B U D G E T S U M M A R Y

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures					
Personnel Costs	$16,959,395	$17,722,853	$21,177,453	$21,267,690	$90,237
Operation Costs	$41,461,406	$38,894,808	$40,550,734	$41,533,868	$983,134
Debt & Depreciation	$1,524,617	$1,676,351	$2,636,885	$3,481,120	$844,235
Capital Outlay	$2,290,128	$1,610,805	$1,969,010	$1,756,548	($212,462)
Interdepartmental. Charges	$1,503,766	$313,187	($1,165,026)	($1,481,435)	($316,409)
Total Expenditures	**$63,739,312**	**$60,218,004**	**$65,169,056**	**$66,557,791**	**$1,388,735**
Revenues					
Direct Revenue	$10,984,445	$10,271,944	$11,846,153	$11,938,829	$92,676
Intergovernmental Revenue	$836,078	$567,822	$623,100	$530,358	($92,742)
Indirect Revenue	$5,378,843	$5,571,165	$5,393,050	$5,437,360	$44,310
Total Revenues	**$17,199,366**	**$16,410,931**	**$17,862,303**	**$17,906,047**	**$43,744**
Tax Levy	**$46,539,946**	**$43,807,073**	**$47,306,753**	**$48,651,744**	**$1,344,991**
Personnel					
Full-Time Pos. (FTE)	229.0	238.0	260.0	267.0	7.0
Seasonal/Hourly/Pool $	$44,226	$80,474	$122,734	$105,634	($17,100)
Overtime $	$271,084	$508,683	$299,208	$308,544	$9,336

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 has a critical role in supporting the County's mission to provide great customer service and vision to achieve racial equity. Some examples of these activities across DAS divisions include:

- Facilities Management, including the Architecture, Engineering and Environmental Services (A&E) Division, is working with County departments to apply an equity lens to determine and develop capital infrastructure projects.
- The Office of Performance, Strategy and Budget (PSB) played a key role in development of the Racial Equity Budget Tool which provides a structured racial equity lens for departments to use to critically assess impacts of budget decisions on communities of color.
- Community Business Development Partners (CBDP) provides support to Targeted Business Enterprises (TBE) including Small and Disadvantaged Business Enterprise (DBE) programs.

- The Economic Development division has worked with partners to develop grant programs which prioritize individuals and businesses of color, women- and veteran- owned businesses and other enterprises in historically under-served places with limited access to flexible, affordable capital.

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, Office of Emergency Management, Office on African American Affairs and Department of Human Resources.
- 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), 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.

Strategic Program Area 1: DAS

Service Provision: **Mandated**

How We Do It: Program Budget Summary				
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$318,749	$275,423	$551,409	$191,233	($360,176)
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$318,749	$275,423	$551,409	$191,233	($360,176)
FTE Positions	3.0	3.0	4.0	3.0	(1.0)

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
To Be Determined	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
To Be Determined	0	0	0	0

Strategic Overview:

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

Strategic Implementation:

Expenditures decrease in 2021 due to a decrease in Personal Services. A vacancy and turnover reduction of $146k is included in this program area. 1.0 FTE Special Project Manager is unfunded. The position was created in 2019 to manage the correctional healthcare self-operation project. The County's policy has changed to maintain a contracted vendor for correctional health, so the position is not currently needed.

Strategic Program Area 2: DAS Central Business Office

Service Provision: **Administrative**

How We Do It: Program Budget Summary				
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	$756,409	$781,125	$808,452	$872,003	$63,551
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$756,409	$781,125	$808,452	$872,003	$63,551
FTE Positions	11.0	11.0	11.0	12.0	1.0

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Target	2021 Target
Climb Maturity Scale	2	2	3	3

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
No. of Procedures (Intra & Inter Departmental) Developed and Trained On	0	4	3	3
Percent of Monthly Fiscal Reporting Completed Timely	N/A	93.3%	95%	96%

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, Human Resources 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" to Level 3 - "Systematic" through the continued development of inter- and intra-departmental processes. 1.0 FTE Accountant is created to support the Enterprise Resource Platform project.

Strategic Program Area 3: DAS Procurement

Service Provision: **Administrative**

How We Do It: Program Budget Summary				
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$580,166	$594,117	$616,006	$786,404	$170,398
Revenues	$507	$640	$0	$0	$ 0
Tax Levy	$579,659	$593,477	$616,006	$786,404	$170,398
FTE Positions	8.0	8.0	8.0	8.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Price Agreements – With Budget Year Start Date	180	225	180	150
Requisitions Processed to Purchase Order Annually	17,775	21,491	28,000	28,500
Sealed Public Bids	70	75	60	60
Request For Proposals – Procurement Administered	40	46	45	45

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Spend Under Management (Aberdeen Benchmark1)	55%	27%	40%	30%
Cycle Time (Requisition to Purchase Order) – Percentage One Day or Less	75.0%	66.8%	50%	40%
Sealed Bid Responses (Average Responses/Bid)	4.0	3.37	4.0	4.5
MarketPlace Central2 Use – Unique Users/ Month Peak (ERP 2020)	450	392	100	120

Strategic Overview:

Under Milwaukee County Ordinance Chapter 32.22, the Procurement Division is responsible for the development and implementation of 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.

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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 to manage the transition from Marketplace Central to an Enterprise wide contracting module in 2021. All competitive acquisitions will remain on technology platforms that permit visibility and include a broader base of potential participants in Milwaukee County contracting, ERP or alternative processes. Migration of all departments (DHHS, A&E) to the use ERP Contracting module will be a critical element of ERP success to enable approvals, tracking and associated payments made under contract.

Additionally, Procurement will continue implementation of Chapter 42 Targeted Business Enterprise (TBE) 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. FY2019 saw an award rate by outreach of 22% of Bids awarded to TBE's.

