

**STATUS OF IMPLEMENTING DEPARTMENT OF AUDIT REPORT RECOMMENDATIONS**

**Audit Title:** Aftermath of Courthouse Fire Illustrates Need for Improved Insurance Claims Management and Business Continuity

**File Number:** 14-952

**Audit Date:** December 2014

**Status Report Date:** February 2016

**Department:** Administrative Services

Number & Recommendation	Deadlines Established		Deadlines Achieved		Implementation Status		Comments
	Yes	No	Yes	No	Completed	Further Action Required	

<p>1. <i>The final cause and origin report(s), if any, be obtained and shared with appropriate County officials, including the County Executive and County Board of Supervisors so the County can assess any further action that may be needed.</i></p>		X				X	<p><b>DAS - April 2015 Response:</b> Neither the Local Government Property Insurance Fund (LGPIF) or Lexington Insurance Company have released their cause and origin reports. On 12/22/14, LGPIF filed suit in state court (Case #14CV010361) seeking a declaratory judgment with respect to the coverage disputes involved in this claim. The cause and origin reports will be disclosed during the discovery phase of the litigation.</p> <p><b>DAS - October 2015 Update:</b> Case was removed from circuit court and is now in federal court. Pre-trial motions and scheduling of hearings continue at present. No resolution or trial date set currently.</p> <p><b>DAS - February 2016 Update:</b> Case is scheduled for pre-trial oral arguments in the 7<sup>th</sup> Circuit on 2/19/16. Once the pre-trial motions conclude, the case will advance to discovery at which time any authored cause and original reports will likely be produced and available for review.</p>
<p>2. <i>Work with the appropriate parties to institute back-up alarm monitoring procedures and protocols so that County facilities aren't dependent on one monitoring site.</i></p>		X				X	<p><b>OEM - April 2015 Response:</b> There is not an ability to have back-up alarm monitoring physically installed at our back-up Call Center and Dispatch Center (MCSO Sheriff Training Academy and Waukesha Communications Center, respectively) without substantial capital cost. OEM cannot institute procedures without the equipment in place to alarm. In an effort with Facilities Management, OEM can pursue such a capital project; however, it is doubtful that this could compete among other Facility priorities.</p>

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							<p><b><u>Audit Services Response:</u></b>  <i>Audit Services understands the conflicting capital priorities the County faces. Until a more suitable approach to E911 can be addressed (recommendation #13), Audit Services is interested in an update on any alternatives that are being pursued to ensure more timely emergency response to Courthouse incidents.</i></p> <p><b><u>OEM - October 2015 Update:</u></b> Alarm monitoring and protocols of the primary system are in place with OEM's 911 Communications Center; however, the procurement and installation of a back-up alarm system, smoke detector, signage, etc., would be the expertise of DAS Facilities Management and/or Architecture &amp; Engineering as they would affect building code/standards. For OEM, this action is complete.</p> <p><b><u>DAS - October 2015 Update:</u></b> The Courthouse Complex is currently being assessed by the Facilities Condition Assessment Program office. This assessment should be complete late 2015. Given the complexity and criticality of the Courthouse itself, this is the most detailed assessment that has occurred and includes multiple SME consultants. As a result of this assessment and any further analysis required, recommended fire alarm system upgrades will be planned and developed for high priority Capital Improvements.</p> <p><b><u>DAS - February 2016 Update:</u></b> The Facilities Condition Assessment Program has completed the Courthouse assessment and updated the condition assessment database as required. Immediate concerns are being addressed through operating budgets and 5-year CIP planning.</p>
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3. Explore the possibility of relocating Emergency 911 Communications to a more secure location.		X				X	<p><b><u>OEM - April 2015 Response:</u></b> Quorum Architects, Inc., is currently conducting final phases of a consolidated OEM space study. This entails bringing the four divisions (Radio Services, 911 Communications, EMS, and EM) into a central location. Currently, they are dispersed amongst BHD #9201, CATC, Froedtert Medical Hospital, Safety Building Room 305 and B12, and the Courthouse Room 308.</p> <p>As good stewards of taxpayer dollars, the relocation of 911 will be incorporated into the grander move of centralizing OEM services. OEM is pursuing a partnership with the Medical Examiner’s Office as both public safety entities share common requirements (e.g., loading dock, steel/copper cages).</p> <p><b><u>Audit Services Response:</u></b> Due to the importance of this item, Audit Services requests a timeline for implementation be provided.</p> <p><b><u>OEM - October 2015 Update:</u></b> The Space Needs Study conducted by Quorum Architects is complete, with a final assessment of a need for 23,000 SF for OEM. A follow-up study is underway with the Public Policy Forum as administrator and Winbourne Consulting as the collector and initial publisher.</p> <p>An Advisory Committee has been established consisting of representatives from: ICC, MCAFC, MCLEEA, MPD, municipal administrators, and county departments, for a</p>

