forestry | 131 |
| Seasonal | Parks, Recreation, & Forestry | 133 |
| Park Committee | Parks, Recreation, & Forestry | 302 |
| Seasonal | Parks, Recreation, & Forestry | 93 |
| Informal Meeting | Parks, Recreation, & Forestry | 194 |
| Meeting | Parks, Recreation, & Forestry | 420 |
| File Storage | Parks, Recreation, & Forestry | 500 |
| Meeting Space | Parks, Recreation, & Forestry | 254 |
| File Storage | Parks, Recreation, & Forestry | 95 |
| Copy Room | Parks, Recreation, & Forestry | 117 |
| Break Room | Parks, Recreation, & Forestry | 331 |
| Kitchen | Parks, Recreation, & Forestry | 65 |
| Seasonal | Parks, Recreation, & Forestry | 116 |
| | Sub Total | 5,355 |
| | % of Floor | 40% |

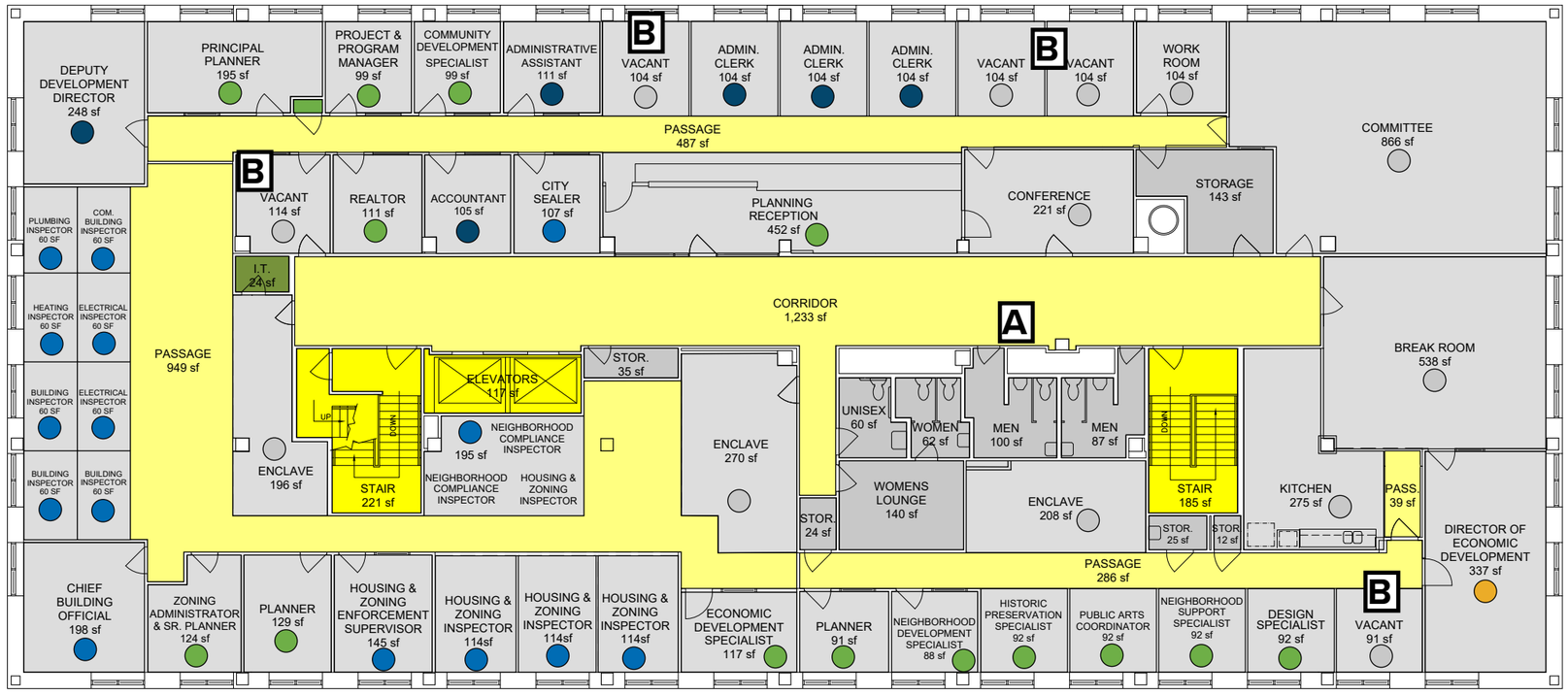
| | | |
|---|---|---|
| Storage | Miscellaneous | 35 |
| Coffee | Miscellaneous | 40 |
| Open | Miscellaneous | 162 |
| Open | Miscellaneous | 171 |
| Janitor | Miscellaneous | 47 |
| Storage | Miscellaneous | 126 |
| Men's Toilet | Miscellaneous | 86 |
| Men's Toilet | Miscellaneous | 100 |
| Women's Toilet | Miscellaneous | 63 |
| Unisex Toilet | Miscellaneous | 59 |
| | Sub Total | 889 |
| | % of Floor | 7% |

| | | |
|---|---|---|
| Cooridor | Circulation | 1,101 |
| Passage | Circulation | 410 |
| Passage | Circulation | 90 |
| Passage | Circulation | 168 |
| Passage | Circulation | 302 |
| Passage | Circulation | 283 |
| Passage | Circulation | 208 |
| Passage | Circulation | 39 |
| Passage | Circulation | 234 |
| Stair | Circulation | 185 |
| Stair | Circulation | 185 |
| Elevators | Circulation | 118 |
| | Sub Total | 3,323 |
| | % of Floor | 25% |

| | |
|---|---|
| Subtotal SF | 11,795 |
| Net SF | 9,295 |
| SF Ratio | 1.45 |
| Gross SF | 13,435 |



## Existing Flow Analysis - City Hall | Green Bay, WI

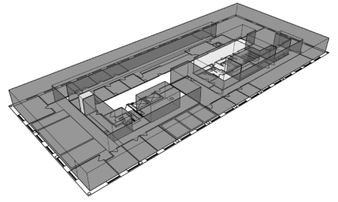


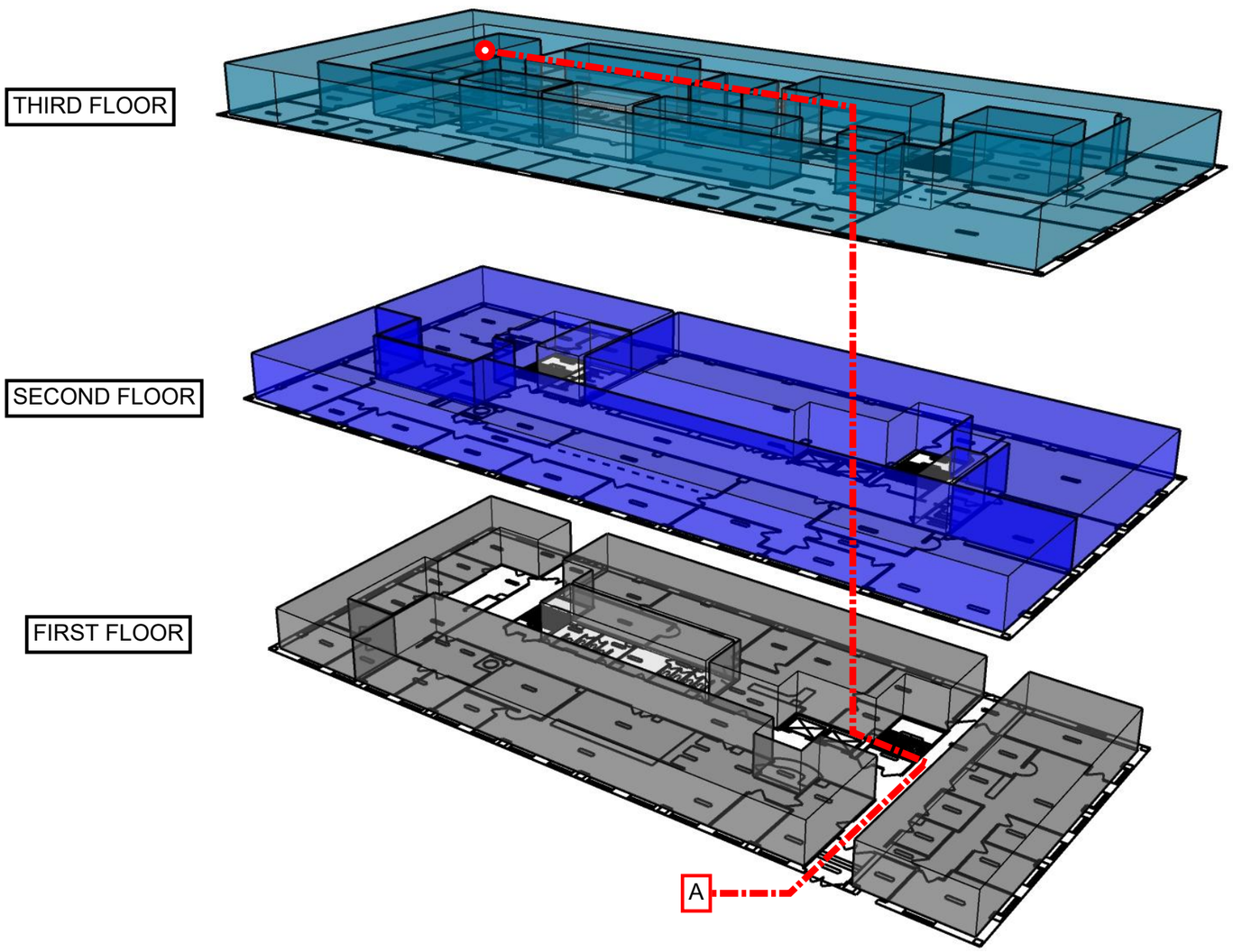

| Room | Department | S.F. |
|---|---|---|
| Director of Economic Development | :Community & Economic Dev. Dep. | 337 |
| Deputy Development Director | :Community & Economic Dev. Dep. | 248 |
| Administrative Assistant | :Community & Economic Dev. Dep. | 111 |
| Admin. Clerk | :Community & Economic Dev. Dep. | 104 |
| Admin. Clerk | :Community & Economic Dev. Dep. | 104 |
| Admin. Clerk | :Community & Economic Dev. Dep. | 104 |
| Accountant | :Community & Economic Dev. Dep. | 105 |
| Realtor | :Community & Economic Dev. Dep. | 111 |
| Principal Planner | :Community & Economic Dev. Dep. | 195 |
| Project and Program Manager | :Community & Economic Dev. Dep. | 99 |
| Community Development Specialist | :Community & Economic Dev. Dep. | 99 |
| Planning Reception | :Community & Economic Dev. Dep. | 452 |
| Zoning Administrator and Senior Planner | :Community & Economic Dev. Dep. | 124 |
| Planner | :Community & Economic Dev. Dep. | 129 |
| Economic Development Specialist | :Community & Economic Dev. Dep. | 117 |
| Planner | :Community & Economic Dev. Dep. | 91 |
| Neighborhood Development Specialist | :Community & Economic Dev. Dep. | 88 |
| Historic Preservation Specialist | :Community & Economic Dev. Dep. | 92 |
| Public Arts Coordinator | :Community & Economic Dev. Dep. | 92 |
| Neighborhood Support Specialist | :Community & Economic Dev. Dep. | 92 |
| Design Specialist | :Community & Economic Dev. Dep. | 92 |
| Com. Building Inspector | :Community & Economic Dev. Dep. | 60 |
| Plumbing Inspector | :Community & Economic Dev. Dep. | 60 |
| Electrical Inspector | :Community & Economic Dev. Dep. | 60 |
| Heating Inspector | :Community & Economic Dev. Dep. | 60 |
| Electrical Inspector | :Community & Economic Dev. Dep. | 60 |
| Building Inspector | :Community & Economic Dev. Dep. | 60 |
| Building Inspector | :Community & Economic Dev. Dep. | 60 |
| Building Inspector | :Community & Economic Dev. Dep. | 60 |
| Chief Building Official | :Community & Economic Dev. Dep. | 198 |
| Housing and Zoning Enforcement Supervisor | :Community & Economic Dev. Dep. | 145 |
| Housing and Zoning Inspector | :Community & Economic Dev. Dep. | 114 |
| Housing and Zoning Inspector | :Community & Economic Dev. Dep. | 114 |
| Housing and Zoning Inspector | :Community & Economic Dev. Dep. | 114 |
| Neighborhood Compliance Inspector | :Community & Economic Dev. Dep. | 195 |
| City Sealer | :Community & Economic Dev. Dep. | 107 |
| Vacant | :Community & Economic Dev. Dep. | 104 |
| Vacant | :Community & Economic Dev. Dep. | 104 |
| Vacant | :Community & Economic Dev. Dep. | 104 |
| Work Room | :Community & Economic Dev. Dep. | 104 |
| Vacant | :Community & Economic Dev. Dep. | 114 |
| Vacant | :Community & Economic Dev. Dep. | 91 |
| Committee | :Community & Economic Dev. Dep. | 866 |
| Conference | :Community & Economic Dev. Dep. | 221 |
| Break Room | :Community & Economic Dev. Dep. | 538 |
| Kitchen | :Community & Economic Dev. Dep. | 275 |
| Enclave | :Community & Economic Dev. Dep. | 270 |
| Enclave | :Community & Economic Dev. Dep. | 196 |
| Enclave | :Community & Economic Dev. Dep. | 208 |
| | Sub Total | 7,648 |
| | % of Floor | 57% |
| I.T. | :Information Technology | 24 |
| | Sub Total | 24 |
| | % of Floor | 0% |
| Storage | :Miscellaneous | 143 |
| Storage | :Miscellaneous | 12 |
| Storage | :Miscellaneous | 25 |
| Conference Room | :Miscellaneous | 208 |
| Storage | :Miscellaneous | 24 |
| Storage | :Miscellaneous | 35 |
| Women's Lounge | :Miscellaneous | 140 |
| Women's Toilet | :Miscellaneous | 62 |
| Men's Toilet | :Miscellaneous | 100 |
| Men's Toilet | :Miscellaneous | 87 |
| Unisex Toilet | :Miscellaneous | 60 |
| | Sub Total | 896 |
| | % of Floor | 7% |
| Passage | :Circulation | 39 |
| Passage | :Circulation | 949 |
| Passage | :Circulation | 487 |
| Passage | :Circulation | 286 |
| Cooridor | :Circulation | 1,233 |
| Stair | :Circulation | 185 |
| Stair | :Circulation | 221 |
| Elevators | :Circulation | 117 |
| | Sub Total | 3,517 |
| | % of Floor | 26% |
| | Subtotal SF | 12,085 |
| | Net SF | 7,880 |
| | SF Ratio | 1.70 |
| | Gross SF | 13,435 |

### SIXTH FLOOR

**A.** Peeling paint in the restrooms:
While a substantial portion of the sixth floor has recently undergone remodeling and updates, there are areas that have not received these improvements and exhibit signs of needing finish updates. These deficiencies include issues like peeling paint in the restrooms and other areas. Addressing these remaining areas requiring updates is crucial to ensuring a cohesive and well-maintained appearance throughout the entire sixth floor. It will contribute to the overall aesthetic and functional quality of Green Bay City Hall.

**B.** Vacant Offices:
On the sixth floor, there are a notable number of vacant offices. This presents an opportunity to optimize the utilization of space within Green Bay City Hall. One option is to consider relocating internal functioning departments, currently occupying first floor, to sixth floor or another underutilized floor. This strategic move would free up valuable space on the first floor, making it available for the placement of more public-serving departments, ultimately enhancing visitor experience and improving overall operational efficiency within the building.






**A.** A concern on the third floor is the arrangement of sub-departments catering to the public. Relocating these public-serving departments to the more accessible and visible first floor would significantly enhance the visitor experience. This change aligns with the first floor's potential for accommodating public-use spaces and allows for the reassignment of valuable first-floor real estate currently occupied by internal departments like Purchasing, Finance, and the Assessor's office. This relocation would optimize space utilization, making room for additional public-oriented functions.

## building description

The existing city hall building was constructed in 1956. The six-story structure has an exterior consisting of granite panels and face brick masonry with a precast concrete wall cap. There is mechanical penthouse on the roof that is also constructed of face brick and has a pre-cast concrete cap. This building holds several City of Green Bay Department offices as well as the City Council Chambers.

## building envelope

**roof**

The existing roof is a rubber membrane covered with a pea sized ballast system. It was recommended in our previous study in 2015 that the roof needed replacement in its entirety. This replacement work would also include the removal all of the copper flashings on the current roof. The roof of the existing mechanical penthouse should be replaced along with all damaged pre-cast concrete copings as these two roofs are the same age and condition. The existing roof is 11,170 sf with 500' of flashing and trim. The Mechanical Penthouse roof is 2,430 sf and has 250' of flashing that would be replaced.

**exterior walls**

The exterior of the building is clad on the first floor with granite panels. These panels are in very good condition for a building of this age. The upper five stories are clad with a cream-colored face brick. From observance at the ground level most of the brick appears to be in good condition. The building could be power washed to clean the streaking from window ledges above. There are more than likely a few areas in which tuck pointing might be required but were not visible from the ground.

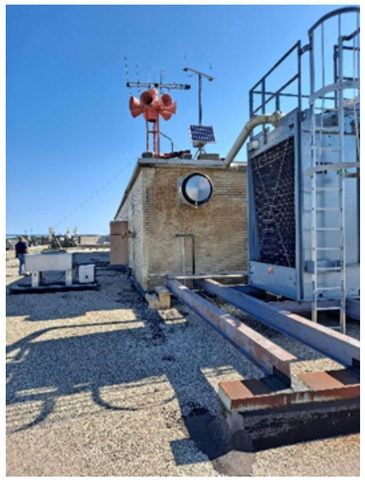
The window wells to the east have some rust staining below the grating and could be part of a maintenance cleaning program to maintain the exterior condition of the building.

**exterior windows and doors**

The exterior doors are wide style aluminum doors with single pane glass and are in good condition. The operation, pulls, power assist system and closers are all in good working order.

The exterior windows are aluminum framed casement windows with single pane uninsulated glass panels. The interior of these windows has a secondary sliding, single-pane glass panel. These windows are not thermally broken, and the glass provides little or no insulation value to the building. In addition, there are numerous locations on the upper floors that are show signs of water damage at the jambs, which will get worse over time. It is highly recommended that all the windows should be replaced with a thermally broken frame with insulated low-E glass.

Existing roof - replace



Existing roof - replace

Mechanical penthouse - tuck pointing

Mechanical penthouse - tuck pointing

Penthouse pre-cast coping replacement

Replace exterior windows

## Existing Flow Analysis - City Hall | Green Bay, WI

Rust on window well walls

Rust on window well walls

## interior conditions

The following are updated condition notes from the previous assessment conducted in 2015.

**basement**
**Floors**
•9” composite tile in print shop area has cracked and missing tile at multiple locations throughout the space. Staff reports that a previous asbestos survey found asbestos in the adhesive for the tiles, but not the tiles themselves. Areas of missing or damaged tile should be addressed in order to prevent old adhesive from
becoming airborne.

**Walls**
•Chipped paint at lower portion of corridor walls and handrails in mechanical room.

**Doors and frames**
•Paint at frames is worn and chipped in multiple locations.
•Metal door from boiler room to exterior is rusted at sill. Weatherstripping is missing at door. Daylight visible at door perimeter.

**first floor**
**Floors**
•Carpet at high traffic areas (legal suite, reception areas) is showing wear.

**Walls**
•Sealant at perimeter of wall-hung lavatory in single-user toilet room is smeared on wall/not consistent.
•Former wall locations and other patches in walls of open office are visible due to different wall texture and/or paint sheen.

**Ceilings**
•Minor chip in ceiling panel at office with brown wall.

**second floor**
**Walls**
•Paint has chipped at gypsum board outside corners.

**third floor**
**Floors**
•Multiple chips in vinyl tiles, specifically at room with printer and interior corridor.

**Walls**
•Paint has chipped at gypsum board outside corners.
•Bent louver blades at wall under window.

**Doors**
•Scratches in finish of wood door at storage rooms.

**Ceilings**
•Inconsistent gaps in perforated spline ceiling tiles.
•Uneven gaps between perimeter trim and spline ceiling tiles, likely due to cupping of the ceiling tiles.

**fourth floor**
**Floors**
•Athletic flooring is shifting, causing gaps between floor tiles.
•Older athletic flooring with interlocking edges has de-laminating surface at several tiles.
•Bubbled carpet at NE office. Long-term condition. Carpet is worn at traffic areas.

**Walls**
•Chipped paint at metal door frames.
•Missing cover at light switch.

**Doors and windows**
•Chipped paint at metal door frames.
•Window jambs behind interior clear panel are deteriorated or broken at some windows. Possibly due to moisture build-up between panel and exterior single-pane windows. Typically occurs on south and west-facing windows.

**Ceilings**
•Missing light fixture at internal corridor of unused space.
•Loose spline ceiling tiles at several areas of unused space.
•Water-stained ceiling panel at room outside of IT space. Adjacent window head has either unmatched paint or patched area.

**fifth floor**
**Walls**
•Square gap in wall at intersection of marble panels, plaster wall, and rubber base (Human Resources lobby area)

**Doors**
•Scratched wood finish at door wood frame (Human Resources area).

**Casework**
•Gap in plastic laminate countertop.
•Crack and de-laminated area of plastic laminate countertop at wall corner intersection.

**sixth floor**
**Walls**
•Paint has started to peel from surface of glazed ceramic block in single-user toilet room.

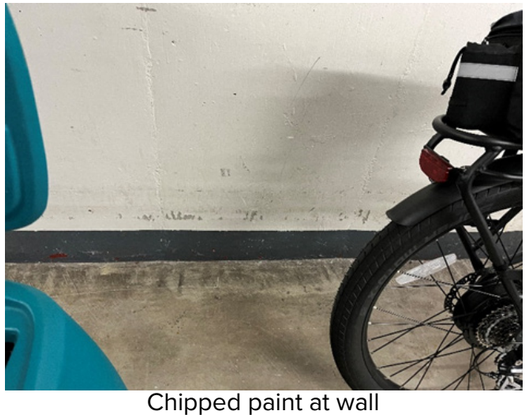
**penthouse**
**Walls**
•Brick on interior southwest wall is effervescing. This appears to be due to a deteriorated roof edge condition on the exterior portion of the penthouse at this location.

•Efflorescence under windowsill at east wall.

**Basement**

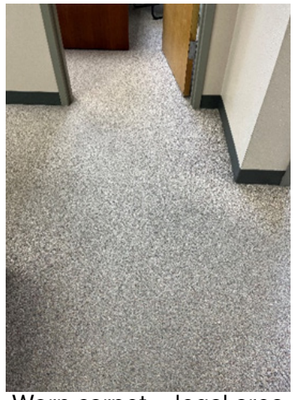

Chipped floor tile


Chipped paint


Chipped paint at wall


Missing weatherstripping at rusted door

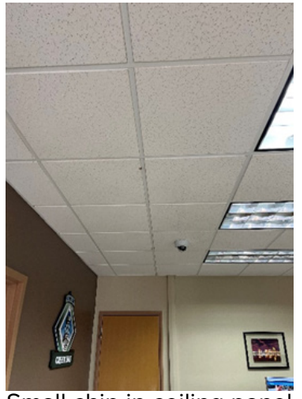
**First floor**


Worn carpet – legal area


Excessive sealant at lavatory


Ripped carpet seam


Visible wall patches


Small chip in ceiling panel


2nd & 3rd floors: typical chipped paint at exterior corner

**Third Floor**

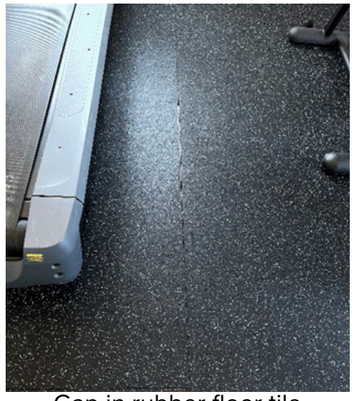

Chipped floor tile


Bent louver blades


Scratched wood door


Typical spline ceiling issues

**Fourth Floor**


Gap in rubber floor tile

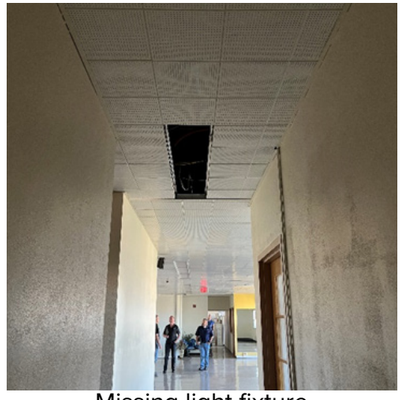

De-laminated interlocking floor tiles


Bubbled carpet at NE office


Chipped paint at HM frames


Typical spline ceiling issues

**Fourth Floor cont.**

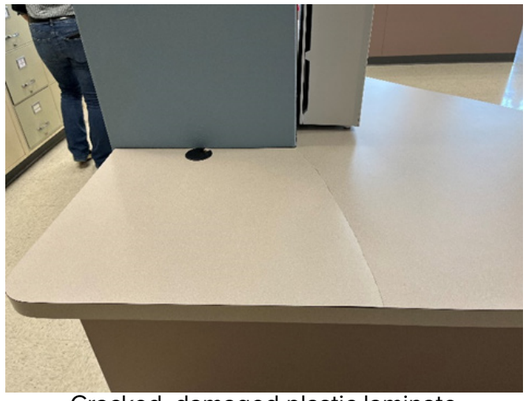


Missing light fixture

Damaged ceiling tile – adjacent to IT room

**Fifth Floor**

Plastic laminate gap



Cracked, damaged plastic laminate

Fill gap in wall

Scratched wood finish

**Sixth Floor**

Peeling paint from glazed block

**Penthouse**

Efflorescence on west wall

Efflorescence on east wall

| Document | Attached Document File Name |
| --- | --- |
| City Hall Facility Assessment dated September 30th, 2022 | 22CGB12.00_CityHall_Combined-2.pdf |

Report to the
# Ad Hoc Facilities Committee of the City of Green Bay

## MEETING DATE

October 16, 2023

## AGENDA ITEM # E.2

Discussion with possible action regarding the flow analysis by Berners Schober for the City of Green Bay – Police Department building.

## BACKGROUND

## RECOMMENDATION

## FISCAL IMPACT

## ATTACHMENTS

1. 23CGB03.00_PoliceDepartment_EFA_PKG 11OCT2023

# existing flow analysis

Document prepared for:

The City of Green Bay Police Department
Green Bay, WI

Ad Hoc Facilities Committee
23CGB03.00

10/12/2023

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## executive summary

**background**
This police station building was originally constructed in 1969 with a major addition in 1992 and several renovations over the years. The exterior consists of brick and precast concrete panels. A full facility assessment was conducted in 2015 with an update to that document in 2022. That report is included in the appendix of this report.

**ad hoc committee motion:**
Moved by Garritt Bader, seconded by Board Member Jesse Sharp to proceed with BSA for a flow review not to exceed $30,000 and direct staff to find funding or bring it back to the Finance Committee.

**service agreement project narrative:**
Produce high level existing flow analysis of police station and existing program of police, municipal court, and city hall with high level synopsis of potential program fit on existing police department site.
Additionally, we will assemble benchmarking square footage for police facilities based on similar size cities.

**process:**
Space Identification Meeting(s)
- Review, with plans, identify departments, rooms and use, staff count and positions.
- Establish Existing Space Allocation Spread Sheet and Existing Graphic Program

Space Identification Tour(s)
- Tour Buildings to confirm plan accuracy and area. Field Verify as necessary.
- Refine Space Program and Graphic Program.

High Level Stakeholder Interviews
- Identify list of Building Occupant Internal Process Flow Diagrams / Existing Deficiencies

Identify comparable Municipalities for Data Collection
High-Level Test-Fit on Existing Police Site

**final deliverables:**
Presentation of Findings to committee
Study Narrative and Executive Summary
Existing Space Program
- Organized By Building, By Department including Area by square foot.

Existing Graphic Program
- Overlaid on existing floor plans, showing adjacency.

Like-Sized Municipalities Comparison Data
Facility Assessment Documents via appendix

**report description**
An assessment of the Police Station was conducted in 2015 by Berners Schober with an update in 2022, which reviewed the condition of the building's architectural, structural, mechanical, plumbing, and electrical elements. This report is a flow analysis, studying the staffing comparisons between the Green Bay Police department and other departments of similar size, and noting the observed deficiencies.