Procurement's goal is to achieve 'model government' status. As such, in 2019, Procurement started formal credentialing of all staff by the Universal Public Procurement Certification Council (UPPCC) with minimum of each attaining Certified Professional Public Buyer (CPPB) certification. 40% of buyers and contract managers have obtained this goal in 2019, with balance to be achieved with May 2020 testing.

Organizational development to achieve American Bar Association Procurement Model. A centralized procurement can take many forms, yet yield the same desired outcome which includes a fair, open and transparent contracting process, yielding more opportunities for broader community, ensuring the protection of county interest, monitoring of all contracts for compliance and delivery, enhanced procurement methods for cost reduction/savings and value. While significant strides have been made, this item presents a significant opportunity.

Expenses increase in 2021 to build an inventory of personal protective equipment once federal pandemic support ends.

Strategic Program Area 4: Community Business Development Partners

Service Provision: Mandated

How We Do It: Program Budget Summary				
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	$524,271	$355,789	$523,156	$554,116	$30,960
Revenues	$7,655	$0	$0	$0	$ 0
Tax Levy	$516,616	$355,789	$523,156	$554,116	$30,960
FTE Positions	7.0	7.0	7.0	7.0	0.0

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Target	2021 Target
Total Number of DBE Firms Certified	N/A	562[1]	580	600
Committed Contract Value to Targeted Businesses	N/A	32.46%[2]	25%	25%

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
Total Number of DBE Firms Newly Certified	N/A	29	32	36

[1] Represents the anticipated number of firms certified by Milwaukee County only. Prior year's numbers were a representation of all firms certified by all members of the Wisconsin Unified Certification Program (WiUCP), and not solely those certified by Milwaukee County.

[2] Metric changed from a dollar amount to a percentage. Not knowing the value of future contracts makes it difficult to tie an accurate dollar value to this measurable.

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 DBE program. In addition, the CBDP Division is responsible for the monitoring of contracts to ensure 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 Disadvantaged/Targeted businesses. The CBDP Division has three business units: Contract Compliance, Certification Compliance, and Strategy & Analysis. The Contract and Certification Compliance business units have a dual function. They are responsible for certifying eligible firms 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 goals, goal setting and achievement.

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 Disadvantaged and Targeted Business companies will give an accurate report of participation related to the goals established by the CBDP Division.

Strategic Program Area 5: Performance, Strategy & Budget

Service Provision: **Mandated**

How We Do It: Program Budget Summary				
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$587,799	$761,875	$853,504	$842,904	($10,600)
Revenues	$0		$0	$0	$ 0
Tax Levy	$587,799	$761,875	$853,504	$842,904	($10,600)
FTE Positions	8.0	9.0	10.0	10.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
# of Budgets Produced	2	2	2	2
Organizational Budgets	82	82	82	82
Total Expenditure Budget	$1,352,479,769	$1,245,829,025	$1,188,577,674	TBD

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 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	Awarded	Awarded	Awarded	Awarded

Strategic Overview:

The Division of Performance, Strategy and Budget (PSB) 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:

As a component of the County's fiscal health goal, PSB is working to expand upon the use of long-term financial planning in Milwaukee County's budget process. This includes development of a long-range 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. 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 assist towards the development of countywide Enterprise Resource Planning (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.

Strategic Program Area 6: Reimbursement

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	$380	$ 0	$ 0	$0	$ 0
Revenues	$0	$ 0	$ 0	$0	$ 0
Tax Levy	$ 380	$ 0	$ 0	$ 0	$ 0
FTE Positions	0	0	0	0	0

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Target	2021 Target
N/A	N/A	N/A	N/A	N/A

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
N/A	N/A	N/A	N/A	N/A

Strategic Overview:

This program area was discontinued in 2018.

Strategic Program Area 7: Project Management, Execution and Governance (IMSD)

Service Provision: Administrative

How We Do It: Program Budget Summary				
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$1,564,909	$1,613,113	$1,801,423	$1,978,040	$176,617
Revenues	$1,671	$498	$1,500	$1,500	$ 0
Tax Levy	$1,563,238	$1,612,615	$1,799,923	$1,976,540	$176,617
FTE Positions	12.0	14.0	17.0	18.0	1.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
# of New IT Projects Requested	40	37	29	55
# of IT Projects Managed	44	29	TBD	45
# of Contracts Managed	138	157	164	172
# of Contracts Negotiated	35	65	57	70

* Number of contracts negotiated based upon work performed from January 1, 2020, to June 18, 2020.

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Target**
% of Projects Completed per Approved Schedule*	90%	91%	85%	85%
% of IMSD Negotiated IT Contracts Conformance to County Contract Standards and Ordinances	100%	100%	100%	TBD
Project Manager: Contractor Ratio – # of Contractors (C) Versus County Workforce (FTE) Ratio	63% C 15: FTE 9	69% C 22: FTE 10	61% C 19: FTE 12	50% C 15: FTE 15
IT Maturity Score	2.6	2.6	2-**	2+**

*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.

** Gartner changed IT Maturity score survey questions and criteria after 2019 survey. Metrics and score have been reset per new methodology.

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 portfolio management. This Strategic Program Area provides the framework and expertise to manage IT projects, business development analysis, contracts and financial and other administrative responsibilities.

Strategic Implementation:

The Governance Team will continue to lead the IT maturity initiative to optimize Department of Administrative Services (DAS) – Information Management Services Division's (IMSD) business and technical processes leading to consistent, quality IT services, risk mitigation and on-time, on budget project delivery. The Governance Team tracks IT Maturity through metrics in the following areas:

- Infrastructure and Operations;
- Project and Portfolio Management;
- Application Strategy and Delivery;
- Information Security and Risk Management; and
- Executive View.

