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**TO:** Mayor and Common Council  
**FROM:** Chief Steven G. Roux and Chief Michael L. Hover, Consulting Engineer Dan Penzkover and Consulting Architect Trevor Frank  
**FOR:** Council Meeting of January 9, 2024  
**SUBJECT:** Public Safety Building Feasibility Study DRAFT Report Review

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### A. Background:

For the [2020 Budget](#), the Council placed \$400,000 (\$200,000 in 42-52100, Police, and \$200,000 in 42-52200, Fire) in the CIP (see pdf Pages 130-132 of [2020 Budget.pdf](#)). The purpose of the \$400,000 – which was to be financed as a part of the 2027 Bond Issue (ibid. [Page 127](#)) – was to study, acquire real estate, and/or develop 30% plans for renovation/replacement of existing facility. In short, this was a recognition of the City's decades-long effort to upgrade its municipal buildings (e.g. City Hall & Community Services) so that they would not be hampered by layout and/or structural inefficiencies and/or inadequacies which made it more difficult or, in some cases, to provide the level of service commonly associated with modern municipal government.

In early 2022, the City hired McMahon Associates, Inc. to complete a *Public Safety Director Feasibility Study*. As a part of that study, numerous deficiencies were identified with the current Public Safety Building (PSB). (See subsections entitled, *Equipment and Facilities Analysis*, on Pages 11 and 13 of [Public Safety Director Feasibility Study.March 2022.pdf.](#))

As of part of the 2023 Budget process, Councilmember O'Brien proposed the following budget goal:

**2022-M S-2 Public Safety Building Upgrade** - Begin with hiring a consultant to do a needs study which includes an evaluation as to whether such could be met by a remodeling & expansion of the current facility (to the north?) or failing that, what locations in the City should be considered for acquisition.

The Common Council took the following action on the aforementioned goal during its July 25, 2022, meeting:

*2022-M, Public Safety Building Upgrade - Motion by Councilmember O'Brien; seconded by Councilmember Resac to adopt 2022-M, Public Safety Building Upgrade with a "S-2" rating.*

*Voting for: Councilmembers Dirkes, Larson, Resac, Moffatt, Sookiyak, Dodge, Edwardsen & O'Brien*

*Voting against: none*

*Motion carried.*

As a result of this goal, the Capital Improvements Plan (CIP), (see Pages 144 & 145 of [2023 City General Budget.Approved.pdf](#)) was updated to incorporate the following accounts and costs associated with this project:

- 1) 42-52100-840-316 - Safety Building-Police-Needs Analysis and Sites Identification Consultation - \$62,500 (2023)
- 2) 42-52200-840-316 - Safety Building-Fire-Needs Analysis and Sites Identification Consultation - \$62,500 (2023)

**Total Budgeted - \$125,000**

Also, worth noting in the CIP (see Page 138 of [2023 City General Budget.Approved.pdf](#)) which are related to this project, are as follows:

- 1) 42-52100-840-315 - Safety Bldg-Police-Renovate and/or Replace - \$200,000 (2027)\*
- 2) 42-52200-840-101 - Safety Bldg-Fire-Renovate and/or Replace - \$200,000 (2027)\*

**Total Budgeted - \$400,000**

\* *Study, acquire real estate and/or develop 30% plans for renovation/replacement of existing facility; project construction would be in 2030 bond issue.*

The 2023 Budget was approved by the Common Council on November 10, 2022.

On May 9, 2023, the City Council reviewed and unanimously approved the attached Supplemental Letter Agreement (SLA) with the City's Consultant Engineer SEH Inc. (**Attachment 1**) to provide professional consultation services for the Police and Fire Departments Needs Analysis and Sites Study in the amount of \$112,972.69 and authorized staff to sign said Agreement. The City Council also asked that six (6) locations, as identified below, be reviewed, and analyzed as a possible future site for the Public Safety Building:

- 1) Current PSB location at 34 S. Wilson Avenue
- 2) Tate Park at 40 Ann Street
- 3) Northwood Technical College on W. South Street
- 4) CenturyLink Building at 1825 Pioneer Avenue
- 5) Johnson Truck Bodies at 215 E. Allen Street
- 6) Burger King at 1130 S. Main Street

For the *2024 Budget*, the amounts projected for 2023-2024 were adjusted to reflect the amount included in the SLA which was approved on May 9, 2023. More significantly, the "\$400,000" which had previously been included in the *2027 Bond Issue* was increased to \$10,000,000 (see pdf Pages 24-27 of [11.14.2023 Regular Agenda Packet.pdf](#)). According to the wording of the motion, this was to serve as a "placeholder" (see [08.14.2023 Special Minutes.pdf](#)).

**B. Issue:**

SEH began work on the PSB Feasibility Study Report in May 2023 and has completed the DRAFT PSB Feasibility Study Report (**Attachment 2**) and is asking for City staff, Mayor and City Council member review and comments prior to finalizing the report. The DRAFT PSB Feasibility Study Report table of contents is summarized as follows:

- 1) Executive Summary
- 2) Current challenges in existing PSB
  - a. Operational efficiency
  - b. Health and safety
  - c. Other related concerns
- 3) Existing Facility Condition and ADA assessment
- 4) Existing facility Renovation Feasibility
- 5) GIS Siting analysis: Response Time Mapping and station location
- 6) Site analysis- 6 pre-selected sites & cost analysis of each
- 7) Building programming
- 8) Site test fits (included in #6 above)
- 9) Concept floor plan illustration and discussion
- 10) Exterior rendering & Material discussion
- 11) Basis of design- recommendations for the building and systems

- 12) Cost estimates and inflationary impacts
- 13) Conclusions and recommendations
- 14) Appendix

During review of the DRAFT report, comments can be recorded on the *Rice Lake Public Safety Building Feasibility DRAFT Study Comment Form (Attachment 3)* and submitted to City Administrator Snyder by January 31, 2024. The final report will be updated/revise based on comments received and presented to the City Council and the public at the February 27, 2024, City Council meeting.

Note: A copy of the draft report has been uploaded to the City's website. It can be accessed by going to [www.cityofricelake.com](http://www.cityofricelake.com), navigating to *Community / Documents / Plans and Studies*, and browsing for the file named *Public Safety Building Siting and Feasibility DRAFT Report 9 Jan 2024* (here is a [hyperlink](#) to this file).

### **C. Analysis:**

The current PSB, which is located at 34 South Wilson Avenue, has housed both the Fire and Police Departments since 1977. Prior to that, it was the former Wisconsin Indianhead Technical College.

In the fall of 2021, the Police and Fire Administration communicated with the main architectural commercial design instructor with Northwood Technical College and met on numerous occasions since then to work together to develop a preliminary design for a stand-alone police station and fire station and a joint fire/police station. This has been helpful to develop PSB concepts while also helping architectural students learn valuable skills applicable in their career path.

As a part of the McMahon Public Safety Director Study, the following focused specifically on the deficiencies of the current PSB:

#### **1) FIRE DEPARTMENT**

##### **Equipment and Facilities Analysis**

" Approximately 10,000 square feet of the facility is used by the fire department. The remaining approximate 7,600 square feet is occupied by the police department. Both the police and fire department utilize an annex building located adjacent to the current fire/police station facility. The building is constructed of metal frame and siding and is approximately 6,000 square feet.

*The main facility is not protected by a fire alarm or fire sprinkler system. The fire department portion of the facility is in better condition than the police department section, however all areas of the building need upgrades and is not effective for today's operations. There are not separate male/female locker or bathroom facilities for the fire department. Employee's report there are roof leaks throughout the building and despite recently replacing the boiler in the building, heating issues continue to exist.*

*Space for the fire department's equipment is insufficient. The layout of the two buildings with the annex is not effective for fire department operations, especially in a cold weather climate. Funds have been allocated in the city's capital improvement plan for facility assessments in 2027. It is recommended the city attempt to expedite the facility assessment process rather than wait until 2027." (McMahon Public Safety Director Study, 2022, page 11)*

#### **2) POLICE DEPARTMENT**

##### **Equipment and Facilities Analysis**

*"The Department is generally well-equipped. As with the fire department, the consulting team identified major challenges with the current facility shared by the fire and police departments. The facility is not well laid-out for efficient operations of either the police or fire department.*

*Additionally, concerns were noted with the current heating system and roof. The current facility was not originally designed for public safety operations. The city has allocated funding in its capital improvement plan for a public safety facility assessment*

*in 2027. It is recommended however that the city expedite this assessment process, so it begins sooner than 2027." (McMahon Public Safety Director Study, 2022, page 14)*

The DRAFT PSB Feasibility Study Report has been completed by SEH (**Attachment 2**) and is included for City Staff, Mayoral and City Council review, prior to the final report presentation. It is imperative for the Council to use this form to address the portion(s) of the draft report wherein the Governing Body feels there is a crucial aspect of this planning which has not been sufficiently addressed.

**D. Options:**

1. Resolve that the Common Council is to review the *DRAFT Public Safety Building Feasibility Study Report* and provide comments and questions back to City Administrator Snyder by January 31, 2024, using the provided form so SEH can revise the final report to address the comments and questions and make a formal presentation to the City Council and public on February 27, 2024.
2. Any other recommendations as provided by City Council.

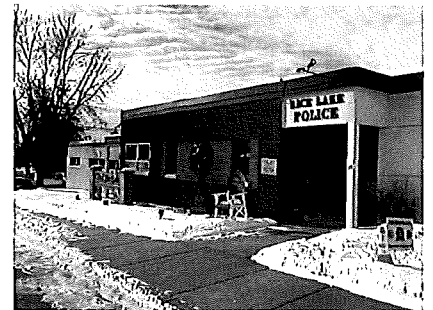
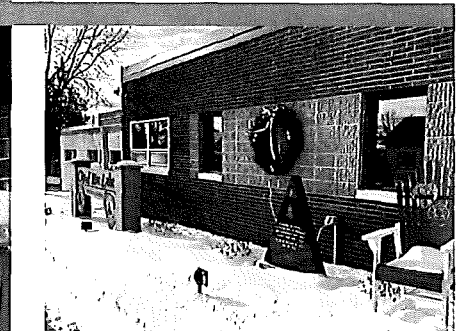
**E. Recommendation:**

Recommendation is option #1

PROPOSAL FOR PROFESSIONAL SERVICES

# Public Safety Building

RICE LAKE, WISCONSIN | MAY 9, 2023



Building a Better World  
for All of Us®

Engineers | Architects | Planners | Scientists

# CONTENTS

SUPPLEMENTAL LETTER AGREEMENT  
EXHIBIT A-1  
PROJECT UNDERSTANDING ..... 1  
SUMMARY OF SERVICES..... 2  
SCOPE OF SERVICES ..... 2  
SCHEDULE AND METHODOLOGY..... 4  
PROJECT ORGANIZATIONAL CHART ..... 5  
RESUMES ..... 6  
PROJECT EXPERIENCE ..... 11  
FEE ..... 26

The specific licenses and credentials of the team members are described in the personnel and/or resume section of this document.

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The information contained in this Proposal was prepared specifically for you and contains proprietary information. We would appreciate your discretion in its reproduction and distribution. This information has been tailored to your specific project based on our understanding of your needs. Its aim is to demonstrate our ideas and approach to your project compared to our competition. We respectfully request that distribution be limited to individuals involved in your selection process.

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RICEL 170024

## Supplemental Letter Agreement

In accordance with the Master Agreement for Professional Services between The City of Rice Lake ("Client"), and Short Elliott Hendrickson Inc. (Consultant), effective October 1, 2020, this Supplemental Letter Agreement dated May 9, 2023, authorizes and describes the scope, schedule, and payment conditions for Consultant's work on the Project described as: **Professional Services for the space needs analysis and siting study of the Rice Lake Public Safety Facility.**

**Client's Authorized Representative:** Mr. Curt Snyder, Administrator

**Address:** 30 East Eau Claire Street  
Rice Lake, WI 54868

**Telephone:** 715.234.3454      **e-mail:** csnyder@ricelakegov.org

**Project Manager:** Trevor M. Frank, AIA

**Address:** 425 W. Water Street Suite 300  
Appleton, WI 54911

**Telephone:** 920.585.4320      **e-mail:** tfrank@sehinc.com

**Scope:** The Basic Services to be provided by Consultant as set forth herein is provided subject to the General Conditions and Exhibits attached to this Agreement.

Services included herein:

**Are described in the Proposal for Professional Services dated 5/9/2023 and attached to this Supplemental Letter Agreement as Exhibit A.**

### ADDITIONAL SERVICES

*Services beyond the basic services identified above shall be considered additional services and entitle consultant to equitable adjustments in compensation and schedule as provided in the Master Agreement. Additional services which may become necessary for this project include but are not limited to the following:*

1. Special assessments, public hearings, individual meetings with multiple potential site owners
2. Additional work related to unexpected permitting, investigation, or remediation plans for environmental or contamination issues, or studies of environmental, historical, or archeological components. Phase 1 Environmental Services will take place prior to land purchase in coordination with geotechnical exploration.
3. Coordination with Federal, State, or County entities.
4. Additional meetings, notifications, press releases, extra distribution of information for public or property owners. Preparation of displays, exhibits, renderings, or other text, graphics, or drawings beyond what is required for project, reports, and permits as described above.

- 5. Services in connection with Work Change Directives and Change Orders to reflect changes requested by the City beyond what is reasonable and customary as part of developing the study materials.
- 6. Application or administration of funding assistance programs.

**Schedule:** We will commence with the work upon notice to proceed and as described by the project schedule in the proposal for professional services.


**Payment:** The estimated total for professional services as described in the proposal for professional services is subject to a total not-to-exceed amount of **\$112,972.69**, including expenses and equipment.

The payment method, basis, frequency, and other special conditions are set forth in attached Exhibit A-1. Additional work, if required, shall be compensated in accordance with the rate schedule set forth in the Master Agreement.

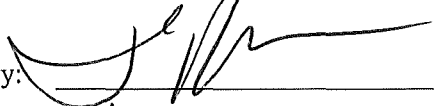
**Other Terms and Conditions:** Other or additional terms contrary to the Master Agreement for Professional Services that apply solely to this project as specifically agreed to by signature of the Parties and set forth herein: None.

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**Short Elliott Hendrickson Inc.**

By:   
 Daniel A. Penzkover, PE (WI, MI, IL)  
 Title: Principal | City Consultant Engineer

**City of Rice Lake**

By:   
 Title: Mayor

**Exhibit A-1**  
**to Supplemental Letter Agreement**  
**Between City of Rice Lake, WI (Client)**  
**and**  
**Short Elliott Hendrickson Inc. (Consultant)**  
**Dated 5/9/2023**

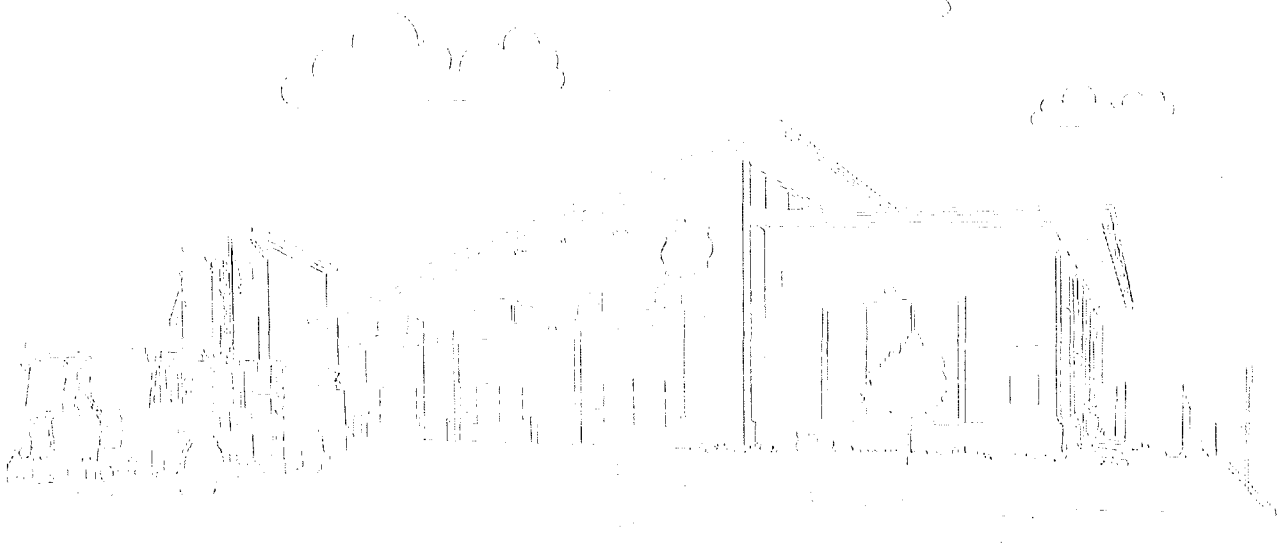
**Payments to Consultant for Services**  
**Time and Expense Not to Exceed**

The Agreement for Professional Services is amended and supplemented to include the following agreement of the parties:

**A. Time and Expense Not to Exceed Option**

The Client and Consultant may select Time and Expense Not to Exceed Including Expenses for payment for services provided by Consultant. During the course of providing its services, Consultant shall be paid monthly based on Consultant's hours worked in the previous month. The Monthly Hours of Work Completed includes compensation for Consultant's services and the services of Consultant's Consultants, if any, for the agreed upon Scope of Work. The Client agrees to pay for other additional services, equipment, and expenses that may become necessary to complete Consultant's services at their standard rates.

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The SEH team has toured the facility and proposed scope of work in detail and is excited for the opportunity to work with the City and Fire/Police Departments. Based on your goals, as well as similar experience across the country, we have developed a proven approach we will apply for this project. Below and on the pages to follow, we have outlined our understanding of the project and our proposed process to complete it.

## PROJECT UNDERSTANDING

SEH seeks to assist the City of Rice Lake on this fire/police station feasibility and site location project. With emergency services and municipal buildings comprising nearly all of the work that we complete, we are uniquely qualified to take on this project and are eager to get started on your behalf.

It is important to create a strong partnership in the early stages of planning a future fire/police station. Our process pulls together highly technical professionals with representatives from the Fire/Police Departments and the City who will work on this from start to finish.

The experience and professional credibility that this team brings to each project will help garner the support and respect of the City residents and stakeholders. We are working with several other communities on similar efforts, and we understand the work involved and the process for successfully getting these projects completed. This work is focused on delivering 21st century facilities that solve today's complex issues within fire and police service.

## KEY SUCCESS FACTORS

The SEH team has been following the development of the City's need for an emergency services facility, and we understand the challenges the department has been facing, which include:

- o Efficiency of response from the current site, compounding with the evolutionary changes in the fire service industry
- o Cancer prevention through decontamination, as well as preliminary testing and decontamination of controlled substances such as fentanyl
- o Future proofing the station to accommodate the ever-growing gender mix both in the police and fire service
- o Proper spaces for training that include more computer-based and distance learning platforms

The fact that recruitment in the emergency service is at an all time low only magnifies the need for a facility that is capable of recruitment and retention while fostering pride in the departments.

Additionally, we understand that the City would like to include a training facility or, at a minimum, training props on the site of the new fire and police station.

Safety will be a major focal point for the design of this facility. We will assess traffic patterns to make sure responding emergency vehicles and personnel are able to enter roadways safely and efficiently to respond to emergencies.

## SUMMARY OF SERVICES

Based on our understanding of the project, the SEH team is prepared to:

- Determine building size based on staffing and apparatus necessary to serve the City of Rice Lake well into the future
- Prepare building floor plan(s) for each identified function, incorporating best practices in safety, operations, and security for joint police/fire station design
- Prepare site plan(s) considering the identified functions, operational requirements, environmental features, road and utility access, and other site design considerations
- Recommend best practices in new emergency services building construction, including construction techniques, energy efficiency, mechanical systems, technology, and security
- Prepare illustrative materials of both interior and exterior spaces of the new facilities
- Prepare project cost estimates for all of the functional elements outlined herein

## SCOPE OF SERVICES

The SEH team members represented will be the key staff responsible for each of the scope items defined below. Our team will work with your departments and staff to develop a program and station design specific to Rice Lake.

### PROJECT KICKOFF

Upon notice to proceed, our team will schedule a kickoff meeting with representatives from the Fire Department, Police Department and City to establish team member contact information, responsibilities, a project schedule for the delivery of the scope items and a list of each of the deliverables that will be the result of our work product.

At the kickoff meeting, we will gather any current planning documents and project-related data that the team will review and analyze. Once the team has become familiar with the background information, they will prepare a short report with the findings of the data gathering process.

### DISCOVERY AND PROGRAMMING

#### OPERATIONAL NEEDS

The first step for the team will be to identify operational needs. In creatively looking at the long-term use and opportunities for the facility, our team will identify the critical, daily and long-term operational needs of the Police and Fire Departments. We will make recommendations for incorporating the trends that are shaping emergency services facility design. During the work to establish the operational needs, the SEH team will meet with Police and Fire Department project representatives and appropriate staff from the City to discuss project

needs, what information we have uncovered in our preliminary discovery work, and the path of the project moving forward.

#### SITE STUDY

After operational needs are reviewed and understood and our long-range plan for the facility is established, we will develop a site study that will define the use, limitations, opportunities, and organization of both the existing and a proposed site. Sites to be reviewed include the existing site and Washington High School, Tate Park, Northwoods Technical College, Century Link, Burger King, and Johnson Truck Bodies. The sites will be searched in the WIDNR data base, and any significant environmental issues will be noted. This site master plan will define and prioritize areas of the site as necessary for ingress/egress, efficient traffic flow, public access and separation from apparatus movement and training ground areas, future expansion and areas reserved for land conservation, future growth, and sustainable and environmental features.

With an understanding of the functions and operations, as well as the criticality of their spatial relationships and adjacencies, we will summarize the operational flow of all activities. We do this using a feature of our design software that allows us to import the information in the drawing program and have the software map travel distance both in the building and on the site to identify where efficiencies can be made in future design refinements.

#### ROOM DESIGNATION TEMPLATE

In conjunction with looking at the operational efficiency, we work to identify the space needs of the building interior, exterior, and site. One document that is useful

In identifying space needs and room types is a "room designation template" that contains the information and attributes for each space inside the building. This template contains important information to identify the size, location, adjacency, and any special attributes the room needs to accommodate operations and functions. These templates are pre-loaded with current industry guidelines and space standards that we can use as a template when programming the spaces within the building.

Once all the room data sheets and room designation templates are complete, we can develop the building footprint layout and configuration to deliver an efficient and cost-effective layout for the building, its structure, materials, and operations. The spreadsheet will also assist in comparisons between existing room functions and the recommended size for a renovated space with capability of expansion and future growth.

While the design team is assessing and determining the area needs for the building, they will be layering in the best practices currently incorporated in modern station design. Techniques for construction and energy efficiency, building mechanical systems, technology, burn facility environmental considerations, and site and facility security will then be programmed.

### **SUSTAINABILITY PLAN**

Once these renewable energy design options are defined, the owner/architect/engineering team will develop a sustainability plan that aligns with the City's sustainability initiatives and practices and informs and provides direction for future phases of design and incorporation of those features into the building and site.

As each of the renewable energy features are discussed and implemented, the design team will validate the cost of each of these elements and compare it to how it fits with the preliminary cost estimate for building and systems.

### **COLLATERAL MATERIALS AND ESTIMATES**

Once all the programming pieces are in place, the SEH team will develop the illustrative materials that will help tell the story of the need, size, and features of the new police and fire station and the site. These illustrative pieces will feature 3D renderings of exterior and interior spaces, as well as comprehensive site plans showing the interaction between public access and operational movement areas.

### **COST ESTIMATES**

With the program established and the needs of the site improvements accommodated for, the SEH team can provide estimates of probable cost to illustrate the size of the investment the City of Rice Lake will need to make to enhance public safety in your community. Estimates will include infrastructure extension and improvement costs to the potential sites.

Comparisons between cost to renovate versus cost to construct new will explore the feasibility of each option and develop a clear recommendation for a path forward. We will review the cost benefit analysis of one central emergency services facility versus individual stand-alone buildings for police and fire.

### **REPORTING**

Once all work scope items are complete, the team will arrange to present their findings and recommendations to the City. This presentation will be a recap of the project process and how the design

team and City representatives established their conclusions and recommendations. From there, the City can make a determination as to how they would like to proceed and engage the community in the next phases of the project.

### **SUMMARY**

This scope of work is a general outline of the tasks necessary to complete the programming design and documentation of the emergency services facility as defined in our discussions with the Rice Lake Fire and Police Departments. We understand that there may be additional services requested by the City that may not be identified in the scope above. Typically, these additional requested items fall within the scope of the original contract. In the event that there would be any unusual scope request well outside standard design practice, we will negotiate those additional scope items on a time and expense not to exceed basis.

### **ADDITIONAL SERVICES**

Our multidisciplinary project staff is available to assist the City with other related tasks in the development of this project. Our multidisciplinary engineers, planners and scientists specialize in the following:

- o **Public Information and Consensus Building**  
Provide support for public engagement and referendum assistance if it is determined that the project would go to referendum.
- o **Funding and Grant Writing Assistance**  
Assist the City and Fire/Police Departments in finding eligible design and construction grants, grant applications, and grant administration.

- o Survey  
SEH has been performing survey work since its inception in 1927, innovating along the way to incorporate cutting edge technologies to access difficult-to-survey areas and minimize impacts to sensitive areas.
- o Natural Resources/Wetlands  
SEH's Assured Wetland Delineators work to improve the environment while implementing effective and appropriate wetland strategies.
- o Regulatory Knowledge and Permitting Expertise  
SEH understands the unique aspects of the Wisconsin regulatory environment and is familiar with Wisconsin legislative and regulatory codes.
- o Water Resources  
SEH offers diverse experience on water resources projects, from innovative water quality improvement to hydraulic structures, floodplain management, and watercourse rehabilitation in urban settings.

## SCHEDULE AND METHODOLOGY

The SEH team will follow a streamlined, feasible work plan/schedule – tailored to your project goals and needs – to ensure we remain on schedule and within budget. The following proposed schedule highlights the primary work tasks we will undertake to make sure critical path items are met at each project phase and that this project is successfully constructed within the City's timeline.

### SCHEDULE

	2023					
	JUN	JUL	AUG	SEP	OCT	NOV
Discovery Phase	x					
Program Fire/Police Station		x	x			
GIS Siting and Response Mapping		x				
Develop Floor Plan			x			
Develop Site Plan			x			
Determine Incorporation of Best Practices			x	x		
Prepare Renderings and Collateral Material				x	x	
Prepare Cost Estimates					x	
Deliver the Final Report, Recommendations and Estimate of Probable Cost						x

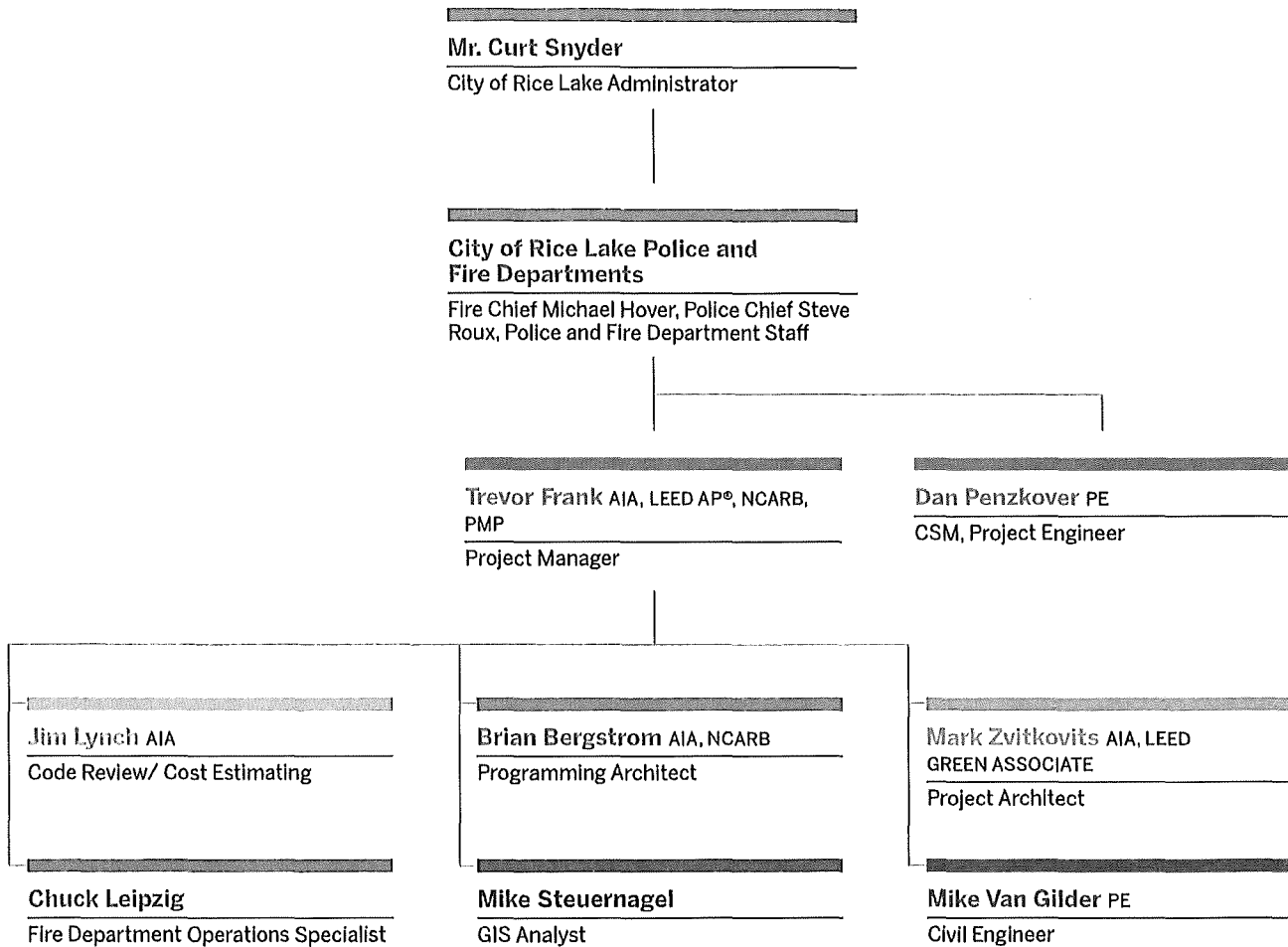
### METHODOLOGY

When we program police and fire stations, it is our priority to deliver a facility that satisfies the long-term needs of the community and its departments. Through our vast experience on similar efforts, we have developed a proven process to fulfill these goals. Some key priorities in our approach to fire/police station programming and design include:

- o Incorporating best practices for health, safety and welfare
- o Using industry standards such as NFPA and WILEAG core standards to guide the design and programming
- o Future proofing the operations and physical design of the facility
- o Hardening the station and training grounds to enhance the safety of personnel
- o Using sustainable practices and approaches toward environmental stewardship
- o Making responsible decisions regarding land conservation and land use.

Our design team, listed below, has a deep understanding of the community's needs, each department's goals for this facility, and how to design top-quality public safety centers. This team's strengths will facilitate an efficient, budget-conscious approach, leading to the delivery of a successful project.

## PROJECT ORGANIZATIONAL CHART



The specific licenses and credentials of the team members are described in the personnel and/or resume section of this document.

## TREVOR FRANK AIA, LEED AP®, NCARB, PMP

### PROJECT MANAGER AND PRINCIPAL IN CHARGE | SEH

Trevor is a principal and senior architect with more than 31 years of experience in a wide variety of building types. His passion as an architect is to design public safety facilities that provide the necessary tools to properly train, respond, and live in the environments he creates.

#### EXPERIENCE

##### Fire Station Design – Kaukauna, WI

Principal in charge, project manager and lead designer for design and construction administration. The 25,000 sq. ft. \$6.5 million fire station project is phase two of a four-phase project for the master planning and development of a municipal services campus.

##### Bain School Site Fire Station – Kenosha, WI

Project manager for the station on the site of a historic school. The 24,000 sq. ft., \$5.25 million station features many historic elements salvaged from the school's site. The station program calls for five apparatus bays, a training room and EOC, workout facilities, and gender-neutral locker/bunk room facilities.

##### Oshkosh Fire Department Operations Analysis and Long Term Needs Assessment – Oshkosh, WI

Project manager and senior project architect for planning services for the City's six fire stations. SEH analyzed the immediate-, short-, and long-term operations to develop a path forward for maintenance, relocation, expansion, or replacement facilities. Our team provided space needs templates, test site fits, schematic floor plans, cost estimates, and a GIS siting study that used response time and heat mapping to assist with site selection.

##### Police, EMS and Fire Department Master Plan – Prairie du Chien, WI

Project manager and senior project architect for a needs assessment, condition report, and future space needs analysis for a combined police, EMS, and fire public safety facility. SEH provided templates, test site fits, schematic floor plans, cost estimates, and a GIS siting study that used response time and heat mapping to assist with site selection. These planning materials informed the options available to the City for expansion and improvements of the facilities.

##### City Hall and Police Station Design – Kaukauna, WI

Project architect for design and construction administration. The 49,000 sq. ft., \$8 million project is phase 1 of a three-phase project for the master planning and development of the municipal services campus.

##### Police and Fire Department Master Planning – Brillion, WI

Principal in charge and project manager who provided an in-depth, long range master plan and needs assessment for the City of Brillion's existing Police and Fire Department facilities. Once the long-term space needs and adjacencies were determined, a phasing and sequencing plan and detailed cost estimates were established and presented to the City for consideration.

##### Emergency Services Building – Black River Falls, WI

Principal in charge, project manager and lead space planning facilitator. SEH recently completed the programming and conceptual design phase for the project and assisted the City with site selection. Based on the preliminary design, the new Fire/EMS station will be approximately 30,000 sq. ft.



Trevor will serve as the City's

key point of contact, oversee the

project team tasks, and closely

monitor the project schedule

and budget.

# 31

YEARS OF  
EXPERIENCE



#### EDUCATION

Master of Science  
Architecture  
University of Wisconsin-Milwaukee

Bachelor of Science  
Architecture  
University of Wisconsin-Milwaukee



#### REGISTRATIONS/CERTIFICATIONS

Architect in WI, MN, AZ, GA, IA, IL, IN,  
MI, ND, NE, OH, SD

Project Management Professional  
(PMP), Project Management Institute

LEED AP, U.S. Green Building Council

Architect, National Council of  
Architectural Registration Boards



#### PROFESSIONAL ASSOCIATIONS

American Institute of Architects,  
Member

Wisconsin Society of Architects,  
Member

National Council of Architectural  
Registration Boards, Member

U.S. Green Building Council, Member

# MARK ZVITKOVITS

AIA, LEED GREEN ASSOCIATE  
PROJECT ARCHITECT | SEH

Mark is an architect with experience in architectural design and construction documents. Mark works with AutoCAD Architecture 2020 and Autodesk Revit Architecture 2020 on a variety of building project types varying in square footage and cost. Mark's responsibilities range from drafting schematic drawings through construction drawings and construction administration. He works on design calculations and layout, as-built drawings, cost estimating, and provides shop drawing reviews.

Mark is a volunteer firefighter in Germantown, Wisconsin. As such, he uses that firsthand knowledge of the needs of the department and the function of the station when he works with the other design team members on the flow, layout, and efficiency of each fire station he assists with.

## EXPERIENCE

### Public Safety Facility – Town of Freedom, WI

SEH was responsible for designing a facility with flexibility and options for future expansion. The features of the building include a 25,000 sq.ft. fire and EMS station, a 10,000 sq.ft. police department, and an 8,000 sq.ft. town hall. The design takes into account the need for physical separation between each associated function and also incorporates natural daylight.

### Black River Falls Emergency Services Building – Black River Falls, WI

Project design leader responsible for meeting with staff and producing the BIM model and specifications. During construction, Mark will provide construction administration services including site visits, submittals, RFIs, and punch list. SEH recently completed the programming and conceptual design phase, as well as assisted the City with site selection. Based on the preliminary design, the new Fire/EMS station will be approximately 30,000 sq.ft.

### Fire Station Design – Kaukauna, WI

Technician responsible for developing construction documents and specifications, as well as assisting in shop drawing reviews. Mark worked with the City to create a station that not only met their current and future space needs, but also incorporated training features into the facility that will serve the department for years to come. The 25,000 sq. ft. \$6.5 million fire station project is phase two of a four phase project for the master planning and development of the municipal services campus.

### North East Fire Station Design – Fitchburg, WI

Lead technician for the new 34,000 sq. ft., \$6 million main station in a suburban neighborhood. This project is the second phase of a two-phased project to update the fire services and EMS facilities in this growing community.

### North West Fire Station Design – Fitchburg, WI

Technician responsible for developing construction documents and specifications. During construction, Mark was responsible for attending construction meetings, reviewing shop submittals and performing job-site observations. The 24,500 sq. ft. \$5 million fire station project is phase one of a two phase project for the construction of two new fire stations. The new fire station was designed to incorporate sustainable features, including geothermal, solar hot water, and radiant in-floor heating.



Mark will bring his knowledge

of the fire services industry

to the team and serve as the

project architect.

# 15

YEARS OF  
EXPERIENCE



## EDUCATION

Bachelor of Science  
Architecture  
University of Wisconsin-Milwaukee

Urban Planning Certification  
University of Wisconsin-Milwaukee

Real Estate Certification  
University of Wisconsin-Milwaukee



## REGISTRATIONS/CERTIFICATIONS

Architect In WI

LEED Green Associate  
U.S. Green Building Council

Firefighter I/HazMat Ops  
Lakeshore Technical College

Driver/Operator - Pumper  
Milwaukee Area Technical College

Driver/Operator - Aerial  
Moraine Park Technical College



## PROFESSIONAL ASSOCIATIONS

American Institute of Architects,  
Member

U.S. Green Building Council, Member

International Association of  
Firefighters, Member

## BRIAN BERGSTROM

AIA, LEED AP, NCARB  
PROGRAMMING AND QA/QC | SEH

Brian is a project manager with experience leading teams in a variety of architectural related projects for both public and private clients. Brian's responsibilities include programming and development of the project design. Project types include fire stations, police facilities, EMS buildings, city halls, libraries, public works, office buildings, parks and recreation facilities, and industrial/manufacturing facilities.



Brian will be responsible for assisting the programming team with interior facility layout and site test fit planning and design.

### EXPERIENCE

#### Buffalo Fire Station and Public Safety Training Tower – Buffalo, MN

Project manager responsible for leading the design team. SEH provided design services which focused on operational efficiency, first responder safety and future growth for the department and community's needs. The 30,000 sq.ft., \$6.5 million, three-story fire station building has six drive-through apparatus bays, a decontamination room, laundry and work room, hose drying tower, clean turn-out gear room, a large training room, and a radio room, as well as administration offices, fitness room, dayroom, and dormitory spaces.

#### Maplewood Fire and Police Department South Station – Maplewood, MN

Design team member who developed concept design building and site layouts. The 16,500 sq.ft. building included a fire station and police department facilities and was the first project in the State of Minnesota designed to meet International Green Building Code.

#### Missouri Valley Ambulance Facility – Chamberlain, SD

Project manager served as the lead designer and provided construction administration services. The project involved the development of a parcel of land to accommodate a 2,900 sq. ft. ambulance garage in the City of Chamberlain. The site had water main, sanitary sewer, concrete parking lot, and retaining wall.

#### Sheriff's Office Renovation and Addition (Murray County) – Slayton, MN

Project manager on the renovation of the existing 3,000 sq. ft. facility and a two-story 7,000 sq. ft. addition. Brian's responsibilities included facilitating close coordination with the Owner and communications with mechanical, electrical, and structural engineering subconsultants. He also led the project team through the bidding and construction phases of the project. The renovated area accommodates a dispatch center, computer lab, and office space while the addition includes evidence storage, reception area, meeting and interview rooms, and office space.

### ADDITIONAL EXPERIENCE

- o Hoyt Lakes Fire and Police Station – Hoyt Lakes, MN
- o Fire Station Improvements – Osseo, MN
- o Madrid Emergency Services Building – Madrid, IA
- o Osceola Discovery Center - Police, Library, and Village Hall – Osceola, WI
- o Osceola Fire Station – Osceola, WI
- o Maplewood North Fire Station – Maplewood, MN
- o Eagan Public Safety Facility – Eagan, MN
- o Fire Station #31 – Omaha, NE
- o Fire Station and Emergency Medical Service – Dell Rapids, SD

# 25

YEARS OF  
EXPERIENCE



### EDUCATION

Bachelor of Science  
Architecture  
University of Minnesota-Minneapolis

Associate of Science  
Architectural Drafting  
Northwest Technical Institute -  
Eagan, MN



### REGISTRATIONS/CERTIFICATIONS

Architect in WI, IA, OK



### PROFESSIONAL ASSOCIATIONS

American Institute of Architects  
Member

# CHUCK LEIPZIG

FIRE DEPARTMENT OPERATIONS SPECIALIST | SEH

Chuck began his career in volunteer fire services and progressed through the ranks to the position of Fire Chief in Kenosha, where he was project manager of several programs, including the funding and building of two fire stations within the Kenosha Fire Department. He has extensive experience in national incident management systems, strategic planning, emergency government operations, and succession planning within fire service. He understands improvements to facilities that can increase efficiencies, from apparatus bays and vehicle maintenance to dorms, training, and administrative areas. He has executed long-term strategic plans to add staffing, consolidate, remodel, and rebuild existing fire stations and negotiated professional service contracts with vendors and local firefighters' unions.

## EXPERIENCE

### Fire Station No. 4 – Kenosha, WI

Fire chief that selected SEH on this project and helped garner community support, secure funding, and initiate project funding for Fire Station No. 4. The new 29,260 sq. ft. fire and EMS station was built on the site directly adjacent to the operating station house that's being replaced. Once the new facility came on line, the existing 1964 structure was removed. The new facility acts as the department headquarters and fire training center with both academic classroom space and a training tower. The building features gender neutral accommodations for both men and women firefighters, as well as several sustainable features to reduce energy consumption and environmental impact.

### Fire Station No. 3 HQ Master Planning – Sheboygan, WI

Fire department operations specialist who met with staff, collaborated with the design team to assess current building conditions, and helped to ascertain and weigh the future goals and needs that would drive the planning of this fire station. SEH provided space needs templates, test site fits, schematic floor plans, and cost estimates to assist the City. These collateral planning materials gave the City different options for expansion, relocation, and improvements of the Headquarters facility.

### Oshkosh Fire Department Operations Analysis and Long Term Needs Assessment – Oshkosh, WI

Fire department operations specialist who met with staff, collaborated with the design team to assess current building conditions, and helped to ascertain and weigh future goals and needs that would drive facilities planning for the department. SEH analyzed the immediate-, short-, and long-term operations to develop a path forward for maintenance, relocation, expansion, or replacement facilities. Our team provided space needs templates, test site fits, schematic floor plans, cost estimates, and a GIS siting study that used response time and heat mapping to assist with site selection.

### Police, EMS, and Fire Department Master Plan – Prairie du Chien, WI

Fire department operations specialist that supported the production of the space needs and conditions report for the City's facilities. SEH provided space needs templates, test site fits, schematic floor plans, cost estimates, and a GIS siting study that used response time and heat mapping to assist with site selection. These collateral planning materials informed the different options available to the City for expansion and improvements of the City-owned facilities.



Chuck will work with design

staff to optimize day-to-day

operations and departmental

efficiency in the design of

the facility.

# 33

YEARS OF  
EXPERIENCE



## EDUCATION

Bachelor of Science  
Public Administration  
Mount Senario College

Associate, Fire Science  
Mount Senario College -  
Ladysmith, WI



## PROFESSIONAL ASSOCIATIONS

Wisconsin State Fire Chief's  
Association, Member

Kenosha County Chiefs and Captain's  
Association, Member

## JIM LYNCH AIA

### ARCHITECT | SEH

Jim is a project architect with extensive experience in design of fire station and public safety facilities. He has worked on public safety facility design and construction projects of varying sizes and complexity. Jim's expertise includes programming, facility assessments, design, estimating, construction documents, specifications, and construction administration.

#### EXPERIENCE

- o Public Safety Facility – Bellevue, WI
- o Oshkosh Fire Department Operations Analysis and Long Term Needs Assessment – Oshkosh, WI
- o Fire Station Design – Kaukauna, WI
- o Town Hall, Fire and Police Station – Freedom, WI
- o Elkhart Lake Fire Station – Elkhart Lake, WI
- o Fire Station Remodel (US Army - Fort McCoy) – Fort McCoy, WI
- o Fire Station 2 Remodel – De Pere, WI
- o City Hall and Police Station Design – Kaukauna, WI
- o Police Department Expansion Project – Maplewood, MN



32  
YEARS OF  
EXPERIENCE



#### EDUCATION

Bachelor of Science  
Architecture  
University of Wisconsin-Milwaukee



#### REGISTRATIONS/CERTIFICATIONS

Architect In WI

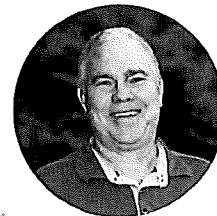
## MIKE STEUERNAGEL

### GIS ANALYST | SEH

Mike will be responsible for developing the heat mapping and base file information as it relates to running the response time analysis and determining the optimal site for the fire station. He is a GIS analyst with extensive experience in GIS and CADD projects, data integration, and automated mapping. Mike works with numerous agencies collecting and organizing data sources, analyzing and reviewing data to create maps, graphics, tables and other visuals for projects. He is proficient with ArcGIS Desktop, ArcGIS Online, ArcGIS Pro, ArcView, 3D Analyst, Network Analyst, Spatial Analyst, MicroStation, several database management systems, and numerous graphics programs.

