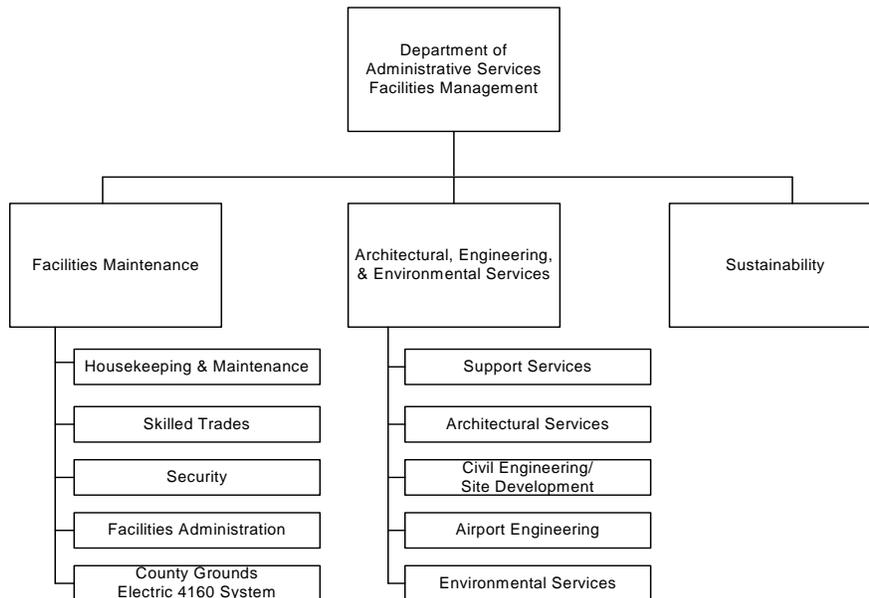


## DAS-FACILITIES MANAGEMENT (5700)



### MISSION

The DAS-Facilities Management Division provides asset management and preservation of County owned property, and ensures that all County-owned buildings are clean, safe, user-friendly, and meet the needs of all tenants, employees and the general public as well as provide technical services to plan, design, construct, manage, operate and preserve Milwaukee County's natural resources and public facilities.

### Budget Summary

	2013	2012/2013 Change
<b>Expenditures</b>	<b>28,349,654</b>	<b>1,437,941</b>
<b>Revenue</b>	<b>28,991,518</b>	<b>811,597</b>
<b>Levy</b>	<b>(641,864)</b>	<b>626,344</b>
<b>FTE's</b>	<b>163.9</b>	<b>9.4</b>

### Major Programmatic Focus

- Creation of a Facilities Assessment Team.
- Expand energy conservation programs to include buildings on the County Grounds.
- Implement an online construction bid document and consultant RFP for the document notification and distribution process.
- Expand the facilities assessment information database that will include finding's from all Preventive Maintenance (PM) Units.
- Promote increased use of the facilities assessment database for capital and major maintenance planning by all departments.
- Develop standard operating procedures for maintaining and updating the facilities assessment database.
- Continue streamlining of the Facilities Management Division by centralizing budget and support staff within the Facilities Director's Office.

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### OBJECTIVES

- Maximize the quality and timeliness of services provided within authorized operating and capital budgets.
- Maintain core services currently provided to its end users.
- Expand and enhance the use of technology within the Division in order to improve efficiency, communications and responsiveness.
- Identify energy cost savings through energy conservation initiatives.
- Minimize overhead costs and standardize overhead rates to maximize cost effective use of County resources in capital project management.
- Continue implementation of the County-wide sanitary sewer monitoring and maintenance program, stormwater management and NR-216 permit administration, and promote transition for maintenance program monitoring to jurisdictional departments.
- Continue application of Guaranteed Energy Savings Performance Contracting (GESPC) to appropriate County buildings and continue implementation of the County's Green Print Initiative.
- Continue implementation of the County's inventory of facilities and increase the utilization of this information for maintenance, assessments, and future capital planning.

### DEPARTMENTAL PROGRAM DESCRIPTION

#### ***DAS – Facilities Management Division***

The 2013 Budget continues centralization and streamlining of facilities management, consistent with the Audit Department's recommendation to centralize property management services.

#### **Facilities Management Director's Office**

The Director's Office provides centralized budget and support functions as well as facility assessment services.

**Budget & Support Services** provides oversight of the budget, revenue tracking, contract coordination, records retention, and centralized accounting. This group ensures adherence to revenue and expenditure targets through responsible budget management.

