

DAS - DEPARTMENT OF ADMINISTRATION (1151) 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**	\$20,479,710	\$18,971,837	\$22,574,591	\$24,941,533	\$2,366,942
Operation Costs	\$38,516,208	\$40,642,126	\$39,952,116	\$43,081,544	\$3,129,428
Debt & Depreciation	\$1,260,552	\$1,248,552	\$1,158,649	\$2,386,912	\$1,228,263
Capital Outlay	\$2,610,610	\$2,362,861	\$3,602,373	\$2,875,257	(\$727,116)
Interdept. Charges	\$8,030,255	\$8,082,398	\$7,462,935	\$8,164,617	\$701,682
Total Expenditures**	\$70,897,020	\$71,307,773	\$74,750,664	\$81,449,862	\$6,699,198
<i>Legacy Healthcare-Pension</i>	<i>\$6,217,688</i>	<i>\$6,441,278</i>	<i>\$7,068,894</i>	<i>\$7,184,148</i>	<i>\$115,254</i>
Revenues					
Direct Revenue	\$12,946,683	\$15,963,140	\$13,027,759	\$13,493,894	\$466,135
Intergov Revenue	\$559,580	\$641,006	\$559,580	\$532,278	(\$27,302)
Indirect Revenue***	\$50,440,823	\$49,168,247	\$55,640,027	\$59,787,617	\$4,147,590
Total Revenues	\$63,947,086	\$65,772,393	\$69,227,366	\$73,813,789	\$4,586,423
Tax Levy**	\$6,949,934	\$5,535,380	\$5,523,298	\$7,636,073	\$2,112,775
Personnel					
Full-Time Pos. (FTE)*	216.1	216.1	226.9	253.6	26.7
Seas/Hourly/Pool Pos.	3.5	3.5	3.5	4	0.5
Overtime \$	\$98,504	\$376,421	\$262,308	\$320,376	\$58,068

*The 2017 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2015 Budget, 2015 Actual, and 2016 Budget FTEs are restated to reflect this change. Program Area tables include these changes as well.

**The 2017 Budget figures exclude Legacy Health and Pension benefits due to centralization of these costs in low-org 1951. The 2015 Budget, 2015 Actual, and 2016 Budget figures are restated to include this change (non-restated figures are included in Appendix A). Program area tables also reflect this change. Low Org 1199, in Program Area 21 (Land Information Office) still contains legacy costs due to revenue offsets.

*** The 2015 Budget, 2015 Actual, and 2016 Budget indirect revenue figures are restated in Program area 7, 8, 9, 10, 11, 14, 15, 16, 17, and 19 due to the legacy expenditure restatement.

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.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

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.
- 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.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 1: DAS Management

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

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

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				

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$401,359	\$438,251	\$558,453	\$449,083	(\$109,370)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$401,359	\$438,251	\$558,453	\$449,083	(\$109,370)
FTE Positions	3	3	3	3	0

Strategic Implementation:

This program area provides overall management and guidance for the nine divisions of the Department of Administrative Services (DAS).

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 2: DAS Central Business Office

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Activity	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	\$806,439	\$788,338	\$1,119,878	\$1,374,783	\$254,905
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$806,439	\$788,338	\$1,119,878	\$1,374,783	\$254,905
FTE Positions	9	9	13	12	(1)

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 Central Business Office will support the Continuous Improvement Steering Committee, which oversees the County’s Continuous Improvement program, which is based on lean principles. The increase in expenditures relates to the creation of a Continuous Improvement Specialist and an increase in overall crosscharges. The 2016 Adopted Budget included the creation of the Development Specialist position. For 2017, this position is being transferred to the Office of African American Affairs and will support this newly created office. The position of Contracts Coordinator is abolished in 2017.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 3: DAS Procurement

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Activity	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	\$734,557	\$803,101	\$1,292,637	\$1,283,390	(\$9,247)
Revenues	\$0	\$81	\$0	\$0	\$0
Tax Levy	\$734,557	\$803,020	\$1,292,637	\$1,283,390	(\$9,247)
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%.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 4: Community Business Development Partners