#### EXPERIENCE

- o Fire Station Design – Fitchburg, WI
- o Oshkosh Fire Department Assessment GIS Siting – Oshkosh, WI
- o Emergency Services Building Station Siting – Black River Falls, WI
- o Police, EMS and Fire Department Master Plan Siting Study – Prairie du Chien, WI
- o Fire Department Station #4 Replacement and Memorial Park Trail Head Facility – Appleton, WI
- o Northwest and Northeast Hospital Sites Planning Studies – New Prague, MN



30  
YEARS OF  
EXPERIENCE



#### EDUCATION

Master of Science  
Geography (Emphasis: GIS)  
St. Cloud State University

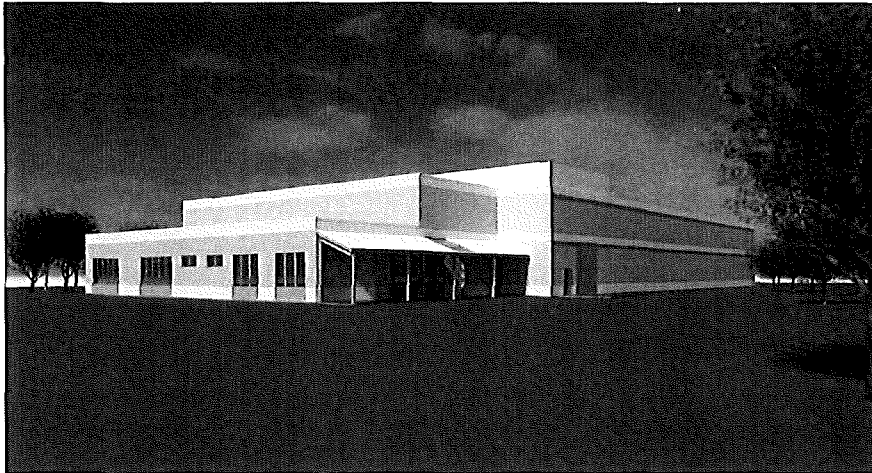
Certificate  
Geographic Information Sciences  
St. Cloud State University -  
St. Cloud, MN

Bachelor of Science  
Geography (Minor: Cartography)  
University of Wisconsin-River Falls

## PROJECT EXPERIENCE

### NORTHERN COLORADO LAW ENFORCEMENT TRAINING CENTER

LOVELAND, CO



**CLIENT**

City of Loveland, CO, and the City of Fort Collins, CO



**PROJECT SIZE**

26,512 sq.ft.



**COST**

\$16.1 million



**YEAR COMPLETED**

2019



**REFERENCE**

Jill Burrell, Sr. Project Manager  
970.632.5068  
jill.burrell@ditescoservices.com

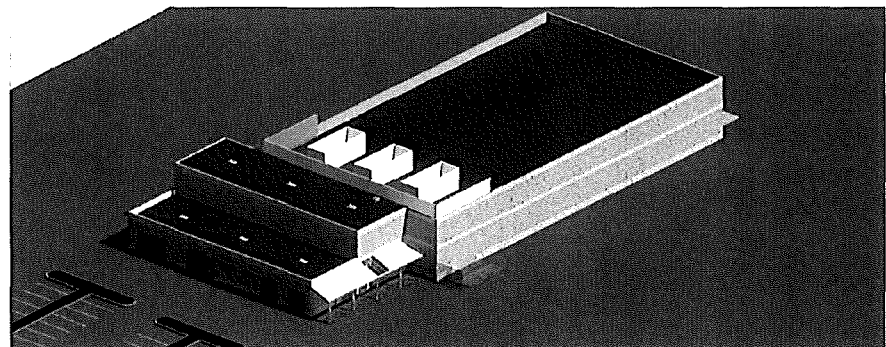
The cities of Loveland and Fort Collins selected SEH in association with MWL Architects to master plan and design the jointly proposed program for a "world class" police training center. The 44-plus acre site is located on the west side of the Colorado Northern Regional Airport and includes the land formerly allocated to a future airport traffic tower.



The initial phase considered and accounted for the future arrangements of the long-term goals and space needs included in the master plan of the future Police Regional Training Center (PRTC). This phase also assessed needs included in the program and planning aspects that were incorporated into the schematic design as requested by consensus of the community of stakeholders.

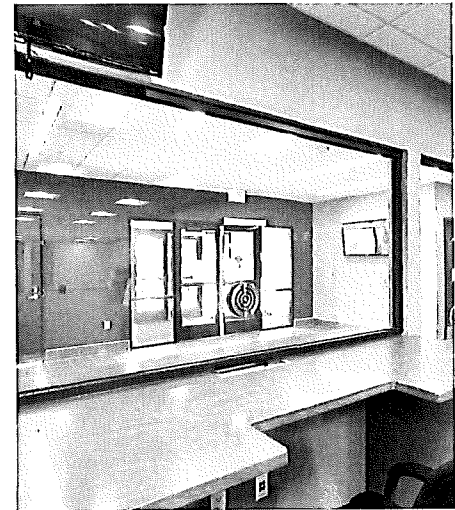
The site and building elements include a world class driving track with a 1,400 ft. straightaway, a 400 ft. by 600 ft. skills/skid pad, support driver training, and an indoor 50 yd. firing range designed to accommodate a Bearcat assault vehicle for tactical training inside the range. Training support includes two classrooms with staff and building support areas.

These program elements were developed in a plan that achieved efficient space utilization, high value and economy in durable and long-lasting building components, and strategic positioning for future expansion capabilities.



# DISCOVERY CENTER-CITY OFFICES, POLICE DEPARTMENT AND PUBLIC LIBRARY

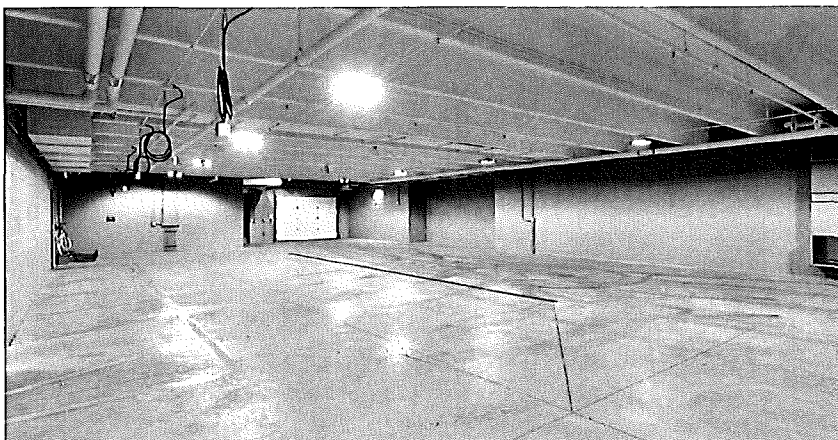
OSCEOLA, WI



SEH was selected to engage the community of Osceola in a highly interactive and robust public engagement process to design a library and village hall on the existing village hall site. SEH provided structural, preliminary, and final design and prepared construction documents for a two-story masonry, precast, and steel building housing Village offices, the police department, and a public library. Floors were precast hollow core plank and precast double tees supported on steel frames. The roof consisted of steel framing and bar joists. The exterior walls were load-bearing masonry cavity walls. SEH designed supplemental framing to support large mechanical equipment on the roof. The team also provided structural design of cantilever canopies to highlight entry to each department in the space and tall parapet walls to screen mechanical equipment from view.

## FEATURES

- o Secure police entry
- o Indoor squad parking garage
- o Secure evidence and narcotics storage
- o Evidence processing area
- o Squad room
- o Interview rooms
- o Large training room
- o Village board room
- o Village offices



### CLIENT

Village of Osceola



### PROJECT SIZE

30,000 sq.ft.



### COST

\$6.3 million



### YEAR COMPLETED

2018

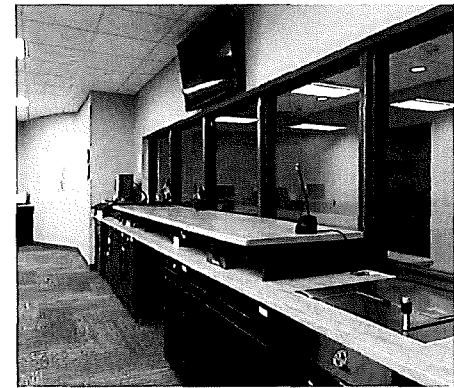
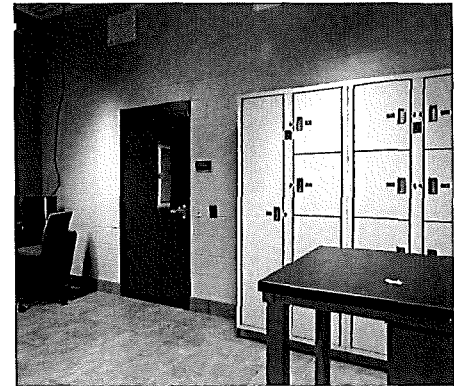
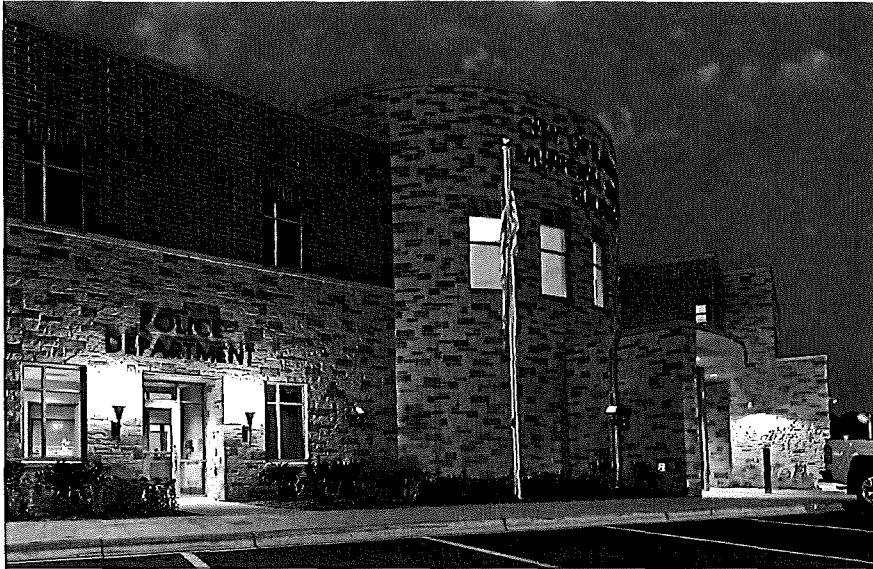


### REFERENCE

Joel West, Principal (Former Osceola Village Administrator)  
West Consulting Agency  
westconsultingagency@gmail.com  
715.204.9386

# CITY HALL AND POLICE STATION DESIGN

KAUKAUNA, WI



SEH provided design and construction administration for the City of Kaukauna Municipal Services building, which houses administrative offices, community amenity spaces, and the police department. The 49,000 sq. ft. project is phase 1 of a three-phase project for the master planning and development of the municipal services campus.

## FEATURES

- o Full sally port
- o Intake processing and holding area
- o Interior squad storage
- o Expandable evidence storage
- o Separately ventilated narcotics evidence storage
- o Combined resume/conference and incident command room
- o Investigation war room
- o Armory and weapon cleaning area
- o Municipal court
- o Individual soft and hard interview rooms
- o Evidence processing
- o Site training
  - Simulated incident training
  - DAT training room



**CLIENT**  
City of Kaukauna



**PROJECT SIZE**  
49,000 sq.ft.



**COST**  
\$8.6 million



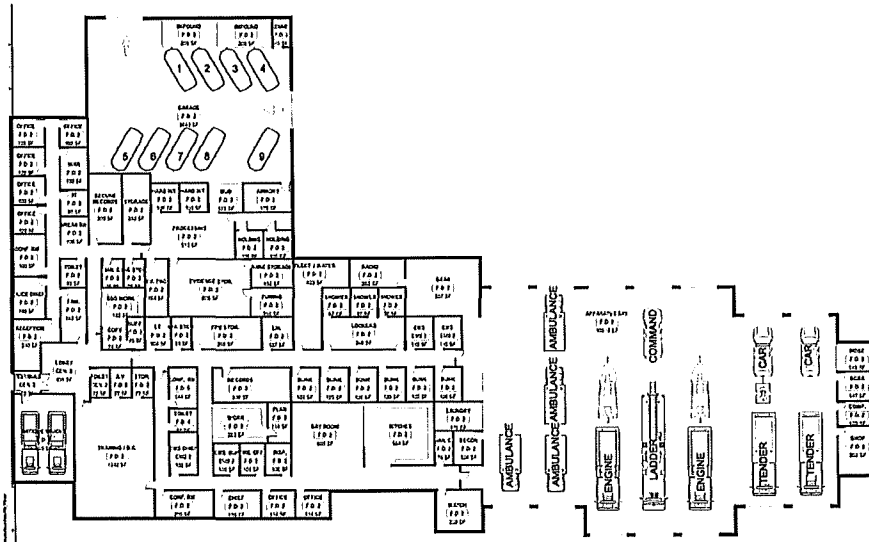
**YEAR COMPLETED**  
2016



**REFERENCE**  
Jamie Graff, Chief of Police  
920.766.6333  
graffjj@kaukauna-wi.org

# EMERGENCY SERVICES BUILDING

BLACK RIVER FALLS, WI



- 
**CLIENT**  
 City of Black River Falls
- 
**PROJECT SIZE**  
 29,785 sq.ft.
- 
**COST**  
 \$6.2 million (est.)
- 
**YEAR COMPLETED**  
 TBD (Pending Site Selection)
- 
**REFERENCE**  
 Brad Chown, City Administrator  
 715.284.2315  
 city.admin@blackriverfalls.us

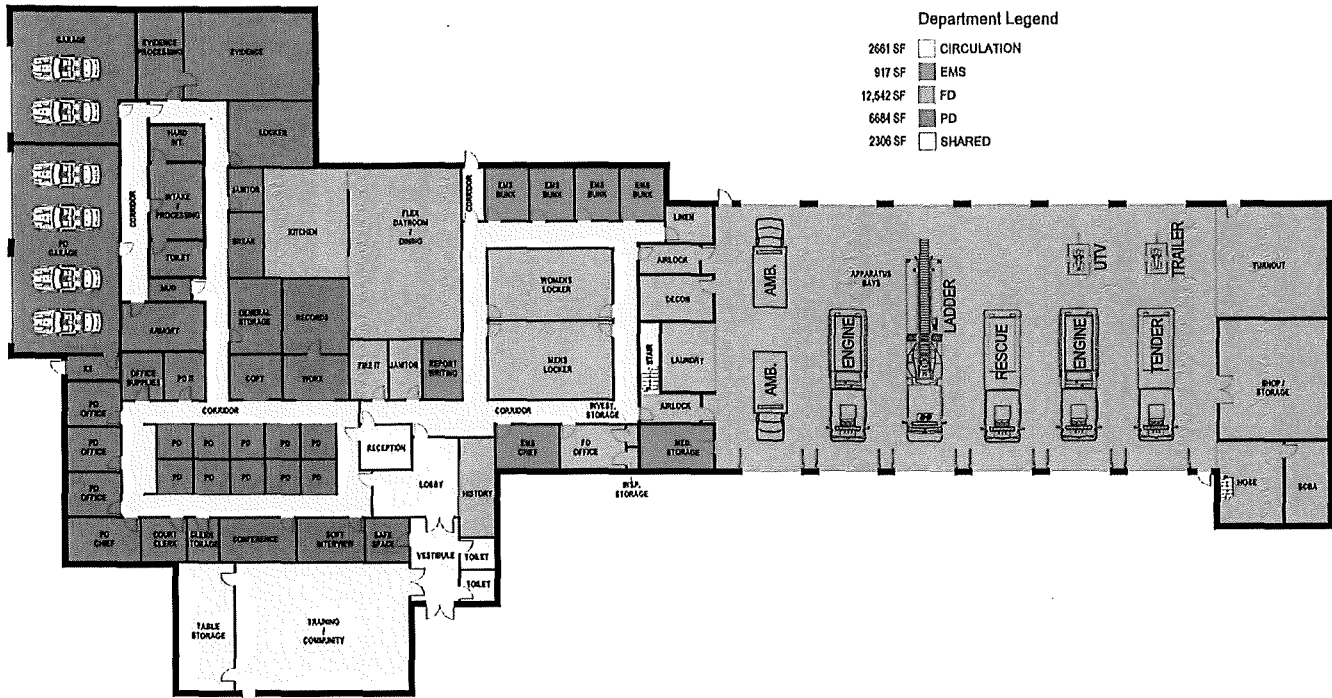
The City of Black River Falls is in the planning stages for a new 29,785 sq.ft. \$6 million fire, EMS, and Emergency Services building that will provide much needed modernized and expanded facilities as the need for emergency services expands within their growing community. The SEH plan calls for a larger apparatus bay so equipment currently stored outside or in other parts of the county can be brought under one roof. The plan also calls for many fire training props to be designed into the station and tower.

## FEATURES

- o Accommodations for shelter in place
- o Day room
- o Emergency operations center
- o Local fire history display
- o Seven drive-through apparatus bays
- o Decontamination facilities
- o EMS/fire apparatus bays
- o Turn out gear rooms
- o Training tower
  - Ladder evolutions
  - Window rescue
  - SCBA confidence course
  - Vertical and near vertical rescue
  - Sprinkler and standpipe training
  - Mezzanine training areas
- o Site training
  - Hose testing
  - Vehicle extrication
  - Hose evolution drills
  - Equipment and apparatus training
- o Classroom training
  - On-site resident training and recertification
  - Distance learning/ video conferencing
  - Training props/mannequins
  - EOC operations

# POLICE AND FIRE DEPARTMENT MASTER PLANNING

BRILLION, WI



SEH assisted the City of Brillion with a needs assessment, condition report, and future space needs analysis for the combined police and fire public safety facility. Interviewing staff, users, and the public, programming for the building was an interactive process that allowed multiple stakeholders the opportunity to provide input for initial and long-term use of the facility. SEH provided space needs templates, floor plans, and 3D renderings of the different options available to the City for expansion and improvements of the City-owned facilities.



**WE APPRECIATE ALL YOUR EXTRA EFFORT AND HELP WITH THIS PROJECT. AND [WE] CAN'T SAY ENOUGH POSITIVES OF THIS EXPERIENCE WE ARE SHARING.**

**JOE DIENER | FIRE CHIEF**



-  **CLIENT**  
City of Brillion
-  **PROJECT SIZE**  
25,109 sq.ft.
-  **COST**  
\$6.5 million
-  **YEAR COMPLETED**  
2020
-  **REFERENCES**  
Kirk Schend, Police Chief  
920.756.2221  
pdlog@brillionwi.gov  
  
Joe Diener, Fire Chief  
920.374.0265  
fd@cl.brillion.wi.us

# PUBLIC SAFETY BUILDING

ROCKY FORD, CO



This project includes the renovation of an existing, pre-engineered metal building – previously a flea market – and a new masonry and steel framed addition. The 28,000 sq. ft. public safety building houses the City’s police and fire departments, as well as the City’s main dispatch center. The building has seven apparatus bays and provides the police and fire departments with adequate space and modern updates, and it also includes a public display area for an antique fire truck. This project is the recipient of a DOLA grant and is targeting level two of the Green Globes Certification.



**CLIENT**

City of Rocky Ford



**PROJECT SIZE**

28,000 sq.ft.



**COST**

\$4.3 million



**YEAR COMPLETED**

2019



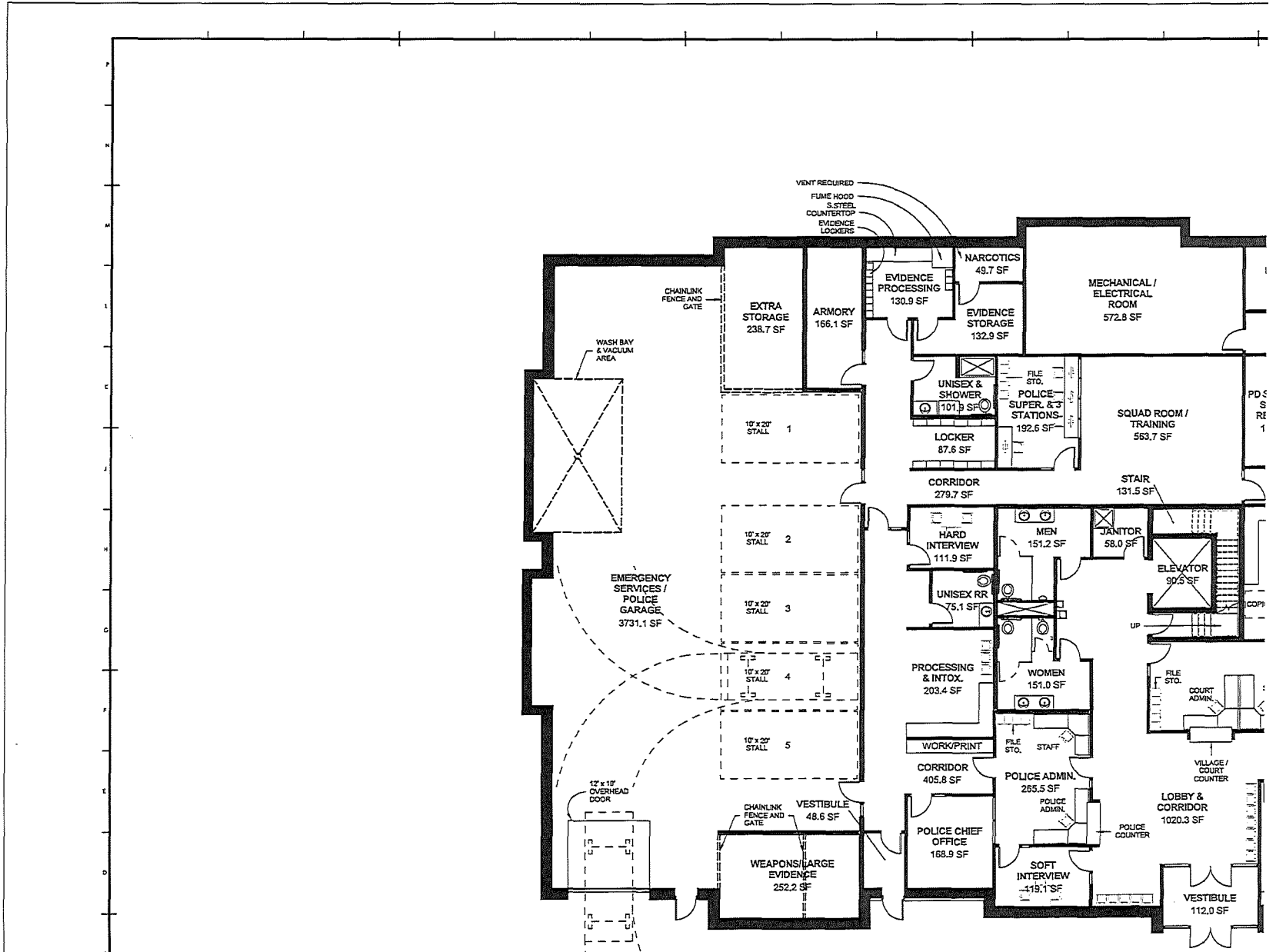
**REFERENCE**

Ray Gonzales, Fire Chief  
719.250.7851  
rgonzales@ci.rocky-ford.co.us



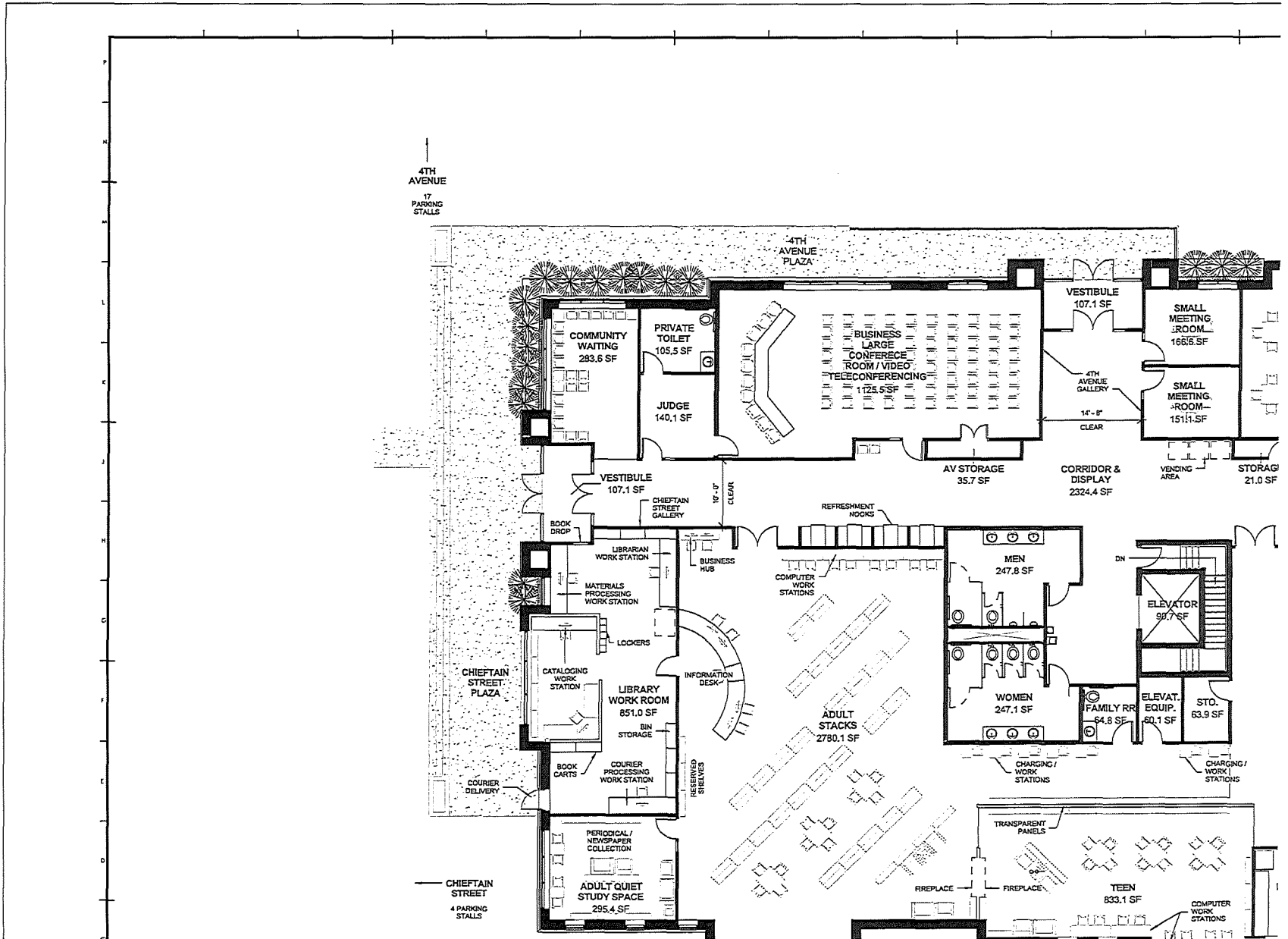
# DISCOVERY CENTER-CITY OFFICES, POLICE DEPARTMENT AND PUBLIC LIBRARY

OSCEOLA, WI

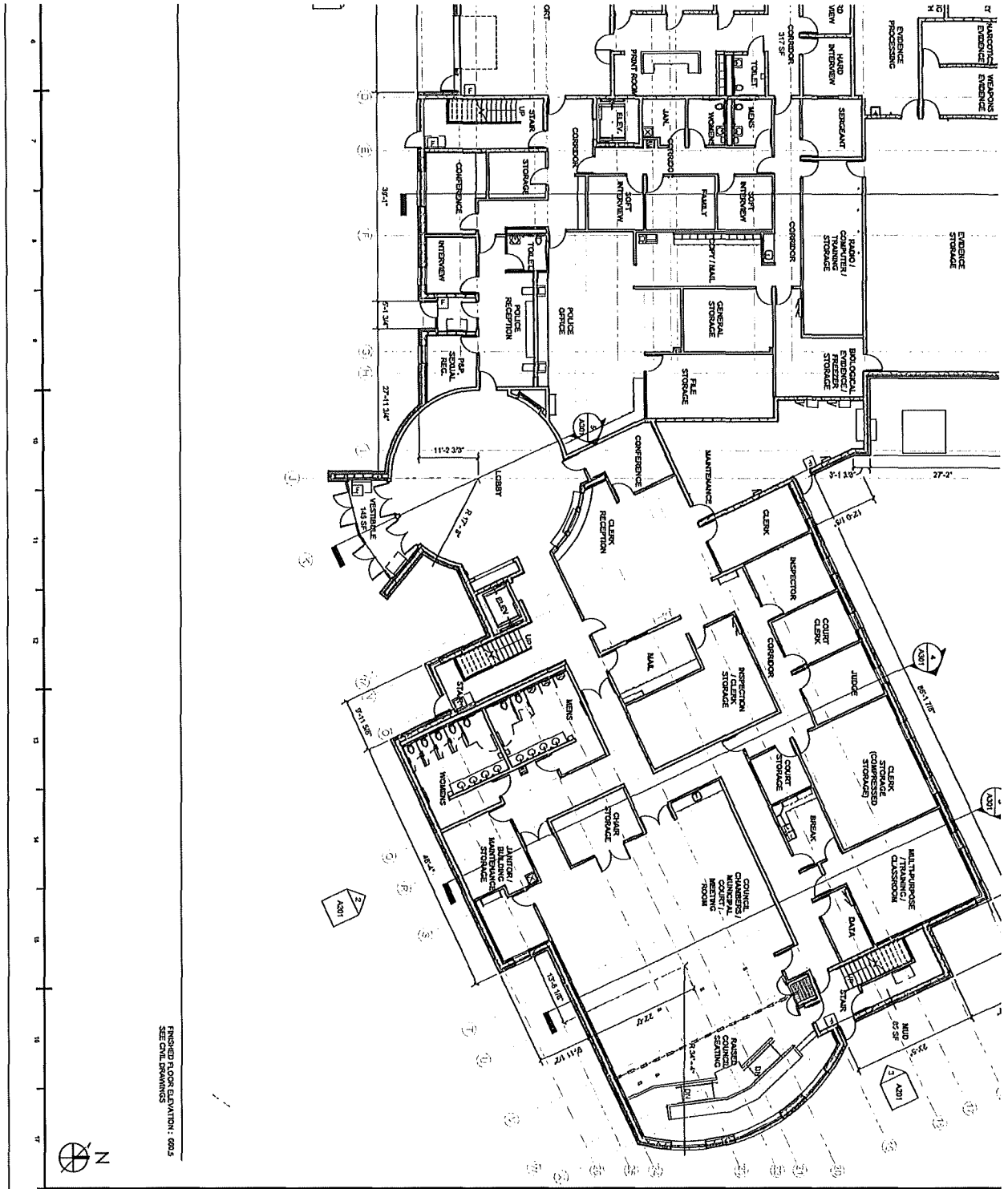


# DISCOVERY CENTER-CITY OFFICES, POLICE DEPARTMENT AND PUBLIC LIBRARY

OSCEOLA, WI



CITY HALL AND POLICE STATION DESIGN  
KAUKAUNA, WI

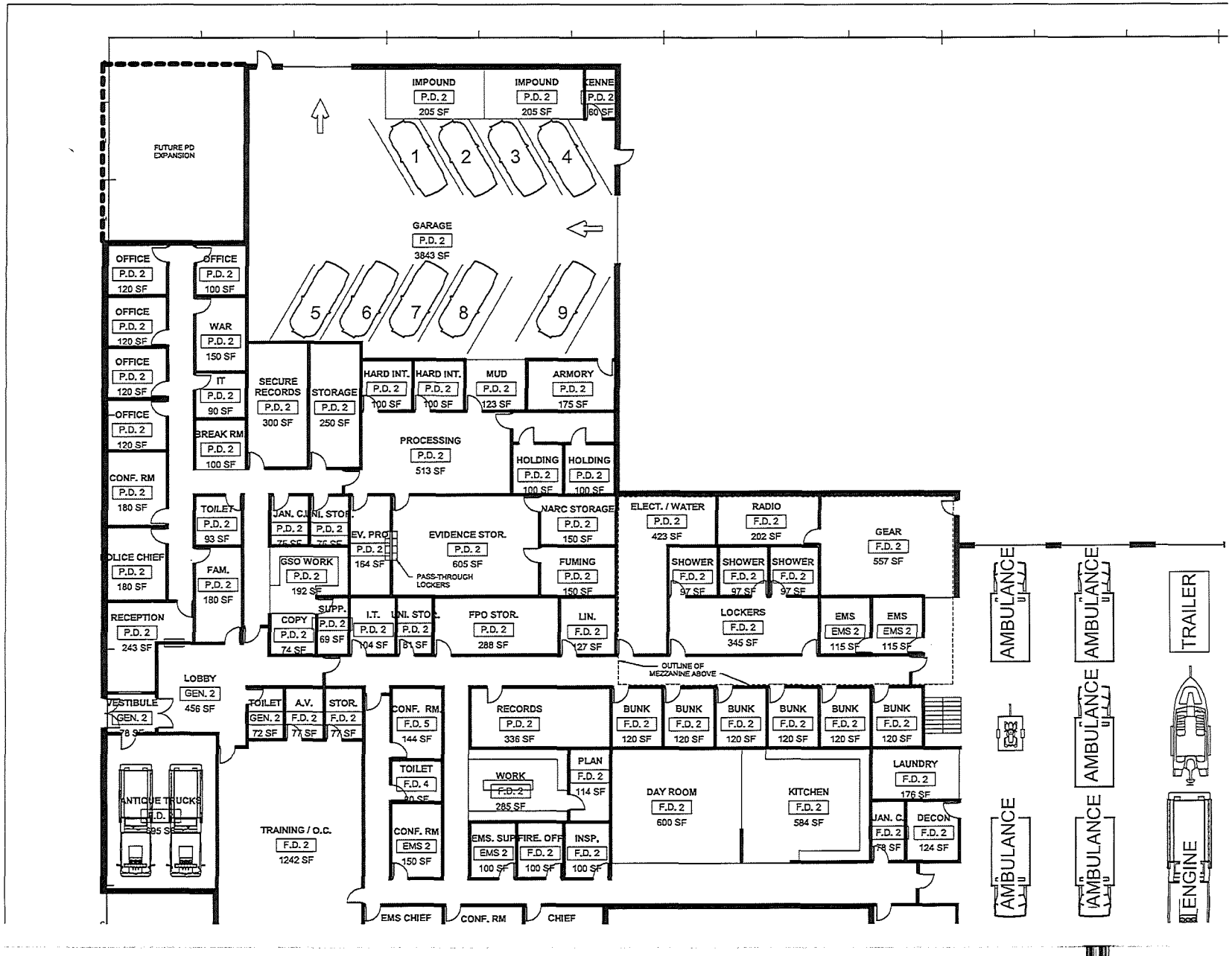


FINISHED FLOOR ELEVATION: 699.5  
SEE CIVIL DRAWINGS

A101	SHEET CONTENTS <b>OVERALL FIRST LEVEL PLAN</b>	SEH FILE NO. KAKRG 130082	CITY OF KAUKAUNA <b>MUNICIPAL BUILDING</b> 144 W. 2ND STREET KAUKAUNA, WI 54130	FOR CONSTRUCTION	Shor 425 \ Appl 816.24 818.41
		ISSUE DATE MAY 1, 2016			
		DESIGN BY JRL/JLZ			
		PROJECT MGR TMP			
			MARK	DATE	DESCRIPTION

