

Budget Summary

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures					
Personnel Costs**	\$28,086,968	\$21,109,484	\$17,302,068	\$19,158,186	\$1,856,118
Operation Costs	\$40,417,648	\$44,378,700	\$42,217,665	\$42,529,878	\$312,213
Debt & Depreciation	\$1,067,528	\$943,014	\$2,501,297	\$1,811,799	(\$689,498)
Capital Outlay	\$2,887,874	\$3,543,794	\$2,833,101	\$1,982,417	(\$850,684)
Interdept. Charges	\$8,448,076	\$8,039,668	\$1,738,354	\$877,330	(\$861,024)
Total Expenditures**	\$80,908,094	\$78,014,659	\$66,592,484	\$66,359,609	(\$232,875)
Revenues					
Direct Revenue	\$13,011,262	\$11,941,581	\$12,402,259	\$11,354,176	(\$1,048,083)
Intergov Revenue	\$456,920	\$878,240	\$452,278	\$611,100	\$158,822
Indirect Revenue	\$57,820,751	\$31,216,005	\$6,165,626	\$5,663,896	(\$501,730)
Total Revenues	\$71,288,934	\$44,035,826	\$19,020,163	\$17,629,172	(\$1,390,991)
Tax Levy	\$9,619,160	\$33,978,833	\$47,572,321	\$48,730,437	\$1,158,116
Effective Tax Levy*	\$46,752,265	\$52,736,049	\$51,800,223	\$53,275,838	\$1,475,615
Personnel					
Full-Time Pos. (FTE)**	226.9	245.4	225.2	235.2	10.0
Seas/Hourly/Pool Pos.	3.5	4.0	5.0	5.0	0.0
Overtime \$	\$405,216	\$370,762	\$299,832	\$294,192	(\$5,640)

* This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.

** The 2019 and 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 and 2016 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.

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 support 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 targeted and disadvantaged businesses (TBEs 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 ensures the health and safety of our employees, residents, and guests utilizing County services and facilities.
- Central Business Office (CBO) serves as the knowledge base and general support for accounting, budgeting, contract processing, human resources, emergency planning, 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), Land Information Office (LIO) formerly under Economic Development, 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.

In 2016, (DAS) received recognition for the Commitment level of the Wisconsin Forward Award, which is administered by the Wisconsin Center for Performance Excellence and is based upon the National Baldrige Quality Award. A set of core values are used to determine an organization's performance level, including leadership, strategy, customers, workforce, operations and results in order to successfully meet each criteria. DAS must identify an approach for each criteria as well as methods of deployment, learning and integration of the processes to continually improve the organization. DAS's next goal is to achieve the Proficiency level award. Using maturity models (IT and non-IT specific), DAS Divisions have developed specific goals that will assist the Department in achieving the Proficiency level and beyond. The maturity scale that most DAS Divisions are using defines the stages of maturity as follows: (1) Reacting, (2) Improvement, (3) Systematic, (4) Strategic and (5) Innovative. IMSD is using a similar scale developed by Gartner, Inc., a research and advisory firm for information technology. It is expected that each DAS Division and the Department as a whole will achieve defined maturity goals by employing the Baldrige criteria framework.

Major Changes:

- Investments in IMSD personnel and services total \$1.3 million. Those increases are offset by a decrease in depreciation costs and an increase in crosscharges to other departments.
- 8 new positions are included in the 2019 Budget
 - o 6.0 FTEs are funded in IMSD in 2019. These positions are authorized and unfunded in 2018.
 - o 1.0 FTE Energy Efficiency Program Manager is created in the Facilities Management Sustainability Division
 - o 1.0 FTE Digital Coordinator is created in the Central Business Office

Strategic Program Area 1: DAS Management**Service Provision: Mandated****Strategic Outcome: High Quality, Responsive Services**

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Climb Maturity Scale	N/A	N/A	2.5	2.5

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$579,554	\$437,953	\$1,694	\$633,470	\$631,776
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$579,554	\$437,953	\$1,694	\$633,470	\$631,776
FTE Positions	3.0	3.0	0.7	2.7	2.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Wisconsin Forward Award	Commitment	Commitment	Proficient	Proficient

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

Strategic Implementation: Each Division within the Department of Administrative Services is working towards the Departmental goal of climbing the maturity scale, consistent with the Baldrige quality criteria. Below is a summary of major changes that drive the Divisions closer to that goal.

- The Community Business Development Partners will integrate contract information from Marketplace Central into B2G Now and start exploring ways to report and monitor employment and residential hiring associated with Milwaukee County projects using LCP Tracker online software system.
- Economic Development will advance in the centralization of lease administration. The office will continue to strengthen its focus on countywide economic development initiatives.
- The Office for People with Disabilities is transferred to the Facilities Management Division.
- A Cybersecurity program is being developed in the Information Management Services Division to protect Milwaukee County from cyber threats through the development of an Information Security Management Program (IMSP).

- Risk Management will complete centralization of its countywide safety management and loss control program through the addition of a Risk Management position for the Milwaukee County Parks Department.
- Rentals fees at both Wil-O-Way Grant and Wil-O-Way Underwood will increase. Significant capital and major maintenance improvements have been made to the buildings that have attracted new customers as well as retained current customers including Adult Day Services of Southeast Wisconsin and Goodwill Industries.
- Expenditures increase mostly due to the inclusion of funding for potential equity and merit salary increases (\$200,000), and the removal of an expenditure abatement that was included in the 2018 Budget (\$265,000). A change in the departmental distribution of vacancy and turnover assumptions also increases the personnel expenditures number of FTEs represented in this strategic area.

Strategic Program Area 2: DAS Central Business Office**Service Provision: Administrative****Strategic Outcome: High Quality, Responsive Services**

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Climb Maturity Scale	2	2	3.5	3.5

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,157,158	\$1,309,607	\$720,684	\$794,794	\$74,110
Revenues	\$1,855	\$152,585	\$0	\$0	\$0
Tax Levy	\$1,155,303	\$1,157,022	\$720,684	\$794,794	\$74,110
FTE Positions	13.0	11.0	11.0	11.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
No. of Procedures (Intra & Inter Departmental) Developed and Trained On	N/A	1	3	5

Strategic Overview: The Central Business Office (CBO) provides centralized financial support for the Department of Administrative Services, Office of Emergency Management, Office on African American Affairs and countywide support for the development of administrative procedures and graphic support services. Financial support includes budgeting, accounting, accounts receivable and financial analysis. The CBO is also responsible for day-to-day administration of the Administrative Manual of Operating Procedures (AMOP) and the Department's legislative process. Graphic support services include staffing the Communications & Branding Workgroup, assisting in the development of countywide graphics and communications standards, and supporting the design and maintenance of content on the County's website.

Strategic Implementation: The Central Business Office will achieve its strategic goals by climbing the maturity scale from Level 2 - "Improvement" of the maturity scale to Level 3 - "Systematic" through the continued development of inter- and intra-departmental processes. When the CBO was first established, there were no documented standard processes. Tasks were performed at an ad hoc level. Over time, several processes, such as acquisition of contracted personnel have been developed that govern day-to-day operations and interactions with other DAS Divisions. Many of these processes are internal and have allowed the CBO to perform more tasks systematically.

Expenditures increase due to a staffing reorganization that occurred in early 2018 and the addition of a 1 FTE Digital Coordinator. The Digital Coordinator position was previously a contracted position and will support web site administration and the CBO's graphic support services.

