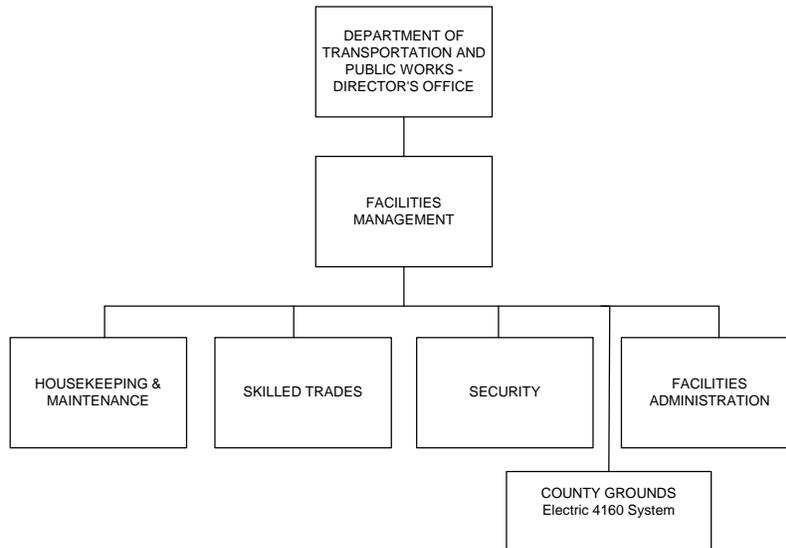


DTPW-FACILITIES MANAGEMENT (5700)



MISSION

To provide services focused on asset management and the preservation of County owned property, and to ensure that all County owned buildings are clean, safe, user-friendly, and meet the needs of all tenants, employees and the general public.

Budget Summary

	2010	2009/2010 Change
Expenditures	23,106,611	462,835
Revenue	25,167,235	228,509
Levy	(2,060,624)	234,326
FTE's	107.0	(43.1)

Major Programmatic Changes

- Outsourcing of Housekeeping Staff
- Outsourcing of Security Staff
- Consolidate Park's Skilled Trades staff under Facilities Management
- Resumption of HOPP Program
- Closure of City Campus
- Space Consolidation

OBJECTIVES

- Operate within established budgets while maximizing the quality and timeliness of services provided.
- Facilities Management will strive to maintain core services currently provided to its end users.
- Implement outsourcing programs for both housekeeping and security that will appear seamless, from current operations, to the tenants, employees and general public.
- Facilities Management will continue to expand and enhance the use of technology within the Division in order to improve efficiency, communications and responsiveness. One such initiative for 2010 includes electronic rent payments, for non-county entities, directly from their respective bank accounts.

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- Facilities Management will continue to identify energy cost savings through energy conservation initiatives, such as Performance Contract initiatives.
- Facilities Management will continue to expand the Space Utilization Plan and its implementation.

DEPARTMENTAL PROGRAM DESCRIPTION

The **Facilities Management** Division of the Department of Transportation and Public Works (DTPW) provides property management, tenant services and maintenance, housekeeping, security and skilled trades services to various private entities and County departments. Facilities Management is the steward of such County owned properties as the Courthouse Complex (Courthouse, Safety Building, Criminal Justice Facility, St. Anthony's, 6th & State Parking Area and the surface lot located at the former Annex site), County Grounds buildings (Child Adolescent Treatment Center (CATC) and Vel R Phillips Juvenile Justice Center), City Campus, Muirdale Building, Eschweiler Buildings and the electric, potable water & sanitary sewer and storm water systems on the County Grounds. DTPW – Facilities Management provides services and performs functions in two areas: maintenance operations and property management.

In the 2009 Adopted Budget, the Facilities Management Division was given sole responsibility for establishing and implementing a space allocation standard for all Milwaukee County buildings. This Division will work with all departments to ensure that a formalized countywide approach to management of space utilization is employed.