In addition to the above, the Governance Team will continue to work with Office of Corporation Counsel, Risk Management, Community Development Business Partners and Procurement to develop, document and deploy sound strategies for IT vendor management and contract development, negotiation, execution and management. The overall goal is to not only comply with County standards and ordinances but also to reduce contract costs, increase level of services from vendors and mitigate risks. The Governance Team will also work with DAS-Central Business Office and DAS-Performance, Strategy and Planning and Budget Office for making strategies for better financial management of IT budget of County.

The Project Management Office will continue to manage the portfolio of Information Technology projects including continuation of Enterprise Resource Planning (ERP) program, Payroll upgrade, Learning Management System and Recruiting Platform Implementation, Phone and Voicemail Replacement, Case Management Software, Computer Aided Dispatch integration and other County department and division initiatives. DAS-IMSD's project management office is also working with County leadership on how to train non-IMSD County employees on project management principles.

The Program Management Office also houses DAS-IMSD's Business Solutions team. The Business Solutions Team collaborates with County departments and external partners on IT strategy and execution. This team supports IMSD's goal of becoming a trusted business partner by driving cost effective solutions that are in alignment with both daily departmental operating needs and futuristic growth.

Strategic Program Area 8: Applications Development (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary

Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	$982,278	$836,715	$2,519,093	$2,098,291	($420,802)
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$982,278	$836,715	$2,519,093	$2,098,291	($420,802)
FTE Positions	14.0	16.0	29.0	31.0	2.0

What We Do With It: Activity Data

Activity	2018 Actual	2019 Actual	2020 Target	2021 Target
Number of Service Hours Performed (Project and Support)	38,714 hours	55,154 hours	55,000 hours	64,480 hours
Applications Supported	605	599	590	590
Documents Managed – (Electronic Content Management)	9,809,132	10,862,812	12,000,000	13,000,000

How Well We Do It: Performance Measures

Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
Tier III (Application-Related) Support Tickets Received and Addressed	2,941	2,753	5,000	3,000
Applications Development Team Service Hours Percentage of Project vs Support Time by Employees and Contractors	68% Project / 32% Support	72% Project / 28% Support	80% Project / 20% Support	80% Project / 20% Support
Applications Development Team Service Hours Percentage of Project vs Support Time by Employees Only	35% Project / 65% Support	35% Project / 65% Support	49% Project / 51% Support	49% Project / 51% Support
Application Contractor Ratio – # of Contractors (C) versus County Workforce (FTE) Ratio	53% FTE 13: C 10	24% FTE 26: C 8	24% FTE 29: C 9	23% FTE 31: C 7
IT Maturity Score - Gartner Applications Development	2.0	-3	-3	3

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 departments and divisions to efficiently manage day to day operations, collect revenues, lower costs, enable transparency, and provide services to the constituency of the 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.

Data management services are provided by this strategic program area. Data management encompasses master data management, data governance, data analytics, business intelligence, measurement and analysis capabilities, and data architecture. As Milwaukee County strives to achieve the Baldridge Performance Excellence designation and COVID-19 recovery, this strategic area will assist in collecting data and analytics for performance measurement.

1 FTE Analyst Applications System IT to be cross charged to DHHS for development as well as ongoing administration and product support for the Case Management application suite.

Strategic Implementation:
The Applications Development 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;
- Continue to leverage Gartner IT Maturity assessments to improve organizational maturity, operational reliability and excellence. (The format of the scoring changes from 2018 to 2019.)
    - Gartner's government ratings average for applications is -3 for 2019/2020. Milwaukee County will raise their rating in applications from -3 to 3 during fiscal year 2021.
    - Gartner's government ratings average for data and analytics requires evaluation. Milwaukee County will strive for a rating of 2 during fiscal year 2021.
- Make organizational adjustments where needed to maximize support of Milwaukee County's technology footprint;
- Decrease the County's technology application footprint where practical and transition from legacy, non-supported technology applications to modern technology applications;
- Lead the County's Enterprise Resource Planning implementation to support the full Human Resources recruitment, payroll, financial, budgeting and procurement business processes;
- Decommission Advantage Financial System and SciQuest, and archive data from these systems into Milwaukee County's Data Management system;
- Support, maintain and optimize the~600 applications enabling Milwaukee County operations;
- Provide support and expertise for maintaining and governing of the Cityworks work order system;
- Integrate Milwaukee County's Enterprise Content Management system with new Enterprise Resource Planning system resulting in securely managed and easily retrievable documents;
- Provide enterprise data management, data archiving, master data management, data architecture, and professional data analytical technical services.
- Maximize Milwaukee County's potential to harness data-dependent capabilities through the implementation of business intelligence - measurement and analysis using Information Builders Inc. (IBI) Web-Focus and Omni-Gen tool and a defined data management framework. We will also embrace Microsoft PowerBI and ArcGIS to provide multiple presentation software to adapt to the unique needs of each Milwaukee County department/division. This will result in self-service data analytics, trusted data, and enhanced data analysis capabilities for Milwaukee County.