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Activity	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	\$823,445	\$757,436	\$860,243	\$854,336	(\$5,907)
Revenues	\$0	\$883	\$0	\$0	\$0
Tax Levy	\$823,445	\$756,554	\$860,243	\$854,336	(\$5,907)
FTE Positions	7	7	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, CDBP has modified its service model to reflect the current demands. By replacing a forty year old model, the CDBP Office has reorganized into three business units: Construction Compliance, Procurement Compliance, and Strategy & 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 Strategy and Analysis business unit compiles all data related to small businesses, evaluates the data, and reports on the resulting economic impact in Southeastern Wisconsin. 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 2016 Board approval of ordinance changes associated with Chapters 32, 56, and 42, CDBP 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.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 5: Performance, Strategy & Budget

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Activity	2015 Actual	2016 Budget	2017 Budget
# of Budgets Produced	2	2	2
Organizational Budgets	82	82	82
Total Expenditure Budget	\$1,526,233,474	\$1,374,343,192	TBD

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$1,009,851	\$941,689	\$1,069,093	\$1,127,956	\$58,863
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,009,851	\$941,689	\$1,069,093	\$1,127,956	\$58,863
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	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 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. The increase in expenditure relates to funding for software, training and development.

One Budget and Management Analyst position is transferred in from the Reimbursement Unit as this low org is consolidated with general PSB low org. The Reimbursement Unit was created when the County initiated the Tax Refund Intercept Program (TRIP). Positions dedicated to the TRIP program were eliminated between 2011 and 2015.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 6: Reimbursement

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

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

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures	\$100,912	\$44,048	\$89,568	\$0	(\$89,568)
Revenues	\$0	(\$784)	\$0	\$0	\$0
Tax Levy	\$100,912	\$44,832	\$89,568	\$0	(\$89,568)
FTE Positions	1	1	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:

The position and funding for this program area is transferred to the Office of Performance, Strategy & Budget.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

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			
Activity	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	\$2,220,021	\$1,808,868	\$2,160,341	\$2,523,587	\$363,246
Revenues	\$2,207,360	\$1,868,879	\$2,279,989	\$2,523,587	\$243,598
Tax Levy	\$12,661	(\$60,011)	(\$119,648)	\$0	\$119,648
FTE Positions	13.5	13.5	13	14.7	1.7

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 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 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.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 8: Application Development

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Activity	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	\$1,732,138	\$2,286,425	\$987,495	\$1,602,421	\$614,926
Revenues	\$1,720,975	\$2,313,660	\$987,495	\$1,602,421	\$614,926
Tax Levy	\$11,163	(\$27,235)	\$0	\$0	\$0
FTE Positions	12	12	12.5	16.2	3.7

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.

IMSD assumed responsibility to support, maintain and secure an additional 270 applications due to the Central Spend Initiative of 2015. 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 a Network Applications Spec 4.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 9: Technical Services

Service Provision: Administration

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Activity	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	\$3,706,279	\$3,945,346	\$5,122,438	\$7,678,745	\$2,556,307
Revenues	\$3,663,438	\$4,036,117	\$5,032,428	\$7,678,745	\$2,646,317
Tax Levy	\$42,841	(\$90,771)	\$90,010	\$0	(\$90,010)
FTE Positions	12.5	12.5	12.5	12.3	(0.2)

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.

The 2017 Budget 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

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

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 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.

To plan for future personal computer replacement needs, the 2016 Budget established a reserve to finance these costs based upon a five-yea replacement schedule. The 2017 Budget includes the second contribution of \$190,000.

