

Washoe County Administration Complex Master Plan

Executive Summary

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Washoe County initiated facility master plan studies for the 9th Street Complex and the downtown Courts Complex in 2018 to determine future space needs and to develop a capital funding plan to cover the next ten years.

Collaborative Design Studio (CDS) was engaged to provide facility master planning services for 16 departments located at the Administrative Complex at 1001 E. 9th Street in Reno, Nevada. This master planning process was led by Dwayne Smith and Brett Steinhardt of the Capital Projects Division, Todd Lankenau and Jim Steinmann of CDS and the Master Plan Steering Committee consisting of Assistant County Managers, Department Heads, and staff.

CDS conducted multiple site visits and interviews with each department to evaluate their current approach to doing business, how they envisioned this evolving over time, the implementation of different strategies to enhance the comfort and well-being of employees and service to their customers. The continued implementation of new technology to save space and increase productivity was also discussed.

The scope of work included the inventory and evaluation of the current spaces, the space utilization of all departments currently located at 9th Street, in addition to the evaluation of the Utilities Division and the Truckee Meadows Fire Protection District administration space. Based on historical trends, interviews with staff and projected population growth of the region, a projection of staff growth through 2038 was assembled.

The study developed new space standards consistent with “office of the future” concepts, new technology implementation (such as paperless filing, reduction in size of workstations, cloud-based data storage, etc.) and consolidation of workspaces (elimination of most paper storage). The study briefly studied the reorganization of departments where it appears to be effective to do so and determined the County can substantially reduce the need for future new construction by implementing these strategies at a lower cost than new construction.

The recommendations provide a ladder strategy for the orderly implementation of 11 separate, but internal projects which will result in new construction that is less than 10% of the current inventory to satisfy the projected 47% population increase and 29% staffing increase by 2038. An estimate of probable construction cost and total project costs establishes a budget of \$30 million over the next decade to implement the Master Plan.

A summary of research findings, requirements, and recommendations is presented in the following.

Research Findings

1. The current facility size is approximately 275,000 square feet, located in five buildings, four of which are connected together, plus the Senior Center. The existing buildings were constructed in the 1970's and 1980's. The buildings are generally in good condition and will have a useful life of another 30 years if properly maintained.
2. Current office and support space, excluding the Senior Center, the café, council chambers, central conference room, and the Health Auditorium totals 153,276 nsf.
3. In the fall of 2018, 522 staff occupied 156,206 nsf at an average area factor of 299 net square feet person.
4. There are currently 80 vacant office or workstations available to support staff increases.
5. Current office space includes 6,234 nsf of underutilized (or vacant) and 35 oversized workstations.
6. The 522 current staff could be accommodated in 141,456 nsf at an area factor of 271 nsf/person with very minimal remodeling, occupying vacant space, and selectively reducing office and workstation sizes.
7. Current space can accommodate up to 625 staff with the 15% space utilization improvements by adopting the proposed "office of the future" space standards which accommodate up to three monitors and provide reduced file and shelving components.
8. In 2008, the departments now located at 9th Street had 750 positions in the office space. Staff levels decreased to 538 positions in 2014. The ratio of staff located at 9th Street per 1,000 county residents decreased from 1.82 in 2007 to 1.06 in 2018.
9. Current Washoe County population of 527,000 will increase to 690,000 by 2038.
10. The departments have fully embraced technology and conversion to a paperless environment, and they will continue to use technology to increase operational capacity and minimize future staff level increases.
11. Adult Services relocated from 9th Street and the space vacated is leased to the State.



Requirements

1. The departments projected their staff levels would stabilize at a ratio of between 1.02 and 1.12 per 1,000 population by 2038 when the population is forecast to be 690,000.
2. The space program projects 713 positions (695 positions with the deletion of transfers) located at 9th Street by 2038 representing a 1.4% average annual rate of increase in comparison to a 1.7% annual county population increase.
3. Special Area space adjustments indicate a need for a larger and more technologically equipped conference/training center, reduced record storage areas, reduced Information Technology Server Room, a smaller food preparation space in the Senior Center, and a reduced reprographics area as a result of outsourcing.
4. If all space was converted to the proposed new standards requiring substantial remodeling of most space, an additional 8,161 nsf (10,500 gsf) would be required.
5. However, most staff increases can be accommodated in existing department space with minimal remodeling. Exceptions are the Health District, Fire District, Community Services, and Human Resources. Collectively, these departments will require an additional 21,680 nsf which would equate to 27,100 gsf with allowances for core and public circulation space.
6. Parking spaces are sufficient to accommodate forecast staff levels in 2038 with no modifications.
7. Significant space adjustments are needed to:
 - a. Remodel Reprographics to accommodate County Manager Communications office staff and reorganization.
 - b. Remodel Information Technology Server Room to accommodate staff consolidation and growth.
 - c. Provide a 4,000 sf Training, Testing, and Hearing Room Complex.
 - d. Provide an additional 7,722 nsf for the Health District clinic functions contiguous to the current space in Building B.
 - e. Provide expansion space to support expansion of Community Services area after converting to new space standards where cost effective and to incorporate collaborative spaces.
 - f. Convert a portion of the kitchen and to-be-vacated program space in the Senior Center to offices and new program areas.
 - g. Provide a Wellness facility for County staff and the Senior Center users.

Facility Development Options

A number of options were evaluated to provide the required additional 21,752 sf. Building options included expansion between Building D and the Senior Center, a contiguous Health wing adjacent to Building B, and a one or two-story building in the courtyard linking to Buildings A, B, and C.



Recommendations

After evaluating a number of options, the following actions are recommended:

1. Construct a two-level building of 18,000 gsf in the landscaped courtyard for a Training/Testing Complex, Human Resources, and Health District office space expansion (not clinics).
2. Construct a 3,752-sf garage for Utility and CTMRD vehicles requiring heated parking.
3. Remodel existing spaces to improve space utilization and accommodate additional staff as those positions are added and all existing vacant spaces are utilized. This applies to approximately 20,000 sf.
4. Develop a 2,000 sf Wellness Center in vacated space in the Senior Center.
5. Remodel Reprographics, the space vacated by Adult Services, and the current Conference Center to provide an office staging area to facilitate the phased remodeling and a new, high-technology conference room.
6. Remodel Health District clinic space to expand into vacated space which relocates to new construction.
7. Provide new, space-conserving furniture systems for 130 additional staff and the conversion of 50 existing workstations over the next ten years.
8. Construct a Fire District Vehicle Maintenance Building and a Logistics Warehouse at Longley Lane to allow consolidation from lease space. This project will be separately funded and not included in the County \$30 million capital program budget.
9. Provide \$30 million funding for the capital improvements over the next 20 years with \$22 million available for work between 2020 and 2024. The balance, \$8 million, will be implemented between 2025 and 2038.

