



REQUEST FOR PROPOSALS (RFP)

RFP #2025-01 August 15, 2025

Property Management Services for Milwaukee County (Unit 1)

Forensic Science and Protective Medicine Collaboration Condominium

I. INTRODUCTION & BACKGROUND

Milwaukee County is seeking proposals from experienced property management firms to oversee the daily operations and management of Unit 1 at the Forensic Science and Protective Medicine Collaboration Condominium (FSPMC), located at 9400 W. Doyne Avenue, Wauwatosa, Wisconsin. Unit 1 is occupied by the County's Office of Emergency Management (OEM) and the Medical Examiner's Office (MEO).

- Office of Emergency Management: <https://county.milwaukee.gov/EN/Office-of-Emergency-Management>
- Medical Examiner: <https://county.milwaukee.gov/EN/Medical-Examiner>

The entire facility is approximately 222,640 square feet, which includes:

- **Unit 1** (Milwaukee County): 78,630 SF
- **Unit 2** (State of Wisconsin): 73,188 SF
- **Common Areas:** 70,822 SF. Additionally, a Common Area parking garage of 62,656 SF with 366 parking spaces

The selected firm will act as the County's Property Manager for all day-to-day operational needs, ranging from facilities coordination and vendor oversight to maintenance response and stakeholder communication. The Property Manager will also serve as the County's liaison to the State of Wisconsin, which co-owns the building through a shared condominium arrangement, and represent the County with regard to the appurtenant Limited Common Elements as defined in the Declaration of Condominium.

A phased occupancy is planned, with limited services beginning during the commissioning phase and full operational support in place by initial occupancy, which is anticipated on or around July 15, 2026.

II. DEFINITIONS

The following terms, as used in this RFP, are defined for clarity:

- **County:** Refers to Milwaukee County, including but not limited to its departments, divisions, and offices that may occupy or utilize Unit 1 within the FSPMC. This includes, at minimum, the OEM and the MEO, as well as any other Milwaukee County department or lessees designated during the term of the contract.
- **Unit 1:** The portion of the FSPMC occupied by the County.
- **Unit 2:** The portion of the FSPMC occupied by the State of Wisconsin.



- **Condominium Association:** The governing body consisting of representatives from both Milwaukee County and the State of Wisconsin that oversees shared governance and operational decisions for the FSPMC.
- **Limited Common Elements:** Portions of the condominium property designated for shared use by specific unit owners (e.g., corridors, mechanical rooms, or utility systems) as defined in the Declaration of Condominium. These elements are jointly used but maintained through specific ownership responsibilities.
- **FSPMC:** Forensic Science and Protective Medicine Collaboration Condominium – the shared-use facility located at 9400 W. Doyme Avenue, Wauwatosa, WI, jointly owned and operated by Milwaukee County and the State of Wisconsin.
- **Commissioning Phase:** The pre-occupancy period during which systems testing, training, and operational readiness are finalized.
- **CMMS:** Computerized Maintenance Management System – software used for scheduling, tracking, and documenting maintenance activities and asset performance.

III. SCOPE OF SERVICES

A. Core Responsibilities

1. **Communication & Responsiveness** - Communicate with the State, County, OEM and MEO regularly. Act as the County's primary contact for routine issues, service requests, and emergencies, including all building alarms (e.g., fire, security, or system alerts). Coordinate timely responses and provide clear status updates to appropriate stakeholders. Deliver professional support and recommend process and system improvements that enhance efficiency and outcomes.
2. **Maintenance Planning & CMMS Integration** - Develop preventive maintenance schedules in collaboration with the County and State. Enter approved schedules into the designated CMMS systems and monitor completion.
3. **Project Coordination & Contractor Oversight** - Upon request by the County, coordinate with stakeholders to define the scope of work, gather quotes, and submit recommendations for County approval. Ensure all contractors are properly vetted, authorized, and granted access before performing any work. Oversee the quality and completion of services and assist in invoice verification. For any services or products procured on behalf of the County, the Property Manager must clearly disclose any mark-up or administrative fee. Contractors engaged by the Property Manager on the County's behalf must be vetted and approved prior to commencing work.
4. **Capital Project & Budget Support** - Advise the County on capital projects and facility conditions. Recommend, plan, and implement approved operational capital improvements. Assist in identifying necessary asset repairs and upgrades for budget planning. Contribute to estimating recurring costs associated with building systems.
5. **Stakeholder Service & Initiative Support** - Participate in planning activities and initiatives that align with County and stakeholder goals. Provide timely and professional responses to stakeholder needs and support a customer service driven management model.