The increase in expenditures includes \$1,410,000 for offsite hosting of the data center and an increase of over \$1.2m in depreciation expenses.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 10: Personal Computer Support

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Activity	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	\$1,370,743	\$1,051,005	\$1,393,553	\$1,303,171	(\$90,382)
Revenues	\$1,357,408	\$1,023,035	\$1,374,592	\$1,303,171	(\$71,421)
Tax Levy	\$13,335	\$27,970	\$18,961	\$0	(\$18,961)
FTE Positions	6	6	5.8	8.9	3.1

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 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 with the ongoing effort in the development and implementation of industry standard, information technology best practices.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 11: Mainframe

Service Provision: Administration

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Activity	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	\$3,178,353	\$2,691,545	\$2,979,138	\$2,139,427	(\$839,711)
Revenues	\$3,178,353	\$2,762,556	\$2,979,138	\$2,139,427	(\$839,711)
Tax Levy	\$0	(\$71,011)	\$0	\$0	\$0
FTE Positions	1	1	1	0	(1)

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 2017 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 throughout IMSD. One FTE was transferred to Program Area eight.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 12: Copier & Printer Management

Service Provision: Administration

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Activity	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	\$805,594	\$767,630	\$679,990	(\$87,640)
Revenues	\$531,002	\$806,735	\$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
Performance Measures have not yet been created for this program area				

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 reflects a cost reduction of \$87,640.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 13: Software Management

Service Provision: Administration

Strategic Outcome: High Quality, Responsive Services

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

*The 2016 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	\$5,839,109	\$6,923,015	\$7,516,321	\$593,306
Revenues	\$5,096,457	\$4,327,642	\$6,923,015	\$7,516,321	\$593,306
Tax Levy	\$1,756,430	\$1,511,467	\$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.

The 2017 Budget includes small projects approved by the Information Technology Steering Committee (ITSC) proposed by departments.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 14: Facility Management Director's Office

Service Provision: Administrative

Strategic Outcome: High quality, Responsive Services

What We Do: Activity			
Activity	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	\$93,826	\$0	\$0	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$93,826	\$0	\$0	\$0
FTE Positions	2	2	1	2	1

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, however, this is due to pending disposition of multiple assets including D-18, D-19, and Community Corrections Center.

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.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

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 (\$326,076) net to \$0 as all costs in the program are cross charged within the Department of Administrative Services – Facilities Management division and Water Utility.

Position Actions:

- One Assistant Administrative position is transferred from Strategic Program Area 17 - Facilities Operations & Maintenance to Strategic Program Area 14 – Facility Management Director's Office.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 15: Architecture & Engineering

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Activity	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	\$3,380,235	\$3,557,462	\$3,787,470	\$4,531,053	\$743,583
Revenues	\$4,260,697	\$4,188,162	\$4,182,632	\$4,612,262	\$429,630
Tax Levy	(\$880,462)	(\$630,700)	(\$395,162)	(\$81,209)	\$313,953
FTE Positions	31.6	31.6	36.6	37.6	1

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.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

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).

Overall expenditures increase \$743,583 due to higher Personal Services costs of \$264,012, Interdepartmental Charges of \$475,245, and Services/Commodities of \$4,326. Revenue for this program area is primarily derived from charges to capital projects and technical services provided to other County departments. Revenue increases by \$429,630 for this program area. The increase in expenditures for Interdepartmental Charges and increase in Revenue is primarily a result of recognizing the facilities condition assessment services provided by this program area as an indirect revenue rather than a service abatement.

Position Actions

- One vacant .5 FTE Engineer position is abolished.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 16: Environmental Services

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Activity	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	\$1,093,506	\$943,397	\$1,095,872	\$1,095,056	(\$816)
Revenues	\$349,597	\$443,088	\$384,536	\$402,418	\$17,882
Tax Levy	\$743,909	\$500,309	\$711,336	\$692,638	(\$18,698)
FTE Positions	6	6	5.5	6	0.5

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.

Overall expenditures remain relatively stable with a decrease of just under \$1,000 from 2016. Revenue increases by approximately \$18,000 for this program area and is primarily derived from charges to capital projects and environmental services provided to other County departments and non-County agencies.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 17: Facilities Operations & Maintenance

Service Provision: Administrative

Strategic Outcome: High Quality, Response Services

What We Do: Activity			
Activity	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	\$24,125,935	\$24,526,935	\$24,272,220	\$24,628,535	\$356,315
Revenues	\$23,468,168	\$23,634,292	\$25,940,006	\$25,018,442	(\$921,564)
Tax Levy	\$657,767	\$892,643	(\$1,666,786)	(\$389,907)	\$1,276,879
FTE Positions	84	84	88.2	89	0.8

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 2.4 million 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 implemented. 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.

