

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: November 2018

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><u>DAS - April 2015 Response:</u> 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><u>DAS - October 2015 Update:</u> 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><u>DAS - February 2016 Update:</u> Case is scheduled for pre-trial oral arguments in the 7th 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><u>DAS - September 2016 Update:</u> No significant movement has occurred since the prior update. Lexington is appealing a ruling on their denied motion to compel arbitration. The underlying case is on hold until the court rules on the appealed motion.</p> <p><u>DAS (Risk Management) - March 2017 Update:</u> The case is still in the federal court system for the Eastern District of Wisconsin. Corporation Counsel has retained outside counsel for an assessment of whether the County will remain in the suit given the approximate one million dollars still owed.</p>
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							<p><u>DAS (Risk Management) - November 2017 Update:</u> Litigation related to this loss is ongoing. Milwaukee County was dismissed from the case on July 27, 2017 but the Office of Corporation Counsel continues to monitor developments, including the pending final pretrial conference on November 20, 2017 and trial scheduled for December 4, 2017. The remaining parties to the lawsuit have each retained experts and filed cause and origin reports with the court.</p> <p><u>DAS (Risk Management) – June 2018 Update:</u> On July 17, 2017, the Court granted Milwaukee County’s motion for judgment on the pleadings based upon the other parties’ failure to assert any claim or cause of action against it. Thereafter, the remaining parties (LGPIF, Lexington Insurance Company and the Cincinnati Insurance Company) entered into a stipulation, resulting in the court’s dismissal of the case as of December 29, 2017. The Cause and Origin reports entered into discovery by LGPIF were disclosed through the court proceedings.</p> <p><u>DAS (Risk Management) – December 2018 Update:</u> <u>No change since prior update. These reports relate to activity covered under item #9.</u></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>		X				X	<p><u>OEM - April 2015 Response:</u> 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,</p>

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							<p>OEM can pursue such a capital project; however, it is doubtful that this could compete among other Facility priorities.</p> <p><u>Audit Services Response:</u> <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><u>OEM - October 2015 Update:</u> 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 & Engineering as they would affect building code/standards. For OEM, this action is complete.</p> <p><u>DAS - October 2015 Update:</u> 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><u>DAS - February 2016 Update:</u> The Facilities Condition Assessment Program has completed the Courthouse</p>
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							<p>assessment and updated the condition assessment database as required. Immediate concerns are being addressed through operating budgets and 5-year CIP planning.</p> <p><u>DAS - September 2016 Update:</u> Facilities Management has made it the highest priority to replace, redesign, test and maintain the systems and equipment on site to ensure reliable fire alarm monitoring. Off-site monitoring is included in the 911 Dispatch Center relocation plan.</p> <p><u>DAS (Facilities Management) - March 2017 Update:</u> The Safety Building 911/Communications Call Center is currently backed up by the Waukesha County Call Center. Any 3rd party/private monitoring or back up of the fire alarm system, in the case of an emergency, would result in the monitoring service calling 911. That 911 call would be rerouted to Waukesha to be dispatched.</p> <p>The Courthouse Complex fire alarm system upgrade was completed in 2016. Seven independent workstations, two in the Criminal Justice Facility, two in the Safety Building and three in the Courthouse, were reconfigured to operate independently with the ability to monitor the entire Courthouse Complex. One of the Safety Building workstations is in the 911/Dispatch Call Center. In the event of a complete power failure, all work stations would remain active for a minimum of 8 hours under primary emergency generator backup power. All breakers and transfer switches have been tested and are under an ongoing maintenance program. In the event the generators fail or expire, all work stations would continue to remain active under secondary Uninterrupted Power Supply (UPS) power for a minimum of 2 additional hours. The work</p>
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							<p>station UPS's have been tested and are on an ongoing maintenance program. On-site back-up capabilities are maintained through multiple levels of redundancy and testing.</p> <p><u>DAS (Facilities Management) - November 2017 Update:</u> No change or additions for Facilities Management's response.</p> <p><u>DAS (Facilities Management) – June 2018 Update:</u> No further updates – FMD considers this item closed.</p> <p><u>Audit Services Comment:</u> <i>This item is kept open pending discussion with the Office of Emergency Management and DAS - Facilities Management.</i></p> <p><u>DAS (Facilities Management) – December 2018 Update:</u> FMD is considering additional backups to the functioning alarm system, and has requested from its fire alarm system vendor (Honeywell) to identify alternative methods of alarm notification. Certain alarms should be able to be dispatched via software dialer to notify predetermined parties of specific alarms by email and/or text. Honeywell is currently investigating and will provide a quote. As currently envisioned, the backup will be that upon notification staff members will contact 911 to confirm that the alarm was received.</p>
3. Explore the possibility of relocating Emergency 911 Communications to a more secure location.		X				X	<p><u>OEM - April 2015 Response:</u> 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</p>

