

Wisconsin Counties Association

**2025 ANNUAL CONFERENCE** ***GAME DAY***



10:30 – 11:30 AM

**Facility Planning for Success: From Strategy to Performance**



Wisconsin Counties Association  
Fall Conference  
September 23, 2025

# From Strategy to Performance: Facility Planning for Operational Success

1.

# WHO ARE VENTURE ARCHITECTS?

Meet the Team

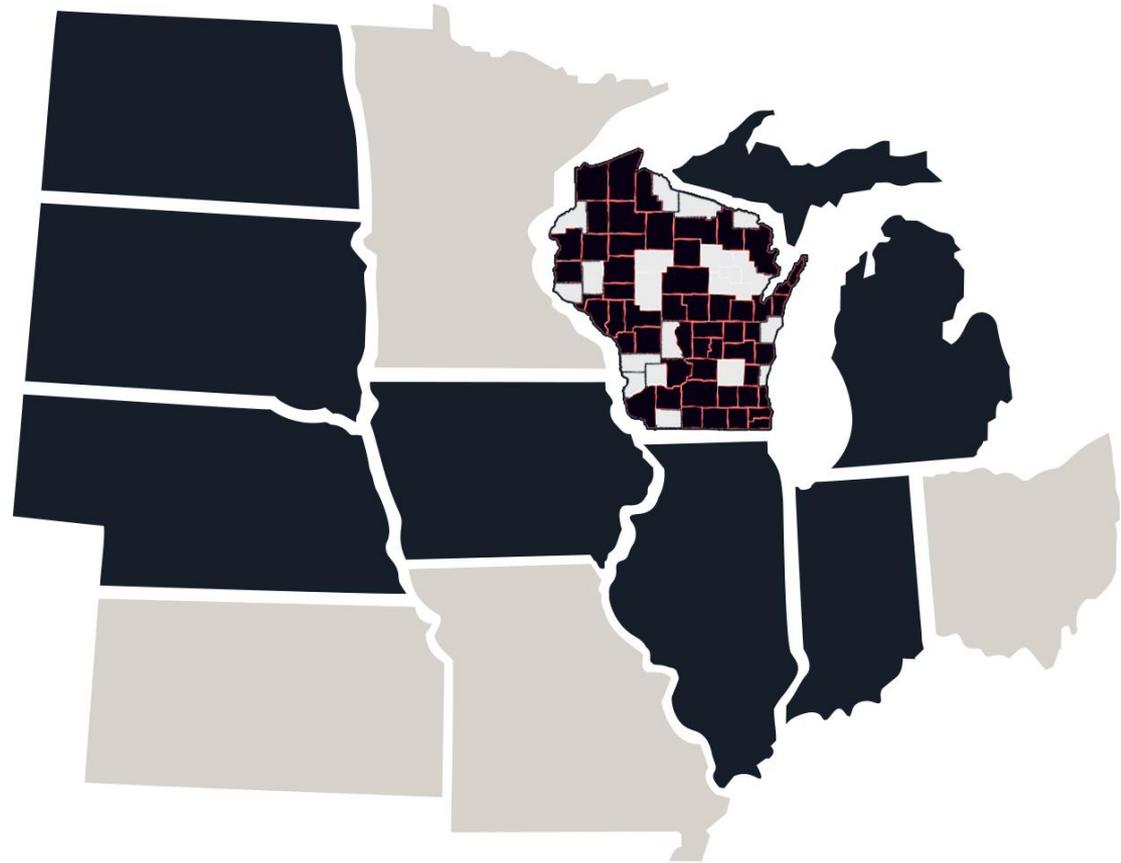
# Venture Architects

- Award-winning full-service planning and design firm
- Nationally recognized – Midwest focused
- 14 Planning and design professionals backed up by a 100+ member sister company
- 40+ year history



# Venture Architects

- Headquartered in Milwaukee
- Worked for 70 Midwest counties
- Work in Wisconsin, North Dakota, South Dakota, Nebraska, Iowa, Illinois, Indiana, and Michigan
- Recent County Work includes: Brown, Dodge, Eau Claire, Page (IA), Richland, Rock, Rusk, Trempealeau, Waushara, Wood, Winnebago (WI & IL)



# Your Presenters



**JOHN C. SABINASH**

Principal

Vice President

Director, Government Studio

**Years at Firm: 30+**



**CORY BEYER, AIA**

Principal

Vice President

Senior Project Manager

**Years at Firm: 25+**



**BRAD KWASNY, AIA**

Project Architect

Senior Associate

**Years at Firm: 15+**

2.