# EMERGENCY SERVICES BUILDING

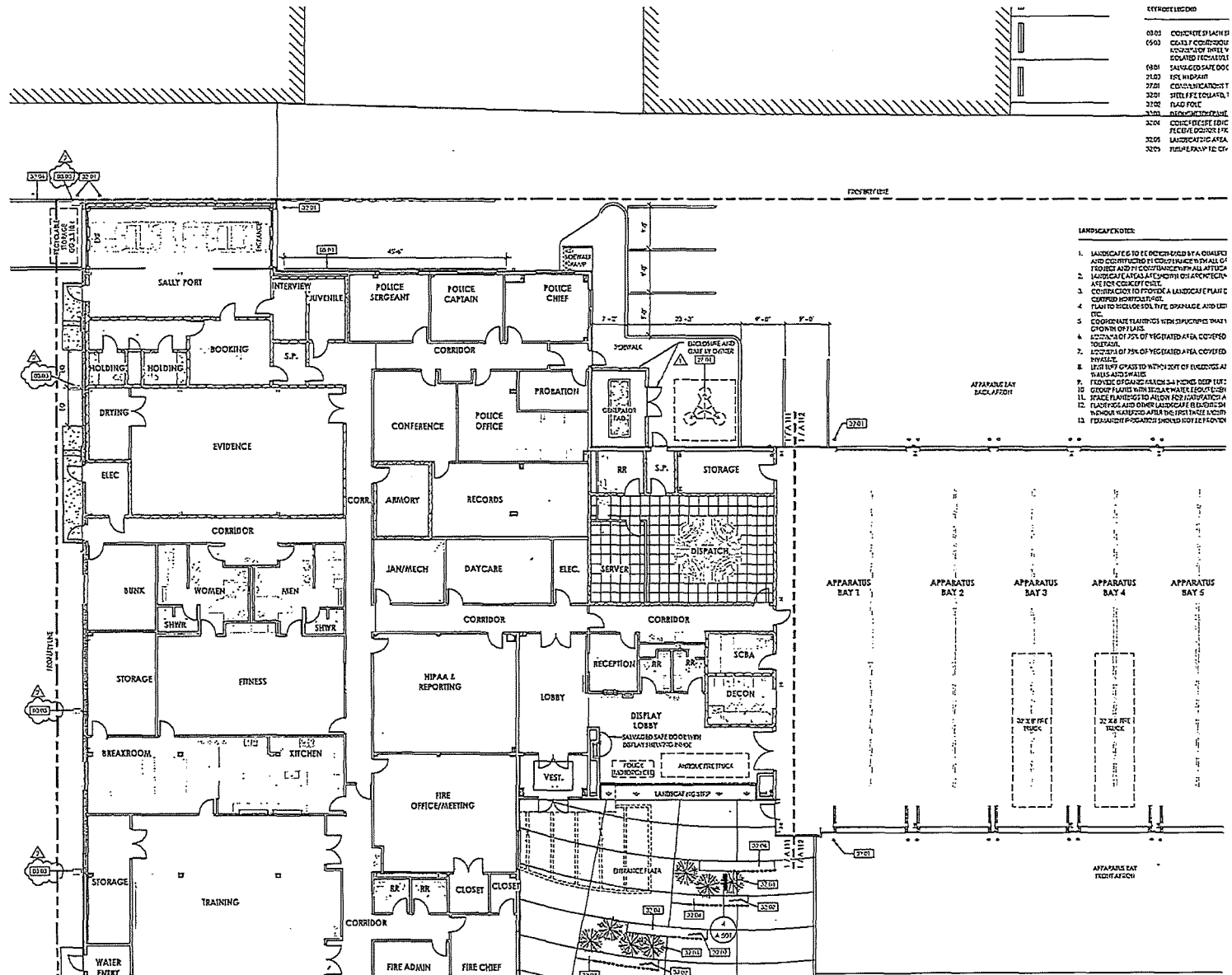
BLACK RIVER FALLS, WI





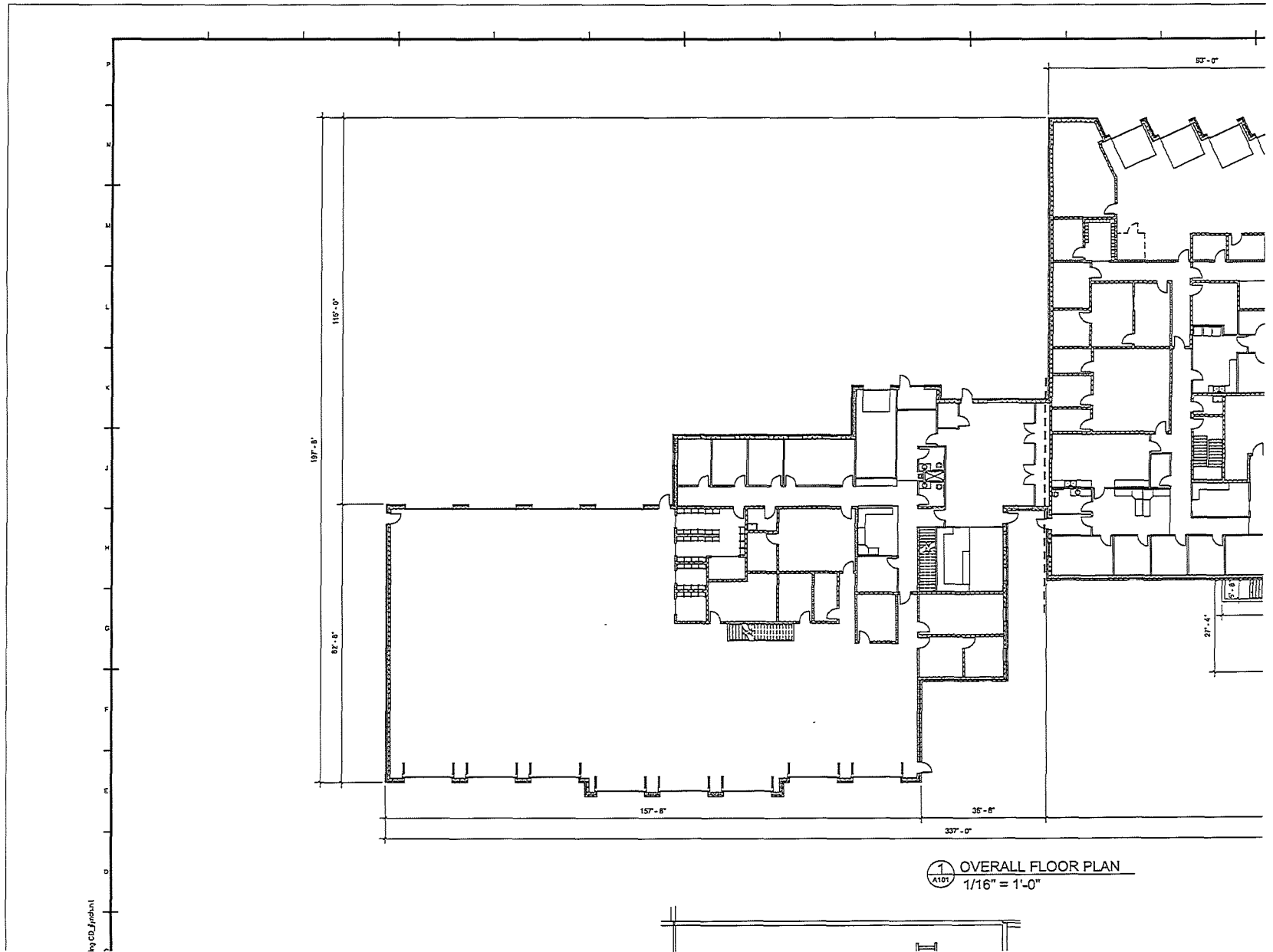
# PUBLIC SAFETY BUILDING

ROCKY FORD, CO

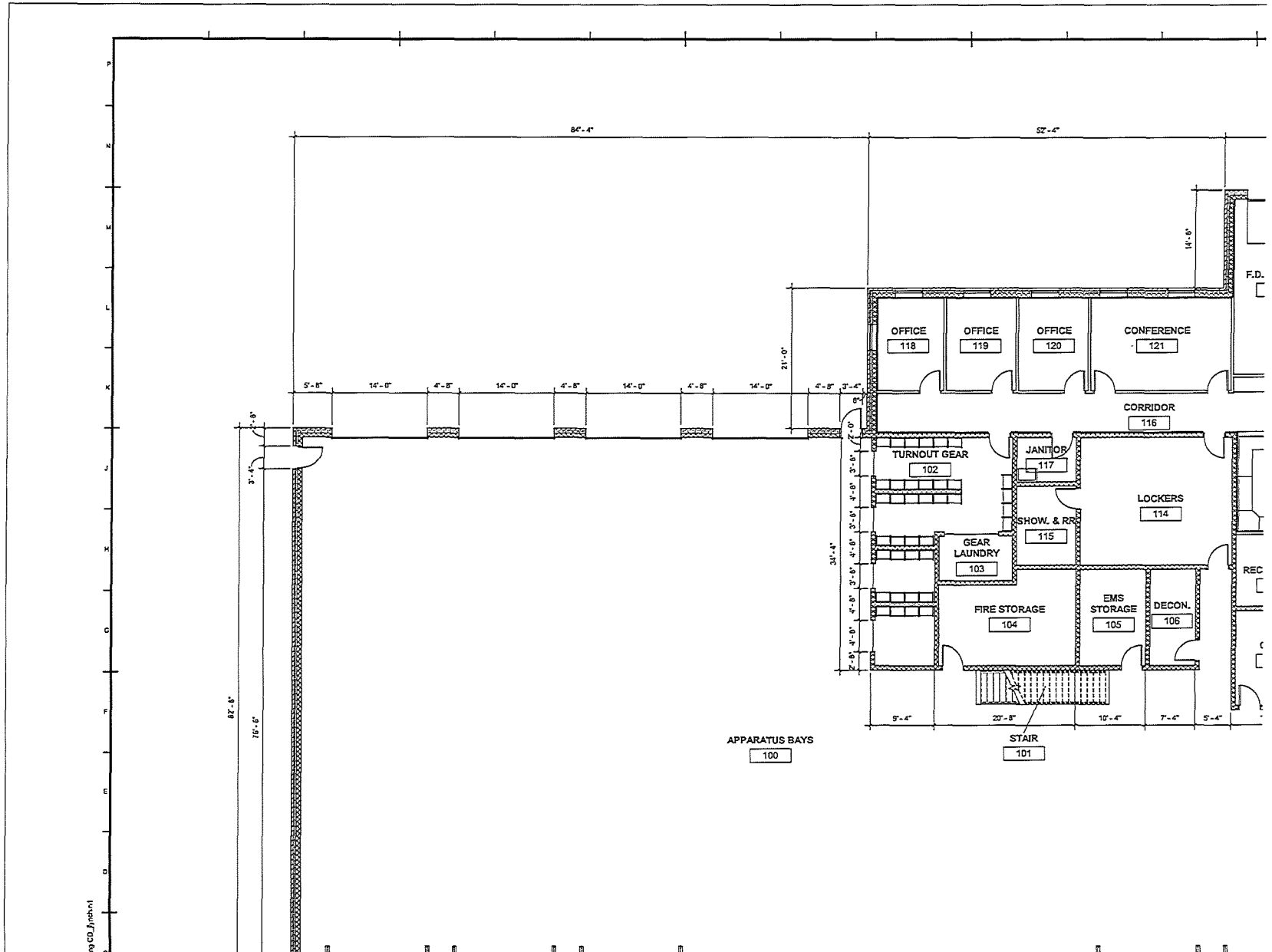


# TOWN HALL, FIRE AND POLICE STATION

FREEDOM, WI

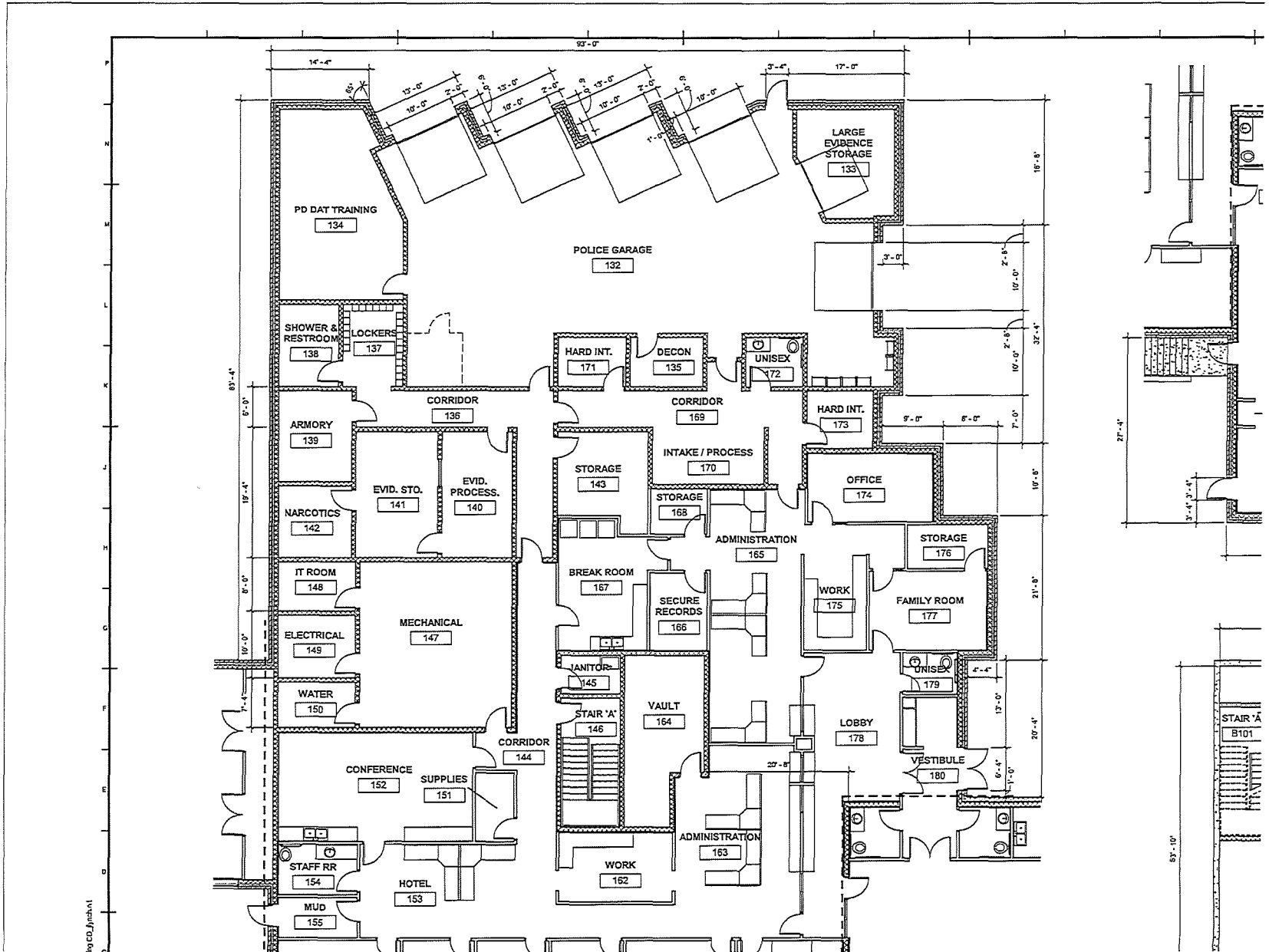


# TOWN HALL, FIRE AND POLICE STATION FREEDOM, WI



# TOWN HALL, FIRE AND POLICE STATION

FREEDOM, WI





City of Rice Lake  
 Professional Services Hours & Fee Estimate  
 May 9, 2023

SEH No. 170024 RICEL

### Police and Fire Department Needs Analysis and Siting Study

	Dan P	Mike VG	Trevor F	Brian B	Chuck L	Ma
	PRINCIPAL/ CSM	SITE/CIVIL SR. ENG.	PROJ. MANAGER	Programming ARCH	Dept Org PLANNER	Des AR
Facility assessment, siting study, programming and SD services						
Project Kick-off meeting with Stakeholders (prep., exhibits, etc.)	2	2	6	2	2	2
SEH Design Team kick-off meeting	1	1	1	1	1	1
Discovery and Programming		4	6	4	4	4
Facility tours, staff interviews, exist. plan review		2	4	4	4	4
Operational needs			2	2	2	2
Room designation templates			1			1
Sustainability options and plan		6	6	6	2	2
Floor Plan and Site Plan development	1	8	4	4	4	1
Site Evaluation (5 preferred sites: Existing Site and Washington High School, Northwood Tech & CenturyLink, Tate Park Burger King, Johnson Truck Bodies)		24	12	8	6	1
Incorporation of best practices (NFPA, ADA, IBC WILEAG etc.)			3	3	3	3
GIS Siting study (Response time and heat mapping for 5 sites)		3	6	6		
All team progress check-in meetings (bi-weekly)	2	8	8	8	8	8
Code review			2	2		2
City Council presentation of progress (includes prep., exhibits, etc)	2	2	8	8		
Collateral Material development (3-D renderings, site & floor plans, digital models)			1	1		
Cost Estimates	1	8	4	4		8
Reporting	2	12	32	8	4	4
City council presentation of concept design and preferred bld. alternate and site	2	2	10	8		
Final deliverables (Presentations, collateral materials, report)	2	2	4	4		4
<b>TOTAL HOURS/MILES</b>	<b>15</b>	<b>84</b>	<b>120</b>	<b>83</b>	<b>40</b>	<b>7</b>

# Building a Better World for All of Us<sup>®</sup>

Sustainable buildings, sound infrastructure, safe transportation systems, clean water, renewable energy and a balanced environment. Building a Better World for All of Us communicates a company-wide commitment to act in the best interests of our clients and the world around us.

We're confident in our ability to balance these requirements.

JOIN OUR SOCIAL COMMUNITIES





City of Rice Lake, Wisconsin

# Rice Lake Public Safety Building Report

30 East Eau Claire Street, Rice Lake, WI 54868

January 9 2024







# Table of Contents

- Executive Summary ..... 1
- Current Challenges ..... 5
  - Physical and Environmental Impacts on Departmental Operations ..... 7
    - Operational Efficiency ..... 7
    - Health and Safety ..... 8
    - Other Related Concerns ..... 9
- Current Facilities Conditions ..... 11
  - Current Conditions of the Public Safety Building and Accessibility Challenges ..... 13
    - 1.) General Building Description ..... 13
    - 2.) Building Envelope ..... 13
    - 3.) Interior Spaces ..... 17
    - 4.) Garages and Bays ..... 33
    - 5.) General Utilities and Mechanicals Assessment ..... 33
    - 6.) Paving and Landscaping of Influence to Building Envelope ..... 33
- Existing Facility Renovation Feasibility ..... 35
  - Physical Constraints Impacting Renovation of the Existing Public Safety Building ..... 37
- GIS Siting Analysis ..... 41
  - Response Time Mapping, Site Tests Fits, and Public Safety Building Location Study ..... 43
- Site Analysis ..... 51
  - Wilson Avenue Site ..... 53
  - Burger King Site GIS and Physical Site Analysis ..... 55
  - Century Link Site GIS and Physical Site Analysis ..... 57
  - Johnson Truck Bodies Site GIS and Physical Site Analysis ..... 61
  - Northwood Technical College Site GIS and Physical Site Analysis ..... 63

# Contents (continued)

- Tate Park Site GIS and Physical Site Analysis ..... 65
- Programming and Future Space Needs ..... 73**
- Building Floor Plans ..... 85**
  - Proposed Building and Site Plan Layout ..... 87
- Exterior Materials and Rendering ..... 93
- Basis of Design ..... 99**
  - Rice Lake Public Safety Building Basis of Design ..... 101
    - Foundation System ..... 101
    - Structural System ..... 101
    - Roof System ..... 101
    - Floor Slabs ..... 101
    - Interior Walls ..... 101
    - Interior Doors ..... 102
    - Exterior Doors ..... 102
    - Exterior Windows ..... 102
    - Flooring ..... 102
    - Ceilings ..... 102
    - Casework ..... 102
    - HVAC ..... 102
    - Electrical ..... 102
- Cost Estimates ..... 103**
  - Hybrid Remodel Police Department - Current Site and New Fire Station on New Site ..... 105
  - Addition and Remodel - Current Site ..... 107
  - Combined Public Safety Facility - New Construction ..... 109

# Contents (continued)

Inflationary Impact.....	111
Inflationary Impacts .....	113
<b>Conclusion and Recommendations.....</b>	<b>117</b>
Current Challenges in Existing Facility .....	119
Existing Facility Condition and ADA Assessment.....	119
Existing Facility Renovation Feasibility.....	120
GIS and Physical Site Analysis.....	120
Programming and Space Needs.....	121
Building Floor Plans.....	121
Basis of Design.....	121
Cost Estimates .....	122
Inflationary Impact .....	122
<b>Appendices .....</b>	<b>123</b>
Building Demolition By Site:.....	127
Existing Building Condition Photos .....	135

## List of Tables

Table 1 – Site Analysis and Cost Estimate Summary.....	69
Table 2 – Rate Evaluation Matrix .....	71
Table 3 – Fire Department Apparatus.....	77
Table 4 – Fire Department Office, Administrative & Living Space.....	78
Table 5 – EMS Program.....	80
Table 6 – Site Program .....	80
Table 7 – Summary Total.....	81
Table 8 – Police Department Space Needs .....	82
Table 9 – Safety Building Addition/Remodel PD New FD Costs .....	106

## Contents (continued)

Table 10 – Public Safety Building Addition/Remodel Costs .....	108
Table 11 – Public Safety Building New Construction Cost .....	110
Table 12 – SEH Project Cost Inflationary Impact Schedule .....	115
Table 13 – Project Cost Impact of Annual Inflation.....	115





## Executive Summary

In May of 2023, the Rice Lake Common Council took action to approve the agreement for professional services to study the current operations of the Rice Lake police and fire department and make recommendations for accommodating the future operations and long-term growth of the departments.

During the eight-month analysis period, the consultant team collaborated with police, fire, and city administrative staff to analyze the current condition and operations of the public safety departments and make recommendations for future accommodations. Three specific scenarios were explored that included: renovating and expanding the current operation on the existing site, renovating the current operation on the existing site, and constructing a remote fire station facility on a predetermined site, and relocating the entire public safety facility to a new site.

Tasks specific to the analysis included determination of the facility size based on current and future staffing projections, apparatus storage and fleet expansion as well as incorporation of best practices for occupant spaces in the design of modern public safety facilities.

Six potential sites were analyzed to determine their suitability for accommodating the public safety facility. Selection criteria included pedestrian and vehicular accessibility, analysis of the site size and buildable area, access to Public Utilities, upfront costs to make the sites ready for new construction and development, and the potential need for property acquisition.

As part of the programming and feasibility analysis, the consultant team was engaged in conversations with other city departments and community partners.

Discussions with Barron County regarding the availability of county owned land and facilities on Ann Street as well as possible potential county owned land in the Northwood Tech campus area, while helpful did not have an impact on the analysis and recommendations for the public safety facility site.



Three specific scenarios were explored for the future of the Rice Lake Public Safety Building facility

Partnering conversations with Northwood Tech demonstrated a cooperative spirit and willingness to explore options for a shared facility that could potentially double as a fire and police training center and be an extension of the technical school's public safety curriculum on the Campus.

Discussions with the Parks and Recreation director for the city of Rice Lake helped to identify the feasibility of the Fred Tate Park site and the potential restrictions from the Wisconsin DNR based on grant monies used to develop the park decades earlier.







## Physical and Environmental Impacts on Departmental Operations

Current challenges in the existing public safety building fall into three main categories:

- Operational efficiency
- Health and safety
- Other related concerns

### Operational Efficiency

Each of the categories impact the daily operations and functionality of the public safety building. One of the key contributors to the lack of operational efficiency of the facility is the fact that the building was originally designed as a Technical College and not a public safety building. A facility used primarily for instruction does not lend itself to the requirements of a public safety facility. The use and function of these two building types are not compatible or comparable. For almost 50 years the City of Rice Lake's public safety operations have functioned in a building that was reprogrammed from an educational institution into a public safety building. Even with a complete interior demolition and reprogramming of the existing facility it would be extremely difficult to gain additional operational efficiency within the confines of the existing public safety building. Exterior door and window locations, site specific access challenges, topography and adjacency to floodplain areas all contribute to physical and environmental challenges that make renovation and reprogramming the existing facility a difficult challenge.

Over the course of the many alteration projects within the public safety building there has been little or no attention paid to efficiency of day-to-day operations both on the police and fire side. Proximity to stored vehicles and turn

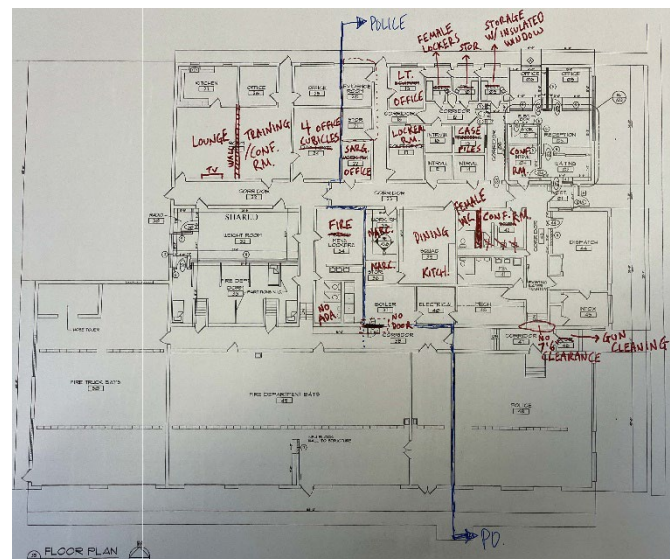


Illustration of the transformation of the Rice Lake PSB over the past 46 years.

out time for the fire department has not been a consideration. Best practices in terms of health safety and wellness as well as cancer prevention, future proofing and gender neutrality have not been incorporated into the building.

Although safety and security measures have been enhanced over time, there are some basic facility hardening and force protection practices that should be implemented. Based on the location of the facility and its proximity to the public right of way, implementation of these practices are difficult.

Operational and staff growth over time has dramatically reduced or eliminated many of the storage areas and eroded isolation of critical and hazardous material testing and classified storage spaces. Spaces previously programmed for evidentiary processing and storage as well as confidential file and record storage has been

eliminated to provide workspace for additional staff members in the administrative areas of the building. Growth into these previously dedicated spaces has moved the location of storage areas to any and all available space within the facility. That has contributed to multiple storage areas that are not adjacent to the workflow making for operational inefficiency when it comes to accessing these records and files by staff.

The facility is not only an inefficient model for public safety staff that operate out of the building but it is also a challenge for the public that must engage the facility on a periodic basis. As visitors flow through the building for various reasons, the separation of public versus administrative versus restricted access areas are not as evident to the visitor. The architecture of the building should form the basis of restricted and secured areas within the facility but as the current building is arranged that is not evident. The flow of the general public through the facility is not only a safety and security risk but there are also statute limitations that are not being observed in the day-to-day practices involving the public in the facility.

### Health and Safety

The health and safety of building occupants is an ever evolving process within the buildings that not only house staff on a daily basis but on a full time basis as is the case with fire and emergency response staffing. Occupants in today's work environments are becoming better educated as to the occupational hazards they face on a daily basis. Cancer prevention is top of mind for fire and emergency services personnel as they return to quarters after being on emergency response scenes. Best practices for cancer prevention require isolation between hot warm and cold zones of the building. Hot zones are those areas of the building that contain

carcinogenic and pathogenic hazards. Contaminated, clothing equipment and personnel must be properly disinfected within the hot zone to eliminate transfer of the hazards to the cold zone or living and administrative areas of the emergency services building. The warm zone can be considered the decontamination space between the hot and cold zone where clothing and personnel are cleaned and decontaminated of the cancer and biological health risks. Currently the layout of the Rice Lake fire department does not allow for proper isolation and decontamination of gear, equipment, and personnel. Storage of turnout gear in its current configuration is not arranged to provide isolation from hazardous vehicle exhaust in the apparatus bays.

Police officers experience similar exposure to hazards specifically around biological and manufactured drug exposures when conducting tests on forensic evidence. Currently the Rice Lake Police Department is not set up to properly isolate the activities of these testing areas from other administrative areas within the department. In its current configuration, overflow evidence processing and material testing is often done in rooms that double as the break room, meeting space or conferencing areas.

Sleep deprivation among fire staff is one of the leading causes of heart attack and other stress related illnesses. Not having proper accommodations for restful sleep contributes to health risks that can be reduced or eliminated by segregating sleep areas among on-shift staff personnel. Segregated sleep areas also accommodate the gender shift as more women enter the fire service.

Physical security and separation are another safety feature that should be incorporated into the built environment. Providing secure parking areas for on duty

staff should be a consideration especially as public safety buildings become more regular targets of civil unrest and domestic terrorism. Under its current configuration, the Rice Lake public safety building does not accommodate additional fencing and security measures necessary to provide secure parking for on duty staff.

Station hardening is also a difficult practice to implement based on the close proximity of the public safety building to Wilson Avenue. Standoff distances and Physical barriers are difficult to implement when the building is just a few feet from the public right of way.

Station security and access control could be enhanced with electronic monitoring technology installed at several access point locations within both the police and fire department.

Modern card reader access or biometric screening has become commonplace in public safety buildings especially in areas that segregate the public from the administrative areas, evidence rooms, file rooms and armories. Based on the current condition of the Rice Lake public safety facility and the challenge it presents to incorporating modern technologies at entry doors and restricted areas, it would be difficult to incorporate these access control technologies throughout the building and as part of the access control on highly classified areas.

### Other Related Concerns

Other related concerns could be those classified as items that impact the public safety building, operations, and staffing.

Employee morale is one of the metrics that weighs heavily on a departments ability to successfully recruit and retain the best talent possible. With the popularity of

public safety careers waning, it is more important than ever to provide proper, safe, welcoming, and inclusive environments for employees. It has been demonstrated through recent public safety facility improvement and construction projects that employees exposed to the proper work environment are more motivated, healthier, feel safer and are more likely to stay in their current



Long-term community investment in Emergency Services facilities instills pride in staff and residents and creates safer communities.



positions when given best in class environments to live and work.

New facilities should be seen as a long-term investment by the community to preserve public safety. Communities that invest in facilities to house their police and fire departments see long term benefits to the Community. Lower crime rates, better relations with law enforcement and public safety officials, better outreach and public education are all benefits in communities where there is a strong presence and sense of pride within the emergency services departments. The facilities that house these departments are only one facet that garners civic pride but it is a critical piece in the equation that illustrates the benefit and importance of a strong public safety presence within a community.

Bringing a new facility online that is more environmentally sustainable and responsible is a long term consideration the city should embrace. Replacing the current public safety building with an energy efficient highly sustainable building will provide economic and environmental benefit for decades to come. By relocating the public safety facility, the city can convert the existing Wilson Avenue site back to tax base and enhance the character of the neighborhood whether that be by residential development, expansion of the commercial core or a combination of both by a mixed-use development.





## Current Conditions of the Public Safety Building and Accessibility Challenges

On December 15th and December 21<sup>st</sup> of 2023 Marco Vincent from Short Elliott Hendrickson, Inc. (SEH) met with Rice Lake Police, Fire, and Public Safety employees to observe and photograph the existing building. The following outlines the observations made on site. Information gained from interviewing Rice Lake PD and FD staff as they escorted the walk-through is also summarized below [in blue](#).

The conditions are expressed with the following nomenclatural scale: irreparable (0), very poor (1), poor (2), fair (3), good (4), or very good(5).

Each of the subject headings have corresponding photos that relate to the observations and descriptions. These photos are keyed to the floor plans and illustrate where the photos were taken. **All photos are located in the Appendix of the report.**

### 1.) General Building Description

The existing single-story concrete block building offers visitors and staff an entry vestibule flanked by a waiting room and a dispatch office. The staff operates between 10 offices, one work space, and four conference or interview rooms. Storage of files, evidence, and supplies are scattered throughout nine dedicated storage spaces and several other repurposed areas of rooms designed for other functions. Staff members dine between either a police kitchenette dining space or kitchen and dining space for fire staff with a more robust cooking appliances. Each department has a weight room: the smaller for the fire department; and the larger police work out space in the annex building across the street to the south of the main building. The Fire team shares a training room, a living room lounge, and a single dormitory room for

sleeping equipped with non-private cubicles outfitted with a twin mattress. The Fire team shares a larger locker room equipped with showers and toilets; and the Police staff share a room with lockers only. The two buildings offer nine toilets and three showers. Fire and Police bays and garages occupy the south elevation of the main building entirely. The annex building is largely comprised of Fire Bays, along with the aforementioned Police Weight Room, a single car garage for the Police, and a lofted addition to house case files behind a chain-link fence. The annex building is almost completely void of natural lighting.

On December 15, 2023 the outside temperature was between 32F and 35F during the on-site reporting visit; and the temperature, humidity, and air quality of the interior of the public safety building was poor. This report – in tandem with cited conversations with Rice Lake Public Safety staff - suggest that the indoor air quality negatively influences staff comfort and well-being year-round.

### 2.) Building Envelope

*See Photos: 275 (NE corner of main Building and taken clockwise) to 328 in the appendix.*

If the public safety facility was constructed today, the material palette described above would not meet current energy code standards for thermal performance.

#### i) Exterior walls:

Exterior walls are concrete block. The exterior finish along the south and southern-half of the western elevation are exposed concrete block. These block walls are single wythe masonry with no air space or cavity for moisture to dissipate within the wall. The single block masonry walls

are likely filled with vermiculite insulation but offer no real energy efficiency or thermal performance beyond the value of the block. The northern-half of the west elevation has an exterior finish of roll-form aluminum siding and AAMA 2604 powdercoat paint; this is also the exterior finish of the majority of the north elevation. The northern third of the east elevation is finished with 4'x4' concrete paneling that is painted; the central third of the east elevation is red brick and concrete brick; and the southern third of the east elevation is paneled and painted concrete as well. The roll form aluminum siding is irreparably damaged in many locations.

ii) Fenestration:

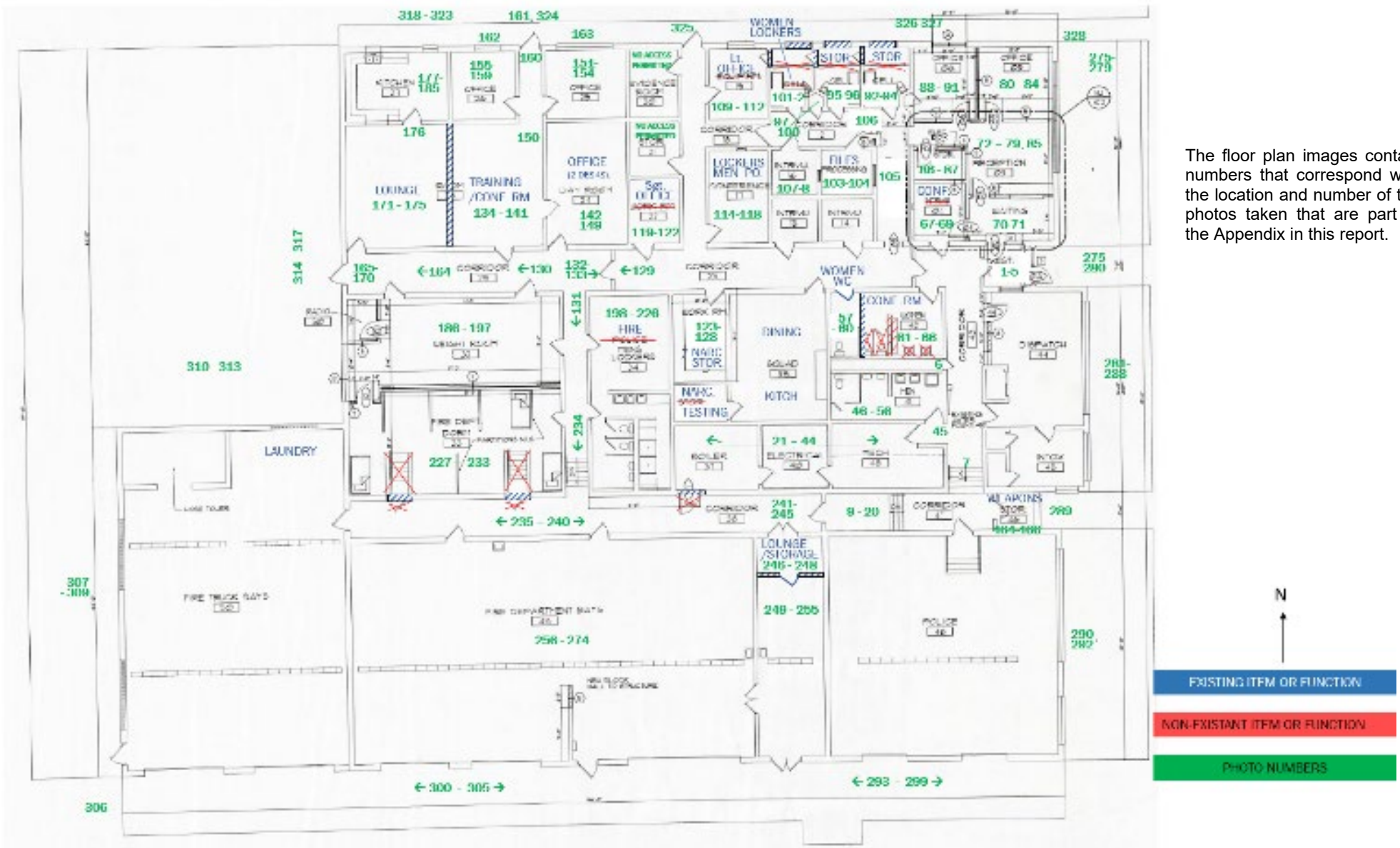
**Main building:**

- 6 exterior doors entryways (9 door panels)
- 19 direct glaze (stationary) aluminum-framed windows
- 11 two-high assemblies of direct glaze window over operable window
- 13 rough openings (18 windows; 2 skylights) (double-hung window units)

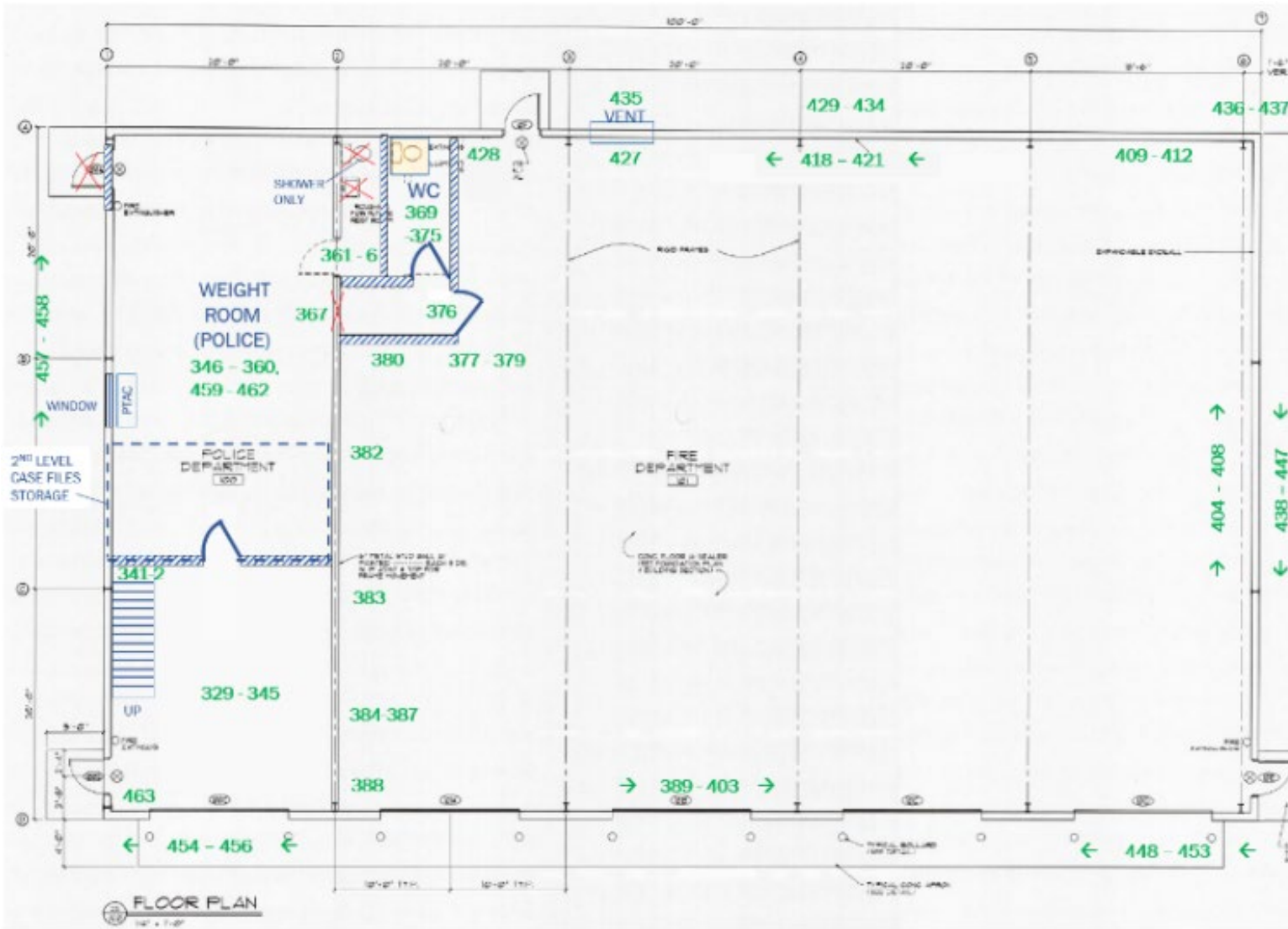
**Annex Building:**

- 3 exterior doors
- 2 operable casement windows

All windows appear to be in good and working or operable condition; however the windows along the Police Garage wall appear to be of a single pane glass that may not offer proper security or thermal performance.



The floor plan images contain numbers that correspond with the location and number of the photos taken that are part of the Appendix in this report.



The floor plan images contain numbers that correspond with the location and number of the photos taken that are part of the Appendix in this report.



- EXISTING ITEM OR FUNCTION
- NON-EXISTANT ITEM OR FUNCTION
- PHOTO NUMBERS

### 3.) Interior Spaces

#### i) Vestibule:

See Photos 1-5, 70 in the appendix.

##### a Floors:

The ceramic or vitrified tile flooring is in fair to poor condition. There are several tiles with noticeable fractures; and the grout between tiles is largely stained.

##### b Walls:

The white paint on the concrete block is in fair condition with some wear, stains, and scratches – namely on corners of the block.

##### c Ceiling:

The suspended ceiling panels and grids are in fair to poor condition with noticeable stains, rust, and collections of dust in the tile pores and on surfaces.

##### d Accessibility:

Accessibility is fair. The three doors' widths and thresholds comply with ADA standards; although there is no means of automatic entry for persons with disabilities.

##### e Functionality:

The vestibule is between the Waiting Room and the Dispatch Room and has stationary aluminum storefront windows between each of these spaces. There are no ballistics treatment to the walls or glass

between the entry and the police operations and administrative office areas.

#### f Indoor Environmental Quality:

The entry vestibule is adjacent to the waiting rooms and the uninsulated walls between them are contributing to many factors that are causing poor thermal comfort conditions for staff in Reception office, Office 5, and Office 6, and for visitors in the waiting room.

#### g Fenestration:

The doors and fenestration in and adjacent to the Vestibule are in very good condition with hardware and closers intact.

#### h Other:

The ceiling vent is in fair to poor condition with considerable wear and built-up particulate matter.

#### ii) Waiting Room:

See Photos 70-71 in the appendix.

##### a Floors:

The carpeted floors are in fair to poor condition with noticeable wear, liquid, and salt stains in some locations, including in the NE corner near the trophy case.

##### b Walls:

The south wall is of painted concrete block; and the paint is in very good condition with no noticeable flaking or wear. The North wall is a wood framed and painted sheet rock wall with an interior

- window; and both items are in very good condition. The south wall shared with the Vestibule appears to transition to the exterior wall supporting the overhang to the main entrance, and this suggests that the wall is not properly thermally broken or separated by an insulated partition to eliminate the direct transfer of cold and heat depending on the season. The east wall is of concrete block as well, and is also shared with the exterior. Note in the floor plan the exposed exterior corner. These variables are contributing to poor temperature, energy efficiency, circulation, and comfort experiences.
- c **Ceiling:**  
The suspended ceiling panels and grids are in fair condition with few noticeable stains, rust, and collections of dust in the ceiling tile pores and on surfaces.
- d **Accessibility:**  
Accessibility is fair. The two doors' widths and thresholds comply with ADA standards; although there is no means of automatic entry for persons with disabilities.
- e **Indoor Environmental Quality:**  
IEQ was very poor. The Waiting Room was noted as cold and uncomfortable. The lack of thermally broken exterior-interior walls is likely a strong contributor to this experience. (Further inferences below in v-e-i).
- iii) **Reception:**  
*See Photos 72-79, 85 in the appendix.*
- a **Floors:**  
The carpeted floors are in fair condition with limited wear and no immediately observable stains.
- b **Walls:**  
The wood framed and painted sheet rock walls to the south, west, and north of the room are in very good condition. The paint on the east concrete block wall – shared with the interior is in very good condition. The two two-high window assemblies are in very good condition, albeit performing thermally below current building code IECC Zone 6 recommendations for U factor.
- c **Ceiling:**  
The suspended ceiling panels and grids are in good condition with no noticeable stains, wear, nor collections of particulate matter.
- d **Accessibility:**  
Accessibility is fair. The width between the front of Hanson's desk and the counter/cabinets facing the Waiting Room is not >34" and would not accommodate a staff member in a wheelchair to turn around.
- e **Functionality:**  
**On December 15, 2023 Reception Staff Member Hanson expressed that the**

thermostat on her wall, and those in the adjacent offices' walls, are almost completely ineffective.

f Indoor Environmental Quality:

IEQ is very poor in the Reception Room as described below. These conditions are due to: 1.) imbalanced ventilation; 2.) improperly sealed building envelope; and 3.) uninsulated openings in the building envelope (in walls, windows, roof, plumbing, ductwork, holes in walls).

i. Temperature & Thermal Comfort:

The room was uncomfortably cold. **According to Hanson, it is “cold all the time... in both summer and winter” in both the Waiting Room and the Reception Room. Hanson commented that the windows experience condensation in the summertime.** The electric radiant heat panels along the base of the north wall are ineffectively heating the volume of air in the room and this is likely due to the reasons noted in f. above. Further, the desk is placed along the wall, and this may be inhibiting radiant heat from rising and circulating within the room properly.

ii. Air Quality:

The room smelled of ozone and printer ink due to lack of dedicated space for the printing devices and lack of adequate ventilation to flush harmful

elements (like Ozone and VOCs) from breathable air on a recurring basis as is required by the building code.

iv) OFFICE #05:

*See Photos 80-84 in the appendix.*

This Office is adjacent and north of the Reception Area and in NE corner of facility. Conditions are related to the inferences made in item ix.) above.

a Floors:

The carpeted floors are in fair condition with limited wear and no immediately observable stains.

b Walls:

The wood framed and painted sheet rock walls are in very good condition. The paint on the concrete block walls are in very good condition. The two two-high window assemblies are in very good condition but perform with a U factor that is contributing to thermal discomfort, condensation, and energy loss.

c Ceiling:

The suspended ceiling panels and grids are in good condition with no noticeable stains, wear, nor collection of particulate matter.

d Accessibility:

Both offices offer ADA accessible dimensions for width and turning radius.

- e Indoor Environmental Quality:
- i. Temperature & Thermal Comfort:
- The room was noticeably warm upon opening the door. **According to Hanson, it is “hot all year round” for the Officer in this office.** This office sits at the exterior corner of the building with two thermally-open concrete block walls. The reasons for discomfort are likely related with inferences made in item ix.) above.
- f Other / Miscellaneous:
- Hanson expressed that the thermostat in Offices 5 is completely ineffective.**
- v) Office #06:
- See Photos 88-91 in the appendix.*
- Office 6 is adjacent and west of Office 05 and north of the Reception Area and in NE corner of facility. Conditions are related to the inferences made in item ix.) and v.) above.
- a Floors:
- The carpeted floors are in fair condition with limited wear and no immediately observable stains.
- b Walls:
- The wood framed and painted sheet rock walls are in very good condition. Unlike the north wall of Office #5, Office #6 north wall is finished in sheetrock and paint that is set within the concrete block wall; and insulation may be between these surfaces.
- c Ceiling:
- The suspended ceiling panels and grids are in good condition with no noticeable stains, wear, nor collections of particulate matter.
- d Accessibility:
- Both offices offer ADA accessible dimensions for width and turning radius.
- e Indoor Environmental Quality:
- i. Temperature & Thermal Comfort:
- The room was uncomfortably cold. **According to Hanson, it is “too cold in the winter and too hot in the summer” for the Officer in this office.** The reasons for discomfort are likely correlated with inferences made in item ix.) and v.) above; and the dissimilarities between the north walls of Offices 05 and 06 are also contributing to imbalanced thermal comfort, energy efficiency, and ventilation in the northeasterly portion of the building.
- f Other / Miscellaneous:
- Hanson expressed that the thermostat in Offices 6 is completely ineffective.**

- vi) Office of Lt. Bach (formerly Equipment Room #19):

*See Photos 109-112 in the appendix.*

a Floors:

The carpeted floors are in good condition with limited wear and no immediately observable stains.

b Walls:

All four walls are painted concrete block and are in very good condition.

c Ceiling:

The suspended ceiling panels and grids are in good condition with no noticeable stains, wear, nor collections of particulate matter.

d Accessibility:

ADA accessible dimensions for width and turning radius.

e Functionality:

This room was designed to be an equipment room according to the remodel plans from 2000 by SEH. The conversion of the storage room to an office contributes **to the lack of adequate storage space for evidence, weapons, case files, narcotics storage and testing in the facility per various comments made by Lt. Bach and Officer Daniel on December 15, 2023** as well as several other observations made in this report concerning the inefficient and/or unsafe and/or inconvenient storage of evidence,

case files, narcotics, weapons, and chemicals.

f Indoor Environmental Quality:

The room was a comfortable temperature. **According to Lt. Bach, the office is comfortable in both summer and winter, and the thermostats work well in this area of the building to his knowledge.** The majority of the facility's north wall is likely insulated with rigid foam to the exterior, as seen outside the window of photos 93-94.

- vii) Office of Sargeant (formerly Work Room #22):

*See Photos 119-122 in the appendix.*

a Floors:

The carpeted floors are in good condition with limited wear and no immediately observable stains.

b Walls:

Three walls are concrete block plastered and painted and in good condition; and one wall is finished in wood paneling in fair condition.

c Ceiling:

The suspended ceiling panels and grids are in fair condition with some noticeable wear and some holes.

d Accessibility:

ADA accessible dimensions for width and turning radius.

- e Indoor Environmental Quality:  
The room was a comfortable temperature. No officer was available for comment on the seasonal comfort experience of the space.
- viii) Office of Fire Chief (#25):  
*See Photos 151-154 in the appendix.*
  - a Floors:  
The carpeted floors are in fair to poor condition with stains.
  - b Walls:  
All four walls are concrete block finished with plaster and paint in good condition. Vinyl trim at the base of the wall is in fair condition.
  - c Ceiling:  
The suspended ceiling panels and grids are in good condition with no noticeable wear.
  - d Accessibility:  
ADA accessible dimensions for width and turning radius.
  - e Indoor Environmental Quality:  
The room was a comfortable temperature. Fire Chief Hover did not share any observations concerning office temperature nor year round comfort.
- ix) Office of Fire Staff (#26):  
*See Photos 155-159 in the appendix.*
  - a Floors:  
The carpeted floors are in poor condition with significant wear and some staining.
  - b Walls:  
All four walls are concrete block finished with plaster and paint in good condition. Vinyl trim at the base of the wall is in fair condition.
  - c Ceiling:  
The suspended ceiling panels and grids are in fair condition with slight wear.
  - d Accessibility:  
ADA accessible dimensions for width and turning radius.
  - e Indoor Environmental Quality:  
The room was a comfortable temperature. The Fire Staff Member occupying the office did not comment on temperature nor year round comfort.
- x) Office of Fire Captain & Lieutenant (#22):  
*See Photos 142-149 in the appendix.*
  - a Floors:  
The carpeted floors are in poor condition with buckling and slight wear.
  - b Walls:  
All four walls are concrete block finished with paint in good condition.

- c **Ceiling:**  
The suspended ceiling panels and grids are in fair condition with slight wear; and the vents are in poor condition with noticeable wear, rust, and accumulation of particulate matter.
  - d **Accessibility:**  
ADA accessible dimensions for width and turning radius.
  - e **Indoor Environmental Quality:**  
The room was a comfortable temperature.
- xi) Conference & Interview Rooms (Police): 04, 42 (formerly Women's Restroom), 14, 15, 16:  
*See Photos 61-66, 67-69, 107-108 in the appendix.*
- a **Floors:**  
The carpeted floors are in fair to good condition with slight wear and no noticeable staining.
  - b **Walls:**  
All walls and painted finishes are in good condition.
  - c **Ceiling:**  
The suspended ceiling panels are in fair, poor, or irreparable conditions varying from slight wear to substantial wear, and liquid staining.
  - d **Accessibility:**  
ADA accessible dimensions for width and turning radius in conference rooms.
- e **Indoor Environmental Quality:**  
The rooms were of comfortable temperatures. The supply air vent was loud in "Conference Room 2".
  - f **Functionality:**  
One interview/conference room had numerous children's toys on the floor. If the purpose of the room is to comfort or distract children under temporary care of public safety staff, then the room is not of adequate comfort nor aesthetic quality for its function.
- xii) Dispatch:  
*See Photos DA 1-8 in the appendix*
- a **Floors:**  
The carpeted floors were in fair condition with slight wear and no immediately observable staining.
  - b **Walls:**  
All walls and painted finishes are in good condition
  - c **Ceiling:**  
The suspended ceiling panels and grids are in good condition with no noticeable wear.
  - d **Accessibility:**  
The dimensions would accommodate ADA requirements.