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							<p>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><u>Audit Services Response:</u> <i>Due to the importance of this item, Audit Services requests a timeline for implementation be provided.</i></p> <p><u>OEM - October 2015 Update:</u> 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 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>
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							<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><u>OEM - February 2016 Update:</u> [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> <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 & post-incident data sharing. These four areas are tied to current technology and the consultant is gathering broad cost estimates.</p>
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							<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 1st, 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> <p><u>OEM - September 2016 Update:</u> PPF has completed and published their study, titled, “Get Connected”. URL: http://www.publicpolicyforum.org/research/get-connected-analysis-public-safety-911-call-taking-dispatch-and-command-center-services The study is as previously stated with recommendations on significant technologies which can greatly improve the disparate system of 14 PSAPs in Milwaukee County.</p> <p>OEM has requested a 2017 Capital Project (WO30301) for Public Safety Data Interoperability. The project is pending both County Board adoption of the 2017 budget and also EMS contract negotiations with nine Municipalities that provide paramedic ambulance service. In order to pay for</p>
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							<p>the interoperable technology, EMS subsidy monies is needed to supplement sales tax revenue for full funding.</p> <p>OEM, the Medical Examiner’s Office (MEO) and the Medical College of Wisconsin (MCW) briefed the Finance Committee in July (File No. 16-393) on the possibility of a regional Forensic Science Center. The State Crime Lab has recently released their RFP, opening the door for such an opportunity. The MCW will respond. As briefed to the Committee, OEM and the MEO may be viable tenants in such a regional center. This coordination is led by DAS-Economic Development (ED).</p> <p>Lastly, the endurance of the Safety Building will ultimately dictate the relocation of OEM 9-1-1/EMS Communications. The DAS-Facilities Management Division (FMD) is leading the effort on the future of the Safety Building.</p> <p><u>OEM – March 2017 Update:</u> File No’s 16-393 and 16-721 were provided to the Judiciary, Safety, and General Services Committee in 2016, with updates on future planning for ME and OEM.</p> <p>MCW responded to a State DOJ/DOA State Crime Lab RFP and indicated potential tenants as the Medical Examiner’s Office and OEM. However, MCW was unsuccessful in their bid.</p> <p>The collaborative facility between MCW and the County does, however, remain a possibility. Public Policy Forum was jointly commissioned to investigate these possibilities. The report is available on the PPF website, titled, Breaking New Ground.</p>