## SETTING THE TABLE

How do facilities fit into counties' priorities?

# Expense

## STAFF



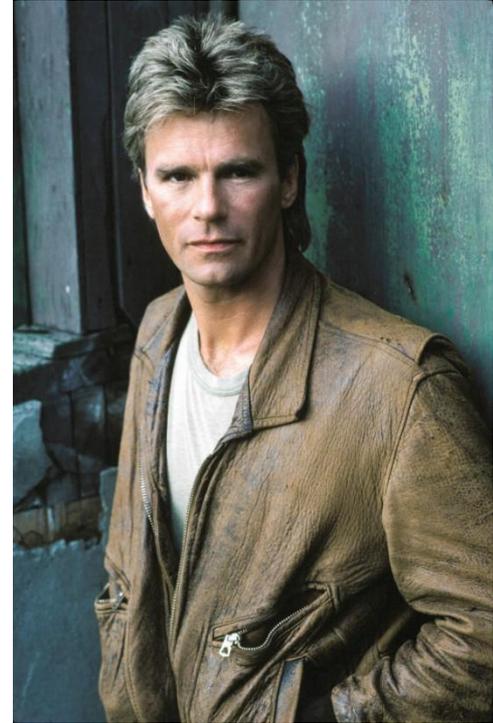
## FACILITIES



*Rock County Human Resource Center*

# Facilities impact taxpayers

- **Familiar** – Planned state, current state, future state
- **Improve** – optimism, better - more capable, standard
- **Process** – “Tradition”, people find a way, reinvention



# Change

- **Variety** – age function location
- **Operations** – services – new or obsolete, future
- **Expectations** – optimized
- **Willpower**– competitive, costly, takes time, pain, requires politics to achieve
- **Nature** – relentless



# People

## Staff

- **Service** – Experience
- **Experience(d)** – Magnetism:  
recruit and retain
- **Environment** – daylight, safety
- **Advocates**

## Citizens

- **Who** – The Payers
- **When** – No time, first time, or many time visitors
- **Why** – Help, Permission, Inclusion in the process
- **How** – In-person, Online



# Expectations

- **Efficient** – Optimized (for staff), Clarity (for visitors), Tools necessary (Space, equipment)
- **Better**
- **Cost Effective** – once

*“When we were a far less wealthy nation, we built things with the expectation that they would endure. To throw away money (painfully acquired) and effort (painfully expended) on something certain to fall apart in thirty years, would have seemed immoral if not insane in our great great grandparent’s day.”*

*- James Howard Kunstler*



*Door County Community Center Historic Renovation*

3.

## COUNTY FACILITIES

What buildings and facilities do counties typically maintain?

# Typical County Departments

Administrative Services

Airport

Board of Supervisors

Budget / Finance

Child Support Services

Community Justice Council

Community Reintegration Center

Comptroller

Corporation Counsel

County Clerk

County Executive / Administrator

Courts

District Attorney

Emergency Management

Ethics Board

Health & Human Services

Highway

Historical Society

Human Resources

Jail

Medical Examiner

Museum / Arts

Parks

Register of Deeds

Sheriff's Office

Transit System

Transportation

Treasurer

UW Extension

War Memorial

Zoo

4.

# DEFINITIONS

What are Facility Condition Assessments & Master Plans?



# Facility Condition Assessments (FCAs)

Present state: “What do we have... that works?”

Ed Harris in Apollo 13 (*right*)