**site:**
The police department's site assessment reveals several critical concerns. Perimeter security is lacking, posing a significant security risk, while the parking lot is undersized, leading to congestion and safety hazards due to cracks and damaged curbs. Sharing the site with other buildings introduces logistical challenges, potentially affecting access, parking, and security. Inefficient gym access across the parking lot inconveniences personnel.

Furthermore, the building exterior exhibits multiple deficiencies. Deteriorating caulking may lead to structural damage and energy inefficiency, efflorescence on brickwork signals moisture-related issues, and canopy damage impacts aesthetics and safety. Faded metal window trim, window housing problems, and cracked concrete between windows require attention for both appearance and durability. Addressing these site and building exterior issues is crucial for enhancing security, safety, and overall functionality.

**basement level:**
The basement level of the Police Station serves as a foundation for critical law enforcement operations. However, it reveals several pressing deficiencies that impede both functionality and security. These issues include the fragmentation of evidence storage rooms throughout the floor, creating challenges in evidence processing and security. The conditions of these storage areas are suboptimal, especially in terms of security and ventilation, posing risks of unauthorized access, evidence tampering, and health hazards for personnel.

Additionally, the forensics offices on this level lack essential natural lighting and are excessively spacious, hindering efficient use. The proximity of the forensics lab to the main corridor raises concerns regarding security and access control.

Moreover, disparities in the size and equipment of the men's and women's locker rooms create inequality among personnel, while the team briefing room faces limitations in size and suitability. Lastly, the placement of the shooting range at the distant end of the basement hampers logistics, affecting training schedules and collaborative efforts with external agencies.

**first floor:**
The first floor of the Police Department presents a diverse array of deficiencies that substantially impact its daily functionality and overall effectiveness. Among these issues, the detectives' office stands out for its inadequacy in both size and layout, hindering collaboration and privacy necessary for sensitive investigations. The technology infrastructure is notably outdated, affecting data management and communication capabilities.

Also, undersized operations areas, shortcomings in detective charging and short-term storage, and the absence of a suitable staff lunch/break room impact the well-being and productivity of department personnel. The mechanics' space is vastly undersized, resulting in challenges in maintaining department vehicles and equipment.

Additionally, behavioral health spaces require redesign and expansion to meet the increasing recognition of addressing mental health within law enforcement. Finally, interview rooms lack essential security features, ideal access, and acoustic quality, potentially jeopardizing the integrity of investigations.

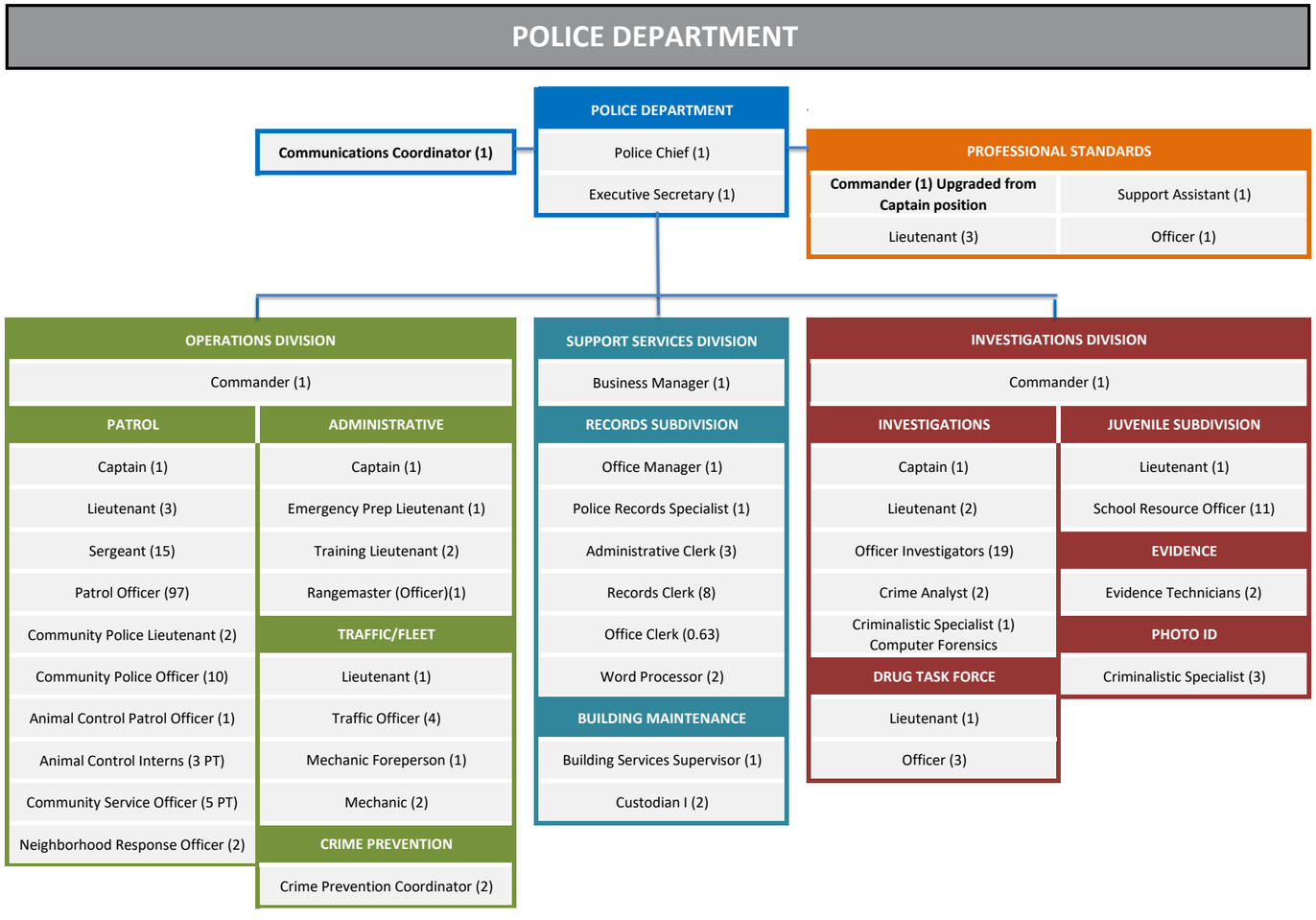
**second floor:**
The second floor exposes significant deficiencies, particularly in terms of accessibility and spatial efficiency. The classroom and training center, vital for ongoing education and collaboration, suffer from suboptimal accessibility for external agencies and the public. Oversized offices and inadequate adjacencies affect office functionality and collaboration.

The absence of ADA access to the storage area raises concerns about inclusivity. Natural daylight is insufficient in many areas on this floor, impacting the well-being and productivity of employees. Additionally, general floor plan inefficiencies, such as the unconventional placement of the data closet within the training center, disrupt operations.

In conclusion, the Police Station's deficiencies, spanning from the basement to the second floor, encompass various critical areas that demand attention. Addressing these deficiencies is imperative to modernize the facility, enhance operational efficiency, and ensure the safety and effectiveness of law enforcement efforts within the community. It is crucial that these issues are prioritized and addressed comprehensively to meet the evolving needs of law enforcement in the modern era.

**recommendation**
It is our recommendation that the committee move forward with conducting a comprehensive Space Needs Assessment Study for the Green Bay Police Department. This study will provide valuable insights into addressing the deficiencies and optimizing space utilization within the facility.

Moreover, coordinating the Space Needs Assessment Study with the existing Flow Analysis will create a synergistic approach to evaluating and improving the overall functionality of the Police Department. These complementary assessments will empower the city to make informed decisions, ensuring that resources are strategically allocated to meet both current and future needs efficiently.




**Sworn Employees 187**
**Non Sworn Fulltime Staff Employees 35**
**Non Sworn Parttime Employees 9**

*** 1 Programmer Analyst, 1 Systems Analyst, 1 Senior Programmer and a .75 Network Specialist positions on IT Table of Organization but funded in PD Budget

# Existing Flow Analysis - Police Department | Green Bay, WI

**Basement**

| Room | Department | S.F. |
|---|---|---|
| Shooting Range | Operations Division | 2,108 |
| Women's Locker Room | Operations Division | 991 |
| Men's Locker Room | Operations Division | 2,868 |
| Roll-Call Briefing / Standing Conference | Operations Division | 536 |
| Vestibule | Operations Division | 211 |
| Repair / Cleaning Equipment | Operations Division | 137 |
| Armory | Operations Division | 129 |
| Storage | Operations Division | 90 |
| Vestibule | Operations Division | 9 |
| | Sub Total | 7,079 |
| | % of floor | 42% |
| Forensics Nibin Lab | Investigations Division | 427 |
| C.S. Forensics Office | Investigations Division | 183 |
| C.S. Forensics Office | Investigations Division | 216 |
| C.S. Forensics Office | Investigations Division | 227 |
| C.S. Forensics Office | Investigations Division | 305 |
| Evidence Storage | Investigations Division | 591 |
| Evidence Storage | Investigations Division | 94 |
| Evidence Storage | Investigations Division | 218 |
| Evidence Storage | Investigations Division | 120 |
| Evidence Storage | Investigations Division | 307 |
| Evidence | Investigations Division | 525 |
| Evidence Submittal | Investigations Division | 205 |
| Evidence Office | Investigations Division | 218 |
| | Sub Total | 3,636 |
| | % of floor | 22% |
| I.T. Servers | Support Services Division | 406 |
| Lost and Found | Support Services Division | 58 |
| Mail Room | Support Services Division | 126 |
| | Sub Total | 590 |
| | % of floor | 4% |
| Mechanical | Miscellaneous | 251 |
| Closet | Miscellaneous | 50 |
| Storage | Miscellaneous | 121 |
| Elevator Equipment | Miscellaneous | 58 |
| | Sub Total | 480 |
| | % of floor | 3% |
| Stair | Circulation | 163 |
| Stair | Circulation | 157 |
| Elevator | Circulation | 50 |
| Corridor | Circulation | 1825 |
| | Sub Total | 2,195 |
| | % of floor | 13% |

| | |
|---|---|
| Subtotal SF | 13,980 |
| Net SF | 11,305 |
| SF Ratio | 1.47 |
| Gross SF | 16,672 |

| | |
|---|---|
| Total Building Gross SF | 55,524 |
| Total Building Net SF | 36,428 |
| Total Building SF Ratio | 1.52 |

**First Floor**

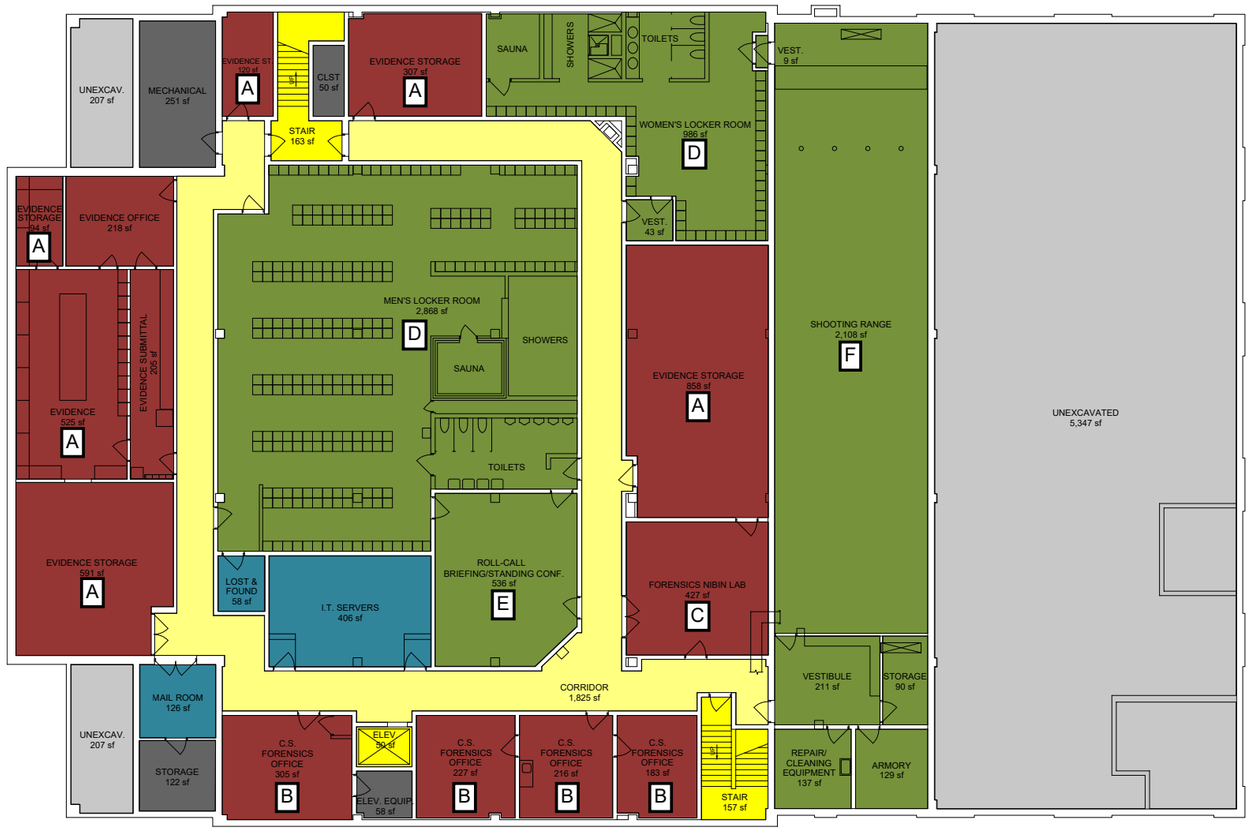
| Room | Department | S.F. |
|---|---|---|
| Mechanics | Operations Division | 6,232 |
| Mechanic's Storage | Operations Division | 360 |
| Mechanic's Storage | Operations Division | 206 |
| Mechanic's Storage | Operations Division | 72 |
| SWAT | Operations Division | 457 |
| Mechanic's Office | Operations Division | 201 |
| Health Clinician | Operations Division | 162 |
| Behavioral Health Office | Operations Division | 155 |
| Officer Hoteling | Operations Division | 247 |
| Holding | Operations Division | 51 |
| Toilet | Operations Division | 43 |
| | Sub Total | 8,186 |
| | % of floor | 37% |
| Office | Investigations Division | 250 |
| Open Office | Investigations Division | 439 |
| Conference Room | Investigations Division | 322 |
| Detectives' Office | Investigations Division | 2833 |
| Computer Forensics | Investigations Division | 337 |
| Sargent Hoteling | Investigations Division | 123 |
| Fingerprint Photograph | Investigations Division | 126 |
| Shift Commanders | Investigations Division | 273 |
| Interview | Investigations Division | 71 |
| Interview | Investigations Division | 85 |
| Interview | Investigations Division | 76 |
| Interview | Investigations Division | 92 |
| Interview | Investigations Division | 93 |
| Soft Interview | Investigations Division | 89 |
| Storage | Investigations Division | 58 |
| Kitchen | Investigations Division | 28 |
| Staff | Investigations Division | 35 |
| Mens | Investigations Division | 53 |
| Toilet | Investigations Division | 39 |
| Closet | Investigations Division | 10 |
| Closet | Investigations Division | 6 |
| Closet | Investigations Division | 15 |
| Closet | Investigations Division | 12 |
| | Sub Total | 5,465 |
| | % of floor | 25% |
| Records | Support Services Division | 2,542 |
| Front Desk | Support Services Division | 378 |
| Lobby | Support Services Division | 414 |
| Small Conference | Support Services Division | 63 |
| Housekeeping | Support Services Division | 23 |
| Toilet | Support Services Division | 122 |
| Vestibule | Support Services Division | 63 |
| Office | Support Services Division | 153 |
| Closet | Support Services Division | 11 |
| Breakroom | Support Services Division | 647 |
| Vestibule | Support Services Division | 56 |
| | Sub Total | 4,472 |
| | % of floor | 20% |
| Janitor | Miscellaneous | 251 |
| Telephone and Data | Miscellaneous | 50 |
| | Sub Total | 301 |
| | % of floor | 1% |
| Stair | Circulation | 181 |
| Stair | Circulation | 71 |
| Stair | Circulation | 214 |
| Elevator | Circulation | 50 |
| Corridor/Passage | Circulation | 1604 |
| | Sub Total | 2,120 |
| | % of floor | 10% |

| | |
|---|---|
| Subtotal SF | 20,544 |
| Net SF | 17,193 |
| SF Ratio | 1.29 |
| Gross SF | 22,216 |

**Second Floor**

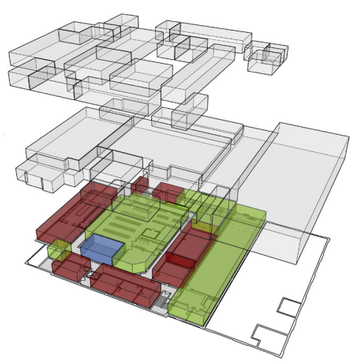
| Room | Department | S.F. |
|---|---|---|
| Chief | Police Department | 270 |
| Chief Admin. | Police Department | 214 |
| Communications Coordinator | Police Department | 224 |
| Chief Storage | Police Department | 89 |
| Storage | Police Department | 56 |
| Storage | Police Department | 8 |
| Storage | Police Department | 8 |
| Storage | Police Department | 8 |
| Conference Room | Police Department | 259 |
| | Sub Total | 1,136 |
| | % of floor | 7% |
| Professional Standards | Professional Standards | 88 |
| Professional Standards | Professional Standards | 223 |
| Professional Standards | Professional Standards | 169 |
| Professional Standards | Professional Standards | 148 |
| Professional Standards | Professional Standards | 152 |
| Professional Standards | Professional Standards | 320 |
| Storage | Professional Standards | 24 |
| Storage | Professional Standards | 23 |
| Storage | Professional Standards | 10 |
| | Sub Total | 1,157 |
| | % of floor | 7% |
| Crime Prevention Storage | Operations Division | 130 |
| Crime Prevention | Operations Division | 204 |
| Captain of Patrol | Operations Division | 182 |
| Emergency Preparedness | Operations Division | 171 |
| Training Division | Operations Division | 389 |
| SWAT | Operations Division | 206 |
| Captain of Administration | Operations Division | 193 |
| Commander of Operations | Operations Division | 200 |
| LT. of Operations | Operations Division | 174 |
| | Sub Total | 1,849 |
| | % of floor | 11% |
| Records Storage | Support Services Division | 238 |
| Toilet | Support Services Division | 39 |
| Toilet | Support Services Division | 39 |
| Computer Lab | Support Services Division | 253 |
| Business Manager | Support Services Division | 165 |
| Small Classroom | Support Services Division | 956 |
| I.T. Office | Support Services Division | 143 |
| Custodian | Support Services Division | 161 |
| Storage | Support Services Division | 9 |
| Toilet | Support Services Division | 49 |
| Toilet | Support Services Division | 49 |
| Breakroom | Support Services Division | 411 |
| Training Center | Support Services Division | 1,464 |
| Storage / Data | Support Services Division | 147 |
| Entry | Support Services Division | 121 |
| I.T. Servers | Support Services Division | 369 |
| I.T. Storage | Support Services Division | 19 |
| I.T. Storage | Support Services Division | 27 |
| Sleeping Quarters | Support Services Division | 178 |
| I.T. Office | Support Services Division | 195 |
| I.T. Office | Support Services Division | 205 |
| Copy | Support Services Division | 85 |
| Toilet | Support Services Division | 198 |
| Toilet | Support Services Division | 187 |
| | Sub Total | 5,707 |
| | % of floor | 34% |
| Janitor | Miscellaneous | 83 |
| Mechanical | Miscellaneous | 280 |
| Mecahnical | Miscellaneous | 881 |
| | Sub Total | 1,244 |
| | % of floor | 7% |
| Stair | Circulation | 180 |
| Stair | Circulation | 48 |
| Stair | Circulation | 100 |
| Stair | Circulation | 194 |
| Elevator | Circulation | 51 |
| Corridor/Passage | Circulation | 2686 |
| | Sub Total | 3,259 |
| | % of floor | 20% |

| | |
|---|---|
| Subtotal SF | 14,352 |
| Net SF | 7,930 |
| SF Ratio | 2.10 |
| Gross SF | 16,636 |




## Basement Floor Summary

The basement level exhibits significant deficiencies that affect functionality and security. These include decentralized evidence storage with suboptimal conditions, oversized forensics offices, security concerns in the forensics lab, disparities in locker rooms, limitations in the team briefing room, and logistical challenges with the shooting range. Addressing these issues is essential for improved efficiency and safety in law enforcement operations.



## building deficiencies

**A.** Evidence Storage:
The basement floor currently houses several evidence storage rooms, distributed throughout the area. This decentralized approach to evidence storage poses significant challenges in terms of evidence processing and security compared to a consolidated, centralized evidence room.

The conditions of the evidence storage rooms are suboptimal, particularly concerning security and ventilation. This increases the risk of unauthorized access, tampering, or theft of crucial evidence. Poor ventilation can lead to deterioration of evidence and pose health risks to personnel working in these areas.

**B.** Forensics Offices:
The forensics offices lack natural lighting and are considerably larger than necessary. These spaces appear to have been retrofitted for use rather than being purposefully designed.

**C.** Forensics Lab:
The security and location of the forensics lab is not ideal. The lab is located directly adjacent to the main corridor and raises access control and surveillance concerns. Given the sensitive nature of the work conducted in this area, robust security measures are imperative to safeguard the integrity of forensic examinations and the confidentiality of findings.

**D.** Locker Rooms:
There are disparities between the men's and women's locker rooms in terms of size and equipment. Also, the furniture, fixtures, and equipment are nearing the end of their life expectancy and in need of replacement.

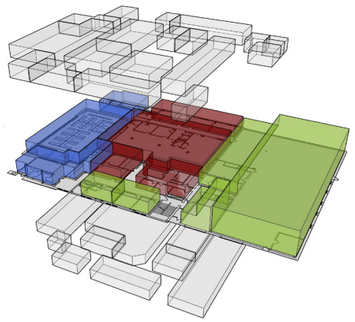
**E.** Team Briefing Room:
The team briefing room is currently experiencing inadequacies in terms of size and suitability for its intended purpose. It is apparent that this space was retrofitted for its current use, leading to limitations in functionality and capacity. The current room size may not effectively accommodate the department's operational needs, resulting in challenges when it comes to facilitating effective communication and coordination among teams.

**F.** Shooting Range:
The placement of the shooting range in the basement, particularly at the far end, presents significant logistical challenges. This shooting range is not only used by the local police department but also by multiple external agencies. The location's distance from the front door may lead to inefficiencies in training schedules and collaborative efforts among these agencies.

**building deficiencies**


## First Floor Summary

The first floor of the police department faces several deficiencies. These include an inadequately sized and laid out detectives' office, outdated technology infrastructure, undersized operations areas, storage and space issues for detectives, a lacking staff lunch/break room, insufficient mechanics' space, behavioral health space concerns, and interview room deficiencies. These issues must be addressed to enhance functionality, efficiency, and support for department personnel and investigations.



**A.** Detectives' Office:
The first floor of the local police department houses an open office space dedicated to detectives. However, this area exhibits significant shortcomings in both its size and layout. The space does not adequately cater to the specific needs of detectives who are often engaged in complex and sensitive investigations. The limited size of the office may hinder collaboration among detectives and impact their ability to work efficiently. Moreover, the existing layout may compromise the privacy required for confidential discussions and sensitive case work. Storage is also at a premium, often leading to disorganization.

**B.** Technology:
The technology infrastructure is notably outdated, reflecting an inability to adapt to the rapidly evolving technological landscape. This deficiency affects the department's capacity to manage data, communicate effectively, and carry out investigative tasks efficiently.

**C.** Operations Hoteling, Equipment Charging, and Check-In/Out Areas:
The operations hoteling area, along with equipment charging and check-in/out zones, is currently undersized for the demands placed on it. This insufficiency may result in congestion and inefficiencies, ultimately impacting the department's ability to respond promptly and effectively to operational requirements.

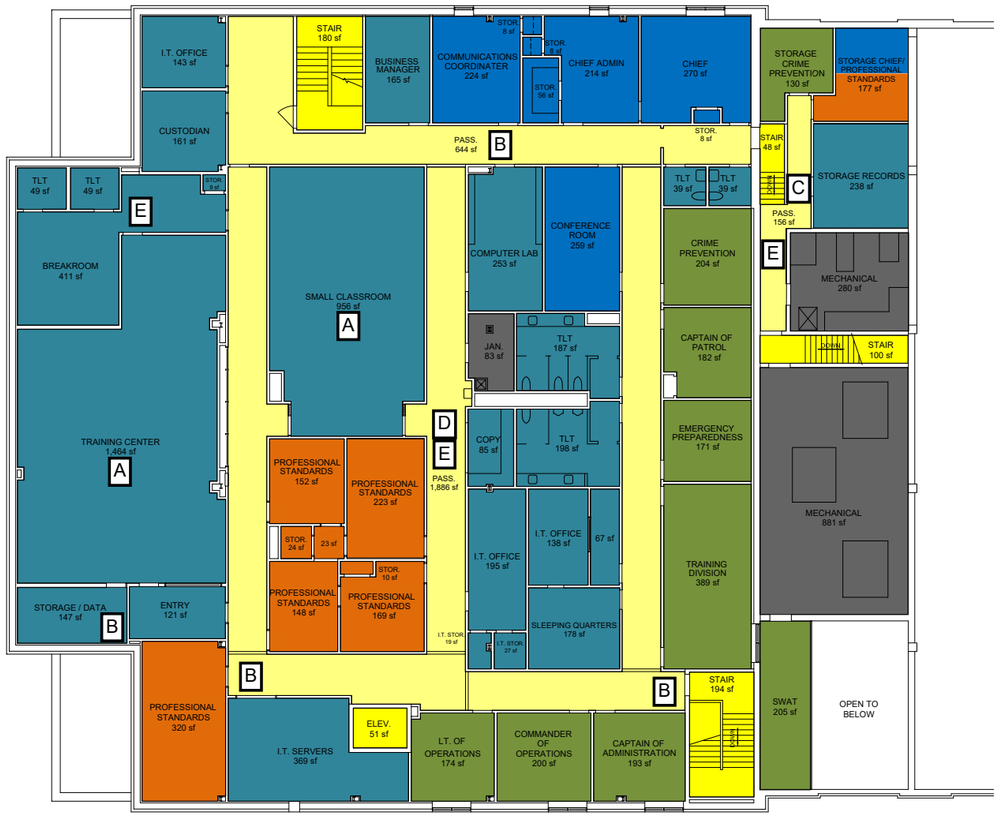
**D.** Detective Charging and Short-Term Storage:
The detective charging and short-term storage areas may not adequately meet the needs of officers during their shifts. This deficiency can hinder their ability to efficiently access equipment and resources required for their duties.

**E.** Staff Lunch/Break Room:
The absence of a sufficiently sized staff lunch/break room is a significant concern. This deficiency impacts the well-being and comfort of department personnel who require a dedicated space to relax and rejuvenate during breaks. The current limitations may lead to overcrowding and discomfort, affecting the morale and productivity of staff members.

**F.** Mechanics' Space:
The mechanics' space is especially undersized, presenting severe challenges in the maintenance and upkeep of department vehicles and equipment. The lack of adequate space can result in logistical bottlenecks and hinder the department's ability to keep its resources operational.

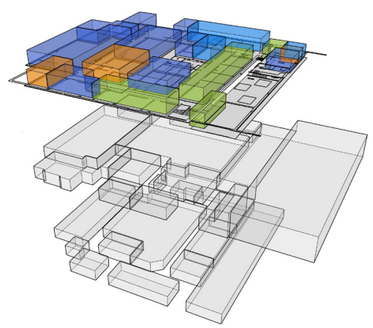
**G.** Behavioral Health:
Behavioral health spaces may not meet the necessary design, layout, or size requirements. Given the increasing recognition of the importance of addressing mental health within the law enforcement community, this deficiency is of particular concern.

**H.** Interview Rooms:
The interview rooms lack the necessary security features, ideal access points, and acoustics essential for conducting confidential and effective interviews. These deficiencies can compromise the integrity of investigations and hinder the department's ability to obtain accurate and reliable information from witnesses and suspects.




## Second Floor Summary

The second floor of the police department exhibits several notable deficiencies. These include challenges related to accessibility to the classroom/training center, oversized offices with inefficient layouts, a lack of ADA access to the storage area, inadequate natural daylighting, and general floor plan inefficiencies. Addressing these issues is vital for creating a more accessible, efficient, and productive workspace for department personnel and fostering collaboration with external partners and the community.