Overall expenditures increase just over 1%, or \$356,315, largely due Personnel Service costs of \$149,854, Operating Costs of \$229,214, and Interdepartmental Charges of \$21,525. This is partially offset by a decrease in Major Maintenance of \$44,278. Revenue for this program area is mainly derived from facility services provided to other County departments, primarily within the Courthouse Complex and County Grounds. Overall revenue decreases from \$25.9 million to \$25.0 million.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Consolidated Facilities Planning:

Planning for county-wide space needs and management of County assets continues as an on-going effort in 2017. With the addition of two space planner positions to support the County's planning process, the 2017 budget includes a reduction of approximately \$250,000 associated with Consolidated Facilities Planning consultant work.¹

Housekeeping Services:

Housekeeping costs are budgeted at the 2016 level of \$1.92 million and include the County's living wage ordinance.

Position Actions:

- One Carpenter position is abolished, and one Refrigerator Technician position is created.
- One Facilities Grounds Worker 1 position is abolished, and one Machinist position is created.
- One Executive Assistant CHP position is abolished and one Supervisor Office Management position is created.
- One Assistant Administrative position is transferred from Strategic Program Area 17 - Facilities Operations & Maintenance to Strategic Program Area 14 – Facility Management Director's Office.
- One Clerical Specialist – DPW position is created.
- One Director of Operations & Maintenance position is created.

¹ The 2016 Adopted Budget included funding for two (2) full-time space planner positions.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

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	\$3,728,272	\$4,761,361	\$4,821,510	\$60,149
Revenues	\$4,662,432	\$3,213,108	\$4,761,361	\$4,821,510	\$60,149
Tax Levy	\$0	\$515,164	\$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 \$60,149 or 1% increase over 2016 budget. This is primarily due to increases in Services and Commodities of \$391,240 and Depreciation of \$29,448.² This is partially offset by reductions in Capital Outlay of \$335,800 and Interdepartmental Charges \$24,739. 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.

² 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.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

The Fire protection charge will continue to be budgeted in the Water Distribution System and charged out to all County Grounds users of the water system.³ Payment from some non-County users of the water system has been challenging. The County will continue to pursue payment for these charges.⁴

3 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 \$1.36 million. Approximately \$1.31 million of this cost is charged to non-county water system users with the balance, an estimated \$52,000, charged to County users.

4 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.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 19: Risk Management

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Activity	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	\$11,232,425	\$13,321,921	\$10,908,795	\$11,681,602	\$772,807
Revenues	\$11,232,425	\$12,485,545	\$10,972,494	\$11,681,602	\$709,108
Tax Levy	\$0	\$836,376	(\$63,699)	\$0	\$63,699
FTE Positions	5	5	5.4	7.0	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.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 20: Economic Development

Service Provision: Discretionary

Strategic Outcome: Economic Opportunity

What We Do: Activity			
Activity	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	\$1,159,235	\$1,074,101	\$2,929,726	\$3,075,726	\$146,000
Revenues	\$1,206,274	\$3,606,686	\$1,613,400	\$1,394,400	(\$219,000)
Tax Levy	(\$47,039)	(\$2,532,585)	\$1,316,326	\$1,681,326	\$365,000
FTE Positions	6	6	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.

All of Milwaukee’s neighborhoods are an asset that contribute to the quality of life of County residents. Neighborhoods with higher than average poverty and unemployment rates require additional investment. The

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Economic Development Division includes a \$665,000 investment in Milwaukee’s neighborhoods with the highest poverty and unemployment rates. The Boys and Girls Club of Milwaukee will receive \$165,000 (\$55,000 per year for three years) for the addition of a Youth Career Development Project Manager that will serve teenagers at the Mary Ryan Boys & Girls Club in Sherman Park and similar neighborhoods. In 2015, over 300 teenagers were placed into employment by the Boys and Girls Club. An additional investment of \$500,000 will be made to Employ Milwaukee to expand the efforts of the County’s Ready to Work Initiative, specifically around Uplift Milwaukee. In the first half of 2016, Uplift Milwaukee was able to place over 100 individuals from Milwaukee’s highest unemployed zip codes. In 2017, Uplift Milwaukee will be expanding its mobile access points to include the Mary Ryan Boys & Girls Club in Sherman Park and similar neighborhoods.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 21: Land Information Office