**Inspection** provides building review and inspection services related to County-owned facilities. This group is also responsible for maintaining the County's facilities assessment database.

#### **Facilities Maintenance**

Facilities Maintenance provides property management, tenant services and maintenance, housekeeping, security and skilled trades services to various private entities and County departments. Facilities Maintenance is the steward of County owned properties including the Courthouse Complex (Courthouse, Safety Building, Criminal Justice Facility, St. Anthony's, Medical Examiner, 6<sup>th</sup> & 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 and the electric system on the County Grounds. Facilities Maintenance provides services and performs functions in two areas: maintenance operations and property management.

**Maintenance Operations** 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 services 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.

**Management Services** is responsible for property management and lease administration functions for Facilities Management. Group 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 &

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Adolescent Treatment Center (CATC). In addition, this group acts as a liaison between the County and major tenants, such as the Milwaukee Regional Medical Center and WE Energies.

Facilities Maintenance 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 CATC) that have service activity on a constant basis, as these facilities harbor persons in differing modes of custody.

### **The Architectural, Engineering and Environmental Services**

The Architectural, Engineering and Environmental Services provides professional and technical services related to the maintenance, construction and rehabilitation of the public infrastructure and preservation of the natural resources of Milwaukee County. AE&ES is comprised of the Architectural Services, Civil Engineering/Site Development, Airport Engineering and Environmental Services.

**Architectural Services** provides technical services in building maintenance, remodeling, additions and new construction for all County departments. Specific tasks performed include: budget development and construction estimation; bid document design, evaluation and contract award; design development; and project management from conception to project completion.

**Airport Engineering** provides planning, design and construction management services for all major maintenance and capital projects at General Mitchell International and Lawrence J. Timmerman Airports. This coordinates planning and administration of projects with state and federal agencies, and with airlines and other airport tenants.

**Civil Engineering and Site Development** provides civil engineering and land surveying services. Specific services include project management; design and preparation of drawings, technical specifications and bidding documents; engineering feasibility studies and needs assessments for County facilities; certified survey maps, site surveys and construction staging.

**Environmental Services** provides technical and managerial services concerning environmental issues including sustainability to all County departments. Environmental issues addressed include the incorporation of green building concepts, environmental due diligence for property acquisition and disposal, procurement of grant funding, stormwater management and hazardous substance control (asbestos, lead, PCBs, mercury, pesticides/herbicides, etc.). This group also monitors underground storage tanks, landfills, air quality, recycling, solid waste, water quality and brownfields.

### **Sustainability**

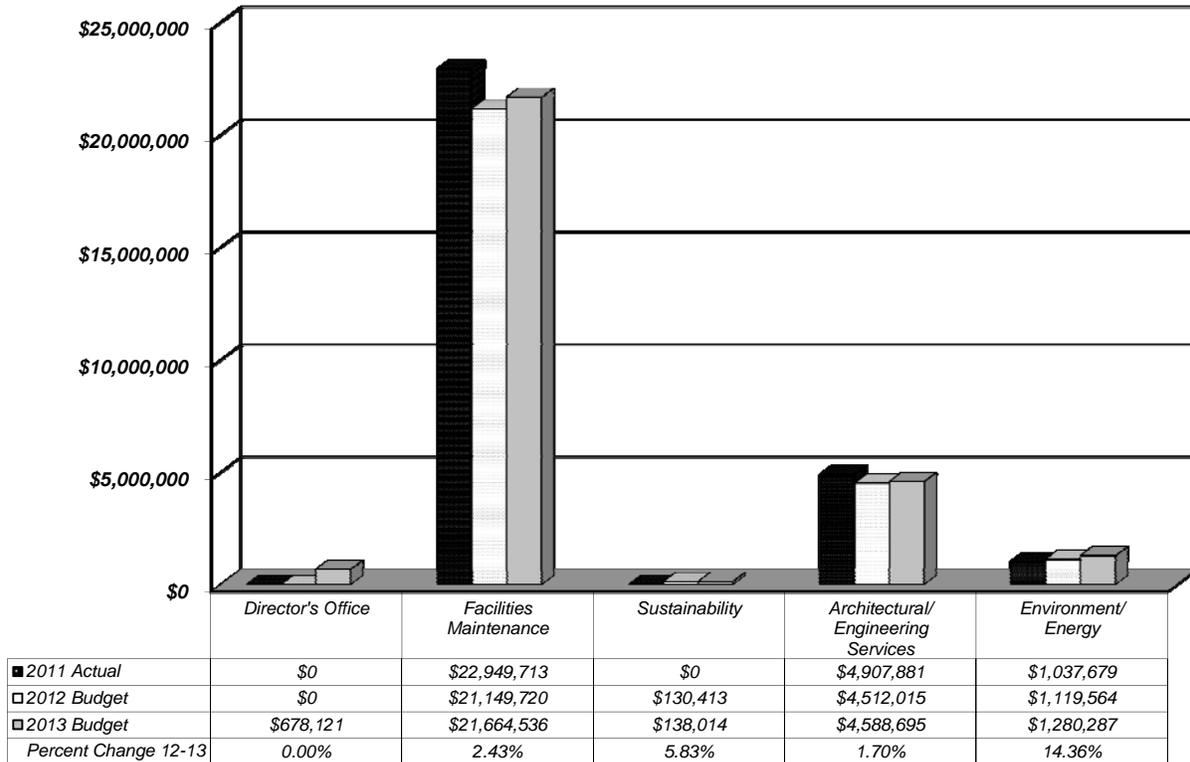
**Sustainability** provides guidance, management, and development of sustainability functions related to the County's building and infrastructure assets and coordinates county-wide sustainability efforts. This Section is responsible for the implementation of the County's Green Print Initiative.