## building deficiencies

**A.** Classroom/Training Center:
The classroom and training center are located on the second floor of the police department, creating suboptimal accessibility for outside agencies and the public. Such limitations could hinder the department's ability to collaborate effectively with external partners and to engage with the community through training programs or public events.

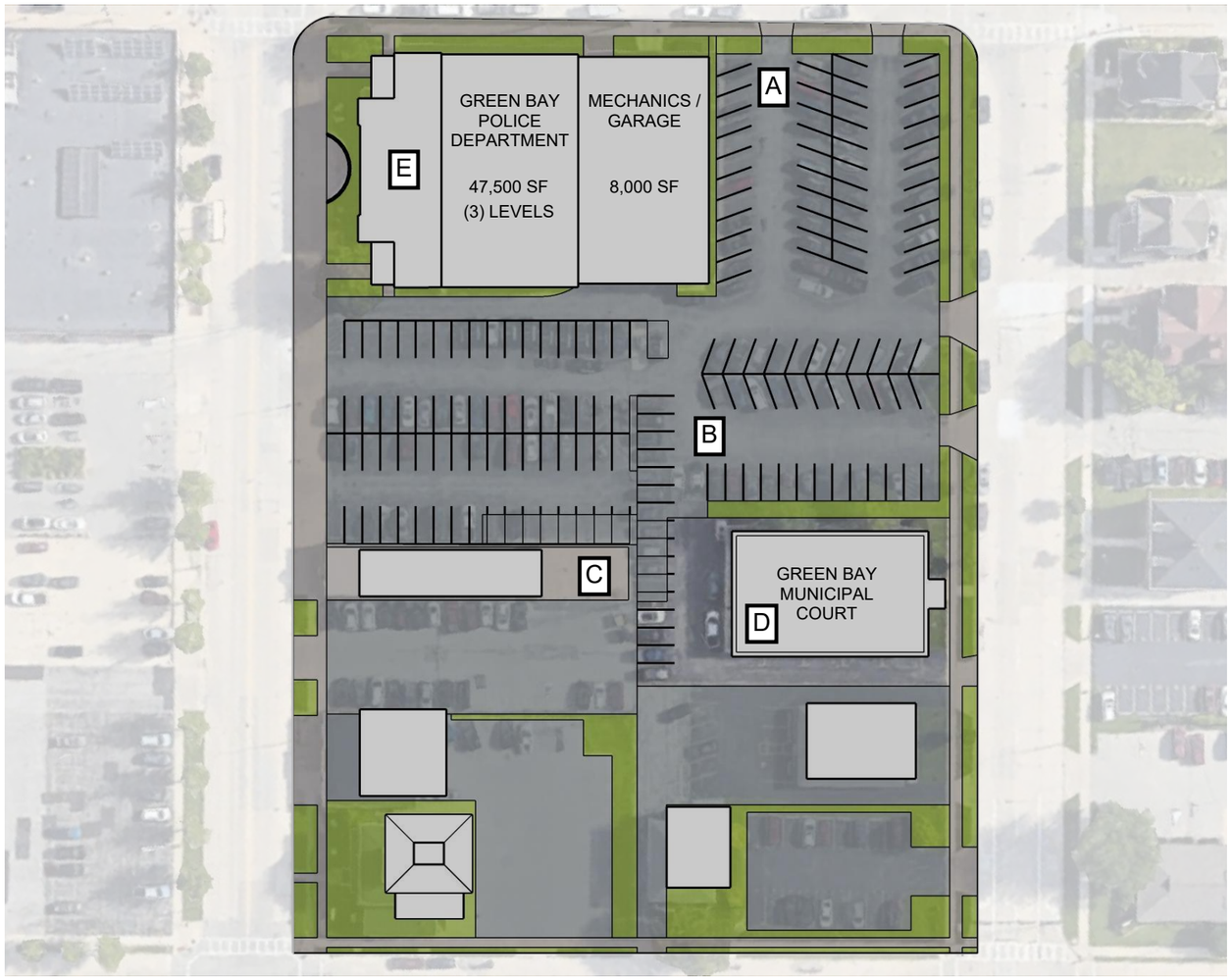
**B.** Offices:
The offices on the second floor appear to be oversized, which may result in inefficient space utilization. Additionally, there seems to be a deficiency in the arrangement of offices belonging to the same department. A more thoughtful allocation of office spaces, ensuring efficient adjacencies and sizes, can contribute to improved collaboration and communication among department personnel.

**C.** Storage Area:
The absence of ADA access to the storage area on the second floor raises concerns about accessibility and inclusivity. Ensuring that all areas of the department are accessible to individuals with disabilities is vital in creating a productive and cohesive environment.

**D.** Daylighting:
Natural daylight plays a significant role in creating a conductive and pleasant workspace. However, the second floor appears to have insufficient natural light, which can affect the well-being and productivity of employees working in this area.

**E.** General Floor Plan:
The second level of the Police Department seems to suffer from general floor plan inefficiencies. For instance, the placement of the data closet within the training center is unconventional and may result in operational disruptions.

building deficiencies




## Site Summary

The site of the police department exhibits concerns about perimeter security, undersized and deteriorating parking facilities, logistical challenges due to shared site usage, and inefficient gym access. Additionally, the building exterior exhibits deficiencies like deteriorating caulking, efflorescence on brickwork, canopy damage, faded metal window trim, window housing issues, and cracked concrete between windows.

**A.** Secured Property:
The absence of perimeter fencing or any security measures around the police department property presents a critical security vulnerability. Without proper security measures in place, the entire premises are exposed to unauthorized access, posing a substantial risk to the safety of personnel and the security of sensitive law enforcement operations.

**B.** Parking Lot Size and Condition:
The inadequacy of the parking lot in terms of size is evident in the daily challenges it poses. Insufficient space results in a constant state of congestion, which can hinder the smooth operation of the police department. In addition to its functional limitations, the parking lot's compromised condition, characterized by numerous cracks in the asphalt and damaged concrete curbs, raises significant safety concerns. These structural issues not only detract from the overall appearance of the facility but also pose tripping hazards and vehicle damage risks.

**C.** Shared Site:
Sharing the site with multiple other buildings introduces a series of logistical complexities and security challenges. Logistically, coordinating access, parking allocation, and facility management among multiple entities can be burdensome. It may lead to conflicts over resources and spaces, potentially affecting the police department's operational readiness. Furthermore, shared sites can compromise security protocols and create vulnerabilities. The coexistence of different organizations on the same property may make it more challenging to control access and monitor activities effectively.

**D.** Inconvenient Access to Gym/Workout Area:
Requiring police personnel to traverse the parking lot to access the gym or workout area can be highly inefficient and inconvenient, particularly in adverse weather conditions. Such a setup not only consumes valuable time but may also discourage officers from utilizing these essential fitness facilities, impacting their physical well-being and overall job performance.

**E.** Building Exterior Assessment: The building exterior exhibits numerous deficiencies that not only affect its aesthetics but also its structural integrity and weatherproofing.

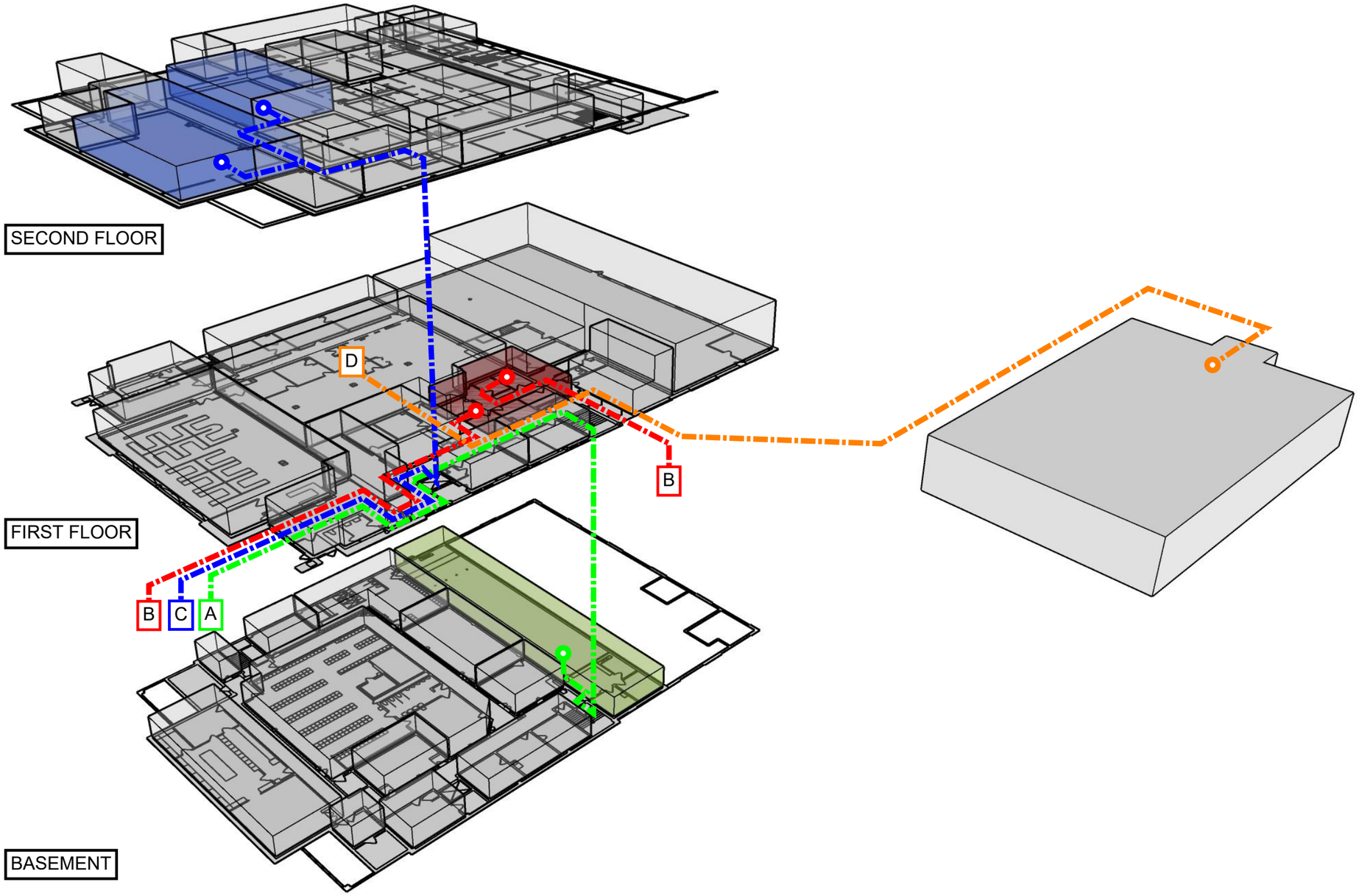
Caulking Deterioration - The dried-out and brittle caulking around the building's exterior poses a risk of water infiltration, potentially leading to structural damage and decreased energy efficiency.

Efflorescence of Brick - The presence of efflorescence on the brickwork indicates moisture-related issues that need to be addressed promptly to prevent further damage.

Canopy Damage - The damage to the canopy not only affects the building's appearance but also raises concerns about safety and structural stability.

Faded Metal Window Trim - The faded metal window trim not only diminishes the building's aesthetic appeal but also requires attention to prevent further deterioration.

Cracked Concrete Between Windows - Cracks in the concrete between windows can allow moisture infiltration, leading to further damage and potentially affecting the building's structural integrity.




## building deficiencies

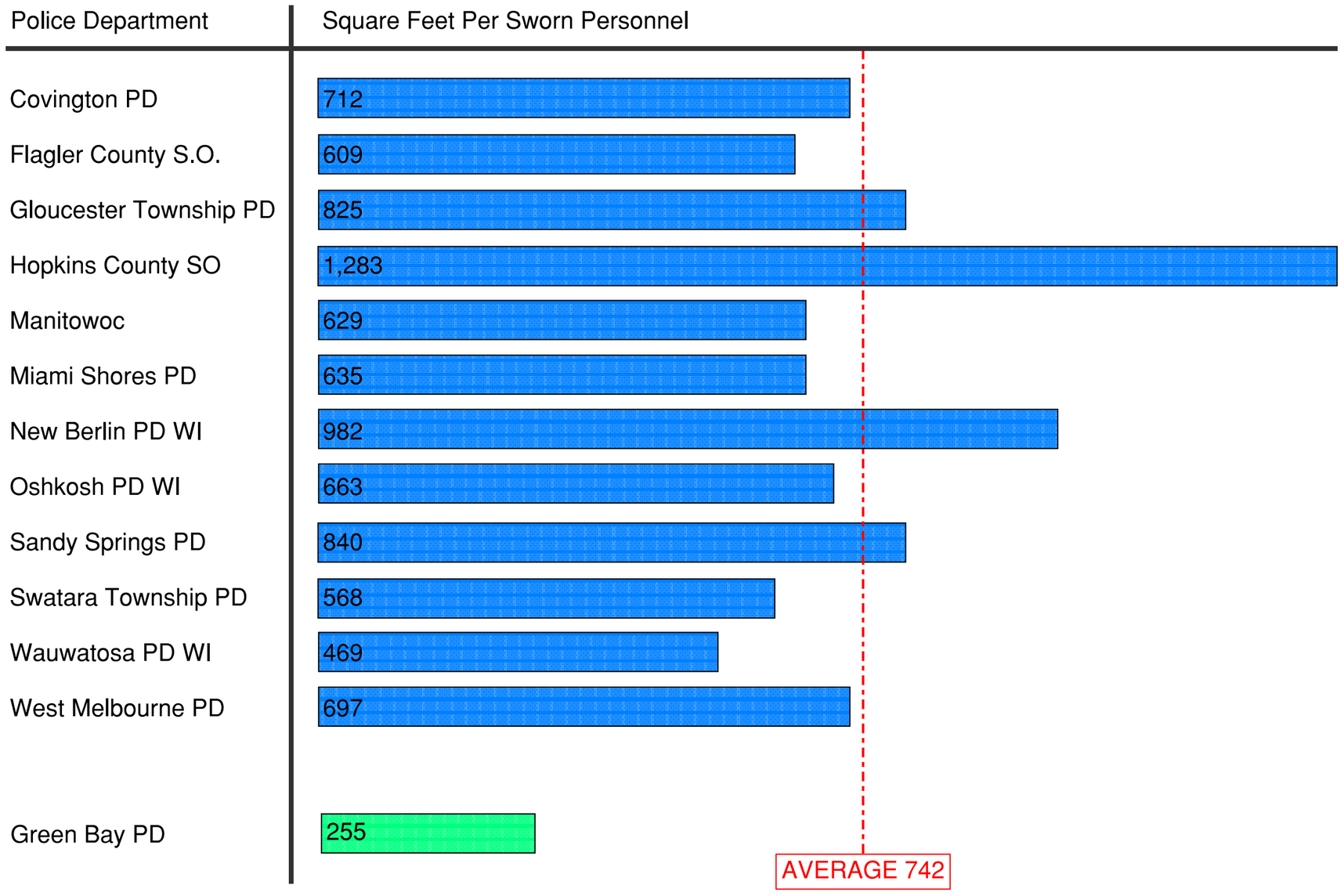
**A.** Interagency Shooting Range Use:
The Green Bay Police Department frequently extends access to neighboring law enforcement agencies for utilization of their shooting range during training exercises. Notably, this shooting range is located within the basement area, positioned at the distant end of the facility. Consequently, personnel from external agencies are required to traverse a substantial portion of the police department premises to reach the shooting range.

**B.** Detainee Entrance into the Police Department:
At present, the police department lacks a distinct and secured ingress point exclusively designated for the transfer of detainees into the interview rooms. Detainees are presently channeled through either the front entrance, alongside other individuals, or through the rear entrance, in the company of fellow officers.

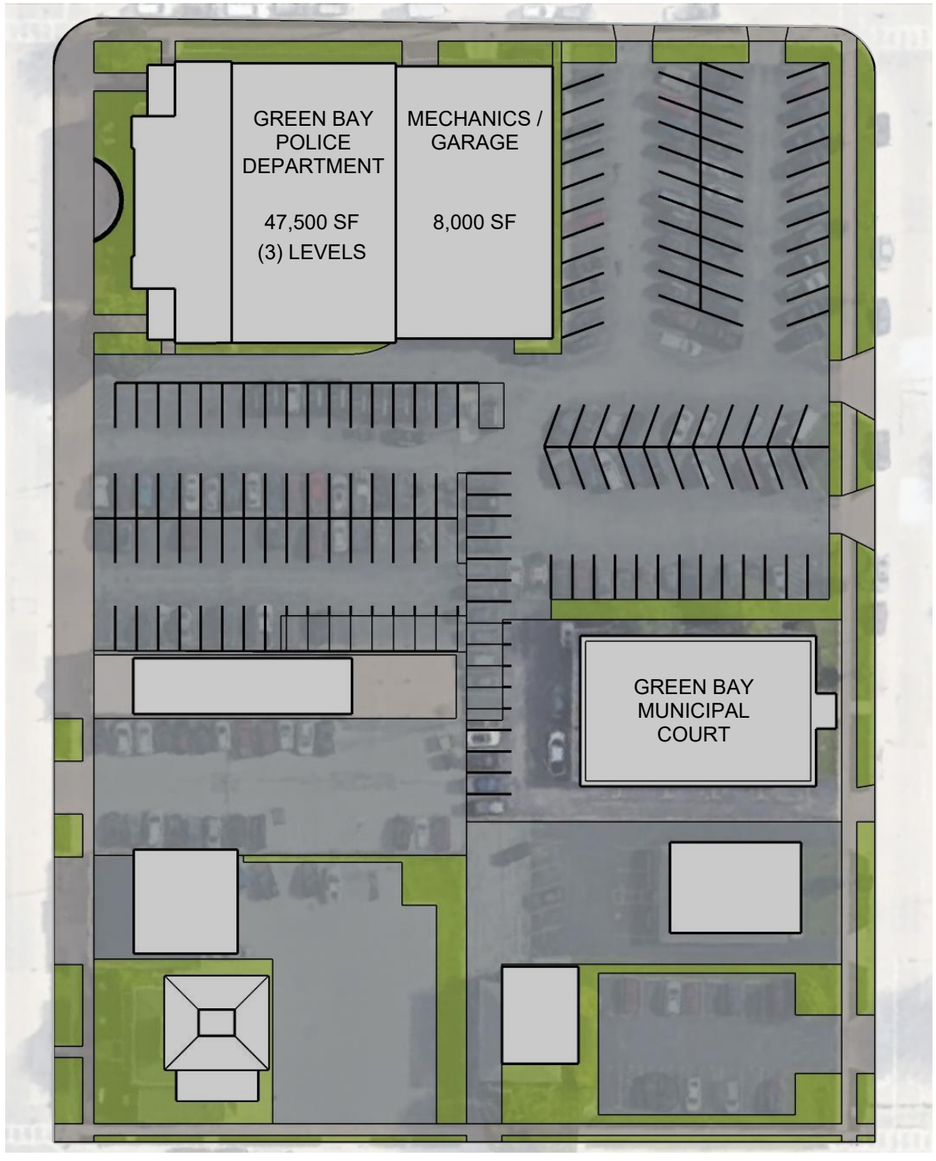
**C.** Public Use of Training Facilities:
The training rooms situated on the second floor of the police department are frequently made available to external entities, including the public and other outside agencies and personnel. This arrangement necessitates traversing sections of the police department premises to reach the second-floor training rooms, thereby prompting valid security considerations.

**D.** Disconnected Workout Facilities:
The police department's dedicated fitness facility is currently situated in a detached building apart rom the main department headquarters. This spatial disconnect imposes notable constraints on the accessibility and utilization of these fitness facilities, particularly during inclement weather. Moreover, the physical separation creates a practical barrier, impacting the ease of access and utilization of these essential amenities for department personnel.

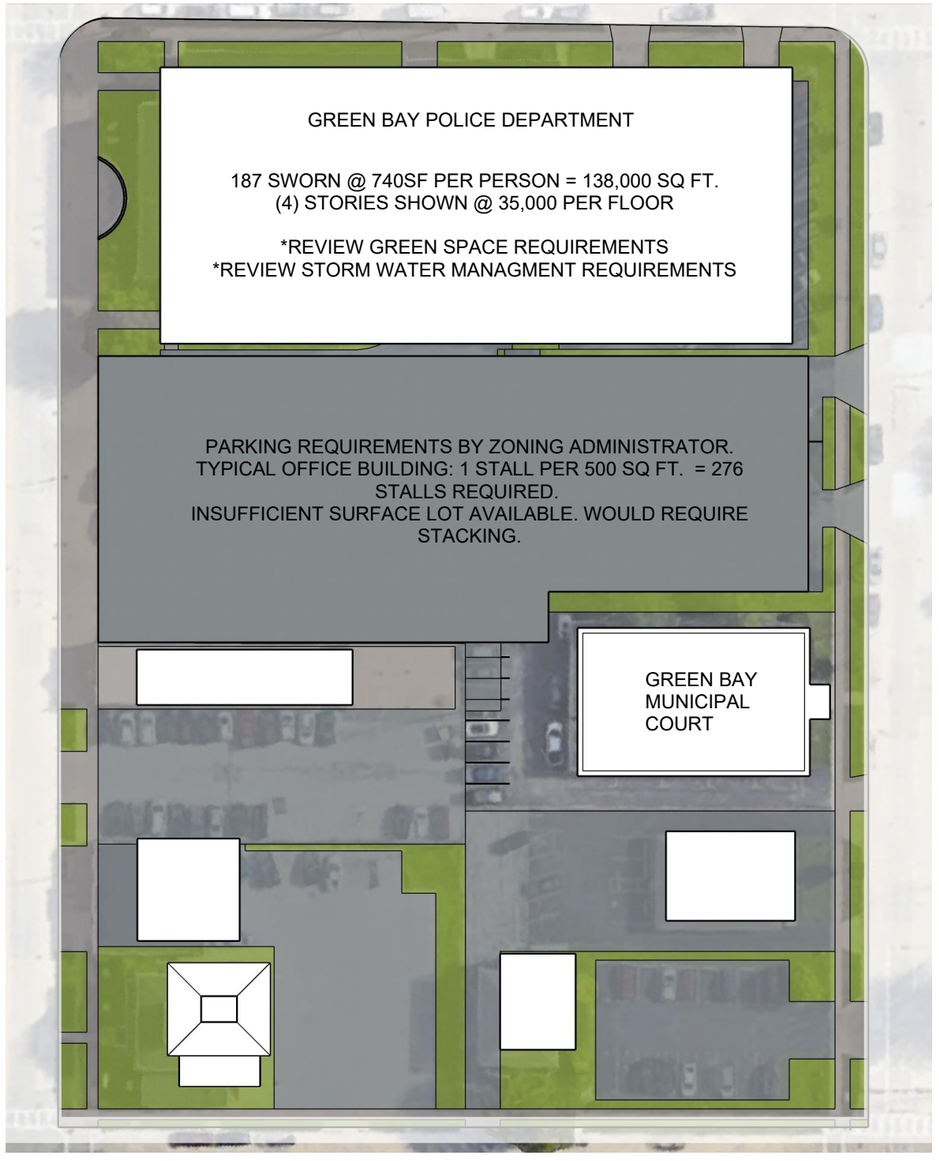
building deficiencies



Existing Flow Analysis - Police Department | Green Bay, WI




**Existing Building Footprint**




**Proposed Building Footprint - based on 740sf/person**

# LAW ENFORCEMENT COMPARISION STUDY FOR THE GREEN BAY POLICE DEPARTMENT

The Center for Public Safety


## COVER LETTER

**August 20, 2023**

Chief Chris Davis
Green Bay Police Department
307 South Adams Street
Green Bay, WI 54301

RE: Department Comparison Evaluation

Dear Chief Davis:

The Center for Public Safety was created specifically to serve first responders and public safety entities across the nation. We do this in several ways.

First, we have been hosting facilities planning seminars for the past 24 years. These seminars are designed to assist local governments in planning so they may address their critical facility needs.

Second, we conduct staffing, asset allocation, space needs and site selection studies.

We firmly believe in the following statement:

*People drive square footage, which drives dollars which drives decisions.*

The old adage that you don't know what you don't know is applicable to many governmental functions.

Our studies use data to fill in those blanks and provide objective criteria and information that enables our clients to move forward, either with a project or in planning for a future project.

For this project, we created a series of questions and information requests that were shared with other police departments to compare to Green Bay's department. We identified more than 20 entities in Wisconsin and in several other states for evaluation.

We then reached out to these departments and were able to gather complete data from eight other departments across Wisconsin. They are.

1. Beloit
2. Fond du Lac
3. Manitowoc
4. New Berlin

5. Oshkosh
6. Wausau
7. Wauwatosa
8. West Allis

Unfortunately, not every department operates the same way, nor do they have the same focus when it comes to fighting crime, community outreach, organizational structure, services offered, or whether they do their own call-taking and dispatch or even have intake, booking and holding for arrested persons. Therefore, there cannot be a true "apples to apples" comparison among departments.

Every department has a different mix of sworn and non-sworn personnel and where in the organization those persons are deployed. Every department classifies personnel using varying titles for job descriptions.

For example, Green Bay uses four different classifications for sworn officers including Officer, APO, SPEC 2 and SPEC 1. What separates these individuals is time on the job along with responsibilities and training. But detectives and SROs (school resource officers) are included in these classifications.

Each community is unique and has its own inherent challenges and needs. Population demographics differ as well as whether that city is urban, suburban or slightly rural. The location and demographics will drive and affect crime and crime trends, both of which will require a different focus from successive each department.

Relative to patrol and investigations, we focused on Green Bay's department.

**Operations Division:**

Patrol is the area of the department where the public will have the most interaction.

Our formula for understanding the current need for patrol is as follows:

**Step 1:**

Determine the number of complaints or incidents received and responded to in a year with information provided to us from the Brown County Public Safety Communications Center (BCPSCC). It does not include situations where advice was given over the telephone, delivering messages, or handling internal police department matters. Utilizing 2022 numbers obtained from the BCPSCC, the police department handled **71,382 emergency/911 calls for service.** This does not include the non-emergency calls into the communications center.

**Step 2:**

Multiply the total complaints or incidents by 0.75 (45 minutes.) It is generally accepted that 45 minutes is the average time necessary to handle a complaint or incident.

**71,382 X .75 = 53,537**

**Step 3:**

Multiply by three to add a buffer and time for preventive patrol. General experience has shown that about one-third of an officer's time should be spent handling requests for service. Other requirements for report writing, training, personal relief, servicing police vehicles, meals and supervision must be considered. Time for preventative patrol must also be taken into consideration. Multiplying by three makes up the unknowns.

**53,537 X 3 = 160,611**

**Step 4:**

Divide the product by 3,650 – the number of hours necessary to staff one basic officer patrol unit for one year (10 hours X 365 = 3650.)

**160,611 / 3650 = 44.00**

According to the application of this formula, it took 44.00 patrol elements to handle the estimated 71,382 emergency incidents in 2022.

Since officers do not work every day of the year without time off, it is necessary to determine the amount of time an officer is actually on duty. This will allow a determination of the number of officers that are required to staff the patrol elements. A typical review of a department's benefits, including regular days off, holidays, bereavement, vacation, sick days, training days, and personal days, suggests there are an average of 1992 hours per year an officer is on his/her off time. Since there are 3650 hours necessary to staff one basic officer, this gives an available duty time of 1658 hours.

Therefore, to determine how many officers are necessary to staff one patrol element, you would divide 3650 hours needed for one year, by the number of hours available (3650 / 1658 = 2.20).

This means that 2.20 officers are required to fill each patrol element. By multiplying the availability factor (2.20) by the number of patrol elements, you have the number of patrol officers needed.

**2.2 X 44.00 = 96.80 or 97**

The calculations indicate that 97 patrol officers were needed to respond to the number of incidents in the City of Green Bay in 2022. As a reminder, this number indicates the number of patrol officers needed. It does not include the Chief, command staff or any other sworn personnel assigned to duties other than patrol or non-sworn units.

**Investigation Division:**

The following assumptions were made relative to current staffing for the Investigations Division.

- Each detective works 4 shifts of ten hours each in a week (40 hours a week)
- 48 weeks are worked each year (time off for vacation, sick leave, PTO, training, certifications, etc.)
- Available hours per detective per year is 1,920 hours
- 65% of available hours are devoted to case management (65% of the 1920 hours yields 1248 case hours)
- Average time worked per case = 10 hours
- The average case load per detective is 124

In 2022, there are 16 detectives actively working cases in investigations.

To make projections for staffing we incorporate the data variables from above along with the following three assumptions.

