



# **Bureau of Asset Management**

## **FY2017 Budget Presentation**

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**October 20, 2016**

**Elaine Lockwood Bean**  
**Bureau Chief**



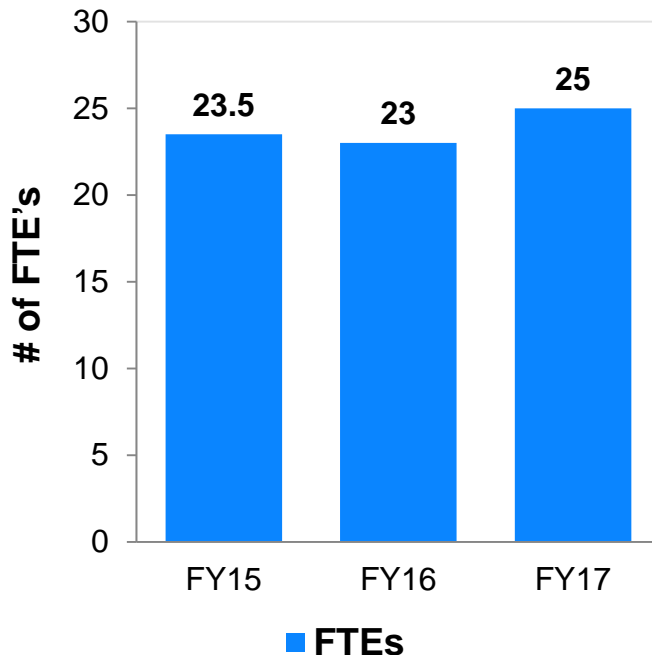
# Bureau of Asset Management

## FY2017 Budget Presentation

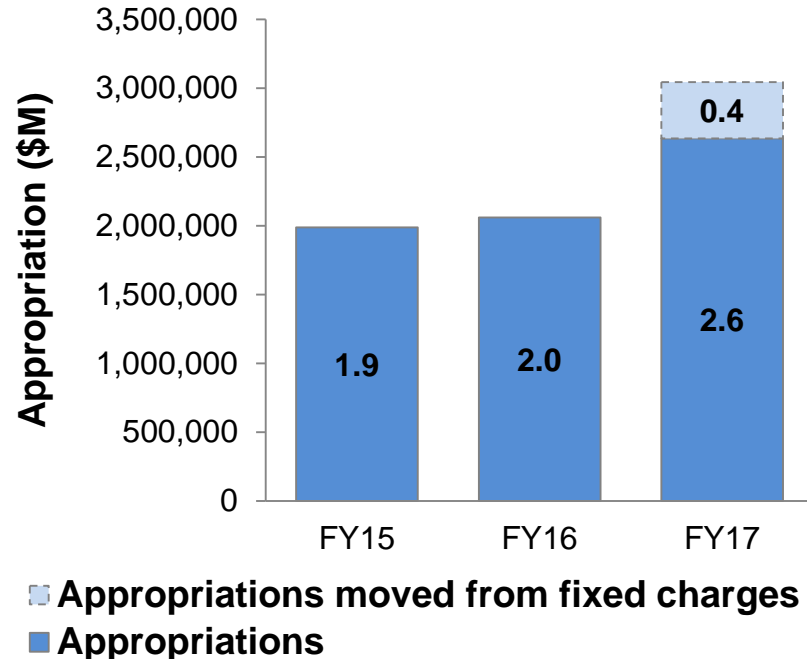
### Mission

The Bureau of Asset Management exists to provide clean, safe, secure, sustainable and accessible facilities utilizing efficient preventative maintenance programs, executing capital construction projects and ensuring efficient use of real estate assets leveraged for best value to the County.

#### Staffing



#### Budget



# Bureau of Asset Management – Program Inventory

FY2017 Budget Presentation



## **Administration & Clerical (6 FTE)**

Supervises Bureau departments and programs and manages administrative functions including legal affairs.

## **Capital Planning & Policy (13 FTE)**

The CIP sets forth the plan for the design, construction and renovation of buildings and building systems, making them safe, functional, efficient and cost-effective to deliver Cook County Services to the public.