The **Maintenance Operations** Unit is responsible for approximately 3.7 million square feet of building space and associated grounds and mechanical systems for all facilities under the stewardship of Facilities Management. The functions include daily custodial for public areas and repair services, grounds care and snow removal, provision of centralized electrical, mechanical and engineering services, security operations, and maintenance of the various utility distribution systems.

The **Management Services** Unit is responsible for property management and lease administration functions for Facilities Management. Unit functions include management of land and building leases for the Courthouse, Criminal Justice Facility, Safety Building, St. Anthony's, City Campus, Vel R Phillips Juvenile Justice Center and Child & Adolescent Treatment Center (CATC). In addition, this unit acts as a liaison between the County and major tenants, such as the Milwaukee Regional Medical Center (MRMC) and WE Energies.

Facilities Management is responsible for operating all buildings on a 24/7 basis, especially County facilities (i.e. Criminal Justice Facility, Vel R Phillips Juvenile Justice Center and Child & Adolescent Treatment Center (CATC)) that have service activity on a constant basis, as these facilities harbor persons in differing modes of custody.

2010 BUDGET

Approach and Priorities

- Maintain and operate buildings and grounds under Facilities Management's purview in a manner consistent with current operations.
- Space planning, utilization, and consolidation will be implemented to ensure the most efficient and best use of County assets, resulting in tax levy savings.

Programmatic Impacts

- Skilled Trades staff (24.0 FTE) from the Department of Parks, Recreation, & Culture are transferred to the Facilities Management Division in order gain operational efficiencies through the consolidation of skilled trades.
- Housekeeping and Security operations are outsourced.
- Closure of City Campus.

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Budget Highlights

Wage and Benefit Modifications

(\$1,111,129)

This budget includes an expenditure reduction of \$1,111,129 based on the changes described in the non-departmental account for wage and benefit modifications (org-1972), resulting in a total tax levy savings of \$1,111,129.

HOPP Program Oversight

(\$250,000)

The HOPP (Home Owners Protection Program) is a program for rehabbing houses near the Mitchell International Airport for the purpose of reducing noise within the homes. The first phase of the program focused on single-family housing within designated parcels. This phase has been completed. The next phase of this project is to perform the same work on other parcels of single-family housing and multi-family units. In the past, Facilities Management staff has provided oversight for contractors and the program's operations. With the next phase being finalized, Facilities Management anticipates fulfilling the same function and estimates revenues accordingly.

Behavioral Health Trades Reductions

\$0

Due to an initiative by the Department of Health and Human Services - Behavioral Health Division (BHD) to re-prioritize work orders and better assess usage, BHD has reduced their Facilities Management service crosscharge from \$1,198,353 in the 2009 Adopted Budget to \$869,731. As a result of the service reduction, the following positions in Facilities Management are no longer utilized by BHD but will be reassigned to address other work-orders in the County:

- 1.0 FTE Sheet Metal Worker
- 1.0 FTE Elevator Constructor Worker
- 1.0 FTE Asbestos Worker

To adjust for the loss in revenue, Facilities Management unfunds 1.0 FTE vacant Steamfitter Welder position for \$103,769 and will reduce its purchased services (i.e. 6000 object expenditure series) by \$261,423.

Outsourcing of Housekeeping Services

(\$1,047,996)

Facilities Management, in conjunction with BHD, issued a joint RFP for the provision of Housekeeping-type services at their respective facilities. The RFP incorporates language that reflects that hiring preference will be given to current Milwaukee County employees. The estimated cost of the contract (based on the responses to the 2009 RFP for Housekeeping Services) will provide services equivalent to those currently being provided by existing County staff. The following positions will be abolished due to the outsourcing initiative:

- 27.0 FTE Facility Workers
- 5.0 FTE Facility Wkr (HRLY)
- 2.0 FTE Facility Worker In-Charge
- 2.0 FTE of Facility Maintenance Supv (\$0)¹

The contract cost is estimated to be \$1,078,392 and results in a net tax levy savings \$1,047,996. These contract costs and savings do not include City Campus, however, related savings for City Campus are discussed under the "City Campus" highlight. Unemployment costs and training funds are budgeted centrally in the Fringe Benefit budget. Strategies to minimize the impact on employees are discussed in the Department of Administrative Services – Human Resources budget narrative.