Service Provision: Mandated

Strategic Outcome: Economic Opportunity

What We Do: Activity			
Activity	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	\$1,031,872	\$842,000	\$892,000	\$50,000
Revenues	\$842,000	\$840,661	\$842,000	\$892,000	\$50,000
Tax Levy	\$0	\$191,211	\$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 - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 22: Office for Persons with Disabilities

Service Provision: Mandated / Discretionary



Strategic Outcome: ADA Compliance / Quality of Life

What We Do: Activity			
Activity	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	\$933,266	\$829,232	\$829,738	\$831,178	\$1,440
Revenues	\$170,500	\$222,049	\$187,650	\$187,500	(\$150)
Tax Levy	\$762,766	\$607,183	\$642,088	\$643,678	\$1,590
FTE Positions	3	3	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.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

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

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Strategic Program Area 23: Family Care

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Activity	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	\$0	\$0	\$0	\$1,359,993	\$1,359,993
Revenues	\$0	\$0	\$0	\$1,359,993	\$1,359,993
Tax Levy	\$0	\$0	\$0	\$0	\$0
FTE Positions	0	0	0	16	16

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:

In 2016, the former Department of Family Care separated from Milwaukee County and continue providing services as a private non-profit named My Choice Family Care (MCFC). The County and MCFC agreed to a temporary staffing agreement that allows former Department of Family Care employees to temporarily remain as County employees during the transition to MCFC. Per the terms of the agreement, MCFC will reimburse the County for all costs related to those employees. All positions in this program area will be abolished upon vacancy and no additional positions will be created.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Department of Administrative Services Budgeted Positions				
Position Title	2016 Budget	2017 Budget	Variance	Explanation
Accountant	1	1	0	
Accountant 2	0	1	1	Transfer in from Family Care
Admin Spec - DHS-NR	1	1	0	
Admin Spec-Procurement	1	1	0	
Administrative Assistant	0	1	1	Create
Administrator Cert Compl	1	0	(1)	Reclass to Mgr Procure Compl CBDP
Analyst Account-	1	1	0	
Analyst Analysis & Strategy	0	1	1	Reclass from Analyst Business Develop
Analyst App Systems IT	0	1	1	Reclass from Sr Analyst GIS
Analyst Budget and Mgmt	4	4	0	
Analyst Business Dev IT	0	5	5	Reclass four from Business Analyst 4, one from Network Appl Spec 4
Analyst Business Develop	2	0	(2)	Reclass to Analyst Analysis & Strategy & Analyst Procure Compliance
Analyst Business Systems	1	1	0	
Analyst Constr Compl	0	1	1	Reclass from Coordinator Contracts
Analyst Cost	1	1	0	
Analyst GIS	1	1	0	
Analyst Procure Compliance	0	1	1	Reclass from Analyst Business Develop
Analyst Technical Document IT	1	1	0	
Architect	1	1	0	
Assistant Administrative	1	1	0	
Associate Accountant	1	1	0	
Associate Mgr Proj Econ Dev	3	3	0	
Asst Admin	1	1	0	
Bldg Systems Specialist	1	1	0	
Business Analyst 4	4	0	(4)	Reclass to Analyst Business Dev IT
Buyer 2	2	2	0	
Carpenter	6	5	(1)	Abolish
Carpenter Supv	2	2	0	
Chief Information Officer	1	1	0	
Chief Technical Officer	1	1	0	
Claims Technician	1	1	0	
Clerical Spec DPW	0	1	1	Create
Clerical Spec IMSD	1	1	0	
Clerk Records Mgmt	1	1	0	
Client And Provider Liaison	0	1	1	Transfer in from Family Care
Climate Control Lead	1	1	0	
Continuous Improvement Spe	0	1	1	Create
Contract Serv Coord (CMO)	0	2	2	Transfer in from Family Care

