

2017 REQUESTED BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
 FUND: General – 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs	\$26,421,208	\$25,119,147	\$29,319,253	\$23,302,386	(\$6,016,867)
Operation Costs	\$38,516,208	\$40,642,085	\$39,952,116	\$40,628,978	\$676,862
Debt & Depreciation	\$1,260,237	\$1,248,548	\$1,158,649	\$2,272,387	\$1,113,738
Capital Outlay	\$2,610,610	\$2,362,858	\$3,602,373	\$2,835,249	(\$767,124)
Interdept. Charges	\$8,030,255	\$8,082,382	\$7,462,935	\$7,938,802	\$475,867
Total Expenditures	\$76,838,518	\$77,455,020	\$81,495,326	\$76,977,802	(\$4,517,524)
<i>Legacy Healthcare-Pension</i>	<i>\$6,217,688</i>	<i>\$6,441,267</i>	<i>\$7,068,894</i>	<i>\$7,375,758</i>	<i>\$306,864</i>
Revenues					
Direct Revenue	\$12,946,683	\$15,963,128	\$13,027,759	\$12,165,246	(\$862,513)
Intergov Revenue	\$559,580	\$641,005	\$559,580	\$532,278	(\$27,302)
Indirect Revenue	\$55,372,759	\$54,150,806	\$61,192,419	\$57,361,714	(\$3,830,705)
Total Revenues	\$68,879,022	\$70,754,939	\$74,779,758	\$70,059,238	(\$4,720,520)
Tax Levy	\$7,959,496	\$6,700,081	\$6,715,568	\$6,918,564	\$202,996
Personnel					
Full-Time Pos. (FTE)	227.2	226.2	230.4	238.0	7.6
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$115,584	\$67,029	\$262,308	\$320,436	\$58,128

Department Mission:

The Department of Administrative Services (DAS) supports customer departments by achieving high quality, cost-effective, reliable, customer-oriented solutions in the areas of contracting, facilities, equipment, materials, fiscal management, risk management, and business development.

Department Description:

DAS provides a wide variety of internal services to County Departments in achieving their Strategic Outcomes, as well as many services to the public. The Department includes the following divisions:

- Office for Persons with Disabilities (OPD): strives to assure that people with disabilities share equally in programs, services and facilities of the County. The Office provides high quality, responsive services that enhance self-sufficiency, personal safety, economic opportunity and quality of life for all people with disabilities.
- Community Business Development Partners (CBDP): works to increase overall economic viability for small and disadvantaged businesses (SBEs and DBEs) in Milwaukee County.

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- Performance, Strategy & Budget: coordinates countywide financial planning, manages development of the annual operating and capital budgets, supports performance management systems, and provides program evaluation and policy analysis services.
- Risk Management: provides a comprehensive risk management program that minimizes liabilities to the County and that ensure the health and safety of our employees, residents, and guests utilizing County services and facilities.
- Central Business Office: serves as the knowledge base and general support for accounting, budgeting, contract processing, human resources, emergency planning, and work rules and records management for the Department of Administrative Services and the Office of Emergency Management.
- Procurement: obtains goods and services for Milwaukee County departments, agencies, and institutions in a manner that enhances the quality of life in Milwaukee County and fully utilizes all segments of the business community.
- Information Management Services Division (IMSD): collaboratively develops and provides secure, cost effective technology solutions that meets the needs of Milwaukee County government and its citizens.
- Economic Development / Real Estate Services: provides high-quality, efficient, and responsive services to enhance economic opportunity and quality of life for all of the people in Milwaukee County.
- Facilities Management (including Facilities Maintenance, Architecture, Engineering & Environmental Services (AE&ES), Sustainability, Utilities): provides asset management and preservation of County-owned assets and 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, in a sustainable and energy efficient manner.

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Strategic Program Area 1: DAS Management

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2015 Actual	2016 Budget	2017 Budget
This service does not have activity data.			

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$507,063	\$554,956	\$672,834	\$586,746	(\$86,088)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$507,063	\$554,956	\$672,834	\$586,746	(\$86,088)
FTE Positions	3	3	3	3	0

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Performance Measures have not yet been created for this program area.				

Strategic Implementation:

This program area provides overall management and guidance for the nine divisions of the Department of Administrative Services (DAS). The tax levy change in this program area results from compensation adjustments for all divisions of DAS that will be distributed upon implementation.

DAS Management Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Exec Director Admin Srvcs	1	1	0	
Director of Operations	1	1	0	
Sr Assistant Executive	1	1	0	
TOTAL	3	3	0	

DAS Management Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL	0	0	0	

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Strategic Program Area 2: DAS Central Business Office

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2015 Actual	2016 Budget	2017 Budget
Activity Data is not yet tracked for this service			

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$806,002	\$949,245	\$1,206,294	\$1,242,067	\$35,773
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$806,002	\$949,245	\$1,206,294	\$1,242,067	\$35,773
FTE Positions	9	9	13	11	(2)

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Timely Completion of Fiscal Reports	N/A	100%	100%	100%

Strategic Implementation:

This program area provides accounting, budgeting and business service functions to all DAS divisions and the Office of Emergency Management (OEM). The 2016 Adopted Budget included the creation of the Grants Writer/Coordinator position. For 2017, this position is being transferred to the Office of African American Affairs and will support this newly created office.

In order to meet tax levy targets, the position of Contracts Coordinator is abolished in 2017.

DAS Central Business Office Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Coordinator Administrative	1	1	0	
Analyst Account-	1	1	0	
Sr Mgr Operations & Budget	1	1	0	
Clerical Spec IMSD	1	1	0	
Supervisor Accounting	1	1	0	
Coordinator Graphic Services	1	1	0	
Accountant	1	1	0	
Manager Financial CBO	1	1	0	
Analyst Cost	1	1	0	
Associate Accountant	1	1	0	
Analyst Budget and Mgmt	1	1	0	
Grants Writer/Coordinator	1	0	(1)	Abolished

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DAS Central Business Office Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Coordinator Contracts	1	0	(1)	Transferred Out
TOTAL	13	11	(2)	

DAS Central Business Office Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Accountant 3	1	1	1	CB action File No. 16-182
TOTAL	1	1	1	

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Strategic Program Area 3: DAS Procurement

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2015 Actual	2016 Budget	2017 Budget
# of Active Price Agreements	332	300	TBD
# of Requisitions Processed to Purchase Orders per Month	185	200	TBD
# of Sealed Bids	32	100	TBD