## **Real Estate Management (6 FTE)**

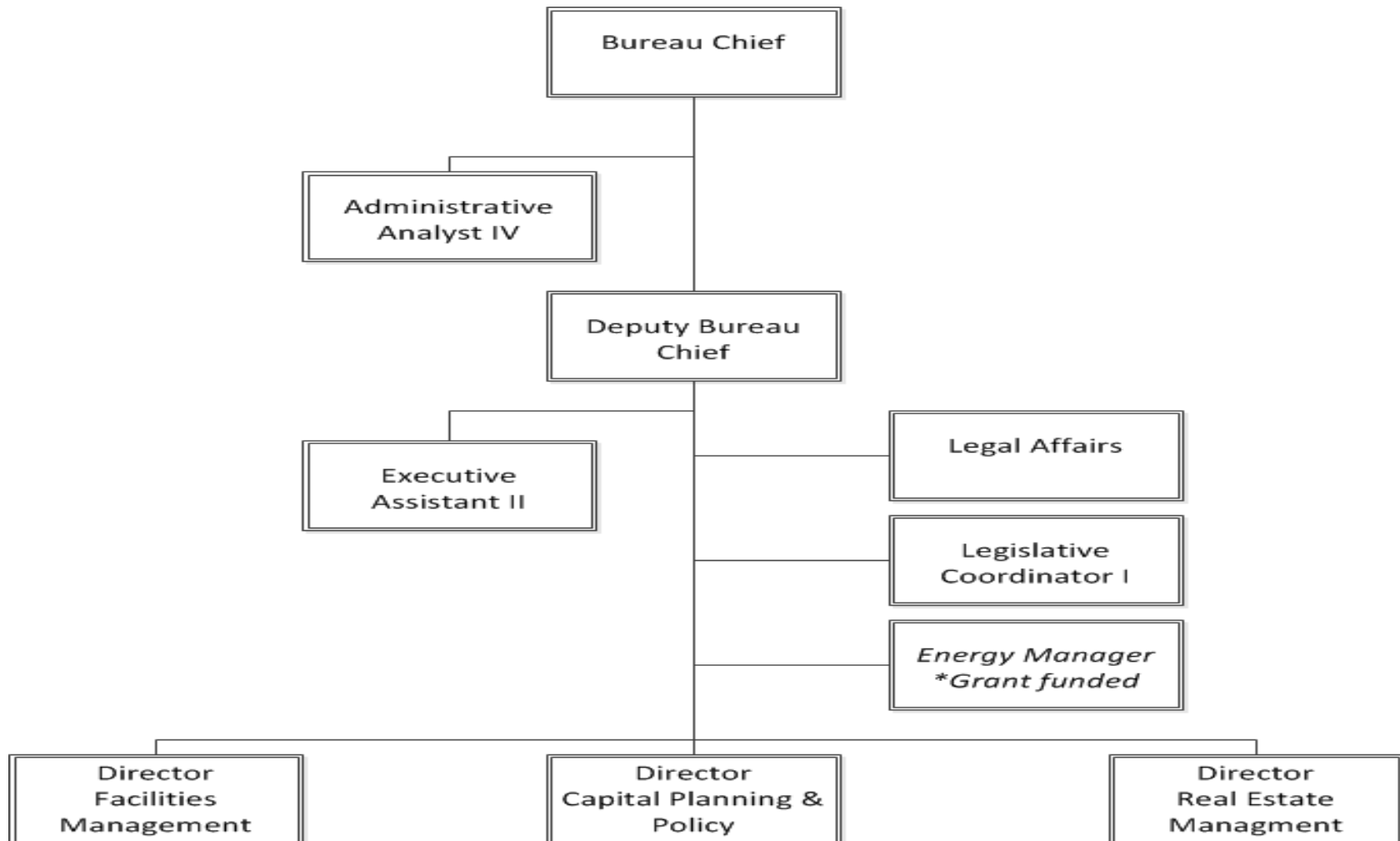
DREM manages all leasing of county-owned properties to outside parties and determines the best use of these properties for the operations of Cook County government.

# Bureau of Asset Management – Organization Chart

FY2017 Budget Presentation



## BUREAU OF ASSET MANAGEMENT





# Bureau of Asset Management - 2016 Outcomes

## FY2017 Budget Presentation

### **Real Estate**

- Procured the two development teams for the Central Campus to transform excess hospital real estate into a vibrant mixed use campus featuring a new ambulatory building, housing, retail and related amenities
- Dunne Building consolidations yielded an additional leased floor, thereby generating approximately \$340K in revenue the first year of the lease
- Initiated consolidation of County warehouses with a projected savings of \$25M in deferred maintenance costs

### **Capital Planning & Policy**

- Completed 95% of capital projects within budget & 90% within construction schedule
- Commissioned contract for demolition at the DOC, Division III
- Achieved record low countywide energy usage since 2003

### **Facilities Management**

- Customized and implemented a new cloud-based work order system to provide greater efficiency in building operations, inventory and labor management, tenant services, and contract management.
- Over the past 4 years has reduced overtime by 68% from \$839K to \$268K
- Received 2016 NACo Award for Juvenile Temporary Detention Center Pre-Apprentice Program

# Bureau of Asset Management - 2017 Strategic Initiatives & Goals

FY2017 Budget Presentation



- **Public Safety Campus:** In collaboration with the Sheriff's Office, prepare a long term master plan including the Department of Corrections' jail complex and the Maywood Police facilities
- **County Warehouses:** Initiated consolidation planning of the County's three warehouses to two by vacating and decommissioning the Hawthorne warehouse
- **County Real Estate:** Demolish inefficient and vacant County buildings in the Department of Corrections, decommission underutilized space in the Oak Forest Campus and reduce the County footprint to minimize operating costs and capital investments associated with County real estate
- **Efficient Asset Management:** Transition engineers and skilled trades from an antiquated paper work order process to remote electronic scheduling, completion and tracking of work orders

# Bureau of Asset Management - 2017 Strategic Initiatives & Goals

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**Cook County Health Center:** Completion of approximately 75% of construction; continue to implement central campus redevelopment of old Cook County hospital working with the market rate development team