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Department of Administrative Services Budgeted Positions				
Position Title	2016 Budget	2017 Budget	Variance	Explanation
Contracts Analyst Certs	1	0	(1)	Reclass to Mgr Constr Compl CBDP
Coord Construction	4	4	0	
Coordinator Admin	1	1	0	
Coordinator Administrative	1	1	0	
Coordinator Budget Capital	1	1	0	
Coordinator Care Management-	0	2	2	Transfer in from Family Care
Coordinator Comm and Outreach	0	1	1	Transfer in from Family Care
Coordinator Contracts	1	0	(1)	Abolish
Coordinator Contracts	1	0	(1)	Reclass to Analyst Constr Compl
Coordinator Graphic Services	1	1	0	
Coordinator Medicare	0	1	1	Transfer in from Family Care
Coordinator Quality Assurance-	0	1	1	Transfer in from Family Care
Database Administrator	0	1	1	Create
Designer Architectural	1	1	0	
Development Specialist	1	0	(1)	Transferred out to OAAA
Director Applications IT	1	1	0	
Director Arch Eng	1	1	0	
Director Budget & Mgmt	1	1	0	
Director Business Develop	1	1	0	
Director Disability Services	1	1	0	
Director Economic Develop	1	1	0	
Director Facilities Management	1	1	0	
Director Facilities Planning	1	1	0	
Director Governance/Strategy IT	1	1	0	
Director of Operations	1	1	0	
Director of Operations & Maintenance	0	1	1	Create
Director Project Manager Office	1	1	0	
Director Risk Management	1	1	0	
Director Sustainability	1	1	0	
Disabilities Recreation Mgr	1	1	0	
Distribution Assistant	2	2	0	
Electrical Mech	6	6	0	
Electrical Mech Dot	1	1	0	
Electrical Mech Supv	2	2	0	
Eng Admin	1	1	0	
Eng Tech Surveyor	2	2	0	
Engineer	6.5	6	(.5)	Abolish
Estimator Cost	1	0	(1)	Reclass to Sr Architect
Exec Director Admin Svcs	1	1	0	

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Department of Administrative Services Budgeted Positions				
Position Title	2016 Budget	2017 Budget	Variance	Explanation
Executive Assistant CHP	1	0	(1)	Abolish
Facilities Grounds Supv	2	2	0	
Facilities Grounds Worker 2 ⁵	23	22	(1)	Abolish
Facilities Maintenance Mgr	1	1	0	
Facilities Wkr DHHS	3	3	0	
Family Care Ops Manager	0	1	1	Transfer in from Family Care
Health Care Plan Spec 2	0	1	1	Transfer in from Family Care
Human Ser Wkr Fam Care	0	1	1	Transfer in from Family Care
Inspec Mechanical Systems	1	1	0	
Inspector Electrical	1	1	0	
IT Client Support Spec 2	2	2	0	
IT End User Support Analyst Lead	0	1	1	Create
IT Manager - Applications	1	0	(1)	Reclass to Manager Solution Design Del
IT Manager - Service Desk	1	1	0	
IT Operations Mgr	1	0	(1)	Abolish
Lead Facilities Grounds Worker	1	1	0	
Machinist	3	4	1	Create
Machinist Lead	1	1	0	
Maintenance Services Coord	1	1	0	
Manager Applications IT	1	1	0	
Manager Business Solutions	1	1	0	
Manager Contracts	3	4	1	Create
Manager Data Center IT	0	1	1	Reclass from Technical Architect
Manager Env Compliance	1	1	0	
Manager Financial CBO	1	1	0	
Manager GIS	1	1	0	
Manager Network IT	0	1	1	Reclass from Technical Architect
Manager Operations Facilities	1	1	0	
Manager Prog Claims	0.4	1	0.6	Fund
Manager Prog Safety DOT	1	1	0	
Manager Prog Safety GMIA	1	1	0	
Manager Program Assessment	1	1	0	
Manager Proj Econ Develop	1	1	0	
Manager Safety	1	1	0	
Manager Security Continuity IT	1	1	0	