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							<p>total of 18 members. The study is projected to be complete in March 2016.</p> <p>PPF will administer the interviews and collection of data, staffing and fiscal details in order to explore pathways for participating communities and departments to consolidate or co-locate for cost-savings and improved public safety through efficient dispatch of first responders.</p> <p>Additionally, the PPF will explore the expansion of OEM as host site to include a public health footprint for monitoring epidemics and community welfare. This will include an Emergency Operations Center, Joint Information Center, Network Operations Center, and growth possibilities for organizations that may choose to join when equipment reaches end-of-service, years ahead.</p> <p>OEM is working closely with DAS and Economic Development on future sites that could house OEM and, additionally, could allow for a greater consolidated coordination center hosting partners and possibility other county departments.</p> <p><b>OEM - February 2016 Update:</b> [Co-Chair of FPAC, Supervisor James "Luigi" Schmitt, requested a March 2016 Informational Update to this item, which will be furnished.]</p> <p>PPF, Winbourne, and OEM have hosted multiple interviews (over fifteen) and six large-scale meetings between Sept 2015 and Feb 2016. This PPF study is exploring possibilities of consolidating PSAP and Command/Coordination Center services.</p>
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							<p>PPF and Winbourne efforts have shown near-immediate opportunities in the realm of data integration to include: CAD-to-CAD integration, eSRI-based GIS mapping, Emergency Medical Dispatch, and real-time &amp; post-incident data sharing. These four areas are tied to current technology and the consultant is gathering broad cost estimates.</p> <p>The integration of data is a first-step towards physical relocation and/or consolidation of city PSAPs and has re-focused the efforts of the PPF study towards technology rather than physical design/build of a consolidated PSAP. The PPF study will now encompass a review of "governance" of such public safety technology in order to address implementation and cost-sharing opportunities.</p> <p>In the meantime, City interviews have revealed an opportunity with the City of Wauwatosa in exploring physical consolidation as merely a case study. This sub-study, if you will, began the week of February 1<sup>st</sup>, with initial interviews.</p> <p>Final publication of the PPF study has been moved to May 2016 in order to ensure full comprehension of the large scope of work.</p>
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4. <i>The Department of Administrative Services examine the Courthouse Complex's current fire alarm system and associated fire response protocols to ensure the County is properly positioned to respond to future fire incidents.</i>		X				X	<p><b>OEM – April 2015 Response:</b> The 911 Communications Center has established protocol in place for Fire/EMS notifications to the City of Milwaukee Fire Department. This protocol is used on a daily basis for local emergencies and therefore, well-practiced.</p> <p>Assessment of a valid fire alarm is balanced with inmate activity in the CJF. OEM 911 confirms alarms with CJF</p>
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							<p>Master Control and Facilities. OEM 911 then acts upon verification by these two entities.</p> <p><b><u>OEM - October 2015 Update:</u></b> Fire/EMS response to the Courthouse occurs in less than four minutes upon notification via 9-1-1. Protocols are established in the OEM 9-1-1 Communications Center to initiate a response during a fire emergency. For OEM, this action is complete.</p> <p><b><u>DAS - October 2015 Update:</u></b> The Courthouse Complex is currently being assessed by the Facilities Condition Assessment Program office. This assessment should be complete late 2015. Given the complexity and criticality of the Courthouse itself, this is the most detailed assessment that has occurred and includes multiple SME consultants. As a result of this assessment and any further analysis required, recommended fire alarm system upgrades will be planned and developed for high priority Capital Improvements.</p> <p><b><u>DAS – February 2016 Update:</u></b> The Facilities Condition Assessment Program has completed the Courthouse assessment and updated the condition assessment database as required.</p> <p><b><u>In the event of complete power failure, current back-up generation will provide hours of primary fire system monitoring to 911 Dispatch. Additional battery back-up in place will provide secondary fire system monitoring in case of primary failure. DAS-FM will also be implementing Capital Project WC11901 for Courthouse Complex Honeywell Software/Hardware upgrade scheduled for 2016.</u></b></p>
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5. <i>The Milwaukee County Board of Supervisors amend s.99.02 of the General Ordinances of Milwaukee County to comply with §323.14(1)(a)2, Wis. Stats.</i>	X					X	<p>Sections 99.01 and 99.02 of the Milwaukee County Code of General Ordinances amended by County Board in December 2014 (File No. 14-919).</p> <p><b><u>OEM – April 2015 Response:</u></b> Sections 99.03 through 99.09 are still out of date with references to MCSO and the Sheriff. OEM will work with PSB to update the remaining Sections of Chapter 99.</p> <p><b><u>OEM - October 2015 Update:</u></b> OEM has discussed with Corporation Counsel. Chapters 99.03 through 99.09 are not current yet Wis. s.s. 323 and MCO 99.01 – 99.02 will take precedence. The goal is to be complete this task jointly with Corporation Counsel and OEM early 2016.</p> <p><b><u>OEM – February 2016 Update:</u></b> OEM and Corporation Counsel will begin the update of this Ordinance in March 2016, with projected Board agenda of June 2016.</p>
6. <i>Continue work on the Milwaukee County COOP, including regular exercises and training for both new and veteran employees.</i>	X		X		X		<p><b><u>OEM - April 2015 Response:</u></b> OEM just completed the final COOP Workshop with 23 Departments and Agencies in attendance (of 51). A total of nine Workshops have been conducted with a start date of November, 2013. Approximately six weeks were scheduled between events with 20 – 30 Departments/Agencies attending each. Currently, OEM has 26 Continuity Plans in DRAFT and 3 that are FINAL (Aging, Comptroller, Treasurer). The DUE DATE of all County COOP Plans has been set for Sunday, May 31<sup>st</sup>. On Monday, June 1<sup>st</sup>, the OEM Director will present a “State of Continuity” to the County</p>