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$918,156	\$1,009,007	\$1,506,948	\$1,276,987	(\$229,961)
Revenues	\$0	\$80	\$0	\$0	\$0
Tax Levy	\$918,156	\$1,008,927	\$1,506,948	\$1,276,987	(\$229,961)
FTE Positions	7	7	8	8	0

How Well We Do It: Performance Measures				
Performance Measure	2014 Actual	2015 Actual	2016 Budget	2017 Budget
Spend Under Management (%)	Not Measured	Not Measured	Not Measured	50%
Commodity Savings (\$)	Not Measured	Not Measured	Not Measured	Goal \$1.14 Million

Strategic Implementation:

The new centralized e-procurement system (Marketplace Central) was piloted in the Fall of 2015 with countywide implementation completed June 2016. During this period, over 70 public acquisition events (sealed bids) were performed. Total Contract Manager (TCM) a procurement tool for development, tracking and repository of contracts was piloted early in 2016, with countywide implementation expected to be completed first quarter 2017. Strategic initiatives in 2017 include a goal to increase leveraged spend for Milwaukee County by 50%.

Procurement Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Buyer 2	2	2	0	
Admin Spec-Procurement	1	1	0	
Analyst Business Systems	1	1	0	
Procurement Director	1	1	0	
Manager Contracts	3	3	0	
TOTAL	8	8	0	

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Procurement Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL	0	0	0	

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Strategic Program Area 4: Community Business Development Partners

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2015 Actual	2016 Budget	2017 Budget
Activity Data is not yet tracked for this service			

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$1,002,698	\$938,264	\$1,086,100	\$848,081	(\$238,019)
Revenues	\$0	\$882	\$0	\$0	\$0
Tax Levy	\$1,002,698	\$937,382	\$1,086,100	\$848,081	(\$238,019)
FTE Positions	8	8	7	7	0

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget*	2017 Budget
Total Number DBE Firms Certified	50	26	145	145

* A change in Milwaukee County Ordinance Chapter 42 has been proposed to allow for the acceptance of companies (minority, women and small businesses) certified by other agencies. This is expected to result in a significant increase in certified firms for Milwaukee County.

Strategic Implementation:

To better serve Milwaukee County departments and the small business community, CBDP has modified its service model to reflect the current demands. By replacing a forty year old model, the CBDP Office has reorganized into three business units: Construction Compliance, Procurement Compliance, and Strategic & Analysis. The Construction and Procurement compliance business units have a dual function. They are each responsible for certifying and monitoring contracts for their business sectors. The Strategic and Analysis business unit compiles all data related to small businesses, evaluates the data, and reports on the resulting economic impact in Southeastern Milwaukee. The goal for 2017 is to fully implement B2G Now as a contract requirement for all procurement. Integrating contract information from Marketplace Central into B2G Now will assist in monitoring contracts and increase efficiencies by minimizing data handling. The Strategy & Analysis group will proactively report on Targeted Firm participation and explore ways to increase participation levels. With the anticipated Board approval of ordinance changes associated with Chapters 32, 56, and 42, CBDP will work with Milwaukee County departments to create a small business set-aside program with the goal of increasing the number of Targeted Firms winning contracts as prime consultants and contractors.

Community Business Development Partners Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Coordinator Contracts	2	0	-2	

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Community Business Development Partners Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Analyst Business Develop	2	0	-2	
Administrator Cert Compl	1	0	-1	Reclassified
Contracts Analyst Certs	1	0	-1	Reclassified
Analyst Procure Compliance	0	1	1	Reclassified
Analyst Analysis & Strategy	0	1	1	Reclassified
Analyst Constr Compl	0	1	1	Reclassified
Mgr Constr Compl CBDP	0	1	1	Reclassified
Mgr Procure Compl CBDP	0	1	1	Reclassified
Director Business Develop	1	1	0	
Mgr Analysis Strategy CBDP	0	1	1	Reclassified
TOTAL	7	7	0	

Community Business Development Partners Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL	0	0	0	

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Strategic Program Area 5: Performance, Strategy & Budget

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2015 Actual	2016 Budget	2017 Budget
# of Budgets Produced	2	2	TBD
Organizational Budgets	82	82	TBD
Total Expenditure Budget	\$1,306,950,613	TBD	TBD

* The capital and operating budget narratives were combined into a single narrative in 2015.

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$1,301,124	\$1,201,326	\$1,324,019	\$1,048,594	(\$275,425)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,301,124	\$1,201,326	\$1,324,019	\$1,048,594	(\$275,425)
FTE Positions	7	7	7	8	1

How Well We Do It: Performance Measures				
Performance Measure	2014 Actual	2015 Actual	2016 Budget	2017 Budget
Bond Agency Rating	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA
Satisfaction Survey	N/A	95%	95%	95%

Strategic Implementation:

The Division of Performance, Strategy and Budget will continue to support the Continuous Improvement Steering Committee, which oversees the County's Continuous Improvement program, which is based on lean principles. The next phases of countywide performance budgeting will be implemented in 2017 in accordance with best practices as defined by organizations including the International City/County Management Association, Government Finance Officers Association and the National Advisory Council on State and Local Budgeting.

DAS-PSB Director is serving as the project sponsor for the development of a countywide Enterprise Resource Program (ERP). The project mission is to identify the future business systems environment that will support County staff in delivery of services and activities, establish best practices and significantly improve the efficiency and effectiveness of the County's service delivery and business process. The Implementation Phase is scheduled to begin in the Spring of 2017. . Other participants in the ERP project include representatives from the Office of the Comptroller, Department of Administrative Services, Human Resources, and any user departments or stakeholders determined to be beneficial in successfully achieving the project's outcome.

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Performance, Strategy & Budget Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Sr Analyst Budget & Mgmt	3	3	0	
Analyst Budget and Mgmt	2	3	1	Transferred In from Reimbursement
Director Budget & Mgmt	1	1	0	
Coordinator Budget Capital	1	1	0	
TOTAL	7	8	1	

Performance, Strategy & Budget Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL	0	0	0	

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Strategic Program Area 6: Reimbursement

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2015 Actual	2016 Budget	2017 Budget
# of TRIP Accounts	39,250	39,250	39,250

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$129,975	\$44,047	\$120,263	\$669	(\$119,594)
Revenues	\$0	(\$783)	\$0	\$0	\$0
Tax Levy	\$129,975	\$44,830	\$120,263	\$669	(\$119,594)
FTE Positions	1.2	1.2	1	0	(1)

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Performance Measures have not yet been created for this program area				

Strategic Implementation:

One position continues to coordinate this function in 2017, which provides approximately \$450,000 in revenue for Milwaukee County annually and manages more than 39,000 outstanding debt accounts. This service will continue to be provided by Professional Placement Services in 2017 utilizing their contract with the State of Wisconsin.