Strategic Program Area 3: DAS Procurement**Service Provision: Administrative****Strategic Outcome: High Quality, Responsive Service**

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Price Agreements – With Budget Year Start Date	151	170	180	220
Requisitions Processed to Purchase Order Annually	16,621	23,726	17,775	25,000
Sealed Public Bids	60	67	70	70
Request For Proposals – Procurement Administered	31	35	40	40

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,284,065	\$1,102,914	\$607,331	\$587,074	(\$20,257)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,284,065	\$1,102,914	\$607,331	\$587,074	(\$20,257)
FTE Positions	8.0	8.0	8.0	7.9	(0.1)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Spend Under Management (Aberdeen Benchmark ¹)	42%	50%	55%	55%
Cycle Time (Requisition to Purchase Order) – Percentage One Day or Less	65.5%	64.71	75.0%	75.0%
Sealed Bid Responses (Average Responses/Bid)	3.3	2.9	4.0	4.0
MarketPlace Central ² Use – Unique Users/Month Peak	371 (June 2016)	400	450	500

Strategic Overview: Under Milwaukee County Ordinance Chapter 32.22, the Procurement Division is responsible for the development and implementation of certain procurement related administrative procedures. The Procurement Division provides leadership, support and services to all Milwaukee County agencies regarding public procurement and contracting. In addition, the Division is responsible for maintaining ethical standards to ensure fair and open procurements.

¹ A benchmark developed by the Aberdeen Group, a technology and services company that provides sales and marketing analytics to customers.

² Milwaukee County's eProcurement software tool.

Strategic Implementation: Procurement will continue implementation of broad-based technology initiatives that began in 2015 with the implementation of a procurement module included in the Enterprise Resource Planning (ERP) project. With migration away from Marketplace Central (MPC) beginning in 2019, all competitive acquisitions will remain on technology platforms that permit visibility and include a broader base of potential participants in Milwaukee County contracting. The ERP implementation also allows for a single unified 'notification of opportunities' registration site and immediate access to all related documents.

Additionally, Procurement will continue implementation of Chapter 42 Targeted Business Enterprise strategies, in partnership with Community Business Development Partners, to identify and increase participation in contracting opportunities for these businesses, inclusive of new authority for TBE set asides.

Procurement's goal is to achieve 'model government' status. As such, in 2019, Procurement will complete the process of formal credentialing of all staff in its' department by Universal Public Procurement Certification Council (UPPCC) program, with minimum of Certified Professional Public Buyer (CPPB) certification; and begin process for application National Institute of Governmental Purchasing (NIGP) OA4 Accreditation.

Procurement personnel expenditures are adjusted to realign with anticipated 2019 actuals.

Strategic Program Area 4: Community Business Development Partners**Service Provision: Mandated****Strategic Outcome: High Quality, Responsive Services**

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Certifications	1130	1145	1150	1160
Committed Contract Value to Targeted Businesses	\$912,305	\$4.5 million	\$4.51 million	\$4.55 Million

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,037,664	\$829,475	\$577,934	\$559,524	(\$18,410)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,037,664	\$829,475	\$577,934	\$559,524	(\$18,410)
FTE Positions	7.0	7.0	7.0	6.9	(0.1)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Total Number of DBE Firms Certified	1130	1145	1150	1160

Strategic Overview: The Community Business Development Partners (CBDP) Division is responsible for designing, implementing, monitoring and enforcing Milwaukee County Targeted Business Enterprise (TBE), Small and Disadvantaged Business Enterprise (DBE) programs in compliance with County Ordinances and Federal Regulations.

The CBDP Division is responsible for the certification of minority and women owned businesses under the Disadvantaged Business Enterprise (DBE) program. In addition, the CBDP Division is responsible for the monitoring of contracts to insure that DBE participation goals of 17 percent and 25 percent for professional services and construction, respectively, are in compliance.

The CBDP Division submits routine reports to the Milwaukee County Board of Supervisors, the Federal Aviation Administration (FAA), and the Federal Transportation Administration (FTA) on DBE and TBE participation associated with Federal and Milwaukee County spend.

The CBDP Division promotes utilization of small businesses through community outreach efforts and participates in small business development and technical assistance initiatives. One example is the administration of a revolving loan program that provides short-term financial assistance to qualifying DBE companies working on Milwaukee County contracts. The CBDP Division participates in small business seminars on effective business operations and contracting practices for the goal of increasing the overall economic viability of targeted, small and disadvantaged businesses throughout Milwaukee County and the region.

Strategic Implementation: To better serve Milwaukee County departments and the small business community, the CBDP Division has created an operational approach to meet demands of both Milwaukee County departments and Targeted businesses. The CBDP Division has three business units: Construction Compliance, Procurement Compliance, and Strategy & Analysis. The Construction and Procurement compliance business units have a dual function. They are 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 economic impact that Milwaukee County has on communities in Southeastern Wisconsin.

The implementation of Business 2 Government Now (B2G Now) online certification and contract payment system is key for monitoring payments to DBE and TBE companies. The tracking of payments to Targeted companies will give an accurate report of participation related to the goals established by the CBDP Division. For example, if committed participation goals for contracts awarded over a twelve month period is 30 percent; actual payment to Targeted companies at the end of the twelve month period should be 30 percent or greater. The goal for 2019 and beyond is to integrate contract information from the new ERP system into B2G Now. The integration of B2G Now and ERP will greatly streamline the monitoring of contracts and increase efficiencies by minimizing data handling. To add to the overall strategy of reporting the economic impact, the CBDP Division will start exploring ways to set participation on a departmental basis versus on individual contract. This new approach is called "Acquisition Planning" and involves Procurement, CBDP and the Owner Department to develop a plan to achieve DBE/TBE participation. The combination of B2G Now and Acquisition Planning will provide an overall assessment of the economic impact on communities within Milwaukee County.

CBDP personnel, and commodities-services expenditures are adjusted to realign with anticipated 2019 actuals.

Strategic Program Area 5: Performance, Strategy & Budget**Service Provision: Mandated****Strategic Outcome: High Quality, Responsive Services**

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
# of Budgets Produced	2	2	2	2
Organizational Budgets	82	82	82	82
Total Expenditure Budget	\$1,374,343,192	\$1,106,275,726	\$1,148,961,486	\$1,187,626,700

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,217,490	\$958,436	\$656,800	\$827,698	\$170,898
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,217,490	\$958,436	\$656,800	\$827,698	\$170,898
FTE Positions	7.0	8.0	8.0	9.9	1.9

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
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
GFOA Distinguished Budget Presentation Award	1	1	1	1

Strategic Overview: The Division of Performance, Strategy and Budget supports the County's efforts toward long-term financial sustainability. The Division leads the development and implementation of the County's annual operating and capital budgets and supports long-term strategic and financial planning process and performance measurement systems.

Strategic Implementation:

The Division of Performance, Strategy and Budget (PSB) is expanding upon the use of long-term financial planning in Milwaukee County's budget process. This includes development of a twenty year financial model which combines financial forecasting with strategic planning. The model projects revenues and expenditures over a long-term period, using assumptions about economic conditions, spending trends, and other relevant factors. The model also includes analysis of expenditure and revenue scenarios which may be considered to address the County's structural budget deficit. Long-term financial planning combines forecasting with strategizing to identify future challenges and opportunities, causes of fiscal imbalances for further analysis, and strategies to secure long-term sustainability.