- e **Functionality:**  
**Officer Daniel commented that the Dispatch area is not large enough to accommodate staff members adequately nor comfortably and that he and other officers often prefer to congregate in this space but due to the physical size, the space is not accommodating of that function.**
- xiii) **Work Room:**  
*See Photos 123-128 in the appendix.*
- a **Floors:**  
 Carpet was in irreparable condition with substantial wear and staining.
- b **Walls:**  
 Paneled and/or painted walls were in poor condition with scratches, and other damage in the paint.
- c **Ceiling:**  
 Ceiling was in good condition.
- d **Accessibility:**  
 The room is ADA compliant.
- e **Functionality:**  
 Four office chairs available at a desk that runs along the interior walls. Synthetic narcotics testing and storage has become the primary function of the room and evidence is stored in a miniature refrigerator. There is a keypad lock on the door handle to the room as a means of securing the evidence contained in the room. There are ample outlets for workstations as needed for several persons occupying the space simultaneously.
- xiv) **Storage: Case Files:**  
*See Photos: 86-87, 92-96, 103-105, 341-342 in the appendix.*
- a **Functionality:**  
**Police Chief, Lt. Bach, Staff Member Hanson, Officer Daniel all individually commented on December 15, 2023 that case file and evidence storage in the existing facility was very inadequate in volume, inconvenient and inefficient as divided between their four separate locations.** Case files are organized in five different locations: four in the main Public Safety building, and one in the Annex Building behind a chain-link fence (photos 341-342 in appendix). Two case file storage rooms are former holding cells for persons placed under arrest (photos 92-96 in appendix); and another is in a room designed for Processing interviews. Thus the storage overflow has interfered with other functional preferences and Police Staff operations.
- b **Safety:**  
 The two former Cell rooms along the north wall are of questionable temperature and humidity, which may expose the files and room contents to seasonal mold accumulation under certain conditions. The area above the garage/weight room of

the Annex building is used to store older files that are not accessed on a regular basis; and a chain link fence is used to secure these. This space is not conditioned and the lack of temperature control may lead to premature degradation of the files and records.

xv) Storage: Evidence:

(per Police Chief and Lieutenant: the area was inaccessible for photography).

a Functionality:

Police Chief and Lieutenant commented that evidence storage in the existing facility was very inadequate in volume. Lt. Bach shared that they “could use three times more evidence storage”.

xvi) Storage: Narcotics:

(Per Police Chief and Lieutenant, the area was inaccessible for photography).

a Functionality:

**Lieutenant Bach and Officer Daniel each individually expressed frustration with the use of a Dining Room adjacent space to test and store narcotics. Officer Daniel mentioned that when families and kids are visiting, the Officers are keen to ensure these spaces are closed and under supervision.** Because a formerly specified Work Room (#22 in the 2000 remodel plans) is now an Office, the Staff needed to find another more secure area for narcotics testing.

xvii) Storage: Weapons:

*See Photos 464-466 in the appendix.*

a Functionality:

**Police Chief expressed that it was not ideal to clean and store weapons in this space.**

b Indoor Environmental Quality:

IEQ is very poor. A hole was drilled through the south wall of this space – into the Police Garage for a small fan to exhaust off-gassed chemicals from weapons cleaning into the garage. The space does not have supply air. This is inadequate to protect Officers from off-gassed chemicals into the air, this room should be exhausted to the atmosphere.

xviii) Storage: Supplies/ Misc.:

a Functionality:

Storage appears to interfere with the function of many spaces, offices, work rooms, dining halls, and garages of the facilities. **The facilities generally offer inadequate volume, inconvenient orientation, and challenging accessibility to Law Enforcement Staff.**

b Indoor Environmental Quality:

Cleaning supplies are observed in several occupied spaces in closets and cabinets. These chemicals should be stored in separately enclosed rooms with proper ventilation.

## xix) Locker Rooms (Police):

See Photos 114-118 in the appendix.

## a Floors:

The carpeting is in fair condition with limited wear and limited stains.

## b Walls:

The wood paneling and painted walls are in fair condition. The paneling is aesthetically dated.

## c Ceiling:

The drop ceiling is in fair to good condition with few holes and wear.

## d Accessibility:

Very poor to no accessibility for persons with disabilities. No 60" turning diameter in space. No access to lockers.

## xx) Locker Room (Fire):

See Photos 198-226 in the appendix.

## a Floors:

- i. The carpeting in locker area is in fair condition with limited wear and limited stains.
- ii. The composite tile adjacent to the sinks are in fair condition with limited wear and some scuffing.
- iii. The mosaic tile in the shower area is in very poor to irreparable condition with substantial wear, chipping, staining, grout discoloration. Evidence

of water damage, mold and/or bacterial growth are present.

Floor items i.-ii. are both aesthetically dated and have outlived their servicable life.

- iv. The concrete floor in the hot water heater and laundry sink area is in poor condition with evidence of previous and/or current water damage and/or mold and/or bacterial growth.

## b Walls:

- i. The painted concrete block is in good condition.
- ii. The painted wood-framed walls are in fair to poor condition with observable wear and water damage in and/or beneath the wall's wood framing along the floor near the shower. This is typically where mold growth forms, contributing to poor indoor air quality.

## c Ceiling:

The drop ceiling is in fair to good condition with few holes and wear. The Ceiling vents show accumulation of particulate matter and possible mold growth.

## d Shower:

The shower is in irreparable condition with staining throughout. It is improperly sealed with caulk to prevent further moisture intrusion and mold growth.

## e Toilets &amp; Urinals:

The urinals are in good condition. Their water supply plumbing is exposed from the wall. The toilets and stall walls are in good condition.

## f Sinks:

The faucet, sinks, counters and cabinets are in very good condition.

## g Accessibility:

Irreparable accessibility for persons with disabilities.

- i. Very poor accessibility for persons with disabilities in the lockers area. No 60" turning diameter in space. No access to lockers.
- ii. No ADA toilet wheelchair maneuverability nor accessible items such as grab bars.
- iii. No ADA shower nor accessible shower items such as shower seat, hand held shower head, grab bars and ADA height accessories.

## h Indoor Environmental Quality:

- i. Vent location, and environmental condition indicate an improperly balanced ventilation system with inadequate exhaust for the often humid space.
- ii. Evidence of water damage and mold and/or bacterial growth in the present

or past can lead to poor indoor air quality and sickness of staff.

## i Other / Miscellaneous:

The Fire Locker room overall is in very poor condition.

## xxi) Restrooms:

*See Photos 46-56 (Men); 57-60 (Women) in the appendix.*

## a Floors:

- i. Men's Restroom floor of ceramic tile is in fair to good condition with some observable wear and staining in the grout.
- ii. Women's Water Closet floor of ceramic tile is in good condition with limited staining in the grout.

## b Walls:

- i. Men's Restroom walls of painted concrete block are in fair to good condition.
- ii. Women's Water Closet walls are plastered and painted green and are in good condition.

## c Ceiling:

- i. Men's Restroom ceilings are of plastered and painted ceiling finish and in good condition.
- ii. Women's Water Closet drop ceiling is in very good condition with no observable staining, wear, or damage.

- d Toilet:
- i. Men's Restroom toilet and two urinals are in observably good to very good condition and flushed properly.
  - ii. Women's Water Closet in observably good to very good condition and flushed properly.
- e Sinks:
- i. Men's Restroom handwashing sink is in good and operable condition. The laundry tub sink is in fair to poor condition with staining.
  - ii. Women's Water Closet sink is in very good and functioning condition.
- f Accessibility:
- Men's Restroom and Women's Water Closet have fair accessibility. The diameter near the toilets meets an ADA 60" wheelchair turning radius needs (if the cabinet is moved in the Men's Room). The toilets do not have any wall-mounted grab bars to meet ADA requirements. Neither Restroom has a changing table for an infant or toddler. One toilet for females in the entire building, while code compliant with less than the code enforced minimum capacity is not ideal especially as more females are hired in these traditionally male dominated roles. There are also no accommodations for nursing mothers. This is a code requirement that should be accommodated.
- g Indoor Environmental Quality:
- i. Men's Restroom: The air vent shows substantial build-up of particulate matter – expressing a lack of adequate air filtration.
  - ii. Women's Water Closet has fair to good air quality.
- xxii) Dining / Kitchenette (Police):
- See Photos BR 1-9 in the appendix.*
- a Kitchenette:
- The space consists of refrigerator, oven, microwaves, pizza ovens.
- b Floors:
- The flooring is in fair to good condition with marginal wear.
- c Walls:
- The walls and finishes are in good condition.
- d Ceiling:
- The ceiling is in fair condition with some noticeable wear and collection of particulate matter.
- e Accessibility:
- The dining area is fully accessible. The kitchenette is not ADA accessible.
- f Cabinetry:
- The cabinetry is in fair condition. The cabinets smell musty when opened indicative of poor air flow.

- g **Functionality:**  
The function of the Staff Dining space as a break area for staff is interrupted by the use of storage and work space.
  - h **Indoor Environmental Quality:**  
There is no dedicated exhaust to the exterior, only a recirculation vent option in the microwave. Thus, the room smelled heavily of cooked food. **Officer Daniel mentioned that it always smells of food in the room.** The adjacency of narcotics testing to the kitchen/dining space is an off-gassing and health risk. As more lethal manufactured drugs are confiscated, police staff need dedicated, isolated and separately ventilated spaces for narcotics testing that do not pose a health concern to staff in the administrative areas of the building.
  - i **Other / Miscellaneous:**  
The space where officers and staff meet, dine, and bond with each other and their families (on occasion) is void of natural light, of adequate ventilation, and of any inviting aesthetic that may buffer stressful working hour conditions typical of law enforcement.
- xxiii) **Kitchen (Fire):**  
*See Photos 177-185 in the appendix.*
- a **Floors:**  
The tiled floors are in good condition.
  - b **Walls:**  
The walls are in good condition.
  - c **Ceiling:**  
The ceiling is in fair condition with noticeable collections of particulate and/or mold matter.
  - d **Accessibility:**  
The kitchen is fairly accessible, with a proper turning radius, albeit inaccessible sinks and cooking appliances. Counter tops are set at non-ADA working height.
  - e **Indoor Environmental Quality:**  
There is no exhaust to the exterior from the kitchen, only a recirculation hood over the microwave. The room does have two windows that provide natural light; though these are inoperable and not supplying fresh outdoor air when needed.
  - f **Other / Miscellaneous:**  
Sink, faucet, oven, refrigerator are all in good and operable condition.
- xxiv) **Lounge (Fire):**  
*See Photos 171-175 in the appendix.*
- a **Floors:**  
The carpeted floors are in fairly good condition with no observable wear.
  - b **Walls:**  
Paint on the concrete block walls are in good condition.

- c **Ceiling:**  
Drop ceiling is in good condition.
- d **Lighting:**  
Lighting quality for ceiling lighting is inadequate.
- e **Indoor Environmental Quality:**  
It was 64F degrees in this room while it was 34F outside. There was an immediately noticeable and fairly loud humming noise coming from the ceiling light fixtures. **Two Fire and/or Public Safety staff members in the space commented on December 15, 2023 that the area was always too cold and uncomfortable in the winter.**

## xxv) Weight Room (Fire):

*See Photos 186-197 in the appendix.*

- a **Floors:**  
The carpeting is in fair to good condition with limited wear and no staining.
- b **Walls:**  
Paint on the concrete block walls are in good condition.
- c **Ceiling:**  
The drop ceiling is in good to very good condition with no observable wear or particulate accumulation.
- d **Accessibility:**  
The room is ADA accessible, as are some options for weight training.

- e **Functionality:**  
File cabinets align the south wall – interfering with a space intended for dedicated work outs.
- f **Indoor Environmental Quality:**  
IEQ is good in this space. The temperature is comfortable. The room is void of smells that are often experienced in Weight Rooms.
- g **Other / Miscellaneous:**  
**Fire and police staff expressed wishes for a much larger and conjoined weight room to be shared by both Police and Fire with a wider variety of exercise equipment that compliments the needs for physical fitness.**

## xxvi) Weight Room (Police; in the Annex Building):

*See Photos 346-360, 459-462 in the appendix.*

- a **Floors:**  
Floors are in fair to good condition with limited wear and no observable staining.
- b **Walls:**  
Walls are painted wood-framed and are in very good condition.
- c **Ceiling:**  
Drop ceiling is in very good condition.
- d **Accessibility:**  
The room is ADA accessible, as are some options for weight training.

## e Functionality:

According to Lt. Bach on December 21, 2023 the room "... is being used constantly". Officer Daniel commented that the room is uncomfortable for two or more Officers to do weight or circuit training simultaneously. The electrical panels on the wall are an interference and must maintain proper clearance per NEC code requirements. This reduces the available floor space for work out equipment.

## f Indoor Environmental Quality:

IEQ is fair in this space. The temperature is comfortable. The sound of fans running on high is extremely loud. The room is not adequately ventilated with supply and exhaust air; the PTAC unit beneath the windows is not sufficient; and the Andersen window is all but inoperable as it is behind security bars, and the crank handle is inoperable due to these bars.

## g Safety:

There is not a safe radius surrounding the electrical panels. The room is orderly but lacks sufficient floor area for the room's intended purpose.

## xxvii) Dormitory (Fire):

See Photos 227-233 in the appendix.

## a Floors:

The carpeted floor is in good condition with no observable damage.

## b Walls:

The paint on the concrete block walls is in very good condition.

## c Ceiling:

The drop ceiling is in good condition.

## d Accessibility:

The room is ADA accessible; although any of the cot spaces (cubicles) are not accessible.

## e Indoor Environmental Quality:

IEQ is very poor in the Fire Dorm space. There was an immediate and intense odor of automobile exhaust when entering the room. This level of interior VOCs is not acceptable for any occupiable room – particularly not a room where people sleep whom need to awaken alert and able to perform lifesaving activities. Most cot spaces were equipped with after-market fans, all of which were running at full speed. This may be negatively pressurizing the room to the extent that VOCs from the adjacent garage are being pulled into the room. According to Fire Staff on December 15, 2023, the odor of automobile exhaust is a regular occurrence in the dorm space.

f Other / Miscellaneous:

The space is intended to host healthy sleep; but the space offers a sterile aesthetic and a lack of privacy in sight, sound, odors, and light. All of these variables are disruptors of staff's quality of sleep. The space is not segregated between male and female fire staff. Considerations should be made to segregate male/female staff in the event female firefighters increase in number on the RLFD. **Fire Staff shared that it's difficult to sleep when they can hear their colleagues snoring.**

xxviii) Mechanical Room, Electrical Room, Boiler Room:

*See Photos 21-44 in the appendix.*

a Floors:

The coating on the concrete floor is in irreparable or poor condition; and the concrete floor itself is fractured by cracks in the concrete in some areas.

b Walls:

The exposed concrete walls in the Boiler Room show signs of water infiltration; and the white paint coating is in very good condition. The painted walls in the Electrical and Mech. Rooms are in fair to good condition up to 7' high; and above 7' the walls' paint is in fair condition.

c Functionality:

The rooms are used to store many supplies for cleaning, AV, electrical,

lighting, pest control, and sanitary products.

d Indoor Environmental Quality:

The space was very warm and humid. The air was stale. Wall vent shows substantial build-up of particulate matter that is being recirculated through the building. Numerous mechanical and plumbing fixtures are improperly sealed in walls and improperly insulated. Many show signs of past or present water damage and/or mold or bacteria accumulation.

e Safety:

i.) The Boiler Room has a desk equipped like an office, but there is no door to the south (as drawn in the 2000 remodel plans by SEH), nor proper means of egress. This is not legally an occupiable space.

ii.) The electrical wiring sprawls around supplies, mechanical and plumbing pipes and ducts.

xxix) Radio Room:

*See Photos 194-195 in the appendix.*

The room is connected to the weight room, with all finishes in good condition. Location of the radio room is further away from staff offices than may be desired and does not lend to operational efficiency.

#### 4.) Garages and Bays

- i) Police Garage (#48: main building):  
The garage interior is in good condition with no observable concerns. There is not enough space to accommodate all of the police vehicles at one time indoors. Staff parking outside is not secure.
- ii) Fire Department Bays (#49: main building) Fire Truck Bays (#50: main building):  
*See Photos 256-274 in the appendix.*

**Per Fire Staff on December 15, 2023 the height of the bay does not accommodate many Fire and rescue vehicles; thus requiring staff to keep taller vehicles in the other bay or annex requiring access by foot to the remote vehicle storage building which impact turn out time.** The inefficiency of remote storage increases response time to public as opposed to all vehicles in closer vicinity to main building. The bay lacks proper slope and drainage. There is no recessed floor nor curb from the entry doors that would prevent water from entering the building. There is noticeably inadequate floor slopes to allow for water to drain properly and quickly, **and per Fire Staff this is an ongoing issue when washing or draining vehicles.**

- iii) Fire Department Bays (annex building):  
There is no safe means of egress anywhere along the perimeter of the parked Fire vehicles in the garage bays that would accommodate an accessible 32" width; and in many areas the passage space is less than 12". This is

expressed in photos 377-412 (in Appendix) which show the NW corner of Fire bays – heading counterclockwise around the inner perimeter. There are available means of passage between vehicles in some instances, though not for properly uninterrupted means of egress. The annex bay does not accommodate the Fire staff's needs for storage and vehicles in an efficient nor safe manner.

#### 5.) General Utilities and Mechanicals Assessment

The building is inadequately ventilated; and the ventilation is imbalanced. The heating system is inadequate and imbalanced. The areas in the northeastern, northwestern, and southwestern corners of the building provide very poor IEQ to staff with uncomfortable temperatures and harmful air quality. The heating, cooling, and ventilation systems – in tandem with inadequately insulated and sealed building envelopes are likely exacerbating the lack of comfort of staff. Numerous mechanical and plumbing fixtures are improperly sealed in walls and improperly insulated. Many show signs of past or present water damage and/or mold or bacteria accumulation. Corridor 38 ceiling MEP pipes and ducts (Photos 8-20 and 97-100 in appendix) exemplify these issues best.

#### 6.) Paving and Landscaping of Influence to Building Envelope

Main building: Photos 293-328 in the appendix show irreparably damaged concrete, cracks in paving, and pavement sealant. These are seen in areas where

water cannot drain away from the building properly. Note the elevated planes of concrete (heaving) to the south (photos 297-300 in appendix).

Annex building: The concrete paving to the north of the Annex bays is in very good condition. The asphalt in the parking area to the south of the annex are in poor condition.





## Physical Constraints Impacting Renovation of the Existing Public Safety Building

For approximately the past 46 years the Rice Lake police and fire department have occupied the Wilson Avenue facility. Prior to that, the building was designed to house a Technical College. Modifying the program of a law enforcement and public safety building to fit within the confines of Technical College have presented numerous challenges over the years. In the 46 years of occupancy, the building has been slightly modified and added on to. These modifications have been limited by load bearing walls and structural components that could not be easily modified to accommodate the necessary program requirements to obtain operational efficiency.

Also, in that time span of almost five decades, the practice of policing and firefighting has changed dramatically and the building has not adapted to keep up with changes in public safety policies, procedures, technologies, and best practices. There is much more information and evidence available on the dangers of carcinogens and their direct link to cancer among firefighters. In the span of the last decade law enforcement has seen rampant increases in illegal and manufactured drugs that have created exposure hazards to officers and personnel within the work environment. Technology has allowed both police and fire to change the way they train and prepare for emergency situations. Training simulators allow emergency service personnel to experience multiple “what if” situations and scenarios where technology is used to take the physical demands of the training out of the equation and create safer learning environments that are not as taxing on the officers and firefighters. The current Rice Lake public safety facility does not make accommodations for the incorporation of these best practices.

To upgrade the facility to 21st century accommodations that incorporate the uses and functions of modern police and fire operations, the entire Wilson St. Facility would need a complete overhaul from interior rooms, to building systems (HVAC, plumbing, fire protection) to advanced security technology.

In order to fully understand the impacts, both financial and operational, to the city and the public safety departments, renovation scenarios were developed that provided insight and informed decisions whether to renovate in place or abandon and build new.

Based on analysis of the existing building’s structural and main building components, it was determined that the building could not be renovated and provide the functional spaces necessary for long term operational efficiency. Once major building components like load bearing walls and structural columns, beams and roof members were identified, it was determined impractical to fit the program spaces for the police, fire, and community room areas within those specific confines.

With the understanding that all of the interior spaces would have to be converted and all of the interior finishes removed and upgraded the cost of that renovation was factored in along with the cost for the additional new construction of the building addition necessary to accommodate the entire emergency services building program.

Expanding the building footprint to accommodate the roughly 54,000 square foot program of the new public safety facility is not possible on the existing Wilson Avenue site. Due to the location of the floodplain, the adjacent property to the north and the steep topography leading to the river there is not enough buildable area on

the current Wilson Avenue site to accommodate the expanded building and site requirements.

Adding to the complexity of the renovation feasibility is the fact that operations would have to be moved off site for roughly 24 months while the renovations and additions were taking place to the existing public safety building. Finding a functional replacement in a lease facility of that size within the city of Rice Lake was not an option that could be explored further. Any temporary emergency services that would be housed in a lease facility would require extensive tenant to build out and improvement to permit the occupancy of a shared public safety building. Temporarily relocating operations and the tenant improvement fit outs necessary to convert a lease facility into an emergency services building are costs that are added to the overall project that cannot be recovered. Those two components of the renovation project alone make it difficult to justify renovating the existing building.

Based on the age of the current facility, it is nearing the end of its service life. The thermal performance of the envelope in the aging infrastructure make it difficult to renovate the building to comparable new construction standards. With advancements in thermal performance, energy and resource conservation, safety and security and occupant comfort, it is difficult to ignore the advantages and cost savings of bringing a new facility online.

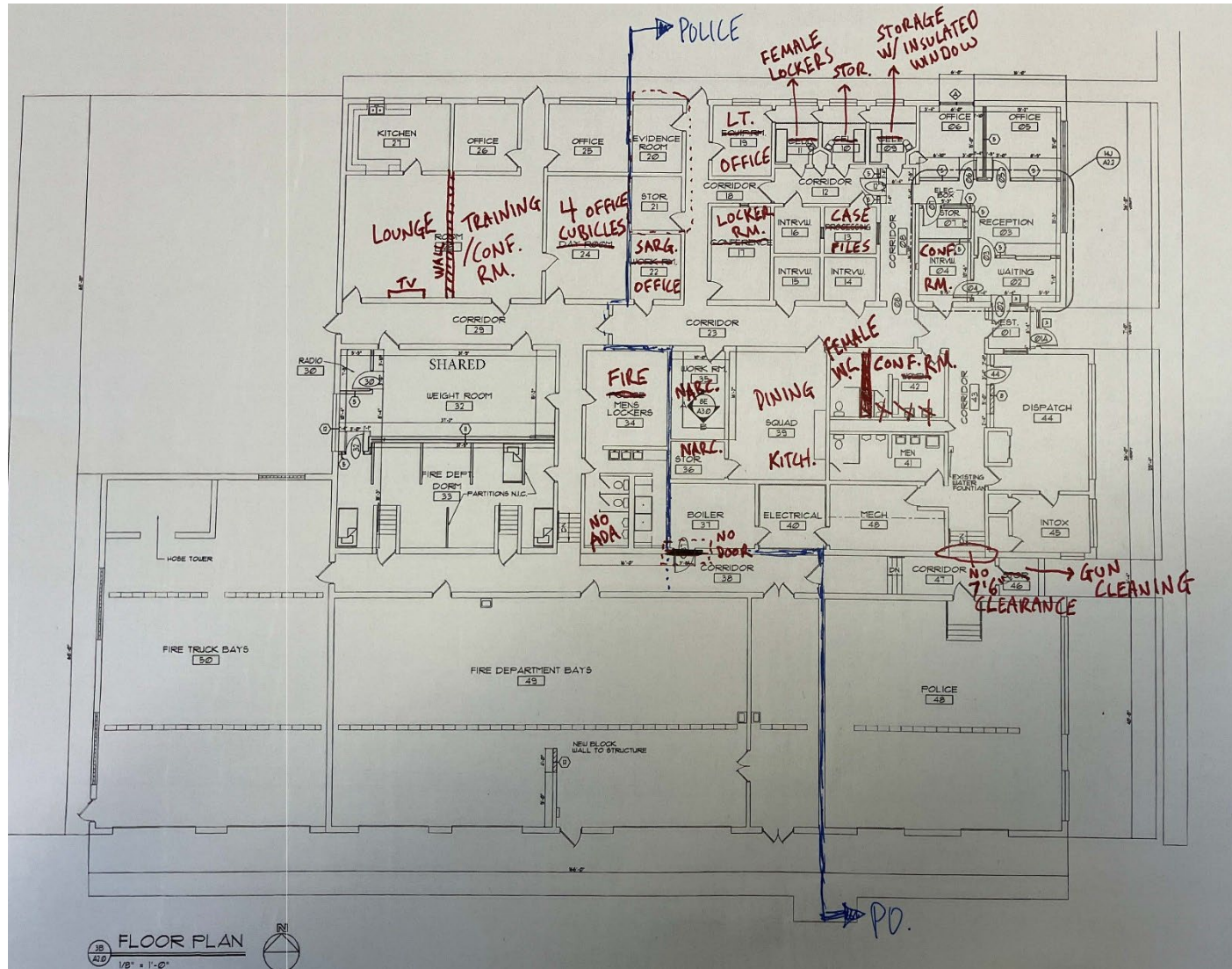
The annotated floor plan on the page that follows is an example of the evolution of the public safety building overtime. As you can see from the graphic there have been multiple changes to the building from its early days as a Technical College. Some of the characteristics of a school building still impact and influence the way the

building is occupied. This is evident in the long narrow corridor that bisects the building and creates a double loaded corridor with flanking classrooms layout.

A site test fit of the Wilson Avenue Site is part of the site analysis section of this report and illustrates the challenges of the site to adequately accommodate a public safety building over time.



The GIS map indicates the extents of the flood plain on the existing Wilson Avenue public safety building site. These extents severely limit expansion of the existing facility on the current site.



The illustration represents the evolution of the Rice Lake Public Safety Building layout and program over the course of the past 46 years since it was re-purposed from a Technical College to a public safety facility.



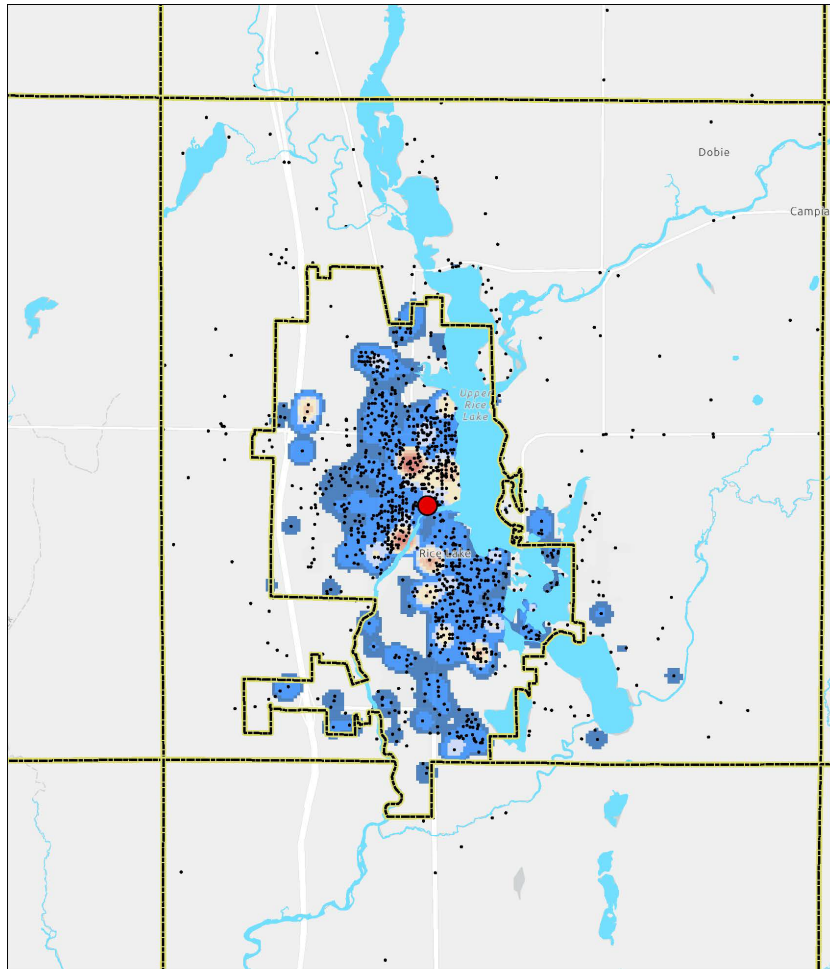




## Response Time Mapping, Site Tests Fits, and Public Safety Building Location Study

Using emergency call data for the Rice Lake Fire and EMS department from 2015-2022, GIS Analysts on the consulting team developed drive time and heat mapping analysis to determine the best site location for the replacement of the Fire/EMS Station. As part of this analysis the GIS specialists were asked to review the City's emergency response data to determine if there was an advantage to locating the facility on one of the six proposed site locations. The maps show the incident locations within the response area for the RLFD/EMS and also provide drive time analysis from the current and proposed station locations. The maps are included on the pages that follow this introduction. There was some minor difference in response time between the 6 sites analyzed but some of the immediate response area (1-2 minutes response time) was expanded through the downtown commercial zone by siting the public safety building more central to the downtown area. An analysis of the sites based on response time in relationship to the concentration of calls for service is part of the site analysis for each of the six individual sites.

# Wilson Avenue Avene Site



**INCIDENTS AND HEAT MAP**

SEH

0 0.5 1 2 Miles

Existing Site

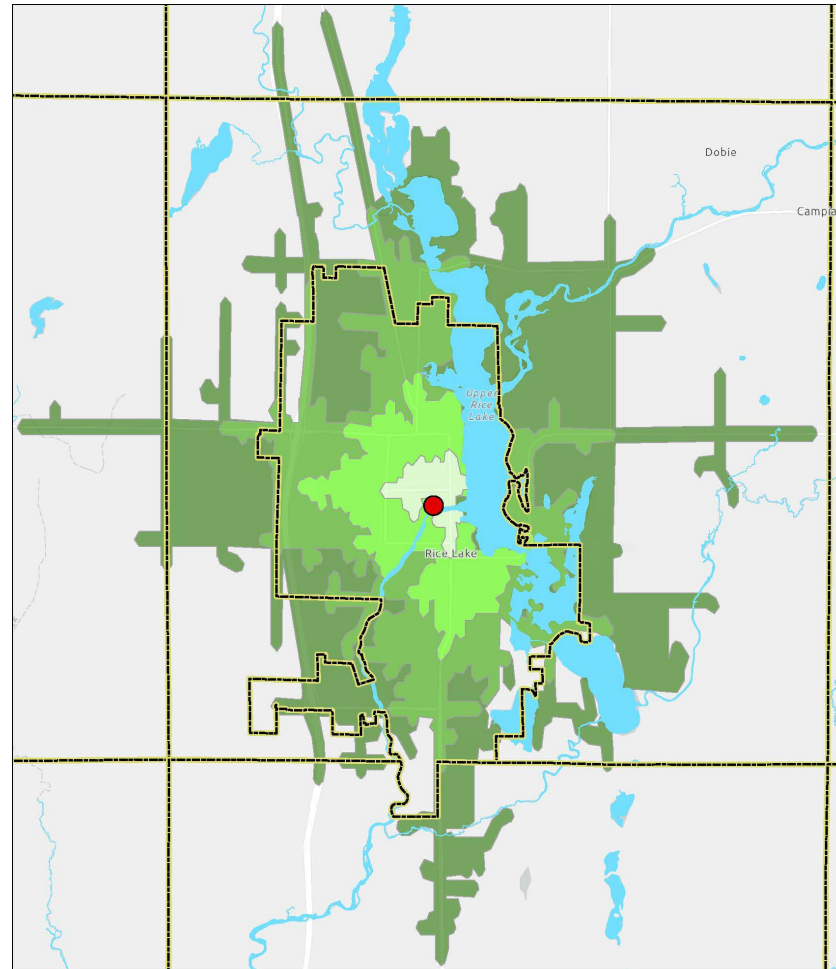
Municipal Boundaries (2023)

Incidents 2019-2022

Incident Occurrences

Lower Incidents Higher Incidents

EXISTING LOCATION



**DRIVE TIMES**

SEH

0 0.5 1 2 Miles

Existing Site

Municipal Boundaries (2023)

Drive Time

0-2 Minutes

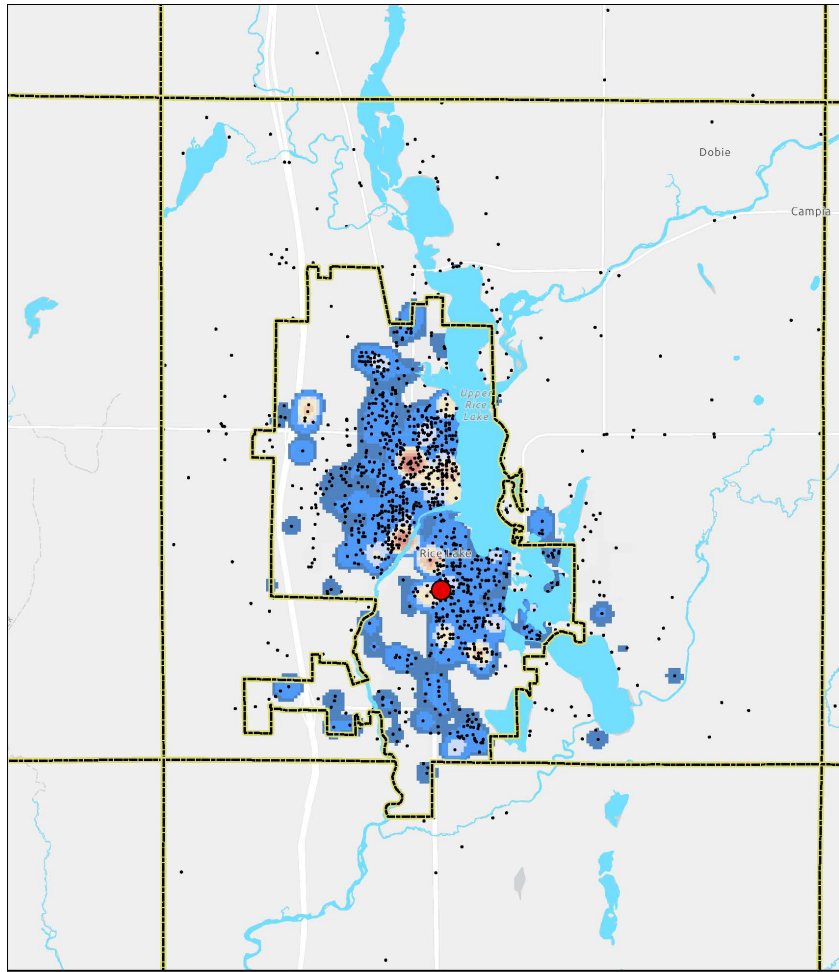
2-4 Minutes

4-6 Minutes

6-8 Minutes

EXISTING LOCATION

# Burger King Site



**INCIDENTS AND HEAT MAP**

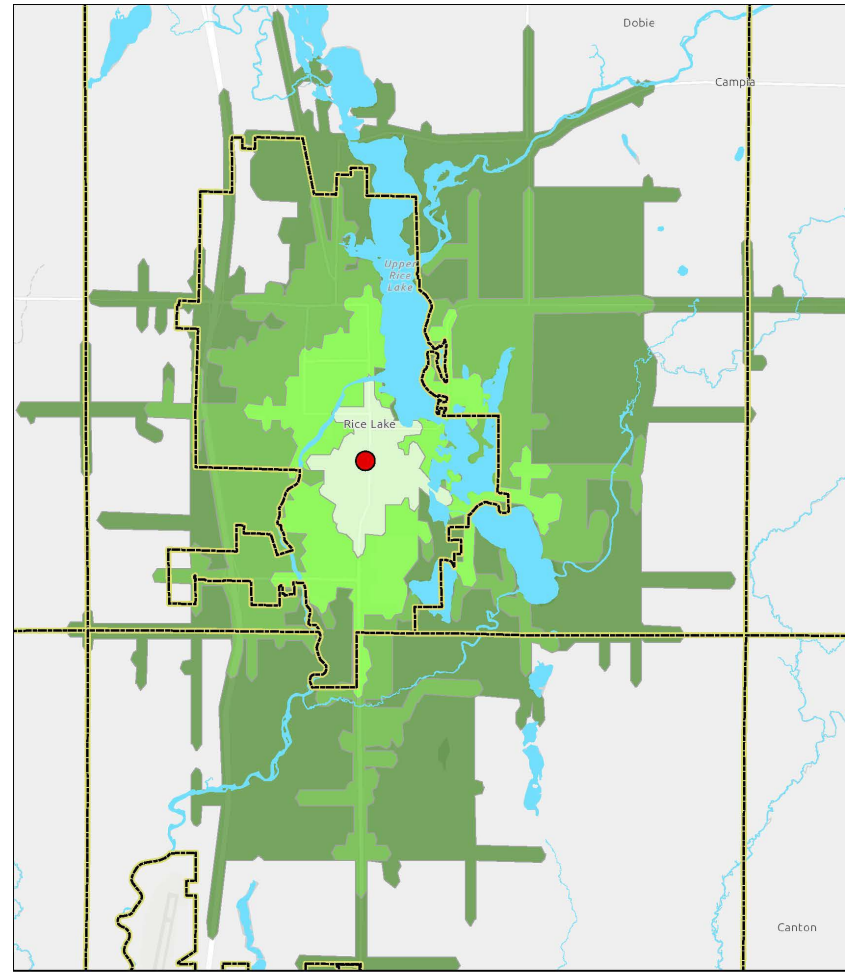
SEH

0 0.5 1 2 Miles

● Burger King Site  
 Municipal Boundaries (2023)  
• Incidents 2019-2022

Incident Occurrences  
 Lower Incidents Higher Incidents

BURGER KING SITE



**DRIVE TIMES**

SEH

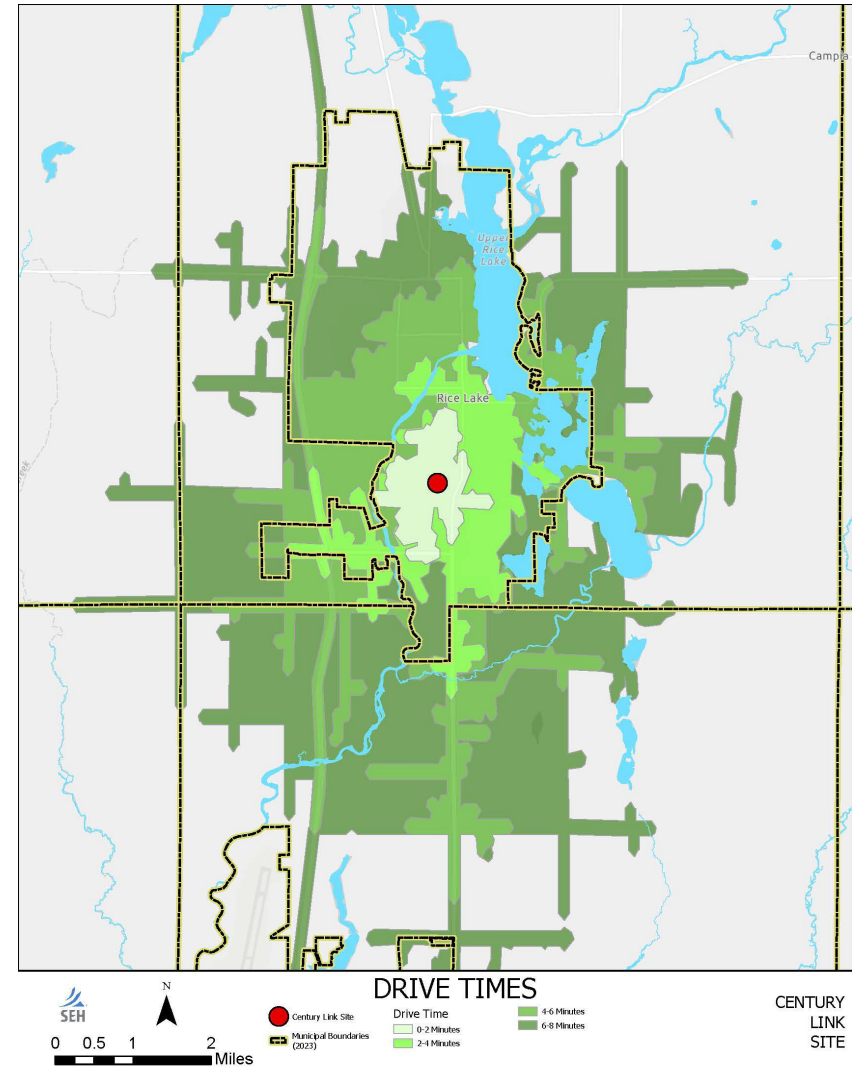
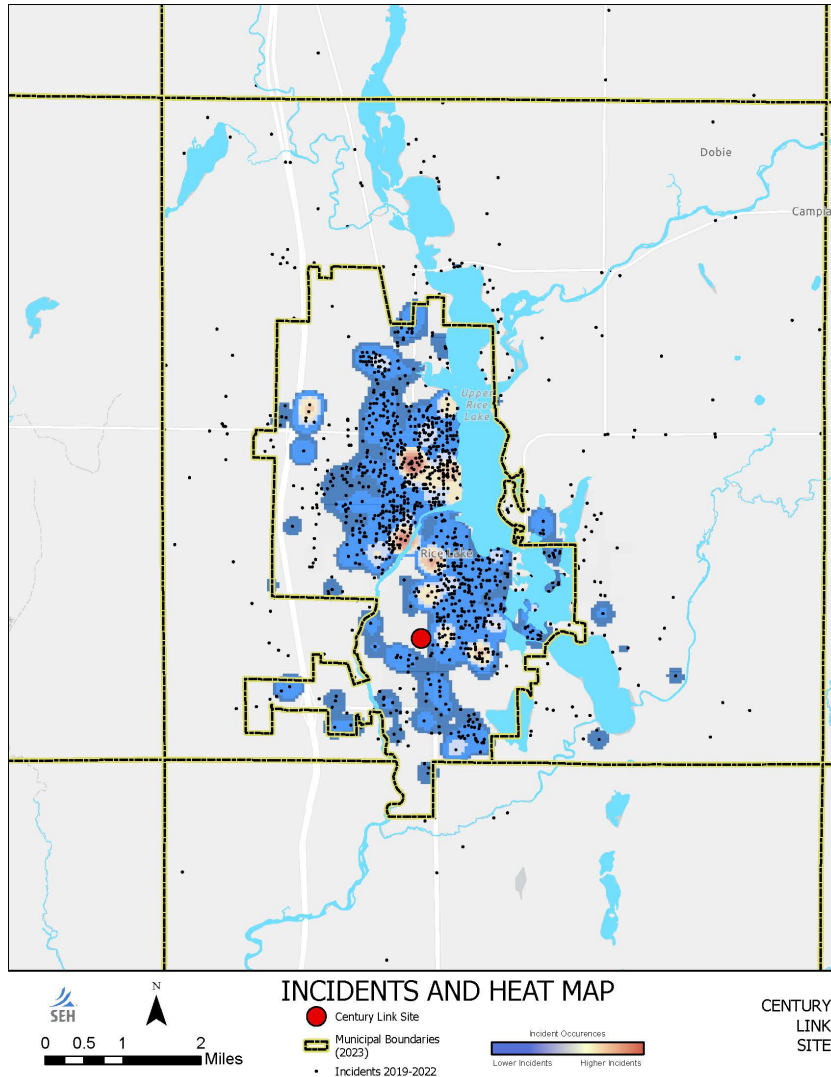
0 0.5 1 2 Miles

● Burger King Site  
 Municipal Boundaries (2023)