DAS Reimbursement Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Budget & Mgmt Analyst	1	0	-1	Transferred to PSB
TOTAL	1	0	-1	

DAS Reimbursement Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL	0	0	0	

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Strategic Program Area 7: Information Management Services Division (IMSD) - Administration & Business Development

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2015 Actual	2016 Budget	2017 Budget
% of total County expenditures	.90%	1.10%	1.10%

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$2,578,348	\$2,188,761	\$2,592,403	\$2,493,400	(\$99,003)
Revenues	\$2,565,687	\$2,248,774	\$2,712,051	\$2,451,583	(\$260,468)
Tax Levy	\$12,661	(\$60,013)	(\$119,648)	\$41,817	\$161,465
FTE Positions	14.5	13.5	13.5	15.0	1.50

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
% of Projects Completed per Approved Schedule and Budget	87%	88%	88%	88%

Strategic Implementation:

This program area is responsible for IMSD business development, project and portfolio management, working directly with County departments and outside agencies to build effective and productive relationships, analyze County business needs, develop critical solutions, and manage projects to successful completion in a value-driven, portfolio framework. Additionally, this area oversees administrative functions including IT contract management, divisional finances, business operations, and IT quality assurance.

The 2017 Budget Request includes the creation of an IT Contracts Manager position. The Contract Manager would be responsible for the drafting, reviewing, administration, and control of all IT-related contracts held by IMSD. This position would not only reduce IMSD contract cost but reduce IMSD's legal and technical risk through improvements in our technology contracting. This position will also be responsible to improve divisional ability to provide technical services by assisting IMSD in negotiating the best terms in all contracts and monitoring contracts for ongoing compliance and value.

The 2017 Budget Request also includes the creation of an Administrative Assistant position. Upon creation of the CBO, qualified administrative and fiscal support personnel within IMSD were transferred to that office. IMSD requires an individual responsible for overall office management, scheduling, fiscal support, communications, and support functions. In addition, this position enables the CIO to devote time to high-level function and drastically improves productivity by minimizing demands on the CIO's time.

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IMSD Administration & Business Development Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Analyst Business Dev IT	0.00	5.00	5.00	Retitled from Title Code 0002745 Business Analyst 4 and 65601
Business Analyst 4	4.00	0.00	(4.00)	Retitled to Title Code 0002749 Analyst Business Dev IT
Network Appls Spec 4	1.00	0.00	(1.00)	Reclassified to Title Code 0002749 Analyst Business Dev IT
Director of Project Mgmt Office	1.00	0.00	(1.00)	Retitled to 11005026
Director Project Manager Office	0.00	1.00	1.00	Retitled from 00065831
IT Director - Governance	1.00	0.00	(1.00)	Reclassified to 1163
Manager Business Solutions	1.00	1.00	0.00	
Project Manager IT	1.00	2.00	1.00	One Project Manager IT was retitled from IT Ops Mgr
Administrative Assistant		1.00	1.00	Create
Analyst Technical Document IT		1.00	1.00	Reclassified from 1173
Chief Information Officer	1.00	1.00	0.00	
Director Governance/Strategy IT		1.00	1.00	Retitled from Title Code 00089490 IT Director - Governance, reclassified from 1162
Intern IT	3.50	1.00	(2.50)	Retitled 87420, Interns in various departments this year not all in 1163.
Manager Contracts		1.00	1.00	Create
TOTAL	13.5	15.0	1.5	

IMSD Administration & Business Development Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL				

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Strategic Program Area 8: Application Development

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2015 Actual	2016 Budget	2017 Budget
Application-Related Service Tickets	2,228	2,283	2,168

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$2,088,504	\$2,673,005	\$1,411,439	\$1,612,691	\$201,252
Revenues	\$2,077,341	\$2,700,242	\$1,411,439	\$1,610,626	\$199,187
Tax Levy	\$11,163	(\$27,237)	\$0	\$2,065	\$2,065
FTE Positions	13.0	12.0	14.0	16.5	2.5

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
E-mail Availability	99.6%	99.98%	99.65%	99.65%

Strategic Implementation:

The IMSD Application Service Team provides support, development, and implementation services for technical solutions in order to meet County business needs. Responsibilities include development, implementation, maintenance, management, and support for County-wide software on a variety of platforms. Application Services is also responsible for analyzing and interacting with project teams to determine business needs and provide solutions which meet critical County functions.

As a result of the Central Spend Initiative of 2015, IMSD assumed responsibility to support, maintain and secure an additional 270 applications. As a result of the additional applications load, along with the development of more robust IT security standards, a long-term need arose within the division for additional support and maintenance services. To meet this ongoing need, IMSD will be insourcing two contracted positions: a Database Administrator and an IT Applications Systems Analyst.

Application Development Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Analyst App Systems IT	0.00	1.00	1.00	Retitled from Sr Analyst GIS Title Code 10842
Sr Analyst GIS	1.00	0.00	(1.00)	Retitled to Analyst App Systems IT 10843
Database Administrator		1.00	1.00	Create

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Application Development Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Director Applications IT	0.00	1.00	1.00	Retitled from 00087875 IT Director - Applications
IT Director - Applications	1.00	0.00	(1.00)	Retitled to 11006005 Director Applications IT
Intern IT		0.50	0.50	
IT Manager - Applications	1.00	1.00	0.00	Reclassified one from Org. 1169 and one retitled to be Manager Solution Design Del
Manager Solution Design Del	0.00	1.00	1.00	Retitled from IT Manager Appls
Network Appls Spec 3	1.00	1.00	0.00	
Network Appls Spec 4	8.00	9.00	1.00	Reclassified one from Org. 1174, one from Org. 1176. Base incl BA4 moved to 1162. Create one position.
Network Tech Spec 4	1.00	1.00	0.00	
TOTAL	13.0	16.5	3.5	

Application Development Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL				

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Strategic Program Area 9: Technical Services

Service Provision: Administration

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2015 Actual	2016 Budget*	2017 Budget
Storage Capacity (TB)	250	250*	260
Number of Switches Maintained	395	370	420
Number of Routers Maintained	44	49	42
Number of Wireless Access Points	290	297	339
Firewalls Maintained	6	6	6

*The 2016 budget reflected 160 TB storage capacity. This was a typographical error. The total TB storage should have been listed as 250TB.