1. Population will drive the number of 911/emergency calls
2. The number of 911/emergency calls will drive the number of cases
3. The number of total cases will drive the number of investigations staff

| YEAR | 2022 |
|---|---|
| Hours per week per Detective | 40 |
| Weeks a year | 48 |
| Hours per Detective | 1,920 |
| Available Hours at 65% | 1,248 |
| Average Hours per Case | 10 |
| Average Caseload per Detective | 124 |
| Number of Investigations Detectives | 16 |
| Number of Cases that can be assigned | 1,984 |
| 911 Cases | 71,382 |
| % of Cases of 911 Calls | 2.78% |

**Conclusion:**

Green Bay has been discussing the police department and its facility needs for many years. Over the years, many facility issues have been repaired or "fixed". Space has been renovated, units have been shifted and other spaces have been separated into "new" spaces.

Bottom line, the police department occupies the same facility, its systems are old and aging, and its inefficiencies are still in place.

Law enforcement standards, technology, policing methods and approaches, community outreach, services, hardware, software, and equipment have all evolved, changed or progressed over the years.

Law enforcement's focus has changed over the years. Today police entities deal with opioids and other narcotics, both natural and synthetic.

Technology will continue to impact policing and its engagement with the community.

In the future, drones, robotics, digitization, and new classifications of employees like social workers and mental health experts will supplement policing efforts and they will have an impact on facilities as they too will need space.

There is greater recognition today on the symbiotic relationship between people and the built environment. We have a deeper understanding of how facilities have an effect on human physiology.

And this has a direct impact on the department's ability to fulfill its mission, goals and objectives and how they serve the Green Bay community. Over the past few years, our relationship with our office environment has changed.

We understand that where we work, how we work, who we work with and who we serve has a direct correlation to our ability to recruit, train and retain personnel.

There is a direct budgetary cost to being understrength and undersized. Almost every law enforcement entity across the nation is under its authorized strength. Not enough personnel means that existing staff must work harder, longer and take on more responsibility. Overtime costs are an increasing fixture in policing (and other public safety) budgets.

We strongly believe and recommend that the city should undertake a full staffing and asset allocation study coupled with a space needs study.

This information will provide not only the department but the city's administration and decision makers with the information you need to divine a path forward in a timely and economical manner to address critical facility needs.

Our adage that people drive square footage, which drives dollars which drives decisions is wholly appropriate here.

We wish to thank Mayor Eric Genrich, Berners Schober Architects and Engineers, Chief Chris Davis, Captain Brad Strouf, and the other eight police departments across the state without whose help this report would not have been possible.

Stockton Reeves, Executive Director
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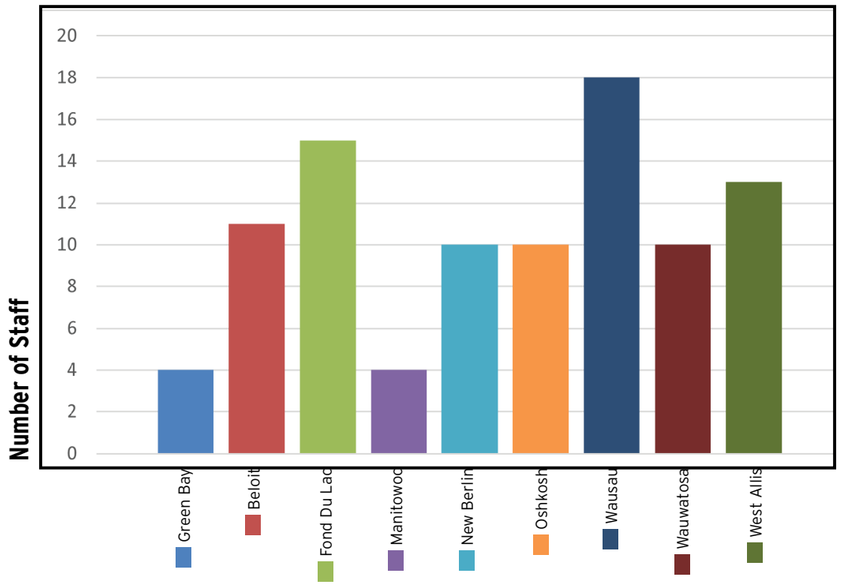
*International Association of Law Enforcement Planners (IALEP)*
*Florida Emergency Preparedness Association (FEPA)*
*International Association of Emergency Managers (IAEM)*
*Florida Police Chiefs Association (FPCA)*
*Association of Public-Safety Communications Officials (APCO)*
*Orange County, FL Mitigation Strategy Working Group*
*Vice Chair, Winter Park Civil Service Board*

# STAFFING BREAKDOWN | ADMINISTRATION

| | Green Bay | Beloit | Fond Du Lac | Manitowoc | New Berlin | Oshkosh | Wausau | Wauwatosa | West Allis |
|---|---|---|---|---|---|---|---|---|---|
| **DEPARTMENT POSITIONS** | | | | | | | | | |
| Chief | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Deputy Chief | | | | | | | 1 | | 2 |
| Commander | 1 | | | | | | | | |
| Deputy Chief Administration | | | 1 | | 1 | | | | |
| Deputy Chief Operations | | | 1 | 1 | 1 | | | | |
| Deputy Chief Support | | | | 1 | | | | | |
| Assistant Chief | | 1 | | | | 1 | | | |
| Assistant Chief Administration | | | 1 | | | | | | |
| Assistant Chief Operations | | 1 | | | | | | | |
| Captains | | | | | 2 | 2 | 1 | 2 | 1 |
| Captain Administration | | 1 | | | | | | | |
| Lieutenant | | 1 | | | | 1 | | | 2 |
| Lieutenant Administration | | | | | | | 1 | 1 | |
| Lieutenant Training & Personnel | | | | | | | | 1 | |
| Sergeant | | | | | 1 | 1 | | | |
| Sergeant Administration | | | | | | | | 2 | |
| Sergeant Training & Personnel | | | | | | | | 1 | |
| Officer Animal Control | | | | | | | 1 | | |
| Officer Community Resource | | | | | | | 4 | | |
| Officer Community Service | | | | | 1 | | 5 | | |
| Officer Crisis Assessment Response | | | | | | | 1 | | |
| Officer School Resource | | | 5 | | 3 | | 1 | | |
| Specialists | | | 5 | | | | 2 | | |
| Coordinator Accounting & Grants | | | | | | | | 1 | |
| Coordinator Fleet Equipment | | | | | | 1 | | | |
| Administrative Assistant | 2 | | 1 | 1 | | 2 | | 1 | 1 |
| Administrative Assistant II | | 1 | | | | | | | |
| Administrative Assistant Civilan | | 1 | | | | | | | |
| Administrative Support | | 4 | | | | | | | |
| Crime Prevention | | | | | | 1 | | | |
| SRO's | | | | | | | | | 3 |
| CRO'S | | | | | | | | | 1 |
| Neighborhood Partners | | | | | | | | | 2 |

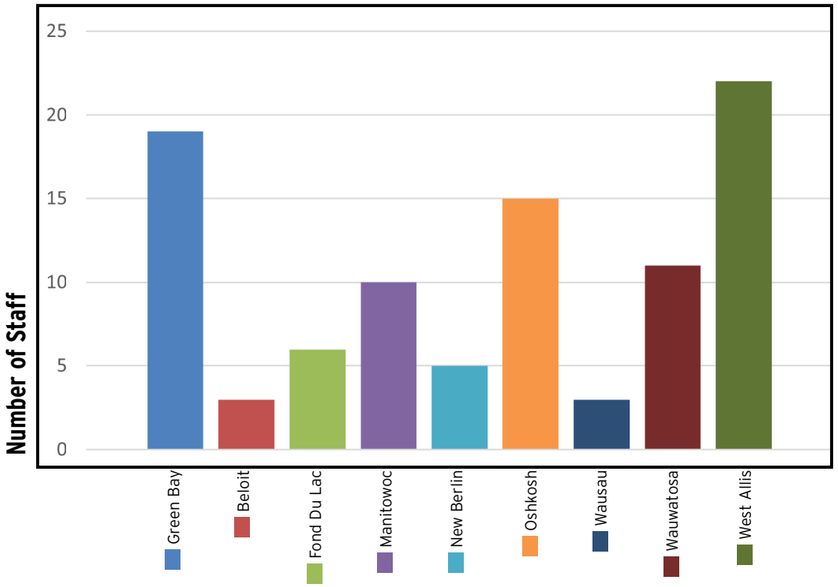
# STAFFING BREAKDOWN | ADMINISTRATION



# STAFFING BREAKDOWN | SUPPORT SERVICES

| | Green Bay | Beloit | Fond Du Lac | Manitowoc | New Berlin | Oshkosh | Wausau | Wauwatosa | West Allis |
|---|---|---|---|---|---|---|---|---|---|
| **DEPARTMENT POSITIONS** | | | | | | | | | |
| Computer & Support Services Tech | | | | | 1 | | 1 | | |
| Customer Service \| Clerks \| Community Service | 4 | | | 9 | | | 1 | | |
| Office Manager | 1 | | | 1 | 1 | | 1 | | |
| Property Room & Evidence | | 1 | 3 | | 1 | | | | |
| Court Liason | | | | | 1 | | | | |
| Vehicle Maintanance | | 1 | | | | | | | |
| Records | 8 | 1 | 3 | | | | | | 5 |
| Business Manager | 1 | | | | | 1 | | | |
| Evidence Clerk | | | | | | 1 | | | |
| T/C Clerk | | | | | | 3 | | | |
| Records Manager \| Supervisor | | | | | 1 | 1 | | | |
| Report \| Records Clerks | | | | | | 2 | | | |
| Word Processors | 2 | | | | | 4 | | | |
| Court Clerk | | | | | | 1 | | | |
| Work Study Clerks | | | | | | 2 | | | |
| Communications Manager | | | | | | | | 1 | 1 |
| Communications Dispatchers | | | | | | | | 10 | 15 |
| Property & Evidence Tech | | | | | | | | | 1 |
| Building Services \| Custodians | 3 | | | | | | | | |

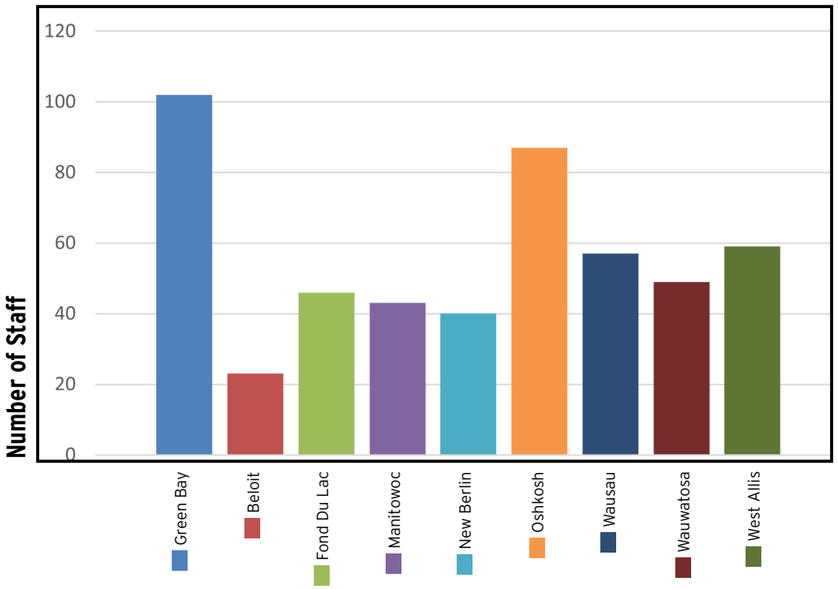
# STAFFING BREAKDOWN | SUPPORT SERVICES



# STAFFING BREAKDOWN | PATROL 1ST & 2ND SHIFT

| | Green Bay | Beloit | Fond Du Lac | Manitowoc | New Berlin | Oshkosh | Wausau | Wauwatosa | West Allis |
|---|---|---|---|---|---|---|---|---|---|
| **DEPARTMENT POSITIONS** | | | | | | | | | |
| Commander | 1 | | | | | | | | |
| Captain | 2 | 1 | | | | | 1 | 1 | 1 |
| Lieutenant | 9 | 3 | | | | | | | |
| Captain - 1st Shift | | | 1 | 1 | 1 | | | | |
| Lieutenant - 1st Shift | | | 4 | 2 | | 1 | 4 | 1 | 1 |
| Sergeant - 1st Shift | 5 | 2 | | | 3 | 3 | | 2 | 3 |
| Sergeant Special Operations - 1st Shift | | | | | | 1 | | | |
| Officers - 1st Shift | 40 | 10 | 16 | 13 | 4 | 21 | 22 | 13 | 24 |
| Auxillary Officers - 1st Shift | | | | | | 36 | | | |
| Behavoral Health Officer - 1st Shift | | | | | | 1 | | | |
| Community Service Officer - 1st Shift | | | 2 | | | | | 3 | |
| K-9 - 1st Shift | | | 2 | 1 | | | 2 | | 1 |
| Rovers - 1st Shift | | | | | 7 | | | | |
| Teleserve - 1st Shift | | | | | 1 | | | | |
| Traffic \| Specialty - 1st Shift | | | | | 4 | | | | |
| Crash Patrol Specialist - 1st Shift | | | | | | | | 2 | |
| Captain - 2nd Shift | | | 1 | 1 | 1 | | | | |
| Lieutenant - 2nd Shift | | | 4 | 2 | | 1 | 4 | 1 | 1 |
| Sergeant - 2nd Shift | 5 | 1 | | | 3 | 3 | | 1 | 3 |
| Sergeant Special Operations - 2nd Shift | | | | | | | | | |
| Officers - 2nd Shift | 40 | 6 | 14 | 12 | 4 | 20 | 22 | 21 | 24 |
| Community Service Officer - 2nd Shift | | | 1 | | | | | 2 | |
| Crossing Guards - 2nd Shift | | | | 10 | | | | | |
| K-9 - 2nd Shift | | | 1 | 1 | | | 2 | | 1 |
| Rovers - 2nd Shift | | | | | 7 | | | | |
| Teleserve - 2nd Shift | | | | | 1 | | | | |
| Traffic \| Specialty - 2nd Shift | | | | | 4 | | | | |
| Crash Patrol Specialist - 2nd Shift | | | | | | | | 2 | |

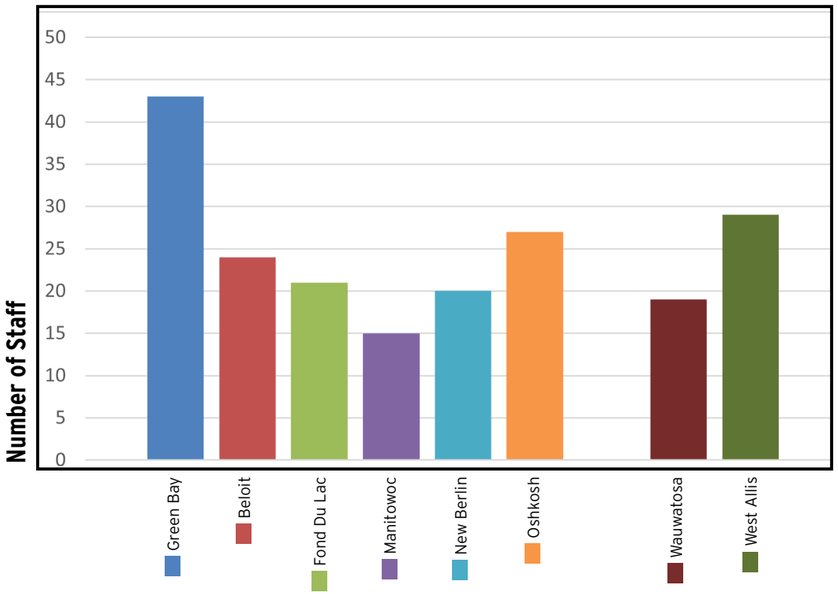
# STAFFING BREAKDOWN | PATROL 1ST & 2ND SHIFT



# STAFFING BREAKDOWN | PATROL 3RD & 4TH SHIFT

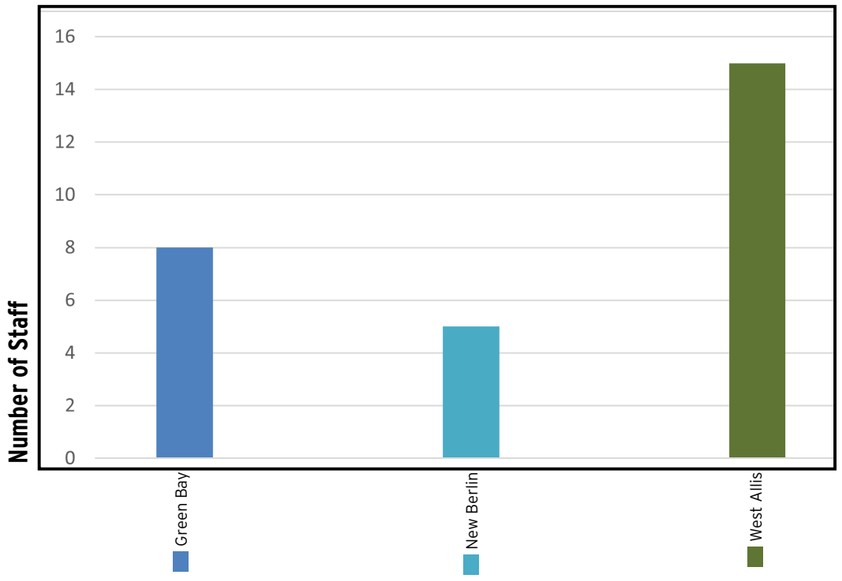
| | Green Bay | Beloit | Fond Du Lac | Manitowoc | New Berlin | Oshkosh | Wausau | Wauwatosa | West Allis |
|---|---|---|---|---|---|---|---|---|---|
| **DEPARTMENT POSITIONS** | | | | | | | | | |
| Captain - 3rd Shift | | | 1 | 1 | 1 | | | | |
| Lieutenant - 3rd Shift | | | 4 | 2 | | 1 | | 1 | 1 |
| Sergeant - 3rd Shift | 3 | 2 | | | 3 | 3 | | 2 | 3 |
| Sergeant Special Operations - 3rd Shift | | | | | | | | | |
| Officers - 3rd Shift | 40 | 9 | 14 | 12 | 4 | 20 | | 14 | 24 |
| Parking Control - 3rd Shift | | | | | | 3 | | | |
| Community Service Officer - 3rd Shift | | | 1 | | | | | | |
| K-9 - 3rd Shift | | | 1 | | | | | | 1 |
| Rovers - 3rd Shift | | | | | 7 | | | | |
| Teleserve - 3rd Shift | | | | | 1 | | | | |
| Traffic \| Specialty - 3rd Shift | | | | | 4 | | | | |
| Crash Patrol Specialist - 3rd Shift | | | | | | | | 1 | |
| Sergeant - 4th Shift | | 2 | | | | | | | |
| Officers - 4th Shift | | 11 | | | | | | | |
| Behavoral Health Officer - 4th Shift | | | | | | | | 1 | |

# STAFFING BREAKDOWN | PATROL 3RD & 4TH SHIFT



# STAFFING BREAKDOWN | PATROL OTHER

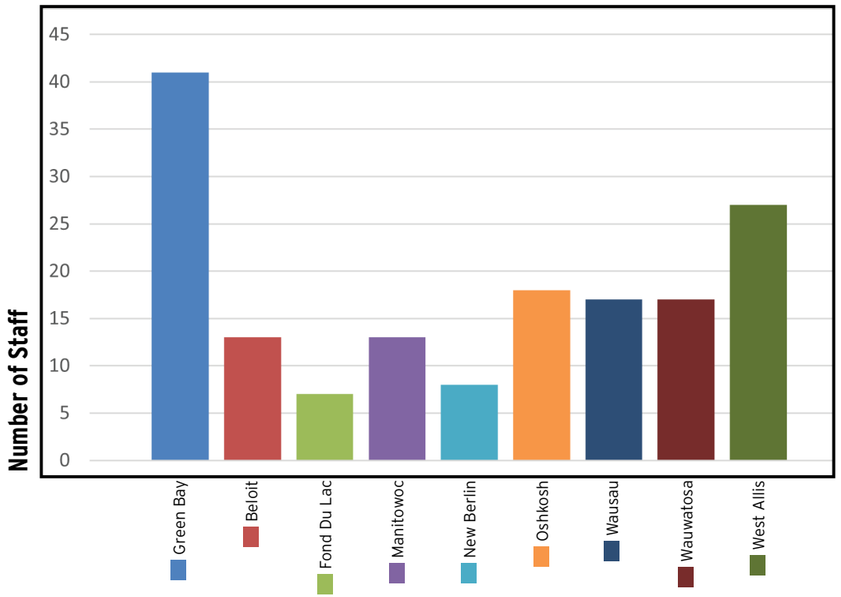
| | Green Bay | Beloit | Fond Du Lac | Manitowoc | New Berlin | Oshkosh | Wausau | Wauwatosa | West Allis |
|---|---|---|---|---|---|---|---|---|---|
| **DEPARTMENT POSITIONS** | | | | | | | | | |
| Traffic Unit | | | | | | | | | 2 |
| Court Services Unit | | | | | | | | | 1 |
| Crisis Assessment Team | | | | | | | | | 1 |
| Parking Control | | | | | | | | | 11 |
| K-9 Officer | | | | | 2 | | | | |
| DRE Officer | | | | | 3 | | | | |
| Animal Control Interns | 3 | | | | | | | | |
| Mechanic Foreperson | 1 | | | | | | | | |
| Mechanic | 2 | | | | | | | | |
| Crime Prevention Coordinator | 2 | | | | | | | | |




# STAFFING BREAKDOWN | INVESTIGATIONS

| | Green Bay | Beloit | Fond Du Lac | Manitowoc | New Berlin | Oshkosh | Wausau | Wauwatosa | West Allis |
|---|---|---|---|---|---|---|---|---|---|
| **DEPARTMENT POSITIONS** | | | | | | | | | |
| Commander | 1 | | | | | | | | |
| Captain | 1 | | | 1 | 1 | | 1 | | 1 |
| Lieutenant | 4 | | | | | 1 | | 1 | |
| Sergeant | | 2 | | | 1 | 2 | | | |
| Detectives | 16 | 6 | 6 | 6 | 1 | 7 | 7 | 15 | |
| Detective \| Lieutenant | | | | 1 | | | 2 | | |
| Detective \| Sergeant | | | | 1 | | | | | |
| Detective \| DEA Task Force | | | | | 1 | | | | |
| Detective \| Waukesha County DEU | | | | | 1 | | | | |
| Accident Investigators | | | | | 3 | | | | |
| School Resource Officers | 11 | | | 3 | | 5 | 4 | | |
| Victim Resource Officers | | | | | | | 1 | | |
| LWAM Specialist (MRG Unit) | | | 1 | | | | | | |
| Evidence Property Clerk | | | | 1 | | | | | |
| Crime Analyst | 2 | 1 | | | | 1 | | 1 | |
| MEG Investigator | | | | | | 1 | | | |
| VNU Investigator | | | | | | 1 | | | |
| Forensic & Tech Sergeant | | | | | | | | | 1 |
| Forensic & Tech Specialist II | | | | | | | | | 2 |
| Criminal Investigations Lieutenant | | | | | | | | | 1 |
| Criminal Investigations Detectives | | | | | | | | | 9 |
| Special Investigations Lieutenant | | | | | | | | | 1 |
| Special Investigations Detectives | | | | | | | | | 4 |
| Sensitive Crimes Lieutenant | | | | | | | | | 1 |
| Sensitive Crimes Detectives | | | | | | | | | 4 |
| Mental Health Therapist | | | | | | | 1 | | |
| Special Investigations Unit | | | | | | | 1 | | 3 |
| Child Abuse Officer | | 1 | | | | | | | |
| Violent Crimes | | 1 | | | | | | | |
| Officers | | 2 | | | | | | | |
| Criminalistic Specialist | 4 | | | | | | | | |
| Evidence Tech | 2 | | | | | | | | |

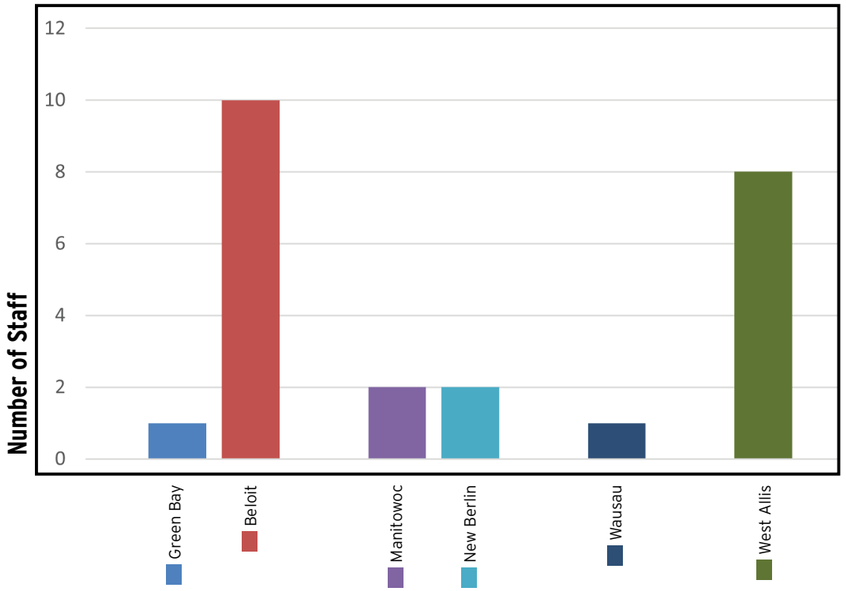
## STAFFING BREAKDOWN | INVESTIGATIONS




## STAFFING BREAKDOWN | OTHER

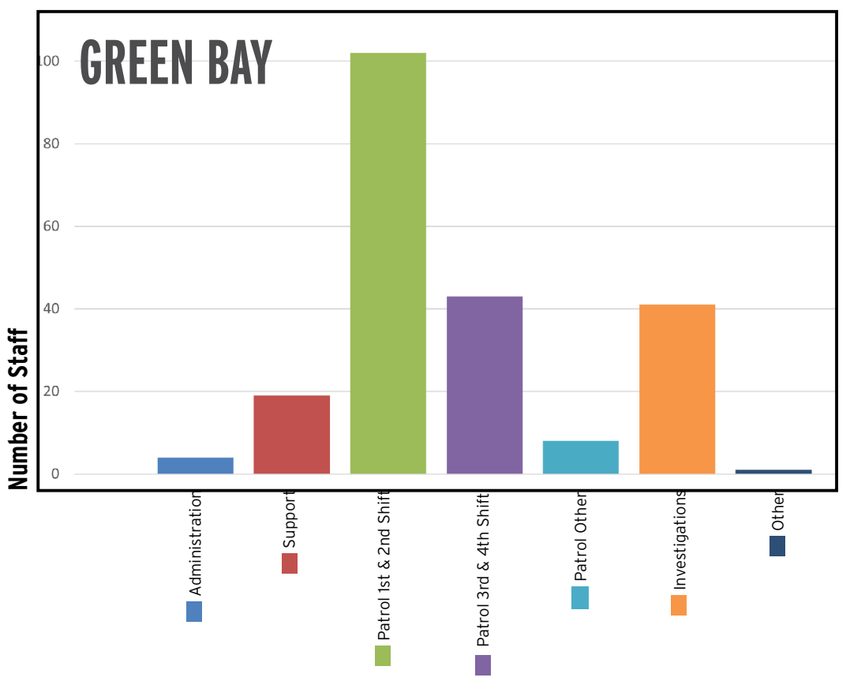
| | Green Bay | Beloit | Fond Du Lac | Manitowoc | New Berlin | Oshkosh | Wausau | Wauwatosa | West Allis |
|---|---|---|---|---|---|---|---|---|---|
| **DEPARTMENT POSITIONS** | | | | | | | | | |
| Community Communications | 1 | | | | | | 1 | | |
| Training Coordinator | | | | 1 | | | | | |
| Crime Prevention | | | | 1 | | | | | |
| Training Officer | | | | | 2 | | | | |
| CSO \| Animal Control | | 4 | | | | | | | |
| Unassigned Officers | | 3 | | | | | | | |
| FTO | | 1 | | | | | | | |
| Academy | | 2 | | | | | | | |
| Captain \| Management & Planning Bureau | | | | | | | | | 1 |
| Administrative Services Bureau | | | | | | | | | 1 |
| Accreditation Unit | | | | | | | | | 1 |
| Training Unit | | | | | | | | | 2 |
| Fleet Manager | | | | | | | | | 2 |
| Database Administrator | | | | | | | | | 1 |