- 6. Daily Operations Oversight** - Serve as the County's primary contact for all Unit 1 and common areas/elements facility needs. Coordinate work orders, vendor access, building systems, and tenant requests.
- 7. Emergency Response** - Provide 24/7 call center availability for emergency facility issues. Respond to urgent matters within 30 minutes, recommend appropriate solutions, and coordinate with the County. If requested by the County, a qualified representative or service provider, must be on-site within 2 hours.
- 8. Condominium Liaison** - Serve as Milwaukee County's primary representative for all condominium-related matters. Attend all Condo Association meetings and actively participate in discussions with the State and other stakeholders to protect the County's interests. Review and maintain a thorough understanding of the Condominium Agreement and all related documents. Record and distribute meeting minutes and action items on behalf of the County. Maintain regular communication with designated contacts at the OEM and the MEO. Keep County Condo Members informed of key issues, proposed solutions, and emerging concerns. Respond to stakeholder inquiries by recommending appropriate action plans, and once approved, coordinate resolution efforts with the State or vendors. Monitor service delivery by the State in County and shared areas to ensure performance expectations are met and promptly report deficiencies with recommended corrective actions. Track shared costs and reimbursements, review related invoices, and provide timely updates to the County.
- 9. Facility & Maintenance Coordination** - Conduct regular walkthroughs. At the request of the County, manage maintenance and repairs in County-controlled spaces. Coordinate with County for approvals and direction. Use designated work order and CMMS systems to track and report on services.
- 10. Capital Planning & System Oversight** - Support long-term capital planning, warranty tracking, inspections, and emergency preparedness drills. Develop, maintain, and update a Building Operations Manual and Emergency Procedures Manual.
- 11. Pre-Occupancy:** Assist with the commissioning process and punch list in coordination with the County's Owner's Representative. Ensure all outstanding issues are documented, tracked, and addressed prior to occupancy.
- 12. Post-Occupancy:** Continue tracking and resolving punch list items, monitor system performance, and verify that warranty obligations are fulfilled.
- 13. Compliance** - Ensure operations align with Condominium documents, leases, and other governing documents. Track and report shared costs, regulatory compliance, and stakeholder satisfaction monthly.

B. Contracted Services

- 1. Contract Procurement & Oversight** - Procure and manage contracts for services such as janitorial, pest control, snow removal, and others as requested for Unit 1. Coordinate with the County to determine whether to use existing County contracts, Property Manager contracts, or establish new contracts on the County's behalf. Review available options to ensure cost-effectiveness and service quality. All administrative markups or fees must be disclosed in the initial fee proposal and approved in writing by the County.



2. **Operational Understanding** - Understand and account for the unique operational needs of the County, the OEM, and the MEO. This includes maintaining temperature-controlled environments, handling sensitive equipment, ensuring strict security protocols, coordinating building access and badge control requirements.
3. **Vendor Performance & Transitions** - Oversee the performance of all service providers, whether contracted by the County or the Property Manager, to ensure they meet contract requirements and service expectations. Report any performance issues to the County, including relevant facts and recommended corrective actions. When necessary, support transitions to new vendors to maintain service continuity and quality.