# **Department of Real Estate Management**

## **FY2017 Budget Presentation**

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**October 20, 2016**

**Jessica Caffrey**  
**Director**

# Department of Real Estate Management

FY2017 Budget Presentation



## Mission

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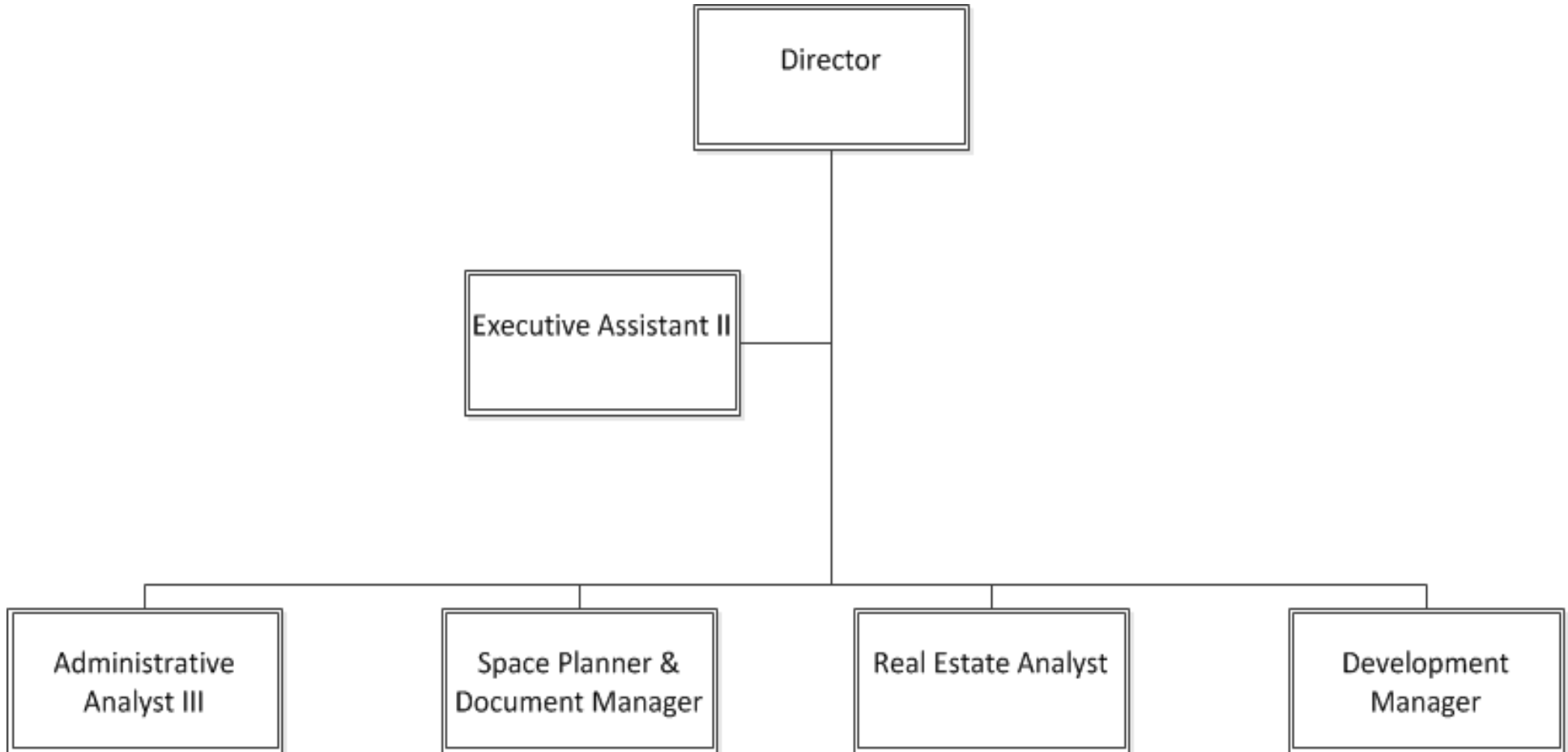
The Department of Real Estate Management is charged by ordinance with managing approximately 19 million square feet of real estate owned or leased by Cook County; making recommendations for sale, purchase or lease of real estate; and maintaining an inventory of County real estate assets, as necessary to ensure that appropriate facilities are available in which Cook County departments and elected officials may efficiently provide public services and carry out the operations of Cook County Government

# Department of Real Estate Management

FY2017 Budget Presentation



## DEPARTMENT OF REAL ESTATE MANAGEMENT





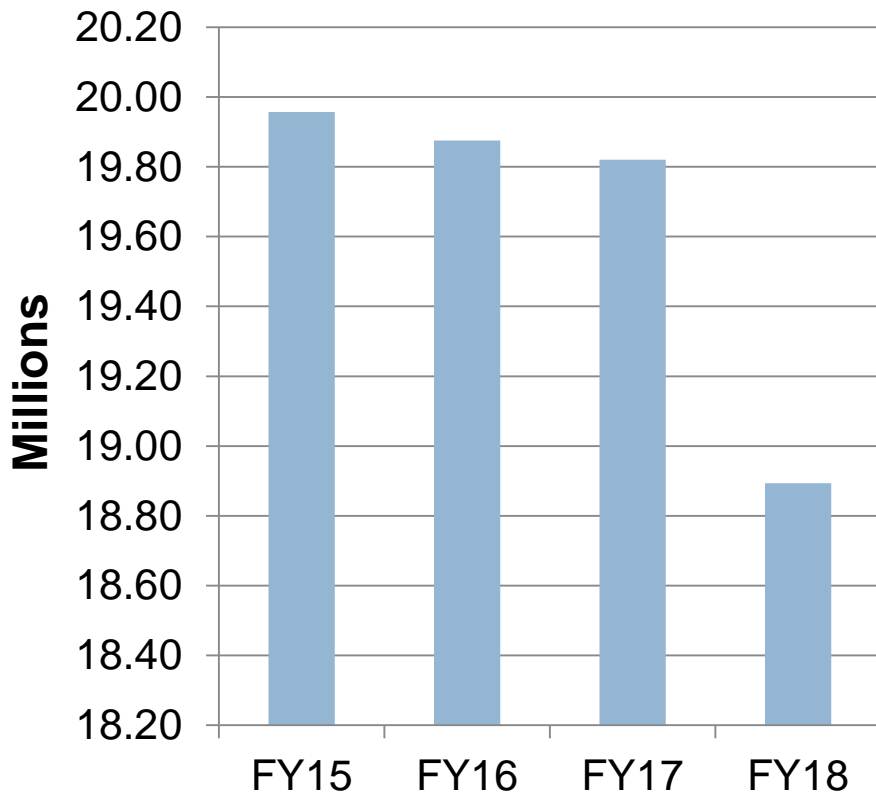
- **Central Campus Market Rate Development Project:**
  - Selected a development team that will transform Old Cook County Hospital and excess land.
  - In early 2016, a Redevelopment Agreement was executed to initiate the market rate redevelopment project.
  - In 2017, upon execution of a ground lease, the renovation of Old Cook County Hospital and its adjacent land is scheduled to commence and generate approximately \$500K in revenue to the County.
  