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**Expenditures**



**2013 BUDGET**

**Approach and Priorities**

- Maintain and operate buildings and grounds under Facilities Management's purview in a manner consistent with current operations.
- Review space planning, utilization, and, where appropriate, implement as required to ensure the most efficient and best use of County assets.
- Maintain a high quality level of service that addresses the needs of client departments.
- Provide project management for the capital program so that the County may effectively address its infrastructure needs.
- Implement the County's Green Print Initiative.

**Programmatic Impacts**

- Centralize budget and staff support function for DAS-Facilities Management Division Sections through the creation of the DAS-Facilities Management-Director's Office Section.
- Implement Assessment Team inspections of County-owned facilities.
- Monitor the Franklin and Doyme Landfill transitions from consultants to AE&ES staff.
- Complete facilities inspections, itemize deficiencies and confirm implementation of major maintenance projects to correct deficiencies.

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## ***Budget Highlights***

For purposes of presentation, a change in tax levy is identified for each budget highlight, however, since Facilities net expenditures are charged to other departments, the true levy impact is realized in department's budgets.

### ***DAS-Facilities Management - Director's Office*** **\$0**

A Director's Office Section is created for centralization of budget and support staff currently located in the Facilities Maintenance and Architectural, Engineering and Environmental Services Sections. The budget and support positions that will be transferred into the Director's Office include:

#### *From the Facilities Maintenance Section*

- 1.0 FTE Accountant 2
- 1.0 FTE Accounting Coordinator DPW
- 1.0 FTE ExDir Facilities Management

#### *From the Architectural, Engineering, and Environmental Services Section*

- 1.0 FTE Contract Payment Specialist
- 1.0 FTE Cost Scheduling Analyst
- 1.0 FTE Support Services Manager
- 1.0 FTE Records Center Tech
- 1.0 FTE Facilities Assessment Coordinator

No new positions result from the creation of the Director's Office Section.

### ***Facilities Assessment Team*** **\$0**

The 2013 Budget includes the creation of a Facilities Assessment Team (Team) that will provide inspection services to all County-owned facilities. The Team shall review facility maintenance / repair deficiencies in tandem with the 5-Year Capital Plan, the facilities database, and the recent facilities assessment study in order to develop action plans to address the County's overall facility maintenance / repair needs.<sup>1</sup>

The Team shall consist of the following positions created in the 2013 Budget:

- 1.0 FTE Architect
- 2.0 FTE Heating and Equipment Mechanic
- 1.0 FTE Electrical Mechanic

Total Personnel Expenditures for these positions is \$433,920. In 2013, the cost for these positions will be offset with revenue from existing capital project WO949 – Inventory & Assessment, as these positions will be performing work that is directly chargeable to this capital project.

DAS-Facilities Management staff will develop a cross-charge methodology by which departments will be charged for inspection and review services provided by the Team in future years beginning with the 2014 Budget.