Individual Systems vs. Overall Building

i.e. Building enclosure, mechanical, electrical, plumbing systems

County-wide

i.e. Multiple buildings, locations within the county



# Facility Condition Assessments (FCAs)

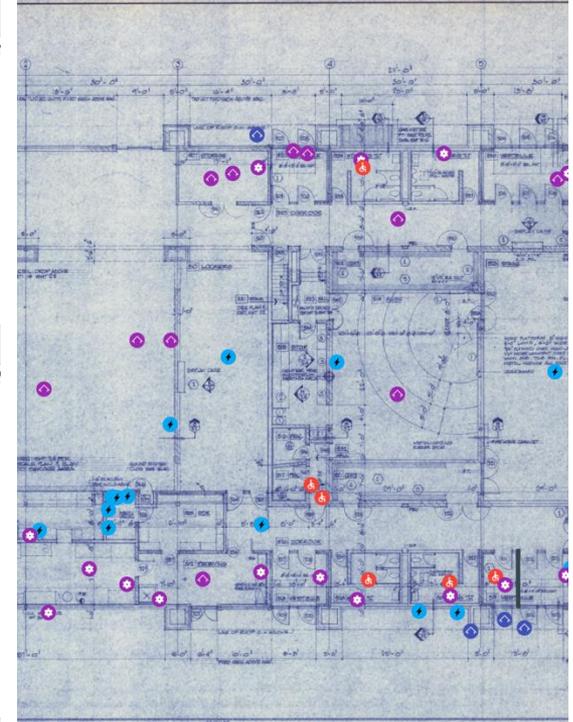
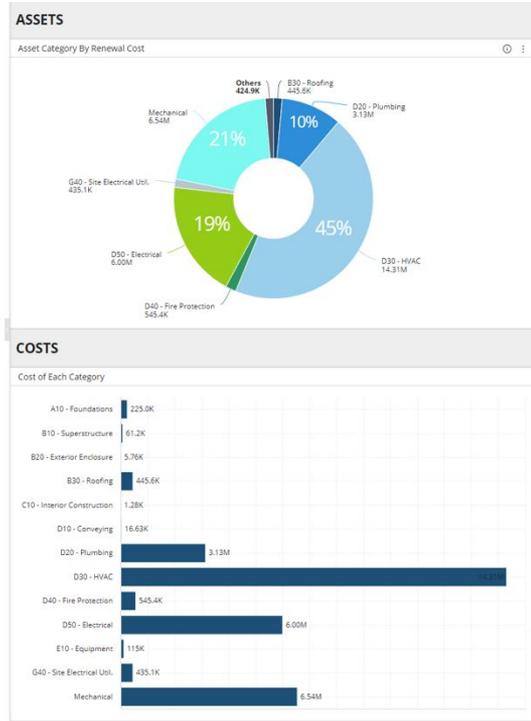
## Outcome

- The factual delineation of existing conditions



# Tools We Use — Akita Box

- FCA Software
- Develops a Conditions Report, covering:
  - Existing Condition
  - Lifecycle costs
  - Projected maintenance costs
- Provides a dashboard for key stakeholders to make more informed decisions



# Master Plans

- Future Planning: “What will we do with this?”
- Assess head counts and projected growth rates
- Optimize floor plans and adjacencies
- Doesn't always mean building new facilities
- Could be expansions, renovations, or just new processes



# Master Plans

Plans for 15-20 years' worth of change

Based on historical data. (Ex: Growth projections for jail populations/classifications)

Minimal risk in the short-term.