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							<p>The relocation of OEM 9-1-1/EMS Communications Center is being lead jointly be DAS-ED and FMD. The status of the Safety Building, the Communications Center current home, will be instrumental in this relocation decision.</p> <p>Going forward, this issue is best answered by DAS-ED and FMD, specifically the Consolidated Facilities Planning (CFP) Steering Committee.</p> <p><u>DAS (Economic Development/Facilities Management) – November 2017 Update:</u> The Courthouse Master Planning Project continues. There is no specific update at this time.</p> <p><u>DAS (Economic Development/Facilities Management) – June 2018 Update:</u> The new Courthouse Master Planning Project (Phase III) has been completed and informational reports will be filed to the Board for the June cycle. While the Master Plan does contemplate removal of the Safety Building, no specific determination for OEM 911 Comm Center is included here. FMD is currently evaluating several relocation scenarios, with a final recommendation to be concluded by end of 2018.</p> <p><u>DAS (Economic Development/Facilities Management) – December 2018 Update:</u> The current plan for relocation of the 911 Communications Center is to include it in the future new Center for Forensic Science and Protective Medicine, a new development to include County Medical Examiner and OEM in partnership with Medical College of Wisconsin at the County Grounds. Capital funding for planning and design of the CFSPM has been appropriated for 2019.</p>
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<p>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></p>		X			X		<p><u>OEM – April 2015 Response:</u> 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 Master Control and Facilities. OEM 911 then acts upon verification by these two entities.</p> <p><u>OEM - October 2015 Update:</u> 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><u>DAS - October 2015 Update:</u> 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><u>DAS – February 2016 Update:</u> The Facilities Condition Assessment Program has completed the Courthouse assessment and updated the condition assessment database as required.</p>
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							<p>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.</p> <p><u>DAS – September 2016 Update:</u> The Courthouse Complex fire alarm system upgrade was completed in 2016. Seven independent workstations, two in the Criminal Justice Facility, two in the Safety Building and three in the Courthouse, were reconfigured to operate independently with the ability to monitor the entire Courthouse Complex. In the event of a complete power failure, all work stations would remain active for a minimum of 8 hours under primary emergency generator backup power. All breakers and transfer switches have been tested and are under an ongoing maintenance program. In the event the generators fail or expire, all work stations would continue to remain active under secondary Uninterrupted Power Supply (UPS) power for a minimum of 2 additional hours. The work station UPS's have been tested and are on an ongoing maintenance program. On-site back-up capabilities are maintained through multiple levels of redundancy and testing.</p>
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><u>OEM – April 2015 Response:</u> Sections 99.03 through 99.09 are still out of date with references to MCSO and the</p>