# STAFFING BREAKDOWN | OTHER

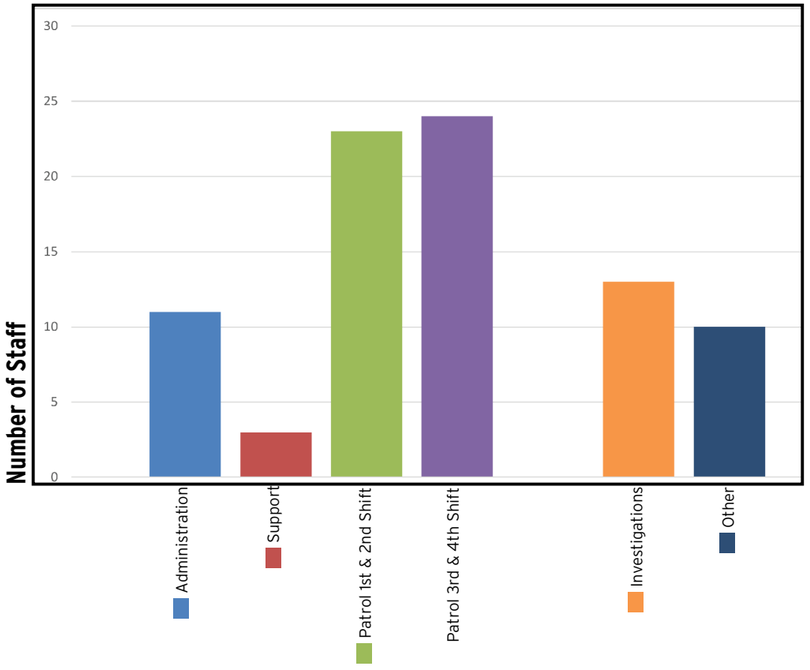



# STAFFING BREAKDOWN | OVERVIEW

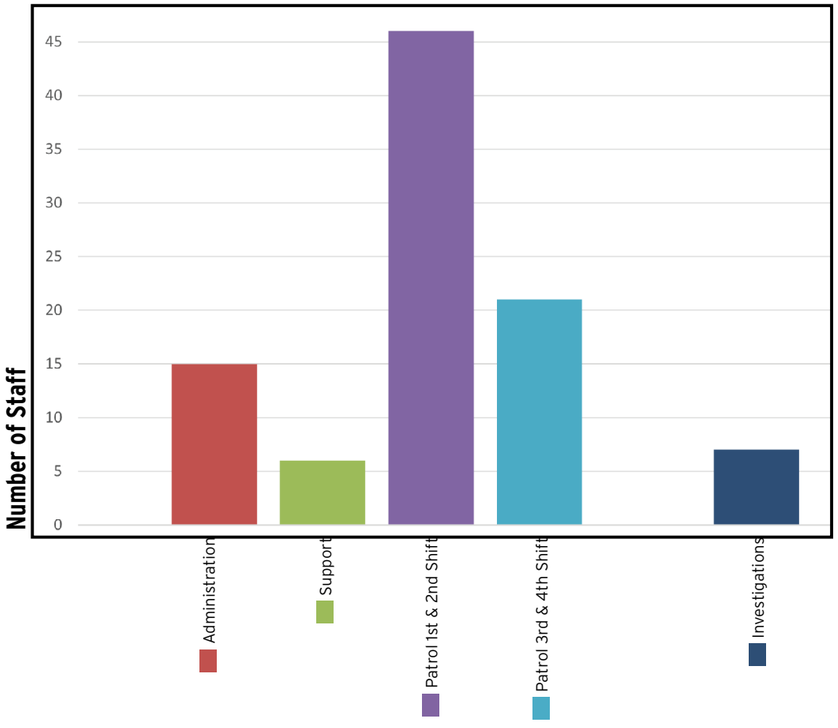
| | Green Bay | Beloit | Fond Du Lac | Manitowoc | New Berlin | Oshkosh | Wausau | Wauwatosa | West Allis |
|---|---|---|---|---|---|---|---|---|---|
| **DEPARTMENTS & NUMBER OF STAFF** | | | | | | | | | |
| Administration \| 33 staff positions | 4 | 11 | 15 | 4 | 10 | 10 | 18 | 10 | 13 |
| Support \| 19 staff positions | 19 | 3 | 6 | 10 | 5 | 15 | 3 | 11 | 22 |
| Patrol 1st & 2nd Shift \| 28 staff positions | 102 | 23 | 46 | 43 | 40 | 87 | 57 | 49 | 59 |
| Patrol 3rd & 4th Shift \| 15 staff positions | 43 | 24 | 21 | 15 | 20 | 27 | 0 | 19 | 29 |
| Patrol Other \| 10 staff positions | 8 | 0 | 0 | 0 | 5 | 0 | 0 | 0 | 15 |
| Investigations \| 32 staff positions | 41 | 13 | 7 | 13 | 8 | 18 | 17 | 17 | 27 |
| Other \| 14 staff positions | 1 | 10 | 0 | 2 | 2 | 0 | 1 | 0 | 8 |



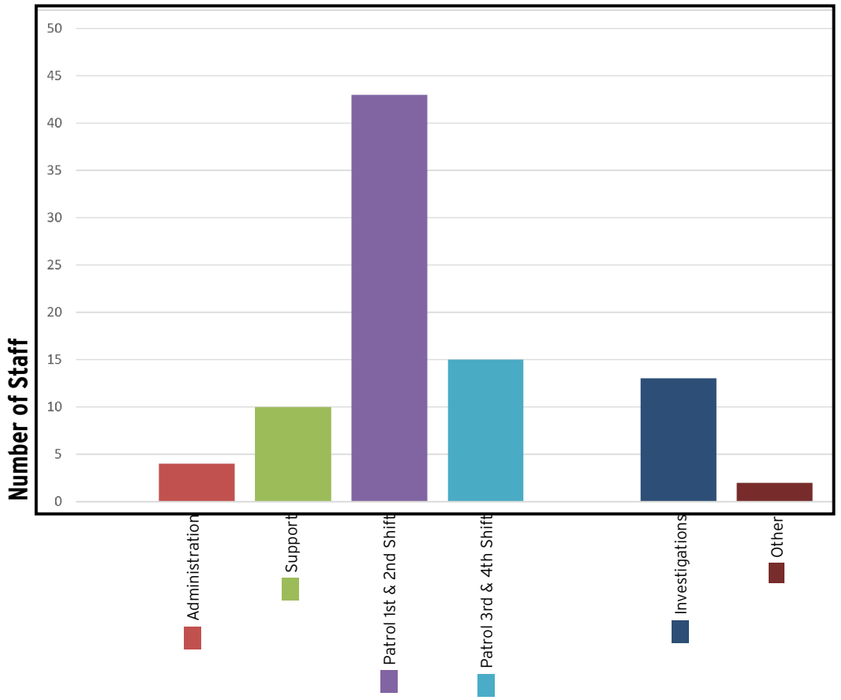
## STAFFING BREAKDOWN | OVERVIEW
## BELOIT



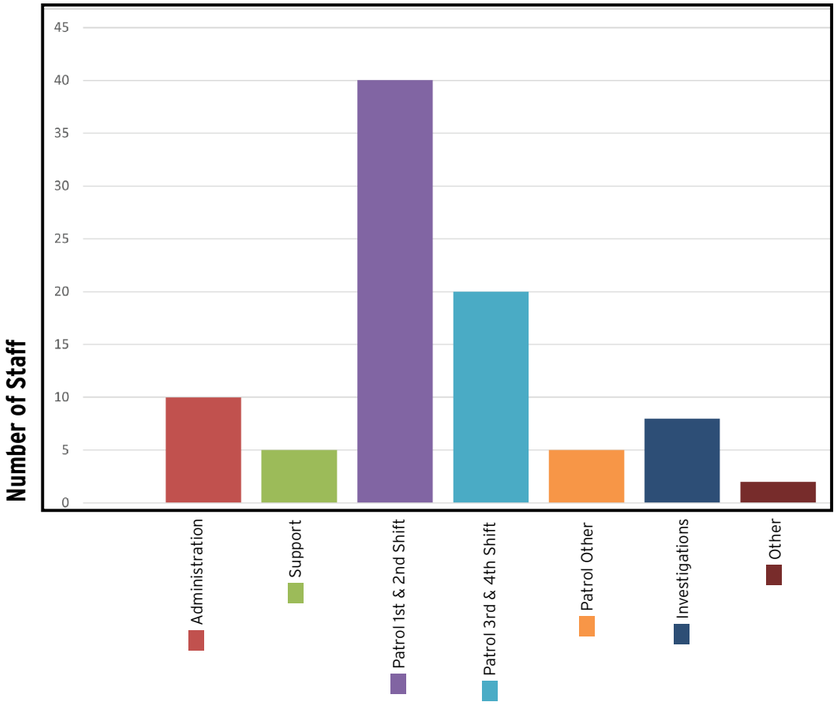

## STAFFING BREAKDOWN | OVERVIEW
## FOND DU LAC



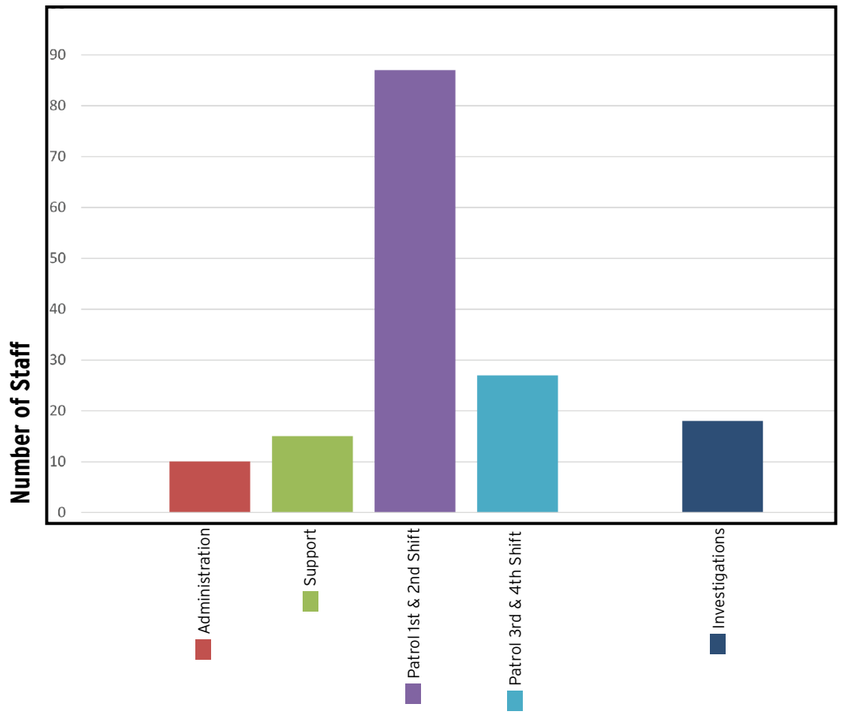
## STAFFING BREAKDOWN | OVERVIEW
### MANITOWOC



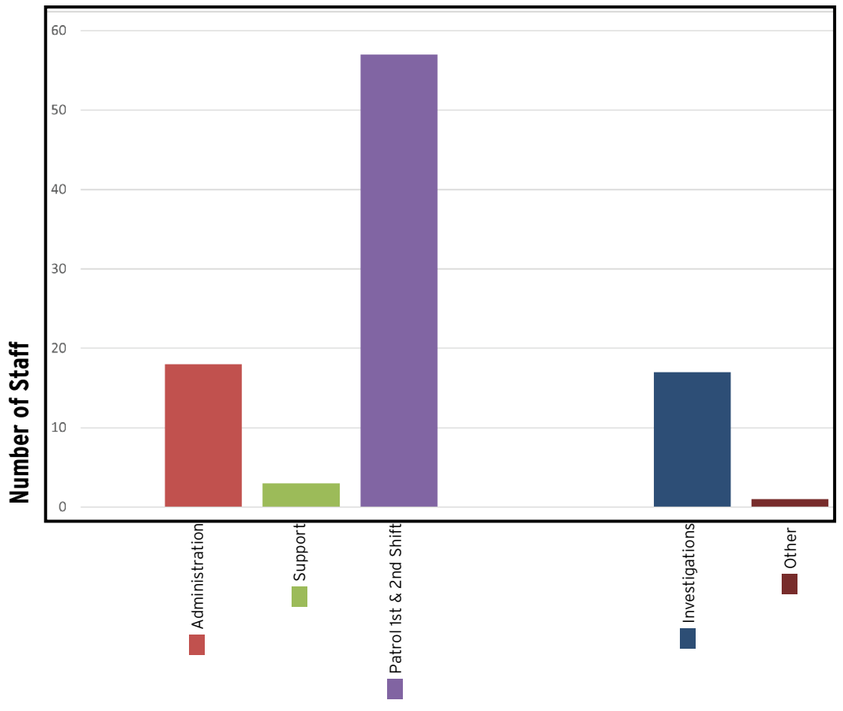

## STAFFING BREAKDOWN | OVERVIEW
### NEW BERLIN



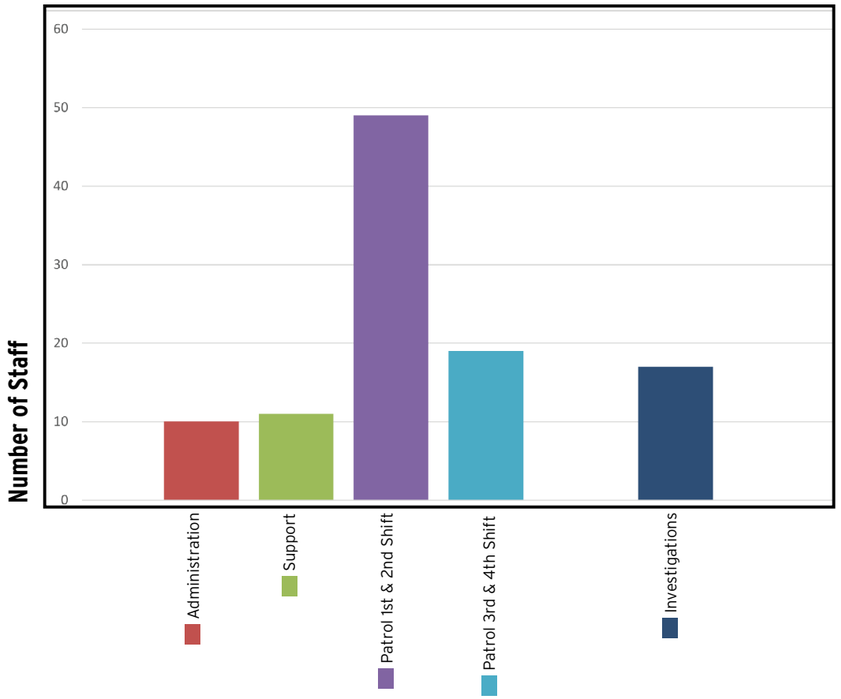
## STAFFING BREAKDOWN | OVERVIEW
## OSHKOSH



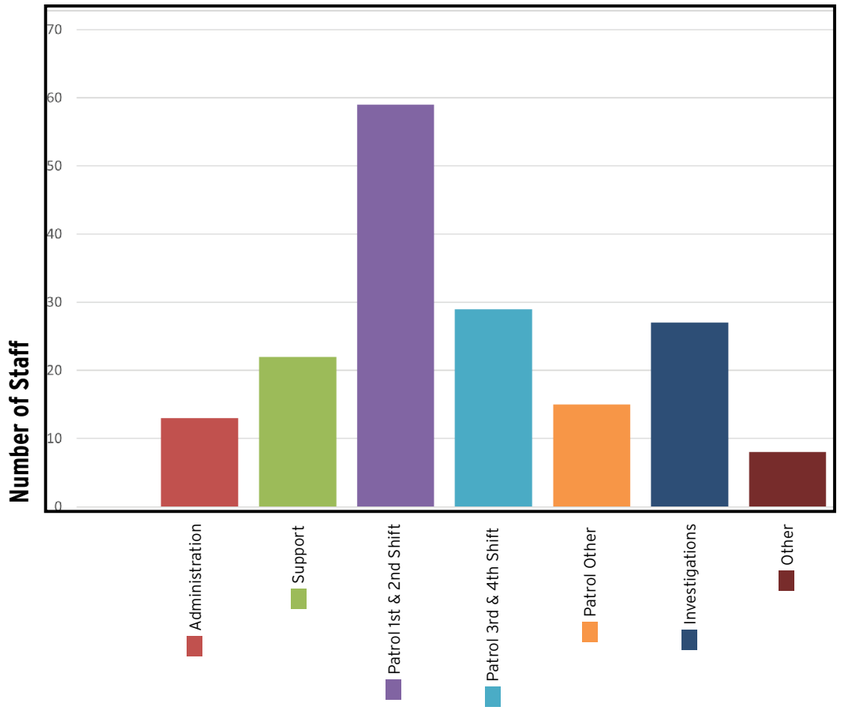

## STAFFING BREAKDOWN | OVERVIEW
## WAUSAU



## STAFFING BREAKDOWN | OVERVIEW
### WAUWATOSA




## STAFFING BREAKDOWN | OVERVIEW
### WEST ALLIS



## building envelope

**roof**

The roof is fully adhered EPDM rubber roof membrane. It has been slated for replacement as part of another project and will not be part of this review.

**exterior walls**

Portions of the exterior walls are brick, which is in fair condition. There are a few spots where tuck-pointing would be recommended as part of a typical maintenance program. One area near an inside corner shows effervescence that starts approximately 6' up on an inside corner and extends diagonally down. The mortar is compromised, and the exposed portion of foundation wall is stained.

The remainder of the exterior walls are precast concrete panels. At the panel joints, there is dried and brittle caulking which should be replaced. There are also several locations where the panels are stained from the window frames or other wall-mounted equipment. Large gaps are present in the soffit areas of the precast panels. There is also some damage to the upper portion of the precast concrete wall panel at the southeast corner where a previous patch was made. There are some settlement cracks in the vertical concrete elements between the large west-facing windows.

Some damage to the jambs at the garage doors appears to be from vehicle contact. It is recommended that pipe bollards be installed both inside and outside of the garage doors to prevent additional damage to the jambs and door tracks.

The concrete canopy along the south side of the building has spalled and cracked concrete. This is allowing water to penetrate the canopy and could cause additional damage to the soffit if not addressed.

**exterior windows and doors**

Exterior public entry doors and windows on the west side are aluminum frame. They are in good condition, although the finish is faded.

The staff entry doors are insulated hollow metal in hollow metal frames in good condition. Like all buildings of this age, the weather stripping and thresholds are worn and deteriorated. Steel lintels across exterior wall openings are rusting. Coiling shutters at west side are also beginning to rust.

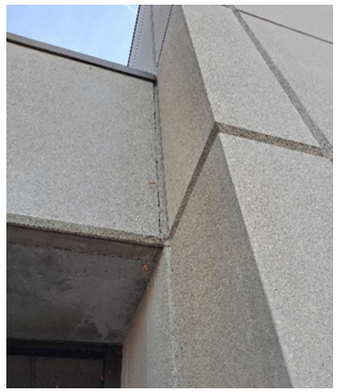
The windows appear to be thermally broken with insulated glass. The windows do not appear to have broken seals as no signs of moisture were noted during this review. The exterior window jambs and infill panels along the east side of the building are faded. The housing around the window covers need to be painted to prevent further damage from rusting on the west side of the building. There are a few empty conduits that could be removed.

**parking lot**

Asphalt surface is cracked and looks to have been maintained by sealing cracks for a number of years. Re-sealing is recommended to extend the surface's useful life. A concrete curb by parking/drive area is damaged.

Caulking dried and brittle

Brick in good condition



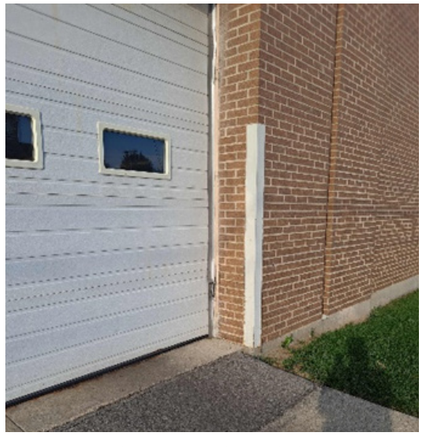
Caulking dried and brittle

Efflorescence on brick

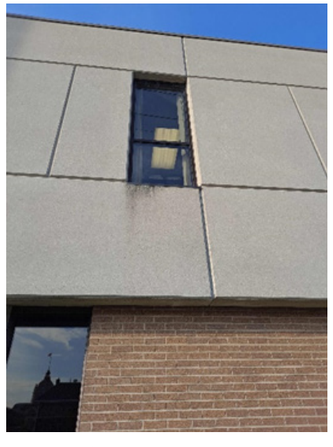
Faded window infill panels

Damaged canopy

Existing Flow Analysis - Police Department | Green Bay, WI



Damaged door jamb and door track

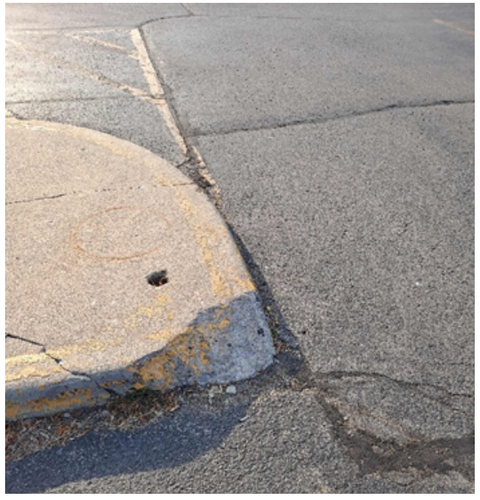


Streaking below windows

Window housing faded and rusting

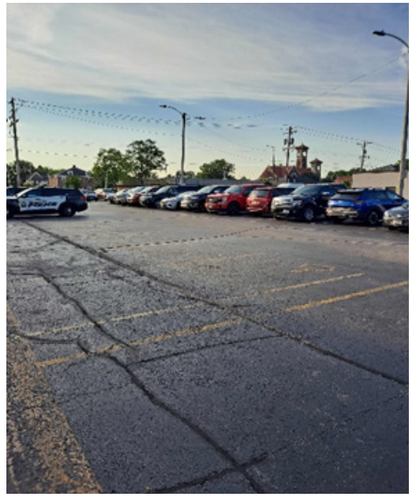
Faded metal window trim

Cracked concrete between windows



Damaged concrete curb

Gaps under precast concrete panels



Previous sealing of asphalt cracks

## interior conditions

**floors**

The condition of many of the floor finishes in the building is fair to poor.

Quarry tiles on the south stair are chipped, with some non-matching tiles used to patch.

Carpets are worn in many areas with some seams of broadloom carpets frayed. Carpets are stained in many areas. Cut pile carpet is not appropriate for a space used for offices, as it is difficult to move chairs over the surface. Plastic mats are used in some places.

Vinyl composite tile (VCT) in basement has stains, chips, and is worn in areas under chairs. The older adhesives used on these tiles may be what is causing the dirt to collect around the seams. VCT that was in the room used for high-density evidence storage was abated due to asbestos content in the adhesive.

Ceramic mosaic tiles are in generally good condition. Some patching is evident.

**walls**

Minor chipping of concrete block corners and glazed wall tiles. Bottom of walls in the high-density file storage room has deteriorated. Lack of flooring and wall base has contributed to this situation.

**doors and frames**

High-use doors show wear at locations of door push. This may be able to be cleaned and re-protected with clear finish. Paint is missing from many metal door light frames. Some wood doors have scratched veneers at lower portion (no kick-plate). Door hardware missing includes latches in door, latch plate in frame and kickplates. Doors in the basement are generally in the worst condition.

See Code section of this report for comments on doorknobs.

**casework**

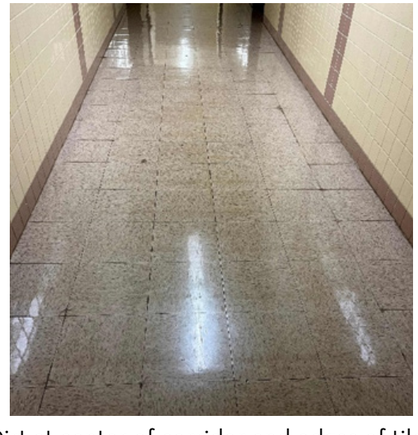
Original wood and plastic laminate casework is dated and showing its age. Minor chipping of laminate is visible on outer corners of countertops. Cabinet doors in plastic laminate casework are starting to sag. Wood casework dating from 1990s and newer is in good condition.

**ceilings**

Many ceiling tiles are stained or missing, especially on the basement level.

Chipped paint at shooting gallery entry

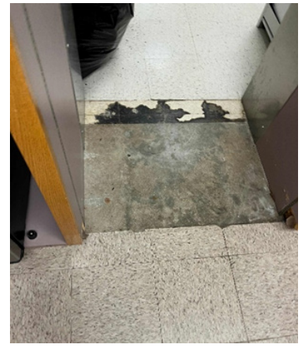
Chipped tiles at south stair



Dirt at center of corridor and edges of tiles

Worn, stained cut-pile carpet

Duct tape at transition from carpet to VCT

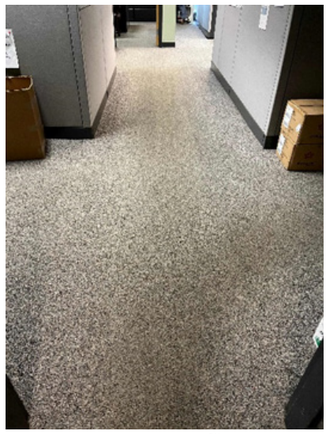


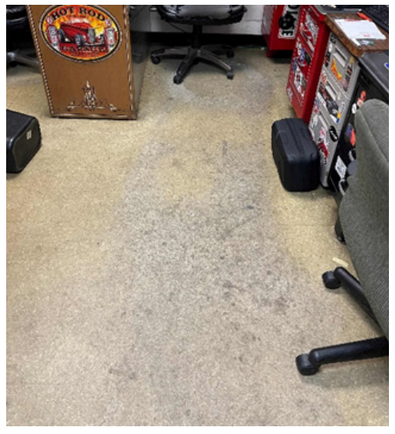
Missing VCT at basement

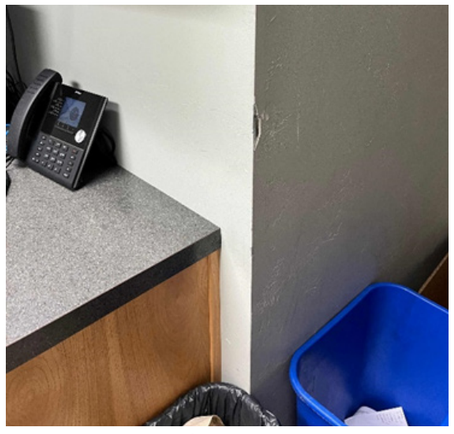
Missing and misplaced ceiling tiles

Typical stained ceiling tile

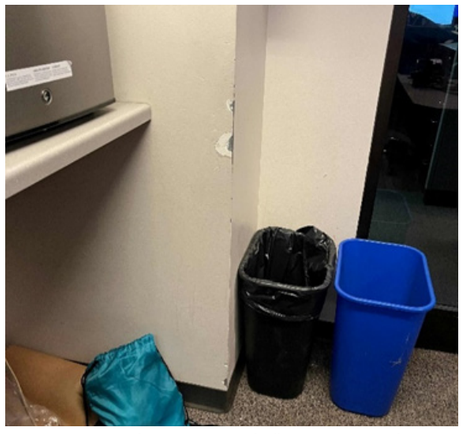
## Existing Flow Analysis - Police Department | Green Bay, WI

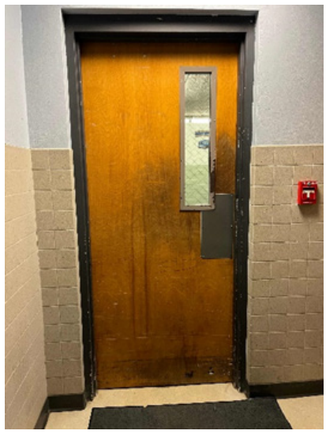

Worn carpet at office area


Worn VCT at shop office

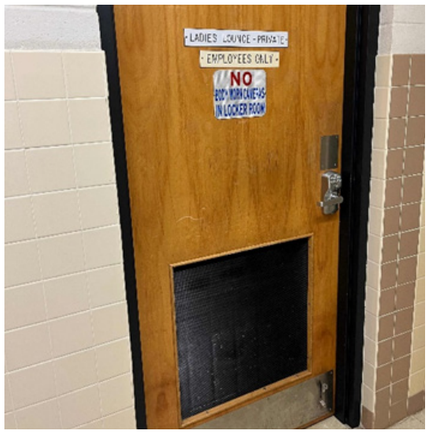

Damaged corner – Range


Deteriorated base at high-density storage


Damaged corner – Shift Commander


Chipped paint at lite and damaged wood finish
Missing kick plate


Chipped paint at lite and damaged wood finish



Scratched wood veneer


Damaged wood veneer & missing kick plate


Plastic laminate casework condition

Chipped plastic laminate

Existing Flow Analysis - Police Department | Green Bay, WI

| Document | Attached Document File Name |
| --- | --- |
| Police Department Facility Assessment dated September 30th, 2022 | 22CGB12.00_PoliceStation_COMBINED2.pdf |

Report to the
# Ad Hoc Facilities Committee of the City of Green Bay

## MEETING DATE

October 16, 2023

## AGENDA ITEM # E.3

Discussion with possible action regarding the flow analysis by Berners Schober for the City of Green Bay – Municipal Court building.