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							<p>Executive and his Cabinet. On Thursday, June 4<sup>th</sup>, the OEM Director will present this "State of Continuity" to the Workgroup as final wrap-up in COOP Planning. The same Workgroup will begin work on the OSHA-mandated Emergency Action Plans following this presentation.</p> <p><b><u>OEM - October 2015 Update:</u></b> Approximately 45 of 48 Countywide COOP plans are complete. COOP plans are 'living' and continuous improvements are – and will always be – ongoing.</p> <p>OEM and IMSD met 10/01/2015 to discuss next steps in ensuring Mission Essential Functions (MEFs) can be achieved during an incident/relocation/etc., by appropriately tier-ing the MEFs and subsequently, understanding which IT elements support those missions.</p> <p>This process has begun and OEM will host an informational discussion with countywide department heads and elected official COOP partners to introduce the IT initiative on 11/04/2015 in Room 306. This initiative is the core of the capital improvement project of Disaster Recovery (DR) that IMSD has projected for 2016. The consultant is already on board under IMSD and will be a strategic analyst in developing DR requirements and costs.</p> <p>A full-scale COOP exercise is planned for 2016 with emergency preparedness grant funds. The cursory plan is to conduct an evolution of relocating a courtroom to better understand the complexities of maintaining the essential functions of the judiciary branch.</p>
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							For OEM, this action is closed as COOP planning is a lifestyle and always underway.
7. Provide regular informational updates on the County's COOP so that County officials, employees, and the public are aware of the County's emergency plan.	X				X		<p><b><u>OEM - April 2015 Response:</u></b> Please see #6 for additional detail. OEM has designated February as the annual COOP training month. The COOP Workgroup did meet February, 2015, in order to stay true to the February designation of COOP. This will continue in 2016, etc.</p> <p>The public is not informed of the COOP plans as they are designated For Official Use Only (FOUO). Plans contain mobile phone numbers of staff and sensitive information on relocation sites which would make the County very vulnerable to terrorism nexus should a nefarious party obtain them.</p> <p>The greater County Comprehensive Emergency Management Plan (CEMP) is located on the internet for public perusal, however. The current link (soon to be updated) remains on the MCSO page at:  <a href="http://county.milwaukee.gov/Planning15643.htm?docid=15643">http://county.milwaukee.gov/Planning15643.htm?docid=15643</a></p> <p><b><u>Audit Services Response:</u></b>  <i>This recommendation was never intended to compromise sensitive information. Rather, it is intended to provide the public with some assurance that we have a functional COOP.</i></p> <p><b><u>OEM - October 2015 Update:</u></b>                      Please see Item #6. The next informational update will be held 11/04/2015 in Room 306. For OEM, this action is closed.</p>