PSB will continue to provide assistance towards 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. Other participants in the ERP project include 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.

Expenditures increase due to a transfer in of two positions from other DAS program areas.

Strategic Program Area 6: Reimbursement

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
# of TRIP Accounts	41,663	N/A	N/A	N/A

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$65,534	\$18,232	\$0	\$0	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$65,534	\$18,232	\$0	\$0	\$0
FTE Positions	1.0	1.0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Performance Measures have not yet been created for this program area.				

Strategic Overview: This program area was discontinued in 2018.

Strategic Program Area 7: Information Management Services Division (IMSD) –Project Management, Execution and Governance

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Actual	2019 Actual
# of New IT Projects Requested	25	37	40	37
# of IT Projects Managed	45	52	44	TBD
# of Contracts Managed	100	125	138	TBD

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$2,803,355	\$2,491,189	\$1,332,405	\$1,486,259	\$153,854
Revenues	\$2,814,982	\$1,549,679	\$0	\$1,500	\$1,500
Tax Levy	(\$11,627)	\$941,510	\$1,332,405	\$1,484,759	\$152,354
FTE Positions	13.5	13.5	15.0	17.0	2.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
% of Projects Completed per Approved Schedule*	86%	88%	85%	85%
% of IT Contracts Conformance to County Contract Standards and Ordinances	Not measured	Not measured	100%	100%
Project Manager: Contractor Ratio – # of Contractors (C) Versus County Workforce (FTE) Ratio	73% C 19: FTE 7	70% C 19: FTE 8	71% C 20: FTE 8	TBD
IT Maturity Score	2.1	2.5	2.6	2.6

*Metric is calculated between project initiation and go-live with a 2-week grace period. Project dates can be changed if project change request is approved.

Strategic Overview:

The Project Management, Execution and Governance Strategic Program Area is responsible for Countywide Information Technology strategy, technology governance and administration, as well as project and technology portfolio management. This Strategic Program Area provides the framework and expertise to manage IT projects, the technology portfolio, business development analysis, contracts and financial and other administrative responsibilities.

Strategic Implementation:

In 2019, the Governance Team will continue to lead the IT maturity initiative to optimize IMSD's business and technical processes leading to consistent, quality IT services, risk mitigation and on-time, on budget project delivery. Expenditures increase due to funding two positions in 2019 that were previously unfunded.

Strategic Program Area 8: Applications Development

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Budget	2019 Target
Number of Service Hours Performed (Project and Support)	23,341 hours	24,961 hours	26,000 hours	28,000 hours
Applications Supported	524	611	605	600
Documents Managed – (ECM)	6,885,338	8,744,903	10,000,000	12,000,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,690,359	\$1,379,055	\$1,119,939	\$1,249,395	\$129,456
Revenues	\$1,690,359	\$777,539	\$0	\$0	\$0
Tax Levy	\$0	\$601,516	\$1,119,939	\$1,249,395	\$129,456
FTE Positions	12.0	14.5	13.6	15.6	2.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Tier III (Application-Related) Support Tickets Received and Addressed	2,544	2,168	2,060	2,000
Applications Development Team Service Hours Percentage of Project vs Support Time by Employees and Contractors	47% Project / 54% Support	60% Project / 40% Support	80% Project / 20% Support	80% Project / 20% Support
Applications Development Team Service Hours Percentage of Project vs Support Time by Employees Only	28% Project / 72% Support	35% Project / 65% Support	40% Project / 60% Support	42% Project / 58% Support
Application Contractor Ratio – # of Contractors (C) versus County Workforce (FTE) Ratio	40% FTE 6 : C 4	50% FTE 10 : C 10	52% FTE 11 : C 12	54% FTE 13 : C 15
IT Maturity Score - Gartner Applications Development	1.8	2.0	2.1	2.2

Strategic Overview: The Application Development Strategic Program Area is responsible for the lifecycle management (governance, development, and maintenance) of multi-platform Countywide and departmental automated application systems. These systems provide services that enable department and divisions to efficiently manage day to day operations, collect revenues, lower costs, enable transparency, and provide services to the constituency of County.

Lifecycle management encompasses software architecture, computer programming, software testing, software maintenance, change management, continuous integration, and application release management of the County's 611 applications in use by the various County departments and divisions. This Program Area is also responsible for the development, integration, and the alignment of all new technology application deployments across the County technology and user landscape.

Strategic Implementation:

In 2019, this Strategic Program Area will:

- Increase development and support capacity by improving administrative processes, implementing proven frameworks and best practices in delivering IT services and applications. The increased capacity will enable the area to provide more project implementation services;
- Decrease the County's technology application footprint where practical;
- Transition from legacy, non-supported technology applications to modern technology applications;
- Lead the County's Enterprise Resource Planning implementation to support the full HR/ recruitment, payroll, financial, budgeting and procurement business processes;
- Continue to leverage Gartner IT Maturity assessments to improve organizational maturity, operational reliability and excellence;
- Make organizational adjustments where needed to maximize support of Milwaukee County's technology footprint;
- Support legacy financial and procurement systems (Financial Intranet & SciQuest);
- Support legacy human resource and payroll system;
- Support various County social service applications;
- Maintain the Electronic Content Management (ECM) system (OnBase);
- Integrate Milwaukee County's ECM system with new Enterprise Resource Planning system resulting in more managed documents; and

Implement Enterprise Data Services resulting in the ability to precisely define, easily integrate and effectively retrieve data for both internal applications and external communication

Expenditures increase due to funding two positions in 2019 that were previously unfunded and an increase in professional services, offset by an increase crosscharges for direct services provided to other County departments.

Strategic Program Area 9: IMSD Infrastructure Services**Service Provision: Administration****Strategic Outcome: High Quality, Responsive Services**

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Storage Capacity (Tera Byte) On-Prem/Cloud	250/0	260/0	120/150	150/175
Number of Switches Maintained	395	370	395	353
Number of Ports Maintained	N/A	N/A	N/A	13,327
Number of Routers Maintained	49	42	41	40
Number of Wireless Access Points	297	339	351	414
Number of Virtual Servers in Operation	N/A	315	315	300
Local Physical Servers Decommissioned/Total Servers	40/26	15/11	3/8	2/6
% of Servers with Current Antivirus Patches	N/A	75%	98%	100%
% of Computers with Current Antivirus Patches	N/A	60%	85%	98%

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$4,959,463	\$6,583,887	\$6,536,568	\$6,179,172	(\$357,396)
Revenues	\$4,959,463	\$4,877,357	\$144,178	\$140,000	(\$4,178)
Tax Levy	\$0	\$1,706,530	\$6,392,390	\$6,039,172	(\$353,218)
FTE Positions	13.0	11.5	9.7	9.7	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Web Services Availability	99.8%	99.8%	99.9%	99.9%
Datacenter Uptime	N/A	99.6%	99.8%	99.9%
Backup Success	N/A	N/A	98.5%	99.9%
Office 365 Uptime	N/A	99.6%	99.9%	99.9%
IT Maturity Score – Infrastructure and Operations	1.7	2.1	2.2	2.3

Strategic Overview:

The IMSD Infrastructure Services Program Area provides research, acquisition, installation, maintenance, and support services for County-wide telecommunications and data network infrastructure, as well as server, storage, backup and Office 365 environments. Its primary focus areas include:

- Administration of the County's voice and data communications systems;
- Administration, maintenance and support of County servers, storage and backup infrastructure;
- Manage vendor that hosts servers in the County's private cloud data center;
- Control and oversight of the architecture, design, planning, configuration and provisioning of the County's wide-area and local-area networks (WAN/LAN);
- Provision and maintenance of Wi-Fi and internet services;
- Provision of voice, video, and conferencing services;
- Oversight of backup and disaster recovery programs within County; and
- Management and responsibility of Office 365 cloud environment for email, Microsoft Office products, SharePoint, and OneDrive.