Outsourcing of Security Services

(\$694,322)

Facilities Management issued an RFP for the provision of Security-type services. The RFP incorporates language that reflects that hiring preference will be given to current Milwaukee County employees. The estimated

¹ 2.0 FTE Facilities Maintenance Supervisors were 'Unfunded' as part of the 2009 Adopted Budget. Therefore, the tax levy savings were recognized in the 2009 Adopted Budget.

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cost of the contract (based on the responses to the 2009 RFP for Security Services) will provide services equivalent to those currently being provided by existing County staff. The following positions will be abolished due to the outsourcing initiative:

- 30.0 FTE Facility Worker Security
- 1.0 FTE Facility Worker Security (HRLY)

The contract cost is estimated to be \$1,146,708 and results in a net tax levy savings \$694,322. These contract costs and savings do not include City Campus, however, related savings for City Campus are discussed under the "City Campus" highlight. Unemployment costs and training funds are budgeted centrally in the Fringe Benefit budget. Strategies to minimize the impact on employees are discussed in the Department of Administrative Services – Human Resources budget narrative.

Skilled Trades Staff Transfer

(\$1,035,228)

Effective January 1, 2010, the Department of Parks, Recreation, & Culture will transfer 24.0 FTE skilled trades staff, material (commodities, services, major maintenance), and equipment (see "Personnel Table" below for position detail) to Facilities Management. It is expected that the consolidation of skilled trades staff will create labor efficiencies and more effective work-order generation, review, and assignment. In 2005, the County Auditor's report of the 2004 Merger of Department of Parks and Public Infrastructure cited that consolidation of Parks and Facilities Management skilled trades positions offered the potential to create efficiencies through consolidation or coordination of resources, provided that certain key issues be resolved. Facilities Management will specifically address the major issues highlighted in the 2005 County Auditor's report of the 2004 Merger of Department of Parks and Public Infrastructure by implementing the following:

- Issue (from County Auditor's report)-
"Each unit continues to maintain separate processes for completing work order documents, reporting procedures for repairs, scheduling skilled trades workers on projects, and storing/tracking inventory and supplies. The lack of a unified system for scheduling and monitoring work-flow has also made it difficult to measure any benefits that may have accrued from the consolidation effort... it does not appear that the Facilities Management area has fully realized the intended efficiencies of greater flexibility, shared maintenance and equipment, improved response times, and elimination of duplicate services."

Facilities Management Action-

E-Maintenance is the work-order system used by Facilities Management and is located within the County's Intranet-site, meaning it can be accessed by County Employees that have authorization to use the County Intranet. Appropriate Parks' staff (as determined by Facilities Management and Parks' management) will be granted access to the E-Maintenance work-order system, thus, streamlining the work-order process into one system. Additionally, the storing and tracking of inventory and supplies will now be managed directly by Facilities Management.

The E-Maintenance work-order system also allows Facilities Management to better analyze the priority of work orders in order to optimize its skilled trades resources. For instance, it is expected that minor repairs (i.e. clogged toilets, changing lights, etc.) can be performed by non-skilled trades Parks staff, thus reducing the number of work-orders being submitted for skilled trades assistance. Subsequently, skilled trades resources will now be freed-up for other higher priority work-orders. Additionally, the response time to complete a work-order can be easily tracked by this system, meaning Facilities Management supervisors can better manage the response time to work-orders and adjust resources accordingly.

