14.01 Consolidated Facilities Planning Steering Committee Charter

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1. OBJECTIVE

To establish County procedures regarding the Consolidated Facilities Planning Steering Committee.

2. DEFINITIONS

A. Consolidated Facilities Planning Steering Committee ("CFPSC") – The Consolidated Facilities Plan Steering Committee is hereby established by this Charter and published as *Administrative Manual of Operating Procedures § 7.01*, Consolidated Facilities Planning Steering Committee Charter.
B. County Facility ("Facility") – Any Property that the County owns or occupies.
C. County Landlord – DAS acting on behalf of the County for all County Facilities.
D. County Tenant – A County Tenant is any department that conducts business within any County Facility. Various departments have varying levels of agreement for tenant-led operations, maintenance, and improvements within their facilities. If a County Tenant is solely a user of the facility and not responsible for any element of the total lifecycle management (operations or maintenance), they are not required to be a standing member of the CFPSC.
E. DAS – Department of Administrative Services.
F. Facility Owner ("Owner") – Milwaukee County for County owned facilities or the real estate owner of record for County leased facilities.
G. Improvement – An improvement is the construction, installation, or assembly of a County Facility, or the alteration, expansion, or extension of such facility to accommodate a change of function or unmet programmatic needs, or to incorporate new technology.
H. Property – Real property, including without limitation, county buildings, airports, parks, highways, dam sites in parks, parkways and playgrounds, and any other real property or improvements thereon used or owned by Milwaukee County.
I. Surplus Property – Real property not presently used for municipal purposes, nor projected in the foreseeable future to be used for municipal purposes.
J. Sponsoring Division – A County department or division that requests that a third party occupy a County Facility.

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K. Tenant Representative – An individual selected by a County Tenant to handle prescribed Property matters with the CFPSC and DAS.

3. CHARTER

1. Primary Function of the Consolidated Facilities Planning Steering Committee
    a. The primary function of the CFPSC is to lead the total lifecycle planning for all Milwaukee County Property as the "Portfolio Manager."
    b. The CFPSC will serve as a real estate services integrator and advisor for the County's owned, leased and land portfolio.

2. Responsibilities of the Consolidated Facilities Planning Steering Committee
    a. The CFPSC provides oversight for all real estate functions and maintains consistent application of enterprise-wide services for all of the County's Property management needs. The CFPSC provides insight on long-term strategies in support of legislative mandates and in line with the findings of the 2013 Comprehensive Facilities Plan. Those findings are:
        i. Consolidate all real estate functions and portfolio management under one County Landlord.
            1. Align assets to support county services.
            2. Improve occupied space and optimize utilization.
            3. Reallocate available savings from real estate back into the portfolio.
            4. Sell assets to reduce the footprint of underutilized space.
        ii. Real Estate Processes.
            1. Develop facilities baseline profiles and fiscal planning systems.
            2. Implement and maintain a computerized maintenance management system.
            3. Invest in training and tools for the workforce.
            4. Review organizational structure to best support the built environment
            5. Develop key performance indicators to measure progress.
    b. Members of the CFPSC shall ensure that business objectives are being adequately addressed and that the County Facility portfolio remains right-sized for the services Milwaukee County provides to its citizens and employees. These responsibilities will be carried out by performing the following functions:
        i. Developing and maintaining a 10-year Milwaukee County Facilities Master Plan, updated every 3 years. The most recent edition was presented February 1, 2013 and titled Milwaukee County Comprehensive Facilities Plan. (This plan focused on twenty-five County Facilities.)
        ii. Focusing on the highest priority and valued County Facilities within the Milwaukee County Property portfolio that are operated and maintained through County tax levy funding. This list of facilities is comprised of those identified as Category I or II facilities or with a replacement value greater than $2.5M.
        iii. Providing fiscal impacts regarding efforts that have taken place to date as part of the CFP processes. These impacts should include both direct cost savings and cost avoidance.
        iv. Assisting County departments to develop department-specific strategic facility plans where appropriate. This can include, but are not limited to, Needs Assessments, Master Facilities Plans, initiative to comply with County-wide

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space standards as described in the 2013 Comprehensive Facilities Plan, etc. The plans should be coordinated with the CFPSC.