Strategic Implementation: Expenditures decrease due to a decrease in debt and depreciation cost of \$0.7m. That decrease is partially offset by an increase in contractual services of \$0.3m.

Strategic Program Area 10: Support Services Organization**Service Provision: Administrative****Strategic Outcome: High Quality, Responsive Services**

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Service Tickets Opened	30,569	30,579	30,000	35,000
Self Help Tickets	N/A	N/A	1,000	1,500
Windows Computing Devices Managed*	3,100	2,937	3,500	3,700
Mobile Devices Managed**	2,548	2,991	3,273	3,470
Unique End Users Served	4,242	4,174	4,310	4,500

* Comprised of PCs, laptops and tablets

**Comprised of laptops, tablets, mobile phones and pagers. Computing devices and mobile devices have unique support requirements.

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,832,071	\$1,572,167	\$1,196,798	\$1,205,157	\$8,359
Revenues	\$1,832,071	\$1,185,167	\$0	\$0	\$0
Tax Levy	\$0	\$387,000	\$1,196,798	\$1,205,157	\$8,359
FTE Positions	6.0	8.0	5.8	6.8	1.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
% of Service Desk Tickets Resolved within Service Level Target	99.5%	92.7%	99.5%	99.5%
Mean Time to Resolve (Hours)***	10.99	15.5	8.85	8.99
IT Maturity Score – Infrastructure and Operations	1.7	2.1	2.2	2.3

*** Industry average Mean Time to Resolve (MTTR) is 8.85 hours.

Strategic Overview:

The Support Services Strategic Program Area contributes to the sustainability of IMSD by providing a central point of contact between County computer-using staff and Information Technology Support Services Team. The IMSD Support Services Team uses Information Technology Infrastructure Library (ITIL) best practices to handle incidents, service requests, computer replacements/additions, software management (license management and electronic software distribution), and mobile technology administration.

Strategic Implementation:

In 2019, the Support Services Strategic Program Area will continue to work on improving IMSD's IT by the following actions and initiatives:

- Continued implementation of the ITIL framework, an industry standard;
- Continuous improvement of Knowledge Management and documentation processes;
- Development of formal metric reporting systems with corrective actions; and
- Making appropriate investments in people, process, and technology.

Net expenditures increase due to funding one position that was previously unfunded and increasing commodities. This increase is offset by increased crosscharges to other departments for a slight expenditure increase.

Strategic Program Area 11: Mainframe**Service Provision: Administration****Strategic Outcome: High Quality, Responsive Services**

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Mainframe IDs Maintained	1,831	1,804	225	225
Applications on Mainframe	33	1	1	1

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$2,670,698	\$2,087,960	\$2,217,970	\$1,976,287	(\$241,683)
Revenues	\$2,670,698	\$1,177,026	\$257,100	\$257,100	\$0
Tax Levy	\$0	\$910,934	\$1,960,870	\$1,719,187	(\$241,683)
FTE Positions	1.0	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
CJIS Availability	100%	100%	NA	NA
Advantage Availability	99%	99%	99%	99%

Strategic Overview:

The Mainframe Strategic Program Area oversees and maintains the CGI Advantage financial application. Leveraging hosted services, industry best practice and increased automation this Strategic Program area drives sustainability, operational maturity and continuous improvement in delivering system availability, financial reporting and ease of use.

Strategic Implementation:

In 2019, the Mainframe Strategic Program Area will continue to support and maintain the operation of County's legacy financial system, CGI Advantage, thru Mainframe as a Service (MfaaS) model enabling:

- Continued operations of the critical CGI Advantage Financial System application;
- Web based reporting;
- A modernized Mainframe Disaster Recovery protocol that ensures the availability of the mainframe at 99% or better;
- 24/7 support of required mainframe functions.

Expenditures decrease due to a decrease in professional services funding.

Strategic Program Area 12: Managed Print Services**Service Provision:** Administration**Strategic Outcome:** High Quality, Responsive Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
# Copiers and Printers Managed	N/A	540	520	510
Total Color Prints	3,779,462	2,227,791	3,061,000	2,100,000
Total Black & White Prints	17,324,407	18,951,733	16,500,000	16,500,000
Total Prints	21,103,869	21,179,524	19,561,000	19,561,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,011,415	\$710,687	\$572,000	\$517,311	(\$54,689)
Revenues	\$1,011,415	\$505,157	\$0	\$0	\$0
Tax Levy	\$0	\$205,530	\$572,000	\$517,311	(\$54,689)
FTE Positions	0.0	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
% of Page Reduction	N/A	.36%	5%	5%
% of Color Print Reduction	N/A	59%	5%	5%
Reduce Annual Leased Printer Costs	\$360,000	\$210,000	N/A	N/A

Strategic Overview:

The Managed Print Services (MPS) program is an enterprise managed services strategy that centralizes the costs related to printer and multi-function device acquisitions, supplies, and maintenance. The goal of the MPS program is to create a uniform print procedure to give County employees the ability to make responsible print decisions and to manage all printer output to:

- Lower total cost-of-ownership;
- Increase efficiency; and
- Reduce our carbon and technology footprint.

Strategic Implementation:

The Managed Print Services Strategic Program Area will continue the goal to maximize cost savings and improve workflow by:

- Fleet optimization/right-sizing;
- Increasing security compliance;
- Deployment a print awareness tool providing education to employees and visibility into individual print habits;

- Educating users on digitized printing alternatives;
- Device assessment and optimization;
- Safeguarding information;
- Job tracking to control costs; and
- The development of formal metric reporting systems with corrective actions.

Strategic Program Area 13: Technology Purchase Management

Service Provision: Administration

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
# of County departments per agency code supported through Central Spend Budget	30	30	30	33 *

**Prior to 2019 Office of African American Affairs, County Executive, and County Board departments did not have funding in Central Spend.*

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$4,141,702	\$5,687,277	\$7,598,056	\$7,491,055	(\$107,001)
Revenues	\$3,919,592	\$4,079,005	\$0	\$0	\$0
Tax Levy	\$222,110	\$1,608,272	\$7,598,056	\$7,491,055	(\$107,001)
FTE Positions	0.0	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Central Spend initial department request	Not tracked	Not tracked	\$7,720,223	\$8,427,309
Central Spend actual budget	\$4,141,702	\$7,516,321	\$7,598,056	\$7,491,055

Strategic Overview:

The Technology Purchase Management Strategic Program Area provides IMSD with centralized oversight over the IT demands of various County departments and divisions and to effectively meet this demand by optimizing costs through leveraging existing information technology assets, consolidating and leveraging agreements with vendor partners, maximizing procurement and sourcing opportunities and focusing on investment in new technologies that advance a sustainable enterprise wide IT model. Additionally, this area supports IMSD’s goal of becoming a trusted business partner by ensuring cost efficiency, alignment of IMSD IT strategy with customer business strategy and transparency into County’s IT Central Spend budget.