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$4,132,930	\$4,396,648	\$5,599,172	\$6,086,192	\$487,020
Revenues	\$4,090,089	\$4,487,418	\$5,509,162	\$5,134,947	\$(374,215)
Tax Levy	\$42,841	\$(90,770)	\$90,010	\$951,245	\$861,235
FTE Positions	13.0	14.0	12.0	12.5	.5

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Web Services Availability	99.55%	99.8%	99.9%	99.9%

Strategic Implementation:

The IMSD Technical Services program area provides research, acquisition, installation, maintenance, and support services for County-wide telecommunications and data network infrastructure, as well as server and storage networks. Primary responsibilities include:

- administration of the County’s voice and data communications systems;
- control and oversight of the architecture, design, planning, configuration and provisioning of the County’s wide-area and local-area networks (WAN/LAN);
- control and oversight of County remote access services, network security, and firewall management
- mitigating the County’s technological risk through securing, monitoring and auditing County technology systems and data;
- provision and maintenance of Wi-Fi and internet services;
- provision of voice, video, and conferencing services;
- maintenance and support of the County server and storage environment; and
- oversight of backup and disaster recovery programs within Milwaukee County.

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The 2017 Budget Request includes the development of an Information Security Management Program. This Program will focus on protecting Milwaukee County from cyber threats, including the prevention of cyber intrusion into County technical systems and data. The Program includes the purchase of monitoring tools, the creation of security standards, a security awareness and training program, robust access controls, IT audit and monitoring.

The 2017 Budget Request includes the creation of an IT Security Analyst position. This role will support IMSD's ongoing efforts to secure enterprise technology and data by designing, implementing, and enforcing security controls, safeguards, policies, and procedures for Milwaukee County. Additionally, this position will be responsible for training County employees on the Milwaukee County Information Security Management Program.

Technical Services Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Analyst Technical Document IT	1.00		(1.00)	Reclassified to Org. 1163
Chief Technical Officer	1.00	1.00	(0.00)	
Manager Data Center IT	0.00	1.00	1.00	Reclassified 00065644 Technical Architect from Org. 1174 and retitled
Network Appls Spec 4	1.00	1.00	0.00	
Network Tech Spec 3	1.00	1.00	0.00	
Network Tech Spec 4	3.00	2.00	(1.00)	Reclassified to Org. 1174
Intern IT		0.50	0.50	
IT Operations Mgr	1.00		(1.00)	Abolish
Manager Network IT		1.00	1.00	Retitled from Technical Architect
Manager Security Continuity IT	1.00	1.00	0.00	Previously 87902
Network Appls Spec 4	2.00	1.00	(1.00)	Reclassified to 1164
Network Tech Spec 3	1.00	1.00	0.00	
Network Tech Spec 4	0.00	1.00	1.00	Reclassified from 1173
Security Analyst		1.00	1.00	Create
Technical Architect	2.00		(2.00)	Retitled to Manager Data Center IT and Manager Network IT
TOTAL	14.0	12.5	(1.5)	

Technical Services Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL				

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FUND: General – 0001**

Strategic Program Area 10: Personal Computer Support

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2015 Actual	2016 Budget	2017 Budget
Service Tickets Opened	32,829	40,000	30,000
PCs Maintained	3,100	3,000	3,000

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$1,598,794	\$1,289,028	\$1,626,166	\$1,384,019	(\$317,623)
Revenues	\$1,585,459	\$1,261,061	\$1,607,205	\$1,283,599	(\$323,606)
Tax Levy	\$13,335	\$27,967	\$18,961	\$100,420	\$5,983
FTE Positions	6.0	7.0	6.0	9.0	3.0

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
% of Help Desk Tickets Resolved	99.5%	99.4%	99.5%	99.5%

Strategic Implementation:

The IMSD Personal Computer Support program area is responsible for first- and second-level technical support, workstation refresh, software management (license management and electronic software distribution), and mobile device administration. The PC support team also administers County technology standards, IT service management standards, and processes such as change and problem management.

The 2017 Budget Request includes the creation of an IT End User Support Analyst (Lead). This position is created through the insourcing of contracted personnel in order to meet the growing demand for information technology support services throughout the County. The new position will support end user productivity and assist IMSD in with the ongoing effort in the development and implementation of industry standard, information technology best practices.

Personal Computer Support Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
IT Client Support Spec 2	2.00	2.00	0.00	
IT Manager - Service Desk	1.00	1.00	0.00	
Network Appls Spec 4	1.00	1.00	0.00	Reclassified to Org. 1164
Network Tech Spec 4	1.00	1.00	0.00	

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Personal Computer Support Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Network Tech Spec II - Zoo	1.00	1.00	0.00	
Intern IT		2.00	2.00	
IT End User Support Analyst Lead		1.00	1.00	Create
TOTAL	6.0	9.0	3.0	

Personal Computer Support Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL				

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Strategic Program Area 11: Mainframe

Service Provision: Administration

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2015 Actual	2016 Budget	2017 Budget
Mainframe IDs Maintained	1,979	1,831	1,800

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$3,207,642	\$2,702,937	\$3,015,122	\$2,139,427	(\$875,695)
Revenues	\$3,207,642	\$2,773,950	\$3,015,122	\$2,150,685	(\$864,437)
Tax Levy	\$0	(\$71,013)	\$0	(\$11,258)	(\$11,258)
FTE Positions	1.0	1.0	1.0	0	(1.0)

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
CJIS Availability	100%	100%	100%	NA
Advantage Availability	99%	99%	99%	99%

Strategic Implementation:

The IMSD-Mainframe Service team oversees the Enterprise Mainframe computer and associated mainframe applications. The team administers, maintains, and supports the Criminal Justice Information System, Advantage Financial System, SCRIPTS, ancillary applications and a multitude of programmatic interfaces. Mainframe Services also includes the Operations Center which manages the tape backup/recovery services for the County enterprise mainframe system.

The 2016 Budget reflects an expenditure reduction in outside consulting services and licensing charges due to IMSD’s efforts in software contract renegotiation, decommissioning of the Criminal Justice Information System (CJIS), and digitizing mainframe reporting. The expenditure reduction in Mainframe Services is reallocated to address critical security and operational needs within the IMSD.