C. On-Site Staffing Phases

1. **Commissioning Phase (Pre-Occupancy)** - Provide 24–32 hours per week of on-site support during the 4–8 weeks prior to occupancy. Responsibilities include coordinating contractor close-out, supporting system testing, confirming readiness of critical operations, training, and facilitating start-up logistics.
2. **Initial 60 Days Post-Occupancy** - Maintain 32–40 hours per week of on-site presence during the first 30 days of occupancy to support tenant move-in, vendor mobilization, resolution of initial issues, and general facility stabilization.
3. **Ongoing Operations** - Provide at least 16 hours per week of on-site support for routine operations, including site walks, vendor coordination, tenant support, and maintenance oversight. The Property Manager must maintain a staffing plan to ensure adequate coverage during staff absences, including vacations, leaves, or turnover, to prevent service disruption.
4. **Flexibility & Adjustments** - Remain flexible and responsive to changing needs, including increased hours for special projects, service demands, or emergency situations. The County may adjust on-site hours, increasing or decreasing them as needed.

D. Optional Services

1. **CMMS & Work Order Systems** - If requested by the County, the Property Manager will provide access to its CMMS and/or work order system for County use to track maintenance schedules, warranties, service requests, and repairs. If the Property Manager's system is used, Milwaukee County will retain ownership of all data related to County-managed areas and will have access to and copies of such data at any time, at no additional cost. The Property Manager will provide system training and user access for designated personnel from the County, the MEO, and the OEM. Upon contract termination, all relevant data must be transferred to the County in a usable format, and system access for County personnel must remain active through the transition period.
2. **Additional Service Flexibility** - At the County's discretion, services provided or procured on behalf of the County by the Property Manager, for building operations and maintenance, may also be requested for use at other County facilities. Any such extension of services must be coordinated with the County and subject to the same terms, including disclosure of any mark-up or administrative fees.



- 3. Facility-Wide Management** - The County reserves the right to amend the contract, under mutually agreed-upon terms, to expand the Property Manager’s scope to include management of the entire FSPMC facility on behalf of both the State of Wisconsin and Milwaukee County. This option may be exercised if jointly approved by both parties and will require coordination with the State’s Facility Manager, adjustments to responsibilities, and approval of revised terms and compensation.

IV. EVALUATION CRITERIA

Proposals will be evaluated using the following weighted criteria:

Criteria	Weight
Relevant experience with critical or multi-tenant facilities	25%
Staffing plan and 24/7 service model	20%
Proposed scope and approach	20%
Understanding condominium governance & shared-ownership	15%
Fee proposal and cost-effectiveness	10%
References and past performance	10%

V. CONTRACT PERFORMANCE EXPECTATIONS

- **Response Standards:** 30-minute emergency response callback and 2-hour on-site if requested.
- **Documentation:** Monthly reporting on contracted services, regulatory reporting, maintenance activity, issue resolution, shared cost reconciliations, and budget performance. Develop, maintain, and update a Building Operations Manual and Emergency Procedures Manual.
- **Participation:** Attendance at all Association meetings and County operations meetings.
- **Vendor Oversight:** As requested, manage vendor contracts and ensure quality, compliance, and contract adherence for all procured services.
- **Monthly Inspections:** Perform and document monthly inspections to verify the State’s adherence to its obligations under the condominium governance and MOU. Inspections shall also include assessment of overall property conditions to ensure the facility is well-maintained, safe, and operating in accordance with applicable building standards, life safety requirements, and industry best practices. All deficiencies shall be reported to the County with recommended corrective actions and tracked through resolution.
- **Performance Review:** Subject to quarterly performance evaluation by the County.
- **Key Performance Indicators (KPIs):** . The Property Manager shall develop a set of standardized KPIs to track performance across core service areas, including but not limited to service quality, responsiveness, cost efficiency, stakeholder satisfaction, and issue resolution timeliness. The County will monitor these KPIs on an ongoing basis and reserves the right to revise or expand them as needed. The Property Manager is expected to support data collection, reporting, and continuous improvement efforts tied to these metrics. An example KPI is “Average time to complete work orders.”