Strategic Program Area 9: Data Center Services (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary				
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$6,085,010	$5,802,127	$7,127,026	$7,736,813	$609,787
Revenues	$129,047	($301,160)	$140,000	$45,258	($94,742)
Tax Levy	$5,955,963	$6,103,287	$6,987,026	$7,691,555	$704,529
FTE Positions	10.0	10.0	12.0	12.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Storage Capacity (Tera Byte) On-Prem/Cloud	120/140	51/230	50/220	37/300
Number of Virtual Servers in Operation	310	280	285	285
Local Physical Servers Decommissioned/Total Servers	15/14	23/7	2/6	7/7
Server patching compliance including antivirus	98%	96%	99%	99%
Workstation patching compliance including antivirus	NA	75%	90%	80%
Number of Switches Maintained	395	417	425	430
Number of Ports Maintained	N/A	22,350	13,997	25,000
Number of Routers Maintained	41	44	44	45
Number of Firewalls Maintained	4	4	4	4
Number of Wireless Access Points	351	422	430	475
Number of Phones	6,250	6,325	6,350	6,350
Number of Call Managers	10	8	2	2
Number of Voicemail Servers	5	2	2	1

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
Web Services Availability	99.8%	100%	99.9%	100%
Datacenter Uptime	99.6%	100%	99.9%	100%
Backup Success	N/A	99%	99.9%	99.9%
Office 365 Uptime	99.6%	99.9%	99.9%	99.9%
IT Maturity Score – Infrastructure and Operations	2.0	2.4	2.5	2.6
Firewall Uptime	99.9%	100%	99.9%	100%
Router Uptime	99.8%	95%	99.9%	99.9%
Switch Uptime	98.5%	98%	99.9%	99.9%
Network Core Uptime	N/A	100%	100%	100%

Strategic Overview:

The Data Center Services Program Area provides research, acquisition, installation, maintenance, and support services for County-wide data center infrastructure including servers, storage, backup, networking and Office 365 environments. Its primary focus areas include:

- Administration, maintenance and support of County servers, storage and backup infrastructure;
- Management of 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 network to/from County's private hosted cloud vendor;
- Provision and maintenance core infrastructure hardware/software;
- Oversight of backup and disaster recovery programs within County;
- Management and responsibility of Office 365 cloud environment for email, Microsoft Office products, SharePoint, and OneDrive. Administration of the County's voice and data communications systems;
- Manage vendors that provide cabling, hardware, software and technical support for County's voice and data networks;
- Control and oversight of the architecture, design, planning, configuration and provisioning of the County's Wide Area Network and Local Area Network (WAN/LAN);
- Provision and maintenance of Wi-Fi and internet services;
- Provision of voice, video, and conferencing services.

Strategic Implementation:

In 2021, the Infrastructure Services Strategic Program Area - Department of Administrative Services – Information Management Services Division (IMSD) will continue to strive to become a sustainable IT services organization through maturity and continuous improvement.

One key component of this goal for the Data Center Services Team is to reduce hardware in both on-premise data centers by consolidation and decommissioning of physical storage and server devices that can otherwise be virtualized. This will reduce complexity, device count, maintenance/support costs, and create efficiencies in both datacenters. This goal will be accomplished by moving server and application workloads to a Managed Services Provider (third party managed private cloud; and public cloud services) enabling IMSD to focus resources on initiatives that increase infrastructure and operational maturity, reduce technical debt, and reduce the County's IT security risk exposure. Through the managed service migration, IMSD has been able to consolidate and decommission aged infrastructure,

create a Disaster Recovery plan and create a more proactive approach for maintaining and administering information technology services. Workloads that are still maintained onsite at Milwaukee County are backed up through Backup as a Service (BaaS) which replicates data to the County private cloud. This role will focus on keeping our systems updated with the latest security defense mechanisms to keep our environment protected from such threats as Ransomware.

Another key component of the goal for the Data Center Services Team is to build out a robust wired and wireless network. Covid19 has moved the County workforce to adopt more of a mobile platform like laptops and tablets. The additional laptops will require a robust wireless network so employees can have a user experience throughout the County just as they do while at their desks.

Redundancy and security continue to be focus areas of the data center services team to ensure County operations continue in the event of a disaster or physical hardware failure. Continued self-evaluation of security hardening of infrastructure helps to maintain safety within Milwaukee County.

The Voice over Internet Protocol (VOIP) technology will continue to be rolled out to remaining County sites through the Telephone and Voicemail replacement capital project. This initiative is expected to complete in early 2021 and will drastically reduce the County's risk of telephone system failure, enable 'work from anywhere' functionality for County departments, and improve IMSD's ability to support phones while reducing future cost of ownership.

Throughout 2021, IMSD will continue to extend the footprint of County's computer network to outlying locations, other underserved County locations and the relocation of County employees from the BHD hospital complex. IMSD will also focus on the reduction of devices that are no longer needed in both the Network and Telecommunications aspect. Network and Security teams will continue to innovate and strengthen the County's Security portfolio by increasing the intervals in which Network equipment is upgraded or maintained.

Strategic Program Area 10: Support Services Organization (IMSD)

Service Provision: Administration

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$1,141,931	$1,013,242	$1,224,269	$997,205	($227,064)
Revenues	$0	($178)	$0	$0	$ 0
Tax Levy	$1,141,931	$1,013,420	$1,224,269	$997,205	($227,064)
FTE Positions	6.0	7.0	8.0	9.0	1.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Service Tickets Opened	32,259	34,032	35,000	35,500
Number of Service Desk Technicians	3	3.1	3.5	4
Windows Computing Devices Managed*	3,326	3,404	3,700	4,100
Mobile Devices Managed**	2,841	3,089	3,470	3,500
Unique End Users Serviced	4256	4,299	4,500	4,200

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

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
% of Service Desk Tickets Resolved within Service Level Target	91%	92%	99.5%	94%
Mean Time to Resolve (Hours)***	12.6%	64	8.85	20
IT Maturity Score – Infrastructure and Operations	2.1	2.4	2.3	2.6

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

Strategic Overview:

The Support Services Strategic Program Area contributes to the sustainability of Department of Administrative Services – Information Management Services Division (IMSD) by providing a central point of contact between County's computer using staff and the Information Technology Support Services Team. The IMSD Support Services Team uses the 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 2021, the Support Services Strategic Program Area will continue to work on improving with the following actions and initiatives:

- Continued implementation of the ITIL framework, an industry standard as well as adopting portions of the new ITIL V4 library;
- Improved asset management of end user devices including phones, laptops, desktops and tablets;
- Continuous improvement of Knowledge Management and documentation processes;
- Making appropriate investments in people, process, and technology.