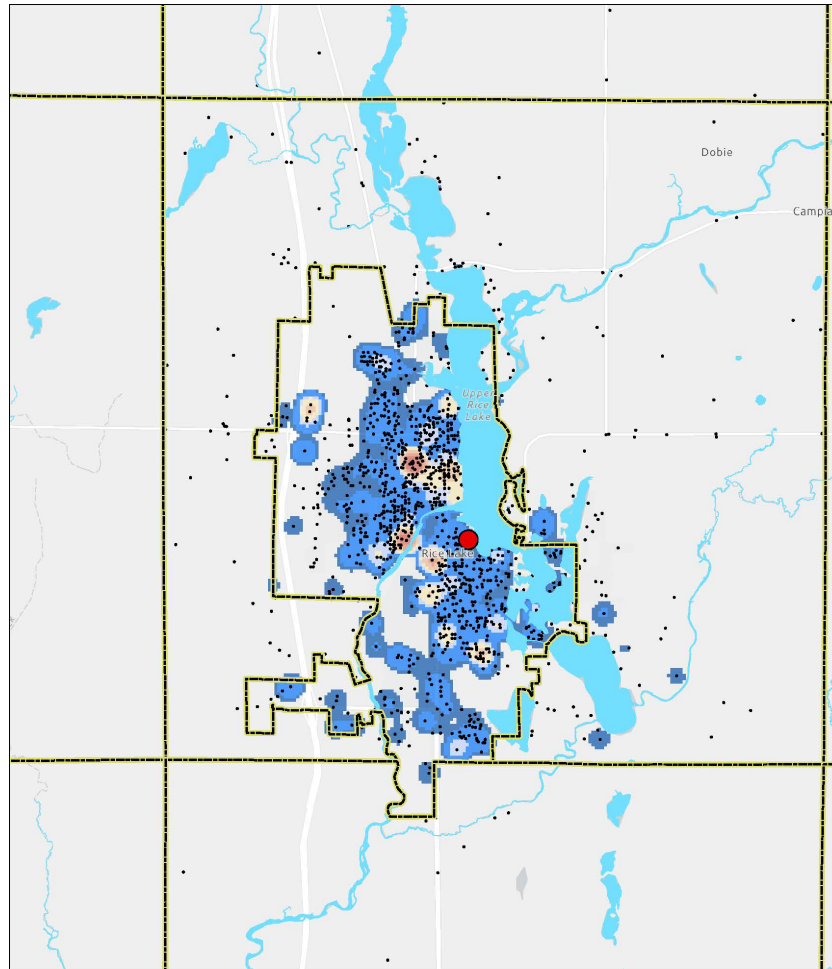
0-2 Minutes  
 2-4 Minutes  
 4-6 Minutes  
 6-8 Minutes

BURGER KING SITE

# Century Link Site



# Johnson Truck Site



**INCIDENTS AND HEAT MAP**

SEH

0 0.5 1 2 Miles

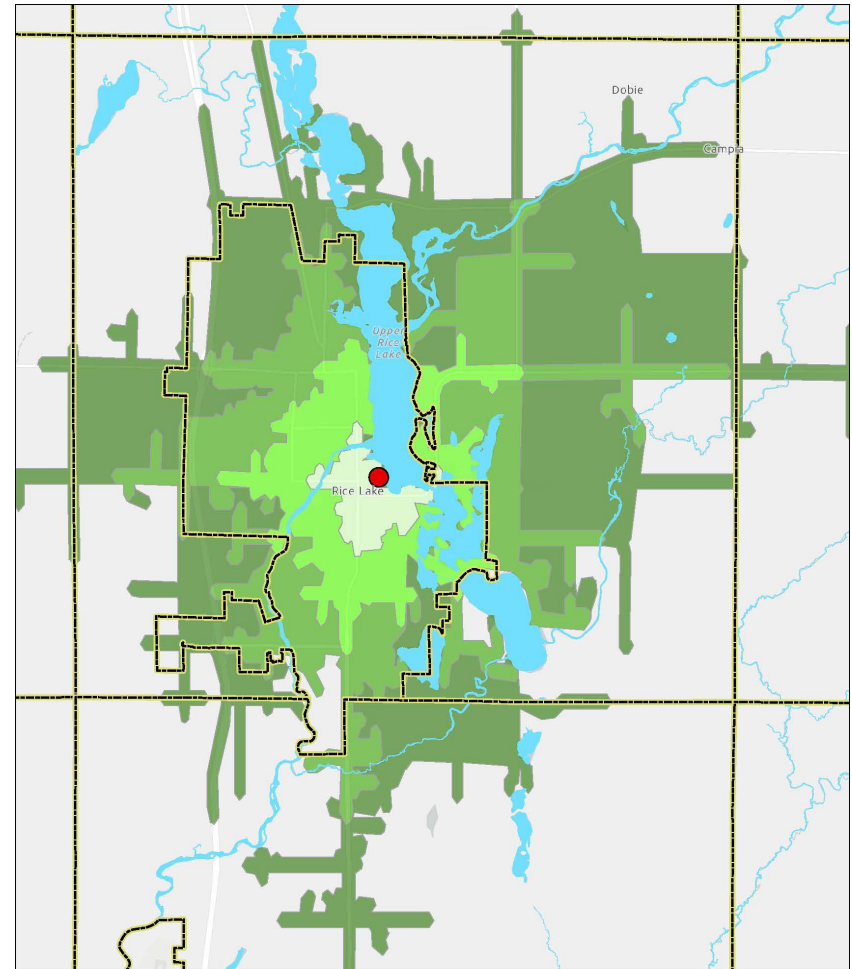
Johnson Truck Body Site

Municipal Boundaries (2023)

Incident Occurrences

Lower Incidents Higher Incidents

JOHNSON TRUCK BODY SITE



**DRIVE TIMES**

SEH

0 0.5 1 2 Miles

Johnson Truck Body Site

Municipal Boundaries (2023)

Drive Time

0-2 Minutes

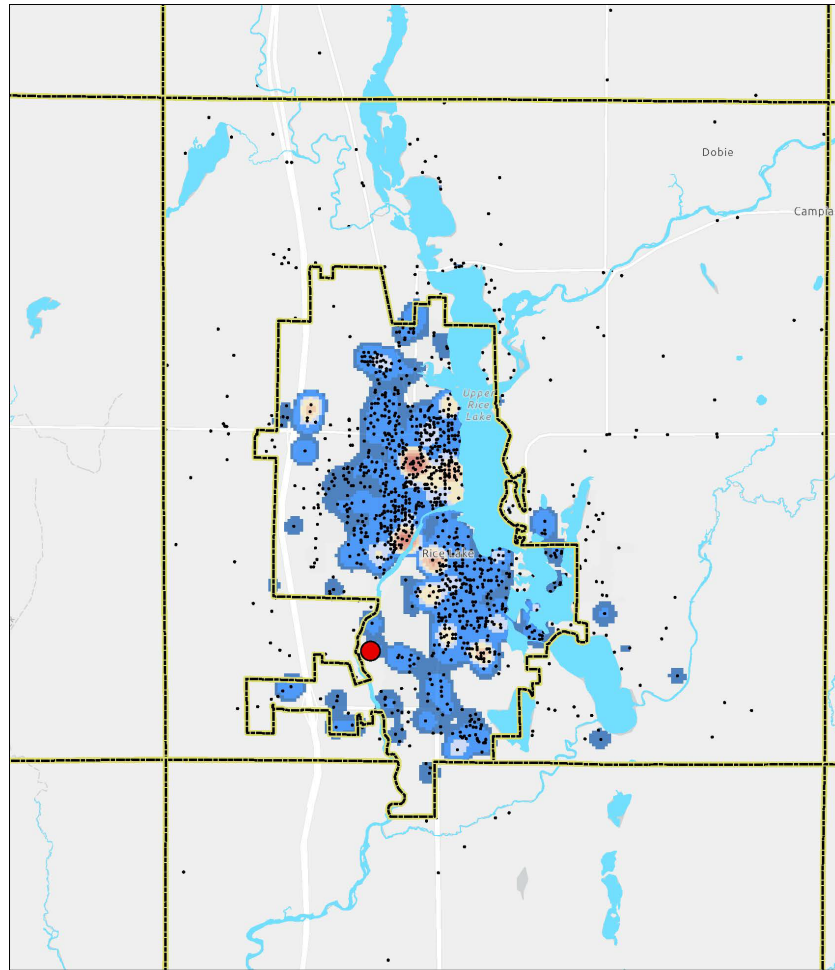
2-4 Minutes

4-6 Minutes

6-8 Minutes

JOHNSON TRUCK BODY SITE

# Northwood Tech Site



**INCIDENTS AND HEAT MAP**

SEH

0 0.5 1 2 Miles

Northwood Tech Site

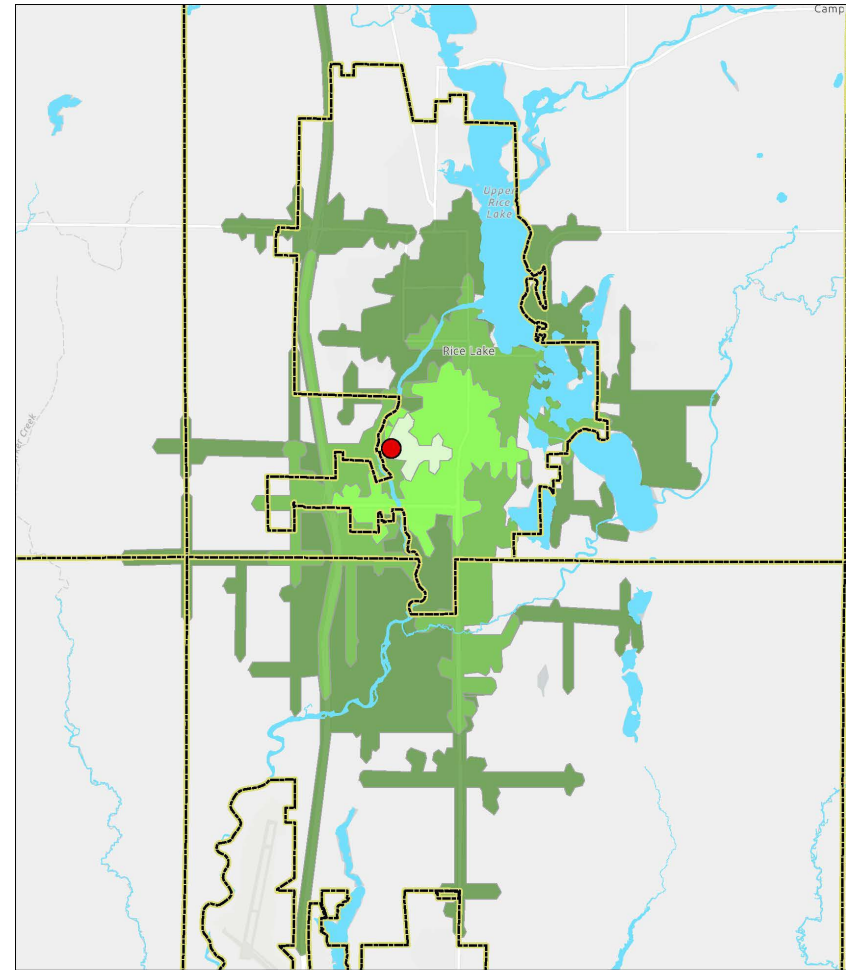
Municipal Boundaries (2023)

Incidents 2019-2022

Incident Occurrences

Lower Incidents Higher Incidents

NORTHWOOD TECH SITE



**DRIVE TIMES**

SEH

0 0.5 1 2 Miles

Northwood Tech Site

Municipal Boundaries (2023)

Drive Time

0-2 Minutes

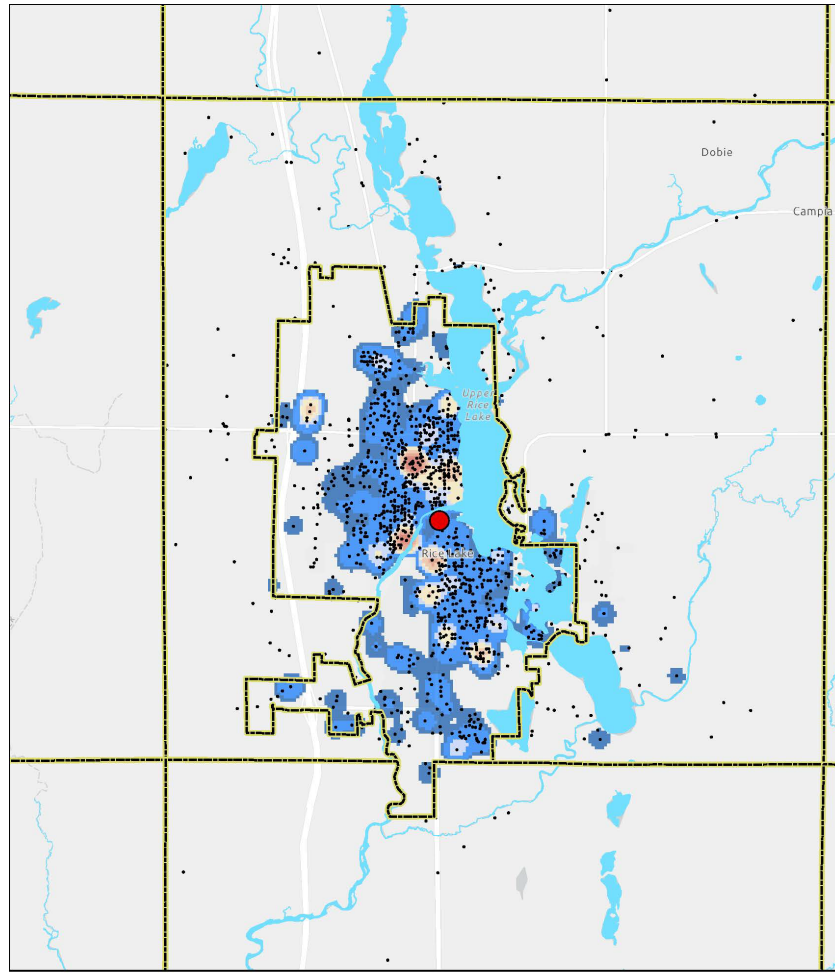
2-4 Minutes

4-6 Minutes

6-8 Minutes

NORTHWOOD TECH SITE

# Tate Park Site



**INCIDENTS AND HEAT MAP**

SEH

0 0.5 1 2 Miles

Fred Tate Site

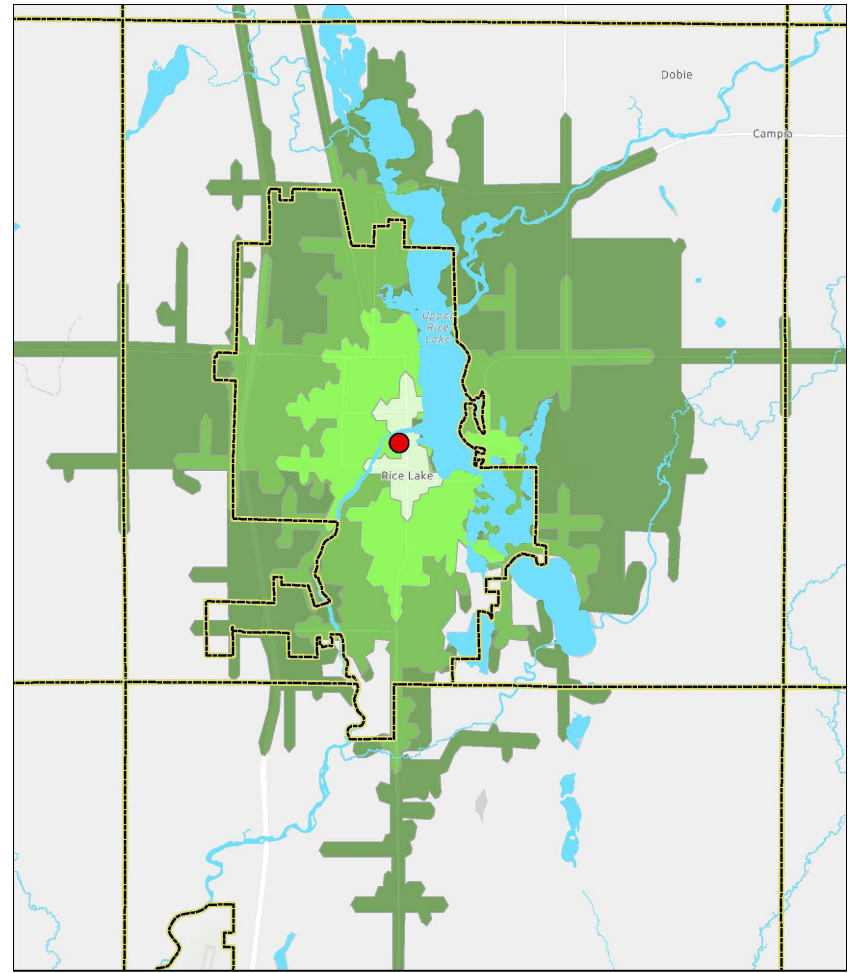
Municipal Boundaries (2023)

Incidents 2019-2022

Incident Occurrences

Lower Incidents Higher Incidents

FRED TATE SITE



**DRIVE TIMES**

SEH

0 0.5 1 2 Miles

Fred Tate Site

Municipal Boundaries (2023)

Drive Time

0-2 Minutes

2-4 Minutes

4-6 Minutes

6-8 Minutes

FRED TATE SITE







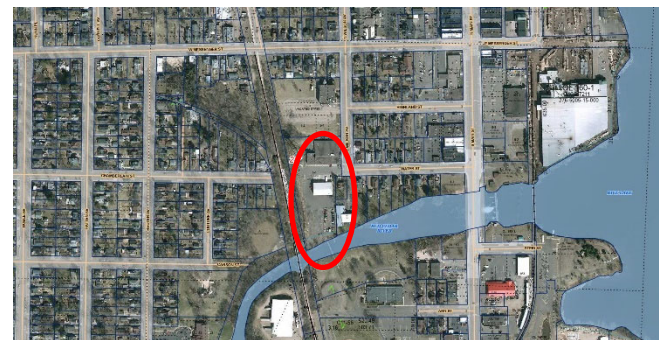
## Wilson Avenue Site

Existing Emergency Services Site GIS physical site analysis:

GIS Analysis: the existing site at 34 S. Wilson Avenue was used to develop drive time analysis to the emergency service area within the city of Rice Lake. GIS response time mapping revealed that from the existing public safety building location the majority of the calls for service fall within the 0-2 or 2-4 minute response time zones. These areas are illustrated by the light yellow and light green areas on the map (see page 44). There are some higher incident areas located to the northwest and the southeast within the community, falling within the 4-6 minute response time zones but these are a smaller percentage of the overall calls for assistance. The current location adequately addresses the response times within the service area. Based on the results of the response map, all areas within the City fall within the 8 minute response time with the exception of the far southwest corner of the City. The location of the current site is favorable but based on the size of the site, floodplain areas and the physical boundaries and topographic restrictions, this site is not considered a desirable location.

Physical site analysis: the existing site at 34 S. Wilson Ave. was studied to determine whether or not it was an adequate location as a long-term solution for locating the new emergency services building.

The physical site analysis assumes that the current facility would be removed, and the pad made ready for a new building. An alternate option to renovate and expand the current building and site was explored but that option was ruled out because it was not considered a financially responsible option.



Based on its current land area of just over 3 acres the site is not adequate to accommodate the square footage required for the new public safety building.

Developable area of the current site is restricted by the ATV Trail corridor to the west, the topography to the south as the site falls off quickly toward the Red Cedar River and portions of the site are within the floodplain of the river. In order to make the existing site work, the city would have to acquire the adjacent parcel to the north of the existing public safety building. With the acquisition of these parcels for the site, it's still not the ideal size to accommodate the current building program and would not accommodate future growth and expansion.

Vehicular access for responding and returning emergency services vehicles is challenging due to the fact that responding apparatus would have to access primary traffic routes at the intersection of Water St. and South Wilson Ave. The majority of the neighboring properties are residential and 24 hour response of the emergency vehicles exiting with lights and sirens would continue to be a nuisance to adjacent property owners.

The attached test fit drawing illustrates the need to acquire additional property to the north in order to fit the new public safety facility on the site in its current design stage. With the topographic and floodplain restrictions to

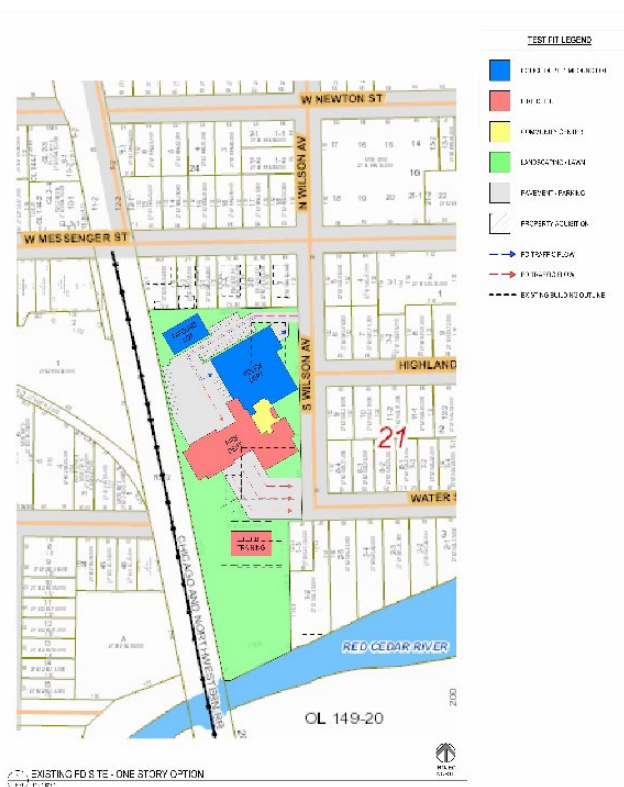
the South and the ATV Trail right of way and setbacks to the west, the only reasonable direction for siting the facility is to the north. This would require the acquisition of the CenturyLink (GTE North Inc.) site. Due to the natural slope of the site from the north to the south, additional site preparation, grading and the use of retention walls would be necessary to level the site pad to an acceptable grade change that could accommodate the building and vehicular access points to the site.

Existing utilities and infrastructure such as gas and electrical service would be adequate at this site. However, it would be the recommendation of the consultants to install all new utility service laterals based on the age and possible condition of the current services. It is also likely that based on the increased size of the facility that the infrastructure would need to be increased in size to handle the additional capacity of the new building and support facilities.

If the current site were a consideration for the new facility, planning would have to be done for the accommodations of a temporarily relocated emergency services building to a remote site. The current public safety building could not operate and function effectively during the construction of the new public safety building on the existing site. Based on the amount of land occupied by the current facility, there would not be an effective way to phase the construction of a new building and remain operational during those activities.

Temporary relocation would add cost to the overall project since the operations would likely have to move to a lease facility within the city and occupy temporary quarters for roughly 1 ½ to 2 years while the demolition and construction of the new public safety building took place. The bigger challenge would be trying to find a lease facility that could be temporarily altered to

accommodate the functions of the police and fire departments. Those additional make ready “fit out” costs would also add cost to the overall project. A cursory review of possible buildings that would be suitable for relocation of the public safety building was completed. There were no available buildings large enough within the city limits to temporarily accommodate the functions as an operating police and fire station. Relocation of the emergency services outside the city limits is not an option.



Site test fit of the Wilson Avenue site illustrating the challenges to accommodate the long range program within the confines of the existing site.

## Burger King Site GIS and Physical Site Analysis

GIS Analysis: The existing site at 1130 S. Main Street was used to develop drive time analysis to the emergency service area within the city of Rice Lake. GIS response time mapping revealed that from the Burger King site location the majority of the calls for service fall within the 0-2 or 2-4 minute response time zones. These areas are illustrated by the light yellow and light green areas on the map (see page 45). This site expands the reach of the 0-2 and 2-4 minute response area. There are some higher incident areas located to the northwest and the southeast within the community, falling within the 4-6 minute response time zones but these are a smaller percentage of the overall calls for assistance. The Burger King location adequately addresses the response times within the service area but based on the size of the site, this site should not be considered a feasible location.

Physical site analysis: the existing site at 1130 S. Main Street was studied to determine whether or not it was an adequate location as a long-term solution for locating the new emergency services building. The site size will not accommodate the public safety facility program for the building, site needs or future expansion.

The physical site analysis assumes that the current existing structures would be razed. Upon removal of the existing structures, and any possible hazardous material remediation completed, the pad could be made ready for a new building.

Based on its current land area of 1.04 acres, the site is not adequate to accommodate the square footage required for the new public safety building including parking and future training facilities. Even with the acquisition of additional property of the single family



residences on Coleman Street, Macauley Avenue and Slocumb Street, it would not produce the land area or site size necessary to accommodate the current and future needs of the public safety facility.

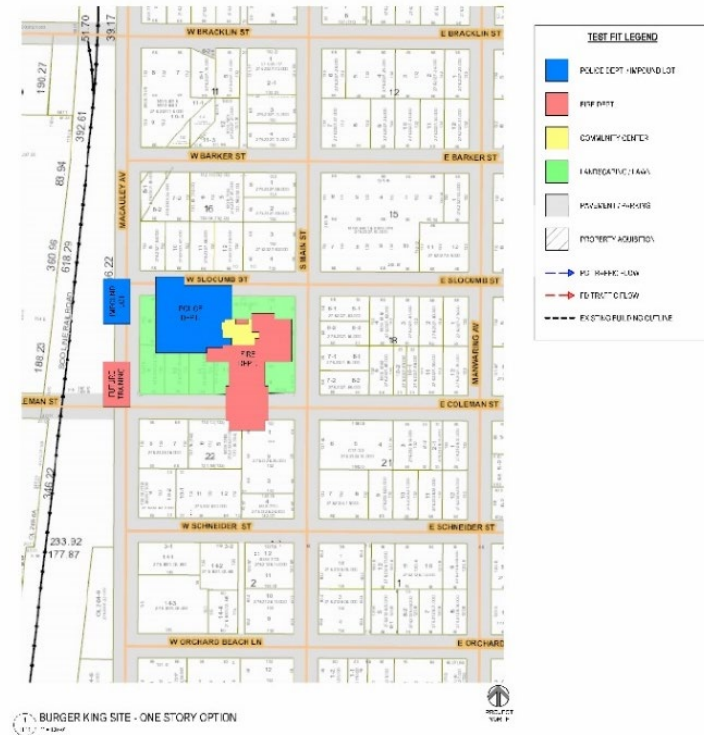
Existing utilities and infrastructure such as gas and electrical service would be adequate at this site. It would be the recommendation of the consultants to install all new utility service laterals based on the age and possible condition of the current services.

If the current site were a consideration for the new facility, the current public safety building could operate and function effectively during the construction of the new public safety building on the remote site and temporary relocation of the current operations would not be necessary. Removal of the existing buildings would need to be completed prior to the construction of the new facility. Costs for this building removal and any possible remediation of the site would need to factor into the overall project cost. Those costs have been factored into the site improvement analysis that has been completed for each of the site locations.

Based on the site size, cost to relocate the business and remove the existing structures as well as the possibility to encounter contamination of the site, this location was

eliminated as a possible site for the construction of the public safety facility.

Recently, it was reported that the Burger King structure will be removed and a new building will be built on the site. This investment by the building owner will be significant and the cost to acquire the property for a new public safety facility after the new structure is in place is not feasible.



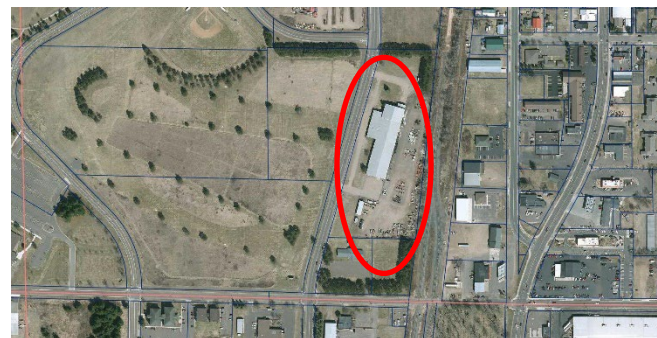
Site test fit of the Burger King site illustrating the challenges to accommodate the long range program within the confines of the existing site. The entire block would have to be acquired and the site would still not be large enough.

## Century Link Site GIS and Physical Site Analysis

GIS Analysis: the existing site at 1825 Pioneer Avenue was used to develop drive time analysis to the emergency service area within the city of Rice Lake. GIS response time mapping revealed that from the CenturyLink (Telephone USA of Wisconsin LLC) site location the majority of the calls for service now fall outside the 0-2 or 2-4 minute response time zones. These areas are illustrated by the light yellow and light green areas on the map (see page 46). Moving the facility northwest would push the Public Safety facility west nearly against the western-most boundary of the service area. This has an impact on the zero to two-minute response time zones and takes away much of that zone's westerly capacity. There are some higher incident areas located to the north and most of these incident locations now fall in the 4-6 and 6-8 minute response zones. The CenturyLink location does impact the response times within the service area but the impacts, while not ideal, do not dramatically impact the overall response time. Based on the size of the site and its proximity to major traffic arteries, this site is considered a desirable location.

Physical site analysis: the existing site at 1825 Pioneer Road was studied to determine whether or not it was an adequate location as a long-term solution for locating the new emergency services building into what would be a retrofit to an existing structure.

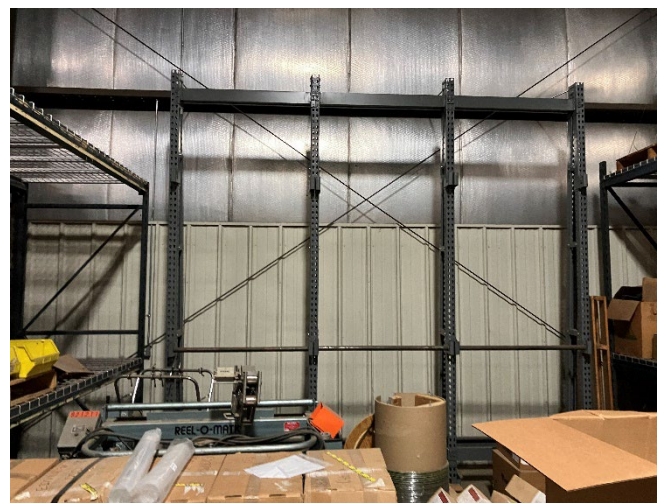
The physical site analysis assumes that the current site as it stands today is in a condition to accept development with some site preparation. While there are adequate ingress and egress access points along Pioneer Avenue, traffic flow and parking would have to be altered from its



current state to accommodate deployment of emergency vehicles.

Based on its current land area of 9 acres, the existing building and site are adequate to accommodate the square footage required for the new public safety building including parking and future training facilities but retrofitting the current building is not structurally feasible.

A structural analysis of the building was completed to determine the feasibility of converting the light industrial building for use as a Public Safety Facility.



Structurally, the current building was constructed as a proprietary metal building system (PEMB). The larger garage and storage spaces have rigid gable frames spanning approximately 105 feet side to side. The frames consist of open web steel joist girders at the roof supported on wide flange columns at the sidewalls and at a single interior support column offset from the ridge. Spacing of the frames is approximately 25 feet. The roof structure is comprised of purlins with metal roofing spanning between the frames. The end walls are bearing frames. The exterior walls of the garage and storage have steel girts and metal siding. There is intermediate "X" bracing between several of the column bays which provides lateral support for the walls. This bracing cannot be removed without replacing it with moment frames or additional cross bracing in some of the other column bays.

The office roof is also metal roofing on purlins but supported on solid web steel girders rather than open web members. The roof pitch of the garage is continued another 50 feet over the office. The office space has suspended ceiling hung from the roof framing. The exterior walls of the office have cold formed steel framing in-fill with finished drywall interior and veneer masonry exterior.

Full height Concrete Masonry Unit (CMU) walls separate the office, garage, and storage spaces. The exterior grade along the west side of the garage and storage is 1'-2' above the building floor. A short CMU wall below the girts and metal siding exists along that side of the building to accommodate this grade differential. The north end of the building (where the storage space is located) has a recessed loading dock with two overhead doors and interior pit levelers. A steel-framed awning covers the recessed dock area.

Overall, the building is in good structural condition, with no significant deficiencies or areas of concern noted.

As it pertains to the proposed use as public safety vehicle storage and potential operations center, there is concern regarding change in risk category corresponding to change in occupancy. SEH Structural Engineer, Matt Gundry summarizes this concern as follows:

If this building were to house "essential services" additional structural considerations are in order. ASCE 7 commentary states "Buildings and structures typically grouped in Risk Category IV include hospitals, police stations, fire stations, emergency communication centers, and similar uses." I suspect this building originally fell under Risk Category II. Risk Category IV buildings are required to be structurally capable of withstanding larger snow (20%) and wind (~9%) loads than Risk Category II structures. In that case, strengthening of the building would be required to meet code. It is assumed that the existing building was designed to Risk Category II. Given the proprietary



nature of the building, evaluating the structure for these new loads becomes very time intensive. All of the components and connections need to be catalogued in detail for evaluation and potential strengthening. If the original building manufacturer can be identified, it is recommended they be contacted to see if the original design is still available and can be evaluated by the manufacturer for the change in risk category prior to committing to any repurposing as public safety use. If that option is not available, it is reasonable to assume there would be an increase in structural engineering costs associated with evaluating and designing strengthening of the frame to meet code requirements for Risk Category IV.

Based on the above discussion, if the effort were made to alter the structure of the existing building to meet the performance characteristics of a Category IV building, there would still be some significant challenges in converting the existing structure to accommodate a public safety facility. Modifications to the exterior facade would require significant alteration of the building's exterior cladding system to permit the installation of large



sectional overhead doors for vehicular access and storage. Existing concrete floor slabs would need to be analyzed for their current thickness and load capacity rating in order to accommodate the weight of the fire apparatus that would be parked inside the building. If found inadequate, the floor slabs would need to be completely removed and structural floor slabs installed to accommodate the additional vehicular load. Interior walls would need to be significantly modified to accommodate the programming of a police and fire station. The proposed building program could not be imposed on the current interior arrangement. Interior



spaces requiring a higher degree of security would have to be organized internally and not adjacent to exterior walls. Spaces like evidence storage and evidence processing require robust construction and appropriate detailing to provide the proper level of Security and Force protection to maintain security levels for those types of spaces.

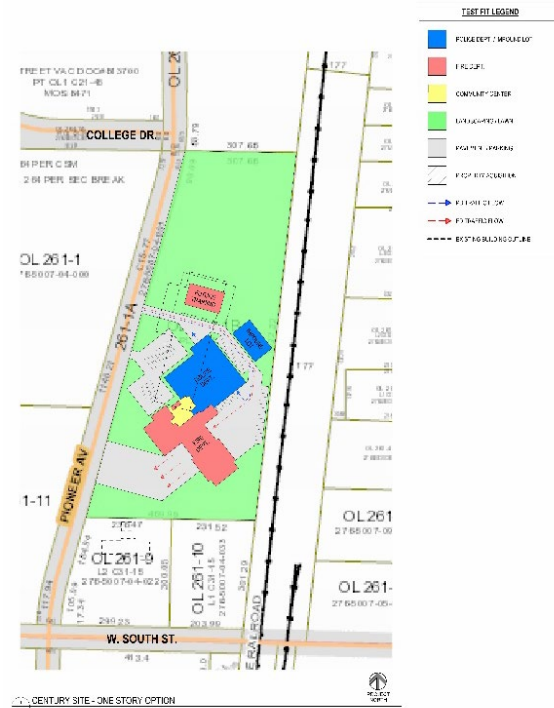
Due to the degree of alteration and renovation to the existing facility it would not be financially reasonable or responsible to convert the use of the building from light industrial to a public safety facility assuming the current building owner would be willing to sell the building. This same logic could be applied to any existing building considered for renovation that would be large enough to accommodate the program for a public safety facility. Modifications to convert a building to a category IV building are cost prohibitive.

Based on the size and location of the site, the CenturyLink site could be considered as a location for a new public safety facility. Cost of the land and demolition of the building would need to be factored into the overall cost of the project.

Existing utilities and infrastructure such as gas and electrical service would be adequate at this site. New utility laterals would need to be brought into the site from Pioneer Avenue and could be sized adequately to accommodate the building retrofit for the public safety building and future site development.

If the proposed CenturyLink site were a consideration for the new public safety building, the current public safety building could operate and function effectively during the construction of the new public safety building on the remote site and temporary relocation of the current operations would not be necessary. The building could

be acquired and razed in advance of construction starting and could be built into the overall project schedule.



Site test fit of the Century Link parcel illustrating the adequacy of the property as a redevelopment site. Based on analysis of the existing structure, the current facility would need to be razed and a new public safety building constructed.

## Johnson Truck Bodies Site GIS and Physical Site Analysis

GIS Analysis: the existing site at 215 E. Allen Street site was used to develop drive time analysis to the emergency service area within the city of Rice Lake. GIS response time mapping revealed that from the Johnson Truck Bodies site location the majority of the calls for service fall within the 0-2 or 2-4 minute response time zones. These areas are illustrated by the light yellow and light green areas on the map (see page 47). This site expands the reach of the 0-2 and 2-4 minute response area. There are some higher incident areas located to the northwest and the southeast within the community, falling within the 4-6 minute response time zones but these are a smaller percentage of the overall calls for assistance. The Johnson Truck Bodies location does also offer more coverage east of city than some of the others, but consequently does have a little less coverage to the northwest (mostly wooded areas) and extreme south (along the river). The Johnson Truck Bodies location adequately addresses the response times within the service area and based on the size of the site, this site is considered a desirable location from a response time perspective.

Physical site analysis: the existing site at 215 E. Allen Street was studied to determine whether or not it was an adequate location as a long-term solution for locating the new emergency services building.

The physical site analysis assumes that the current existing structures would need to be razed. Upon removal of the existing structures, and any possible hazardous material remediation completed, the pad could be made ready for a new building.



Based on its current land area of 7.25 acres, the site is adequate to accommodate the square footage required for the new public safety building including parking and future training facilities.

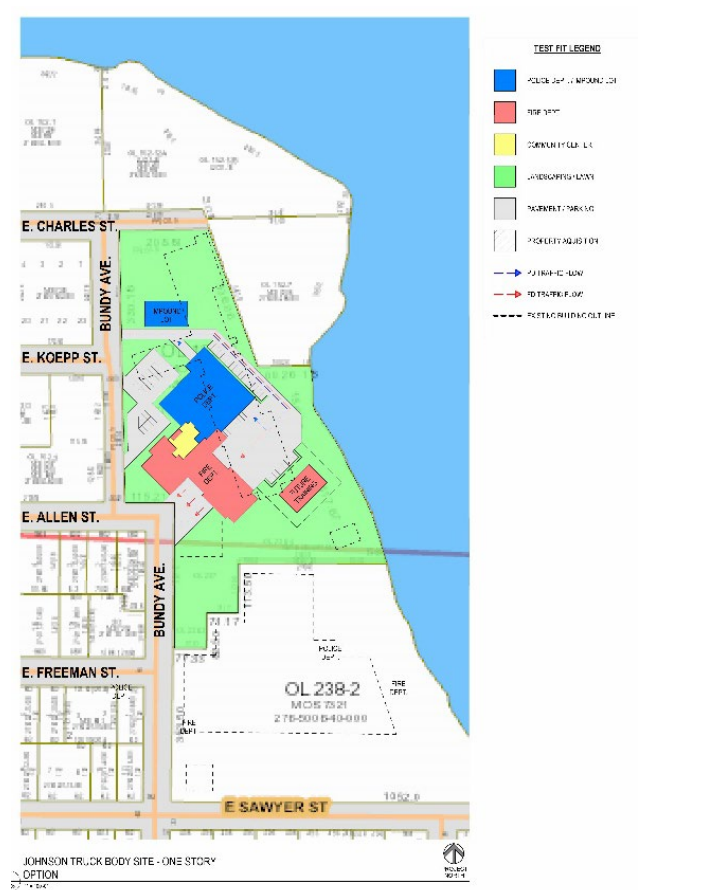
To improve access and vehicular circulation, the building should be aligned with Allen Street to the south and Koepp Street to the north. This would allow the direct deployment from the emergency services facility onto main traffic arteries. Access to E. Charles Street at the north end of the property could accommodate an additional site entry/exit point. Deployment in all directions is interrupted by the close proximity of Rice Lake to the east.

Existing utilities and infrastructure such as gas and electrical service would be adequate at this site. It would be the recommendation of the consultants to install all new utility services laterals based on the age and possible condition of the current services.

If the current site were a consideration for the new facility, the current public safety building could operate and function effectively during the construction of the new public safety building on the remote site and temporary relocation of the current operations would not be necessary. Removal of the existing buildings would

need to be completed prior to the construction of the new facility. Costs for this building removal and any possible remediation of the site would need to factor into the overall project cost. Those costs have been factored into the site improvement analysis that has been completed for each of the site locations.

Based on the cost to relocate the business and remove the existing structures as well as the possibility to encounter contamination of the site, this location did not rank as high as some of the other sites explored for the construction of the public safety facility.



Site test fit of the Johnson Truck Bodies parcel illustrating the adequacy of the property as a redevelopment site. Based on analysis of the existing buildings and site, the current facility would need to be razed and a new public safety building constructed.

## Northwood Technical College Site GIS and Physical Site Analysis

GIS Analysis: the existing site at West South Street and College Drive was used to develop drive time analysis to the emergency service area within the city of Rice Lake. GIS response time mapping revealed that from the Northwood Tech site location the majority of the calls for service now fall outside the 0-2 or 2-4 minute response time zones. These areas are illustrated by the light yellow and light green areas on the map (see page 48). Moving the facility northwest would push the Public Safety facility west against the western-most boundary of the service area. This has an impact on the zero to two-minute response time zones and takes away much of that zone's north and westerly capacity. There are some higher incident areas located to the north and these incident locations that now fall in the 4-6 and 6-8 minute response zones. The Northwood Tech location does impact the response times within the service area but the impacts, while not ideal, do not dramatically impact the overall response time. There is a large portion of the northern 1/3 of the city outside the 8 minutes response area from this site. Based on the size of the site and its proximity to major traffic arteries, this site is considered a desirable location. The newly annexed properties west of the Walmart were also analyzed as part of this response analysis. The drive analysis map omits a small parcel NW of Walmart site within the City limits. Drive time to these newly annexed parcels are identical to the adjacent parcels shown on the response map.

Physical site analysis: the existing Northwood Tech site at West South Street was studied to determine whether or not it was an adequate location as a long-term solution for locating the new emergency services building.



The physical site analysis assumes that the current site as it stands today is in a condition to accept development with little or no site preparation or added site development costs.

Based on its current land area of just over 8 acres the site is adequate to accommodate the square footage required for the new public safety building including parking and future training facilities.

Access and vehicular circulation work well on the site with multiple options for deployment and efficient on-site traffic flow. Dual access points along South Street and College Drive allow for maximum flexibility for traffic flow into and out of the site. The partial roundabout on College Drive provides a traffic calming feature along that major circulation artery that slows traffic down as it approaches the deploying emergency services vehicles accessing College Drive to the north of the roundabout.

Existing utilities and infrastructure such as gas and electrical service would be adequate at this site. New utility laterals would need to be brought into the site from either South Street or College Drive and could be sized adequately to accommodate the new development of the public safety building and future site development.



## Tate Park Site GIS and Physical Site Analysis

GIS Analysis: the existing site at 40 Ann Street was used to develop drive time analysis to the emergency service area within the city of Rice Lake. GIS response time mapping revealed that from the Tate Park site location the majority of the calls for service fall within the 0-2 or 2-4 minute response time zones. These areas are illustrated by the light yellow and light green areas on the map (see page 49). There are some higher incident areas located to the northwest and the southeast within the community, falling within the 4-6 minute response time zones but these are a smaller percentage of the overall calls for assistance. The Tate Park location adequately addresses the response times within the service area and based on the size of the site and its central location in the City, this site is considered a desirable location. This site offers the most comprehensive coverage of the city. There is a small area in the southeast part of town that falls outside the 8 minute response time This area is currently non-inhabited.

Physical site analysis: the existing site at 40 Ann Street was studied to determine whether or not it was an adequate location as a long-term solution for locating the new emergency services building.

The physical site analysis assumes that the current recreational amenities (ball fields and concession/restroom buildings) would be removed and relocated to another park within Rice Lake. Upon relocation of the site amenities, the pad could be made ready for a new building.

Based on its current land area of just under 8.5 acres the site is adequate to accommodate the square footage



required for the new public safety building including parking and future training facilities.

To improve access and vehicular circulation, a retail property along South Main Street (320 S. Main Street garage) should be considered for acquisition. This would allow the direct deployment from the emergency services facility onto Main Street. The proposed entry point onto Main Street would be aligned directly across from East Charles Street to aid in traffic control and visibility.

Vehicular access for responding Police vehicles and returning emergency services vehicles would require a Right-of-Way extension of Ann Street. Currently the roadway terminates at the entry to the parking lot of the Tate Park site to the south and access to the existing County owned property (Ann Street School) to the north. The City has recently approved a public easement and land swap agreement with Randall Therapeutic Services, to address the street right-of-way and property issues. The current land swap agreement will also allow the City to locate a future stormwater pond for the area on property west of the Ann Street School. This roadway improvement would provide vehicular access for returning emergency services vehicles as ingress traffic only. Fire Department emergency egress traffic would respond directly to Main Street avoiding the low visibility

concern at the intersection of Main Street and Ann Street. Visibility of oncoming northbound traffic is limited due to the orientation and location of the commercial property on the southwest corner of Main Street and Ann Street.