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							<p>Sheriff. OEM will work with PSB to update the remaining Sections of Chapter 99.</p> <p><u>OEM - October 2015 Update:</u> 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><u>OEM – February 2016 Update:</u> OEM and Corporation Counsel will begin the update of this Ordinance in March 2016, with projected Board agenda of June 2016.</p> <p><u>OEM – September 2016 Update:</u> OEM has collaborated with CC and the Ordinance is accurate in its protections and authorities as currently published.</p> <p>However, OEM has a goal to make an Amendment change in early 2017 for greater accuracy and updates commensurate with Wis. s.s. 323.</p> <p><u>OEM – March 2017 Update:</u> OEM is currently reviewing the Ordinances and scheduling formal review with Corporation Counsel. Appropriate resolutions are projected to be submitted for the May cycle of the County Board of Supervisors.</p> <p><u>OEM – November 2017 Update:</u> This effort has been scheduled for the first quarter of 2018. There is heavy lifting to ensure proper coordination with the OCC and of course, the new Acting Sheriff. OEM looks</p>
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							<p>forward to completing this task and then beginning subsequent MCO changes to chapters 91 (911) and 97 (EMS).</p> <p><u>OEM – June 2018 Update:</u> This MCO change continues to be pushed back in order to accomplish more pressing issues, namely the change to MCO Chapter 91 regarding mobile cellular calls to OEM. Projected timeline is 4Q 2018.</p> <p><u>OEM – December 2018 Update:</u> Changes to Chapter 99 have been on hold as Chapter 91 was prioritized due to three factors: imminent changes with the MPD 9-1-1 contract, the creation of the 9-1-1 Special Committee and the advent of NG911. An amendment will begin in 1Q 2019.</p>
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6. Continue work on the Milwaukee County COOP, including regular exercises and training for both new and veteran employees.	X					X	<p><u>OEM - April 2015 Response:</u> 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, and Treasurer). The DUE DATE of all County COOP Plans has been set for Sunday, May 31st. On Monday, June 1st, the OEM Director will present a “State of Continuity” to the County Executive and his Cabinet. On Thursday, June 4th, the OEM Director will present this “State of Continuity” to the Workgroup as final wrap-up in COOP Planning.</p>
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							<p>The same Workgroup will begin work on the OSHA-mandated Emergency Action Plans following this presentation.</p> <p><u>OEM - October 2015 Update:</u> 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> <p>For OEM, this action is closed as COOP planning is a lifestyle and always underway.</p>
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							<p><u>OEM – March 2017 Update:</u> A COOP exercise was held in December 2016, which highlighted the basic components of COOP planning to include the assistance of each department’s DAS-IMSD Business Analyst.</p> <p>A Crisis Action Team exercise will be hosted in June of 2017. All county COOP plans are currently under review with a grading scale being implemented to quickly identify agency gaps. Leadership training opportunities are being explored currently to become available the summer of 2017.</p> <p><u>OEM – November 2017 Update:</u> OEM successfully led a Crisis Action Team table-top exercise in the County Executive’s conference room on June 23, 2017. The scenario was an IED that explodes at the CJF loading dock incapacitating the majority of departments operating from the Courthouse Complex.</p> <p>Again, similar to the 11/2016 exercise, this was to focus on “Disaster Recovery” (DR) with IMSD being the primary on IT requirements for each department.</p> <p>The exercise was the lead-in to a full rework of the DR work done by IMSD’s contractor Excipio from one year prior in 2016.</p> <p>The DR rework is underway with IMSD as the lead. This is one of the most critical chapters of all departmental COOP plans as it identified those critical data software, hardware, and vendor applications that are necessary in order to complete the Mission Essential Functions of that department.</p>
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							<p>The grading scale of all COOP plans is anticipated to be ready in Spring of 2018 upon completion of this very important IMSD component.</p> <p>OEM – June 2018 Update: COOP Grading will occur in July 2018 pending the Disaster Recovery completion by IMSD. Any further action is dependent upon the realization of this IMSD data.</p> <p>OEM – December 2018 Update: COOP grading will occur in March 2019 to allow for the integration of IMSD Disaster Recovery data (planned completion December 2018).</p> <p>Two COOP tabletop exercises were conducted in 2018 consisting of department heads discussing continuity operations. The scenario involved continuing services to the County while experiencing a total IT failure.</p> <p>OEM created Business Continuity, COOP and Emergency Action Plan (EAP) AMOP's; all approved by the AMOP Committee. Also, a COOP e-learning course was approved and is hosted on LMS.</p> <p>In 2019, OEM plans to conduct continuity exercises simulating operations inside the Emergency Operations Center and high-level decision making within the Crisis Action Team.</p>
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>OEM - April 2015 Response: Please see #6 for additional detail. OEM has designated February as the annual COOP training month. The COOP Workgroup did meet February,</p>