Strategic Program Area 11: Mainframe (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$2,124,432	$1,856,981	$731,535	$840,670	$109,135
Revenues	$183,400	$238,800	$257,100	$257,100	$ 0
Tax Levy	$1,941,032	$1,618,181	$474,435	$583,570	$109,135
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Mainframe IDs Maintained	150	224	150	150
Applications on Mainframe	1	1	1	1

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
CJIS Availability	100%	N/A	N/A	N/A
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:

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.

The mainframe application Advantage will be decommissioned with the implementation of the ERP system in 2021. The mainframe will be discontinued when all data has been verified off the system and the business units agree to shut it down. Additional contractual services funding is included in 2021 to maintain the mainframe during delays in the new ERP system implementation.

Strategic Program Area 12: Managed Print Services (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	$444,172	$463,660	$517,311	$527,064	$9,753
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$444,172	$463,660	$517,311	$527,064	$9,753
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Target	2021 Target
# Copiers and Printers Managed	515	544	500	475
Total Color Prints	2,725,627	4,010,232	2,100,000	2,500,000
Total Black & White Prints	19,058,710	24,801,188	18,500,000	22,000,000
Total Prints	21,784,337	28,811,420	20,600,000	24,500,000

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
% of Page Reduction	-3%	-25%	5%	6%
% of Color Print Reduction	-18%	-33%	5%	38%
Annual Program Budget	$480,456	$533,704	$442,000	$400,000

Strategic Overview:

The Managed Print Services Strategic Program Area will continue with the goal of maximizing cost savings and improving workflow by:

- Fleet optimization/right-sizing;
- Increasing security compliance;
- Deployment of 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;
- The development of formal metric reporting systems with corrective actions.

Additionally, the MPS program will implement a security program to manage the printing of sensitive documents. Those printers enrolled in the security program will require a user to enter a security code or present a security FOB to retrieve

a printout. This reduces risk to the County by eliminating sensitive documents being printed and laying near or on the printer for all employees to see until the print job is collected.

Strategic Program Area 13: Technology Purchase Management (IMSD)

Service Provision: Administration

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	$7,623,637	$6,720,765	$5,326,978	$6,076,280	$749,302
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$7,623,637	$6,720,765	$5,326,978	$6,076,280	$749,302
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Target	2021 Target
# of County departments supported	30	43	43	43

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
This area has no performance measures				

Strategic Overview:

The Technology Purchase Management Strategic Program Area provides Department of Administrative Services (DAS) – Information Management Services Division (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
- Focusing on investment in new technologies that advance a sustainable countywide 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 Department business strategy and transparency into County's IT Central Spend budget. It also establishes a more robust operationalized cost for IT hardware to ensure critical IT hardware is properly maintained to support the countywide and department specific daily needs.

Strategic Implementation:

The Technology Purchase Management Strategic Program Area budget has been adjusted to include:

- Enterprise Resource Planning subscription costs paid for by the capital project in 2020

- Enhance a system life cycle management analysis for ongoing maintenance and upgrade costs of Information Technology (IT) hardware that has been previously funded through prior year capital requests or Department operating.

Strategic initiatives for Central Spend include:

- Develop a more timely and transparent reporting process for departments to understand their status of Central Spend purchase activity, including optimization activity.
- Centralize management of IT purchases through Central Spend budget in order to:
    - Consolidate negotiations with vendor partners to mitigate risks, enhance customer service, and reduce pricing;
    - Align business needs in a strategic and cost-effective manner;
    - Mitigate risk of obsolete technology; and
    - Equip County for the digital future.

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 (IMSD)

Service Provision: Administration

How We Do It: Program Budget Summary				
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$539,402	$710,977	$856,557	$1,173,553	$316,996
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$539,402	$710,977	$856,557	$1,173,553	$316,996
FTE Positions	1.0	2.0	3.0	3.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Number of Devices Monitored for Suspicious Activity & Cyber Threats	8,300	8,500	9,500	9,500
Number of Cyber Security Incidents Detected	NA	933	900	900
% of Cyber Security Incidents Resolved	NA	100%	100%	100%
Quarterly average of vulnerabilities detected	N/A	772	650	500

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Mean time to resolve security incident tickets	N/A	17 hrs.	8 hrs.	7 hrs.
IT Maturity Score – Information Security	2.7	2.7	3.0	3.1

Strategic Overview:

The Cybersecurity Strategic Program Area is responsible for protecting County assets from cyber threats and defending the numerous attack surfaces 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:

This strategic area will continue to develop and adopt a robust ISMP based on the NIST cybersecurity framework and NIST security publications. In support of the ISMP goals, the Program Area will strive to attain the following objectives:

- Engage security and data governance and sponsorship across County departments;

- Document the link between security solutions and business requirements;
- Provide risk assessments of systems, data, and human behavior;
- Formulate baseline data and measurement criteria based on risk;
- Implement a layered security approach to reduce attack surface and prevent roaming;
- Design cybersecurity requirements into business and IT projects;
- Establish documentation of shared responsibility with vendors and cloud providers;
- Continuously improve and evolve the program as the threat landscape changes.
- Continue to chair the Milwaukee County Information Security Council (MC-ISC) established in 2018 that provides oversight and governance over ISMP security decisions and actions that affect County employees and services;

Goals include the following:

- Continue to develop the ISMP, the county-wide security program with standardized security practices, data protection requirements, and improved employee awareness;
- Implement an Identity and Access Management platform for monitoring administrative type accounts
- Develop and deliver cyber security training to County employees via LMS and IMSD conducted email phishing and educational campaigns;
- Research, identify and periodically review critical applications for relevancy;
- Implementing multifactor authentication for all IMSD administrator type accounts
- Incorporating controls from the CIS Top 20 Guidelines for enterprise security