Strategic Implementation:

In 2019, the Technology Purchase Management Strategic Program Area will continue to:

- Provide various departments and divisions with critical data to ensure their IT purchases fulfill their business needs in a strategic and cost-effective manner;
- Reduce shadow IT purchases outside of IMSD oversight;
- Centralize management of IT purchases through Central Spend budget in order to:

- Mitigate risks through consolidated negotiations with vendor partners by securing more favorable quality of services and pricing;
- Drive business value creation;
- Mitigate risk of obsolete technology; and
- Equip County for the digital future.

The 2019 requested budget will maintain the current County department and division technology environment. It funds existing software licenses of business applications used by various department and divisions, required application hosting services, maintenance agreements, and contracted services for mid-year programming mandates. The 2019 budget request does not fund new technology programs or systems or net new computing equipment.

There are no dedicated full-time resources in this Program Area. This Strategic Program Area is managed through a combination of IMSD's Project Management Office, the IMSD Governance Team and Department of Administrative Service's Central Business Office.

Strategic Program Area 14: Cybersecurity**Service Provision:** Administration**Strategic Outcome:** High Quality, Responsive Services

What We Do: Activity				
Activity	2016 Actual	2017 Actual	2018 Target	2019 Target
Number of Devices Monitored for Suspicious Activity & Cyber Threats	N/A	N/A	8,300	9,500
Training program - Number of Employees Subject to Training	N/A	N/A	N/A	4,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2017 Variance
Expenditures	\$0	\$0	\$432,274	\$693,025	\$260,751
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$432,274	\$693,025	\$260,751
FTE Positions	0.0	0.0	0.9	1.9	1.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Target	2018 Target	2019 Target
Number of Cyber Security Incidents Detected	N/A	NA	72	90
% of Cyber Security Incidents Resolved	N/A	NA	100%	100%
% of Employees Attending Training Classes	N/A	N/A	NA	20%
IT Maturity Score – Information Security	1.9	2.7	2.9	3.0

Strategic Overview:

The Cybersecurity Strategic Program Area is responsible for protecting County from cyber threats and defending the attack surface with due diligence, intelligent risk decisions and by developing and adopting a robust Information Security Management Program (ISMP). A mature ISMP facilitates a flexible risk posture that adjusts to changes in the threat landscape. IMSD utilizes the Gartner Maturity Assessment for cybersecurity to gauge maturity of the ISMP in order to set goals for the maturity of this program. The Cybersecurity Strategic Program Area will continue to expand and evolve in the out years as technology continuously changes and new threat vectors emerge.

Strategic Implementation:

In 2019, this strategic area will continue to develop and adopt a robust ISMP based on the NIST cybersecurity framework and NIST security publications. Expenditures increase due to funding one position that was previously unfunded and an increase in professional services funding.

Strategic Program Area 15: Facilities Management Director's Office**Service Provision: Administrative****Strategic Outcome: High quality, Responsive Services**

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
County-wide Building Footprint (gross square feet)	14,200,968	12,858,754	11,899,366	11,899,366
County-wide Building Plant Replacement Value (\$)	N/A	\$1,968,230,369	\$2,121,882,603	\$2,121,882,603

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$169,624	(\$61,448)	\$0	\$0	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$169,624	(\$61,448)	\$0	\$0	\$0
FTE Positions	1.0	2.0	2.0	1.0	(1.0)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
County-wide Facility Condition Index (FCI*)	0.19	0.23	0.16	0.16

* Facility Condition Index. FCI is an industry-standard index that objectively measures the current condition of a facility, allowing comparison both within and among institutions. To determine FCI for any given set of Assets, the total cost of remedying deferred maintenance Requirements is divided by the current replacement value. Generally, the higher the FCI, the poorer the condition of the facility. (Source: VFA Assessment Software)

Strategic Overview:

The Director's Office provides overall management and oversight of the Facilities Management Division (FMD). The Division 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 Facilities Planning Steering Committee (CFPSC) with the Economic Development Division, and in close coordination with all County departments.

Strategic Implementation:

The 2019 budget submission focuses on total lifecycle and asset management of the County's real property. There is an emphasis on maintenance standardization, efficient use of information technology solutions, and facilities program management.

The Director's Office expenditures (totaling \$146,266 for 2019) are fully cross charged to other organizational units within the DAS-FMD and the Water Distribution System.

Position Actions:

- One position of Administrative Assistant is moved to Strategic Program Area 19.

Strategic Program Area 16: Architecture & Engineering**Service Provision: Administrative****Strategic Outcome: High Quality, Responsive Services**

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
# of Capital Projects Managed	156 c/o; 70 new*	135 c/o; 45 new*	132 c/o; 29 new*	TBD
Consolidated Facilities Planning Capital Projects Reviewed	N/A	135	68	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	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$4,577,640	\$3,628,680	\$2,980,521	\$3,218,645	\$238,124
Revenues	\$5,118,419	\$5,111,752	\$5,030,000	\$5,285,000	\$255,000
Tax Levy	(\$540,779)	(\$1,483,072)	(\$2,049,479)	(\$2,066,355)	(\$16,876)
FTE Positions	36.6	37.6	39.5	39.5	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
At least 80% Of Capital Projects Completed within 36 Months**	87%	87%	86%	85%
% of Building Square Footage Within 5-Year Assessment Periodicity	23%	40%	76%	80%

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

Strategic Overview:

The Architecture & Engineering (A&E) program area provides professional and technical services related to the maintenance, construction and rehabilitation of the public infrastructure and preservation of Milwaukee County's natural resources.

- The Architectural Services unit provides planning, design and construction management services for projects including building maintenance, remodeling, improvements, additions, and new construction for all County departments.
- The 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. The unit also provides technical assistance for real estate and land planning legal documents through its surveying

and drafting services.

- The Facilities Condition Assessment Program unit 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 Planning & Development unit provides strategic planning, capital planning, and project development services for enterprise-level planning efforts that are not yet at the design or construction phase. These efforts are focused on cost savings and avoidance initiatives that efficiently manage the County's footprint. The unit also provides space planning and move management expertise for County Departments to efficiently use their existing space(s) and plan for future needs.

Strategic Implementation:

The focus of efforts for 2019 include: maintaining exceptional customer service to County departments, complete construction projects in a timely manner and within the authorized budget, provide administration of contracts (in accordance with applicable statutes and regulations) for the efficient design and construction of A&E managed capital projects.

Strategic Program Area 17: Environmental Services**Service Provision: Administrative****Strategic Outcome: High Quality, Responsive Services**

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
# of Capital and Major Maintenance Projects Reviewed for Energy Efficiency and Sustainability	63	107	TBD	This activity replaced by below in 2018
# of Mandated County Environmental Plans and Reports in Compliance	n/a	n/a	23 compliance requirements	23 compliance requirements

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,108,892	\$979,263	\$797,777	\$599,646	(\$198,131)
Revenues	\$707,055	\$286,502	\$539,202	\$231,730	(\$307,472)
Tax Levy	\$401,837	\$692,762	\$258,575	\$367,916	\$109,341
FTE Positions	4.5	5.0	5.0	5.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Review 98% of Capital and Major Maintenance Projects with the objective of Improving Energy Efficiency and Sustainability	63 of 63 Projects or 100% of the projects reviewed	107 of 107 Projects or 100% of the projects reviewed	n/a	This measure replaced by below in 2018
Ensure 100% of mandated County environmental plans and reports are submitted in compliance with the established due dates	N/A	N/A	100%	100%

Strategic Overview:

The Environmental Services unit 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, storm water management and hazardous substance control (asbestos, lead, PCBs, mercury, pesticides/herbicides, etc.). Environmental Services assists departments county-wide to monitor underground storage tanks, landfills, air quality, recycling, solid waste, water quality and brownfields properties regarding compliance with local, state and federal regulations. Environmental Services also serves as the Milwaukee County Land Conservation agent, working with grants from State Department of Agriculture, Trade and Consumer Protection to reduce soil erosion, improve management of nutrients and minimize pollution of surface and ground water.