More risk the farther we go out

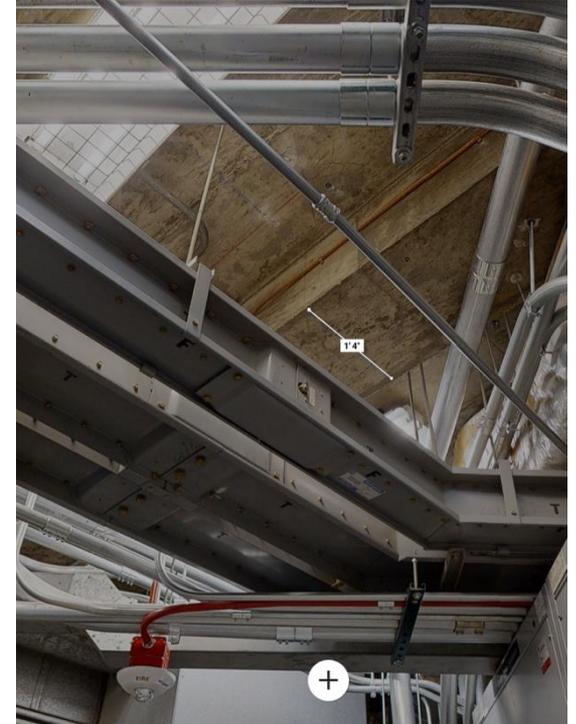
Outcome

Actionable options outlined in a planning document



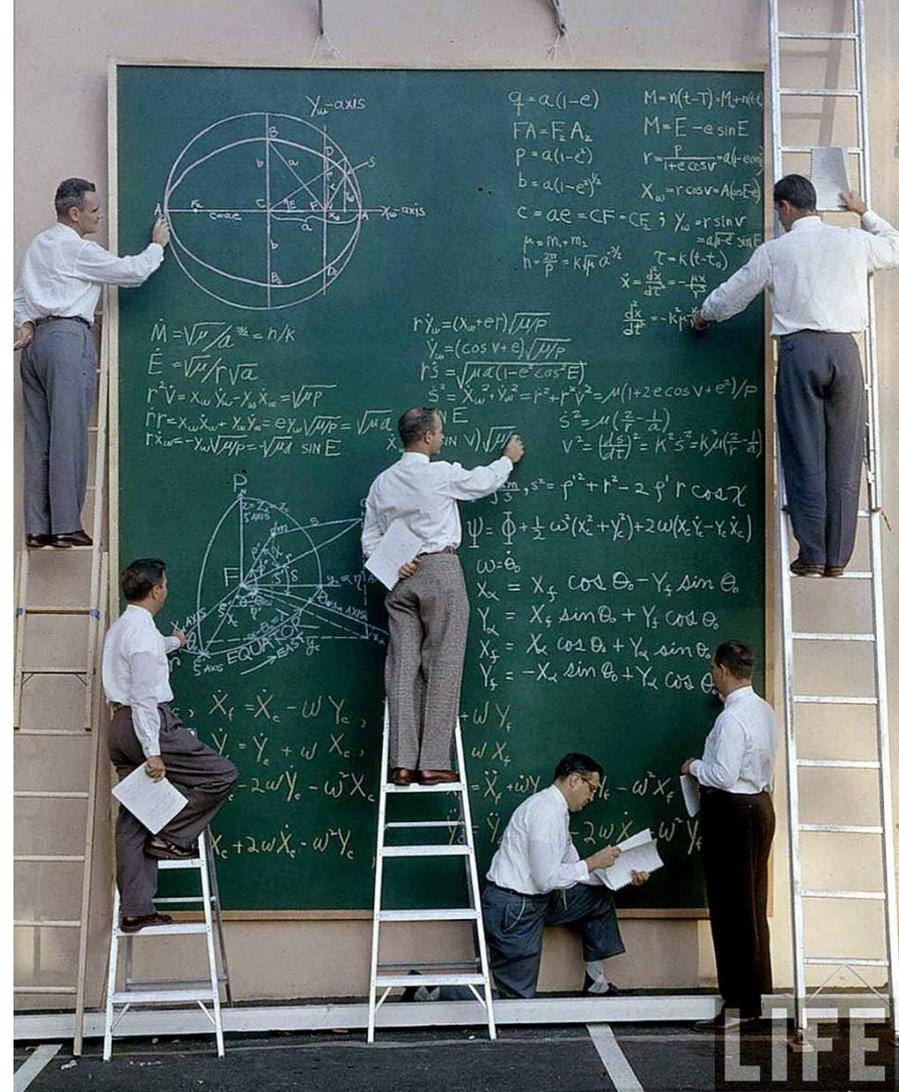
# Tools We Use — MatterPort

- Limits the number of added site visits / more predictable 'site survey' work plan
- More reliable documentation than photographs
- 3D images can be used as a tool during design meetings
- .pdf, CAD and Revit files of existing buildings can be generated from scans



# Sequence

- FCAs typically come first, then Master Plans
- You can do an FCA and then stop
- You can't do a Master Plan without an FCA



5.

## WHY?

Who's asking for this and why? What are the goals?

“If you don’t know where you’re going,  
you’ll probably end up **somewhere else.**”

- Yogi Berra



# Why?

What are the county's goals?

- Are there known deficiencies?
- Are there preconceived outcomes?
- Expectation that a consultant will confirm/deny?
- Ripple effect?