Based on past history of the site, there are restrictions imposed on the parcel as it is categorized as park land that was developed using WDNR Land and Water Conservation Fund (LWCF) grant dollars in 1981, that restrict future development of the site. Given that LWCF funds were used to upgrade Tate Park in 1981 and using the site for a possible new Public Safety Building, will trigger a conversion process application with WDNR. The LWCF grant obligations are in perpetuity and a conversion process would need to be completed with WDNR and the National Parks Service. For a conversion, the City will be required to provide a replacement property that is equal or greater in value and acreage and recreational value to the acreage needed to construct the building. This process can take anywhere from 6-18 months. Once DNR reviews the conversion request form and consults with the National Park Service, the DNR will contact the City to discuss next steps, which includes a yellow book appraisal for both the converted and replacement properties. The City Parks & Recreation Board did meet to discuss this possible site for the Public Safety Building and recommended that an alternate site for the Tate Park Ball Fields and concession building, could be redeveloped on City owned property east of and adjacent to the Archery Park, located on the north side of the City. The Board also recommended that if the Tate Site Park is selected, the new ball fields and amenities need to be completed and opened before demolition of existing Tate Park begins. Based on the schedule for development of the public safety building the relocation

activities could be accommodated as part of the overall project schedule without any impact to the construction of the public safety facility.

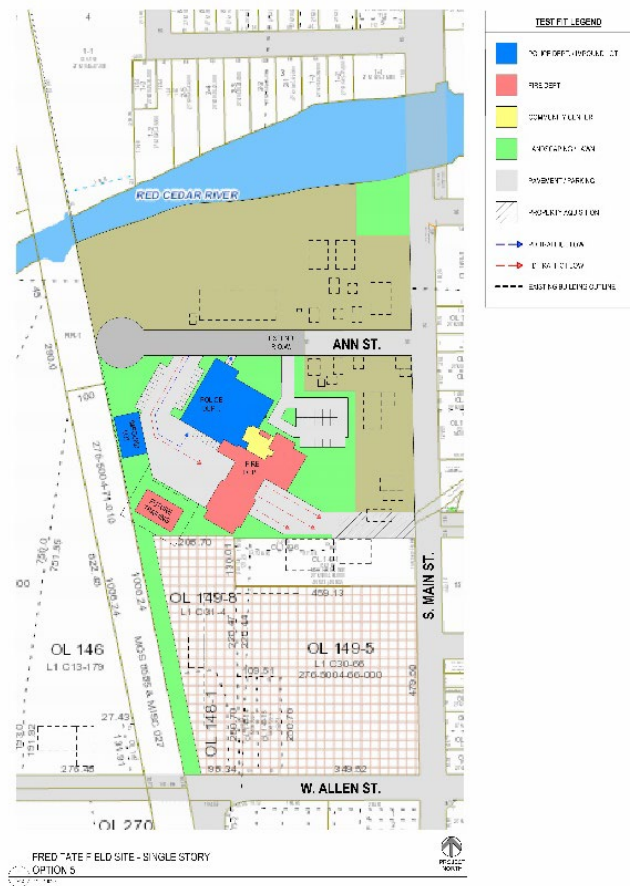
Existing utilities and infrastructure such as gas and electrical service would be adequate at this site. It would be the recommendation of the consultants to install all new utility services based on the age and possible condition of the current services. It is also likely that based on the increased size of the facility that the utility laterals would need to be increased in size to handle the additional capacity of the new building and support facilities.

If the current site were a consideration for the new facility, the current public safety building could operate and function effectively during the construction of the new public safety building on the remote site and temporary relocation of the current operations would not be necessary. Relocation of the park amenities would need to be completed prior to the start of construction of the new facility. Costs for this relocation in preparation for the new Public Safety Building site would have to be built into the overall budget of the project.

Relocation of the park amenities would add cost to the overall project. Those costs have been factored into the site improvement analysis that has been completed for each of the site locations. Based on its central location and size of the site the Tate park site was determined to be the most favorable of the six sites that were analyzed by the consultant team.

As mentioned previously, the existing Ann Street School building is in the process of being purchased by Randall Therapeutic Services. It should be noted that SEH did complete a structural analysis and review of the Ann Street School building, as a possible use with a new

Public Safety Building at the Tate Park site, prior to the private development being approved.



Site test fit of the Tate Park parcel illustrating the adequacy of the property as a redevelopment site. Based on analysis of the existing buildings and site, the current property could be shovel ready to accept a new public safety facility after the ball diamonds and toilet/concession buildings were relocated to another park site and property along Main Street were acquired.

As part of the analysis of the six potential sites for development of a public safety facility within Rice Lake, A ranking system had to be developed based not only on the response time mapping and test fit information but also on ranking categories that looked at other qualifying differentiators for selecting the best site.

Of the six sites analyzed for locating the public safety facility, three of the sites rose to the top as possible candidates. Top features for consideration included site size and usable area, topography and elevation change, zoning and land use type, availability of and access to public utility, vehicular and pedestrian access and overall costs associated with developing the site. Based on the type of facility and the need for reducing response time in the overall response area, GIS response time analysis was a leading indicator of site identification and ranking.

Based on thorough analysis of each of the six sites using the ranking criteria rubric the recommended sites ranked highest in order are:

1. Tate Park
2. Northwood Technical College
3. CenturyLink on Pioneer

The following ranking criterial rubric and matrix documents address these other ranking categories:

The matrix that follows this introduction were established as a companion document to the GIS response mapping as another means of assessing the overall benefit of each of the six specific sites.

Table 1 provides a site analysis and cost estimate summary to determine the additional costs necessary to develop each site to prepare the property for construction of a public safety facility.

Table 2 is a numeric ranking rubric that further identifies site features and assigns a ranking to each of the categories with the result of identifying the highest-ranking site. The descriptors along the bottom of the table add additional information for each of the columns above.

Table 1 – Site Analysis and Cost Estimate Summary

Site Location	Parcel ID / Address	Owner	Estimated Area (Acres)	* Estimated Land Cost (\$)	** Estimated Building Value/ Relocation Cost (\$)	Utility/ Site Costs (\$)	Exist Building Demolition Costs (\$)	TOTAL COST (\$)	NOTES:
1. Existing Location (*)	276-1045-47-000 / 34 S. Wilson Ave.	City of Rice Lake	3.12	\$21,250	\$0	\$450,000	\$143,185	\$614,435	Outlot 1-4 & 2-1 to the north owned by GTE North Inc. (Est. area is 0.85 acres). Grading costs for lot included. Renovation costs for existing building and temporary facility costs not included. Site is too small for proposed facility.
2. Tate Park (**)	276-5004-67-000 / 40 Ann Street	City of Rice Lake	8.43	\$0	\$531,700	\$225,000	\$12,530	\$769,230	Total acreage includes the existing lot along the river. Relocation costs are for two ball fields to relocate to the north side of the City on City land near the Archery Park. Site access to Main Street to align with Charles Street would require the purchase of 320 S. Main Street building and .08 acres. (est. \$31,700).
3. Northwood Technical College (*)	276-8004-02-000 / W. South Street	Northwood Technical College	8.06	\$201,500	\$0	\$225,000	\$0	\$426,500	East half of existing NTC parcel. NTC may negotiate a long-term land lease as opposed to land purchase.

Site Location	Parcel ID / Address	Owner	Estimated Area (Acres)	* Estimated Land Cost (\$)	** Estimated Building Value/Relocation Cost (\$)	Utility/ Site Costs (\$)	Exist Building Demolition Costs (\$)	TOTAL COST (\$)	NOTES:
4. CenturyLink Building (*)	276-5007-04-01 / 1825 Pioneer Ave.	Telephone USA of Wisconsin LLC	9.0	\$225,000	\$750,000	\$225,000	\$365,510	\$1,565,510	Grading costs for expansion included. Renovation costs of existing building, not included, because deemed non-complying. Assume full removal/replacement
5. Johnson Truck Bodies (**)	276-5004-82-000 / 215 E. Allen St.	Johnson Truck Bodies	7.25	\$346,300	\$1,304,900	\$600,000	\$596,350	\$2,847,550	Building demolition / removal as shown but does not include possible contamination removal costs.
6. Burger King (**)	276-2327-71-000 / 1130 S. Main St.	JHGV LLC	1.406	\$246,000	\$1,607,300	\$225,000	\$88,000	\$2,166,300	Site is too small for the proposed facility. 5 private parcels included.

NOTES: (\*) Estimated land acquisition cost is \$25,000/acre or as shown in the Barron County 2023 Tax Year report.  
(\*\*) Estimated building cost included in Building Value/Relocation Cost taken from Barron County 2023 Tax Year report.

Table 2 – Rate Evaluation Matrix

Site	Acres / Useable	Flood Plain / Unuseable	Topography / Elevation	Zoning / Land Use	Available Sewer	Available Water	Vehicle Access	Overall Associated Costs	Value	Summary
1 Existing Site of Public Safety Building (34 S. Wilson Ave)	3.97  <b>2.67 acres useable</b>  1	1.3  <b>1.3 unusable</b>  1	1114 - 1136 (22' drop)  <b>2.0 acres practical</b>  1	Technology Park  3	Water St. or Sewer Easement  50 feet  5	Water St. or Water Easement  50 feet  5	Water St. or Wilson Ave.  100 feet  4	\$614,435  4	<b>24</b>	Southern 2.6 acres only useable portion of site property to north is 22 feet higher. Est. 100 ft driveway needed. No willing seller to North steep topography and flood plain to the South
2 Tate Park (40 Ann Street)	8.43  <b>6.91 acres useable</b>  4	1.52 acres  <b>1.52 unusable</b>  4	1128 - 1132  <b>6.8 acres practical</b>  5	Park Zoning District  3	Ann Street  200 feet  5	Ann Street or Water Easement  100 feet  5	Ann Street and Main Street with acquisition  320 feet  5	\$769,230  4	<b>35</b>	Needs storm water detention, Commercial Property acquisition, relocate ball diamonds with DNR approval
3 Northwood Tech (W. South Street)	8.06  <b>8.06 useable</b>  5	0  <b>0.0 unusable</b>  5	1126 - 1128  <b>8.06 acres practical</b>  5	Technology Park  3	W. South Street or College Drive  100 feet  4	W. South Street or College Drive  100 feet  4	W. South Street or College Drive  100 feet  5	\$426,500  4	<b>35</b>	Excellent access needs storm water detention. Tech College needs to be willing to sell/lease and is an interested party for shared training facility.
4 Century Link Building (1825 Pioneer Avenue)	9.0  <b>9.0 acres usable</b>  5	0  <b>0.0 unusable</b>  5	1130 -1132  9.0 acres practical  5	Light Industrial  3	Pioneer Avenue  70 feet  5	Pioneer Avenue  70 feet  5	Pioneer Avenue  70 feet  5	\$1,565,510  1	<b>34</b>	Existing building- retrofit required or building demolition and possible remediation. Unwilling seller

Site	Acres / Useable	Flood Plain / Unuseable	Topography / Elevation	Zoning / Land Use	Available Sewer	Available Water	Vehicle Access	Overall Associated Costs	Value	Summary
5  Johnson Truck Bodies (215 E. Allen Street)	7.25  <b>7.25 useable</b>  5	0  <b>0.0 unusable</b>  5	1134 - 1144 (10' drop)  <b>7.25 acres practical</b>  5	Industrial  3	Allen Street or Koepp Street  100 - 120 feet  4	Allen Street or Bundy Avenue  50 - 100 feet  4	Allen Street, Koepp Street, Bundy Ave., or Charles Street  50 - 100 feet  4	\$2,847,550  1	31	Storm water detention required. Building demo and possible remediation
6  Burger King (1130 S. Main Street)	1.406  <b>1.406 useable</b>  1	0  <b>0.0 unusable</b>  5	1134 - 1136  <b>1.4 acres practical</b>  5	General Commercial  3	Coleman Street or Slocumb Avenue  70 feet  5	Coleman Street or Main Street  50 - 100 feet  5	Main Street, Coleman Street or Slocumb Street  50 - 100 feet  4	\$2,166,300  1	29	Site too small, detention required.

Site	Acres / Useable	Flood Plain / Unusable	Topography / Elevation	Zoning / Land Use	Available Sewer	Available Water	Vehicle Access	Overall Associated Costs	Value
Analysis of the Six site locations as directed by the Rice lake Common Council	Usable Area excludes Floodplain and wetlands	Building Suitable is the Usable area less the area of hydric soils	Practical Acreage is Buildable Suitable less the area greater than 5% slope within the Buildable area	Per September 2023 City Zoning Map	Where sewer exists in the right-of-way distance represents lot depth to new building	Where water exists in the right-of-way distance represents lot depth to new building	Driveway access distance represents lot depth to new building	Cost reflects demolition of existing on-site structures and site preparation	Aggregate score based on a numeric ranking 1-5 for each of the scoring criteria





Programming and Future Space Needs were derived and based on current operation and potential expansion discussions with the Rice Lake Fire and Police chief and public safety building committee members. Separate fire and police space needs documents have been developed and include the current and future programmed spaces necessary for the operation of a police, fire and EMS station located on a preferred site within Rice Lake.

The program areas were also applied to the existing building renovation options analyzed as part of the study so the appropriately sized building could be used in determining the feasibility of occupying the existing public safety building site.

The following is a high level summary of the building program spaces and their appropriate areas and does not include a room by room breakdown. Square footage areas between the new program and the existing facility have been listed comparatively.

**Programmed area for a new public safety facility: 54,472 s.f.**

Existing area of current public safety facility: 26,455 s.f.

**Programmed Fire Department Administration: 10,578 s.f.**

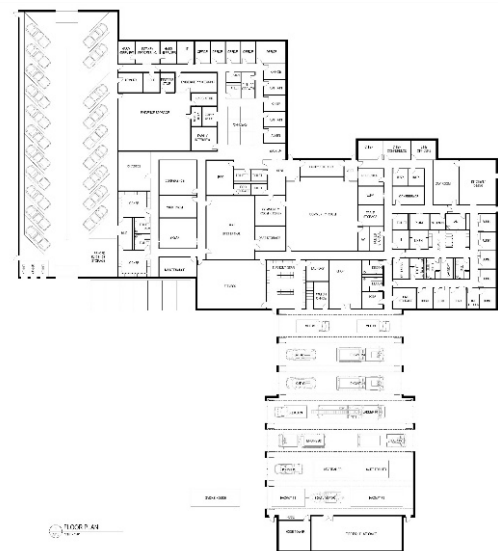
Existing area of current Fire Department Administration: 4,310 s.f.

**Programmed Fire Department Apparatus Storage (Truck Bays): 11,516 s.f.**

Current Fire Department Apparatus Storage (Truck Bays): 10,000 s.f.

**Programmed area of EMS related spaces 209 s.f.**

Current area of EMS related spaces 0 s.f.



**Programmed area of EOC 565 s.f.**

Current area of EOC 0 s.f.

**Programmed Police Administration & Training: 15,602 s.f.**

Existing area of current Police Department Administration: 7,682 s.f.

**Programmed area of Vehicle Storage: 10,181 s.f.**

Existing area of Vehicle Storage: 1,250 s.f.

**Programmed Large Evidence Storage: 451 s.f.**

Existing Large Evidence Storage: 0 s.f.

**Programmed Community Room and support areas: 3,958 s.f.**

Existing Community Room and support areas: 0 s.f.

The space needs programming documents with room by room descriptions and recommended sizes can be found on the pages following this section.

It should be noted that the total square foot areas on the programming spreadsheets do not match the areas listed above. The difference between these numbers is accounted for in changes to the actual room sizes as the spreadsheet program is transitioned to a schematic floor plan.

Efficiency ratios are used on the spreadsheet to accommodate for things like wall thickness, and circulation (hallways, stairs, elevators).

As the floor plan is further developed these efficiency ratios typically decrease but they are used as placeholders in the programming phase in order to account for required square footage outside of the actual room size allocations.

Table 3 – Fire Department Apparatus

Apparatus Room							4,635
Number of Bays		3	4	5	6	7	8
Depth	Length						
		80	104	128	152	176	200
	60	4800	6240	7680	9120	10560	12000
	80	6400	8320	10240	12160	14080	16000
100	8000	10400	12800	15200	17600	20000	

Fire Department Program	Length	x	Width	=	Sq. Ft.	Quantity	Totals
Ladder 1	45	x	20	=	900	1	900
Engine 2	40	x	20	=	800	1	800
Engine 3- first out	40	x	20	=	800	1	800
Engine 4- first out	40	x	20	=	800	1	800
Tender 5	40	x	20	=	800	1	800
Brush 6	25	x	15	=	375	1	375
Squad 9	20	x	20	=	400	1	400
MED 1	22	x	20	=	440	1	440
Car 1	20	x	15	=	300	1	300
Car 2	20	x	15	=	300	1	300
Haz Mat 1	25	x	20	=	500	1	500
Haz Mat 2	25	x	20	=	500	1	500
Smoke House	25	x	20	=	500	1	500
ATV trailer	20	x	15	=	300	1	300
SORT trailer	25	x	20	=	500	1	500
Boat- zodiak	25	x	15	=	375	1	375
Future MED	22	x	20	=	440	1	440

9,030	Subtotal
1,806	Efficiency Ratio of 20%
10,836	Fire Department Program

Table 4 – Fire Department Office, Administrative &amp; Living Space

	Length	x	Width	=	Sq. Ft.	Quantity	Totals	Notes
<b>Apparatus Bay Area</b>								
Fire Turnout Gear	25	x	18	=	450	1	450	25 full time 24 for POC
Laundry Area	10	x	15	=	150	1	150	1 commercial extractor, Dryer Drying cabinet.
Decon Area	10	x	10	=	100	3	300	1 hour decon protocol after return to quarters
Shop and Storage Rooms	15	x	12	=	180	1	180	
Air Compressor	6	x	6	=	36	2	72	
SCBA Compressor (Fill Station) / Repair	12	x	10	=	120	1	120	
Bunk Rooms	10	x	12	=	120	8	960	4 ff 2 EMS OIC desk area in one of the rooms rest room for OIC
IT Room	10	x	10	=	100	1	100	
Hose Storage	10	x	3	=	30	2	60	Racks in annex and main building
Fire Equipment storage	20	x	50	=	1000	1	1000	Hazmat booms, back seats., etc.
Mechanical	0	x	0	=	0	1	0	TBD by Mech Eng- mezzanine area
Hose Tower Area	16	x	15	=	240	1	240	Built in training props
Stairwell	0	x	0	=	0	1	0	
<b>Living Space Area</b>								
Day Room	25	x	15	=	375	1	375	6-8 staff on shift
Crew Kitchen	20	x	15	=	300	1	300	Communal space
Pantry	3	x	4	=	12	3	36	Shared Cabinets not ABC shift- space for individual
Dining Area	16	x	26	=	416	0	0	Part of Crew Kitchen
<b>Basement/Shelter In Place</b>								
EOC and file storage room	20	x	12	=	240	1	240	EOC reinforced for disaster
<b>Bathrooms</b>								
Men's/Women's locker room (Unisex)	12	x	10	=	120	3	360	
	20	x	25	=	500	0	0	
Public Men's	8	x	7	=	56	1	56	
Public Women's	8	x	7	=	56	1	56	
Linen Closet	8	x	10	=	80	0	0	2- person storage in each bedroom
Janitor's Closet	8	x	8	=	64	1	64	
<b>Weight room</b>								
Fitness Room	30	X	40	=	1200	1	1200	Shared between PD and FD
<b>Administrative Areas</b>								

	Length	x	Width	=	Sq. Ft.	Quantity	Totals	Notes
Reception Area	12	x	12	=	144	1	144	
Officer office	10	x	12	=	120	1	120	
Chief office	10	x	15	=	150	1	150	
Chief's Conference Room	12	x	15	=	180	1	180	
Line officers	10	X	12	=	120	1	120	
Fire Inspectors/building Inspector Office	10	x	12	=	120	2	240	Could be shared
Wellness Room	8	x	12	=	96	1	96	
Community Room Kitchen	12	x	15	=	180	1	180	Catering Kitchen
Community Room	50	x	35	=	1750	1	1750	100 person capacity
EOC Support Area	20	x	25	=	500	1	500	Lockable and separate from Community room
Copy/Work Area	8	x	10	=	80	1	80	
Plans	6	x	12	=	72	1	72	Layout and storage
Clothing Storage	8	x	12	=	96	0	0	
<b>Watch Desks</b>								
Local Disp/Watch Desk	12	x	10	=	120	1	120	Duty crew workstations with charging area
Radio Server / IT Room	10	x	10	=	100	1	100	Dedicated room for IT equipment
<b>Training Area</b>								
Large Training Room	20	x	30	=	600	0	0	Community room function listed above
Restroom	10	x	6	=	60	0	0	
Janitor's Closet	4	x	4	=	16	1	16	
Table/Chair Storage	10	x	15	=	150	1	150	
AV Storage	6	x	10	=	60	1	60	
<b>Pub Ed</b>						0		?
Public Education Storage	12	x	12	=	144	1	144	On mezzanine
Lobby/History	2	x	20	=	40	1	40	Lobby history corner

10,581	Subtotal
1,058	Efficiency Ratio of 10%
11,639	<b>Administration/Office Spaces</b>

Table 5 – EMS Program

	Length	x	Width	=	Sq. Ft.	Quantity	Totals	Notes
EMS Drug/Medical Storage	19	x	10	=	190	1	190	Medical Storage and med gas bottles
Paramedic Report Writing	8	x	8	=	64	0	0	
EMS chiefs office	12	x	12	=	144	0	0	Accommodate later
							190	Subtotal
							19	Efficiency Ratio of 15%
							209	EMS Program Total

Table 6 – Site Program

	Length	x	Width	=	Sq. Ft.	Quantity	Totals	Notes
On Call Parking	25	x	10	=	250	50	12500	Close to app floor. Training parking 50 cars + community room parking
Public Parking (fire dept business)	32	x	10	=	320	0	0	Code required parking for community room
Fire Apparatus Apron	80	x	100	=	8000	1	8000	
EMS Apparatus Apron	50	x	20	=	1000	1	1000	
Outdoor Patio	25	x	45	=	1125	1	1125	
Enclosed Dumpster	12	x	24	=	288	1	288	
Generator	20	x	10	=	200	1	200	
Storm Water Treatment	50	x	100	=	5000	1	5000	
Cold Storage	60	x	60	=	3600	1	3600	
Training Pavement	32	x	100	=	3200	1	3200	-
LED Message Board	5	x	15	=	75	0	0	
Community add room parking	10	x	20	=	200	50	10000	
							44,913	Subtotal
							4,491	Efficiency Ratio of 10%
							49,404	Site Program Total

Table 7 – Summary Total

<b>Fire Department Apparatus</b>	<b>10,836</b>	
<b>Fire Department Office, Administrative &amp; Living Space</b>	<b>11,639</b>	
<b>EMS Program</b>	<b>565</b>	
<b>Site Program</b>	<b>49,404</b>	
	<b>72,444</b>	<b>Station footprint</b>
	<b>72,444</b>	<b>Minimum Site Requirements</b>

Table 8 – Police Department Space Needs

Program Town Hall	Size			Quantity	Total Sq. Ft.	Notes	
	Length	x	Width = Sq. Ft.				
<b>Department Spaces</b>							
Staff Toilet Room	10	x	10	100	3	300	8 staff on daily basis
Safe Space in entry vestibule	10	x	10	100	1	100	
Family or soft interview room	12	x	12	144	1	144	
Police Chief Office	10	x	15	150	1	150	
Police Offices	10	x	12	120	9	1080	2 Command staff 3 investigators, 1 school resource officer
Locker Room	20	x	15	300	1	300	30 lockers and staff
Break Room	12	x	8	96	1	96	
Intake/Processing	12	x	12	144	1	144	
Evidence Storage	45	x	40	1800	1	1800	Separate narc/drug and gun room direct ventilation
Holding facilities	10	x	10	100	1	100	Level of agency standard-
Hard Interview	10	x	10	100	2	200	
Vehicle Storage/Speed board	21	x	24	504	20	10080	Currently 13 vehicles 20 vehicle garage Speed board UTV, Drive through, tools, maint. Equipment, wash stall
Less Lethal Training Room (Simulator)	20	x	30	600	1	600	River Falls Projection panels 180 degree view
Tactical training DAAT	25	x	40	1000	1	1000	Marked stall in the garage, No formal stall port.
Impound	10	x	20	200	20	4000	Stand alone cold storage with heated area. Evidence vehicles 20 vehicle garage or annex building once vacated
Kennel (Dept K9)	6	x	6	36	1	36	K9 bath eye wash., safety shower
Secure Records Storage	20	x	25	500	1	500	Consolidate from 3 locations double current s.f. Secured and separate for personnel and case files. Personnel files in separate room.
Admin/Report/Officers Room	25	x	35	875	1	875	Open communal (River Falls) 6 staff members adjacent to admin
Maintenance Staff Work Area	15	x	15	225	1	225	Station maint. Items
IT	10	x	10	100	1	100	
Narcotics storage	10	x	10	100	1	100	Separate room in Evidence room
MFD- copy, print	10	x	8	80	1	80	
Conference Room	15	x	18	270	1	270	6-8 person capacity
Work Area	10	x	15	150	1	150	
Walk up counter/window	10		15	150	1	150	
Office Supply Space	10	x	10	100	1	100	

Program Town Hall	Length	x	Size Width	=	Sq. Ft.	Quantity	Total Sq. Ft.	Notes
Armory	12	x	10		120	1	120	Gun cleaning, ammo
<b>Other work areas</b>								
Secured training equip. storage	10	x	15		150	1	150	
Mud Room	6	x	8		48	1	48	Laundry equipment in Mud Room
Janitor closet	6	x	8		48	1	48	
Public Education Storage	10	x	10		100	1	100	Dedicated room for pub Ed.
Fenced in evidence storage	20	x	23		460	1	460	
Uniform/Equipment Storage	10	x	10		100	1	100	
Investigator war room	15	x	15		225	1	225	
<b>Subtotal</b>							<b>23,931</b>	
** Efficiency Ratio							2,393	
<b>Total</b>							<b>26,324</b>	

\*\* Efficiency ratio includes circulation, structure and walls.  
Units in square feet unless specified otherwise

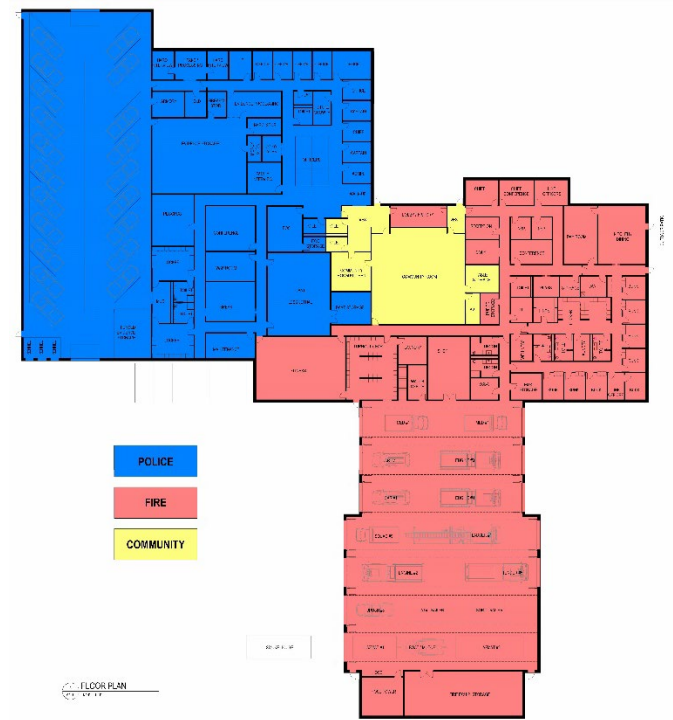
<b>Square Foot Summary</b>	
Secure staff parking- (New Richmond) 12 vehicles	3,000
Admin Staff Program Total	29,324

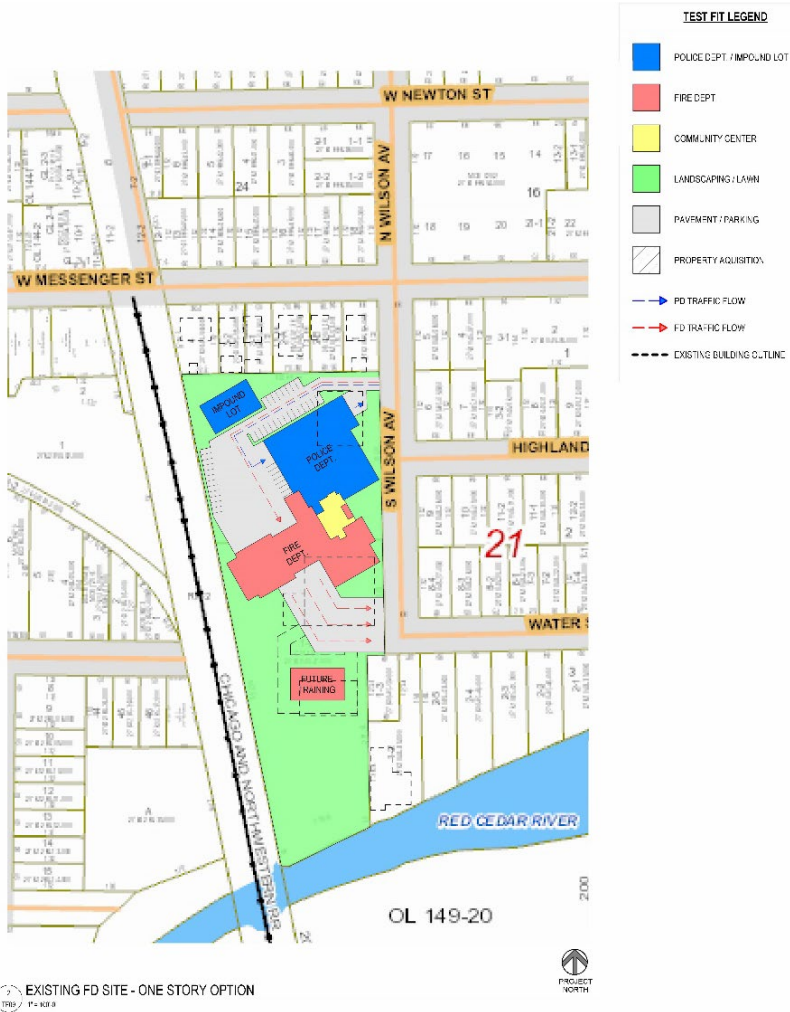




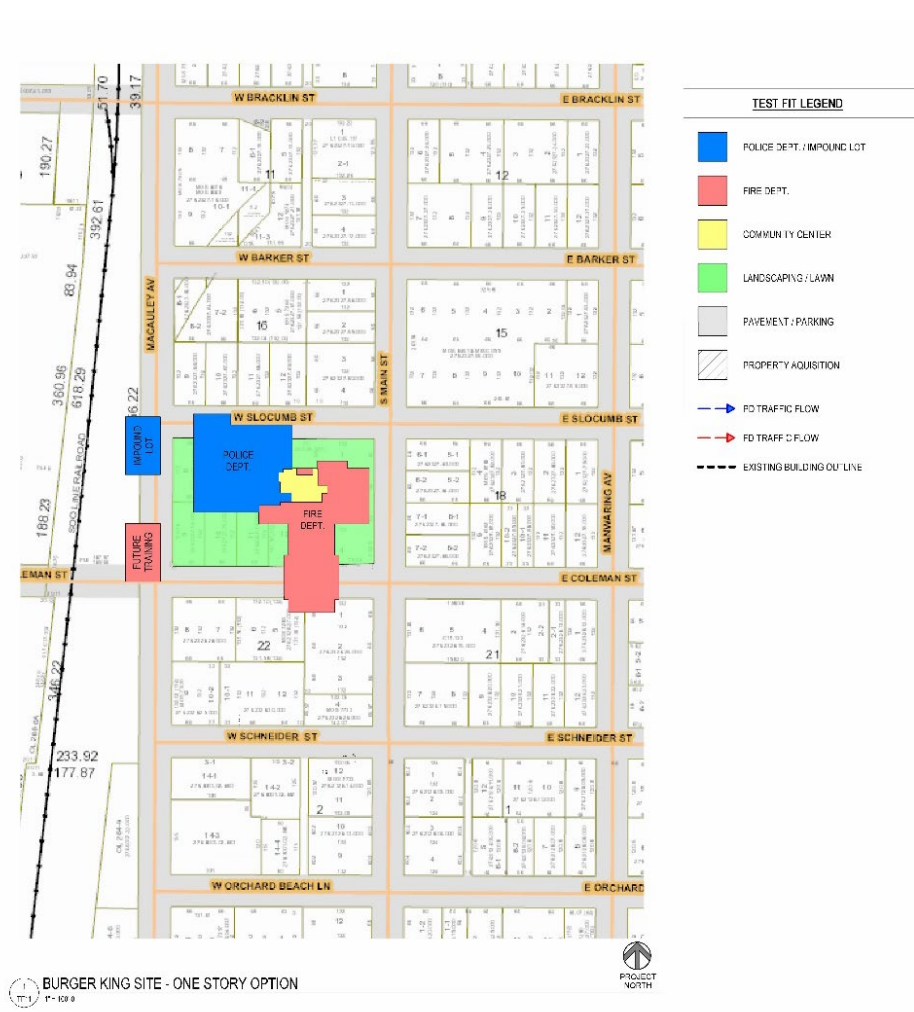


**Proposed Building and Site Plan Layout** As part of the programming and long-term space needs for the of the Rice Lake Public Safety Building, the consultant team developed a preliminary floor plan and test fit plans on 6 of the potential sites. The following illustrations are building floor plan and site plans used to determine the appropriate size and configuration of the building on the parcels. The test fit plans are also used to develop dialog around the amount of on- site parking and vehicle traffic flow as well as the impact on the response time mapping. The plans are schematic in nature and will evolve as the design progresses in future phases.

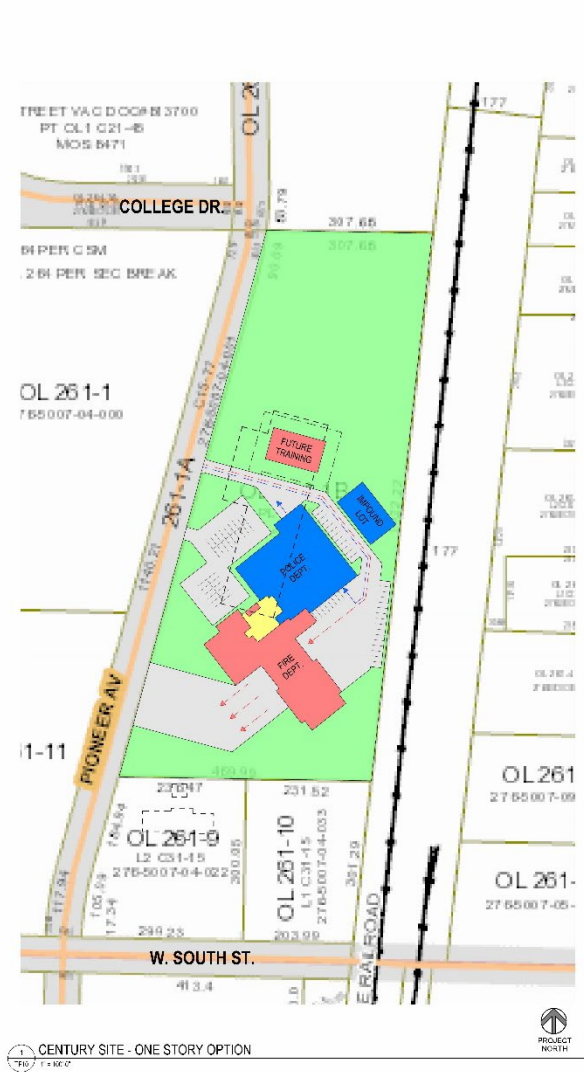




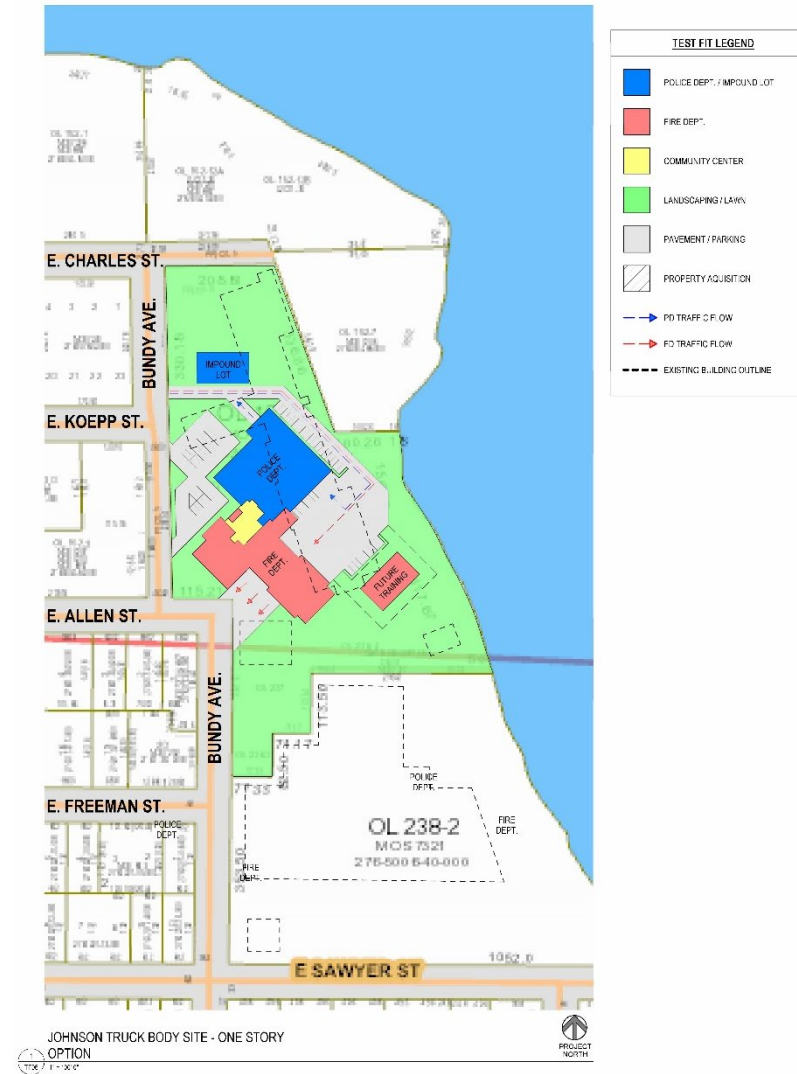
**Test fit on the existing Wilson Avenue Site**  
 Conclusion: Site is not adequately sized to accommodate the long term needs of the public safety facility.



**Test fit on the existing Burger King Site**  
 Conclusion: Site is not adequately sized to accommodate the long term needs of the public safety facility.



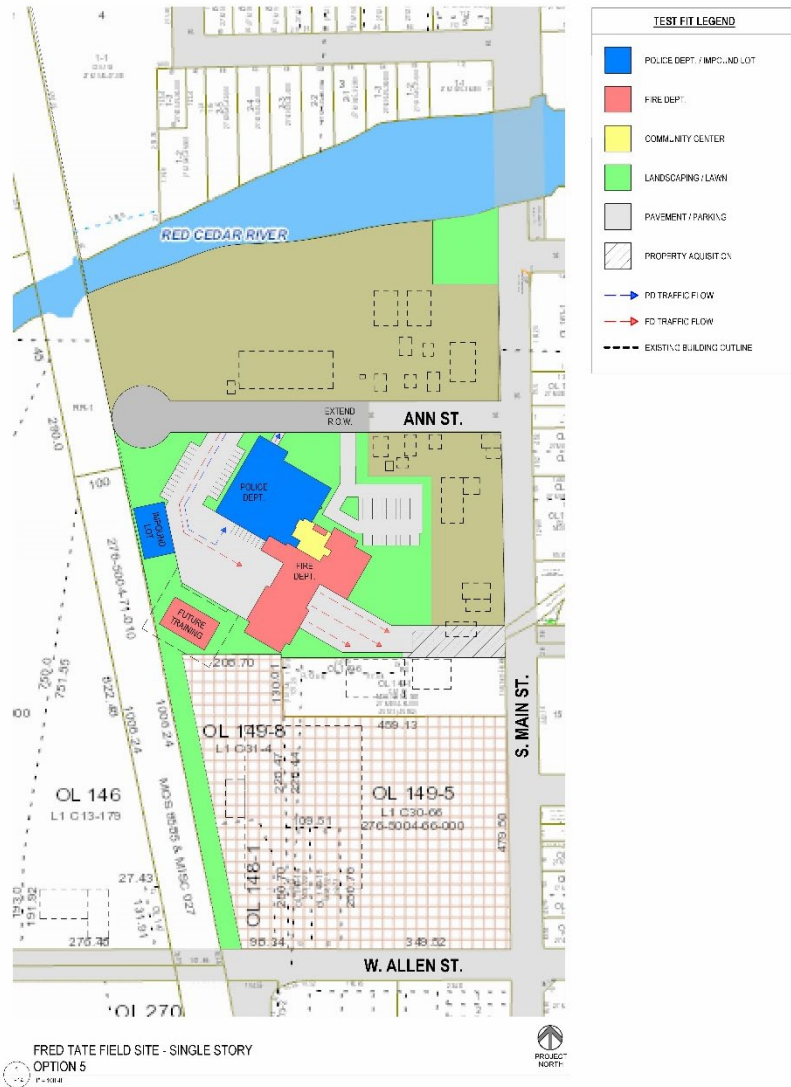
**Test fit on the existing Century Link Site**  
 Conclusion: The site is adequately sized to accommodate the long term needs of the public safety facility. The existing building would be razed.



**Test fit on the existing Johnson Truck Bodies Site**  
 Conclusion: The site is adequately sized to accommodate the long term needs of the public safety facility. The existing building would be razed

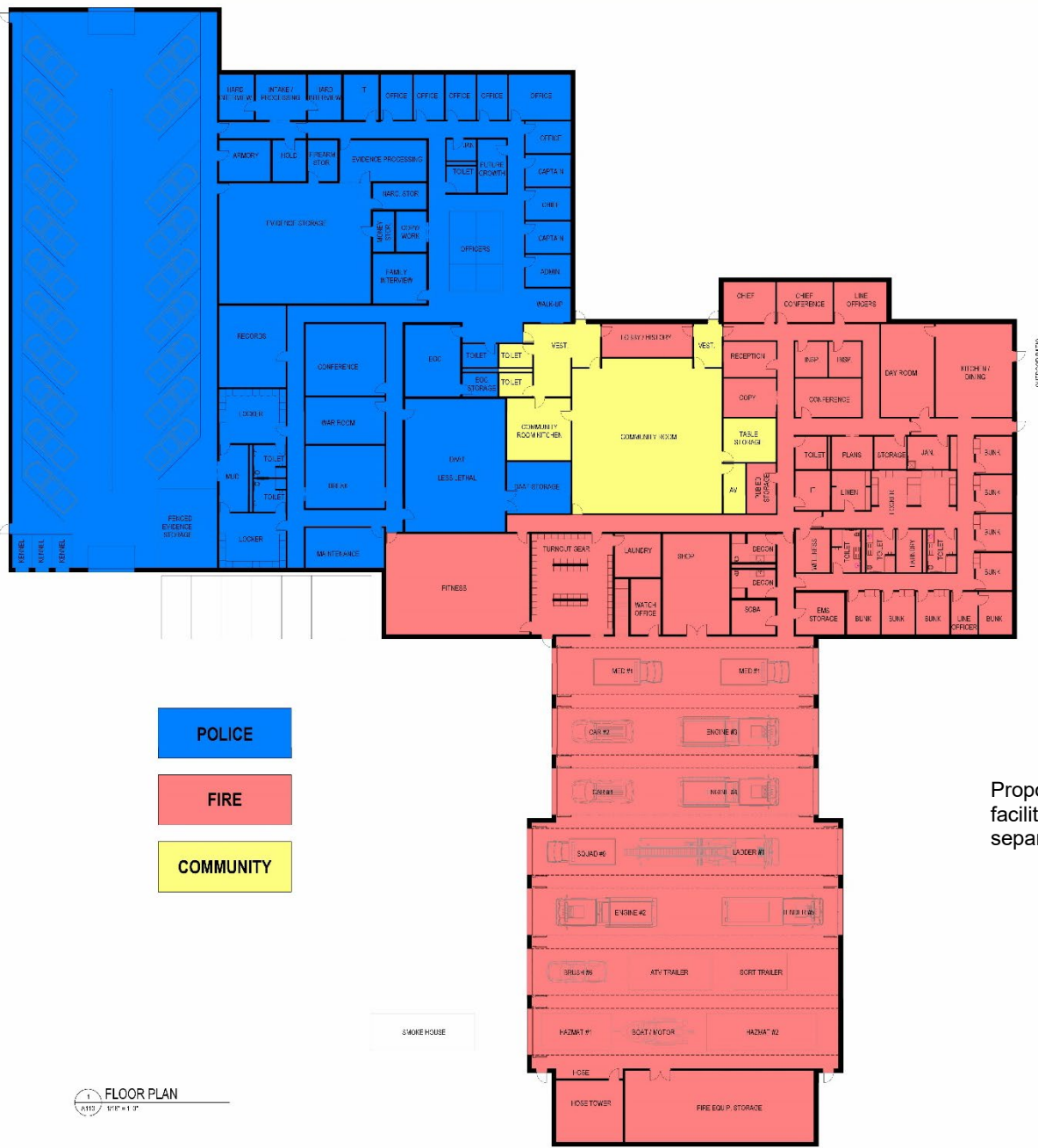


**Test fit on the existing Northwood Tech Site**  
 Conclusion: The site is adequately sized to accommodate the long term needs of the public safety facility. The property would likely be leased from the Technical College by the City.