Strategic Implementation:

Prior to 2017, the Environmental Services Unit has reviewed 100% of requested Capital and Major Maintenance public works projects with the objective of improving energy efficiency and sustainability. Based on the outcome of those reviews, it appears the architects and engineers preparing the construction cost estimates now regularly consider incorporating energy efficient and sustainable materials and equipment into their designed scope of work. Starting in 2018, the Environmental Services Unit focused its resources more on working with County Departments to ensure 100% of County environmental plans and reports mandated by federal, state and local agencies are submitted in compliance with the established due dates.

Strategic Program Area 18: Office of Sustainability**Service Provision:** Administrative**Strategic Outcome:** High Quality, Responsive Services

Item	What We Do: Activity			
	2016 Actual	2017 Actual	2018 Target	2019 Target
County employees, elected officials, and residents who participate with Office of Sustainability programs	344	318	500	750
Number of County energy accounts managed with Energy CAP software	775	911	911	TBD
Cost savings/avoidance from Office of Sustainability initiatives.	\$131,691	\$177,952	\$221,689	\$300,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2018/2019 Variance
Expenditures	\$159,053	\$137,287	\$98,931	\$198,482	\$99,551
Revenues	\$0	\$310	\$0	\$0	\$0
Tax Levy	\$159,053	\$136,977	\$98,931	\$198,482	\$99,551
FTE Positions	1.0	1.0	1.0	2.0	1.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
County-wide energy use reduction vs. 2014 baseline.	12%	11%	17%	18%
% Office of Sustainability tax levy offset by cost saving/avoidance initiatives.	83%	126%	130%	300%

Strategic Overview:

The Office of Sustainability (OS) supports and leads initiatives to improve Milwaukee County's operational efficiency and effectiveness, protect and restore natural resources, and enhance the quality of life for County residents. OS works to integrate environmental sustainability into County operations, infrastructure, and services, and is responsible for coordinating the County-wide sustainability program. Focus areas include:

- Reducing waste, and energy and water consumption,
- Managing natural resources responsibly and effectively, and
- Promoting environmental awareness, stewardship, and community service.

Strategic Implementation:

During 2019, the OS will coordinate projects to decrease the County's energy cost and greenhouse gas emissions, improve its solid waste tracking and diversion rate, and promote sustainable design and construction. OS will continue to oversee Milwaukee County's energy bill management system, as well as lead the County's participation with the Better Buildings Challenge - Milwaukee and other environmental sustainability programs. Finally, OS will support the County's ongoing sustainability planning efforts including the General Mitchell International Airport Sustainability Management Plan and the Milwaukee County Zoo Clean Energy Plan.

Position Actions:

- One position of Energy Efficiency Program Manager is created in Strategic Program Area 18.

Strategic Program Area 19: Facilities Operations & Maintenance**Service Provision: Administrative****Strategic Outcome: High Quality, Response Services**

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Building Footprint Managed (sq. Feet) *	2,451,977	2,514,009	2,684,603	2,684,603
Building Plant Replacement Value	N/A	\$702,434,063	\$695,033,639	\$695,033,639
# of Emergency Work Orders	1,185	448	500	450
# of Requested Work Orders	6,303	7,468	6,000	6,000
# of Preventative Maintenance Work Orders	624	625	1,000	1,200

*The square footage increases over time due to the inactive/mothballed building inventory being centrally managed by the Facilities Management Division prior to disposition. The active/occupied square footage is actually decreasing.

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$28,742,020	\$24,653,180	\$18,856,166	\$18,630,405	(\$225,762)
Revenues	\$27,557,581	\$10,584,024	\$5,522,717	\$4,787,871	(\$734,846)
Tax Levy	\$1,184,439	\$14,069,156	\$13,333,449	\$13,842,534	\$509,085
FTE Positions	88.0	84.0	84.0	83.4	(0.6)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Facilities Operations and Maintenance Cost Per Square Foot	\$11.72	\$9.52	\$7.73	\$6.74
FMD-O&M Facility Condition Index (FCI)*	0.08	0.10	0.08	0.08
Preventative Maintenance: Corrective Maintenance Ratio (%)	9%	8%	23%	20%
% of Work Orders Completed	95%	95%	100%	100%

* Facility Condition Index. FCI is an industry-standard index that objectively measures the current condition of a facility, allowing comparison both within and among institutions. To determine FCI for any given set of Assets, the total cost of remedying deferred maintenance Requirements is divided by the current replacement value. Generally, the higher the FCI, the poorer the condition of the facility. (Source: VFA Assessment Software)

Strategic Overview:

Facilities Operations & Maintenance provides a full suite of facility services to County-owned properties including: the Courthouse, Safety Building, Criminal Justice Facility, Medical Examiner, Marcia P. Coggs Human Services Center, Children's Adolescent Treatment Center, Vel R. Phillips Youth and Family Justice Center, and Facilities West. These services include corrective and preventative maintenance, property management, tenant services, housekeeping, security services (where not provided by the Milwaukee County Sheriff's Office), refuse and recycling, grounds maintenance and snow removal, as well as many other facility operations tasks. Facilities Management is the steward of the County Grounds potable water, sanitary sewer and storm water systems. Facilities also provides various supportive services to the Senior Centers and Wil-O-Way Centers.

Strategic Implementation:

The focus of efforts for 2019 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, CityWorks. In addition to these focus areas, Operations & Maintenance will be transitioning out of service of any portion of County Grounds anticipated to be transferred to the Milwaukee Regional Medical Center.

- One Administrative Assistant position is transferred in from Strategic Program Area 15-Facilities Management Director's Office.

Strategic Program Area 20: Land Information Office

Service Provision: Mandated

Strategic Outcome: Economic Opportunity

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
MCLIO Web Site Visits	59,017,134	73,900,000	77,500,000	80,850,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$866,060	\$604,577	\$891,000	\$891,000	\$0
Revenues	\$892,519	\$888,088	\$891,000	\$891,000	\$0
Tax Levy	(\$26,459)	(\$283,511)	\$0	\$0	\$0
FTE Positions	5.0	5.0	5.0	6.0	1.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Open Data Download Site (Self-Service)	3,753 10/day	7,147 19/day	8,000 22/day	10,000 27/day
Data Requests (Manually Filled)	79	50	35	35
GIS Project Requests	20 Ad Hoc Projects 16 Completed	20 Ad Hoc Projects 16 Completed	20 Ad Hoc Projects	20 Ad Hoc Projects

Strategic Overview:

The Land Information Office (LIO) 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.”