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							<p>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: http://county.milwaukee.gov/Planning15643.htm?docid=15643</p> <p><u>Audit Services Response:</u> <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><u>OEM - October 2015 Update:</u> Please see Item #6. The next informational update will be held 11/04/2015 in Room 306. For OEM, this action is closed.</p> <p><u>OEM - February 2016 Update:</u> 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</p>
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							<p>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: http://county.milwaukee.gov/OEM/EmergencyManagement/CEMP.htm</p> <p><u>OEM - September 2016 Update:</u> OEM is working to publish an LMS training tool to educate managers on how to keep their COOP plans updated, in addition, a second training module on the Emergency Action Plan (EAP). Both training sessions will give specific instructions on the most important concepts to update regularly, which include:</p> <ol style="list-style-type: none"> 1. COOP Chapter 1, a Tiered priority of their Mission Essential Functions and associated mandates. 2. COOP Chapter 4, connectivity to relevant networks, known as Disaster Recovery, requiring close alliance and coordination with the Department's IMSD Business Analyst.
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							<p>3. EAP map of their workplace environment illustrating tornado shelter, evacuation route, safe rooms, and rescue assistance areas. The goal is for this to be published on the County HR LMS, now known as EDC, no later than March 31st, 2017.</p> <p>A new signup for emergency alerting will also be published for County employees. A new system is under transition and warrants employees logging in to a website to update their emergency alerts and contact information. This will be effective NLT November 30th, 2016.</p> <p>County COOP plans remain published on the above SharePoint site with appropriate managers having access. Plans were verified at the COOP working group which occurred on June 16th and 17th, 2016 for internal/external Courthouse Departments.</p> <p>Lastly, a grant-funded County COOP tabletop exercise will be held on November 30th, 2016 with Courthouse departments to refresh and discuss action in a specific relocation scenario.</p> <p><u>OEM - March 2017 Update:</u> As stated above, County COOP exercise occurred in December 2017 with another to occur in June 2017. These types of discussions/exercises will continue every 6 months to one year, annually.</p> <p>EDC/LMS COOP training is currently being crafted for posting NLT 3.31.2017. Emergency Action Planning (EAP) training is expected to be complete NLT 6.30.2017.</p>
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							<p>The upgrade to the County’s mass emergency notification system is underway with instructions to all county employees NLT 3.31.2017. Employees will receive an email indicating the steps to sign-up and, for current users, to verify their information.</p> <p>IMSD is working to update the usability of the SharePoint site for all COOP planners. Its completion is anticipated 3.31.2017.</p> <p>OEM’s departmental website is growing with additional continuity and preparedness information. Additionally, OEM’s FaceBook page is highlighting our outreach, initiatives and seasonal pre-disaster efforts for county employees and the public.</p> <p><u>OEM – November 2017 Update:</u> The IMSD SharePoint site is up and running. This is acting as the hub location for current IMSD Disaster Recovery (DR) updates and individual departmental updates.</p> <p>OEM Facebook continues to operate with more followers. OEM is placing ads which has helped to increase those numbers by several hundred.</p> <p>OEM is anticipating LMS COOP completion by first quarter of 2018. This was delayed due to unforeseen circumstances related to vacancies; however, the effort is still underway with completion NLT March 2018.</p> <p><u>OEM – June 2018 Update:</u> LMS COOP is complete. Facebook followers continue to grow. COOP plans are updated annually. The OEM Director has successfully reclassified a position into the</p>
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							<p>OEM Communications Manager who has prioritized engagement and awareness of emergency procedures. This action is closed.</p> <p>OEM – December 2018 Update: OEM continues to provide outreach and awareness of emergency planning in the County. In addition to the County website, OEM uses Facebook and Twitter to inform the public on OEM initiatives and services. The OEM Communication Manager issues press releases throughout the year to keep the public informed and prepared.</p> <p>In 2019, we plan to complete an Emergency Action Plan (EAP) for each department which instructs employees on actions to take during a variety of emergencies.</p> <p>OEM will also issue documents to assist departments and employees with updating/preparing their COOP and other emergency plans. These documents will guide departments on employee’s roles, emergency team structure, relocation site, and where to quickly locate information.</p> <p>This action is ongoing as part of OEM day-to-day operations. Therefore, this action is closed.</p>
8. <i>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 further, that all check stock also be secured.</i>	X		X		X		<p>DAS: 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 stored with County facilities be secured in locked cabinets and drawers at all times when not in use or the physical</p>