## BACKGROUND

## RECOMMENDATION

## FISCAL IMPACT

## ATTACHMENTS

1. 23CGB03.00_Municipal Court 11OCT2023

# existing flow analysis

Document prepared for:

The City of Green Bay - Municipal Court
Green Bay, WI

Ad Hoc Facilities Committee
23CGB03.00

10/12/2023

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| organizational chart | 4 |
| program / deficiencies | 5 |
| existing images | 8 |
| appendix | 10 |

## executive summary

**background**
The Municipal Court building was constructed in 1967 of masonry cavity walls with aluminum fascia panels. The overall building is in good condition.

**ad hoc committee motion:**
Moved by Garritt Bader, seconded by Board Member Jesse Sharp to proceed with BSA for a flow review not to exceed $30,000 and direct staff to find funding or bring it back to the Finance Committee.

**service agreement project narrative:**
Produce high level existing flow analysis of police station and existing program of police, municipal court, and city hall with high level synopsis of potential program fit on existing police department site.
Additionally, we will assemble benchmarking square footage for police facilities based on similar size cities.

**process:**
Space Identification Meeting(s)
- Review, with plans, identify departments, rooms and use, staff count and positions.
- Establish Existing Space Allocation Spread Sheet and Existing Graphic Program

Space Identification Tour(s)
- Tour Buildings to confirm plan accuracy and area. Field Verify as necessary.
- Refine Space Program and Graphic Program.

High Level Stakeholder Interviews
- Identify list of Building Occupant Internal Process Flow Diagrams / Existing Deficiencies

Identify comparable Municipalities for Data Collection
High-Level Test-Fit on Existing Police Site

**final deliverables:**
Presentation of Findings to committee
Study Narrative and Executive Summary
Existing Space Program
- Organized By Building, By Department including Area by square foot.

Existing Graphic Program
- Overlaid on existing floor plans, showing adjacency.

Like-Sized Municipalities Comparison Data
Facility Assessment Documents via appendix

**report description**
An assessment of the Municipal Court was conducted in 2015 by Berners Schober with an update in 2022, which reviewed the condition of the building's architectural, structural, mechanical, plumbing, and electrical elements. This report is a flow analysis, studying and noting the observed deficiencies.

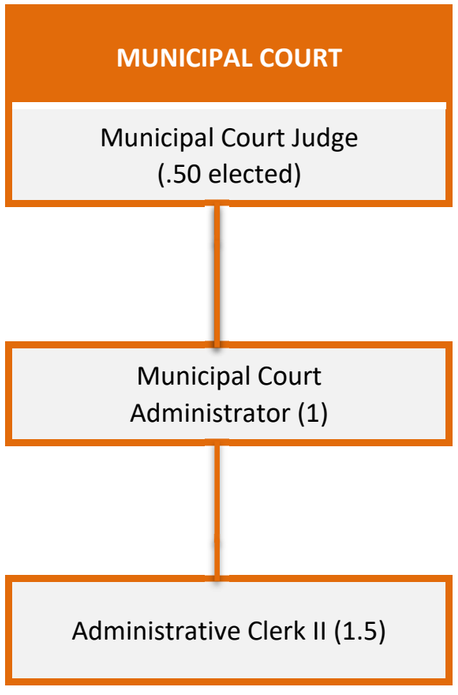
The Green Bay Municipal Court building presents issues on its basement and first floor levels.

**Basement**
In the basement, the workout and training facilities for the police department are housed separately from the main headquarters, requiring personnel to cross a parking lot for access. This arrangement is inconvenient, particularly in adverse weather conditions. Additionally, there is a shortage of lockers, and the absence of a dedicated locker room may lead to disorganization. The basement area also requires updates in terms of furniture, fixtures, equipment, and finishes to ensure functionality and safety. Furthermore, the basement's layout was adapted to its current use, potentially causing inefficiencies.

**First Floor**
Moving to the first floor, both the courtroom and entry area are underused, considering their size, indicating potential space allocation inefficiencies. The building's overall size appears larger than required for the daily personnel needs, leading to underutilized spaces and increased maintenance costs. However, despite these concerns, the first floor's layout generally supports daily operations well, with some exceptions related to oversized spaces. Addressing these oversized areas could further optimize functionality and efficiency within the first floor of the Green Bay Municipal Court building.

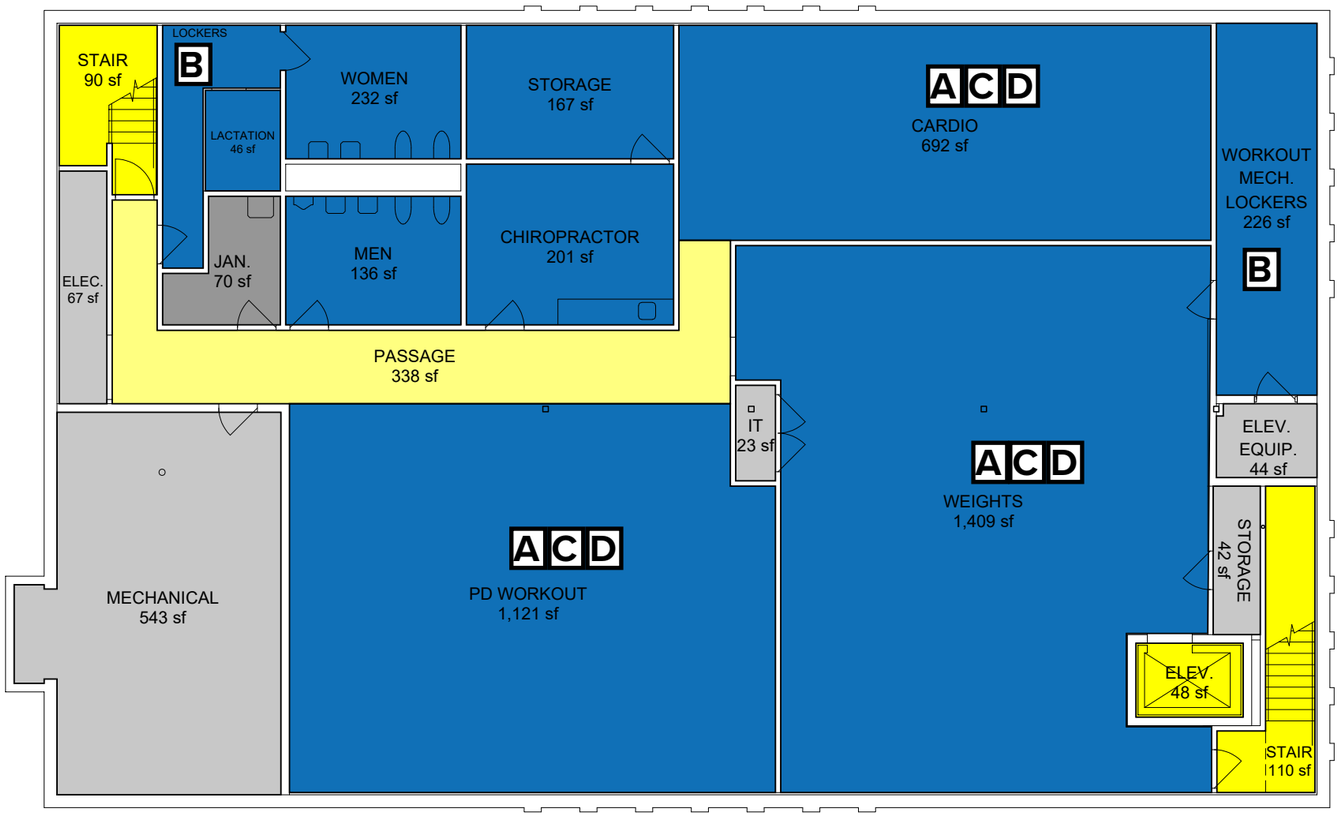
**recommendation**
It is our recommendation that the committee move forward with conducting a comprehensive Space Needs Assessment Study for the Green Bay Municipal Court. This study will provide valuable insights into addressing the deficiencies and optimizing space utilization within the facility. Coordinating the Space Needs Assessment Study with the Existing Flow Analysis will create a comprehensive approach to evaluating and improving the overall functionality of the Municipal Court. These complementary assessments will empower the city to make informed decisions, ensuring that resources are strategically allocated to meet both current and future needs efficiently.

# MUNICIPAL COURT




**Fulltime Employees 2**
**Parttime Employees 2**

## Existing Flow Analysis - Municipal Court | Green Bay, WI



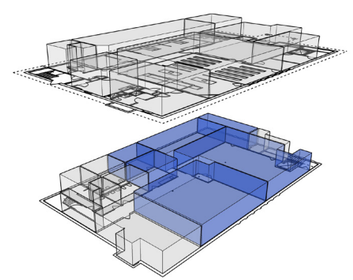

**Basement**

| Room | Department | S.F. |
|---|---|---|
| PD Workout | Police Department | 1,121 |
| Weight Room | Police Department | 1,409 |
| Cardio Room | Police Department | 692 |
| Chiropractor | Police Department | 201 |
| Storage | Police Department | 167 |
| Workout/Lockers/Mechanical | Police Department | 226 |
| Women's Toilet | Miscellaneous | 232 |
| Lactation Room | Miscellaneous | 46 |
| Men's Toilet | Miscellaneous | 136 |
| Janitor | Miscellaneous | 70 |
| Electrical | Miscellaneous | 67 |
| Mechanical | Miscellaneous | 543 |
| I.T. | Miscellaneous | 23 |
| Storage | Miscellaneous | 42 |
| Elevator Equipment Room | Miscellaneous | 44 |
| | Sub Total | 5,019 |
| | % of Floor | 81% |

| | | |
|---|---|---|
| Stair | Circulation | 90 |
| Stair | Circulation | 110 |
| Elevator | Circulation | 48 |
| Passage | Circulation | 338 |
| | Sub Total | 586 |
| | % of Floor | 9% |

| | |
|---|---|
| Subtotal SF | 5,605 |
| Net SF | 4,230 |
| SF Ratio | 1.47 |
| Gross SF | 6,227 |

| | |
|---|---|
| Total Building Gross SF | 12,397 |
| Total Building Net SF | 7,429 |
| Total Building SF Ratio | 1.67 |



**BASEMENT**

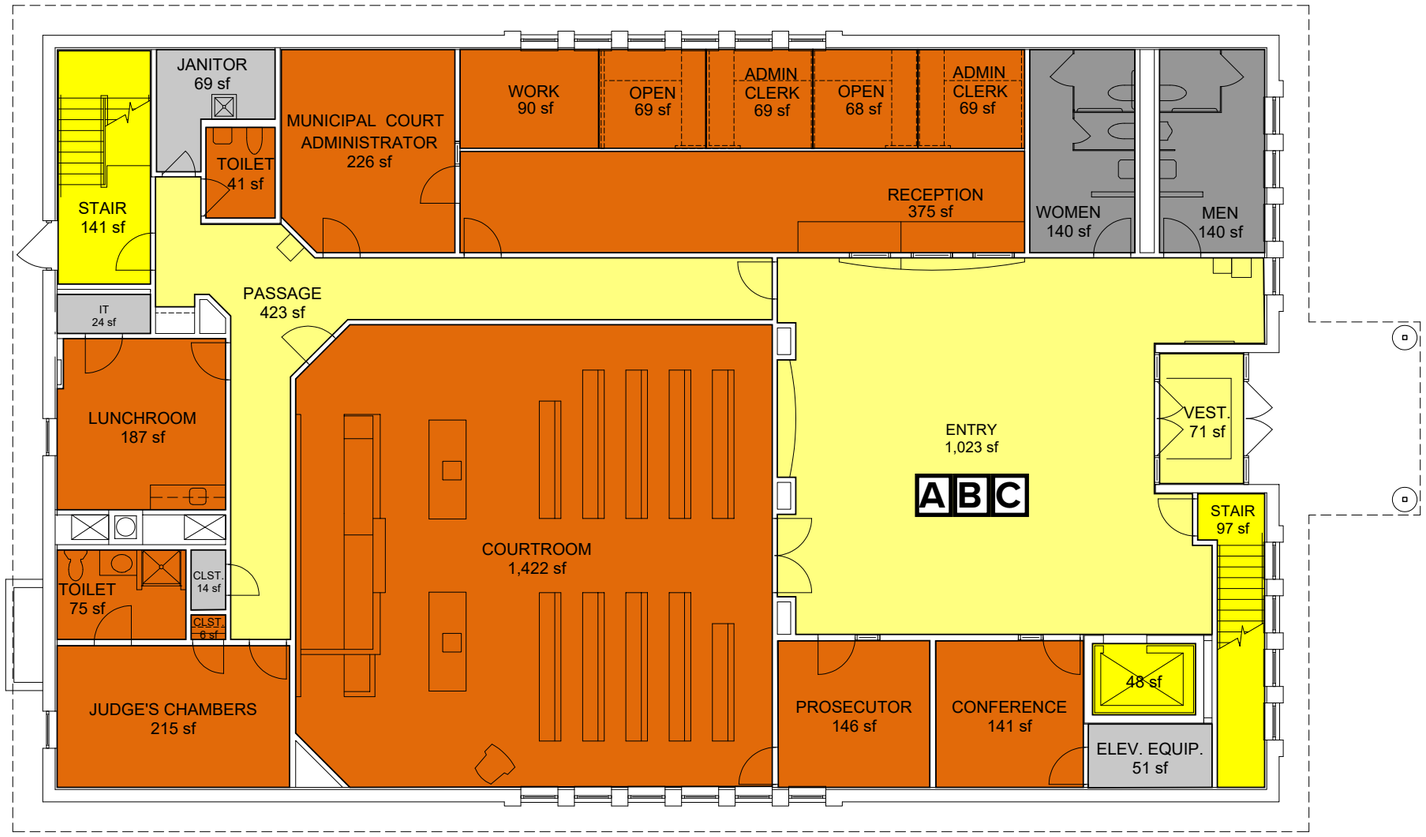
**A.** Separate Building for Training Facilities:
The basement level houses essential workout and training facilities for the police department. However, a significant drawback is that these facilities are located in a completely separate building from the police department headquarters, necessitating police personnel to walk across a parking lot to access them. This arrangement can be inefficient and inconvenient, particularly during inclement weather or emergencies.

**B.** Limited Locker Space:
There is a notable shortage of lockers, and the basement lacks a dedicated locker room. This deficiency can hinder the ability of police personnel to securely store their belongings while using the facilities and may lead to clutter and disorganization.

**C.** Lack of Updates:
The area is in need of updates, specifically concerning the furniture, fixtures, and equipment, as well as the overall finishes. Outdated or worn-out elements can impact the functionality, safety, and aesthetics of the training and workout spaces, potentially affecting the effectiveness of training programs.

**D.** Adapted Layout:
The basement's layout was adapted to its current use rather than being purposefully designed for its current functions. This adaptation may result in inefficiencies in the layout and overall functionality, potentially impacting the effectiveness of training and workout activities.

## Existing Flow Analysis - Municipal Court | Green Bay, WI

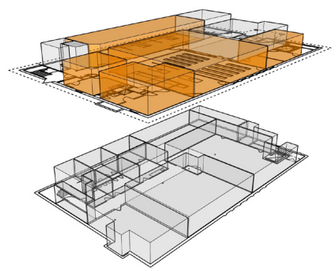



**First Floor**

| Room | Department | S.F. |
|---|---|---|
| Municipal Court Administrator | Municipal Court | 226 |
| Admin Clerk | Municipal Court | 69 |
| Open | Municipal Court | 68 |
| Admin Clerk | Municipal Court | 69 |
| Open | Municipal Court | 69 |
| Work | Municipal Court | 90 |
| Reception | Municipal Court | 375 |
| Judge's Chambers | Municipal Court | 215 |
| Toilet | Municipal Court | 75 |
| Closet | Municipal Court | 6 |
| Prosecutor | Municipal Court | 146 |
| Conference | Municipal Court | 141 |
| Courtroom | Municipal Court | 1422 |
| Lunchroom | Municipal Court | 187 |
| Toilet | Municipal Court | 41 |
| Janitor | Miscellaneous | 69 |
| I.T. | Miscellaneous | 24 |
| Closet | Miscellaneous | 14 |
| Elevator Equipment Room | Miscellaneous | 51 |
| Women's Toilet | Miscellaneous | 140 |
| Men's Toilet | Miscellaneous | 140 |
| | Sub Total | 3,637 |
| | % of Floor | 59% |

| | | |
|---|---|---|
| Stair | Circulation | 141 |
| Stair | Circulation | 97 |
| Elevator | Circulation | 48 |
| Passage | Circulation | 423 |
| Entry | Circulation | 1023 |
| Vestibule | Circulation | 71 |
| | Sub Total | 1,803 |
| | % of Floor | 29% |

| | |
|---|---|
| Subtotal SF | 5,440 |
| Net SF | 3,199 |
| SF Ratio | 1.93 |
| Gross SF | 6,170 |



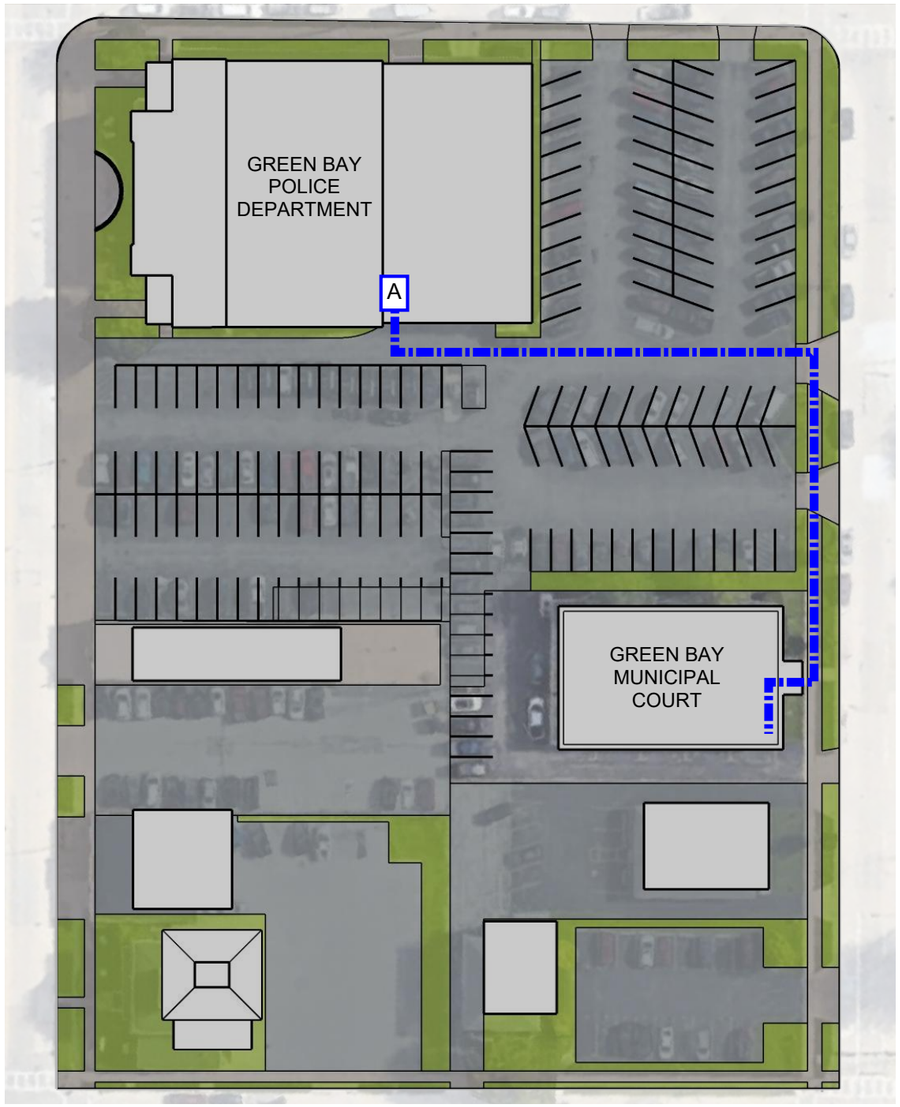
### FIRST FLOOR

**A.** Underutilized Courtroom and Entry Area:
The courtroom and entry area on the first floor of the municipal court facility are noted for their infrequent use to full capacity. These spaces appear to be oversized considering their limited utilization, which may result in inefficient space allocation and underutilization of resources.

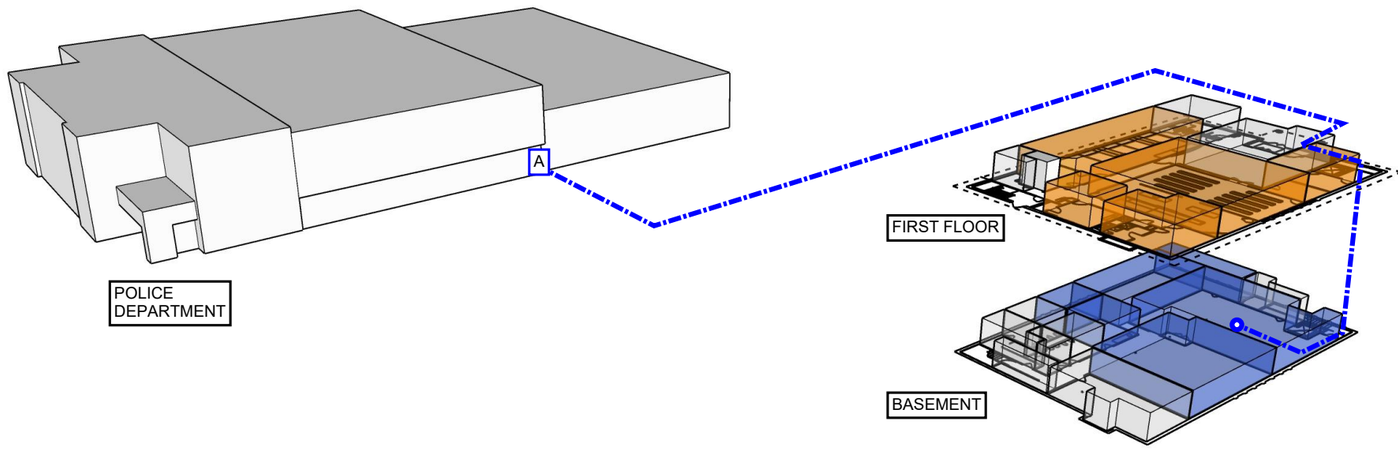
**B.** Oversized Building for Daily Operations:
The overall building layout and size appear to be larger than necessary for accommodating the limited number of personnel who work there on a daily basis. This discrepancy between the building's size and staffing needs may lead to underused spaces and increased maintenance expenses.

**C.** Functional Flow:
Despite the noted issues related to underutilization and building size, the flow and functionality of the first floor generally operate effectively. The layout appears to support daily operations well, with the exception of the mentioned oversized spaces. Addressing these oversized areas could further optimize the floor's functionality and efficiency.

## Existing Flow Analysis - Municipal Court | Green Bay, WI




Plan View Of Path From Police Department To Workout Facility
In The Basement Of The Municipal Court Building




**A.** Disconnected Workout Facilities:
The police department's dedicated fitness facility is currently situated in the basement of the Municipal Court apart from the main department headquarters. This spatial disconnect imposes notable constraints on the accessibility and utilization of these fitness facilities, particularly during inclement weather. Moreover, the physical separation creates a practical barrier, impacting the ease of access and utilization of these essential amenities for the police department personnel.

## architecture

The building was constructed in 1967 of masonry cavity walls with aluminum fascia panels. The overall building is in good condition.

## building envelope

**roof**

The roof was replaced since the previous assessment and is in good condition.

**exterior walls**

Brick wall are in generally good condition. Sealant at expansion joints is beginning to show signs of cracking. The fascia panels at the southwest corner of the building are out of alignment with the rest of the fascia. Building maintenance personnel report that this area was hit last winter by a payloader plowing snow. The structure itself was not damaged.

**exterior windows and doors**

The composite panel portion of the windows has faded but is in otherwise serviceable condition.

## interior conditions (next page)

**floors**

Basement carpet is stained and has ripped areas at seams. Mosaic tile in basement toilet rooms is in good condition. Vinyl composite tile at back exit door has two tiles missing and has some staining. Vinyl stair treads and risers are worn but serviceable.

First floor carpet at open office has bubbled in some areas and is showing wear. Carpet in courtroom is in good condition. Toilet rooms and main lobby floors were replaced in the 2000 upgrade and are in good condition.

**walls**

Walls are in generally good condition. Glazed tiles in basement toilet rooms have holes from previously mounted equipment.

**ceilings**

There are some stained and misplaced ceiling tiles above the front stair shaft. The basement has a mix of tile styles. Some, primarily in workout rooms, have bowed or mis-placed tiles. Air vents in basement toilet room are rusted. A ceiling tile in the back stair is missing, reportedly from wind entering the building during winter use of the back door.

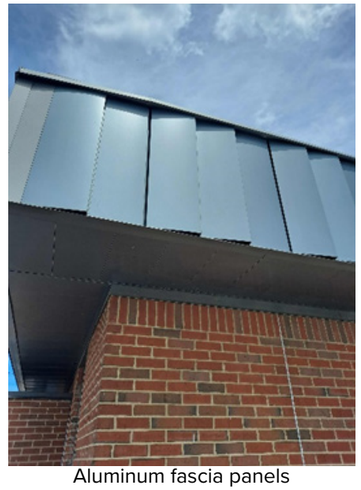
**doors and frames**

Metal door frames in basement have chipped paint.

**equipment and casework**

Toilet partitions in basement are rusting at the lower edges. Most casework is in good condition. The wood trim along the patron side of the reception desk has worn finish off the edges.