By using this approach, skilled trades staff will become more efficient as they will be able to address the more complex work orders and improve their response time due to the anticipated reduction in lower-priority work-orders. Work-order data will be tracked on an annual basis with 2010 being the "base" year. Efficiencies in future years will be compared against the 2010 base year with any necessary adjustments made to ensure that operational efficiencies are being realized.

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- Issue (from County Auditor's report)-
"Vacancies in key management positions, most notably the DPPI Director position, contributed to an environment in which roles and responsibilities were unclear, and in which there remains indications of competing interests among the divisions for scarce resources, rather than a sense of cooperation and coordination... The inability to achieve a true collaboration may be attributable to an attempt to merge two distinctly different organizational cultures with different missions, management styles and priorities."

Facilities Management Action-

The Facilities Management Division currently has all funded key management positions filled. Moreover, the Division retains an experienced Director and Supervisory staff with the institutional knowledge and leadership ability to focus and define roles and responsibilities of a consolidated skilled trades staff.

The consolidated Facilities Management skilled trades staff will all be housed at the Facilities West building. Coupled together, competent management and a centralized location will have the effect of creating an integrated skilled trades staff under one organizational culture and management style.

- Issue (from 2010 Budget Discussion)-
Parks-related facilities need to receive adequate attention during peak-season.

Facilities Management Action-

In 2008, Park's skilled trades staff worked approximately 46,000 hours on Parks-related jobs. In 2010, Park's will be allocated 46,000 skilled trades-related work hours. Any skilled trades related work-order submitted above the 46,000 hours allotted to Parks, will be crosscharged directly from Facilities Management to Parks based on the skilled trade position cost (salary, social security, and active and legacy fringe benefits) plus an additional 3 percent administrative overhead cost (based on the skilled trade position salary), plus material(s) cost.

In order to ensure that Parks-related facilities receive adequate attention during its peak-season, Facilities Management shall prioritize high level Park-related work-orders.

As noted above, it is expected that the consolidation of skilled trades staff will create labor efficiencies and more efficient work order generation, review, and assignment. Therefore, Facilities Management and Parks staff will review the 2010 (Actual) Parks-related skilled trades work-orders in order to determine the appropriate amount of skilled trades hours to allot to Parks for the 2011 Budget cycle.

Anticipated labor efficiencies from this initiative allow Facilities Management to reduce its Time and Materials contracts funding (which also includes the transfer of Parks' Time and Material contract funding) by \$230,000.

Streamlined supervision and increased coordination of work-assignment and work-order prioritization allows for the abolishment of 9.0 FTEs for a tax levy savings of \$805,228. Tax levy savings include salary, social security and active fringe benefit costs. All positions are vacant or anticipated to be vacant by year-end 2009.

Unemployment Compensation of \$20,000 has been included in the case vacancies do not occur as anticipated. Response time to work-orders is not anticipated to be significantly affected due to these abolishments:

- 1.0 FTE Ironworker (\$87,042)
- 1.0 FTE Electrical Mechanic (\$94,802)
- 1.0 FTE 1.0 FTE Painter (\$84,584)
- 1.0 FTE of Carpenter (\$87,508)
- 1.0 FTE of Machinist (\$88,474)
- 1.0 FTE of Steamfitter Temp Control (\$102,076)
- 1.0 FTE Refrigeration Mech (\$102,072)
- 2.0 FTE of Facility Grounds Supv (\$158,670)

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City Campus

(\$433,539)

In an effort to more effectively utilize County-owned facilities and locate departments based on space-planning principles, City Campus (County) tenants will be moved from their existing location to other County-owned facilities. The reallocation of City Campus tenants to other County-owned facilities will help mitigate the effect of losing revenue related to the State Income Maintenance Program. Effective April 1, 2010, the State will relocate the Income Maintenance and Child Care functions out of the Coggs Center, resulting in the availability of 78,887 square feet in an updated and energy-efficient County-owned facility.² It is anticipated that some of the existing City Campus tenants will be relocated into the vacant space in the Coggs Center.

