

COUNTY OF MILWAUKEE
INTEROFFICE COMMUNICATION

DATE: April 24, 2012

TO: Chairperson, Transportation, Public Works, and Transit

FROM: Patrick Farley, Director, Department of Administrative Services

SUBJECT: **Long-Term Plan for the Facilities Management Division of the Department of Administrative Services (Informational-Only)**

Background

The 2012 Adopted Budget included the creation of the new division of Department of Administrative Services- Facilities Management (DAS-Facilities Management).

In February 2012, the DAS prepared a report for the Committee on Transportation, Public Works, and Transit that included organizational information, objectives, roles and responsibilities for the DAS-Facilities Management.

During the February 2012 Committee on Transportation, Public Works, and Transit, DAS was asked to prepare a report for the May meeting cycle that reflected the long-term plan for the Facilities Management Division.

The individual components of the DAS-Facilities Management long-term plan were developed, in part, to address issues identified by the Milwaukee County Audit Department's October 2010 audit report, "Milwaukee County Needs to Commit to a Preventative Repair and Maintenance Program to Ensure Public Safety."

Long-Term Plan DAS-Facilities Management

The goal of DAS Facilities Management is to provide a coordinated approach towards strategic management, long-term planning, development, and maintenance of County-owned assets including buildings, land, pavements, and utility infrastructure.

Inspections and Assessments of County Owned Facilities

In response to the October 2010 audit report's call for a "consistently applied, coordinated approach for periodic building safety inspections", DAS-Facilities Management is developing a mandated county-wide annual building inspection program for maintaining structural integrity of all capital improvements and routine major maintenance. This includes formalizing the Inspection Unit concept that requires visiting all County facilities on an annual basis using a recently developed "Inspection Manual for Building Components and Other Structures."

The 2013 Requested Budget for the DAS-Facilities Management will include the reallocation of five unfunded skilled trade positions from the Department of Transportation (DOT) to DAS-Facilities Management. These positions will serve as an Inspection Unit for County-Owned infrastructure and assets.

In addition, the DAS is in the process of hiring for the positions of the Director of Facilities Management Division and the Director of Sustainability.

The process of performing facility assessments and inspections is the first step in understanding the condition of County-owned infrastructure assets. From the inspection, a determination will be made regarding the structural condition, priority of the repair, cost of repair, and timeframe for the repair. The inspection and assessment process will include discussions with property managers that will resolve any differences that arise from the inspection and assessment process. Information resulting from inspections and assessments will be input into the County's VFA system.

Consolidation of Property Management Functions

The October 2010 audit included a recommendation for the County to, "consolidate all property management functions" in order to "ensure focused, streamlined building management in a manner that ensures the safety of the public and County employees." As outlined in the 2012 Adopted Budget, the DAS-Facilities Management has been created to ensure building management is streamlined and that maintenance of County-owned property is prioritized in an unbiased manner with safety as the priority. The creation of the DAS- Facilities Management represents the first step to implement the audit recommendation of consolidating all property management functions County-wide within a single department.

Currently, DAS- Facilities Management is emphasizing to Property Management (PM) Units that they need to be proactive in confirming that the buildings that they are responsible for maintaining are in compliance. PM Units will be required to submit an inspection checklist to DAS- Facilities Management that addresses the appropriate building and/or structure for which they are responsible.

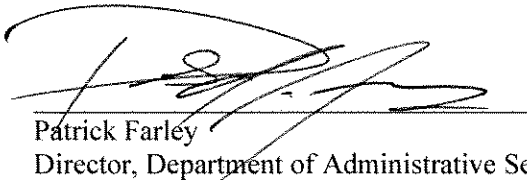
The 2013 Requested Budget will include further efforts to implement the audit recommendations by consolidating additional property management functions Countywide under DAS-Facilities Management.

Long Term and Strategic Planning

As outlined in the 2012 Adopted Budget, DAS-Facilities Management is in the process of negotiating a contract with a property management consultant (CBRE) to develop a Comprehensive Facilities Plan for County Buildings and Properties. This plan will provide a strategy, timeline, and cost estimates to implement the Milwaukee County property management strategic plan.

The Comprehensive Facilities Management Plan will include the elements listed below:

- Consolidation of Milwaukee County's real estate holdings based on "highest and best use".
- Maximization of value of Milwaukee County's real estate portfolio through the sale of properties that do not meet the test of "highest and best use".
- Reduction of the County's overall facilities operational costs.
- Reduction of the number and degree of liabilities associated with the County's ownership of its facilities.
- Reduction of the geographic scope of real estate holdings, which are located throughout the County.



Patrick Farley
Director, Department of Administrative Services

Attachment

pc: Chris Abele, County Executive
Marina Dimitrijevic, Chairwoman
Transportation, Public Works, and Transit Committee
Pamela Bryant, Capital Finance Manager, DAS
Martin Weddle, Research Analyst, County Board
Jodi Mapp, Committee Clerk, County Board
Gary Waszak, DAS-Facilities Management
Greg High, Architecture and Engineering Director, DAS
Pamela Bryant, Capital Finance Manager, DAS
Justin Rodriguez, Capital Finance and Planning Analyst, DAS