- **Consolidation of the Downtown Corporate Campus:**
  - Reduced the downtown Corporate Campus occupancy, consolidations yielded an additional floor, thereby increasing lease revenue by approximately 3%.
    - Anticipate an increase of over 3% in lease revenue in 2017
  - Continue to update the re-stacking plan for the downtown corporate campus, a key initiative identified in the Real Estate Asset Strategic Realignment Plan (REASRP)
    - Upon implementation, this initiative could make available up to 3 floors for additional leasing at the Dunne Building.

# Department of Real Estate Management – Realignment for Efficiency

FY2017 Budget Presentation



## Reduction in Square Footage



## Reducing Our Footprint:

- ~82K SF will be demolished in FY16 at the Department of Corrections, Division 3
- ~54K SF will be demolished in FY17 at the Department of Corrections, Division 17
- ~432K SF will be demolished in FY18 at the Department of Corrections, Division 1 & Division 1a
- Plans are being finalized to consolidate warehouse assets, shrinking occupancy by ~495K SF

# Department of Real Estate Management – Realignment for Efficiency

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## Reducing Costs

	<b>Operating Costs</b>	<b>Deferred maintenace</b>	<b>Square Feet</b>
<b>Division 3</b>	\$153,360	23,814,677	81,511
<b>Division 17</b>	\$102,180	16,162,213	54,309
<b>Division 1</b>	\$813,460	118,471,037	432,356
<b>Division 1 A</b>	Inc. in Div.1	14,192,660	Inc. in Div. 1
	<b>\$1,069,000</b>	<b>\$172,640,587</b>	<b>568,176</b>
<b>Hawthorne</b>	\$1,808,302	\$25,000,000	495,000
<b>Total</b>	<b>\$2,877,302</b>	<b>\$197,640,587</b>	<b>1,063,176</b>

## Increasing Revenue

- Since taking office, annual revenue has increased by \$2.3M from leasing activity for the 4<sup>th</sup>, 21<sup>st</sup>, 34<sup>th</sup> and 35<sup>th</sup> floors in addition to two retail tenants in the lower level at the Dunne Building
- Targeted to increase leasing by 60K SF valued at ~\$1.5M by Q4<sup>th</sup> 2018

# Department of Real Estate Management – FY17 STAR Goals & Targets

## FY2017 Budget Presentation



Performance Metric	FY2015 Actual	FY2016 Projected YE	FY2017 Target
<b>Real Estate Program – Output Metric</b>			
Revenue Received	\$8,105,957	\$8,335,320	\$8,551,273
<b>Real Estate Program – Efficiency Metric</b>			
Space request activity per month	37	40	41
<b>Real Estate Program – Outcome Metric</b>			
% completion to ground lease execution of Phase 1A	N/A	30%	100%
<b>Zero Based Budget Metric</b>			
Staffing cost to manage each space request	\$3,627	\$3,043	\$3,058

*Space request staffing Cost: Salary/# space requests*



# Department of Capital Planning & Policy

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**October 20, 2016**

**Phil Boothby**  
**Director**

# Department of Capital Planning & Policy

FY2017 Budget Presentation



## Mission

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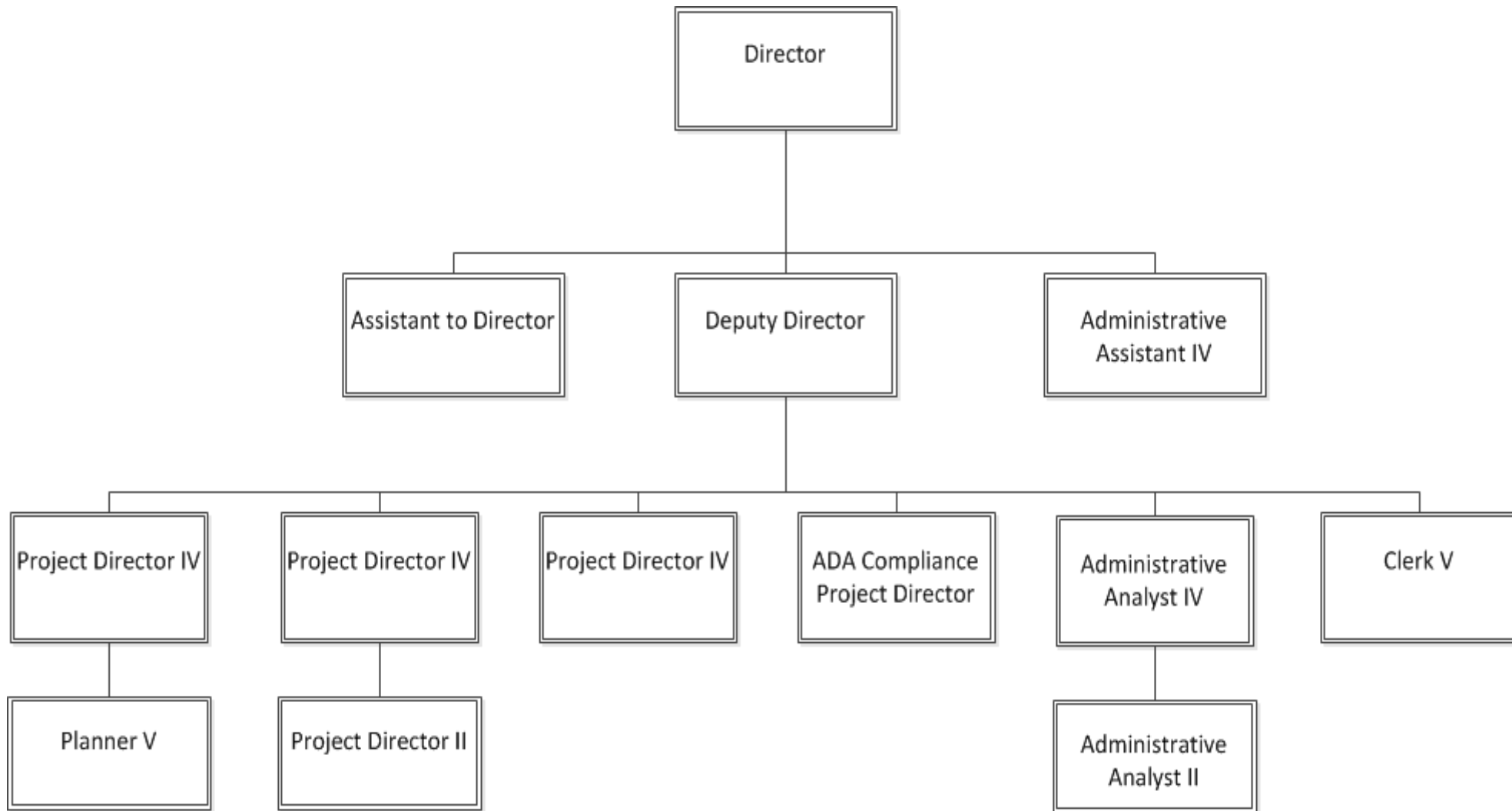
The Department of Capital Planning & Policy (DCPP) exists to provide safe, secure and accessible facilities through capital construction projects for all County departments and elected officials in order that they may serve the public and perform their duties in an environment that fosters efficient, convenient and cost-effective delivery of public services.