⁵ Includes 16.0 FTE underfilled as Facilities Grounds Worker 2 in 2016 and 15.0 FTE underfilled as Facilities Grounds Worker 1 in 2017.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Department of Administrative Services Budgeted Positions				
Position Title	2016 Budget	2017 Budget	Variance	Explanation
Manager Solution Design Del	0	1	1	Reclass from IT Manager Appls,
Managing Eng Field Oper	1	1	0	
Managing Eng Mechanical	1	1	0	
Mechanical Mtce Supt	1	1	0	
Mechanical Service Manager	2	2	0	
Mgr Analysis Strategy CBDP	1	1	0	
Mgr Constr Compl CBDP	0	1	1	Reclass from Contracts Analyst Certs
Mgr Procure Compl CBDP	0	1	1	Reclass from Administrator Cert Compl
Network Appls Spec 3	1	1	0	
Network Appls Spec 4	12	12	0	
Network Tech Spec 3	2	2	0	
Network Tech Spec 4	5	5	0	
Network Tech Spec II - Zoo	1	1	0	
Office Supp Asst 1	1	1	0	
Office Supp Asst 2	2	2	0	
Painter Bldgs	2	2	0	
Painter Supv	1	1	0	
Park Maint Wrkr Mudmix	1	1	0	
Planner Space	2	2	0	
Plumber	4	4	0	
Plumber Supv	2	2	0	
Principal Architect	1	1	0	
Principal Eng	1	1	0	
Principal Eng Airprt	1	1	0	
Principal Eng Env	1	1	0	
Principal Facilities CA	1	1	0	
Procurement Director	1	1	0	
Project Manager IT	1	2	1	Reclass from IT Ops Mgr
Receptionist	1	1	0	
Refrigeration Mech	1	2	1	Create
RN 2 - Family Care	0	1	1	Transfer in from Family Care
Safety and Train Spec Zoo	0	1	1	Transfer In from Zoo
Secretarial Asst-	0	1	1	Transfer in from Family Care
Security Analyst	0	1	1	Create
Sheet Metal Worker	2	2	0	
Specialist Facilities Mgmt	1	1	0	
Sr Analyst Budget & Mgmt	3	3	0	
Sr Analyst Financial-	0	1	1	Transfer in from Family Care
Sr Analyst GIS	1	0	(1)	Reclass to Analyst App Systems IT
Sr Analyst GIS	1	1	0	
Sr Architect	1	2	1	Reclass from Estimator Cost
Sr Assistant Executive	1	1	0	
Sr Eng Civil	2	2	0	

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

UNIT NO. 1151
FUND: General – 0001

Department of Administrative Services Budgeted Positions				
Position Title	2016 Budget	2017 Budget	Variance	Explanation
Sr Eng Construction	1	1	0	
Sr Eng Electrical	2	2	0	
Sr Engineer Env	1	1	0	
Sr Mgr Operations & Budget	1	1	0	
Steamfitter Supv	1	1	0	
Steamfitter Welder	2	2	0	
Stores And Distrib Asst 1	1	1	0	
Supervisor Accounting	1	1	0	
Supervisor Office Management	0	1	1	Create
Tech Engineering	1	1	0	
Technical Architect	2	0	(2)	Retitled to Manager Data Center IT and Manager Network IT
Technician Architectural	1	1	0	
Unit Supervisor - LTS-	0	1	1	Transfer in from Family Care
Writer Specification	1	1	0	
Intern IT	3.5	4	0.5	
Full Time Total	228.9	253	24.6	
Part Time Total	3.5	4	0.5	
Grand Total	232.4	257	24.6	

Department of Administrative Services Unfunded Positions				
Position Title	2016 Budget	2017 Budget	Variance	Explanation
Accountant 3	0	1	1	CB action File No. 16-182
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
Office Supp Asst 1	0	1	1	CB action File No. 16-182
Grand Total	0	5	5	