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							<p><b>OEM - February 2016 Update:</b>                      COOP plans remain FOUO; however and meanwhile, per the annual refresher guidelines, OEM is hosting two gatherings on Feb 25 and 26, 2016, for Courthouse Complex Departments and external-Courthouse Complex Depts, respectively. These COOP refreshers are a joint effort with IMSD as COOP is now folding in the IT portion, known as Disaster Recovery (DR) under the work of an IMSD contractor, Excipio. This DR portion will identify the data center back-up requirements, to include Recovery Time Objectives and Recovery Point Objectives for departmental Mission Essential Functions. The more immediate the return-to-service of a function, the greater the cost, which will be broadly identified.</p> <p>OEM has updated the Milwaukee County CEMP to reflect OEM. The plan is located on the Wisconsin Emergency Management (WEM) E-Sponder website; a secure portal for all Emergency Operations Center and Incident Command plans and operations.</p> <p>The plan is also located on the OEM URL is live as of 2.12.2016 and the CEMP is posted at:  <a href="http://county.milwaukee.gov/OEM/EmergencyManagement/CEMP.htm">http://county.milwaukee.gov/OEM/EmergencyManagement/CEMP.htm</a></p> <p>OEM considers this item closed.</p>
8. The Department of Administrative Services enhance its procurement card policy and procedures manual to state that all procurement cards stored within County facilities be secured in locked cabinets and drawers at all times when not in use, and	X		X		X		<p><b>DAS:</b> Completed, policy in manual distributed to all cardholder now states:                      3.9.1 It is the cardholder's responsibility to safeguard the purchasing card and account number information to the same degree that a cardholder safeguards their personal credit card information and that all procurement cards</p>

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<i>further, that all check stock also be secured.</i>							stored with County facilities be secured in locked cabinets and drawers at all times when not in use or the physical possession of cardholder. Cardholder's responsibility to assure the card is safe and secure
9. <i>The Department of Administrative Services provide the County Executive and County Board of Supervisors with a detailed final breakdown of the four cost categories listed on pages 41-45 of the audit report, once all payments associated with the Courthouse fire are made.</i>		X				X	<p><b><u>DAS - April 2015 Response:</u></b></p> <p><b><u>Audit Services Response:</u></b> Open – response will be requested for the updated status report planned for October 2015.</p> <p><b><u>DAS - October 2015 Update:</u></b> Final payments associated with the courthouse fire recovery have not been made. It is expected that final payments will be made by the end of October.</p> <p><b><u>DAS – February 2016 Update:</u></b> Please see attached spreadsheet "Courthouse Fire Cost and Revenue Comparison."</p>
10. <i>The Division of Risk Management establish a process to vet restoration firms prior to the need for emergency services. Such a process should include the establishment of mutually agreed upon rates for a predetermined scope of services.</i>	X					X	<p><b><u>DAS - April 2015 Response:</u></b> Risk Management has authored a draft RFP to establish an approved contractor list wherein financial stability, insurance requirements, profit margin mark up, time and material guidelines, and general terms of service for contractors are set forth and agreed upon prior to a claim / emergency action. The RFP is being circulated and vetted through stakeholders prior to release and implementation.</p> <p><b><u>DAS - October 2015 Update:</u></b> Finalization of the RFP is underway with a release date forthcoming. Implementation target date is 1/1/16 to align with new insurance policy year.</p>