- **Communication Requirements:** The Property Manager is expected to provide and utilize its own communication hardware and platforms to support operations. This includes, but is not limited to, laptops, mobile phones, printers/scanners, and software tools such as Outlook, Word, Excel. The Property Manager must also be able to access and use any systems or tools required by the County or State. A County email address will be provided and must be actively monitored during business hours, with responses expected within 24 hours.
- **System Familiarization and Training:** The Property Manager is required to learn and maintain detailed knowledge and documentation of the building's systems and infrastructure operations and will be responsible for sharing documentation and training designated County personnel on proper system operation, monitoring, and basic troubleshooting.

VI. SUBMISSION REQUIREMENTS

- **Primary Point of Contact:** Identify the individual who will serve as the main contact for the County, including qualifications, relevant experience, and availability.
- **Staffing & Backup Plan:** Provide a description of the backup plan in place to ensure continuity of services during staff absences, vacations, or turnover.
- **Firm Background & Experience:** Describe the firm's history, organizational structure, and experience managing facilities of similar size, scope, and governance complexity.
- **Key Personnel:** Submit resumes of key staff proposed for this engagement, along with an overview of the firm's 24/7 coverage model (e.g., after-hours response, on-call rotation).
- **Proposed Scope of Services:** Provide a detailed scope of services to be offered, including required and any optional services that may be available.
- **Technology & Communication Tools:** Describe the technology platforms used for work order management, CMMS, reporting, and communication. Include capabilities related to stakeholder access, data sharing, and integration with County or State systems. If County CMMS system is not used, provide a suggested system to use and indicate why.
- **Fee Proposal & Rate Structure:** Submit a complete fee proposal that includes a clearly itemized breakdown of the proposed monthly management fee. This breakdown should detail all cost components, such as staffing, overhead, technology, platform use and any other relevant charges. In addition, include hourly or per-service rates for optional services, as well as disclose all administrative mark-ups or fees associated with third-party vendors, services, or pass-through expenses. Proposals should also include a matrix summary of cost, hours, and any assumptions used in developing the fee structure.
- **References:** Provide three references from similar property management contracts, preferably with government or institutional clients.
- **Onboarding & Transition Plan:** Outline the proposed approach for onboarding, including coordination during the pre-occupancy, commissioning, and post-occupancy phases.
- **Certifications & Insurance:** Provide documentation of relevant licenses, certifications, and insurance coverage (e.g., general liability, workers' compensation, professional liability.)
- **Service Contract Template Exceptions:** Provide any exceptions you have to the Professional Service Agreement reference in section XV. This contract will be the contract agreement used for the services described in this RFP.



- **Sample Reports:** Include representative examples of reports typically provided, such as:
 - Maintenance activity and service summary reports
 - Budget performance or financial tracking reports
 - Key Performance Indicator (KPI) report
 - Stakeholder satisfaction or issue resolution reports

VII. PRE-PROPOSAL WALKTHROUGH AND QUESTIONS

- **Mandatory Walkthrough:** A mandatory site walkthrough will be held on **Tuesday, September 9, 2025 at 1:00 PM** at the FSPMC. Only firms that attend the mandatory walkthrough will be eligible to submit a proposal. Firms are advised to arrive on time and allow adequate time for a full tour of Unit 1 and relevant shared areas.
 - **RSVP Required:** Firms must RSVP by **Friday, September 5, 2025** to Tamara@tknappadvisory.com. Firms that do not RSVP will not be eligible to participate in the walkthrough or submit a proposal.
 - **Access to Construction Documents:** Will be provided in via secure digital link after the walkthrough and receipt of a signed Non-Disclosure Agreement.
- **Questions from Proposers:** Firms may submit written questions following the walkthrough. All questions must be submitted by **Thursday, September 11, 2025** to Tamara@tknappadvisory.com. Responses to all submitted questions will be compiled and shared with all attendees via an addendum.
 - **Responses to Questions:** Will be posted to the RFP website no later than **Wednesday, September 17, 2025**.