**Test fit on the existing Tate Park Site**

Conclusion: The site is adequately sized to accommodate the long term needs of the public safety facility. The ball fields and structures would need to be relocated prior to demolition and construction of a new public safety facility.



- POLICE
- FIRE
- COMMUNITY

Proposed floor plan layout of the new public safety facility. Color coding of the floor plan indicates the separation by department.

FLOOR PLAN  
1/17 1/4" = 1'-0"





## Exterior Rendering & Material Discussion

A material palette for the exterior construction of the public safety building was established to develop a baseline for the recommended and appropriate types of building construction materials and exterior building systems. It is customary at the preliminary design phase of a project to identify the major building components and establish minimum standards for the quality of the facility. Since the cost of materials and the methods of construction can vary widely, it is important to establish a baseline during the preliminary design to set expectations and determine preliminary construction cost before the design of the project gets too far along in the architectural and engineering process. The recommended exterior building materials form a basis of design that should be followed if the city is expecting a minimum of 50 years of service life from the public safety building.

There are several decision factors that go into the selection of exterior building materials. Upfront cost versus long term payback as it relates to energy efficiency and durability is one of the key decision factors. Besides aesthetics, durability and performance of the exterior material is an equally important decision factor.

Based on current International Building Code requirements for thermal performance of the building envelope, material decisions were made to meet the building code requirements while providing a visually attractive façade. The energy code is a contributing factor to indirect relationship with the functional design of the exterior of the building. The placement of glass versus solid surfaces and their orientation to exposure to the elements such as sun and prevailing winds, dictate

the percentage of certain materials that are permitted on each of the elevations of the building.

Due to the relatively robust nature of the activities of a public safety facility, hard surface materials such as brick, stone and concrete are used extensively in high contact areas. These materials have the advantage of long term durability and offer superior energy performance when detailed as part of highly insulated weatherproof assembly.

Material selections are also driven by local code requirements for specific zoning classifications within the community. The material palette for a building in a downtown commercial district is usually different from the requirements in an industrial setting. With the public safety building being a main feature in the commercial core, consideration was made as to the aesthetics and the quality of the material selected.

The illustrations that follow this discussion are used as a guide to graphically express the intent of the aesthetic of the new public safety facility. Traditional materials such as brick and stone are used on the majority of the facility due to its highly visible location within the central business district.











## Rice Lake Public Safety Building Basis of Design

The basis of design helps to identify the construction methods and equipment that will be planned into a new public safety facility. Since the design is in early preliminary stages, a baseline needs to be established for the type of construction of the building. The basis of design provides guidelines for developing rough cost per square foot of the facility. By using the following assumptions, rough order of magnitude estimates can be developed:

### Foundation System

Spread footings at frost depth around perimeter of building. (Pending geotechnical exploration and reporting results).

Frost walls will be utilized around the perimeter of the building

Interior column piers will be used in the apparatus bay

### Structural System

Steel bar joists will be supported by steel framing system of girders and columns on the interior of the structure.

Exterior precast walls of the apparatus bays will be load bearing.

The mezzanine will be framed with steel bar joists, metal deck and 3" concrete floor slab. Steel pan stairs and filled concrete treads.

Exterior walls of the administration area will be metal stud back up supported by an independent structural steel frame maximizing expandable end walls wherever possible (limited X bracing).

Walls of the administration area will be steel stud back up walls with masonry veneer, 3" rigid insulation, 1" air space 5/8" DensGlass sheathing, spray applied moisture/air barrier and mortar netting. Masonry openings will be supported with steel lintels.

### Roof System

The roof will be installed on metal deck fastened to the bar joists. The structure will be sloped to interior roof drains. 6" polyiso rigid insulation (built up of 2 layers) with staggered joints and a fully adhered EPDM membrane roof. Continuous metal coping around the perimeter of the top of wall around the entire facility. Pitched roof systems will be standing seam metal roofing on 6" nail base.

### Floor Slabs

The floor slab of the apparatus bay will be 10" thick concrete sloped to interior trench style floor drains on center of each of the OH doors (8 total). The floor will be reinforced with #5 rebar 12" o.c. each way. Slabs will receive a hard trowel finish and concrete sealer.

The administrative Office area floor slab will be 5" thick with #4 rebar 16" o.c. each way.

### Interior Walls

Interior walls in the apparatus bay will be 8" CMU set on thickened grade beam under the floor slab.

Interior walls of the administration area will be 3 5/8" metal studs and drywall and will extend from the finished floor to the underside of the roof deck. Cavities will be filled with sound attenuation insulation and perimeter acoustic sealant at the floor and roof deck. All walls receive 1 coat primer/block filler and 2 coats of paint. 8" concrete block walls will be used in the evidence,

booking and hard interview areas for durability and impact resistance.

### Interior Doors

Interior doors in the apparatus bay will be hollow metal frames and hollow metal doors (painted).

Interior doors in the administrative area will be hollow metal door frames painted and solid wood slab doors stained. Each office and conference room will have an 18" side lite.

### Exterior Doors

Main entry doors- aluminum storefront with full glass insulated aluminum door.

3' personnel doors: Hollow metal doors in hollow metal frames.

14'x14' full glass sectional OH doors with jack shaft openers (10 doors).

14'x14' partial glass bi-fold doors will serve the first out apparatus (6 doors)

### Exterior Windows

Anodized aluminum storefront windows with 1" insulated Low E glazing. Tempered glass at entry door locations.

### Flooring

The administrative area will receive floor finishes. The lobby, vestibule and toilet rooms/shower rooms and locker room will receive ceramic tile.

The training room, kitchen and all corridors will receive LVT. All offices, conference rooms, day room and bunk rooms will receive 24x24 carpet tile.

### Ceilings

24x24 high NRC tile in all administration office spaces. Standard white grid. Painted exposed structure in all other locations.

### Casework

Steel base cabinets with stainless counter tops in app bay work rooms and kitchen.

Plastic laminate base cabinets and solid surface (Corian) tops in all other areas.

Solid surface windowsills and toilet room vanity tops.

### HVAC

Roof top gas fired forced air units with remote condensing units for administration area. Apparatus bay- Gas fired make up air unit with localized exhaust (plymovent) radiant floor heating by remote boiler unit on mezzanine.

### Electrical

Backup generator sized to provide emergency power to OH doors, HVAC fans- No AC back up and select interior outlets in the EOC/training room, kitchen (refrigerators) and emergency lighting circuits.

All lighting to be 120 VAC LED lighting fixtures (interior and exterior).





## Hybrid Remodel Police Department - Current Site and New Fire Station on New Site

This Cost Estimate is based on renovation of the existing police and fire station for use as a new Police Station and the construction of a new Fire Station on a selected site. The estimate of probable cost developed by the consulting team includes “all in” project costs. The estimate includes the costs to fully renovate the current facility and build a new fire station facility (hard costs) in 2024 dollars as well as other associated (soft costs) the City will incur when designing, constructing, and occupying the facility.

This cost scenario was developed assuming selective demolition would be required for the existing police/fire facility (Roughly 20,500 s.f.) and renovation to the current police, fire, and annex facility as well as a 28,500 square foot new fire station necessary to provide the programmed area required for a functioning public safety facility.

Total cost of the project under this scenario is roughly \$25.8 million. A complete breakdown of the program and costs are represented on the following page.

The estimate was established using per square foot costs and include site development costs (pavement, stormwater improvements, site lighting and amenities).

Square foot costs were established using the “Basis of Design” for the definition of the construction materials and methods for the building type. The cost per square foot was derived from current project cost data from similarly sized projects within the market area (Northwest WI) recently bid and constructed.

Based on the preliminary nature and status of the design, the cost per square foot estimating method is a reliable

method of estimating projects at the schematic design level.

Table 9 – Safety Building Addition/Remodel PD New FD Costs

<b>Fire Department</b>		
Apparatus Bay	11516	s.f.
Office/Admin	10,578	s.f.
EMS	209	s.f.
Fitness	1412	s.f.
<b>Community Room</b>		
Community Room	3958	s.f.
EOC	565	s.f.
<b>Police</b>		
Office/Admin	15602	s.f.
Vehicle Storage	10181	s.f.
Large Evidence	451	s.f.
<b>Total Areas:</b>		
Fire	23715	s.f.
Police	26234	s.f.
Community Room	4523	s.f.
Total Area	54472	s.f.
<b>Renovated/New Areas</b>		
Demolition	20,455	s.f.
Renovation	26,455	s.f.
New Fire Station	28,459	s.f.
Cost/s.f. Demolition	\$7	s.f.
Cost/s.f. Renovation	\$190	s.f.
Cost/s.f. New Addition	\$365	s.f.
Construction Cost	\$15,557,170	
<b>Additional Costs</b>		
Land	0	
Design	\$1,166,787.75	
Relocation During Construction (24 months)	\$375,000.00	
Lease space fit-out costs	\$6,809,000.00	
FFE	\$311,143.40	
Contingency	\$1,555,717.0	
<b>Total Project Cost:</b>	<b>\$25,774,818</b>	

## Addition and Remodel - Current Site

This Cost Estimate is based on renovation and addition of the police and fire station. The estimate of probable cost developed by the consulting team includes “all in” project costs. The estimate includes the costs to fully renovate and add on to the facility (hard costs) in 2024 dollars as well as other associated (soft costs) the City will incur when designing, constructing, and occupying the facility.

This cost scenario was developed assuming selective demolition would be required for the existing facility (Roughly 20,500 s.f.) and renovation to the current police, fire, and annex facility as well as a 28,000 square foot addition necessary to provide the programmed area required for a functioning public safety facility.

Total cost of the project under this scenario is roughly \$25.6 million. A complete breakdown of the program and costs are represented on the following page.

The estimate was established using per square foot costs and include site development costs (pavement, stormwater improvements, site lighting and amenities).

The estimate also included lease costs to relocate the current emergency services operation from their location Wilson Avenue for a 24 month period during construction as well as an allowance for tenant improvement fit out to convert a lease facility to a functioning emergency services facility.

Square foot costs were established using the “Basis of Design” for the definition of the construction materials and methods for the building type. The cost per square foot was derived from current project cost data from similarly sized projects within the market area (Northwest WI) recently bid and constructed.

Based on the preliminary nature and status of the design, the cost per square foot estimating method is a reliable method of estimating projects at the schematic design level.

Table 10 – Public Safety Building Addition/Remodel Costs

<b>Fire Department</b>		
Apparatus Bay	11516	s.f.
Office/Admin	10,578	s.f.
EMS	209	s.f.
Fitness	1412	s.f.
<b>Community Room</b>		
Community Room	3958	s.f.
EOC	565	s.f.
<b>Police</b>		
Office/Admin	15602	s.f.
Vehicle Storage	10181	s.f.
Large Evidence	451	s.f.
<b>Total Areas:</b>		
Fire	23715	s.f.
Police	26234	s.f.
Community Room	4523	s.f.
Total Area	54472	s.f.
<b>Renovated/New Areas</b>		
Demolition	20455	s.f.
Renovation	26455	s.f.
New addition	28017	s.f.
Cost/s.f. Demolition	\$7	s.f.
Cost/s.f. Renovation	\$190	s.f.
Cost/s.f. New Addition	\$365	s.f.
Construction Cost	\$15,395,840	
<b>Additional Costs</b>		
Land	0	
Design	\$1,154,688.00	
Relocation during renovation	\$375,000.00	
Lease space fit-out costs	\$6,809,000.00	
FFE	\$307,916.80	
Contingency	\$1,539,584.0	
<b>Total Project Cost:</b>	<b>\$25,582,029</b>	

## Combined Public Safety Facility - New Construction

This Cost Estimate is based on the recommendation for full replacement of the police and fire station. The estimate of probable cost developed by the consulting team includes “all in” project costs. The estimate includes the costs to construct the facility (hard costs) in 2024 dollars as well as other associated (soft costs) the City will incur when designing, constructing, and occupying the facility.

The cost estimate under this scenario assumes a completely new 54,475 s.f. Public safety facility is built on one of the sites selected from the site analysis exercise.

The total cost of the project is \$24.5 million. This cost is reflective of building construction and additional site improvement costs necessary to provide an efficient, functioning public safety facility. A complete breakdown of the program and costs are represented on the following page.

The estimate was established using per square foot costs and includes site development costs (pavement, stormwater improvements, site lighting and amenities).

Square foot costs were established using the “Basis of Design” for the definition of the construction materials and methods for the building type. The cost per square foot was derived from current project cost data from similarly sized projects within the market area (Northwest WI) recently bid and constructed.

Based on the preliminary nature and status of the design, the cost per square foot estimating method is a reliable method of estimating projects at the schematic design level.

Table 11 – Public Safety Building New Construction Cost

<b>Fire Department</b>		
Apparatus Bay	11,516	s.f.
Office/Admin	10,578	s.f.
EMS	209	s.f.
Fitness	1,412	s.f.
<b>Community Room</b>		
Community Room	3,958	s.f.
EOC	565	s.f.
<b>Police</b>		
Office/Admin	15,602	s.f.
Vehicle Storage	10,181	s.f.
Large Evidence	451	s.f.
<b>Total Areas:</b>		
Fire	23715	s.f.
Police	26234	s.f.
Community Room	4523	s.f.
Total Area	54472	s.f.
Cost/s.f.	\$365	s.f.
Construction Cost	\$19,882,280	
<b>Additional Costs</b>		
Land Improvements	\$769,230.00	
Design	\$1,491,171.00	
FFE	\$397,645.60	
Contingency	\$1,988,228.0	
<b>Total Project Cost:</b>	<b>\$24,528,555</b>	





## **Inflationary Impacts**

The replacement of this facility should be planned for within the next 2-3 years to maximize the return on investment in terms of the size and quality of the building for the estimated cost for replacement. It should also be noted that based on inflation and cost of materials and labor, for every year the project is delayed, it will cost the City an additional 9% per year compounded based on current inflation rates. This is a conservative estimate of inflation as current market analysis and inflationary trends tend to be more volatile. To illustrate the impact of delaying the construction of a new facility, a table of inflation follows this section.

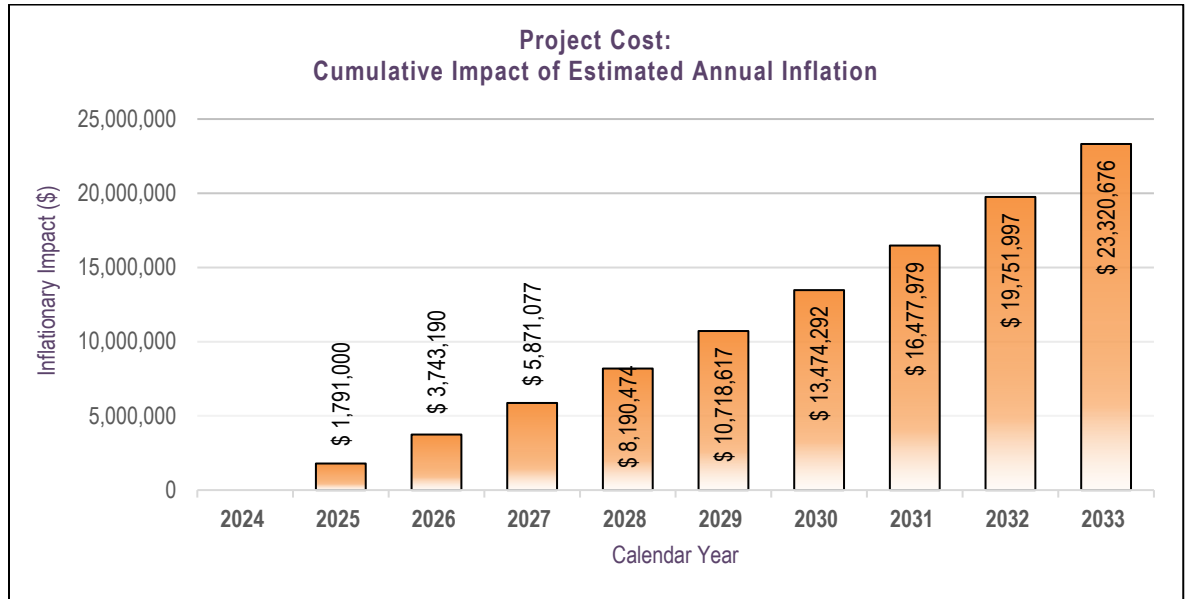
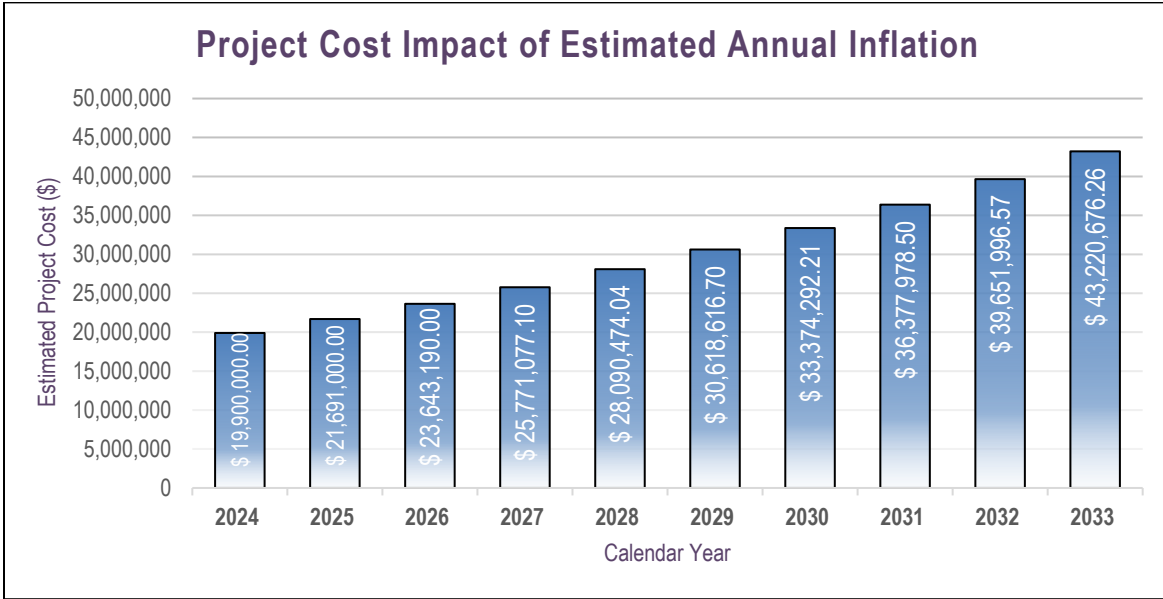


Table 12 – SEH Project Cost Inflationary Impact Schedule

Year One for Analysis:	2024
<b>PROJECT COST</b>	
Estimated Total Project Cost:	\$ 19,900,000
Percent of Soft Costs:	12%
Soft Costs (Consulting, Administration):	\$ 2,388,000
Hard Costs (Construction):	17,512,000
<b>Project Costs:</b>	<b>\$ 19,900,000</b>
<b>Potential Rate of Annual Inflation:</b>	
Estimated Soft Costs Inflation:	9%
Estimated Hard Costs Inflation:	9%

Table 13 – Project Cost Impact of Annual Inflation

Year:	1	2	3	4	5	6	7	8	9	10
Calendar Year Ending:	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Soft Cost:	\$ 2,388,000	\$ 2,602,920	\$ 2,837,183	\$ 3,092,529	\$ 3,370,857	\$ 3,674,234	\$ 4,004,915	\$ 4,365,357	\$ 4,758,240	\$ 5,186,481
Hard Cost:	17,512,000	19,088,080	20,806,007	22,678,548	24,719,617	26,944,383	29,369,377	32,012,621	34,893,757	38,034,195
<b>Estimated - TOTAL Project Cost:</b>	<b>\$ 19,900,000</b>	<b>\$ 21,691,000</b>	<b>\$ 23,643,190</b>	<b>\$ 25,771,077</b>	<b>\$ 28,090,474</b>	<b>\$ 30,618,617</b>	<b>\$ 33,374,292</b>	<b>\$ 36,377,979</b>	<b>\$ 39,651,997</b>	<b>\$ 43,220,676</b>
Annual Cost Variance:	\$ -	\$ 1,791,000	\$ 1,952,190	\$ 2,127,887	\$ 2,319,397	\$ 2,528,143	\$ 2,755,676	\$ 3,003,686	\$ 3,274,018	\$ 3,568,680
Annual Percent Variance:	#DIV/0!	9.00%	9.00%	9.00%	9.00%	9.00%	9.00%	9.00%	9.00%	9.00%
Cumulative Annual Cost Variance:	\$ -	\$ 1,791,000	\$ 3,743,190	\$ 5,871,077	\$ 8,190,474	\$ 10,718,617	\$ 13,474,292	\$ 16,477,979	\$ 19,751,997	\$ 23,320,676
<b>Cumulative Annual Variance:</b>	<b>0.00%</b>	<b>9.00%</b>	<b>18.81%</b>	<b>29.50%</b>	<b>41.16%</b>	<b>53.86%</b>	<b>67.71%</b>	<b>82.80%</b>	<b>99.26%</b>	<b>117.19%</b>







## Current Challenges in Existing Facility

Current challenges in the existing public safety building fall into three main categories:

- a. Operational efficiency
- b. Health and safety
- c. Other related concerns

One of the key contributors to the lack of operational efficiency of the facility is the fact that the building was originally designed as a Technical College and not a public safety building. Renovations to the building over the last 40 plus years have altered the building to accommodate staff growth but have not addressed the long term picture in the need for efficiency in operations. This is difficult to do in the current facility based on the location of structural components and load bearing walls.

Some of the main challenges related to the health and safety of the occupants and the public that engage the staff on a periodic basis include: Station hardening (resistance to civil unrest and domestic terrorism), access control, cancer prevention, gender neutrality and future proofing the facility, sleep deprivation and separation between areas of hazard and staff occupied living and working spaces.

Other related concerns fall into a broad category but are best summarized as those classified as items that impact the public safety building, operations, and staffing.

Employee morale is one of the metrics that weighs heavily on a department's ability to successfully recruit and retain the best talent possible. With the popularity of public safety careers waning, it is more important than ever to provide proper, safe, welcoming, and inclusive environments for employees.

New facilities should be seen as a long-term investment by the community to preserve public safety.

Communities that invest in facilities to house their police and fire departments see long term benefits to the Community.

Bringing a new facility online that is more environmentally sustainable and responsible is a long term consideration the city should embrace. Replacing the current public safety building with an energy efficient highly sustainable building will provide economic and environmental benefit for decades to come.

In order for the Rice Lake emergency services operation to overcome the challenges facing the police and fire departments it is recommended that the departments build a new facility that specifically addresses each of the three main concerns. By constructing a new facility embracing 21st century technology, best practices for employee health and safety with a goal of being sustainably responsible, the emergency services departments will be housed in a facility that will serve them well for the next 50 plus years.

## Existing Facility Condition and ADA Assessment

The existing facility condition and ADA assessment was completed for the purpose of assessing the level of repair, renovation and replacement of major building components and systems. As part of this investigation the consultants were able to visually detect deficiencies of the exterior envelope and interior finish systems and equipment. The results of the on-site inspections and staff interviews was used to inform the recommendations of repair, replacement, and full-scale reconstruction.

Based on the age of the facility and its major building components as well as the challenges and additional costs associated with and on site renovation, it is highly recommended that the existing facility be vacated and a new, larger, more operational and energy efficient facility

be constructed on a larger site that will accommodate operational expansion and departmental growth over the course of the next several decades.

This facility is an investment in the current and future staff of the emergency services department of Rice Lake and will serve as an example of community pride as residents embrace law enforcement and fire service professionals and their importance in keeping their community safe.

### Existing Facility Renovation Feasibility

Two different renovation scenarios were explored in order to complete the cost estimating and determine the feasibility of whether or not it made economic sense to completely renovate the existing public safety building and expand its current footprint or to construct a new facility from the ground up. Based on analysis of the existing building's structural and main building components, it was determined that the building could not be renovated and provide the functional spaces necessary for long term operational efficiency. Once major building components like load bearing walls and structural columns, beams and roof members were identified, it was determined impractical to fit the program spaces for the police, fire, and community room areas within those specific confines.

With the understanding that all of the interior spaces would have to be converted and all of the interior finishes removed and upgraded, the cost of that renovation was factored in along with the cost for the additional new construction of the addition necessary to accommodate the entire emergency services building program.

Expanding the building footprint to accommodate the roughly 54,000 square foot program of the new public safety facility is not possible on the existing Wilson Avenue site. Due to the location of the floodplain, the

adjacent property to the north and the steep topography leading to the river there is not enough buildable area on the current Wilson Avenue site to accommodate the building and site requirements.

Adding to the complexity of the renovation feasibility is the fact that operations would have to be moved off site for roughly 24 months while the renovations and additions were taking place to the existing public safety building. Finding a functional replacement in a lease facility of that size within the city of Rice Lake was not an option that could be explored further. Any temporary emergency services facilities that would be housed in a lease facility would require extensive tenant build out and improvement to permit the occupancy of a shared public safety building.

Due to these complexities and the added costs of leasing a building and providing the tenant improvements necessary for operations, it is recommended that the existing facility be vacated, demolished, or sold as-is and place the Wilson Avenue property back on the tax rolls for the city of Rice Lake.

### GIS and Physical Site Analysis

Of the six sites analyzed for locating the public safety facility, three of the sites rose to the top as possible candidates. Top features for consideration included site size and usable area, topography and elevation change, zoning and land use type, availability of, and access to, public utility vehicular and pedestrian access and overall costs associated with developing the site. Based on the type of facility and the need for reducing response time in the overall response area, GIS response time analysis was a leading indicator of site identification and ranking.

Based on thorough analysis of each of the six sites using the ranking criteria rubric listed previously in the report, the recommended sites ranked highest in order are:

1. Tate Park
2. Northwood Technical College
3. CenturyLink on Pioneer

As the city prepares for the construction and relocation of the public safety facility, it is recommended that the city take steps to acquire (where necessary), address zoning and land use and secure the sites for development.

### Programming and Space Needs

The building program and functional areas were determined by holding conversations with police and fire staff as well as including best practices for the long-term operation of a public safety facility. Driving factors behind the implementing spaces that currently do not exist in the current public safety facility focused on operational efficiency, health safety and welfare of the building occupants and users (including the public) for the long term functionality of the building. These factors are key contributors to creating viable self-sustaining emergency services operations well into the future.

The fire and police service industry as a whole faces challenges with recruitment and retention of qualified officers and emergency response personnel. Creating a facility that acts as a mechanism to train, house, recruit and retain the best and brightest candidates should be seen as a long-term benefit to the entire community.

Using the program documents as a guideline, it is recommended that the City follow the suggested space needs program and plan for a roughly 54,500 square foot combination police and fire public safety facility incorporating the prescribed functions and suggested square foot areas as illustrated in the programming and

future space needs section of the report. Developing a program that reduces the building area and removes some of the functional spaces will not provide a long-term solution that addresses the need for public safety services in the city of Rice Lake.

### Building Floor Plans

The building floor plans are direct manifestation of the space needs program and provide a stepping off point for future design and plan development. The floor plans at this level of development were used to establish the basis of design (building systems and materials), inform the site test fits, and determine the overall footprint and preliminary layout of the facility. These schematic building floor plans were used to track operational efficiency and show the physical adjacency to shared functions within the police and fire departments as well as the proximity and access to public community spaces within the public safety facility.

The building floor plans are at a preliminary or draft level for purposes of developing the report and providing the information necessary to determine the scope of the siting and construction of the public safety facility. While the plans are preliminary in nature they should be used as a guideline in further plan and program development.

### Basis of Design

The basis of design document was established to develop a baseline for the recommended and appropriate types of building construction materials and building systems. It is customary at the preliminary design phase of a project to identify the major building components and establish minimum standards for the quality of the facility. Since the cost of materials and the methods of construction can vary widely, it is important to establish a baseline during the preliminary design to set expectations and determine preliminary construction cost before the design of the project gets too far along in

the architectural and engineering process. It is recommended that the basis of design for the various building materials and systems be followed in the subsequent phases of design. Value engineering exercises may adjust some of the components of the basis of design but generally the basis of design should be followed if the city is expecting a minimum of 50 years of service from the public safety building.

### Cost Estimates

Three different cost estimate scenarios were developed to adequately determine the value of the construction of a new public safety facility. In order to determine the long term value for the city, it was necessary to exhaust the options for: 1) Renovating the existing building on the current site and providing an addition to the existing building to accommodate the necessary program. 2) Renovating the existing building for the Police Department and building a remote fire station on a site selected within the city, or 3) Completely abandoning the Wilson Avenue site and relocating the entire public safety operations to a site selected within the city based on the results of the site analysis work completed by the consultants.

The estimates for renovating and adding on to the existing facility are relatively close in cost comparison. Construction cost for the renovation options is roughly \$15.5 Million. Adding the soft costs for design relocation during renovation and preparing the temporary lease facility for occupancy as an emergency services building as well as furnishings and a contingency the total project cost is nearly \$26 Million.

The estimate for either acquiring new land within the city or converting the current Tate park site in order to accommodate a public safety building and constructing a new facility from the ground up requires an overall investment of \$24.5 Million

Since a cursory review of available lease facilities that would be large enough to accommodate a public safety building function could not be located within the city of Rice Lake and the fact that renovation work could not be completed in the existing facility while under occupancy, it is recommended that a new public safety facility be constructed from the ground up on a site selected elsewhere within the city.

The cost estimate for new construction assumes the Tate site is chosen and site improvement costs of \$770,000 are included in the total project cost.

### Inflationary Impact

The replacement of this facility should be planned for within the next 2-3 years to maximize the return on investment in terms of the size and quality of the building for the estimated cost for replacement. It should also be noted that based on inflation and cost of materials and labor, for every year the project is delayed, it will cost the City an additional 9% per year compounded based on current inflation rates. This is a conservative estimate of inflation and current market analysis as inflationary trends tend to be more volatile. It is highly recommended the City work diligently to execute the replacement of the public safety facility before inflationary impacts put the project out of reach from a bonding and borrowing perspective. As illustrated in the inflation calculator provided in the report, the project increases from a \$19.9 million construction cost in 2024 to a \$22.6 million construction cost by 2027.





Building Demolition by Site



**Building Demolition By Site:**

As part of the site analysis review, cost comparisons for site development between each of the six potential facility locations were necessary to establish the total cost for development.

Each of the sites were analyzed to determine the amount of demolition necessary to prepare the site for development. The following exhibits demonstrate the level of demolition necessary on each of the individual sites. Wilson Avenue and Northwood tech site development assumes no building demolition is necessary





### Tate Park Site Demolition



### Century Link Site Demolition



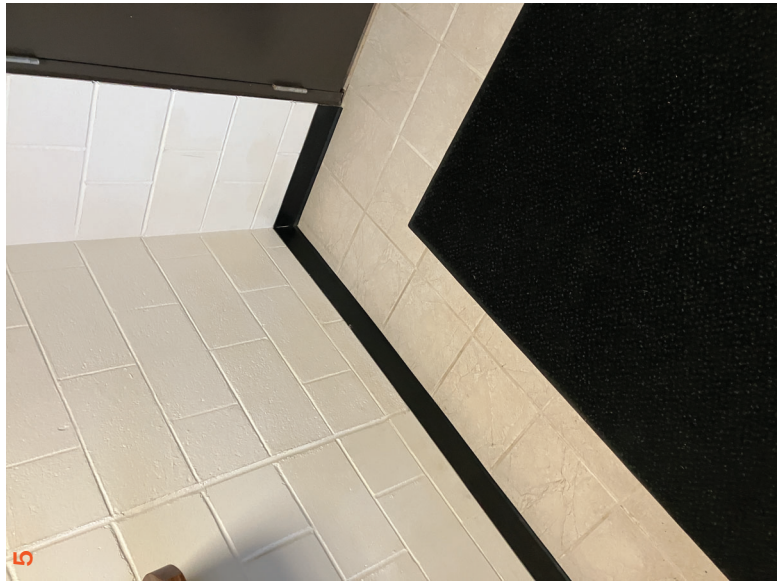
### Johnson Truck Bodies Site Demolition



## Burger King Site Demolition

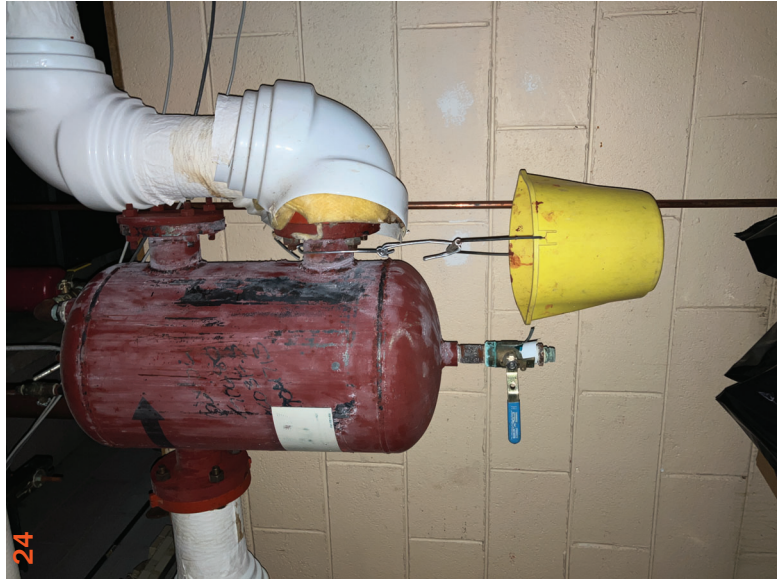
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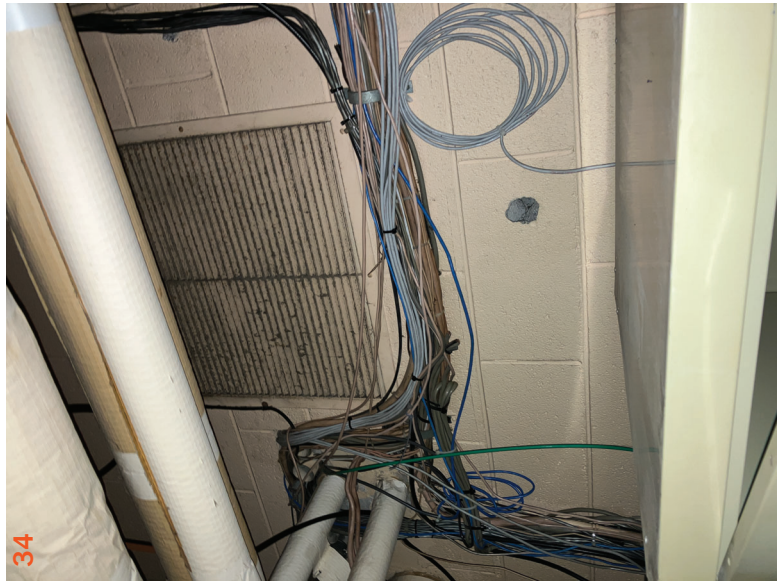
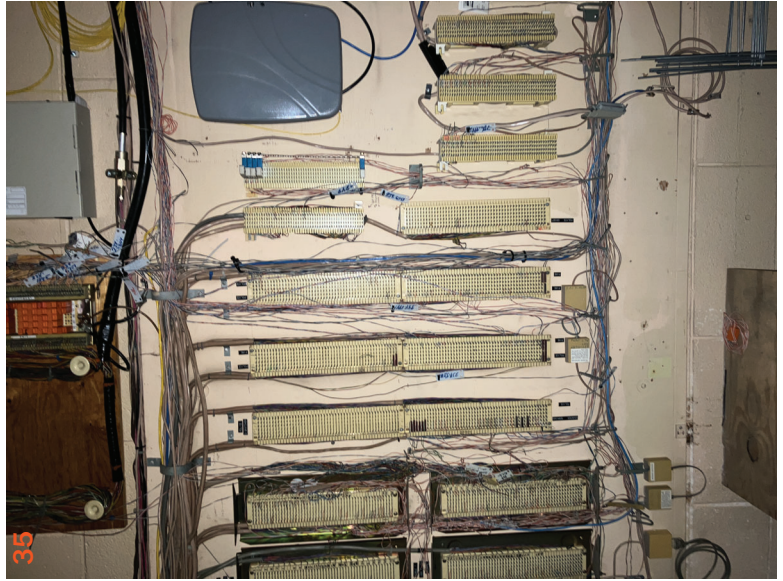