# Department of Capital Planning & Policy

FY2017 Budget Presentation



## DEPARTMENT OF CAPITAL PLANNING & POLICY



# Department of Capital Planning & Policy – 2016 Outcomes

FY2017 Budget Presentation



- **Energy Efficiency:** In 2016, DCPD implemented two guaranteed energy performance and water-saving projects which will cut operating and capital costs at an estimated \$2M annually, as well as reduce energy usage and greenhouse gas emissions at three downtown campus buildings, outlying courthouses and highway facilities.
- **NACo Award:** DCPD received a 2016 achievement award from the National Association of Counties (NACo) for its Guaranteed Energy Performance Contracting. This program was recognized in the category of “County Resiliency: Infrastructure, Energy & Sustainability” for reducing the County’s carbon footprint.
- **Key Capital Project:** DCPD managed the construction for the Department of Transportation and Highway. This initiative, in conjunction with the Department of Real Estate Management, allowed for the 21<sup>st</sup> floor to be vacated and leased.

# Department of Capital Planning & Policy – 2016 Outcomes

## FY2017 Budget Presentation



**BEFORE**



**AFTER**



# Department of Capital Planning & Policy – FY2017 Initiatives

## FY2017 Budget Presentation



- **ADA Program:** Complete an assessment of all of the courthouse facilities with an ADA compliance evaluation review, which will identify and prioritize accessible barriers and required by corrective action.
- **Department of Corrections Facilities:**
  - DCPD will continue to abate, decommission and demolish obsolete, vacant and/or underutilized County facilities at the DOC.
  - Executing comprehensive roof replacement program.
- **Community Based Health Centers:** DCPD will work collaboratively with the Health System in the upcoming year to start designing and implementing modern clinics which will increase the availability of local medical services across Cook County communities.

# Department of Capital Planning & Policy – FY2017 STAR Goals & Targets

## FY2017 Budget Presentation



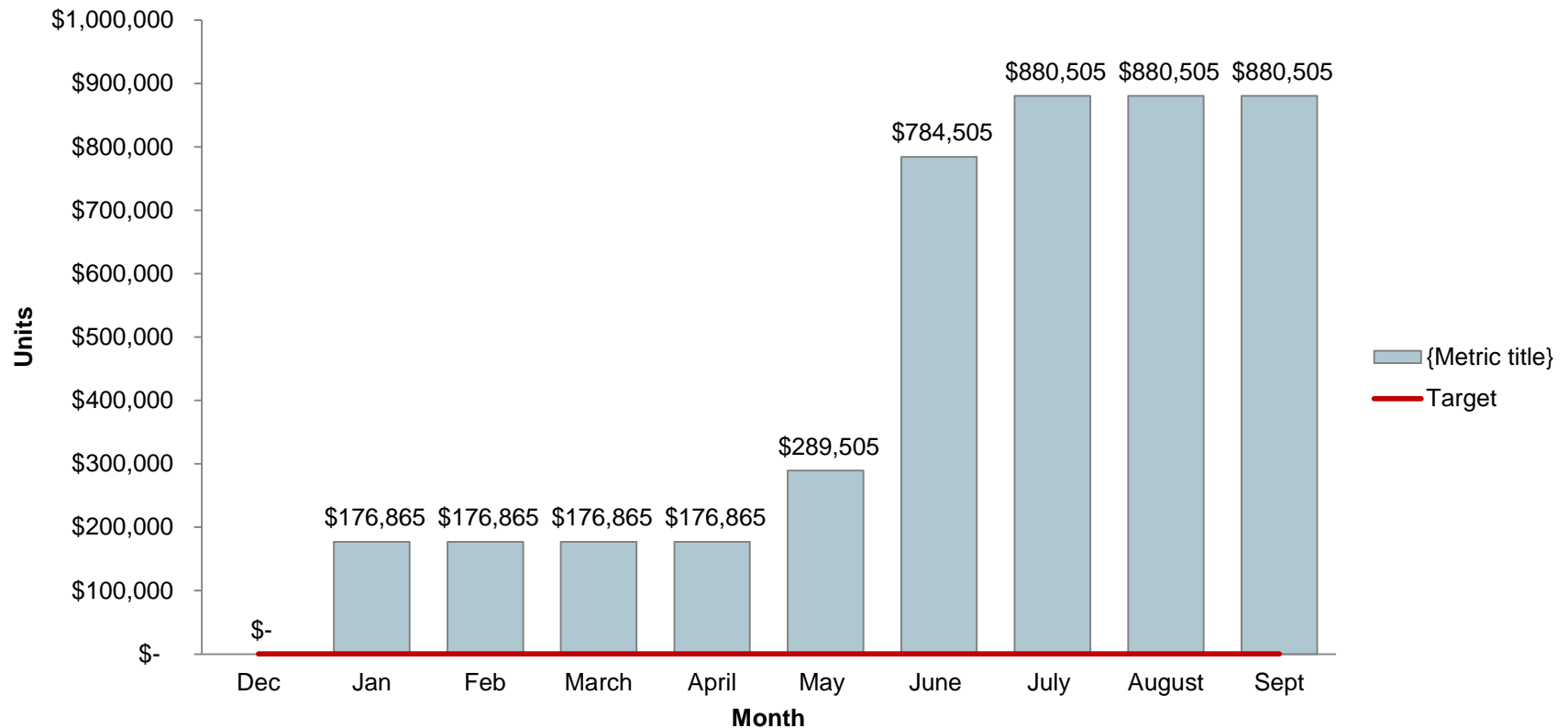
Performance Metric	FY2015 Actual	FY2016 Projected YE	FY2017 Target
<b>Capital Improvement Plan – Efficiency Metric</b>			
CPP time to process vendor invoices	13.5 Days	16.8 Days	12 Days
<b>Capital Improvement Plan – Outcome Metric</b>			
% of professional service contracts completed within 10% of budget	95%	95%	95%
% of construction contracts completed within 10% of budget	95%	95%	95%
<b>Zero Based Budget Metric</b>			
Cost to deliver the Capital Improvement Plan	\$2.50/sf	\$5.39/sf	\$9.69/sf
Cost s/f invested in energy projects that reduce County utility usage	\$3.14/sf	\$2.30/sf	\$0.52/sf