3. <u>Projects Reviewed and Actions Taken by the CFPSC</u>
    a. Provide recommendations to the Administration, the County Board, and the Mental Health Board where applicable for all real estate or contractual activities that result in a net gain or loss of County footprint that could have total lifecycle management resource implications.
        i. These actions include, but are not limited to:
            1. Property Management.
                a. The purchase or sale of County Facilities of all size and value. (County-owned foreclosed property inventory is not included.)
                b. The provision to provide access to County Property for a period greater than one year. These may include easements or other access/land use agreements.
                c. Leasing of County Facilities.
                    i. Leases where the County is a tenant.
                    ii. Leases where the County is the landlord.
                d. Designating Property as Surplus Property.
            2. Move Management.
                a. Internal move management projects with a cost greater than $5,000 or re-purposed space requirements greater than 1,000 S.F.
                b. Projects below these thresholds are managed internally by the department facilities staff in accordance with all existing rules and regulations.
            3. Property Improvements.
                a. Improvements to existing County Facilities that are estimated to cost greater than $25,000.
            4. New Footprint.
                a. Construction that adds to the County footprint.
                b. Improvements to existing County Facilities that increases occupied space.
            5. Contractual Obligations.
                a. Contracts that include the use of County Facilities.
                b. County-contracted use of facilities when there is an associated total lifecycle cost.
            6. Centralized Facilities Management Process Improvement.
                a. Enterprise-wide facilities operations and maintenance contracts.
                b. Portfolio management processes and IT solutions.
                c. Portfolio planning and development.
                d. Capital project process review or recommendations
                e. Emergent facility concerns.
                f. Overarching facilities management strategic guidance.
        ii. Actions that are not included:
            1. Land access rights related to temporary right of entry permits, e.g. durations less than one year and have no cost to the County.

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2. Ongoing maintenance and repair of existing County Facilities accomplished through approved budgets.
3. Projects below any thresholds identified in 3.a.i.3.
4. Capital project requirement development and any capital improvement process that is already accomplished through the Capital Improvements Committee.
5. County Facility condition assessments.

b. Provide a recommendation to the authority in charge of given Property for execution of their duties in adherence to Wis. Stat. §§ 59.52(6) and 51.41(1s).
    i. Provide recommendations in relation to the findings listed in 2.a. to the Director of Parks, Recreation, and Culture for land zoned as park; to the Director of Administrative Services for land not zoned as a park; and to the Mental Health Board for property on which that the MHB desires to obtain a lease. These recommendations serve two purposes:
        1. A recommendation from the CFPSC provides assurances to the authorities that the project has formally become a part of the County's enterprise-wide facilities long-term strategy.
        2. A recommendation from the CFPSC provides the authorities a consolidated review regarding life cycle cost analysis and options, as well as real estate, engineering, architectural, and planning expertise that may not be readily available within the department itself.
            a. It is the CFPSC's responsibility to advise that specialized and centralized real estate, engineering, architectural, and planning expertise is readily available through in-house or contracted means.
            b. It is anticipated that any subject project will then be submitted to the appropriate controlling body, i.e. Parks, Energy and Environment Standing Committee, County Executive, or Mental Health Board and all reviews, approvals, or denials will be subject to the rules and regulations set forth by the State of Wisconsin and Milwaukee County.

4. <u>Approval Responsibilities</u>
    a. The CFPSC provides review and guidance for any authority that enters into Property agreements per the State Statutes and County Ordinances.
    b. The CFPSC does not have approval responsibilities, but is an advisory committee to provide programmatic and technical real estate, engineering, architectural, and planning expertise.
5. <u>Review and Guidance Responsibilities</u>
    a. The CFPSC is responsible for balancing common challenges associated with space requirements, facility operation and maintenance coordination, and real estate portfolio management.
    b. All County Property will have a total lifecycle cost estimate that is required to carry out the departments' mission.
    c. When new footprint, relocations, reallocations, or reductions are proposed, an enterprise-wide review should be performed to confirm that the identified projects are in the best interest of the County. As part of the review process, the CFPSC will provide:
        i. Prioritized recommendations to achieve the intent of the project.

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ii. An overview of potential direct and indirect Operating and Capital budget impacts for the County.
iii. Schedule overview, analysis, concerns, and expectations.
iv. Risk management strategies, to address and mitigate potential threats to the project's completion with a means to track future success.