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							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><u>DAS - April 2015 Response:</u></p> <p><u>Audit Services Response:</u> Open – response will be requested for the updated status report planned for October 2015.</p> <p><u>DAS - October 2015 Update:</u> 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><u>DAS – February 2016 Update:</u> Please see attached spreadsheet, "Courthouse Fire Cost and Revenue Comparison."</p> <p><u>DAS – September 2016 Update:</u> There is no change to the spreadsheet presented in February 2016. The Local Government Property Insurance Fund still owes Milwaukee County \$908,673. As of 9/12/16, the LGPIF informed Risk Management that they have requested the remaining payment from the State Department of Administration.</p> <p><u>DAS (Central Business Office) – March 2017 Update:</u> There is no change to the February 2016 spreadsheet. The LGPIF still owes Milwaukee County \$908,673.</p> <p><u>DAS (Central Business Office) – November 2017</u> There is no change as the LGPIF still owes Milwaukee County \$908,673. In the future, this is best answered by Risk Management or Corporation Counsel.</p>

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							<p><u>DAS (Risk Management) – June 2018 Update:</u> <u>Risk Management and Corporation Counsel continue to pursue recovery of these funds, including exploring a potential affirmative legal action to bring the matter to resolution.</u></p> <p><u>DAS (Risk Management) – December 2018 Update:</u> <u>Risk Management and Corporation Counsel requested the County Board authorize permission to enter into County-initiated litigation for recovery of the remaining claim payments. The Board granted permission to sue during the July cycle. A meeting with representatives from Risk, OCC, outside counsel and LGPIF occurred in October of 2018 in a final attempt to resolve this matter short of additional litigation. A resolution was not reached, and therefore counsel is drafting a complaint to pursue court intervention of recovery.</u></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><u>DAS - April 2015 Response:</u> 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><u>DAS - October 2015 Update:</u> 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> <p><u>DAS - February 2016 Update:</u> Changes in the property insurance policy for 2016 align the County's coverage with</p>

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							<p>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&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> <p><u>DAS - September 2016 Update:</u> The RFQ for Disaster Restoration Services has gone through many reviews by Procurement, Corporation Counsel, Risk Management, and FMD staff. The scope of work is going to be solicited this fall to select multiple restoration service providers for Milwaukee County.</p> <p><u>DAS (Risk Management) - March 2017 Update:</u> The RFQ for Disaster Restoration Services has been vetted, released, and bid on by numerous contractors. A recommendation was made to award two vendors based on the 2016 incident occurrence. Contract offers have been extended to those two firms.</p> <p><u>DAS (Risk Management) - November 2017 Update:</u> The RFQ for Disaster Restoration Services has been awarded to Kelmann Restoration and Giertsten Company</p>
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							of WI in Spring of 2017. The initial terms of the agreements are for three (3) years with an option for two (2) additional one-year extensions. The RFQ will be reissued in 2020, if extensions are not granted. This item is complete.
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><u>DAS – April 2015 Response:</u> 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> <p><u>DAS - October 2015 Update:</u> Completed as described in captioned update above. Procedures may change dependent on new insurance carrier and policy terms in 2016.</p> <p><u>Audit Services Response – October 2015:</u> <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>

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							<p>DAS - February 2016 Update and Response to Audit: 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. <i>Maintain maintenance and service logs on all major County building systems such as electrical, HVAC, UPS, fire, plumbing, roof, façade, etc.</i>		X			X		<p>DAS – April 2015 Response:</p> <p><u>Audit Services Response:</u> <i>Open – response will be requested for the updated status report planned for October 2015.</i></p> <p>DAS - October 2015 Update: 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 most critical step in properly managing maintenance requirements, action, and historical data.</p>

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							<p><u>DAS - February 2016 Update:</u> 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><u>DAS - September 2016 Update:</u> The County has awarded the contract to install a new maintenance management system and is in the middle of Phase I implementation. Additionally, the Operations & Maintenance department now maintains logs and preventative maintenance records through the current system, eMaintenance.</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><u>DAS – April 2015 Response:</u></p> <p><u>Audit Services Response:</u> <i>Open – response will be requested for the updated status report planned for October 2015.</i></p> <p><u>DAS - October 2015 Update:</u> 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 <u>most critical step</u> in properly managing maintenance requirements, action, and historical data for the entire County.</p> <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>

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							<p><u>DAS - February 2016 Update:</u> 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> <p><u>DAS - September 2016 Update:</u> The County has awarded the contract to install a new maintenance management system and is in the middle of Phase I implementation. Additionally, the Operations & Maintenance department now maintains logs and preventative maintenance records through the current system, eMaintenance.</p>
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