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							<p><b>DAS - February 2016 Update:</b> Changes in the property insurance policy for 2016 align the County's coverage with the commercial market, limiting the role of Risk Management to involvement in property claims per insurance industry definitions. As the majority of historical property events in the County do not meet the standard for compensable claims and are primarily deemed maintenance or capital issues, the Property Disaster Restoration Services contract and associated management of emergent facility issues is now in the domain of Facilities Management.</p> <p>FMD – AE&amp;ES is developing a Disaster Restoration Services contract through sealed bids that identifies 1-4 pre-approved vendors for the County to immediately address emergent facility issues. This contract will be put out for bid in winter 2016 with bids being reviewed in the Spring of 2016.</p>
11. <i>The Division of Risk Management prepare a detailed policy and procedures manual for the handling of property restoration claims, which includes record retention and claim management procedures with internal controls that can be transitioned seamlessly in a time of staff turnover.</i>		X			X		<p><b>DAS – April 2015 Response:</b> A detailed property claim process model, along with a comprehensive associated training was created, prepared, and presented County-wide in January of 2015. The documents are accessible on the Risk page of the intranet. This new and well defined claim process includes step by step instructions along with forms, deadlines, and tracking spreadsheets. All claim records spanning back the past two years, sparsely maintained in paper by the prior Risk administration, have been recreated electronically after extensive research with contractors, accounts payable, insurance carriers and TPAs. This information has been shared with the Comptroller's Office as well as the DA.</p>

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							<p><b><u>DAS - October 2015 Update:</u></b> Completed as described in captioned update above. Procedures may change dependent on new insurance carrier and policy terms in 2016.</p> <p><b><u>Audit Services Response – October 2015:</u></b>  <i>It was initially believed this was well underway. However, in reviewing information posted to the Risk Management Division’s website, we did not find a policies and procedures manual for the handling of property insurance claims as outlined in our original recommendation. Additionally, the link to what is described as an instructional video is no longer operational.</i></p> <p><b><u>DAS - February 2016 Update and Response to Audit:</u></b> The 2015 insurance policy claim procedures were widely distributed to all County departments involved in maintaining buildings and a training video was available on the Risk site as referenced by Audit above. The procedures were applicable only during the relevant policy year and no longer apply. In addition, the training was available until the necessary parties were familiar with the 2015 process. With the new policy terms for 2016, property claim procedures required substantial revision.</p> <p>The 2016 procedures have been distributed County-wide to all departments involved in building management and will be added into the AMOP once formatting to the AMOP standard is complete. The procedures are attached for Audit’s review and reference.</p>
12. Maintain maintenance and service logs on all major County building systems such as		X				X	<p><b><u>DAS – April 2015 Response:</u></b></p>

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<i>electrical, HVAC, UPS, fire, plumbing, roof, façade, etc.</i>							<p><b><u>Audit Services Response:</u></b> Open – response will be requested for the updated status report planned for October 2015.</p> <p><b><u>DAS - October 2015 Update:</u></b> Equipment inventories and maintenance logs are being generated locally and within the current maintenance database. The County has developed a RFP to implement a new County-wide Computerized Maintenance Management System (CityWorks) and plans to award and implement this contract in 2016. This is the <b>most critical step</b> in properly managing maintenance requirements, action, and historical data.</p> <p><b><u>DAS - February 2016 Update:</u></b> The County has issued an intent to award for implementation of a County-wide Maintenance Management System. The system is scheduled to be rolled out over the next 2 years starting Spring 2016.</p>
13. <i>Ensure that resources, whether internal or external, necessary to adhere to appropriate systems inspections/servicing schedules are a top operating budget priority.</i>		X				X	<p>DAS – April 2015 Response:</p> <p><b><u>Audit Services Response:</u></b> Open – response will be requested for the updated status report planned for October 2015.</p> <p><b><u>DAS - October 2015 Update:</u></b> The County has developed a RFP to implement a new County-wide Computerized Maintenance Management System (CityWorks) and plans to award and implement this contract in 2016. This is the <b>most critical step</b> in properly managing maintenance requirements, action, and historical data for the entire County.</p>

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							<p>The system will include preventative and corrective maintenance management, as well as provide for facility inspections in addition to the enterprise-wide assessment program that will remain in place.</p> <p><b>DAS - February 2016 Update:</b> The County has issued an intent to award for implementation of a County-wide Maintenance Management System. The system is scheduled to be rolled out over the next 2 years starting Spring 2016.</p> <p>This program will include automated preventative maintenance schedules as well as all corrective maintenance data for Parks, Zoo, HOC, FMD, Fleet, Transit, and Economic Development.</p> <p>The Facilities Condition Assessment Program has re-organized itself to focus on its core mission of assessing the most critical County facilities and oversight of County maintenance programs. As the initial funding for contracted assessment services is nearly expended, FMD will be submitting an operating request to make professional services funding an annual standard in FCAP's budget.</p>
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