Facilities Management is currently using a consultant to develop space-planning guidelines and analyze existing County space. It is anticipated that the consultant will present their report to the County Board's Committee on Transportation and Public Works in October, 2009. Guideline Recommendations and findings from this report will be used in Facilities Management's efforts to locate City Campus tenants into other County-owned facilities.

In order to budget for relocation expenses, \$450,000 is budgeted in Capital Project WC065011 – City Campus Relocation.

Two private tenants will be given a lease-termination notice January 1, 2010. Both tenants will then have 180 days to vacate the premises. This will result in an estimated loss of \$30,150 in revenue.

By April 1, 2010, all County tenants of City Campus will be relocated to other County-owned facilities. The City Campus building will then begin the process of being "mothballed" wherein utilities, services, staffing, and other commodities are decreased to a level necessary to maintain the building, resulting in a net tax levy savings (including the loss of \$30,150 in private revenue) of \$433,539. The tax levy savings consist of the following:

- | | |
|--|-----------|
| • Security and Housekeeping contracts reductions: | \$57,899 |
| • 2.0 FTE Facility Worker 4 positions abolished: | \$103,624 |
| • .50 FTE Facility Worker 4 position unfunded: | \$25,912 |
| • Utilities, services, and other commodities reductions: | \$276,254 |

Capital Investments

\$3,694,400 is invested in capital projects for 2010. These include projects that are part of two 2010 debt issuances and a Fall 2009 debt issuance. The projects funded through the Fall 2009 debt issuance were submitted to the County Board for approval during the September 2009 cycle but are presented here for illustrative purposes. Additional details can be found in the Debt Service budget - Org 9960 and the 2010 Recommended Capital Improvement Budget. The funded projects include:

- Deputy workstations upgrading and replacement of the deputy workstations located at the Criminal Justice Facility.
- Courthouse Light Court Window replacement to address deteriorated and failing windows.
- Criminal Justice Facility – Pod 3D to install doors and plumbing updates in order to increase capacity.
- The Medical Examiners Office for the replacement of an outdated Automated Immunoassay Analyzer equipment that is vital to autopsy work performed by the Medical Examiner.
- Relocation of City Campus departments.
- Updating and remodeling the north-end restrooms of the County Courthouse to meet ADA standards and the City of Milwaukee building code standards.

² Refer to the Department of Health and Human Services narrative for more detail.

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BUDGET SUMMARY				
Account Summary	2008 Actual	2009 Budget	2010 Budget	2009/2010 Change
Personal Services (w/o EFB)	\$ 7,918,081	\$ 7,847,506	\$ 6,221,364	\$ (1,626,142)
Employee Fringe Benefits (EFB)	7,194,954	5,432,669	5,225,101	(207,568)
Services	6,256,640	5,708,885	7,676,689	1,967,804
Commodities	638,039	703,302	870,220	166,918
Other Charges	1,183,309	1,285,639	1,285,639	0
Debt & Depreciation	2,549,240	0	0	0
Capital Outlay	2,086,493	210,000	370,099	160,099
Capital Contra	(1,632,028)	0	0	0
County Service Charges	16,143,455	18,554,224	17,829,226	(724,998)
Abatements	(14,318,537)	(17,098,449)	(16,371,727)	726,722
Total Expenditures	\$ 28,019,646	\$ 22,643,776	\$ 23,106,611	\$ 462,835
Direct Revenue	3,562,790	3,434,657	3,477,912	43,255
State & Federal Revenue	33,213	0	0	0
Indirect Revenue	22,347,234	21,504,069	21,689,323	185,254
Total Revenue	\$ 25,943,237	\$ 24,938,726	\$ 25,167,235	\$ 228,509
Direct Total Tax Levy	2,076,409	(2,294,950)	(2,060,624)	234,326

PERSONNEL SUMMARY				
	2008 Actual	2009 Budget	2010 Budget	2009/2010 Change
Position Equivalent (Funded)*	159.2	150.1	107.0	(43.0)
% of Gross Wages Funded	95.3	97.7	97.6	(0.1)
Overtime (Dollars)	\$ 290,035	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	5.2	0.0	0.0	0.0

* For 2008 Actuals, the Position Equivalent is the budgeted amount.