Strategic Program Area 15: Facilities Management Director's Office

Service Provision: **Administrative**

How We Do It: Program Budget Summary				
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$129,930	($3,787)	($1,595)	($0	$1,595
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$129,930	($3,787)	($1,595)	$ 0	$1,595
FTE Positions	2.0	1.0	1.0	1.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
County-wide Building Footprint (gross square feet)	13,011,392	13,069,857	12,745,592	12,745,592
County-wide Building Plant Replacement Value ($)	$2,225,882,603	$2,348,577,462	$2,287,863,098	$2,287,863,098

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
County-wide Facility Condition Index (FCI*)	0.16	0.13	0.12	0.12

* 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 FMD will focus on total lifecycle and asset management of the County's real property. There is an emphasis on effective County-wide facilities planning, improved project delivery, maintenance best practices and sustainable facilities management. Progress continues in reducing facility footprint and improving Facility Condition Index (FCI), primarily through the mothballing and disposal of functionally obsolete buildings, but also through careful management of repair and replacement needs within budget constraints. The 2021 budget for FMD assumes extraordinary costs related to pandemic response (incurred in 2020) will be covered through other non-County funding sources. As such, no additional resources for pandemic response are included in the FMD 2021 budget.

In 2019, a major initiative on Workforce Planning was started and should continue through 2021 with programs to improve recruitment/retention, leadership development, succession planning, racial equity, and employee engagement.

The Director's Office will be implementing plans to achieve a more diverse team of qualified staff and leaders, that more closely reflects and is representative of our constituency base – the citizens of Milwaukee County.

The Director's Office expenditures (totaling $198,381 for 2021) are fully cross charged to other organizational units within the DAS-FMD enterprise.

Strategic Program Area 16: Architecture & Engineering

Service Provision: Administrative

How We Do It: Program Budget Summary				
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$3,015,189	$3,315,636	$3,802,850	$3,902,757	$99,907
Revenues	$4,236,970	$4,404,115	$5,045,350	$4,846,010	($199,340)
Tax Levy	($1,221,781)	($1,088,479)	($1,242,500)	($943,253)	$299,247
FTE Positions	39.0	39.0	41.0	41.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
# of Capital Projects Managed	132 c/o; 29 new*	119 c/o; 35 new*	125 c/o; 69 new*	TBD
County Facilities Planning Capital Projects Forwarded	68	108	84	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 Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
At least 80% of Capital Projects Completed within 36 months**)	86%	108	85%	85%

****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, furniture management and move management expertise for County Departments to efficiently use their existing space(s) and plan for future needs.

Strategic Implementation:

A continuing robust local construction market has proven to add challenges, cost and time to the delivery of major capital projects. The goal remains to complete as many projects as possible within the 36-month window. While 2020 shows a slight increase in carrying projects over into the current year, in 2021, A&E will continue to develop alternative means and methods to improve project delivery services. More specifically, to provide value engineering during project planning/design and bidding and investigating alternate project delivery methods (within the constraints of State-mandated bidding regulations).

Strategic Program Area 17: Environmental Services

Service Provision: Administrative

How We Do It: Program Budget Summary				
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$885,112	$645,001	$635,431	$627,232	($8,199)
Revenues	$395,601	$463,811	$251,530	$386,000	$134,470
Tax Levy	$489,511	$181,190	$383,901	$241,232	($142,669)
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
# of Capital and Major Maintenance Projects Reviewed for Energy Efficiency and Sustainability	This activity replaced by item below starting with the 2018 Adopted Budget	N/A	N/A	N/A
# of Mandated County Environmental Plans and Reports in Compliance	23 Compliance Requirements	23 Compliance Requirements	23 Compliance Requirements	23 Compliance Requirements

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Review 98% of Capital and Major Maintenance Projects with the objective of Improving Efficiency and Sustainability	This measure replaced by activity below starting with the 2018 Adopted Budget	N/A	N/A	N/A
Ensure 100% of mandated County environmental plans and reports are submitted in compliance with the established due date	100%	100%	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 had 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. Since 2018, the Environmental Services Unit has 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. In 2021, this successful initiative continues.

Strategic Program Area 18: Office of Sustainability

Service Provision: **Administration**

How We Do It: Program Budget Summary				
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$93,180	$132,693	$184,528	$188,460	$3,932
Revenues	$1,084	$0	$0	$0	$ 0
Tax Levy	$92,096	$132,693	$184,528	$188,460	$3,932
FTE Positions	1.0	2.0	2.0	2.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
[1] County employees, elected officials, and residents who participate with the Office of Sustainability programs	644	N/A	N/A	N/A
[1] Number of County energy accounts managed with Energy CAP software	891	N/A	N/A	N/A
Cost savings/avoidance from Office of Sustainability initiative	$328,876	$425,662	$350,000	TBD

[1] *Measurement no longer used.*

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
County-wide energy use reduction vs. 2014 baseline	11%	14%	18%	16%
% Office of Sustainability tax levy offset by cost saving/avoidance initiatives	357%	214%	198%	TBD

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.

Our focus areas include:

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

Strategic Implementation:

During 2021, 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. The Office will continue to oversee Milwaukee County's energy bill management system, manage Countywide natural gas procurement, and lead energy assessments for County facilities. Finally, the OS will lead the development of a climate action plan for County operations.