# Strategic Reasons

## *Proactive* Reasons

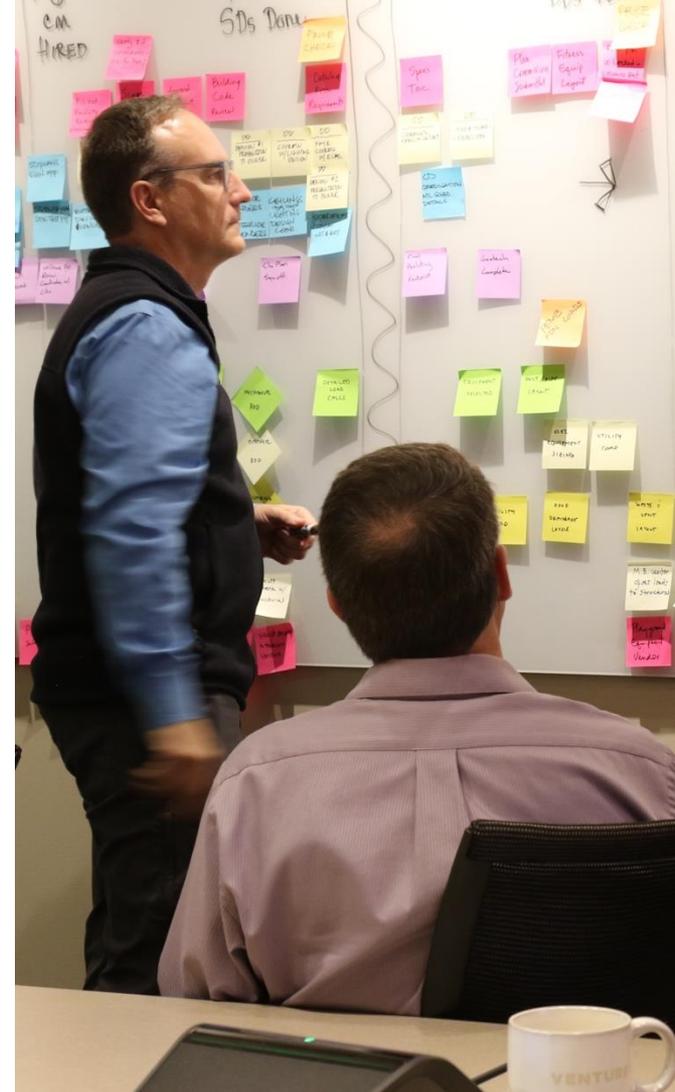
1. Make good long-term decisions
2. Respond to forecasts for growth
3. Plan for the county's future financial expenditures

## *Reactive* Reasons

1. Something's changed (building/system failure or code deficiencies)
2. Unplanned or unorganized growth

## *Other* Reasons

Check a box? Satisfy an elected official? Delay tactic?



6.

# COLLABORATIVE PROCESS

How to build a winning team.

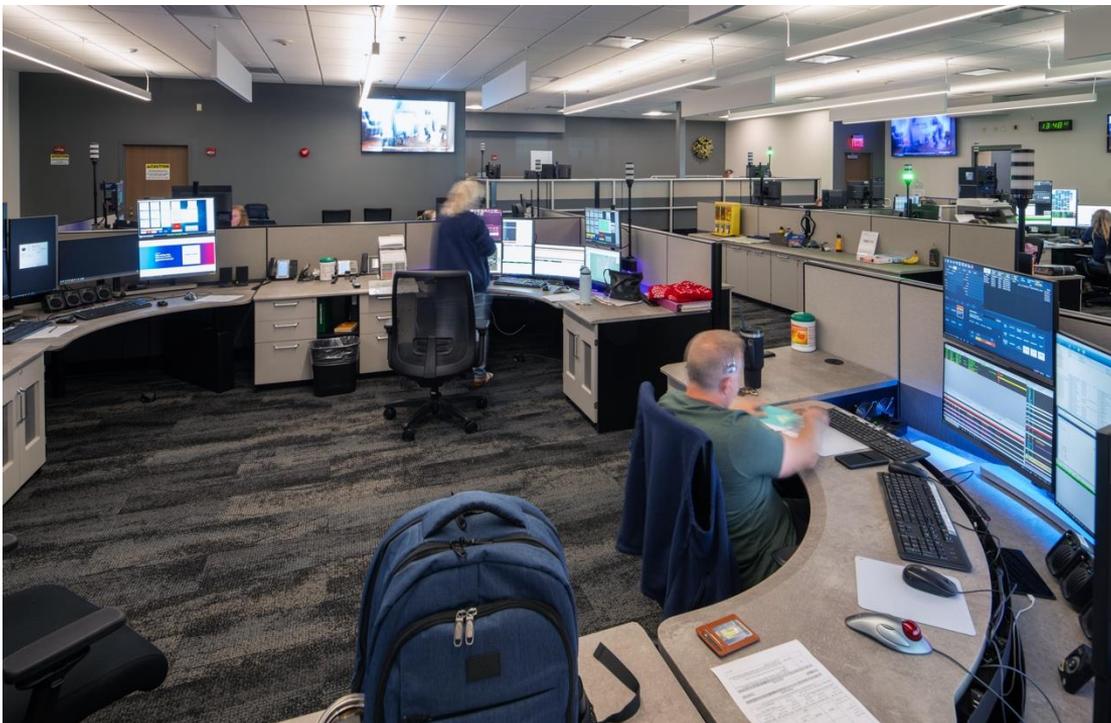
# What Decisions will Counties need to make?