Mainframe Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
IT Manager - Applications	1.00	0.00	(1.00)	Reclassified to Org. 1164
TOTAL	1.00	0.00	(1.00)	

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Mainframe Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL				

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Strategic Program Area 12: Copier & Printer Management

Service Provision: Administration

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2015 Actual	2016 Budget	2017 Budget
# Copiers and Printers Managed	N/A	N/A	1,050

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$531,002	\$805,593	\$767,630	\$679,990	(\$87,640)
Revenues	\$531,002	\$806,734	\$767,630	\$679,990	(\$87,640)
Tax Levy	\$0	(\$1,141)	\$0	\$0	\$0
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
<i>Performance Measures have not yet been created for this program area.</i>				

Strategic Implementation:

This program area centralizes the costs related to printer and copier purchasing, replacement, and maintenance. Management of copier and printer leases and maintenance agreements transitioned to IMSD during 2015. The long-term goal of this centralization is to standardize the County's equipment purchases and vendor agreements, which is expected to lead to cost reductions and is in-line with information technology budget practices developed by the Government Finance Officers Association.

As a result of this program, the 2017 Budget request reflects a cost reduction of \$87,640.

Copier & Printer Management Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL				

Copier & Printer Management Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL				

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Strategic Program Area 13: Software Management

Service Provision: Administration

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2015 Actual	2016 Budget*	2017 Budget
# of Applications Managed	411	528*	500

*The 2016 requested budget reflected a 391 estimate in applications managed. This number was under represented. Throughout 2015, after a thorough discovery period, it was determined that the total applications and application interfaces centralized and currently managed by IMSD is 528.

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$6,852,887	\$5,839,107	\$6,923,015	\$7,288,804	\$365,789
Revenues	\$5,096,457	\$4,327,641	\$6,923,015	\$7,288,804	\$365,789
Tax Levy	\$1,756,430	\$1,511,466	\$0	\$0	\$0
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Performance measures have not been created for this Program Area				

Strategic Implementation:

This program area was newly created in 2015 to centralize the purchase, implementation, and support of County-wide information technology. With the centralization of spend IMSD developed a shared-service model which lends to cost optimization as well as improved business performance. Success has been demonstrated through initiatives such as video security system implementations; the ProPhoenix system implementation; and the CityWorks implementation, to name a few. This centralized or shared-service model allows IMSD to optimize opportunities through:

- Maximizing procurement and sourcing capabilities
- Improving service and supportability with a consistent, standard technology stack;
- Optimizing software licensing management resulting in cost reduction, risk mitigation and service enhancement;
- Reducing the County’s technology footprint through the rationalization, consolidation, integration, and standardization of technologies; and
- Ensuring proper security enforcement.

Software Management Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL				

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Software Management Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL				

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Strategic Program Area 14: Facility Management Director's Office

Service Provision: Administrative

Strategic Outcome: High quality, Responsive Services

What We Do: Activity			
Item	2015 Actual	2016 Budget	2017 Budget
Facilities Operations and Maintenance Cost Per Square Foot	\$12.13	\$12.29	\$9.82
Building Footprint (sq. Feet)	2,213,000	2,213,000	2,450,211
Plant Replacement Value	N/A	N/A	\$668,766,000

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$0	\$93,825	\$0	\$0	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$93,825	\$0	\$0	\$0
FTE Positions	2	2	2	2	0

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Average Requirement Cost per Square Foot	N/A	N/A	\$144	\$115
Facility Condition Index (FCI)	N/A	N/A	.14	.10

Strategic Implementation:

The Director’s Office provides overall management and oversight of the Facilities Management Division (FMD). Functions include facilities planning and development, operations and maintenance, architecture and engineering, environmental services, condition assessment and sustainability.

In addition, the Director’s Office also co-manages the County-wide Consolidated Facilities Plan (CFP) with the Economic Development Division, and in close coordination with all County departments.

The 2017 budget submission includes an increased emphasis on the total lifecycle management of FMD assets.

Building Footprint: Overall footprint of FMD buildings appears to increase in the above chart, but that is due to the pending disposition of multiple assets including D-18, D-19, Community Corrections Center, and Children’s Adolescent Treatment Center. After disposition of the listed facilities is complete, the footprint will decrease to under 2,000,000 square feet.

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Plant Replacement Value: The plant replacement value of FMD’s building portfolio is currently \$668,766,000. Therefore, the outstanding maintenance requirement is approximately \$66,876,600 based on the Facility Condition Index of 0.10. This is an activity that is being tracked as of 2016 and included in the 2017 Budget.

Requirement Cost per Square Foot (SF): The average requirement cost per square foot has lowered to \$115/SF due to increased frequency of condition assessments and changes in the portfolio square footage. Condition assessments were finalized in 2016 for the Courthouse and Criminal Justice Facility.

Facility Condition Index: The facility condition index has lowered to 0.10 (10% of the plant replacement value) due to recently completed condition assessments, ongoing maintenance and repair, and portfolio footprint changes.

Overall expenditures (\$312,556) net to \$0 as all costs in the program are cross charged within the Department of Administrative Services – Facilities Management division and Water Utility.

Facility Management Director's Office Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Director Facilities Management	1	1	0	
Assistant Administrative	1	1	0	
TOTAL	2	2	0	

Facility Management Director's Office Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL	0	0	0	

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Strategic Program Area 15: Architecture & Engineering

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2015 Actual	2016 Budget	2017 Budget
# of Capital Projects Managed	120 c/o + 85 new*	156 c/o; 70 new*	TBD

* "c/o" indicates active projects carried over from the previous year; "new" projects reflect those that are adopted through the annual capital improvement budget process and/or established through current year action.

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$4,221,113	\$4,528,442	\$4,784,331	\$4,416,776	(\$367,555)
Revenues	\$5,101,576	\$5,159,143	\$5,179,493	\$4,612,262	(\$567,231)
Tax Levy	(\$880,463)	(\$630,701)	(\$395,162)	(\$195,486)	\$199,676
FTE Positions	34.5	34.5	36.5	36	(.5)

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget*	2015 Actual*	2016 Budget*	2017 Budget*
At least 80% Of Capital Projects Completed within 36 Months**	47 Projects closed out	62 Projects closed out	87%	TBD

* Currently, the data available provides the number of projects closed out rather than the % of projects closed out within 3 years of funding being approved. Since tracking of this performance measure began in 2013, this measure is available until the beginning of 2016.

** IRS regulations require the expenditure of bond proceeds within 18 - 24 months of issuance.

Strategic Implementation:

The Architecture & Engineering program area 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.

The *Architectural Services unit* provides planning, design and construction management services for projects including space planning, building maintenance, remodeling, additions and new construction for all County departments.

Airport engineering unit provides planning, design and construction management services for all major maintenance and capital projects at General Mitchell International and Lawrence J Timmerman Airports.

The *Civil Engineering and Site Development unit* provides planning, design and construction management services for implementation of civil engineering public works projects and land surveying services.