Strategic Program Area 19: Facilities Operations & Maintenance

Service Provision: Administrative

How We Do It: Program Budget Summary				
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$18,086,812	$18,457,566	$19,084,191	$18,835,536	($248,655)
Revenues	$6,023,874	$5,458,931	$5,116,701	$5,340,337	$223,636
Tax Levy	$12,062,938	$12,998,635	$13,967,490	$13,495,199	($472,291)
FTE Positions	84.0	85.0	83.0	83.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Building Footprint Managed (sq. Feet)*	2,684,603	2,169,047	2,194,395	2,300,378
Building Plant Replacement Value	$695,033,639	$657,138,066	$642,805,176	$683,573,076
# of Emergency Work Orders	500	9763 [1]	9000	8000
# of Requested Work Orders	6,000	7518 [1]	7,000	7000
# of Preventative Maintenance Work Orders	1,000	1037 [1]	1200	1300

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. Information above excludes decommissioned buildings still owned by Milwaukee County. With the full implementation of CityWorks CMMS in late 2018, tracking of service requests and work orders has become more accurate. The previous CMMS, E-Maintenance, did not offer accurate reporting due to the limited capabilities of the system. Emergency work orders include vandalism that occur within FMD operated facilities not counted prior to 2019.

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Facilities Operations and Maintenance Cost Per Square Foot	$7.73	$9.17	$8.55	$8.41
FMD-O&M Facility Condition Index (FCI)*	0.08	0.08	0.08	0.08
Preventative Maintenance: Corrective Maintenance Ratio (%)	17%	10%	22%	25%
% of Work Orders Completed	100%	98%	95%	100%

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. FCI of .04 without the inclusion of the Public Safety Building. (Source: VFA Assessment Software.

Strategic Overview:

Facilities Operations & Maintenance (Facilities) 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, Vel R. Phillips Youth and Family Justice Center, Facilities West and five Senior Centers (McGovern, Clinton Rose, Kelly, Washington and Wilson). Services include corrective and preventative maintenance, major repairs

and replacements, capital planning, 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 is the steward of the County Grounds potable water, sanitary sewer and storm water systems (for additional detail, see Strategic Program Area 21: Water Distribution System). Lastly, Facilities provides various supportive services to the Wil-O-Way Centers.

Strategic Implementation:

The focus of efforts include: maintaining exceptional customer service to our tenants, providing sufficient resources to our staff to succeed in their mission, expanded use of the enterprise-wide computerized maintenance management system, CityWorks, and holding vendors accountable for their contracts including continued monitoring of Targeted Business Enterprises (TBE) and residency contract requirements.

Strategic Program Area 20: GIS & Land Information Office

Service Provision: **Mandated**

How We Do It: Program Budget Summary				
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	$840,112	$720,788	$892,821	$842,821	($50,000)
Revenues	$841,288	$859,434	$892,821	$842,821	($50,000)
Tax Levy	($1,176)	($138,646)	$ 0	$ 0	$ 0
FTE Positions	4.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Target	2021 Target
MCLIO Web Site Visits	84,515,083	75,600,000	84,892,500	85,000,000

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
Open Data Download Site (Self-Service)	26,937 73/day	14,588 40/day	10,000 27/day	15,000 41/day
Data Requests (Manually Filled)	34	36	30	30
GIS Project Requests	27 Ad Hoc Projects	53 Ad Hoc Projects	20 Ad Hoc Projects	30 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 County asset management system, Cityworks, which is the County's work order management system. The LIO will continue to support GIS-based County initiatives in 2021 including master space planning, utility management, and FMD sustainable facilities. The LIO provides the technical standards, governance and application support for all GIS program initiatives.

Strategic Program Area 21: Water Distribution System

Service Provision: Discretionary

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	$3,767,009	$3,714,578	$4,198,401	$4,139,410	($58,991)
Revenues	$3,030,169	$3,487,194	$4,198,401	$4,139,410	($58,991)
Tax Levy	$736,840	$227,384	$ 0	$ 0	$ 0
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Actual	2021 Target
Cubic Feet of Water Service*	35,211,535	26,195,057	36,000,000	34,000,000
Cubic Feet of Sewer Service*	26,747,133	19,832,339	27,468,000	27,000,000
Cubic Feet of Storm Water Service*	35,211,535	26,195,057	36,000,000	34,000,000

Consumption by volume.

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual[3]	2020 Target	2021 Target
Operation Cost per 1,000/CF of Water Service	$50.29	$52.69	$56.45	At Cost
Operation Cost per 1,000/CF of Sewer Service	$20.81	$17.54	$20.65	At Cost
Operation Cost per 1,000/CF of Storm Water Service	$1.15	$4.03	$2.05	At Cost

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. Currently, Milwaukee County has entered into a management agreement with MRMC Water for the operation and maintenance of the water and sewer assets located in the SE Quadrant. The expenses of the Water Distribution System are fully funded by revenue from users. MRMC members are now billed by MRMC Water based on a cost-plus basis which still results in a break-even to Milwaukee County. Non-MRMC customers are assessed based on their individual 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 2020 and 1st QTR 2021. As a result, the 2021 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 $905,071 that is budgeted in Agency 190 (Non-Departmental Revenues), Org 1986 (Fire Charge – Uncollectable).

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[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 2021 are estimated at $1.51 million. Approximately $1.48 million of this cost is charged to non-county water system users with the balance, an estimated $33,000 charged to County users.

Strategic Program Area 22: DAS Risk Management

Service Provision: **Administrative**

How We Do It: Program Budget Summary				
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$11,241,413	$9,301,158	$10,237,776	$10,394,523	$156,747
Revenues	$89,356	($1,376)	$0	$0	$ 0
Tax Levy	$11,152,057	$9,302,534	$10,237,776	$10,394,523	$156,747
FTE Positions	7.0	7.0	7.0	7.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Target**
Total hours of documented Risk Management Training	14,089 hours	14,250 hours	15,000 hours	15,000 hours

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How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
Reduce Frequency and Severity of Workers' Compensation Claims to Reach an Experience Modification Number of 1 or Below.	*1.16	**0.94	0.95	0.95

*2018 (2014, 2015, 2016), **2019 (2015, 2016, 2017) - 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 nurse triage line, the Vehicle Accident Review Committee, job safety and OSHA training, as well as a focus on return-to-work programs for injured workers, which Risk Management is committed to continuing into 2021. 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.