County staff as Client: *Who needs to participate in this effort?*

1. **Staff:** Facilities, Committee, or just one Department head?

2. Internal staff communications can help or hurt process:

Levels of staff... exec, board supervisors, admin, staff



# Our Process

The Framework we tailor to Clients



ENVISION



VALIDATE



PLACE



TEST



FORECAST



BUDGET



CONFIRMATION



TELL



INVENTORY



INTERVIEW

7.

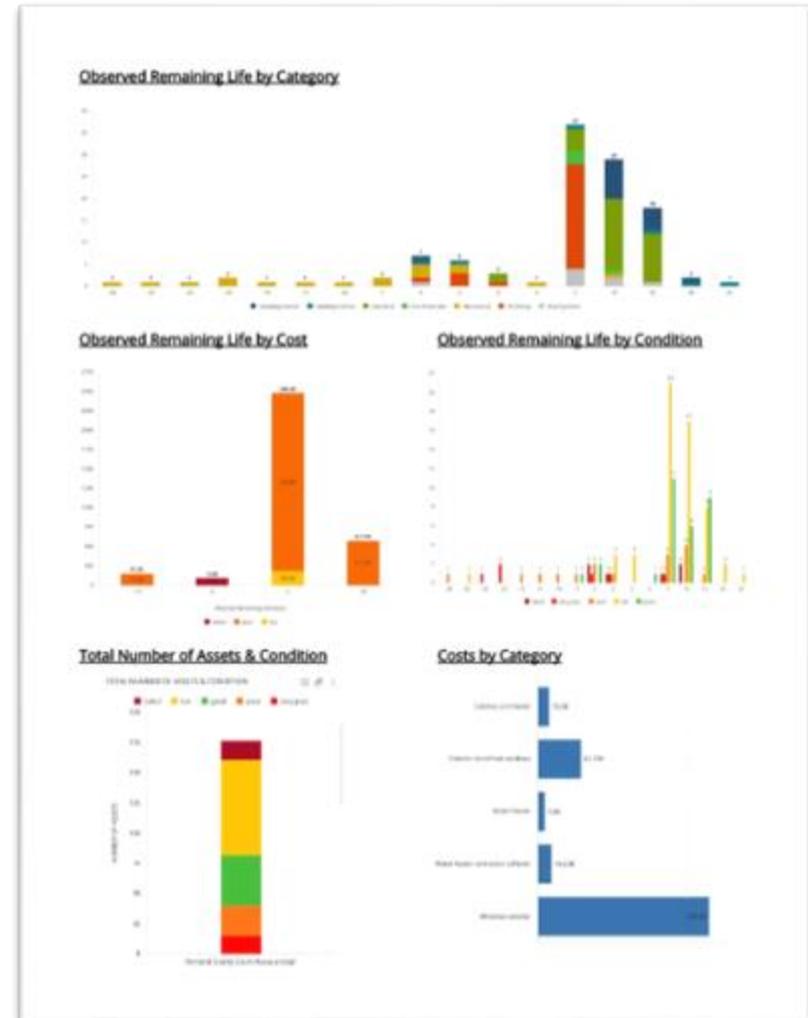
# OUTCOMES

What should counties expect of these studies?

# Usable Data

Content should be objective, not subjective.  
Based on data.

We're not giving you a policy, we're giving you  
the tools to make the necessary, *informed*  
decisions.



# Actionable Direction

Plans should provide specific directions for achievable projects.

- Satisfy the majority, but be ready for outliers.
- Once you say the number, that's 'the number'.

To what level of detail? Default to more information, not less.