### ***Capital Outlay-Lease Purchase*** **(\$396,060)**

The Capital Outlay-Lease Purchase is adjusted downward by \$396,060 in order to more accurately budget for the costs related to the County Performance Contracting work implemented at DAS-Facilities Management operated facilities.

### ***Utilities Adjustment*** **\$217,959**

Major utilities were increased by \$217,959 to \$5,314,751 to be more in line with the 3 year and 5 year average historical costs.<sup>2</sup>

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<sup>1</sup> The Facilities Assessment study was conducted in 2012 with one-time funding.

<sup>2</sup> Major utilities include electricity, natural gas, sewage, telephone, steam, water, chilled water, heat, and storm water. The 5-YR average historical costs for these utilities is approximately \$5,320,000 and the 3-YR average historical costs is approximately \$5,314,000.

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***Facilities Maintenance Related Staffing Modifications***

**Create 1.0 FTE Facility Worker 4 and Abolish 1.0 FTE RC-Facility Worker 4** **(\$3,530)**  
Historically, RC positions are used to cap a group of positions that have been determined to be abolished upon vacancy. Additionally, other positions are held in abeyance awaiting the vacancy of the RC position. In 2012, the last Facility Worker 4 - RC position became vacant and is being abolished. However, the offsetting position has been lost over the years due to adjustments of Facility Worker staff. Therefore 1.0 FTE Facility Worker 4 is created to offset the RC position. Net tax levy savings from this position action is \$3,530.

***AE & ES Related Staffing Modifications***

In order to meet the needs of AE & ES Section, the following positions are created:

**Create 1.0 FTE Managing Engineer-Environmental and Abolish 1.0 FTE (vacant) Managing Engineer-Field Operations** **\$0**  
1.0 FTE Managing Engineer-Environmental position is created and 1.0 FTE (vacant) Managing Engineer-Field Operations is abolished. This Managing Engineer-Environmental position is needed to continue the level of service in capital and major maintenance projects. Responsibilities of the (vacant) Managing Engineer-Field Operations are absorbed by existing staff. There is no change in personnel expenditures resulting from this action as the costs for each position offset one another. All costs for the Managing Engineer-Environmental position are charged to County-wide capital or maintenance projects for no tax levy.

**Create 1.0 FTE Construction Cost Estimator** **\$0**  
1.0 FTE Construction Cost Estimator position is created. This position will provide County-wide estimates for major maintenance and capital projects. This position will also assist in the management of consultants and construction contracts. All costs for this position are charged to County-wide capital or maintenance projects for no tax levy.

**Create 1.0 FTE Unpaid Engineering Intern Student** **\$0**  
1.0 FTE Engineering Intern position is created. This new position will work in any area of the division where appropriate and is needed to continue the level of service in capital and major maintenance project delivery County-wide, based on the projection of work volumes in the foreseeable future while being a benefit to the local student community and allowing flexibility to utilize lower cost staff and to reduce the number of hours worked as required during periods of lower work volume. As this position is unpaid, there is no personnel expenditure tax levy impact.

**Create 1.0 FTE Clerical Assistant 2 Hourly** **\$52,180**  
1.0 FTE Clerical Assistant 2 Hourly position is created. This position will help to stabilize the clerical staffing situation for the division by providing needed resources to continue the level of service in capital and major maintenance project delivery. Based on work volumes this position will allow for the flexibility to reduce work hours during periods of low administrative work. This position action results in a personnel expenditure increase of \$52,180 to the tax levy.

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BUDGET SUMMARY				
Account Summary	2011 Actual	2012 Budget	2013 Budget	2012/2013 Change
Personal Services (w/o EFB)	\$ 8,348,764	\$ 8,913,888	\$ 9,890,056	\$ 976,168
Employee Fringe Benefits (EFB)	6,447,692	6,189,718	6,385,818	196,100
Services	8,253,639	7,670,402	7,543,664	(126,738)
Commodities	591,590	681,389	685,942	4,553
Other Charges	1,311,107	0	0	0
Debt & Depreciation	8,957	0	0	0
Capital Outlay	1,843,208	1,335,943	939,883	(396,060)
Capital Contra	0	0	0	0
County Service Charges	17,374,511	16,601,099	16,962,880	361,781
Abatements	(15,284,202)	(14,480,726)	(14,058,589)	422,137
<b>Total Expenditures</b>	<b>\$ 28,895,266</b>	<b>\$ 26,911,713</b>	<b>\$ 28,349,654</b>	<b>\$ 1,437,941</b>
Direct Revenue	4,947,418	3,901,739	3,804,622	(97,117)
State & Federal Revenue	35,882	0	0	0
Indirect Revenue	26,126,916	24,278,182	25,186,896	908,714
<b>Total Revenue</b>	<b>\$ 31,110,215</b>	<b>\$ 28,179,921</b>	<b>\$ 28,991,518</b>	<b>\$ 811,597</b>
<b>Direct Total Tax Levy</b>	<b>(2,214,949)</b>	<b>(1,268,208)</b>	<b>(641,864)</b>	<b>626,344</b>