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The Facilities Condition Assessment Program section provides building systems condition assessment inspection services for County-owned facilities and administers a software based asset management system that is a repository for all the building condition data and building system deficiencies (this database provides the basis for major maintenance and capital improvement project requests).

The tax levy variance of \$195,761 is primarily due to a reduction in software lease charges of \$53,858 as well as several miscellaneous Interdepartmental crosscharge reductions.

Position Actions

- A vacant .5 FTE Engineer position is abolished.

Architecture & Engineering Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Coordinator Admin	1	1	0	
Asst Admin	1	1	0	
Principal Architect	1	1	0	
Principal Eng	1	1	0	
Principal Eng Airprt	1	1	0	
Sr Architect	2	2	0	
Architect	1	1	0	
Writer Specification	1	1	0	
Tech Engineering	1	1	0	
Eng Tech Surveyor	2	2	0	
-Designer Architectural	1	1	0	
Coord Construction	4	4	0	
Engineer	4	4	0	
Engineer	.5	0	-.5	Abolish Vacant Position
Managing Eng Mechanical	1	1	0	
Managing Eng Field Oper	1	1	0	
Sr Eng Civil	2	2	0	
Sr Eng Electrical	2	2	0	
Sr Eng Construction	1	1	0	
Eng Admin	1	1	0	
Director Arch Eng	1	1	0	
Clerk Records Mgmt	1	1	0	
Principal Facilities FA	1	1	0	
Inspector Electrical	1	1	0	
Inspec Mechanical Systems	1	1	0	
Technician Architectural	1	1	0	
Manager Program Assessment	1	1	0	
TOTAL	36.5	36	-.5	

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Architecture & Engineering Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Construction Coordinator	0	1	1	CB action File No. 16-182
Managing Engineer – Field Operations	0	1	1	CB action File No. 16-182
Engineer	0	1	1	CB action File No. 16-182
TOTAL		3	3	

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Strategic Program Area 16: Environmental Services

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2015 Actual	2016 Budget	2017 Budget
# of Capital and Major Maintenance Projects Reviewed for Energy Efficiency and Sustainability	84	63	TBD

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$1,249,838	\$1,108,995	\$1,294,468	\$1,086,172	(\$208,296)
Revenues	\$505,930	\$608,688	\$583,132	\$402,418	(\$180,714)
Tax Levy	\$743,908	\$500,307	\$711,336	\$683,754	(\$27,582)
FTE Positions	6	6	6	6	0

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Review 98% of Capital and Major Maintenance Projects with the objective of Improving Energy Efficiency and Sustainability	84 of 89 Projects or 100% of the projects reviewed	84 of 89 Projects or 100% of the projects reviewed	TBD	TBD

Strategic Implementation:

The *Environmental Services* program area provides technical guidance, management, and development of sustainability functions for the County's building and infrastructure assets, and assists in coordinating county-wide sustainability efforts. This program area 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.). Environmental Services also assists departments county-wide to monitor underground storage tanks, landfills, air quality, recycling, solid waste, water quality and brownfields properties in regard to compliance with local, state and federal regulations.

The tax levy variance of \$27,581 is primarily due to a reduction in professional and administrative services as well as other miscellaneous Interdepartmental crosscharges of \$407,388 and an increase to professional and administrative services abatements of \$388,000.

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Environmental Services Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Engineer	2	2	0	
Sr Engineer Env	1	1	0	
Principal Eng Env	1	1	0	
Manager Env Compliance	1	1	0	
Director Sustainability	1	1	0	
TOTAL	6	6	0	

Environmental Services Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL	0	0	0	

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Strategic Program Area 17: Facilities Operations & Maintenance

Service Provision: Administrative

Strategic Outcome: High Quality, Response Services

What We Do: Activity			
Item	2015 Actual	2016 Budget	2017 Budget
# of Emergency Work Orders	517	1,000	500
# of Preventative Maintenance Work Orders	1,116	750	1,000

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$26,521,987	\$26,757,894	\$26,861,086	\$24,064,763	(\$2,796,323)
Revenues	\$25,864,221	\$25,866,768	\$28,527,872	\$25,103,644	(\$3,424,228)
Tax Levy	\$657,766	\$891,126	(\$1,666,786)	(\$1,038,881)	\$627,905
FTE Positions	84	84	85	87	2

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
% of Emergency Work Orders Responded	100%	100%	100%	100%
% of Work Orders Completed	90%	96%	92%	90%

Strategic Implementation:

Facilities Operations & Maintenance provides the full suite of facility services to County Departments comprising of over 2.4M square feet. These services include corrective and preventative maintenance, property management, tenant services, housekeeping, security, refuse and recycling, grounds maintenance and snow removal, as well as many other facility operations tasks.

The focus of efforts for 2017 will include maintaining exceptional customer service to our tenants, providing sufficient resources to our staff to succeed in their mission, as well as the implementation of the Enterprise-wide Computerized Maintenance Management System. In addition, to these focus areas, Operations & Maintenance will be working with Planning and Development to plan future initiatives that stage the County for further success in the future years.

To effectively provide Operations & Maintenance services, a limited number of personnel actions are recommended, none of which result in a reduction of a Full Time Equivalent (FTE). These personnel actions are focused on re-aligning resources where the need is the greatest, and ensuring the maintenance staff has the most efficient support structure the budget can support.

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Overall expenditures decrease, is primarily due to the abatement of legacy pension and healthcare costs, in addition to decreases in Interdepartmental Charges. CATC expenditures have decreased by \$472,361, as a result of the planned building mothballing discussed below. The overall revenue decrease is due primarily to the following factors: the mothballing of Child Adolescent Treatment Center (CATC) - \$ 1,053,140; reduction in Space Allocation revenue for the CH Complex - \$1,130,784. By mothballing the CATC, this will avoid substantial facility deficits in future years.

Consolidated Facilities Planning

Professional Services to decrease by \$250,000 associated with a reduction of the Consolidated Facilities Planning budget in conjunction with the hiring of permanent planning staff to support the process (action taken in the 2016 budget).

The County Grounds facility known as the Children’s Adolescent Treatment Center is no longer utilized as a school. Due to the poor space utilization, Operations & Maintenance is recommending disposition of the building to allow for a higher, and better use of the land.

Position Actions

One Carpenter position is abolished, and one Refrigerator Technician position is created.

One Facilities Worker 3 position is abolished, and one Machinist is created.

Exec Asst CHP position is abolished (this position was transferred in from the Central Business Office) and one Supervisor, Office Management is created.

One position of a Clerical Specialist – DPW is created.