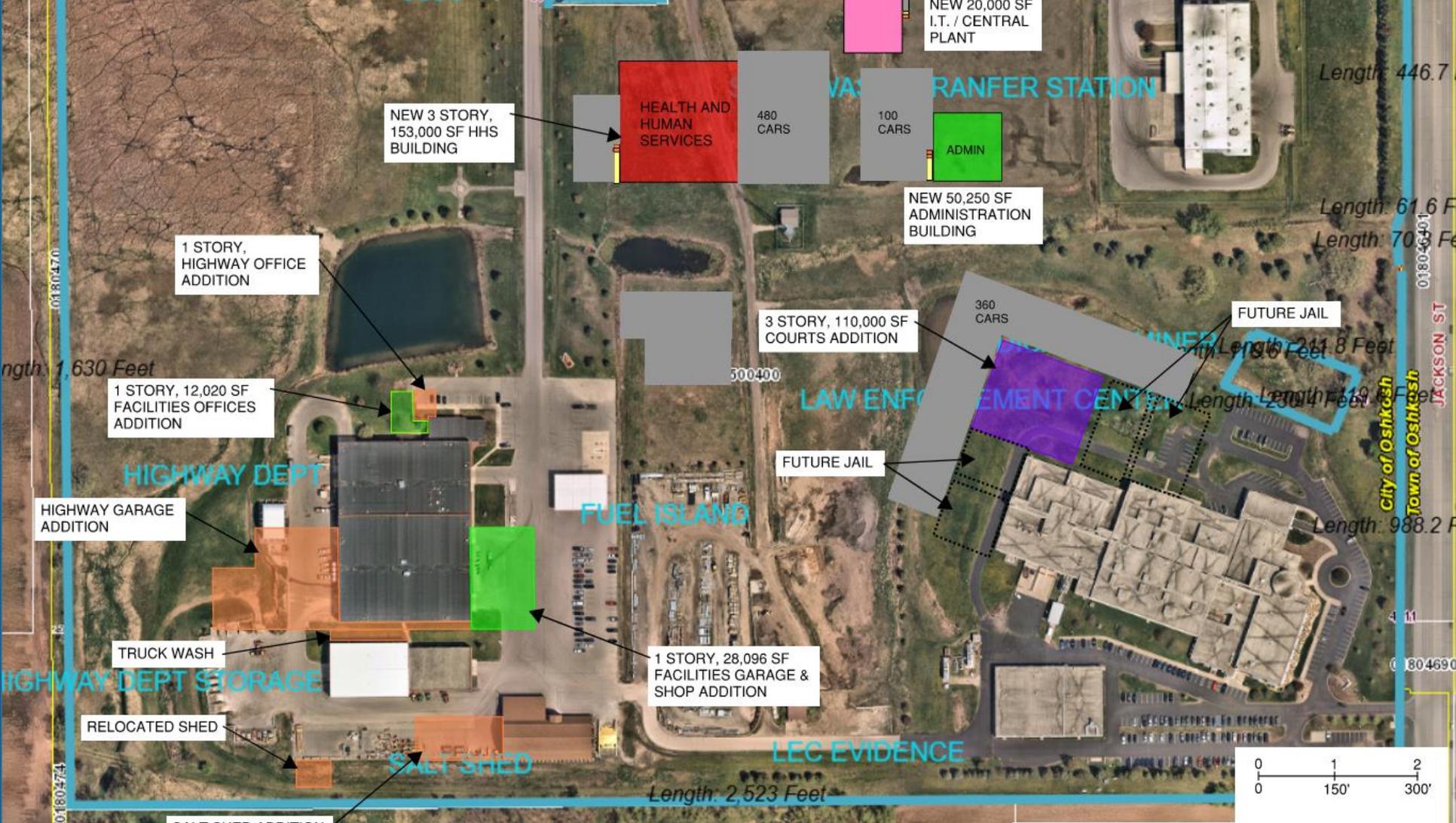
# Winnebago County



## Oshkosh - County Property - North Side

1	Jail / Sheriff / Highway / Solid Waste
2	Coughlin / Pine View / Parks / CBRF
3	Expo / BMX
4	Landfill
5	Proposed "B1" HHS / Admin / I.T. site

The properties identified on this page are relatively central to the population centers of Winnebago County. The properties are significant if the intent is to create a Government Center campus that is more equidistant to the majority of the population of the county.



NEW 20,000 SF  
I.T. / CENTRAL  
PLANT

NEW 3 STORY,  
153,000 SF HHS  
BUILDING

HEALTH AND  
HUMAN  
SERVICES

480  
CARS

100  
CARS

ADMIN

NEW 50,250 SF  
ADMINISTRATION  
BUILDING

1 STORY,  
HIGHWAY OFFICE  
ADDITION

1 STORY, 12,020 SF  
FACILITIES OFFICES  
ADDITION

3 STORY, 110,000 SF  
COURTS ADDITION

FUTURE JAIL

FUTURE JAIL

HIGHWAY GARAGE  
ADDITION

TRUCK WASH

RELOCATED SHED

1 STORY, 28,096 SF  
FACILITIES GARAGE &  
SHOP ADDITION

HIGHWAY DEPT

FUEL ISLAND

LAW ENFORCEMENT CENTER

LEC EVIDENCE

SALT SHED

Length: 446.7

Length: 61.6 F

Length: 70.3 F

Length: 1,630 Feet

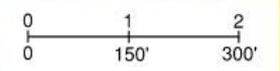
Length: 261.8 Feet

Length: 230.4 Feet

Length: 119.6 Feet

Length: 988.2 F

Length: 2,523 Feet



JACKSON ST  
City of Oshkosh  
Town of Oshkosh

0180470

0180474

01804901

4 11

01804690

7.