PERSONNEL SUMMARY				
	2011 Actual	2012 Budget	2013 Budget	2012/2013 Change
<b>Position Equivalent (Funded)*</b>	<b>118.2</b>	<b>154.5</b>	<b>163.9</b>	<b>9.4</b>
<b>% of Gross Wages Funded</b>	<b>94.2</b>	<b>96.5</b>	<b>97.3</b>	<b>0.8</b>
<b>Overtime (Dollars)</b>	<b>\$ 297,990</b>	<b>\$ 80,004</b>	<b>\$ 100,000</b>	<b>\$ (19,996)</b>
<b>Overtime (Equivalent to Position)</b>	<b>4.9</b>	<b>1.3</b>	<b>1.8</b>	<b>0.5</b>

\* For 2011 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
RC - Facilities Worker 4	13630	Abolish	(1)	(1.00)	Facilities Management	(45,194)
Facilities Worker 4	13620	Create	1	1.00	Facilities Management	42,326
Engineering Intern Student	85580	Create	5	1.00	Facilities Management	-
Clerical Assistant 2 (Hourly)	00048	Create	1	1.00	Facilities Management	30,118
Construction Cost Estimator	Z0009	Create	1	1.00	Facilities Management	55,232
Managing Eng Field Operations	35830	Abolish	(1)	(1.00)	Facilities Management	(82,038)
Managing Eng Environment	Z0008	Create	1	1.00	Facilities Management	82,038
Principal Architect	08605	Create	1	1.00	Facilities Management	83,494
Heating & Equipment Mechanic	27280	Create	2	2.00	Facilities Management	155,508
Electrical Mechanic	23800	Create	1	1.00	Facilities Management	64,104
Engineer *	35750	Fund	1	1.00	Facilities Management	-
Managing Eng Electrical*	35810	Fund	1	1.00	Facilities Management	-
Painter Supv*	21560	Fund	1	1.00	Facilities Management	-
Facilities Worker Security Hrly*	62010	Fund	1	1.00	Facilities Management	-
<b>TOTAL</b>						<b>\$ 385,588</b>

\* Position changes due to technical adjustments moving incumbents into vacant funded positions from unfunded positions.

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<b>ORGANIZATIONAL COST SUMMARY</b>					
<b>DIVISION</b>		<b>2011 Actual</b>	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>2012/2013 Change</b>
Director's Office	Expenditure	\$ 0	\$ 0	\$ 678,121	\$ 678,121
	Revenue	0	0	678,121	678,121
	Tax Levy	\$ -	\$ -	\$ -	\$ -
Facilities Maintenance	Expenditure	\$ 22,949,713	\$ 21,149,720	\$ 21,664,536	\$ 514,816
	Revenue	24,920,699	23,037,771	22,898,523	(139,248)
	Tax Levy	\$ (1,970,986)	\$ (1,888,051)	\$ (1,233,987)	\$ 654,064
Sustainability	Expenditure	\$ -	\$ 130,413	\$ 138,014	\$ 7,601
	Revenue	-	0	0	-
	Tax Levy	\$ -	\$ 130,413	\$ 138,014	\$ 7,601
Architectural/Engineering Services	Expenditure	\$ 4,907,881	\$ 4,512,015	\$ 4,588,695	\$ 76,680
	Revenue	5,589,423	4,692,601	4,792,627	100,026
	Tax Levy	\$ (681,542)	\$ (180,586)	\$ (203,932)	\$ (23,346)
Environment/Energy	Expenditure	\$ 1,037,679	\$ 1,119,564	\$ 1,280,287	\$ 160,723
	Revenue	600,100	449,549	622,247	172,698
	Tax Levy	\$ 437,579	\$ 670,015	\$ 658,040	\$ (11,975)

*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."*