Facilities Operations & Maintenance Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Office Supp Asst 1	1	1	0	
Office Supp Asst 2	2	2	0	
Receptionist	1	1	0	
Admin Spec - DHS-NR	1	1	0	
Clerical Spec DPW	0	1	1	Create position
Distribution Assistant	1	1	0	
Stores And Distrib Asst 1	1	1	0	
Specialist Facilities Mgmt	1	1	0	
Facilities Wrkr 2	15	15	0	
Facilities Wrkr 3	1	0	(1)	Abolish vacant position
Facilities Wrkr 4	7	7	0	
Facilities Wrkr 4 - In Charge	1	1	0	
Facilities Wkr DHHS	3	3	0	
Facilities Grounds Supv	2	2	0	
Bldg Systems Specialist	1	1	0	
Mechanical Mtce Supt	1	1	0	
Planner Space	2	2	0	
Climate Control Lead	1	1	0	
Carpenter	6	5	(1)	Abolish vacant position

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Facilities Operations & Maintenance Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Carpenter Supv	2	2	0	
Painter Bldgs	2	2	0	
Painter Supv ok	1	1	0	
Electrical Mech	6	6	0	
Electrical Mech Dot	1	1	0	
Electrical Mech Supv	2	2	0	
Sheet Metal Worker	2	2	0	
Plumber	4	4	0	
Plumber Supv	2	2	0	
Machinist	3	4	1	Create position
Machinist Lead	1	1	0	
Refrigeration Mech	1	2	1	Create position
Steamfitter Supv	1	1	0	
Steamfitter Welder	2	2	0	
Maintenance Services Coord	1	1	0	
Park Maint Wrkr Mudmix	1	1	0	
Manager Operations Facilities	1	1	0	
Facilities Maintenance Mgr	1	1	0	
Mechanical Service Manager	2	2	0	
Director Facilities Planning	1	1	0	
Supervisor Office Management	0	1	1	Create position
Total	85	87	2	

Facilities Operations & Maintenance Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL	0	0	0	

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Strategic Program Area 18: Water Distribution System

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2015 Actual	2016 Budget	2017 Budget
Activity *			
Cubic Feet of Water Service	39,924,926	39,000,000	41,300,000
Cubic Feet Sewer Service	28,582,790	26,896,552	28,780,488
Cubic Feet of Stormwater Service	39,924,926	39,000,000	41,300,000

*Consumption

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$4,662,432	\$3,728,267	\$4,761,361	\$4,817,618	\$56,257
Revenues	\$4,662,432	\$3,213,105	\$4,761,361	\$4,817,618	\$56,257
Tax Levy	\$0	\$515,162	\$0	\$0	\$0
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Operation Cost per 1,000/CF of Water Service	\$56.70	\$43.17	\$71.19	\$46.98
Operation Cost per 1,000/CF of Sewer Service	\$27.87	\$17.56	\$15.36	\$19.35
Operation Cost per 1,000/CF of Stormwater Service	\$2.62	\$.79	\$4.66	\$5.35

Strategic Implementation:

The Water Distribution System provides water, sewer, storm and fire services to County and non-County entities located on the County Grounds. The expenses of the Water Distribution System are fully funded by revenue from users, which are assessed based on each entity's share of total consumption. Consumption is metered for water usage, and sewer, storm and fire prevention costs are functions of that water consumption.

The 2017 Budget includes an expenditure increase of \$56,257 or 1% increase over 2016 budget. This is primarily due to increases in Commodities-Services of \$365,668¹ reductions in Capital Outlay of \$335,800 and increase in Depreciation of \$29,448. All Expenditures are offset by fees paid by users of the water system. Major capital outlay items include projects required to comply with Wisconsin Administrative Code NR811.

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The Fire protection charge^{2,3} will continue to be budgeted in the Water Distribution System and charged out to all County Grounds users of the water system. Payment from some non-County users of the water system has been challenging. The County will continue to pursue payment for these charges.

¹ Services include water, sewer, and storm water charges. These specific utility services are supplied and charged to Milwaukee County’s Water Utility system as follows: The City of Wauwatosa charges for sewer and storm water services; the City of Milwaukee provides water services.

² As part of the 2012 Adopted Budget, fire protection charges were transferred from the DAS-Facilities Management Division to the Water Utility in order to more accurately allocate this charge to all user-tenants located on the County Grounds. Fire protection charges for 2017 are estimated at \$1.34 million. \$1.27 million of this cost is charged to non-county water system users with the balance, an estimated \$70,000 or 5 % charged to County users.

³ Prior to the transfer of the fire protection charge to the water utility in 2012, DAS-Facilities, DAS-Fiscal Affairs and Corporation Counsel staff reviewed the existing fire protection agreement(s) as well as any applicable state statutes, county ordinance, and /or existing agreements between the non-county water system users and the County.

Water Distribution System Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL	0	0	0	

Water Distribution System Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL	0	0	0	

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Strategic Program Area 19: Risk Management

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2015 Actual	2016 Budget	2017 Budget
Manage administration of all lines of property & casualty claims for Milwaukee County.	373	550	500

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$11,372,412	\$10,277,338	\$11,075,527	\$11,664,196	\$588,669
Revenues	\$11,372,412	\$10,292,775	\$11,139,226	\$11,827,766	\$688,540
Tax Levy	\$0	(\$15,437)	(\$63,699)	(\$163,570)	(\$99,871)
FTE Positions	5	5	5.4	7	1.6

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Reduce new workers' compensation claim frequency measures by 15 percent annually from the five-year historical averages (612 yearly average from 2009-2014)	630	266	300	250

Strategic Implementation:

Milwaukee County experienced a significant reduction in frequency and severity measures of new workers' compensation claims in 2015 and 2016 when compared to the previous five year historical averages. The reductions are attributed to the implementation of initiatives such as the Vehicle Accident Review Committee, job safety and OSHA training, as well as a focus on return-to-work programs for injured workers. Funding for on-going payments related to workers' compensation claims remains static in 2017 even with a reduction in new claim frequency measures given the continued payments on legacy files and the rising costs of medical care.

Risk Management continues to move towards a centralized safety management and loss control model to leverage internal and external resources, provide consistency in programs, and implement data driven risk mitigation efforts. Two safety positions were previously transferred from the Airport and the MCDOT Director's Office to Risk Management, and in 2017 the Zoo Safety & Training Specialist position will also transition to Risk Management.