Exterior brick in good condition

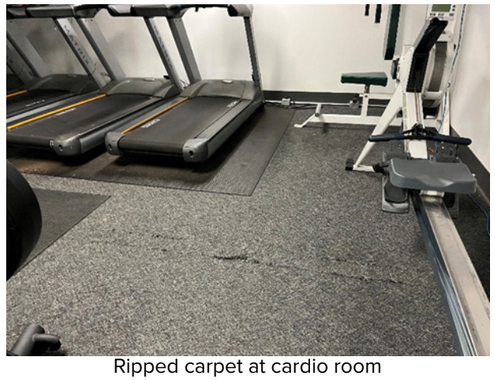


Aluminum fascia panels

Dried and cracking expansion joint material

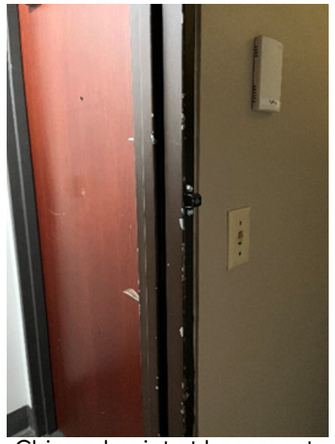
Transom panels at windows

Missing vinyl tile at back door



Ripped carpet at cardio room

## Existing Flow Analysis - Municipal Court | Green Bay, WI

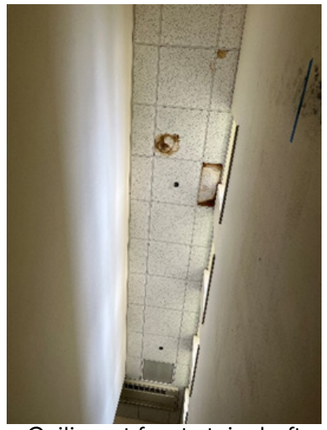


Chipped paint at basement door frames

Worn finish at reception counter

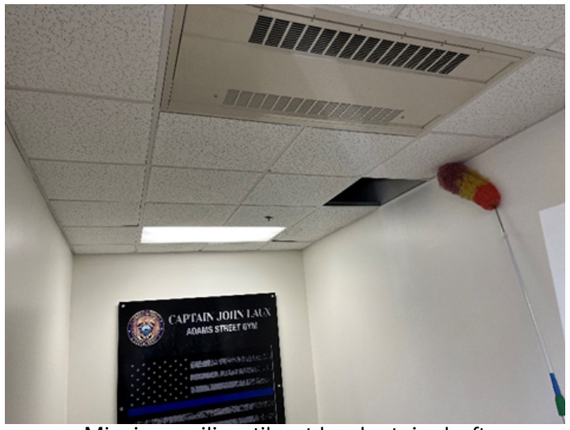
Rusted bottom of women's toilet partitions

Rusted bottom of men's toilet partitions



Ceiling at front stair shaft

Rusted ceiling diffuser at basement toilet room




Missing ceiling tile at back stair shaft

| Document | Attached Document File Name |
| --- | --- |
| Municipal Court Facility Assessment dated September 30th, 2022 | 22CGB12.00_MunicipalCourt_Combined2.pdf |

Report to the
# Ad Hoc Facilities Committee of the City of Green Bay

## MEETING DATE

October 16, 2023

## AGENDA ITEM # E.4

Discussion with possible action regarding an update on the Fire Station needs and location.

*The Committee may convene in closed session pursuant to Sections 19.85(1)(e), Wis. Stats., for purposes of deliberating or negotiating the sale of public properties, investing of public funds or conducting other specified public business as necessary for competitive or bargaining reasons. The Committee will thereafter reconvene in open session pursuant to Section 19.85(2), Wis. Stats., to take action on items discussed in closed session, if appropriate, and to consider the remainder of the agenda.*

## BACKGROUND

## RECOMMENDATION

## FISCAL IMPACT

## ATTACHMENTS

1. Fire Ad Hoc Committee

# CITY OF GREEN BAY AD HOC FACILITIES COMMITTEE MEETING

GREEN BAY METRO FIRE DEPARTMENT

October 2023

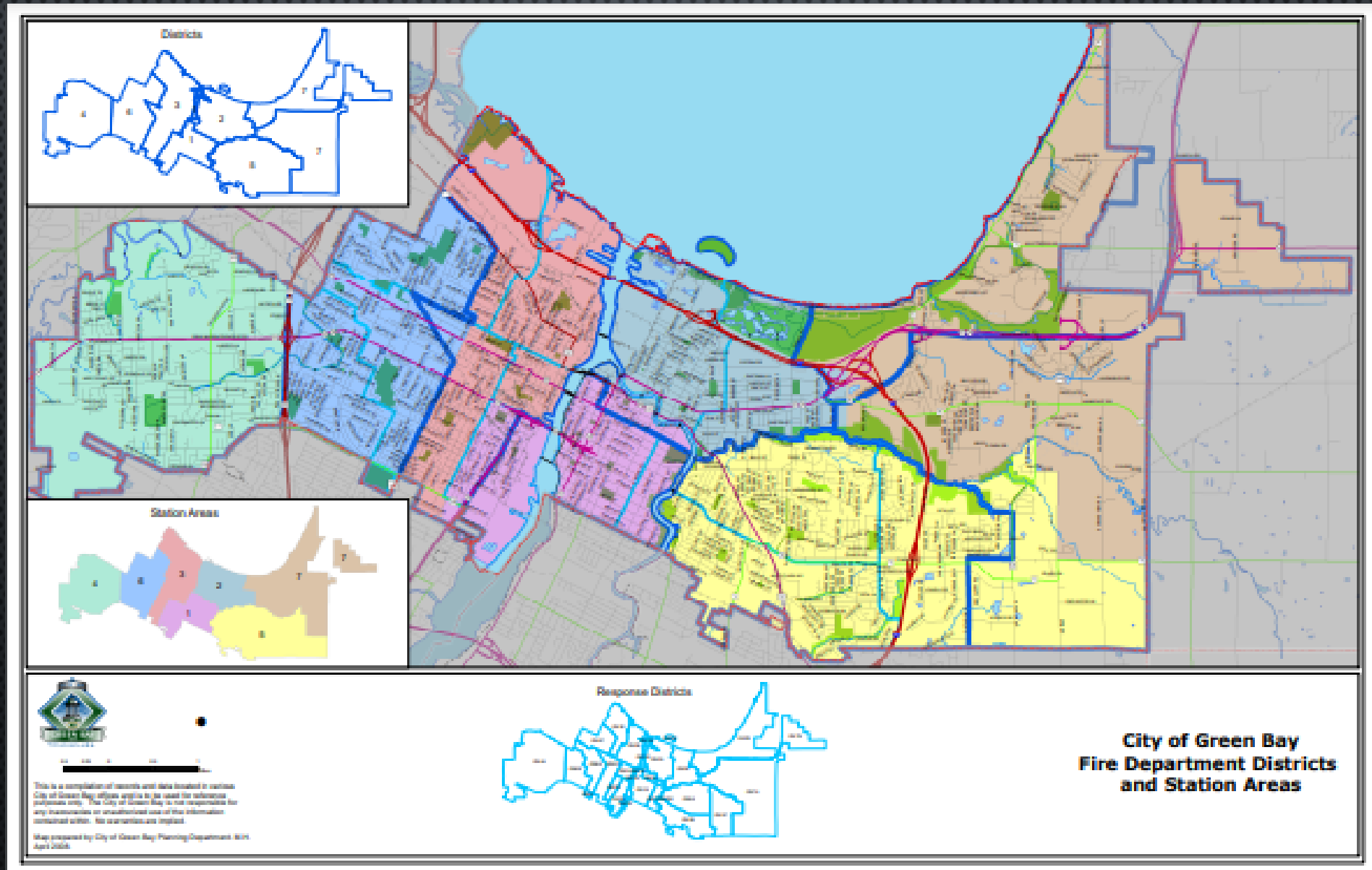
# CURRENT FACILITIES LOCATED IN GREEN BAY

Four fire stations in Green Bay and our maintenance facility are over 50 years old

| Facility | Year Built | Scheduled Replacement* |
|---|---|---|
| Station 1 | 1929 | **1979** |
| Station 2 | 1964 | **2014** |
| Station 3 | 1937 | **1987** |
| Station 4 | 2001 | **2051** |
| Station 5 | 1997 | **2047** |
| Station 6 | 1969 | **2019** |
| Station 7 | 1982 | **2032** |
| FD Shop | 1955 | **2005** |

* Scheduled replacement is based on an estimated 50-year building lifespan

# FIRE STATION LOCATIONS



# SPECIFIC GOALS

- Develop a new facility to replace Station 1 (HQ) and Station 3
  - Determine suitable location
  - Right size our footprint to incorporate a modern fire station and administrative offices to support our!community.
- Develop a sustainable model to keep facilities updated
- Develop strategy for future growth and!expansion
- Incorporate new technologies and changes in best practices.

# CURRENT STATION ISSUES

- Undersized for current and future apparatus fleet
- Lack of facilities to accommodate our diverse firefighters
- Inadequate heating/cooling systems
- Not configured to accommodate needs
- Lack of security for medical supplies

# CURRENT STATION ISSUES

- Inadequate decontamination facilities
- Inadequate electrical service
- Lack of backup power
- No fire sprinkler systems
- Mold issues and odors
- Unsafe situations
- ADA accessibility

# Five Bugles Design™

Unmatched Experience:

200+ Public Safety Projects

- 25+ public safety projects designed/constructed with an additional 20 studied in the past 5 years

In-House Public Safety Specialists

Public Safety Projects ranging in size from 10,000 SF – 60,000SF

National Credibility: judging, writing, speaking, attending, award-winning designs

Sponsors/Presenters of State and National Organizations


Minnesota State Fire Chiefs Association

LMC League of Minnesota Cities

FIREHOUSE

WFCEA Wisconsin Fire Chiefs Education Association

F.I.E.R.O. Fire Industry Education Resource Organization

Wisconsin State Fire Chiefs Association

# WORK WITH FIVE BUGLES DESIGN

## PROJECT APPROACH:

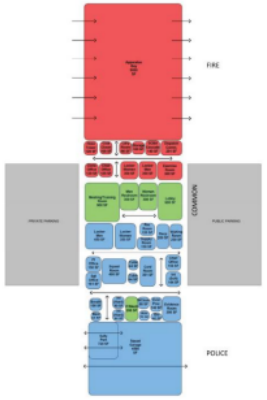
PROCESS TO-DATE

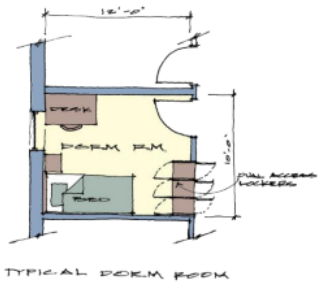
Programming

Conceptual Site Planning

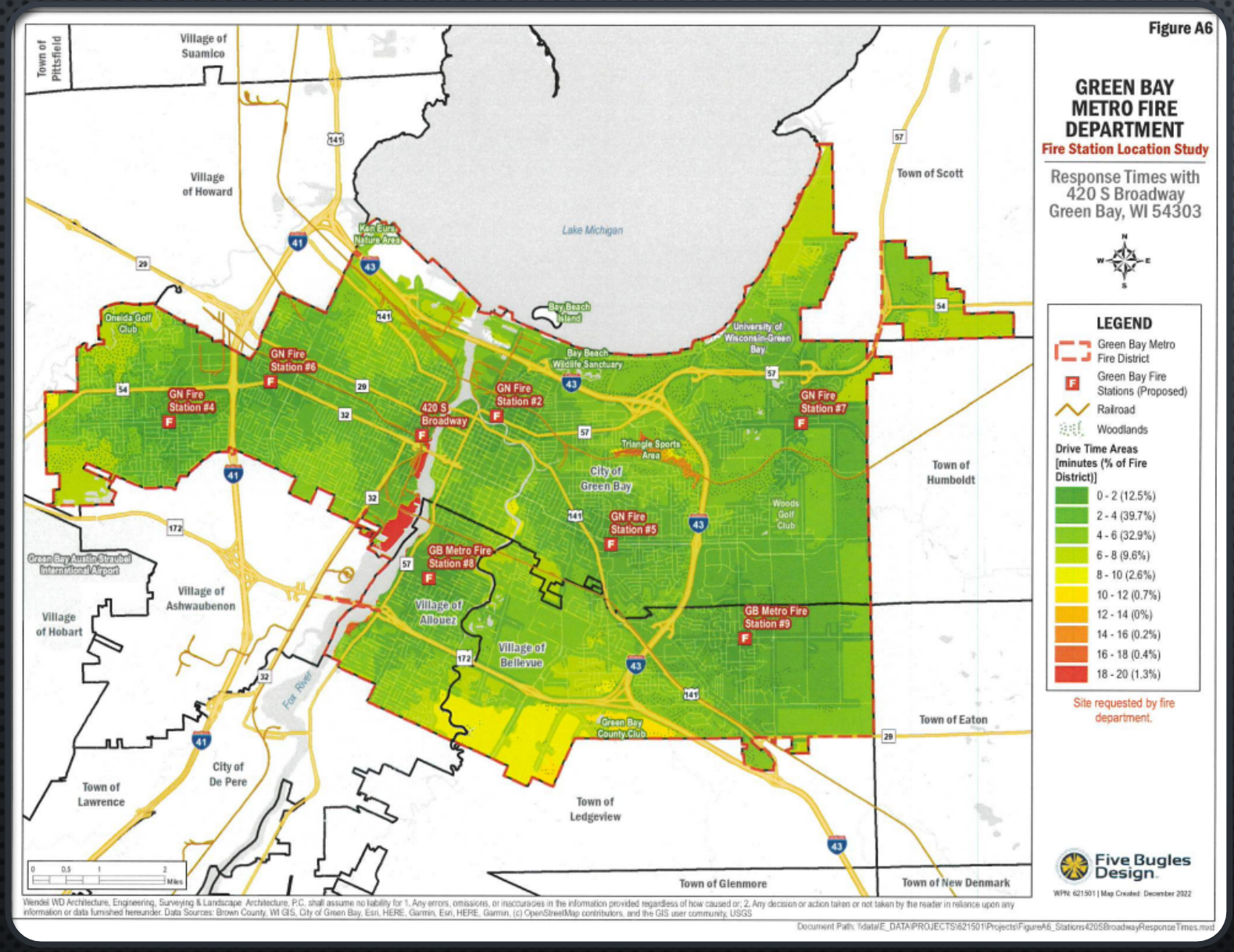
Tour Similar Facilities

Conceptual Designs (Estimate)



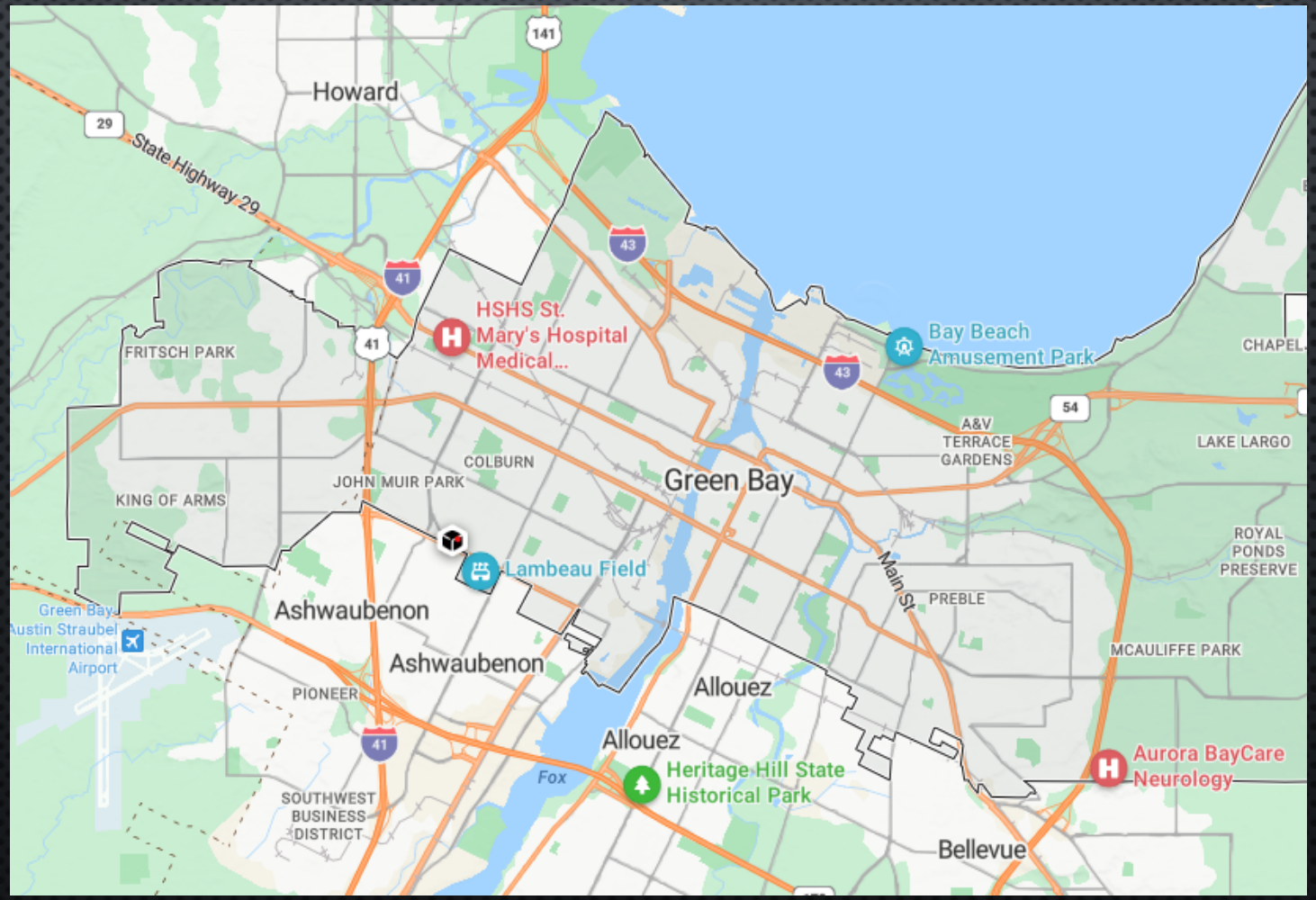



Five Bugles Design™




Performed various GIS site analysis examples for locations west of the Fox River and railroad tracks.

# DISCUSSION ON POTENTIAL SITE LOCATIONS



# QUESTIONS?

Report to the
# Ad Hoc Facilities Committee of the City of Green Bay

## MEETING DATE

October 16, 2023

## AGENDA ITEM # E.5

Discussion with possible action regarding portions of the Citywide Clean Energy Plan that pertains to city buildings.

## BACKGROUND

## RECOMMENDATION

## FISCAL IMPACT

## ATTACHMENTS

1. DRAFT Energy Plan recommendations for buildings_Excerpts from the full plan

# CLEAN ENERGY GREEN BAY

CITY OF GREEN BAY 1854 Titletown, USA

Green Bay METRO

GREEN BAY WATER

# EXECUTIVE SUMMARY

In 2021, the City of Green Bay Council approved a resolution with the goals of 100% clean energy and carbon neutrality community by 2050. In support of these goals, City staff and the Sustainability Council highlighted the importance of creating a community energy plan to serve as an overarching and impactful roadmap for future energy strategies.

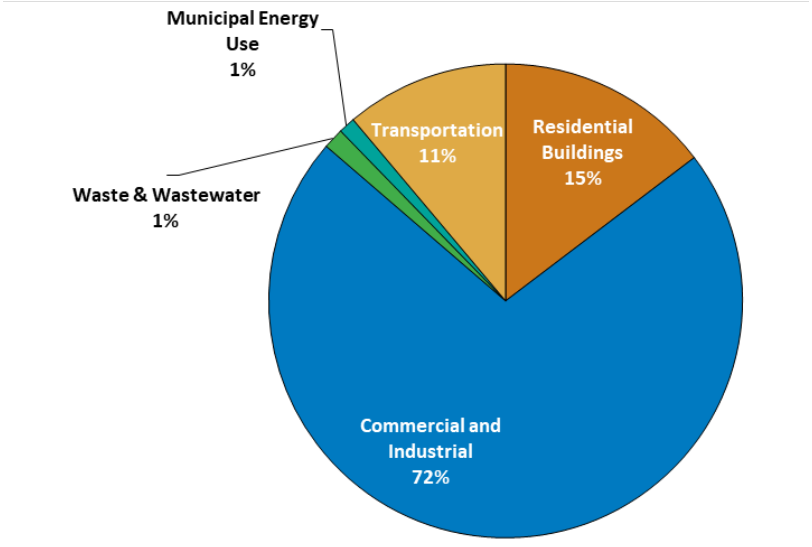
In 2022, the City partnered with Green Bay Metro Transit and Green Bay Water Utility and was awarded a planning grant through the Office of Energy Innovation (OEI) at the Wisconsin Public Service Commission (PSC). The three entities recognized the value of demonstrating commitment to the communitywide goal by prioritizing carbon reduction activities for internal operations. The entities believe that a holistic and collaborative approach will increase the community's overall success in reaching its goals by 2050.

Over the past year, the three partners have worked with Slipstream, a nonprofit organization, to develop an energy plan to guide the next ten years. The effort included several tasks, including:

- An inventory of communitywide carbon emissions
- Community engagement through a public survey process and an Open House
- An in-depth analysis of solar, fleet, and building upgrade opportunities for municipal operations
- Identification of policies and educational actions to drive reductions at the community-level

Creating a greenhouse gas profile is a vital first step in a planning process. The profile allows for identification of savings opportunities and serves as a baseline to use when tracking future progress. Figure 1 details the $CO_2$ emissions baseline for the City of Green Bay. Over 85% of all emissions come from industrial, residential, and commercial buildings and facilities.

*Figure 1. City of Green Bay $CO_2$ emissions baseline (2018 data)*




**2,779,465** metric tons of $CO_2$ emissions

**25.8** metric tons per person

**6,846** kilowatt-hours per WPS residential customer

**1,231** commercial buildings

**394** industrial facilities

**45,789** housing units

Using the baseline profile along with feedback from community members on a survey, the team developed recommendations to guide the next decade for the City of Green Bay. The City shared draft recommendations in an Open House to gather additional feedback before finalizing this plan. The recommendations work collectively to reduce $CO_2$ emissions while bringing cost savings, public health benefits, and air quality improvements to the City of Green Bay. The recommendations are guided by three main principles: cost-

effective and affordable, feasible and proven, and benefits to the community. Figure 2 provides an overview of all recommendations across the seven focus areas.

*Figure 2. Clean Energy Green Bay recommended actions*

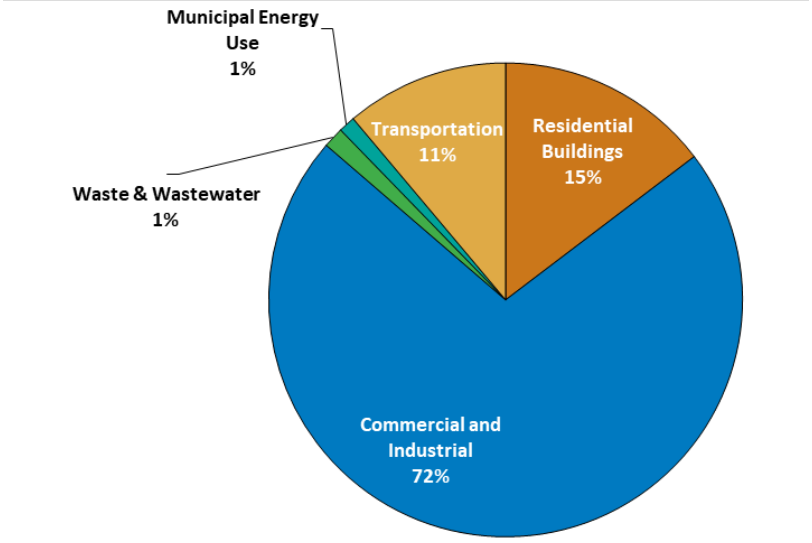
# Baseline Data

To evaluate the City's progress towards its goals of carbon neutrality, it is necessary to understand current carbon dioxide emissions ($CO_2$) and develop a system for ongoing tracking of emissions. In 2018, the Sustainability Commission developed a baseline greenhouse gas inventory for City operations. As part of the energy plan process, the project team expanded on that analysis to develop a carbon baseline for the entire City.

Figure 4 details the $CO_2$ emissions baseline for the City of Green Bay. The chart includes communitywide data on energy use from buildings gathered through Wisconsin Public Service Commission (WPS) Utility, transportation, waste, and wastewater. The data is from 2018, which is the City's carbon baseline year. Full methodology is available in Appendix C.

Buildings across the city contribute 86% of the $CO_2$ emissions. The grid serving the City of Green Bay has a high emissions intensity, defined as the amount of $CO_2$ emissions released per unit of energy generated. This emissions intensity is impacted by type of power plants on the grid, such as coal versus natural gas versus renewable energy. The carbon intensity for the grid serving the City of Green Bay was the highest in the nation as of 2018[1] and Green Bay's industrial energy use is almost twice as high as average industrial energy use for cities of similar sizes.[2] As a result, the metric tons per person, 25.8, is higher than other Wisconsin cities.

*Figure 4. City of Green Bay carbon emissions baseline (2018 data)*




**2,779,465** metric tons of $CO_2$ emissions

**25.8** metric tons per person

**6,846** kilowatt-hours per WPS residential customer

**1,231** commercial buildings

**394** industrial facilities

**45,789** housing units

Municipal energy use comprises a small portion of citywide emissions. However, the City can lead by example by setting goals for municipal operations and taking energy actions. The total municipal $CO_2$ emissions is roughly 31,500 metric tons. Table 1 summarizes the $CO_2$ sources for the City, Water Utility, and Metro Transit.

*Table 1. Municipal operations CO2 emission sources (2018 data)*

| Source | $CO_2$ Emissions (MT) |
|---|---|
| **Water Distribution Electricity** | 9,475 |
| **Municipal Fleet** | 8,508 |
| **Municipal Building Electricity** | 6,348 |
| **Streetlights Electricity** | 4,685 |
| **Natural Gas + Propane Use** | 2,484 |
| **Total** | **31,500** |

[1] Environmental Protection Agency, eGrid, https://www.epa.gov/egrid.
[2] National Renewable Energy Lab, SLOPE tool, https://maps.nrel.gov/slope/

# Overview of Recommendations

The objective of the Clean Energy Green Bay plan is to identify top priority actions for Green Bay to begin making progress towards its goal within the next decade. The recommendations work together to reduce $CO_2$ emissions while bringing cost savings, public health benefits, and air quality improvements to the City of Green Bay. This plan should be revisited every few years to update priorities and track progress with the City's goals. Figure 5 provides an overview of all recommendations across the seven focus areas.

*Figure 5. Clean Energy Green Bay recommended actions*

**City Buildings**

Prioritize energy efficiency upgrades in municipal facilities to showcase commitment to energy reductions.

Introduce heat pump installations in city buildings and document lessons learned and verified savings.

Develop guidelines for operations of municipal buildings and for purchasing decisions.

Create high-performance building standards for new municipal buildings and promote use by private businesses.

Explore ways to encourage sustainable construction through existing City funding programs, such as tax-increment financing.

Develop an energy benchmarking program for commercial buildings.

Explore policies to reduce residents' energy bills through energy efficiency.

**Renewable Energy**

Install solar PV on City-owned buildings and facilities to reach 6% renewable.

Collaborate with WPS to meet 40% renewable energy communitywide by 2030.

Facilitate a solar group buy to lower barriers and costs for solar.

Streamline adoption of solar on homes and businesses.

**Transportation**

Pilot low-carbon vehicles in municipal fleet to inform gradual transition to EVs.

Enact total cost of ownership and fleet right-sizing vehicle purchasing policies.

Help create a network of community EV charging stations.

Continue support for holistic transportation solutions.

**Resident and Business Education**

Hire an energy education employee.

Develop an education hub with energy resources.

Conduct outreach and marketing to inform residents and businesses.

Create an initiative to highlight energy actions by local businesses and residents.

Partner with local organizations to grow the clean energy workforce.

**Advocacy**

Continue to advocate with other local governments for improved state policies

**Urban Tree Canopy**

Promote increased urban tree canopy.

# BUILDINGS

Eighty-six percent of $CO_2$ emissions in the City of Green Bay come from residential, commercial, and industrial buildings. This large percentage of $CO_2$ emissions elevates this sector to a top priority for the citywide energy plan. This section focuses on energy efficiency and electrification options for buildings in the City of Green Bay. The benefits of these actions include lower energy costs for buildings, improved comfort within buildings, local job creation, and reduced $CO_2$ and air pollutant emissions.

The identified recommendations for buildings focus on municipal demonstration of energy efficiency and electrification, with encouragement for local businesses and homeowners to take similar actions. The focus on municipal buildings has a smaller impact on total overall $CO_2$ emissions but allows for the creation of case studies that can support education about the benefits to private owners and building operators.

The recommended actions for buildings together with recommendations on renewable energy and education to address the significant $CO_2$ emissions from buildings.

- Prioritize energy efficiency upgrades in municipal facilities to showcase commitment to energy reductions.
- Introduce heat pump installations in city buildings and document lessons learned, verified savings, and successes.
- Develop guidelines for operations of municipal buildings and for purchasing decisions.
- Create high-performance building standards for new municipal buildings and promote their use by private developers.
- Explore ways to encourage sustainable construction through existing City funding programs, such as tax-increment financing.
- Develop an energy benchmarking program for commercial buildings.
- Explore policies to reduce residents' energy bills through energy efficiency.