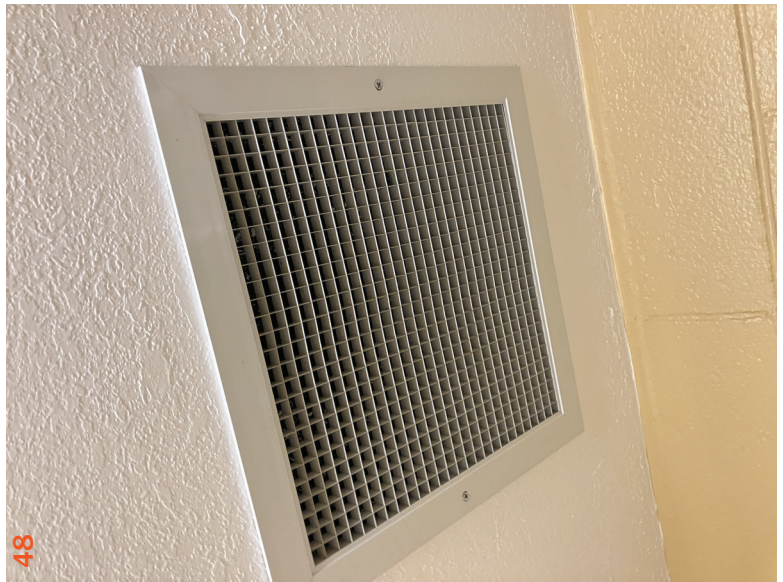






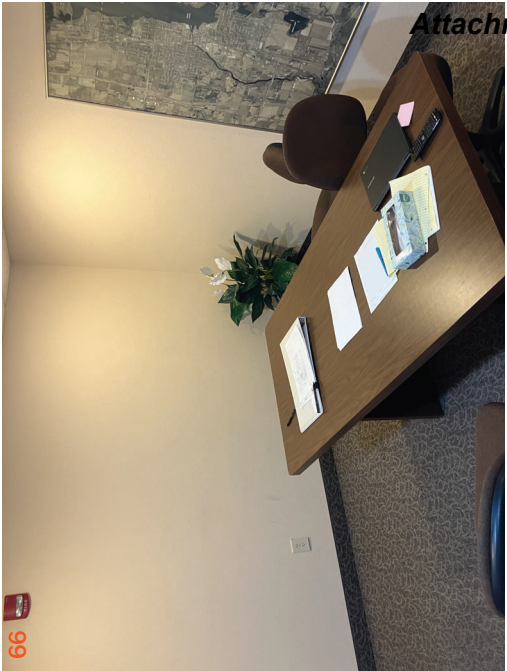












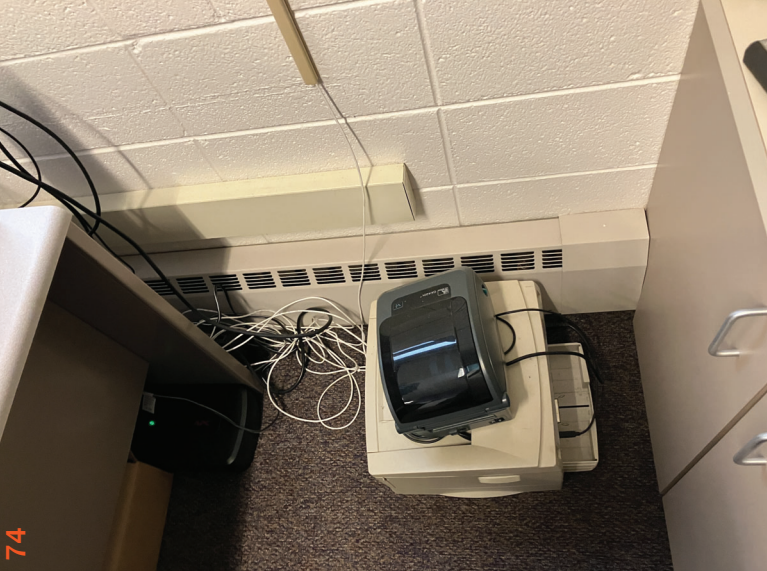




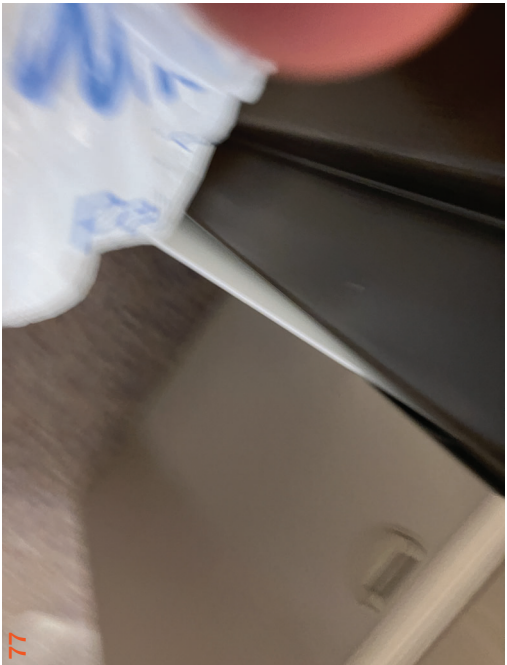
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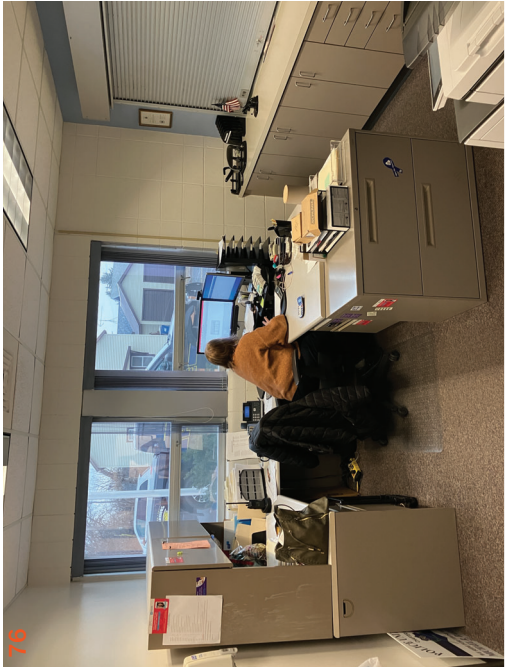
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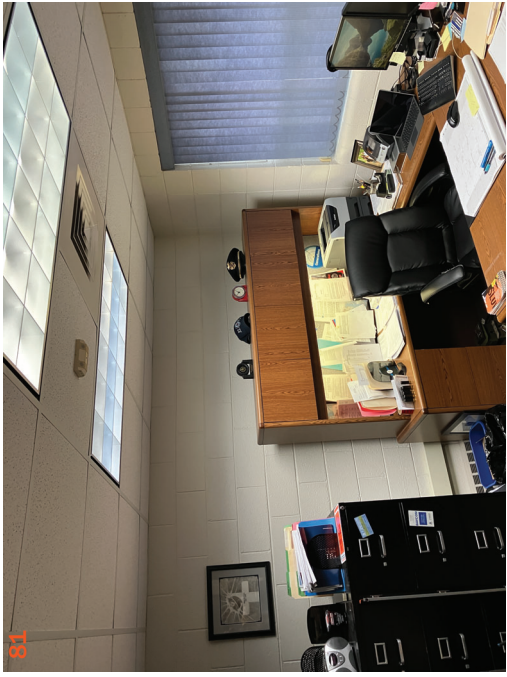
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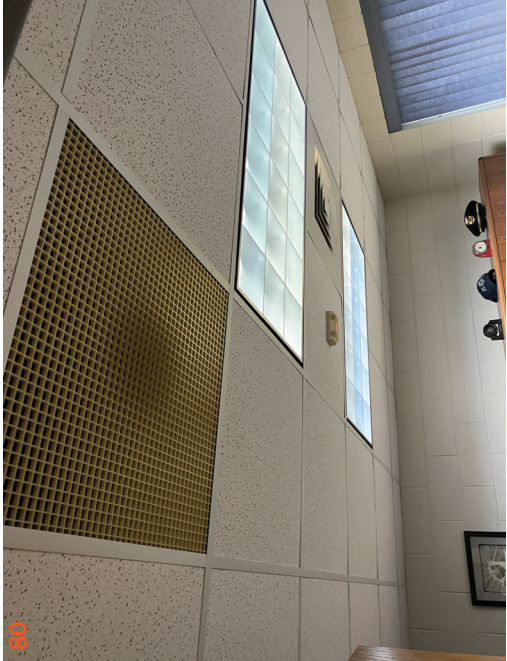
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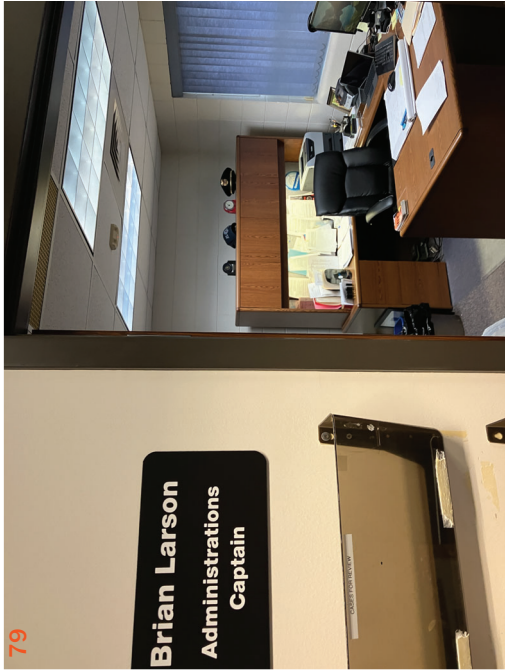
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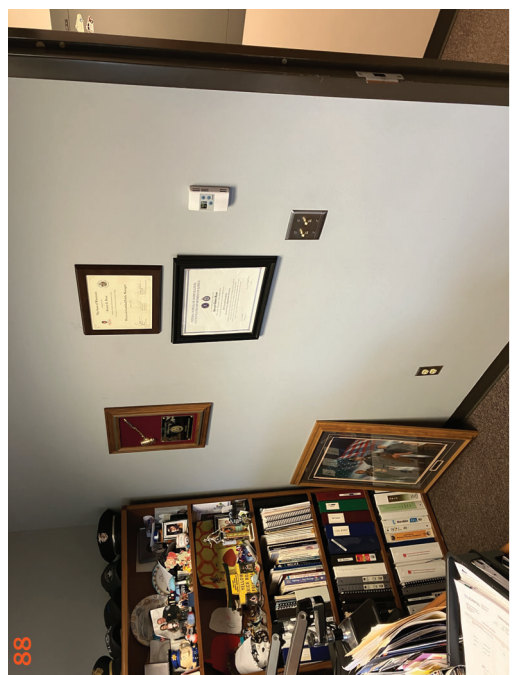
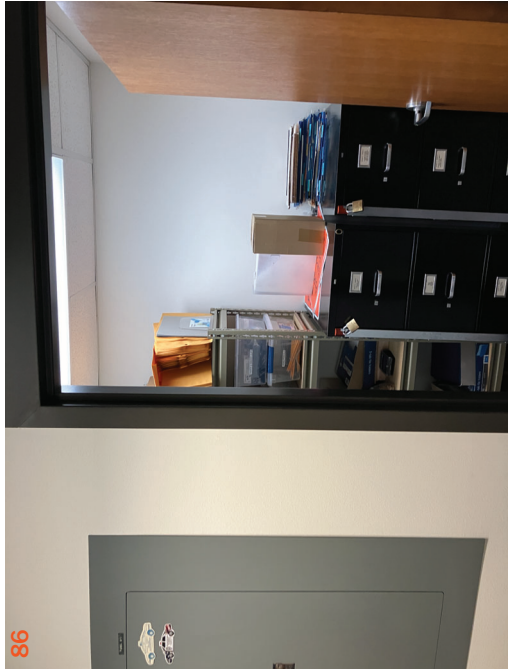
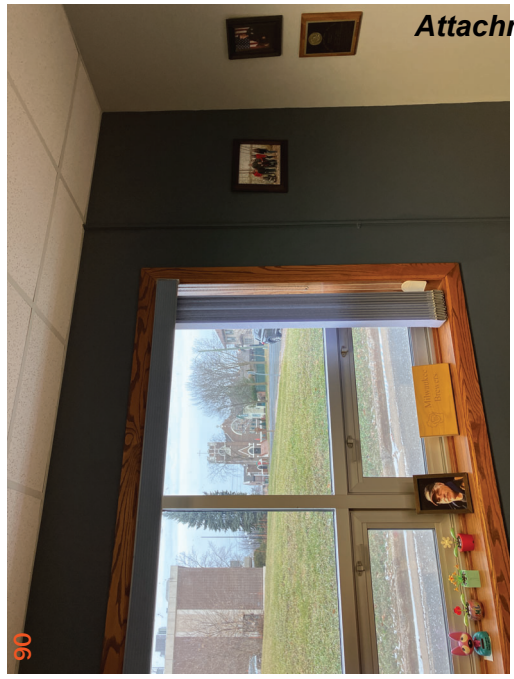
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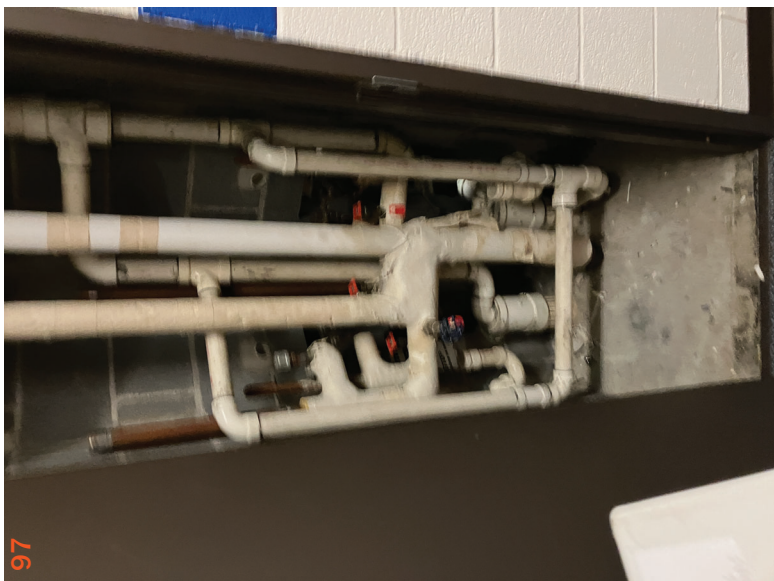
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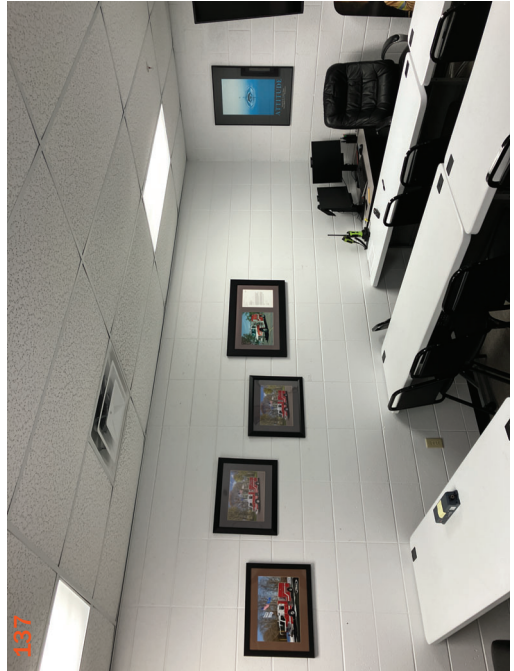
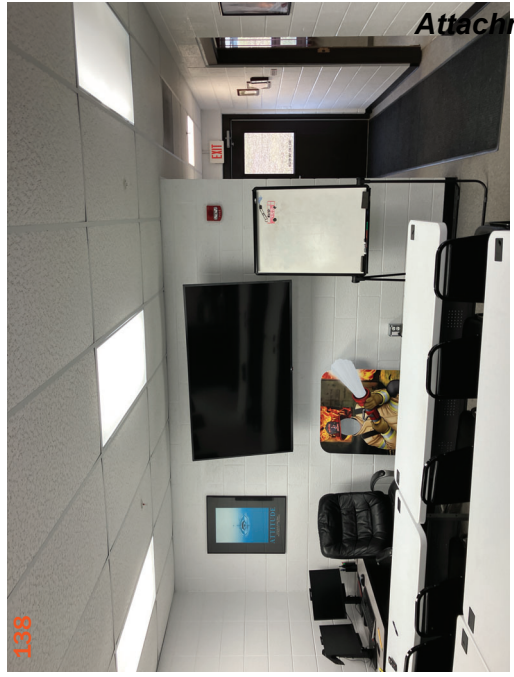
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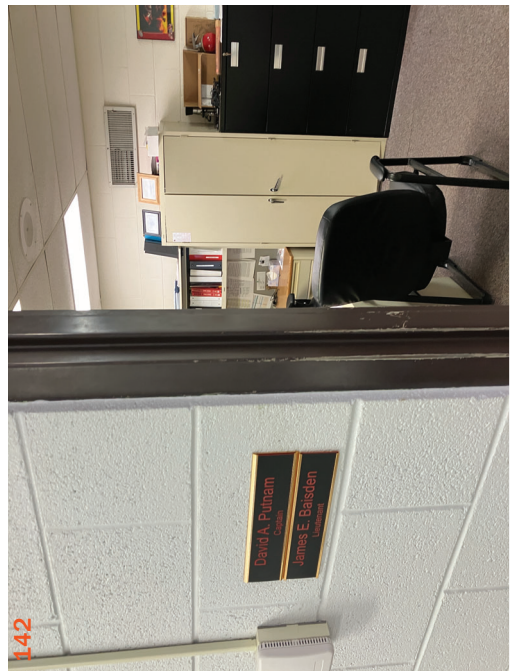


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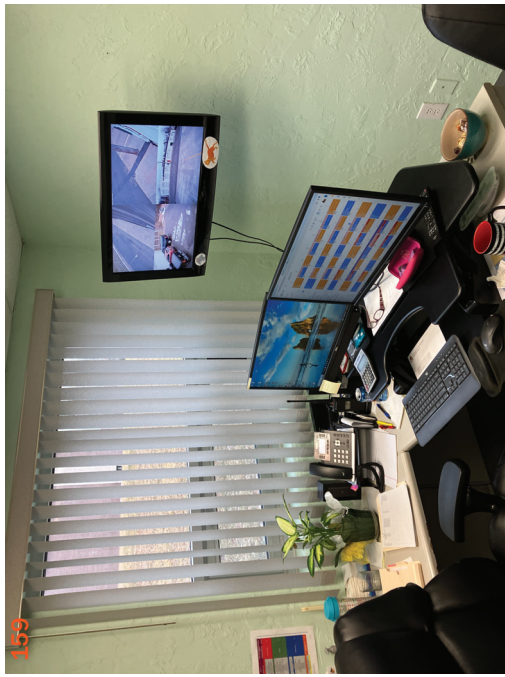
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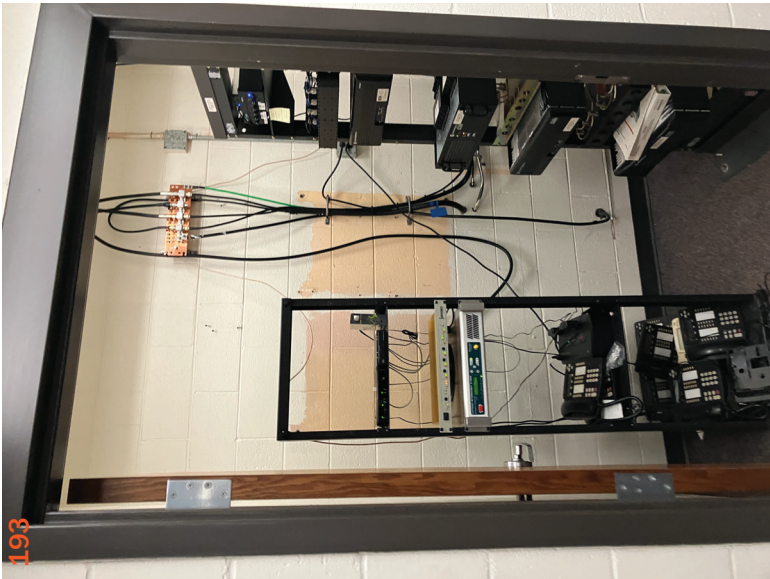


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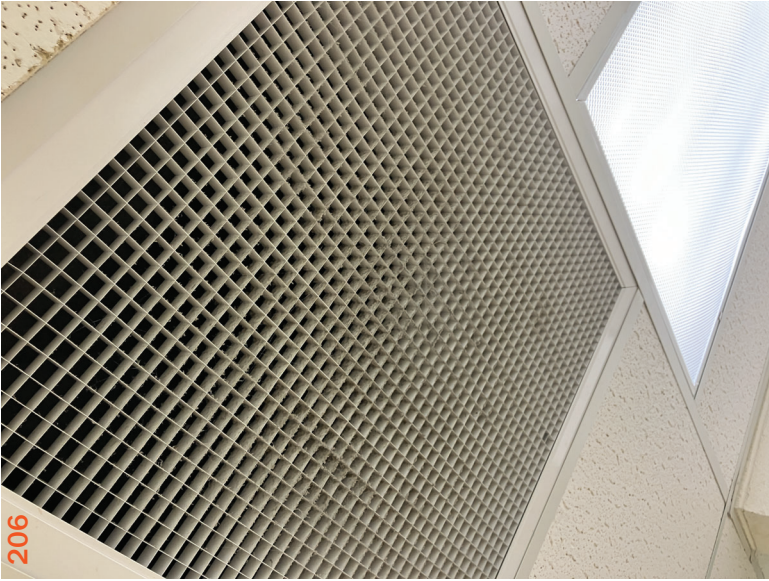


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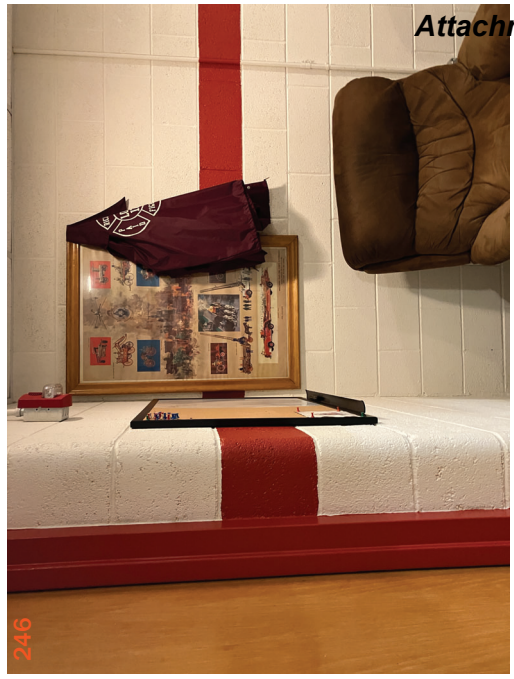














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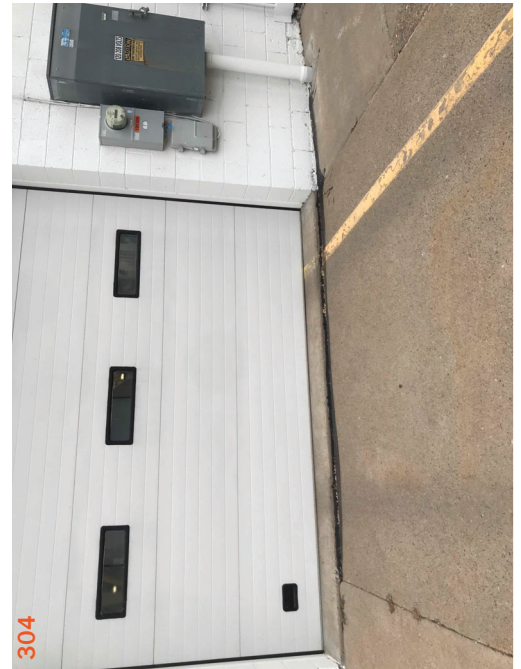
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286









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Attachment 2

318



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316













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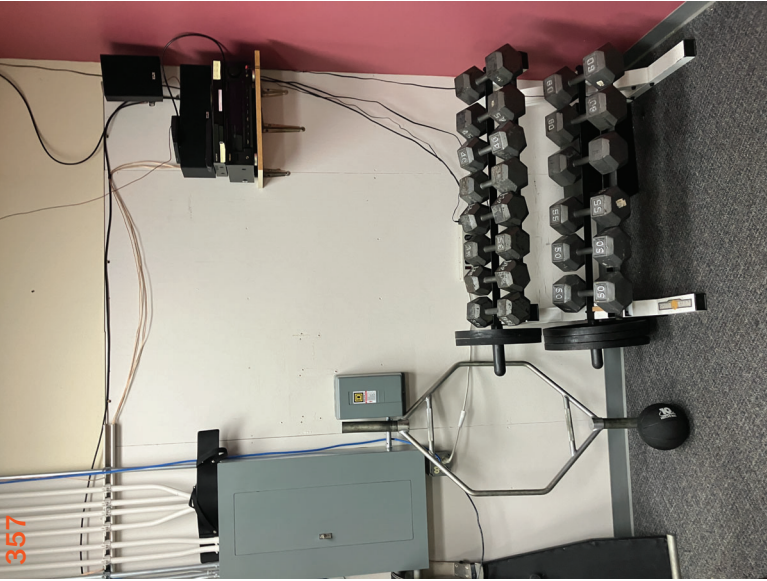


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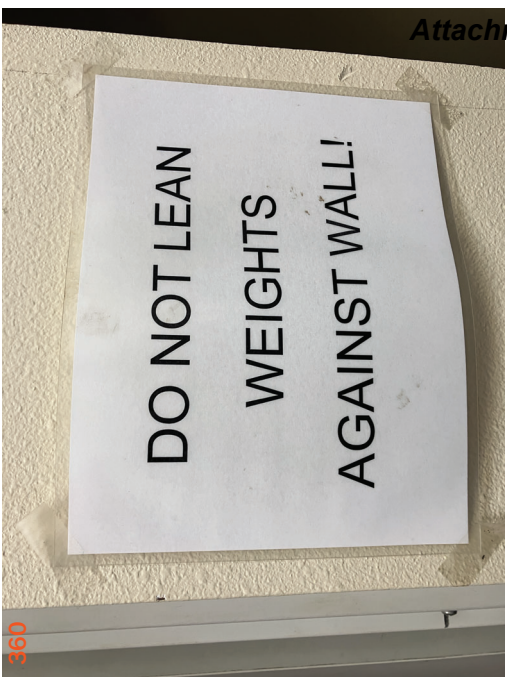


346





357



360



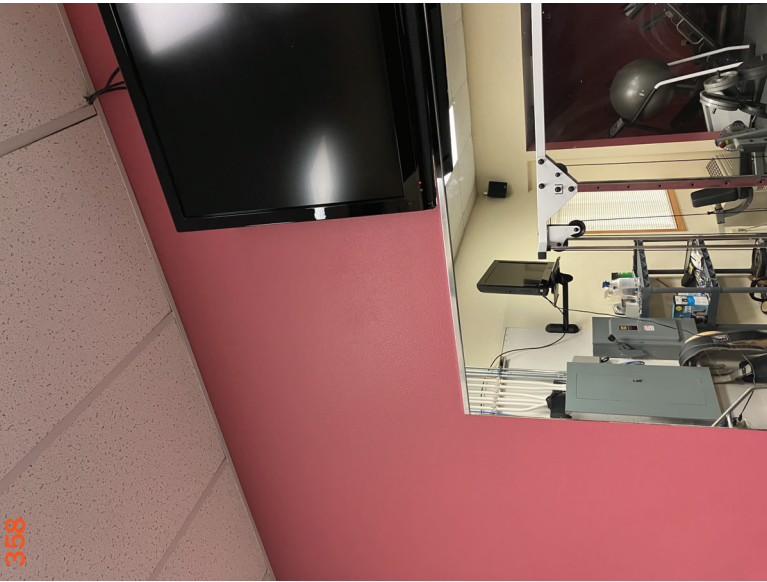
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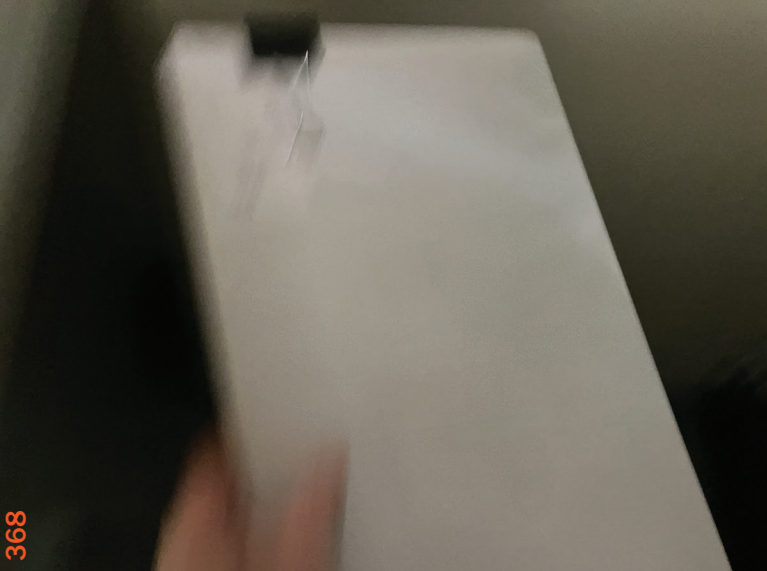


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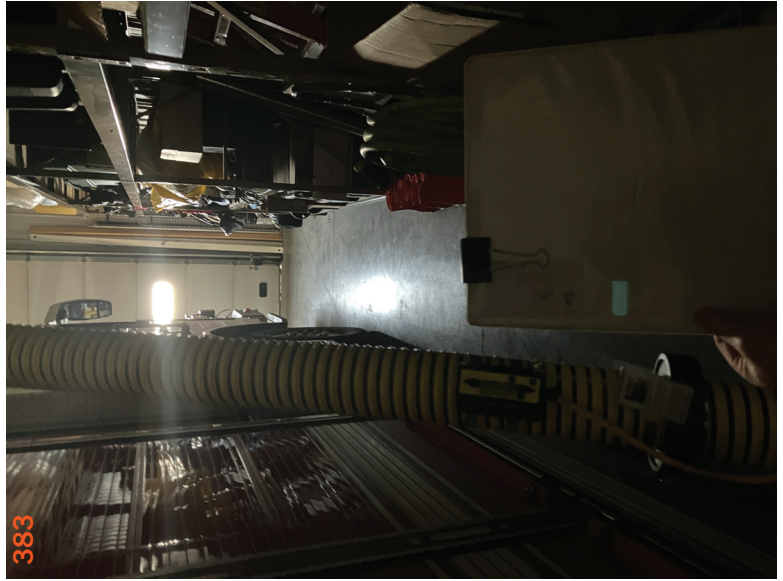


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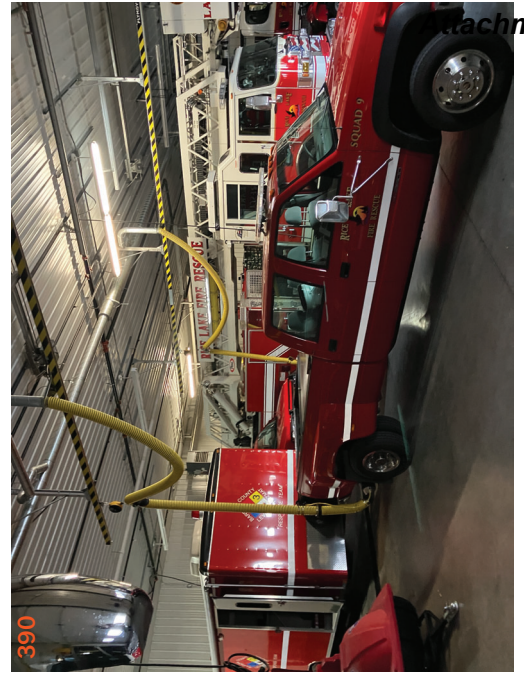








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389

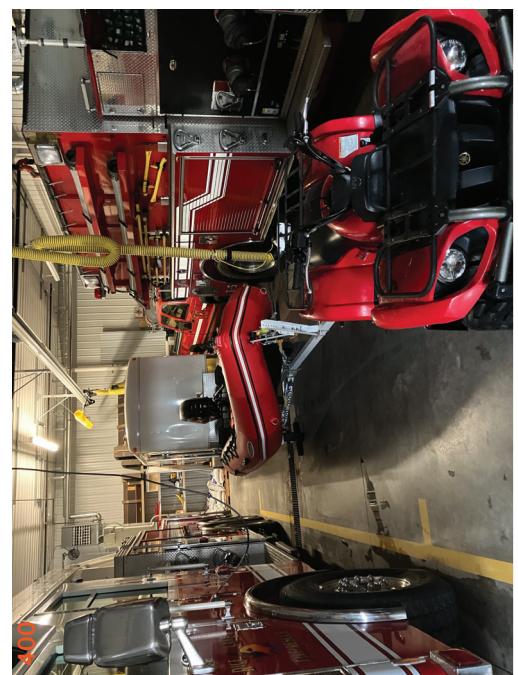
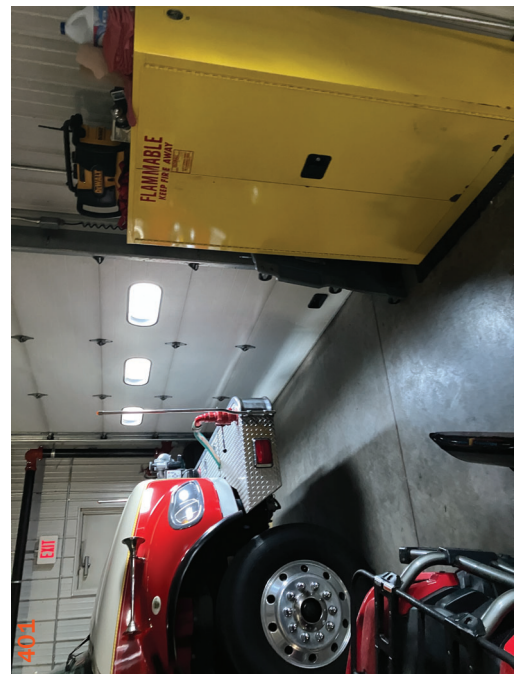
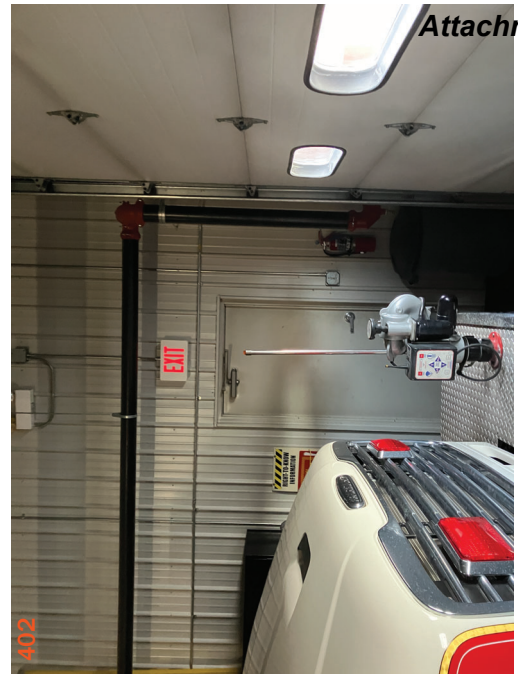


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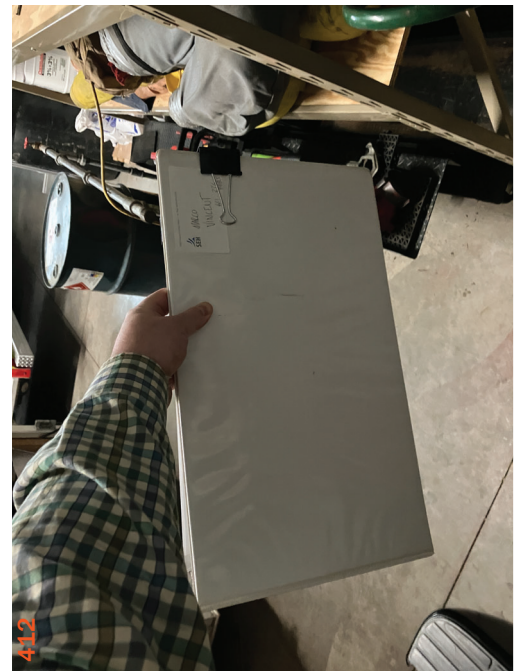
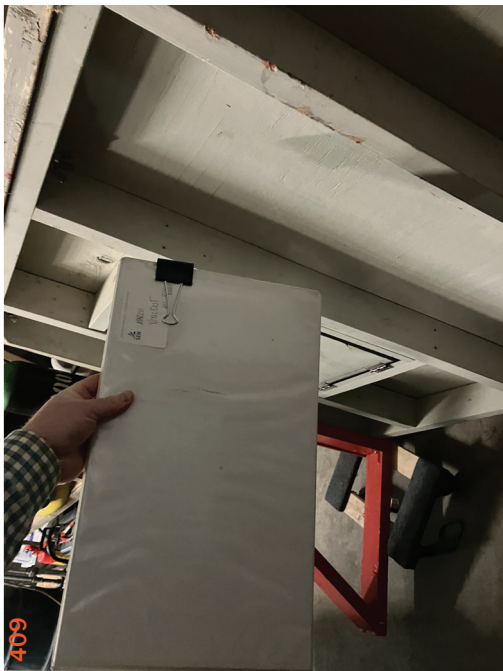


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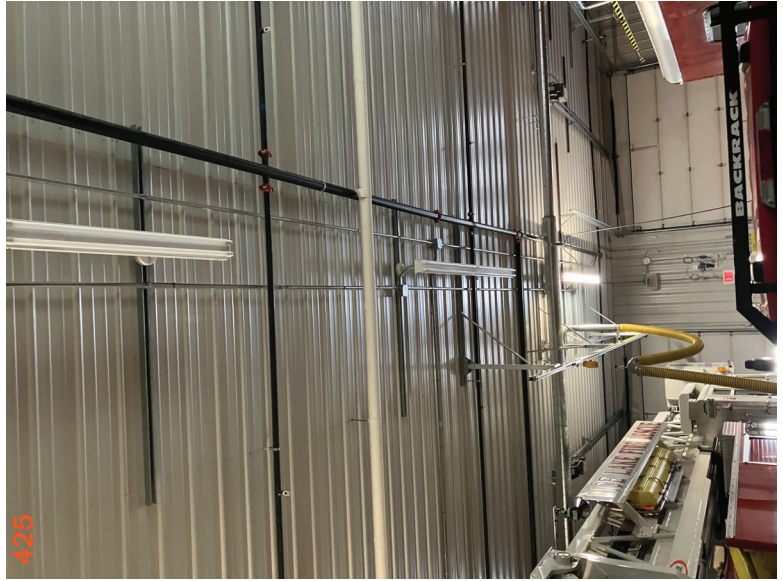


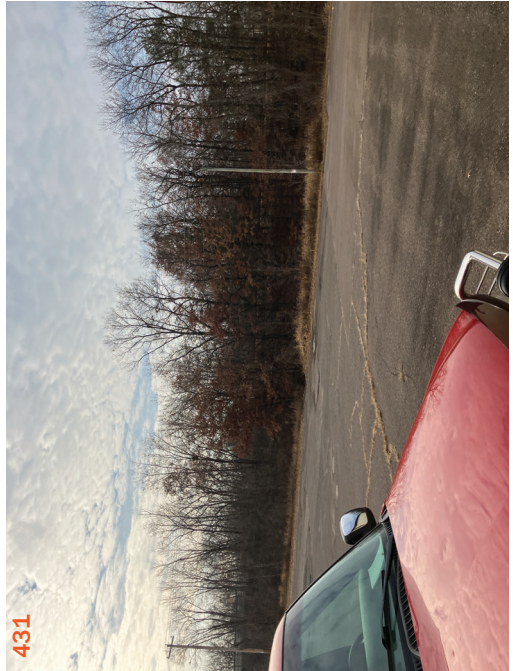
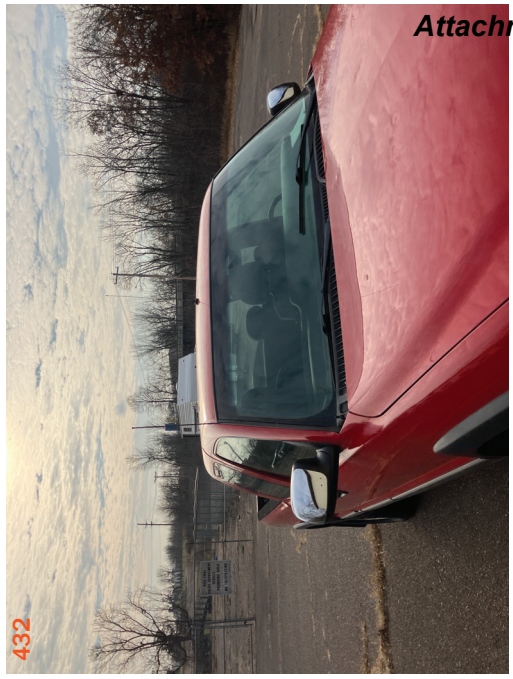


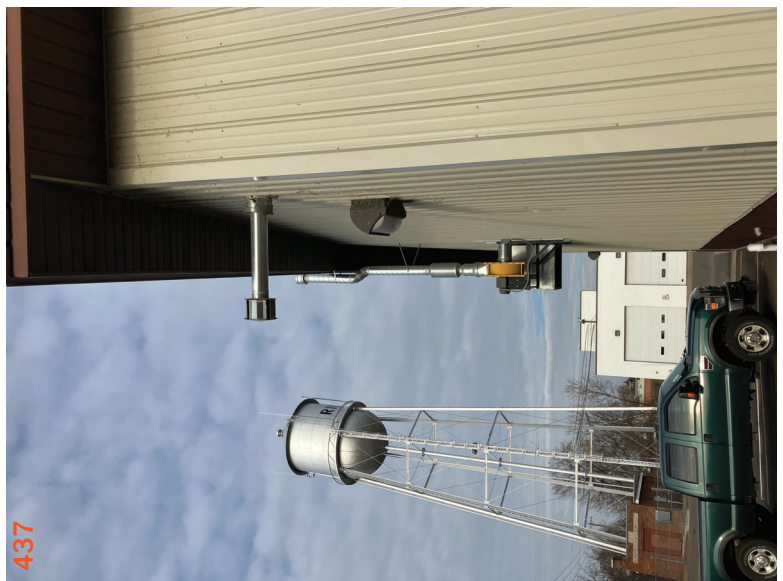














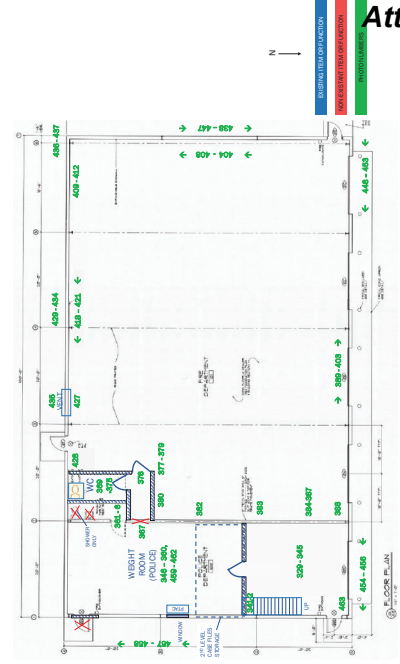




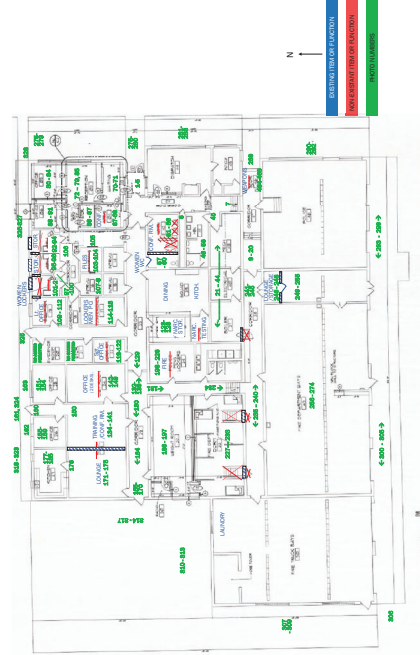




465



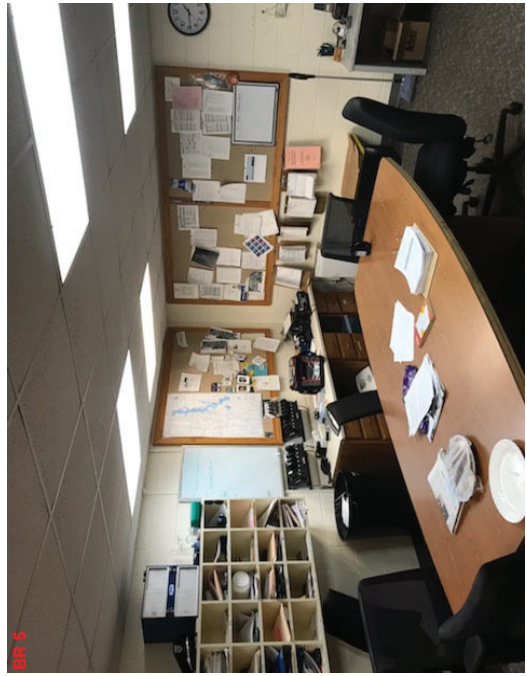
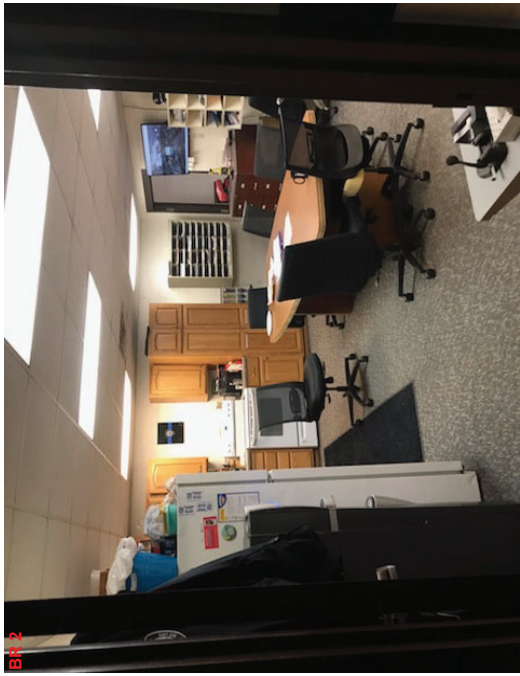
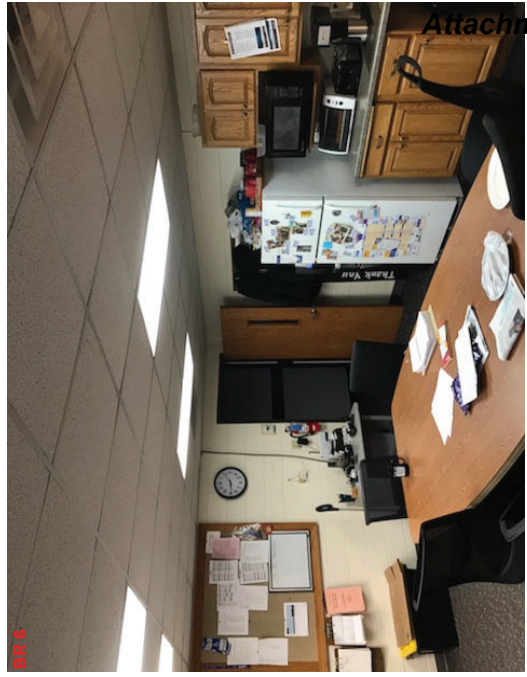
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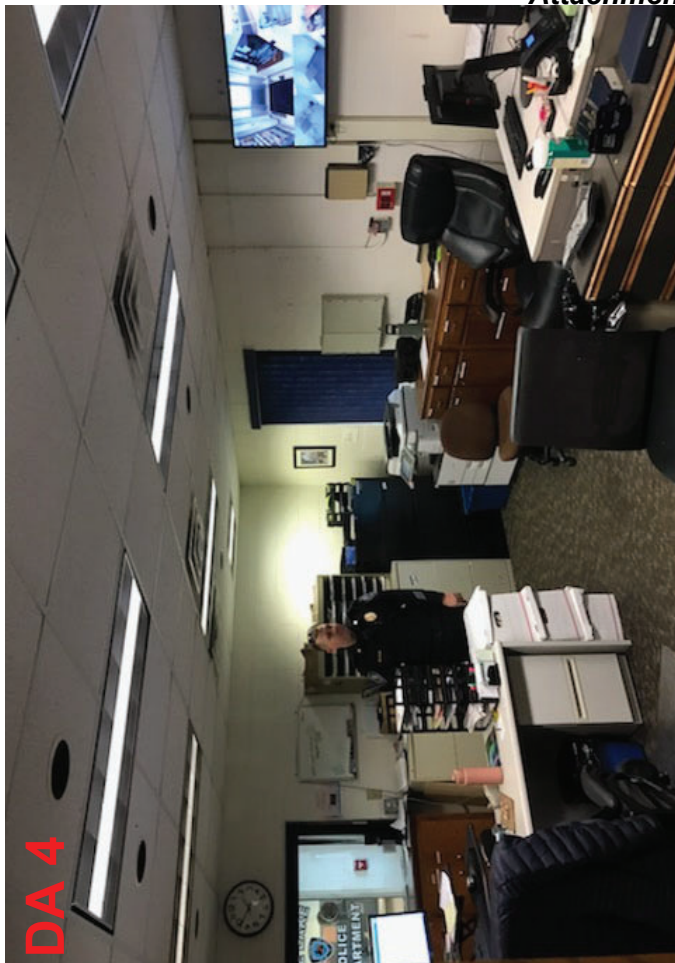
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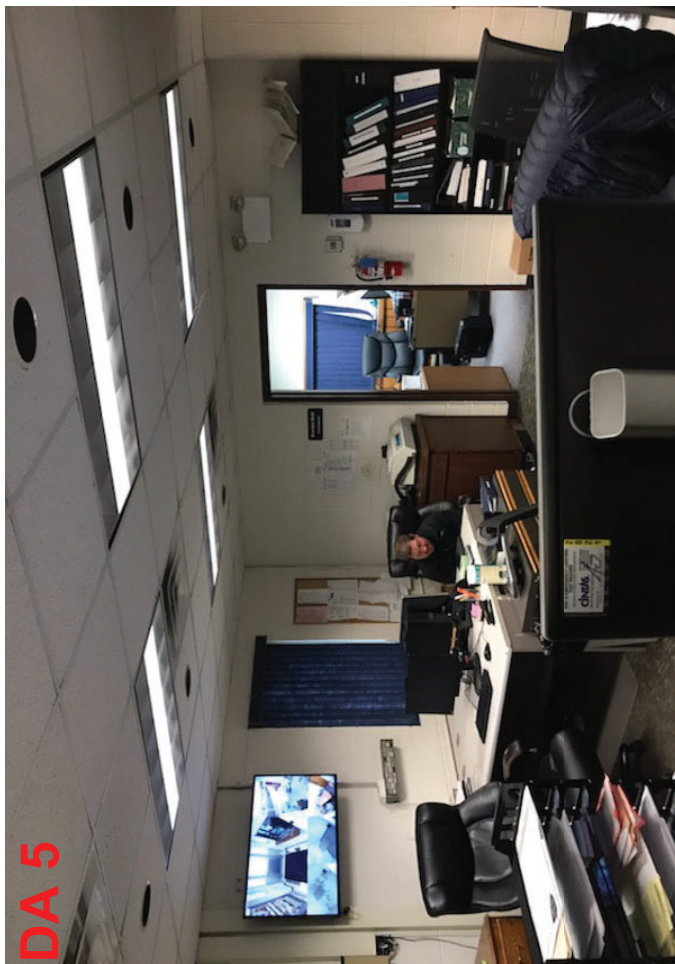


466











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3. Programming and Space Needs

4. Building Floor Plans

5. Basis of Design

6. Cost Estimates

7. Inflationary Impact

8. Conclusions and Recommendations

9. Other Comments or Questions