# Department of Capital Planning & Policy – FY2017 STAR Goals & Targets

## FY2017 Budget Presentation



### FY 16 Change Order Values





# **Department of Facilities Management**

## **FY2017 Budget Presentation**

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**October 20, 2016**

# Department of Facilities Management

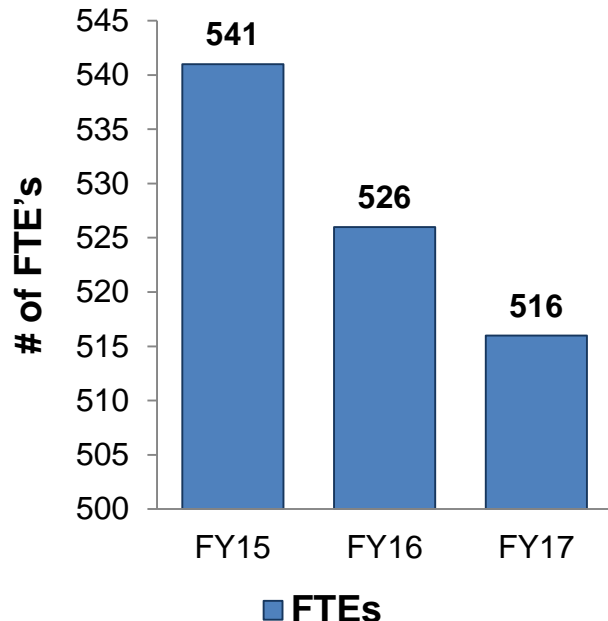
## FY2017 Budget Presentation



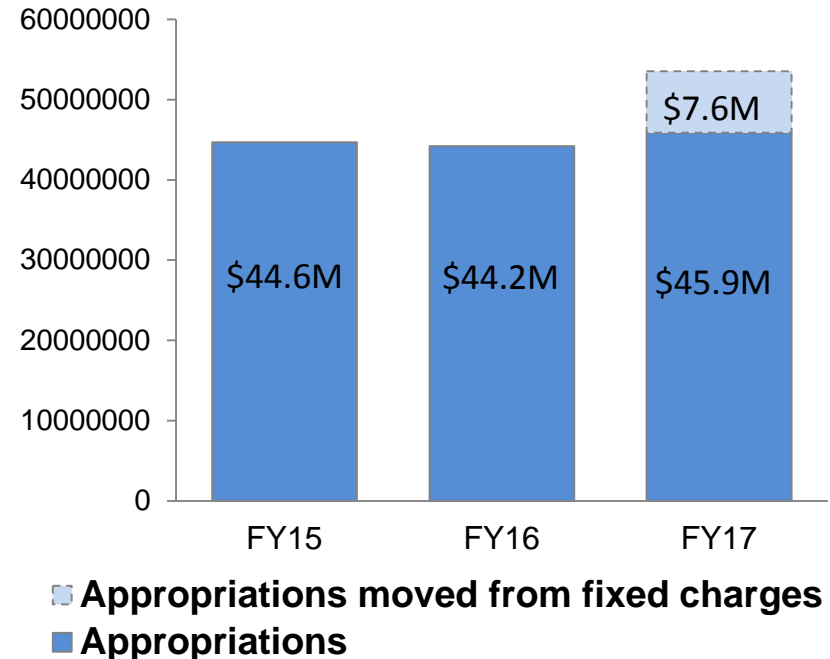
### Mission

The Purpose of the Department of Facilities Management is to maintain and operate Cook County facilities in a cost effective manner for both the general public and various Cook County departments in order to provide a safe, reliable, and clean environment, conducive and supportive to carrying out the business and services of the County.

### Staffing



### Budget



# Facilities Management – Program Inventory

FY2017 Budget Presentation



## **Repairs, Maintenance, Renovation & Infrastructure Upgrades (174 FTE)**

Tenant response to necessary repairs/maintenance, routine & preventive maintenance. DFM uses in-house labor to complete major infrastructure replacements/upgrades, i.e. HVAC, build-outs, exterior concrete, etc.

## **Building Operations/Engineering (125 FTE)**

The engineering staff provides 24/7 coverage of County property ensuring environmentally sound, energy conserving, and reliable building operation with focus on HVAC maintenance and operation.

## **Salvage (5 FTE)**

Collects, inventories, and stores unused County items for reuse, surplus website sale, or disposal. Metal, E-waste, and paper is recycled through vendor services.