Strategic Implementation:

The LIO 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 LIO administers the GIS backbone to the CityWorks work order management system. The LIO will continue to support GIS-based County initiatives in 2019 including the CityWorks implementation. The LIO provides the technical standards, governance and application support for all GIS program initiatives.

DAS - DEPARTMENT OF ADMINISTRATION (1151) BUDGET

UNIT NO. 1151

DEPT: DAS - DEPARTMENT OF ADMINISTRATIVE SERVICES

FUND: General – 0001

Register of Deeds (3400) Strategic Program Area 6 (Land Records Modernization) is transferred to the Land Information Office. This transfer includes the program and one GIS Analyst position. For the past 4 years, the position has been cross charged to the LIO. This move will eliminate that cross charge and make the LIO budget more transparent.

Strategic Program Area 21: Water Distribution System**Service Provision:** Discretionary**Strategic Outcome:** High Quality, Responsive Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Cubic Feet of Water Service*	36,932,270	39,363,489	40,067,000	39,757,124
Cubic Feet Sewer Service*	24,783,506	29,783,698	26,883,000	30,081,535
Cubic Feet of Storm Water Service*	36,932,270	39,363,489	40,067,000	39,757,124

*Consumption by volume.

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$3,635,009	\$3,927,107	\$4,714,566	\$4,226,071	(\$488,495)
Revenues	\$3,730,036	\$4,066,595	\$4,714,566	\$4,226,071	(\$488,495)
Tax Levy	(\$95,027)	(\$139,489)	\$0	\$0	\$0
FTE Positions	0.0	0.0	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Operation Cost per 1,000/CF of Water Service	\$45.50	\$49.92	\$45.30	\$47.66
Operation Cost per 1,000/CF of Sewer Service	\$20.66	\$17.74	\$20.34	\$16.10
Operation Cost per 1,000/CF of Storm Water Service	\$5.31	\$2.24	\$4.16	\$2.22

Strategic Overview:

The Water Distribution System provides water, sewer, storm and fire protection 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. The System is metered for water, sewer, and storm water consumption.

Strategic Implementation:

As part of on-going negotiations with Milwaukee Regional Medical Center and the City of Wauwatosa, it is anticipated that the water system will be sold and transferred to those entities sometime between 4th QTR 2018 and 1st QTR 2019. As a result, the 2019 budget includes expenditures and offsetting revenues to account for County system operations pending the final sale and transfer of the system.

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 However, payment from some non-County users of the water system has been challenging and resulted in uncollectable payments. Although the County will continue to pursue payment for these charges, the budget also includes an uncollectable revenue amount of \$862,000 that is budgeted in Agency 190 (Non-Departmental Revenues), Org 1986 (Fire Charge – Uncollectable).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 2019 are estimated at \$1.38 million. Approximately \$1.35 million of this cost is charged to non-county water system users with the balance, an estimated \$28,000 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.

Strategic Program Area 22: DAS Risk Management

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Total hours of documented Risk Management Training	10,311 hours	13,897 hours	15,000 hours	20,000 hours

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$12,292,827	\$12,854,440	\$11,532,936	\$11,565,137	\$32,201
Revenues	\$12,115,043	\$5,753,811	\$0	\$0	\$0
Tax Levy	\$177,784	\$7,100,629	\$11,532,936	\$11,565,137	\$32,201
FTE Positions	5.4	7.0	6.9	6.9	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Reduce Frequency and Severity of Workers' Compensation Claims to Reach an Experience Modification Number of 1 or Below.	*1.54	**1.42	***1.16	Below 1.0

*2016 (2012, 2013, 2014), **2017 (2013, 2014, 2015), ***2018 (2014, 2015, 2016) - Underdeveloped

Division Mission: The mission of Risk Management is to provide a comprehensive risk management program that minimizes liabilities to the County and ensures the health and safety of our employees, residents, and guests utilizing County services and facilities. Risk Management envisions a safe, self-sufficient, and quality environment for everyone in Milwaukee County, achieved and supported through an innovative and model risk management program.

Division Description: Risk Management includes four service areas: Claims Administration, Loss Control and Safety, Property and Casualty Insurance Procurement, and Contractual Risk Transfer. These program areas coordinate liability reduction services to allow for the fusion of data, resources, and staff to sustain a healthy and productive environment within our County operations.

Strategic Overview: Milwaukee County experienced a significant reduction in frequency and severity measures of new workers' compensation claims from 2015 through the present when compared to the previous five year historical averages. The reductions are attributed to the implementation of initiatives such as the Milwaukee County Care Line, 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 2019 even with a reduction in new claim frequency measures given the continued payments on legacy files and the rising

costs of medical care. Workers' compensation claims numbers are a performance measure for Risk Management as tracked through the experience modification number, a benchmark that compares the County's workers' compensation losses to the industry loss rates. The experience modification for a given year measures actual losses over expected losses for three prior years, skipping the most recent year because it is underdeveloped. The measure 1.0 is the industry average.

Major Changes in FY 2019: In 2019, Risk Management will continue to support and protect our departments, employees, and guests using our services and facilities. Among the highlights:

- The revamped Vehicle Accident Review Committee (VARC) will continue to track and monitor vehicle accidents and make recommendations on preventability measures to keep our operators and the public safe. This was aided in 2018 by a safe driving campaign, "We're Driven to Reduce Accidents", rolled out County-wide, and continued in 2019 with a focus on defensive driving and situational awareness.
- 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 also transitioned to Risk Management. In 2018, the Department of Parks, Recreation, and Culture's safety position was created to complete the program transition.
- 2019 will mark the fourth year that Milwaukee County will renew its property and casualty insurance program through the assistance of a broker. In 2018, Risk Management procured environmental liability insurance in conjunction with a private developer as facilitated through the sale of the former County landfill. Risk Management is focused on eliminating any remaining exposure gaps in the insurance program and will continue to test the market on increasing cyber liability coverage limits, and obtain medical malpractice, and excess workers' compensation policies where fiscally feasible to do so.
- Risk Management is pushing subrogation efforts for all lines of claims in 2019 through the formalization of a subrogation process and aggressively recovering all third party monies owed to the County as a result of accidents, claims, and losses.

Strategic Program Area 23: DAS Economic Development / Real Estate Services**Service Provision:** Discretionary**Strategic Outcome:** Economic Opportunity

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Develop and increase lease revenue from parking lot and cell tower locations	\$912,305	\$1,238,614	\$1,300,000	\$1,250,000

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$2,090,915	\$4,285,322	\$2,406,775	\$2,146,537	(\$260,238)
Revenues	\$1,302,012	\$2,029,795	\$1,702,400	\$1,652,400	(\$50,000)
Tax Levy	\$788,903	\$2,255,527	\$704,375	\$494,137	(\$210,238)
FTE Positions	5.0	5.0	5.0	4.9	(0.1)

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Complete Real Estate Transactions to create a Center for Forensic Science including space for the Medical Examiner and Office of Emergency Management	-	-	Term Sheets	Closings

Division Mission: The Economic Development Division (DAS-ED) will foster and participate in collaborations with the public and private sectors as well as other County departments to promote economic growth for Milwaukee County residents and businesses and to plan for the highest and best use of the County's surplus real property.