## WHAT COMES NEXT?

What do counties do with completed studies?

# Be Prepared.

Prioritize identified projects:

- Committee establishes the foundation
- Engage other experts for financial analysis (Ehlers, Baird, etc.)
  - *Impact on the mill rate*

Take action:

- Data has a shelf life and facilities continue to age



# Say “Go!”

Move into...

- Projects >
- Design >
- Construction >
- Completion



8.

# EXAMPLES

Venture's FCA's & Master Plans

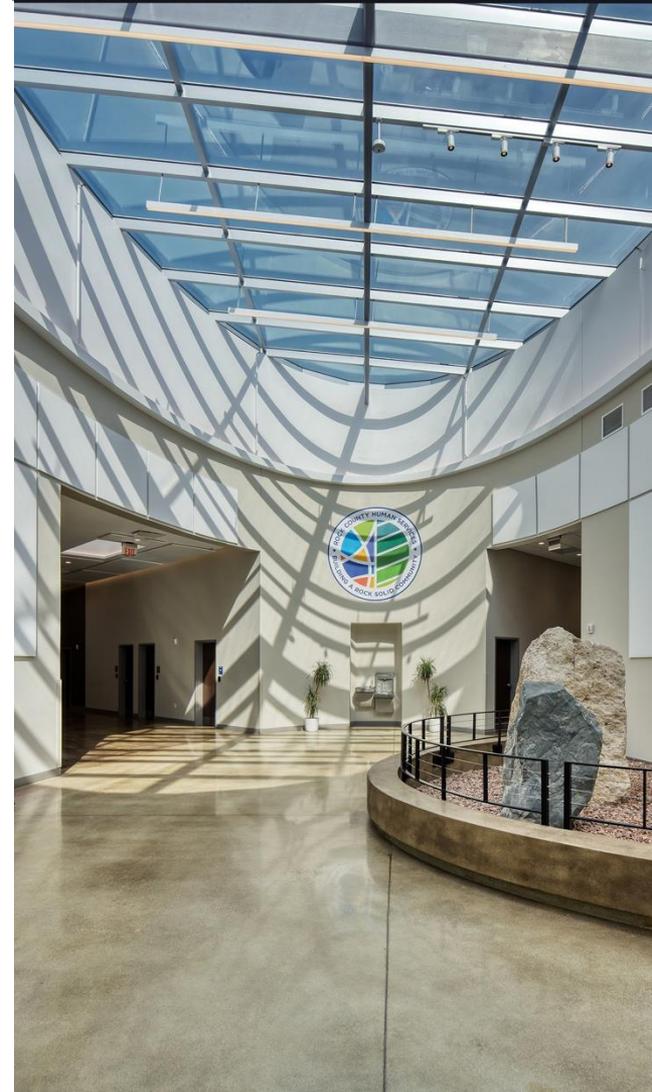


Richland County

# Rock County



VENTURE ARCHITECTS





# Eau Claire County





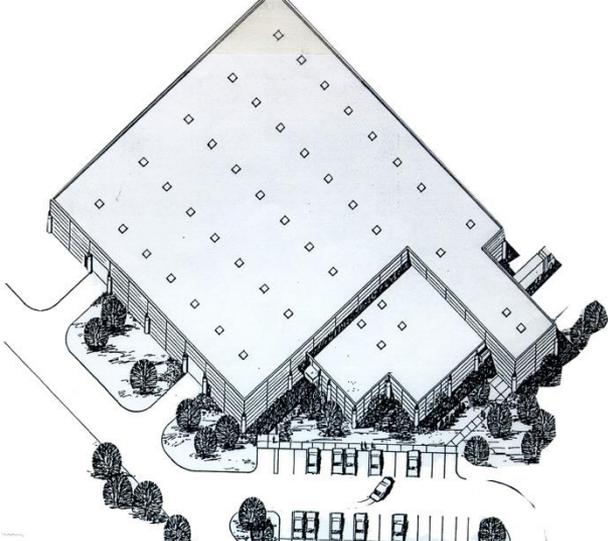
# Wood County





# Waukesha County





# Kenosha County



9.

## Q&A

Ask us anything!



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