Strategic Implementation:

In 2021, Risk Management will continue to support and protect our departments, employees, and guests using our services and facilities. Among the highlights:

- 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. Continuing into 2021, Risk's Safety and Loss Control team will focus on assisting Departments in implementing OSHA mandated programs for Milwaukee County employees through the rollout of the Milwaukee County Safety Manual.

- Risk Management will utilize its Health and Safety Committee and Vehicle Accident Review Committee (VARC), which have adopted a quarterly Open Meetings model, to collaborate and disseminate risk mitigation initiatives based on loss data and pressing issues brought by committee members. VARC will continue to track and monitor vehicle accidents and make recommendations on preventability measures to keep our operators and the public safe. In 2021, Risk will move towards incorporating accident specific training for drivers involved in preventable accidents.

- 2021 will mark the sixth year Milwaukee County will renew its property and casualty insurance program through the assistance of a broker. Risk Management will focus efforts on reducing projected property premium costs caused largely by the pandemic and the resulting economic downturn. Additionally, Risk will focus on working with departments on identifying exposures, eliminating exposure gaps in the insurance program, and will continue to test the market on increasing cyber liability coverage limits, adding 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 2021 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.

- In 2021, Risk Management will target a reduction in open workers' compensation claims liabilities by furthering a claims closure project initiated in 2019. The project identified groups of claims by specific indicators and will require the continued development of strategies to deploy various resources towards closing the identified groups of claims, thereby closing reserves tied to those claims.

- Costs increase in 2021 due to industry-wide premium increases for areas such as auto property insurance, airport operations liability insurance, and general property insurance. Costs increases in these areas are partially offset by significant savings in the frequency and severity of workers' compensation claims.
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Strategic Program Area 23: DAS Economic Development / Real Estate Services

Service Provision: Discretionary

How We Do It: Program Budget Summary				
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$1,751,918	$1,539,849	$1,997,430	$1,984,638	($12,792)
Revenues	$2,101,722	$1,637,661	$1,802,400	$1,887,900	$85,500
Tax Levy	($349,804)	($97,812)	$195,030	$96,738	($98,292)
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Actual**	**2021 Target**
Develop and increase lease revenue from parking lot and cell tower locations	$1,452,896	$1,444,909	$1,400,000	$1,500,000

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 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	Advance Funding	Land Sale and Reserve Site	Finalize Contracts and Begin Construction
Vacate County Grounds to reduce operatoinal burdens, allow implementation of the Life Science District Master Plan and maximize value to Milwaukee County	Term Sheets	Option Agreements	Closing	Close Water System and Ancillary Properties

Division Mission:

The Economic Development Division (DAS-ED) fosters collaborations and provides high quality real estate services to support the economic development of Milwaukee County and its customer departments.

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 and surplus properties which includes the preparation, repair, marketing, and sale of 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 the sale and redevelopment of the Park East corridor and Milwaukee Regional Medical Center have successfully leveraged County real estate opportunities for regional economic growth in areas as diverse as increasing transit usage to creating construction and ongoing 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.

StrategicImplementation:

Due to budget constraints, the division refocuses its efforts on core economic development initiatives. In 2021, DAS-ED will advance in the maturity 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, leveraging the County's functions for the creation of a center of forensic science and protective medicine.
- Complete property transactions associated with the Milwaukee Regional Medical Center including disposition of the County owned water system.
- Monitor partnership programs – Small Business Loan Program (MEDC), and Near West Side Partners Economic Development Grant program.
- Monitor compliance on real estate and redevelopment projects including City Campus, St. Anthony's supportive housing, the Couture, Park East redevelopments, Innovation Campus 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.

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), IEDC ($2,000), WEDA ($2,000), 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

How We Do It: Program Budget Summary				
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
Expenditures	$644,984	$611,117	$680,504	$667,838	($12,666)
Revenues	$154,421	$159,319	$156,500	$159,711	$3,211
Tax Levy	$490,563	$451,798	$524,004	$508,127	($15,877)
FTE Positions	2.0	2.0	2.0	2.0	0.0

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Actual	2021 Target
Wil-O-Way Rentals	130	116	140	130
Sign Language Interpreter Work Orders	71	98	60	60

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
Self-Sufficiency Ratio for Wil-O-Way Facilities	93.41%	91.01%	90%	90%

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.

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)

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.

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.

If needed, OPD is authorized to execute a fund transfer from the Trust Account for the payment of expenses.

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

Strategic Program Area 25: Grants Procurement

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	**2018 Actual**	**2019 Actual**	**2020 Budget**	**2021 Budget**	**2021/2020 Variance**
Expenditures	$0	$0	$0	$300,000	$300,000
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$ 0	$ 0	$ 0	$300,000	$300,000
FTE Positions	0.0	0.0	0.0	3.0	3.0

What We Do With It: Activity Data				
Activity	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
TBD	N/A	N/A	N/A	N/A

How Well We Do It: Performance Measures				
Performance Measure	**2018 Actual**	**2019 Actual**	**2020 Target**	**2021 Target**
TBD	N/A	N/A	N/A	N/A

Strategic Overview:

The Grants Procurement Division was created in July 2020 by County Board File 20-534. Staff from this area will work with departmental staff to identify, apply for, and track grants from the County's state, federal, and nonprofit partners.

Strategic Implementation:

The 2021 budget provides 1.0 FTE Grants Director, 1.0 FTE Sr. Grants Analyst, and 1.0 FTE Special Projects Analyst.