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PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Facility Wkr (HRLY)	13531	Abolish	(10)	(5.00)	Maintenance Ops	\$ (151,960)
Facility Wkr 4	13620	Abolish	(27)	(27.00)	Maintenance Ops	(1,127,223)
Facility Wkr 4*	13620	Abolish	(2)	(2.00)	Maintenance Ops	(62,624)
Facility Wkr 4**	13620	Unfund	(1)	(0.50)	Maintenance Ops	(15,656)
Facility Worker 4 In-Charge	13625	Abolish	(2)	(2.00)	Maintenance Ops	(93,896)
Facilities Maint Supv***	13510	Abolish	(2)	(2.00)	Maintenance Ops	0
Facilities Grounds Supv	20270	Abolish	(2)	(2.00)	Maintenance Ops	(99,590)
Carpenter	20500	Abolish	(1)	(1.00)	Maintenance Ops	(56,208)
Painter	21000	Abolish	(1)	(1.00)	Maintenance Ops	(53,470)
Machinist	26400	Abolish	(1)	(1.00)	Maintenance Ops	(56,964)
Refrigeration Mech	26500	Abolish	(1)	(1.00)	Maintenance Ops	(67,632)
Steamfitter Temp Control	27220	Abolish	(1)	(1.00)	Maintenance Ops	(67,636)
Steamfitter Welder	27270	Unfund	(1)	(1.00)	Maintenance Ops	(68,967)
Facility Wkr Security (HRLY)	62010	Abolish	(2)	(1.00)	DPW Security Ops	(24,442)
Facility Wkr Security	62030	Abolish	(3)	(3.00)	DPW Security Ops	(105,441)
Facility Wkr Security	62040	Abolish	(27)	(27.00)	DPW Security Ops	(1,060,587)
Carpenter	20500	Transfer In	4	4.00	Parks Maint	224,832
Carpenter Supervisor	20700	Transfer In	1	1.00	Parks Maint	63,206
Painter Bldgs	21000	Transfer In	1	1.00	Parks Maint	53,921
Electrical Mechanic	23800	Transfer In	4	4.00	Parks Maint	247,704
Electrical Mechanic	23800	Abolish	(1)	(1.00)	Parks Maint	(61,926)
Electrical Mechanic Supv	24000	Transfer In	1	1.00	Parks Maint	67,944
Plumber	25300	Transfer In	4	4.00	Parks Maint	273,616
Plumber Supervisor	25400	Transfer In	1	1.00	Parks Maint	77,401
Ironworker	26350	Transfer In	2	2.00	Parks Maint	111,676
Ironworker	26350	Abolish	(1)	(1.00)	Parks Maint	(55,838)
Ironworker Supervisor	26370	Transfer In	1	1.00	Parks Maint	61,596
Heating Equipment Mech	27280	Transfer In	1	1.00	Parks Maint	68,966
Heating Equip Mech Supv	27290	Transfer In	1	1.00	Parks Maint	75,878
Oper & Maint Engineer	30800	Transfer In	2	2.00	Parks Maint	106,574
Mechanical Serv Manager	76760	Transfer In	1	1.00	Parks Maint	76,574
					TOTAL	\$ (1,720,172)

*Due to the relocation of County Departments out of City Campus, 2.0 FTE Facility Worker 4 will be abolished as of April 1, 2010.

**Due to the relocation of County Departments out of City Campus, .50 FTE Facility Worker 4 will be unfunded as of April 1, 2010.

***2.0 FTE Facilities Maint Supv were 'Unfunded' as part of the 2009 Adopted Budget. These positions are now being abolished.

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."