VIII. RFP SCHEDULE, SUBMISSION DEADLINE & CONTACT INFORMATION

- **RFP Issued and Posted:**
 - Friday, August 15, 2025
- **RSVP Deadline for Mandatory Site Walkthrough:**
 - Friday, September 5, 2025
- **Mandatory Site Walkthrough:**
 - Tuesday, September 9, 2025
 - 1:00 PM – 2:30 PM
 - (Attendance is required for proposal consideration)
- **Deadline to Submit Questions:**
 - Thursday, September 11, 2025
- **Responses to Questions Posted By:**
 - Wednesday, September 17, 2025
- **Proposals Submission Deadline:**
 - Friday September 19, 2025 at 12:00 PM
- **Interviews, if requested by the County:**
 - Weeks of October 6, 2025 and October 13, 2025.

All RSVPs, proposals, and questions must be submitted electronically to: Tamara@tknappadvisory.com



IX. INDEMNITY

The selected firm agrees to the fullest extent permitted by law to indemnify, defend and hold harmless, County, and its agents, officers and employees, from and against all loss or expense including costs and reasonable attorney's fees by reason of statutory benefits under Workers' Compensation Laws, or liability for damages including suits at law or in equity, caused by any wrongful, intentional, or negligent act or omission of the selected firm and/or its agents which may arise out of or are connected with the activities covered by this Agreement. The County's liability is limited by Wis. Stats. Section 893.80 for general liability and Wis. Stats. Section 345.05(3) for automobile liability.

X. INSURANCE REQUIREMENTS

The selected firm and all parties furnishing services or products to the County must provide the County with evidence of the minimum insurance requirements as outlined in the Professional Service Agreement available as an attachment in section XV.

All subcontractors engaged by the Property Manager must also maintain insurance coverage that meets or exceeds these requirements. Proof of such coverage must be provided upon request.

XI. CONTRACT TERM

The initial contract term shall be for one (1) year, beginning on the date of contract execution or as otherwise agreed upon by the parties. The County may, at its sole discretion, extend the contract for up to four (4) additional one-year terms based on satisfactory performance, continued need, and mutual agreement of terms.

Contract extensions will be executed through formal amendment and subject to County approval processes. The County reserves the right to rebid any or all services at any time following the initial term.

XII. RESERVATION OF RIGHTS

Milwaukee County reserves the right to accept or reject any or all proposals, waive informalities or irregularities in any proposal received, and to award the contract in part or in whole based on the best interests of the County. The County also reserves the right to cancel this RFP, issue a new RFP, or modify the selection process or project scope at any time without liability.

XIII. TERMS AND CONDITIONS

The selected firm must comply with all applicable federal, state, and local laws, rules, and regulations in the performance of its services. All work shall be performed in accordance with applicable codes and standards. The contract will include standard terms and conditions set by Milwaukee County, including but not limited to termination clauses, indemnification, and non-discrimination requirements. By submitting a proposal, the proposer agrees to be bound by the County's standard terms unless otherwise negotiated and agreed upon in writing.



XIV. CONFIDENTIALITY AND DATA SECURITY

The selected Property Manager may have access to confidential or sensitive information during the performance of services. This includes but is not limited to: building plans, security protocols, operating procedures, and documents related to public safety, medical operations, or government coordination. All such materials must be safeguarded and may not be shared or disclosed without prior written consent from Milwaukee County. The selected firm may be required to sign a confidentiality agreement or NDA. Compliance with applicable data privacy laws and County IT security policies is mandatory.

XV. ATTACHMENTS/APPENDICES

The following documents are essential for understanding the facility's operational, legal, and governance framework, and must be reviewed to inform the firm's management approach and proposal preparation:

1. **Sample Professional Service Agreement** – [Link to RFP website](#)
2. **Ground Lease** – [Link to RFP website](#)
3. **Condo Association Founding Documents** – [Link to RFP website](#)
4. **Construction Documents** – a link will be provided only to firms that attend the mandatory site walkthrough and submit a signed Non-Disclosure Agreement, which will be provided at the walkthrough. Completed NDAs must be submitted to Tamara@tknappadvisory.com.