6. Consolidated Facilities Planning Steering Committee Membership
   a. The CFPSC will consist of the following stakeholder members:

Consolidated Facilities Planning Steering Committee Core Membership		
Role	Title	Agency
Chair, Facilities Management	Facilities Management Division (FMD) Director	DAS-FMD
Vice- Chair, Economic Development	Director, ED	DAS-ED
Committee Coordinator, County Master Facilities Planner	Director, Facilities Planning and Development	DAS-FMD
County Engineer	Director, AE&ES	DAS-FMD-AEES
Strategic Planning	Deputy Director, DAS	DAS-CBO
Real Estate Advisor	Consultant	CBRE
Fiscal Planning	Capital Analyst	DAS-PSB
Fiscal Execution / Debt Compliance	Capital Finance Manager	Comptroller

Departmental Tenants	
DAS – FMD - Operations & Maintenance	DAS - Office for Persons with Disabilities
Parks, Recreation, and Culture	Department of Transportation (Airport/Fleet/Highway)
Zoo	House of Correction
Department of Health & Human Services	Department on Aging
Milwaukee County Sheriff's Office	Office of Emergency Management

Functional Support Representatives	
Information Management Services Division	Office for Persons with Disabilities
Sustainability	Risk Management
Procurement	Cityworks Project Manager & Administration
Community Business Development Partners	Economic Development & Real Estate

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b. Recommendations for new committee members or changes to the existing structure may be presented by any CFPSC core member.
    i. The Director of Administrative Services holds approval authority to alter the core membership.
    ii. All County Tenants that operate and maintain County Facilities will hold one standing seat at the CFPSC.

7. Role of a CFPSC Member
    a. All CFPSC members will leverage the experiences, expertise, and insight of key individuals at organizations committed to building professionalism in real estate and Property management for Milwaukee County.
    b. CFPSC members are not directly responsible for managing project activities, but provide support and guidance for those who do. Depending on their specific role, CFPSC members may be identified as the responsible party for a specific topic or project due to their subject matter expertise.
    c. CFPSC members should:
        i. Understand the strategic implications and outcomes of initiatives being pursued through project outputs.
        ii. Appreciate the significance of the projects for some or all major stakeholders and represent their interests.
        iii. Be genuinely interested in the process and be an advocate for broad support for the outcomes being pursued.
        iv. Have a broad understanding of respective project management issues and approach being adopted.
    d. In practice, CFPSC members will:
        i. Review the status of the projects.
        ii. Ensure the projects' outputs meet the requirements of the County, tenants, and Sponsoring Divisions as applicable.
        iii. Help balance conflicting priorities and resources.
        iv. Provide guidance to the project teams and users of the outputs.
        v. Consider ideas and issues raised.
        vi. Check adherence of activities to standards of best practice within the organization and in a wider context.
        vii. Foster positive communication outside of the CFSPC regarding the progress and outcomes.
        viii. Report on project progress to those responsible at a high level, such as executive management, heads of agencies, or the County Board of Supervisors.
        ix. Accommodate all required government mandates associated with a project.

8. CFPSC Meetings
    a. Meeting Schedule and Process.
        i. The CFPSC core membership will meet as required to execute responsibilities as the Portfolio Manager and provide on-going County-wide support to its stakeholders.
    b. Meeting Agenda.
        i. At each meeting, the CFPSC will be updated by the project sponsor as part of a standard agenda. This agenda can and will evolve over time and is only provided as an example.

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Consolidated Facilities Planning Steering Committee Meeting Agenda

1. Consolidated Facilities Plan Update	
a. System Development, Training, and Tools Overview	Chair
i. Specific Projects Listed	Project Lead
b. External Coordination with Governments & Private Entities	Chair
i. Specific Projects Listed	Project Lead
2. Real Estate Management	
a. Land Access Agreements	AE&ES
b. Footprint Master Planning	Master Planner
c. Space Management & Planning Overview	Master Planner
d. Space Requirements Review	Master Planner
i. Specific Projects Listed	Project Lead
e. Space Relocations or Reallocation Requests	Master Planner
i. Specific Projects Listed	Project Lead
f. Lease Administration	Economic Dev
i. Specific Projects Listed	Project Lead
3. Property Improvements & Accountability	
a. New Construction	Master Planner
i. Specific Projects Listed	Project Lead
b. Facilities Condition Assessment Overview	AE&ES
c. Asset & Equipment Inventory Accountability	Chair
4. Economic Development Opportunities Overview	
a. Land Development	Vice-Chair
b. Surplus Property Pending Disposition	Chair/Vice-Chair
5. New Business	Open
6. Tabled Topics & Projects	
a. Specific Projects Listed	Project Leads
7. Review and summarize new actions from this meeting	Coordinator
8. Plans, date and location for next meeting	Coordinator