## **Central Maintenance Management Center (CMMS) / Call Center (5 FTE)**

The center processes and disseminates all requests, repairs, reporting, and preventive maintenance orders. This is also a 24/7 call center responsive around the clock for emergencies and any tenant needs.

# Facilities Management – Program Inventory

FY2017 Budget Presentation



## **Custodial (168 FTE)**

Cleaning/sanitizing, snow removal, and recycling.

## **Environmental Services (7 FTE)**

Countywide (including CCHHS) remediation and testing for environmental conditions and indoor air quality. DFM is licensed and certified for environmental services with the Illinois Department of Public Health.

## **Compliance/Fire & Life Safety (3 FTE)**

Ensure DFM/County is compliant with physical plant codes and regulations and responsive to all authorities having jurisdiction. Focus on fire/life safety and associated equipment verification, preventive maintenance, and record retention. Responsible for ensuring training and certification of DFM employees in all requirements, including County HR training, OSHA training, and Biohazard training. Ensures compliance with Department of Justice and Illinois Department of Juvenile Justice requirements.

# Facilities Management – Program Inventory

FY2017 Budget Presentation



## **Security (4 FTE)**

Security for Juvenile Detention Center Garage, Rockwell, and Hawthorne warehouses. Partly serviced through private contractor.

## **Administration (24 FTE)**

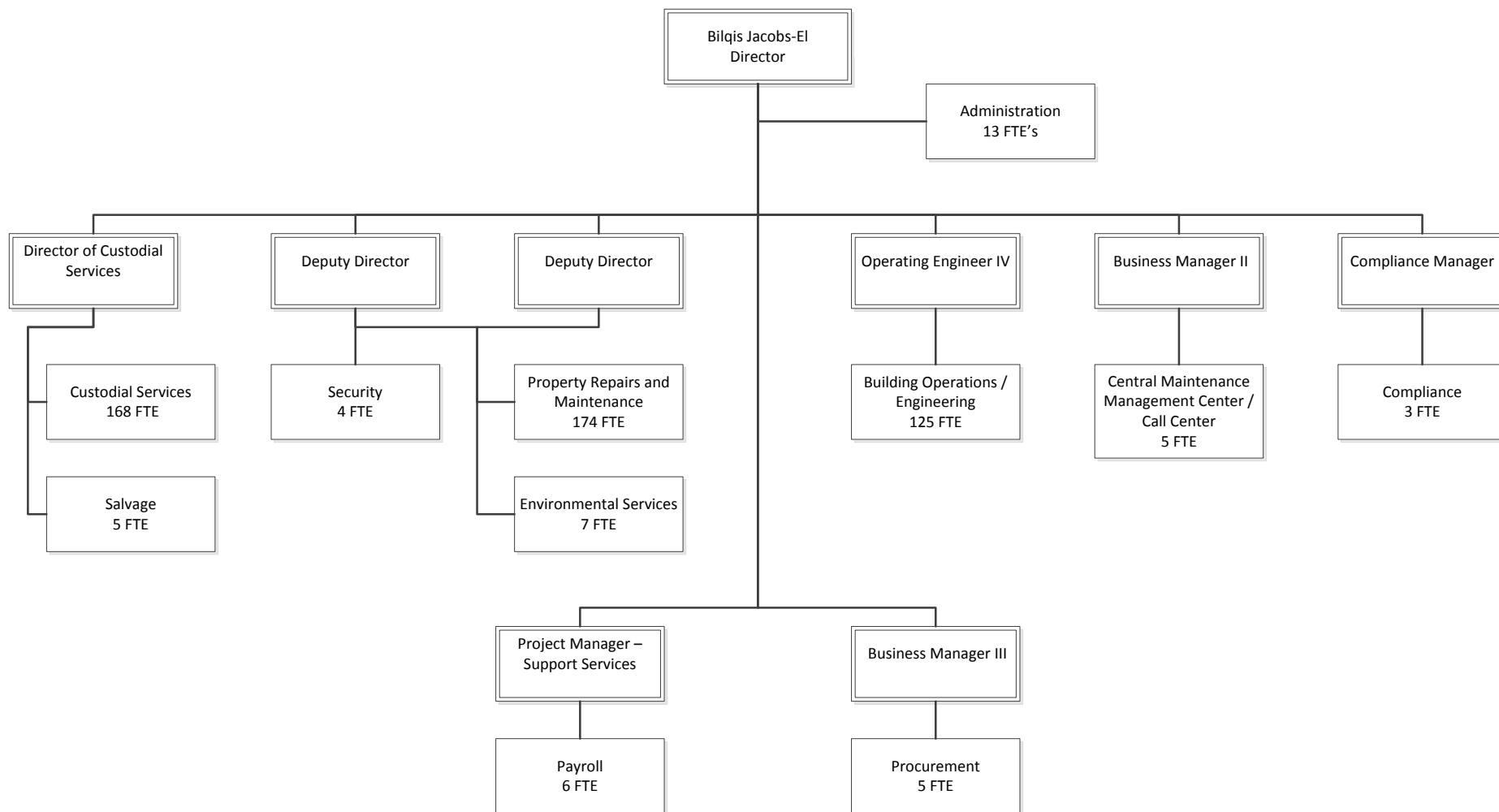
Supervises departmental programs and manages administrative functions including payroll, HR liaison, and procurement.