The County's long term property insurer, the Local Government Property Insurance Fund, experienced significant financial strain in recent years and was unable to offer competitive renewal options in 2016 to insure the County's expansive book of property assets. Therefore, insurance coverage was moved to the commercial market through the assistance of the County's property and casualty insurance broker. Insurance policy premiums for 2017 on all lines are expected to remain flat with the potential of up to a 10% increase on certain exposures as subject to the current market.

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DAS Risk Management Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Manager Prog Claims	0.4	1	0.6	Positon Funded for only one-third of 2016
Safety and Train Spec Zoo	0	1	1	Transferred In
Claims Technician	1	1	0	
Manager Prog Safety DOT	1	1	0	
Director Risk Management	1	1	0	
Manager Safety	1	1	0	
Manager Prog Safety GMIA	1	1	0	
TOTAL	5.4	7	1.6	

DAS Risk Management Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL	0	0	0	

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Strategic Program Area 20: Economic Development

Service Provision: Discretionary

Strategic Outcome: Economic Opportunity

What We Do: Activity			
Item	2015 Actual	2016 Budget	2017 Budget
Jobs Created	98	237	300

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$1,281,893	\$1,212,524	\$3,088,359	\$2,515,165	(\$573,194)
Revenues	\$1,206,274	\$3,606,685	\$1,613,400	\$1,615,796	\$2,396
Tax Levy	\$75,619	(\$2,394,161)	\$1,474,959	\$899,369	(\$575,590)
FTE Positions	6	5	5	5	0

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Generate At Least \$1,000,000 In New Tax Base	\$19,000,000	N/A	\$30,000,000	\$30,000,000

Strategic Implementation:

The Economic Development program area provides management and oversight of the DAS- Economic Development division; development and administration of business and job creation programs focused within Milwaukee County; and continuing the County’s connection with regional economic development planning efforts.

In 2017, the Economic Development Real Estate Services will continue to manage the disposition of a portfolio of tax-deeded foreclosed properties of an unknown quantity with variable associated expenses including appraisal fees, marketing, and maintenance.

Included in this division’s budget are the following memberships and funding for economic development agencies that support its work and mission: East Wisconsin RR Co. (\$25,000), Visit Milwaukee (\$25,000), Milwaukee Workforce Alliance (\$10,000), Milwaukee 7 (\$10,000), ACTS Housing (\$5,000), IEDC (\$2,000), WEDA (\$2,000), BizStarts (\$2,000), CEOs for Cities (\$1,500), Public Policy Forum (\$1155), and UEDA (\$350). These memberships are critical to the function of the Economic Development Division and the constituencies it serves.

The Economic Development Division will continue to develop the African American Community Economic Stimulus Package to inject additional resources to underserved neighborhoods, community organizations, and cultural institutions that serve low-income, minority, and at risk communities in collaboration with the Office on African American Affairs. The Division will continue to manage in collaboration with partnering entities programs such as the Economic Development Fund and the UpLift MKE workforce development program.

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DAS Economic Development Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Associate Mgr Proj Econ Dev	3	3	0	
Director Economic Develop	1	1	0	
Manager Proj Econ Develop	1	1	0	
TOTAL	5	5	0	

DAS Economic Development Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL	0	0	0	

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Strategic Program Area 21: Land Information Office

Service Provision: Mandated

Strategic Outcome: Economic Opportunity

What We Do: Activity			
Item	2015 Actual	2016 Budget	2017 Budget
MCLIO Web Site Visits	47,178,012	59,017,134	70,856,256

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$842,000	\$1,031,870	\$842,000	\$892,000	\$50,000
Revenues	\$842,000	\$840,661	\$842,000	\$892,000	\$50,000
Tax Levy	\$0	\$191,209	\$0	\$0	\$0
FTE Positions	3	3	3	3	0

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Performance measures have not been created for this program area.				

Strategic Implementation:

The Land Information Office manages the County’s Geographic Information System (GIS) web application and records related to land for multiple internal and external stakeholders. Pursuant to Section 59.72 of the Wisconsin Statutes and County Board Resolution File 90-707(a), the Land Information Office may “design, develop and implement a land information system integrating property and ownership records with U.S. Public Land Survey information; prepare boundary-referenced parcel property maps suitable for producing accurate land title or survey boundary line information; and prepare maps suitable for local planning.”

The Land Information will continue to collaborate with internal and external stakeholders in the modernization of the County’s GIS web presence and in the dissemination of data related to real property. The Land Information Office will support GIS-based County initiatives in 2017 primarily focused around the CityWorks implementation.

DAS Land Information Office Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Manager GIS	1	1	0	
Sr Analyst GIS	1	1	0	
Analyst GIS	1	1	0	
TOTAL	3	3	0	

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DAS Land Information Office Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL	0	0	0	

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Strategic Program Area 22: Office for Persons with Disabilities

Service Provision: Mandated / Discretionary



Strategic Outcome: ADA Compliance / Quality of Life

What We Do: Activity			
Item	2015 Actual	2016 Budget	2017 Budget
Wil-O-Way Rentals	150	150	150
Sign Language Interpreter Work Orders	91	100	100

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$1,031,277	\$931,566	\$936,789	\$833,444	(\$103,345)
Revenues	\$170,500	\$222,048	\$187,650	\$187,500	(\$150)
Tax Levy	\$860,777	\$709,518	\$749,139	\$645,944	(\$103,195)
FTE Positions	4	4	2	2	0

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Self-Sufficiency Ratio for Wil-O-Way Facilities	35%	43.1%	35%	35%

Strategic Implementation:

Service levels remain unchanged in 2017 from 2016. Wil-O-Way rental rates and day camp fees remain the same. A new recreation contract will be implemented in 2017 that will increase participation by persons with disabilities without increasing costs to the office / county.

Office for Persons with Disabilities Budgeted Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
Disabilities Recreation Mgr	1	1	0	
Director Disability Services	1	1	0	
TOTAL	3	3	0	

Office for Persons with Disabilities Budgeted Unfunded Positions				
Position Title	2016 Adopted FTE	2017 FTE	2017-2016 Variance	Explanation
None				
TOTAL	0	0	0	

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DAS-OPD Expendable Trust Fund (Org. 0601)

Since 1983, the Milwaukee County Commission for Persons with Disabilities has maintained an expendable trust fund to benefit Milwaukee County residents with disabilities. Consistent with applicable Milwaukee County policy and procedure, the Commission initiates fiscal actions that require concurrence with the County Board of Supervisors and the County Executive. Through its actions, the Commission also fosters activities that support contributions to the corpus of the trust. Expenditures include support for disability-related community events. Revenues are derived from grants, donations, and/or vending machine profits.

Expenditure	Revenue	Tax Levy
\$10,000	\$10,000	\$0