## Quick Facts

**70%** of residential survey participants support upgrading existing buildings.

**$48 billion** for residential and commercial building retrofits and new construction through federal funding.

**86%** of emissions come from commercial industrial, and residential buildings in the City of Green Bay.

**~$900,000 spent** on building energy annually.

**~10%** of households and businesses claim a Focus on Energy rebate in a year.


## City Operations Recommendation:
## Prioritize energy efficiency upgrades in municipal facilities

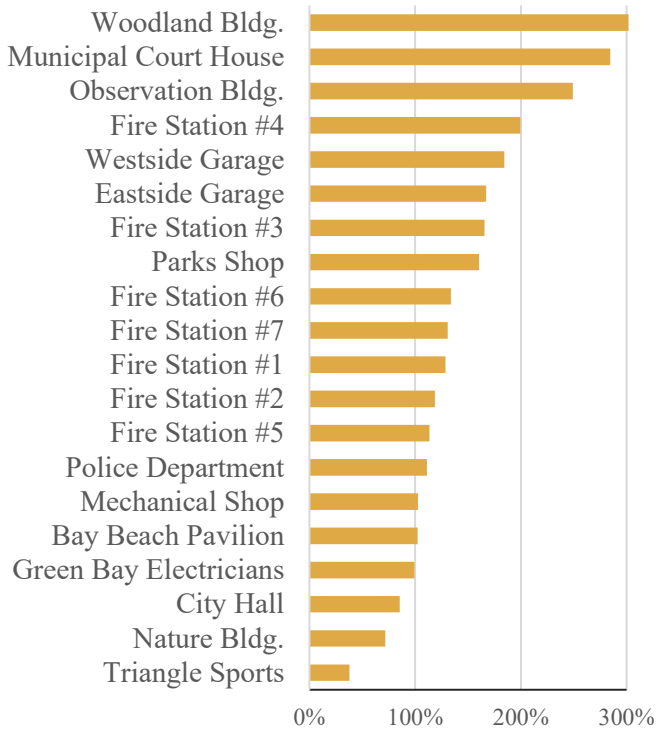
Energy efficiency upgrades in municipal facilities has the potential to save the City money in operating cost and allow the city to showcase its commitment to energy reductions.

Energy use intensity (EUI) of several city facilities is higher than comparable buildings in the region. Figure 7 illustrates EUI indexed on a regional median by building category, climate zone, and age. Any building over 100% has worse performance compared to the median.

To understand potential upgrades in buildings, Slipstream and Northeast Wisconsin Technical College students performed walkthroughs at city facilities. Slipstream performed walkthroughs at five facilities, and the Northeast Wisconsin Technical College (NWTC) students reviewed three buildings.

The audits identified several opportunities:

*Figure 7. Building EUI indexed on regional median EUI*




- **LED upgrades:** LED lighting is 40 to 50% more efficient than fluorescents, cost-competitive, and emits higher quality light. When upgrading to LEDs, we recommend incorporating daylight and occupancy controls for additional savings.
- **Controls or thermostat updates:** HVAC temperature setpoints or schedules controlled through building automation systems can reduce energy consumption at buildings with little to no cost.
- **Plug load control:** Equipment and appliances in buildings should be on timers and consolidated where possible. Our audits found that equipment, such as computers and TV monitors, were running all day.
- **End-of-system heating system replacements:** When existing systems reach the end of useful life, high-efficiency units or heat pumps should be prioritized to lower energy use.

In addition to city buildings, the Water Utility recently completed a pump efficiency study, and an assessment was done at the Filter Plant. We recommend prioritization of upgrades to generate energy and cost savings. Table 2 lists key metrics for the audited buildings – the buildings with stars were audited by NWTC. Implementing similar measures at all buildings could greatly increase the savings. Appendix A has full results.

**Cost Considerations:** Focus on Energy incentives are available for a wide range of efficiency measures.

*Table 2. Potential savings for municipal facilities from energy upgrades*

| Building | Upfront Costs | Payback Period | Annual Cost Savings | $CO_2$ Savings (MT) |
|---|---|---|---|---|
| **Municipal Court House** | $16,600 | <1 year | $19,000 (68%) | 118 |
| **Police Department** | $62,700 | <3 years | $25,500 (25%) | 143 |
| **Fire Station #2*** | $1,920 | <1 year | $2,430 (14%) | 16 |
| **Fire Station #4*** | $18,115 | <1 year | $6,950 (28%) | 43 |
| **Fire Station #5*** | $785 | <3 years | $860 (5%) | 5 |
| **Fire Station #6** | $10,800 | <3 years | $4,200 (28%) | 23 |
| **Fire Station #7** | $7,800 | <2 years | $3,800 (23%) | 20 |
| **Westside Garage** | | | | |
| **Total** | $118,720 | 3 years | $37,240 | 368 |

## City Operations Recommendation:

### Introduce heat pump installations in city buildings and document lessons learned, verified savings, and successes.

As more clean energy is generated and distributed in Green Bay as it works towards its 100% renewable energy goal, electrification of building equipment is essential to ultimately meet the corresponding goal for carbon neutrality. Moving away from fossil fuel-emitting heating technology towards electricity-powered heat pump technology is a primary strategy for decarbonizing the energy grid and the built environment.

Electrification is the process of phasing out equipment that uses fossil fuels (i.e., natural gas, propane, gasoline) with equipment that uses electricity. For Green Bay facilities, this is most appliable to heating systems and water heating systems.

Modern heat pump technology allows for cold climate-rated systems that operate cost-effectively even in northern Wisconsin. Although all heating systems do not need to be replaced immediately, considering a transition to heat pumps at failure is important for meeting carbon goals. With lifetimes over 25 years, a heating replacement decision in the next few years can lock in a heating fuel through the 2050 timeline. Development of an equipment replacement plan to switch to electric as part of the regular capital improvement process can save money in the long-term by minimizing the number of heating equipment early replacements.

In many situations, heat pumps are still more expensive than a high-efficiency natural gas system. However, incentives from the state and federal government and changing energy costs are causing heat pumps to become more cost competitive. City of Green Bay should compare costs and $CO_2$ impacts of conventional systems versus heat pump options when replacing equipment at failure. Table 3 lists the heat pump options for Green Bay buildings and equipment systems.

*Table 3. Heat pump options for City of Green Bay buildings*

| Existing System | Heat Pump System | Notes |
|---|---|---|
| **Furnace and A/C Split System** | Dual-Fuel Air-Source Heat Pump | A cost-effective electrification option that still uses gas but electrifies heating at temperatures above 25°F. |
| | Air-Source Heat Pump | Full electrification option. |
| **Steam Boiler System** | Variable Refrigerant Flow (VRF) | Suitable for historic retrofit applications and buildings with many smaller rooms, such as offices, courthouses, and police and fire stations. |
| | Geothermal heat pump system | Requires land for geothermal borefield. Inflation Reduction Act offsets 30% of cost. |
| **Single Zone RTU** | Heat-Pump RTU | Emerging technology. |

The City of Green Bay should prioritize heat pumps in buildings with the best cost performance, which includes new construction or buildings with simpler heating systems such as furnace and A/C split systems

By leading the implementation of heat pump projects in public buildings, the City can develop local case studies and opportunities for case studies that demonstrate heat pump performance, successes, and lessons learned. These projects should report verified savings, as this is a key metric consumers and contractors are looking for to feel confident in heat pumps.

**Cost considerations:** Incentives only cover a portion of upfront costs.

## City Operations Recommendation:

### Develop guidelines for operations of municipal buildings.

The operation of a building and the behavior of building occupants has a significant impact on building energy use. Operational guidelines can save energy without any upfront cost and have the potential to positively impact occupant comfort and productivity.

We recommend that City of Green Bay develop internal guidelines that define clear goals for operations of buildings. As the City of Green Bay does not have a central facilities team, this will help ensure that individual facilities are aware of operational best practices to minimize energy use while considering comfort of occupants.

The guidelines should be written with enough flexibly to reflect that each building has unique characteristics and that decisions need to balance energy use and comfort. The City should also set up appropriate communications channels so that building occupants can provide ongoing feedback.

Figure 8 provides an overview of the types of items that the guidelines could include, such as ongoing maintenance, HVAC system operation, plug load management, and lighting. Across our walkthroughs at the City of Green Bay, we identified both successful implementation of some of these items. However, it is also important to develop a policy to institutionalize current norms and habits.

For example, reminders to shut off the lights or turn off equipment as well as the use of sleep timers for TVs or monitors can save electricity at little inconvenience to building occupants. Implementation of the HVAC guidelines need to be accompanied by clear communication channels so occupants can provide feedback on comfort.

**Cost Considerations**: Low cost. Requires staff time to develop the operational guidelines.

*Figure 8. Operating policy examples*

| | | |
|---|---|---|
| Operational Policies | Heating, ventilation, and air conditioning (HVAC) systems | Establish temperature setpoints and setbacks for occupied and unoccupied times. |
| | | Keep a list of operating parameters, including the temperature set points and operating schedule, for each piece of equipment. Locate in visible locations to make sure equipment is programmed correctly. |
| | | Post guidance on when operable windows can be opened based on room thermostat setpoints. For example, assuming thermostats are set from 70 degrees to 75 degrees, building occupants should have clear direction that they can opened windows between 68-77 degrees outdoor temperature. |
| | | Create communication channels for building occupants to provide feedback on comfort or operational issues. A regularly administered survey can be useful to gather additional feedback on occupant comfort. |
| | Plug loads | Develop a policy that prohibits or limits the use of individual fridges, space heaters, printers, and other peripheral equipment at workstations. Consider ways to consolidate the number of fridges and printers across the building. |
| | | Implement computer power management policy to require staff to shut down computers at the end of the day. |
| | | Implement TV sleep requirements to ensure TVs are not running all day. |
| | Lighting | Promote or incentivize occupants to turn off switched lights when not in use. |

## City Operations Recommendation:

### Develop internal guidelines for purchasing decisions.

The City of Green Bay does not have a central facilities team to manage buildings and equipment purchases. As a result, multiple individuals across the city are responsible for equipment, lighting, and appliance purchases for municipal buildings. In the walkthroughs of City buildings, the team identified that this leads to different standards in purchasing of equipment. As an example, some buildings are implementing LEDs as lights fail while others are still relying on compact fluorescent bulbs.

We recommend that the City develop purchasing guidelines, so all employees have a clear guideline on equipment to purchase to meet the City's energy goals. Internal guidelines that encourage energy savings decisions at replacement is important as equipment can last for decades. By implementing a policy to ensure that sustainable decisions are being made at replacement, the City can steadily work towards it goals while making upgrades during the normal capital improvement process. This will minimize costs by limiting the need for early replacement, and ensure equipment selected leads to lower operational costs.

Sustainable purchasing policies have been recognized in many areas as a best practice for meeting energy and carbon goals. The guidelines can be written to incorporate flexibility and to incorporate cost and performance considerations. Figure 9 summarizes recommended items to consider for inclusion in purchasing guidelines.

*Figure 9. Purchasing policy example items*

| | | |
|---|---|---|
| Purchasing Policy | Heating, ventilation, and air conditioning (HVAC) systems | Consider an electrification police for space conditioning. If not possible, install condensing units with efficiency higher than 95%. |
| | | Install a minimum of ENERGY STAR certified AC with SEER2 ≥15.2. Refer to CEE Tiers for energy efficient equipment for larger cooling equipment like RTUs. |
| | | Install smart thermostats with occupancy sensors to setback temperatures in buildings without a building automations system. |
| | | Consider installing or upgrading building automation system when replace major equipment. |
| | Appliances and other equipment | Purchase ENERGY STAR equipment to replace office equipment and water heaters. |
| | | New windows should meet or exceed ENERGY STAR requirements. Large commercial windows should target U-value of 0.3 and SHGC of 0.25. |
| | | Consider replacing water heaters with heat pump water heaters. |
| | Lighting | Purchase LEDs for replacement of lighting. |
| | | Consider addition of daylighting and occupancy controls for LED systems. |

Examples of other cities that have implemented sustainable purchasing policies are below:

- **Cities in Minnesota:** GreenStep Cities, a program to support communities in climate action, encourages sustainable purchasing policies as a best practice. Over 50 local governments have implemented a policy addressing sustainable purchasing.[3]

- **Ann Arbor, MI:** In 2018, Ann Arbor implemented guidelines for purchasing that covers energy.[4]

**Cost Considerations:** Low cost. Requires staff time to develop purchasing guidelines.

[3]Summary of Green Step Cities purchasing policies is here: https://greenstep.pca.state.mn.us/bp-action-detail/81825
[4] Ann Arbor's purchasing policy is here: http://www.responsiblepurchasing.org/resources/policies/city/ann_arbor_2018.pdf

## City Operations and Communitywide Recommendation:

## Create high-performance building standards for new municipal buildings and promote their use by private businesses.

**New Construction Guidelines**

- ✓ Set an aggressive but feasible energy targets
- ✓ Consider building certifications (LEED, PHIUS, etc.)
- ✓ Design solar ready buildings
- ✓ Design to be EV-ready or EV-capable

New construction design decisions have a lasting impact on the lifetime operating costs and $CO_2$ emissions of a building. One way to ensure energy-efficient construction is to develop new construction guidelines for municipal buildings. These guidelines can serve to spotlight the municipality's commitment to its goals and as a resource for private new construction projects.

The new construction guidelines could rely on existing building standards, such as LEED or PHIUS, and require that new construction of municipal buildings meet the requirements of the standard. Another flexible and straightforward way to develop a guideline is to define a targeted energy use intensity (EUI) by building type for new construction projects. Targets could start by using median EUI for similar buildings in the same climate zone (available in EnergyStar Portfolio Manager) or target EUIs defined by building industry experts in widely used standards, such as ASHRAE-100.

Over time, these target EUIs can be adjusted to move closer to net-zero targets. New Buildings Institute sets target EUIs for net-zero buildings.[5] The targets are designed to minimize energy use in a building and enable renewable to cover any remaining energy consumption. Using technologies available today, research suggests that a low-energy building adds little cost compared to a conventional design, especially when considering the cost savings that efficient building design will enable.[6]

The guidelines can also focus on incorporating EV charging considerations into a building design. This includes requiring a building to have sufficient electrical capacity or a 240V outlet installed at parking spots to allow for future EV charging stations. This can avoid additional costs in the future for piecemeal electrical upgrades to support higher electrical loads required for EV charging stations.

Lastly, the guidelines should consider including solar-ready design. A solar-ready building is designed to minimize costs and optimize production of a future solar installation. The added design requirements often add minimal construction costs for a new building. [7]

Examples of other cities that have implemented similar items:

- **Eau Claire, WI**: Eau Claire developed a Net-Zero Energy building guide and included a goal in its Renewable Energy Plan for municipal building construction or renovations to follow the guide.[8]
- **Edina, MN:** Edina adopted a sustainable building policy in 2022 that requires all new municipal buildings meet certain efficiency standards.[9]

**Cost Considerations**: Medium. Requires staff time to develop the guidelines and encourage use by private developers. Potential cost for consultant assistance with performance standards.

[5] New Buildings Institute, Zero Energy Commercial Building Targets, https://newbuildings.org/wp-content/uploads/2019/09/ZeroEnergyCommercialBuildingTargets.pdf
[6] Ibid.
[7] L. Lisell. 2009. "Solar Ready Buildings Planning Guide." https://www.nrel.gov/docs/fy10osti/46078.pdf
[8] Eau Claire Renewable Energy Plan is here: https://www.eauclairewi.gov/home/showpublisheddocument/30746/637321522054730000; Eau Claire Net-Zero Energy Guidelines available here: https://www.eauclairewi.gov/home/showpublisheddocument/35147/637520949832230000
[9] Edina Sustainable Purchasing policy: https://www.edinamn.gov/DocumentCenter/View/12677/Sustainable-Building-Policy?bidId=

# RENEWABLE ENERGY

The City of Green Bay has a goal of 100% clean energy by 2050.[18] Clean energy refers to renewable energy production that does not release carbon, such as solar energy, wind energy, hydroelectric or geothermal. Renewable energy provides multiple benefits including cost savings, improved air quality, carbon savings, and local job creation.

Meeting this goal will require collaboration across the city, local businesses, community organizations, nonprofits, and residents, and the utility serving Green Bay, Wisconsin Public Service. Renewable energy costs have continued to decline over time, and the federal tax credits and rebates for up to 30 percent of upfront cost make the next nine years an opportune time to drive renewable adoption across the City.

The recommendations detail how the City can increase the percent renewable electricity for its own operations, encourage adoption by businesses and residents, and collaborate with WPS to transition the larger grid to renewable energy.

- Install solar PV on City-owned buildings and facilities to reach 6% renewable.
- Collaborate with WPS to meet 40% renewable energy communitywide by 2030.
    - Work with WPS to identify off-site renewable energy solutions to reach 50% renewable by 2030.
    - Create open dialogue with WPS to ensure current utility carbon commitments are met.
- Facilitate a solar group buy to lower barriers and costs for solar.
- Streamline adoption of solar on homes and businesses.

## Quick Facts

**68%** of residential survey participants support increasing renewable generation

**30%** tax credit available for city, business or residential solar installations.

**8.08%** of current utility electricity mix (WPS) that is renewable energy

**2** solar installations at city facilities

**<1%** of households or businesses claimed solar rebates by Focus on Energy

[18] https://greenbaywi.gov/1233/Energy-Planning#:~:text=In%20May%202021%2C%20the%20City,%2C%20and%20businesses%2C%20by%202050.

## City Operations Recommendation:
### Install solar PV at City-owned property to reach 6% renewable.

The City intends to lead the way in transitioning to 100% clean energy. The City of Green Bay has solar installations at Leicht Park and Fire Station #5.

The City has identified an additional twelve City facilities that are good options for on-site solar energy, allowing the City to install around 1 MW of solar on municipal facilities in the next several years. The buildings have ample roof space, ideal orientation for solar production, and strong payback periods.

The cost of installing solar on buildings is estimated to be between $2,000 and $2,500 per kilowatt (kW). This cost is offset by Focus on Energy solar rebates and a federal tax credit for up to 30% of these costs. The tax credit will be available through 2032, making the next nine years an ideal time to install solar and leverage the upfront cost reduction.

Table 4 lists the recommended installations. The table includes PV size, annual electricity replaced, total $CO_2$ savings, upfront cost, and payback period. The payback periods are within a reasonable timeframe – and provide an opportunity for cost savings within the 25–30-year lifetime of the panels. We recommend that the City prioritize buildings with the lowest payback period for the first installations, and install the arrays in phases as needed for the largest buildings.

Appendix A contains more detail on the solar analysis for each building.

**Cost Considerations**: 30% rebate available for cities from Inflation Reduction Act; Focus on Energy incentives for solar.

*Table 4. Recommended solar installations at City buildings and facilities*

| Location | PV Size (kW dc) | Annual Electricity Replaced (kWh) | Annual $CO_2$ Savings (MT) | Upfront Cost after Rebates ($) | Payback Period (years) |
|---|---|---|---|---|---|
| Transit Building | 300 | 572,800 | 436 | $25,500 | 9.9 |
| Eastside Garage | 86 | 101,000 | 77 | $32,000 | 10.0 |
| Westside Garage | 20 | 26,035 | 166 | $234,900 | 10.0 |
| Fire Station #7 | 20 | 24,670 | 21 | $121,190 | 10.5 |
| Fire Station #6 | 20 | 24,265 | 18 | $32,000 | 10.7 |
| Green Bay Electricians | 20 | 24,000 | 18 | $32,000 | 11.1 |
| Bay Beach | 20 | 26,035 | 20 | $32,000 | 11.2 |
| Water Utility Main Building | 157 | 185,630 | 140 | $47,270 | 11.3 |
| Fire Station #4 | 16 | 16,805 | 13 | $32,000 | 12.3 |
| Fire Station #2 | 29 | 34,925 | 26 | $141,000 | 12.4 |
| Westside Parks | 72 | 85,885 | 65 | $190,750 | 12.8 |
| Courthouse | 20 | 23,785 | 18 | $199,820 | 14.2 |
| Filter Plant | 150 | 185,790 | 158 | $387,000 | 16.2 |
| Green Bay Police | 100 | 118,795 | 90 | $101,380 | 18.6 |
| **Total** | **1,031** | **1,407,580** | **1,233** | **$1,544,810** | **-** |

Report to the
# Ad Hoc Facilities Committee of the City of Green Bay

## MEETING DATE

October 16, 2023

## AGENDA ITEM # E.6

Discussion with possible action on the 2024-2028 Capital Improvement request and potential 2024 bonding request for city buildings.

## BACKGROUND

## RECOMMENDATION

## FISCAL IMPACT

## ATTACHMENTS

1. 2024-2028 CIP for city owned buildings

# Total Capital Projects Summary By Year

| Departmen | Project Name | 2024 | 2025 | 2026 | 2027 | 2028 | Total |
|---|---|---|---|---|---|---|---|
| | **GENERAL LEVY:** | | | | | | |
| **Municipal Court** | Courtroom sound and security system | 50,000 | | | | | 50,000 |
| | **Department Total** | **50,000** | | | | | **50,000** |
| **IT** | Door Access System Replacement | 78,000 | | | | | 78,000 |
| | **Department Total** | **78,000** | | | | | **78,000** |
| **Police** | Building Backup Power Generator | 125,000 | | | | | 125,000 |
| | GBPD 2nd Floor HVAC Liebert Unit | 30,000 | | | | | 30,000 |
| | Police Department garage door renovations/replacment | 30,000 | | | | | 30,000 |
| | **Department Total** | **185,000** | | | | | **185,000** |
| **Fire** | Flooring - Station 2 | 87,300 | | | | | 87,300 |
| | Flooring Station 3 | | 24,035 | | | | 24,035 |
| | Flooring/Carpet - Station 4 | 13,725 | | | | | 13,725 |
| | Garage Doors/Openers - Shop | 25,800 | | | | | 25,800 |
| | Garage Doors/Openers - St 4 | | 40,785 | | | | 40,785 |
| | Garage Doors/Openers St 1 | | 14,630 | | | | 14,630 |
| | Garage Doors/Openers St 3 | | 14,630 | | | | 14,630 |
| | HVAC Station 1 | | 108,900 | | | | 108,900 |
| | HVAC Station 3 | | 102,100 | | | | 102,100 |
| | HVAC Station 4 | | | 118,800 | | | 118,800 |
| | Kitchen St 4 | | | 19,000 | | | 19,000 |
| | Lot Station 1 | | 34,485 | | | | 34,485 |
| | Lot Station 3 | | 13,585 | | | | 13,585 |
| | Lot Station 7 | 29,325 | | | | | 29,325 |
| | Roof Fire Shop | | | 78,000 | | | 78,000 |
| | Roof Fire Station 3 | | 30,000 | | | | 30,000 |
| | Siding - Fire Shop | | | 62,300 | | | 62,300 |
| | Windows - Station 1 | | 104,500 | | | | 104,500 |
| | Windows - Station 3 | | 104,500 | | | | 104,500 |
| | Windows - Station 4 | | | 109,000 | | | 109,000 |
| | Windows - Station 5 | | 104,500 | | | | 104,500 |
| | Windows - Station 6 | | 104,500 | | | | 104,500 |
| | **Department Total** | **156,150** | **801,150** | **387,100** | **-** | **-** | **1,344,400** |
| **DPW** | East Shop - ADA Restrooms | | | 55,000 | | | 55,000 |
| | East Shop - ADA Restrooms | | | 55,000 | | | 55,000 |
| | East Shop - Electrical Shop ADA Bathroom | | | 30,000 | | | 30,000 |
| | East Shop - Gas Cylinder Storage Room | | | 26,000 | | | 26,000 |
| | East Shop - HVAC | | 2,300,000 | | | | 2,300,000 |
| | East Shop - Occupancy Sensors | | | 7,000 | | | 7,000 |
| | East Shop - Plumbing Code Issues | | | 65,000 | | | 65,000 |
| | East Shop - Repairs and Upgrades | | | | 250,000 | | 250,000 |
| | East Shop-Electrical Shop - HVAC/Plumbing/Code | | | 180,000 | | | 180,000 |
| | East Shop-Main Building - Electrical | | | 12,500 | | | 12,500 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | West Shop - Building D Stairwell Repairs | | | 9,000 | | | 9,000 |
| | West Shop - Building D Trench Drains | | | 55,000 | | | 55,000 |
| | West Shop - Building F HVAC | 125,000 | | | | | 125,000 |
| | West Shop - Building G Ventilation | 50,000 | | | | | 50,000 |
| | West Shop - Main Building Ceiling | | | 30,000 | | | 30,000 |
| | West Shop - Main Building HVAC | 2,800,000 | | | | | 2,800,000 |
| | West Shop - Receptacle Replacement | | | 5,500 | | | 5,500 |
| | West Shop - Repairs and Upgrades | | | | 750,000 | | 750,000 |
| | West Shop - Salt Storage Shed Repairs | 65,000 | | | | | 65,000 |
| | West Shop-Lore Lane - HVAC | | | 385,000 | | | 385,000 |
| | West Shop-Main Building - Coda/ADA | | | 135,000 | | | 135,000 |
| | West Shop-Main Building - Electrical | | | 26,500 | | | 26,500 |
| | **Department Total** | **3,040,000** | **2,300,000** | **1,076,500** | **1,000,000** | **-** | **7,416,500** |
| **Parks** | Joannes - Pool Basin Plaster | | 400,000 | | | | 400,000 |
| | Joannes - Pool Filter/Mechanical Replacements | | 100,000 | | | | 100,000 |
| | Joannes - Skate Park Modifications | | | 200,000 | | | 200,000 |
| | Joannes Gutter/Slide Tower Replacement | | 500,000 | | | | 500,000 |
| | Park Shop – Replace Paving | | | 175,000 | | | 175,000 |
| | Park Shop - Replace Roof | 300,000 | | | | | 300,000 |
| | Park Shop - Replace Underground Gas Tanks | 350,000 | | | | | 350,000 |
| | Resch Aquatic Center - Pool Heater Replacement | 100,000 | | | | | 100,000 |
| | Roofing - Various Parks | | 50,000 | 50,000 | 50,000 | 50,000 | 200,000 |
| | Wildlife Sanctuary - 4K Exploratory Area | | | | 150,000 | | 150,000 |
| | Wildlife Sanctuary - Convert Propane to Natural Gas | | | 55,000 | | | 55,000 |
| | Wildlife Sanctuary - Fencing Replacement | | 100,000 | | | | 100,000 |
| | Wildlife Sanctuary - Residence Parking Lot Replacement | | 250,000 | | | | 250,000 |
| | **Department Total** | **750,000** | **1,400,000** | **480,000** | **200,000** | **50,000** | **2,880,000** |
| **City Hall** | City Hall - 3rd Floor Fiber Optics | 400,000 | | | | | 400,000 |
| | City Hall - Fifth Floor Renovations | | | | | 1,000,000 | 1,000,000 |
| | City Hall - Hire Architect for Fifth Floor Renovations | | | | 100,000 | | 100,000 |
| | City Hall - Hire Architect for Fourth Floor Renovations | | | | | 100,000 | 100,000 |
| | City Hall - Hire Architect for Second Floor Upgrades | | | 100,000 | | | 100,000 |
| | City Hall - Hire Architect for Third Floor Renovations | | 100,000 | | | | 100,000 |

| | | | | | | |
|---|---|---|---|---|---|---|
| City Hall - Mechanical Engineering | | 500,000 | | | | 500,000 |
| City Hall - Phase 1 Mechanical Replacement | | 1,100,000 | | | | 1,100,000 |
| City Hall - Phase II Mechanical Replacement | | | 1,320,000 | | | 1,320,000 |
| City Hall - Phase III Mechanical Replacement | | | | 756,000 | | 756,000 |
| City Hall - Phase IV Mechanical Replacement | | | | | 1,350,000 | 1,350,000 |
| City Hall - Replace Main Electrical Service | 1,100,000 | | | | | 1,100,000 |
| City Hall - Second Floor Renovations | | | | 1,000,000 | | 1,000,000 |
| City Hall - Third Floor | | | 1,000,000 | | | 1,000,000 |
| City hall - Update/Replace Fire Alarm Devises | | | 500,000 | | | 500,000 |
| City hall Electrical - Branch Panel Mixed Loards | | | 18,000 | | | 18,000 |
| **Department Total** | **1,500,000** | **1,700,000** | **2,938,000** | **1,856,000** | **2,450,000** | **10,444,000** |
| | | | | | | |
| **GENERAL LEVY TOTALS** | **5,759,150** | **6,201,150** | **4,881,600** | **3,056,000** | **2,500,000** | **22,397,900** |

Report to the
# Ad Hoc Facilities Committee of the City of Green Bay

## MEETING DATE

October 16, 2023

## AGENDA ITEM # E.7

Discussion with possible action regarding the next steps.

## BACKGROUND

## RECOMMENDATION

## FISCAL IMPACT

## ATTACHMENTS

None