# Facilities Management – Organization Chart

## FY2017 Budget Presentation



### Department of Facilities Management Organization Chart



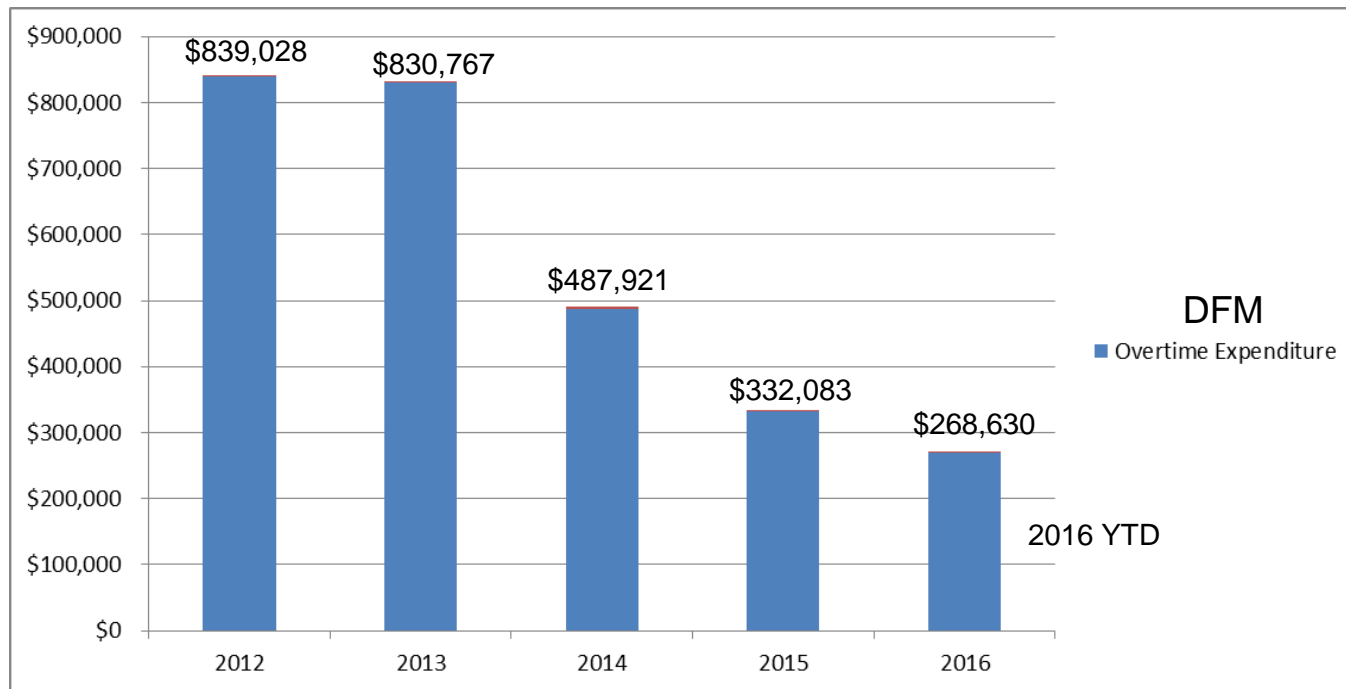
# Facilities Management

## Discussion of 2016 Department and Program Outcomes

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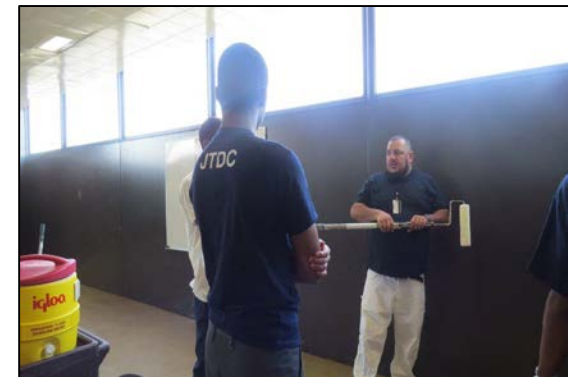


**2016 NACo AWARD:** Significant Overtime Cost Reduction. Approximately 68% reduction (from 2012-2016) as a result of absence management, quality controls, and exercising alternatives to overtime.





**2016 NACo AWARD:** Awarded for DFM program titled “Facilities Management Pre-Apprentice Program” in the category of Children and Youth.





- **21<sup>st</sup> Century Technology:** New cloud based work order system. This system allows for data driven decision making, greater efficiency in building operations, and labor management.
- **Salvage Management:** Partnering with the OCPO, DFM will be able to post available furniture and office equipment for all County departments to view and request County surplus items on the Surplus Website.
- **Training & Investment in Staff for Improved Services:** All union and non-union supervisors involved in physical plant services received OSHA 30 training and certification in 2016.
- **DFM Completion of In-house Projects/Infrastructure Upgrades Including:**
  - Renovation of Adult Probation, basement of Criminal Courts Admin building.
  - Replaced Heating and Cooling Coils in Division 9
  - Replacement of 12 rooftop units at Boot camp, Annex 3, Division 2 Dorms 3 & 1
  - Constructed new JTDC Barbershop



- **Increase in-house services and projects** to Countywide Departments through partnership with Capital Planning to carve out projects within DFM capacity to complete in-house.
- **Leveraging the new work order system**, streamline and modernize work order process for engineers and skilled trades to receive, schedule, and complete work orders remotely and electronically.
- **Further reduce energy usage** through tenant-Facilities collaboration, regular data review, engineer operational efficiency.
- **Implementation of a Water Management Plan** as a proactive measure.

# Facilities Management– 2017 STAR Goals and Targets

FY2017 Budget Presentation



Performance Metric	FY2015 Actual	FY2016 Projected YE	FY2017 Target
<b>Repairs &amp; Maintenance – Output Metric</b>			
# of work orders completed	172,244	160,000	170,000
<b>Repairs &amp; Maintenance – Efficiency Metric</b>			
Average # of hours to complete high priority work orders in detention centers	16	16	15
<b>Repairs &amp; Maintenance – Outcome Metric</b>			
Sustain percentage of DOJ Provisions in Substantial Compliance	100%	100%	100%
<b>Zero Based Budget Metric</b>			
Operating Cost Per Square foot	\$3.82	\$3.75	\$3.75

# Facilities Management – 2017 STAR goals and targets

FY2017 Budget Presentation



## Operating Cost per Gross Square Foot