Strategic Overview: DAS-ED serves as Milwaukee County's real estate division while also leveraging the County's functions for economic growth. In serving its real estate function, DAS-ED manages the County's tax foreclosure inventory which includes the preparation, repair, marketing, and sale of these properties. The Division also represents County Departments in lease transactions whether as the landlord or the tenant, negotiates contracts in collaboration with customer departments, drafts contracts, and monitors lease agreements. DAS-ED also helps lead the County Facilities Plan Steering Committee which guides real estate decision making with a focus on total lifecycle costs. DAS-ED manages parking lot leases including those lots under I-794 and the 6th and State lot in Downtown Milwaukee. DAS-ED also manages cell tower revenues on various county properties.

The centralization of building and property leasing activity is considered a best practice for the management of government real estate by the US General Services Administration. DAS-ED, in its role as Milwaukee County's real estate services division, has begun instituting a process wherein all leases are standardized, catalogued, and negotiated in collaboration with the customer department. Obligations of lease agreements, which include tracking payments, receipt of insurance certificates, and development of maintenance reserve funds, are monitored in collaboration with other DAS divisions and customer departments.

Certain projects managed by DAS-ED such as the Couture and the redevelopment of the Park East corridor have successfully leveraged County real estate opportunities for regional economic growth in areas as diverse as increasing transit usage to creating construction employment opportunities. DAS-ED has developed a role in regional coordination between the nineteen municipalities and various economic development efforts within the County and with neighboring Counties and the State, such as workforce, economic development, access, and marketing. DAS-ED focuses on cooperative efforts to encourage economic growth as well as serving on the Joint Review Boards of all active Tax Incremental Financing Districts in the County.

Strategic Implementation: Due to budget constraints, the division refocuses its efforts on core economic development initiatives, discontinues county funding for the “Employ Milwaukee” initiative. In 2019, DAS-ED will advance in the centralization of lease administration and property disposition which will enable the office to strengthen its focus on true economic development initiatives. Specific efforts to strengthen the regional economy include:

- Continue to negotiate for the Office of the Medical Examiner and the Office of Emergency Management in those offices’ search for new facilities, potentially leveraging the County’s function for the creation of a center of forensic science.
- The anticipated sale of the Milwaukee Medical Regional Complex (MMRC) land to MMRC partners. This change causes a decrease of \$50,000 in cell tower revenue to the Economic Development Division.
- Monitor partnership programs – Small Business Loan Program (MEDC), PACE financing program, Near West Side Partners Economic Development Grant program.
- Monitor compliance on real estate and redevelopment projects including City Campus, Huber-Community Correctional Center supportive housing, the Couture, Park East redevelopments, and others to ensure compliance with development agreements and community benefits plans.
- Connect job training and workforce development efforts with County services such as the Housing Division’s Section 8 Homeownership program.
- Devote resources and expertise to the Opportunity Knocks job training and homeownership program.

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 Funding 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 (\$1,155), and UEDA (\$350). These memberships are critical to the function of the Economic Development Division and the constituencies it serves.

Strategic Program Area 24: Office for Persons with Disabilities**Service Provision:** Mandated / Discretionary**Strategic Outcome:** ADA Compliance / Quality of Life

What We Do: Activity				
Item	2016 Actual	2017 Actual	2018 Target	2019 Target
Wil-O-Way Rentals	158	142	150	140
Sign Language Interpreter Work Orders	67	67	60	60

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,067,900	\$824,633	\$743,359	\$683,466	(\$59,893)
Revenues	\$213,665	\$217,664	\$219,000	\$156,500	(\$62,500)
Tax Levy	\$854,235	\$606,969	\$524,359	\$526,966	\$2,607
FTE Positions	2.0	2.0	2.0	2.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Target	2019 Target
Self-Sufficiency Ratio for Wil-O-Way Facilities	43.06%	42.37%	35%	35%

Division Mission: It is the mission of the Office for Persons with Disabilities (OPD) to effectively employ Milwaukee County and community resources to assure that people with disabilities share equally in programs, services and facilities of the County. The Office will provide high quality, responsive services that enhance self-sufficiency, personal safety, economic opportunity and quality of life for all people with disabilities.

Division Description: OPD performs several functions; ADA Compliance, Accessibility, Disability Recreation, Wil-O-Way Facilities Management, and Information Distribution / Referral.

Changes in FY 2019: OPD will continue to seek ways to do more with less, while also working hard to increase revenues and decrease expenses. Wil-O-Way rental rates will increase as follows:

Four Hour Rental – Peak Season (*May through September*)

Type of Rental	2018 Fee	Proposed 2019 Fee
Milwaukee County Residents	\$365	\$440
Non-Milwaukee County Residents	\$465	\$550
Disability Related Organization	\$245	\$300

Type of Rental	2018 Fee	Proposed 2019 Fee
Wil-O-Way Key Card Member	\$245	\$300
Additional Hours	\$95	\$110

Four Hour Rental – Non-Peak Season (*October through April*)

Type of Rental	2018 Fee	Proposed 2019 Fee
Milwaukee County Residents	\$305	\$360
Non-Milwaukee County Residents	\$410	\$475
Disability Related Organization	\$210	\$250
Wil-O-Way Key Card Member	\$210	\$250
Additional Hours	\$80	\$90

Strategic Overview: ADA Compliance (ADA Coordinator, ADA Grievance, Provision of Sign Language Interpreters and Assistive Listening Devices, Departmental Assistance / Consultation, ADA Procedures, ADA Webpage)

Accessibility (Architectural Plan Reviews, Site Surveys / Reviews, Capital Improvement Projects, Accessibility Guides Webpage, On-Line Deficit Reporting Form, Emergency Preparedness Webpage)

Disability Recreation Opportunities (Contract Management for Programming and Summer Camp, Community Programming, Rec on Deck Newsletter, Rec Room Webpage, Recreation Text Blasts)

Wil-O-Way Facilities Management (Weekday Leases with Goodwill and Adult Day Services, Weekend Rentals to the Public, Weeknight Recreation Programming and Daytime Summer Camp, Sunday Church Services, Weeknight Meetings, Special Events, Etc.)

Information Distribution / Referral (Handy News & Notes Newsletter, Social Media, Website, General News Text Blasts, Etc.)

Strategic Implementation: Performance measures include attaining the highest self-sufficiency levels as possible at the two Wil-O-Way facilities. To that end, OPD is requesting the following changes:

- Wil-O-Way rental rates will be going up in 2019. OPD will continue to work with tenants and users of the facilities utilizing their volunteer opportunities to enhance and improve the facilities at no / low cost to taxpayers.
- The major decrease in expenditures and revenue is attributed to a change programming at the Wil-O-Way facilities.

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. 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

Strategic Program Area 25: Family Care

Service Provision: Discretionary

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity				
Item	2015 Actual	2016 Actual	2017 Target	2018 Target
Activity Data is not yet tracked for this service.				

How We Do It: Program Budget Summary					
Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
Expenditures	\$1,747,623	\$1,012,778	\$0	\$0	\$0
Revenues	\$752,167	\$793,769	\$0	\$0	\$0
Tax Levy	\$995,456	\$219,009	\$0	\$0	\$0
FTE Positions	16.00	16.00	0.0	0.0	0.0

How Well We Do It: Performance Measures				
Performance Measure	2016 Actual	2017 Actual	2018 Budget	2019 Budget
Performance measures have not been created for this program area.				

Strategic Overview: This program area was discontinued in 2018. It was previously used to house employees who chose to remain County employees instead of moving to My Choice Family Care (MCFC) when it separated from the County. The temporary staffing agreement between the County and MCFC has expired.